



The first Pacific Arts Strategy was published in September 2018, covering the 2018–2023 period. This second strategy, published in July 2023, covers the period 2023–2028.

The strategy was updated in December 2025 to reflect Creative New Zealand's new long-term strategy, Tū Mai Rā, Toi Aotearoa, and Amplify: A Creative and Cultural Strategy for New Zealand.

You can keep up-to-date on the latest Pacific arts news through:



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Front cover image: Mīharo Murihiku Trust.

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Our aspirations for the future of Pacific arts in Aotearoa New Zealand: our vision and outcomes – the difference we want our work to make, informed by the aspirations of the Pacific arts community

Powerful and resilient Pacific arts, led by enterprising and innovative Pasifika people, for Aotearoa, Te Moana-nui-a-Kiwa and the world

Pacific arts are bold and enterprising

Pacific arts are powerfully connected through resilient ecosystems of creative communities

Pacific arts inspire and influence people, everywhere

The areas we'll focus on over the course of this Strategy: working to these guiding stars will help us reach our future aspirations

TAGATA

Pasifika artists and arts practitioners are resourced to develop their practice and deliver outstanding work

VAKA

Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa

MOANA

Meaningful connections, across Aotearoa, Oceania and globally, ensure that Pacific arts are further enriched

VA

An innovative and networked Pacific arts environment exists, so that Pacific arts are strengthened for future success

Kaupapa Pasifika

Mana Pasifika

**CREATIVE NEW ZEALAND
TOI AOTEAROA**

The foundation for our work: how we work and what we do, as the basis for delivering to our focus areas and our future aspirations

How we work:

We work in **Kaupapa Pasifika** ways, recognising the different journeys of Pacific arts communities to uphold **Mana Pasifika** in the arts of Aotearoa New Zealand

What we do:

Through our work we **celebrate, connect, develop and invest** in Pacific arts, by delivering to the Strategy's **priorities for action**

Our Pacific Arts Strategy is a vital and vibrant part of our wider strategic direction, for Creative New Zealand and for the arts in Aotearoa New Zealand

Our vision to 2040

The arts and ngā toi Māori are flourishing: created by a thriving arts community, enriching lives here and around the world

Our long term goals

- Empowered communities
- Thriving artists, ringatoi and practitioners
- He mana toi, he mana tangata
- Powerful and resilient Pacific arts
- Inspired New Zealanders
- A valued arts development agency

Our purpose

To encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders

Mata Ali'i

'The eyes of the chief'
– how we measure the impact of the Pacific Arts Strategy

Our medium-term strategies and our policies

Including our Statement of Intent, Pacific Arts Strategy and Toi Ora Strategy

Amplify: A Creative and Cultural Strategy for New Zealand

The national strategy outlining how government will prioritise support for the creative and cultural sectors to 2030

Our people:

Our people are at the heart of our organisation – they're who we are, guided by our values, ngā whanonga pono, in all we do

Our work:

Our work supports the arts community and improves the lives of New Zealanders – it's what we do every day

Our approach:

Our approach reflects our people and our work—it's how we do things and how we see the world



ASB Polyfest 2023. Photography: Ben Campbell.

From the Moana to the stars

We're thrilled to celebrate the completion and delivery of Creative New Zealand's first ever Pacific Arts Strategy from 2018–2023. Much work has been done but, as ever, there is more to do over the next five years to advance our aspirations for Pacific Arts.

The second Strategy continues our Pacific Arts journey and lays out our strategic direction from 2023 to 2028. The first Strategy was based around Te Moana-nui-a-Kiwa, the Pacific Ocean and our people and cultures – this next Strategy will see our vision 'uplifted from the moana to the stars' as we continue to move Pacific arts to the next phase of our longer-term vision.

This work includes broadening our perspective of our world across the night sky, and our guiding stars that pointed the way for our Pacific Islands ancestors and navigators. The stars help us explore unknown pathways with courage and determination, for a better future for Pasifika peoples and descendants.

The Pacific Arts Strategy's concepts of traditional Pacific navigation, exploration, courage and resilience, provide a cultural framework born of the Pacific region and Aotearoa New Zealand; one which helps us envision our work and aspirations. It requires us to be agile in volatile change and currents, and to adjust our journey, through calm seas and stormy weather such as the Covid-19 pandemic, climate crisis and global upheaval.

In troubled times or unexpected circumstances, the Strategy provides a shining light and a map that allows us to navigate change to continue to deliver to the four strategic fetu of **Tagata, Vaka, Va** and **Moana**. During disruptions, global volatility and closed borders over several years, the Va focus gained more significance and allowed new partnerships and relationships to bloom. These new bonds help to strengthen

the Pacific arts ecosystem and powerfully connect people, communities and opportunities. Activating the #DigitalMoana concept created new ways of working with others, allowing for more innovation and opening new opportunities for community-building, learning, making and connecting.

This second Pacific Arts Strategy for 2023–2028 sets out our strategic priorities for the next five years, taking on board what we've learned and the legacy of our first Strategy. As with the first Strategy, our navigation map has been developed with input, engagement, fono and talanoa with the Pacific arts community, including the feedback we received from the Pacific Arts Summit 2022 in Te Whanganui-a-Tara Wellington. We are also grateful for the feedback received from our final consultation on the draft Strategy in March 2023. This feedback and engagement has provided rich input and endorsement for our Pacific arts **vision**, three **high-level outcomes** and **six priorities** for action.

The Arts Council (Creative New Zealand's governing board) and Creative New Zealand staff wish to thank the many Pacific artists and communities, practitioners, creatives, groups, organisations, partners, government agencies and friends of the arts for their valuable and passionate contribution and input into this Pacific Arts Strategy.

la manuia le fai o le faiva
May the fishing go well



Caren Rangī
Manukura—Chair
Arts Council of New Zealand Toi Aotearoa
April 2023



Mauri ora – Aotearoa me Te Moana-nui-a-Kiwa

Kei aku raukura, kei aku piki kōtuku, kei aku hou amokura. Koutou te mūrau a te tini, te wenerau a te mano. Tēna koutou katoa. He waka whakapapa, he aho mutunga kore, e here nei tātou, me a tātou tikanga, whaipanga, ngā mahere rautaki, te ao mahi toi a te iwi Māori me ngā iwi o Te Moana-nui-a-Kiwa. Ka eke ki te kōrero ra, he waka eke noa tātou.

Māori, tangata whenua of Aotearoa, have ancient whakapapa to the Pacific Islands, from the great voyaging waka of our ancestors to our new home and land in Aotearoa New Zealand. Māori and the people of the Pacific Islands share common cultures, language, arts practices and worldviews, steeped in our shared navigation traditions and shared values. *The Pacific Arts Strategy 2023–2028* aligns with the Arts Council’s overall vision and work for a thriving arts ecosystem in Aotearoa and intersects with our *Toi Ora Strategy* for ngā toi Māori. We thank all the kaimahi, hapori and friends of the arts, culture and creativity who have provided feedback towards our shared work and Kaupapa for Pacific arts over the next five years.



