

Tū Mai Rā, Toi Aotearoa

Te haerenga ki 2040
Our journey to 2040

DRAFT STRATEGY

March 2025

We are **Creative New Zealand Toi Aotearoa**, the national arts development agency of **Aotearoa New Zealand**

Tū Mai Rā, Toi Aotearoa is our long-term strategy, setting out **te haerenga, our journey**, to 2040



Ngā tūāpapa, our foundations, are strong and enduring, giving us the mandate to do what we do.

- We have a rich **whakapapa**, dating back to 1964.
- **Te pūtake, our purpose**, is to: **Encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders**

Te waka hourua, our organisation, is how we're moving ahead – the waka represents different aspirations and worldviews coming together, for a common good.

- **Ngā tangata, our people**, are at the heart of our organisation – they're who we are, guided by our values in all we do.
- **Ngā mahi, our work**, supports the arts community and improves the lives of New Zealanders – it's what we do every day.
- **Te huarahi, our approach**, reflects our people and our work – it's how we do things and how we see the world.

Te wāheke, our future, is rich with potential: a journey that's always evolving as we head towards 2040.

- **Moemoemā, our vision** for the future is:
 - The arts and ngā toi are flourishing: created by an empowered arts community, sought after globally and enriching all our lives**
- **Ngā aronga, our goals**, are what we want to achieve long term, as we respond to our context.
 - **Empowered communities**
 - **Thriving artists, ringatoi and practitioners**
 - **He mana toi, he mana tangata**
 - **Inspired New Zealanders**
 - **A valued arts development agency**

Ngā ihirangi

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Tū Mai Rā, Toi Aotearoa

Tū mai rā, Toi Aotearoa
ki te ao hurihuri
hahana atu
whakaniko tōku whare kōrero.

Ko Tāne manahau
i te kete aronui,
whātoro te whanaketanga
ki te hononga tīpuna.

Uruuru ki te māiatanga
mō ngā hapori,
whakamaui, whakamaui kia tina
i ngā whakaritenga,
te āwhina me te akina,
ki te hononga, hononga whenua.

Stand proudly, Toi Aotearoa
in this ever-changing world,
blaze the pathway,
beautify my house of dialogue.

Tane the resilient
brought about responsibility,
extended are the arms of development
to the past.

Enter into the potential
of the communities,
maintain the balance
through support and advocacy,
keeping us anchored to Papatūānuku.

Our waiata – **Tū Mai Rā, Toi Aotearoa** – was composed by Arts Council member Kura Moeahu in 2019. The mātauranga woven through it helps us acknowledge where we've been, speaks to who we are now and invites us to embrace the journey that lies ahead. It's the name of this strategy, which covers our journey to 2040.

Te haerenga ki 2040

Our journey to 2040

Tū Mai Rā, Toi Aotearoa is the long-term strategy for Creative New Zealand Toi Aotearoa.

It's a call to action. A call for us and a call for the arts community and communities around the country, to stand up and blaze a pathway confidently and creatively. It's an invitation to redefine the limitless potential of the arts and ngā toi – their unique identity and expression, here in Aotearoa New Zealand and out to the world.

We're proud to have supported the arts community since 1964, helping artists and creatives bring ngā toi and the arts to life. New Zealanders feel the benefits of this every day – the arts and ngā toi lift our wellbeing, connect our communities and build a more prosperous country.

As we navigate to 2040, we have a new vision and a new set of goals. We want to see ngā toi and the arts flourishing, created by an empowered arts community, sought after globally and enriching all our lives.

For this to happen, things need to change. Communities need to be empowered to make decisions about the arts and ngā toi closest to them. Artists, ringatoi and practitioners need better working lives – richly supported so they can create innovative and inspirational work, here and globally.

Let's embrace the things that make Aotearoa New Zealand unique. Ngā toi Māori are taonga, to be nurtured and uplifted today and for the generations to come. We want them to be vibrant, visible and vital – they're found nowhere else. Pacific arts and the arts of our diverse communities are also a rich part of our nation's story, and its future, to be embraced and supported by all.

Moving towards the future we want means we'll need to change. This includes how we work, the kinds of relationships we have and where we invest our resources to achieve our aspirations. While this strategy sets out our direction for the long term, we'll be anchoring the changes we want to see across three five-year periods to 2040, with specific priorities and actions for each period.

We're excited and energised for the journey ahead – ngā mihi nunui.

