I hereby give notice that an ordinary meeting of the Te Oro Committee of the Maungakiekie-Tamaki Local Board will be held on:

**Date:** Friday, 5 April 2019  
**Time:** 2.00pm  
**Meeting Room:** Te Oro,  
**Venue:** 98 Lines Road  
Glen Innes  
Panmure

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**Multilingual: Te Oro Committee of the Maungakiekie-Tamaki Local Board**

**OPEN AGENDA**

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**MEMBERSHIP**

**Chairperson**  
Chris Makoare  
**Deputy Chairperson**  
Ken Kerehoma  
**Members**  
Emily Karaka  
Maria Meredith  
Debbie Burrows  
Tara Moala  
Georgie Thompson

(Quorum 3 members)

---

Tracey Freeman  
Democracy Advisor

1 April 2019

Contact Telephone: (09) 570 2840  
Email: Tracey.Freeman@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

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**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
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</table>
1 Welcome

2 Apologies
At the close of the agenda no apologies had been received.

3 Declaration of Interest
Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

4 Confirmation of Minutes
That the Te Oro Committee of the Maungakiekie-Tamaki Local Board:
   a) confirm the ordinary minutes of its meeting held on Friday, 7 December 2018, as a true and correct record.

5 Leave of Absence
At the close of the agenda no requests for leave of absence had been received.

6 Acknowledgements
At the close of the agenda no requests for acknowledgements had been received.

7 Petitions
At the close of the agenda no requests to present petitions had been received.

8 Deputations
Standing Order 7.7 provides for deputations. Those applying for deputations are required to give seven working days notice of subject matter and applications are approved by the Chairperson of the Te Oro Committee of the Maungakiekie-Tamaki Local Board. This means that details relating to deputations can be included in the published agenda. Total speaking time per deputation is ten minutes or as resolved by the meeting.

At the close of the agenda no requests for deputations had been received.

9 Public Forum
A period of time (approximately 30 minutes) is set aside for members of the public to address the meeting on matters within its delegated authority. A maximum of 3 minutes per item is allowed, following which there may be questions from members.

At the close of the agenda no requests for public forum had been received.

10 Extraordinary Business
Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-
(a) The local authority by resolution so decides; and

(b) The presiding member explains at the meeting, at a time when it is open to the public,-

   (i) The reason why the item is not on the agenda; and

   (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting."

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

(a) That item may be discussed at that meeting if-

   (i) That item is a minor matter relating to the general business of the local authority; and

   (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."
Te Oro Activity Report Quarter Two 2018/2019

File No.: CP2019/03627

Te take mō te pūrongo
Purpose of the report
1. To provide an operational update for quarter two 2018/2019 for Te Oro.

Whakarāpopototanga matua
Executive summary
2. Te Oro is an arts facility owned and operated by Auckland Council and funded by the Maungakiekie-Tāmaki Local Board. It is now in its third year of operation.
3. This report presents the Te Oro Governing Committee with the quarter two report containing full details on the operational activity delivered (Attachment A).
4. The Te Oro Charter outlines the vision for the arts facility, and has three focus areas: youth, local community and creativity. Partnership is acknowledged in the Te Oro Business Plan as an important tool to help deliver on areas of activity.
5. During quarter two, Te Oro delivered 46 programmes that responded to the three focus areas, 10 of which were delivered by key partners.
6. The programmes are either commercially procured or delivered via Memorandum of Understanding (MoU) agreements with partner organisations.
7. The Business Plan review was due for completion in December 2018, however delays to the project have pushed the completion date to mid-2019.

Ngā tūtohunga
Recommendation/s
That the Te Oro Committee of the Maungakiekie-Tamaki Local Board:
a) receive the Te Oro Activity Report Quarter Two 2018/2019.

Horopaki
Context
8. Te Oro is an arts facility owned and operated by Auckland Council and funded by the Maungakiekie-Tāmaki Local Board. It is now in its third year of operation.
9. The Te Oro Governing Committee consists of three members of the local board and three members of the local community including one mana whenua representative.
10. The Te Oro Charter outlines the vision for the arts facility and has three focus areas; youth, local community and creativity. Partnership is acknowledged in the Te Oro Business Plan as an important tool to help deliver on areas of activity.
11. The review of the facility business plan was due for completion in December 2018, however delays to the project have pushed the completion date to 2019.
Tātaritanga me ngā tohutohu

Analysis and advice

12. During quarter two, Te Oro delivered 46 programmes, several of which responded to multiple outcomes from the Te Oro Charter. Of these programmes:

- Ten were delivered by MoU partners
- Thirty five targeted youth (12-24 years age group)
- Forty five delivered on creative outcomes
- Twenty two were led by the local artists or community
- Thirty two delivered on Māori outcomes.

13. Procured programmes are developed to deliver on the action plan goals outlined in the Te Oro Business Plan 2015–2018. Forty-six procured programmes were delivered in quarter two and responded to the three focus areas of the charter: youth, local community and creativity.

14. The partnership model is set out in the business plan and is of strategic importance to Te Oro. It supplements procured programmes and helps to build the capacity and capability of the community. Partners utilise space in the building at low or no cost to deliver programmes which align with the charter.

