

# Evaluation report

## 2019 – 2020



Whaia te toi huarewa o te auahatanga, hei kete toitoi manawa mō Tāmaki Makaurau.

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Seek the pathway of creativity as a kete of inspiration for Auckland.

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## Summary

- The Arts Regional Trust rebranded as Te Taumata Toi-a-Iwi and launched a new strategic direction in the financial year 2019-20. This evaluation of Te Taumata Toi-a-Iwi's activity was commissioned to help the staff and board to understand stakeholder perceptions of this strategic direction, and the early impact that has been observed as a result of investment and new strategic activity.
- The evaluation was developed based on insights collected via semi-structured informant interviews with 12 key stakeholders. Three progress indicators were developed (strong progress/emerging progress/limited progress) to note where evidence of impact is strongest and where progress has been more limited at this stage of the new strategy's implementation.
- The strategic roles identified in Te Taumata Toi-a-Iwi's strategy are universally supported as being the 'right' ones for the Auckland arts sector. Te Taumata Toi-a-Iwi is also seen as being extremely well positioned to take a leadership role in relation to these roles.
- There is some curiosity and lack of clarity about how Te Taumata Toi-a-Iwi defines its 'disruption' role i.e. where does the trust believe disruption is most required, and how will it support this through its investment model and leadership roles?
- All informants valued their relationship with Te Taumata Toi-a-Iwi and could describe ways in which this relationship had made a positive difference to themselves, their organisation or others. Feedback was consistent in recognising the trust (and Alison Taylor as CEO as an individual) as being a good listener, bold and strategic thinker and effective convener/collaborator.
- Across the clear majority of Te Taumata Toi-a-Iwi's intended impact areas and outcomes, current activity appears to be delivering solid progress in relation to the age/stage of the strategy's implementation.
- Informants viewed progress as being strongest in relation to Te Taumata Toi-a-Iwi's advocacy activity. Tangible evidence of progress on outcomes was consistently shared by informants and it is clear that Te Taumata Toi-a-Iwi is contributing to:
  - A stronger evidence base for sector needs (and advocacy)
  - Strengthened connections across the creative ecosystem
  - A stronger (and more inclusive) sector voice
  - Increased readiness for collaboration.
- Progress on the above outcomes is also showing emerging signs of supporting some of Te Taumata Toi-a-Iwi's other intended outcomes, particularly:
  - More collaborative and tactical arts advocacy
  - More awareness of the need to invest in the conditions for systems change
  - More responsive sector capacity and capability support.
- Relevant informant interviews provided clear evidence that Te Taumata Toi-a-Iwi's direct investment has and/or is contributing to tangible outcomes for that initiative or organisation. Capacity and capability development is the most prominent

outcome; whilst increased co-investment has also been leveraged as a result of Te Taumata Toi-a-Iwi's financial and non-financial support.

- There appears to be a promising correlation between progress on Te Taumata Toi-a-Iwi's intended outcomes and the broad conditions required to achieve transformational systems change in the arts ecosystem; particularly as a result of advocacy efforts and direct investment in Te Whakawhirinaki Kete and Moana Oceania.
- Moving forwards, activity to support progress in relation to sector capacity development and creative sector leadership would be areas of potential priority in order for Te Taumata Toi-a-Iwi to more fully realise all of its intended outcomes at this stage of its development.

# 1. Introduction

The Arts Regional Trust rebranded as Te Taumata Toi-a-Iwi and launched a new strategic direction in the financial year 2019-20. This relaunch involved a significant shift in organisational focus and roles – with a stronger emphasis on sector leadership and collaboration, arts advocacy and the use of endowment funds to more tactically invest in initiatives with potential to achieve transformational impact.

This evaluation of Te Taumata Toi-a-Iwi's activity was commissioned to help the trust's staff and board to understand:

- How the trust's new strategic direction is understood and perceived by key stakeholders in the sector
- How relationships with Te Taumata Toi-a-Iwi have been experienced by key partners, and the difference that these relationships have made
- The early impacts of initiatives and investments rolled out in 2019-20 – particularly those delivered under the new strategic direction and investment policy
- Where Te Taumata Toi-a-Iwi is perceived to have been most impactful in its activities to date
- Sector gaps and/or areas for improvement that Te Taumata Toi-a-Iwi could focus on moving forwards to increase impact in the future.

## 1.1 Scope

This evaluation report was developed from insights collated through semi-structured informant interviews with 12 of Te Taumata Toi-a-Iwi's key stakeholders. Interviewees (see Appendix) were selected based on their ability to speak to the trust's change in strategic direction and/or their observations of activities delivered under the new strategic framework. Insights from these interviews that have been used in this report have been anonymised.

In addition to the key informant interviews, data was collected to understand the reach of Te Taumata Toi-a-Iwi's investment and engagement – in relation to events, media/social media and the trust's website.

## 1.2 Analysis framework

Evidence collected through this evaluation has been analysed to identify the early impacts of Te Taumata Toi-a-Iwi's strategy in 2019-20.

To do this, Te Taumata Toi-a-Iwi's intended outcomes were utilised as an analysis framework; and interview insights were cross-referenced to these outcomes/key impact areas to identify evidence of alignment (see table below).

