



Te Taumata
Toi-a-Iwi

Annual Report

July 2021 - June 2022

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

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

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Chair's foreword

Te Taumata Toi-a-Iwi, as Auckland's arts regional trust, works to strengthen our city's arts and culture ecosystem. This report shows that a substantial contribution towards that kaupapa has been made over the last year through Te Taumata own initiatives, and initiatives made possible through collaboration and co-investment.

The year saw continuing challenges for our arts, culture and creative sector in Tāmaki Makaurau from Covid-related disruption. There were few opportunities to meet kanohi ki te kanohi, to share the ideas and build the relationships that will shape the future of Auckland as a creative city.

Despite these challenges, we appreciated that so many of you took part in our hui and contributed to our surveys. Your information, ideas and energy informed, inspired and guided us as we worked to deliver on our kaupapa of strengthening Auckland's arts and culture ecosystem.

There is a growing awareness in the sector of the need for systems change, and a readiness to shape a future for our creative community that is more resilient,

equitable, inclusive, sustainable and valued.

What we heard helped the Board and staff as we revised our strategic priorities to better reflect our understanding of the opportunities we have to effect change. This saw us refine our priorities to emphasise visioning, tactical leadership and advocacy; funding equity and strategic investment; and regional creative sector development and infrastructure. The addition of a 'decolonise' pou, and a strategic priority Ngā Toi Māori development and centring te ao Māori were significant enhancements to our strategic intent. These additions are a statement of commitment from Te Taumata to support Māori-led development of ngā toi Māori networks and infrastructure and embed te ao Māori across our own structure and practices.

We continue to evolve our approach to effective leadership and governance for the trust. Our intent is to demonstrate and practice creative governance and share what we learn through this with the sector.

The year saw the retirement of long-standing trustee, and my predecessor as Chair, Heta Hudson. Heta was appointed as a trustee in 2012. As Chair, Heta led the organisation through significant repositioning and rebranding in 2019, and the launch of a new strategic direction for the trust in 2020. I thank Heta for his years of service, his mahi, and his leadership.

Board vacancies saw us recruit some outstanding new trustees during the year. We were pleased to welcome Anne Blackburn, Carol Hirschfield and Agnes Naera, each of whom bring to the table a rich background of professional achievement, community contribution, governance experience, and diverse networks.



T. Pradhan

TARA PRADHAN | Chair

Chair's foreword cont.

The creation of the honorary role of Ihorei was designed to give our trustees and team continuing access to the wisdom of our former trustee Sandi Morrison. We were delighted that Sandi accepted this role. An appointee to the trust's board when it was founded in 2001, Sandi's two decades of contribution as a trustee are part of a lifetime of contribution to the sector, regionally and nationally. We will seek Sandi's guidance and input as we chart our course over the coming years.

Our team, Alison, Narelle, Jane, Eynon, Kylie, Kerryanne and our creative network deserve credit for the many achievements of the last year. Despite intermittent lockdowns, the personal challenges associated with COVID-19, their thoughtful and constant engagement with a sector

under pressure, their commitment to the kaupapa and to delivering the mahi was unwavering.

My thanks too, to our trustees. Your commitment to our vision, your contributions around the board table, and your support for the team are greatly appreciated.

Ngā manaakitanga,
Tara Pradhan, Chair



CEO overview

Connection, co-investment, and collaboration have been central to the work of Te Taumata Toi-a-Iwi over the last year. The strategic relationships we continue to develop, with artists and arts practitioners, Government, policymakers in government and local government, funders, and the wider sector, are informing and enabling our contribution towards transformative change in the ngā toi arts, culture and creative ecosystem.

Across our community of stakeholders we see a growing readiness for change in the creative ecosystem – and clarity about the conditions needed to support this change. This is reflected within Te Taumata refreshed strategic priorities that respond to what we know about the changes that are needed, where we see readiness for change, and where there are opportunities for co-investment, collaboration and collective impact.

Responding to opportunities over the last year has seen some significant initiatives delivered or underway which will provide long-term benefit to the creative sector in Tamaki Makaurau.

Co-investment with Manatū Taonga - Ministry for Culture and Heritage (MCH) saw Te Taumata Toi-a-Iwi deliver, through the Tāmaki Makaurau Capability Network, a co-designed range of projects and initiatives designed to strengthen the capability of the creative sector in Tāmaki Makaurau. The progress made towards the outcomes of the initiatives, despite the continuing disruption of COVID-19, is a tribute to the high degree of trust, openness to innovation, and commitment to the kaupapa amongst the organisations and individuals involved.

An evaluation process ran alongside the initiatives, helping capture and share what was being learnt. This is reflective of our wider commitment to continuous evaluation and learning across our activities, and measurement of our impact.

This allows us to share our stories and what we are learning, through this report and our other channels, with the wider sector.

Collaboration with Auckland Council during the year included supporting the Council's reimagining of Toi Whitiki, Council's strategic action plan for growing arts and culture originally launched in 2015. This was initiated in light of the impact of COVID-19 and changes in the sector since 2015, with the Council seeking sector input to identify what is needed to 'build back better'.



Alison Taylor

ALISON TAYLOR | CEO

Council engaged Te Taumata to draw on the sector's experience and insights to help inform the overall approach and scope of work for reimagining Toi Whitiki as a collective impact or sector strategy. Key themes that emerged from five facilitated kōrero with rōpu of sector strategic and creative thinkers, change-makers and innovators included sector leadership of the strategy, a commitment to reciprocal partnerships, a focus on systems change, and power sharing between the Council and the sector through a commitment to collaborative decision-making.

CEO overview cont.

Our experience of working alongside Council on Toi Whitiki reinforced for us the value that a sector-led national strategy would deliver for ngā toi arts, culture and creative sector. The need for a strategy was a key point of our advocacy to Manatū Taonga - Ministry for Culture and Heritage in response to their invitation to contribute to their Long-Term Insights Briefing.

Te Taumata strategic intent to support Māori-led development of ngā toi Māori networks and infrastructure, and advocacy for the centring of te ao Māori in creative sector strategy and policy, saw us engage with the Toi Māori sector to identify aspirations and needs. As an outcome of this, Te Taumata is supporting the sector to develop Te Manawa, a Māori artist-led collective leading transformational change in the creative sector in Tāmaki Makaurau. Te Manawa is a 'by Māori for Māori' solutions approach to strengthening the individual creative, and in turn strengthening the sector. Te Taumata will provide backbone support for Te Manawa. In the year ahead, we will seek co-investment for this initiative.

