

Implementation Plan – Arts & Culture Strategy Year 1 Progress update

The Arts and Culture Strategy is a multi-stakeholder partnership plan encompassing Tauranga and the Western Bay of Plenty sub-region. This Implementation Plan supports the delivery of *Toi Moana* and represents the actions and commitment from our sector partners, including iwi.

In terms of priorities, the high impact opportunities were the focus of CBOP during year one of delivery.

Multi-stakeholder strategy delivery is complex, and this implementation plan has served well as a starting point for delivery against the vision of *Toi Moana*. CBOP board and management agree that the implementation plan has presented limitations during year one, as it is largely focused on capturing the delivery of 'business as usual' by lead agents. Furthermore, it does not capture how the wider sector or support organisations can / are contributing on-ground to the 6 V Framework (Visionary, Vocalising, Vibrancy, Valuing, Viability, Vitality).

Within the wider sector, variables have been at play inclusive but not limited to lead agent competing priorities, limited resources and management changes. The sector is facing relatively uncharted territory, but we have built a good evidence base through two initial pieces of mapping work. This research has highlighted need for further collection of data, a need to measure what counts, and review the relevance of and how we report on the implementation plan. CBOP recognises that our role is to support the aspirations of iwi and tangata whenua. As such, a further understanding of the needs of the regions Māori practitioners is the first starting block. CBOP will work with stakeholders during 2020 and beyond to addressing any friction points of implementing *Toi Moana*. We will explore viable alternative options that will see our sector fulfil the vision of a vibrant and liveable region, with arts and culture at its heart.

CBOP has a stewardship role to continue moving this strategy and sector forward to ask of our lead agents at the completion of year one:

- Are we contributing to meaningful progress towards the vision of *Toi Moana*?
- Is/ was the timing right for the implementation point(s)?
- What insights have we gained in year 1? What would we do differently?
- Are we measuring what counts?
- Are the individual implementation points relevant with current context and lead agent business models?
- What about the emerging strategic context and sector changes?
- What are the implications of leaving the implementation point(s) the same? What are the risks?
- What other organisations have been identified that are contributing to our sector?

Year 1 for CBOP as a lead agent has been focused primarily on the delivery of 8 points (3 non-BAU). We have hosted 4 lead agent sector hui, where round table updates were provided by lead agents. CBOP is committed to the continued delivery of *Toi Moana* and will lead further work on:

- Advocacy of the arts sector - collate case studies to bring insights to life
- Stop, start, or refresh implementation points as required
- Provision of quarterly lead agent 'scorecard' updates
- Developing meaningful progress measures

The below implementation plan is coded in a traffic light system for ease of reference. The progress update for year 1 was provided by each of the lead agents as is reported as such, truncated if required for a table format.

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GOAL ONE: VISIONARY						
Grow, enable and attract creative people, a creative workforce and innovative enterprise. He ōhanga pakari, tōnui auaha.						
Target 1: Attract an innovative, skilled and talented creative workforce.						
1.1 Build the creative sector to grow our economy.						
Goals and Actions	Lead Agent	Collaborators	Timeframe 2018 -2020	Progress update year 1	Tracking	
1.1.1	Showcase success and promote local creative innovative champions	Priority One	Toi Ohomai Creative Bay of Plenty Venture Centre Beca Engineers Institute of Architects Tauranga City Council Western Bay of Plenty District Council University of Waikato BOPRC Campbell Squared	3 years	<ul style="list-style-type: none"> - Facilitated promotion of Groundswell 'Love Our Laneways' city activation innovation concept - Championed Donna Dinsdale Bachelor of Creative Industries Fashion leader from Toi Ohomai - Delivery of the InStep program inclusive Young Innovator Awards, Instep Young Leaders Forum & Canvas Careers Expo championing arts as a viable career prospect - Ngā Wāhine o Mereaira project 	
1.1.2	Support and encourage the Creative Sector to work together, and to collaborate to find ways to forge new innovations.	Priority One	Creative Bay of Plenty Tourism Bay of Plenty Toi Ohomai Beca BOP Film Institute of Architects	3 Years	<ul style="list-style-type: none"> - Facilitated the delivery of 2018 'Love Our Laneways' activation concept - Activated the laneway over the three days, with 1000+ people attending - Support of the Design Thinking meetup 	
1.1.3	Champion the Creative Sector as an 'enabler' for innovation, entrepreneurship and creative expression.	Priority One	Tourism Bay of Plenty Toi Ohomai University of Waikato Te Wananga o Aotearoa Creative Bay of Plenty Film Bay of Plenty Design Meet-up TedX Tauranga Venture Centre	3 Years	<ul style="list-style-type: none"> - Groundswell Festival of Innovation – 43 events which attracted over 4000 people, creative thinking at the heart of innovation 	

