



ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA

Statement of Intent

TAUĀKĪ WHAKAMAUNGA ATU

2016 - 2021



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FRONT COVER:

Proudly Asian Theatre, Sparrows

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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 2016 to 30 June 2021.

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 'R Grant', with a horizontal line underneath the name.

Richard Grant

Chairman, Arts Council

14 September 2016

A handwritten signature in black ink, appearing to read 'Michael Moynahan', written in a cursive style.

Michael Moynahan

Deputy Chairman, Arts Council

14 September 2016

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Our koru signifies the path we're travelling as Aotearoa's national arts development agency

Tihei mauri ora. Ngā manu tīoriori, ngā kaka tarahae, ngā pikinga kōtuku, ngā tōtara whakarangiora, ngā rata whakamarumarū karanga mai karanga mai, karanga mai rā. E tika ana ki a mihihea a tātou mate kua taupae rā ki tua o te wharau. Moe mai rā koutou ki te pō. Ka hoki anō kia tātou e tau nei. Tēnā koutou katoa.

Tēnā koutou, Kia ora, Kia orana, Mālo ni, Fakaalofa lahi atu, Talofa lava, Mālō e lelei, Ni sa bula, Fakatalofa atu, Namaste – Warm Pacific greetings.

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

Our Future

Titiro whakamua

We want dynamic and resilient New Zealand arts, valued in Aotearoa and internationally *through* stronger arts communities, artists and organisations *and* greater public engagement with the arts.

Our Focus

Te arotahi

What we want to achieve by 2021:

- We regularly refine our investment to ensure that the arts continue to develop in New Zealand for New Zealanders.
- We develop the arts sector's capacity to succeed.
- We are a powerful advocate for the arts.
- We improve service delivery and systematically look afresh at how best to deliver activities with and for the arts sector.
- We become a more focused, higher-performing, learning organisation

Our Foundation

Te tūāpapa

We exist to encourage, promote and support the arts in New Zealand for the benefit of all New Zealanders *guided by* our core values.

Foreword

Kupu whakataki

The arts delight, provoke and inspire New Zealanders every day. We're proud to contribute to these experiences through our direct support for artists and arts organisations in Aotearoa.

We know from our research that New Zealanders are passionate about the arts, and that this passion is growing. Nine in ten (89 percent) of adults have attended or participated in at least one arts event in the last 12 months. Eight in ten (82 percent) agree that the arts help improve New Zealand society and 74 percent agree that the arts contribute positively to our economy.

The path forward

While this enthusiasm is brilliant to see, the arts in New Zealand are now at a critical juncture. In a busy cultural environment, artists and arts organisations need to work harder than ever to attract support and build up a regular appetite for the arts in the public.

Along with other funders, our ability to support the arts sector is also under pressure. After many years of consistent funding increases, our lotteries funding is becoming more unpredictable. We will continue to do all we can to buffer the sector from short-term funding fluctuations, so it can grow and thrive.

Our path of travel for the next five years is set out in this Statement of Intent, which focuses on five key goals. These goals capture our commitment to a robust investment approach, to helping the arts sector develop capacity, and to being a powerful advocate for the arts. We'll also improve our services to the sector and become a higher-performing organisation.

We think that working towards these five goals will help us achieve what we want to deliver for New Zealanders: stronger arts communities, artists and arts organisations,

and greater public engagement with the arts, creating dynamic and resilient New Zealand arts, valued in Aotearoa and internationally.

We've had the chance to talk with the arts sector, other partners and the public to get their views on our strategic direction. While we can't deliver to everything that was suggested, we can reaffirm our commitment to growing the arts in New Zealand, for the benefit of all.

Ngā mihi rārau

Without our artists, Aotearoa would be a much less exciting place to live. We thank them for their creativity, their hard work and their contribution to New Zealand. We also applaud the many staff and volunteers who support those artists in their work.

