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# Pacific Arts Strategy

2018-2023

# Five-Year Strategic Direction

Powerful Pacific arts, led by passionate and skilled Pasifika people, for Aotearoa, Te Moana-nui-a-Kiva and the world

Pacific arts are bold and dynamic, and have a big impact on the lives of the people they touch

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

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

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



**TAGATA**

**VAKA**

**VA**

**MOANA**

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

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

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

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

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



**OUR WORK**

**OUR PURPOSE**

**OUR MANDATE**

We invest in, develop and **advocate** for the arts, as we **improve** our services and our organisation

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

**Mana Pasifika:** We recognise the arts of the Pacific Island peoples of New Zealand

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

## Continuing the journey

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

The Pacific arts community makes a huge contribution to the arts in Aotearoa, and Pacific arts and culture are a major feature of the arts environment.

*Our Pacific Arts Strategy will help direct and prioritise Creative New Zealand's investment in Pacific arts between 2018 and 2023, to better support the Pacific arts community.*

This Strategy embraces the essence of Pasifika peoples and cultures, gathered around four concepts. These four concepts provide a living map to guide us in a continuing journey, from ancient navigation towards the future.

- Our first concept is **Tagata**, the people, the heart of the Strategy.
- The second concept is **Vaka**, the vessels for our journey and the potential for more vaka to join our fleet in the future.
- The third concept is the **Va**, the meaningful spaces between people, places, cultures, time and dimensions, tangible and intangible – adorning this space includes accepting talanoa that may challenge how things are done, to enable new ways and new thinking to emerge, and to innovate for the benefit of Pasifika peoples and wider communities.
- The fourth concept is **Moana**, Te Moana-nui-a-Kiva, the ocean homeland of Pasifika peoples that is the fluid bridge between a new home in Aotearoa, other lands and opportunities, and to the global Digital Moana of new tools and technology.

Embedded in the meaning of these four pou or pillars are processes to guide us towards achieving our vision and outcomes. This living strategy covers specific actions which will evolve over time, to make sure we're on the best path towards our destination and are achieving what we expected along the way.

As a navigator charts a long voyage under the stars, we'll review and reset our course annually so we are agile and can adjust to an ever-changing environment. Continuing talanoa with Pasifika artists and communities will help us do this.

We thank everyone, especially the Pacific artists and Pacific arts community, wider stakeholders and friends of the arts who have contributed to the development of this Strategy.

## About this Strategy

The Pacific Arts Strategy is wide-ranging. It will apply across all of Creative New Zealand's programmes and policies, including general arts funding and our investments, grants, international, capability and advocacy programmes. The Strategy will also help to guide future Creative New Zealand initiatives and pilots.

We set out our Strategy in two main parts.

- our **five-year strategic direction** for Pacific arts. We summarise this direction in the diagram on page 2, and in the text from page 9, where we talk about how we see our future, the areas we want to focus on over the next five years, and the foundation that supports the Strategy.
- our **five-year priorities for action**. From page 11 we set out 13 priorities for action, looking at the current situation, what we expect to happen by the mid-point of the Strategy (by 31 December 2020), and the changes we want to see in five years' time (by 30 June 2023).

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

### A note on the terms used in this Strategy

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

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

*We also use other similar words, like Pasifika meaning people living in Aotearoa/New Zealand who have Pacific Island heritage. You'll also see terms for the Pacific like Oceania and Te Moana-nui-a-Kiva, which many consider to be more inclusive.*

## Our current investment

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

### How do we support Pacific arts at the moment?

These are some of the ways in which we currently support Pacific arts.

- Dedicated funding for Pacific arts projects and programmes of work through our Grants and Investment programmes. The general funding stream is also open to all eligible applicants, including Pasifika artists (see below).
- Targeted funds and initiatives, including: Moana Community Grants, Samoa/Hawai'i arts residencies, the Pasifika Internships Programme, the Auckland Diversity Project, and Pacific international cultural and artform exchange.
- Enabling key collaborations between contemporary artists and master heritage artists, and supporting the Pacific Heritage Arts Fono.
- Supporting Pacific arts in the community, including through the Creative Communities Scheme which encourages participation, supports diversity and projects by, with, or for young people.
- Delivering and supporting major international opportunities, like the Festival of Pacific Arts and significant exhibitions.
- Recognising emerging, mid-career and senior Pasifika artists and arts practitioners through the annual Arts Pasifika Awards.

### Dedicated and general funding

As mentioned above, we have dedicated funding for Pacific arts via budget allocations and funding through our Investment and Grants programmes. Along with a Māori arts funding pool, we also have a general arts pool available.

Having a Pacific arts budget means that where an applicant chooses to identify their work as being 'Pacific arts', we apply a Pacific arts assessment process. This involves two elements.

