

Creative New Zealand Interim Investment Intentions 2023–2025

At a glance: Our investment intentions for 2023–2025

Creative New Zealand’s Strategic Direction 2019–2029: Te uara mō tātou o Aotearoa—Creating value for New Zealanders

Our vision

Dynamic and resilient New Zealand arts, valued in Aotearoa and internationally

Our outcomes

Stronger arts:

- High-quality New Zealand art is developed
- New Zealand arts gain international success

Greater public engagement with the arts:

- New Zealanders participate in the arts
- New Zealanders experience high-quality arts

Stronger arts sector:

- New Zealand’s arts sector is resilient
- New Zealand arts are valued and supported

The value we create for New Zealanders through our support (Our impacts)

- The arts and ngā toi improve the lives of New Zealanders
- The arts sector contributes to prosperous and resilient communities
- The arts and ngā toi strengthen whānau, hapū, communities and society
- Ngā toi and the arts contribute to the wellbeing of Te Taiao (the natural world)

Underpinned by: Our purpose, Our values, Te Waka Toi Pātaka (Mātauranga Māori Framework), Te Kaupapa o Toi Aotearoa principles including our commitment to Te Tiriti o Waitangi, and Te Hā o ngā Toi—Māori Arts Strategy and the Pacific Arts Strategy



Creative New Zealand’s Investment Intentions

Investment Principles

1. Our investment delivers cultural, social and economic value to New Zealanders.
2. Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori.
3. Our investment recognises and advances the arts of the Pacific peoples of New Zealand.
4. Our investment reflects the demography of New Zealand.
5. Our investment supports New Zealand’s arts infrastructure and complements investment by local and central government and the private sector.
6. Our investment is grown through partnerships and co-investment.
7. Our investment reflects a people-centred approach.

Investment Features

Dynamic arts

- Investment that supports innovation in New Zealand arts practice.
- Investment that supports the maintenance of ngā toi Māori artforms.
- Investment in a range of arts practices reflecting New Zealand’s diversity.

Diversity and reach

- Investment that ensures diverse communities across New Zealand can access and engage with the arts.
- Investment that engages with new audiences, in New Zealand and internationally.
- Investment in the development and delivery of New Zealand arts digitally.

Resilient arts sector

- Investment that demonstrates relevance to current and changing communities.
- Investment that supports capability development to improve the resilience and sustainability of the arts sector.
- Investment that supports sustainable arts sector careers.

At a glance: How our investment Features align with our outcomes and strategies

Creative New Zealand's outcomes	Investment Features	<i>Te Hā o ngā Toi</i> — <i>Māori Arts Strategy</i> (strategic pou)	<i>Pacific Arts Strategy</i> (outcomes and focus areas)
Greater public engagement with the arts	Diversity and reach	<p>Increasing public engagement with ngā toi Māori</p> <p>All New Zealanders in communities across Aotearoa can experience ngā toi Māori.</p>	<p>Pacific arts inspire and influence people, everywhere</p> <p>Moana – Meaningful connections, across Aotearoa, Oceania and globally, ensure that Pacific arts are further enriched.</p>
Stronger arts	Dynamic arts	<p>Advances ngā toi Māori practice development</p> <p>Ngā toi Māori artists and practitioners are working across the arts sector, with opportunities for ngā toi Māori practice development, capability building and career progression in Aotearoa and abroad.</p>	<p>Pacific arts are bold and enterprising</p> <p>Tagata – Pasifika artists and arts practitioners are resourced to develop their practice and deliver outstanding work.</p>
Stronger arts sector	Resilient arts sector	<p>Builds a strong sector to advance ngā toi Māori aspirations</p> <p>The arts sector champions and practically supports ngā toi Māori and mātauranga Māori.</p>	<p>Pacific arts are powerfully connected through resilient ecosystems of creative communities</p> <p>Va – An innovative and networked Pacific arts environment exists, so that Pacific arts are strengthened for future success.</p> <p>Vaka – Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa.</p>

Our investment intentions for 2023–2025: An evolving approach

In 2018, Creative New Zealand released its first Investment Strategy *Te Ara Whakamua*, outlining the direction our investment in the arts would take for the five years from 2018 to 2023

The aim was for our investment, over time, to increasingly be governed by the **investment principles**, and characterised by the **investment features**, set out the strategy.