We thank our funders too – the Crown through the Ministry for Culture and Heritage, and the New Zealand Lottery Grants Board (NZLGB) – for investing in great art and the benefits it brings. Our valued partners, including iwi, local government, community trusts and private givers are also critical to making the arts happen in Aotearoa.

Finally, we thank New Zealanders for supporting and participating in the arts in so many ways. We look forward to seeing this passion grow into the future.



Richard Grant
Chairman, Arts Council



Stephen Wainwright
Chief Executive

Our context

Horopaki

Creative New Zealand is Aotearoa's national arts development agency. We encourage, promote, and support the arts in New Zealand for the benefit of all New Zealanders. More information about our organisation is on page 15.

Where we've come from

Over the last three years, we've successfully delivered to the priorities set out in our Strategic Plan 2013–2016. These included on-going priorities around:

- improving the resilience of the arts – both professional arts and community arts
- supporting new work and contemporary arts practice
- developing and implementing arts policies
- remaining accountable and responsive to government.

We also set ourselves two improvement priorities:

- improving our internal operations, by transitioning to one board, building contemporary systems, and streamlining service delivery
- advancing the influencing agenda, by building the evidence base for the value of the arts, responding to a growing Auckland arts sector, and helping Christchurch's cultural recovery.

Across a longer period, we've enjoyed the benefits of solid investment in the arts. Since 2006/07, the Crown has provided us with close to \$157 million, while the NZLGB's funding has been just over \$286 million. Annual funding from the NZLGB, which makes up around two-thirds of our overall revenue, has grown significantly over that time, while the Crown's contribution has remained largely static.

Increased funding over time has allowed us to provide more support to arts organisations through our Investment programmes, and to artists and arts practitioners and other groups in the arts sector through core programmes such as Arts Grants, Quick Response and the Creative Communities Scheme.

We've been able to advance a number of pilot programmes and other initiatives too, including:

- the Creative Giving programme, focused on broadening the revenue base for the arts through matched funding and capability building initiatives
- the Regional Pilot programme, aimed at enhancing local support for the arts in Waikato and Southland, and support for regional touring
- supporting a powerful New Zealand presence at the Frankfurt Book Fair and 2014 Edinburgh arts festivals, along with follow-on touring activity from the latter
- supporting the Christchurch arts sector in the wake of the 2010/11 earthquakes, through emergency and recovery grants
- supporting the building of the waterfront theatre in Auckland.

We've also worked hard to keep our own costs down, so that a higher proportion of our funding is delivered out to the sector. Since 2007/08, these costs have fallen as a percentage of our overall revenue.

The current environment

Despite many years of funding growth, we are now in a more uncertain period; our NZLGB funding has declined over the past two years, from a record high-point in 2013/14. Funding forecasts in recent times have been particularly volatile and the 2016/17 forecast sits at \$28.665 million.

We've worked to soften the impact of financial pressures on the arts sector by using up much of our reserves, and by winding up some of our trial or pilot initiatives. We know though that the tide may again turn in our favour, should lottery profits pick up.

The uncertain funding environment is set against the enthusiasm and confidence of a productive arts sector, whose creative output is both flourishing and being well-received by the public. We're seeing more New Zealand work being produced and more international success for our artists and arts companies. New Zealanders' attitudes to the arts are also improving, more people are participating in the arts, and there is strong growth in audience numbers.

Given this strong demand on a fluctuating pool of resources, now more than ever we have to make strong, future-focused choices about how we encourage, promote and support the arts.

How we're responding

Despite the challenges in front of us, we're ambitious for the arts. As we look towards 2021, we've revised our strategic direction to better answer the challenges and opportunities that lie ahead.

Our strategy comprises three parts:

- our **future** – what we want to achieve overall (our vision) and the difference we want our work to make (our outcomes)
- our **focus** – what we want to achieve by 2021 (our goals, supported by objectives) and what we do to support this (our deliverables), our five key goals being:
 - we regularly refine our investment to ensure that the arts continue to develop in New Zealand for New Zealanders
 - we develop the arts sector's capacity to succeed
 - we are a powerful advocate for the arts
 - we improve service delivery and systematically look afresh at how best to deliver activities with and for the arts sector
 - we become a more focused, higher-performing, learning organisation
- our **foundation** – our reason for being, as set out in our Act (our purpose) and the core principles that guide our work (our values).