15. MoU agreements are developed with programme partners following approval from the committee. The agreements are structured so that:

- for usage over what is agreed in the MoU, the facility agreed fees and charges rates apply (including the community rate where criteria for this lower rate is met)
- they do not affect potential sources of revenue for the centre by making commitments only around booked hireage.

16. During MoU negotiations, staff seek explicit agreement from partners to align their programmes to the charter’s delivery focus areas.

2018/2019 MoU partnership update

17. Three MoU partners went into recess during Q1 and are no longer active at Te Oro. Ureia and Ruapotaka Marae recessed as part of the normal flow for their activities, and the East Cook Island Community Cultural Group opted to migrate to a paid hire relationship.

18. MoU Partner Eco Matters Bike Kitchen has reduced its service offer from weekly to fortnightly due to funding and space constraints. Their current funding expires in March 2019 and the continuation of this service beyond March is currently unknown.

19. During Q2, Tim Bray Productions approached Te Oro to re-initiate their youth theatre workshops. Tim Bray Productions are a professional theatre company and were an original MoU partner when Te Oro opened in 2015. At the time, the partnership did not progress, however conditions have changed and they are able to progress with the partnership. Test workshops are planned for the school holiday programming in April 2019. Pending this pilot, the partnership will be tabled with the governing committee at the end of the financial year to approve a longer term partnership.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera

Council group impacts and views

20. This report is an operational update and therefore does not impact on other council groups. Input to this report was provided from facility staff at Te Oro and the central programming team within the Arts, Community and Events department.
Te Oro Committee of the Maungakiekie-Tamaki Local Board
05 April 2019

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views
21. The local board funds Te Oro and three local board members represent the local board on the Te Oro Governance Committee.
22. The charter and business plan were designed to align with the Maungakiekie-Tāmaki Local Board Plan and align to local board outcomes. These include:
   • creating strong and thriving communities that are enabled to participate, celebrate and contribute
   • ensuring young people are engaged, heard and active in their local communities.

Tauākī whakaaweawe Māori
Māori impact statement
23. Ken Kerehoma of Ngāti Whātau Ōrākei and Emily Karaka of Ngāi Tai ki Tāmaki were appointed to represent mana whenua on the Te Oro Committee.
24. The importance of mana whenua to the local area is reflected in the programming at Te Oro, which is designed to be inclusive and to reflect the cultural diversity of Glen Innes and Maungakiekie-Tāmaki.
25. A diverse range of creative cultural expression is celebrated at Te Oro, including Māori contemporary and traditional arts and celebrations. Programming developed by and for Māori is an integral part of the programmes on offer at Te Oro. These programmes occur across four key areas: mana whenua led programmes, the partnership programme with Ruapotaka Marae, ongoing tutor-led programmes and one-off programmes.
26. Programmes at Te Oro are delivered in alignment with the Auckland Plan, specifically the chapter on Māori Identity and Wellbeing Te tuakiri Māori me tōna orange.

Ngā ritenga ā-pūtea
Financial implications
27. Te Oro’s mandate to provide low cost or free classes constrains the ability of the facility to generate programming revenue. The introduction of a koha-based payment and ticket sales from the Te Oro Presents pilot season has resulted in a growth in revenue income.
28. There has been an increase in staffing required at Te Oro, which is offset by revenue-generating activity. This increase in staffing is due to venue hire, delivery of shared risk partnerships, MoU programmes and more intensive events scheduled, as part of the strategy:
   • to increase participant numbers of 15-19 and 20-24 year olds
   • to increase entrance revenue
   • to increase audience numbers for Te Oro.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
29. Key risks identified in the report are noted in the table below:
<table>
<thead>
<tr>
<th>Risks</th>
<th>Mitigation</th>
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</table>
| Te Oro not meeting the revenue target from programming for 2018/2019 | • Te Oro will review programmes regularly  
• develop a balanced programme of offerings across a range of cost points including shared risk model, koha entry and fixed price entry. |
| Not meeting the revenue target from venue hire for 2018/2019 | • Te Oro will develop and implement a marketing and communications plan that promotes venue booking  
• identify and address barriers to utilisation  
• explore the local board community grant programme as a potential source funding. |
| Over spend of staff budget | • Te Oro will evaluate use of spaces and additional staffing requirements and manage the overspend in staffing budget by outlining how cost recovery from venue hire is accounted separately. |
| Intimidation of staff/public from aggressive and abusive clients | • maintain the robust security programme developed by staff  
• implement, review and test security measures regularly  
• continue to follow proper safety protocols and procedures. |
| Health and safety issue for administration staff on reception | • test health and safety solutions and measure results. |
| A programme offered by an MoU partner is cancelled due to a decline in the partner’s funding or financial position | • monitor financial forecasts with MoU partners via quarterly meetings. |
| Substandard performance or delivery by partner organisations reflects on the reputation of the centre | • regularly communicate clear expectations about quality and reliability of service levels  
• maintain clear separation in the marketing style of the MoU partnership programmes from procured programmes. |

Ngā koringa ā-muri
Next steps
30. There is no implementation to be considered in association with this report.

