

# Annual Report

July 2022 - June 2023



**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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**PETER SHAND** | Chair

## Chair's foreword

The 2022/2023 year has been one of significant progress for Te Taumata Toi-a-Iwi as the regional arts trust for Auckland.

The foundation for our strategy is our kaupapa, Tāmaki Makaurau, a city alive with creativity. This kaupapa acknowledges both the long-standing strengths of Auckland's arts, culture and creative sector and its contribution to the life of our city, as well as the need to strengthen an ecosystem that can support a rich, exciting and innovative future for the sector. That future focus sees the trust addressing emerging issues such as the implications of decolonisation, the centring of te ao Māori, and the increasing ethnic and cultural diversity of Auckland, as well as long-standing concerns around inclusion, equity and resilience.

The year saw Te Taumata Toi-a-Iwi make progress on a range of initiatives that address the sector's current and future needs. Capability development included the successful launch of the Creative Leadership Programme to develop the next generation of creative leaders, as individuals and as participants, in a network of support and influence. A creative sector governance community of practice started, which is building the knowledge, connections and insights needed to help board members of creative organisations navigate the governance challenges of a complex post-pandemic environment. Te Taumata Toi-a-Iwi gave practical expression to our commitment to support Māori-led development of

ngā toi Māori networks by providing funding, manaakitanga, and strategic and administrative support to a new Māori artist-led collective for transformational change, Te Manawa.

Our knowledge bank, Kete Mātauranga, made resources from across the sector easy to access as well as providing a platform for Te Taumata Toi-a-Iwi own research and reports. Over the last year these included Rosabel Tan's report Enter The Multiverse – Building a Stronger Sector For Our Asian Arts Practitioners, Caren Rangī's essay Future models of governance for the creative sector and Creative Capital, a series of podcasts exploring the role that arts, culture and creativity play in Tāmaki Makaurau. Our excellent advocacy capability was demonstrated in the fast and effective action we took to inform and support sector engagement with Auckland Council's proposed budget cuts.

Te Taumata Toi-a-Iwi relationships across the sector have been a critical factor in enabling these achievements. We have invested in active engagement with Government and central government agencies, local government, other regional arts organisations, investors and funders as well as artists and arts organisations in Tāmaki Makaurau.

As we have looked outwards to support the sector, Te Taumata Toi-a-Iwi has also looked inwards to challenge the way we work, to see how we live the principles that are at the



**PETER SHAND** | Chair

heart of our thinking. Over the last year, this has seen the trustees consider our approach to governance and the embedding of te ao Māori around the Board table and in our operations. This has resulted in us making a commitment to the development of a shared leadership approach to enable the unique experiences and skills of our trustees to refine the way we approach our priorities.

As trustees, we build on the legacy of those who founded the trust in 2002. We share with those founding trustees an appreciation of the intrinsic and social values of arts, culture and creativity. One of those founding trustees was Dame Rosie Horton who passed away in May this year. Dame Rosie shared with her fellow trustees an appreciation of our arts and artists and a determination to see them flourish. We were fortunate to have shared some of the passion and vision that Dame Rosie brought over forty years to so many organisations and initiatives that made a difference to the lives of Aucklanders, and all New Zealanders. Vale Dame Rosie.

My thanks to my fellow trustees for your strategic acumen, your thoughtful day-to-day governance and for your readiness, alongside our ihorei Sandi Morrison, to take part in some courageous conversations about how our governance needs to evolve now and in the years ahead. Our shared reflections, particularly on how we can address decolonisation, are already enriching our governance practice.

Special thanks to Tara Pradhan who was Chair from April 2022 to October 2022, and who has continued to support me throughout the year.

Our indefatigable team, under Alison's engaged and enabling leadership, continue to nurture our relationships with partners and allies in various agencies and arts organisations and deliver the thinking, the programmes and the resources that bring our strategy to life. Thank you, Narelle, Jane, Eynon, Chantelle, Elyssia, Vic, Noah and our creative connections network.

**Ngā manaakitanga,  
Peter Shand, Chair**



ALISON TAYLOR | CEO

## CEO Overview

Kia ora

This year marks the third year since we rebranded as Te Taumata Toi-a-Iwi to reflect a new strategic direction for us as Auckland's regional arts trust. This has seen us focused on enabling Auckland's arts, culture and creative community to be more connected, while supporting sector systems change. This mahi has been shaped around four priorities; ngā toi Māori development and centring of te ao Māori; visioning, tactical leadership and advocacy; funding equity and access; and development of regional creative sector infrastructure.