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1.2 Attract innovative and creative people.						
1.2.1	Implement a Talent Attraction Programme targeting creative people.	Priority One	Tourism Bay of Plenty Creative Bay of Plenty BOP Film Venture Centre	3 Years	<ul style="list-style-type: none"> - Wish you were working here talent attraction website platform which shares profiles of recent immigrants inclusive of creative champions 	
1.2.2	Support Māori Arts and Culture entrepreneurship and encourage the creation of domestic and international opportunities.	Priority One	Iwi Māori innovators Venture Centre BOP Film Tourism Bay of Plenty Creative Bay of Plenty	3 Years	<ul style="list-style-type: none"> - Support of the development of Māori STEAM strategy as foundation partner for Toi Kai Rawa 	

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GOAL TWO: VOCALISING						
Access and participate in arts and culture, its easy to experience it every day.						
Ka taea, ka whai wāhi te katoa o toi moana ki ngā ahi toi, ahurea hoki.						
Target 2: Integrate art and culture as intrinsic to our places.						
2.1 Support and celebrate local creative community enterprises.						
Goals and Actions	Lead Agent	Collaborators	Timeframe 2018 -2020	Progress update year 1	Tracking	
2.1.1	Actively engage with volunteer-led (NFP) organisations to find out what support is needed and then develop a capability-building programme.	Creative Bay of Plenty	Venture Centre 16 th Ave Theatre Adam Taylor Architects ANZ Tauranga Arts Junction Katikati ART Cult Cinema Club Film BOP MMF ArtBOP	0-3 years	- 5 independent needs analysis online surveys conducted - total of 312 responses - Initiation of the development of creative entrepreneurial pathway pipeline in collaboration with Venture Centre (further development required in 19-20) - Development of the Art and Business concept for Western Bay of Plenty, engaging with business and creative sector aspiring to build capability and funding streams	
2.1.2	The Gallery will collaborate with other organisations to find new and innovative ways to bring visual art to communities.	Tauranga Art Gallery	TCC Library Seeds Trust The Elms Toi Ohomai Tauranga City Council US Embassy Priority One Uno Magazine Our Place The Sun Whakatane Museum Te Awamutu Museum Te Manawa Franklin Arts Centre Whangarei Art Museum National Gallery of Art – Canberra Heide Museum of Modern Art - Melbourne The Incubator The Tauranga Arts festival Garden & Art Festival Ngai Tamarawaho	0-3 years	- TCC Libraries – partnership with ‘Mātiro – photography by Kapua Joy Bennett’ + Matariki programmes - ‘The Rooms’ collaboration with The Elms (2318 pax) - Establishment of the Seeds Trust – Rydal Art Prize (bi-annual) - The Elms and Tauranga Heritage Collection - ‘Te Rangi Haupapa- a woven history’ exhibition - Te Uru Titirangi – Auckland Arts Festival (Blood Water Earth: Louise Potiki Bryant + Santee Smith) - Tauranga City Council and Mr G: Home exhibition - Zinefest - ‘Megaworld’ + Gary Baseman exhibition: visitation 23692 pax (above target of 15 000) - Tauranga Arts Festival, ‘Call to Dance’ host - Toi Ohomai Creative Industries Course / Toi Ohomai partnership on Kelcy Taratoa’s exhibition + education programmes / panel - Groundswell collaborations - NIEVES (Zurich) / MEGA PRESS (NY) international artist Zine publications - Partner / stakeholder events: Cooney Lees Morgan; FoTAG - Continuation of local schools program: over 11,000 students per year	

