

**CONTEMPORARY  
ART  
FOUNDATION**



**Contemporary Art Foundation  
Annual Performance Report  
1 July 2024 to 30 June 2025**

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# 1. Foreword

The Contemporary Art Foundation started life as an idea born in a garden shed in 1969, from where the voluntary Pakuranga Arts Society led the development of the Pakuranga Community Centre, opened in 1975 and the Fisher Gallery, opened in 1984. In a strategic business move these were amalgamated in 2000 to become the Te Tuhi Contemporary Art Trust (Te Tuhi), with funding and buildings provided by the Contemporary Art Foundation (CAF).

CAF was established with the intention to deliver a package of arts programmes for Manukau City Council.

In 2025 Te Tuhi celebrates 50 years of exhibiting contemporary art in which time it has evolved into a leading contemporary art space that has influenced the careers of Aotearoa's most respected artists and engaged diverse audiences with art from around the world.

The combination of CAF and Te Tuhi, both independent charitable trusts, provides a dynamic model of financial viability, allowing Te Tuhi to be fleet-footed and responsive to new opportunities as they arise. The joint delivery mechanism transforms \$656,000 of Te Kaunihera o Tāmaki Makaurau Auckland Council's investment into \$2.2m of arts, amenities and cultural provision that contributes to the economic and cultural development of the region.

For Te Kaunihera o Tāmaki Makaurau Auckland Council CAF and Te Tuhi provide a regional contemporary art gallery that consistently exceeds its funding agreement targets. Added to this are artist and sector programmes which provide opportunities for development through studios, awards, residencies and internships in Tāmaki Makaurau Auckland, Aotearoa and Internationally.

CAF and Te Tuhi also provide Howick Local Board with its major community arts brokering programme, its dedicated permanent youth space, and operate O Wairoa Marae and Te Tuhi Café, Aotearoa's first training café for people with intellectual disabilities. The building in Pakuranga hosts a vast range of community groups who run their own activities including music and dance groups, health and wellbeing groups, social and support groups, and education providers.

The return on the investment Te Kaunihera o Tāmaki Makaurau Auckland Council makes in CAF is far more than the more than 3x direct financial increase on the grant.

With its incredibly strong and diverse team, CAF and Te Tuhi offer community, professional arts, and management expertise to the sector. With its solid financial management and sustainability, CAF is a stable, reliable and predictable investment for Te Kaunihera o Tāmaki Makaurau Auckland Council.

And it can do more. As a CCO CAF is uniquely placed to support Te Kaunihera o Tāmaki Makaurau Auckland Council to make a vibrant arts sector for our cityH that holds its own on the global stage and at the same time delivers substantial economies of scale and efficiencies.

## CAF Trustees

- **Vincent Lipanovich (Interim Chair)**, Director, New Zealand Maritime Museum
- **Nicky Ryan**, Senior Sustainability & Governance Adviser at Bank of New Zealand
- **Brenda Chappell**, retired publisher of Art News New Zealand
- **Bernardine Vester**, education and governance consultant
- **Layne Waerea**, Artist and lecturer in the School of Art and Design at AUT
- **Andrew Clifford**, Director, Sarjeant Gallery Te Whare o Rehua Whanganui
- **Liz Cotton**, Museum Experience Director, MOTAT



Abigail Aroha Jensen, *Inside my papahou: puoro tuatini. Her site, Désirée - ā whakamātao owha* (installation view), 2024, co-commissioned by Te Tuhi and the Busan Biennale Organizing Committee.

## 2. Strategic issues and focus areas

### Strategic Impact

CAF makes a unique and considerable contribution to the arts and culture sector in Tāmaki Makaurau Auckland, ensuring that Aucklanders and visitors have access to high-quality art and cultural experiences and contributing to the economic and cultural development of the region. It does this through the provision of property/facilities, grants/loans, and strategic leadership to organisations and groups that are involved with the arts in any form.

CAF delivers high-quality contemporary art to the Auckland region through the Te Tuhi Contemporary Art Trust (Te Tuhi). Both CAF and Te Tuhi are registered charitable trusts and not-for-profit entities. Te Tuhi receives funds from CAF to deliver on the funding agreement with Auckland Council. Funding from CAF amounts to approximately 26% of its annual running costs.

Te Tuhi proactively raises its operational shortfall through grants, donations and contracts for charitable services. Te Tuhi also raises funds through commercial activities including art and design classes for adults and children, providing services for the art and communities sectors and venue hire to community groups.