Bonita Bigham and Kura Moeahu

Co-Chairs, Komiti Māori
Arts Council of New Zealand Toi Aotearoa
April 2023



Continuing the journey for the next five years

Creative New Zealand is proud to continue its support of Pacific arts, Pasifika artists and arts practitioners, and Pacific arts groups, collectives, and organisations.

The Pacific arts community continues to make a huge and dynamic contribution to the arts in Aotearoa. Pacific arts, culture and creativity are a major feature of the arts environment and contribute to the cultural, social, economic and environmental wellbeing of Aotearoa New Zealand.

About this Strategy – Our navigation map

We set out our Strategy in two main parts.

- Our **five-year strategic direction** for Pacific arts. We summarise this direction in the diagram on pages 1 and 2, and in the text from page 10, where we talk about how we see our future, the areas we want to focus on over the next five years, and the foundation that supports the Strategy.
- **Our priorities for action.** From page 20 we set out six priorities for action, looking at where we're at now and what we want to see happen by the mid-point of the Strategy (31 December 2025).
 - **Ensuring Pacific arts include our whole village.**
 - **Building leadership and skills development.**
 - **Growing global Pacific arts.**
 - **Growing and deepening strategic partnerships and collaborations.**

- **Building resilience and sustainability.**
- **Helping to address climate change.**

We also outline our current and future investment, and how we plan to deliver to this Strategy, from page 28.

A note on the terms used in this Strategy

By **Pacific arts** we mean the arts of the Pacific Island peoples of New Zealand. These terms come from our legislation, the Arts Council of New Zealand Toi Aotearoa Act 2014, which gives us the mandate to support Pacific arts and empowers us to do what we do.

The **Pacific Island peoples** of New Zealand include all New Zealanders with Pacific Island heritage. The Pacific Islands refers to the islands and nations of Oceania, which include the islands and nations of Micronesia, Melanesia and Polynesia.

We also use other similar words, like **Pasifika**, meaning people living in Aotearoa New Zealand who have Pacific Island heritage. You'll also see terms for the Pacific like **Moana**, **Oceania** and **Te Moana-nui-a-Kiwa**, which many consider to be more inclusive. The term **Moana peoples** is also used by some Pasifika communities, but this may refer only to Polynesia and may not be used by some Melanesian or Micronesian peoples.

Where we've come from – Our whakapapa and legacy

Māori, the tangata whenua of Aotearoa, and people of the Pacific Islands, have a rich history spanning hundreds of years, from the great Polynesian, Micronesian and Melanesian ocean voyages by brave and visionary ancestors. The colonial era in the Pacific Islands – and New Zealand's role later – saw waves of Pasifika migration to Aotearoa, with diverse Pacific peoples now making up 8% of our population (Census 2018). Those who moved here brought Pacific arts, culture and creativity with them, which has contributed to New Zealand's cultural mana and identity as a nation in the vast Pacific region.

Supporting the arts of Pacific Islands peoples in Aotearoa has been an important part of Creative New Zealand's mandate and whakapapa, under the Queen Elizabeth II Arts Council and then the Arts Council of New Zealand Toi Aotearoa.

In 1978, our legislation was amended to establish the Council of Māori and Pacific Arts (MASPAC). MASPAC's functions included keeping the Arts Council informed about the needs of Māori and Pacific arts, and providing advice in respect of Māori and Pacific arts.

A further change came in 1994, with the formation of a dedicated South Pacific Arts Committee, overseeing funding for Pacific arts. Many of our community and cultural leaders served on the Committee, and imagined a prosperous future with opportunities abound for Pacific artists and creatives to thrive, in Aotearoa and internationally.

A new Act came into force in 2014 and the Arts Council governance structure was unified; the Committee was disestablished, but the new look 13-member governing Council was mandated to have a minimum of two Pasifika members.

These roles were initially held by Luamanuvao Dame Winnie Laban (the last Chair of the disestablished Committee in 2014), and Caren Rangī, former Committee member and the Chair of the Arts Council at the launch of this strategy.

Both Dame Winnie and Caren led the development of the first ever Pacific Arts Strategy 2018–2023, with support from the wider Arts Council and Creative New Zealand staff, with extensive and robust fono, talanoa and consultation with our Pacific arts and wider communities.

Over the course of the first Pacific Arts Strategy 2018–2023, there's been a significant increase in new opportunities, reach, engagement, and investment in Pacific arts

This second Strategy will continue to help direct and prioritise Creative New Zealand's investment in Pacific arts over the next five years, informed by a rich legacy and built on our work and learnings from delivering the first Strategy.

Where we're heading – our four guiding stars

This Strategy embraces the essence of Pasifika peoples and cultures, gathered around four focus areas, or guiding stars: **Tagata**, **Vaka**, **Va** and **Moana**. These have been carried forward from the first Pacific Arts Strategy.

Together, the four guiding stars – imbued with the values and concepts of Pasifika peoples – will continue to provide a living map to guide us in a continuing journey, from ancient navigation towards future possibilities.

Embedded in the meaning of these concepts are ways of working that will guide us towards achieving our vision and outcomes, for a longer-term sustainable impact on people, communities and ecosystems. More detail on each of the guiding stars is included from page 12.

As a navigator charts a long voyage under the stars, we'll continue to review and reset our course regularly, so we're agile in an ever-changing environment. Maintaining and strengthening meaningful relationships and regular talanoa with Pasifika artists and communities will help us do this, by always adorning the Va to uphold Mana Pasifika.

TAGATA

The people, the heart of the Strategy.

VAKA

The vessels for our journey and the potential for more vaka to join our growing fleet in the future.

VA

The meaningful spaces between people, places, cultures, time, and dimensions, tangible, and intangible. Adorning this space includes accepting talanoa that may challenge how things are done, to enable new ways and new thinking to emerge, and to innovate for the benefit of Pasifika peoples and wider communities.

MOANA

Te Moana-nui-a-Kiwa, the vast Blue Pacific Ocean homeland of Pasifika peoples that is the fluid bridge between a new home in Aotearoa, other lands and opportunities, and to the #GlobalMoana and #DigitalMoana of new tools and technology.



Matali'i Va'a Festival 2022. Photographer: Toroa Creative.

Our five-year strategic direction

Shown on pages 1 and 2, our strategic direction has three layers.

- **Future aspirations** for the future of Pacific arts: our vision and outcomes.
- **Four focus areas:** our guiding stars.
- **The foundation for our work:** what we do and why we do it.