How the elements link together, and to the broader direction for the cultural sector, is shown on the next page.

Our strategic direction for 2016-2021

OUR FUTURE

Titiro whakamua

OUR VISION

What we want to achieve overall

DYNAMIC AND RESILIENT NEW ZEALAND ARTS, V

OUR OUTCOMES

The difference we want our work to make

STRONGER ARTS COMMUNITIES, ARTISTS AND ORGANISATIONS

as shown by

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

OUR FOCUS

Te arotahi

OUR GOALS

(supported by **objectives**)

What we want to achieve by 2021



OUR DELIVERABLES

What we do to support our goals/objectives

We regularly refine our investment to ensure the arts continue to develop in New Zealand for New Zealanders

EXTERNAL FOCUS

We develop the a capacity to s

EXTERNAL F

We improve service delivery and systematically look afresh at how best to deliver activities with and for the arts sector

EXTERNAL/INTERNAL FOCUS

OUR FOUNDATION

Te tūāpapa

OUR PURPOSE

Our reason for being, as set out in our Act

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

VALUED IN AOTEAROA AND INTERNATIONALLY



GREATER PUBLIC ENGAGEMENT WITH THE ARTS

as shown by

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

arts sector's
succeed

We are a powerful advocate
for the arts

OCUS

EXTERNAL FOCUS

We become a more focused,
higher-performing, learning organisation

INTERNAL FOCUS

OUR VALUES

The core principles that guide our work

Mana Toi · Tauīwi · Mana Māori · Mana Pasifika · Mahitahi ·
Te Taumata · Tauutuutu · Manaakitanga

CULTURAL SECTOR VISION

New Zealand's distinctive culture enriches our lives



CULTURAL SECTOR OUTCOMES

- Create:* Cultural and sporting activity flourishes in New Zealand
- Engage:* Engagement in cultural and sporting activities is increasing
- Preserve:* Our heritage can be enjoyed by future generations
- Excel:* Artists, athletes and organisations achieve excellence



CULTURAL SECTOR PRIORITIES

- Fostering inclusive New Zealand identity
- Supporting Māori cultural aspirations
- Front footing transformative technology
- Improving cultural asset sustainability
- Measuring and maximising public value

Our future

Titiro whakamua

Our vision and outcomes describe what we want the future to look like. These will come about if we successfully deliver to our goals and objectives, in partnership with others.

Our vision

Our vision is our top-level ambition for the arts and describes what we want to achieve overall.

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

To us, *dynamic* New Zealand arts are bold, imaginative and exciting, and not afraid to challenge or provoke their audience. They are innovative in their expression – looking to the future while cherishing the past – and are created by a diverse group of arts communities, artists and arts organisations from around New Zealand. This diversity enables great art to be created – across a broad spectrum of artforms – that engages the widest possible range of New Zealanders.

For our arts to be *resilient*, artists need to be knowledgeable and skilful in their craft. Arts organisations need to be directed with care and expertise; governed and managed prudently but with an entrepreneurial spirit. As our country changes and grows, our arts sector needs to be capable of adapting to challenge, nimbleness in the moment, and be able to embrace future opportunities as they arise.

Arts that are *valued* are arts which connect with people – New Zealanders from all walks of life and people in other countries – and which leave people hungry for more. They are high-quality, creative expressions, whose creators are respected for their unique vision and passion. They move beyond just the personal connection too, making a positive impact on communities and society as a whole, and a distinctive contribution in the world.

New Zealanders views on the arts are a good yardstick of the progress being made towards realising our vision. We seek these views every three years, and a sample of these follows. Overall, the arts are held in high regard in New Zealand.

