

Investment Strategy

Te Ara Whakamua 2018–2023

ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA

April 2018



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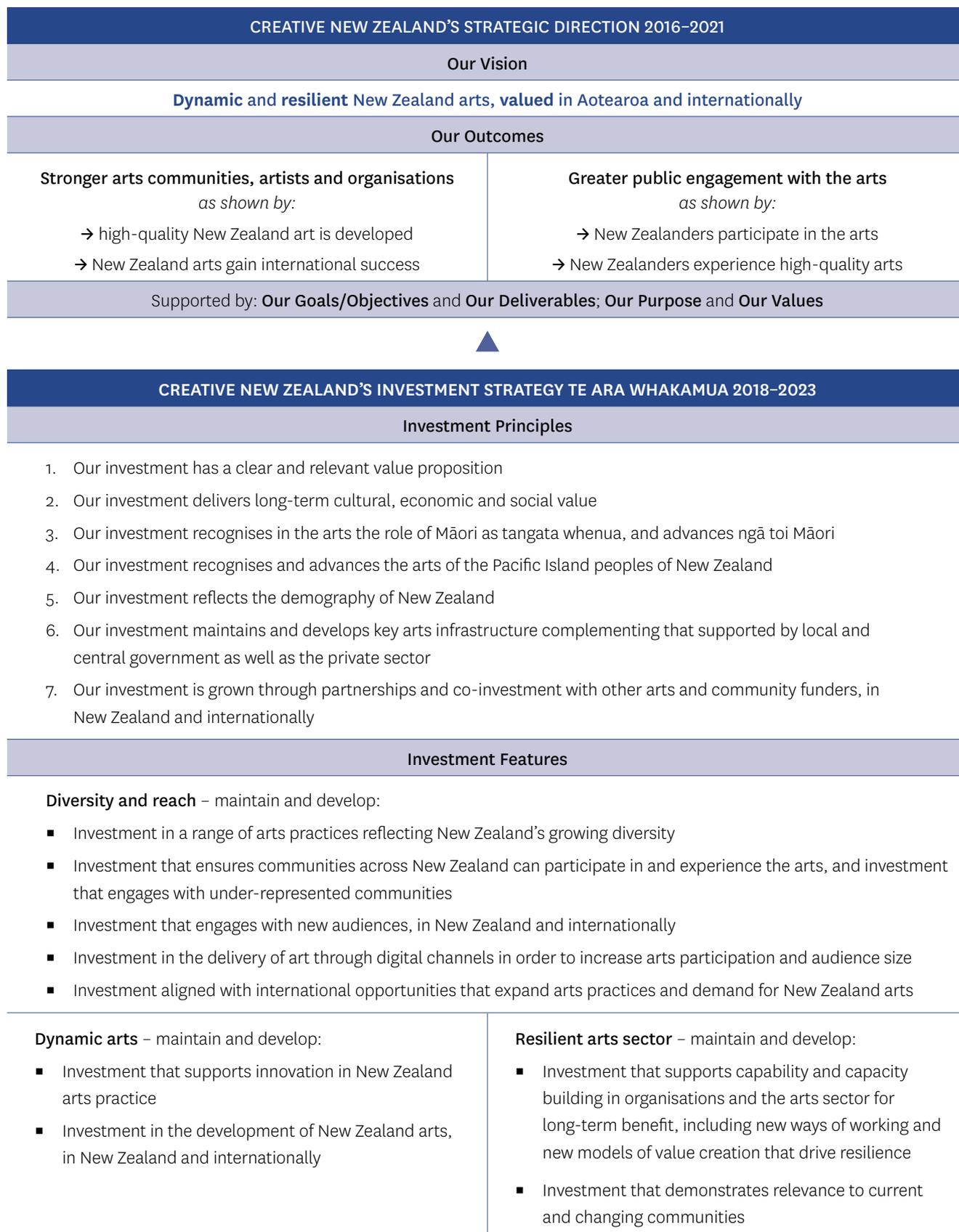
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PART 1

INVESTMENT STRATEGY

TE ARA WHAKAMUA 2018–2023

A. At a glance: Investment Strategy Te Ara Whakamua 2018–2023



B. An investment strategy for Creative New Zealand: explaining the rationale for the strategy and what it will do

Why have an investment strategy?

The Investment Strategy Te Ara Whakamua is a first for Creative New Zealand. The Arts Council, Creative New Zealand's governing body, has approved this strategy to clearly outline the direction its investment in the arts will take over the next five years to 2023. The strategy will allow the Arts Council to develop an arts investment portfolio fit for the future needs of the arts in New Zealand.

This investment strategy recognises and responds to the ways in which Aotearoa is changing, such as demographic changes, including increasing diversity, the role of iwi and Māori, the imperative to deliver to under-served communities, the disruptive effects of technology and the emergence of alternative funding sources, such as crowd funding.

The strategy is closely aligned with our two strategic outcomes (the difference we want our work to make):

- **Stronger arts communities, artists and organisations** as shown by:
 - high-quality New Zealand art is developed
 - New Zealand arts gain international success
- **Greater public engagement with the arts** as shown by:
 - New Zealanders participate in the arts
 - New Zealanders experience high-quality arts

Collectively strengthening these outcomes will enable us to reach our vision of: **Dynamic** and **resilient** New Zealand arts, **valued** in Aotearoa and internationally.

What will the Investment Strategy do?

The Investment Strategy **will**:

- start to inform resource allocations from the 2018/19 financial year
- provide clarity to the arts sector and other stakeholders about Creative New Zealand's aspirations and

expectations, and the approach that underpins its investment decisions

- allow Creative New Zealand to benchmark and track how it is delivering to its outcomes and categories of investment
- support Creative New Zealand's Advocacy Strategy 2016–2021 by better identifying the value achieved from its investment
- shift Creative New Zealand to an impact- and outcomes-based investment model.

The Investment Strategy **will**, over time, lead to changes to:

- the level of investment across investment categories and/or programmes, as our investment becomes more responsive to the changing face of the arts sector and of New Zealand
- programme design
- the kinds of initiatives we undertake
- how funding proposals are prioritised or assessed.

What does the Investment Strategy mean for you?

The Investment Strategy acts as an umbrella for all our work, including **investing in the arts** (funding programmes and investments), **developing the arts** (through capability building) and **advocating for the arts**.

The strategy comprises seven investment principles and three investment features to guide our investment direction and choices. Over time, our investment will *increasingly emphasise* the strategy's three features of **Diversity and reach**; **Dynamic arts**; and **Resilient arts sector**, and be characterised by the seven principles.

Investment statements for our eight main investment categories (see **Part 2**) identify specific areas we want to maintain, where we think further development is required and the actions we intend to take. A category for initiatives and pilots will enable us to drive and support change by running new initiatives, piloting new ideas and undertaking experiments.

