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Whānui: Project Pepeha – photo by Julie Zhu,
courtesy of Auckland Arts Festival 2019

This Statement of Intent sets out the strategic objectives that the Arts Council of New Zealand Toi Aotearoa (Creative New Zealand) intends to achieve, or contribute to, for the period 1 July 2019 to 30 June 2029.

It is presented in accordance with sections 138 to 149A of the Crown Entities Act 2004.



Michael Moynahan

Chair, Arts Council New Zealand

26 June 2019



Caren Rangi ONZM

Deputy Chair, Arts Council New Zealand

26 June 2019

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Every day, the arts inspire us, delight us and enable us to express ourselves creatively and to make sense of the world.

The arts strengthen individuals, whānau, communities and the wellbeing of our society. We're proud to contribute to these outcomes through our support for artists, arts practitioners and arts organisations in Aotearoa.

STEPHEN WAINWRIGHT, CHIEF EXECUTIVE, CREATIVE NEW ZEALAND

FOREWORD KUPU WHAKATAKI

We know from our research that New Zealanders value the arts. Eight out of 10 adults have attended or participated in at least one arts event in the past 12 months. Over half of New Zealanders agree that the arts help improve New Zealand society, that they contribute positively to the economy and help define who we are as New Zealanders.

Our new path forward

This Statement of Intent reflects a significant shift in focus within government and in our own thinking about what we're trying to achieve.

At the centre, the Treasury is refocusing its efforts on raising the living standards of all New Zealanders by taking account of a broad set of wellbeing indicators.

At the same time, we've adopted a new model for describing how we create long-term value for New Zealanders through our support for the arts.

We have, for the first time, articulated the value we believe the arts deliver for individuals, whānau, communities and society. We have considered what we need to do to increase that value and ensure all New Zealanders – regardless of where they live and who they are – share in those benefits.

We've established four new goals that will enable us, by working with the sector and our partners, to achieve our outcomes:

- Stronger arts
- Greater public engagement with the arts
- Stronger arts sector (new).

Our aim, over time, is to increase the contribution of the arts to improving the lives of all New Zealanders.

We're presenting a 10-year strategy, recognising that the sort of change we're seeking takes time. Over recent years, we've developed several strategies including our *Investment Strategy Te Ara Whakamua 2018–2023* and strategies to advance ngā toi Māori and Pacific arts, and we want to take the necessary time to implement these effectively. We will, however, review

this Statement of Intent at least every three years for its continuing relevance.

We've had the chance to talk with the arts sector, other partners and the public to get their views on our strategic direction. The response we received has given us confidence that we're heading in the right direction.


Ngā mihi maioha

We acknowledge the role of our artists in sharing their creativity and presenting their work to audiences across New Zealand and internationally. We also acknowledge the many staff and volunteers who support those artists and arts organisations.

We thank our funders – the Crown, through the Ministry for Culture and Heritage, and the New Zealand Lottery Grants Board – for investing in the arts and recognising their potential to contribute to the wellbeing of New Zealanders.

Our valued partners, including iwi, local government, community trusts and private donors are also fundamental to building a strong and resilient arts sector.

Finally, we acknowledge New Zealanders for supporting and participating in the arts in communities across Aotearoa.



Stephen Wainwright

Chief Executive, Creative New Zealand

26 June 2019



Michael Moynahan

Chair, Arts Council New Zealand

26 June 2019

OUR CONTEXT HOROPAKI

Creative New Zealand is the national arts development agency of Aotearoa. We encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders. More information about our organisation is on page 24.

Where we've come from

Over the past three years, we've made progress towards the goals and objectives outlined in our *Statement of Intent 2016–2021*. Our three externally focused goals were:



We regularly refine our investment to ensure the arts continue to develop in New Zealand for New Zealanders.



We develop the arts sector's capacity to succeed.



We are a powerful advocate for the arts.

We also set ourselves two more internally focused goals, these being:

- We improve service delivery and systematically look afresh at how best to deliver activities with and for the arts sector.
- We become a more focused, higher-performing, learning organisation.

Since 2016, we've developed and begun implementing our *Investment Strategy Te Ara Whakamua 2018–2023* to guide our investment decisions over the next five years, across three main features: Diversity and reach, Dynamic arts and a Resilient arts sector.

We've also completed reviews of four of our main categories of investment, representing around 85 percent of our investment into the arts sector. This includes the Toi Tōtara Haemata and Toi Uru Kahikatea investment programmes, our Grants programmes and the Creative Communities Scheme.

In addition to our main funding programmes, we've announced the following three new initiatives to help develop the arts:

- Our Toi Rangatahi Young New Zealanders in the Arts Initiative to support young people's and youth engagement with the arts.
- The Innovation Fund, to encourage investment clients to build innovation into their regular practice.
- An Arts in the Regions Initiative, to broaden the reach of the arts to under-served communities around New Zealand.

We've also developed our first *Pacific Arts Strategy 2018–2023* and *Te Hā o ngā Toi — Māori Arts Strategy 2019–2024*, to guide the way we invest in, develop, advocate and provide leadership for ngā toi Māori and Pacific arts.

Our advocacy budget is now four times what it was in 2016. This allows us to focus more resources on creating a compelling case for the arts for all New Zealanders. We're working to develop resources that empower the sector to advocate on its own behalf. This includes the release of our Community Arts Toolkit and our *New Zealanders and the arts 2017* and *Audience Atlas New Zealand 2017* research, which include regional breakdowns and an interactive dashboard for the first time.

We continue to make sure we're keeping our costs down, so we can deliver more of our funding to the sector. Implementing our new operational model to become a higher-performing organisation and improve service delivery caused a slight increase in our operating costs. However, these costs remain less than they were five years ago as a percentage of our overall revenue.

Current environment

Public engagement in the arts is high, but we know that access to the arts across our communities differs. When we asked New Zealanders in 2017, 8 in 10 had either attended or participated in the arts in the previous 12 months, consistent with engagement levels we've seen since 2005.¹ While engagement remains high, two-thirds of New Zealanders say that, while some arts events interest them, they still don't go often. This creates an opportunity to grow new audiences and enhance the value the arts can create for all New Zealanders.