Dynamic

- 85% agree** NEW Overall, New Zealand arts are of high quality
- 72% disagree** N/C I don't find the arts all that interesting
- 75% agree** ↓ % Some arts events interest me but I still don't go much

Resilient

- 75% agree** ↓ % The arts are strong in New Zealand
- 74% agree** ↑ % The arts contribute positively to our economy
- 74% agree** ↓ % The arts should receive public funding

Valued

- 88% agree** ↑ % The arts are good for you
- 71% agree** ↑ % The arts are for people like me
- 59% agree** ↑ % The arts are part of my everyday life
- 69% agree** N/C My community would be poorer without the arts
- 82% agree** NEW The arts help improve New Zealand society
- 78% agree** ↓ % The arts help define who we are as New Zealanders

Key :

- ↑ % up from 2011 to 2014 N/C no change
- ↓ % down from 2011 to 2014 NEW new to the report

Source: New Zealanders and the arts: Attitudes, attendance and participation in 2014.

Our outcomes

Our outcomes describe the difference we want our work to make. They guide our work, including how we assess applications to our funding programmes as well as the delivery of our development and advocacy initiatives.

We measure our success towards achieving these outcomes in our Annual Report. These reports are available at: www.creativenz.govt.nz/about-creative-new-zealand/corporate-documents

Stronger arts communities, artists and organisations as shown by:

→ high-quality New Zealand art is developed

→ New Zealand arts gain international success

Dynamic and resilient arts come from sustainable and successful arts communities, artists and organisations.

We work to ensure that high-quality New Zealand arts are developed, giving artists and arts organisations opportunities to:

- continually develop their artforms, the quality of their work and their artistic skills and capabilities
- experiment, be innovative and take risks
- create work that excites and engages audiences.

International success is an important part of a healthy New Zealand arts sector, and we want New Zealand artists and arts organisations to develop international audiences, readers and viewers. This helps increase their income, assists them in developing their practice in relation to the international arts environment, and promotes New Zealand and its arts to international audiences.

Greater public engagement with the arts as shown by:

→ New Zealanders participate in the arts

→ New Zealanders experience high-quality arts

By engaging with the arts, New Zealanders show that they appreciate and value them as a part of their day-to-day lives.

We want New Zealanders to have as many opportunities as possible to participate in the arts. This includes opportunities to celebrate, practise and transmit their diverse artistic traditions and cultural heritage, and to develop links between communities that improve cross-cultural understanding.

Audiences are vital to a vibrant arts sector. We aim to broaden the opportunities for all New Zealanders to experience the arts, providing them with access to a diverse range of artistic experiences.

Our focus

Te arotahi

Our goals and objectives, supported by our deliverables, make up our focus for the next four years. These are an expression of our legislative functions, as set out in the Arts Council of New Zealand Toi Aotearoa Act 2014.

Our goals and objectives

Our five goals, together with their objectives, describe what we want to achieve by 2021. Three goals have an external focus, one has a mixed external/internal focus and one is internally focused.

We regularly refine our investment to ensure that the arts continue to develop in New Zealand for New Zealanders (external focus)

Why this goal?

Our environment is marked by rapid external change – the changing face of New Zealand, opportunities offered by the digital realm, and so on – along with unpredictable income. As such, we must deliver our resources out to the arts sector in a way that advances our vision for dynamic, resilient and valued New Zealand arts. A well-developed investment strategy provides clarity, guides future investment priorities and informs others about our progress. Regularly refining our investment helps ensure a stronger arts sector, able to deliver high-quality arts to New Zealanders and internationally.

Objectives for this goal

1. We'll develop an investment strategy which systematically tests the contribution of our key programmes to improving the resilience of artists and arts infrastructure and delivery to New Zealanders.
2. We'll use the investment strategy as the principal tool for guiding investment decisions in the arts

sector, and improve the sector's understanding of the policies, guidelines and criteria that underpin investment decisions.