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2.1.3	Map the participation of youth in art programs to find gaps and opportunities	Creative Bay of Plenty	Young NZ Writers TAG The Incubator TMT Film BOP TYDT Priority One OTC, TBC, TGC Aquinas	0-3 Years	- Completed on time and on budget	
2.1.4	Support M.A.D.(music/art/drama) therapeutic approaches within the community to foster cultural and social health.	Health Sector or M.A.D providers	Ministry of Health Creative NZ M.A.D Providers SocialLink	0-3 Years +	- Requires further development as a lead agent was not defined at start of implementation plan - 2019/20 scope of 'Arts for prescription' concept by CBOP may address this implementation point	
2.2 Creative people are designing our city and towns.						
2.2.1	Arts and Culture creative thinking to be a major contributor to future city and town design by embedding a design-lens based upon <i>Te Aranga</i> principles.	Tauranga City Council Western Bay of Plenty District Council	Priority One University of Waikato CBOP Mainstreet Downtown Tauranga City Centre Action Group	3 Years +	- Initiation of revision of public art policy by both councils - CBOP and TCC initiated conversations to integrate arts within existing project infrastructure budgets, with work continuing 19/20 +. Manhole project underway - Tauranga City Centre Response plan and Heart of the City programme	
2.3 Embed Arts and culture as intrinsic to Tauranga & WBOP's public spaces and place-making.						
2.3.1	Establish and implement a CBD year-round Activation Plan, to encourage arts events, markets, visual and performing arts and interactive technology.	Tauranga City Council Western Bay of Plenty District Council	Little Big Events Downtown Tauranga CBOP The Historic Village The Incubator	0-3 Years	- Prioritisation of Arts and Culture as a strategic focus area for the event funding framework - Supporting delivery partners Downtown Tauranga & Little Big Events activating city centre spaces and 'Our Place' - Support through Events calendar, funding, online resources and guides - Support through community event fund, legacy event fund and major event fund - Prioritisation of Arts and Culture as a strategic focus area for the event funding framework - 19/20 Revision of funding frameworks inclusive of representation from arts sector providers	
2.3.2	Establish a 'Go to' online hub for culturally diverse activities and an events calendar.	Creative Bay of Plenty	Arts sector	1 Year +	- Complete overhaul of front and backend of website to provide improved user digital experience. Completed on time and on budget - Website overhaul inclusive of redeveloped 'Creative People, Group and Space Directory' to improve usability of online sign up to directory. Marketing schedule developed for targeted database growth for 19-20	
2.3.3	Revise council Public Art Policy	Tauranga City Council Western Bay of Plenty District Council	CBOP Katikati Community advisory group Katikati Open Air Art	Within twelve months, thereafter ongoing	- Work ongoing. Revision update to be provided by March 2020 - Revision to be accompanied by online toolkit, supported by CBOP - CBOP support of BOOM! Public art talks	

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2.3.4	Identify Tauranga and WBOP sub regional sites to develop specific place making that honour Māori stories and significant cultural/heritage sites.	iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	Public Art Policy (Tauranga City Council and Western Bay of Plenty District Council) Tourism Bay of Plenty TCC Activation plan	0-3 Years	- Implementation point requires further engagement with tangata whenua regarding priorities	
2.4 Ensuring Arts and Culture spaces, places and initiatives are inclusive and accessible to all by eliminating barriers to participation.						
2.4.1	Support programme and event organisers to ensure participants with disabilities access and enjoy art and culture experiences.	Tauranga City Council Western Bay of Plenty District Council	Disability Advisory Group (TCC) Arts Access Aotearoa The Incubator Bay Theatre Bay Venues Sport Bay of Plenty Creative Bay of Plenty TCC Activation Plan TCC & WBOP Events Plan	3 Years +	- Event accessibility information and toolkits available and hosted on council websites	
2.4.2	Promote existing toolkits for arts and culture providers, and advertising where universal access is applied. Develop where required.	Tauranga City Council Western Bay of Plenty District Council	Disability Advisory Group (TCC) Arts Access Aotearoa The Incubator Bay Theatre Bay Venues Sport Bay of Plenty Tourism Bay of Plenty Creative Bay of Plenty TCC Activation Plan TCC & WBOP Events Plan	1 year (MOU) 3 years +	- Events toolkits available and hosted on council websites - Requires further socialisation which could be supported by CBOP in Upskill pathway	

