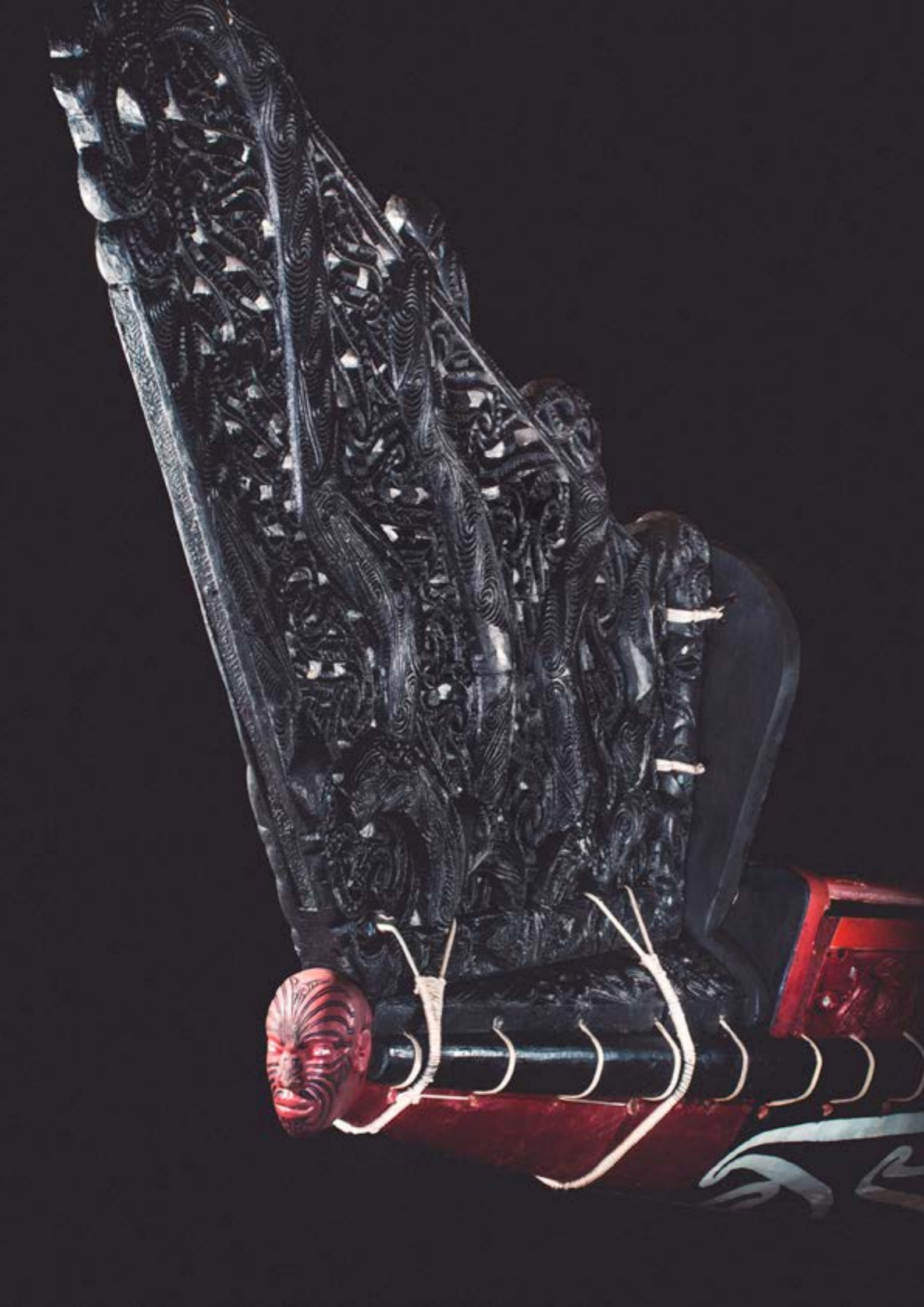




TE MATATINI
Kapa Haka Aotearoa

TE PĪTAU WHAKAREI

TE MATATINI SOCIETY INCORPORATED
STRATEGIC PLAN 2017 - 2027



TE PĪTAU WHAKAREI

Te pītau whakarei is the head of te tau ihu, the prow of a waka which carries the 'pītau' design.

This strategic plan takes its inspiration from this symbol which denotes how Te Matatini navigates its way through the vast ocean of arts.

Our role also emulates the spiral pattern of Te Pītau that both embellishes and carries forth the ōhākī or legacies of our tupuna (ancestors). It is also a metaphor that cuts through Hukatai (sea foam) and Rehutai (seaspray) to provide a Tū Ātea – a place for Te Matatini to lead Kapa Haka to a prosperous future.

