



# TE POU THEATRE STRATEGIC PLAN

2023-2025

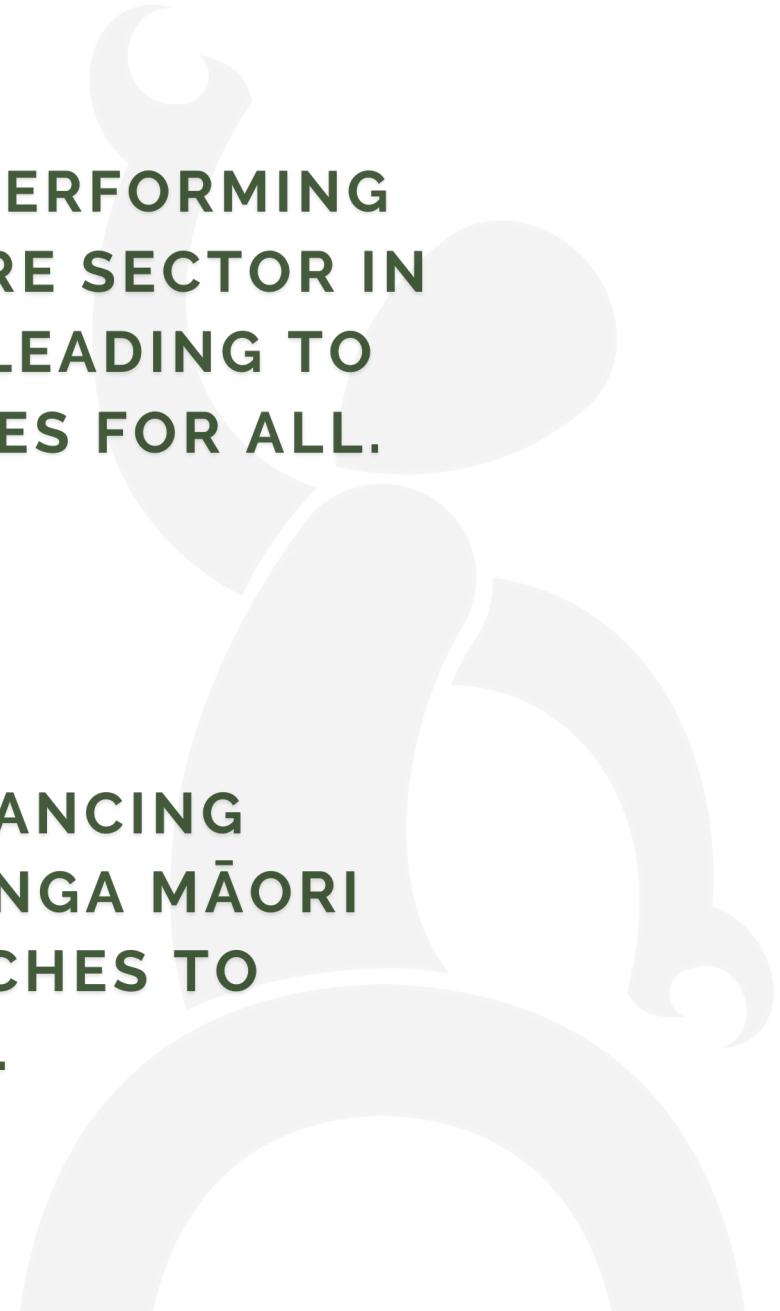


## OUR WAWATA

IS THAT TIKANGA MĀORI LED PERFORMING  
ARTS TRANSFORMS THE THEATRE SECTOR IN  
AOTEAROA AND THE WORLD, LEADING TO  
MANA ENHANCING EXPERIENCES FOR ALL.