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GOAL THREE: VIBRANCY						
A network of vibrant arts and culture organisations and facilities meets our diverse needs, in every part of the region. He kōtuitui ngangahau ngā rōpū toi ahurea me ngā ratonga hei whakatūtuki i ngā hiahia kanorau. Ko ngā toi ahurea te pūmanawa o te waihanga haukāinga.						
Target 3: Create an attractive, exciting city life and a region with vibrant, accessible spaces connecting to art and culture experience.						
3.1 Encourage organisations to work together as a 'complementary regional system of connectivity.'						
Goals and actions	Lead Agent	Potential Partners / Support Agents	Timeframe 2018 - 2020	Progress update	Tracking	
3.1.1	Facilitate collaboration by connecting art communities together	Creative Bay of Plenty	Chorus TCC Priority One DTT Huria Marae SocialLink TAG	0-3 years	<ul style="list-style-type: none"> - Waitangi Day He Iwi Kotahi coordination - Groundswell 'Love our Laneways' - Chorus Cabinet art project - Support for BOOM public art talks - NZSQ at Huria Marae - Heart of Christmas wearable art collaboration with DTT - SocialLink Art for Purpose - Arts and Culture group - Peer mentoring - Quilts for Hitachi - 23 instagram consultations - 18 city centre window displays - Growth of Instagram digital presence by 103% and 80% respectively - 630 events shared on website - 246 workshops uploaded and promoted - 51 news articles on creative sector information - 51 newsletters (with a major content refocus to CUSP) 	
3.1.2	Develop mechanisms for increasing Māori participation in arts and culture.	Creative Bay of Plenty	Iwi Māori creative practitioners: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	0-3 years	<ul style="list-style-type: none"> - Year 2 delivery point - Implementation point requires further engagement tangata whenua regarding priorities 	
3.1.3	Develop capacity of local multi-cultural networks to increase participation in the arts	Multicultural Tauranga	Creative Bay of Plenty	0-3 years	<ul style="list-style-type: none"> - Requires ongoing commitment from Multicultural Tauranga and collaboration with Welcoming communities / CBOP to develop capability and wider promotion opportunities 	

3.2 Provide a vibrant spread of affordable creative spaces, clusters, hubs and precincts that create opportunities for connectivity

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and cross/arts sector collaborations, along with international standard future proofed infrastructure.						
3.2.1	Support the development of a cultural precinct for Tauranga city centre as part of the Heart of the City Programme (along with the existing Tauranga City Council options for a Museum, Performance Venue and Library).	Tauranga City Council	LTP Business Case	Ongoing	- Financial commitment in annual plan by TCC to continuation of Museum discussion	
3.2.2	Support the Village Creative Arts Hub Proposal (including the Village Community Gallery Proposal). Encourage the wider utilisation of existing resources and opportunities for additional event specific facilities.	The Incubator	Tauranga City Council Western Bay of Plenty District Council TECT Bay Trust The Kollektive	0 - 3 Years	<ul style="list-style-type: none"> - Establishment and promotion of The Jam Factory - Continued provision of The Incubator creative studios - Launch of Satellite Studios Art Exchange programme - Launch of Okorore Ngā Toi Māori initiative - Provision of low-cost creative workshops at The Artery - Provision of gallery space in The Peoples Gallery for local emerging and established artists and collectives - 54 Exhibitions held in 2 galleries - 151 Art workshops held in our Education - 7 Festival events - 33 Collaborative events - 144 Music events - 	
3.2.3	Encourage the wider utilisation of existing resources and opportunities for additional event specific facilities.	Bay Venues	Feasibility Study	1 Year	<ul style="list-style-type: none"> - Feasibility study completed - Commissioned additional report in collaboration with CBOP on economic impact of BayDreams festival 	
3.3 Ensure a complementary programme of regional events.						