The regional arts Investors' Forum is helping shape a more strategic approach to investment in the creative eco-system of Tāmaki Makaurau. Te Taumata is pleased to be able to continue to help co-convene the forum, provide information on existing and emerging sector needs and opportunities for systems change, identify where inequities exist, and promote fit-for-purpose funding models. As with our other strategic relationships, the strength of the forum is anchored in a high level of trust between participants, and a shared recognition of the potential of funders to contribute to positive change in the sector.

Connection to the diverse arts and culture communities of our culturally diverse region continues to be a focus of our work. In addition to our engagement over the year with the Māori arts sector, and support for Moana Oceania arts and artists alongside Lagi-Maama Academy and Consultancy, Te Taumata commissioned

research into the needs of the Asian arts community. Information drawn from a survey, workshop, and a series of individual interviews with Asian arts practitioners is now being captured in a report which will help Te Taumata provide support to an arts community that is representative of around 28 percent of Aucklanders.

Evaluation and learning, on our own practice, from the research and reports we commission and from our collaborations with other partners in the sector, guide our development and impact. During the year we worked to develop a knowledge hub to share both our own resources, and those of the wider arts and culture community of Aotearoa. Our new knowledge and practice hub, Kete Mātauranga, has now been launched and provides access to a range of information to support creative sector practice, advocacy, and capability building.

Creative connections and conversations through a variety of networks continue to inspire and sustain our team and our work. The Regional Arts Network Aotearoa (RANA) provides us with opportunities to learn from what is happening across the motu and explore national sector issues. The Ngā Toi Advocacy Network brings diverse voices and perspectives to our regional arts community conversations. Our Creative Connections network provides us with a team of people we draw on to support the work of Te Taumata core team which is at the heart of our day-to-day mahi.

What we achieve is made possible by the thoughtful governance provided by our trustees, the commitment of our core team to our kaupapa, and the generous engagement and input we receive from artists, arts practitioners, and our wider stakeholder community. Thank you.

Ngā mihi,
Alison Taylor, CEO

Our purpose

As Auckland's regional arts trust, Te Taumata Toi-a-Iwi a contributes to the development of the ngā toi arts and culture ecosystem of Tāmaki Makaurau.

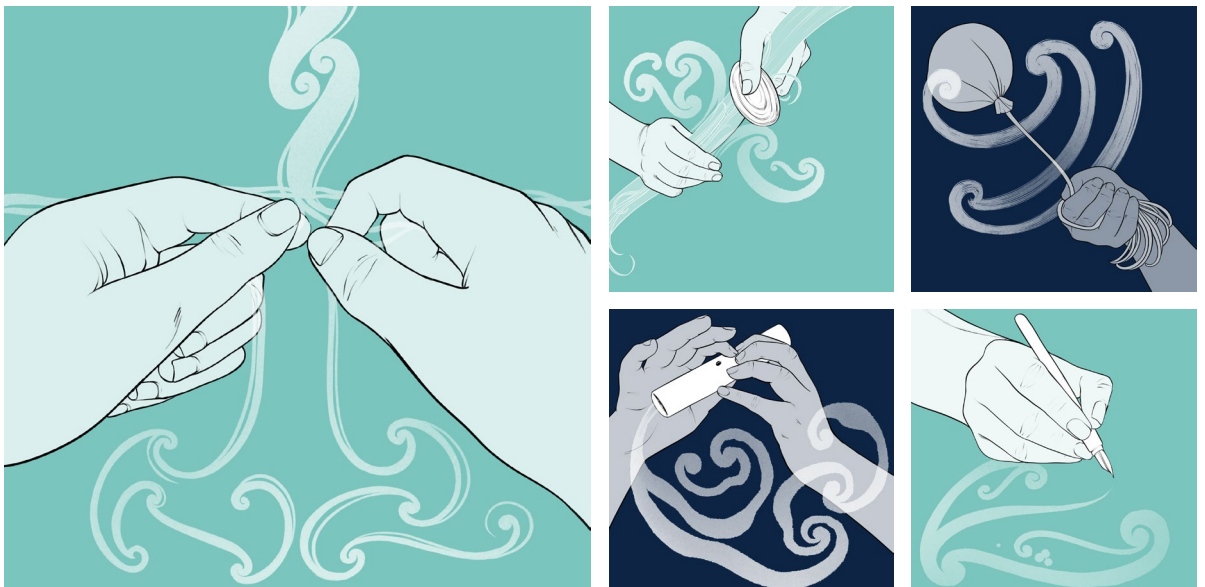
Our **kaupapa** states what we aim to achieve by strengthening our city's arts and culture ecosystem – Tāmaki Makaurau a city alive with creativity.

Our kaupapa is informed by our **whakatauki**:

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

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

Our distinctive value is in providing platforms for connection, engagement and advocacy; sharing insights and learning; trying new things that are sector-led; and building relationships to influence systemic change.



A woman with her hair tied back, wearing a dark apron over a long-sleeved shirt, stands in a workshop. She is holding a large white sheet of paper with a dark rectangular shape on it. The workshop is filled with various tools, including a large machine on a table, and a window is visible in the background. The entire image has a warm, orange-red tint.

**Tāmaki Makaurau,
a city alive
with creativity**

Refreshing our strategic priorities and pou

Te Taumata Toi-a-Iwi is a well-established sector stakeholder with a growing reputation as a trusted advisor, leader, connector and influencer.

Our strategic direction is guided by our values and our creative investment policy, which outlines our intent to be tactical and transformational with our resources.

In March 2022 we held our annual board strategic planning process, which refreshed our strategic priorities and pou.

Our new **priorities** respond to what we are learning about what is needed in the ngā toi arts, culture and creative ecosystem. They are a natural evolution of our previous priorities, more strongly emphasising the conditions needed to support systems change, including a focus on centering te ao Māori.

Our priorities capitalise on a readiness across the ecosystem to work collectively on issues like equity and inclusion, towards a sector that is more resilient, equitable, inclusive, sustainable and valued. Driving systems change through strategic influencing is becoming the major focus for Te Taumata work.

Our **pou** describe how we work to achieve our priorities and are our key change strategies. This year, we added a fifth pou to reflect the critical work that we are doing in the Toi Māori space and the importance of centering te ao Māori in policy, strategy, funding and practice.

Our **theory of change** weaves together our kaupapa, values, pou and priorities; showing how these interlink and connect to our outcomes. Our theory of change makes our intentions for impact and how our work contributes more visible.



Our Pou (change strategies)



Convene Building connections, listening and hosting space for creative conversations. Enable creative collaboration within and beyond the ngā toi arts, culture and creative ecosystem.



Activate Initiating and co-investing in opportunities with potential to strengthen capability for impact across the ngā toi arts, culture and creative ecosystem.