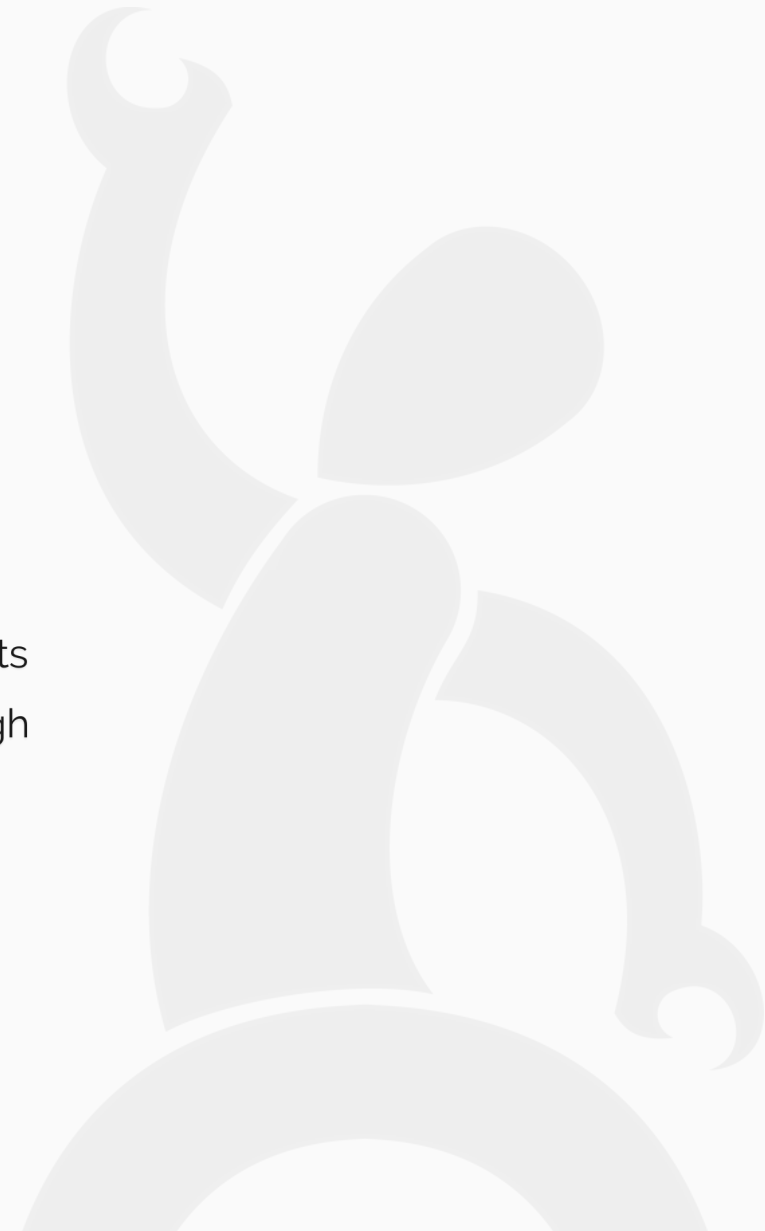
## OUR KAUPAPA

IS TO PROVIDE MANA ENHANCING  
EXPERIENCES THROUGH TIKANGA MĀORI  
LED, COLLECTIVE APPROACHES TO  
PERFORMING ARTS.



# OUR WHĀINGA

- To create and sustain a programme of storytelling
- To create and sustain a Māori led performing arts venue
- To build capability among young people
- To support and encourage the growth and development of the Auckland Māori performing arts sector
- To support and encourage an inclusive performing arts sector
- To increase Māori community engagement with the performing arts
- To connect all communities of Aotearoa to Māori performing arts
- To increase diverse community engagement with the performing arts
- To support the reclamation and revitalisation of Te Reo Māori through the performing arts
- To increase awareness of a kaupapa Māori framework for arts management.



# OUR VALUES

## MANAAKITANGA

Encouraging people's mana is at the core of everything we do – from welcoming and caring for our guests and partners, to identifying ways we can support, offer guidance, up skill and learn from others.

## CREATIVE INGENUITY

Having the courage to create and present powerful, controversial, thought-provoking, and inspirational works that influence societal change in contemporary Aotearoa.

## WHANAUNGATANGA

We actively encourage and promote the connections and collective values of whānau within all our relationships. We create a safe environment where people can be free to explore and develop their art.

## DOING IT RIGHT

We are professional and make sure we use the right systems, and that we plan, prioritise – and stop when we need to.

## KEEPING IT LIGHT

We take time, make time, find time to stay connected to ngā puna and ngā tangata which feed us – and remind others who we work with how important this is.