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

We'll continue to have dedicated Pacific arts funding and a specific 'pathway' for the Pacific arts community.

Pasifika artists and groups, like all New Zealand artists and groups, can also apply to other Creative New Zealand programmes, eligibility criteria allowing. Pasifika artists and groups however have a choice of whether they choose to make use of dedicated Pacific arts funding and assessment processes. This approach recognises that there are artists with Pacific heritage but who may not see Pacific arts as the context for their work, and who may prefer to use our general assessment processes.

### What has our recent funding looked like?

In the 2017/18 financial year, we allocated \$2.389 million (5.9 percent) of the funding and capability building components of our investment in direct support of Pacific arts.

The breakdown for this funding is illustrated below, where:

- **Investment programmes** is investment in Pacific-led Tōtara (Arts Leadership) and Kahikatea (Arts Development) organisations
- **Pacific Arts dedicated grants are grants** funded through dedicated Pacific arts funding pathways in Arts Grants, Quick Response grants and Special Opportunities
- **Other Pacific opportunities** includes initiatives like the annual Pacific Cultural Exchange and the Pasifika Internships Programme
- **Creative Communities Scheme** is approved funding identified under that Scheme as being for projects of Pasifika peoples.



It's important to note that in addition to the Pacific arts funding described above, we also support Pasifika artists and arts practitioners, and Pacific arts groups, collectives and organisations, through our general arts funding, as well as through our capability building and international programmes.

## Our future investment

We have a new **Investment Strategy Te Ara Whakamua 2018–2023** that outlines the direction Creative New Zealand's overall investment in the arts will take over the next five years. The Investment Strategy will allow us to develop an arts investment portfolio fit for the future needs of the arts in New Zealand, including the future needs of Pacific arts.

**We plan to increase our investment into Pacific arts over the course of this Strategy, across our funding, capability building and advocacy programmes.**

The Investment Strategy has seven principles, including: Our investment recognises and advances the arts of the Pacific Island peoples of New Zealand.

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

- **Diversity and reach:** Our investment will be increasingly directed towards ensuring the range of arts practices we support better reflects all aspects of diversity and the changing face of New Zealand.
- **Dynamic arts:** The development of high-quality, innovative New Zealand art remains an important focus for us. This includes established artists, practitioners and arts organisations, those who are new to the arts sector, and those creating and practising in new and innovative ways.
- **Resilient arts sector:** For New Zealand's arts sector to be resilient, artists need to be knowledgeable and skilful in their craft. Arts organisations need to be directed with care and expertise, and governed and managed prudently, but with an entrepreneurial spirit. New ways of working and of creating value should be looked to and embraced, where there is potential to enhance success.



## The wider landscape

Like all strategies, the Pacific Arts Strategy exists in a broader environment, including Creative New Zealand's overall strategic direction. The Pacific Arts Strategy will operate in connection with areas like:

- **future directions for arts and culture**, described in our other strategies (see below) and in the strategies of other arts and culture organisations nationally and

internationally (eg, the Council of Pacific Arts and Culture’s Regional Culture Strategy: Investing in Pacific Cultures 2010–2020)

- **future directions for the creative industries**, both in New Zealand and globally, and the position of the arts at the heart of all creative endeavours
- **future directions for Pasifika in Aotearoa**, such as the broader aspirations of Pasifika across the economic, social and environmental spheres in New Zealand, and the government’s aspirations for Pasifika
- **future directions for Te Moana-nui-a-Kiva**, such as economic development and sustainability, international relations and trade, climate change, demographics and health needs.



Our other strategies will have an impact on the Pacific Arts Strategy, and vice versa. These include our overarching Statement of Intent 2016–2021 (which sets out our medium-term strategy across our work, and which will be revised in time for 1 July 2019), along with the kaupapa of the upcoming Māori Arts Strategy, the Investment Strategy discussed earlier and the Advocacy Strategy 2016–2021. As with the Pacific Arts Strategy, these other strategies will evolve and develop over time and will reflect the directions this Strategy sets out.

We also acknowledge that we’re one of a number of players in all the areas mentioned above. This Strategy will allow us to make our contribution to that wider work clearer.

## How will we deliver to our Strategy?

The **five-year priorities for action** set out the key areas Creative New Zealand will focus on to deliver our Strategy, as we see them now. These priorities are described from page 7.

The priorities may change as we move through the next five years. Think of this as a vaka journey – we’ll consider our direction and if necessary adjust the course each year, in response to changes in the conditions and wider environment. The Strategy is designed to be a living, evolving plan that remains relevant to the current and future needs of the Pacific arts community.