Over the next two to three years, we'll systematically look at how our investment categories align with the strategy and, where necessary, make changes. We'll also consider

how we can advance areas identified for development in the strategy.

Our eight investment categories are:

- Toi Tōtara Haemata (Arts Leadership) Investment Programme
- Toi Uru Kahikatea (Arts Development) Investment Programme
- Grants: Arts Grants, Quick Response Grants and Special Opportunities
- Creative Communities Scheme
- International Programme
- Capability Building Programme
- Advocacy
- Initiatives and Pilots.

How will the Investment Strategy change over time?

We expect the strategy to evolve in response to changes in our environment and as we develop our thinking about how best to invest our resources for the benefit of the arts sector and all New Zealanders.

The following factors are likely to influence both the future development of this strategy and how we invest over the coming years:

- developing a Māori arts strategy, over 2018
- developing a Pacific arts strategy, over 2018
- refreshing the outcomes we seek to achieve
- obtaining better information about the results of our investment, particularly as they relate to our outcomes, as we improve our data collection and reporting systems
- improving the design of our programmes as we obtain better data
- developing our thinking about how we measure the return on investment from our activities and then applying that to our investment decision making.

C. How to read the Investment Strategy

Investment principles

Creative New Zealand will increasingly target investment that is underpinned by the following principles.

Principle 1 Our investment has a clear and relevant value proposition

Our investment decisions will increasingly reflect the Investment Strategy. We will invest in the most effective programmes and take a long-term approach to achieving the outcomes we are seeking: *Greater public engagement with the arts* and *Stronger arts communities, artists and organisations*.

Deliberate and transparent investment, with outcomes aligned to the Investment Strategy, will help create an evidence base for measuring the impact of our decisions and ensure all investments have clear, measurable and demonstrable cultural, social and economic benefits for New Zealanders.

Principle 2 Our investment delivers long-term cultural, economic and social value

In addition to their intrinsic value, the arts have enormous potential to deliver wide-reaching cultural, social and economic outcomes. Creative New Zealand will undertake further work to better articulate the public value of the arts, and identify and measure the social, cultural and economic impacts of its investment.

Principle 3 Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori

Through our investment, we are committed to advancing ngā toi Māori and advocating its value as part of Aotearoa's unique culture and identity. The way we work and how we approach our investment recognises in the arts the role of Māori as tangata whenua. Principle 3 will be developed further as Creative New Zealand progresses its Māori arts strategy.

Principle 4 Our investment recognises and advances the arts of the Pacific Island peoples of New Zealand

Creative New Zealand recognises the place Pasifika peoples hold in New Zealand. Through our investments, we recognise and seek to advance the arts of Pacific Island peoples

of New Zealand. Principle 4 will be developed further as Creative New Zealand progresses its Pacific arts strategy.

Principle 5 Our investment reflects the demography of New Zealand

All New Zealanders, regardless of cultural background, age, gender, sexual orientation or ability, and regardless of where they live or their socio-economic background, should see themselves reflected in the arts of Aotearoa.

Principle 6 Our investment maintains and develops key arts infrastructure complementing that supported by local and central government as well as the private sector

We aim to ensure our investment complements that of other agencies and organisations, to avoid duplication, and make efficient use of public money.

Principle 7 Our investment is grown through partnerships and co-investment with other arts and community funders, in New Zealand and internationally

For public investment via Creative New Zealand to go further, we must partner and enter into co-funding agreements with other arts and community funders, in New Zealand and internationally, to drive more diverse investment in the arts sector.

Investment features

The investment principles are complemented by three investment features, which specify the areas we're looking to align our investment with.

Diversity and reach

The diversity and reach feature seeks to ensure that Creative New Zealand's support for the arts benefits all New Zealanders.

Our investment will be increasingly directed towards ensuring the range of arts practices we support better reflects all aspects of diversity (as articulated in Creative New Zealand's [Diversity in the Arts Policy 2015](#)), and the changing face of New Zealand.

Our support will enhance access to the arts for communities across New Zealand, taking account of major population shifts. Creative New Zealand will also, over time, consider targeting investment towards specific communities that may be under-served.

Investment will also support opportunities to engage with new audiences that aren't accessing New Zealand arts, both locally and internationally.

Digital technologies offer opportunities for people to participate in the arts and to reach new audiences. Increasingly, investment will be directed to support digital delivery of arts to complement more traditional delivery means.

International success is an important part of a healthy New Zealand arts sector. We'll continue to direct support towards partnerships and to international areas of focus to help New Zealand artists and arts organisations to develop their work and international audiences.

Dynamic arts

The dynamic arts feature seeks to ensure that the development of high-quality, innovative New Zealand art remains an important focus for us.

Established artists, practitioners and arts organisations have a place in Creative New Zealand's investment – as do those who are new to the arts sector, and those creating and practising in new and innovative ways. Our investment in arts development will be expressed both in New Zealand and internationally, and increasingly we will be seeking ways to support innovative arts practices.

Resilient arts sector

For New Zealand's arts sector to be resilient, artists need to be knowledgeable and skilful in their craft. Arts organisations need to be directed with care and expertise, and governed and managed prudently, but with an entrepreneurial spirit. New ways of working and of creating value should be looked to and embraced, where there is potential to enhance success.

While it is rare for artists, practitioners and arts organisations to be wholly self-sustaining, Creative New Zealand aims to build capability within the sector, to help artists and organisations towards greater financial independence, while working with sector partners and communities to grow overall arts investment.

As the country and the needs of its people change and grow, the arts sector must be capable of adapting to challenges and able to embrace opportunities. Artists and arts organisations will need to proactively respond to changes in their communities to remain relevant.

D. How Creative New Zealand invests in the arts: explaining our revenue model and where we invest our resources

What does Creative New Zealand’s operating environment look like?

Our funding environment means we must manage instability in the funding we receive, while providing certainty and clear direction to the arts sector about our priorities.

An increase in revenue from lotteries over recent times will enable Creative New Zealand to increase its investment in the arts sector. We expect to invest at least an additional \$5 million over the next three years. The Arts Council will make decisions on where to invest these funds, to best give effect to the strategy from 2018/19.