3. We'll refine our investment decisions and re-allocate resources based on transparent policies.

We develop the arts sector's capacity to succeed (external focus)

Why this goal?

The arts sector must be able to enhance its strength in vision, strategy, leadership, structures, skills and systems. Having an appropriate mix of these will allow artists, arts practitioners and arts organisations to succeed nationally or internationally, increase public support for their work and sustain their arts practice.

Objectives for this goal

1. We'll identify relevant capacity areas to provide services in, which support the growth and development of the arts sector.
2. We'll communicate our capacity offerings to the arts sector, and those offered in complementary areas by others, and deliver initiatives which help support:
 - Māori, Pasifika and New Zealand's growing diversity
 - artistic quality and renewal and international success
 - audience focus and diversifying revenue generation
 - digital expertise.
3. We'll ensure that those we provide services for/to maximise the opportunities they take up, and use this development as a strong platform for future growth.

We are a powerful advocate for the arts (external focus)

Why this goal?

As the national arts development agency, we are uniquely placed to proactively 'make the case' for the arts, as well as providing others with the means to do so too. Successfully

making the case will promote stronger investment by others into the arts sector and stimulate New Zealanders appetite for high-quality, dynamic arts experiences.

Objectives for this goal

1. We'll create, in partnership with the arts sector, a compelling case for the value of the arts to New Zealanders.
2. We'll systematically strengthen our relationships with iwi, local authorities and other co-investors and funders, and provide and communicate a suite of unique research, analysis and reports.
3. We'll proactively measure and report on our success in advocating for the arts, and how this contributes to strengthening the arts sector and improving public engagement.

We improve service delivery and systematically look afresh at how best to deliver activities with and for the arts sector (external/internal focus)

Why this goal?

We can continue reducing complexity for those who engage with our services, including in our funding applications, our contracting and our reporting requirements. At the same time, it's important to identify and achieve appropriate standards of service delivery which are clear, fair and open. Continuing to develop smarter systems and processes with those we provide services to will help drive improvement.

Objectives for this goal

1. We will systematically look at our initiatives and activities and test whether we should continue to do them, change them or invite others to take them on.
2. We will simplify our current programmes and initiatives to provide clarity and enhance our focus on work that we are better placed to advance than others.
3. We will routinely seek insights from users to improve their experience of our digital platforms.

We become a more focused, higher-performing, learning organisation (internal focus)

Why this goal?

Learning from each other and the arts sector will assist us in meeting on going and new demands, in the context of rapid change. More focus will mean more effort is given to nationally-significant work that we are particularly well placed to advance. Applying a learning and improvement culture will, in turn, help drive better performance.

Objectives for this goal

1. More focus means we give more effort to fewer things that have the most impact.
2. We'll improve the tools we have to do our jobs, set and then achieve high performance expectations, enhance our learning in identified areas, and become a best practice organisation in terms of how we engage with Māori, Pasifika and diverse groups in New Zealand.
3. We'll ensure that the way we improve our performance evolves over time, responding to our own successes, areas for improvement and the external environment.

Our deliverables

Our deliverables are what we'll do to support our goals and objectives.

Each goal's deliverables will be a combination of:

- annual priorities – these are a mix of new projects and on-going work, and tend to be more innovative or high-profile in nature than core activities. They are likely to change over the course of this strategy, as we make progress towards meeting our goals.
- core activities – these are more 'business as usual'-type activities, such as running funding programmes like Arts Grants or Quick Response, delivering capacity building initiatives, or carrying out advocacy such as submissions to local government.

Further details are set out in each of our Statements of Performance Expectations, starting from the 2016/17 financial year. These are on our website at:

www.creativenz.govt.nz/about-creative-new-zealand/corporate-documents

Our foundation

Te tūāpapa

Our purpose and values are the foundation for all our work.

Our purpose

Our purpose is our reason for being, as set out in the Arts Council of New Zealand Toi Aotearoa Act 2014.