Given this, a specific implementation plan will be prepared and refreshed in each year of the Strategy, setting out the actions for the period in more detail.

Having an implementation plan also allows progress to be measured, monitored and reported to the Pacific arts community and the public at regular intervals.

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

## Our five-year strategic direction

As shown on page 2, our strategic direction has three layers.

- Our aspirations for the **future** of Pacific arts in Aotearoa: our vision and outcomes – the difference we want our work to make, informed by the aspirations of the Pacific arts community.
- The areas we’ll **focus** on over the course of this Strategy: working to these pou will help us reach our future aspirations.
- The **foundation** for our work: what we do and why we do it, as the basis for how we deliver to our focus areas and our future aspirations.

## Future aspirations

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

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

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

Pacific arts are bold and dynamic, and have a big impact on the lives of the people they touch	Pacific arts are nurtured and nourished through a connected, resilient Pacific arts community in Aotearoa	Pacific arts reach, inspire and are valued by more people and communities, everywhere
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Pacific arts practice covers a wide range of contemporary and heritage artforms, and the space for practice that sits between, is influenced by, and that blends these two areas. Local events and community-based activities are also a significant – but sometimes less acknowledged – feature of the Pacific arts environment. We want our work to help support **bold and dynamic Pacific arts**, and we want them to have a **big impact** on the lives of the people they touch.

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

We want our work to help the unique voice of Pacific arts **reach and inspire more people**. We also want to instil a deeper sense of the **value** Pacific arts bring in **more communities**, across Aotearoa, Oceania and beyond.

### What's the research telling us?

Recent Creative New Zealand research provides insights into where some of the opportunities might lie. *New Zealanders and the arts 2017* showed that 18 percent of New Zealanders had attended Pacific arts events over the previous 12 months, significantly higher than the 14 percent in 2014. The 2017 research also showed that over half of Pasifika people surveyed had attended Pacific arts events in the prior 12 months.

On the participation front, 8 percent of New Zealanders had participated in Pacific arts in 2017, on par with the 7 percent recorded in 2014. For Pasifika, around three in 10 of those surveyed participated in Pacific arts, with one in five saying they participate on a regular basis.

Our *Audience Atlas New Zealand 2017* research showed that more than one-third of the country's 'culture market' (ie, New Zealanders aged 16 years old and over who had attended at least one cultural activity within the past three years) are interested in attending a Pacific arts event for the first time. This is larger than the number who have attended in the past three years, with some regional markets ripe for development.

## Focus areas



To help reach the future we want, we'll concentrate our efforts around four key focus areas, or pou.

The four pou don't stand apart from each other. We expect support for individual artists and arts practitioners (**Tagata**) will also help strengthen Pacific arts groups, collectives and organisations (**Vaka**).

We also expect an innovative and networked Pacific arts environment (**Va**), that links community members and others to deliver opportunities for those individuals and groups. Strengthening links with artists and communities in Oceania and beyond (**Moana**) will be important to the well-being of Pacific arts back in Aotearoa.

More detail on the four pou is set out under **Our five-year priorities for action**.

## Foundations for our work

The Strategy is underpinned by the same foundations that support all of Creative New Zealand's work. These foundations are:

### OUR WORK

We invest in, develop and advocate for the arts, as we improve our services and our organisation

### OUR PURPOSE

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

### OUR MANDATE

Mana Pasifika We recognise the arts of the Pacific Island peoples of New Zealand

**Our work** describes the key deliverable areas from our annual plan (the Statement of Expectations). Each year, this plan helps us deliver to the medium-term strategy set out in our Statement of Intent. Both of these documents are key elements of the accountability system that provides assurance to the government, Parliament and the public.

**Our purpose** is the high-level empowering statement set out in our legislation, the Arts Council of New Zealand Toi Aotearoa Act 2014. There's a clear link between the different areas of our work and this purpose statement.

**Our mandate** combines two elements that use the same language. One is from the principles of the Act, which describe our different responsibilities as we work to achieve our purpose. The other is from our set of eight values (including

Mana Pasifika) which 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.

## Our five-year priorities for action

The five-year strategic direction identifies the changes we expect to see over the next five years.

In this section, for each of the four pou in our **focus** areas and for our **foundation** areas we outline two or three priorities for action and set out:

- where we're at now
- what will happen in the relevant current year of the Strategy
- the change we want to see happen by the end of the Strategy's five-year term.

Below we summarise our thinking around each pou. Detail on our **focus** priorities for action is set out in the tables from page 11.

## Focus areas

### TAGATA

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

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

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

The youthful profile of New Zealand's Pacific communities means that more young and emerging artists and arts

practitioners are coming through. Supporting them to both create their art and to develop their skills and experience will be increasingly important, to help nurture and strengthen the Pacific arts sector over the next five to 10 years.