Impact areas	Te Taumata Toi-a-Iwi intended short-term outcomes
<b>Effective investment</b>	<ul style="list-style-type: none"> <li>▪ Increased opportunity for strategic co-investment</li> <li>▪ More awareness of need to invest in the conditions for systems change</li> </ul>
<b>Evidence-informed advocacy</b>	<ul style="list-style-type: none"> <li>▪ A stronger sector voice</li> <li>▪ A stronger evidence base for sector needs</li> <li>▪ More collaborative and tactical arts advocacy</li> </ul>
<b>Connections and collaboration</b>	<ul style="list-style-type: none"> <li>▪ Strengthened connections across the creative ecosystem</li> <li>▪ Increased readiness for collaboration</li> <li>▪ More connected creative leaders</li> </ul>
<b>Sector capacity and capability development</b>	<ul style="list-style-type: none"> <li>▪ More responsive sector capacity and capability support</li> <li>▪ More tactical investment in capacity development</li> </ul>
<b>Transformational change</b>	<ul style="list-style-type: none"> <li>▪ Enhanced conditions for systems change</li> </ul>

Evidence of progress and other notable learning has been captured and collated in this report.

To support Te Taumata Toi-a-Iwi's continued work and investment under the current strategy, a simple rubric was also developed to highlight progress and/or areas to potentially strengthen under each key outcome area:

<b>Signs of progress</b>	
<b>Strong progress</b>	<ul style="list-style-type: none"> <li>▪ Consistent evidence of progress/momentum under this impact area</li> <li>▪ Te Taumata Toi-a-Iwi's role in this space is consistently noted by informants and is valued highly</li> <li>▪ Sector reach/engagement appears to be wide or deep</li> </ul>
<b>Emerging progress</b>	<ul style="list-style-type: none"> <li>▪ Some evidence of positive progress under this impact area</li> <li>▪ Te Taumata Toi-a-Iwi's role in this space is noted and valued by some informants</li> <li>▪ Sector reach/engagement appears less extensive but is developing</li> </ul>
<b>Limited progress</b>	<ul style="list-style-type: none"> <li>▪ Limited evidence of progress under this impact area</li> <li>▪ Te Taumata Toi-a-Iwi is noted by no or few informants for having a leading role in this space</li> <li>▪ Sector reach/engagement has been limited or is seen as only just getting going</li> </ul>

## 2. Engagement and Reach

Across the financial year 2019-20 Te Taumata Toi-a-Iwi has implemented a programme of activity in relation to its new strategic direction.

The tables below provide a summary of investment in and engagement with this activity programme as a way of demonstrating Te Taumata Toi-a-Iwi's reach and impact as a key Auckland arts sector intermediary.

Investment in initiatives financial year 2019-20 (summarised)

Initiative	Investment
NZ Dance Company	\$130,000
Te Whakawhirinaki Kete	\$25,000
Moana Oceania	\$74,000
Regional arts organisations network	\$2,000
Sector surveys	\$14,000
Youth wellbeing	\$3,000
Capability	\$9,000
Advocacy	\$39,000
Te Taumata evaluation	\$10,000
<b>Total</b>	<b>\$306,000</b>

Events/hui participation financial year 2019-20

Activity	Events/hui	Participation
Advocacy sector hui	7	160
Advocacy working group	3	6
Moana Oceania research launch	1	50
Regional arts development organisations network	4	6
Youth arts and wellbeing funders hui	2	13
<b>Total</b>	<b>17</b>	<b>235</b>

Communications activity and engagement financial year 2019-20

Activity	E-newsletters	Opens
Auckland Council emergency budget call for submissions e-newsletters	2	944
COVID-19 survey e-newsletters	2	2,291
Te Taumata Toi-a-Iwi e-newsletters	3	1,699
<b>Total</b>	<b>7</b>	<b>4,935</b>

Social media activity and engagement financial year 2019-20

Activity	Followers	Impressions	Engagements	Link clicks
Facebook, Twitter, and LinkedIn	1,969 (↑ 5%)	52,481	2,399	551

Events/hui participation financial year 2020-21

Activity	Events/hui	Participation
Moana Oceania Tok Stori	7 (to date)	392 attendees

### 3. Perceptions of Te Taumata Toi-a-Iwi's strategic roles

Key informant interviews provided consistently strong and positive support for the roles identified by Te Taumata Toi-a-Iwi in its strategy (advocacy, convening, activation, disruption). It is clear that these roles appear to the 'right' ones and are valued by the sector. In particular, the advocacy and convening spaces were identified as areas of critical need that Te Taumata Toi-a-Iwi has been able to step into and lead.

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"I'm really excited by the direction that they have chartered."

"[The strategy direction is] new, it's developing; it's not fully formed or fully arrived. But is there a place for Te Taumata in those roles?  
Absolutely."

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Feedback from informants provided a clear mandate for Te Taumata Toi-a-Iwi to be playing its identified strategic roles – and to be taking a sector leadership role more broadly. There is a collective view that there are no other organisations in Auckland that have the unique combination of an appropriate political positioning and capacity/resourcing to play these roles. The fact that Te Taumata Toi-a-Iwi is not competing for resourcing with the sector is seen as a key factor in terms of their sector leadership ability and mandate.

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"I can't see anybody else either having the mandate, the resources or the, or the ability to carry out [those roles]."

