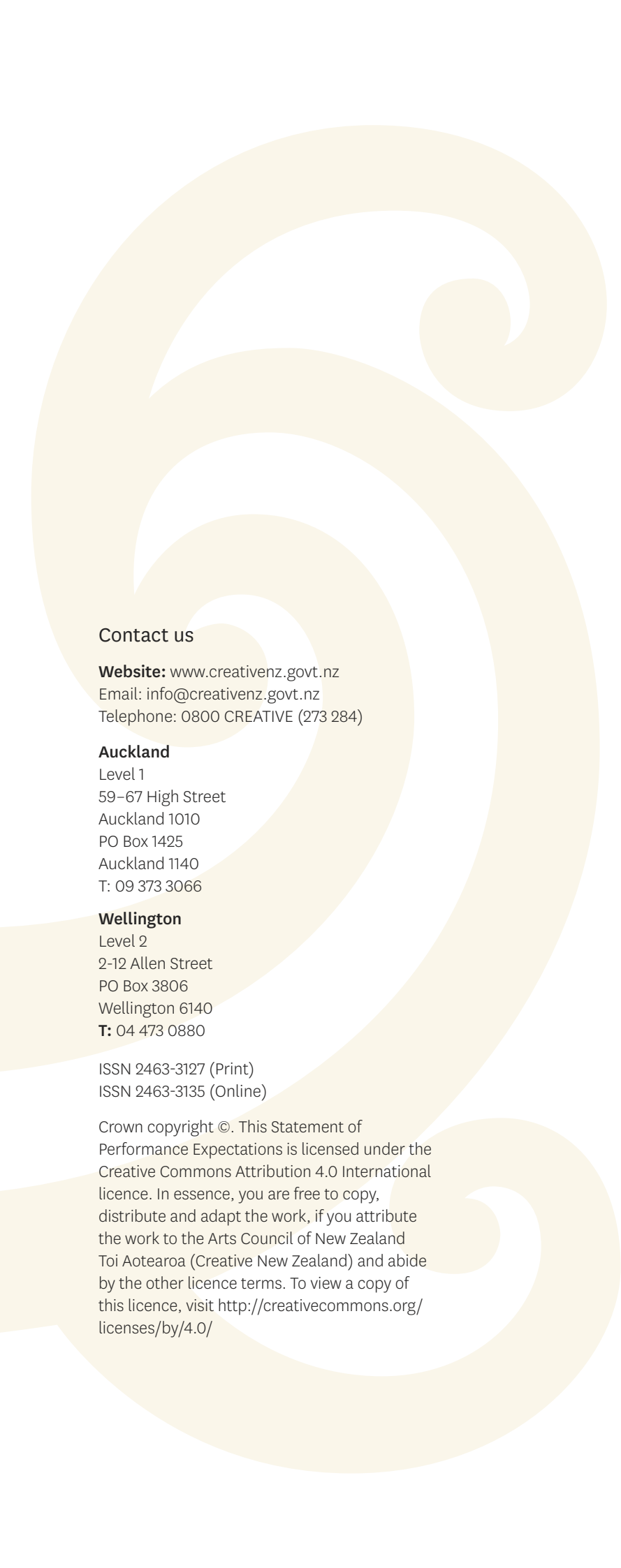


Statement of Intent

Tauākī Whakamaunga Atu



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This Statement of Intent sets out the strategic objectives that the Arts Council of New Zealand Toi Aotearoa (Creative New Zealand) intends to achieve, or contribute to, for the period 1 July 2025 to 30 June 2030. It is presented in accordance with sections 138 to 149A of the Crown Entities Act 2004.

A handwritten signature in black ink, appearing to read 'Gardner'.

Kent Gardner
Manukura Chair
30 June 2025

A handwritten signature in black ink, appearing to read 'Hilary Poole'.

Hilary Poole
Manukura, Te Komiti mō te Arotake me te Urupare
Tūraru—Chair, Audit & Risk Committee
30 June 2025

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Foreword | Kupu whakataki

This Statement of Intent is being released at a time of change for Creative New Zealand—we've welcomed a new chief executive, and the Arts Council is working on its long-term strategy.

We look forward to our new chief executive supporting the Arts Council to complete its strategic work and to lead its implementation. We expect to release our strategy later this year.

We have consulted on a draft strategy *Tū Mai Rā, Toi Aotearoa*. This consultation has informed the strategic intentions set out in this Statement of Intent. Once we have agreed our new strategy, we may update these intentions.

Our vision is for the arts and ngā toi Māori to be flourishing: created by a thriving arts community, enriching lives here and around the world.

We see a future where the transformative power of the arts—by which we mean the artforms we support, including ngā toi Māori and Pacific arts—enriches the lives of all New Zealanders. This will foster a nation that's culturally confident and globally influential, taking pride in the inspiring experiences our communities create.

Our Māori Arts Strategy and Pacific Arts Strategy form part of our strategic intentions and guide our support for ngā toi Māori and Pacific arts, consistent with our legislative mandate.

We are committed to contributing to the implementation of the Government's *Amplify: A Creative and Cultural Strategy for New Zealand*. We will reflect our contribution to the strategy's actions in our accountability documents.

To achieve our strategic intentions, we'll need to change how we work, where we invest our resources and who we work with.

We've begun this journey, with major changes to our grant funding completed. Over the coming years, we'll make changes to how we support arts organisations and groups and consider how we empower communities to make more decisions about the arts closest to them.