Creative New Zealand is in a strong financial position. We've been fortunate to receive increased funding from the New Zealand Lottery Grants Board over recent years. This positions us well for the future and will enable us to increase our investment in the arts.

Government support for arts and culture is strong. We welcome policy changes that will help strengthen the sector over the coming years, including re-establishing the importance of social, cultural, economic and environmental wellbeing for local government, and the Treasury's Living Standards Framework, which is a broad-based tool for measuring wellbeing outcomes (see page 19).

Resilience remains an ongoing challenge for the arts sector. The sector runs on thin margins, and for many artists and practitioners it is difficult to sustain a career in the arts. We see a role for ourselves to continue working with the arts sector to ensure it can respond to a rapidly changing world, and to support the development of its resilience.

How we're responding

As we look toward the next decade, we've revised our strategic direction to focus on increasing the long-term value we're creating for New Zealanders through our support for the arts.

What's different?

Our previous Statement of Intent focused on three elements: Our foundation, Our focus and Our future. It focused on the role of Creative New Zealand, including inputs (its resources), the outputs or services it provided (its deliverables) and the outcomes it was seeking.

This *Statement of Intent* introduces *Creating value for New Zealanders*, our public value model. The model takes a more holistic view of what is required to generate value for New Zealanders through our support for the arts. The model explicitly recognises the sector's role and our external operating environment as essential elements in how we create value. It also articulates the value that our support for the arts generates for New Zealanders. Alongside this, the core elements of our previous strategy remain: our vision and outcomes, our deliverables and goals, underpinned by our purpose and values.

Under this strategic direction, we've added a new outcome, *Stronger arts sector*, which aligns with our Investment Strategy feature *Resilient arts sector* and reflects the work we're doing to build the capability of the arts sector and to advocate for the value of the arts.

We've also added a new deliverable, *Leadership in the arts*, which refers to the role we play in providing leadership to ensure the arts sector is well positioned to respond to challenges and change.

8 in 10 New Zealanders attended or participated in the arts in the previous 12 months

¹ New Zealanders and the arts: Attitudes, attendance and participation in 2017. Available at: www.creativenz.govt.nz/development-and-resources/new-zealanders-and-the-arts

Our new direction

Our new strategic direction comprises three parts.

- **How we create long-term value for New Zealanders** – what we want to achieve (our vision) and how we create value (our *Creating value for New Zealanders* model), underpinned by our legislative mandate and how we work (our purpose, our values and Te Waka Toi Pātaka, our Mātauranga Māori Framework).
- **What we want to achieve by 2029 – our goals:**
 - ▶ We can clearly articulate how our work and engagement in the arts delivers value for all New Zealanders.
 - ▶ We grow the confidence of others in us and attract greater resources for the arts, recognising their contribution to the wellbeing of New Zealanders.
 - ▶ We have the strategies, services and operational capacity to drive development of the arts in New Zealand.
 - ▶ We work collaboratively with others developing a dynamic and resilient arts sector, and building support for New Zealand arts in Aotearoa, Te Moana-nui-a-Kiwa and the world.
- **How our work links to government priorities** – aligning the value we create with Ministers’ priorities for the Arts, Culture and Heritage portfolio, and the Treasury’s Living Standards Framework.

The diagram on the next page shows how the three parts fit together.

OUR STRATEGIC DIRECTION FOR 2019–2029: CREATING VALUE FOR NEW ZEALANDERS

What we want to achieve by 2029 – Our goals

Outcomes and value perspective

We can clearly articulate how our work and engagement in the arts deliver value for all New Zealanders.

Outcomes and value perspective

Mana and support perspective

We grow the confidence of others in us and attract greater resources for the arts, recognising their contribution to the wellbeing of New Zealanders.

Mana and support perspective

Sector perspective

We work collaboratively with others developing a dynamic and resilient arts sector, and building support for New Zealand arts in Aotearoa, Te Moana-nui-a-Kiwa and the world.

Sector perspective

Creative New Zealand perspective

We have the strategies, services and operational capacity to drive the development of the arts in New Zealand.

Creative New Zealand perspective

How we create long-term value for New Zealanders

Our outcomes

Stronger arts:

High-quality New Zealand art is developed
New Zealand arts gain international success

Greater public engagement with the arts:

New Zealanders participate in the arts
New Zealanders experience high-quality arts

Stronger arts sector:

New Zealand's arts sector is resilient
New Zealand arts are valued and supported

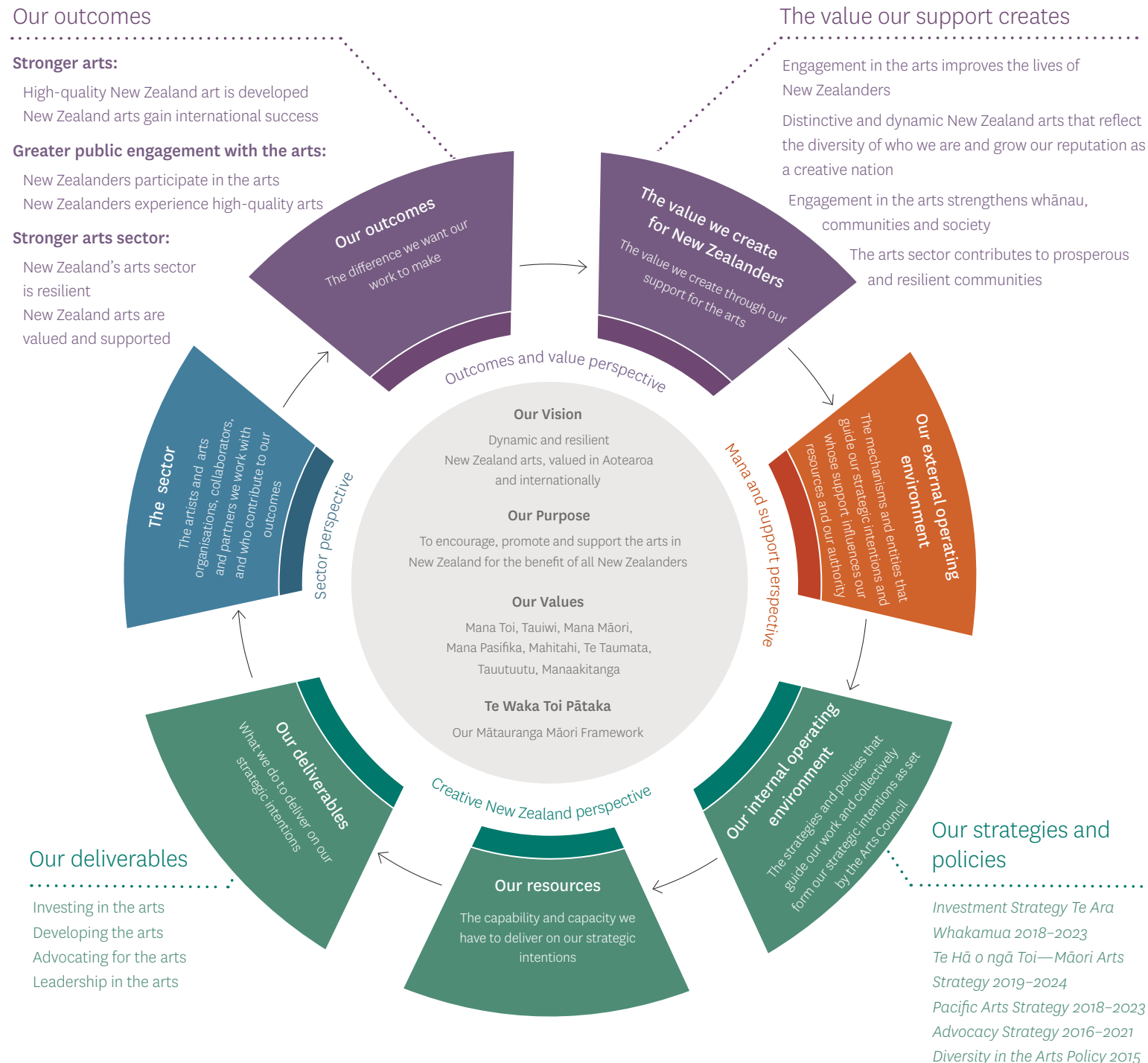
The value our support creates

Engagement in the arts improves the lives of New Zealanders

Distinctive and dynamic New Zealand arts that reflect the diversity of who we are and grow our reputation as a creative nation

Engagement in the arts strengthens whānau, communities and society

The arts sector contributes to prosperous and resilient communities



How our work links to government priorities

Wellbeing dimensions and capitals from the Treasury's Living Standards Framework

Subjective wellbeing Human capital

Health status

Education and skills

Social connections Social capital

Cultural identity

Civic engagement

Time use

Income and wealth Financial/physical capital

Jobs and earnings

Environment Natural capital

Ministers' priorities for Arts, Culture and Heritage

Valuing who we are as a country

New Zealanders share a distinct and inclusive identity and value our history and traditions

All New Zealanders can access and participate in cultural experiences

The cultural sector is supported and growing sustainably

HOW WE CREATE LONG-TERM VALUE FOR NEW ZEALANDERS PEHEA TE HANGA I TĒTAHI UARATANGA ROA MŌ NGĀ TĀNGATA O AOTEAROA

Our vision

Dynamic and resilient
New Zealand arts,
valued in Aotearoa
and internationally

Our vision describes our ambition for the arts and what we want to achieve.

To us, dynamic New Zealand arts are bold, imaginative and not afraid to challenge or provoke their audience. They are created by a diverse group of artists, arts practitioners and arts organisations from around New Zealand, across a broad spectrum of artforms.

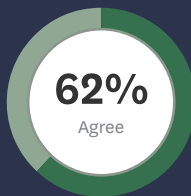
For our arts to be resilient, artists and arts practitioners need to be knowledgeable and skilful in their craft. Arts organisations need to be directed with expertise that ensures they can adapt to challenges and opportunities, and respond to the ways Aotearoa is changing. For the sector to be resilient, artists and arts practitioners must

be able to maintain sustainable careers in the arts.

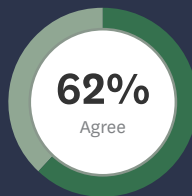
Arts that are valued improve the lives of New Zealanders, reflect the diversity of who we are and grow our reputation as a creative nation. They are high-quality creative expressions, whose creators are respected for their vision and passion.

One of the ways we measure the progress we're making towards our vision is through New Zealanders' views on, and engagement with, the arts. We seek these views every three years through our *New Zealanders and the arts* and *Audience Atlas New Zealand* surveys. The results to the right are from the *2017 New Zealanders and the arts* survey.

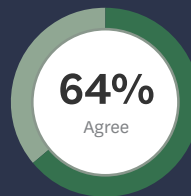
DYNAMIC



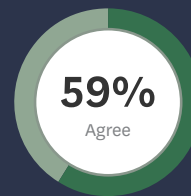
Overall, New Zealand arts are of high quality



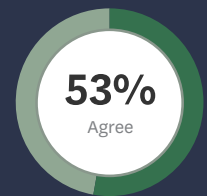
Some arts events interest me but I still don't go much



I learn about different cultures through the arts

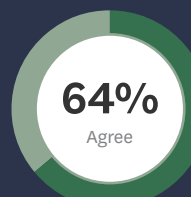


The arts contribute positively to our economy

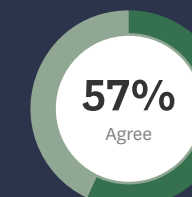


The arts should receive public funding

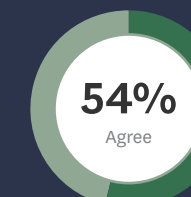
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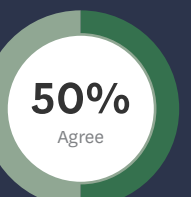
The arts should be part of the education of every New Zealander



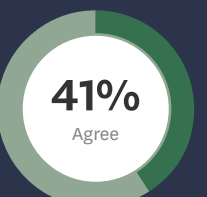
The arts help improve New Zealand society



The arts help define who we are as New Zealanders



My community would be poorer without the arts



The arts improve how I feel about life in general

Our purpose

To encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders.

Our purpose is our reason for being, as set out in the Arts Council of New Zealand Toi Aotearoa Act 2014.