Over the last three years, we have made significant progress against these priorities.

Initiatives to build capability in Auckland's creative ecosystem have been delivered with co-investment from Manatū Taonga – Ministry of Culture and Heritage, Creative New Zealand and Auckland Council. Our Creative Leadership Programme has supported the development of 20 wāhine and irawhiti activists and enablers. Initiatives to strengthen sector governance have been delivered and continue to evolve. The process to establish Te Manawa, a Māori artist-led collective to lead transformational change in the creative sector in Tāmaki Makaurau, is underway. We have developed a knowledge bank of creative capital, the research and thinking that will help us respond to emerging challenges and opportunities. We co-convene a forum of regional arts and culture investors to support knowledge sharing and seek ways to improve collaboration and co-investment. Through our advocacy, alongside our partners

and allies in the wider arts community of Auckland, and nationally with the Regional Arts Network Aotearoa (RANA), we have been active in discussions about the sector's needs with central and local government agencies and the philanthropic sector.

The importance of strong advocacy was demonstrated powerfully in recent months as Te Taumata took action to facilitate the arts, culture and creative sector response to Auckland Council's draft 2023/2024 budget. In addition to making our own submission to Council, our StopTheCuts digital hub provided resources to help people participate in the Council's consultation process. The hub received 63,000 unique views. The impact of the sector's action was significant. 'Arts and culture' was the top theme mentioned by submitters opposed to some or all of the cuts.

The risk from the proposed cuts was the long-term hollowing out of the country's largest creative ecosystem. As the creative industries association WeCreate noted in their submission to Council, film, music, game development and other creative industries, were estimated in 2022 to make up 5% of Auckland's economy, directly employ more than 57,500 people, and generate \$7.8bn in GDP (50% of NZ's total creative GDP), including \$1.59bn in exports. WeCreate commented; "All creative industries derive their ideas and talent from artists. Creative skills grow from exposure to creativity – at home, in arts education, and via community arts programmes. Without these career pipelines, the economic viability of the sector in Auckland is at risk." This highlights the complex



*Alison Taylor*

**ALISON TAYLOR | CEO**

and interrelated nature of the arts, culture and creative ecosystem.

Despite the challenges the sector has faced over the last three years, there is much to celebrate. Government funding made available to mitigate the impacts of COVID saw some innovative regional initiatives delivered. The arts in many forms sustained us through lockdowns, with artists nationally and internationally finding creative ways both to interpret what was happening, and to find innovative ways to reach out to audiences. At Te Taumata, we felt a renewed sense of connection across our creative communities. It was inspiring to see people come together and support each other, and in that process, start to share their reflections on the future direction for arts, culture and creativity in Aotearoa.

For all the disadvantages of the pandemic, it did create time for the creative thinking and creative conversations that are informing the next stage of Te Taumata work. Central to this will be collaboration with other regional arts organisations to support the creation of a national strategy for Aotearoa arts, culture and creativity to provide a framework for the intentional development of the sector's future. This would draw on the collective wisdom of our arts community, policy makers and funders to create a long-term vision and shape the foundations for a sustainable cultural sector. It would express a clear government ambition for the sector, and enable an aligned cross-Ministry, and central-to-local government approach to its development. The strategy would centre toi māori as the foundational arts of Aotearoa. It would address the

development and nurturing of our artists and arts communities, and sustainable artist-focused funding for creative people and creative product. It would identify the regional infrastructure needed for local activation to grow community access and participation.

The development of a national strategy is an exciting creative challenge for a sector that lives for creative, innovative thinking.

While we plan for the future, we also need to address the immediate needs of our sector. The national election is an opportunity to draw attention to, for example, the need for increased investment in the sector now, and to encourage policies that start to address key issues, such as the need to place funding and decision-making closer to the diverse arts communities across the motu. Our team will be drawing on the advocacy skills and experience developed through the StopTheCuts campaign to help bring the voices of our sector forward to help inform parties as they develop their arts policies.

What Te Taumata achieves is made possible by our trustees, our team, our creative network, artists, arts practitioners, and our wider stakeholder community. We all share a commitment to the creative sector of Tāmaki Makaurau, grounded in an appreciation of the importance of arts, culture and creativity to the life of our city and the wellbeing of our communities.