Tēnā te ngaru whati, tēnā te ngaru puku

There is a wave that breaks, there is a wave that swells

Te wāheke

Our future

Te wāheke, our future, sets a course that will evolve as we move towards 2040. This will be a significant moment for Aotearoa New Zealand, with the bicentenary of the signing of Te Tiriti o Waitangi. At that point, we'll be just over 75 years on from our founding and, as we have since 1964, continuing to strive for a better future for the arts and ngā toi, the arts community and for New Zealanders.

Moemoeā, Our vision

Our vision reflects our ambitions for the arts and ngā toi, for the arts community, and for a life for New Zealanders that's filled with creativity.

Our vision for 2040 is:

The arts and ngā toi are flourishing: created by an empowered arts community, sought after globally and enriching all our lives.

Our vision for flourishing arts and ngā toi reaches beyond the inherent joy and worth of artistic expression. It imagines a society where innovation, inspiration and cultural vibrancy are woven into the fabric of everyday life, all stemming from the wellspring of ngā toi and the arts.

There are no arts and ngā toi without artists, ringatoi and practitioners – they need to flourish too. So too do the many groups and organisations, in the arts community and beyond, that make ngā toi and the arts happen. We want to see a healthy, empowered arts community and wider arts ecosystem, where people are thriving and relationships are strong, leading to positive change.

We need to embrace everything about ngā toi and the arts that makes them unique to this place, reflecting our foundational commitments to ngā toi Māori, Pacific arts and the arts of culturally diverse communities.

We see a future where the transformative power of the arts and ngā toi enriches the lives of all New Zealanders. In turn, this fosters a nation that's culturally confident and globally influential, taking pride in the inspiring toi and art that our communities create.

Ngā aronga, Our goals

Pursuing and achieving our long-term goals is how we'll reach our vision. We have five goals to 2040.

- **Empowered communities**, making decisions on the arts and ngā toi closest to them, from a bigger support base.

Communities, including the arts community and those around them, are vital for our arts and ngā toi to develop and grow. More community decision-making will help support the needs of artists, ringatoi and practitioners better, closer to their own homes and practices. For groups and organisations, they'll be able to be supported in ways that are more connected and relevant to the context of their work.

The support base for the arts and ngā toi needs to strengthen and grow alongside this, with the right system settings in place for transformational change to happen. This will give us the healthier, better resourced arts ecosystem that's vital for long-term success – locally, nationally and globally.

- **Thriving artists, ringatoi and practitioners**, with viable creative careers, supported by a healthy arts infrastructure.

It needs to be easier for ringatoi, artists and practitioners to make a fair living and have sustainable working lives. They need time, space, energy and resources to create high quality arts and ngā toi, including ngā toi Māori, Pacific arts and the arts of culturally diverse communities.

Funding is currently scarce and, for many, creative work makes up only a portion of incomes. A healthy arts infrastructure, including strong arts organisations and groups, is essential for viable creative careers. It enables people to achieve their potential and grows a more sustainable wider arts ecosystem.

- **He mana toi, he mana tangata** – thriving and highly visible ngā toi Māori, valued in Aotearoa and around the world.

Ngā toi Māori, including te reo and mātauranga, are taonga unique to Aotearoa New Zealand – brought to life by tangata whenua and sought after worldwide. Ngā toi Māori contributes to our wellbeing and connects us with our environment, communities, history and whakapapa. It helps define who we are as a nation and elevates our international reputation.

Working in partnership with ringatoi, Māori arts collectives, hapū and iwi, we'll strengthen the infrastructure for ngā toi Māori, ensuring mana ōrite so that ngā toi Māori is sustained and can flourish for future generations.

- **Inspired New Zealanders**, embracing the arts and ngā toi every day.

While most New Zealanders feel the arts matter, and engagement is good, more can be done – more people valuing the arts and ngā toi, and more people prioritising them as essential parts of their lives. This creates a positive environment where the power of ngā toi and the arts is appreciated, the arts community is better supported and the arts and ngā toi flourish.

Aotearoa New Zealand will be a different place in 2040 – we'll adapt to changes across society, the economy, our culture and the environment. Changing as the country changes will keep our work relevant and ensure the diversity of our arts, toi, cultures and communities are visible, accessible and supported.

- **A valued arts development agency**, leading with impact and delivering for Aotearoa New Zealand.

To deliver to our strategic intentions, we need to be rapidly fit-for-purpose. With demand for our support higher than ever, we'll need to work differently to bring about real change.

This means building robust systems to fund and support the best arts and ngā toi, growing our leadership role, sharing and acting on strategic insights, and being a catalyst for positive change across the wider arts ecosystem. We also need to be effective and efficient in our work, to add more value and keep building the trust and confidence that others have in us.