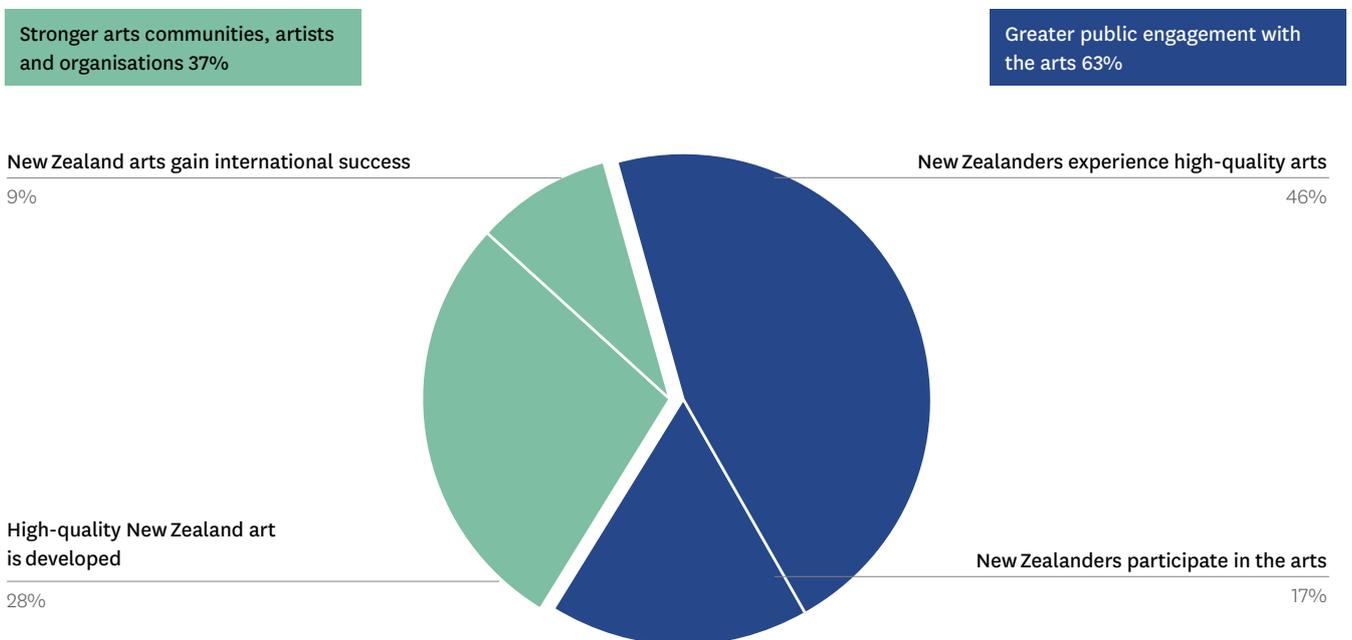
Creative New Zealand is principally funded by the New Zealand Lottery Grants Board (around 71 percent of revenue in 2016/17). By the nature of lottery profits, our funding varies year-on-year. We receive funding from the Crown through Vote: Arts, Culture and Heritage, which makes up around 27 percent (2016/17) of our revenue.

What does Creative New Zealand’s investment profile look like?

While our investment profile is expected to change as we align it with the strategy’s principles and features, it’s useful to show how it’s broadly made up at present. Looking at the 2016/17 year, our investment was as follows.

Our investment delivered to our outcomes in the following ways (figure 1).

Figure 1: Investment by outcome

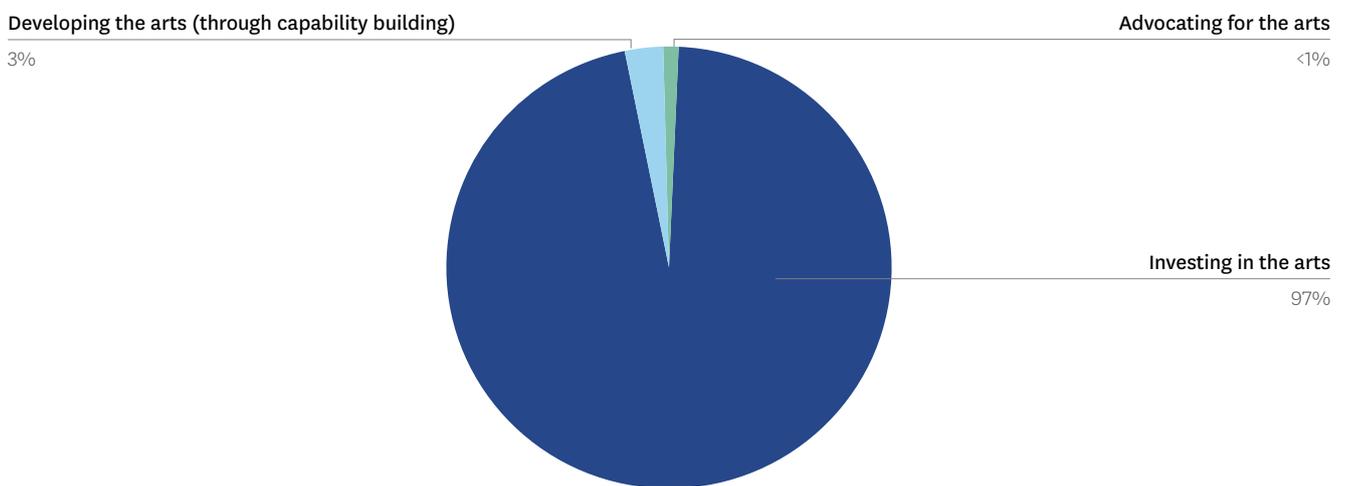


We supported the arts in New Zealand by (figure 2):

- **Investing in the arts** – investing in artists and arts organisations across the diversity of arts practices
- **Developing the arts** – supporting artists and practitioners to develop professionally, grow audiences and markets and manage their organisations
- **Advocating for the arts** – advocating for, and assisting others to advocate on behalf of, the arts to central and local government, and to other interested parties.

