

Turner Centre STRATEGIC PLAN 2024



TURNER CENTRE
PERFORMING ARTS &
CONFERENCE VENUE

TE PUAWAI

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VISION

TE RANGA TOI WAKA

the waka that weaves together all of the arts



MISSION

Our mission is to foster a vibrant, inclusive space where diverse artistic expressions thrive. We aim to offer premium spaces for community and commercial use, nurturing collaboration, innovation, and cultural celebration. Committed to supporting the growth of the arts, we inspire belonging and creativity, enhancing social, cultural, and economic well-being.

“He toi whakairo,
he mana tangata”

Where there is artistic excellence,
there is human dignity.

MĀORI WHAKATAUKI

VALUES

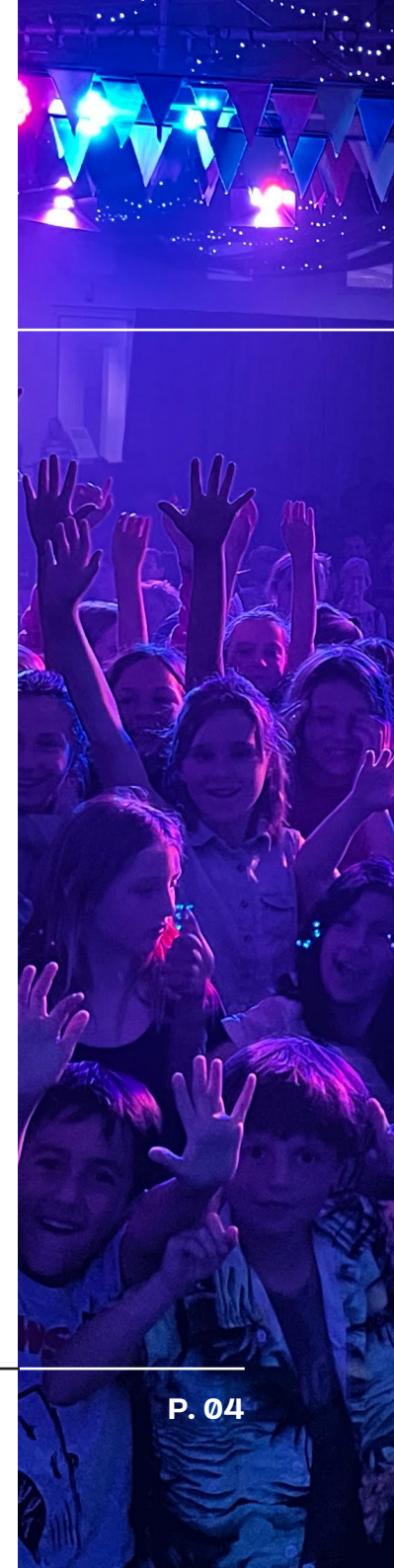
COLLABORATION

MANAAKITANGA

INTEGRITY

KAITIAKITANGA

ADAPTABILITY



BACKGROUND

The Turner Centre is a multi-purpose performing arts centre and community hub based in Kerikeri, Te Tai Tokerau | Northland. It was created by the community, for the benefit of the community.

The Turner Centre (The Centre) has been open and operating since August 2005, but our story starts in the early 1980's. The old Kerikeri Memorial Hall had become inadequate to serve the needs of the community, and a group of motivated individuals worked for years to realise their vision of a theatre and conference facility in Northland. In 1992 local architect Martyn Evans started to produce concept drawings for the multipurpose building. The community raised over \$12M to build the world class facility.

Since it opened in 2005, the Turner Centre has hosted over 2000 shows, from kapa haka to opera, rock to classical, to community musical theatre productions. A much-loved and well-supported

community space, the Centre acts as a hub annually for over 30 Community groups and in 2023, discounts were given to these community groups to the value of \$130K. The Centre offers spaces for the community to connect, create and learn everything from te reo and art lessons, to yoga, dance and theatre. We programme a range of events and activities for all ages, cultures and interests. In 2023, the Centre hosted more than 70 concerts and theatre shows and 490 bookings. The Centre attracts over 130 commercial hires annually which range from business meetings to multi-day conferences. These support tourism in the region and make a significant impact to the local economy.



RENEWED VISION & STRATEGY

In May 2022, Matua Kipa Munro (Turner Centre Trustee 2020 - 2023 and present Ngāti Rēhia Chair) led the Centre through a process to reimagine our vision.