Ngā tāpirihanga
Attachments

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<td>A</td>
<td>Quarter two 2018/2019 report for Te Oro</td>
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Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sarah Edwards – Arts and Culture Advisor, Arts, Community and Events</th>
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</table>
| Authorisers | Graham Bodman - General Manager Arts, Community and Events  
Victoria Villaraza - Relationship Manager |
Te Oro Operational Update Quarter Two FY18/19

Vision for Te Oro:

"Eke panko, eke Tangaroa"
He whare toi tēnei hei whakaruruhau mō te hīkaka o ngā pūmanawa rangatahi. He pūtaka kaha mā te hapori katoa.
Te Oro is a multi-purpose arts and cultural centre for young people where local talent and creativity is developed, supported and celebrated. It is a source of pride and empowerment for all its participants and the local community.

Focus Areas:

Young people – youth aged 12-24 years
Local community – residents of Glen Innes, Pt England and Panmure
Creativity – music, arts and other forms of creative cultural expression
### Local Board Outcomes

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<th>Action Plan Actions</th>
<th>Procured Programme Activities</th>
<th>MoU Partner Activities</th>
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<tr>
<td>Develop youth-focused programming, including cultivation of leadership skills</td>
<td>Monthly SIP open mic nights are encouraging youth to develop public speaking and performance skills.</td>
<td>Set the Tone 3.0 event was delivered October 2018. The youth involved retain revenue from ticket sales for these events.</td>
</tr>
<tr>
<td>Develop a youth and emerging arts mentoring and development programme.</td>
<td>Youth participants in Hone Spray showed along Bradley Lane artists for the first time in the Te Omaru exhibition.</td>
<td>Crescendo Trust of Aotearoa mentored two young creatives as music producers to run studio sessions at Te Oro. Crescendo Trust of Aotearoa offers a best practice studio programme for NEET (Not in Education, Employment, or Training) youth with professional mentoring. Bradley Lane artists mentored local street artists for delivery of mural projects across the local board.</td>
</tr>
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<td>Host performances with partners that involve local schools.</td>
<td></td>
<td>Junior Tech staff at Te Oro continue to receive mentorship and training from senior staff, as well as the opportunity to learn and develop through the Arts and Culture network of facilities.</td>
</tr>
<tr>
<td>Whānanga: Young people are engaged, heard and active in their local communities</td>
<td></td>
<td>Kahui Te Kaha worked with local students on an exhibition held at Te Oro in Q2.</td>
</tr>
<tr>
<td>Develop and offer holistic programmes.</td>
<td>A Christmas Arts and Crafts market held in Q2 alongside the community led ‘Let’s Make Christmas’ workshops.</td>
<td>Pacific Dance and Te Amorangi (Ruapotika Maree) working together on coaching and performance. Crescendo Trust of Aotearoa and No Six collaborated together on another Set the Tone in Q2.</td>
</tr>
<tr>
<td>Prioritise programmes that encourage getting creative with technology.</td>
<td>No Six assisted an EP launch by delivering live stream on social media.</td>
<td>Pathways to performance was funded by Creative Communities and resulted in end to end research and production on site.</td>
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<td>Promote training/education opportunities through a career dayutilising our</td>
<td>CTGM mentored two local youth to run the studio sessions.</td>
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<td>comments and partners.</td>
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<td>Cultivate public engagement connections to three creative sector enterprises (such as festivals or sector/industry events).</td>
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<td>Item 11</td>
<td>Exploring opportunities for exhibiting the creative output of the centre through all media (including sound media).</td>
<td>The larger-than-life promo film was recorded at Te Oro and broadcast on social media.</td>
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<td></td>
<td>Communicate the significance of the integrated art with visitors to the facility.</td>
<td>Website statistics Q2: Number of users - 4438 Page views - 6002</td>
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<td></td>
<td>Hold a series of open days, activations and tours throughout the year to introduce new users to the centre.</td>
<td>The Te Oro Presents season was highly successful in bringing new visitors to the facility, often from across Auckland. During Q2 three very different short seasons were delivered: Meet the Fakas, Aunty, Double Dendrites.</td>
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<td></td>
<td>Demonstrate through programming, options to use creativity and social enterprise to solve logistical challenges.</td>
<td>An Artweek Bike Tour of public artworks was hosted at Te Oro during Q2 alongside the published cycling map of artworks in the local area.</td>
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<td>Prioritise programmes that create fun, unite strangers, and create connection—using creativity.</td>
<td>Drop-in art sessions during the Spring break were very well attended. The new tutor has been successful in attracting larger audiences.</td>
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<td>Whānau: The centre is at the heart of the community</td>
<td>Continue implementation of Te Oro Community Engagement and Facility Outreach Plan</td>
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<td>Continue implementation of Te Oro Marketing and Communications Plan that is targeted at young people.</td>
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<td>Local Board comms assistance has been very beneficial to working on the Te Oro presents season.</td>
<td>Te Oro has continued to work with partners who are already well-silled and prepare with comms strategies.</td>
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<td>Encourage the offering of affordable programmes with partners, hires and users.</td>
<td>Koha based donations have been successful and have increased the programming revenue in Q2.</td>
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<td>Cultural Dance continues to be popular at Te Oro, with the annual programme including Tongan and Niene Dance.</td>
<td>Niue Language Week programmes at Te Oro were well attended; Meet the Fakas season sold out and Hipo workshops were at capacity.</td>
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<td>Encourage programmes that meet the needs of a wide range of cultural diversity and disability groups.</td>