For all artists and arts practitioners, being able to navigate the New Zealand arts funding and support system is essential to being able to access what's available. We want to ensure Pasifika artists and arts practitioners are **resourced** to develop their practice and deliver outstanding work.

Recent feedback from the Pacific arts community (ie, at the Pacific Arts Summit in March 2018 and through the Strategy discussion paper in May/June 2018) outlined a range of support needs for Pasifika artists and arts practitioners. These included:

- increased levels of funding
- improved support for young and emerging artists and arts practitioners
- a need to acknowledge and support the diverse range of Pasifika peoples, including Pasifika artists and practitioners with disabilities
- access to internships and other opportunities for future Pacific arts leaders
- professional development opportunities for individual Pasifika artists at all career stages
- greater levels of respect for Pacific arts and increased recognition of the value of Pacific arts
- greater recognition for the contribution of Pasifika artists and practitioners make to the arts of Aotearoa/ New Zealand.

Our **Tagata** priorities for action over the next five years are set out in the tables from page 11.

### What might this work look like?

Since 2014, we have supported the Pasifika Internships Programme delivered by Tautai Contemporary Pacific Arts Trust. So far, the Programme has supported 12 Pasifika artists and arts practitioners to undertake internships with arts organisations, and in 2018 we increased funding for the programme.

Under this Strategy we plan to review the Programme, with a view to identifying ways to increase and expand the number of internship opportunities available to Pasifika artists and arts practitioners.

## VAKA

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

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

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

The formal infrastructure for supporting Pacific arts in New Zealand is limited. We currently support just two Pacific-led and focused Tōtara organisations and there are few Pacific-focused arts organisations in the wider arts sector. This points to an under-developed system of support for groups and individuals to create, present, distribute and participate in Pacific arts.

Despite this, there are many informal networks and groups that actively support Pacific arts and artists. These informal networks and groups can find it difficult to access longer-term funding because of funder requirements for formal governance structures and well-established business accountability systems.

Development of strong Pacific arts organisations will require skilled and experienced leaders and personnel. We want to ensure Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa.

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

- more Pacific-led organisations supported by Creative New Zealand
- improved access to business expertise and support
- capability-building support for Pacific-led arts organisations and personnel
- support for the transmission and practice of Pacific heritage arts
- the expansion and strengthening of the Pacific arts infrastructure.

Our **Vaka** priorities for action over the next five years are set out in the tables from page 12.

### What might this work look like?

From 2015, we've funded an annual Pacific Heritage Arts Fono which has supported heritage artists to fono, talanoa and exchange knowledge and expertise, while strengthening engagement and relationships with diverse Pasifika communities.

The Pacifica Mamas Arts and Cultural Trust (Pacifica Arts Centre) works with heritage artists and communities and was selected to lead and deliver the fono from 2016. Successful delivery, outcomes and feedback enabled the Centre to build a funding track record with Creative New Zealand. The Centre has gone on to successfully apply for funding through our Kahikatea (Arts Development) Investment programme and will deliver a range of Pacific heritage arts projects in 2019.

## VA

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

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

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

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

- a lack of resources within some mainstream arts organisations that leads them to focus on delivering their own, more traditional programmes and activities
- little or limited contact between mainstream and Pasifika artists/arts organisations, leading to a lack of awareness of the opportunities that may exist.

A strong and well-resourced Pacific arts environment will also be actively supported by Pacific arts stakeholders (eg, local government, community funders and other supporters). Ideally these stakeholders will work with Pasifika artists and Pacific focused art organisations – as well

as with one another – to encourage, promote and support the Pacific arts sector, in the spirit of adorning the Va.

Organisations and institutions with Pacific arts interests need to be clear about their particular roles and the ways that they can best encourage and support Pacific arts. We want to ensure an innovative and networked Pacific arts environment exists, so that Pacific arts are **strengthened** for future success.

Recent feedback from the Pacific arts community included calls for:

- more opportunities for Pasifika artists and practitioners to network, fono and talanoa, including more frequent Pacific Arts Summits
- more Pacific-led venues and spaces presenting Pacific arts programmes
- recognition of the importance of locally-based arts events, such as 'Polyfests', in centres outside of Auckland and Wellington
- less dependency by Pasifika artists on funding from central government
- greater support for artists creating and presenting work using digital technologies and platforms.

Our **Va** priorities for action over the next five years are set out in the tables from page 13.

### What might this work look like?

The 2018 Pacific Arts Summit was an opportunity for Pasifika artists to gather, network and exchange experiences and information. At the Summit, there were calls for more regular opportunities for the Pacific arts community to fono and network. As part of this Strategy we will plan for regional Pacific arts fono in 2020 and for the next national Pacific Arts Summit in 2022.