We signalled at the time that we expected the strategy to evolve, including to reflect two key strategies that were under development, the *Pacific Arts Strategy* and *Te Hā o ngā Toi—Māori Arts Strategy*, and our new long-term strategic direction introduced in 2019 (*Te uara mō tātou o Aotearoa—Creating value for New Zealanders*), which included a new outcome, **Stronger arts sector**.

Within Creative New Zealand, since 2018, we have also advanced our *Te Kaupapa o Toi Aotearoa* programme. This programme is aimed at ensuring we work in a way that enhances the mana of people and communities, guided by the intellectual traditions, knowledge and tikanga of tangata whenua – alongside tangata Tiriti and conventional government approaches – acknowledging our obligations under *Te Tiriti o Waitangi*.

We developed a new medium-term strategy for 2022–2026 in our Statement of Intent and introduced three strategic focus areas, **Resilience; Access, inclusion and equity**; and **Wellbeing**. This Statement of Intent was developed in the context of our long-term strategic direction for 2019 to 2029.

We have also reviewed our approach to investing through our review of the future of arts development, with its initial focus on our contestable granting programmes.

Since 2018, much has changed in the external environment. The arts sector has endured the COVID-19 pandemic, which resulted in widespread disruption. We are now facing challenging economic conditions as the Government's COVID investment comes to an end. There is also an increasing number of natural disasters, and climate change is influencing how the

arts sector engages internationally, as well as impacting our Pacific whanaunga.

It's therefore timely to refresh our investment intentions to reflect developments since 2018. We have however set a shorter time horizon than our first Investment Strategy – this time through to mid-2025 – recognising that we're planning to look at our wider strategic direction more fundamentally, including in response to external and internal changes in our operating environment. We see this refreshed set of investment intentions as a bridge between the 2018–2023 Investment Strategy and a future we are still working on.

The aim behind our strategic investment approach remains the same though – we want to provide clarity about:

- the approach that underpins our investment decisions
- what will drive the allocation of our resources
- our aspirations and expectations.

Our investment context: a changing picture

Our funding context

Creative New Zealand is principally funded by the New Zealand Lottery Grants Board *Te Puna Tahua* (NZLGB). NZLGB funding makes up over 70 to 75 percent of our public funding. We also receive funding from the Crown through *Vote: Arts, Culture and Heritage*, which makes up around 25 to 30 percent of our public funding.

While Crown funding has remained largely static since the 2005/06 financial year, NZLGB funding has more than doubled over the same period. Despite this, NZLGB funding has varied from year-to-year as Creative New Zealand has, up until 2023/24, received a set percentage of lottery profits. While variable NZLGB funding has made it challenging to make long-term investments in the arts sector, it has largely delivered year-on-year increases to our funding.

From 2023/24, NZLGB has signalled a shift towards providing a set dollar amount to Creative New Zealand. There remains uncertainty about how the new model will be implemented, however we can no longer plan on the basis of benefitting from above forecast lottery profits in the same way we have.

Together with the end of one-off COVID-19 funds, Creative New Zealand has been running affordable operating deficits as a legacy of managing variable NZLGB funding.

What does our context mean for our investment intentions?

While our investment intentions remain broadly similar, our ability to fully realise them over the coming years will be more limited.

With one-off COVID funds coming to an end, lower lottery forecasts, and government fiscal restraint, we expect to have materially less to invest in the arts sector over the coming period.

This will require us to make stark choices about where we focus our investment.

These investment intentions don't provide any easy answers to help us make trade-off decisions.

Ultimately, as we get more clarity about the resources we will have available, we'll consider among other things:

- whether there are areas we need to prioritise in the short-term – for example, over COVID-19 we placed a greater focus on our **Resilient arts sector** investment feature
- whether there are areas we need to place more emphasis on – for example, building partnerships and co-investment
- whether we need to adopt a longer-term horizon to achieving some of our aspirations
- whether there are areas of work that no longer make sense for us to continue to deliver because there are now other players filling the space.

