

Creating value for New Zealanders

Strategic direction 2019–2029

ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA

March 2019
Discussion Document



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Tihei mauri ora. Tui noa, tui noa, ngā maunga whakahī. Te riu o te whenua, ki a koutou rā, ka ngaro ki te ao. Ngā manu whititua, i inuhia mai i roto o ngā iwi. Ngā poutokomanawa o ngā whare maire o o tātou matua tipuna, ngā whare kura, ngā marae kura, i pūāwai te ataahua ki Rangī, i inuhia atu koutou e te hunga mate ki te hunga mate e te tuawhakarere e. Nā reira tēnā koutou katoa.

We'd like your help

Every three years we take a fresh look at our strategic direction to ensure we're delivering on our vision of *Dynamic and resilient New Zealand arts, valued in Aotearoa and internationally*. Since the release of our current [Statement of Intent 2016–2021](#) (SOI) in 2016, the environment we work in has changed significantly. Creative New Zealand's strategic direction sets out new goals for responding to these changes and to guide our work from 2019 to 2029.

We're proposing a **10-year timeframe** for our new strategic direction to enable us to focus on delivering long-term value for New Zealanders.

Over the past year, we've heard from many members of the arts community and our stakeholders through our audience development hui Nui te Kōrero, the Pacific Arts Summit, the Ngā Toi Māori Roadshow, the Pacific Arts Strategy and Te Hā o ngā Toi/Ngā Toi Māori Strategy consultations, and the review of our investment programmes. This feedback has been invaluable in shaping our strategic direction and expanding our understanding of the sector we serve.

The Arts Council has taken on board input received to date, and this discussion document invites you to provide us with feedback on our draft strategic direction.

You can help by telling us:

What we'd like to know	Reference	Questions
If the new outcome reflects the arts sector's view on what we should be seeking to achieve.	See Outcomes on page 7	Do you agree with adding the outcome <i>Stronger arts sector</i> ? Are the two new focus areas, <i>New Zealand's arts sector is resilient</i> and <i>New Zealand arts are valued and supported</i> the right ones to support a stronger arts sector? Are there any activities we are not doing now that you think we should be doing to support a stronger arts sector?
Whether the new public value statements reflect the value we create for New Zealanders through our support for the arts.	See How we create value for New Zealanders on page 8	Do you generally agree with the four statements (and the descriptions) of the value created for New Zealanders through our support for the arts? Are there any other statements you would add?
If our new deliverable fits with the arts sector's view of what we should be doing.	See Deliverables on page 10	Do you agree with adding the deliverable <i>Leadership in the arts</i> ? Are there any activities we are not doing now that you think we should be doing in a leadership capacity?
Whether our proposed goals align with where we should be focusing our effort.	See Goals on page 11	Do you agree that the four goals fairly reflect where our focus should be? Please rank the four goals in order of importance. Are there any gaps in the four goals?

We haven't asked any specific questions on the *Creating value for New Zealanders* model, however we'd welcome any comments or questions on this, or any other aspect of our draft strategic direction.

We've created an online survey for you to respond to these questions and provide us with any additional comments you may have (see 'What happens next?' on page 15).

Please provide your feedback by **5.00 pm on Friday, 29 March 2019**.

Where are we now?

Public engagement in the arts is high, but we know that access to the arts differs across our communities. When we asked in 2017, eight in 10 New Zealanders 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.

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 sector to ensure it can respond to a rapidly changing world.

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, along with the Treasury's Living Standards Framework, a broad based tool for measuring wellbeing outcomes (see page 14).

On the home front, Creative New Zealand is in a strong financial position. We have 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 consistent with this strategic direction.

Recently we've created several significant strategies to guide our investment in the arts. First we've introduced our [Investment Strategy Te Ara Whakamua 2018–2023](#) which will guide our investment decisions over the next five years, across three key features of *diversity and reach*, *dynamic arts* and *resilient arts sector*.

Over the past year we've also launched [Te Hā o ngā Toi/Ngā Toi Māori Strategy 2019–2024](#) and the [Pacific Arts Strategy 2018–2023](#), which are guiding the way we invest in, develop, advocate and provide leadership for ngā toi Māori and Pacific arts.

¹ [New Zealanders and the Arts: Attitudes, attendance and participation in 2017](#).