Our Strategy also connects to the wider strategic direction for Creative New Zealand Toi Aotearoa; it is a vital and vibrant part of where the whole organisation is heading. This relationship is represented on the right hand side of the star field (page 2).

Future aspirations – our vision and outcomes

Our **vision** for the Pacific arts of the future is:



**Powerful and resilient Pacific arts,
led by enterprising and innovative
Pasifika people, for Aotearoa,
Te Moana-nui-a-Kiwa and the world**



This vision covers three important aspects of Pacific arts which are supported in turn by **three outcomes**. These outcomes describe the difference we want our work to make and, along with the vision, have been informed by the aspirations of the Pacific arts community.

Pacific arts are bold and enterprising

Pacific arts are nurtured and nourished through a connected, resilient Pacific arts community in Aotearoa

Pacific arts reach, inspire and are valued by more people and communities, everywhere

Pacific arts practice covers a wide range of contemporary and heritage artforms. Local events and community-based activities are also a significant – but sometimes less acknowledged – feature of the Pacific arts environment. We want our work to help support Pacific arts that are bold and enterprising, and which make a difference to the world around them.

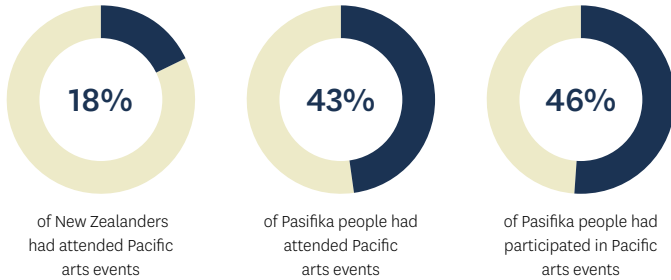
The Pacific arts community is diverse and vibrant but is often clustered in particular areas. It is also without much of the formal infrastructure that supports other areas of arts practice. We want to see Pacific arts powerfully connected by helping to build more resilient ecosystems of creative communities. This can be achieved by supporting the community to engage better, between community members themselves and with funders/supporters who also share an interest in successful Pacific arts.

We want our work to help the unique voice of Pacific arts inspire and influence people – in Aotearoa New Zealand, across the Moana and around the world. Building understanding and a deeper sense of the wider value Pacific arts bring to our lives will also be important.

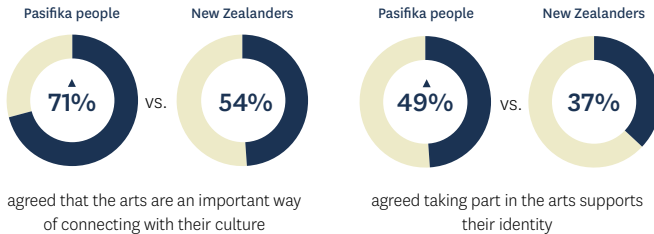
What's the research telling us?

Creative New Zealand's research provides insights into where some of the opportunities might lie.

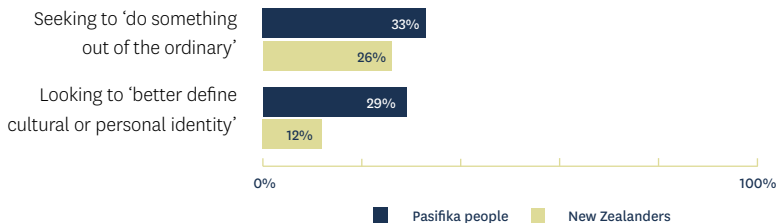
New Zealanders and the Arts—Ko Aotearoa me ōna Toi 2020 provides a benchmark for New Zealanders' engagement with the arts over time. In the previous 12 months:



Attitudes towards the arts are also positive with Pasifika people:



Audience Atlas Aotearoa 2020 explores the market for arts and culture in New Zealand.



3.6 million

Adults in Aotearoa New Zealand interested in Pacific arts

632,000

Adults in Aotearoa New Zealand would consider engaging with Pacific arts but haven't previously

Focus areas – our guiding stars

Meaningful connections, across Aotearoa, Oceania and globally, ensure that Pacific arts are further enriched.

Like a constellation, the four guiding stars are connected. Support for individual artists and arts practitioners, including leadership (Tagata), will also help strengthen Pacific arts groups, collectives and organisations (Vaka).

We will continue to build an innovative and networked Pacific arts environment based on meaningful, inclusive and reciprocal relationships (Va), that links community members and others, and deliver accessible

opportunities for those individuals and groups. Strengthening meaningful connections with artists and communities in Oceania and beyond (Moana) will be important to the wellbeing of Pacific arts in Aotearoa.

For this Strategy and over the 2023–2028 period, we will continue to build and strengthen longer-term Pacific arts outcomes, including work that was postponed due to the disruptions from Covid-19 and our new environmental and socio-economic context. The high-level priorities for action reflect this approach, including the need to be more agile during unexpected stormy weather.



TAGATA

Pasifika artists and arts practitioners are resourced to develop their practice and deliver outstanding work



VAKA

Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa



VA

An innovative and networked Pacific arts environment exists, so that Pacific arts are strengthened for future success



MOANA

Meaningful connections, across Aotearoa, Oceania and globally, ensure that Pacific arts are further enriched

TAGATA

Pasifika artists and arts practitioners are resourced to develop their practice and deliver outstanding work

We chose the word Tagata as it's a word commonly used across the Pacific to mean 'person' or 'people'; showing the many connections Pacific people share, to each other and to the tangata whenua of Aotearoa.

Pacific arts practice in New Zealand covers a wide range of contemporary and heritage artforms. These areas rest on a spectrum, and traditional notions of what makes up each are often blurred. Across the spectrum, we're proud to see Pasifika artists and arts practitioners enjoying local and international recognition for their high-quality work.

The youthful demographics of New Zealand's Pacific communities (eg, over 55% aged 25-years and under, NZ Census 2018) means that more young and emerging artists and arts practitioners are coming through. Supporting them to both create their art and to develop their skills and experience will be increasingly important, to help nurture and strengthen the Pacific arts sector over the next five to 10 years.

For all artists and arts practitioners, being able to navigate the New Zealand arts funding and support system is essential to access what's available.