## TOHUNGATANGA

We aspire for the highest quality in everything we do, and value the expertise of people within and without our organisation.

## ĀHURUTANGA

We draw on tikanga o ngā haukāinga to be a safe haven for ngā toi Māori arts practitioners, our manuhiri, and for the art itself.

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# EXECUTIVE SUMMARY

## **The Te Pou Theatre Strategic Plan for the next three years enables us to meet our ten key whāinga**

These goals reflect the passionate commitment of Te Pou to strengthen the Māori performing arts sector by building the capability of ngā toi Māori arts practitioners, and to reach all New Zealanders with contemporary and traditional expressions of Māori performing arts.

Te Pou Theatre arose out of a tangi, a cry from the Māori performing arts sector in 2014, for there to be a home for Māori theatre. We are the first, and currently only, kaupapa Māori led performing arts venue in Aotearoa. We are the first independent indigenous performing arts venue in the world. Our Whare Whakaari provides a clear line to reaching our wawata so that tikanga Māori led performing arts transforms the theatre sector in Aotearoa and the world, leading to mana enhancing experiences for all. Our Whare Whakaari is not a building, it is the place where ngā toi Māori artists can be supported to present their work, where ngā toi Māori artists come to connect and grow their arts practice, where artists are engaged to create and present our programme of contemporary Māori theatre, where audience from across Tāmaki Makaurau (and indeed Aotearoa) are welcomed and given the opportunity to experience ngā toi Māori, where all the diverse voices of Auckland feel comfortable and empowered to create and present arts drawing on their lived experiences.

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For three years Te Pou established itself in a whare in West Auckland, building connections with arts practitioners and the community, establishing organisational models for operating as a tikanga led company, and developing a core programme of capability building wānanga and presentations. By 2018 Te Pou had outgrown the capacity of its whare, and through an alignment of values, moved to Corban Estate Arts Centre with a goal of building a performing arts venue within Shed 1. Corbans is a Council owned heritage site situated within park lands, and managed by Waitākere Arts and Cultural Development Trust. In partnership with this trust Te Pou kaihautū have commissioned architectural plans, generated funds, and by the end of 2022 will have completed the build of a multi purpose performing arts venue consisting of a main stage auditorium seating 250, a studio which doubles as a rehearsal room and performance venue for 100 people, and a hui room which can connect community with the performing arts through hui and wānanga

During the build, and during Covid, Te Pou has continued to present theatre within the shed, within Northland, and on the front yards of kaumātua straight out of lockdown (level 2). We have adapted to Covid with new digital platforms and will be launching a digital whare whakaari (theatre venue) later in 2022.

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Te Pou has weathered covid better than some. We have shown that we are resilient and quick to adapt. This has led to our niho taniwha strategy 2023-2025 having a main kaupapa Tutungia (ignition), meaning we propose to use our creativity and resources to re-ignite Māori voices in the performing arts sector.

Our Niho Taniwha strategy is a twenty seven year strategy which builds towards mana motuhake by 2050.



## OUR STRATEGIC PLAN IS SUPPORTED BY ADDITIONAL POLICIES AND FRAMEWORKS

### WAKA TĒTĒ

Our policy and plans for ensuring inclusivity of all tangata

### HAUKĀINGA MODEL

Our policy and plans for ensuring manaakitanga for users of our Whare Whakaari

### TE KORE | TE AO MĀRAMA

Our kaupapa for developing a presentation programme

### TE KARANGA | MARKETING STRATEGY

### INTERNATIONAL STRATEGY

### WHAKAARI MATIHIKO

Our policy and plans for digital theatre

Our kaihautū and governance operates through a Whare Tapa Whā model with leadership working collectively to develop and implement strategies, with a care to their individual taha (Wairua, Whānau, Hinengaro, Tinana).

From our strategic plan also springs our kaupapa pākehā guides

### REVENUE GENERATION PLAN STRATEGY

### BUSINESS PLAN

### BUSINESS CONTINUITY PLAN

### FINANCIAL POLICIES (RESERVES, REMUNERATION POLICY, FINANCIAL MANAGEMENT).

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# NIHO TANIWHA

Niho taniwha are the teeth of the taniwha and is a tāniko/ tukutuku panel commonly used in Te Arawa and Waikato. This pattern, taken from the traditional Māori art form, has been used as a model in education throughout Aotearoa over the years. We have seen how this traditional design can support us in the arts here at Te Pou.