The joint delivery mechanism provides a dynamic model of financial viability, and enables Te Tuhi to be fleet-footed and responsive to new opportunities as they arise.

### Strategic Challenges

#### Auckland Council CCO Governance Review

Auckland Council is carrying out a review of legacy CCOs, and CAF will need to consider its future governance structure in light of this review.

#### Auckland Council Arts & Culture Sector

There have been numerous studies around unifying the arts and culture sector under Auckland Council, and thus benefitting from operating as one sector in a super city, but the actual changes recommended by these studies have not yet been implemented. Many individual institutions continue to operate under the systems that were in place prior to amalgamation; this causes ongoing issues for both the institutions and council.

The Deputy Mayor's Political Working Group is looking at a narrow selection of these issues but CAF believes that more can be achieved by the city taking a broader focus. The Mayor's manifesto identifies excellent recommendations made as part of the cultural sector review that need to be implemented. Implementing these proposals will ensure a vibrant arts sector for our city that both holds its own on the global stage and provides substantial economies of scale and efficiencies.

CAF is uniquely placed to play a significant role in assisting Auckland Council to address structural issues in the way the arts sector is structured and funded in Auckland that could result in sustainable efficiencies.

### Property

- CAF owns the building at 13 Reeves Road, Pakuranga.
- CAF holds a lease on the land for a term from 16 September 2019 to 15 September 2039.
- A management agreement and licence to occupy with Te Tuhi passes on all responsibility for building maintenance to Te Tuhi, except for exceptional items which CAF may fund.

- CAF subleases parts of the building and Te Tuhi grants licences for other tenants and manages casual hires.
- Te Tuhi and CAF raise funds for capital works as required.

### **Funding Challenges**

Since 2008/09 CAF has had a real-terms decrease in funding from Auckland Council of more than 20% or nearly \$140,000 and an increase in depreciation charges of 300% or \$166,000. While CAF may withhold a portion of the grant from Auckland Council to cover depreciation and operating expenses, it has been CAF's policy to pass on 100% of the grant to Te Tuhi to deliver on its funding agreement. In 2025/26 it is anticipated that CAF's increased operating costs will necessitate the withholding of \$27,000 of the grant and this is projected to rise in the future. Increased costs include covering the insurance cost of the building which has historically been paid by Auckland Council. This creates a significantly increased income-generation burden for Te Tuhi.

Te Tuhi relies on income from grants, donations, and contracts for charitable services alongside income generated from commercial activities. The reduction in the grant passed on from CAF comes at the same time as Te Tuhi is also losing income due to disruption from the Eastern Busway construction.

In order to maintain a reasonable level of funding to Te Tuhi to deliver the requirements of its funding agreement with Auckland Council, CAF has reported a cash surplus, but an accounting deficit, since 2011/12.

### **Eastern Busway Construction**

CAF has been preparing for the impact of Auckland Transport's Eastern Busway project, and the Reeves Road Flyover in particular, since 2012. Te Tuhi has engaged fully with the Eastern Busway Alliance to ensure the best possible outcomes from the design process, with a view to mitigating as much as possible any negative environmental and operational impacts, particularly around the provision of parking and access to the Pakuranga building.

However, the construction period was always going to have a considerable impact on the ability of Te Tuhi to maintain visitor numbers and to continue to raise 65% of its operational budget from commercial activity during that period. Construction work has now begun and the impact will be seen in 2024/25, 2025/26 and 2026/27. This comes at a time when the organisation has not fully recovered from the impacts of the pandemic.

In addition, in June 2025 an incident linked to the construction caused flooding in part of the building in Pakuranga. While gallery spaces and parts of the wider building were affected, the building and artworks remained safe thanks to the swift response from staff.

While the circumstances weren't of our making, we're using this unexpected window to do things wisely. With comprehensive insurance and a supportive board we have a clear plan in motion to restore and enhance our spaces, ensuring Te Tuhi returns better than ever. That means not only carrying out essential repair work, but also future-proofing and refreshing our spaces. We anticipate the gallery will remain closed until early 2026.



Heidi Brickell, *Neke Moa, Maraea Timutimu, Paerangi: Waipawa*, 2024 (installation view at Creative Fusion. Photo by Jackie Lowry.

### 3. Highlights for the period July 2024 to June 2025

2024 has been a challenging year as construction from the Eastern Busway surrounded the building in Pakuranga with associated hoardings, disruption to access and parking and the perception that the building was closed. Despite this, CAF and Te Tuhi have powered through adversity and delivered an exciting artistic programme, making the most of opportunities to present work in our gallery in Parnell, around Auckland and Aotearoa, internationally and online.