As we make decisions within this changed context, we will aim to:

- ensure we provide clear and timely advice about our position, to assist the arts sector to plan
- as far as we're able, keep our promises and maintain our commitment to implementing key Arts Council strategies, policies and focus areas
- uphold our Te Kaupapa o Toi Aotearoa principles:
 - **Whakamana i te Tiriti**: Giving effect to both Māori sovereignty and partnership aspirations embedded in Te Tiriti o Waitangi
 - **Tuku Rauemi**: Empowering and enabling the communities we work with to determine their futures
 - **Mana aki i te Tangata**: Amplifying reciprocity and wellbeing in the way we work
- minimise harm and the loss of critical infrastructure that can be hard to regain once lost
- focus on reducing our own costs where we can.

Our investment intentions: What stays the same and what's new

In our investment intentions 2023–2025 we've retained our three Investment features of **Diversity and reach**, **Dynamic arts** and **Resilient arts sector**.

We have refreshed some of the elements of these features, to better reflect the strategic focus areas in our medium-term strategy and the shifts we're seeking to make through our future of arts development review. This includes having more of focus on supporting artists and arts practitioners themselves, rather than our traditional focus on supporting the production of work.

We've also sought to reflect the shift towards having more of an artist or practitioner-centric approach in our Investment principles. The principles have been refreshed to better reflect our *Te uara mō tātou o Aotearoa—Creating value for New Zealanders* long-term strategic direction.

We've also shown how our Investment features align to our outcomes, and to *Te Hā o ngā Toi—Māori Arts Strategy*¹ and the *Pacific Arts Strategy*².

At this stage, we're continuing to organise our work across a series of **Investment categories**:

- Toi Tōtara Haemata Investment Programme
- Toi Uru Kahikatea Investment Programme
- Grants
- Creative Communities Scheme
- International Programme
- Capability Programme
- Advocacy
- Initiatives and Pilots.

These categories may change over the coming period as we implement the outcomes of the future of arts development work, and as we look hard at the range of services we offer.

1 **Te Hā o ngā Toi—Māori Arts Strategy 2019–2024:** www.creativenz.govt.nz/about-creative-nz/corporate-documents/te-ha-o-nga-toi-maori-arts-strategy-2019-2024

2 **Pacific Arts Strategy 2023–2028:** www.creativenz.govt.nz/about-creative-nz/corporate-documents/pacific-arts-strategy-2023---2028

Our investment principles and features explained

Investment principles

Creative New Zealand will increasingly target investment that is underpinned by the following principles.

Principle 1: Our investment delivers cultural, social and economic value to New Zealanders

Our long-term strategic direction to 2029 – *Te uara mō tātou o Aotearoa—Creating value for New Zealanders* – identifies the value we create for New Zealanders through our support for the arts and ngā toi.³

The impacts (or value) we've identified align with the wellbeing domains and wealth areas in the Treasury's Living Standards Framework⁴, which provides a more holistic look at how we can strengthen wellbeing; and the He Ara Waiora framework, which provides a mātauranga Māori perspective on wellbeing.⁵

We are committed to better articulating the public value of the arts, and identifying and measuring the social, cultural and economic impacts of our investment.

Principle 2: Our investment recognises in the arts the role of Māori as tangata whenua, and advances ngā toi Māori

Through our investment, we are committed to advancing ngā toi Māori and advocating its value as part of the unique culture and identity of Aotearoa. The way we work and how we approach our investment, consistent with our legislative mandate, recognises in the arts the role of Māori as tangata whenua.

In 2019, we launched *Te Hā o ngā Toi—Māori Arts Strategy 2019–2024*, the first national strategy focused on ngā toi. *Te Hā o ngā Toi* has guided, and will continue to guide, our priorities for and investment in ngā toi Māori over the coming period.