Our strategic direction for 2019-2029 - Creating value for New Zealanders

Our goals – what we want to achieve by 2029

How we create **long-term value** for New Zealanders

How our work **links to** government priorities

Outcomes and value perspective

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

Outcomes and value perspective

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

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

Mana and support perspective

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

Mana and support perspective

Creative New Zealand perspective

We have the systems, services and the operational capacity to drive the development of the arts in New Zealand, for the benefit of all New Zealanders

Creative New Zealand perspective

Sector perspective

We work collaboratively with others to develop a dynamic and resilient arts sector, and build support for New Zealand arts in Aotearoa, Te Moana-nui-a-Kiva and the world

Sector perspective

Our deliverables

Investing in the arts
Developing the arts
Advocating for the arts
Leadership in the arts



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

Engagement in the arts improving 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 strengthening our whānau, communities and society
The arts sector contributing to prosperous and resilient communities

Wellbeing dimensions and capitals from the Treasury Living Standards Framework

Subjective wellbeing	Human capital
Health status	
Education and skills	
Environment	Natural capital
Social connections	Social capital
Cultural identity	
Civic engagement	
Income and wealth	Financial/physical capital
Jobs and earnings	

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

What's in the new strategic direction?

Our draft strategic direction is made up of three key elements:

- How we create **long-term value for New Zealanders**.
- **Our goals** – what we want to achieve by 2029.
- How our work **links to government priorities**.

These elements are underpinned by *our vision*, *our purpose* and *our values*, which guide why and how we work.

You can see how everything fits together in the diagram on the previous page.

Our strategic direction aligns with our [Investment Strategy](#) and is supported by strategies and policies that guide our work in specific areas, including [Te Hā o Ngā Toi/Ngā Toi Māori Strategy](#), the [Pacific Arts Strategy](#), the [Advocacy Strategy](#) and our [Diversity in the Arts Policy](#).

There are a number of key changes we want to highlight:

- The introduction of the *Creating value for New Zealanders* model, which describes how we work, the environment in which we operate, and how we create long-term value for New Zealanders (see page 6).
- The introduction of a new outcome – *Stronger arts sector* (see page 7).
- The introduction of a new deliverable – *Leadership in the arts* (see page 10).
- Our goals, which describe what we want to achieve by 2029 (see page 11).

Introducing *Creating value for New Zealanders*

Creating value for New Zealanders is our public value model that shows how Creative New Zealand delivers long-term value to New Zealanders through our support for the arts. It describes, through four perspectives, the ecosystem 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 and our values.

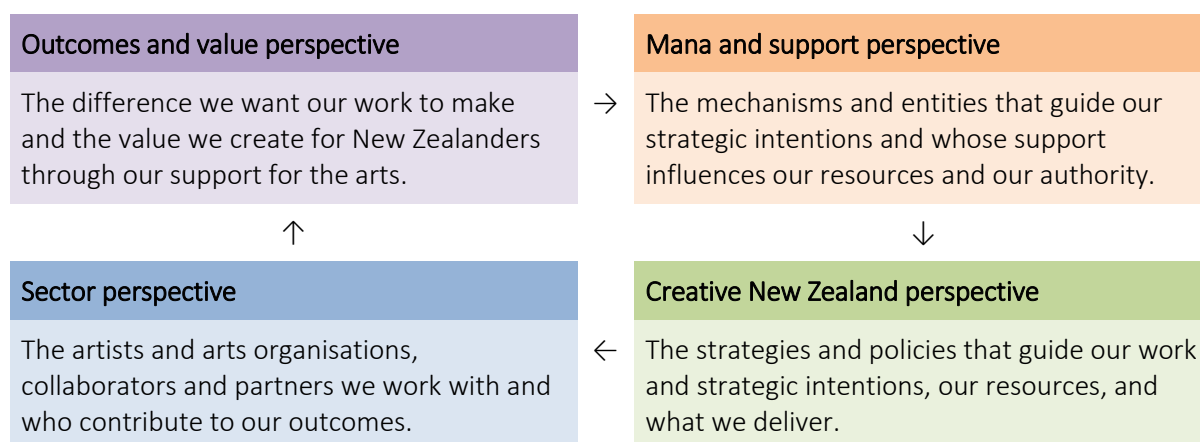
Our Statement of Intent for 2016–2021 was much narrower in scope, focusing largely on inputs (our resources), outputs (our deliverables) and outcomes. This new model:

- for the first time, embeds in our strategic framework an expression of the long-term value we create
- recognises the role the arts sector plays in contributing to the achievement of our outcomes
- recognises the players who provide us with the mana and support we need to operate.