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3.3.1	Develop and implement an Events Plan aligned with a diverse programme of events (and their facilities) that are regionally spread.	Tauranga City Council Western Bay of Plenty District Council	Matariki Festival Tauranga Arts Festival Jazz Festival Paradox Garden and Art Festival Little Big Events Katch Katikati Mainstreet Mt Maunganui Papamoa Unlimited Waihi Beach Epic Te Puke	3 Years +	<ul style="list-style-type: none"> - Project Tauranga support for creative events and organisations - TCC Event funding framework revision (Arts and Culture as an identified funding priority) - Major event delivery by council supported organisations inclusive of Downtown Tauranga, Little Big Events, Katch Katikati & KOAA and community libraries 	
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GOAL FOUR: VALUING

Our diverse cultural identities are celebrated. Local Māori Culture is a unique point of difference.

Ka whakanuia e toi moana te tūaki ahurea ahurei

4.1 Celebrate our diverse multicultural identities by building a culture of inclusivity, valuing the diversity of all people, and the Arts

Goals and actions	Lead Agent	Coll	Timeframe 2018 - 2020	Progress update	Tracking	
4.1.1	Support audience development initiatives to strengthen our Tourism brand story.	Tourism Bay of Plenty	Tauranga Arts Festival Baycourt Bay Venues Tauranga City Council Western Bay of Plenty District Council	3 years +	<ul style="list-style-type: none"> - Delivery of Cultural Explorer framework with a focus on cultural and authentic creative experience - Bus to Historic Village added onto cruise itinerary - Media hosting included visit to Tauranga Art Galley in Chester Chin's itinerary (writing for The Star, Malaysia) - Included visit to The Historic Village and the Incubator in Kia Ora magazine itinerary (Air NZ's in-flight magazine) - Included arts and cultural events in content provided to Air New Zealand for its online content and eDMs - Blog and social content Promotion of Tauranga Arts Festival, Mr G: Home, Tauranga Art Gallery, street art walk through these blogs - Spring events in the Bay Labour Weekend in the Bay of Plenty Top 10 free activities in the Bay Art & culture adventures - Reshare / promotion of arts and cultural events from providers such as TCC, WBOPDC, WDC, TAG, TAF, Baycourt, The Historic Village, The Incubator Katikati Festival of Cultures, 	

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					<ul style="list-style-type: none"> Downtown Tauranga Photographic Exhibition and Toi Ohomai Institute of Technology Visitor guide content inclusive of ‘vibrant arts scene’ highlighting jazz festival, Katikati murals, TAG Supported the Tauranga Arts Fest programme launch on 8 August 2019 Supported the Tauranga Art Gallery 2020 Programme launch on 4 February 2020 	
4.1.2	Provide media advocacy on the inherent and economic value of Māori art, culture and language, the intrinsic value of the arts, and promote frameworks for inclusivity.	Creative Bay of Plenty	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	Year 2 +	- Implementation point prioritised for year 2 delivery, however, requires further engagement with tangata whenua regarding opportunities and priorities	
4.1.3	Use council advisory panels and community champions as a means to hear multicultural voices.	Tauranga City Council Western Bay of Plenty District Council	Welcoming Communities Initiative	3 Years +	<ul style="list-style-type: none"> Welcoming Communities established as programme vs pilot across the Western Bay of Plenty Welcoming Communities newsletter promoting and connecting multicultural communities and events – cross promoted by CBOP 	
4.1.4	Promote Māori art and culture internationally and locally including te reo Māori across the council, libraries, web, guidebooks and historic signage.	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	Tauranga City Council Western Bay of Plenty District Council	Ongoing	<ul style="list-style-type: none"> 2018 Matariki programme of events Implementation point requires further engagement with tangata whenua regarding priorities 	
4.1.5	Increase Tauranga Moana tangata whenua consultation across local government and the creative sector for more relevant cultural projects, Māori festivals, wānanga and to progress hauora/education/wellbeing.	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga	Tauranga City Council Western Bay of Plenty District Council	3 years +	- Implementation point requires further engagement with tangata whenua regarding priorities	