Hukatai – the sea foam generated by the waka in motion symbolises the physical world and the pursuit of knowledge. Rehutai is a metaphor for the waka as it heads out into the sunrise. As the sea foam is thrown up by the bow, the rays of the sun pierce the foam, which represents spiritual enlightenment.

This plan is based on all of these positive attributes that emanate from Kapa Haka and leads to ones well-being.

As we look to our future horizon we will continue to promote excellence in the traditional Māori performing arts.

CHAIRMAN'S FOREWORD

Tera te haeata takiri ana mai ki
runga o Te Matatini
Hanake nei he ata hou.

Kia tau te ia o te Mauri kia tātau ngā uri a rātau mā e hāpai nei i ngā tikanga, e tū pakari ai a Te Matatini.

Tēnā tātau te hunga i whītiki, i maranga, kia toitū ai te Kapa Haka.

He mihi taurangi ki ngā Ariki, ki ngā rangatira, ki te iti, ki te rahi, ki te hunga taitamariki ki ngā kohunghunga.

Tangihia ō tātau mate huhua kua ngaro atu i te tirohanga kanohi, papatau ana te huarahi ki tua o te arai, heoi anō rā ki te hunga mate whakangaro atu rā koutou ki te pūtahitanga o Rehua, ki te huinga o te kahurangi ka oti atu ai.

“Ko te whare maire ka tū ki roto i te pā tūwatawata he tohu nō te rangatira”.

Nō reira kia tātau te iwi pūmau, pono, kaingākau hoki ki te Kapa Haka, ki ōna reo, ki ōna tikanga, kia kaha, kia manawanui, ko tātau “ngā tatangi a ngā whare karioti” ngā kaimanaaki, ngā kaihapai a Te Matatini.

Kei roto i ēnei tātai a Te Matatini ngā kaupapa hei arahi i a tātau ki tētahi taumata anō.

Ka mau tonu i te tūturutanga o tēnei puiaki te Kapa Haka, tōna orokohanga mai, ōna whakapapa mai i ngā kokoru i ngā pūmotomoto o te motu whakawhiti atu ki ngā Hawaiki ō ō tātau mātua tīpuna.



Ko tā Te Matatini e whai nei i tēnei mahere, kia horapa a Kapahaka ki ngā hapori o Niu Tirenī, Maori mai Pakeha mai, kia rangatira ngā reo me ngā tikanga a Hinerehia me Tanerore.

“Mā tini, mā mano, ka rangatira a Kapa Haka”.

Whakairotia te a,e,i,o,u, ki roto i te manawa, kia rere to tatau reo i ngā wahi katoa i ngā wa katoa.

Ko te reo tēnei o ngā maunga nei o ngā awa o ngāmoana, o te taiao, he reo tuku iho mai rano ko te reo tēnei o Aotearoa.

Nāku nā,

Selwyn T Parata
Chairman



CHIEF EXECUTIVE'S FOREWORD

He hōnore, he korōria ki te Atua
He maungārongo ki runga i te whenua
He whakaaro pai ki ngā tāngata katoa
Hangā e te Atua he ngākau hou
Ki roto, ki tēnā, ki tēnā o mātou
Whakatōngia to wairua tapu
Hei awhina, hei tohutohu i a mātou
Hei ako hoki ki roto i te whare
whakaiti o Te Matatini

Tēnā tātou katoa e whakaaro nui ana ki tēnei taonga ā Kapa Haka, ki ōna āhuatanga e kawea ai tātou i tēnei ao hurihuri, e manaaki nei i ā tātou ki te reo Māori, ki ngā kōrero me ngā mahi tuku iho ā ngā tūpuna. Kia puta mai te wairua, te reo me ngā tikanga Māori ki roto tonu i ā tātou ngā uri whakaheke. Tihēwa mauri ora!

Kapa Haka is an art characterised by its special status and unique contribution to Aotearoa New Zealand. Embodying all that is commonly associated with a performing art, Kapa Haka is also a proven and successful platform that materially assists the retention of Māori culture and language. A highly engaged local activity, Kapa Haka's steadily increasing global profile identifies strongly with Aotearoa New Zealand's international brand and profile: unique, rare, authentic.

Kapa Haka is a broad and diverse sector. Active participation as a performer, teacher or supporter may be found in the vast majority of educational institutions in New Zealand and a majority of public sector workplaces. The contemporary and



competitive senior Kapa Haka community and live spectator audiences at the regional and biennial National Festivals make up a critical section of the Kapa Haka community and further demonstrates how Kapa Haka constitutes a broad community membership.