We want to invest more of our resources in areas where we can make the biggest difference for the arts community. Currently, most of our time

is spent supporting our funding and investment programmes. To achieve our goals, we want to spend more time influencing the arts system—leveraging our funding, building relationships across the wider public and private sectors, and building the capability of the sector.

We want to build on the comparatively high levels of engagement in the arts and ngā toi Māori and further strengthen attitudes, making the arts an essential part of the lives of New Zealanders.

Our Te Kaupapa o Toi Aotearoa principles, together with our values, guide how we work. These principles include Tuku rauemi—handing over resources, Mana aki i te tangata—lifting up the mana of the people, and Whakamana i Te Tiriti o Waitangi—upholding the mana of Te Tiriti o Waitangi.

Ngā mihi maioha

We acknowledge the mana of our artists, ringatoi and practitioners in developing the experiences we enjoy and the arts organisations and groups that support them. We also acknowledge the many staff, volunteers and advocates who help make the arts and ngā toi happen in Aotearoa New Zealand.

We thank our public funders, the Government, through Manatū Taonga Ministry for Culture and Heritage, and the New Zealand Lottery Grants Board Te Puna Tahua.

Our valued partners, including mana whenua, iwi and hapū, local government, community trusts and private givers, are fundamental to building a thriving arts community.

Finally, we acknowledge New Zealanders for their continued support and participation in the arts in communities across Aotearoa New Zealand.



Kent Gardner
Manukura—Chair



Gretchen La Roche
Tumu Whakarae—Chief Executive



Part one

Our strategic intentions

**Wāhanga Tuatahi: Ō mātou
kōingo ā-rautaki**

Creative New Zealand’s strategic intentions 2025-2030



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.

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.

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,** 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,** thriving and highly visible ngā toi Māori valued in Aotearoa and around 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 context | Te horopaki e hāngai ana ki a mātou

This Statement of Intent (SOI) identifies our medium-term strategic intentions aimed at giving effect to our legislation informed by our operating context.

The SOI is complemented by dedicated directions for ngā toi Māori and Pacific arts as set in our Māori Arts Strategy and Pacific Arts Strategy.

Annual plans—Statements of Performance Expectations (SPEs)—outline what we will deliver each year. Our Annual Reports set out what we've achieved.

The following sections set out our context.

Our strategic context

We've identified the following challenges facing the arts:

- it's hard for artists and organisations to make a living from the arts—livelihoods are often unstable and uncertain, and rapid technological change is presenting new challenges
- the arts community—creators, presenters and supporters alike—is under sustained pressure, made harder by prevailing economic conditions
- the wider arts ecosystem and infrastructure are fragile
- public attitudes and engagement are strong compared with other countries, but the arts are often on the margins.

For the first time, the Government is setting out its aspirations for the wider sector in *Amplify: A Creative and Cultural Strategy for New Zealand*. Creative New Zealand has a significant role to play in the implementation of the strategy. Specific actions will be reflected in our strategic intentions and through our annual plans.

The wider societal context we're operating in and responding to includes:

- rapid technological advances, including artificial intelligence, which have the potential to disrupt the future of work and present both opportunities and risks to the arts sector

- demographic change, including an ageing population, increasing diversity, a significant increase in our Asian population, and younger Māori and Pasifika populations
- the growing impact and potential of the Māori economy and Māori business
- ongoing challenging economic conditions and increasing global uncertainty
- greater calls for community-led decision-making and a 'by, with and for' approach to the provision of government services
- increasing dominance of international platforms challenging the discoverability of local content
- the imperative for governments and societies to address the climate crisis.

Our financial and operating context

We receive around 75 percent of our revenue from the New Zealand Lottery Grants Board Te Puna Tahua (LGB). The remaining 25 percent of funding comes from the Crown through Vote: Arts, Culture and Heritage.

Following changes to the LGB funding allocation model, we have a stable financial outlook for the next three years.

We are not planning for increases in our revenue from the Crown or LGB in the short to medium term. We'll therefore need to work hard to grow the resources available to the sector from other sources.

This comes at a time when demand for our services is high and we're supporting a much lower proportion of proposals than we have historically. Economic conditions are adding to the pressure on the arts community.

Other sources of funding are also under strain, including local government, trusts and philanthropy, making it difficult for arts organisations and groups to secure other funding.

In response to community feedback in 2023, we started a three-step review of our major programmes. Our aim is to put artists, ringatoi, arts organisations and their communities at the heart of how we work.

We simplified and improved access to grant funding. Next, we're focusing on support for arts organisations and groups, and aiming to streamline our processes and make it easier to apply for multi-year support. New programmes are expected to open in 2026. We're also planning to look at how we can empower communities to take a greater role in shaping arts development and decision-making.

Alongside the changes we're making to our core programmes, we've identified the following shifts we need to make to achieve our strategic intentions.

Fundamentally, we believe we need to invest more of our time and resources in building the capability of the sector, influencing the wider arts system and attracting more resources.

To do this, we'll need to shift:

- from a broad investment focus to one on what we can uniquely do
- from supporting arts activities to supporting people
- from Creative New Zealand-centric decision-making to considering devolving decisions closer to communities
- from a principal focus on funding to a more balanced approach that includes more development, leadership, influencing and innovation
- from a model that largely focuses on one-to-one funding, to a *teu le va* model, building and deepening relationships, partnerships and networks to build on and harness the resources of others, and strengthen the support base
- from processes that are often transactional, to driving efficiencies that let us focus on more relational work, adding greater value.