**Ngā mihi nui ki a koutou,  
Alison Taylor, CEO**



**focused on enabling  
Auckland's arts, culture  
and creative community to  
be more connected**

# Our strategic intent

Our strategic direction across 2022-23 has remained unchanged, focusing on four key priorities:

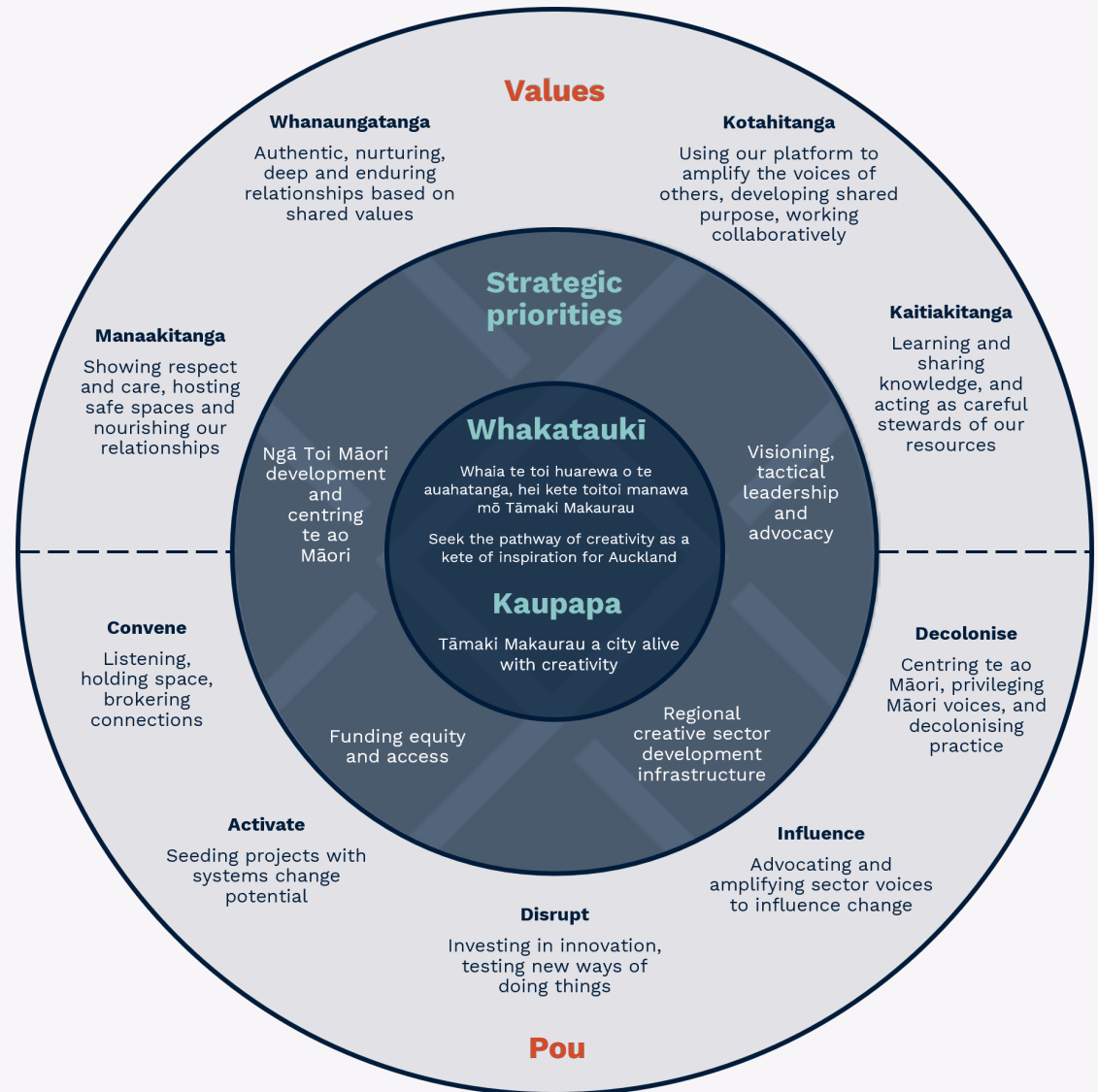
- Ngā Toi Māori development and centring te ao Māori
- Visioning, tactical leadership and advocacy
- Funding equity and access
- Regional creative sector infrastructure development

These priorities respond to the current sector landscape and major systemic issues that we believe require the most urgent leadership and transformation. They are interconnected and collectively seek to drive change at a systems level. How this change happens is captured in our theory of change which is outlined below.