3 **Statement of Intent 2022–2026:** www.creativenz.govt.nz/about-creative-nz/corporate-documents/statement-of-intent-20222026

4 **Living Standards Framework:** www.treasury.govt.nz/publications/tp/living-standards-framework-2021

5 **He Ara Waiora:** www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/he-ara-waiora

Principle 3: Our investment recognises and advances the arts of the Pacific Island peoples of New Zealand

Creative New Zealand recognises the place Pacific peoples hold in New Zealand. Through our investment, consistent with our legislative mandate, we recognise and seek to advance the arts of Pacific Island peoples of New Zealand.

In 2018, we launched our first five-year *Pacific Arts Strategy 2023–2028*. The strategy has recently been reviewed and refreshed for a further five-years, for 2023–2028. This strategy will guide our priorities for and investment in Pacific arts over the coming period.

Principle 4: Our investment reflects the demography of New Zealand

All New Zealanders, regardless of cultural background, age, gender, sexual orientation or ability, and regardless of where they live or their socio-economic background, should see themselves reflected in the arts of Aotearoa New Zealand.

In our Statement of Intent 2022–2026 we identified, as one of three strategic focus areas, **Access, inclusion and equity**. Under this focus area we're continuing to work on identifying who is and who isn't benefiting from our services, and seeking to implement initiatives that will contribute to addressing these gaps.

Principle 5: Our investment supports New Zealand's arts infrastructure and complements that supported by local and central government and the private sector

We aim to ensure our investment complements that of other agencies and organisations, to avoid duplication, and ensure efficient use of public money.

Principle 6: Our investment is grown through partnerships and co-investment

For public investment by Creative New Zealand to go further, we must enter into partnerships and co-funding agreements with other investors, including local and central government, community trusts and the philanthropic sector in New Zealand and internationally, to drive more investment into the arts sector.

This principle will be critical in the increasingly constrained funding environment we're operating in.

Principle 7: Our investment reflects a people-centred approach

In the context of high demand for our services and limited resources, it is important that our services are responsive to the needs of artists, arts practitioners and arts organisations.

Consistent with our **Stronger arts sector** outcome and Resilient arts sector investment feature, we are seeking to shift from a focus on funding projects to investing in people – our artists and arts practitioners. This shift aims to better support an arts development approach by valuing people’s time and investing over longer periods.

Investment features

The Investment principles are complemented by three Investment features, which reflect the areas we’re looking to align our investment with.

Diversity and reach

The **Diversity and reach** feature seeks to ensure that Creative New Zealand’s support for the arts benefits all New Zealanders, consistent with our Diversity in the Arts Policy and our strategic focus area of **Access, inclusion and equity**.⁶

Our support will enhance access to the arts for communities across New Zealand, taking account of major population shifts. Creative New Zealand will also, over time, consider targeting investment towards specific communities where there has been less investment, supported by the findings of our Diversity Report.⁷

Investment will also support opportunities to engage with new audiences that aren’t accessing New Zealand arts, within New Zealand and internationally.

Digital technologies offer opportunities for people to participate in the arts and to reach new audiences and, in some cases, to overcome barriers to access, and this remains a focus for us.

This feature aligns with the Increasing public engagement with ngā toi Māori objective of *Te Hā o ngā Toi*, under which we want to ensure that all New Zealanders in communities across Aotearoa can experience ngā toi Māori.

6 **Diversity in the Arts Policy:** www.creativenz.govt.nz/about-creative-nz/corporate-documents/diversity-in-the-arts-policy-2015

7 **Diversity Report:** www.creativenz.govt.nz/news-and-blog/2022/06/15/02/26/19/creative-new%E2%80%AFzealand-releases-first-report-on-the-diversity-of-arts-funding-recipients

8 **Remuneration Policy for Artists and Arts Practitioners:** www.creativenz.govt.nz/?sc_itemid={15F9300E-F530-4098-AB94-154FIAD5B8C3}

This feature also supports the aspiration set out in the *Pacific Arts Strategy* that Pacific arts inspire and influence people, everywhere, as well as the Strategy’s Moana focus area, under which we’re working to develop meaningful connections, across Aotearoa, Oceania and globally, to ensure that Pacific arts are further enriched.