Disrupt Innovating, experimenting and challenging the status quo to create opportunities to ignite and enable creativity.



Lead Providing leadership for the ngā toi arts, culture and creative ecosystem, advocating and influencing for change to ensure creativity is recognised, valued and invested in.



Decolonise Centering te ao Māori, privileging Māori voices, and decolonising systems, policies, institutions and decision-making spaces.



Theory of Change

Context

- Creativity is central to human wellbeing, relationships and our future, and should be valued.
- There is a need to centre te ao Māori and decolonise the creative ecosystem.
- Existing funding models need to be more equitable and inclusive.
- Greater equity, and visible, authentic inclusion is needed across multiple spaces – including governance, policy and funding, connectivity, networks and collaboration strengthen the creative ecosystem.
- Te Taumata Toi-a-Iwi has a regional focus on Tāmaki Makaurau, whilst seeking to influence nationally.

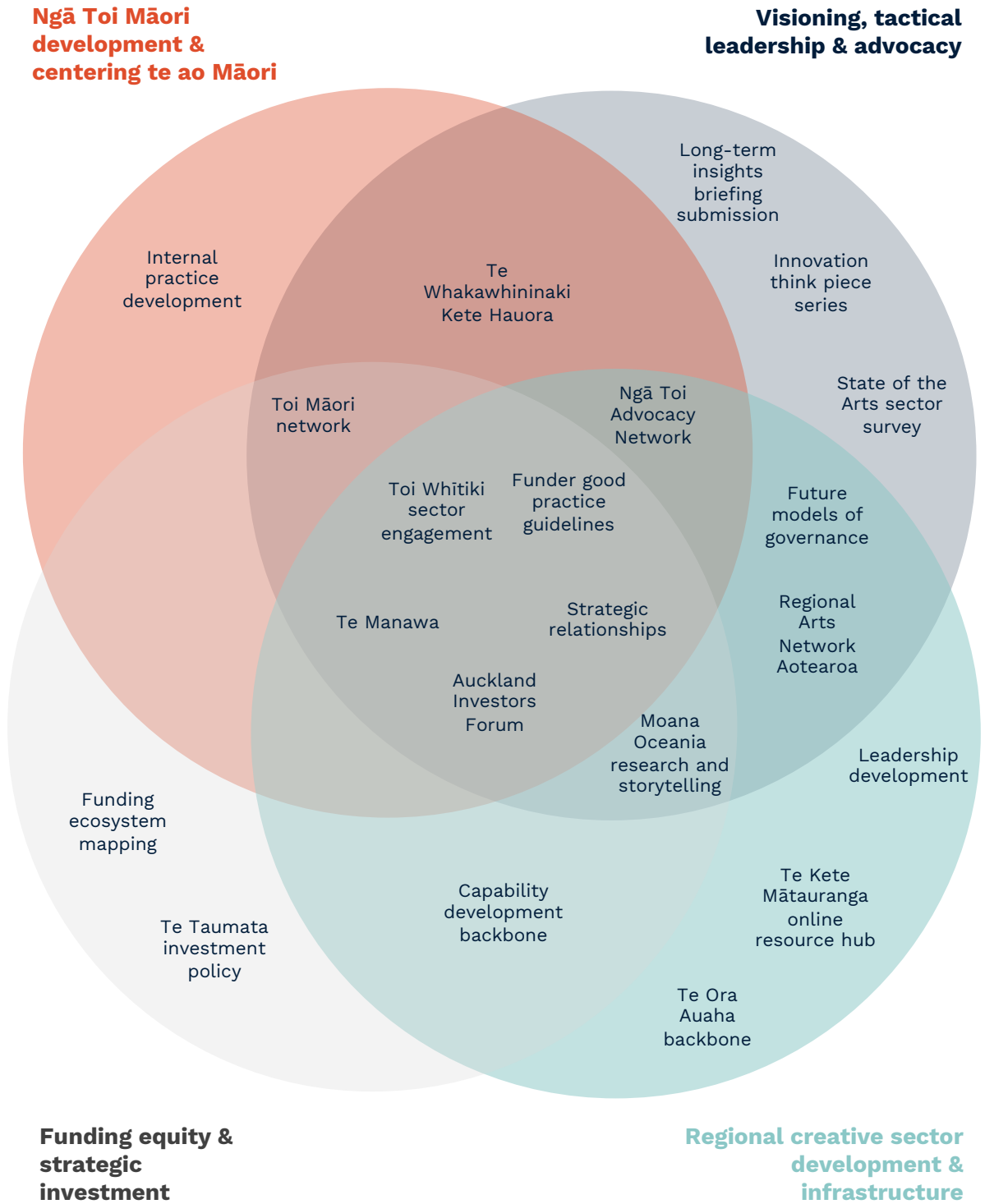
Strategic priorities	Outcomes (three years)	Signs of progress (one year)
Ngā Toi Māori development and centering te ao Māori	<ul style="list-style-type: none"> • Māori-led development of Ngā Toi Māori networks and infrastructure • Centering te ao Māori in ngā toi arts, culture and creative strategy and policy • Embedding te ao Māori across Te Taumata structure and practices • Growing relationships with Mana Whenua in Tāmaki Makaurau 	<ul style="list-style-type: none"> • Ngā Toi Māori networks are strengthening • Māori participation in regional governance, strategy and decision making • Te Taumata is building relationships with Mana Whenua in Tāmaki Makaurau • Te Taumata is building knowledge about what centering te ao Māori looks like for our organisation and for the sector
Visioning, tactical leadership and advocacy	<ul style="list-style-type: none"> • A future focused vision for the regional and national creative ecosystem • Inclusive platforms for sector voices to influence decision-making • More effective regional and national policy, strategy, and investment 	<ul style="list-style-type: none"> • Ngā toi arts, culture and creative ecosystem voices are connected into regional and national decision-making processes • Te Taumata provides policy and strategy advice to local and central government
Funding equity and access	<ul style="list-style-type: none"> • Funding practices centre equity and inclusion • More equitable, inclusive, accessible and mana enhancing funding models • Alternative funding models enable greater sustainability and resilience across the creative ecosystem 	<ul style="list-style-type: none"> • Convening of regional arts funders on equity, inclusion and access issues • Alternative funding models/pathways are designed • Co-investment in pathways to increase regional arts funding equity, inclusion and access
Regional ngā toi arts, culture and creative ecosystem development and infrastructure	<ul style="list-style-type: none"> • Increased regional co-investment in sector infrastructure • Collective impact / network approaches support regional arts development and capability building • A regional sector development model is developed and could be replicated nationally 	<ul style="list-style-type: none"> • Te Taumata develops strategic co-investment partnerships • Te Taumata acts as a network host and collective impact backbone • Collaborative regional capability building initiatives are in place

A man in a black t-shirt and shorts is practicing Haka in a gymnasium. He is holding a taiaha (a traditional Māori spear) and is in a powerful, forward-leaning stance. The background shows other people also practicing Haka, and the gymnasium has a wooden floor and a white wall with a geometric pattern. The entire image has an orange tint.