Our priorities have driven the initiatives that we have developed and supported across the financial year, with a strong focus on sectoral advocacy, strengthening leadership and governance and ngā toi Māori.

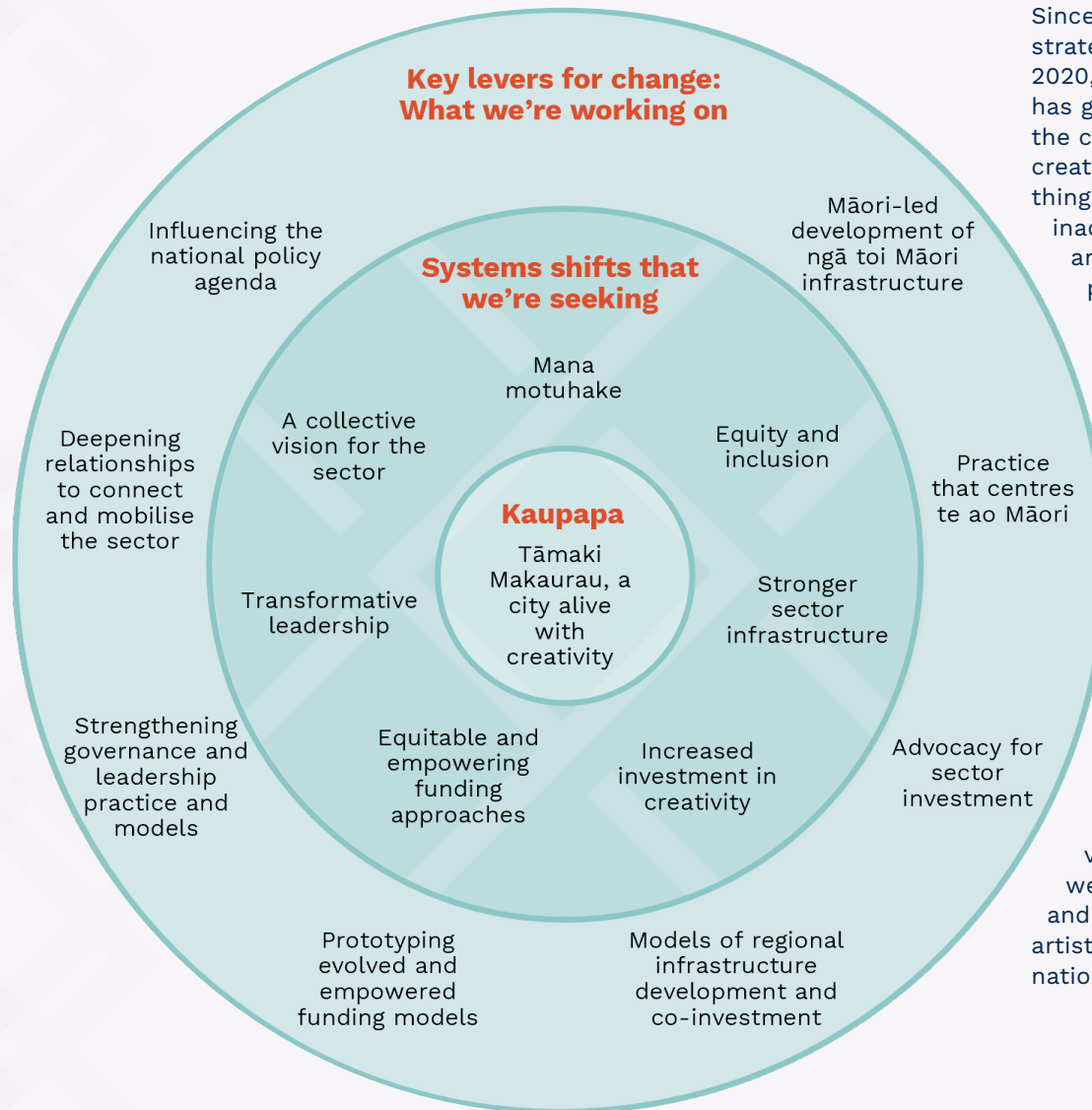
Our strategic direction and day-to-day practice is also guided by our values as well as our [commitment to Māori](#).