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<td>Invite the governance committee to attend/participate in events and activities at the centre.</td>
<td>Maungakiekie-Tamaki Local Board and Governance Committee Members were invited to attend box office share events and opening night events during Q2.</td>
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<tr>
<td><strong>A&amp;C Strong and thriving communities that are enabled to participate, collaborate and contribute</strong></td>
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<td><strong>Wharenga 3: The centre is a thriving hub of creative cultural experiences</strong></td>
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<td><strong>Collaborate with partners (where appropriate) to develop their programmes at all stages, from production through to public presentation.</strong></td>
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<td>An Artweek Bike Tour of public artworks was hosted at Te Oro during Q2 alongside the published cycling map of artworks in the local area.</td>
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<td>Note: Te Oro commissioned the cycling additions to the existing map, funded separately by the Maungakiekie-Tamaki Local Board.</td>
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<td><strong>Formalise and develop seven MOUs or partnership arrangements with targeted community organisations that have an interest in using the facility</strong></td>
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<td>Bradas Dance public programme will now launch in Q3.</td>
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<td><strong>Demonstrate Te Oro’s role as development area and vocational development for live and recorded music and performing arts</strong></td>
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<td>One on one music tutoring continued to build strength with high quality service delivery. DJ mentoring launched at Te Oro during Q2.</td>
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<td>The range of one on one music on offer is expected to increase again with demand in Q3.</td>
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<td><strong>Develop role as a supporter and feeder of street art and animation</strong></td>
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<td>The results of Here Spray sessions from Q2 were displayed in Te O Maru alongside Bradley Lane artists for the first time during Artweek. Bradley Lane Artist Talks were held at Te Oro drawing audiences from across the city.</td>
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<td><strong>Demonstrate strengths in Māori programming</strong></td>
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<td>Te Reo Māori is an integral part of procured programme whenever possible. Two performances of Doubtful Derelicts were staged in November as part of Te Oro Presents, and two performances of Longer Than (off were staged in late September. Raranga workshops were extended to run for a longer period of time to ensure completion. Hip Hop and Boy dance and DJ mentoring is led by Māori tutors. Visual arts programmes included a guest Māori tutor.</td>
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<tr>
<td>Pacific Dance Uwean artist in residence collaborated with Te Amorangi (Nga Puna Wai) on coaching and performance. South Auckland based Māori artists Charles and Jaine Williams were commissioned as part of Bradley Lane refresh by TITB Trust.</td>
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<td>Work for the Pacific Dance Festival 2019 is in discussion between Pacific Dance and Nga Puna Wai. Te Oro continues to embrace Te Reo Māori in the naming of its programming sessions, and the naming of key rooms in the facility. The development of the Māori Programme Strategy is ongoing.</td>
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<td><strong>Ensure the centre participates as part of a regional network of arts and culture offerings (e.g. Matariki Festival)</strong></td>
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<td>Nga Puoro workshops and sold out performances of bi-lingual situation comedy Meet the Filiars. For Artweek 2019, Te Oro hosted artist talks and a public art cycle tour.</td>
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<td>The Good The Bad Trust’s Bradley Lane project was a featured event in Artweek 2019.</td>
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<td>Planning for the Cook Islands Language Week 2019 event started in Q2 with a working group meeting that included a wider range of Cook Island stakeholders.</td>
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<tr>
<td><strong>A&amp;I Strong and thriving communities that are enabled to participate, celebrate and contribute</strong></td>
<td><strong>Facility Operational Goal - To operate efficiently, effectively and in a sustainable manner</strong></td>
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<tr>
<td>Monitor health and safety, and security, ensuring incidents are reported and addressed as per council policy</td>
<td>This information is provided in the quarterly update that is presented to the Governing Committee. The RAG report indicates when risks must be escalated to the Governing Committee or the Local Board via the Arts and Culture Advisor.</td>
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<tr>
<td>Comply with the governance committee’s meeting and reporting requirements</td>
<td>The Local Board and Governance Committee have requested a report be presented Q1, Q2, Q3 and Q4 with an annual report summary at the end of each financial year.</td>
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<tr>
<td>Monitor actual expenditure and revenue against budget and revenue targets and inform the local board of any negative trends</td>
<td>The operational dashboard highlights trends, risk and priorities for each quarter.</td>
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<tr>
<td>Attend meetings as required with the properties team</td>
<td>Meetings are planned on a case-by-case basis as part of operational and day-to-day running of the facility. Maintenance work is listed by the Regional Facilities Service (RFS). Any ongoing maintenance issues are escalated to the Manager of Assets and Facilities.</td>
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</tbody>
</table>
Programming highlights

The Te Oro charter outlines the vision for the arts facility and has three focus areas, youth, local community and creativity. The fourth area, partnerships, is acknowledged in the Te Oro business plan. In quarter Two, 46 programmes were delivered which responded to the three focus areas youth, community and creativity.