Finding its modern beginnings in the Polynesian Festival of 1972, Whakarewarewa, Rotorua, the evolution of Kapa Haka has seen competitive groups at National Festivals push the boundaries in every way – technically, artistically, musically and physically.

The entire range of Māori performing arts activity is generously supported by transformative and inspirational leadership. Te iwi Māori is always mindful of the generous and selfless contributions of generations of artisans, experts, teachers

and servant leaders who have nurtured and will continue to nurture Kapa Haka and Māori communities with their wisdom and knowledge. I would also like to thank the Hon. Maggie Barry and the Ministry for Culture and Heritage as our key funder, our strategic partners, and sponsors.

Spirit, verve and determination are critical qualities of the Kapa Haka leadership and performing artist community. Importantly, it should be understood that the vast majority of Kapa Haka activity is undertaken through voluntary contributions of time and resource, the community maintaining regular lives in addition to Kapa Haka commitments; raising families, meaningfully contributing to workplaces and supporting a wide range of social, iwi and other community activities.

This strategy captures discussions and surveys of the National Committee and Kapa Haka sector. It aims to foster prosperity through the growth of Māori culture and identity, contribute positively to Māori performance in relation to the wellbeing index and support the economic growth of Kapa Haka communities everywhere.

Our ultimate aim is for Te Matatini to become an inclusive and integral part of whānau, hapū, iwi and wider New Zealand society.

*“Ko au Te Matatini
Ko Te Matatini ko au”*

**Carl Ross
Chief Executive**

INTRODUCTION

Paramount to Te Matatini's existence is the biennial national Kapa Haka Festival which promotes excellence in traditional Māori performing arts. Te Matatini Festival is now a premiere national event and has become a powerful avenue to showcase Māori culture and lift the profile of Kapa Haka worldwide. The competitive comradery within high performing teams also builds future leaders who think innovatively, inclusively and creatively.

Te Matatini humbly sees itself as "te pītau whakarei, the head of the waka," that navigates the waka of Kapa Haka through the vast ocean of arts. Our role has been to lead from the front and welcome anyone on board who wants to experience Kapa Haka. Te Matatini sees Kapa Haka as a vehicle that contributes to positive social change.

Throughout this ten year strategic plan, our aim is to widen our reach by undertaking research on the benefits of Kapa Haka, whilst also investing in our diverse communities. We will create and enhance our strategic alliances with our current and new partners enabling us to maximise Kapa Haka's contribution to Aotearoa's cultural, social and economic fabric. By leveraging our unique cultural offering, it is important that this vital research is evidence-based and illustrates how Kapa Haka contributes directly to the national GDP.

The most recent Te Matatini National Festival of 2017 (hosted by Te Kahu o Te Amorangi o Kahungunu) brought an unprecedented \$28.7m into the national economy and \$11.2m into the local economy. The future for the festival is bright and offers untapped opportunities for niche and growing industries to look into the benefits of advertising and partnering with Kapa Haka teams regionally, nationally and internationally. Our unique "Kapa Factor" is infectious, and it's exciting!

In order to harness this opportunity, Te Matatini must be resilient and strong. By implementing

this ten year strategic plan, we offer the creation of wealth and opportunity for kaihaka and our many stakeholders. We believe that by combining the wisdom of our elders, the beauty of our Reo and the best available global knowledge we will:

- Improve the wellbeing of our communities in a measurable way
- Achieve economic sustainability
- Create a better world for our mokopuna
- Preserve the strengths of our cultural identity
- Preserve the cultural and creative environment for future generations
- Achieve international excellence in indigenous performing arts.

We aim to do this by:

- Improving the financial sustainability of Te Matatini by increasing our revenue and improving cost efficiencies
- Increasing engagement with participating rohe, youth and other stakeholders
- Contributing to ongoing excellence of Kapa Haka and the Māori performing arts
- Managing our cultural integrity through the protection of intellectual property rights
- Having an effective governing body and operational management team
- Having a highly effective, committed team with the capability and capacity to deliver.

Whakatakato te whāriki i runga i ngā ōhākī i waihotia mai nō ngā tūpuna

Let's lay the ground mat upon the legacies of our ancestors

KEY RESULT AREAS

This strategic plan presents eight Key Result Areas (KRAs):

1. ROHE DEVELOPMENT
2. BUSINESS GROWTH
3. EVENT QUALITY AND EFFECTIVENESS
4. YOUTH DEVELOPMENT
5. KAPA HAKA EXCELLENCE
6. KAPA HAKA DEVELOPMENT
7. INTELLECTUAL PROPERTY RIGHTS AND DEVELOPMENT
8. PUBLIC IMAGE

*Hei whakareī i ngā
pītau kia maiea te
whakakitenga o
Te Matatini*

ROHE DEVELOPMENT

1 KEY RESULT AREA ROHE DEVELOPMENT

The future prosperity of Kapa Haka and Māori wellbeing is dependent on sustained, intergenerational interest and participation. Te Matatini intends to continue to support the development of rohe and Kapa Haka communities to ensure its continued success.

