



Creative Sector Investment Policy

April 2020

Why have a ‘Creative Sector Investment Policy’?

Our Creative Sector Investment Policy has been developed to guide our approach for investing in initiatives that have potential to deliver positive impact across Auckland’s creative ecosystem.

Our ability to invest in the creative sector is enabled by the annual income generated from our trust’s endowment fund. Protecting and growing this fund is vital for our future legacy; whilst using the income generated from this fund with purpose is vital for achieving positive impact in the creative sector today.

What do we mean by creative sector ‘investment’?

We see creative sector ‘investment’ as using our available funds proactively to support initiatives that contribute to our strategic priorities. This may be as a sole investor, or as a co-investor alongside others.

Our investments may include:

- **Resourcing the development of initiatives:**

i.e. where we lead or work collaboratively with others to develop initiatives, and proactively resource any required development activities e.g., convening hui, commissioning research, commissioning service delivery or purchasing other resources.

- **Funding or co-funding initiatives:**

i.e. where we identify potential or existing initiatives that are being worked on by other sector stakeholders, that align with our priorities and where our resources could add value.

What kind of investor are we?

There are a wide range of approaches that investors/funders in New Zealand can take in order to achieve impact with their resources. Some of these approaches are described in the continuum below.

In designing our new strategic direction, we have identified Te Taumata Toi-a-Iwi as an investor that is looking to be **tactical** and **transformational**, i.e.:

- We invest to achieve transformational impact, rather meeting basic operating needs across the creative sector.
- We are tactical in identifying what to invest in to achieve the greatest impact from our investments.
- We are proactive in identifying and developing investment opportunities, and therefore highly relational and collaborative in our approach.



	Transactional	Strategic	Tactical	Transformational
Focus	Typically broad in focus	Targets specific issues/ outcomes	Targets specific issues/ outcomes	Targets systems change specifically
	Investment responds to broad requests from the community and NGOs	Investment responds requests from the community and NGOs that are seen to best align with targeted issues/ outcomes	Proactively seeking opportunities to invest in initiatives that contribute to desired outcomes	Proactively seeking opportunities to invest in initiatives with potential to change/improve systems
Impact	Resources important 'business as usual' activities with broad range of outcomes	Resources important 'business as usual' activities that achieve specific and desirable outcomes	Resources existing and developmental opportunities with the most potential for impact/return on investment	Shifts the underlying conditions that hold problems in place e.g., policies, resource flows, practices
Approach / Tools	Competitive funding applications	Competitive funding applications Targeted invitations to apply for funding	Proactive identification of initiatives to invest in Relationship building to help find opportunities Tactical investment partnerships with others	Resourcing connectivity and co-design within the system Investing in innovation and prototyping Investing in advocacy to drive systems change Tactical investment partnerships with others

What principles do we apply when looking for investment opportunities?

Why we will invest:

Principle 1. Achieve impact in line with strategy:

We will invest in initiatives that achieve outcomes aligned with our strategy and that have the greatest potential to achieve positive social, cultural, environmental and economic impact within Tāmaki Makaurau.

Principle 2. Advance equity:

We will invest in ways that seek to address the structural inequalities that are experienced by parts of the creative sector, enabling more equitable access to opportunity and ensuring everyone within the creative sector can reach their full potential.

When we will invest:

Principle 3. Grow potential:

We will actively support the development of initiatives that have high potential for impact. By doing so we will help grow and demonstrate this potential so that others can be ready to co-invest, help to scale-up, or sustain the initiative.

How we will invest:

Principle 4. Invest with others:

We will actively seek opportunities to co-invest alongside other funders/investors in order to leverage greater resourcing and extend the scope and impact that would be achievable by Te Taumata Toi-a-Iwi investing alone.

Principle 5. Be agile and responsive:

We will invest in ways that are flexible as we understand that resourcing needs can change. We will also mobilise resources quickly when there is need to respond and capture an emerging opportunity.

Principle 6. Build capability:

We will seek to ensure that all of our investments leave our partners better off in the long-term – with strengthened capability, new connections, increased resilience and greater readiness for other investments.

What is our process for decision-making?

Our investment principles mean that we invest in opportunities that have been developed in relationship with partners. This means that we don't call for applications and instead work proactively alongside other investors and creative sector partners to find initiatives that align to our investment criteria i.e. our strategic priorities and our investment principles.

What don't we invest in?

In line with our investment principles, we are very unlikely to:

- Provide operational grants to creative sector organisations.
- Administer contestable funding processes
- Invest in capital projects (bricks and mortar), unless part of growing the trust's financial asset base.
- Invest in initiatives that don't have a clear evidence base or demonstrable potential for impact in line with our strategic priorities.
- Provide multi-year funding to sustain initiatives long-term, unless part of ongoing phases of development for strategic trust-led initiatives.