The triangle shape of the niho taniwha represents strength and stability. The repetitive pattern symbolises a chief's lineage, stories, histories and myths passed down over time.

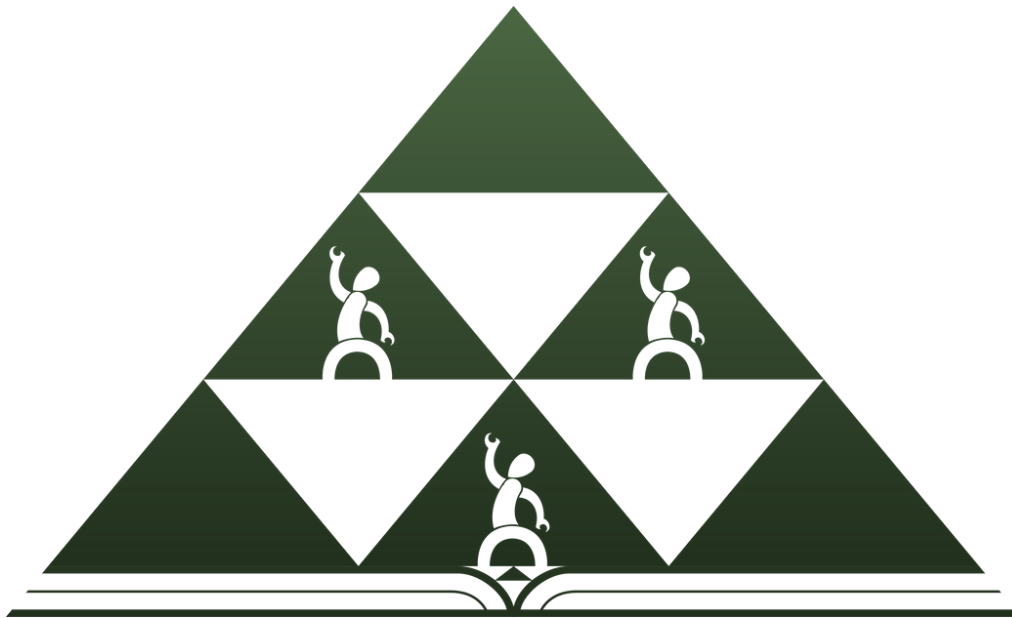
We will be working with two patterns in order to create our model; Nihonoho and Niho Taniwha.



**NIHONIHO, ARE SINGLE  
TRIANGLES, SMALLER TEETH.**

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**NIHO TANIWHA ARE THE  
AMALGAMATION OF TRIANGLES  
TO CREATE A LARGER MORE  
POWERFUL SHAPE.**

This arts model requires both shapes to work. Our 'nihoniho' represent our short-term planning (3 year blocks).

Every 3-year block will be represented by an individual niho, over time those nihoniho will become the building blocks to create a 'Niho Taniwha'.

Our strategy which will come to fruition after a 27-year period. The Niho Taniwha represents long term planning for our whare and the company.