Encouraging, promoting and supporting the arts effectively align with our four deliverables:



Investing in the arts



Developing the arts



Advocating for the arts



Leadership in the arts

Our values

- Mana Toi
- Tauiwī
- Mana Māori
- Mana Pasifika
- Mahitahi
- Te Taumata
- Tauutuutu
- Manaakitanga

Our eight values describe the actions and behaviours the arts sector, our partners and the public can expect from us as we work with them. They guide our conduct and decision-making.

Mana Toi – we champion the role of the arts and the contribution artists make to our lives.

Tauiwī – we recognise New Zealand’s distinctive cultural and social diversity and work to ensure arts opportunities for all.

Mana Māori – we recognise and support the role of Māori as tangata whenua in the arts.

Mana Pasifika – we recognise the arts of the Pasifika peoples of New Zealand.

Mahitahi – we work together with others so we can achieve more, including exploring the big picture and sharing what we learn.

Te Taumata – we set high standards for our work.

Tauutuutu – we are open, frank and respectful in our relationships.

Manaakitanga – we are welcoming and responsive to all.

Te Waka Toi Pātaka – our Mātauranga Māori Framework

Our Mātauranga Māori Framework – Te Waka Toi Pātaka – enables a Māori worldview to guide how we work and how we make decisions.

Developed in 2018, Te Waka Toi Pātaka will guide how we deliver our four goals, especially as they relate to ngā toi Māori.

Te Waka Toi Pātaka highlights areas of particular importance and responsibility (such as maintaining connections to Papatūānuku and tūpuna, building resilience and potential, and supporting and advocating for communities) when advancing our work and initiatives in partnership with others.

Te Waka Toi Pātaka anticipates a wider view of wellbeing, incorporating the social, cultural, environmental and economic value of ngā toi Māori, and responds to the aspirations of the ngā toi Māori sector.

Te Waka Toi Pātaka is included in *Te Hā o ngā Toi—Ngā Toi Māori Strategy 2019–2024* available on our website at: www.creativenz.govt.nz/maori-arts-strategy

**Te Waka Toi, an aspirational
journey within the realms
of our creative expression.**

Te Waka Toi, he pātaka
whakaarahia i roto i te pā
tūwatawata o ngā puna waihanga.

Introducing: Creating value for New Zealanders



Creating value for New Zealanders is our public value model that shows how we deliver long-term value to New Zealanders through our support for the arts. The model is represented in the diagram on page 6 as the central element, comprising the segmented circle and explanatory boxes.

It describes, through four perspectives and seven segments, the environment we operate in, the relationships between the parts of the system, and

how they work together to deliver value. At the heart is our vision, our purpose, our values and Te Waka Toi Pātaka (our Mātauranga Māori Framework).

The model should be read as a ‘virtuous circle’, where strengthening one segment will lead to the strengthening of the next and so on. Over time, our aim is to strengthen and grow each segment of the circle, to increase the value the arts can deliver for all New Zealanders.

By strengthening our mana and support, with government, our stakeholders and the public, we will secure the resources we need to deliver our services. We can then develop policies and strategies to guide how we deploy those resources through the services we provide to support the arts. By collaborating with, and investing in, the arts sector, we will achieve the outcomes we’re seeking — and, through their engagement in the arts, create value for New Zealanders, communities across Aotearoa and society as a whole. When we create value and contribute to a strong sector, our mana and support grow further.

The following sections describe the four perspectives in more detail.





Outcomes and value perspective

The *outcomes and value perspective* is made up of our outcomes and the value we create for New Zealanders. This perspective shows the difference the arts are making for New Zealanders every day across Aotearoa.

Our outcomes

Our outcomes describe the difference we want our work to make. As an arts development agency, we achieve our outcomes by working with others. We do this through investing in artists, arts practitioners and arts organisations that deliver arts experiences and services to New Zealanders, and our work developing, advocating for and providing leadership in the arts.

We measure our success towards achieving these outcomes in our Annual Report. These reports are available at: www.creativenz.govt.nz/about-creative-new-zealand/corporate-documents

Outcome | Stronger arts *as shown by:*

- High-quality New Zealand art is developed
- New Zealand arts gain international success

Strong arts come from artists, arts practitioners and arts organisations that have the ability and opportunity to generate high-quality work that reflects who we are as a nation and engages audiences in New Zealand and internationally.

We work to ensure high-quality New Zealand arts are developed by enabling artists, arts practitioners and arts organisations to:

- develop their artforms, the quality of their work, and their artistic skills and capabilities
- be innovative in their arts practice
- create work that excites, challenges, inspires and resonates with audiences.

International engagement contributes to strong arts by strengthening New Zealand arts practice and broadening the reach of our arts.

We work to ensure New Zealand artists, arts practitioners and arts organisations can:

- develop their practice in relation to the international arts environment, including through cultural and artistic exchange
- develop international markets and audiences to expand their reach onto the world stage, and improve their financial sustainability
- promote New Zealand and its arts to international audiences.

Outcome | Greater public engagement with the arts *as shown by:*

- New Zealanders participate in the arts
- New Zealanders experience high-quality arts

We seek to achieve greater public engagement with the arts, recognising their ability to contribute to our personal wellbeing and the broader wellbeing of whānau, communities and society. The arts inspire, delight and provoke us, they help people understand, interpret and adapt to the world, they enable us to express our identities and help build social cohesion.

We work to ensure New Zealanders have as many opportunities as possible to participate in the arts, including to:

- express themselves artistically
- celebrate, practise, transmit and develop their diverse artistic traditions and cultural heritage
- develop links between communities.

We work to broaden the opportunities for all New Zealanders to experience high-quality arts, including by:

- ensuring access to a diverse range of arts experiences
- investing to engage under-served communities.



Outcome | Stronger arts sector *as shown by:*

- New Zealand's arts sector is resilient
- New Zealand arts are valued and supported

A strong arts sector is the foundation from which artists, arts practitioners and arts organisations can produce high-quality arts and provide opportunities for public engagement with the arts.

We will work collaboratively to build the resilience of the arts sector so it can adapt to challenges and embrace opportunities, while recognising the ways in which our country and the needs of its people are changing.

The value New Zealanders place on the arts is critical to building the resilience of the sector. We will champion the arts and the value they create for New Zealanders, in order to attract greater support for, and investment into, the arts.