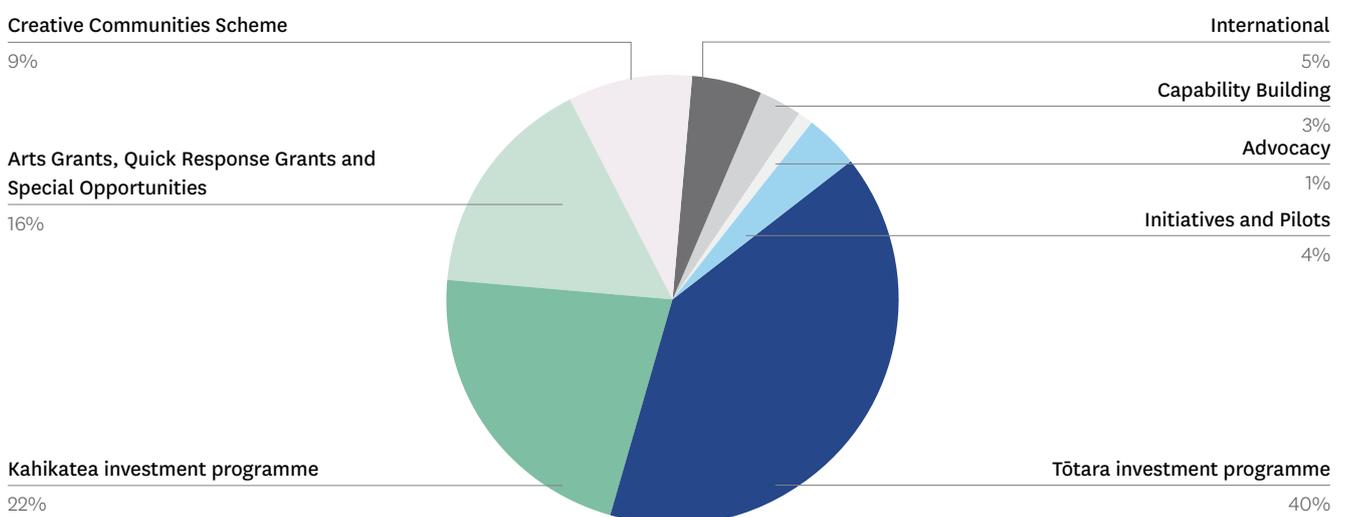
Our investment was spread across the eight investment categories as follows (figure 3).

Figure 2: How we supported the arts in New Zealand



Note: Some capability building also occurs under the Investing in the arts deliverable. The Developing the arts deliverable refers to Creative New Zealand’s dedicated Capability Building Programme.

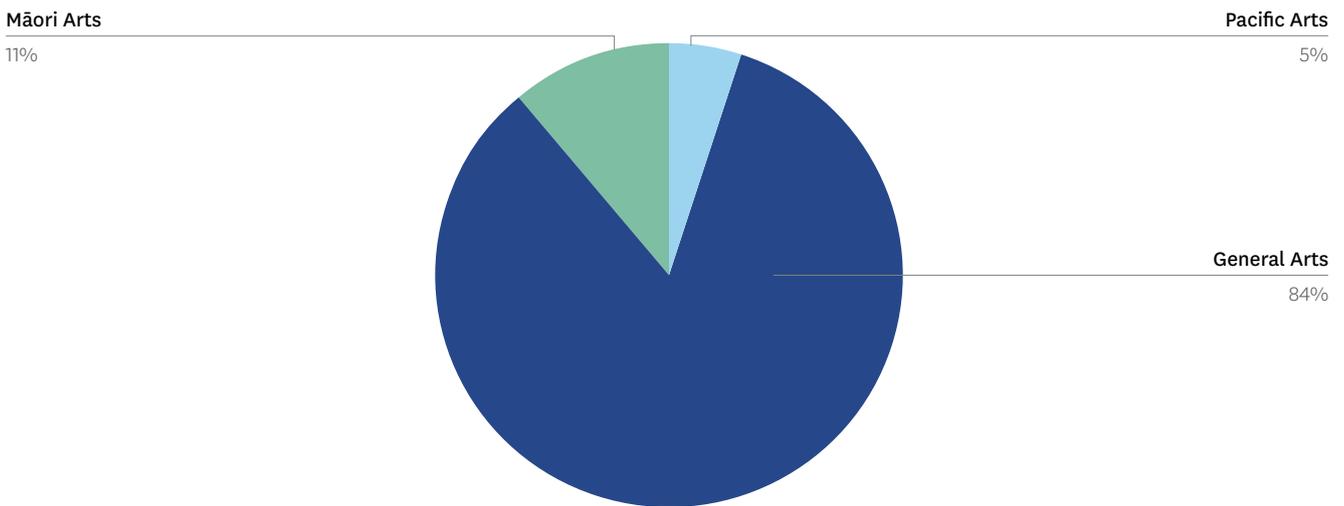
Figure 3: By investment category



Across the Tōtara investment programme, the Kahikatea investment programme, Arts Grants and Quick Response Grants, the breakdown of funding for Māori, Pacific and General Arts was as follows (figure 4).

Further information on our investment profile can be found in our Annual Report at: [Corporate Documents](#).

Figure 4: Breakdown of Funding



Note: The breakdown above does not include Special Opportunities, International, Capability Building, Advocacy or Initiatives and Pilots funding.

What does Creative New Zealand do?

Creative New Zealand is Aotearoa’s national arts development agency. Our purpose is to encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders.

We fund arts activity by New Zealand artists, arts practitioners and arts organisations, both within New Zealand and internationally (Investing in the arts). We also support the professional development of artists and their practice, and the management of organisations so they can grow their audiences and markets (Developing the arts). To complement our funding and development work, we also advocate for the value of the arts to New Zealanders (Advocating for the arts).

Creative New Zealand funds across various artforms: craft/object, Māori customary arts, dance, inter-arts, literature, multi-disciplinary, music, Pacific heritage arts, theatre and visual arts.

We fund the arts from three broad pools of money: General, Māori and Pacific.

Our mandate comes from the Arts Council of New Zealand Toi Aotearoa Act 2014. Under the Act, in carrying out our work, we recognise:

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

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

PART 2

INVESTMENT STATEMENTS

Investment Statements Explained

The Investment Statements guide investment decisions for each investment category. The statements outline the changes Creative New Zealand expects to see over time.

Each statement describes:

- the **current** purpose and parameters of the investment category – these will be **subject to change** as programmes are aligned to the Investment Strategy
- the aspects of the category Creative New Zealand wishes to **maintain** and areas where further **development** is required to better align investment with the Investment Strategy
- priority **actions** that will enable our investment to be aligned to the strategy and that address areas identified for development.

A. Investment Statement – Toi Tōtara Haemata (Arts Leadership) Investment Programme

Purpose

The Toi Tōtara Haemata (Arts Leadership) Investment Programme provides **multi-year funding** to established **arts organisations**, to sustain a high-performing, professional arts infrastructure of organisations across Aotearoa.

The Tōtara investment programme supports established arts organisations to:

- provide leadership within the arts sector and collaborate with other organisations
- deliver specified (key) roles in the arts infrastructure through their annual programmes of activity and service delivery
- leverage financial and in-kind support from sources other than Creative New Zealand
- clearly identify, measure and report on the outcomes they achieve.

Parameters

Creative New Zealand invites proposals from arts organisations to fill **key roles** in the arts infrastructure. The programme invests in organisations for periods from two to five years.

For each key role, Creative New Zealand identifies a funding range as a percentage of an organisation's total revenue or as a dollar range amount to guide its investment. Organisations are then expected to obtain financial and in-kind support from a variety of other sources.