Our pou describe how we work to achieve our priorities, recognising the unique role that we can play as a convener, advocacy voice and tactical investor in initiatives with potential for systems change impact. Our decolonise pou further reflects our commitment to centring te ao Māori across everything we do.





# Activating our systems change focus



Since the relaunch of our strategic direction in March 2020, Te Taumata Toi-a-Iwi has gathered evidence about the challenges faced by the creative ecosystem – including things like career sustainability, inadequate investment and inequitable funding processes. We’ve also sought to highlight how these issues have been exacerbated by the pandemic.

We are clearer than ever on the need for systems change – working ‘upstream’ to shift the root causes of sector issues, so that the experiences of artists downstream are better. We want to support transformation so that the sector is resilient, equitable, inclusive, sustainable and valued – and to do this we’ve been championing and turning up the volume on artists’ voices regionally and nationally.

Our refreshed theory of change reshapes how we describe our role in driving impact, to better show the interconnected nature of our work and to more clearly demonstrate the link to the systems changes we have been advocating for, including:

- Mana motuhake and sector self-determination realised through Māori-led and sector-led approaches to investment and decision-making
- Greater equity and inclusion, particularly in terms of access to opportunities, as well as funding and policy/strategy that better reflects diverse knowledge systems
- A collective vision for the sector, activated through regional and national strategy and policy that reflects sector aspirations
- New models of leadership and governance with capacity to decolonise and transform sector decision-making
- Greater investment into the sector, supported by funding practices that shift power to artists and enable equity, inclusion and mana motuhake
- Better sector infrastructure, including physical spaces, networks, backbone support, resource sharing and support for capacity and capability development.

In response to these identified sector shifts, our theory of change outlines the things that Te Taumata Toi-a-Iwi is working on at a high level, to bring about change. Examples of this are mapped below, showing the primary links between our key initiatives and change levers.

# Activating our systems change focus

## Relationships and ongoing advocacy

- Ongoing advocacy and relationship building with key stakeholders include the Minister for Arts, Culture and Heritage, Manatū Taonga and Creative NZ
- Using learning from the regional Stop the Cuts advocacy campaign, and working closely with the Regional Arts Network Aotearoa (RANA), to inform our approach for pre- and post-election advocacy work

## Wāhine and Irawhiti leadership programme

First and second cohorts of a leadership programme designed to build a movement of activists and enablers within the creative sector, growing transformative leadership capacity for the wider systemic shifts that we understand are needed for our sector and communities to thrive

## Governance development

Piloting a community of practice approach to strengthening governance capacity, and exploring future models of creative governance through the development of a webinar



## Te Manawa

Māori- and artist-led development of sustainable sector backbone infrastructure, planned to include a physical space, the offering of sector development programmes, activation of collaboration and the design and holding of new models of Māori-led investment

## Research and sector advocacy mobilisation

- Survey to understand the potential impact of the proposed Auckland Council budget cuts
- Mobilising the sector to submit in opposition to the proposed Auckland Council budget cuts through the Stop the Cuts campaign
- Convening and facilitation of the Ngā Toi Advocacy Network
- Third publication of the report 'Mapping the Auckland Funding Ecosystem for Ngā Toi – Culture, Creativity and the Arts' to highlight investment gaps
- Identify investment priorities through 'Enter the Multiverse: Building a Stronger Sector for our Asian Arts Practitioners', which directly influenced the scope of the Creative NZ and Foundation North Asian Artists' Fund

## Evolved funding prototype development

Development of evolved models of Māori-led investment in collaboration with the Auckland Investors Forum and led by Te Manawa, to be prototyped across 2023-24

## Business case for regional arts investment

Working alongside the Regional Arts Network Aotearoa (RANA) to develop a business case for new investment into regional arts organisations to provide sector backbone support and programming

# Key Activity: In Numbers

## Convening, networks, events

<b>3</b>	Ngā Toi Advocacy Network meetings
<b>1</b>	Launch event for Enter the Multiverse: Building a Stronger Sector for our Asian Arts Practitioners
<b>5</b>	Auckland Investors Forums co-convened
<b>3</b>	Community and sector advocacy hui (creative sector chairs, creative sector leaders, intersectoral community hui)
<b>17</b>	Sector engagement hui through Te Manawa