PERFORMANCE INDICATORS

- 1.1. Governance and administration effectiveness assessment tool
- 1.2. Well being survey
- 1.3. Engagement levels by sector
- 1.4. Financial audit reports

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

	Present results [objective]	Desired result [smarter objective]	Action plan [strategies and tactics]
1.1	Survey indicates there is support for strengthening the governance system at all levels	Gain high ratings on the annual governance effectiveness survey	<ul style="list-style-type: none"> • Verify data on present state • Collaborate with rohe to design governance model • Gain approval from rohe to governance model • Design governance survey • Test governance survey • Develop implementation plan • Implement plan • Evaluate and revise as necessary
1.2	Wellbeing not measured at present by Te Matatini Refer to Te Kupenga completed by Statistics New Zealand in 2013	Achieve high rating on annual wellbeing survey	<ul style="list-style-type: none"> • Design wellbeing survey • Access wellbeing index • Test and revise index • Implement survey • Analyse results • Report recommendation to each rohe
1.3	No clear accurate data	Achieve high levels of engagement across all sectors	<ul style="list-style-type: none"> • Identify ways to accurately measure engagement • Test measures through consultation • Gain agreement to apply measures • Gather and interpret data • Distribute report
1.4	Audits costs are high and there is no consistent financial model at present	Gain at least a 90% satisfactory rating on the annual financial audit at acceptable cost to each rohe	<ul style="list-style-type: none"> • Source financial management tool • Test financial management tool in consultation with rohe • Seek rohe committee support for financial management tool • Provide rohe with skills development for financial management tool • Provide performance guides for financial management tool • Conduct annual evaluations



BUSINESS GROWTH

2 KEY RESULT AREA BUSINESS GROWTH

Te Matatini seeks long-term business growth. This will enable our diverse Kapa Haka communities to proactively create a better future for our mokopuna. The increase in positive cultural identity will be achieved through Kapa Haka, and the alignment of wellbeing with economic sustainability.

PERFORMANCE INDICATORS

- 2.1 % increase in funding
- 2.2 Wellbeing Index increase
- 2.3 Increase strategic alliances

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

	Present results [objective]	Desired result [smarter objective]	Action plans [strategies and tactics]
2.1	Annual government funding of \$1.9m	Achieve business growth of 10% per annum	<ul style="list-style-type: none"> • Develop and implement business growth strategy • Conduct research that demonstrates the positive economic and social impact of Kapa Haka for New Zealand in measurable terms • Identify recognised indigenous research facility/institute to conduct research project • Write Terms of Reference for the project • Implement project • Monitor project • Apply findings to planning process • Develop robust business development model
2.2	No agreed wellbeing index at present	(x) increase in wellbeing index in next 10+ years	<ul style="list-style-type: none"> • Refer research project • Conduct research that demonstrates the positive economic and social impact of Kapa Haka for New Zealand. • Identify university to conduct research project • Write Terms of Reference for the project • Implement project • Monitor project • Apply findings to planning process • Develop robust business development model
2.3	Increase strategic alliances	Increase strategic alliances to align with organisational outcomes	<ul style="list-style-type: none"> • Enhance current strategic alliances • New strategic alliances formalised

(x) – denotes a level yet to be defined



EVENT QUALITY AND EFFECTIVENESS

3 KEY RESULT AREA EVENT QUALITY AND EFFECTIVENESS

Te Matatini intends to continually improve the standards and effectiveness of our performing arts through Kapa Haka events. These events help strengthen cultural identity and diversity within iwi. All stakeholders have the opportunity to contribute and benefit from this success.

PERFORMANCE INDICATORS

- 3.1 Effective plans and processes contributing to success of events
- 3.2 % increase in resource sponsors
- 3.3 Cost reductions through cost efficiency and process improvement audit
- 3.4 Increase in spectator numbers
- 3.5 Audience survey