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GOAL FIVE: VIABILITY					
Tauranga and WBOP values and invests in arts and culture. Ka ngākaunuitia, ka whakangaotia, ngā mahi toi, ahurea hoki					
Target 5: Invest in the arts and culture sector to provide world class Arts and Culture Infrastructure.					
5.1 Grow and deliver strategic investment in arts and culture to enable a resilient thriving sector and community.					
Goals and actions	Lead Agent	Collaborators	Timeframe 2018 - 2020	Progress update	Tracking
5.1.1 Provide advocacy and leadership on the Arts & Culture Strategy Implementation plan with annual monitoring and reporting.	Creative Bay of Plenty	All mentioned potential partners and support agents	0-3 Years	<ul style="list-style-type: none"> - 4 X strategy implementation meetings held - 2 X sector events held to initiate strategy delivery and to update the end of year strategy progress - Annual report completed and summary scorecard on lead agent progress available from CBOP website - Revision of lead agent reporting and implementation plan to be undertaken during 19/20 	
5.1.2 Develop an investment plan, establishing baselines of current sector investment, along with an audit of hard infrastructure and a gap analysis	Creative Bay of Plenty	Ngati Ranginui Ngai Te Rangī Ngati Pukenga Priority One Tourism Bay of Plenty Sport Bay of Plenty TECT Bay Trust Acorn Foundation Tauranga City Council Western Bay of Plenty District Council Creative NZ	1 Year (Investment Plan) One-off initiative	<ul style="list-style-type: none"> - Complete, on time and on budget - Recommended actions available in Investment Mapping report hosted on CBOP website 	

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GOAL SIX: VITALITY

Creativity is fostered to allow creative entrepreneurs and practitioners to start and grow enterprises.

He ōhanga pakari, tōnui auaha

Target 6: Grow our creative industries, enterprises, talent and skills.

6.1 Establish a Creative Sector Action group to lead, facilitate, collaborate and support the creative sector to contribute to economic growth.

Goals and actions	Lead Agent	Collaborators	Timeframe 2018 - 2020	Progress update	Tracking
6.1.1 Facilitate Youth training and affordable opportunities [including mentoring, internships, residencies and incubators].	Toi Ohomai	Priority One Social Link Creative Bay of Plenty Tourism Bay of Plenty Sport Bay of Plenty University of Waikato Smart Growth Spatial Planning Partnership The Kollektive Community Hub Film BOP Venture Centre	0 - 3 Years	- Free short programmes offered on photography; fashion pattern making; garment construction; Photoshop & Illustrator; gaming. - Koiora Rangatahi holiday programme from Ngai Te Rangi arts day at Toi Ohomai including: painting; uku; raranga; whakairo; taonga puoro - Creative Industry student summer internship	
6.1.2 BOP Tertiary opportunities to develop Arts & Culture pathways [with Alumni, Awards, Scholarships].	Toi Ohomai	University of Waikato Priority One Creative Bay of Plenty Tourism Bay of Plenty Sport Bay of Plenty	0 - 3 Years	- Strong creative industries relationships and networks who provide internships, research opportunities; jobs; advice; challenges - Development underway for vocational educational pathways for future screen industries skilled and semi- skilled film opportunities	
6.1.3 Support migrant entrepreneurship that leverages international connections.	Lead agent TBC	Support agent TBC	0 - 3 Years	- Implementation point requires active revision	
6.1.4 Create a forum for creative practitioners to collaborate and connect internationally.	Lead agent TBC	Support agent TBC	1 Year bi-annual	- Implementation point requires active revision	
6.1.5 Develop Social Innovation [community co-creation using technology] to create new sustainable platforms, facilities, and opportunities to grow existing local talent across industries for improved social outcomes starting with Tangata Whenua.	Toi Ohomai	Iwi: Ngati Ranginui Ngai Te Rangi Ngati Pukenga Priority One	3 Years +	- Toi Māori Programme development - Supporting music students in Waiata Māori awards - Strengthening and embedding the Māori world view into all creative programmes giving context to matauranga Māori	