Part One of the process brought together stakeholders to reimagine the Turner Centre's vision. The objective was to craft a vision that not only encapsulated the unique identity of the facility but also distinguished it from others in the vicinity, while also resonating deeply with the community it serves. Through a collaborative brainstorming session, the group delved into what the Turner Centre represented to them and what they aspired it to signify for the community.

They played with words, rearranged them, and explored various combinations to distill the essence of the Centre and its relationship with the community. This process aimed to formulate a catchphrase or strapline that would serve as the foundation for the vision translation, with a particular emphasis on conveying the underlying meaning rather than just the literal words. That vision was:

**“AN INCLUSIVE PLACE
CONNECTING PEOPLE
THROUGH CREATIVITY
AND CULTURE”.**



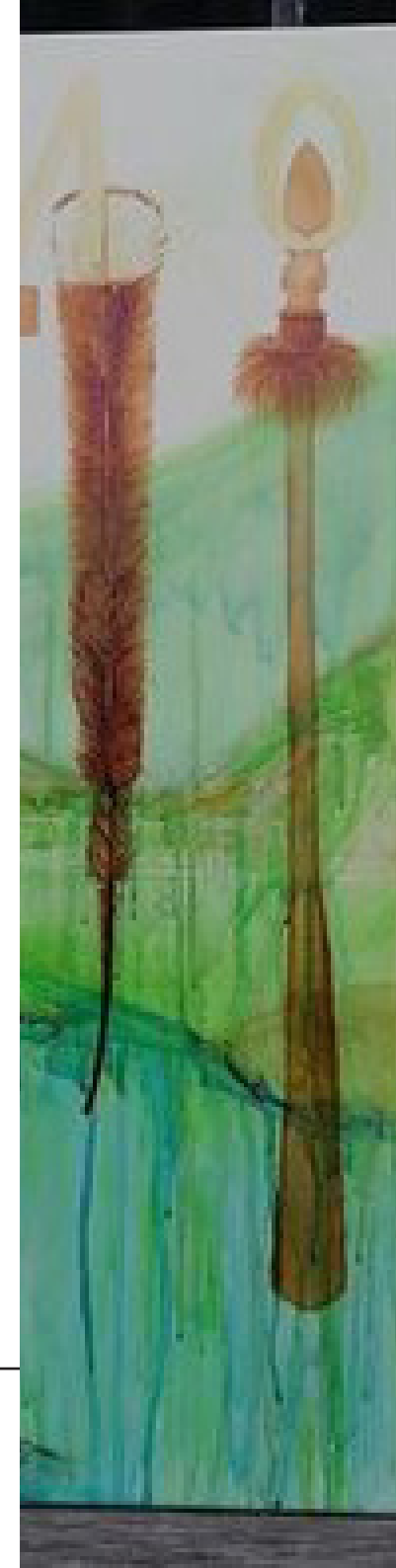
RENEWED VISION & STRATEGY

In Part Two, building upon the vision extracted from the brainstorming session, the focus shifted to condensing it into three core concepts: People, Connection, and Culture. These words were then expanded to encompass a broader spectrum of meanings, resulting in lists of related terms for each core concept.

Through careful consideration and consultation, the group translated these words into Te Reo. From this extensive exploration, they meticulously selected the most resonant terms and distilled them to their quintessential meanings.

The culmination of this process produced the phrase “Te Ranga Toi Waka” symbolising the weaving together of the arts within a waka or, which aptly embodies the essence of the Turner Centre’s role as a hub for artistic and cultural convergence.

“TE RANGA TOI WAKA”



COMMUNITY ENGAGEMENT RESEARCH PROJECT

In November 2022 The Centre undertook research with members of the community and key stakeholders around the areas of programming, community engagement and identity.

The research employed two key methods of data capturing: 1) User-Centred Focus Groups; and 2) Community Surveys. These two methods were selected to provide a combination of qualitative and quantitative data within the scope of the research. It also allowed a diversity of perspectives, insights and voices that may not have been engaged in previous activities, allowing the Centre to begin to build a wider reach to communities and stakeholders.

The focus groups engaged 40 individuals selected from mana whenua, local schools, students, artists and creatives, volunteers, local government and Turner Centre staff and 390 participants from around the district completed surveys. We received feedback around our need to develop a programme with and for the community that is accessible, inspiring and reflective of the Te Tai Tokerau community. Work has already begun in this area.