**Ngā Toi
Māori Networks
are strengthening**

Project map

The project map below maps key initiatives against our four strategic priorities, based on the primary impact areas for each piece of work. The map aims to show the interconnected nature of our work and priorities.



Key activity: in numbers

Convening, sector conversations, networks

46 Toi Māori network participants

6 Ngā Toi Advocacy Network hui

6 sector kōrero facilitated to inform the Toi Whītiki Auckland Council regional arts and culture strategy) redesign engagement process (45 participants)

Convening and formalising a North Island network for independent artists as part of the Ngā Toi Advocacy Network, which helped to shape the design of a Manatū Taonga Ministry of Culture and Heritage [relief fund for self-employed artists](#)

Facilitated workshop with **18** Asian arts leaders

6 bi-monthly hui facilitated as backbone for the Tāmaki Makaurau Capability Network, including four ako (learning) sessions

4 Regional Capability Network hui

Research, reports, publications

2 reports on opportunities to reimagine Toi Whītiki developed for Auckland Council

[Second State of the Arts](#) sector survey completed and published (**707** responses, including **229** from Tāmaki Makaurau)

[Third State of the Arts](#) sector survey completed and published (**530** responses, including **159** from Tāmaki Makaurau)

Second report completed for [Mapping the Ngā Toi Funding Ecosystem](#)

165 responses to a survey with the Asian arts community and 12 key informant interviews with Asian arts practitioners (report to be published next financial year)

Think pieces, submissions

Regional Arts Network Aotearoa Regional Snapshot submission to Manatū Taonga Ministry for Culture and Heritage and Creative New Zealand

[Long Term Insights Briefing](#) submission to Manatū Taonga Ministry for Culture and Heritage

Other online resources

822 page views for resources published via online hub [Kete Mātauranga](#)

Programme delivery

10 Creative Sector Leadership Development programme participants

28 participants in Creative Sector Governance Models co-design hui

7 Te Ora Auaha [Wellbeing Activation webinars](#)

Social media, communications and online engagement

1,346 Te Ora Auaha Wellbeing Activation Webinar views, plus **11,380** Facebook reach and **1,003** Facebook engagements

National [radio interview](#) discussing emergency funding to the ngā toi arts, culture and creative sector

6 [Ngā Toi Advocacy Network podcasts](#) published

647,463 post impressions across all communications channels

13,257 post engagements across all communications channels

12% social media audience growth July 21 – June 22

Impact

We have been iterating our approach to evaluation and learning and will launch a new evaluation framework in September 2023. The framework will:

- **Guide our future direction** – enabling us to gather evidence and insights that shape our direction of travel, particularly our strategic priorities and pou
- **Capture what we do** – help us to describe and demonstrate the scale and scope of our work, who we work with and why
- **Enable us to understand our impact** – ensure we understand the changes arising from our work and investment, what outcomes we are seeing and how this is supporting the systemic shifts that we seek
- **Ensure we learn and adapt** – be systematic in learning about what works, what doesn't, what's missing and what's needed; shaping decisions about our work and investments.

Alongside refining our evaluative approach, we have collected data and insights from across our activities during 2022-23, particularly our work with the Ngā Toi Advocacy Network and the Tāmaki Makaurau Capability Network. This evidence – along with insights from three additional interviews with key partners/stakeholders – is summarised below to demonstrate where and how we are seeing signs of progress towards our intended outcomes, for each of our strategic priority areas.

The signs of progress are identified in our theory of change and reflect changes we expect to see happening as we activate our priorities. Some of our work towards these signs of progress will be developed in 2022-23.

Key practices adopted by Te Taumata that are driving positive change, as well as emerging impacts of Te Taumata work, are highlighted in bold throughout.



Ngā Toi Māori development and centering te ao Māori

Outcomes	Signs of progress
<ul style="list-style-type: none"> • Māori-led development of Ngā Toi Māori networks and infrastructure • Centering te ao Māori in ngā toi arts, culture and creative strategy and policy • Embedding te ao Māori across Te Taumata structure and practices • Growing relationships with Mana Whenua in Tāmaki Makaurau 	<ul style="list-style-type: none"> • Ngā Toi Māori networks are strengthening • Māori participation in regional governance, strategy and decision making • Te Taumata is building relationships with Mana Whenua in Tāmaki Makaurau • Te Taumata is building knowledge about what centering te ao Māori looks like for our organisation and for the sector

Building trust and connections

Across the year we have focused on increasing our internal capacity to engage with the Toi Māori sector; building trust, convening conversations and slowly growing a community of practice that can be supported to identify and explore development priorities for the sector.

“We are really intentional about where we choose to engage, and there is a sense of safety to engage [with Te Taumata] because it is about the people who are at the helm [of the Toi Māori network development]. They are the pou and they hold the space. It meant I could engage and feel my organisation adds value to the conversation”

– Huia O’Sullivan, Ngā Rangatahi Toa.

“The work developing the Ngā Toi Māori space needs to be done appropriately in recognition of the complexities of tikanga and of building meaningful connections with practitioners and Mana Whenua. Te Taumata seem to have a long-term view of how this development needs to take place”

– Jeremy Mayall, Creative Waikato.

Understanding needs and developing a road map for ngā toi Māori sector development

Across this financial year, Te Taumata has initiated conversations with the Māori arts sector in Tāmaki Makaurau, talking directly with 46 creative practitioners to build knowledge about the needs of artists and their aspirations for the ngā toi Māori sector.

Through this work, a report was developed with recommendations that provided a road-map for enabling Māori-led sector development, including a focus on:

- Tino rangatiratanga - the need for Māori to have responsibility of and for the Māori arts sector, requiring devolving of funding and decision making to Māori

- Mechanisms that enable by Māori, for Māori decision-making and co-sharing of power, funding and resources
- Building connections and avenues for collaboration
- Addressing equity of access to funding
- Evolving western governance models to Māori models of leadership and governance
- Increasing visibility and valuing of ngā toi Māori
- Developing spaces to collaborate, work together and offer whanaungatanga, manaakitanga, tuakana-teina, creative and capability support
- Ngā mahi tūturu - sustainable careers, including support for rangatahi and emerging artists to pursue careers in the arts.