Ministerial expectations

We have a role in supporting the Government's priorities, including the Minister's priorities for arts, culture and heritage.

The Government has identified the following priorities for 2025.

- Lifting New Zealand's productivity and economic growth to increase opportunities and prosperity for all New Zealanders.
- Improving the efficiency and effectiveness of the public service and of government-funded services.

The Minister for Arts, Culture and Heritage has affirmed the following enduring expectations of Crown entities, including Creative New Zealand.

- To drive greater value from our funding, including using reprioritisation to deliver better results.
- Understand our cost drivers and performance against key outcomes and be able to report clearly on these.
- Take a continuous improvement approach, incorporating strong evidence and evaluation practices and seeking to improve the efficiency and responsiveness of our services.

In response to these priorities, the Minister expects the Arts Council to:

- work alongside stakeholders and build connections to focus resources, minimise costs and deliver improved performance
- set ambitious targets and ensure robust performance measures are in place to monitor progress.

The Minister's specific expectations of Creative New Zealand for each performance year are set out in our SPE (our annual plan). These are available at: creativenz.govt.nz/about-creative-nz/corporate-documents

In our annual plans under this SOI, we'll set out what we are doing to contribute to the strategic directions set by government, including through *Amplify: A Creative and Cultural Strategy for New Zealand*.

We also have a role in contributing to the strategic outcomes established by Manatū Taonga Ministry for Culture and Heritage.

In 2025, these are:

- higher cultural participation rates in targeted communities
- inclusive and reflective cultural system
- the cultural system is sustainable and resilient.

Our goals and priorities | **Ā mātau whāinga me ngā aronga matua**

Our strategic intentions set out a new vision for Creative New Zealand, supported by five long-term goals.

The vision reflects our ambition for the arts.

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

To achieve this vision, we've identified five long-term goals that set out the changes we want to see. We've identified priorities that we'll focus on in the medium term, alongside the delivery of our main programmes. These priorities include initiatives to improve the efficiency and effectiveness of our services and support the shifts we're seeking to make.

Our goals and priorities are as follows.

- **Goal 1: Empowered communities**, making decisions on the arts and ngā toi Māori closest to them.
- **Goal 2: Thriving artists, ringatoi and practitioners**, with viable creative careers, supported by a strong arts infrastructure.
- **Goal 3: He mana toi, he mana tangata**, thriving and highly visible ngā toi Māori, valued in Aotearoa and around the world.
- **Goal 4: Inspired New Zealanders**, embracing our arts and ngā toi Māori every day.
- **Goal 5: A valued arts development agency**, leading with impact and delivering for Aotearoa New Zealand.

Goal 1: Empowered communities

Why this goal?

We believe that communities should be involved in determining the arts and ngā toi Māori available to them, and the development needs of their arts communities. To achieve this, we want to place decision-making closer to the communities those decisions affect. This is consistent with the *tuku rauemi* (handing over resources) principle of our

Te Kaupapa o Toi Aotearoa programme (for more information, see page 18).

To do this, we'll need to work with communities to strengthen the infrastructure needed to support decision-making.

It makes sense for Creative New Zealand to continue to make decisions in some areas, for example, in maintaining the national arts infrastructure.

Our medium-term priorities

To achieve this goal, we've identified the following priorities.

- We'll develop and implement our approach to empowering communities to make more decisions about arts and ngā toi Māori development.
- We'll strengthen the infrastructure needed for community-led decision-making.

How will we know we're making progress?

- Over the period of this SOI, we'll track and report on the following.

Long-term indicators

- Percentage of New Zealanders who agree that their community has a broad range of arts and artistic activities they can experience.

Medium-term measures

- Percentage of investment in the arts sector devolved to community-based decision-makers.

Goal 2: Thriving artists, ringatoi and practitioners

Why this goal?

We believe it needs to be easier for artists, ringatoi and practitioners to make a fair living and have sustainable working lives.

Funding is under pressure, and, for many, creative work makes up only a portion of their incomes. Incomes are low, and many remain vulnerable as 'gig economy' workers. As a result, many creative

workers find it challenging to achieve major life milestones, such as securing home loans and investing in retirement schemes like KiwiSaver.

Representation of the interests of creative workers is limited, with only a small number of industry bodies operating, leaving workers at risk.

Career pathways are not always clear, and the sector struggles to support ongoing training and development.

Strong arts organisations are essential for viable creative careers because they are major employers and can help support the development of the next generation of practitioners and arts leaders.

For organisations to be strong, we'll need to look for new ways to increase funding available for the arts. This will lead to a healthier, better resourced arts ecosystem that's vital for long-term success.

Our medium-term priorities

To achieve this goal, we've identified the following priorities.

- We'll work to strengthen the arts and ngā toi Māori ecosystem through our support for creative enterprises, and by supporting capability building and professional and leadership development.
- We'll leverage our role as a Crown investor to build relationships with a broader range of supporters (government, community funders, business, iwi and hapū) to grow the resource base.
- We'll work to grow markets and opportunities for artists, ringatoi, practitioners and organisations, locally, nationally and globally.
- We'll deliver a programme of investment, partnerships and initiatives under the Pacific Arts Strategy 2023–2028, and review this strategy.

How will we know we're making progress?

Over the period of this SOI, we'll track and report on the following.