Over time we aim to strengthen and grow each segment of the chain to increase the value and contribution the arts can make to the wellbeing of New Zealanders.

The model should be read as a virtuous circle, where strengthening one segment will lead to a strengthening of the next and so on. By strengthening our mana and support with the government and our stakeholders, we will secure the resources we need to deliver our services. By collaborating with, and investing in, the arts sector, we will achieve our outcomes and create value for New Zealanders. When a healthy environment exists for the arts, our mana and support grows further.

The segments in the chain align under four distinct perspectives. Each segment flows onto the next, demonstrating how they influence and rely on one another. In reading the model, there are several points where you might start. Recognising what matters for New Zealanders, we have put the outcomes and value we create for New Zealanders at the top.



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. By clearly articulating the impact of the arts we can continue to build a more compelling case for their support.

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 our investment in artists and arts organisations who deliver arts experiences and services to New Zealanders, and our work developing, advocating for and providing leadership in the arts. You can see how we measure our success towards achieving these outcomes in our [2017/18 Annual Report](#).

We’re proposing a **new outcome** focused on developing a *Stronger arts sector*. This is in addition to a reframed outcome looking at *Stronger arts*, and maintaining our current outcome around *Greater public engagement with the arts*. The new *Stronger arts sector* outcome aligns with our [Investment Strategy](#) feature *Resilient arts sector* and reflects the work we do to build the capability of the arts sector, including through our Capability Building programme.

Sector resilience and sustainability is a major challenge for the arts sector. Through our Investment Strategy and the setting of this outcome, we will consider how we can best work, alongside others, to continue to support and grow the resilience of individual artists, arts practitioners and arts organisations. This will enable the sector to thrive and make a greater contribution to the wellbeing of New Zealanders.

The value New Zealanders place on the arts is critical to building the overall resilience of the sector. This value determines the willingness of government and others, including local government, business, community funders, philanthropists and private individuals, to invest in and support the arts. Using our advocacy and leadership roles we aim to ensure New Zealanders understand the value of the arts and in turn, generate increased support for the sector.

Our proposed outcomes are described below, including the new outcome ***Stronger arts sector***.

Stronger arts <i>as shown by:</i>	Greater public engagement with the arts <i>as shown by:</i>	Stronger arts sector <i>as shown by:</i>
<p>High quality New Zealand art is developed</p> <p>We aim to ensure that high-quality New Zealand arts are developed, giving artists, arts practitioners and arts organisations the opportunity to:</p> <ul style="list-style-type: none"> • develop their artforms, the quality of their work, and their artistic skills and capabilities • be innovative in their arts practice and create work that excites and engages audiences. 	<p>New Zealanders participate in the arts</p> <p>We aim to ensure New Zealanders have as many opportunities as possible to participate in the arts, including to:</p> <ul style="list-style-type: none"> • celebrate, practise and transmit their diverse artistic traditions and cultural heritage • develop links between communities that improve cross-cultural understanding • improve the wellbeing of individuals, whānau, communities and society. 	<p>New Zealand’s arts sector is resilient</p> <p>We will work with others to build the resilience of the arts sector so that it can adapt to challenges and embrace opportunities, recognising the ways our country and the needs of its people are changing.</p>
<p>New Zealand arts gain international success</p> <p>We aim to ensure New Zealand artists, arts practitioners and arts organisations can:</p> <ul style="list-style-type: none"> • develop international markets and audiences to expand their reach onto the world stage • develop their practice in relation to the international arts environment, including through cultural and artistic exchange • promote New Zealand and its arts to international audiences. 	<p>New Zealanders experience high-quality arts</p> <p>We aim to broaden the opportunities for all New Zealanders to experience high-quality arts, through:</p> <ul style="list-style-type: none"> • increased investment to engage under-served communities • ensuring access to a diverse range of arts experiences. 	<p>New Zealand arts are valued and supported</p> <p>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.</p>

Questions

- Do you agree with adding the outcome *Stronger arts sector*?
- Are the two new focus areas, *New Zealand's arts sector is resilient* and *New Zealand arts are valued and supported* the right ones to support a stronger arts sector?
- Are there any activities we are not doing now that you think we should be doing to support a stronger arts sector?

Through our support for the arts, we aim to achieve the outcomes above. 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 in the table below demonstrate some of the ways the arts create value and contribute to the wellbeing of New Zealanders.

We've sought to align these statements with the wellbeing domains and capitals in the Treasury's Living Standards Framework. For more information (see 'How our work links to government priorities' on page 14).

Engagement in the arts improves the lives of New Zealanders	Distinctive and dynamic New Zealand arts reflect the diversity of who we are, and grow our reputation as a creative nation	Engagement in the arts strengthens our whānau, communities and society	The arts sector contributes to prosperous and resilient communities
<p>The arts contribute to personal well-being.</p> <p>The arts contribute to healthier people.</p> <p>The arts contribute to education and skills development.</p> <p>The arts create a more highly-skilled workforce.</p> <p>The arts develop creative people who provide new approaches to solving problems.</p>	<p>The arts contribute to our diverse identities and shared sense of national identity.</p>	<p>The arts contribute to social inclusion and cohesion by connecting people and communities.</p> <p>The arts contribute to our identity as individuals, whānau, communities and as a nation.</p> <p>The arts support a strong democracy.</p>	<p>The arts sector provides jobs and careers for artists and practitioners.</p> <p>The arts play a role in rejuvenating and making cities and communities great places to live.</p> <p>The arts contribute to New Zealand's economy.</p>

Questions

- Do you generally agree with the four statements (and the descriptions) of the value created for New Zealanders through our support for the arts?
- Are there any other statements you would add?



Mana and support perspective

The mana and support perspective is made up of the mechanisms and entities that confer on us the legitimacy and authority we need to undertake our work, and whose support influences our resources. In other words, *our external operating environment*. This perspective will be 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 Government 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. As a Crown entity, the Government has a role in setting the priorities within 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* and *our deliverables*. This perspective shows the strategies and policies that guide our work, and the capability and capacity that enables 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 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 that have been developed in consultation with the sector.

- *Investment Strategy Te Ara Whakamua 2018–2023*: Is guiding our overall arts investment over the next five years to ensure we build an investment portfolio to meet the future needs of the arts in Aotearoa.
- *Te Hā o ngā Toi/Ngā Toi Māori Strategy 2019–2024*: A ‘by Māori for Aotearoa’ Māori arts strategy which 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 as a creative resource for New Zealand.

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 are what we do to achieve our goals and contribute to our outcomes. We’re proposing adding a deliverable, focused on **Leadership in the arts** to our three current deliverables of **Investing in the arts**, **Developing the arts** and **Advocating for the arts**.

Leadership in the arts refers to the role we play in providing leadership to ensure the arts sector is well positioned to respond to challenges and change. Our activities that align with this deliverable include:

- Convening the sector to discuss issues, goals and recent work through events such as Nui te Kōrero and the Pacific Arts Summit.
- The research, strategies and policies we develop that seek to advance the arts.
- Where our expertise and mana as a national organisation is sought, such as our involvement in the development of city, district and regional arts strategies, and providing advice to government on matters affecting our functions.
- Consistent with our legislative mandate, upholding and promoting the rights of artists and the right of persons to freedom in the practice of the arts.

Questions

- Do you agree with adding the deliverable *Leadership in the arts*?
- Are there any activities we are not doing now that you think we should be doing in a leadership capacity?



Sector perspective

The sector perspective describes who we work with, and the other players that 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.

We’re continuing to grow our relationships with investors and partners who recognise the value of the arts. This includes central government agencies, local government, philanthropic trusts, iwi/Māori, Pasifika groups, patrons, volunteers and the wider creative sector.

Our proposed new goals

Our goals describe our focus for the next 10 years from 2019 to 2029.

There are four proposed goals that align with the four perspectives described above. Through these goals, we aim to strengthen and grow each of the segments of the chain over time, increasing the overall value we create for New Zealanders.

We achieve these goals through the services we provide, our deliverables, **Investing in the arts**, **Developing the arts** and **Advocating for the arts**, and the proposed new deliverable, **Leadership in the arts**.



Outcomes and value perspective

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

What might this mean for us?

- 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?

The work we’ve done to implement the public value model, alongside the development of the Living Standards Framework, has prompted us to consider the value our work creates for New Zealanders. This represents a shift from a narrower focus on inputs, outputs and outcomes.

We believe this shift will enable us to better articulate the case for the arts, and thereby develop a broader-based recognition of the contribution the arts can make to the wellbeing of New Zealanders.

We hope that this recognition will lead to greater support and resources to promote a thriving arts sector in New Zealand.

Internationally there's a growing body of evidence around 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.

We have recently boosted our research capacity, and we'll also need to work with others to ensure we have the evidence to advocate effectively.



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 well-being of New Zealanders

What might this mean for us?

- 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 for the arts. We'll do this by ensuring we are a high performing and trusted organisation, and by placing more emphasis on making the case for the arts.

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

We'll continue rolling out our Advocacy Strategy and review this for its currency and alignment with our Investment Strategy. We're also planning to create a small dedicated team that will provide focused attention on our advocacy efforts.



Creative New Zealand perspective

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

What might this mean for us?

- 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?

In order to achieve our vision and outcomes, and enhance the confidence of others, 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 for this period will be on better understanding what we can do to build the resilience of the arts sector, and how we can best deliver to those communities across Aotearoa who 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 hard at what demographic changes will mean for how we deliver our services.

By clarifying our intentions through our new strategies, we're aiming to provide clarity to the sector about what's important to us and where we will invest our resources.



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 might this mean for us?

- 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 creative professionals.
- We'll strengthen our relationships and grow partnerships across the arts sector, government, local government, iwi/Māori, Pasifika groupings, other investors and international partners, to build support for the arts.

Why this goal?

To achieve our vision and outcomes, 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 a key focus through Te Hā o ngā Toi/Ngā Toi Māori Strategy and our Pacific Arts Strategy (hence the use of the Pasifika term, Te Moana-nui-a-Kiva, which is understood as the ocean homeland of Pasifika peoples).

Strengthening the arts sector is a priority, as seen in Ministers' priorities for the Arts, Culture and Heritage portfolio (ie, *The cultural sector is supported and growing sustainably*) and our proposed new outcome (ie, *Stronger arts sector*).

Building resilience will be a key focus. Over this period we'll release research into the sustainability of careers for creative professionals. This will provide us with useful evidence to help us think about how

we can best support artists and arts practitioners in their careers. We'll also continue to work with central government to support the Government's priority on cultural sector sustainability.

Questions

- Do you agree that the four goals fairly reflect where our focus should be?
- Please rank the four goals in order of importance.
- Are there any gaps in the four goals?

How our work links to government priorities

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

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.

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

We've also sought to align the value we create with the Treasury's Living Standards Framework which represents a high-level way to measure and analyse inter-generational 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 broader 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 by the Treasury on the *Cultural identity* wellbeing domain, as well as how the framework can better express and represent a Te Ao Māori perspective. It is expected that changes will be made to the framework over time, including reflecting further work in these areas.

Our strategic direction diagram (page 5) shows how we've aligned the value of the work we do through our support for the arts to the wellbeing domains, and through to the capitals of the Living Standards Framework. 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.

You can read more about the Living Standards Framework [here](#).

What are the risks to us meeting our aspirations?

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.

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 (NZLGB). Funding through the NZLGB can vary significantly, as 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 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 to evaluate their effectiveness in consultation with the sector, 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 broader 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 in part why we're planning to adopt a 10-year strategic horizon. We recognise that effective long-term change takes time.

What happens next?

An online questionnaire accompanies this document, and will allow you to provide your feedback. The questionnaire is available at: <https://www.surveymonkey.com/r/cnzstrategy2029>

The questionnaire closes at **5.00 pm on Friday, 29 March 2019**.

If you have any questions about this document or the questionnaire, please feel free to email these to: strategy@creativenz.govt.nz

You can also email any other feedback or comments to that email address, or you can post them to:

Creative New Zealand
PO Box 3806
Wellington 6140

The Arts Council will consider your feedback in April 2019. Your input will contribute to the Arts Council developing a draft Statement of Intent 2019–2029 and draft Statement of Performance Expectations 2019/20 (the first annual plan under the new strategy).

The Associate Minister for Arts, Culture and Heritage will provide feedback on these draft documents in May 2019. The Arts Council will then consider this feedback and work to finalise the documents, in time for them to take effect on 1 July 2019.