Recent feedback from the Pacific arts community (ie, at the Pacific Arts Summit and through our regular engagement, fono and talanoa), outlined a range of support needs for Pasifika artists and arts practitioners that could be considered under the Tagata fetu. These included the need for:

- Mana Pasifika and Kaupapa Pasifika culturally appropriate ways of working and engaging with diverse Pasifika artists, cultures and creative communities

- a stronger focus on access, inclusion and equity through greater support and empowerment of the diverse range of Pasifika peoples, including Deaf and disabled Pasifika artists and practitioners, and LGBTQIA+/MFPPAFF+ artists
- improved support for younger and emerging artists and arts practitioners
- more support and visibility for Melanesian and Micronesian arts, cultural and creative communities
- access to internships and professional development opportunities for future Pacific arts leaders in Aotearoa, the Pacific Islands, and in digital spaces and online communities
- opportunities to develop business skills for Pasifika artists as creative entrepreneurs for sustainable careers
- the consideration of the artist and wellbeing and mental health of Pasifika artists and practitioners
- simplified, accessible and mana-enhancing Creative New Zealand systems and processes for artists and practitioners, with a focus on accessibility for Deaf and disabled artists and communities, and that Creative New Zealand has expertise in these areas
- professional development opportunities for individual Pasifika artists at all career stages
- greater recognition for the contribution Pasifika artists and practitioners make to the arts, culture and identity of Aotearoa New Zealand.

Priorities for action that relate to Tagata are set out in the table from page 23.

VAKA

Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa

The word *Vaka* signifies the great ocean-going traditions of the Pacific; the vessels that help propel us forward; the means for us to move from one place to the next.

In this area, we're looking at ways to strengthen Pacific-led arts groups, collectives and organisations, and Pacific arts spaces. A strong and well-resourced Pacific arts environment will include a range of Pacific-led entities with skilled and experienced leaders and personnel.

Informal community networks exist in Pacific arts across the country, however, the formal infrastructure for supporting Pacific arts in New Zealand is limited. As of 2023 we support five Pacific-led/focused organisations through our multi-year funding Investment programmes, plus two Pacific-Māori led organisations. While the number of Pacific organisations in our Investment programmes has improved, there is still an under-developed system of support for groups, collectives and individuals to create, present, distribute and participate in Pacific arts.

The informal networks and groups that actively support Pacific arts and artists, can find it difficult to access longer-term funding because of funder requirements for formal governance structures and well-established business accountability systems. This can be a challenge for more youthful Pacific peoples who may be less likely to have formal organisational infrastructures in place.

Development of strong Pacific arts organisations will require skilled and experienced leaders and personnel. Investment in Pacific creative enterprises

to increase business skills started under the first Pacific Arts Strategy; feedback has been that this support should be continued and increased, for a sustainable and resilient Pacific arts ecosystem.

Recent feedback from the Pacific arts community described a desire to see the following actions under the *Vaka* fetu:

- empowering and supporting diverse Pasifika communities, organisations, collectives and groups to lead their own growth
- more Pacific-led organisations supported by Creative New Zealand
- multi-year support and funding for individual and established Pasifika artists and creatives, for longer-term sustainability and planning
- improving access to business expertise and skills development for Pacific creative enterprises for sustainability
- capability-building support for Pacific-led arts organisations, arts practitioners, arts management/leadership and governance
- continuing support for the maintenance, transmission and practice of Pacific heritage arts
- expansion and strengthening of the Pacific arts, culture and creative ecosystems and development of dynamic forms of infrastructure from a Pasifika worldview.

Priorities for action that relate to *Vaka* are set out in the table from page 23.

VA

An innovative and networked Pacific arts environment exists, so that Pacific arts are strengthened for future success

The Va represents the space in between people and things; a space that connects rather than separates.

We expect the Va to be characterised by respectful, non-exploitative, mutually beneficial collaborations; those that *teu le Va* ('adorn the Va') rather than detract from it.

Many arts organisations within the wider New Zealand arts environment are looking to work more closely with Pasifika artists. The resources they collectively possess have the potential to significantly grow Pacific arts in New Zealand and internationally. However, there can be barriers to working together. These can include:

- the imbalance and lack of equity in a relationship where one partner has most of the resources, skills and industry knowledge working with less-experienced Pacific organisations or community groups who have a wealth of Pacific arts cultural expertise
- cultural conflict where partners may not share the same values or understanding of *Mana Pasifika*
- a lack of resources within some mainstream arts organisations that leads them to focus on delivering their own, more traditional programmes and activities
- little or limited contact between mainstream and Pasifika artists/arts organisations, leading to a lack of awareness of the opportunities that may exist.

A strong and well-resourced Pacific arts environment will also be actively supported by Pacific arts stakeholders (eg, local government, community funders and other supporters). Ideally these stakeholders will work with Pasifika artists and Pacific-focused arts organisations – as well as with one another – to encourage, promote and support the Pacific arts sector, in the spirit of adorning the Va.

Organisations and institutions with Pacific arts interests need to be clear about their particular roles and the ways that they can best encourage and support Pacific arts.

Recent feedback from the Pacific arts community under the Va fetu included calls for:

- greater support for Pacific arts communities to connect with each other to strengthen the Va, share knowledge and expertise, from urban metropolitan centres to smaller towns in regions around Aotearoa
- more opportunities for Pasifika artists and practitioners to network, fono and talanoa including focused gatherings for youth, regional arts, heritage artists, and Toa Deaf and disabled Pasifika artists and practitioners
- less dependency by Pasifika artists on short-term project funding from government and more opportunities to build skills to diversify income and revenue, including online and digital opportunities
- greater support for artists creating and presenting work using digital technologies and platforms.

Priorities for action that relate to Va are set out in the table from page 23.



MOANA

Meaningful connections, across Aotearoa, Oceania and globally, ensure that Pacific arts are further enriched

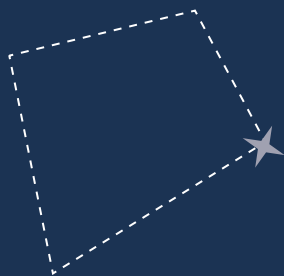
The Moana fetu is about connections between Pasifika artists and artists/markets in Oceania and globally. Pasifika artists and communities have strong links across Te Moana-nui-a-Kiwa and beyond, with many families maintaining links to Pacific Island communities across the Pacific, as well as to sizeable Pacific communities in cities around the world.

Strengthening links with artists and communities in Oceania is important to many Pasifika artists and helps develop the arts of Aotearoa New Zealand. Arts/cultural exchange with artists based in Te Moana-nui-a-Kiwa is also important to the health of Pacific heritage arts in New Zealand.

Recent feedback from the Pacific arts community under the Moana fetu described a desire to see:

- more residency and cultural exchange opportunities between New Zealand-based Pasifika artists and Pasifika artists based in Oceania, ensuring that the cultural exchanges uplift the mana of Pasifika artists based in Aotearoa and artists in nations across Te Moana-nui-a-Kiwa
- greater recognition and visibility of the success of Pasifika artist and practitioners and their contribution to Aotearoa New Zealand nationally, across Te Moana-nui-a-Kiwa and internationally
- activate Pacific arts responses to the threat of climate change in the Pacific Islands and Aotearoa, for Pacific arts, families, communities and the maintenance and transmission of ancestral cultural practices, knowledge and traditions.