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

Present results [objective]	Desired result [smarter objective]	Action plans [strategies and tactics]
3.1 Some robust plans and processes in place	Gain acceptance to revised plans and processes	Review current event documentation and improve processes by: <ul style="list-style-type: none"> • Preparing an event preparation guide (refer Festival Project Plan) • Testing and evaluating guide • Preparing a national event management plan • Developing events budget model • Developing guidelines for the roles and responsibilities of participating rohe • Identifying barriers to the success of events management, developing risk assessment contingency plans • Gaining National Board approval of performance indicators/dashboard for successful events • Assessing capacity and capability of each rohe • Implement plans and processes • Evaluate plans and processes
3.2 Current sponsorships are not sufficient to meet growth objectives	Develop and implement new sponsorship model Achieve resource levels matched to needs in the following areas: <ul style="list-style-type: none"> • finance • logistics • facilities • digital communications 	<ul style="list-style-type: none"> • Conduct needs assessment • Identify critical resource gaps • Develop cost efficiency model • Develop resource development plans and models • Implement sponsorship model • Evaluate sponsorship model
3.3 Cost reductions through cost efficiency and process improvement audit	Every event to meet cost efficiency model standards	<ul style="list-style-type: none"> • Conduct needs assessment • Develop cost efficiency model and implement • Implement process improvement audit • Evaluate

3.4 Spectator numbers meet target for contribution toward national event	Increased revenue (x) from spectators Increased revenue (x) from online viewing	<ul style="list-style-type: none"> • Scope pay per view options • Assess options for collecting revenue from online viewing • Evaluate and revise as necessary
3.5 Data available from post event survey reports	Increase ratings on all event surveys (minimum of 90% satisfaction rate)	<ul style="list-style-type: none"> • Revise existing event survey • Identify sample number • Implement event survey

(x) – denotes a level yet to be defined



YOUTH DEVELOPMENT

4 KEY RESULT AREA YOUTH DEVELOPMENT

Our sustainable future depends on developing effective leaders, specialists and communities who will ensure the continuation of our kaupapa. Te Matatini contribution to youth development prepares our youth members for tomorrow's challenges, while sustaining a strong cultural identity that adds value to society.

PERFORMANCE INDICATORS

- 4.1 Increase participation by youth in Kapa Haka communities
- 4.2 Increased number of kaihaka transitioning from schools groups to senior groups
- 4.3 Ratings on variety of Youth Development Instruments

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

Present results [objective]	Desired result [smarter objective]	Action plans [strategies and tactics]
<p>4.1 Youth engagement in Kapa Haka at present is delivered by a variety of agencies</p>	<p>Increase youth engagement as measured by suitable skills gained</p>	<ul style="list-style-type: none"> • Develop a needs assessment plan • Distribute plan to rohe for youth assessment • Gain agreement on intervention methods and resource plans/methods and policy guidelines on youth engagement • Collaborate with other agencies to get best result • Develop budget allocation based on contestable funding model • Gain approval for the model • Implement and evaluate
<p>4.2 No current support from Te Matatini to kaihaka transitioning to senior groups</p>	<p>Influence the successful transition of school leavers to senior groups by (x) throughout 2017-2027</p>	<ul style="list-style-type: none"> • Seek National Board approval for winners of Te Matatini to perform at primary and secondary national festivals • Develop reward strategy to encourage winners of primary and secondary festivals to perform as entertainment at Te Matatini National Festival • Develop sponsorship model to fund • Develop 'reach out' plan to encourage schools to support objectives
<p>4.3 Data not yet gathered on youth development skill gains and lack of formal interventions for development.</p> <p>Te Matatini does not invest in formal Kapa Haka youth leadership.</p>	<p>Increase ratings of participating youth on Kapa Haka formal youth leadership programmes.</p>	<ul style="list-style-type: none"> • Launch a collaborative project with rohe and Te Matatini partners to develop and implement a Kapa Haka youth leadership programme • Develop programme • Implement and test programme • Evaluate and revise programme as necessary • Align skills with potential NZQA/NCEA credit system and current Te Matatini educational projects

(x) – denotes a level yet to be defined



KAPA HAKA EXCELLENCE



5 KEY RESULT AREA KAPA HAKA EXCELLENCE

Te Matatini rewards excellence in Kapa Haka and performing arts. We showcase our taonga through national and international events as exemplars for indigenous excellence in performing arts.

PERFORMANCE INDICATORS

- 5.1 Numbers meeting agreed performing arts standards
- 5.2 Increased number of international performance requests
- 5.3 Increased media interest and coverage

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

Present results [objective]	Desired result [smarter objective]	Action plans [strategies and tactics]
5.1 Some evidence that no shared model of criteria for excellence exists. Judges wānanga contributing towards consistent standards of excellence to meet future needs	Create consistent and agreed national standards of excellence by level	<ul style="list-style-type: none"> Analyse and identify excellence standards/criteria for senior national festival Draft terms of reference Gain agreement from National Board to implement standards model
5.2 Present number of international events requested is (x)	Increase international events requested to (y)	<ul style="list-style-type: none"> Develop marketing and communications strategy Develop a budget model for marketing and communications strategy Implement and evaluate
5.3 Data not yet collated	Increase the media interest and coverage levels by a recognised media instrument (x)	<ul style="list-style-type: none"> Conduct needs assessment Conduct cause analysis Identify broadcasting and social media priority projects [e.g. radio, TV, Twitter, Whatsapp, Facebook, Snapchat, Instagram] Develop project plans Implement plans Review and evaluate

(x) – denotes a level yet to be defined
 (y) – desired result



KAPA HAKA DEVELOPMENT

6 KEY RESULT AREA KAPA HAKA DEVELOPMENT

Te Matatini, in partnership with others, coordinates rohe efforts to achieve growth, wellbeing and economic sustainability in each rohe.