In 2024 we presented exhibitions in Auckland CBD, Malta, South Korea, France and Waipawa, while in the first half of 2025 we resumed our regular exhibition programme schedule at our venue in Pakuranga. Due to a one-off incident linked to nearby construction that has caused flooding in part of our building, we had to interrupt our gallery programme starting 4 June 2025. The temporary closure of our gallery spaces will be in place until early 2026.

We offered 8 artist development opportunities, including a residency in Yorkshire Sculpture Park, the new Iris Fisher Artist Studio Residency, the Curatorial Internship, and the development of two new artist studios, Papatūnga Artist Exhibition Preparation Studio and Te Ana o Hine - A Carving Shed led by Women.

Arts Out East, our arts brokering programme for Howick Local Board, delivered 15 top-notch projects supporting 68 creatives and involving the East Auckland community; O Wairoa Marae, an urban marae in Howick, hosted a whole range of school and community programmes; Te Tuhi Café, Aotearoa's first training café for people with intellectual disabilities, supported 10 trainees; and Te Taiwhanga Taiohi – East Auckland Youth Space in Botany Town Centre welcomed 16, 000 young people through its doors.

|                                                                                                               |                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Exhibitions programmes</b><br><br>Exhibitions<br>Public programmes<br>Publications, editions, and archive  | <b>Learning programmes</b><br><br>Schools Programme<br>Children's art classes<br>Art history and contemporary art classes<br>Nanette Cameron School of Interior Design                                                                    |
| <b>Sector development programmes</b><br><br>Artist Studios<br>Awards and Residencies<br>Curatorial Internship | <b>Community programmes</b><br><br>Arts Out East: Community Arts Brokering<br>O Wairoa Marae<br>Te Taiwhanga Taiohi - East Auckland Youth Space<br>Training Café for people with intellectual disabilities<br>Hosted Community Activities |

**In the twelve months from July 2024 to June 2025 Te Tuhi:**

**Produced 18 exhibitions**

**with 32 artists and commissioned 16 new artworks**

**Held 35 public events and 43 workshops and classes**

**Welcomed 84,715 total visitors in Pakuranga and 148,143 visitors in other locations.**

## Exhibitions

Te Tuhi exhibitions are presented at our Pakuranga gallery, and via an extensive offsite programme throughout Aotearoa New Zealand and abroad.

- 2025 Exhibition Season 2: 1 May – 6 July (4 June) 2025, including:
  - o Liu Chuang: *Lithium Lake and Island of Polyphony II*. Curated by Amy Weng, it is a 3-channel video installation that challenges human narratives of technological progress.
  - o Sean Hill: *Flowergy*. Curated by Andrew Kennedy, it is a large-scale painted sculpture exploring the intersection between nature, energy, and art.
  - o Grant Priest: *passthru*. Curated by Andrew Kennedy, it is a single unbroken shot researching themes of prison labour and land transformation.
  - o Pounamu Rurawhe and Whiro Walker: *Their Eyes Are Watching You*. Curated by Andrew Kennedy for the Te Tuhi Billboards at Parnell Station, it is a collaborative site-specific research project examining the relationships between whenua, people, and the waste the public produce and leave behind.
- *50 Years On*, 6 April – 21 December 2025. Curated by Peter Derksen, it is a year-long exhibition of ephemera from Te Tuhi's archive to celebrate the gallery's 50th anniversary.
- 2025 Exhibition Season 1: 8 February – 13 April 2025, including:
  - o Lee Yanghee: *Hail*. Curated by Andrew Kennedy, it is a 4-channel video installation exploring people's response and moments of pleasure within the techno culture and underground club scene that expanded in South Korea during the 1990s and 2000s.
  - o John Vea: *96 degrees in the shade*. Curated by Andrew Kennedy and originally commissioned for and exhibited at the Busan Biennale 2024, it is a durational performance presented as a video installation that explores ideas of impermanence and itinerancy through the entanglement of labour and access to shelter.
  - o Soil of Cultures: *Sometimes, the Heart Yearns for Bananas*. Curated by Amy Weng, it is an exhibition and series of community-led workshops that seek to raise awareness about the phenomenon of forced migration across the Global South.
  - o Fa'amele Etuale: *What's for Dinner*. Curated by Andrew Kennedy for Te Tuhi's Project Wall, it is an installation reflecting the artist's experience of poverty and the responsibility of caring for one's family as the eldest child.
  - o Theo Macdonald: *The Oshima Gang*. Curated by Andrew Kennedy for the Te Tuhi Billboards at Parnell Station, it is a photographic series reflecting upon Auckland's urban landscape and identity.
- Aidan Taira Geraghty: *Kia whakatōmuri te haere whakamua / Home is where the kai is*, 19 October 2024 – 5 January 2025, curated by James Tapsell-Kururangi, is a commission for the Te Tuhi Billboards at Parnell Station as a series of photographs that explores the artist's whakapapa to Kāti Huirapa Rūnaka ki Puketeraki.
- *Paerangi: Waipawa*, 19 – 20 October 2024, curated by Karl Chitham is a one-off exhibition of seven toi Māori artist in the small town of Waipawa, Central Hawke's Bay, as the result of a shared one-week wānanga on-site.
- *Vidéo Club*, 11 October – 12 January 2025, is a screening programme in collaboration with FRAC Champagne-Ardenne and supported by Contemporary HUM that presents at FRAC in Reims moving image works by three Māori artists Kahurangi Ariki Smith, Russ Flatt and Suzanne Tāmaki, and at Te Tuhi moving image works by three French artists Anouk Nier-Nantes, Émilie Pierson and Marina Smorodina.
- Shannon Te Ao: *la rā, ia rā (rere runga, rere raro) – Everyday (I fly high, I fly low)*, 7 September – 1 December 2024, is a three-channel video installation curated by Karl Chitham presented at the 15th Gwangju Biennale 2024 by Te Tuhi, the Dowse Art Museum and the Office for Contemporary Art Aotearoa.