As part of our grant and funding programmes we have also been able to support residencies for Pasifika artists and writers at institutions such as the Macmillan Brown Centre for Pacific Studies at the University of Canterbury, at Auckland's Michael King Writer's Centre and with the International Institute of Modern Letters at Victoria University of Wellington.

## MOANA

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

The **Moana** pou is about connections between Pasifika artists and artists/markets in Oceania and globally.

Pasifika artists and communities have strong links across Te Moana-nui-a-Kiva and beyond, with many families maintaining links to Pacific Island communities across the Pacific, as well as to sizeable Pacific communities in cities like Los Angeles.

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

We want to see meaningful connections across Aotearoa, Oceania and globally, to ensure that Pacific arts are further **enriched**.

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

- more residency and cultural exchange opportunities between New Zealand-based Pasifika artists and artists based in Oceania
- greater recognition of the value of success in Oceania
- greater recognition of the success of Pasifika artists internationally.

Our **Moana** priorities for action over the next five years are set out in the tables on page 15.

### What might this work look like?

We currently support Pacific Island-based residencies for Pasifika artists and writers in association with the National University of Samoa and at the University of Hawai'i, in partnership with Fulbright New Zealand and the university. Under this Strategy, we'll scope potential partnerships for new artist residencies at suitable centres in other parts of Oceania.

As we have done over recent festivals, we'll also support the participation of Pasifika artists as part of the Aotearoa delegation to the Festival of Pacific Arts 2020, to be held in Hawai'i.

## Foundations for our work

As well as working towards the four pou of our **focus** areas, we also aim to improve our responsiveness across our **foundation** areas. This includes how we carry out **Our work**, how we deliver to **Our purpose** and how we respect and uphold **Our mandate**.

Detail on our **foundation** priorities for action appears in the tables on page 16.

# Five-Year Priorities for Action as at 1 October 2018

## Focus Areas

Working to these pou will help us reach our future aspirations

Focus areas	What are our priorities for action? (as at 1 October 2018)	Where are we at now? (as at 1 October 2018)	What will happen in the Strategy's mid point? (by 31 December 2020)	What change do we want to see in five years' time? (by 30 June 2023)
<b>TAGATA</b>  Pasifika artists and arts practitioners are <b>resourced</b> to develop their practice and deliver outstanding work	<b>Develop and support leadership opportunities for Pasifika artists and arts practitioners</b>	The number of funded opportunities for Pasifika artists and arts practitioners to develop their leadership skills are limited. Where we've helped support these aspirations, for example through our Pasifika Internships Programme which began in 2014, the results have been positive (given this, we increased the number of available places in the Programme in 2017/18).	We'll investigate current career pathways for Pasifika artists and arts practitioners through our wide-ranging Portrait research, which will be re-run for the first time since 2003.  We'll review our Arts Pasifika Awards and consider other ways to recognise and support senior Pacific artists and arts practitioners.  We'll identify professional development needs and opportunities for emerging and mid-career Pasifika artists and arts practitioners.  We'll also review the Pasifika Internships Programme with programme participants, with a view to strengthening and extending the current programme.	We'll see more Pasifika artists and arts practitioners in positions of leadership and influence, and there'll be greater recognition of the value that Pasifika artists and arts practitioners bring to leading the arts in Aotearoa.  We'll also see increased recognition of the contribution made to New Zealand arts by senior Pasifika artists.
	<b>Stimulate demand for, and increase funding into, Creative New Zealand's dedicated Pacific arts funds and funding pathways, including new directions for supporting arts projects by young Pasifika artists</b>	Our funding offerings aren't always well understood and we know we need to do more to improve this. There can also be barriers to applying, with relatively static funding levels and a growing number of young Pasifika.	We'll promote and ensure our offerings are meaningful and relevant to Pasifika artists and arts practitioners, that our funding processes are clear and well understood, and we'll work towards eradicating barriers to applying for our funding.  We'll also ensure that more funding, aligned with this Strategy, is committed into our Pacific-focused funds and funding pathways, including further supporting young Pasifika.	We'll see more applications for our funding programmes that reflect the breadth, depth and dynamism of future Pasifika artists and Pacific arts practices; and Pasifika artists and arts practitioners understand the value Creative New Zealand can add to their work.

