



 creative *nz*
ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA

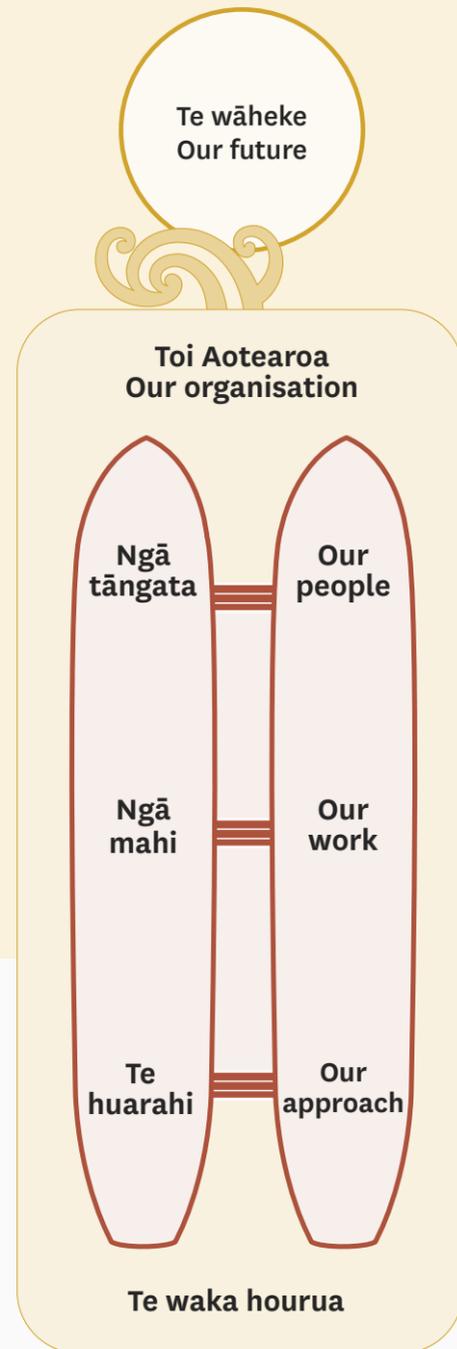
Tū Mai Rā, Toi Aotearoa

Our long-term strategy to 2040

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

Te wāheke, Our future,
is rich with potential:
a journey that's always
evolving as we move forward.



Toi Aotearoa, Our organisation,
is how we're moving ahead
– te waka hourua represents
different aspirations and
world views coming together,
for a common good.

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

Moemoeā, Our vision, for the future is:

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

Ngā aronga, Our goals,
are what we want to achieve long
term, as we respond to our context.

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

Ngā tāngata, 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.

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.

Our whakapapa dates back to 1964 and our establishment as the Queen Elizabeth II Arts Council.

Te pūtake, Our purpose, is to:

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



Nelson Arts Festival, *Aiga*, Toch Compass photography by Melissa Banks.

Te haerenga, **Our journey**

***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 to stand up and blaze a pathway, confidently and creatively, with the arts community and with others.

As we navigate forward, we have a new vision and new goals. To achieve these, things need to change – for artists, ringatoi and practitioners, for the arts community, and for New Zealanders.

Bringing about the future we want means we'll change too – how we work, the kinds of relationships we have and where we invest our resources.

While this strategy sets out our strategic 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 of those.

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

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,
whakamaua, whakamaua 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. Its mātauranga invites us to stand tall and embrace what lies ahead. It's the name of this strategy, which covers our journey to 2040.

Te wāheke, **Our future**

Moemoeā, **Our vision**

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

We want to see a nation where the arts and ngā toi are central to daily life, fostering wellbeing, innovation and cultural vibrancy.

That happens through a thriving arts community, where artists, ringatoi and practitioners, and arts organisations and groups, are creating and presenting transformative arts and ngā toi, here and around the world.

We want to lift up the arts, ngā toi, Pacific arts and the arts of our diverse communities – rich parts of our nation’s story, sense of place and future – and ensure these are accessible and valued by all.

In pursuing our vision, we give effect to te pūtake, our purpose – **‘to encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders’**. For more on our purpose, see page 11.