"An intermediary organisation with a really clear role to support the sector itself is really valuable. I think the existence of Te Taumata Toi-a-Iwi kind of fills a gap that I think has been around in the arts for quite a long time."

"I think because of being relatively financially self-sufficient, that enables Te Taumata to focus on action and support for the sector rather than keeping itself alive; and also then not competing for the same pool of funds. They can also play a role in redistributing funds or resources across the sector, which is really worthwhile."

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There is also evidence that Te Taumata Toi-a-Iwi's strategic direction has strong alignment with the priorities of other key organisations – including Creative New Zealand and Auckland Council. This alignment is seen as providing fertile ground for partnership and collective impact.

The biggest gap in informant's understandings of Te Taumata Toi-a-Iwi's strategic roles was in relation to the trust's 'disruption' pou. Informants were curious as to what is meant by disruption, what Te Taumata Toi-a-Iwi sees as the innovation needs of the sector, and how the trust will engage with disruption in a practical way.

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“I believe in the disruptive power of art; but I am interested, as a strategy or pou, how that will manifest. It is the one bit I don’t get.”

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Feedback from informants suggests that areas of greatest need for disruption include:

- Disrupting the “dominant ideologies” and understanding of what ‘art’ is
- Shifting public and political understandings of the value of arts, culture, and creativity
- Disrupting systems of resourcing the creative sector.

## 4. Impact Evaluation

The following sections explore each of Te Taumata Toi-a-Iwi’s intended impact areas and intended outcomes. Relevant insights from informants are summarised and a relevant progress indicator is assigned to help track and compare progress across the strategy.

### 4.1 Effective investment

Feedback from informants about Te Taumata Toi-a-Iwi’s new investment approach was extremely positive. There is strong support for the move away from transactional funding to tactical and relational approaches to investment. Te Taumata Toi-a-Iwi’s ability to be agile and responsive was seen as uniquely important asset for the sector and region.

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“[Without them] there aren’t other pathways for that light-footed, strategic, high impact, in-the-moment funding at a regional level.”

“The transactional funding regimes endemic in the sector are rarely sufficient to enable the things that really need to be done [...] and it's created a really unhealthy set of relationships that don't encourage or foster a level of collaboration or collegiality. So, anything that challenges that way of doing business has got to be a step forward.”

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Informants who had received investment were particularly positive about Te Taumata Toi-a-Iwi’s overall approach, including:

- The opportunity to build a relationship with Te Taumata Toi-a-Iwi; and the level of support and trust that had created.
- Te Taumata Toi-a-Iwi’s flexibility and responsiveness to changing needs or circumstances; with evidence that this flexibility has ensured investment partners have not had to compromise their approach or outcomes due to constraints imposed upon them by the funder.
- Supporting investment partners to work in ways that are community-led and culturally appropriate; and changing or scaling-up investment if needed to ensure best practice can be maintained.

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“There is nowhere else we could have gone for that funding with the same level of flexibility and understanding.”

“[They had] trust in what we wanted to do. The relationship enabled that ease. But like everything else a relationship evolves, and since we started the work it has become something else. To Te Taumata Toi-a-Iwi’s credit, they rolled with it and were amazing in that sense [...] They have been organic and flexible.”

“Relationship building is key to being able to create, in being able to work with someone. So, the idea that there is this entity that wants to talk about having a relationship, that wants to talk about manaaki, uplifting and empowering, is amazing and rare.”

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### **Intended outcome: Increased opportunity for strategic co-investment**

Insights from key informants suggests that Te Taumata Toi-a-Iwi has made **strong progress** on this outcome. Indicators of this include:

- Increasing the visibility of strategic regional initiatives
- Investing in initiatives at a critical stage to support their development
- Increasing the confidence of other funders to invest by providing ‘first’ investment and other support; and increasing the ability of investment recipients to be able to leverage other funding.

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“I strongly suspect that the work that Alison did individually to support or mentor [an investment project] in the development of that idea, really contributed towards us being able to support it as well.”

“There are conversations we’re having about initiatives that could end up in a co-investment space. That is really attractive – to have another party that wants to work together and sees that value.”

“Te Taumata has allowed people’s outside lenses to focus differently on the work we do. That is vital because without that relationship [...] we wouldn’t be in the space that we’re in.”

“Those dollars [we received] have enabled more dollars.”

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### **Intended outcome: More awareness of need to invest in the conditions for systems change**

Progress on this outcome is **emerging** as a secondary outcome that is related to progress in the advocacy space (see section 4.2 below). Over time, this influence is likely to help further increase progress on this outcome.

There are clear signs of promise described by informants that the advocacy activity has begun to support awareness of the need to invest in systems change, including:

- Increased awareness of the economic impact of COVID-19 on the arts sector; and increased awareness of the need for investment in sector recovery and revitalisation – achieved through Te Taumata Toi-a-Iwi’s sector survey.

- Increased awareness across civic leaders of the value of the arts and the need to invest in the arts ecosystem as part of supporting community wellbeing, achieved through the Auckland Council submissions initiative.

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“I think we have at least got people to think that there might be possibilities for working together or changing what they are doing to better resource arts for wellbeing.”

“The sorts of feedback we received suggests that that work [in supporting Council submissions] has been acknowledged and was impactful.”