- Layne Waerea: *Free Promises*, 17 August – 20 October 2024, is a live performance exploring the unreasonable nature of social promises, commissioned and presented by Te Tuhi at the Busan Biennale 2024.
- John Vea: *96 degrees in the shade*, 17 August – 20 October 2024, is a durational performance exploring politics of shelter commissioned and presented as a video installation by Te Tuhi at the Busan Biennale 2024.
- Abigail Aroha Jensen: *Inside my papahou: puoro tuatini. Her site, Désirée - ā whakamātao owha*, 17 August – 20 October 2024, is an 8-channel sound installation emanating from eight concrete benches bringing to light recent histories of connectivity, ingenuity and resistance, commissioned and presented by Te Tuhi at the Busan Biennale 2024.
- Aj Fata: *DON'T DEEP IT*, 27 July – 5 October 2024, curated by James Tapsell-Kururangi, is a commission for the Te Tuhi billboards and reflects on the pressure artists feel to make deeply meaningful artworks.

### Public Programmes

Te Tuhi public programme adds to the physical exhibition programme, broadening the reach of artists and the gallery beyond the physical space and involving audiences and community.

- Matariki Festival 2025, 14 June 2025 at O Wairoa Marae, Howick.
- Opening: four new exhibitions, 3 May 2025 at Te Tuhi.
- *Contemporary Artists and Transformation in Museum*: kōrero with Anna Castelli at Waikato Museum, Hamilton.
- Inter-migrational cooking workshop with Soil of Cultures, 12 April 2025 at Te Tuhi. Presented as part of Soil of Cultures' exhibition *Sometimes, The Heart Yearns for Bananas*.
- Film screening: *Kanemon:we – Original Seeds* (2025) with Katsitsionni Fox, 3 April 2025 at Te Tuhi.
- Celebrating Culture Pop-Up, 15 – 30 March 2025 at Ormiston Town Centre.
- Banana raft building with Soil of Cultures, 22 February 2025 at Te Tuhi. Presented as part of Soil of Cultures' exhibition *Sometimes, The Heart Yearns for Bananas*.
- Opening: five new exhibitions, 8 February 2025 at Te Tuhi.
- *Ways of Viewing*: a workshop with Lee Yanghee, 8 February 2025 at Te Tuhi.
- *IN*: a performance by Korean artist and choreographer Lee Yanghee, 31 January 2025 at Ūkaipo Creative Space, Tāmaki Makaurau Auckland.
- *Forms of the Shadow*, a kōrero with Korean curator Sunjung Kim, 23 January 2025 at Parnell Project Space.
- Exhibition opening - *Paerangi: Waipawa*, 18 October 2024 at Central Hawke's Bay Museum in Waipawa.
- Lapita potters wānanga with Veniana Maraia Paulina and Paulina Lomalagi, 10 and 12 October 2024.
- *Māori Indigenous Worldbuilding: Carving through the Apocalypse with Renewal, Resilience, and Transformation*, a kōrero with Zena Elliott, 20 September 2024.
- *Light and Reflections*, Helen Beaglehole in conversation with Julia Waite, 27 July 2024.