Dynamic arts

The **Dynamic arts** feature seeks to ensure that the development of high-quality, innovative New Zealand art is a central focus.

As the national arts development agency, we have a responsibility to ensure the maintenance of ngā toi Māori artforms. Our investment will prioritise, in particular, endangered artforms where there are a limited number of practitioners, to ensure these artforms survive for future generations.

We will also ensure the range of arts practices we support better reflects all aspects of diversity (as articulated in our Diversity in the Arts Policy), and the changing face of New Zealand.

This feature aligns with the Advances ngā toi Māori practice development objective of *Te Hā o ngā Toi*, under which we want to ensure ngā toi Māori artists and practitioners are working across the arts sector, with opportunities for ngā toi Māori practice development, capability building and career progression in Aotearoa and abroad.

This feature also supports the outcome set out in the *Pacific Arts Strategy* that Pacific arts are bold and enterprising. Under the Strategy’s Tagata focus area, we want to ensure Pasifika artists and arts practitioners are resourced to develop their practice and deliver outstanding work; and under the Vaka focus area, that Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa.

Resilient arts sector

As the country and the needs of its people change and grow, our investment needs to change too. Our support will be directed towards individuals and organisations that can demonstrate relevance to the communities they serve.

While it’s rare for artists, arts practitioners and arts organisations to be wholly self-sustaining, Creative New Zealand aims to build capability within the sector, to help artists and organisations towards greater financial independence, while working with sector partners and communities to grow arts investment.

A key element of a resilient arts sector is the ability for artists and arts practitioners to maintain a sustainable career, by which we mean a pathway of creative work over the course of an individual's working life that lets them earn a viable living to support themselves and their family.⁸

Our investment will be increasingly directed towards ensuring sector sustainability, starting with artists and arts practitioners consistent with our **Resilience** and **Wellbeing** strategic focus areas.

This feature aligns with the Building a strong sector to advance ngā toi Māori aspirations objective of *Te Hā o ngā Toi*, under which we want to see the arts sector championing and practically supporting ngā toi Māori and mātauranga Māori.

This feature also supports the outcome set out in the *Pacific Arts Strategy* that Pacific arts are bold and enterprising. Under the Strategy's Tagata focus area, we want to ensure that Pasifika artists and arts practitioners are resourced to develop their practice and deliver outstanding work; and under the Vaka focus area, that Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa.

Our investment profile: what does it look like and how has it changed?

What have we done under our existing Investment Strategy?

When we released the *Investment Strategy Te Ara Whakamua 2018–2023*, we said that, over time, it would lead to changes to:

- the level of investment across investment categories and/or programmes
- programme design
- the kinds of initiatives we undertake
- how funding proposals are prioritised or assessed.

Over the 2018–2020 period, we reviewed our major investment categories and aligned them with the principles and features of the Investment Strategy.

Some of this work was interrupted by COVID 19 emerging in 2020, but the Strategy largely led to significant changes to our programmes and where our investment was directed.

This includes:

- implementing *Te Hā o ngā Toi—Māori Arts Strategy 2019–2024*, including strengthening internal capacity and capability, alongside a significant increase in investment in ngā toi Māori
- delivering the first five-year *Pacific Arts Strategy 2018–2023* and strengthening internal capacity and capability, alongside a significant increase in investment in Pacific arts. A new strategy for 2023–2028 was launched in mid-2023.
- a re-focus of investment into developing the resilience and sustainability of the sector, particularly through COVID-19, including by adding as a programme purpose for Grants, **Help create more sustainable careers for artists and arts practitioners**
- increased focus on support for the distribution and development of arts digitally – including the establishment of a digital arts commissioning and capability service
- a greater focus on communities that have been under-represented – leading to the development of an Accessibility Policy focused on Deaf and disabled communities (to be released in 2024).

How has our investment profile changed?

The shape of our investment has changed since 2018 as we've sought to align it to the principles and features of the Strategy.

The following graphs show changes to our investment profile between 2017/18 and 2022/23.