The value we create for New Zealanders through our support for the arts

Through our support for the arts, we aim to achieve our outcomes:

- Stronger arts
- Greater public engagement with the arts
- Stronger arts sector

The question then becomes, to what end? What impact do these outcomes have on individuals, whānau, communities and society? How do we create value for New Zealanders through our support for the arts?

The statements to the right show some of the ways the arts create value and contribute to the wellbeing of New Zealanders.

We are only one player in the arts ecosystem and therefore we don't control whether these broad wellbeing outcomes are achieved. We are, however, interested in monitoring the extent to which these benefits are realised through engagement with the arts.

We've sought to align these statements with the wellbeing domains and capitals in the Treasury's Living Standards Framework. For more information, see 'Links to government priorities' on page 19.

Engagement in the arts improves the lives of New Zealanders

- The arts contribute to personal wellbeing.
- The arts contribute to healthier people.
- The arts contribute to education and skills development.
- The arts create a more highly skilled workforce.
- The arts develop creative people who provide new approaches to solving problems.

Distinctive and dynamic New Zealand arts reflect the diversity of who we are and grow our reputation as a creative nation

- The arts contribute to our diverse identities and shared sense of national identity.

Engagement in the arts strengthens whānau, communities and society

- The arts contribute to social inclusion and cohesion by connecting people and communities.
- The arts contribute to our identity as individuals, whānau, communities and as a nation.
- The arts support a strong democracy.

The arts sector contributes to prosperous and resilient communities

- The arts sector provides jobs and careers for artists and practitioners.
- The arts play a role in rejuvenating and making cities and communities great places to live.
- The arts contribute to New Zealand's economy.



Mana and support perspective

Our external operating environment

The *mana and support perspective* reflects the entities and mechanisms that confer on us the legitimacy and authority we need to undertake our work, and whose support influences our resources. This perspective is influenced by the value we deliver for New Zealanders as well as the confidence others have in our performance.

To achieve our vision, we need the support of New Zealanders, the arts sector, our clients and partners, our funders – the Crown, through the Ministry for Culture and Heritage, and the New Zealand Lottery Grants Board – our ministers and the agencies responsible for ensuring we operate effectively and efficiently.

These entities also influence our strategic direction. Because we're a Crown entity, the Government has a role in setting the priorities under which we operate — and through our engagement with the sector and the research we undertake, we design fit-for-purpose services and programmes to give effect to our legislative mandate.



Creative New Zealand perspective

The *Creative New Zealand perspective* is made up of:

- our internal operating environment
- our resources
- our deliverables.

This perspective shows the strategies and policies that guide our work and the capability and capacity that enable us to deliver on our strategic intentions. This perspective is influenced by our external operating environment and, in turn, influences how we support and engage with the sector.

Our internal operating environment

Our internal operating environment describes the strategies and policies that collectively form our strategic intentions as set by the Arts Council, our governing body. It includes our Statement of Intent, alongside the following strategies and policies we have developed in consultation with the sector.

- *Investment Strategy Te Ara Whakamua 2018–2023*: Guides our arts investment over the next five years, to ensure we build an investment portfolio that meets the future needs of the arts in Aotearoa.
- *Te Hā o ngā Toi — Māori Arts Strategy 2019–2024*: A ‘by Māori for Aotearoa’ Māori arts strategy that outlines how we will work and partner with others over the next five years to advance ngā toi Māori and ngā toi Māori artists and practitioners for the benefit of all New Zealanders.
- *Pacific Arts Strategy 2018–2023*: Outlines how we will prioritise our investment in the development of Pacific arts over the next five years, for Aotearoa, Te Moana-nui-a-Kiva and the world.

- *Advocacy Strategy 2016–2021*: Sets out the Arts Council’s five-year strategy to create, in partnership with the arts sector, a compelling case for the value of the arts to New Zealanders.
- *Diversity in the Arts Policy 2015*: States our commitment to recognise, promote and celebrate diversity in the arts.

Our resources

Our resources describe the capability and capacity we have as an organisation to deliver on our strategic intentions. This includes the public money we receive, our people and expertise, and our operational capacity.

Our deliverables

Our deliverables are what we’ll do to deliver on our goals and contribute to our outcomes.

We have four deliverables:

- **Investing in the arts**: Investing in artists, art practitioners and arts organisations and their projects in a fair, transparent and strategic way.
- **Developing the arts**: Developing the arts sector’s capacity to succeed and undertaking initiatives to develop the arts.
- **Advocating for the arts**: Promoting the value of the arts and empowering the arts sector to make the case for the arts.
- **Leadership in the arts**: Providing leadership to ensure the arts sector is well positioned collectively to respond to change.

Further details on our deliverables are included in each Statement of Performance Expectations, starting from the 2019/20 financial year. These are on our website at: www.creativenz.govt.nz/about-creative-new-zealand/corporate-documents



Sector perspective

The *sector perspective* describes who we work with and the other players who help achieve our outcomes and, ultimately, deliver value for New Zealanders.

When we talk about ‘the sector’, we mean the clients, collaborators and partners we work with. Our clients are the artists, arts practitioners and arts organisations that receive our funding and create artworks, deliver activities and provide services.

Also included in this perspective are the other investors and partners who support the sector. This includes central government agencies, local government, community and philanthropic trusts, iwi and Māori, Pasifika groups, patrons, the private sector, volunteers and the wider creative sector.

OUR GOALS A MĀTOU WHĀINGA

Our goals, supported by our deliverables, make up our focus for the next 10 years.

Our four goals describe what we want to achieve by 2029. The goals are aligned to the four perspectives in the *Creating value for New Zealanders* model. By achieving these goals, we aim to strengthen each perspective and, in doing so, increase the value we deliver for New Zealanders.

We achieve our goals through the services we provide, our deliverables:



Investing in the arts



Developing the arts



Advocating for the arts



Leadership in the arts



Outcomes and value perspective

Goal: We can clearly articulate how our work and engagement in the arts deliver value for all New Zealanders

What are some of the things that'll help achieve this goal over the first three years of this strategy?

- We'll build an evidence base for how the arts contribute value to New Zealanders.
- We'll promote the value the arts contribute to New Zealanders' wellbeing.
- We'll be recognised as a powerful advocate for the arts.

Why this goal?

