

Tū Mai Rā, Toi Aotearoa

Te haerenga ki 2040
Our journey to 2040

DISCUSSION PAPER

March 2025

Ngā mihi nunui

Greetings and thanks

E ngā mana, e ngā reo, e ngā iwi, rau rangatira mā – tēnā koutou katoa.

Supported by Creative New Zealand Toi Aotearoa whānau, the Arts Council is developing a **new long-term strategy for our organisation**. We're planning to have our new strategy in place for 1 July 2025.

We're eager to hear your views on our draft strategy – from wherever you are across the arts community, including supporters and partners, and from everyone who calls Aotearoa New Zealand home.

Thanks in advance for your help – nau mai, piki mai!

Tēnā te ngaru whati, tēnā te ngaru puku

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

Whakahoki o whakaaro

Let us know your thoughts

You can read our draft strategy here, which should take about 15–20 minutes: creativenz.govt.nz/about-creative-nz/corporate-documents/tu-mai-ra-toi-aotearoa-te-haerenga-ki-2040

We're particularly keen to hear your thoughts on our proposed **vision** and long-term **goals** to 2040, and we have some questions for you about these. Any comments or suggestions you may have on other parts of our strategy are welcome too.

You can give us your feedback by:

- completing our online survey at: surveymonkey.com/r/Strategy2040
- emailing us at: strategy@creativenz.govt.nz
- or both.

You can also join one of our online sessions to hear more about the strategy. Details are on our website at: creativenz.govt.nz/news-and-blog/2025/03/12/02/36/11/have-your-say-on-creative-new-zealands-long-term-strategy

We need your feedback please by **11.59 pm on Sunday, 6 April 2025**.

All information you provide will be held safely in accordance with Creative New Zealand's [Privacy Policy](#). No individual or organisation will be identified in the survey results or in the analysis of survey responses. Summarised anonymous results may be released under the Official Information Act 1982.

Mō te rautaki

About our strategy

We plan to call our strategy **Tū Mai Ra, Toi Aotearoa**. This is the name of our waiata too – it speaks to where we've been and who we are now, and it invites us to embrace the journey that lies ahead.

The draft strategy has three parts.

- **Te wāheke, Our future** – covering our vision to 2040 and our long-term goals, along with our context and the shifts we're looking to make.
- **Te waka hourua, Our organisation** – covering our waka hourua model, our people (including our values), our work and our approach.
- **Ngā tūāpapa, Our foundations** – covering our whakapapa and our purpose.

We're looking at a 15-year horizon for our strategy, to 2040. Having a long-term strategy helps us plan for the important things that lie ahead, supporting the arts community and the arts and ngā toi thrive.

Our long-term strategy will be supported by five-year Statements of Intent, which are the medium-term strategic documents that all Crown entities prepare. We also have a specific focus on ngā toi Māori and Pacific arts, with dedicated five-year strategies for these.

We'll continue to prepare yearly Statements of Performance Expectations, which are our annual plans. We'll report against these each year in our Annual Reports.

Our draft strategy also acknowledges that a new national creative and cultural strategy, *Amplify*, is being developed by government at the moment. *Amplify* will outline how government will support the creative and cultural sectors to 2030.

Ngā pātai ki a koe

Our questions for you

We're especially interested to hear your thoughts on our proposed new **vision** and **goals**.

If you have thoughts about other parts of our strategy, we'd love to hear these too.

We've tried to keep our questions brief, given we've asked the arts community for quite a bit of feedback in recent years. This includes:

- at the Pacific Arts Summit in October 2022
- at the Future of Arts Development roadshow hui in March/April 2023
- at the Toi Ora Wānanga that looked at insights and actions to strengthen ngā toi Māori in June 2023
- through our survey for arts organisations on the kinds of support that make the biggest impact for them and their communities, in April 2024.

We've started changing what we do and how we work in response to the feedback we've received, with more change to come through our new strategy.

You can read our draft strategy here: creativenz.govt.nz/about-creative-nz/corporate-documents/tu-mai-ra-toi-aotearoa-te-haerenga-ki-2040

Moemoeā, Our vision

Our current vision is for: Dynamic and resilient arts, valued in Aotearoa and internationally.

We're looking at changing this to: **The arts and ngā toi are flourishing: created by an empowered arts community, sought after globally and enriching all our lives.**

The draft strategy has more about what this new vision means for us.

Organisations' visions are subjective things. At a basic level, they should capture the essence of what an organisation is striving for in the medium to long term. Some organisations have longer visions – more in the nature of vision statements – and some have visions of only a few words.

We've tried to strike a balance between the two – bringing our long-standing vision into a more of a 2040 context and reflecting our future ambitions.

We're keen to know what you think, including:

- whether there are things you'd like to see included in the vision, or mentioned in the strategy where we talk about the vision
- whether there are things you think don't need to be there (again, either in the vision or the strategy text).

Our questions for you on our proposed new vision, moemoeā:

- To what extent do you support this vision? (eg, Strongly support; Support; Neither support nor don't support; Don't support).
- Do you have any additional comments or suggestions regarding this vision? (for example, are there things you would like to see included or not included in the vision).

Ngā aronga, Our goals

We're looking at a new set of long-term goals for our strategy. Pursuing and achieving these goals is how we'll reach our vision.

In our current strategy, we have four goals: one for each of the four perspectives of our 10-year strategic direction to 2029 (the Creative New Zealand perspective, the Sector perspective, the Outcomes and value perspective, and the Mana and support perspective).

At the moment we also have three medium-term strategic focus areas, to 2026: Resilience; Access, inclusion and equity; and Wellbeing.

In our new strategy we're suggesting one set of goals for the long-term to 2040.

- **Empowered communities**, making decisions on the arts and ngā toi closest to them, from a bigger support base.
- **Thriving artists, ringatoi and practitioners**, with viable creative careers, supported by a healthy arts infrastructure.
- **He mana toi, he mana tangata** – thriving and highly visible ngā toi Māori, valued in Aotearoa and around the world.

- **Inspired New Zealanders**, embracing the arts and ngā toi every day.
- **A valued arts development agency**, leading with impact and delivering for Aotearoa New Zealand.

We describe each of the five goals in more detail in the draft strategy. These 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 (we describe this in the draft strategy) and where we see things heading. Our context presents challenges but also shows opportunities to make things better.

The goals will be supported by five-year priorities and annual actions which will deliver to these priorities.

As with organisations' vision statements, goals can be subjective things too. There are always choices to be made around what to include, what can be combined, and how the important work that lies ahead can be best reflected. We're proposing a set of five goals, to help maintain focus.

We're keen to know what you think of our proposed goals, both individually and as a collective set, including:

- for each goal, whether there are things that you'd like to see included, or mentioned in the strategy where we talk about the goal
- for each goal, whether there are things you think don't need to be there (again, either in the vision or the strategy text).

Our questions for you on our proposed new goals, ngā aronga:

- To what extent do you support each goal? (eg, Strongly support; Support; Neither support nor don't support; Don't support).
- Do you have any additional comments or suggestions regarding each goal? (for example, are there things you would like to see included or not included in each goal).
- If you were to rank the five goals in order of importance to you (highest to lowest), what would that ranking be?
- Looking at the goals together, are there any other comments or suggestions you wish to add?

While our focus is on getting feedback around the vision and goals, any comments or suggestions you may have on other parts of our strategy are welcome too.

One last question:

- Do you have any other comments on any part of the draft long-term strategy?

Thanks again, in advance, for your feedback and for helping us make our draft strategy better.

As mentioned, we need your feedback please by **11.59 pm on Sunday, 6 April 2025**.

Ngā mihi nunui anō.