Figure 1: Delivery to outcomes 2017/18 and 2022/23

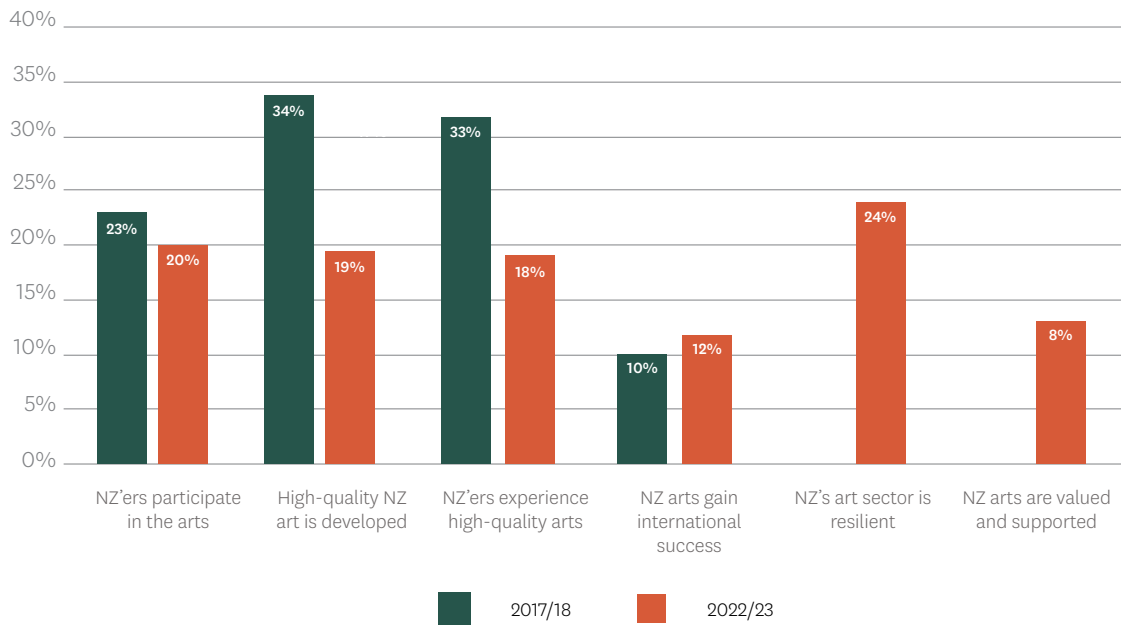


Figure 2: Investment across deliverables 2017/18 and 2022/23