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Moving forwards, there was a notable desire from informants for Te Taumata Toi-a-Iwi to have a strong influence on the investment approach of others in the Auckland region – including Creative New Zealand, Auckland Council and Foundation North. Advice from informants suggests that this influence should include:

- Advocating for investment into areas of greatest priority that have been identified by the sector
- Sharing commissioned research and finding ways to ensure that this influences government policy and funding strategy
- Building awareness of the value of the arts to community wellbeing, to encourage a re-prioritisation of the arts – particularly across the philanthropic sector
- Working alongside other funders to identify and address funding inequities across the arts ecosystem
- Facilitating conversations between funders to improve the way that the arts funding ecosystem operates as a whole
- Continuing to take ‘risks’ and seed fund initiatives with transformative potential – particular within Māori and Pacific arts and culture spaces.

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“If they are doing research like [Moana Oceania] then what we have to get to is how it informs policy – how it informs what Auckland Council does, that it goes somewhere.”

“It is important for Te Taumata Toi-a-Iwi to keep looking for strategic initiatives that are critical to the creative sector ecosystem and infrastructure, that will really create change – seed funding to get things to the next stage. Particularly in the diversity, Māori and Pacific infrastructure spaces. It is taking a punt on something that might make a change or fill a gap, where no one else is prepared to take a risk on it.”

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At the same time, Te Taumata Toi-a-Iwi is encouraged to play a bridging role between the sector and arts funders; particularly by supporting the sector to articulate the value of the arts and to more effectively demonstrate alignment of their work with the priorities of funders.

## 4.2 Evidence-informed advocacy

Te Taumata Toi-a-Iwi's work in the advocacy space was consistently identified by almost all informants as being the stream of work that has created the most significant difference since the implementation of the new strategy. Advocacy work was described as being "powerful" and "vital".

Te Taumata Toi-a-Iwi is recognised by informants for its advocacy leadership, particularly in response to COVID-19 and its impact on the arts sector. Informants suggest that the trust has utilised the opportunities presented by COVID-19 effectively to develop and begin to implement strong advocacy messaging. This has been impactful at both a regional and national level, through Te Taumata Toi-a-Iwi's connections to other regional arts organisations and engagement with national funders/agencies.

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"COVID has put a spotlight on what is going on the sector. [Te Taumata Toi-a-Iwi have] leapt into action in a powerful way to raise awareness with an immediacy. There was a need to act that was immediate and it's been addressed really well. Certainly, the voice for advocacy that is coming from Auckland – and involving the other regions as part of that – provides a position of strength and broader engagement."

"The COVID situation provided a perfect opportunity for them to step up into a space where action was critically needed, and to start sort of knitting and finding and weaving voices together in an advocacy framework. I think that's exciting."

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Strong value is placed on Te Taumata Toi-a-Iwi's ability to hold and lead the advocacy space. It is seen as one of very few organisations that could do this because its resourcing, skills and capability and relative independence from the central and local government audiences that the sector is largely trying to influence. This positioning is also conducive to partnerships, with organisation looking to maintain a relationship with Te Taumata Toi-a-Iwi because of its ability to "do work that we very much want to be a part of, but we can't lead".

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"[Te Taumata Toi-a-Iwi] are there to provide some really great research and compelling connections that just wouldn't be possible without that organisation doing it [...] In the advocacy work it's become clear that there are gaps in what we know about our sector and Auckland. Big, big gaps, and big, big gaps in the narrative we can tell. I mean, it's all there, it's just that nobody's had the time or the ability to lead it [until now]."

"I'm a great fan of the advocacy work. I think it's hugely necessary and I think they are a good, if not the only organisation, who could actually provide the platform. I think that is what they are doing."

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### **Intended outcome: A stronger sector voice**

Insights from informants provided evidence of **strong progress** under this outcome. Te Taumata Toi-a-Iwi appears to have made a significant difference in terms of uniting the

sector, listening, building relationships, engendering a strong sense of trust, constructing a shared advocacy agenda and, ultimately, strengthening the sector's voice.

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“I think that the work done at a regional level to bring voices together – to convene, to orchestrate networks – is really important, really powerful and has massive potential.”

“I think Te Taumata Toi-a-Iwi is a really interesting mechanism and portal to motivate and mobilise the rest of the sector.”

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Perhaps most importantly, Te Taumata Toi-a-Iwi also appears to have been successful in diversifying the voices that are represented by the 'collective' voice; engaging beyond mainstream institutions to enable a more multi-faceted sector voice than has been achieved through previous advocacy forums. One informant described “people feeling like they can jump on the waka” in a way that is more inclusive than before.

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“[The advocacy work is] about the joining of the conversation across Auckland, in a way that others couldn't [...] and bringing in some voices that wouldn't have a comfortable place otherwise.”

“The fact that we can have those challenging, 'bigger' conversations with people that we wouldn't normally have access to has been really empowering. You realise that no one had created this space [before].”

“What I'm seeing is a much more even, democratic advocacy conversation going on. And I really like the way it is really seeking to pull in voices that might not otherwise have been part of it [...] I think that's really powerful.”

“The thing I've noticed the most is all their ways of going, 'we're going to provide you with a platform, come and be part of the conversation'. Previously, things got quite siloed and it was about the groups that got selected but not the whole community. So, that platform, that opening up is really powerful.”