Priorities for action that relate to Moana are set out in the table from page 23.



Foundations for our work

The Strategy is underpinned by foundations that describe how we work and what we do. As well as our work towards the four guiding stars, we also aim to improve our responsiveness across these foundations.

How we work

We work in **Kaupapa Pasifika** ways, recognising the different journeys of Pacific arts communities, to uphold **Mana Pasifika** in the arts of Aotearoa

What we do

Through our work we **celebrate, connect, develop** and **invest** in Pacific arts, by delivering to the Strategy's **priorities for action**

In terms of **how we work**, Kaupapa Pasifika and Mana Pasifika are at the heart of our work to deliver to the Strategy. In our navigation map, they are the 'pointer stars' to the four guiding stars of Tagata, Vaka, Va and Moana.

Kaupapa Pasifika refers to a foundation of understanding and knowledge created by Pasifika people and expressing Pasifika aspirations, values and principles. It is based on these two concepts:

- **Kaupapa** – awareness of the unique cultural perspectives of a distinct group of New Zealanders
- **Pasifika** – the unique cultural perspectives and beliefs embodied in the values, customs, rituals, dance, song, language and cultural expressions of the individual Pasifika nations.

The combination of the two attributes reflects the unique context of Aotearoa-based Pasifika communities, their aspirations, values and principles, and desire to express cultural values and worldviews that relate to their experience living in New Zealand.

Pacific arts values and the worldviews and experiences of diverse Pasifika communities in Aotearoa – from Polynesia, Micronesia and Melanesia – create a proud identity and belonging, including our whakapapa to our home islands in Te Moana-nui-a-Kiwa.

Mana Pasifika speaks to the need to uphold Pacific arts because of their inherent value and that this needs to be cared for and nurtured into the future. It is a key value for Creative New Zealand and helps link the Strategy to our wider strategic direction and aspirations for the arts.

We will continue to Teu Le Va – 'adorn the Va' – between Creative New Zealand and the diverse Pacific arts communities, partners and stakeholders. We will have the courage to talanoa with mana on challenging issues and to explore new solutions for our work.

Looking at **what we do**, we'll deliver to the Strategy's priorities for action, as set out from page 23. These will evolve over time, to make sure we're on the best path towards our destination and are achieving what we expected to along the way. We've updated our priorities from the first Strategy, so that they're relevant to a changing world and line up with Creative New Zealand's new overall strategic focus.

Our work under these priorities for action will be set out in the Strategy's action plan, and will **celebrate, connect, develop** and **invest** in Pacific arts, to achieve our focus areas and future aspirations.

We'll also see policies, research and development, innovation and Pasifika-led cultural frameworks developed and implemented across the arts ecosystem, including all Creative New Zealand programmes, systems and processes, to deliver outstanding public service for Pasifika.



Kupega Affect: Sale Alefosio & Selina Alesana Alefosio.
Photographer: Vane Sopoaga.

Creative New Zealand's strategic direction

Our future approach to Pacific arts will continue to be specific to the needs of diverse Pasifika communities and be guided by Creative New Zealand's overall strategic direction and priorities. Just as the Pacific Arts Strategy has evolved over time, so has Creative New Zealand's overall strategic direction.

Our long-term strategy to 2040 is *Tū Mai Rā, Toi Aotearoa*. Key elements of our current strategic direction are shown on the right-hand side of the star diagram (page 1). We've included them here to show how the Pacific Arts Strategy sits alongside the broader aims for Creative New Zealand and for the arts.

Our vision to 2040

Our vision reflects our ambitions for the arts and ngā toi Māori out to 2040, that:

The arts and ngā toi Māori are flourishing: created by a thriving arts community, enriching lives here and around the world

Our long-term goals

We'll reach our vision by pursuing and achieving our long-term goals. Our vision for Pacific arts in this strategy forms one of our long-term goals as an organisation.

- **Empowered communities**, of all kinds, making decisions on the arts and ngā toi Māori closest to them.
- **Thriving artists, ringatoi and practitioners**, with viable creative careers, supported by a strong arts infrastructure.
- **He mana toi, he mana tangata**, ngā toi Māori and ringatoi Māori are visible everywhere and highly valued as part of the distinct identity of Aotearoa, which is admired globally.

- **Powerful and resilient Pacific arts**, led by enterprising and innovative Pasifika people, for Aotearoa, Te Moana-nui-a-Kiwa and the world.
- **Inspired New Zealanders**, embracing the arts and ngā toi Māori every day.
- **A valued arts development agency**, leading with impact and delivering for Aotearoa New Zealand.

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

Mata Ali'i

Mata Ali'i ('the eyes of the chief') represents how we measure the Pacific Arts Strategy's impact.

Our medium-term strategies and our policies

With a five-year outlook, the *Statement of Intent, Pacific Arts Strategy and Toi Ora Strategy* collectively shape our medium-term work.

Our policies also guide how we work. We have policies for diversity in the arts, accessibility, and remuneration for artists and arts practitioners.

Amplify: A Creative and Cultural Strategy for New Zealand

Amplify is the national strategy outlining how government will prioritise support for the creative and cultural sectors to 2030. Our strategic directions align with Amplify – its vision to 'Amplify our arts and culture to make New Zealand a creative powerhouse with global reach', and its strategy pillars of:

- Investing for maximum impact
- Nurturing talent
- Reducing barriers to growth.

Te Waka Hourua

In the Creative New Zealand layer at the bottom of the star map sit three elements (page 2). These form our waka hourua, a traditional double-hulled sailing vessel used to navigate great distances.

- **Our people** are at the heart of our organisation – they’re who we are, guided by our values, ngā whanonga pono, in all we do.
- **Our work** supports the arts community and improves the lives of New Zealanders – it’s what we do every day.
- **Our approach** reflects our people and our work – it’s how we do things and how we see the world.

The surrounding waters

Like all strategies, the Pacific Arts Strategy exists in a broader environment, including Creative New Zealand’s overall strategic direction outlined above. The Strategy connects with other areas such as:

- **future directions for arts and culture**, described in our other strategies and in the strategies of other arts and culture organisations and partners nationally and internationally (eg, the Council of Pacific Arts and Culture’s Regional Culture Strategy: Investing in Pacific Cultures 2022–2032, and the Pacific Islands Forum’s 2050 Strategy for the Blue Pacific Continent)
- **future directions for the creative industries**, both in New Zealand and globally, and the position of the arts at the heart of all creative endeavour

- **future directions for Pasifika in Aotearoa**, such as the broader aspirations of Pasifika across the cultural, social, economic and environmental spheres in New Zealand, and the government’s aspirations for Pasifika (eg, the All-of-Government Pacific Wellbeing Strategy)
- **future directions for Te Moana-nui-a-Kiwa**, such as economic development and sustainability, international relations and trade, climate change, demographics and health needs.