Following on from this engagement, Te Taumata is supporting the sector to develop Te Manawa, a Māori artist-led collective leading transformational change in the creative sector in Tāmaki Makaurau. Te Manawa is a by Māori for Māori solutions approach to strengthening the individual creative and in turn strengthening the sector. Te Taumata will provide backbone support for Te Manawa. We are currently seeking strategic co-investment to accelerate our development of Te Manawa across 2022-23.

“Toi Māori is a critical area – we know it is a big gap in our regional infrastructure and needs investment. The fact that Te Taumata has developed capacity and resources to support this is really important and probably the area of work that is most significant in terms of potential impact”

– Liz Civil, Auckland Council.

Foregrounding indigenous knowledge and leadership

As part of our Tāmaki Makaurau Capability Network, we developed a wānanga-based Creative Leadership programme that had a strong focus on **putting Indigenous perspectives at the centre** of creative practice. There was a conscious prioritisation of Indigenous speakers, and the programme content and kōrero was focused on centring indigenous narratives and knowledge and caring for self and upholding mana when working within colonial systems for change.

Visioning, tactical leadership and advocacy

Outcomes	Signs of progress
<ul style="list-style-type: none"> • A future focused vision for the regional and national creative ecosystem • Inclusive platforms for sector voices to influence decision-making • More effective regional and national policy, strategy, and investment 	<ul style="list-style-type: none"> • Ngā toi arts, culture and creative ecosystem voices are connected into regional and national decision-making processes • Te Taumata provides policy and strategy advice to local and central government

Toi Whitiki – influencing the shape of sector engagement to inform the reimagining of regional sector strategy

In April 2022, Te Taumata completed a sector engagement series focused on the possibilities for re-imagining Toi Whitiki – Auckland Council’s regional arts and culture strategy – as a collective impact or sector strategy.

Through the series, Te Taumata was able to **engage diverse voices** from across the independent sector in a process designed to inform the shape of Council’s engagement with the sector as part of the strategy redesign. This included dedicated kōrero with rangatahi, Māori and Moana Oceania creatives to ensure a more **equitable and inclusive representation of sector views**.

Te Taumata provided a written report to Council that sought to authentically represent the views of the sector around priority policy and strategy issues – including the sector’s ask that: engagement to reimagine Toi Whitiki is determined and led by the sector; Council prioritises reciprocal partnerships with the sector over transactional relationships; strategy is focused on outcomes and achieving systems change; and that **decision-making power is shared** with the sector by establishing structures/mechanisms for collaborative decision-making.

From this feedback, Te Taumata also submitted to Council a project scope for the engagement process for redesigning Toi Whitiki. This scope outlined **desired principles of sector engagement**; and recommended a series of workstreams including:

- the establishment of a sector advisory rōpu and Māori working group that would give sector representatives platforms to influence strategy and policy design
- commissioning of sector leads/anchor organisations to self-determine and lead sector engagement processes.

For Liz Civil (Auckland Council), this proved a “critical piece of work”, with “the way it was run by Te Taumata giving us great insights that were informative to the final shape and scope of the redesign engagement process”.

“[This piece of work] has helped set Council’s direction of travel for Toi Whitiki, so that we can find a pathway to embed Te Titiri and te ao Māori perspectives, and address issues of equity and inclusion... The insights from Te Taumata work needs to land in the future version of Toi Whitiki as the place holder for regional strategy”

– Liz Civil, Auckland Council.

Strengthening sector voice and building more nuanced understanding of the creative ecology

Partner organisation Dovetail was co-commissioned by Te Taumata, Arts Wellington and Creative Waikato to complete the second and third State of the Sector surveys in October and February, with co-investment from Te Taumata, Manatū Taonga Ministry for Culture and Heritage and Wellington City Council. The surveys have enabled us to keep track of sector trends, understand needs and aspirations, and use this **sector voice to inform our advocacy** and influencing work.

“Te Taumata holds a really important role for Tāmaki and more broadly in the sector as a strong and uncompromising advocacy voice; one that understands and invests in the value of data and insights as a way of informing and impacting change, and one that values the voice of the artists and communities that they work with. This connection to community, aligned to advocacy, data and insights will inform systems change work in a way that is meaningful”

– Jeremy Mayall, Creative Waikato.

Creating space for diverse knowledge systems to be platformed and understood has been a central pou to Te Taumata work and ability to influence strategy and systems change.

“The team at Te Taumata have worked hard to build a strong regional network and have, in my view, become a trusted partner and valued supporter of sector organisations in Tāmaki Makaurau. They have become a strong advocate for systems change in the creative sector, as well as a facilitator and convenor of importance conversations within the sector, governance being one of them. One of their strengths is their continuous focus on seeing the world through a range of lenses, and making space for different voices to be heard”

– Caren Rangī

Members of the Ngā Toi Advocacy Network convened by Te Taumata have reflected on building a broader **understanding of the creative ecology/ecosystem**, particularly through the sharing of learning from the ‘Arts of Moana Oceania’ work led by Te Taumata partners Lagi-Maama Academy and Consultancy.

Lagi-Maama also continue to share learning and advocate nationally and internationally about the diversity of **Moana Oceania knowledge systems** – presenting at international conferences, key notes, symposiums and hui, including the Centre for Research on Colonial Culture symposium, Pacific Arts Association Pacific Chapter Conference and The Momus Emerging Critics Residency - ‘Writing Relations, Making Futurities: Global Indigenous Art Criticism’.



Relationships and strategic influencing

Te Taumata has continued to build **strategic relationships** with key stakeholders including Auckland Council, Creative New Zealand and the Minister and Ministry for Culture and Heritage, to inform regional and national policy, strategy and funding design. For Auckland Council, Te Taumata is seen as “a partner that is really connected”, offering a “trusted relationship to help us navigate what we are doing” (Liz Civil, Auckland Council).

Our response to the Ministry’s **Long Term Insights Briefing** was clear in advocating for an authentically sector-led national strategy and championing the need for collaborative efforts to address sector inequities and reimagine funding and commissioning models.

“Te Taumata has continued to champion the need for and value of a national strategy at every opportunity – it’s an important flag to wave and the impact of this will take time to emerge, but that constant reminder to the Ministry of why we need it is really important”

– Jeremy Mayall, Creative Waikato.

Covid response advocacy

Our covid response advocacy included working alongside the independent sector to compile **case studies** of financial hardship experienced by artists, **letter submissions** to Manatū Taonga Ministry for Culture and Heritage with clear advice about responses needed, advocating through a **national radio interview**, and using our communication channels to share evidence of need and insights about the responses needed.