Focus areas	What are our priorities for action? (as at 1 October 2018)	Where are we at now? (as at 1 October 2018)	What will happen in the Strategy's mid point? (by 31 December 2020)	What change do we want to see in five years' time? (by 30 June 2023)
	<p><b>Support diversity in the Pacific arts community, including for those living with disabilities, by aligning the Pacific Arts Strategy with Creative New Zealand's Diversity in the Arts Policy</b></p>	<p>Creative New Zealand's Diversity in the Arts Policy encompasses the diverse arts practices of New Zealanders, including recognition of the role in the arts of tangta whenua, the arts of the Pacific Island peoples of New Zealand, as well as other dimensions of diversity (including, but not limited to, age, gender, ethnic affiliations, physical or other disability, sexual orientation or religion).</p> <p>We know the Pacific arts community is a diverse one but we don't have a deep understanding of what this diversity entails. A particular message out of the 2018 Pacific Arts Summit was the need to look at our support for Pasifika artists living with disabilities.</p>	<p>We'll work to get a better understanding of diversity in the Pacific arts community, including working with Pasifika artists living with disabilities on how we can better support these artists.</p> <p>We'll also establish a new annual award – the Pacific Toa (warrior) Award – for the 2019 Arts Pasifika Awards, to recognise excellence in the arts by Pasifika living with disabilities.</p>	<p>We'll see applications for our funding that better reflect the true diversity of the Pacific arts community, and there'll be increased visibility and understanding around the diverse nature of the Pacific arts community.</p>
<p><b>VAKA</b></p> <p>Pacific arts groups, collectives and organisations are supported to help lead and grow Pacific arts in Aotearoa</p>	<p><b>Fill key roles for the Pacific arts infrastructure under our Toi Tōtara Haemata (Arts Leadership) Investment programme, and welcome a greater number of arts organisations with Pacific leadership into the Toi Uru Kahikatea (Arts Development) Investment programme over time</b></p>	<p>Three Pacific-oriented key roles currently exist in the Tōtara programme: Pacific arts services: Multi-disciplinary (currently held by Tautai Contemporary Pacific Arts Trust), Pacific arts company (currently held by Black Grace), and Pacific heritage arts (currently unfilled).</p> <p>Four arts organisations with Pacific leadership are funded through the Kahikatea programme: Pacific Islands Dance Fono Trust, Tawata Productions (Cook Island- and Māori-led), The Conch, and Pacifica Arts Centre (from 2019). We want more organisations with Pacific leadership to come into the Te Puawaitanga preparatory programme.</p>	<p>We'll examine key roles in the Tōtara programme in light of this Strategy, and consider feedback from the sector on the current review of Investment programmes, before changes (if any) are recommended to the Arts Council.</p> <p>We've agreed that the Pacifica Arts Centre will be funded through the Kahikatea programme from 1 January 2019.</p> <p>We'll also encourage other arts organisations with Pacific leadership to consider applying via Te Puawaitanga for Kahikatea funding.</p>	<p>We'll see all Pacific-oriented key roles in the Tōtara programme filled, including any new or revised roles arising from the 2018 Investment programme review process.</p> <p>We'll also see an increased number of Kahikatea organisations with Pacific leadership over the course of the Strategy.</p>

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	<p><b>Develop the capability of Pacific-led arts groups, collectives and organisations to position them for future success, particularly in expanding their reach to new audiences, collaborating with other groups and in business mentoring/ownership</b></p>	<p>In terms of capability, not all organisations have the resources to deliver to the financial and governance expectations of public funders, and structures like arts collectives don't always lend themselves to traditional Palagi organisational models.</p> <p>In 2013 we supported the 'Mātou Tātou' initiative to help support the organisational development of Pasifika organisations.</p> <p>We also know through our New Zealanders and the arts 2017 and Audience Atlas New Zealand 2017 research that there are opportunities for Pacific arts groups, collectives and organisations, with the right support, to reach new audiences both within the Pacific community and more broadly. Other organisations such as the Pacific Business Trust and the New Zealand Film Commission provide potential opportunities for new partnerships and models.</p>	<p>We'll engage with Pacific-led arts groups, collectives and organisations about their current development needs, including financial capability and economic sustainability.</p> <p>From Year 2 of this Strategy, we'll look to re-introduce targeted support through our funding and/or capability building programmes to address identified needs of Pasifika groups and arts organisations.</p>	<p>We'll see more Pacific-led arts groups, collectives and organisations accessing trusted and targeted capability and capacity building offerings that are suited to their current and future needs, empowering them and improving resilience.</p>
<p><b>VA</b></p> <p>An innovative and networked Pacific arts environment exists, so that Pacific arts are strengthened for future success</p>	<p><b>Facilitate opportunities for Pasifika artists and communities to fono, talanoa and exchange information in order to develop networks and arts practices, and to share and celebrate Pacific arts success stories with more New Zealanders</b></p>	<p>The Pacific arts community is supportive of opportunities to meet, network and share ideas, and to also celebrate innovation and success at events like the Arts Pasifika Awards. We've supported a variety of activities in this space, but not in a truly connected or consistent way. There's also an opportunity to empower the Pacific arts community to lead these activities.</p>	<p>We'll start the planning process for regional Pacific arts fono in 2020 and for the next national Pacific Arts Summit in 2022. The Pacific Arts Centre is being supported to deliver the heritage arts fono in 2018.</p> <p>We'll also develop a digital engagement plan and seek the Pacific arts community's views on how to best support digital networking, and we'll continue to celebrate excellence by delivering the annual Arts Pasifika Awards.</p>	<p>We'll see successful regional arts fono and a further national Summit, led by the Pacific arts community and supported by a wide range of other arts funders/supporters, and we'll see the Pacific arts community more closely networked both online and in person.</p>