We also acknowledge that we’re one of many players in all the areas mentioned above. This Strategy will allow us to make our contribution to that wider work clearer – to adjust course and respond to changing circumstances, including new opportunities that may arise.



Our priorities for action

The priorities for action set out the key areas Creative New Zealand will focus on to deliver the Strategy, as we see them now. Each of these priorities touch on more than one of our guiding stars – **Tagata, Vaka, Va and Moana**.

The priorities for action are described from page 23 and include a snapshot of where we're at now (in March 2023) and what we want to see happen by the Strategy's mid-point (ie, December 2025).

- **Ensuring Pacific arts include our whole village.**
- **Building leadership and skills development.**
- **Growing global Pacific arts.**
- **Growing and deepening strategic partnerships and collaborations.**
- **Building resilience and sustainability.**
- **Helping to address climate change.**

A more specific action plan will be prepared and refreshed as required, likely at least every 18–24 months, setting out actions for the relevant period in more detail. This action plan will be available on our website at: www.creativenz.govt.nz

Having an action plan also allows progress to be measured, monitored and reported to the Pacific arts community and the public at regular intervals. We'll do this through our Mata Ali'i impact measures which will be set out in the action plan.

The Pacific arts community provided us with a lot of valuable feedback over the course of the first Strategy's implementation and development, which we'll continue to use as we carry out the work under this Strategy's action plans.

What are our priorities for action? (as at 1 July 2023)	Our guiding stars				Where are we at now? (as at 31 March 2023)	What do we want to see by the Strategy's mid-point? (by 31 December 2025)
	TAGATA	VAKA	VA	MOANA		
<p>Ensuring Pacific arts include our whole village</p> <p>We will champion, advocate for and invest in growing an inclusive, fair and accessible Pacific arts community; one that celebrates Toa disabled artists, MVPFAFF+ and LGBTQIA+ people, young people and women. Engagement and opportunities for the Melanesian and Micronesian arts, culture and creative communities will increase.</p>	+	+	+	+	<p>Our annual Pacific Toa Award (\$10,000) was created in 2019 under the first Pacific Arts Strategy. A Pacific Arts Toa Fellowship initiative was piloted in 2022 and we've ensured more regular fono and talanoa under our Teu Le Va engagement.</p> <p>Multiple MVPFAFF+/LGBTQIA+ artists and communities have received support across initiatives including collectives such as FAFSWAG and Wellington Ballroom. The Aniva Pacific Artist Residency was piloted in 2022 in partnership with Pataka Art + Museum and will continue with a 3-year partnership.</p> <p>We invested in the first ever New Zealand Melanesian Festival in Auckland in 2022. Emerging Pasifika artists have been supported via our Fringe Festivals multi-year partnerships in Auckland, Wellington and Dunedin.</p>	<p>We will see a more meaningful and connected ecosystem of diverse Pacific arts communities, including Melanesian, Micronesian, Toa disabled arts, LGBTQIA+, young people and women.</p> <p>We will see mana-enhancing and empowering processes, increased investment and co-designed support and initiatives for our diverse communities across all Creative New Zealand programmes – investments, grants and special opportunities, capability building, international, and the Creative Communities Scheme.</p> <p>We will have expertise on Creative New Zealand staff for Toa disabled Pacific artists.</p>
<p>Building leadership and skills development</p> <p>We will enable development opportunities for Pasifika creatives and arts practitioners across all layers of the Pacific arts ecosystem, including around business and enterprise skills, community and youth leadership, organisational management and governance.</p>	+	+	+	+	<p>14 Pasifika artists completed the year-long leadership development programme between 2019 and 2022, in partnership with Leadership NZ. This included graduates from the Pasifika-led Mana Moana initiative developed and led by Dr Karlo Mila. We invested in at least 10 Pacific Creative Enterprises led by Pasifika creatives/ artists to upskill. Various strategic initiatives and partnerships have been piloted, evaluated and implemented including a new Creative New Zealand Award at the Pacific Business Trust Awards. Capacity building and professional development opportunities, including internships are available and delivered by the Pasifika-led Investment organisations such as Black Grace Dance Company, The Conch, Tawata Productions, Pacifica Arts & Cultural Centre, Pacific Islands Dance and Pasifika festivals around the motu.</p>	<p>We will see more individual Pacific artists and creatives in leadership positions, including in governance roles, where they will have the skills to influence and lead communities across the Pasifika and mainstream arts ecosystems.</p> <p>We will see more skilled and confident Pacific creative entrepreneurs, arts business leaders and arts managers in the community – in the private and public sectors – who are creating and building new formal structures, companies and business models for Pacific arts communities.</p>

What are our priorities for action? (as at 1 July 2023)	Our guiding stars				Where are we at now? (as at 31 March 2023)	What do we want to see by the Strategy's mid-point? (by 31 December 2025)
	TAGATA	VAKA	VA	MOANA		
<p>Growing global Pacific arts</p> <p>We will grow and invest in Pacific arts opportunities in Aotearoa, the Pacific Islands and internationally, including via #DigitalMoana and #GlobalMoana online communities and technologies.</p>	+	+	+	+	<p>The impact of COVID-19 meant the postponement of international initiatives. The strategic work continued by focusing on the Va - partnerships and collaborations were activated by #DigitalMoana projects. Following a three-year postponement, Oceania programmes such as the Fulbright-Creative New Zealand Pacific Writer's Residency in Hawai'i, the Sāmoa Residency and the new climate change-focused residency in Suva, Fiji, are now being re-developed. A major co-investment with the Ministry of Foreign Affairs & Trade saw New Zealand Pasifika artists collaborate with artists from eight Pacific Island countries. We've co-invested on Digital Fellowships with the Australia Arts Council, and have invested in global-reaching creatives such as Palace Dance Studio, FAFSWAG, Yuki Kihara, Lemi Ponifasio and Black Grace Dance Company. The Boosted X Moana initiative with the Arts Foundation has developed new ways of working and diversifying funding sources in digital spaces.</p>	<p>We will see more Pacific artists, companies, collectives and organisations achieve more global and international opportunities, with improved skills to navigate global markets and audiences.</p> <p>We will see more strategic and longer-term planning by Pacific arts communities for overseas opportunities that will grow their #GlobalMoana presence in the Pacific and around the world.</p> <p>We will see many Pacific artists, companies and collectives with a digital 'fale'/website for global audiences, markets, and income streams.</p>
<p>Growing and deepening strategic partnerships and collaborations</p> <p>We will continue to build the Va: developing meaningful and reciprocal relationships with key partners for co-investment, and growing shared resources, knowledge, networks and opportunities to collaborate. We will invest in and develop fair, equitable and Kaupapa Pasifika-driven partnerships that benefit the Pacific arts community.</p>	+	+	+	+	<p>Developing strategic partnerships and 'building the Va' has been a focus of the first Pacific Arts Strategy 2018–2023. Outcomes include the first ever official co-investment and partnership with the Ministry of Foreign Affairs & Trade and development and delivery of the Pasifika Festivals Initiative in collaboration with Ministry for Culture & Heritage, Ministry for Pacific Peoples, and the Pacific Business Trust. More than 75 strategic collaborations have been developed since 2018, which include addressing sector gaps such as the partnership with NZ Symphony Orchestra to grow Pacific conductors; the Regional Fono Initiative; NZ Fringe Festivals partnership for emerging artists (Auckland, Wellington, Dunedin), and new collaboration with Whaikaha Ministry of Disabled Peoples.</p> <p>This priority area will be more significant with 'Partnering for the arts' a new deliverable, approved by the Arts Council in July 2022.</p>	<p>Pacific arts communities are communal in nature and we will see more strategic reciprocal partnerships and collaborations between artists and communities in Aotearoa, Te Moana-nui-a-Kiwa and the world.</p> <p>We will see more fair and equitable partnerships and more skilled Pacific creative leaders who can negotiate the Va with others in ways that are fair and based on shared values and mutual benefit.</p> <p>We will see Pasifika creative communities with skills to more confidently partner with Māori and non-Pasifika as well as other industries to expand their influence, knowledge, resources and opportunities.</p>