This work directly contributed to the **development of covid response resourcing** for the sector, including the [Cultural Sector Emergency Relief Fund Grant for Self-Employed Individuals](#) and Arts and [Culture Event Support Scheme](#).

Enabling collaboration, connection and resource sharing

Feedback from Ngā Toi Advocacy Network members has shown the value of facilitated networks in **supporting interconnectedness**, building collective spheres of influence and enabling **sharing of resources**, thinking and ideas. Members have started conversations about partnering to combine resources and specialist knowledge.

Through the development of our curated online resource hub – Kete Mātauranga – we have created a **platform for open access sharing** of research, tools, think pieces and other resources. Evaluative data shows that our backbone support of the Tāmaki Makaurau Capability Network has also **increased cross-disciplinary collaboration**, sharing, connection, leadership and learning for members (see further on this below).



Kate \$30
Kupanga

**We are supporting
interconnectedness
and enabling sharing
of resources**

Funding equity and access

Outcomes	Signs of progress
<ul style="list-style-type: none"> • Funding practices centre equity and inclusion • More equitable, inclusive, accessible and mana enhancing funding models • Alternative funding models enable greater sustainability and resilience across the creative ecosystem 	<ul style="list-style-type: none"> • Convening of regional arts funders on equity, inclusion and access issues • Alternative funding models/pathways are designed • Co-investment in pathways to increase regional arts funding equity, inclusion and access

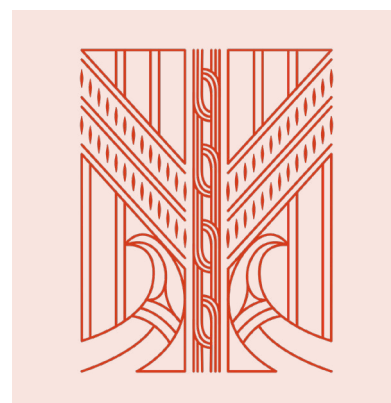
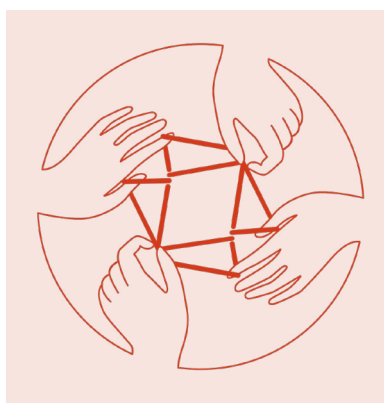
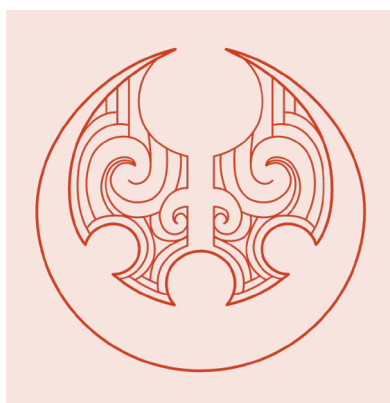
The Auckland Investors Forum – co-convening regional funders towards collective action on funding equity and access

Te Taumata is a participating member of the Auckland Investors Forum – a collective of major organisations investing in the regional ngā toi arts, culture and creative ecosystem, including Auckland Council, Auckland Unlimited, Creative New Zealand, Foundation North, and Manatū Taonga Ministry for Culture and Heritage.

Te Taumata plays a leadership role in the convening of this Forum, engaging members in key areas of research and project development, championing collaboration and **advocating for greater strategic co-investment** as an avenue for addressing problematic funding models and issues with funding inequity.

“Alison is a critical strategic thinker behind that Forum to keep it driving to be more strategic and not just an information sharing platform. Te Taumata is punching above their weight as an investor around this table, because of the strategic value they bring in terms of the focus on systemic issues, equity, daylighting sector voices, and driving the focus on Ngā Toi Māori”

– Liz Civil, Auckland Council.



Voice and influence – advocacy for funding equity

Te Taumata key partners are clear in highlighting the importance of our efforts to champion equity, role model different ways of investing, and centre the voices of communities that have been underserved in conversations about the changes needed to funding systems:

“Te Taumata has been a holder of space as well as a vanguard of enquiry into the underinvested-in parts of the sector. It is leading the charge on strategic conversations and is being really open and brave in terms of how those conversations recognise different knowledge systems and the voices that need to be heard – including Asian, Moana Oceania and Māori communities... It is really about equity and centring different world views”

– Liz Civil, Auckland Council.

“The work they are trying to do on systems change is also really important. They are being a provocateur and agent of change to find new ways of doing things. Even if Te Taumata doesn’t have the scale of financial resource itself to invest in game changing initiatives, it is acting as a thought leader, corralling and coalescing the big investors that do have that ability to do something different”

– Liz Civil, Auckland Council.

“Funding equity is an important focus area for Te Taumata because achieving a system shift there is complex, but the conversation needs to be had. Demonstrating different ways of funding – even small-scale demonstrations that Te Taumata has been able to do – becomes really useful advocacy”

– Jeremy Mayall, Creative Waikato

Regional ngā toi arts, culture and creative ecosystem development and infrastructure

Outcomes	Signs of progress
<ul style="list-style-type: none"> • Increased regional co-investment in sector infrastructure • Collective impact / network approaches support regional arts development and capability building • A regional sector development model is developed and could be replicated nationally 	<ul style="list-style-type: none"> • Te Taumata develops strategic co-investment partnerships • Te Taumata acts as a network host and collective impact backbone • Collaborative regional capability building initiatives are in place

Regional arts development infrastructure

We continue to build relationships and collaborate with our sister organisations across the regions. Our relationship with Creative Waikato is particularly strategic and valuable, enabling us to collaboratively **advocate for investment in regional infrastructure** and drive systems change conversations at a national level with central government.

“We have an open and transparent relationship with Te Taumata that enables collaborative impact through sharing knowledge and learning and building on each other’s strengths in a way that is considered and generous. We work as a mutual support network or a community of practice where there is an ability to have visionary conversations about ways to approach systems change at all levels, thinking strategically about the impacts that can be achieved through the work we do both independently and in ways that intersect at a regional to national level”

– Jeremy Mayall, Creative Waikato.

Alongside Creative Waikato, we co-convene the Regional Arts Network Aotearoa (RANA) and are building a key community of practice to support knowledge sharing and collective advocacy. Exploring **models for national investment in regional arts** organisations has been a key area of focus.

“RANA is contributing to national sector development... The way RANA has developed over the past three years has been massive in terms of its perceived value and potential to support regional arts development”

– Jeremy Mayall, Creative Waikato.