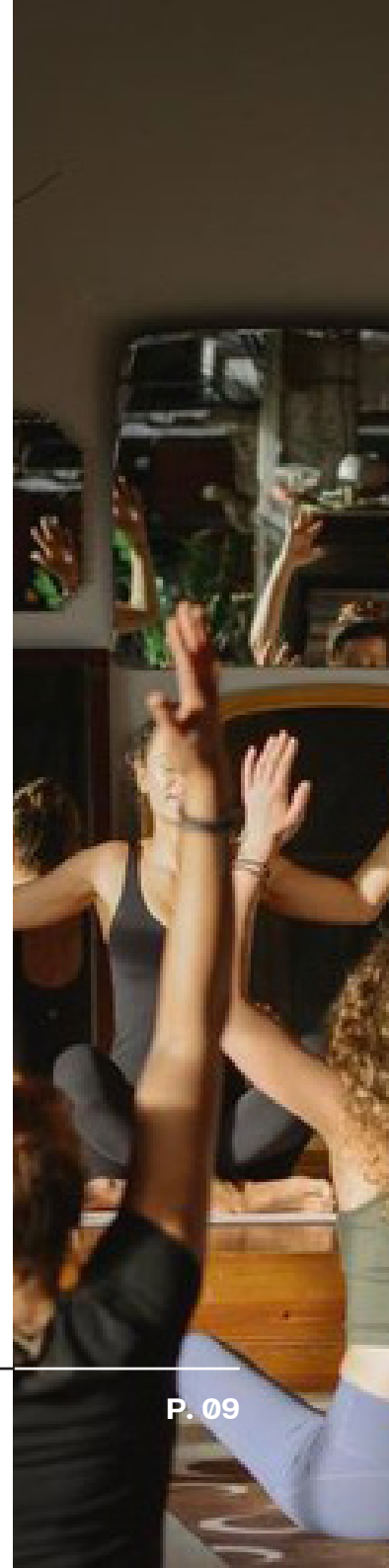
COMMUNITY ENGAGEMENT RESEARCH PROJECT

The other theme that came through in the focus groups and is consistent with feedback from performers, hirers, audiences and staff is that The Centre is tired, run down and lacks flexibility.

The insights report also identified a theme highlighted by mana whenua and community around the visual identity of the building. It does not reflect the bi-cultural identity of Northland and how there are opportunities to tell local stories and history through our visual design. This will increase 'community ownership' and accessibility to the facility, by creating a more inclusive space.

As a result the The Centre applied for and received a grant from the Lotteries Community Facility Fund to pay for a concept and developed design for the refurbishment of The Centre. Once we have concept designs and a budget from a quantity surveyor we will seek funding from grants and the community to undertake the refurbishment.

Our goal is to transform the Turner Centre into a versatile and vibrant space that is reflective of our people and place and attracts community, hirers and performers.



FNDC PARTNERSHIP

Following work around the long term sustainability of The Centre, a submission was made for the Far North District Council (FNDC) to take over the ownership of The Centre. This was passed unanimously by elected members, subject to public consultation. The public consultation in March - April 2023 generated 684 submissions, 91% in favour of the proposal. As a result of this, FNDC has committed to a long term maintenance and upgrade plan. The Trust will continue to manage the Centre as a regional facility that serves our diverse communities.

This new ownership model and partnership will enable the following outcomes:

- Create a financially sustainable model for the Turner Centre to operate.
- FNDC takes responsibility for maintenance and renewals, as well as core operational costs such as power and insurance.
- Give the Trust the space and scope to do what they do best; deliver Arts programming at a Community and Commercial level, while continuing to seek external funding opportunities to support this.
- Support FNDC to contribute to four wellbeings (Social, Cultural, Economic, Environmental) of the Far North, as recognised by the NZ Treasury Living Standards Framework.
- Foster community spirit, cohesion, resilience and fulfillment, making places happier and more connected.
- Contribute to the local economy and enhance the vibrancy of the Far North.
- Create a vibrant cultural scene that helps attract and retain population, contributing to the region's vitality.



CULTURAL COMMITMENT

The Turner Centre is on a journey to work towards being a Tiriti o Waitangi-led organisation that is committed to upholding the values of our nation's founding document.

1. Ensure mana whenua representation at governance level on our Board

2. Build understanding of Te Tiriti and Te ao Māori at all levels of our organisation and team, including our volunteers

3. Partner with mana whenua to enable the sharing of Mātauranga Māori and te reo (Māori knowledge and language) with the wider community at the centre

4. Working alongside mana whenua to understand and support their aspirations for arts and culture in our community





STRATEGIC AREAS AND OBJECTIVES



TANGATA

We are a dynamic and inclusive organisation committed to collaboration, engaging communities, and championing the arts to ensure they are accessible to everyone in our community.