PERFORMANCE INDICATORS

- 6.1 Fund level established
- 6.2 Increase in rohe engagement
- 6.3 Increase Return on Investment [ROI]
- 6.4 Increase active participation in Te Reo Māori
- 6.5 Wellbeing index

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

	Present results [objective]	Desired result [smarter objective]	Action plans [strategies and tactics]
6.1	Regional development fund	Achieve equitable and sustainable funding across Kapa Haka communities	<ul style="list-style-type: none"> Identify funding gaps across Kapa Haka communities (needs assessment) Provide National Board with financial forecasting report to meet Kapa Haka community need Develop special contestable fund and application criteria Prioritise gaps and models Negotiate with rohe criteria for distributing funds by priority Develop equity guidelines and gain support from rohe Implement and evaluate equity model
6.2	Refer Kapa Haka sector survey data	Increase by (x) the number of active participants in Kapa Haka by 2027	<ul style="list-style-type: none"> Align data requirements with Financial Independence research project [KRA 2]



6.3	Return on investment [ROI] model not yet agreed	Agree to an applied return on investment [ROI] model by 2018	<ul style="list-style-type: none"> Source return on investment [ROI] model Test return on investment [ROI] model Gain approval from National Board of return on investment [ROI] model Develop implementation plan Implement and evaluate
6.4	Te Reo is at a high level within the practice of Kapa Haka	Continue to achieve high levels of Te Reo Māori and composition skills over next 10 years	<ul style="list-style-type: none"> Conduct needs assessment to access data on present levels of Te Reo Māori application Analyse causes and barriers to high levels of use in Te Reo Māori Identify evidence-based interventions Inform rohe on national gaps and share proven methods for continuous improvement, and seek feedback Provide support for rohe continuous improvement Te Matatini to collaborate with government agencies to promote and support rohe Te Reo Māori improvement plans
6.5	Preliminary research indicates high levels of wellbeing ¹	Increase wellbeing index levels by (x) by 2027	<ul style="list-style-type: none"> Source or develop wellbeing index Test wellbeing index by gathering baseline data Implement wellbeing index recommendations Review and apply evidence based actions in collaboration with health experts

(x) – denotes a level yet to be defined

(Footnotes)

1 Ngā Hua a Tāne Rore <http://www.mch.govt.nz/files/Nga%20Hua%20a%20Tane%20Rore%20%20The%20benefits%20of%20kapa%20haka%20%28D-0570327%29.PDF>

INTELLECTUAL PROPERTY RIGHTS DEVELOPMENT

7 KEY RESULT AREA

INTELLECTUAL PROPERTY RIGHTS DEVELOPMENT

Te Matatini together with its commercial subsidiary, Aotearoa Kapa Haka Limited (AKHL), strives to better understand, calculate, protect and exploit intellectual property rights and associated value in its various forms. We also perform a guardianship role of our taonga for future generations.

PERFORMANCE INDICATORS

- 7.1 Archives management and value
- 7.2 NZ and international consents/contracts value
- 7.3 Sales merchandising value
- 7.4 Improve systems for the management of IP

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

	Present results [objective]	Desired result [smarter objective]	Action plans [strategies and tactics]
7.1	Partial ownership and control of distributed Kapa Haka archives currently managed by AKHL	Te Matatini led, rohe enabled management and access to all archives as evidenced by authorised knowledge management audit	<ul style="list-style-type: none"> Scoping project and needs assessment for the development of a portal for interaction with Māori performing arts. Distribute scoping report to National Board for discussion. Negotiate agreement with archive holders and revise criteria as necessary.
7.2	AKHL receive (x) for (x) number of consents Awaiting data	AKHL receive an increase in the value of consents by at least (y) annually to 2027 Increase national and international consents and contracts value by (y)	<ul style="list-style-type: none"> Conduct needs assessment to establish accurate data on consents value Report to and seek feedback from rohe committees on consents, funding innovations and enhancements Select priority needs for further development Develop a costing model to inform consent payment Gather baseline data Access business growth data from AKHL
7.3	Present sales and merchandising	Increase sales merchandising value by at least (y)	<ul style="list-style-type: none"> Conduct a return on investment analysis Explore pay-per-view options for kapa haka archives and develop models and formula for royalty distribution to rights holders. Implement findings
7.4	All IP and archives are currently managed manually	All IP managed through a central digital platform	<ul style="list-style-type: none"> Conduct audit of current IP and management systems Select priority needs for further development Develop archive catalogue and management system Develop a central digital platform for the management of all IP