Long-term indicators

- Median total income for creative professionals versus median total income for self-employed New Zealanders.
- Amount of time spent on creative work versus non-creative work.

Medium-term measures

- Amount of funding leveraged through co-investment relationships and partnerships.
- Participant satisfaction with Creative New Zealand-led events and programmes aimed at capability building and leadership development.

Goal 3: He mana toi, he mana tangata

Why this goal?

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

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

Our medium-term priorities

To achieve this goal, we've identified the following priorities.

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

How will we know we're making progress?

Over the period of this SOI, we'll track and report on the following.

Long-term indicators

- Percentage of New Zealanders attending and participating in ngā toi Māori (Māori arts).
- Percentage of New Zealanders who agree ngā toi Māori (Māori arts) helps define who we are as New Zealanders.

Medium-term measures

- Percentage of Creative New Zealand's investment in the sector made through the ngā toi Māori pool.

Goal 4: Inspired New Zealanders

Why this goal?

We want to see more New Zealanders engaging in the arts and ngā toi Māori, recognising their value, and prioritising them as essential parts of their lives.

We need the arts to shift from being considered as 'nice to have' to being valued and recognised by society as making an essential contribution to our prosperity, to social connection and cohesion, to our sense of who we are as individuals and as a nation, and to how we project ourselves on the global stage.

Aotearoa New Zealand will be a different place in 2040, and we'll need to adapt. In 2040, the Asian population will make up around a quarter of New Zealand's population. Our Māori and Pacific populations are projected to be younger, with one in three children identifying as Māori, and more of our people will be born overseas.¹

Changing as the country changes will keep our work relevant and ensure the diversity of our arts, cultures and communities is visible, accessible and supported.

Our medium-term priorities

To achieve this goal, we've identified the following priorities.

- We'll work to shift attitudes about the arts and ngā toi Māori towards becoming more positive, and to deepen engagement, including through storytelling that celebrates our unique arts and ngā toi Māori.
- We'll build the arts community's capability to advocate on its own behalf and encourage greater investment and engagement.
- We'll improve access to the arts and ngā toi Māori, reducing barriers and building an inclusive environment for the arts in New Zealand.

How will we know we're making progress?

Over the period of this SOI, we'll track and report on the following. In our Annual Report, we'll also track the number of people who attend or participate in arts activities we support, as reported by our funding recipients.

Long-term indicators

- Percentage of New Zealanders engaged in the arts.
- Percentage of New Zealanders who agree the arts are for people like me.
- Index rating for how New Zealanders perceive the value of the arts to New Zealand.

Medium-term measures

- Creative New Zealand applicants broadly reflect New Zealand's ethnic diversity.

Goal 5: A valued arts development agency

Why this goal?

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

This means building robust systems, growing our leadership role, building relationships and partnerships, sharing and acting on strategic insights, and being a catalyst for positive change across the wider arts ecosystem.

We also need to be effective and efficient in our work, to add more value and keep building the trust and confidence that others have in us.

Our medium-term priorities

To achieve this goal, we've identified the following priorities.

- We'll ensure 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.
- We'll work across the wider arts ecosystem to add value beyond funding, providing leadership and influencing the system to bring about the changes we're seeking.

¹ Stats NZ Subnational ethnic population projections 2018 (base) — 2043.

- We'll ensure our systems and use of technology support streamlined, accessible, people-centric processes, internally and externally.

How will we know we're making progress?

Over the period of this SOI, we'll track and report on the following.

Long-term indicators

- Creative New Zealand rates in the top 25 percent of agencies in the Public Sector Reputation Index.

Medium-term measures

- Overall satisfaction with Creative New Zealand's services across programmes.

Further measures focusing on operational efficiency and effectiveness will be developed over the first year of this SOI.

Our functions | Ō mātau kawenga

Creative New Zealand is an autonomous Crown entity operating under the Arts Council of New Zealand Toi Aotearoa Act 2014 (the Act).

Under the Act, our purpose is to:

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

Our functions

The Act sets out our functions, which are to:

- encourage, promote, and support the arts in New Zealand for the benefit of all New Zealanders
- promote the development of a New Zealand identity in the arts
- allocate funding to projects for professional and community arts, including funding for:
 - Māori arts
 - the arts of the Pacific Island peoples of New Zealand
 - the arts of the diverse cultures of New Zealand
- uphold and promote the rights of artists and the right of persons to freedom in the practice of the arts
- maintain relationships with other agencies and organisations
- give advice to the Minister on any matter relating to or affecting the functions of the Arts Council
- perform any other functions conferred on it by this Act, any other enactment, or the Minister.

In achieving our purpose, the Act requires us to:

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

- recognise and uphold the principles of participation, access, excellence and innovation, professionalism, and advocacy.

How we deliver our functions

We deliver our functions and advance our strategic intentions by delivering services under three areas.

- **Investing** in the arts: investing in artists, ringatoi, arts practitioners, organisations and groups fairly, transparently and strategically.
- **Developing** the arts: supporting the sector to develop its capability to succeed.
- **Leading** in the arts: promoting the value of the arts and ensuring the arts sector is well positioned to respond to change.

Our major programmes are as follows:

- investment and funds
- programmes and initiatives
- partnerships and collaboration
- advocacy and policy
- research and insights.

Investment and funds

We invest in arts activity by New Zealand artists, ringatoi, practitioners, organisations and groups, within New Zealand and internationally. Through our funds, we also support the sector to identify its own development needs. This is where most of the money we get is spent.