As the national arts development agency, we are uniquely placed to advocate for the value of the arts and build recognition of the contribution the arts can make to the wellbeing of New Zealanders.

Successfully building this recognition will promote stronger investment into, and support for, the arts sector in New Zealand.

Internationally, there's a growing body of evidence on the contribution of the arts to a broad range of wellbeing outcomes. Our challenge is to build an evidence base to support these outcomes within a New Zealand context, including from a te ao Māori perspective.

This work will enable us to demonstrate the sector's contribution to the wellbeing domains and capitals in the Treasury's Living Standards Framework. For more information, refer to 'Links to government priorities' on page 19.



Mana and support perspective

Goal: We grow the confidence of others in us, and attract greater resources for the arts, recognising their contribution to the wellbeing of New Zealanders

What are some of the things that'll help achieve this goal over the first three years of this strategy?

- We'll be recognised as a high-performing, trusted arts development agency.
- We'll be proactive in providing advice to government on matters affecting the arts in New Zealand.
- We'll make the case for greater support for the arts based on their contribution to New Zealanders' wellbeing.

Why this goal?

By growing the confidence of others in us, we'll be in a stronger position to advocate for greater resources and support for the arts. We'll do this by ensuring we're a high-performing and trusted organisation and, increasingly, by making the case for the arts.

Through our leadership and advocacy roles, we'll be proactive in championing the arts across government, local government, the private sector and other partners, including providing trusted advice to government.



Creative New Zealand perspective

Goal: We have the strategies, services and operational capacity to drive development of the arts in New Zealand

What are some of the things that'll help achieve this goal over the first three years of this strategy?

- We'll use our *Investment Strategy Te Ara Whakamua 2018–2023*, and *Te Hā o ngā Toi—Ngā Toi Māori Strategy 2019–2024* and the *Pacific Arts Strategy 2018–2023*, to guide investment decisions.
- We'll increase our focus on delivery to under-served communities and building the resilience of the arts sector.
- We'll improve service delivery and be recognised for having processes that are fair and transparent.

Why this goal?

To achieve our vision and outcomes, and enhance the confidence of others in us, we must provide high-quality, relevant and accessible services to the arts sector.

We'll continue to improve our services and ensure our decisions are fair and transparent. We'll also work to ensure we have the skills and capacity to deliver the strategies we have designed to advance ngā toi Māori and Pacific arts.

A specific focus over the coming decade will be on gaining a better understanding of what we can do to build the resilience of the arts sector, and how we can best deliver to those communities across Aotearoa that currently benefit less from our investment.

Increasingly, alongside our focus on supporting the development and delivery of high-quality arts experiences, we'll be considering who is accessing our services, who is benefiting and who isn't. We'll also be looking carefully at what demographic changes will mean for how we deliver our services.



Sector perspective

Goal: We work collaboratively with others developing a dynamic and resilient arts sector, and building support for New Zealand arts in Aotearoa, Te Moana-nui-a-Kiva and the world

What are some of the things that'll help achieve this goal over the first three years of this strategy?

- We'll develop our role as a leader and enabler in the arts, helping to ensure the arts sector is well positioned to adapt to present and future challenges.
- We'll work proactively with others to build a resilient arts sector, including developing sustainable careers for artists and arts practitioners.
- We'll strengthen our relationships and grow partnerships across the arts sector, government, local government, iwi and Māori, Pasifika groups, other investors and international partners, to build support for the arts.

Why this goal?

To achieve our vision and outcomes, including that the arts are valued and supported, we'll need to broaden and deepen the relationships and partnerships we have with others, both in New Zealand and overseas.

Building partnerships will be an important focus through *Te Hā o ngā Toi—Ngā Toi Māori Strategy* and our *Pacific Arts Strategy* (hence use of the Pasifika term, Te Moana-nui-a-Kiva, under this goal, which is understood as the ocean homeland of Pasifika peoples).

As a national body, we see a role for ourselves in providing leadership in the arts, by tracking trends and developments across the sector, identifying and responding to issues, and bringing the sector together to address challenges or respond to opportunities.

As mentioned under the goal aligned with the Creative New Zealand perspective, a specific focus for this period will be working with the sector to identify ways to build resilience for artists and arts practitioners, arts organisations and the sector as a whole. This includes looking at the sustainability of careers in the arts.

LINKS TO GOVERNMENT PRIORITIES

NGĀ HONONGA KI NGĀ WHAKAAROTAU

We've developed our strategic direction, taking into account government priorities, alongside our understanding of the arts sector.

Ministers' priorities for Arts, Culture and Heritage

Ministers' priorities for the Arts, Culture and Heritage portfolio closely align to the outcomes we're seeking to achieve. Those priorities, under the banner 'Valuing who we are as a country', are as follows.

- New Zealanders share a distinct and inclusive identity and value our history and traditions.
- All New Zealanders can access and participate in cultural experiences.
- The cultural sector is supported and growing sustainably.

How we contribute

A strong alignment exists between Ministers' priorities for the portfolio and our outcomes, particularly *Greater public engagement in the arts* and *Stronger arts sector*.

Through our *Stronger arts* outcome, we're looking to ensure the development of high-quality New Zealand arts that reflect who we are as a nation.

Treasury's Living Standards Framework

The Treasury has adopted a Living Standards Framework as a high-level way to measure and analyse intergenerational wellbeing.

The framework identifies 12 domains of wellbeing and four capitals that support current and future wellbeing. It aims to provide a 'macro' view across social, environmental and economic conditions in New Zealand. The aim is that, by applying a broad set of considerations to policy-making and budget-setting, the wellbeing and living standards of all New Zealanders will be lifted over time.

Further work is being undertaken on the Cultural identity wellbeing domain, as well as on how the framework can better express and represent a te ao Māori perspective. It's expected that changes will be made to the framework over time, including to reflect further work in these areas.

Work is also ongoing to understand how the Living Standards Framework and its dashboard of indicators can be used most effectively in practice, including how agencies can use the Living Standards Framework alongside existing sector- and agency-based frameworks.

You can read more about the Living Standards Framework here:

www.treasury.govt.nz/information-and-services/nz-economy/living-standards/our-living-standards-framework

How we contribute

Our strategic direction diagram (see page 6) shows how we've aligned the value we create for New Zealanders, through our support for the arts, to the wellbeing domains and capitals of the Living Standards Framework. This is shown in more detail for the wellbeing domains in the table next page.