Focus areas	What are our priorities for action? (as at 1 October 2018)	Where are we at now? (as at 1 October 2018)	What will happen in the Strategy's mid point? (by 31 December 2020)	What change do we want to see in five years' time? (by 30 June 2023)
	<p><b>Create new opportunities to establish partnerships between the Pacific arts community and arts funders/supporters in central and local government, in the community and in the private sector, to support Pacific arts creation, delivery and engagement</b></p>	<p>We have a small number of active partnerships and relationships with Pacific-focused agencies (eg, Pacific Business Trust) and with others interested in supporting Pacific arts and creativity (eg, Foundation North, Fulbright New Zealand). We also know that Pacific arts practice can be a key driver for the revitalisation and inter-generational transmission of Pasifika culture through languages.</p>	<p>We'll review our existing partnerships and relationships in the Pacific arts space with a view to strengthening these, and begin identifying potential new partnerships.</p> <p>We'll also advance discussions with organisations about specific partnership-based opportunities, and look to form new partnerships/relationships with a wider range of potential stakeholders and supporters.</p> <p>We'll also work with other central and local government agencies (eg, the Ministry of Education, Ministry of Health, Auckland Council) to increase understanding of and support for Pacific arts, and to build recognition of the role Pacific arts practice can play in language revitalisation.</p>	<p>We'll see the number of new partnerships grow steadily over the course of the Strategy, with these partnerships delivering meaningful support to the Pacific arts community for broader well-being, social and economic outcomes.</p>
	<p><b>Assist Pacific arts to grow and develop in communities throughout Aotearoa, including strengthening the Pacific arts community to lead this growth and development</b></p>	<p>We are beginning to form relationships with other private and public sector organisations which may lead to new opportunities to better support Pacific arts.</p> <p>We currently have relationships with all 67 territorial authorities (councils) across New Zealand, but these relationships could be closer and have a stronger Pacific-focus. This is especially so in areas with high Pasifika populations like Porirua, Lower Hutt and West and South Auckland.</p> <p>We need to help boost the impact of Pacific arts in other areas too, and to improve the data we collect on the Creative Communities Scheme to gain a richer understanding of how Pacific community arts are developing 'on the ground'.</p>	<p>We'll review the Creative Communities Scheme to ensure there is improved understanding of, and delivery to, Pasifika artists and communities, particularly in areas with high Pasifika populations, and we'll boost funding to our Moana Community Grants programme.</p> <p>We'll also scope and report on options for establishing Pacific arts-focused regional venues/platforms for presenting Pacific arts.</p>	<p>We'll see more support for community Pacific arts through the Creative Communities Scheme and more Pasifika leadership on local granting committees.</p> <p>We'll also see an increase in the number of venues that have a regular programme of Pacific arts presentations, as well as in the number of Pacific-led venues and platforms.</p>