## Programme delivery

<b>2</b>	Webinars developed and hosted: <ul style="list-style-type: none"><li>• <a href="#">Creative Wellbeing Webinar</a></li><li>• <a href="#">Future Models of Creative Governance Webinar</a></li></ul>
<b>20</b>	Wāhine and Irawhiti participants in the <a href="#">Creative Leadership programme</a>
<b>24</b>	Participants in the Creative Governance Community of Practice
<b>5</b>	Creative Governance Community of Practice workshops delivered

## Online resources and surveys

<b>5</b>	<a href="#">Creative Capital podcasts</a>
<b>718</b>	<a href="#">Kete Mātauranga</a> resource views
<b>1,068</b>	Completed community feedback surveys on the proposed Auckland Council budget cuts
<b>1</b>	Bespoke advocacy website ' <a href="#">Stop the Cuts</a> ' created to support the sector's response to the proposed Council Budget
<b>63k</b>	Unique Visitors to the ' <a href="#">Stop the Cuts</a> ' website

## Social media and communications

<b>15</b>	Newsletters
<b>185k</b>	Native Post impressions across all communications channels
<b>13k</b>	Post engagement across all communications channels
<b>225%</b>	Social media audience growth July 2022 – June 2023

## 10x Commissioned or published reports, publications and submissions:

Third publication of the report: [Mapping the Auckland Funding Ecosystem for Ngā Toi – Culture, Creativity and the Arts](#)

[Enter the Multiverse: Building a Stronger Sector for our Asian Arts Practitioners](#)

Business case for investment in regional arts infrastructure developed in collaboration with the Regional Arts Network Aotearoa (RANA)

Advocacy briefing  
– [A Voice for Impact 2023](#)

Evaluation and learning reports:

- [Hōhā and Hauora – Learning about Arts Advocacy](#)
- [Tāmaki Makaurau Capability Network: An Overview of Evaluation and Learning](#)

[Written](#) and oral submissions to Auckland Council on the proposed budget

[Summary Report: Community Feedback Survey on Proposed Creative Sector Budget Cuts](#)

[Building a Better Future for the Creative Sector](#)

[Future Models of Governance for the Creative Sector: Navigating Towards a new Future](#)

Andre Ivanov rates analysis



**enter the Multiverse:  
Building a Stronger  
Sector for our Asian Arts  
Practitioners**

# Impact

This year we have worked to embed our new evaluation approach, which centres around reflective practice to support operational decision-making and programme design.

We prioritise learning about what works and what is needed, which is supplemented through deeper-dive evaluation to understand the impacts or changes that occurred for people and the sector as a result of our initiatives.

Stakeholders shared with us their feedback about the role that Te Taumata Toi-a-Iwi plays in the creative sector ecosystem, highlighting and valuing our ability to:

- Convene and coordinate more collective action and collaboration
- Hold safe space for conversation about important and challenging sector issues
- Bring regional issues to light in national forums
- Develop and demonstrate good practice approaches and share learning, tools and resources – particularly in relation to advocacy.

The following pages provide a summary of four of our key workstreams for 2022-23:

- Wāhine and irawhiti leadership programme
- Creative sector governance community of practice
- Sector leadership and advocacy
- Te Manawa – ngā toi Māori sector development.

We share the background for each workstream, how we have activated this in 2022-23, our key learning and evidence of our emerging impact.

*“The ability to convene and make space for these types of necessary and challenging conversations that strengthen the sector is a feature of Te Taumata Toi-a-Iwi”*

– Caren Rangī ONZM

*“The structure and scope of Te Taumata Toi-a-Iwi is quite unique in the national landscape. They provide a depth of thinking around broader systems issues and how they interact, as well as being able to draw from understandings from outside of the sector. I also think they have a clear commitment towards embedding a te ao Māori lens in their work and approach.”*

– Jeremy Mayall, Creative Waikato

*“I think Te Taumata Toi-a-Iwi has been important in terms of galvanising the sector and being that central backbone that is needed when people are feeling super busy or stressed in a crisis. It provides that sense that something is happening that people can participate in and feel they are contributing. Te Taumata has helped to set a collaborative tone that is really helpful. The collaboration and cooperation of their advocacy work is really the end result, in terms of positive outcome.”*

– Michael Brook,  
Tātaki Auckland Unlimited

*“Te Taumata Toi-a-Iwi is an important part of our ability to work really effectively together as a sector and have that central pou. No one is funded to do advocacy, so it is a great gap that they’ve identified. The key now is how to continue to make this sticky.”*

– Shona McCullagh,  
Auckland Arts Festival



## Wāhine and Irawhiti Creative Leadership Programme

### Kaupapa and whakapapa

The Wāhine and Irawhiti Leadership Programme was established in 2021/22 with co-investment from the Manatū Taonga Cultural Sector Capability Fund, as part of a range of [capability-focused initiatives](#) that Te Taumata Toi-a-Iwi acted as a backbone support for.