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To build on this progress, Te Taumata Toi-a-Iwi was encouraged by informants to continue to consider how it can best represent Auckland's diverse communities well. To do this, there needs to be sustained effort to understand the value of culture, arts, and creativity to different communities. The Moana Oceania research was identified as a good first step in pursuit of this understanding and engagement.

### **Intended outcome: A stronger evidence base for sector needs**

Te Taumata Toi-a-Iwi appears to have made **strong progress** on this outcome. The COVID-19 survey, alongside further evidence collated through the convening of advocacy hui, has created a strong evidence base for the Auckland sector's current needs and the immediate impacts of the COVID-19 lockdown.

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“In terms of the sector survey, that is really useful in getting broader picture of what is happening in the sector; and the fact it was developed concurrently with the other regional arts organisations is really useful in understanding the broader picture across New Zealand.”

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The commissioning of the Moana Oceania was also cited by multiple informants as being a key first step in building a more long-term and equitable picture of the needs and aspirations of Tāmaki Makaurau’s arts communities. This work is seen as the start of a conversation about what ‘art’ is and means to the diverse communities of the Auckland region; and a key exemplar of good practice in enabling community-led storytelling.

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“Certainly, the more quality research that we have in our hands about how communities think about, engage with, participate in and see value in art; that is only a good thing. I think it is great that they have spotted that gap and moved into it.”

“[Moana Oceania] is a fantastic piece of work that nobody else could have done, put money into it or made a case for it. But the resource of figuring out what our Pacific communities might or might not think about arts and culture in Tamaki Makaurau is really, really important. We make a lot of assumptions about what art is. That work really goes some way to help really broaden our understanding. And it’s absolutely of its place, that is the other thing that really strikes me. Auckland is very unique in its population, so that piece of research can only come from Auckland.”

“I get really excited about the [Moana Oceania] conversation because of how it's bringing in all of the different kinds of voices and has the potential to go much wider than just the Pacifica voices, as well.”

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### **Intended outcome: More collaborative and tactical arts advocacy**

Informants cited active arts advocacy, messaging and influencing as the critical next step in Te Taumata Toi-a-Iwi’s advocacy leadership journey.

There is some evidence of **emerging progress** in the form of the sector’s strong and co-ordinated engagement in the Auckland Council emergency budget submissions process, the planned pre-election policy event that has broad cross-sector support, and the letter to MPs and government officials.

The work on submissions in particular (as noted in section 4.1 above), was seen to have been impactful in generating a platform for a more co-ordinated and tactical advocacy response by the sector.

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“They have hosted and held the space for those advocacy conversations in the sector, and they were able to seize the opportunities that the emergency budget presented to put advocacy into action straight away, in relation to a real, live threat to the sector.”

“At least the Councillors will get some understanding of the downstream impact that these decisions can have; they’ll be left with no doubt [...] and the voice [of the sector] will be heard.”

“Ultimately, by raising advocacy and changing the conversation, the benefits may flow to Aucklanders. That is a lot further out, it is not as direct, but is ultimately the direction. So it is informing all of the strategic thinking across the sector by having an organisation that is prepared to invest the time and effort to drive advocacy, co-ordinate work that helps to tell the story of the value of the arts, be the key lynch pin or glue, the facilitator. That adds value, it’s stuff that is important, takes effort and that others in the sector just don’t have capacity for.”

Overall, there appears to be lots of potential for the entire sector to benefit as a result of effective and joined-up advocacy driven from diverse voices. Continuing to broaden this diversity is seen as critical; and the key challenge moving forward is continuing to build action out of these strengthening sector alliances.

The ultimate goals for the advocacy work that were cited by informants are for the sector itself to understand and describe its own value; and for this value to be communicated and understood in ways that influence policy settings and resource flows, as well as wider public understanding of the arts and their value to society.

### 4.3 Connections and collaboration

Overall, informants described a clear sense of need in relation to building connectivity across the arts ecosystem. Te Taumata Toi-a-Iwi is seen as being well positioned to take on this role as connector because the trust stands aside from the competition paradigm that is built into the funding systems that resource the sector.

“Creating a sense of solidarity in the arts is in and of itself a valuable thing to do because it is a fragmented, competitive sector.”

“It is exactly that dot-joining, leadership, cohesive role that needed to take place.”

“The convening is particularly important, I think. That there is someone with a vested interest, but not necessarily a vested financial interest.”

#### **Intended outcome: Strengthened connections across the creative ecosystem**

Insights provided by key informants speak to **strong progress** being achieved in the level of connectedness and “dot-joining” that is happening in the Auckland sector as a result of Te Taumata Toi-a-Iwi’s convening and brokering.

All interviewees described the relationship with Te Taumata Toi-a-Iwi as being important to them personally. Feedback also suggests that Te Taumata Toi-a-Iwi is “asking the right questions about who is in the room” to further help build connectivity.

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“[The new strategy] has accelerated the connecting – it has produced really good results. The kind of interaction that is being held by Te Taumata wasn’t really happening at the scale that it is now.”

“The convening and connecting has been the big thing; and the intelligent discourse, the strategic articulation of value, benefits and impacts; the whole way that they are thinking and describing what they are doing is lifting the game.”

“I think that the [advocacy] work has enabled connectivity; it has enabled the sector to engage with advocacy and feel like it has a chance of having an impact because there is power in numbers.”