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<b>MOANA</b>  Meaningful connections, across Aotearoa, Oceania and globally, ensure that Pacific arts are further enriched	<b>Invest in more projects allowing Aotearoa-based artists and communities to host Oceania-based artists in New Zealand, and/or Aotearoa-based artists wishing to work with artists in Oceania; and invest in more residencies, events and meaningful exchanges between Aotearoa and Oceania</b>	<p>Though current funding criteria do allow us to support Aotearoa-based artists to undertake projects in Oceania, we receive few proposals to undertake these types of projects.</p> <p>We currently support two arts residencies in the Pacific; at the University of Samoa (any artform) and at the University of Hawai'i (for Pasifika writers). These residencies are competitive and the calibre of applications is high.</p>	<p>We'll explore how we can best expand the concept of 'exchange' to include short-to medium-term hosted opportunities in Aotearoa for Oceania-based artists, or vice versa.</p> <p>We'll also look at ways to support Pasifika communities in New Zealand to work on arts projects with communities in Oceania.</p> <p>We'll also scope potential partnerships for new artist residencies at suitable centres in other parts of Oceania.</p>	<p>We'll see more meaningful collaborations between Pasifika artists and communities here, across Oceania and around the world, for the benefit of Pacific arts globally.</p>
	<b>Enhance support for Aotearoa-based Pasifika artists and arts practitioners to participate in significant Pacific arts opportunities held in Oceania</b>	<p>The Festival of Pacific Arts takes place every four years, bringing together more than 2,000 artists and other cultural practitioners from 27 Pacific nations. New Zealand has sent a delegation to every festival since 1972, with the next festival to be held in Hawai'i in 2020. We know that more could be done to leverage success for Aotearoa delegation members, both before and following on from each festival.</p> <p>Other regional events are also gaining momentum, like the Honolulu Biennial which commenced in 2017 and that we've supported new work for.</p>	<p>We'll begin planning for the Aotearoa delegation to attend the Festival in 2020, and ensure there's a focus on enhancing opportunities for Pacific artists pre- and post-Festival, given the major significance of the event.</p> <p>We'll also look at ways to increase the participation of, and outcomes for, Pasifika artists in the Festival's Aotearoa delgation.</p>	<p>We'll see our investment in the Festival of Pacific Arts in 2020 well-leveraged, both before and beyond the event, ensuring further success for participating artists and putting Aotearoa on a good footing for future participation.</p> <p>We'll also see more Aotearoa-based Pasifika artists and arts practitioners take up opportunities to participate in other significant Pacific arts events held in Oceania.</p>
	<b>Enhance support for the Global Moana: Pasifika artists engaging with the world and Pacific arts being presented globally, including on digital platforms</b>	<p>We know that many Pasifika artists maintain links with communities throughout the world. We're also aware that a wide range of events across Te Moana-nui-a-Kiva and the world seek the participation of Pasifika artists and presentations of Pacific arts.</p>	<p>We'll identify and, where relevant, develop partnerships to strengthen the global presence of Pasifika artists, both internationally and online. This may include identifying online tools and platforms that can strengthen the global reach and engagement of Pasifika artists.</p>	<p>We'll see more effective platforms and tools available for Pasifika artists to engage globally, to strengthen their arts practice.</p>

# Foundations for our work

## What we do and why we do it, as the basis for how we deliver to our focus areas and our future aspirations

Foundation areas	What are our priorities for action? (as at 1 October 2018)	Where are we at now? (as at 1 October 2018)	What will happen over the first year of the Strategy? (by 31 December 2020)	What change do we want to see in five years' time? (by 30 June 2023)
<p><b>OUR WORK</b> We invest in, develop and advocate for the arts, as we improve our services and our organisation</p> <p><b>OUR PROMISE</b> To encourage, promote and support the arts in New Zealand, for the benefit of all New Zealanders</p> <p><b>OUR MANDATE</b> Mana Pasifika We recognise the arts of the Pacific Island peoples of New Zealand</p>	<p><b>Embrace and actively uphold Mana Pasifika as a fundamental value of Creative New Zealand</b></p>	<p>Mana Pasifika is one of our eight core values but in general, these values are not yet well-defined (ie, what does it mean to 'recognise the arts of the Pacific Island peoples of New Zealand'?). While this Strategy advances the way we'll support Pacific arts, and we regularly have Pasifika artists and leaders talk to our staff about their work, we also need to focus on bringing this value to life in a more meaningful way for our staff.</p>	<p>We'll work with our staff and seek advice from Pacific-led organisations about what Mana Pasifika should mean as a value for Creative New Zealand, and then put a plan in place to enhance responsiveness (eg, all staff having a better understanding of Pacific arts, of the Pacific arts community, and of Te Moana-nui-a-Kiva and its peoples).</p>	<p>We'll see a workplace where all staff understand and can speak confidently about what Mana Pasifika means to them and their work, and who actively engage with opportunities to develop their understanding of Pacific arts and Pacific peoples.</p>
	<p><b>Actively work to increase Creative New Zealand's capacity and capability around Pacific arts, to ensure the success of this Strategy</b></p>	<p>Currently we have a small number of Pasifika on staff, including in one dedicated Pacific arts role (the Arts Practice Director, Pacific), and we have Pacific arts-focused elements in other staff roles. We need more Pasifika expertise in the organisation to deliver to this Strategy and ensure its success.</p>	<p>We'll work to recruit more Pasifika staff, with an initial eye to supporting actions under the <b>Tagata</b> and <b>Va pou</b>.</p> <p>We'll also work to enhance other organisational functions to deliver more for Pacific arts, particularly around advocacy, communications and relationship management.</p>	<p>We'll see Creative New Zealand become a more diverse workplace through more Pasifika joining our staff, with a deeper understanding of Pacific arts and the Pacific arts community embedded through all our organisational functions.</p>