## Sector Development Programmes

Te Tuhi provides professional development opportunities for artists and arts professionals and contributes to the arts and creative sector throughout Auckland and New Zealand through collaborations with the wider sector.

- **Artist Studios:** Subsidised artist studios in a meanwhile complex in Parnell hosted 5 artists in the period.
- **Iris Fisher Artist Studio Residency:** Evolving from the Iris Fisher Scholarship, the Iris Fisher Artist Studio Residency is a three-month studio residency at Te Tuhi for an emerging visual artist or collective to experiment, explore, and develop new work. The recipient will receive a stipend of \$15,000, as well as mentorship and curatorial support from the team. Dunedin-based artist Ed Ritchie is the first recipient of this new residency programme.
- **Yorkshire Sculpture Park Artist Residency:** a paid residency for a New Zealand artist to spend 4 weeks on-site at YSP in the UK. The recipient of the 2024 YSP Residency was Melanie Tangaere-Baldwin, who travelled to the UK between November and December 2024.
- **Curatorial Internship:** a full time, 18-month, paid training position for an emerging art curator. The current curatorial intern is Liam Jacobson, who started his internship at the beginning of July. The former curatorial intern was Jordan Davey-Emms, who developed her project soft shell over 12 months from April 2024 to March 2025.
- **Papatūnga Artist Development Programme:** this programme came to an end in December 2024. Edith Amituanai, former Papatūnga Programme Manager, is now the Director of the Sāmoa House Library, Tāmaki Makaurau Auckland; while James Tapsell-Kururangi, former Papatūnga Facilitator, is now the Director of the Physics Room, Ōtautahi Christchurch.

## Learning Programmes

- **Schools Programme:** Te Tuhi offers interactive, hands-on learning experiences in the Art Studio paired with educator-led tours of Te Tuhi's current exhibitions, and a cultural programme at O Wairoa Marae. From 1 July 2024 to 30 June 2025, 4819 students attended programmes (3669 at Te Tuhi and 1150 at Wairoa Marae).
- **Children's art classes:** Te Tuhi offers a range of after-school and Saturday art classes for children aged 5-12 years old. In this period, 220 children attended 26 classes at Te Tuhi.
- **Contemporary Art Adult Discussion Groups:** These year-long discussion groups provide an opportunity to learn about the world of contemporary art, developing students' confidence and understanding in experiencing today's art. 2024 saw 95 students attending 4 Art Today classes at Te Tuhi, and 94 students attending the 2025 programme.
- **Nanette Cameron School of Interior Design:** In 2024, 13 students completed their study and graduated in December from the year-long foundation course teaching the basics of interior design. The format for 2025 is different, with a series of short courses and workshops covering a broad range of Interior Design topics. Course offerings are refreshed each term, ensuring a continuous variety of subjects to explore throughout the year. So far, more than 30 students have attended at least one of these courses.

### **Creative Community Programmes**

- **Arts Out East:** Supporting creative activities in East Auckland through capacity building, brokering connections and providing funding. Over the past year, Arts Out East supported 68 creatives to deliver 15 projects.
- **O Wairoa Marae:** Te Tuhi administers O Wairoa Marae, providing a range of community activities. In the period of 1 July 2024 to 30 June 2025, a total of 4703 users visited O Wairoa Marae including school groups.
- **Te Taiwhanga Taiohi – East Auckland Youth Space** Te Tuhi runs a youth space out of Botany Town Centre which is dedicated to meeting the needs and aspirations of young people in the East Auckland region. The venue opened in April 2024. During the period from 1 July 2024 to 30 June 2025, Te Taiwhanga Taiohi welcomed over 20,000 young people through their doors.
- **Training Café for people with intellectual disabilities:** Te Tuhi's café is Aotearoa's first training café for people with intellectual disabilities, run in partnership with Rescare Homes Trust and the University of Auckland. The café provides in-house training and employment for people with intellectual disabilities through a community-based programme. In this period, Te Tuhi café provided training to ten adults with intellectual disabilities.
- **Hosted Community Activities:** In addition to activities directly provided by Te Tuhi, a vast range of community groups run activities in Te Tuhi's building in Pakuranga. Te Tuhi subsidises space for independent groups that align with its core purpose.