(x) – denotes a level yet to be defined

(y) – desired result



TE MATATINI PUBLIC IMAGE

8 KEY RESULT AREA
TE MATATINI PUBLIC IMAGE

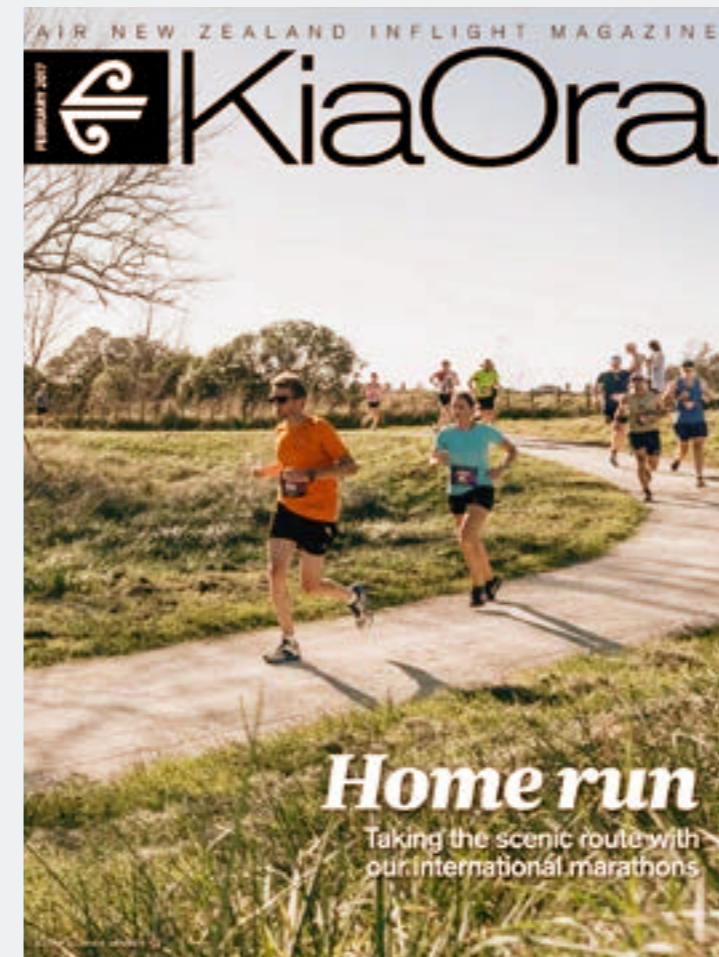
Positive public image is essential for our continued success. It influences the hearts and minds of our Kapa Haka communities and diverse range of stakeholders. It will contribute to economic sustainability and social wellbeing. Our ultimate aim is for Te Matatini to become an inclusive and integral part of whānau, hapū and iwi.

PERFORMANCE INDICATORS

- 8.1 Te Matatini public image survey
- 8.2 Government agency collaborative projects completed
- 8.3 Ratings on internal performance assessment
- 8.4 Increase national and international awareness of Kapa Haka

Note: A performance indicator (PI) is a short metric statement about how result area is measured for success. A PI is converted to a SMARTER objective through a needs assessment.

	Present results [objective]	Desired result [smarter objective]	Action plans [strategies and tactics]
8.1	Current survey results highlight a lack of awareness of Te Matatini	Increase positive ratings on Te Matatini public image survey	<ul style="list-style-type: none"> Design criteria for survey to get accurate data Source survey designer Design survey and identify consequences for all Key Result Areas of increased Public Image (alignment) Implement survey Collate baseline data Interpret results and relationship to other KRAs Table report to National Board Develop and implement new public image and marketing plan
8.2	In addition to the agreed commitments with the Ministry for Culture and Heritage, Te Matatini is currently managing four collaborative projects with two government departments	Increase collaborative projects with government agencies so that all are completed on time and to agreed standards	<ul style="list-style-type: none"> Develop a stakeholder map Conduct stakeholder analysis Identify areas of common interest Develop and align collaborative plans Develop criteria for priority projects that enhance public image and demonstrate social responsibility and fiduciary impact
8.3	Survey indicates gaps in internal processes	Gain high ratings on annual performance assessment	<ul style="list-style-type: none"> Introduce evidence-based performance improvement framework Conduct benchmark internal performance assessment Identify common barriers (cost efficiency process improvement audit) Implement intervention strategies aligned with revised management performance processes Review digital platform performance Review and evaluate
8.4	Lack of awareness of Te Matatini public image both nationally and internationally	Increase national and international awareness of Kapa Haka	<ul style="list-style-type: none"> Develop and implement marketing strategy Review and evaluate



TE PĪTAU WHAKAREI

TE MATATINI STRATEGIC PLAN 2017 - 2027



Key Result Areas

This strategic plan presents eight Key Result Areas (KRAs). These are outlined below.