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

Encouraging, promoting and supporting effectively align with our three externally focused goals (ie, investing in the arts, developing the arts sector's capacity and advocating for the arts).

Our values

Our eight values describe the actions and behaviours the arts sector, our partners and the public can expect from us as we work with them. Our values act as a compass which helps guide our conduct and decision-making.

Mana Toi – we champion the role of the arts and the contribution artists make to our lives

Tauīwi – we recognise New Zealand's distinctive cultural and social diversity and work to ensure arts opportunities for all

Mana Māori – we recognise and support the role of Māori as tangata whenua in the arts

Mana Pasifika – we recognise the arts of the Pasifika peoples of New Zealand

Mahitahi – we work together with others so we can achieve more, including exploring the big picture and sharing what we learn

Te Taumata – we set high standards for our work

Tauutuutu – we are open, frank and respectful in our relationships

Manaakitanga – we are welcoming and responsive to all

Our contribution

Tāpaetanga

In addition to our own work, we also contribute to the wider aims of the cultural sector and, in turn, the government.

Cultural sector vision

- New Zealand's distinctive culture enriches our lives.

How we contribute:

New Zealand arts are a key driver for a growing, uniquely New Zealand culture. Our own vision – for dynamic and resilient New Zealand arts valued in Aotearoa and internationally – aligns well with that of the cultural sector: high-quality arts continue to be created, performed here and around the world too, and experienced by New Zealanders.

Cultural sector outcomes

- **Create:** Cultural and sporting activity flourishes in New Zealand.
- **Engage:** Engagement in cultural and sporting activities is increasing.
- **Preserve:** Our heritage can be enjoyed by future generations.
- **Excel:** Artists, athletes and organisations achieve excellence.

How we contribute:

Our work makes a strong contribution to the outcomes sought by the wider cultural sector. The number of new New Zealand works is growing, and both attendances and participation levels are growing. These are key success measures in our own outcomes.

We also help preserve traditional and heritage artforms. For example, the Toi Ake funding initiative helps cultivate and retain heritage ngā toi Māori (Māori arts). Our focus on funding high-quality work, and building the capacity of arts organisations, also contributes to overall excellence in the sector.

Cultural sector priorities

- Fostering inclusive New Zealand identity.
- Supporting Māori cultural aspirations.
- Front footing transformative technology.
- Improving cultural asset sustainability.
- Measuring and maximising public value.

How we contribute:

We support the cultural sector's priorities in a number of ways, as we work towards achieving our own goals. Our diversity work, including the Auckland Diversity Project, is helping to grow an appreciation for the diverse country we now live in. We offer strong support for Māori across all of our funding programmes, with specific initiatives in some areas. We've also led the way in terms of developing a sophisticated grants management system which is saving both us and the arts sector time and money. We've also supported the arts infrastructure in areas like Auckland and Christchurch, and helped the sector to advocate for the value of the arts to New Zealanders.

More information on the Cultural Sector Strategic Framework is available at:

www.mch.govt.nz/research-publications/our-accountability-reports/cultural-sector-strategic-framework

Broader government priorities

While the Government's broader priorities don't form a direct part of our strategic framework, our work does contribute to them.

The Government's current priorities were set out by the Prime Minister in his Statement to Parliament in February 2016.

- Responsibly manage the Government's finances.
- Build a more competitive and productive economy.
- Deliver better public services to New Zealanders.
- Support the rebuilding of Christchurch.

How we contribute:

We are careful with the public funding we receive and work hard to ensure it is distributed in the most prudent way.

Our funding helps employ hundreds of New Zealanders in the arts sector, and to help individuals and organisations take their arts to the world. Our services are also becoming smarter for the digital age and our support for the arts in Christchurch continues, particularly around the development of the new Performing Arts Precinct.

Our progress

Whakaahu whakamua

Measuring and reporting on progress in achieving our strategy will be a critical part of its success. An open and transparent approach allows our many stakeholders to see what we're doing, how we've done and helps inform what we might do next.