Fa'amele Etuale, What's for Dinner, 2025 (installation view). Photo by Sam Hartnett.

## 4. Financial performance

### Contemporary Art Foundation

| \$                                 | Full year budget | Full year actual | Variance |
|------------------------------------|------------------|------------------|----------|
| Operational                        |                  |                  |          |
| Revenue/External funding           | 69,021           | 77,578           | 8,557    |
| AC funding                         | 654,796          | 656,033          | 1,237    |
| Expenditure excluding depreciation | 721,883          | 741,073          | (19,190) |
| Depreciation                       | 220,907          | 227,560          | (6,653)  |
| Surplus/(deficit)                  | (218,973)        | (235,022)        | (16,049) |

## 5. Key Performance measures

| Measure                                               | Annual target | Target met | Actual  |
|-------------------------------------------------------|---------------|------------|---------|
| Total number of visitors                              | 150,000       | Yes        | 232,858 |
| Number of exhibitions                                 | 12            | Yes        | 18      |
| Number of artists                                     | 15            | Yes        | 32      |
| Number of commissions                                 | 15            | Yes        | 16      |
| Number of public events                               | 15            | Yes        | 35      |
| Number of school students participating in programmes | 5,000         | Yes        | 4,819   |
| Number of workshops and classes                       | 50            | Yes        | 43      |

### Te Tuhi: Audience numbers

| Number of Visitors                      | 2024 – 25      |
|-----------------------------------------|----------------|
| Onsite visitors                         | 84,715*        |
| Offsite exhibitions                     | 141,817**      |
| Offsite artistic development programmes | 1191           |
| Offsite events                          | 5135           |
| <b>Total</b>                            | <b>232,858</b> |

\* As a result of the Eastern Busway Construction, which is largely disrupting the way visitors can reach Te Tuhi's building in Pakuranga.

#### \*\* Breakdown of offsite exhibition visitor numbers

| Exhibition                                                                                                                                                                                 | Visitors |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 2024 Busan Biennale:<br>Abigail Aroha Jensen: Inside my papahou: puoro tuatini. Her site, Désirée - ā whakamātao owaha<br>John Vea: 96 degrees in the shade<br>Layne Waerea: Free Promises | 136,590  |
| 2024 Gwangju Biennale:<br>Shannon Te Ao: Ia rā, ia rā (rere runga, rere raro) - Everyday (I fly high, I fly low)                                                                           | 2,388    |
| Paerangi: Waipawa                                                                                                                                                                          | 159      |
| Vidéo Club: screening programme                                                                                                                                                            | 2,680    |



Layne Waarea, *Free Promises* (performance documentation, Busan), 2024,  
co-commissioned by Te Tuhi and the Busan Biennale Organizing Committee

## 6. Māori responsiveness activities

CAF contributes to the outcomes of Issues of Significance to Māori (produced by Houkura Independent Māori Statutory Board):

- Whanaungatanga – Develop Vibrant Communities
- Rangatiratanga – Enhance Leadership & Participation
- Manaakitanga – Improve quality of Life
- Kaitiakitanga – Ensure Sustainable Futures
- Wairuatanga – Promote Distinctive Identity

| Initiative                                                                                                   | Description                                                                                                                                                                                                                            | Contribution to achieving better outcomes for and with Māori                     |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <b>O Wairoa Marae Programmes</b>                                                                             | Education, Community, Environment and Artist Development programmes at O Wairoa Marae                                                                                                                                                  | Whanaungatanga<br>Rangatiratanga<br>Manaakitanga<br>Kaitiakitanga<br>Wairuatanga |
| <b>Exhibition Programme</b><br><br><b>Professional Development Programmes</b><br><br><b>Public Programme</b> | To showcase contemporary Māori art and provide opportunities for Māori artists.                                                                                                                                                        | Whanaungatanga<br>Rangatiratanga<br>Manaakitanga<br>Kaitiakitanga<br>Wairuatanga |
| <b>Children &amp; Young People's Programmes</b>                                                              | To showcase contemporary Māori art and develop opportunities for Maori children and young people to engage with the arts and creative sector as audiences and participants and highlight vocational pathways into the creative sector. | Whanaungatanga<br>Rangatiratanga<br>Manaakitanga<br>Kaitiakitanga<br>Wairuatanga |