What we will maintain, what we will develop, and our priority actions

TOI TŌTARA HAEMATA (ARTS LEADERSHIP) INVESTMENT PROGRAMME					
Over the next 3–5 years we will <i>maintain</i> the following aspects of the programme:					
MAINTAIN	Principle 1 – Our investment has a clear and relevant value proposition	Principle 6 – Our investment maintains and develops key arts infrastructure complementing that supported by local and central government as well as the private sector	Principle 7 – Our investment is grown through partnerships and co-investment with other arts and community funders, in New Zealand and internationally		
	Dynamic arts – Investment in the development of New Zealand arts, in New Zealand and internationally				
	Resilient arts sector – Investment that supports capability and capacity building in organisations and the arts sector for long-term benefit, including new ways of working and new models of value creation that drive resilience				
Over the next 3–5 years we will <i>develop</i> the following aspects of the programme:					
DEVELOP	Principle 2 – Our investment delivers long-term cultural, economic and social value	Principle 3 – Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori	Principle 4 – Our investment recognises the arts of the Pacific Island peoples of New Zealand	Principle 5 – Our investment reflects the demography of New Zealand	
	Diversity and reach – Investment in a range of arts practices reflecting New Zealand’s growing diversity	Diversity and reach – Investment that ensures communities across New Zealand can participate in and experience the arts, and investment that engages with under-represented communities	Diversity and reach – Investment that engages with new audiences, in New Zealand and internationally	Diversity and reach – Investment in the delivery of art through digital channels in order to increase arts participation and audience size	
	Dynamic arts – Investment that supports innovation in New Zealand arts practice				
Resilient arts sector – Investment that demonstrates relevance to current and changing communities					
Over the next 1–3 years we will <i>prioritise</i> the following actions:					
ACTIONS	Review Tōtara Investment Programme ‘key roles’ to provide greater alignment with the Investment Strategy principles and features, and reviewing the effectiveness of the current funding formulae for Tōtara organisations		Deliver capability building to help recipients meet the challenges of changing demographics, increasing diversity, the imperative to engage new audiences, and to embrace new ways of working		
	When? Over 2018		When? Over the next 1–3 years		

B. Investment Statement – Toi Uru Kahikatea (Arts Development) Investment Programme

Purpose

The Toi Uru Kahikatea (Arts Development) Investment Programme provides annual or multi-year funding to organisations to support regular or continuous programmes of activity. Funding aims to be flexible and responsive, to build stronger arts communities, artists and arts organisations, and facilitate greater public engagement with the arts.

This programme:

- develops and/or maintains New Zealand's arts infrastructure
- supports the development and distribution of high-quality, innovative New Zealand art
- supports a diverse range of arts practices
- supports the development of emerging or established arts organisations.

Parameters

The Kahikatea investment programme offers funding to organisations for one to three years, to support regular or continuous programmes of activity that:¹

- develop skills, resources and networks required to create, present, promote, distribute or participate in high-quality arts or arts experiences
- research, create, present, distribute and/or tour programmes of high-quality New Zealand work or art within New Zealand or overseas
- develop and/or maintain the infrastructure required to create, present, distribute or participate in high-quality New Zealand arts or arts experiences.

Funding limits apply to specific activities, for example, publishing subsidies and multi-disciplinary arts festivals.

Applicants can select assessment by:

- **Māori Arts:** if the project is by Māori and mātauranga Māori is evident in the practice and results of the activities. Applications are assessed by a person of Māori descent with knowledge of ngā toi Māori
- **Pacific Arts:** if kaupapa Pasifika will be evident in the practice and results of the activities. Applications are assessed by a Pasifika person with knowledge of Pacific arts
- **General Arts:** for activities focused on one of the following arts practice areas: craft/object art, dance, inter-arts, literature, multi-disciplinary arts, music, theatre or visual arts.

¹ Examples of a 'regular' programme are: a regional arts festival delivering a programme once every two years; a three-month artist's residency that's offered once a year, for three years. Examples of a 'continuous' programme are: a theatre company delivering an annual season of productions; an organisation delivering an ongoing programme of arts services.

What we will maintain, what we will develop, and our priority actions

TOI URU KAHIKATEA (ARTS DEVELOPMENT) INVESTMENT PROGRAMME						
Over the next 3–5 years we will <i>maintain</i> the following aspects of the programme:						
MAINTAIN	Dynamic arts – Investment that supports innovation in New Zealand arts practice			Dynamic arts – Investment in the development of New Zealand arts, in New Zealand and internationally		
Over the next 3–5 years we will <i>develop</i> the following aspects of the programme:						
DEVELOP	Principle 1 – Our investment has a clear and relevant value proposition	Principle 2 – Our investment delivers long-term cultural, economic and social value	Principle 3 – Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori	Principle 4 – Our investment recognises the arts of the Pacific Island peoples of New Zealand	Principle 5 – Our investment reflects the demography of New Zealand	Principle 6 – Our investment maintains and develops key arts infrastructure complementing that supported by local and central government as well as the private sector
	Diversity and reach – Investment in a range of arts practices reflecting New Zealand’s growing diversity			Diversity and reach – Investment that ensures communities across New Zealand can participate in and experience the arts, and investment that engages with under-represented communities		
	Resilient arts sector – Investment that supports capability and capacity building in organisations and the arts sector for long-term benefit, including new ways of working and new models of value creation that drive resilience					
Over the next 1–3 years we will <i>prioritise</i> the following actions:						
ACTIONS	Develop a clear purpose for the Kahikatea investment programme, complementary to the Tōtara investment programme and Grants programmes When? Over 2018		Review the entry criteria for the Kahikatea investment programme When? Over 2018		Understand the future resourcing and capability needs of Kahikatea organisations When? Over the next 1–3 years	

C. Investment Statement – Grants: Arts Grants, Quick Response Grants and Special Opportunities

Purpose

Grants provide funding for artists, arts practitioners and arts organisations to develop projects that will build stronger arts communities, artists and arts organisations, and facilitate greater public engagement with the arts.

The Grants programmes support:

- the development of artists and arts practitioners
- the development and distribution of high-quality, innovative New Zealand art
- a diverse range of arts practices.

Parameters

Arts Grants and Quick Response Grants help New Zealand artists, arts practitioners and arts organisations to create and distribute their work.

Creative New Zealand is one of a few grant-making organisations that support the development of individual arts practice across a career from emerging, mid-career and senior.

Grants are available to:

- research and create work, including through artist residencies
- present and distribute work nationally and internationally
- develop skills, including mentoring, internships, workshops and conferences
- undertake community or collaborative projects
- undertake projects with international connections
- publish catalogues, monographs, journals, books and critical writing.

Approved projects are expected to be completed within 12 months.

Decisions on Quick Response Grants take five weeks. The maximum grant amount per application is \$7,500. Three funding rounds are held each year.