The programmes are either commercially procured or delivered via Memorandum of Understanding (MoU) agreements with organisations.

During Q2, Te Oro delivered 46 programmes. Of these programmes:

- 10 delivered by MoU partners
- 34 targeted youth (12-24 age group)
- 45 of programmes were based in creative arts
- 22 of the programmes led by local artists or communities
- 32 offered Māori outcomes

Please note that all 46 programmes listed qualify under more than two category criteria.

Youth activities

Pathways to Performance These sessions began as a six-week programme funded by Creative Communities. Participants would write and perform new and original works. Many students also earned NCEA credits through the course.

Due to popular demand, and the time required by students to polish their performance skills, the coordinator requested Te Oro to extend venue support for a further eight weeks.

In total, Te Oro provided recording studio access, workshop space and rehearsal space for over 12 weeks.

Students also attended several of the Te Oro Presents Season events during Q2. For many, this was the first time to attend any form of live theatre.

Creative activities

Te Oro was the venue for Le Moana Dance Company and Tupua Tigafula’s new development work "Shel We". This two-week development rehearsal period resulted in a presentation of the work at Te Oro before the work travelled to Wellington to be presented at the Measina Dance Festival.

Heroic Inspirations Exhibition: Nga Kaakana Whakamanawa was part of the Te Oro programme in October. Organisers Kahui te Kaha showcased their students’ work alongside local artists as part of a group show. Their artworks explored themes of personal and cultural identity in a variety of media including painting, sculpture and multi-media in group and individual projects. Local Board member Maria Meredith opened the exhibition as key note speaker alongside local artist Gary Silipa of The Good The Bad Trust.
Te Oro Presents Season

Te Oro received community feedback that users wanted opportunities to see quality theatre, dance and comedy shows. The request resulted in a six-month programme of monthly performances. The Te Oro Presents season attracted new audiences and reinforced Te Oro as part of circuit of small-scale venues for live performance in Tamaki Makaurau.

This programming strategy contributed to an increase in the programming revenue for Q2

October: Meet the Fakas

This bi-lingual situation-comedy was performed in Niuean and English after a couple of successful seasons elsewhere in Auckland. It examined the issues and tensions a young Niuean woman endures when she returns to the Island for her mother’s 50th birthday – with an Indian boyfriend that she has kept secret. An ex-boyfriend wanted her back however and a hilarious culture clash resulted, that kept audiences laughing and wanting more.

The company rehearsed at Te Oro for two weeks prior to the performance season. Te Oro staff held a hīni whakatau on the first night of rehearsals.

This Niuean community comedy show sold out two weeks before the season and coincided with Niue Language week celebrations. Due to the demand for tickets, limited community tickets were available for the season.

The matinee show was well attended by youth as it was hosted by the Niue Youth Network – NZ, who chaired a forum with the cast and crew. The focus was on the importance of Niue Language and culture preservation. Te Oro staff are in discussions with Producer Leki Jackson Bourke regarding a possible collaboration for 2019.

November: Aunty – Zanetti Productions and Double Derelicts – The White Face Crew

_Aunty_ is an internationally award winning one-woman show, presented by Zanetti Productions. It celebrates the women we all know and love. This bitter-sweet black comedy was a hit with local theatre goers as well as community that were new to theatre.

One of the many highlights was the interactive nature of the show. First time local theatre goers held conversations with Aunty and got involved with the action. Aunty’s brash, crass nature but love for her family resonated with audiences, many of whom had never attended a show at Te Oro. Te Oro staff worked with TRC single mothers collective to ensure that they could attend the show.

Te Oro staff are in discussions with Zanetti Productions to bring another show to Te Oro for 2019.

_Double Derelicts_ is a hybrid physical theatre dance piece. It journeyed with a couple of hilarious homeless characters. It had toured previously in Auckland with Matariki Festival in 2015.

This piece mesmerised audiences and was a huge hit with Te Oro families. The _Koha/Pay What You Can_ tickets had a solid uptake from the community.

Since the end of the Te Oro Presents Season in November 2018 we have many enquiries regarding what shows will be on offer for 2019.
Local community activities

Māori Language Week 2018

Raranga/weaving workshops received funded by Creative Communities and were led by Ngāti Paoa artist Lorna Rikihana. Participants worked towards weaving their own kite. This workshop series initially started as a six-week block and was extended to allow time to complete the kite. Te Oro staff offered studio space for three hours per week to a local raranga collective. Based on the recommendation of the tutor, it was important that this initiative be taken up and be driven by the participants however, at the time of writing, no member of the collective has stepped up to further these discussions.

Niue Language Week 2018:

Te Oro partnered with Tupumaiga a Niue Trust to host hiapo print workshops at Te Oro (alongside Māngere Arts Centre Ngā Tohu o Uenuku) as part Niue Language week celebrations. The workshop used traditional Niue hiapo/tapa designs transferred on to boards, that to allowed participants to create their own unique lavas.