For example, the arts contribute to social inclusion by connecting people and communities and this, in turn, will contribute to the wellbeing domain of social connections. By strengthening social connections, social capital will grow.

As we help develop the evidence base for how the arts contribute value for New Zealanders, we'll be able to better demonstrate the sector's contribution to the wellbeing domains and capitals in the Living Standards Framework.

VALUE STATEMENTS	LINK TO LIVING STANDARDS FRAMEWORK WELLBEING DOMAINS
Engagement in the arts improves the lives of New Zealanders	
The arts contribute to personal wellbeing.	Subjective wellbeing Time use
The arts contribute to healthier people.	Health
The arts contribute to education and skills development.	Knowledge and skills
The arts create a more highly skilled workforce.	
The arts develop creative people who provide new approaches to solving problems.	
Distinctive and dynamic New Zealand arts reflect the diversity of who we are and grow our reputation as a creative nation	
The arts contribute to our diverse identities and shared sense of national identity.	Cultural identity
Engagement in the arts strengthens whānau, communities and society	
The arts contribute to social inclusion and cohesion by connecting people and communities.	Social connections
The arts contribute to our identity as individuals, whānau, communities and as a nation.	Cultural identity
The arts support a strong democracy.	Civic engagement and governance
The arts sector contributes to prosperous and resilient communities	
The arts sector provides jobs and careers for artists and practitioners.	Jobs and earnings
The arts play a role in rejuvenating and making cities and communities great places to live.	Income and consumption
The arts contribute to New Zealand's economy.	

Note: The 'Environment' wellbeing domain has links to all four value statements.

OUR PROGRESS WHAKAAHU WHAKAMUA

Measuring and reporting on progress in achieving our strategy will be a critical part of its success. An open and transparent approach allows our stakeholders to see what we're doing to create value for New Zealanders and how we've done it. This will help inform what we might do next.

Each year, we develop a Statement of Performance Expectations – in effect, our annual plan. The first of these plans is for the 2019/20 performance year and accompanies this Statement of Intent.

While this is a 10-year strategy, it will be reviewed every three years for its ongoing relevance.

What gets measured

The performance framework in each Statement of Performance Expectations outlines what we'll be measuring and reporting on that year. This will be a mix of measures that, when taken together, provide a balanced picture of our performance. We report against these measures each year in our Annual Report. These documents are available on our website at: www.creativenz.govt.nz/about-creative-new-zealand/corporate-documents

Our measures will be a combination of:

- **annual priorities** – these are a mix of new projects and ongoing work, and tend to be more innovative or high profile in nature than core activities. They are likely to change over the course of this strategy, as we make progress towards meeting our goals. It's likely that each annual plan (Statement of Performance Expectations) will have different annual priorities
- **core activities** – these are more 'business as usual' activities, such as running investment programmes, delivering capacity-building initiatives or carrying out advocacy or leadership activities.

We'll track our progress and report against our annual priorities and core activities, as well as talking about

how these are helping us reach our goals. Reporting on annual priorities is against milestones identified for each priority. Reporting on core activities focuses on measures like dollars, numbers and percentages.

We'll also be including:

- **indicators** – these are measures relating to a significant area of interest that can be used to show change over time. For example, under the *Sector perspective* of the *Creating value for New Zealanders model*, we'll be developing indicators to track the health of the sector. These indicators will include areas that are not necessarily within Creative New Zealand's control but where movement in these indicators may prompt us to take action.

We'll also measure the broader results of our work under our outcomes. For example, the *Greater public engagement with the arts* outcome will be shown by:

- New Zealanders participating in the arts (ie, reported participant numbers across our major funding programmes)
- New Zealanders experiencing high-quality arts (ie, audience numbers from activity funded through our major funding programmes).

We also aim to improve the quality of our measures over time. For example, measures around New Zealand arts gaining international success (under the *Stronger arts* outcome) focus on the level of activity we support rather than whether the outcome has been achieved. The quality of our measures will be reviewed on an ongoing basis.

In our reporting, we'll also talk about how our day-to-day work links to our vision, to the priorities for the Arts, Culture and Heritage portfolio, as well as how they contribute to the creation of public value through the *Creating value for New Zealanders model*.

Over the timeframe for this Statement of Intent, we'll also consider how we can track and report progress against our major strategies, including *Te Hā o Ngā Toi — Māori Arts Strategy*, the *Pacific Arts Strategy* and the Diversity in the Arts Policy.

What might hamper our progress

Like any organisation, we need to understand what might prevent us from achieving our aims and then seek to mitigate these risks. It's useful to think about this as we move to implement a new strategic direction. The Arts Council, through its Audit and Risk Committee, has responsibility for governance oversight of risk management and compliance.

Fluctuations in our funding may create uncertainty for the sector. Our funding comes from two principal sources: the Government, through Vote Arts Culture and Heritage, and the New Zealand Lottery Grants Board. Funding through the New Zealand Lottery Grants Board can vary significantly, because it's based on lottery profits. As a result, this funding could decline over the next decade. To mitigate this risk, we maintain a level of reserves that would enable us to minimise the effect a funding reduction could have on the arts sector.

The arts sector's capacity could fail to grow, leading to stagnation and a greater chance of failure. This could happen either through our own programmes

not meeting the needs of the sector, or the sector not capitalising on the opportunities provided. We conduct regular reviews of our programmes, in consultation with the sector, to evaluate their effectiveness and make any necessary changes.

Support from other partners (including investors) and from the public might be less than is needed to create a strong arts sector. This would result in the sector finding it harder to create dynamic arts experiences and to become more resilient. One of our four deliverables is advocating for the arts. Our advocacy work promotes and develops a broad support base for the arts, and enables the arts sector to keep advocating on its own behalf.

Our performance may not meet the needs of the sector or develop the confidence of others in us. This would result in reduced client and customer satisfaction. In 2018, we implemented a new operating model, to ensure we're better placed to meet the needs of the sector, and we're part-way through reviewing all our programmes to align with our Investment Strategy.