We provide funding for three groups:

- early career artists
- artists and practitioners
- organisations and groups.

We invest across a variety of artforms: craft and object art, dance, literature, multi-disciplinary arts, music and opera, ngā toi Māori (heritage and contemporary), Pacific arts (heritage and contemporary), theatre and visual arts.

Consistent with our Act, we allocate funding across three pools: General Arts, Ngā Toi Māori and Pacific Arts.

Funding proposals are assessed on their appropriateness to the programme criteria.

Applications to the Ngā Toi Māori and Pacific Arts pools are assessed on whether mātauranga Māori or kaupapa Pasifika is evident in the practice and the results of the proposal.

Applicants can select whether they would like their application assessed in the General Arts, Ngā Toi Māori or Pacific Arts funding pools. Applicants must be tangata whenua Māori or part of a Māori-led organisation to apply to the ngā toi Māori pool.

More information on our funding programmes is available at: creativenz.govt.nz/funding-and-support

Programmes and initiatives

We develop initiatives aimed at building the capability of artists, ringatoi and practitioners and organisations or to address identified needs.

Under our Māori Arts Strategy and Pacific Arts Strategy, we deliver programmes of investment, initiatives and partnerships. These strategies also guide work across our programmes aimed at supporting and advancing ngā toi Māori and Pacific arts.

More information on these strategies is available at: creativenz.govt.nz/about-creative-nz/corporate-documents

Partnerships and collaboration

We operate many partnerships and collaborations across our work, from mana whenua partnerships to co-investment funds, working with organisations with whom we have shared objectives for greater effect.

A focus of our Māori Arts Strategy and Pacific Arts Strategy is on partnership, co-investment and collaborative relationships.

Advocacy and policy

We advocate for the value of the arts, to the public and decision-makers, and seek to build the capability of the sector to advocate on its own behalf.

We make submissions on matters affecting the arts, we convene the sector to address challenges or opportunities and provide advice to the Minister on matters affecting our functions.

We develop policies that guide our work and act as resources for the arts sector, such as our *Remuneration Policy for Artists and Arts Practitioners* and our *Tapatahi Accessibility Policy and Action Plan*. We also develop tools and resources that are available to support capability building across the wider sector.

Research and insights

We have an active research programme providing insights that inform our work and are resources for the arts community.

This includes long running research projects such as *New Zealanders and the Arts — Ko Aotearoa me ōna Toi*, *Audience Atlas* and *Arts Sector Remuneration Report*. We also undertake one-off projects on specific kaupapa.



Part two

Our performance

**Wāhanga Tuarua: Te whakaea i
ngā paearu ā-mahi**

Our performance framework | Te anga paearu ā-mahi

Measuring and reporting on the progress made in achieving our medium- and long-term aspirations is important. An open and transparent approach allows our stakeholders to track how we are performing. It also helps us to refine our strategies and our work.

Each year, we develop an SPE, our annual plan, which outlines the actions we'll take to contribute to our strategic intentions and the programmes we'll deliver. The first of these plans for the 2025/26 performance year, is available at: creativenz.govt.nz/about-creative-nz/corporate-documents

The tables that follow set out our performance framework—what we're seeking to achieve and what we're going to do to get there over the medium-term—along with how we'll assess our progress.

What gets measured

We track our progress using a mix of measures that, when taken together, provide a balanced picture of how our work contributes to achieving our goals and advancing our priorities.

Our measures are a combination of:

- **long-term indicators**—provide an indication of trends across the arts system in the areas we're seeking to influence or contribute to, or that will affect the strategies we adopt. These indicators are linked to our long-term goals. We'll report on these indicators in our Annual Report. These indicators are sourced from surveys of the general population or specific groups and reflect areas outside of Creative New Zealand's direct control.
- **medium-term measures**—focus on tracking progress against our medium-term (five-year) priorities. These measures relate to work we undertake, and we'll report on them in our Annual Report.
- **annual programme delivery measures and short-term actions**—focus on how well our main programmes are working and the actions we'll take to contribute to our goals and priorities each year (included in our SPE). We'll report on these each year in our Annual Report.

Given where we are at in our change journey, during 2025/26, we'll align our performance measures with our new granting programmes and new strategy (once finalised) and develop baseline data. We expect this to result in changes to our measures or targets from 2026/27.

In our reporting, we'll also talk about how our day-to-day work links to our vision, to Ministerial priorities and how we're contributing to *Amplify: A Creative and Cultural Strategy for New Zealand*.