Each year we develop a Statement of Performance Expectations – in effect, our annual plan. The first of these plans will be for 2016/17 and accompanies this Statement of Intent.

What gets measured

The performance framework in each Statement of Performance Expectations sets out what we'll be measuring and reporting on that year. This will be a mix of measures which, taken together, provide a balanced picture of our performance. We report against these measures each year in our Annual Report. These documents are available on our website at:

www.creativenz.govt.nz/about-creative-new-zealand/corporate-documents

We'll track our progress and report against our deliverables (annual priorities and core activities), as well as talking about how these are helping us reach our goals and objectives. Reporting on annual priorities is against milestones identified for each priority. Reporting on core activities focuses on measures like dollars, numbers and percentages.

We'll also measure the broader results of our work under our outcomes. For example, the 'Greater public engagement with the arts' outcome will be shown by:

- New Zealanders participating in the arts (ie, reported participant numbers from investment programme clients, recipients of Creative Communities Scheme

grants, and those of our own grants and special opportunities recipients)

- New Zealanders experiencing high-quality arts (ie, audience numbers from activity funded through our investment programmes and our grants and special opportunities programmes).

We also aim to improve the calibre of such measures over time. Looking at that same outcome, the grants and special opportunities components will be counted for the first time in 2016/17. This will help give a richer picture of the impact of our work.

In our reporting, we'll also talk about how our day-to-day work links to our vision and the broader aims for the cultural sector. As an example, individual advocacy initiatives – like submissions to local government on increasing funding for the arts – are measured as a core activity under the goal 'We are a powerful advocate for the arts', and deliver to Objective Two of this goal (ie, they help strengthen our relationships with local government). This supports our 'Stronger arts communities, artists and organisations' outcome and the 'resilient' and 'valued' elements of our vision, and contributes to the wider cultural sector outcome 'Cultural activity flourishes in New Zealand'.

What might hamper our progress

Like any organisation, it's important for us to understand what might prevent us from achieving our aims. We then need to do as much as we can to mitigate these risks to our business; many of the steps we'll take to do so are set out under the goals/objectives in this strategy, and business risks are regularly reviewed and discussed by management and the Arts Council.

Funding from our two major funders – the Crown through Vote Arts Culture and Heritage and the NZLGB – could decline over the next four years. We've already experienced volatility in our funding from the NZLGB in recent times. Depending on the level of any future decline, this could mean we have materially less to invest in the arts sector. A robust investment strategy as the principal tool for guiding investment decisions in the arts sector, will better position us to respond more nimbly to funding reductions.

The arts sector's capacity could fail to grow, either through limits on our own ability to resource needs or a lack of support for initiatives at the organisations' end. This would prevent the sector from thriving, with less innovation and a greater chance of failure for those operating in it. Having a relevant, clear and regularly-refreshed capacity offering for the sector, which aligns to key areas of developmental need, will help reduce this risk.

Support from other partners (including investors) and from the public might be less than is needed to help create a thriving arts sector; in other words, working together with the sector, a compelling case for the value of the arts has not been made. Less support would mean that the arts sector finds it harder to create dynamic arts experiences and to become more resilient. A well-considered advocacy strategy which embraces the support of the arts sector, along with a deliberate and measured approach to building relationships with key stakeholders over time, will help ensure our work here is effective.

We might also be unable to make the changes we need to improve our performance, both in the services we deliver to the arts sector and as an organisation. This would result in reduced client and customer satisfaction, and lower staff engagement. Being systematic in our work here, and being clear with the sector and each other about where to focus and what we can achieve, will help change come about more successfully.

Our organisation

Tō tatou tari

Governed by the Arts Council, Creative New Zealand is an autonomous Crown entity continued by the Arts Council of New Zealand Toi Aotearoa Act 2014.

We have a continuing commitment to improving the health and capability of our organisation. This includes having a robust governance structure, valid and appropriate operational policies and effective and efficient internal processes, and capable and engaged staff.