Object Space, *The Chair - A story of design and making in Aotearoa* Opening, Photography by Jinki Cambroner

Ngā aronga, Our goals

We'll reach our vision by pursuing and achieving our long-term goals. These serve as the bridge between where we are now and where we want to be by 2040. They respond to our current context and where we see things heading. Our goals are interconnected, and will often link with and contribute to other work being achieved.

GOAL

Empowered communities, of all kinds, making decisions on the arts and ngā toi Māori closest to them

Communities are vital for the arts and ngā toi Māori to develop and grow. This includes the arts community and those around them, be they local communities or communities more broadly (like culturally diverse communities or artform communities).

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 supported in ways that are more connected and relevant to the context of their work.

For the first stage of our journey, our priorities are:

- developing and implementing our approach to empowering communities to make decisions about the arts and ngā toi
- strengthening the infrastructure needed for community-led decision-making.

GOAL

Thriving artists, ringatoi and practitioners, with viable creative careers, supported by a strong 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 Māori, achieve their potential and succeed at home and globally.

A strong arts infrastructure, including sustainable arts organisations and groups, is essential for viable creative careers and better financial support for artists, ringatoi and practitioners.

Building investment from a broader range of partners and supporters is also important – 'growing the pie' for the arts and ngā toi – as is deepening connections with existing arts investors, one-to-one and collectively. Together, this will help create a healthier, more sustainable arts ecosystem.

For the first stage of our journey, our priorities are:

- strengthening the arts and ngā toi ecosystem by supporting creative enterprises, building capability, and supporting professional and leadership development

- leveraging our role as a Crown investor to build relationships with a broader range of supporters, within Aotearoa New Zealand (eg. government, community funders, business, iwi and hapū) and globally, to grow the resource base
- growing markets and opportunities for artists, ringatoi, practitioners and organisations, locally, nationally and globally.

GOAL

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

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 contribute to our wellbeing and connect us with our environment, communities and whakapapa. They help define who we are as a nation and elevate our global reputation.

We'll work in partnership to strengthen the infrastructure for ngā toi, ensuring mana ōrite so that ngā toi are sustained and flourish for future generations.

For the first stage of our journey, our priorities are:

- Mana ōrite: working to achieve equitable outcomes for Māori in how we invest in and work for the arts and ngā toi
- Hononga: maintaining and developing strong relationships with tangata whenua, mātanga, ringatoi, Māori-led arts organisations, marae, hapū and iwi, to support and protect ngā toi as a taonga for future generations
- Tautīnei: developing the infrastructure and leadership to enable ngā toi to flourish in Aotearoa New Zealand and globally.



Mataaho Collective, *Takapau 2022*, Venice Biennale. Photography by Ben Stewart.

GOAL

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

Pacific peoples' rich history, cultures, arts, and star navigation from Oceania continue to thrive and innovate in Aotearoa New Zealand, for the world.

Pacific arts contribute to our unique identity, grounded in ancestral relationships and knowledge, and courageous exploration. Through contemporary arts and new technologies, these stories surprise, inspire and resonate globally.

Shared Pacific values like *teu le va* (adorn the space) and *talanoa* (deep conversations) foster community, kinship and collaboration. This environment will help us build connected partnerships that strengthen the Pacific arts ecosystem.

For the first stage of our journey, our priorities are:

- investing in Pacific arts to be bold and enterprising
- supporting Pacific arts to be powerfully connected through resilient ecosystems of creative communities
- supporting Pacific arts to inspire and influence people everywhere.

GOAL

Inspired New Zealanders, embracing the arts and ngā toi Māori 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 Māori, and more people prioritising them as essential parts of their lives.

Alongside a growing network of arts community advocates, we'll work to build awareness of the arts and ngā toi, and understanding of the value and impact of the arts for New Zealanders, their families and communities, and our nation.

Aotearoa New Zealand will be a different place in 2040 – we'll adapt to change, to keep our work relevant and ensure our diverse arts, ngā toi, cultures and communities are visible, accessible and supported.

For the first stage of our journey, our priorities are:

- shifting attitudes about the arts and ngā toi towards becoming more positive, and deepening engagement, including through storytelling that celebrates our unique arts and ngā toi
- building the arts community's capability to advocate on its own behalf and encouraging greater investment and engagement
- improving access to the arts and ngā toi, reducing barriers and building an inclusive environment for the arts in Aotearoa New Zealand.