What are our priorities for action? (as at 1 July 2023)	Our guiding stars				Where are we at now? (as at 31 March 2023)	What do we want to see by the Strategy's mid-point? (by 31 December 2025)
	TAGATA	VAKA	VA	MOANA		
<p>Building resilience and sustainability</p> <p>We will invest in and develop Pacific creative enterprises and business skills development opportunities, including diversifying income streams for a sustainable and thriving Pacific arts creative socio-economy.</p>	+	+	+		<p>Up to 10 Pacific Creative Enterprises received \$50,000 each to build their organisational and leadership capacity. We are building the Pacific arts Va/ecosystem with more than 20 Pasifika festivals around the country under the Pacific Festivals Initiative and developing a national Pasifika Festivals ecosystem. We're diversifying revenue streams and building capacity via crowd-funding with Boosted X Moana – in 2023 there was a 109% success rate for projects. The Pacific Creative Enterprise investments have received positive feedback from participants. Further work is needed towards multi-year funding for independent and individual artists in the context of the youthful demographics of Pasifika peoples and less 'formal infrastructure' across the diverse Pacific arts national ecosystem.</p>	<p>We will see more Pasifika creatives understanding the value of business and enterprise skills to sustain their creative practices, and we will offer more opportunities for Pasifika artists to gain these skills.</p> <p>We will partner with others to offer co-designed professional and business development opportunities that meet the needs of Pasifika artists.</p> <p>We will see more Pasifika artists exploring new opportunities and pathways to diversify their income and benefit from their creative ideas and arts practices, so they can make a more sustainable living for themselves and their families.</p>

What are our priorities for action? (as at 1 July 2023)	Our guiding stars				Where are we at now? (as at 31 March 2023)	What do we want to see by the Strategy's mid-point? (by 31 December 2025)
	TAGATA	VAKA	VA	MOANA		
<p>Helping to address climate change</p> <p>We will develop and invest in Pacific arts climate change advocacy for the future, and work with Pasifika creatives, youth and key stakeholders to inform, educate and prepare the Pacific arts community. This recognises the existential threat to the planet and Pacific arts families and homes in the Pacific Islands and Aotearoa New Zealand – including to cultural history, ancestral knowledge, traditional technologies and heritage arts – which is a threat to Pacific arts. We will align with the 2050 strategy for the Blue Pacific Continent and 10-year Pacific Regional Cultural Strategy in this work.</p>	+	+	+	+	<p>Under the 'Moana' focus area of the Pacific Arts Strategy, Creative New Zealand provided input into the 10-year Pacific Regional Cultural Strategy 2022–2032 at the Pacific Islands Forum. This new Strategy aligns with the Pacific Community (SPC) cultural strategy where Climate Change is the number one priority. The 2050 Strategy for the Blue Pacific Continent is another strategic context.</p> <p>New discussions and potential Memorandum of Understanding (MoU) are in development with countries across Polynesia, Melanesia and Micronesia. A negotiated MoU with the Samoa Ministry of Education, Culture and Sport is well advanced, with access to the modern Samoa Arts & Culture Centre and facilities in Apia, with support from the New Zealand High Commission's office. A climate change-focused artist residency in Fiji at the University of the South Pacific is under negotiation.</p> <p>The annual Samoa Artist Residency has been re-designed and devolved to partner with the Pacific Islands Dance Fono Trust to deliver each year from 2023–2025. The residency will offer a New Zealand dance practitioner three months in Samoa, working on a project focused on climate change.</p> <p>Other collaborations and strategic partnerships/investment with the New Zealand-based Pacific Climate Warriors are in early development.</p>	<p>We will see a well-informed Pacific arts community who acknowledge and understand the climate change crisis that's impacting Aotearoa, the Pacific Islands and the world.</p> <p>We will see Pacific artists as leaders in the climate change space via their creative work, advocacy or personal connections to climate-impacted Pacific Islands homes, and communities in Aotearoa.</p> <p>We will see the Pacific Arts Strategy as a means for providing leadership and advocacy in the climate change space, everywhere – acknowledging the direct impact and threat of climate change on the resilience of Pacific arts, including the threat to the maintenance and transmission of Pacific heritage arts.</p>



Kia Mau Festival, *UPU*, curated by Grace Taylor and directed by Fasitua Amosa.
Photography: Phillip Merry.

How we support Pacific arts

Our current investment

The support we provide to the arts – across strategic partnerships, funding, capability building, advocacy and other streams – is collectively known as our investment. We use our investment in the arts to pursue our strategic direction and to deliver on our priorities for action.

Under the first Pacific Arts Strategy, our investment had a strong focus on developing partnerships, aligning our strategy with other stakeholders (including co-investment for collaboration, shared resources, new networks, ideas and knowledge). These included co-design and devolving our investment to partners to better deliver on the ground and activate a wider cultural ecosystem. This helps to empower Pacific arts communities to lead their own growth. Partnerships and collaboration will continue to be a focus under this Strategy.

We plan to maintain or continue to increase our investment into Pacific arts over the course of this Pacific Arts Strategy, across all our programmes.

How do we support Pacific arts now?