What we do

Creative New Zealand funds arts activity by New Zealand artists, arts practitioners and arts organisations, both within New Zealand and internationally. This is where most of the money we get is spent.

We fund across a variety of artforms: craft/object, dance, inter-arts, literature, multi-disciplinary, music, ngā toi Māori, Pacific arts, theatre and visual arts.

We fund the arts from three broad pools of money: General, Māori and Pacific. These pools feed all of the regular arts funding programmes. Proposals are assessed in streams appropriate to the artform and cultural focus of the application.

For example, applications to Ngā Toi Māori are assessed by Māori, applications to the literary artform are assessed by literary experts and projects that identify as Pacific are assessed by peers with Pacific arts and culture expertise. Māori and Pacific artists can apply for support through the Māori or Pacific assessment streams, but remain eligible to choose to apply through the general funding process instead. In this way, Māori and Pacific art is integrated into the foundation of Creative New Zealand's programme structure alongside 'general' funding.

From time to time special arts development opportunities are available and are open to all artists/practitioners. Others, such as internships and cultural exchanges, are

specific to artforms (eg, the Prime Minister's Awards for Literary Achievement), Māori and Pacific artists and practitioners (eg, Tohunga/Tukunga – the Māori arts mentoring programme), or other criteria.

More information on our funding programmes is available at: www.creativenz.govt.nz/en/getting-funded

We also support the professional development of artists and their practice, and the management of organisations so they can grow their audiences and markets.

Complementing our funding and development work, we also advocate for the value of the arts to New Zealanders.

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.

Our relationships

We work with a wide range of stakeholders, including the Minister for Arts, Culture and Heritage and the Ministry of Culture and Heritage, the NZLGB, iwi, Pasifika groups, local government, individual artists/practitioners, arts organisations and, more broadly, the community. We consult with stakeholder groups when developing strategy and reviewing policies that affect the arts sector.

We also have links to international arts councils and we're an active member of the International Federation of Arts Councils and Culture Agencies.

The Arts Council

Our governing body, the Arts Council, has responsibility for policy, strategy and funding allocation. It comprises 13 members and is a unitary council, replacing the previous division of responsibilities between the Arts Council, the Arts Board, Te Waka Toi and the Pacific Arts Committee.

Council members 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 were appointed in consultation with the Minister for Māori Development. Under our Act, they form a committee to advise the Council on matters relevant to the Council's functions in relation to Māori, and any other functions the Council delegates to the committee.

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

We work to ensure that:

- Council members have appropriate and timely information to make decisions
- Council members are knowledgeable about and engaged with Creative New Zealand's work
- decisions are made at the appropriate organisational level, reflecting their importance, risk and the need for timeliness
- management and staff provide appropriate support to the Council.

Policies and processes

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

We also have a strong focus on improving the services we deliver, particularly around grants applications, decision-making and reporting processes. Service improvement has a specific focus through the relevant goal/objectives (ie, 'We improve service delivery and systematically look afresh at how best to deliver activities with and for the arts sector').

As a part of that goal, we'll regularly assess with the arts sector that we're performing to the standards we've set ourselves. We also have a formal complaints management system and monitor informal feedback from applicants and

clients through social media and daily interaction with staff that provide us with ongoing customer feedback.

Our staff

We rely on having a skilled and engaged staff to achieve our strategic aims. As of 31 July 2016, we have 52 staff (49.21 full-time equivalent staff), based mainly in Wellington and Auckland and principally working across four teams: Arts Funding; Arts Policy, Capability and International; Business Services; and Planning, Performance and Stakeholder Relations.

Our staff have a range of experience across artforms, international market development and cultural exchange, audience development, project management, and corporate and business services. All staff are offered training and development across a variety of areas (eg, on the information technology we use, financial reporting, communication and project management).

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

- 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.

More information

Further details about Creative New Zealand are on our website at:

www.creativenz.govt.nz/about-creative-new-zealand



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