Decisions on Arts Grants take 10 weeks. The maximum grant amount per application is \$65,000, although in some circumstances the Arts Grant funding level and project completion period may be exceeded. Two funding rounds are held each year.

Specific funding limits apply to specific activities.

Specific budgets are set to support Māori arts and the arts of the Pacific Island peoples, alongside general arts.

Applicants can select assessment in one of three ways:

- **Māori Arts:** if the project is by Māori and mātauranga Māori is evident in the practice and results of the activities. Applications are assessed by a person of Māori descent with knowledge of ngā toi Māori
- **Pacific Arts:** if kaupapa Pasifika will be evident in the practice and results of the activities, application. Applications are assessed by a Pasifika person with knowledge of Pacific arts
- **General Arts:** if the project is one of the following artforms: craft/object, dance, inter-arts, literature, multi-disciplinary, music, theatre or visual arts.

Arts Grants and Quick Response Grants include several Māori and Pacific sub-programmes, such as: Tohunga Tukunga mentoring programme; Toi Tipu Toi Rea grants, which support Māori artists or practitioners at an early stage of their career; Toi Ake tailored to iwi, hapū, whakapapa-based roopu and maata waka to cultivate and retain customary ngā toi Māori; Moana Community Grants to support and develop Pacific heritage arts in regional towns and communities outside of Auckland and Wellington; Kava New Leader Grants to support established practitioners of Pacific heritage arts to pass on their knowledge and skills.

Special Opportunities is the umbrella term for a group of initiatives funded by Creative New Zealand for the creative and professional development of artists and practitioners and the creation of new work. Initiatives include awards, residencies, scholarships, fellowships, internships and bursaries.

This category consists of around 30 special opportunities that Creative New Zealand offers, including:

- funds awarded to artists or practitioners as part of the Te Waka Toi Awards, the Arts Pasifika Awards and the Prime Minister’s Awards for Literary Achievement
- funds received by Creative New Zealand from bequests.

What we will maintain, what we will develop, and our priority actions

ARTS GRANTS, QUICK RESPONSE GRANTS AND SPECIAL OPPORTUNITIES			
Over the next 3–5 years we will <i>maintain</i> the following aspects of the programme:			
MAINTAIN	Principle 1 – Our investment has a clear and relevant value proposition	Principle 3 – Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori	Principle 4 – Our investment recognises the arts of the Pacific Island peoples of New Zealand
	Dynamic arts – Investment that supports innovation in New Zealand arts practice	Dynamic arts – Investment in the development of New Zealand arts, in New Zealand and internationally	
Over the next 3–5 years we will <i>develop</i> the following aspects of the programme:			
DEVELOP	Principle 5 – Our investment reflects the demography of New Zealand		
	Diversity and reach – Investment in a range of arts practices reflecting New Zealand’s growing diversity	Diversity and reach – Investment that ensures communities across New Zealand can participate in and experience the arts, and investment that engages with under-represented communities	
Over the next 1–3 years we will <i>prioritise</i> the following actions:			
ACTIONS	Review assessment criteria, based on the Investment Strategy features, to increase support through the Grants programmes to areas identified for development	Identify how the reporting systems for the Grants programmes can enable an assessment of delivery to under-represented communities and New Zealand’s growing diversity	
	When? Over the 2018/19 financial year	When? Over the 2018/19 financial year	

D. Investment Statement – Creative Communities Scheme

Purpose

The Creative Communities Scheme provides devolved funding for artists, arts practitioners and arts organisations, to develop arts projects that benefit local communities and facilitate greater public engagement with the arts.

Parameters

Funding is provided to territorial authorities (that is, city and district councils) through a population-based funding formula (based on Census data).

Funded projects must include at least one of the following:

- **participation** – create opportunities for local communities to engage with and participate in local arts activities
- **diversity** – support the diverse artistic cultural traditions of local communities
- **young people** – enable young people (under 18 years) to engage with and participate in the arts.

Local committees convened by territorial authorities make decisions on what projects to fund, based on criteria established by Creative New Zealand. Territorial authorities may also set local arts priorities.

Each project must:

- take place within the city or district where the application is made
- be completed within 12 months of funding being approved
- benefit local communities
- not have already been funded through Creative New Zealand’s other funding programmes.

What we will maintain, what we will develop, and our priority actions

CREATIVE COMMUNITIES SCHEME		
Over the next 3–5 years we will <i>maintain</i> the following aspects of the programme:		
MAINTAIN	Principle 1 – Our investment has a clear and relevant value proposition	Principle 5 – Our investment reflects the demography of New Zealand
	Principle 7 – Our investment is grown through partnerships and co-investment with other arts and community funders, in New Zealand and internationally	
	Diversity and reach – Investment that ensures communities across New Zealand can participate in and experience the arts, and investment that engages with under-represented communities	
	Dynamic arts – Investment in the development of New Zealand arts, in New Zealand and internationally	
Resilient arts sector – Investment that demonstrates relevance to current and changing communities		
Over the next 3–5 years we will <i>develop</i> the following aspects of the programme:		
DEVELOP	Principle 3 – Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori	Principle 4 – Our investment recognises the arts of the Pacific Island peoples of New Zealand
	Diversity and reach – Investment in a range of arts practices reflecting New Zealand’s growing diversity	
Over the next 1–3 years we will <i>prioritise</i> the following actions:		
ACTIONS	Identify how reporting systems for the Creative Communities Scheme can enable a better assessment of how the scheme delivers to Māori, Pacific Island peoples and New Zealand’s growing diversity When? Over the 2018/19 financial year	Review the funding formula, following the 2018 Census, as part of a review of the scheme When? Over the 2018/19 financial year

E. Investment Statement – International Programme

Purpose

The International Programme is developed by Creative New Zealand to connect high-quality artists with global markets and audiences. The programme aims to increase artists' income, develop their practice and networks in relation to the international arts environment, support artistic and cultural exchange, and promote New Zealand arts to international audiences.

Parameters

The International Programme supports presentation, touring, relationship building and collaborative projects, including cultural and artistic exchange. It covers three areas:

- arts development and presentation
- cultural exchange and artform exchange
- international market development.

The International Programme sits alongside, and is additional to, support for international projects offered through other investment categories. For example, Grants (including Special Opportunities) and the Tōtara and Kahikatea investment programmes.

Through the International Programme, Creative New Zealand is seeking long-term engagement with the international arts community by leveraging partnerships locally and internationally. The programme seeks to develop international markets, audiences, networks and exchange opportunities by:

- bringing in key overseas presenters, agents, curators and collaborators to experience New Zealand art in its local context
- supporting artists to present their work at markets and fairs, introducing them to potential presenters, buyers, collectors, curators and collaborators
- supporting international cultural and artistic exchange by offering a range of funding programmes and initiatives

- building the capability of artists, to help them engage with international markets and audiences
- providing a New Zealand presence at strategic international events, such as the Venice Biennale and Festival of Pacific Arts.