These five goals serve as the bridge between where we are now and where we want to be by 2040. Our goals respond to our current context and where we see things heading. Our context presents challenges but also shows opportunities to make things better.

From where we are in 2025:

- it's hard for artists and organisations to make a living from the arts and ngā toi – livelihoods are often unstable and uncertain, and rapid technological change is presenting new challenges
- the arts community – creators, presenters and supporters alike – is under sustained pressure, made harder by prevailing economic conditions

- the wider arts ecosystem and infrastructure is fragile, with many one-to-one relationships and patchy ‘connective tissue’
- public attitudes and engagement are strong compared to other countries, but the arts and ngā toi are on the margins.

Responding to our context and working to achieve our goals means we’ll have to change what we do and how we do it. We need to shift:

- from a broad investment focus to a focus on what it is that we can uniquely do
- from supporting arts activities to supporting people
- from centralised decision-making to devolving decision-making closer to communities
- from a principal focus on funding to a more balanced approach that includes more leadership, influencing and innovation
- from a model that largely focuses on one-to-one funding, to one that builds and deepens relationships, partnerships and networks, leverages and harnesses the resources of others, and builds the support base
- from processes and ways of working that are often transactional, to driving efficiencies that enable us to focus on more relational work, adding greater value.

As we chart our course, we’ll also consider the strategic directions set by government including through *Amplify*, the new national creative and cultural strategy for 2025 to 2030.

Te waka hourua

Our organisation

Te waka hourua, our organisation, is powered by people with different skills, experience and worldviews, coming together to carry out our work and achieve our goals.

On our journey, we liken Creative New Zealand to a **waka hourua** – a traditional double-hulled sailing vessel, used to navigate great distances. The two hiwi (hulls) of the waka hourua are bound together by kīato (crossbeams), with the papa noho being the space between the hiwi.

The waka hourua helps us recognise that in much of our work, different perspectives, worldviews and approaches exist. Both hulls are essential – each has equal standing and is bound to the other, and there’s much to be gained from exploring our differences in the papa noho.

Reaching the future we want requires us to strengthen our waka. This means continuing to implement Te Tiriti o Waitangi in our work supporting the arts and ngā toi Māori. It means remaining committed to serving our arts community and Aotearoa New Zealand.

Ngā tāngata, Our people

Our people guide our work. They have a deep commitment to the arts and ngā toi, and to making a meaningful difference to people’s lives.

As an organisation, we’re governed by the Arts Council and we rely on our skilled, diverse staff to deliver our work and achieve our goals. Members of the arts community also help us do this, including our valued peer assessors and advisory group members.

We celebrate the contributions of everyone who’s been with us in the past, and we mihi to those who will join us on our journey in the future.

Our values, ngā whanonga pono, reflect how we work – with each other, with the arts community and with others.

- **Āwhinatia—Strengthen and support**
We’re inclusive and supportive, we’re responsible and accountable for the things we do, and we act with integrity.
- **Honotia—Connect and grow**
We foster a culture of collaboration and respect, building valued connections with each other and those we work with.
- **Māiatia—Have courage and confidence**
We stand tall, strive for excellence and embrace the future with optimism.

Ngā mahi, Our work

Our work directly supports Aotearoa New Zealand’s arts community. As the national arts development agency, we’re part of this community too.

Since 1994, we’ve invested over \$1.6 billion in the arts community, helping our artistic, cultural and creative landscape to flourish. This investment

recognises the vital role the arts and ngā toi play in strengthening our communities and enriching our lives.

As we move towards 2040, we'll actively rebalance our work, investing more of our resources into where we can make the biggest difference for the arts community. We're well known for our funding work and that's where most of our resources currently go. We also work in development, advocacy, partnership and leadership spaces too. The greatest potential for growth lies in a broad, well-balanced programme of work that reflects our vision and goals, guided by our approach.

The resources we have determine what we're able to achieve. Around three-quarters of our public funding comes from the New Zealand Lottery Grants Board Te Puna Tahua, with the rest coming from government. New Zealanders support public funding of the arts and ngā toi, by both central and local government, and positive sentiment is growing over time.

We'll ensure we use our resources most effectively to support our goals. To achieve better value for ngā toi and the arts, we'll need to grow the wider resource base. This will require us to work differently and to look beyond traditional supporters, towards new opportunities.

Te huarahi, Our approach

Our approach shapes what we achieve and how people experience what we do – the 'how' is just as important as the 'what'.