Key Result Area	Definition	Performance Indicators
1 Rohe Development Related Ministry of Culture and Heritage priorities: 1, 2, 5	The future prosperity of Kapa Haka and Māori wellbeing is dependent on sustained, intergenerational interest and participation. Te Matatini intends to support, develop and increase active participation in Kapa Haka within rohe to ensure the continued success within Kapa Haka communities. Both the National Board feedback and the survey identified a need for more support/ development of rohe – governance, finance, administration, youth.	1.1 governance and administration effectiveness assessment tool 1.2 wellbeing survey 1.3 engagement levels by sector 1.4 financial audit reports
2 Business Growth Related Ministry of Culture and Heritage priorities: 3, 4, 5	Te Matatini seeks long-term business growth. This will enable the diverse Kapa Haka communities to proactively create a better future for our mokopuna. The implementation of improved business models will result in increased social wellbeing and economic sustainability for Te Matatini.	2.1 Increase in funding 2.2 Wellbeing Index increase 2.3 Increase strategic alliances
3 Event Effectiveness Related Ministry of Culture and Heritage priorities: 2, 4, 5	Te Matatini intends to continually improve the quality and effectiveness of Kapa Haka events. These events strengthen cultural identity and diversities within iwi.	3.1 Effective plans and processes contributing to success of events 3.2 % increase in resource sponsors 3.3 Cost reductions through cost efficiency and process improvement audit 3.4 Increase in spectator numbers 3.5 Audience survey
4 Youth Development Related Ministry of Culture and Heritage priorities: 1, 2, 3	Our sustainable future depends on developing effective leaders, specialists and communities who engage in Kapa Haka. Te Matatini's contribution to youth development prepares our youth members for tomorrow's challenges, while sustaining a strong cultural identity that adds value to society.	4.1 Increased participation by youth in Kapa Haka communities 4.2 Increased number of kaihaka transitioning from schools to senior groups 4.3 Ratings on variety of Youth Development Instruments
5 Kapa Haka Excellence Related Ministry of Culture and Heritage priorities: 2, 4	Te Matatini rewards excellence in Kapa Haka and performing arts. We showcase our taonga through national and international events as exemplars for indigenous excellence in performing arts.	5.1 Numbers meeting agreed performing arts standards 5.2 Increased number of international performance requests 5.3 Increased media interest and coverage
6 Kapa Haka Development Related Ministry of Culture and Heritage priorities: 2, 4	Te Matatini, in partnership with others, coordinates rohe efforts to achieve growth, wellbeing and economic sustainability in each rohe.	6.1 Fund level established 6.2 Increase in rohe engagement 6.3 Increase Return on Investment [ROI] 6.4 Increase active participation in Te Reo Māori 6.5 Wellbeing index
7 Intellectual Property Rights Development Related Ministry of Culture and Heritage priorities: 2, 3, 4	Te Matatini together with its commercial subsidiary, Aotearoa Kapa Haka Limited, strives to better understand, calculate and protect intellectual property, intellectual property rights and associated value in its various forms, thus performing a guardianship role of our taonga for future generations.	7.1 Archives management and value 7.2 NZ and international consents/ contracts value 7.3 Sales merchandising value 7.4 Improve systems for the management of IP
8 Public Image Related Ministry of Culture and Heritage priorities: 1, 2, 4, 5	Positive public image is essential for our continued success. It influences the hearts and minds of our kapa haka communities and diverse range of stakeholders. It will contribute to economic sustainability and social wellbeing.	8.1 Te Matatini public image survey 8.2 Government agency collaborative projects completed 8.3 Ratings on internal performance assessment 8.4 Increase national and international awareness of Kapa Haka

Ministry for Culture and Heritage Priorities:

1. Fostering inclusive New Zealand Society
2. Supporting Māori cultural aspirations
3. Front footing transformative technology
4. Improving cultural asset sustaining ability
5. Measuring and maximising public value

Glossary for KRA Overview

Survey – refers to the 'Te Matatini' national public survey completed in 2015

Taonga – the uniqueness of Kapa Haka Māori Performing Arts