Now moving to recruit a third cohort for delivery in late 2023, the initiative builds on the legacy of our Art Venture programme, which provided bespoke coaching and peer-to-peer support to arts practitioners between 2007–16.

The Wāhine and Irawhiti Leadership Programme is specifically centred on supporting the leadership journey of mid-career arts practitioners. Its kaupapa is to build a movement of activists and enablers within the creative sector – growing transformative leadership capacity for the wider systemic shifts that we understand are needed for our sector and communities to thrive.

### Activation 2022-23

This financial year we have supported 20 wāhine and irawhiti leaders through our first and second programme cohorts. Post-programme, we continue to support both rōpū as one growing community of practice, and participants are engaged in supporting planning and recruitment for the next cohort to be delivered in late 2023. Recruitment has also been deliberate in addressing wider sector issues related to equity of inclusion, with a recruitment principle to have fifty percent participation by Māori as well as places prioritised for leaders from Moana Oceania, Asian, disabled and LGBTQIA+ communities.

For both cohorts the programme delivery was centred on five wānanga. At each wānanga, guest speakers shared personal insights from their leadership journeys, and group activities were designed to explore key issues that participants are experiencing in their creative and leadership practices. All wānanga content is developed in direct response to participant needs identified during the recruitment process and across each session. The wānanga are also supported by one-to-one mentoring sessions, as well as ongoing support from our programme leads.

For our second cohort, Anahera Gildea (Ngāti Tukorehe) and Esther Cahill-Chiaroni took co-leadership of the programme, enabling a stronger grounding of Te Ao Māori across the delivery approach. The co-leadership approach has also strengthened the recruitment process and ensures that the programme is held in a way that increases responsiveness to the specific needs of each cohort, which was particularly valued by participants.

## Learning and Impact

Speaking to participants, we know that the programme is meeting a clear need and filling a specific gap in the leadership development landscape for wāhine and irawhiti practitioners in a mid-career space who are navigating unique challenges – of understanding and stepping confidently into their leadership roles, developing their creative practice to the next level, succeeding in business, and balancing whānau commitments.

Participants have described the programme as a safe and comfortable space of “inspiration”, “nourishment”, “solidarity” and “replenishment”, amidst the extreme burnout caused by this balancing act and the past three years of uncertainty and disruption through covid. Our participants have directly reported to us a range of tangible benefits and outcomes from being part of this community of practice, including:

- Feeling more grounded, invigorated and connected to their work
- Having a safe space for honest conversation, to be vulnerable and to dream
- Building a close peer-community group that shows up differently – offering new possibilities for collaboration, health accountability and a feeling of solidarity, and ‘lifelong friendships’ that can provide ongoing care, advice and support
- Growing confidence, enhanced mana and a deeper acceptance of their leadership contribution being ‘enough’

- Being more confident navigating challenges and the balance between their creative, whānau and leadership pōtae
- Reinvigorating creative practice
- Greater ease in making career decisions
- Growth through intergenerational and intersectional exchange of knowledge.