Consistent with the waka hourua, we embrace a 'by, with and for' approach, involving others more and more in our policy, programme design and decision-making work. This supports our aim of empowering communities to determine their own futures – **tuku rauemi** (handing over resources).

A reciprocal approach lifts the quality and impact of our work and is more rewarding for us and the arts community – **mana aki i te tangata** (lifting up the mana of the people). We also aim to be more artist- and people-centric in our approach.

We uphold the mana of Te Tiriti o Waitangi – **whakamana i Te Tiriti**. We see Te Tiriti o Waitangi as a foundation for all people who call Aotearoa New Zealand home – tangata whenua and tangata Tiriti. This means that, as a Te Tiriti implementing organisation, Te Tiriti is central to the way we work and

what we do to support ringatoi, artists and practitioners, ngā toi Māori, and the arts and communities more broadly.

Our Act sets out the principles we operate under. Along with **recognising in the arts the role of Māori as tangata whenua**, we **recognise Pacific arts** (‘the arts of the Pacific Island peoples of New Zealand’) and the **cultural diversity of the people of New Zealand**.

Our Act also has principles around **participation, access, excellence and innovation, professionalism, and advocacy**.

Ngā tūāpapa Our foundations

Te tūāpapa, our foundations, are strong and enduring, giving us the mandate to do what we do.

Our whakapapa

Our whakapapa goes back to 1964, when we were established as the Queen Elizabeth II Arts Council.

Over the past six decades, our role has changed and grown. Ngā toi Māori and Pacific arts were formally recognised in our legislation in the mid-1970s. We became Creative New Zealand in 1994, and our 2014 legislation united the Arts Council with Te Waka Toi and the Arts Board, along with the Pacific Arts Committee.

Te pūtake, Our purpose

Our purpose is set out in our Act: we’re here to **encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders**.

To encourage, promote and support: These words span the range of our work, helping the arts and ngā toi, artists, ringatoi and practitioners, and arts communities thrive. They speak to our role in helping sustain and grow the arts and ngā toi, including working with others to achieve more.

... the arts in New Zealand: The arts and ngā toi cover a wide range of creative expression. We talk about them in terms of artforms and genre, like theatre, music, dance, literature, visual arts, and craft and object art, and in broader

terms like ngā toi Māori, Pacific arts and the arts of the diverse cultures of New Zealand.

... for the benefit of all New Zealanders: The arts and ngā toi bring a wide range of benefits to people's lives, including boosting physical and mental wellbeing, connecting whānau and communities, growing careers and the economy, and helping us appreciate the environment. To us, New Zealanders means all the peoples of Aotearoa New Zealand and those who've chosen to call this place home.

Papakupu Glossary

Source: *Te Aka Māori Dictionary* – maoridictionary.co.nz

Aronga: purpose, direction, focus, interest

Āwhina: to assist, help, support, benefit

Hapū: kinship group, clan, tribe, subtribe

Haerenga: journey, trip

Hono: to join, connect

Hononga: union, connection, relationship, bond

Huarahi: path, way, method

Iwi: extended kinship group, tribe, nation, people, nationality

Māia: be brave, bold, capable, confident

Mahi: work, job, function

Mana: prestige, authority, control, power, influence, status, spiritual power

Mana ōrite: equality

Mātauranga: knowledge, wisdom, understanding, skill

Moemoeā: vision, dream

Ngā toi: arts, knowledge – *also includes the intrinsic wellbeing that comes from these*

Ngā toi Māori: Māori arts, knowledge

Rauemi: resource

Ringatoi: artists – *more broadly, ‘those who work with their hands’*

Pūtake: purpose, reason, cause, origin, root, source, beginning

Tangata/Tāngata: person/people, persons, human beings

Tangata whenua: local people, indigenous people, ‘people born of the whenua’ (ie, of the land where their ancestors have lived and their placenta (whenua) are buried)

Tangata Tiriti: all non-Māori citizens and residents of Aotearoa New Zealand

Taonga: treasure, anything prized – applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques

Te Tiriti o Waitangi: the Māori language version of the Treaty of Waitangi

Tikanga: correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol

Toi: art, knowledge

Tūāpapa: foundation, platform, flat rock, dias

Tū mai rā, Toi Aotearoa: ‘Stand proudly, Creative New Zealand’

Wāheke: future time, future tense

Waka hourua: twin-hulled voyaging canoe

Whakamana: give authority or effect to, confirm, enable, empower, enact

Whakapapa: genealogy, genealogical table, lineage, descent

Whanonga pono: values, principles

Whenua: country, land, nation, state