What might hamper our progress

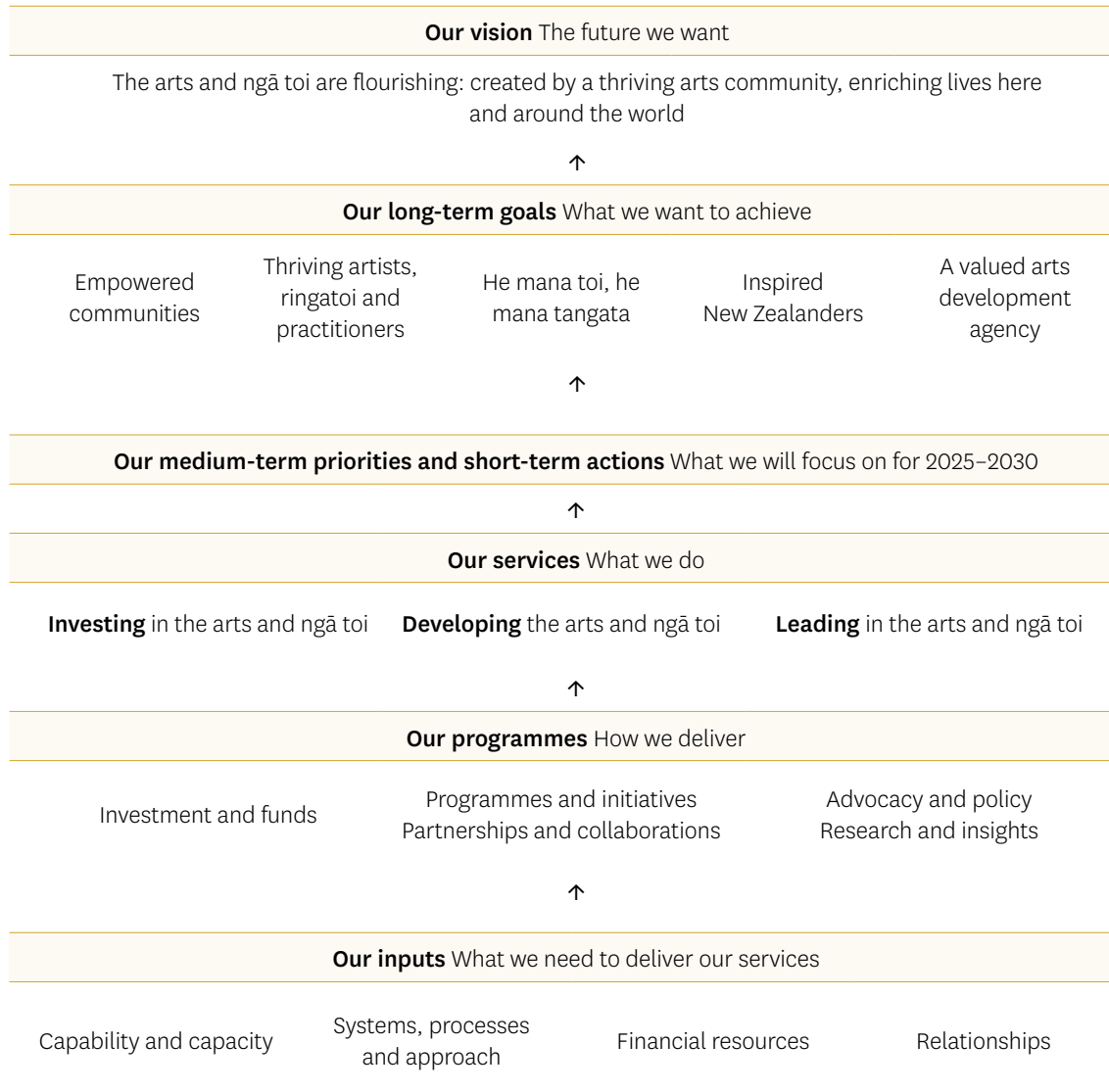
We're alert to what might prevent us from achieving our goals, and we seek to mitigate those risks. The Arts Council, through its Audit and Risk Committee, has responsibility for governance oversight of risk management and compliance.

A challenge in measuring our performance is that, as a funder, we largely achieve our intentions through those whom we fund. Attribution can therefore be difficult.

Risks that may hamper our progress include the following.

- **Challenging economic conditions** that affect the ability of the sector to be financially sustainable. This affects the health of the arts ecosystem, the sustainability of arts sector careers and the arts community's ability to deliver arts experiences for New Zealanders.
- **Demand for our services** has reached historic highs, putting pressure on our organisation and leading to low success rates. Along with challenging economic conditions, this is leading to a reduction in arts activity.
- **Global uncertainty** may lead to a more challenging fiscal environment, with knock-on effects for New Zealand.
- **Stable funding** for Creative New Zealand is enabling us to plan with greater certainty; conversely, this limits our ability to respond to demand or fill gaps created by pressure on other funding sources.

Our performance framework



Long-term indicators

The following indicators track the long-term trends that are outside of Creative New Zealand's control. We'll report on these indicators in our Annual Report as data becomes available.

No.	Long-term indicators	Baseline	Source	Desired trend
Goal 1: Empowered communities				
G1.1	Percentage of New Zealanders who agree that their community has a broad range of arts and artistic activities they can experience.	65%	<i>New Zealanders and the Arts — Ko Aotearoa me ōna Toi</i> survey data (2023)	↑
Goal 2: Thriving artists, ringatoi and practitioners				
G2.1	Median total income for creative professionals versus median total income for New Zealanders earning a salary or wage.	\$37,000	<i>A Profile of Creative Professionals</i> survey data (2022)	↑
G2.2	Amount of time spent on creative work versus non-creative work.	24 hours	<i>A Profile of Creative Professionals</i> survey data (2022)	↑
Goal 3: He mana toi, he mana tangata				
G3.1	Percentage of New Zealanders attending and participating in ngā toi Māori (Māori arts).	30% and 24%	<i>New Zealanders and the Arts — Ko Aotearoa me ōna Toi</i> survey data (2023)	↑
G3.2	Percentage of New Zealanders who agree ngā toi Māori (Māori arts) helps define who we are as New Zealanders.	59%	<i>New Zealanders and the Arts — Ko Aotearoa me ōna Toi</i> survey data (2023)	↑
Goal 4: Inspired New Zealanders				
G4.1	Percentage of New Zealanders engaged in the arts.	78%	<i>New Zealanders and the Arts — Ko Aotearoa me ōna Toi</i> survey data (2023)	↑
G4.2	Percentage of New Zealanders who agree the arts are for people like me.	48%	<i>New Zealanders and the Arts — Ko Aotearoa me ōna Toi</i> survey data (2023)	↑
G4.3	Index rating for how New Zealanders perceive the value of the arts to New Zealand. (The arts should receive public funding; My community would be poorer without the arts; and The arts help improve New Zealand society.)	59%	<i>New Zealanders and the Arts — Ko Aotearoa me ōna Toi</i> survey data (2023)	↑
Goal 5: A valued arts development agency				
G5.1	Creative New Zealand rates in the top half of agencies in the Public Service Reputation Index.	≥50%	<i>Public Sector Reputation Index, Verian</i> (2024)	↑