Growing capability through the Tāmaki Makaurau Capability Network

As a backbone for the Tāmaki Makaurau Capability Network, we:

- Connected project activity through six network hui, to enable more joined-up outcomes and to evaluate and capture learning
- Generated and shared open-source resources across the network
- Established a Regional Capability Network, convening four online hui to help broker relationships between regional capability providers, map provision and share learning and resources between regions
- Launched Te Kete Mātauranga, an **online hub with curated content**, including links to universal capability resources and resources generated from Tāmaki Makaurau Capability Network initiatives
- Evaluated capability initiatives led by Te Taumata and our partners; whilst also evaluating the overarching network and backbone model
- Shared insights with the Auckland Regional Investors Forum to inform regional and national conversations about **current and future models** of capability investment.

Across this backbone work, **growing networks** and movements of peer support and leadership with and by creatives has been a critical success factor.

Capability initiatives:

Our partners Lagi-Maama Academy and Consultancy provided capability support to Moana Oceania creatives. This included brokering acquisition of work by a senior Fijian creative practitioner by Tāmaki Paenga Hira Auckland War Memorial Museum; **bridging a gap in the institutional knowledge and practice** of knowing and understanding how to value Moana Oceania arts from a cultural perspective. Alongside this, Lagi-Maama provided tailored support for Moana Oceania artists that ranged from **navigating funding systems**, providing support letters, advising, **mentoring** and building capability through ‘mediation’.

Through our Creative Sector Leadership programme, a tailored wānanga-based programme was delivered to ten extraordinary wāhine toa across creative disciplines, with each member of the cohort identifiable as community enablers and social activists. Alongside the programme wānanga, leaders were matched with a mentor to provide individual mentoring relevant to their specific needs. Participants feedback describes a sense of sisterhood, **relationship building, validation of their work, growing confidence**, space for safe and vulnerable reflection and **potential for collaboration**.

“I arrived at the time I need it to. I am weaving kupu and knowledge from here into my project/mahi. It has been amazing to be here”

– Leadership programme participant.

“To sit in an environment and be a learner; it is a privilege to sit in this space, to think in colour. There is a linear line of where to from here for all of us. We are venturing on new pathways”

– Leadership programme participant.

Led by Caren Rangī, in collaboration with the Centre for Social Impact and Community Governance New Zealand, our Future Models of Creative Sector Governance initiative was designed to explore opportunities to reimagine models of governance in our sector. A series of co-design hui identified key governance characteristics, values and practices – including mātauranga Māori – needed to support governance transformation. Through this work an emerging **community of practice** has developed to explore this space further across the next financial year.

“I got excited by the thought that, as a creative sector, we could take creative talents, practices and approaches and apply them to reshaping the way we govern our organisations. The artists we support deserve to have the best governance ever, and I think we all know that we could do much better in this space”

– Caren Rangī

The co-design hui demonstrated that governance is a critical part of leadership for creative and cultural organisations; but that there is a lack of support for and valuing of good governance in the sector. There was substantial interest in these potential areas of development work, which Te Taumata is continuing to explore:

- Building a peer support governance network
- Developing governance tools and resources
- Creating guidelines for funders on how to support governance in the creative sector
- Building capacity for system change in the sector via a strengthened governance capability.

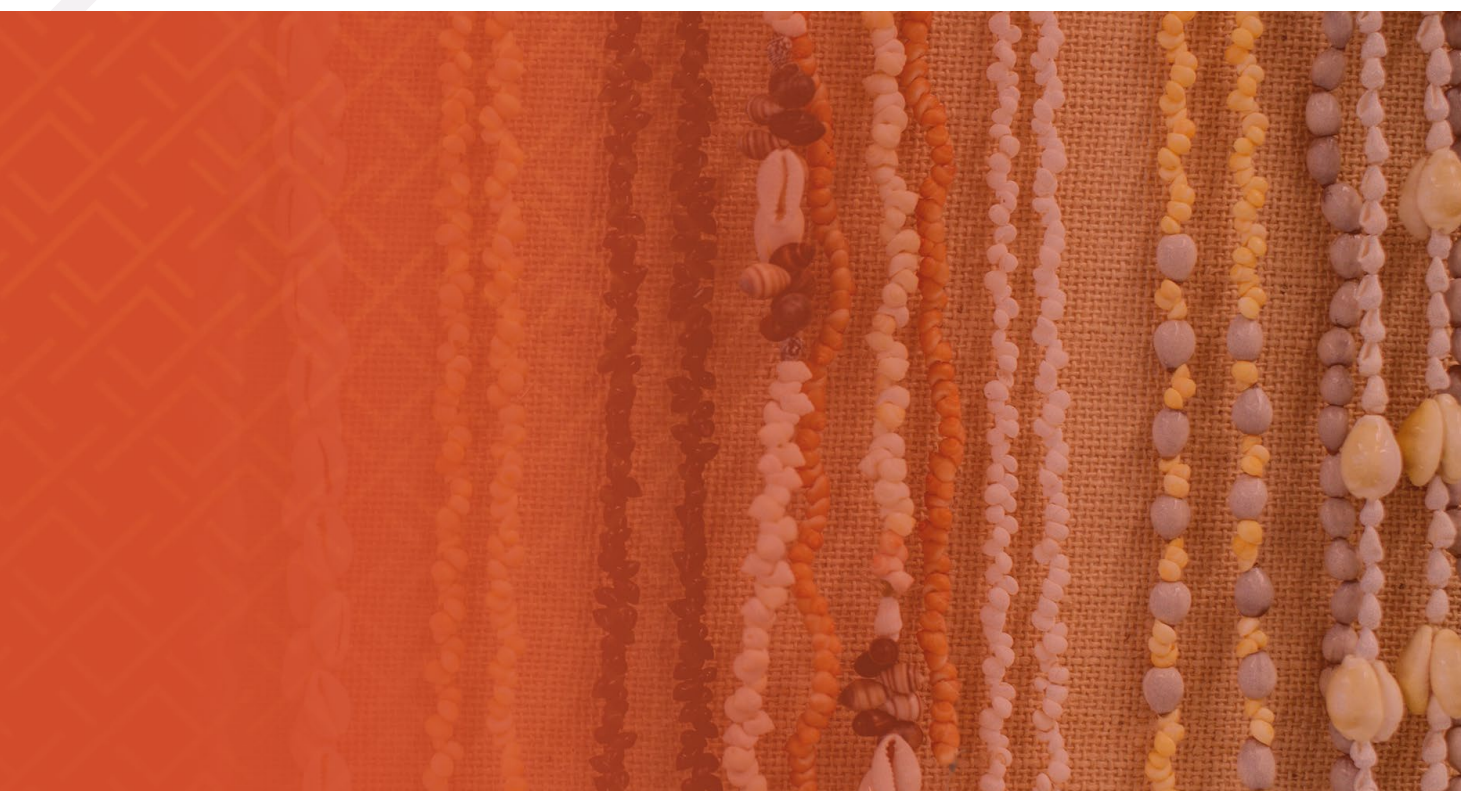
With **co-investment** from Manatū Taonga Ministry for Culture and Heritage and Creative New Zealand, we were able to support the development of Wellbeing Activation in collaboration with Te Ora Auaha. This included seven webinars, which provided space for conversations about creative wellbeing, and a platform for practitioners working in this field to share learning and research. A key outcome was the deepening of participant understanding about the connection between wellbeing and creative artistry. The webinars significantly extended Te Ora Auaha’s reach as a community of practice supporting wellbeing/hauora outcomes in our sector. New relationships have been established and the momentum of Te Ora Auaha as a network is growing.