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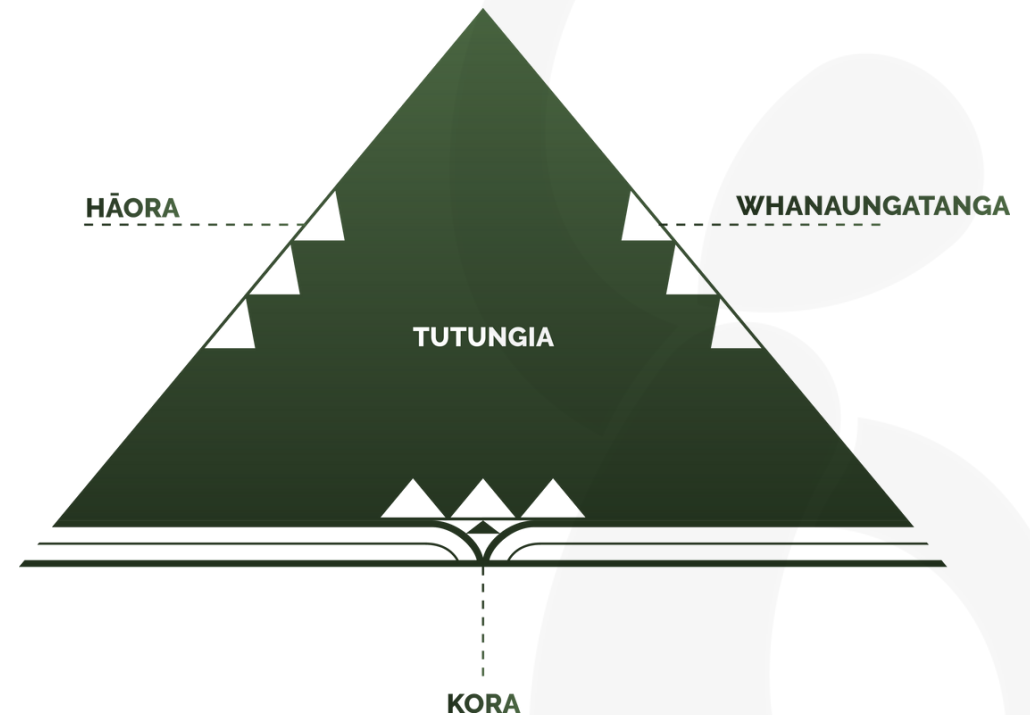
# NIHO NIHO

In our tapa toru, each taha will be represented by a Kaupapa that will be a guide for our whare for that year. When all three Kaupapa come together it will create the Kaupapa mātua for that three year period.

We look ahead to the adjoining niho, so that we know what will have arisen by the end of our three year block. But the remaining niho will reveal themselves as we getting closer to each one.

In this way we remain responsive to the changing needs of the Māori performing arts sector.

2023-2025



Our kaupapa mātua for our first nihoniho (2023-2025) is **Tutungia**.

Translated to mean ignition, we see this three year block as metaphorically igniting a flame. By the end of this period, we will be at the next nihoniho, whose kaupapa mātua is Ahi Kā. Ahi kā - the home fires are burning.

Tutungia 2023-2025 is the period of time when we are establishing our new whare, and reigniting the voice of Māori theatre practitioners in Tāmaki Makaurau.

### **Pipiri tautau ngārehu, Hereturikōkā kanaku whitawhita**

*June we stoke the embers, August we are warmed by the blazing flames*

This statement has buried within it the three (wāhanga) phases of growth which we are focusing on 2023-2025. Our goal is to nurture the embers of our industry, creating a roaring fire for our whānau to receive warmth.

Wāhanga Tuatahi, Pipiri or Matariki is when Māori metaphorically stoke the embers. One of the tohu of Matariki is change and growth. What Te Pou is stoking is the Māori performing arts industry, a flame that has receded into mere embers through the impact of COVID. This wāhanga is seeded in Matariki, the time when mahi is planned for the following January-February calendar year.

Wāhanga Tuarua is the period for accomplishing the mahi needed to get the fire up and roaring again. During 2023-2025 we have two metaphorical fires at play here .

We have the industry fire, one which we are stoking and working back to life. And we have our whare whakaari fire, the fire in our new whare which ensures that our whānau feel safe and warm within it.

Wāhanga Tuatoro, Hereturikōkā is named for the time of year when our people would escape from the cold, a cold so severe they moved so close to the flames that they would burn their turi, their knees. This wāhanga represents our whāinga, our goal for this period. We will create a whitawhita in our whare, and we will tutungia the ahi kā beneath our Māori arts industry. And this heralds our arrival at the next niho, 2026-2028, whose kaupapa mātua is Ahi-Kā.

### **The tapa toru**

The three sides to our niho are the taha which create the strength of the triangle. Each one connecting with the other. Together they enable the kaupapa mātua of Tutungia to be achieved. In our first nihoniho the taha are whanaungatanga, hāora and kora. Whanaungatanga is the taha which leans into our second niho of Ahi kā.