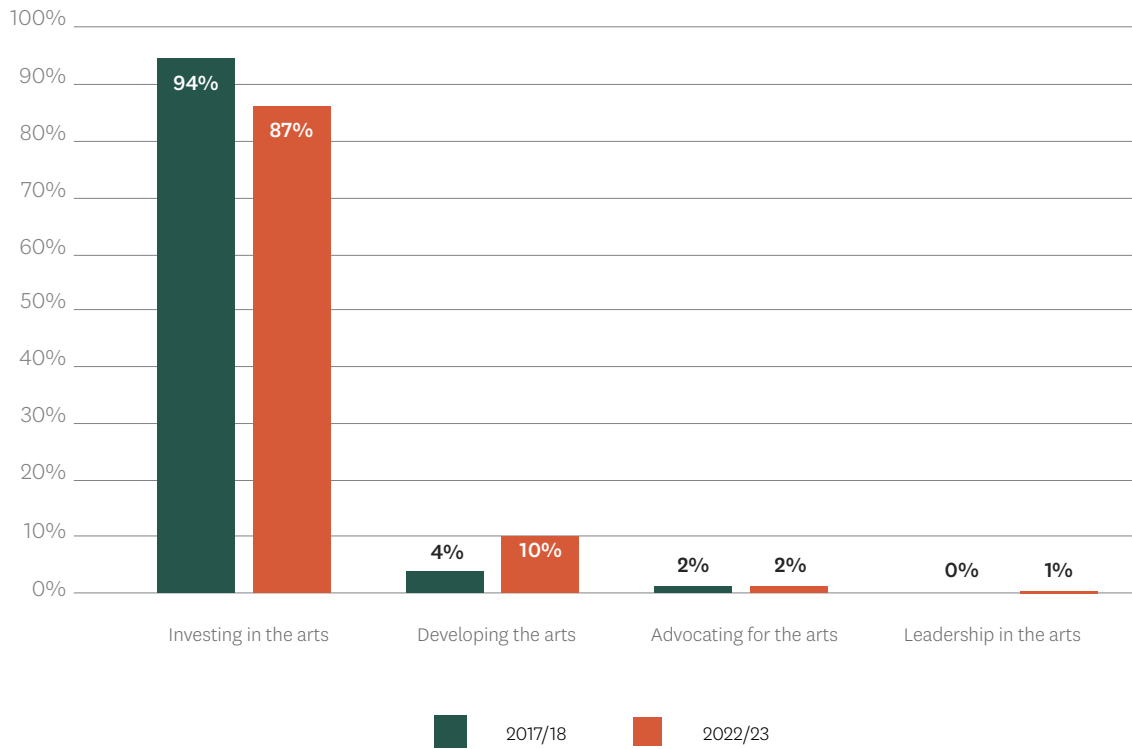


Figure 3: Māori, Pacific, General proportions 2017/18 and 2022/23

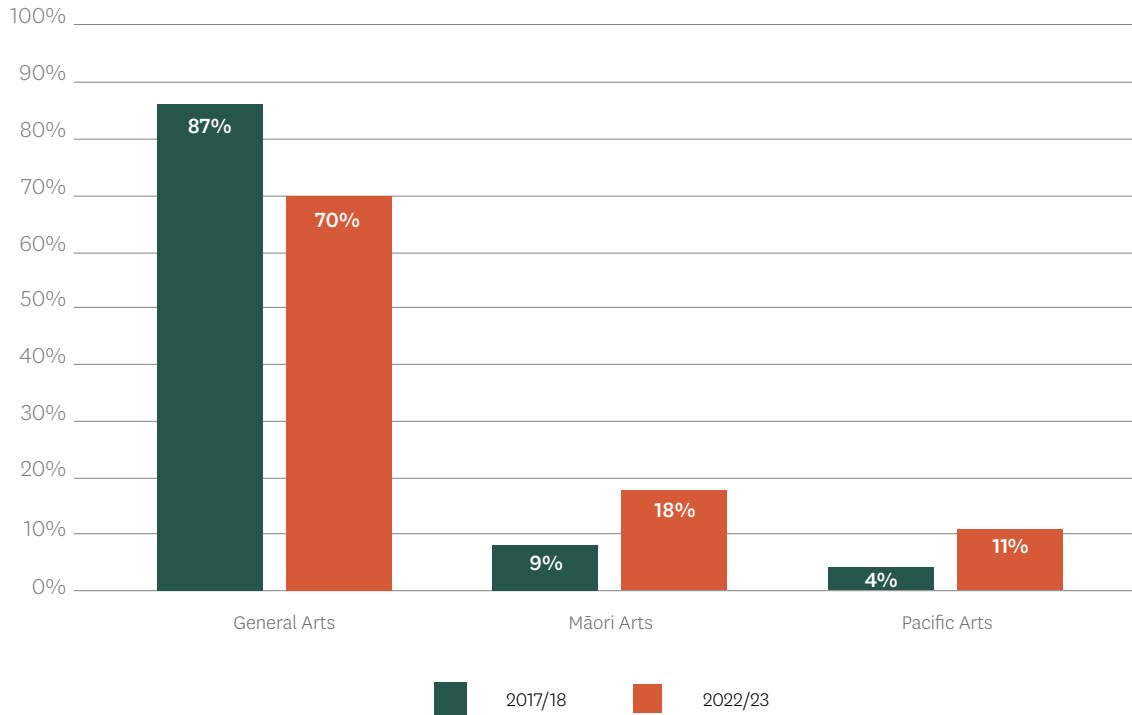
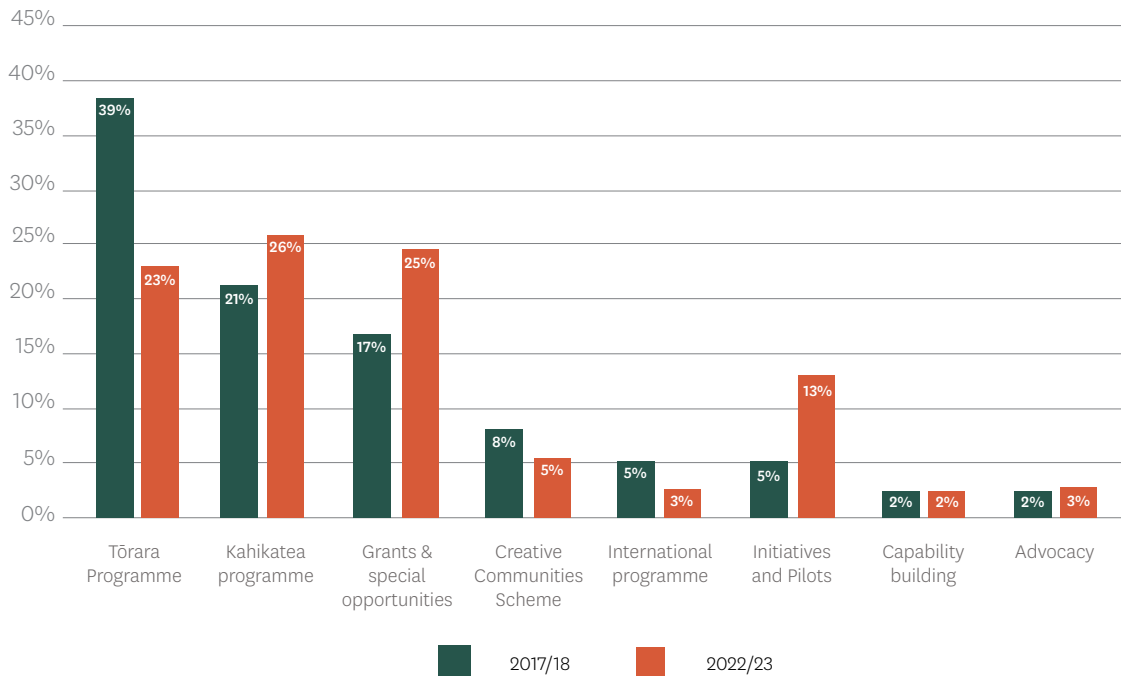