Medium-term measures

The following measures focus on tracking progress against our medium-term (five-year) priorities. We'll report on these measures in our Annual Report. As we align our work to our new strategy, we may develop specific targets against these measures.

No.	Medium-term measures	Baseline	Source	Desired trend
Goal 1: Empowered communities				
P1.1	Percentage of investment in the arts sector devolved to community decision-makers.	7%	Creative New Zealand data, 2023/24	↑
Goal 2: Thriving artists, rangatōi and practitioners				
P2.1	Amount of funding leveraged through co-investment.	\$700,000	Creative New Zealand data, 2023/24	↑
P2.2	Participant satisfaction with Creative New Zealand-led events and programmes aimed at capability building and leadership development.	90%	Creative New Zealand survey data	≥
Goal 3: He mana toi, he mana tangata				
P3.1	Percentage of Creative New Zealand's investment in the sector made through the ngā toi Māori pool.	16%	Creative New Zealand data, 2023/24	≥
Goal 4: Inspired New Zealanders				
P4.1	Creative New Zealand applicants broadly reflect New Zealand's ethnic diversity.	Ethnicity of applicants	Diversity Report 2022/23, Creative New Zealand (page 9)	—
Goal 5: A valued arts development agency				
P5.1	Overall satisfaction with Creative New Zealand's service across programmes.	Baseline to be developed in 2025/26	Creative New Zealand data	—

Part three

Our organisational health
and capability

**Wāhanga Tuatoru: Te pai me
te āheinga o te whakahaere**

How we work | Te āhua o te mahi

Our strategic intentions set out what we want to achieve for New Zealanders and Te Kaupapa o Toi Aotearoa guides how we work.

The Creative New Zealand way—Te Kaupapa o Toi Aotearoa

Through Te Kaupapa o Toi Aotearoa, we want to enhance the mana of people and communities, and increasingly reflect a ‘by, with and for’ approach, involving others in our policy, programme design and decision-making work.

Kaupapa waka values, waka hourua navigation traditions and wayfinding help us respond to situations as they unfold. Our organisational purpose of working for the benefit of all New Zealanders is an ‘orienting star’.²

Waka hourua are a potent visual representation of how we work. Waka evoke a sense of our place in Aotearoa New Zealand and within Te Moana-nui-a-Kiwa. They connect us to our whakapapa as a country and as an organisation. They help us to think about the values and processes we use, where these have come from and how we might work differently to consider a broader range of knowledge and perspectives.

Waka connect us to our environment and to considerations of how we care for the moana and whenua and our relationships across Te Moana-nui-a-Kiwa and globally.

The parts of the waka also help us think about the type of leadership needed to navigate effectively. The dual hulls reflect the bringing together of different values, world views, systems and approaches. The kiato crossbeams of the waka represent the importance of communication and building relationships based on integrity, reciprocity and respect.

This approach is reflected in our Te Kaupapa o Toi Aotearoa principles.

- **Tuku rauemi** (handing over resources)—empowering communities to determine their own futures—involving others in our policy, programme design and decision-making.³
- **Mana aki i te tangata** (lifting up the mana of the people) to be more artist- and people-centric in our approach.
- **Whakamana i Te Tiriti** (upholding the mana of Te Tiriti o Waitangi) as a foundation for all people who call Aotearoa New Zealand home—tangata whenua and tangata Tiriti.

We have strong relationships with mana whenua where our offices are located—Ngāti Whātua Ōrākei in Tāmaki Makaurau Auckland and Taranaki Whānui and Te Āti Awa in Te Whanganui-a-Tara Wellington—and we operate under their respective tikanga. We also have relationships and connections with other mana whenua groups around the country, and we continue to develop these.

Our organisational values reflect how we work with each other, the arts community and others.

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

Who we work with

Broadly, we think about the arts community as two main groupings. One is the artists, ringatoi and practitioners, and arts groups, collectives and organisations, who make, create and present the arts. The other grouping is the funders, supporters and partners whose contributions help make the arts happen. This includes central government agencies, as well as local government, community and philanthropic trusts, iwi and hapū, Pasifika groups, patrons, the private sector, volunteers and the wider creative sector.

² Spiller, C, Barclay-Kerr, H and Panoho, J. Wayfinding Leadership: Ground-breaking wisdom for developing leaders. Wellington: Huia Publishers, 2015.

³ Tuku rauemi, the act of sharing and handing over resources, is a powerful expression of manaakitanga and kotahitanga, enabling communities to thrive on their own terms.

The arts community is sometimes referred to as an 'ecosystem', made up of individuals and entities all playing their part, but who are linked together in many ways. This makes the connections and relationships between different parts of the arts community vital to its success.