### **Whanaungatanga**

This is the reason for the ignition of the whare, we must always keep this in mind. Once we arrive in Hereturikōkā we need to make sure we created an ahi that does it's job to take care of the whānau, whilst serving our art.

### **Hāora**

This is breath, the life or drive needed to do the mahi. It is also there to remind us to breathe. Hā is what is required for the life of our mahi, of our ahi and of our selves. It is a hard job that we are considering. So this aspect must be present also.

### **Kora**

This is the fuel needed to create a powerful ahi. The fuel in the arts is content, shows, ideas, opportunities to upskill, opportunities to test, trial and develop ideas. All of this and more is the kora our ahi requires to become the roaring fire our whānau deserves.



## ACTION PLAN

IN ORDER TO DELIVER TO OUR RAUEMI WE HAVE  
ORGANISED OUR ACTION PLAN INTO KEY SECTIONS  
ACCORDING TO AREAS OF FOCUS: NGĀ TOI MĀORI  
ARTISTS & ARTS SECTOR, INCLUSIVITY, AUDIENCES AND  
ORGANISATIONAL STRENGTH.



## OUR FOCUS AREAS

NGĀ TOI MĀORI ARTISTS

NGĀ TOI MĀORI SECTOR

INCLUSIVITY

MANUHIRI

ORGANISATIONAL STRENGTH

## FOCUS AREA : NGĀ TOI MĀORI ARTISTS AND ARTS SECTOR

Whāinga	Initiatives and Outputs 2023-2025	Measures (KPIs)
To create and sustain a programme of storytelling	Te Pou Programme of new contemporary Māori shows	New scripts developed or commissioned by Te Pou
	Kōanga Playrights Development Programme	New works presented by Te Pou
	Kōanga Festival	Māori producers supported to develop new work in Te Pou Programme
	Rangatahi Programme	Ngā toi Māori shows commissioned / bought in for Kōanga Festival
	Haukāinga- External ngā toi Māori events	External ngā toi Māori artists develop new work in the Whare Whakaari
To support the reclamation and revitalisation of te reo Māori through the performing arts	Touring show for tamariki with two versions: total immersion reo Māori and bi-lingual	Number of events
	Resource kit for learning reo used in show	Number of Māori creatives engaged with delivery of reo Māori scripts
	Whakapuawai workshops including use of reo Māori	Feedback from kura demonstrates value of show for reo learning
	Haukāinga - External ngā toi Māori event in te reo Māorī	Feedback from cast demonstrates value of performing with reo Māori scripts
		Number of Māori learning pronunciation and/or delivery of reo Māori in whakapuawai courses
		Surveys with creatives demonstrate increased capability with reo
		External ngā toi Māori events with te reo Māori presented in Whare Whakaari

**To build capability  
among young people**

Whakapuawai capability programme

No. of capability building events for Māori

No. of emerging Māori creatives attending capability programmes

Surveys with ngā toi Māori artists demonstrate value of capability programmes

Rangatahi Programme

No. of emerging producers developed in Rangatahi programmes

Surveys with young producers demonstrate value of Rangatahi programme for increased capability

Kōanga Playrights Development  
Programme

No. of young people in Kōanga playwrights development programme

Survey with emerging creatives demonstrates increased skills

**To support &  
encourage the  
growth and  
development of  
the Auckland Māori  
performing arts  
sector**

Matariki wānanga and hui

No. of events

No. of ngā Toi Māori artists and organisations actively engaged

Action plans formed for strengthening sector

Kaihautū engagement with advocacy or  
strategic sector groups

No. of events attended

No. of positions on strategic groups

Haukāinga - Whare Whakaari activities

No of ngā toi Māori artists presenting work at Te Pou

**To create and sustain a Māori led performing arts venue**

Activation of Haukāinga Model

Activation of Revenue Generation Strategy

Employment of Māori in leadership, governance and supporting roles

Surveys from ngā toi Māori artists and arts organisation demonstrate increased sustainability for their arts practice

Increased sustainability in venue management

75% or more Māori in paid and contracted positions of leadership  
75% or more Māori in paid and contracted supporting roles

**To increase awareness of a kaupapa Māori framework for arts management**

Rangatahi Programme

Activation of Haukāinga Model

Surveys with participants demonstrates increased understanding of kaupapa Māori framework for arts management

Surveys with ngā toi Māori artists and arts organisations presenting in our Whare Whakaari, or developing work in rehearsal room, demonstrate increased understanding of kaupapa Māori framework for arts management, and value.