- A dedicated funding pool for Pacific arts projects and programmes of work through our Investment and Grants programmes. The 'General funding pool' is also open to all eligible applicants, including Pasifika artists (see below).
- Targeted pilots, funds and initiatives, including residencies, awards, the Pasifika Internships Programme, Pasifika Festivals Initiative, master classes, leadership and business-focused programmes and fellowships, and the regional fono initiative.

- Strategic partnerships in New Zealand and internationally, including with the Ministry of Foreign Affairs & Trade, Ministry for Pacific Peoples, New Zealand Symphony Orchestra, Pacific Business Trust, The Arts Foundation Te Tumu Toi, VII Academy, Penguin NZ, Pantograph Punch, Australian Arts Council, Fulbright New Zealand, and many others.
- Supporting Pacific arts in the community, including through the Creative Communities Scheme which encourages participation, supports diversity, and enables projects by, with, or for young people.
- Delivering and supporting major international opportunities, like the Festival of Pacific Arts and significant exhibitions such as the Asia Pacific Triennale in Australia.
- Recognising emerging, mid-career and established Pasifika artists and arts practitioners, including Toa artists with lived experience of disability, through the annual Creative New Zealand Arts Pasifika Awards.
- Other strategic initiatives, including #GlobalMoana opportunities for Pasifika to have a presence and participate in significant international events.

Dedicated Pacific arts and General arts funding pools

As mentioned above, we have dedicated funding for Pacific arts via budget allocations and through a range of Creative New Zealand programmes. Along with the Pacific arts funding pool, we also have a Māori arts funding pool and a General arts funding pool available.

Having a Pacific arts funding pool allows us to better align with Kaupapa Pasifika, which recognises the unique and diverse cultures and worldviews of Pacific Island peoples in New Zealand, and the historic close relationship

between New Zealand and the nations of the Pacific Islands region. Mana Pasifika, one of our core organisational values, strongly aligns with how we deliver and provide targeted support and services for Pasifika artists and creative communities.

It also means that where an applicant chooses to self-identify their work as being 'Pacific arts', we apply a Kaupapa Pasifika assessment process. This involves two elements.

- Assessment by people with Pacific arts knowledge and expertise.
- Assessment of the extent to which Kaupapa Pasifika will be apparent in the practice and results of the project (this approach aims to understand and frame Pacific arts proposals within an appropriate cultural context, recognising the mana, cultural integrity and importance of the proposed work).

We'll continue to have a dedicated Pacific arts funding pool and a specific 'pathway' for the Pacific arts community. We will also continue to improve all our processes to align with Mana Pasifika and Kaupapa Pasifika, to better serve the diverse Pacific arts community and deliver to this Strategy.

What has our recent investment looked like?

In our most recent financial year (2021/22), we allocated \$14.148 million (20 percent of our overall investment) in direct support of Pacific arts. This includes funding from the Pacific arts funding pool and Pacific projects funded under the General arts funding pool. Our funding pools support investment through our Investment programmes, Grants and special opportunities, the Creative Communities Scheme, and our Initiatives and Pilots.

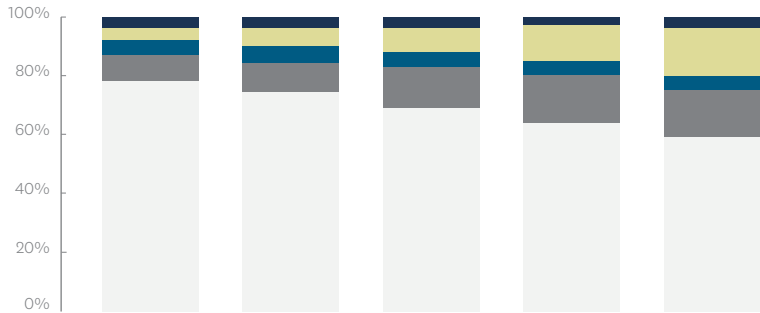
Over time, our investment in Pacific arts has increased significantly. Back in 2017/18, the last

financial year before the first Pacific Arts Strategy came in, we invested just \$2.92 million (7.7 percent of our overall investment) into Pacific arts.

In recent years, our investment has been boosted by Government's Covid-19 recovery funds and the \$12 million Pasifika Festivals Initiative; through partnership funding (eg, via the co-investment partnership with the Ministry of Foreign Affairs & Trade); and through additional funding from the New Zealand Lottery Grants Board. It is important to note these are only relatively short-term sources of extra funding into Pacific arts, and not necessarily medium- to long-term commitments.

The following graph shows the change in our investment over time, across funding pools showing a steadily rising and significant increase for Pacific arts during the implementation of the first Pacific Arts Strategy 2018–2023.

Investment into the sector by funding stream (Pacific arts, Māori arts, and General arts (GA)), 2017/18–2021/22



	2017/18		2018/19		2019/20		2020/21		2021/22	
Pacific work funded from GA	\$1,412,746	4%	\$1,681,907	4%	\$2,449,639	4%	\$2,378,377	3%	\$2,686,239	4%
Pacific Arts Pool	\$1,507,228	4%	\$2,375,171	6%	\$5,458,341	8%	\$9,315,395	12%	\$11,461,922	16%
Māori works funded from GA	\$1,811,108	5%	\$2,414,430	6%	\$3,165,026	5%	\$4,166,412	5%	\$3,678,070	5%
Māori Arts	\$3,481,733	9%	\$4,124,693	10%	\$9,222,167	14%	\$12,950,331	16%	\$11,230,380	16%
General Arts	\$29,484,282	78%	\$31,453,654	75%	\$46,231,649	69%	\$49,998,761	64%	\$41,529,132	59%
Total	\$37,697,098		\$42,049,855		\$66,526,821		\$78,809,276		\$70,585,743	



Acknowledgments

The Arts Council of Creative New Zealand wishes to thank all the Pacific artists, communities, partners, government agencies and friends of the arts for their input into the Pacific Arts Strategy 2023–2028.

Development of this Strategy was led by an Arts Council Working Group comprising the two Pasifika members, Chair Caren Rangi ONZM and Ane Tonga, as well as Robyn Hunt and John Ong. The Creative New Zealand staff strategic team was co-led by Makerita Urale (Senior Manager, Pacific Arts) and David Pannett (Senior Manager, Strategy & Engagement) with a project team comprising Catherine George, Kawika Aipa, Ali Foa'i, Erolia Ifopo, Paul Lisi, Esther Lees, Margaux Wong, and other Pasifika staff. It was an organisational-wide project and a work of love, involving all staff with support from the Chief Executive and Senior Leadership Team. The Arts Council Toi Aotearoa approved this Strategy at its meeting on 19 April 2023. Ia Manuia!

Supported by:

