

Creative New Zealand

Chief Executive Role Description

V8

9.10.23

Creative New Zealand is the national arts development agency developing, investing in and advocating for the arts.

Creative New Zealand is the operating entity of the Arts Council of New Zealand Toi Aotearoa.

It operates under the provisions of the Arts Council of New Zealand Toi Aotearoa Act 2014 which states its purpose as ‘to encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders.’

The Arts Council of New Zealand Toi Aotearoa is designated an autonomous Crown entity under the Crown Entities Act 2004 and as such is part of the State sector.

Creative New Zealand’s support for the development of the New Zealand arts sector is provided primarily through our funding programmes. We also deliver a range of programmes to build the capability of artists and arts organisations, and to advocate for the arts.

Creative New Zealand’s vision is for dynamic and resilient New Zealand arts, valued in Aotearoa and internationally.

The size and scope of the Chief Executive role

- The Chief Executive provides visible and collaborative leadership to the arts sector of Aotearoa.
- The Chief Executive has financial responsibility for an annual budget of approximately \$80m, with operating costs of approximately \$11m per annum.¹
- The Chief Executive is responsible for the establishment of operational (management-level) policies, rules and guidelines.
- The Chief Executive leads an organisation with approximately 70 FTE staff working both remotely nationwide, and from offices in Auckland and Wellington (head office).
- The Chief Executive leads a Senior Leadership Team (SLT) of 7 direct reports.
- The Chief Executive reports to the Arts Council Chair and provides proactive support to the Arts Council and its committees (currently being Audit and Risk, Kōmiti Māori and People and Culture), and engages in collaborative leadership alongside the Arts Council.
 - Manages SLT and staff in their interactions with Council.
 - Provides advice to the Arts Council in both a responsive and a proactive manner i.e. anticipating the needs of Council.
 - Reports to and consults with the Arts Council.
 - Negotiates the annual work programme with the Arts Council.
- The Chief Executive works with the Chair to earn and maintain the respect of the Minister, and Ministry for Culture and Heritage by being the interface between Management, Council and the authorising environment.

¹ Turnover and financial responsibility,— source from 22/23 budget

- 22/23 annual budget approx \$80m, comprising
- \$54m from NZLGB
- \$17m Crown revenue
- \$8.1m crown special projects (Pasifika, Mātauranga Māori, Cultural sector capability)
- \$600k interest

Operating costs : approx \$11m pa

- The Chief Executive protects and enhances the reputation of Creative New Zealand and is responsible for building and maintaining trust and confidence in the organisation. They are the visible, public face and lead spokesperson for Creative New Zealand Toi Aotearoa on all matters relating to the operations of Toi Aotearoa and on strategic issues for the sector (with the Council Chair as spokesperson for governance-related matters).
- The Chief Executive leads the development of strategic and collaborative relationships with the people and organisations who will advance our purpose, including but not limited to:
 - The Ministry for Culture and Heritage; Mana whenua, particularly enduring relationships with Te Āti Awa, Ngāti Whatua Ōrākei, Taranaki Whānui; Key cultural agencies: Te Papa, NZOA, NZFC, RNZ, Ngā Tāonga; Peers from Crown Entities across the Arts Sector, and other relevant bodies, including the Public Services Commission, Audit New Zealand, Local Government New Zealand, Te Puni Kōkiri, the Ministry for Pacific Peoples ; Practitioners and the leaders of organisations within the Arts Sector that Creative New Zealand serves; International arts bodies as required
- The Chief Executive position is primarily located in Wellington but also includes regular travel for staff and stakeholder engagement nationwide.

The Chief Executive has appropriate qualifications and experience, abilities and skills to perform the role

Qualifications and experience

- Holds an appropriate tertiary qualification.
- Has previous successful experience in a similar strategic senior role, ideally having managed the interface between management and governance in the public sector.
- Has previous successful experience of financial management in a dynamic environment
- Has previous experience of managing organisational change while protecting and strengthening organisational culture and resilience
- Is experienced at leading and engaging with diverse cultures and communities.
- Is experienced at applying principles of Te Ao Māori, tikanga and the Te Tiriti o Waitangi in an organisational context.
- Has a proficient command of Te Reo Māori.

Abilities

- The ability to inspire and lead strategically, and act decisively
- The ability to implement sustainable change
- The ability to influence and persuade in a consultative manner
- The ability to provide clear direction while also being able to respond to changes and reprioritise appropriately
- The ability to manage challenging conversations and situations
- The ability to be a resilient and self-aware leader
- The ability to be forward thinking and outward looking

Skills

- Possesses empathetic people skills with the ability to establish and build on working relationships effectively
- Possesses highly effective communication skills both oral and written at all levels to successfully achieve outcomes.
- Demonstrates a positive, results-targeted and professional approach

The Chief Executive leads by example and upholds our values

The Chief Executive must have the ability to weave and bring together people from diverse backgrounds.

They must:

- demonstrate a passion for the arts and a belief in the public value that they create
- champion diversity and inclusion
- be a champion for the people of the organisation (Creative New Zealand), and practitioners in the sector

Rangatiratanga is the expression of the attributes that the Chief Executive, should possess. These attributes include humility, integrity, honesty, generosity, altruism, diplomacy and manaakitanga.

The Chief Executive should also lead the development of these attributes amongst staff and the people they serve, and ensure that all staff, stakeholders and communities are considered rangatira and treated accordingly.

The Chief Executive demonstrates strong alignment with Creative New Zealand's values

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

Chief Executive Performance Evaluation

The Chief Executive's performance will be assessed against 4 key dimensions:

- Leading people and culture
- Leading strategic change
- Leading partnerships and collaborations
- Leading operational excellence

The KPI's for these are defined as follows:

Lead people and culture

Create and maintain a positive, engaged culture, and strengthen organisational resilience

- Embed the principles* of Te Kaupapa o Toi Aotearoa Ao Māori in the way we work
 - *Whakamana I te Tiriti – giving effect to both Māori sovereignty and partnership aspirations embedded in Te Tiriti
 - *Tuku Rauemi – empower and enable all communities we work with to determine their futures
 - *Mana Aki te Tangata- amplify reciprocity and wellbeing internally and externally
- Ensure the health, safety and well-being of the organisation and its people
- Develop a strong, united SLT by providing clear goal setting, coaching and feedback, and leadership development.
- Create and maintain a constructive, collaborative relationship between the CE and Senior Leadership Team, and the Arts Council, it's Chair and the Chairs and members its committees – Kōmiti Māori, Audit & Risk, People and Culture.

Lead strategic change

- Lead an ongoing arts eco-system change to a practitioner sustainability model
 - Champion a fairer deal for practitioners across the arts sector and public cultural investment system
 - Build the partnerships and coalitions needed for ecosystem change
 - Take the sector with us
- Change the way we work
 - Reduce strategic complexity to align with practitioner sustainability
 - Modernise our operating models
 - Embed human-centric co-design
 - Redesign and implement a new approach to contestable funding
 - Develop an investment agenda
- Define our response to Tiriti o Waitangi

Lead partnerships and collaborations

- Lead the development of strategic and collaborative relationships with the people and organisations who will advance our purpose.

Lead operational excellence

- Operate within Council approved budget and key operational policies i.e. operational efficiency and reserves policies.
- Make decisions in accordance with the delegations established by the Arts Council.
- Meet all compliance and reporting requirements.
- Maintain and improve Audit New Zealand's rating.
- Establish operational (management-level) policies, rules and guidelines.

The weightings of these will be reset at the beginning of each financial year.

Chief Executive Performance Evaluation Framework

1 July 2023 – 30 June 2024

Dimension & Weighting	KPI	Measure
Lead people & culture (30%)	<ul style="list-style-type: none"> Develop <i>Te Kaupapa o Toi Aotearoa as our</i> foundation and embed the principles in the way we work: <ul style="list-style-type: none"> <i>Whakamana I te Tiriti</i>: <ul style="list-style-type: none"> Define our response to Tiriti o Waitangi Give effect to both Māori sovereignty and partnership aspirations embedded in Te Tiriti <i>Tuku Rauemi</i> – empower and enable all communities we work with to determine their futures <i>Mana Aki te Tangata</i>- amplify reciprocity and wellbeing internally and externally A positive, engaged culture, and resilient organisation 	<ul style="list-style-type: none"> <i>Change Programme project milestones and measures are defined and in place by January 2023. Ensure approach is values-based and collaborative with Council and kaimahi.</i> <i>Surveys are undertaken with at least 80% of kaimahi answering neutral or better on how the Change Programme mahi is progressing.</i> <i>The Arts Council and its Committees have opportunities to engage in this mahi, including collective development opportunities at Council meetings and wānanga throughout the year.</i>
	<ul style="list-style-type: none"> Ensure the health, safety and well-being (HS&W) of the organisation and its people (<i>Links to Mana Aki te Tangata- amplify reciprocity and wellbeing internally and externally</i>) 	<ul style="list-style-type: none"> <i>A HS&W programme is in place.</i> <i>HS&W critical risks are managed appropriately.</i> <i>Pulse survey(s) shows that at least 80% of kaimahi answer neutral or better to the question, “The organisation cares about the HS&W of its kaimahi”.</i>
	<ul style="list-style-type: none"> Develop a strong, united SLT. (<i>Links to a positive, engaged culture, and resilient organisation</i>). 	<ul style="list-style-type: none"> <i>Redefine how SLT should work in this new environment and implement agreed plan. There is a plan in place by 1 January 2024 with key milestones and measures.</i> <i>Positive feedback from the Arts Council on SLT’s response to the Council’s Expectations of Values of SLT by 30 June 2024.</i> <i>Annual 360 feedback (shows strong leadership, high trust, displays insights and sound judgement, drives the work of Te Kaupapa).</i>

	<ul style="list-style-type: none"> • A constructive, collaborative relationship with the Arts Council, its Chair and the Chairs and members of its Committees (<i>Links to a positive, engaged culture, and resilient organisation</i>). 	<ul style="list-style-type: none"> • Annual 360 feedback (<i>shows strong leadership, high trust, displays insights and sound judgement, drives the work of Te Kaupapa</i>). • The Arts Council Chair is kept informed of key issues and opportunities facing the organisation. • There is a high degree of engagement by the Chief Executive at Council meetings, and, where appropriate, Council Committee meetings, evidenced by positive feedback from meeting Chairs. • The succession plan of the new Arts Council Chair and Deputy Chair is in place by February 2024. Assist the Ministry for Culture and Heritage with the appointment process. • Arts Council and Committee are prepared in a timely manner for meetings.
Lead strategic change (30%)	<ul style="list-style-type: none"> • Lead an arts eco-system change to a practitioner sustainability model (<i>Links to Tuku Rauemi – empower and enable all communities we work with to determine their futures</i>) 	<ul style="list-style-type: none"> • The wider Lead arts eco-system change project is on hold while we focus on ‘Change the Way we Work’, and, ‘Develop Te Kaupapa o Toi Aotearoa’. • There are strong relationships (evidenced by their good engagement and understanding) with the (new) external authorising environment.
	<ul style="list-style-type: none"> • Change the Way we Work: first focusing on the review of contestable project funding, followed by the investment programmes (<i>Links to Tuku Rauemi – empower and enable all communities we work with to determine their futures</i>). 	<ul style="list-style-type: none"> • Project milestones and measures are defined and in place for the Change Programme by December 2023. • Ensure approach is values-based and collaborative with Council and kaimahi. • Pulse surveys with at least 80% of kaimahi answering neutral or better to these areas of work. • The Arts Council has opportunities to engage in this mahi, including collective development opportunities at Council meetings and wānanga throughout the year.

Lead partnerships & collaborations (20%)	<ul style="list-style-type: none"> Develop strategic and collaborative relationships with the people and organisations who will advance our purpose. <i>(Links to Tuku Rauemi – empower and enable all communities we work with to determine their futures).</i> 	<ul style="list-style-type: none"> <i>Identify nature and the number of key relationship targets to be maintained or developed.</i> <i>As above, 360 feedback from sector and partners shows strong leadership, high trust, displays insights and sound judgement.</i>
Lead operational excellence (20%) (In addition to 'Lead People and Culture – see above)	<ul style="list-style-type: none"> Prepare the organisation for a more austere shorter term financial future. 	<ul style="list-style-type: none"> <i>Re-orientate and strategically re-prioritise our value proposition around the value chain for 2024/25 when we have less money.</i>
	<ul style="list-style-type: none"> Operate within Council approved budget and key operational policies. 	<ul style="list-style-type: none"> <i>Policies adhered to and developed as agreed.</i>
	<ul style="list-style-type: none"> Make decisions in accordance with the delegations established by the Arts Council 	<ul style="list-style-type: none"> <i>Budgets reflects the changing financial context we are now in, with appropriate and timely Council and Committee input.</i> <i>The Arts Council has opportunities to engage in this mahi, including collective development opportunities at Council meetings and wānanga throughout the year.</i>
	<ul style="list-style-type: none"> Meet all compliance and reporting requirements. 	<ul style="list-style-type: none"> <i>Maintain and improve audit 'ESCO' (environment, systems, and controls) ratings</i>
100%		

Performance Review Process and Timing

1. The CE's performance will be reviewed:
 - a. 6 monthly: Late November-early December – interim performance review
 - i. The Chair and People and Culture Committee will conduct this review following consultation with Council
 - b. Annually: May-June – full performance and remuneration review (if permitted under PSC guidelines, and unless a multi-year remuneration agreement is in place)
 - i. Surveys and 360 interviews will take place at this time, the People and Culture Committee will analyse these and present recommendations to Council at its nearest meeting
2. The CE's performance objectives for the following year will be set at the same time as the May-June full review.

Signature
Chief Executive
Date:

Signature
Council Chair
Date:

Signature
People and Culture
Committee Chair
Date:

Towards a Sustainable Future: Our Change Programme

- Articulate the vision and story
- Champion a fairer deal for practitioners across the arts sector and public cultural investment system
- Build the partnerships and coalitions needed for ecosystem change
- Take the sector with us

Te Kaupapa Principles:

- **Whakamana i te Tiriti**
Give effect to both Māori sovereignty and partnership aspirations embedded in Te Tiriti
- **Tuku Rauemi**
Empower and enable the communities we work with to determine their futures
- **Mana Aki i te Tangata**
Amplify reciprocity and wellbeing internally and externally

Lead arts
eco system
change

Develop Te
Kaupapa o Toi
Aotearoa as our
foundation

Change the
way we work
and what the
work is

- Reduce strategic complexity to align with practitioner sustainability
- Modernise our operating models
- Embed human-centric co-design
- Redesign and implement a new approach to contestable funding
- Develop an investment agenda

- Develop our internal culture
- Embed the principles of Te Kaupapa in the way we work, and in our governance practices
- Define our response to Te Tiriti o Waitangi

Our Future Island

He mana toi, he mana tangata
Resilient and sustainable art
practitioners and communities

Respected
Secure Confident
Valued Certain
Optimistic