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### **Intended outcome: Increased readiness for collaboration**

Feedback from informants suggests that stakeholders in the sector are buying into the increased opportunities for convening and that they are beginning to see themselves as part of a more connected Auckland arts and culture “ecology”. COVID-19 was noted as being a key accelerator of Te Taumata Toi-a-Iwi’s efforts to strengthen sector connectivity and support the sector to be less “disparate in the way that it operates”.

Being a CCO was seen as providing the trusts with immediate opportunities for alignment with other organisations under the Council umbrella. The role that Te Taumata Toi-a-Iwi has played in supporting conversations across Council and CCOs was acknowledged by relevant informants as being significant, as Te Taumata Toi-a-Iwi can maximise both “their independence and relationships”.

Overall, there is **strong progress** in relation to readiness for collaboration between Te Taumata Toi-a-Iwi and all of the participating organisations in this evaluation. The extent to which there is wider sector readiness for collaboration as a result of Te Taumata Toi-a-Iwi’s activity is still **emerging**.

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“As everyone is realising their kind of lane or space, what it means is that people aren’t crossing over into one another, and understand where the intersections are, and how they can actually work on those together. So, it’s early days but I’ve liked the impact.”

“To have an organisation that plays a key role in connecting the sector and has a sense of the sector’s position and views, is very helpful to build a strategic view of things. To see the opportunities, to potentially have a co-partner or co-investor on strategic initiatives – all of those things are extremely valuable to us.”

“There is something really strong in [us collaborating together]. It’s showing the strength of two Auckland organisations working together for the betterment of the Auckland community [...] We are stronger by doing it together.”

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### **Intended outcome: More connected creative leaders**

Informants did not speak to notable examples of progress in relation to this intended outcome, suggesting that it is too early days to point to visible activities or specific impacts. The support of the regional arts organisations network was the only relevant example provided by informants of more connectivity between creative leaders (across regions, rather than within the Auckland ecosystem).

Beyond Te Taumata Toi-a-Iwi's direct relationships with other creative leaders in the sector, progress at this stage appears to have been **limited** for this intended outcome.

Moving forwards, one informant was keen to understand how Te Taumata Toi-a-Iwi plans to engage the ART Venture alumni and tap-into their leadership potential.

## **4.4 Sector capacity and capability development**

### **Intended outcome: More responsive sector capacity and capability support**

In the absence of any sector-wide capacity and capability initiatives, progress towards this outcome has been focused, in terms of reach, on:

- Growing the sector's capacity to engage with advocacy
- Contributing to a strengthening of the regional arts organisations network by investing in facilitation of the network
- Supporting the capacity and capability of organisations receiving direct investment from Te Taumata Toi-a-Iwi e.g. Te Whakawhirinaki Kete (Taurima Vibes) and the NZ Dance Company.

There is evidence of **emerging progress** in relation to Te Taumata Toi-a-Iwi's role in strengthening the sector's capacity to engage with advocacy (see section 4.3 'more collaborative and tactical arts advocacy').

Where Te Taumata Toi-a-Iwi has invested in organisations, there is **strong** evidence that this has been highly responsive to organisational needs; and that it has contributed to a deepening of organisational capacity and capability in relation to:

- Governance development
- Effective succession-planning and recruitment
- Professional development and strategic capability
- Project viability and financial sustainability.

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"[The funding] has given some sense of stability; for experience to be first of all attracted and then retained within our organisation. I think everyone would probably agree that's been pretty fundamental to the last two years [...] It has allowed us to transition into a different way of doing business and ultimately a new leadership team. So that's been really, really important. It wouldn't have happened without the funding. All of those things have, I think, really placed us in the most amazing position for the future. There is no question about that. It's been transformational."

“[Te Taumata Toi-a-Iwi’s] involvement in the regional arts organisations network has really helped to lift the strategic picture and the strategic thinking within that network [...] I think that’s made a really significant difference [...] The thinking and their capacity actually within each of their organisations is strengthening. It’s Auckland in a leadership role, but each of those organisations are playing critical roles in their regions that’s been enhanced by this network.”

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### **Intended outcome: More tactical investment in capacity development**

Based on key informant interviews there was no specific evidence in terms of Te Taumata Toi-a-Iwi leveraging more tactical investment into capacity development; so progress on this outcome appears to be **limited** at this stage.

Informants who had had a strong relationship with Te Taumata Toi-a-Iwi historically (as the Arts Regional Trust) were familiar with the ART Venture Programme. This was seen as valuable in meeting sector needs at the time. These informants were curious to see what role Te Taumata Toi-a-Iwi could play in terms of investment in a capacity development space moving forward.

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“I saw supporting the development of people as a key role that ART previously played but I’m least clear about the future vision.”

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There was strong feedback that suggests capacity development is still a significant need/gap in the sector, and that capacity support has a tangible and direct impact that is highly valued. Key issues mentioned by informants included the following:

- Broader sector capability development is seen as a gap, and there are some concerns that new government funding packages in this space (COVID response) are focused on job creation rather than other aspects of professional development or sector sustainability.
- Understanding capacity needs may require more detailed analysis of what is currently available and where the gaps are; as well as looking to other regions for examples of good practice e.g. Creative Waikato.
- One area of priority focus could be the development of Māori and Pacific leadership and capacity.