Financial overview

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

	2022 \$	2021 \$
Investment Income	64,001.00	77,266.00
Project Revenue	362,496.00	17,300.00
Capital Gain/ (Loss)	(660,707.00)	1,381,655.00
Expenses	727,155.00	558,666.00
Net Surplus/ (Deficit)	(961,365.00)	917,555.00
Community Investment	347,860.00	352,698.00
Total comprehensive income/ (deficit) for the year	(1,309,225.00)	564,857.00

Note: These statements are to be read in conjunction with the Notes to the Financial Statements.



STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

TRUSTEES FUNDS	2022 \$	2021 \$
Total Trustees Funds	10,560,569.00	11,869,793.00
CURRENT LIABILITIES	2022 \$	2021 \$
Accounts Payable & Accruals	40,316.00	43,583.00
Provision for Holiday Pay	19,828.00	24,925.00
Receipts in Advance	91,028.00	28,524.00
Total Current Liabilities	151,172.00	97,032.00
CURRENT ASSETS	2022 \$	2021 \$
Bank Accounts & Cash	138,072.00	84,415.00
Debtors & Prepayments	11,461.00	15,863.00
GST	5,089.00	32,231.00
Total Current Assets	154,622.00	132,509.00
NON-CURRENT ASSETS	2022 \$	2021 \$
Property, Plant & Equipment	11,652.00	12,124.00
Financial Assets	10,545,466.00	11,822,173.00
Intangible Assets	-	19.00
Total Non-Current Assets	10,557,118.00	11,834,316.00
INVESTMENT PORTFOLIO AS AT JUNE 2022	2022 \$	2021 \$
Milford Balanced Fund	7,017,052.00	7,734,660.00
Milford Conservative Fund	3,528,414.00	4,087,513.00
Total Investment Portfolio	10,545,466.00	11,822,173.00

Note: These statements are to be read in conjunction with the Notes to the Financial Statements.

Driving forward on systems change – 2023 and beyond

Across Te Taumata Toi-a-Iwi's work since 2020, we have been able to generate insights into the systemic challenges affecting the sector and conditions that would support change.

Achieving meaningful change relies on having many of these enabling conditions in place; the Government, arts and culture agencies, institutions, organisations and independent practitioners actively working in partnership to shift problematic sector dynamics, such as resource scarcity and competition.

Reimagining and reshaping the creative ecosystem to thrive, be bolder, more inclusive and resilient to future change will require a continuum of approaches – from the 'gentle revolution' (incremental change), towards more radical transformation (rapid shifts that require collaboration across multiple stakeholders).

Championing and enabling action towards systems change will remain a focus for Te Taumata. To support this, we have developed a think piece and are exploring avenues to publish this in a way that enables the sector to meaningfully engage in the movement for change, where:

- Diverse knowledge systems and cultural understandings of 'art' are valued and honoured
 - Te Ao Māori world view, values and frameworks are at the heart of the sector
 - The wellbeing of creative practitioners and organisations is supported
 - There is inclusion and equity of access to opportunities and resources
 - The intrinsic value of arts, culture and creativity is recognised.
-

Desired Future State

EFFECTIVE STRATEGY
Strategy and policy is reflective of the sector's aspirations and intersectionality

DIVERSE KNOWLEDGE SYSTEMS
and cultural understandings of 'art' are valued and honoured

INCLUSION
and equity of access to opportunity and resources

TE AO MĀORI WORLD VIEW
values and frameworks at the heart of the sector

INTRINSIC VALUE OF ARTS
culture and creativity is recognised

WELLBEING
of creative practitioners and organisations is supported

NEW FUNDING MODELS
New models of resourcing the sector move away from competition towards community-led decision-making

FUNDING EQUITY
Funding systems support equitable access to resourcing

RELATIONSHIPS UNDERPIN RESOURCING
Relational models of funding that are mana enhancing and value investment partnerships over transaction

Transformative Shifts

STRATEGY IS SECTOR-LED
Authentic sector engagement in strategy and policy design, bringing forward diverse and underrepresented voices

POWER SHARING
Local/central government adopts new models of sharing power and resources with communities

NEW MODELS OF LEADERSHIP / GOVERNANCE
reimagining and redesign of colonial models of governance, leadership and decision-making

AUTHENTIC INCLUSION
Visible, authentic inclusion of Māori, Moana Oceania, and other underrepresented voices within power structures

ACTIVATING MANA MOTUHAKE
Māori determine and develop their own infrastructure, lead their own decision-making, control resources own resources

CO-INVESTMENT
Strategic alignment between funders, and co-investment in outcomes

EQUITY LENS ACROSS FUNDING
Funders prioritise equity and inclusion across their investments and develop more accessible funding pathways

STRUCTURAL FOCUS ON EQUITY AND INCLUSION
Government, arts funders, institutions, organisations and practitioners asking critical questions about equity and inclusion

RECOGNISING MĀORI GOVERNANCE
Tikanga Māori structures and governance models are recognised and resourced

INCLUSIVE LEADERSHIP PATHWAYS
Pathways exist for diverse voices to equitably take up leadership and governance roles

AN INDIGENOUS LENS
Sector stakeholders develop a nuanced understanding of Te Ao Māori, mātauranga Māori and Moana Oceania Indigenous knowledge

SECTOR INFRASTRUCTURE AND CAPABILITY
Investment in infrastructure that supports capability development and open IP sharing of mātauranga, knowledge, practice, resources, and ideas across the sector

HUBS AND COMMUNITIES OF PRACTICE
A network of leaders, brokers and anchor organisations act as pou or backbone supports to relevant communities of practice

NATIONAL AND REGIONAL INVESTMENT STRATEGY
Investment strategy is developed with the sector, with a focus on outcomes

Foundational Practice



For further information please contact:
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