Figure 4: Delivery across investment categories 2017/18 and 2022/23



About Creative New Zealand

What does Creative New Zealand do?

Creative New Zealand is Aotearoa New Zealand's national arts development agency. Our purpose is to **encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders.**

We have five deliverables which set out what we do to deliver on our strategic intentions.

- **Investing in the arts** – Investing in artists, art practitioners and arts organisations and their projects in a fair, transparent and strategic way.
- **Developing the arts** – Developing the arts sector's capacity to succeed and undertaking initiatives to develop the arts.
- **Advocating for the arts** – Promoting the value of the arts and empowering the arts sector to make the case for the arts.
- **Leadership in the arts** – Providing leadership to ensure the arts sector is well positioned collectively to respond to change.
- **Partnering for the arts** – Developing reciprocal relationships and partnerships that increase the impact of our collective work for the arts.

Creative New Zealand funds across various artforms: craft/ object, Māori customary arts, dance, inter-arts, literature, multi-disciplinary, music, Pacific heritage arts, theatre and visual arts.

We fund the arts from three broad pools of money: General, Māori and Pacific.

Our mandate comes from the Arts Council of New Zealand Toi Aotearoa Act 2014. Under the Act, in carrying out our work, we recognise:

- the cultural diversity of the people of New Zealand
- in the arts, the role of Māori as tangata whenua
- the arts of the Pacific Island peoples of New Zealand.

We also recognise and uphold the principles of **participation, access, excellence and innovation, professionalism and advocacy** in our work.