Te Oro Christmas Arts and Craft Market

Te Oro organised a Christmas art and craft market between the Glen Innes Library and Te Oro in December to complement the annual Tāmaki Wrap Lets Make Christmas event – upcycling gift making workshops. Twelve stalls gathered to sell their arts and crafts. Young entrepreneurs from the Panmure Children’s Market also ran stalls at this event. Te Oro will run a similar market in July 2019 on the final night of the Te Ara Rama Matariki Light Trail.
MoU Partners update

The Good the Bad Trust / Art Week

Te Oro partnered with The Good the Bad to host the Bradley Lane Project over a period of three days. Five artists including Charles and Janine Williams and international artist Vans the Omega (Australia) added new murals to the town centre. The three-day event also included artist talks and a group Bradley Lane exhibition in the Omara space at Te Oro. For the first time students of Te Oro’s Here Spray class were given the opportunity to showcase their artworks alongside Bradley Lane artists. Each student sold their art work.

Bradley Lane Artists & volunteers at Ruapotaka Marae powhiri.

Crescendo Trust of Aotearoa

Te Oro provided the venue for the third Crescendo Trust of Aotearoa SET THE TONE youth showcase. This twice-yearly event was well attended by local community with new artists performing for the first time. Ticketing revenue from this event is returned to the youth who lead it. CTOA mentors have worked with 25 youth aged between 12-24 years over Q2.

Pacific Islands Dance Fono (Pacific Dance) Residency

Artist in residence from Wallis and Futuna Steev Laufiletoga Maka and local Te Amiorangi Kapa Haka group presented a dance work at Te Oro on the 1 October to a packed house. Laufiletoga Maka and Te Amiorangi are in discussion with Pacific Dance to further develop this work, for a possible satellite season for the Pacific Dance Festival 2019.

Pacific Dance Choreographic Labs commenced at Te Oro in November, with Vivian Aue of Aue Dance being one of the three artists selected for this programme. These artists presented work in progress at the Measina Festival in Wellington in December.

The Bradas

The Bradas dancers started use of the studio during the agreed hours over Q2. Te Oro staff are working with the group to find dates and times to offer intensives for 2019 and to finalise the written terms of the MOU agreement.
Financial update Q2

Priorities for 2018/2019 are:

- Increase off peak venue hire (9am – 3pm) by 20 per cent in 2018/2019
- Increase entrance fees and other revenue by 20 per cent 2018/2019

As per the Te Oro charter, Te Oro is dedicated to providing access to all by removing the financial barriers and since its launch in May 2015 has offered free or low-cost programmes. This mandate to provide low cost or free programmes constrains the facility’s ability to achieve the $25,000 target set for programming revenue.

<table>
<thead>
<tr>
<th>FY18 Budget</th>
<th>Q1 actuals</th>
<th>Q2 actuals</th>
<th>YTD actuals</th>
<th>Q2 budget</th>
<th>FY18 budget</th>
<th>Variance FY18 budget</th>
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</thead>
<tbody>
<tr>
<td>Programme delivery expenditure</td>
<td>36,143</td>
<td>32,534</td>
<td>68,677</td>
<td>34,000</td>
<td>136,000</td>
<td>67,323</td>
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<tr>
<td>General operational expenditure</td>
<td>8,005</td>
<td>5,922</td>
<td>13,927</td>
<td>13,965</td>
<td>55,860</td>
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<tr>
<td>Total staff costs</td>
<td>79,124</td>
<td>73,452</td>
<td>152,576</td>
<td>67,250</td>
<td>269,000</td>
<td>116,424</td>
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<td>BAU staff costs</td>
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<td>73,452</td>
<td>149,063</td>
<td>67,250</td>
<td>269,000</td>
<td>119,937</td>
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<tr>
<td>Additional staffing costs offset by revenue hire</td>
<td>3,513</td>
<td>6,073</td>
<td>9,586</td>
<td>-</td>
<td>-</td>
<td>9,586</td>
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<tr>
<td>Total expenditure</td>
<td>123,272</td>
<td>111,908</td>
<td>235,180</td>
<td>100,910</td>
<td>460,860</td>
<td>225,680</td>
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<tr>
<td>Revenue Hire</td>
<td>22,810</td>
<td>15,748</td>
<td>38,558</td>
<td>14,304</td>
<td>57,218</td>
<td>-18,660</td>
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<tr>
<td>Revenue from staff on charging</td>
<td>3,513</td>
<td>6,073</td>
<td>9,586</td>
<td>-</td>
<td>-</td>
<td>9,586</td>
</tr>
<tr>
<td>Revenue from programming</td>
<td>4,138</td>
<td>8,162</td>
<td>12,300</td>
<td>6,250</td>
<td>25,000</td>
<td>-12,700</td>
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<td>Total revenue</td>
<td>30,461</td>
<td>29,983</td>
<td>60,444</td>
<td>82,218</td>
<td>378,642</td>
<td>-</td>
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<tr>
<td>Net Expenditure</td>
<td>92,811</td>
<td>81,925</td>
<td>174,736</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Revenue – Venue Hire

Te Oro exceeded the venue hire revenue target of $14,304 for Q2, reaching $15,748.
The move to Electronic Booking System ‘Sphere’ has seen an increase in enquiries and new bookings. While many hirers still prefer to enquire and book direct at the facility, the benefit of aligning with the Community Places booking system has increased visibility in the venue hire market.

Revenue – Programming Activity

The Te Oro Presents programming strategy contributed significantly to the programming revenue for Q2. The ticketing revenue covered additional staffing costs to service after-hours activity.
The strategy was a six-month pilot. Considerable attention was paid to develop a flat-rate pricing structure. Concession rates apply for multiple bookings, for students and seniors. The strategy is unlikely to be sustainable all year round, so a mid-winter season is in development for 2019.
The observed business development benefits:

- It built a following and resulted in more diverse audiences at Te Oro.
- It attracted users from outside the immediate area of Glen Innes.
• It reinforced Te Oro as a venue for live performance in Tamaki Makaurau amongst a set of dedicated professional and semi-professional producers.

**Staffing Costs**

In FY18, staff advised the Governing Committee that an increased in procured programmes and late night opening would have a direct correlation with staffing costs. This correlation continues in FY19. This has all been part of the strategy to increase participant numbers aged 15-19 and 20-24 years old and to increase revenue for Te Oro.

Several regular hires occur outside of Te Oro’s regular operational hours, which requires staff to manage the facility for the duration of the event. For hire outside operational hours staffing costs are charged to the hirer. Some hires require specialist staff to be present (for technical services, special room set up, and security or administration areas). These costs are charged to the hirer.

Ticketing revenue is expected to off-set elevated staffing costs for any procured programming events occurring outside of operational hours.

**Extension of Opening Hours**

In February 2018, Te Oro began testing opening late night two nights a week, offering both procured programming and the opportunity to hire. The testing period for late nights ended on 21 December 2018.

The objectives for this testing was to:

• Increase 15-19-year participation

• Increase 20 - 24-year participation

• Attract new hirers

Te Oro is scheduled to operate 51 hours per week, Monday to Saturday. With the introduction of late nights in February 2018, operating hours increased to approximately 72 hours per week. The extended operating hours also meant operating on Sundays, shifting operations to seven days a week.

The extension of operating hours had the largest impact on the staffing budget, however almost 39 per cent of afterhours staff costs were on-charged to hirers or MoU partners.

Approximately 61 per cent of after-hours staffing was associated with procured programming (classes and events). While some afterhours classes charged koha entry to offset staffing costs, this strategy proved unsustainable as koha revenue is difficult to predict, and depends on participants’ ability to pay what they can afford.

The Te Oro Presents series of events charged a flat rate for ticketing and attracted larger, more predictable audiences to fully offset the additional staffing costs. In Q3, staff will apply lessons learnt from this trial to 2019 programming.
The shift to the online booking system has triggered a change to the way we report venue hire activity. The Community and Commercial Hire percentages captured are one-off or hirers within Q2, who book the facility less than 10 times per year. The regular hire is a combination of community and commercial groups that hire the facility on a regular basis throughout the financial year.
Maungarei dance studio and Taurere performance space continue to be the rooms most in demand for hire and procured programming. Workshop 2 continues to be a shared office space for our MoU partners. Te Oro procured programming and MoU partnership programming delivery continues to be priority for peak times. Te Oro continues to provide venue support for community groups who wish to test or pilot arts programming whilst researching and applying for funding for future delivery.

Monthly after-hours room Utilisation
Key performance indicators/targets

Facility visitor numbers

Visitor numbers have almost doubled this quarter compared to the same period last financial year. This increase is due to having more programming and events on offer, an increase in venue hire and the Te Oro Presents season.

Visitor numbers in Q2 are slightly lower than Q1 due to the facility being closed over the Christmas and New Year’s break between 21 Dec 2018 - 7 Jan 2019.

Late-night programming over the last 10 months has been a success in getting engagement for programmes and shows.

Programme participant numbers

Participant registrations have doubled compared to Q2 in FY18. Noting however, that not all programmes require registrations to attract harder to engage audiences like 15–19 years. Staff have flagged that an easier registration process is required. Staff will continue to monitor the situation with participant number tracking into Q3 & Q4 of FY19.

Many of tutors have been with Te Oro since the facility opened and have grown their numbers or are trialling new and innovative programmes to further develop the skills of their students. This activity builds reputation and credibility established over the last four years for offering affordable and quality arts programming.
A priority for 2018/2019 is to continue to build youth participation into the programming by targeting and increasing:

- 15-19-year olds participation by 30 per cent
- 20-24-year olds participation by 20 per cent

Feedback from youth has been consistent over the last 12 months, that there is still not enough programming specifically targeting 15-19 years. Many older youth continue to advise staff that they do not want to participate in classes that include 7-13 years. Staff agree that the needs of younger participants are different to the needs of older participants.

During Q2, staff continued to find ways to encourage 15-19-year olds to participate and engage with programming and events. By offering gaming night drop in sessions, Set the Tone, regular Spoken Word Poetry (SUP) Open Mic nights and offering complementary tickets to the Te Oro Presents shows have been successful in attracting new youth to the facility. However, detailed data on age is not collected at these events. Staff have been working with tutors to encourage youth to register each term and school holidays and feedback regularly on the types of programmes they would like to see offered at the facility.

In Q2 youth are also faced with exams and end of year performances, awards ceremonies and other family commitments so are not as available to attend classes or events.
* These percentages are estimates only, based on the demographic information collected for programmes that involve a registration process. This type of information is not collected for programmes that do not require participants to register.

<table>
<thead>
<tr>
<th>Priorities FY17/18</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise awareness of Te Oro and grow its reputation by forming relationships with youth, the local community and the creative sector</td>
<td>On track</td>
</tr>
<tr>
<td>Increase hire revenue for off peak times in facility</td>
<td>On track</td>
</tr>
<tr>
<td>Increase programmes/event revenue</td>
<td>On track</td>
</tr>
<tr>
<td>Youth and stakeholder engagement for the new Te Oro Business plan</td>
<td>On track</td>
</tr>
<tr>
<td>Curate and deliver the Te Oro Presents season for 2019</td>
<td>Not started</td>
</tr>
<tr>
<td>Develop and deliver a new staff and operational hours model for facility</td>
<td>Not started</td>
</tr>
</tbody>
</table>

**General**

**Security and Safety:**

There have been four reported injuries:

1. Young girl slipped from a static line during circus training class.
2. An older woman slipped in Te Oamaru hurting her shoulder.
4. Young special needs student disclosed he was experiencing bullying by other youth offsite. Staff managed this situation by contacting the students’ parents and school.

There were two incidents of inappropriate behaviour in Q2:

1. An adult known to the facility entered a youth class without permission and attempt to participate, leaving the tutor and students uncomfortable. This was managed by the staff and this adult has been banned from Level 1 of facility unless accompanied by Te Oro staff.
2. Four men consuming alcohol at the rear of Te Oro.

The increase in programming and events has also seen an increase of Incidents at Te Oro. The increased numbers of visitors and participants has also contributed to an increase in near misses and incidents recorded.

There is ongoing concern regarding the quad area between the library and Te Oro with motorists and couriers entering via pedestrian crossing and parking across the footpath to access the library at peak times when youth are using this space after 3pm.
<table>
<thead>
<tr>
<th>Risks</th>
<th>Mitigation</th>
<th>Rating</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>not meeting entrance/other fee revenue target for FY18</td>
<td>review programmes and test assumptions on a regular basis develop and a balanced programme of offerings across a range of costs points including shared risk model, koha entry and fixed price entry</td>
<td>High</td>
<td>Identified</td>
</tr>
<tr>
<td>not meeting venue hire revenue target for FY18</td>
<td>further develop and implement a marketing and communications plan that promotes venue booking offering identify and address barriers to utilisation explore the local boards community grant programme as a potential source funding for programming</td>
<td>Monitor</td>
<td>Identified</td>
</tr>
<tr>
<td>over spend of staff budget</td>
<td>evaluate use of spaces and additional staffing requirements and manage the perception of overspend in staffing budget, by outlining how cost recovery from venue hire is accounted separately.</td>
<td>High</td>
<td>Identified</td>
</tr>
<tr>
<td>intimidation of staff/public from aggressive and abusive clients</td>
<td>maintain the robust security programme developed by staff implement/review and test security measures regularly continue to follow proper safety protocols and procedures</td>
<td>Moderate</td>
<td>Monitor</td>
</tr>
<tr>
<td>reception administration desk; health and safety issue for administration staff</td>
<td>test health and safety solutions and measure results</td>
<td>High</td>
<td>Triggered</td>
</tr>
</tbody>
</table>
FAQ’s

**Purpose of the facility:** Te Oro is a multi-purpose space for young people and the local community can come together to perform, practise and learn the arts; express their creativity and talents; and celebrate their cultures.

**Number of staff at the facility:** Three full time staff at the facility, two part time supporting technical staff, seven casual technical and two part time permanent administration support staff.

70% of the staff are residents of the Maungakiekie-Tāmaki Local Board and 60% of the staff are aged between 17-25 years of age.

**Opening hours as of 1 Feb – 21 Dec 2018:**

- **Mon** 10:00 pm – 9:30 pm
- **Tues** 10:00 am - 8:30 pm
- **Wed** 10:00 am - 9:30 pm
- **Thurs** 10:00 am – 7:00 pm
- **Fri** 10:00 am – 7:00pm
- **Sat** 9:00 am - 6:00 pm
- **Sunday** Closed/Open from 9am – 12pm for private hire by C3 Church

**Public Holidays Closed**

**Venue hire discount:** If you hire at the facility ten times or more during a financial year (1 July to 30 June) you are considered a regular hirer and will receive a 20 per cent discount. A 50 per cent discount is applicable for hirers who meet two of the following criteria from the Te Oro Charter; music and arts events, youth engagement and 50 per cent community participation.

**Internet access:** Te Oro provides free Wi-Fi.

**Q2 figures:**

- **Total visitor numbers:** 39,667
- **Budget Expenditure:** $100,910
- **Revenue income:** $29,983
- **Total Expenditure:** $111,908
- **Net result to ratepayer:** $81,925
- **Cost per visitor:** $2.06
Te Oro Activity Report Quarter Two 2018/2019

Te Oro Floor Plan

Attachment A

Item 11