## **4.5 Transformational change**

Informant feedback suggests a widely held view that Te Taumata Toi-a-Iwi has been decisive and purposeful in setting and implementing a new direction with potential to address critical issues in the arts ecosystem that are ‘stuck’ and require transformational change.

Most informants felt that it was “too early days” to really see or understand the impact of Te Taumata Toi-a-Iwi’s new activity, but that **emerging** signs of potential were there – particularly in relation to building effective partnerships and influencing policy and funding strategy.

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“The ability to be nimble and facilitate activation of things can enable transformative change and bring about stronger partnerships with others.”

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The greatest potential appears to lie in initiatives that are sector-focused – i.e. initiatives that go beyond individual artists or organisations and have potential to shift system conditions. This appears to be in line with Te Taumata Toi-a-Iwi’s investment strategy and policy. Efforts to create platforms for Māori and Pacific voices and understandings of art, culture and creativity were seen as having particularly high transformative potential.

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“It’s been a common theme of people saying to us that ‘no one has ever asked us from our own Indigenous lens, what is art?’. Even that question has blown people’s minds. There is no one Pacific art; it is a term that has been used as a term of convenience to lump all of us as one peoples, and that is where the problem lies. Without that knowledge of the multiple Indigenous perspectives, you can’t have a shift in mainstream understanding of what ‘art’ is. It’s like we’ve been having the same conversations over again, just in different ways. That is the gap. Once you address that then change can happen. We need that knowledge and understanding to reach into those institutions that have policies that impact Pacific communities. We need to continue to open a platform to share and 'shift' that privileging and definition of what ‘art’ is.”

“If this [investment] platform wasn’t given, the fight would have been harder to be able to be seen and to exist. What I believe they’ve allowed is for us and others to exist in a different realm to what we were able to before, which allows us to move forward with a stronger voice [...] That to me is a huge impact especially when thinking about what does it mean to decolonise, to dismantle systemic racism. [These initiatives] allow that conversation to be stronger.”

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There was positive feedback from two informants about Te Taumata Toi-a-Iwi’s commitment to bi-culturalism and efforts to engage in culturally intelligent ways. Three other informants highlighted the importance of working to decolonise the arts sector in order to drive transformational systems change. More efforts to proactively engage Auckland’s largest arts and culture institutions in this effort was encouraged by one informant.

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“It is really impressive to see that deeper commitment to bi-culturalism and the language used in Te Taumata Toi-a-Iwi’s strategy; the principles and concepts that come from Te Ao Māori and the embracing of Te Ao Māori in a much more activated way.”

“If you’re going to be a disrupter and in a supposedly post-colonial Aotearoa – part of your disruption [needs to impact] the dominant colonising ideologies.”

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## Intended outcome: Enhanced conditions for systems change

Contemporary systems change thinking<sup>1</sup> identifies six conditions for transformational systems change:

- Government and institutional **policies** and regulations
- **Practices** commonly held by institutions and other organisations within a system
- **Resource flows** i.e. how money, skills, knowledge, information, assets and infrastructure are allocated, held or distributed across a system
- The quality of **relationships and connections** between stakeholders in the system – particularly those with differing viewpoints
- **Power dynamics** i.e. where decision-making power and authority is held within the system, and stakeholder’s abilities to see and challenge these power dynamics
- Prevalent narratives and **mental models** i.e. commonly held views or ways of thinking about issues within the system, or the system itself.

The extent of Te Taumata Toi-a-Iwi’s influence on these conditions for systems change is broadly illustrated through the evidence presented above in relation to its intended outcomes. This is further summarised in the table below to show the potential relationship between Te Taumata Toi-a-Iwi’s outcomes and the six systems change conditions.

Conditions for systems change	Relevant outcomes sought by Te Taumata Toi-a-Iwi	Signs of progress
<b>Policies</b>	More collaborative and tactical arts advocacy (impacting public arts policy)	Emerging progress
<b>Practices</b>	More responsive sector capacity and capability support	Emerging – strong progress
	More tactical investment in capacity development	Limited progress
	A stronger evidence base for sector needs	Strong progress
<b>Resource flows</b>	More collaborative and tactical arts advocacy (impacting public and private arts sector investment strategy)	Emerging progress
	Increased opportunity for strategic co-investment	Strong progress
	More awareness of need to invest in the conditions for systems change	Emerging progress

<sup>1</sup> FSG. (2018). The Water of Systems Change. See: [https://www.fsg.org/publications/water\\_of\\_systems\\_change](https://www.fsg.org/publications/water_of_systems_change)

Conditions for systems change	Relevant outcomes sought by Te Taumata Toi-a-Iwi	Signs of progress
<b>Relationships and connections</b>	Strengthened connections across the creative ecosystem	Strong progress
	Increased readiness for collaboration	Emerging – strong progress
	More connected creative leaders	Limited progress
<b>Power dynamics</b>	A stronger (and more inclusive sector voice) sector voice	Strong progress
<b>Mental models</b>	More collaborative and tactical arts advocacy (impacting public valuing of the arts)	Emerging progress

“Strategy and policy is something that I think that they're doing an outstanding job of.”

“My hope is that we have really powerful narratives and compelling data and stories that we can use to positively influence the decision-makers in the city.”