Our programme is ambitious. We continue to implement the Investment Strategy, and we're also implementing our strategies to advance ngā toi Māori and Pacific arts. This is partly why we've adopted a 10-year strategic horizon. We recognise that effective long-term change takes time.

**Our
advocacy
work
promotes
and
develops
a broad
support
base for the
arts**

Creative New Zealand encourages, promotes and supports the arts in New Zealand for the benefit of all New Zealanders. We do this by investing in, developing, advocating for and providing leadership in the arts.

OUR ORGANISATION TŌ TATOU TARI

Governed by the Arts Council, Creative New Zealand is an autonomous Crown entity operating under the Arts Council of New Zealand Toi Aotearoa Act 2014.

We have a commitment to continually improving the capability of our organisation. This includes having a robust governance structure, appropriate operational policies, effective and efficient internal processes, and capable and engaged staff.

What we do

Our work is structured around eight investment categories, which represent the major programmes we run. These categories represent our four deliverable areas of investing in the arts, developing the arts, advocating for the arts and leadership in the arts, and include:

- Toi Tōtara Haemata Investment Programme
- Toi Uru Kahikatea Investment Programme
- Grants
- Creative Communities Scheme
- International Programme
- Capability Building Programme
- Advocacy
- Initiatives and Pilots.

We invest in arts activity by New Zealand artists, arts practitioners and arts organisations, both within New Zealand and internationally. This is where most of the money we get is spent.

We invest across a variety of artforms: craft/object, dance, inter-arts, literature, multi-disciplinary, music, ngā toi Māori, Pacific arts, theatre and visual arts.

Within our Grants, Toi Tōtara Haemata and Toi Uru Kahikatea investment categories, we allocate funding across three streams: General, Māori and Pacific. Proposals are assessed on their appropriateness to the artform and programme criteria. Applications to the Māori and Pacific streams are also assessed on whether mātauranga Māori or kaupapa Pasifika is evident in the

practice and the results of the proposal. Māori and Pasifika artists can apply through the Māori or Pacific streams, or the General stream.

From time to time, special arts development opportunities are available that are open to all artists and practitioners. Others, such as internships and cultural exchanges, are specific to artforms (eg the Prime Minister's Awards for Literary Achievement), Māori or Pacific artists and practitioners, or other criteria.

More information on our funding programmes is available at: www.creativenz.govt.nz/en/getting-funded

We also support the development of the arts, by building the capability of arts organisations across a range of needs, as well as developing initiatives to address particular gaps.

Complementing our funding and development work, we also advocate for the value of the arts and provide leadership in the arts, for example, by making submissions on matters affecting the arts or convening the sector to address challenges or opportunities.

In carrying out our work, we recognise:

- in the arts the role of Māori as tangata whenua
- the arts of the Pasifika peoples of New Zealand
- the cultural diversity of the people of New Zealand.

We also recognise and uphold the principles of participation, access, excellence and innovation, professionalism and advocacy in our work.

Our relationships

We work with numerous stakeholders, including the Minister for Arts, Culture and Heritage and Associate Ministers, the Ministry of Culture and Heritage, the New Zealand Lottery Grants Board, iwi and Māori, Pasifika groups, local government, individual artists and practitioners, arts organisations and, more broadly, the diverse communities of Aotearoa. We consult with stakeholder groups when developing strategy and reviewing policies that affect the arts sector.

We also have links to international arts councils, and we're an active member of the International Federation of Arts Councils and Culture Agencies.

The Arts Council

Our governing body, the Arts Council, has responsibility for policy, strategy and investment decision-making. It comprises 13 members.

Council members have a wide range of skills and experience. The Council has a minimum of four members with knowledge of ngā toi Māori (Māori arts), te ao Māori (a Māori worldview) and tikanga Māori (Māori protocol and culture). These members are appointed in consultation with the Minister for Māori Development. Under our Act, they form a committee to advise the Council on matters relevant to the Council's functions in relation to Māori, and any other functions the Council delegates to the committee.

Two Arts Council members are appointed with knowledge of the arts and traditions, or cultures, of the Pasifika peoples of New Zealand, in consultation with the Minister for Pacific Peoples.

We work to ensure that:

- Council members have appropriate and timely information to make decisions
- Council members are knowledgeable about and engaged with Creative New Zealand's work
- decisions are made at the appropriate organisational level, reflecting their importance, risk and the need for timeliness
- management and staff provide appropriate support to the Council.

Policies and processes

We undertake regular reviews of internal policies, covering areas like finance, human resources, conflicts of interest and delegations. In each review, we consider the appropriateness of existing policy, best practice examples from similar organisations and compliance with legislation.

We also have a strong focus on improving the services we deliver, particularly around investment decision-making and reporting processes.

We've introduced, as one of four goals for this period, that we have the strategies, services and the operational capacity to drive development of the arts in New Zealand.

Under this goal, we're interested not just in the efficiency and effectiveness of our processes but the extent to which they are fair, equitable and accessible to all New Zealanders.

As a part of that goal, we'll regularly assess with the arts sector whether we're performing to the standards we've set ourselves. We also have a formal complaints management system and we monitor informal feedback from applicants and clients through social media and daily interaction with staff, which provide ongoing client feedback.

Our staff

We rely on having a skilled and engaged staff to achieve our strategic aims. As of 30 June 2019, we have 57 staff (55.7 full-time equivalent staff), based mainly in Wellington and Auckland and principally working across four groups: Arts Development Services; Business Services; Māori Strategy and Partnerships; and Strategy and Engagement.

Our staff have a range of experience across artforms, international market development and cultural exchange, audience development, project management, and corporate and business services. All staff are offered training and development across a variety of areas.

We show our commitment to our 'good employer' obligations by maintaining and reporting against a personnel policy that includes reference to the seven key good employer elements, those being:

- leadership, accountability and culture
- recruitment, selection and induction
- employee development, promotion and exit
- flexibility and work design
- remuneration, recognition and conditions
- harassment and bullying prevention
- safe and healthy environment.

We also include in our personnel policy and reporting specific commitments to the aims, aspirations and employment requirements of Māori, ethnic or minority groups, women and people with disabilities.

More information

Further details about Creative New Zealand are available at: www.creativenz.govt.nz/about-creative-new-zealand

**Our staff
have a
range of
experience
across
artforms**



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Te Puna Tahua

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