While our arts communities bring the arts and ngā toi to life, our purpose is clear, the work we do is for the benefit of all New Zealanders. We think of this broadly: to us, New Zealanders means all people who call this place home, tangata whenua and tangata Tiriti.

How we're organised | Te āhua o ngā tūranga

Our Act establishes the Arts Council as Creative New Zealand's governing board operating under the provisions of the Crown Entities Act 2004.

Our governance structure

The Arts Council is responsible for:

- setting strategic direction and monitoring performance
- setting guidelines for the allocation of funding and the implementation of initiatives
- establishing assessment processes for the allocation of funding
- maintaining relationships with other agencies and organisations.

Under its Governance Charter, the Council is guided by the following pou (pillars), which describe the Council's main roles:

- determining future focus and direction
- building culture
- holding to account.

The Council is made up of 13 members who, between them, have a wide range of skills and experience.

The Council has a minimum of four members with knowledge of ngā toi Māori (Māori arts), te ao Māori (a Māori world view) and tikanga Māori (Māori protocol and culture). These members are appointed in consultation with the Minister for Māori Development. Under our Act, they form a committee—Te Komiti Māori—to advise the Council on matters relevant to the Council's functions relating to Māori, and any other functions the Council delegates to the committee.

Two Council members are appointed with knowledge of the arts and traditions or cultures of the Pacific peoples of New Zealand, in consultation with the Minister for Pacific Peoples.

The Council has three committees to help in its work:

- Komiti Māori (established under the Act)
- Audit and Risk Committee
- People and Culture Committee.

Our management structure

As of June 2025, we have 82 staff (79.35 full-time equivalent staff), based in locations across New Zealand. We have dedicated office spaces in Auckland and Wellington.

Our staff work across five groups: Arts Development Services; Business Services; Māori Strategy and Partnerships; Pacific Arts; and Strategy and Engagement.

We show our commitment to our 'good employer' obligations by maintaining and reporting against a personnel policy that includes reference to the seven main good employer elements. These are:

- leadership, accountability and culture
- recruitment, selection and induction
- employee development, promotion and exit
- flexibility and work design
- remuneration, recognition and conditions
- harassment and bullying prevention
- safe and healthy environment.

We also include, in our personnel policy and reporting, specific commitments to the aims, aspirations and employment requirements of Māori, ethnic or minority groups, women and people with disabilities. We also support implementation of the Government's action plan to reduce gender, Māori, Pacific and ethnic pay gaps and create a fairer workplace.

Over the period of this SOI, we will review our operating model to ensure we are organised optimally to deliver our new strategy once finalised, and make sure we have the right capabilities to make the shifts we've identified. A focus of this review will be to ensure we are as efficient as possible and are maximising our investment in the arts sector.

Our capability | Ngā āheinga

We rely on a skilled and engaged staff to achieve our strategic intentions, to operate efficiently and effectively and deliver high-quality results for New Zealanders.

Our people

Our kaimahi (staff) have a range of professional experience across the arts and ngā toi, and the arts community, programme delivery, market and audience development, and support services.

We survey kaimahi every quarter on the following engagement drivers: purpose, autonomy, collegiality, the opportunity to grow and how they are managed.

Staff are offered training and development in various areas, aligned with their individual needs and those of the organisation. This includes cultural competency training under our Te Kaupapa o Toi Aotearoa programme, which seeks to develop our organisational culture, as well as to improve our bicultural capability and be more responsive to diverse world views and perspectives.

We also rely on the contributions of the arts community, including our peer assessors, who are important for informing our funding allocation decisions.

Our systems, policies and processes

Systems

Our Grants Management System is critical to the day-to-day operation of our granting processes and ensuring we can capture and report on the results achieved through our major programmes.

Over the period of this SOI, we need to invest in this system to improve the efficiency of our granting processes for external and internal users.

We recognise the importance of data, and our Data Governance Group provides oversight of Creative New Zealand's data management systems to maintain high-quality, trusted data and increase public accountability through transparent and accurate reporting.

Policies

We regularly review internal policies, covering areas like finance, human resources, conflicts of interest and delegations. In each review, we consider the appropriateness of the policy, best practice examples from similar organisations and compliance with legislation.

Main internal policies include:

- *He Korowai Waiora—our Health, Safety and Wellbeing (HSW)* approach, which is supported by a committee of staff representatives
- *Diversity, Equity and Inclusion Policy*, which outlines our commitment to providing an inclusive, equitable and accessible working environment for our people, supported by employee-led groups.

The main policies guiding our work include:

- *Tapatahi Accessibility Policy and Action Plan*, which gives guidance on our work with and for Deaf and disabled artists, arts practitioners, tūri Māori, tāngata whaikaha Māori and disability communities and ensures we are accessible and inclusive of all New Zealanders
- *Diversity in the Arts Policy*, which states our commitment to recognise, promote and celebrate diversity in the arts and ensure our funding and services are fair, equitable, non-discriminatory and keep pace with demographic changes. We regularly report on the diversity of those who access or benefit from our services and on the diversity of our organisation and those who contribute to decision-making.

Creative New Zealand does not currently have specific measures in place to measure its environmental impact, including around greenhouse gas emissions. Further work is planned.

Processes

We have a formal complaints management system, and we monitor informal feedback from applicants and clients through social media and interactions with staff, which also provides ongoing feedback.

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