“The Centre brings our community together in the physical sense and grows connectivity, cohesion, resilience and community spirit. Through this, we have an increased awareness of our own and other cultures within our community.”

FNDC Long Term Plan Submission



ENGAGEMENT

Grow and nurture community engagement and participation in creative and cultural activities

1. Regularly engage with artists, community groups, and audiences to identify and support opportunities for creating, learning, and experiencing arts and culture
2. Be strategic and creative with our communication, to reach new audiences
3. Build and support our team of volunteers, who paddle our waka
4. Cultivate a vibrant community of venue users



COLLABORATION

Build effective partnerships to strengthen connections and develop new opportunities

1. Strengthen partnerships with mana whenua to help Ngā Toi Māori flourish in our community
2. Explore opportunities for collaboration with a diverse range of artists, promoters, performers and community groups to enrich artistic offerings, foster inclusivity, and cultivate a vibrant cultural ecosystem
3. Facilitate connections within our creative communities by bringing together practitioners of different art forms – be the waka that weaves the arts together
4. Building partnerships and opportunities with our business community to contribute to economic development and promote Northland as a destination



ACCESS

We are a welcoming, inclusive space that is accessible to people of all ages, cultures and abilities

1. Remove barriers to access to ensure that under-represented communities have affordable opportunities to learn, perform and participate in creative and cultural activities
2. Build a programme of no and low-cost creative education opportunities for our tamariki and rangatahi to experience arts and culture
3. Explore opportunities to welcome our wider Te Tai Tokerau community to the centre, as a regional facility
4. Grow partnerships with mana whenua, the Far North District Council, government bodies, and funders to facilitate community access to and engagement with arts and culture



LEADERSHIP

Build a strong team to ensure that the Turner Centre is a leader in Te Tai Tokerau's vibrant cultural, creative and economic ecosystem

1. Provide pathways for our team to grow professionally
2. Cultivate a supportive and inspiring work environment for staff and volunteers
3. Provide capability-building opportunities that help local artists, creators, producers, and community groups grow their skills and audiences



WHAKE

Good stewardship of our place.

“This is a true community facility
built from the funds raised from
and by the community.”

FNDC Long Term Plan Submission



FINANCIAL

Responsibly manage costs to ensure the long-term financial viability of the centre, aligning with the objectives of our Charitable Trust

- 1** Develop an annual revenue generation plan including funding and grant opportunities, philanthropic giving, sponsorship and individual donor programmes
- 2** Identify commercial hiring opportunities and tenancies, while ensuring affordable space is available for our community groups
- 3** Identify revenue-generating creative and cultural activities that bring in visitors from outside the district, e.g Brew of Islands, contributing to the economic growth of our region



PHYSICAL

Our building reflects our community and meets the needs of our community

- 1** Re-design the building and complete an interior fit-out in line with the community's needs, as identified through community consultation for our Revitalisation and Rejuvenation Project
- 2** Continue upgrading our technology to ensure that it meets the needs of our community and commercial hirers
- 3** Ensure that the building is maintained to a high standard, physically accessible and compliant with health and safety regulations



ENVIRONMENTAL

Reduce our environmental impact and use creativity to increase the community's understanding of environmental issues

- 1** Ensure our building and operations minimise negative impact on the environment and maximise efficiencies
- 2** Support creative and cultural activities that explore the impacts of climate change, environmental issues, and sustainability

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MAHI TŌI

Inspire and celebrate cultural identity through creativity, inclusion, and diversity, fostering local, reflective, and vibrant experiences.

“The Arts are amazing for our community. They give a sense of pride, belonging and encourage manākitanga in all things.”

FNDC Long Term Plan Submission



IDENTITY

Build local pride and community cohesion by celebrating and exploring our unique local identity

1. Programme creative and cultural events and activities that reflect our people and tell our stories of place
2. Integrate our local stories in the design of our building and branding
3. Share our bi-cultural heritage with visitors, exploring our unique role as the place where Māori and Pakeha first met and lived together



PROGRAMMING

Harness the power of creativity and culture to bring diverse groups together, increasing understanding, awareness and appreciation of the arts and each other

1. Showcases the creativity and art forms of the different cultures who call Te Tai Tokerau home
2. Support the community to create, stage events and run creative programmes at the centre
3. Programme creative activities that encourage intercultural and intergenerational connection and learning
4. Create new and surprising experiences and opportunities for our community that help establish the Turner Centre as a vibrant, accessible and creative organisation
5. Regularly renew and refresh our programming so that it is relevant and inspiring



ADVOCACY

Advocate for arts and culture and their importance for community cultural, economic, social and environmental wellbeing