“Advocacy and development of national arts policy and understanding the bigger ecosystem will be so vital towards continued sector growth and outcomes.”

“[Te Taumata Toi-a-Iwi investing in the sector] is good because I don't think there is a lot of [other] investment going into the sector as a whole – the kinds of resourcing that can grow the arts, understanding of the arts, capacity of the arts.”

## 5. Other learning

Across the key informant interviews, there were a few other insights and general advice/learning offered:

- Te Taumata Toi-a-Iwi's overall visibility has significantly improved since the relaunch and rebrand.
- The expansion of Te Taumata Toi-a-Iwi's own capacity through the establishment of its network was seen as extremely positive, bringing in diverse expertise and enabling more neutral facilitation of sector hui. However, some informants sought greater clarity on how this network operates / who was involved in each initiative.
- When working with local or central government, Te Taumata Toi-a-Iwi was encouraged to keep relationships broad within each organisation i.e. to have multiple points of contact.
- One informant queried what Te Taumata Toi-a-Iwi's relationship with local iwi was.

- Two informants encouraged Te Taumata Toi-a-Iwi to really focus on its regional mandate before taking on a kind of national brief in terms of influence and impact.
- Suggestions about current gaps or future priorities that Te Taumata Toi-a-Iwi might be well positioned to address included:
  - Research to understand the relationship between arts and wellbeing in the unique Tāmaki Makaurau context
  - Investment in key sector capacity development gaps (see further section 4.4)
  - Exploring solutions for supporting community arts, particularly community arts infrastructure.

## 6. Summary of findings and progress

- The strategic roles identified in Te Taumata Toi-a-Iwi's strategy are universally supported as being the 'right' ones for the Auckland arts sector. Te Taumata Toi-a-Iwi is also seen as being extremely well positioned to take a leadership role in relation to these roles.
- There is some curiosity and lack of clarity about how Te Taumata Toi-a-Iwi defines its 'disruption' role i.e. where does the trust believe disruption is most required, and how will it support this through its investment and leadership roles?
- All informants valued their relationship with Te Taumata Toi-a-Iwi and could describe ways in which this relationship had made a positive difference to themselves, their organisation, or others. Feedback was consistent in recognising the trust (and Alison individually) as being a good listener, bold and strategic thinker, and effective convener/collaborator.
- Across the clear majority of Te Taumata Toi-a-Iwi's intended impact areas and outcomes, current activity appears to be delivering solid progress in relation to the age/stage of the strategy's implementation.
- Informants viewed progress as being strongest in relation to Te Taumata Toi-a-Iwi's advocacy activity. Tangible evidence of progress on outcomes was consistently shared by informants and it is clear that Te Taumata Toi-a-Iwi is contributing to:
  - A stronger evidence base for sector needs (and advocacy)
  - Strengthened connections across the creative ecosystem
  - A stronger (and more inclusive) sector voice
  - Increased readiness for collaboration.
- Progress on the above outcomes is also showing emerging signs of supporting some of Te Taumata Toi-a-Iwi's other intended outcomes, particularly:
  - More collaborative and tactical arts advocacy
  - More awareness of the need to invest in the conditions for systems change
  - More responsive sector capacity and capability support.

- Relevant informant interviews provided clear evidence that Te Taumata Toi-a-Iwi's direct investment has and/or is contributing to tangible outcomes for that initiative or organisation. Capacity and capability development are the most prominent outcome; whilst increased co-investment has also been leveraged as a result of Te Taumata Toi-a-Iwi's financial and non-financial support.
- There appears to be a promising correlation between progress on Te Taumata Toi-a-Iwi's intended outcomes and the broad conditions required to achieve transformational systems change in the arts ecosystem; particularly as a result of advocacy efforts and direct investment in Te Whakawhirinaki Kete and Moana Oceania.
- Moving forwards, activity to support progress in relation to sector capacity development and creative sector leadership would be areas of potential priority in order for Te Taumata Toi-a-Iwi to more fully realise all of its intended outcomes at this stage of its development.

## Appendix: Interview Participants

1. Michael Brooks, Creative Industries Manager, ATEED.
2. Liz Civil, Senior Policy Manager Culture and Diversity, Auckland Council
3. Greg Innes, General Manager, NZ Dance Company
4. Helaina Keeley, Manager Creative Industries Development, Auckland Live
5. Barbara Makuati-Afitu and Kolokesa Mahina-Tuai, Lagi-Maama Academy and Consultancy
6. Jeremy Mayall, Chief Executive, Creative Waikato
7. Tracy Monastra, Advocacy Manager, Creative New Zealand
8. Briar Monro, Arts Practice Director Community and Youth, Creative New Zealand
9. Shona McCullagh, Artistic Director, Auckland Arts Festival
10. Dr Molly Mullen, Senior Lecturer, The University of Auckland
11. Professor Peter O'Connor, Centre for Arts and Social Transformation, The University of Auckland
12. Borni Te Rongopai Tukiwaho, Kaiwhakahaere, Taurima Vibes.

## **Evaluation report 2019 – 2020**

**Whaia te toi huarewa o te auahatanga, hei  
kete toitoi manawa mō Tāmaki Makaurau.**

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Seek the pathway of creativity as a kete of  
inspiration for Auckland.