## FOCUS AREA : AUDIENCES & COMMUNITY ENGAGEMENT

Whāinga	Initiatives and Outputs 2023-2025	Measures (KPIs)
<b>To increase Māori community engagement with the performing arts</b>	Te Pou annual programme of whakaari (contemporary Māori theatre)	Number of Māori attending as audience members Surveys demonstrate Māori audience members feel our presentations are relevant and they feel engaged
	Activation of Haukāinga Model	Surveys with Māori audiences demonstrate they feel welcomed and at home in the theatre
	Te Ao Māori community activities are held in the community hui room	Surveys with Māori rōpū hosting community activities demonstrate increased interest and awareness of Te Pou whakaari
	Activation of Marketing Strategy	Audience surveys demonstrate increased number of Māori attending Audience surveys demonstrate increased number of Māori attending theatre for the first time
<b>To increase diverse community engagement with the performing arts</b>  <b>To connect all communities of Aotearoa to ngā toi Māori</b>	Programming performing arts events relevant to a wide variety of people of Aotearoa	Surveys with non Māori audiences demonstrate they feel welcomed and included
	Te Pou kaihautū actively engage with key performing arts practitioners of diverse cultural heritages	Increased numbers of audiences attending events at Te Pou
	Activation of Haukāinga Model	Audience Surveys demonstrate programming is relevant to a wide range of community members identifying as diverse (as defined in our Waka Tēte strategy)
	Activation of Waka Tētē Inclusivity Strategy	Audience Surveys demonstrate new engagements with ngā toi Māori events
	Activation of Te Karanga Marketing Strategy	

## FOCUS AREA : INCLUSIVITY

Whāinga	Initiatives and Outputs 2023-2025	Measures (KPIs)
<b>To support and encourage an inclusive performing arts sector</b>	<p>Kōanga Festival commissions story-telling from non Māori and non Pākehā artists</p> <p>Te Pou includes characters of diversity in programme of storytelling</p> <p>Activation of Haukāinga policy</p> <p>Activation of Waka Tētē Inclusivity Strategy</p>	<p>Story-telling in languages other than reo Māori and reo Pākehā is presented at Te Pou</p> <p>Takatāpui (LGBTQI+) performing arts practitioners are engaged to play takatāpui characters</p> <p>Surveys with non Māori artists demonstrate they feel welcomed and included</p> <p>External events shown at Te Pou represent lived experiences of diverse communities of Aotearoa</p>
<b>To increase diverse community engagement with the performing arts</b>	<p>Shows at Te Pou have sign language interpreted events</p> <p>Programming of shows is relevant for diverse communities</p> <p>Activation of Waka Tētē inclusivity strategy</p>	<p>Tangata turi (deaf Māori) and other deaf people attend events at Te Pou</p> <p>Increased Audience members identify as LGBTQI+</p> <p>Increased numbers of audience members identifying as from diverse cultural heritages (non Māori, non Pākehā) attend events</p>

## FOCUS AREA : ORGANISATIONAL STRENGTH

Whāinga	Initiatives and Outputs 2023-2025	Measures (KPIs)
Te Pou is a sustainable organisation which has the financial resources to continue to meet its goals	Activation of Revenue Generation Strategy	Current levels of fundraising are maintained and grown Diversity of revenue streams is increased
	Te Pou business models are maintained and fit for purpose	Business Plan is reviewed and kept up to date Monthly Financial reporting is of high detail for analysis
	Strategic Venue Partnership with Auckland Council is sought	Te Pou is put on 10 year plan Te Pou becomes an Auckland Council supported venue partner
Governance and leadership standards are maintained at a high level	Governance consists of trustees with experience in diverse skills including tikanga Māori, arts and finances	Board members are able to demonstrate a range of skills between them
	Kaihautū reports keep trustees well informed of artistic and financial status	Board members are well informed
	Health and Safety procedures are maintained and regularly revised	Statutory obligations are met, safety of whānau is demonstrable