GOAL

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:

- being a catalyst for positive change across the arts ecosystem
- growing our leadership role, to secure better appreciation and investment in the arts and ngā toi Māori
- driving the arts forward through deeper artform and practice development, nationally and globally
- building robust systems to fund and support great arts and ngā toi, while ensuring our funding processes are simple and efficient
- being equitable, inclusive, accessible and responsive to the diverse communities we serve, and empowering communities to determine their own futures for the arts and ngā toi in their areas
- being effective and efficient in our work, to add more value and keep building others' confidence in us.

For the first stage of our journey, our priorities are:

- ensuring we're optimally organised to achieve our long-term goals, respond to change and implement our Te Kaupapa o Toi Aotearoa principles across our work (as reflected in Our approach on page 10)
- working across the arts ecosystem to add value beyond funding – providing leadership and influencing the system to bring about the change we seek
- ensuring our systems support streamlined, accessible, people-centric processes, internally and externally.

Reaching our long-term goals is helped by pursuing the medium-term (five-year) strategic intentions in our *Statement of Intent*, *Toi Ora Strategy* and the *Pacific Arts Strategy*. These strategies, along with the shorter-term plans that sit under them, set out priorities, actions and success measures that will help us reach our long-term goals and vision.

As we chart our course, we'll also help deliver to the strategic directions set by government, including through *Amplify: A Creative and Cultural Strategy for New Zealand 2025–2030*. Our strategy aligns 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.



Artham Dance Academy, Yānum, photography by David St George.

Toi Aotearoa, **Our organisation**

Our organisation is powered by people with different skills and experiences, coming together to carry out our work and achieve our goals. We think of Creative New Zealand as a waka hourua, a traditional double-hulled sailing vessel used to navigate great distances.

In the waka hourua, 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 (the space between hulls). This also applies to how we work with others; recognising our different perspectives and approaches but working together to empower people and communities, to reach the best outcomes for all.

Getting to the future we want will require us to strengthen our waka. This means continuing to implement Te Tiriti o Waitangi in our work, and 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 Māori, and to making a meaningful difference to people’s lives. 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 beyond.

- **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, respect and connection, 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 the arts community. As the national arts development agency, we're part of this community too. Since 1994, we've invested over \$1.6 billion, helping our artistic, cultural and creative landscape to flourish.

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 Māori, and this support is growing over time.

Te huarahi, Our approach

Consistent with the waka hourua, we embrace a 'by, with and for' approach, involving the arts community and others 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 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). In this spirit, we uphold the mana of Te Tiriti o Waitangi – **whakamana i Te Tiriti**. We see Te Tiriti as a foundation for all people who call Aotearoa New Zealand home – tangata whenua and tangata Tiriti – and as a Te Tiriti implementing organisation, it's central to the way we work and what we do.

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**

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 Act united the Arts Council with Te Waka Toi, the Arts Board and 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 Māori, artists, ringatoi and practitioners, and arts communities thrive.

...the arts in New Zealand: Under our Act, 'the arts' includes all forms of creative and interpretative expression. In our work, we often talk about the arts in terms of the artforms and genres we're able to support, including craft and object art, dance, literature, multidisciplinary arts, music and opera, theatre, and visual arts. We also use broader terms like ngā toi Māori, Pacific arts and the arts of the diverse cultures of New Zealand.

The arts are always changing, and traditional definitions and boundaries continue to shift. Arts, culture, creativity and ngā toi will no doubt be as exciting and distinct in 2040 as they are to those of today.

...for the benefit of all New Zealanders: The arts and ngā toi bring a wide range of benefits to people's lives – from the benefits to those who create and present the arts, through to those who engage with and appreciate the arts. These include boosting physical and mental wellbeing, connecting whānau and communities, growing careers and the economy, and building our identity and global reputation.

To us, New Zealanders means all the peoples of Aotearoa New Zealand and those who call this place home.

More information on our strategy, including a glossary of commonly used terms and links to our medium-term strategies and annual plans, is available on our website at:

www.creativenz.govt.nz

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