Creative New Zealand has identified Asia as its priority international market focussing mainly on North East Asia (China, Hong Kong, Japan, South Korea, Taiwan) and also Singapore.

Creative New Zealand also supports key artform-based markets and fairs aimed at providing opportunities for artists and arts organisations to present and sell work internationally. These markets include the Australian Performing Arts Market, the Frankfurt Book Fair and the Edinburgh Festival.

What we will maintain, what we will develop, and our priority actions

INTERNATIONAL PROGRAMME				
Over the next 3–5 years we will <i>maintain</i> the following aspects of the programme:				
MAINTAIN	Principle 1 – Our investment has a clear and relevant value proposition	Principle 3 – Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori	Principle 4 – Our investment recognises the arts of the Pacific Island peoples of New Zealand	Principle 7 – Our investment is grown through partnerships and co-investment with other arts and community funders, in New Zealand and internationally
	Diversity and reach – Investment in a range of arts practices reflecting New Zealand’s growing diversity	Diversity and reach – Investment that engages with new audiences, in New Zealand and internationally	Diversity and reach – Investment aligned with international opportunities that expand arts practices and demand for New Zealand arts	
	Dynamic arts – Investment that supports innovation in New Zealand arts practice			
	Over the next 3–5 years we will <i>develop</i> the following aspects of the programme:			
DEVELOP	Principle 2 – Our investment delivers long-term cultural, economic and social value			
	Diversity and reach – Investment in the delivery of art through digital channels in order to increase arts participation and audience size			
	Dynamic arts – Investment in the development of New Zealand arts practice, in New Zealand and internationally			
	Resilient arts sector – Investment that supports capability and capacity building in organisations and the arts sector for long-term benefit, including new ways of working and new models of value creation that drive resilience			
Over the next 1–3 years we will <i>prioritise</i> the following actions:				
ACTIONS	Review the International Programme to ensure its alignment with the Investment Strategy When? Over the next 1–3 years	As part of the International Programme review, and through the review of investment programmes (Tōtara and Kahikatea), consider how sustained support could be provided to suitable organisations seeking to develop their work and international audiences When? Over the next 1–3 years		
	Consider the role of the International Presentation Fund in supporting international activity arising from market development opportunities When? Over the next 1–3 years	Build the capability of artists and arts organisations to engage internationally (link to <i>Capability Building Programme</i>) When? Over the next 1–3 years		

F. Investment Statement – Capability Building Programme

Purpose

Creative New Zealand provides opportunities for arts organisations and individual artists and practitioners to build their skills and capability, with the goal of developing the arts sector’s capacity to succeed.

Parameters

Capability building initiatives are developed by Creative New Zealand and primarily target organisations supported through Creative New Zealand’s Tōtara and Kahikatea investment programmes. General resources (such as workshops, webinars, coaching and videos) are also available for the wider arts sector.

Organisations in Creative New Zealand’s Tōtara and Kahikatea investment programmes are supported through five tailored offers.

- **Foundation** – the organisation is emerging and looking for help with foundational processes and financial management. The organisation is ambitious and/or artistically strong and focusing on establishing itself.
- **Growth** – the organisation is focused on growing artistic product and/or audiences and is looking for help in developing organisationally and establishing its strategy.
- **Extension** – the organisation has a strong reputation and is artistically, financially and organisationally sound. It has strong audiences. It is looking to extend its network and further develop audiences.
- **Refresher** – the organisation is well established and may have been operating in the same way for several years. It is looking for help in growing its artistic product and exploring new ways of working and expanding.
- **Change** – the organisation is undergoing significant change and is looking for help in re-evaluating and re-establishing itself.

Initiatives are developed annually based on development needs, including those identified through organisational self-assessments conducted annually by investment clients.

The Capability Building Programme is delivered through various approaches, including in partnership with other agencies or organisations and through contracts with consultants for coaching and workshops, Creative New Zealand-led initiatives and customised grants.

What we will maintain, what we will develop, and our priority actions

CAPABILITY BUILDING PROGRAMME				
Over the next 3–5 years we will <i>maintain</i> the following aspects of the programme:				
MAINTAIN	Principle 1 – Our investment has a clear and relevant value proposition		Principle 6 – Our investment maintains and develops key arts infrastructure complementing that supported by local and central government as well as the private sector	
	Diversity and reach – Investment that engages with new audiences, in New Zealand and internationally		Diversity and reach – Investment in the delivery of art through digital channels in order to increase arts participation and audience size	
	Resilient arts sector – Investment that supports capability and capacity building in organisations and the arts sector for long-term benefit, including new ways of working and new models of value creation that drive resilience			
Over the next 3–5 years we will <i>develop</i> the following aspects of the programme:				
DEVELOP	Principle 2 – Our investment delivers long-term cultural, economic and social value	Principle 3 – Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori	Principle 4 – Our investment recognises the arts of the Pacific Island peoples of New Zealand	Principle 7 – Our investment is grown through partnerships and co-investment with other arts and community funders, in New Zealand and internationally
	Diversity and reach – Investment in a range of arts practices reflecting New Zealand’s growing diversity	Diversity and reach – Investment that ensures communities across New Zealand can participate in and experience the arts, and investment that engages with under-represented communities	Diversity and reach – Investment aligned with international opportunities that expand arts practices and demand for New Zealand arts	
	Resilient arts sector – Investment that demonstrates relevance to current and changing communities			
Over the next 1–3 years we will <i>prioritise</i> the following actions:				
ACTIONS	Review the Capability Building Programme to ensure its alignment with the Investment Strategy When? Over the next 1–3 years	Review the Capability Building Programme to identify ways to implement Creative New Zealand’s Diversity in the Arts Policy When? Over the next 1–3 years	Support suitable arts organisations and practitioners to develop an international strategy When? Over the next 1–3 years	

G. Investment Statement – Advocacy

Purpose

Creative New Zealand aims to be a powerful advocate for the arts.

As the national arts development agency, Creative New Zealand is uniquely placed to proactively make the case for the arts, as well as providing others with the means to do so too. Successfully making the case **will promote stronger investment into the arts sector** and stimulate New Zealanders appetite for high-quality, dynamic arts experiences.

Parameters

Creative New Zealand's Advocacy Strategy outlines its five-year [advocacy agenda for 2016–2021](#). It includes three high-level aims:

- Aim 1: New Zealanders are highly engaged with the arts
- Aim 2: Support for the arts is broadened
- Aim 3: The arts sector's voice is further empowered.

Through its advocacy programme, Creative New Zealand will achieve the following objectives.

- Create, in partnership with the arts sector, a compelling case for the value of the arts to New Zealanders.
- Systematically strengthen its relationships with iwi, local authorities and other co-investors and funders, and provide and communicate a suite of unique research, analysis and reports.
- Proactively measure and report on its success in advocating for the arts, and how this contributes to strengthening the arts sector and improving public engagement.

These objectives will be delivered through:

- collaborating with other agencies on areas of mutual interest
- carrying out policy development and research for the benefit of the arts sector

- making submissions on issues affecting the sector or Creative New Zealand
- delivering resources to the sector, such as the Advocacy Toolkit
- carrying out other advocacy initiatives (for example, developing new ways to engage the public in the arts).

The strategy outlines Creative New Zealand's five high-level advocacy messages about why the arts matter for New Zealanders.

An annual work plan is developed and published identifying priority actions arising from the strategy.

What we will maintain, what we will develop, and our priority actions

ADVOCACY						
Over the next 3–5 years we will <i>maintain</i> the following aspects of the programme:						
MAINTAIN	Principle 1 – Our investment has a clear and relevant value proposition					
Over the next 3–5 years we will <i>develop</i> the following aspects of the programme:						
DEVELOP	Principle 2 – Our investment delivers long-term cultural, economic and social value	Principle 3 – Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori	Principle 4 – Our investment recognises the arts of the Pacific Island peoples of New Zealand	Principle 6 – Our investment maintains and develops key arts infrastructure complementing that supported by local and central government as well as the private sector	Principle 7 – Our investment is grown through partnerships and co-investment with other arts and community funders, in New Zealand and internationally	
Diversity and reach – Investment in a range of arts practices reflecting New Zealand’s growing diversity						
Resilient arts sector – Investment that supports capability and capacity building in organisations and the arts sector for long-term benefit, including new ways of working and new models of value creation that drive resilience			Resilient arts sector – Investment that demonstrates relevance to current and changing communities			
Over the next 1–3 years we will <i>prioritise</i> the following actions:						
ACTIONS	Advance ngā toi Māori (Māori arts) by developing a Māori arts strategy When? Over 2018 (under way)	Advance our Mana Pasifika work by developing a Pacific arts strategy When? Over 2018 (under way)	Progress work on how our investment delivers long-term cultural, economic and social value When? Over the next 1–3 years	Prioritise actions arising from research into territorial authority investment in arts and culture, as part of a wider engagement with local government When? Over the 2018/19 financial year		

H. Investment Statement – Initiatives and Pilots

Purpose

Initiatives and pilots may be developed from time to time to enable Creative New Zealand to drive and support change and development by running new initiatives, piloting new ideas and enabling experimentation.

Parameters

Initiatives and pilots will be developed depending on available funding:

- to address an identified gap or need, which may run across more than one investment category
- to advance an approved strategy
- in response to an opportunity to partner with another organisation where they are contributing resources

- to enable Creative New Zealand to experiment.

A proposed initiative or pilot will:

- respond to an action identified in an investment statement(s), or
- be clearly aligned to at least one of the investment strategy principles or features.

Initiatives and pilots will:

- be time-bound
- be fully costed
- clearly articulate success criteria
- enable an assessment of their effectiveness to be undertaken at their conclusion or an agreed point so decisions on future funding can be made.

It is expected that, at the conclusion of the initiative or pilot, if it is to be supported on an ongoing basis, it will shift to one of the other seven investment categories.

Our priority actions

Over the next 1–3 years we will <i>prioritise</i> the following actions:			
ACTIONS	Evaluate the Regional Arts Pilot to enable a decision to be made on its future and/or delivery When? Over the 2017/18 financial year (under way)	Evaluate the Auckland Diversity Project to enable a decision to be made on its future and/or delivery When? Over the 2017/18 financial year (under way)	Develop a young people and youth initiative When? Over the 2017/18 financial year (under way)
	Evaluate internships (Māori, Pacific, publishing) to enable a decision to be made on their future and/or delivery When? Over the next 1–3 years	Evaluate Māori Arts Presentation Fund to enable a decision to be made on its future and/or delivery When? Over the next 1–3 years	Develop innovation initiative When? Over the next 1–3 years

Glossary of terms and links to relevant policies

A full glossary appears on Creative New Zealand's website at [Glossary](#).

Advocacy Strategy

Creative New Zealand's Advocacy Strategy 2016–2021 can be found at: [Advocacy Strategy 2016–2021](#).

Arts infrastructure

The arts infrastructure is made up of all the elements necessary for groups and individuals to create, present, distribute and participate in the arts.

Diversity

Creative New Zealand support is available to all New Zealanders, irrespective of age, gender, ethnic affiliations, physical or other disability, sexual orientation or religion. For further information, see our [Diversity in the Arts Policy 2015](#).

Innovation

Innovation involves the creation of value out of new ideas, products, arts experiences, services or ways of doing things. An 'innovative' arts practitioner will understand the skills and techniques required by their area of arts practice but will not rely solely on established ideas, forms or ways of working. They will be actively investigating new ways of working and will be taking artistic risks.

Actual innovation will depend on context (when and where the project is to happen). It may exist in the form of the work, the process of creating the work, the way the work is presented, the ways the work engages with its audience or the way in which skills and techniques are passed on.

Investment principles and features

The principles and features outlined in the Investment Strategy Te Ara Whakamua 2018–2023 guide our investment direction and choices. The principles and features give effect to:

- Creative New Zealand's vision
- our two strategic outcomes.

Key roles

Key roles refers to specific aspects of the New Zealand arts infrastructure that Creative New Zealand funds arts organisations to carry out.

The term key role is used in relation to the Toi Tōtara Haemata (Arts Leadership) Investment Programme. When determining key roles in this programme, Creative New Zealand identifies its own responsibilities in funding specific areas of arts practice, taking account of the funding responsibilities of other central and local government funders and support provided by the private sector.

Value proposition

The value proposition is the benefit that will be achieved for all New Zealanders in support of our strategic outcomes: *Greater public engagement with the arts* and *Stronger arts communities, artists and organisations*.

Under-represented communities

Under-represented communities refer to communities or sections of the population that would otherwise not have access, or have limited access, to New Zealand arts.

Communities include geographic communities, but also, consistent with Creative New Zealand's [Diversity in the Arts Policy 2015](#), communities based on age, gender, ethnic affiliations, physical or other disability, sexual orientation or religion.

Young people

Creative New Zealand refers to young people as those aged up to 18 years.

Youth

Creative New Zealand refers to youth as those between the ages of 19 and 25 years.

Supported by the New Zealand government through