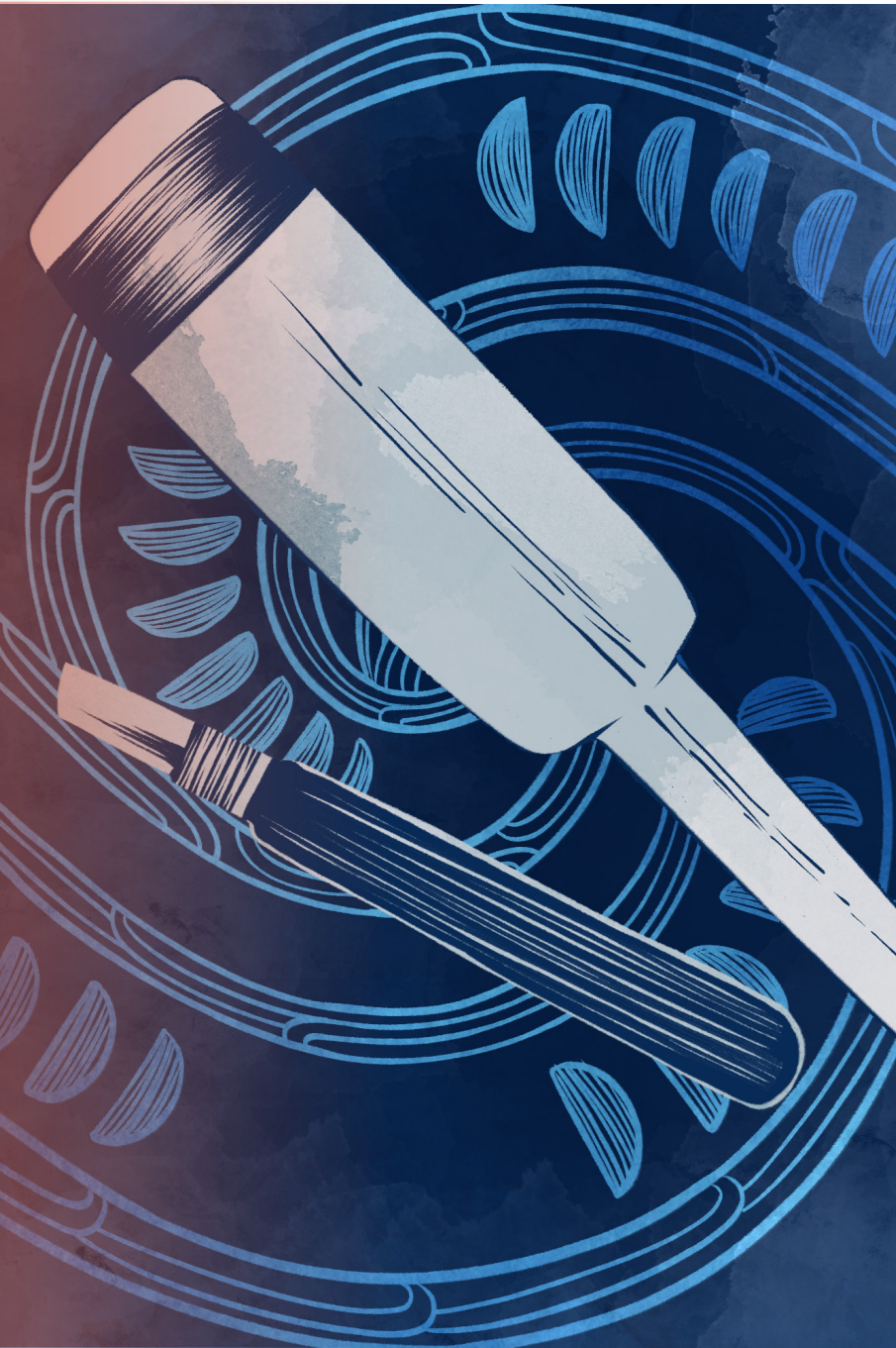
Further to these outcomes for participants, the programme has enabled Te Taumata Toi-a-Iwi to broaden and deepen our relationships and connections with creative practitioners and cultural organisations; which positively supports the outcomes of work we are doing in other spaces, particularly in relation to advocacy and policy.

*“Other people’s vulnerability was an invitation to join them in that space. I loved the wānanga, learning how other people’s brains work, where they get their strength from. In the rōpu setting you become accountable to the things you say you’ll do. It is a healthy type of accountability that will help me stay on the haerenga I have started.”*

– Jade Townsend (cohort 1)

*“I mentioned that I was burned out prior to starting the wānanga, I was honestly thinking about just stopping. It had been a while since I had done any projects. When you stop working, life fills up the gap. How did I even find time to do this anyway when my life is just chaos? I went along because I know my way of working is consuming, not sustainable, stressful, and I thought I would see what happens. Speaker Agnes shared that we are just carers, we take care of this kaupapa we are working on. You do as much as you can for as long as you can and leave it as gift for the next people who come along. Hearing that was transformative to me as I had felt that I had to keep going, I couldn’t stop. The weight of inequity in the fashion industry was sort of consuming me, but after that I felt like I had been given permission to do my little bit and that is okay, because my little bit might influence someone else who can pick it up and run with it and it doesn’t end there. That for me, was huge.”*

– Amy Lautogo (cohort 2)



## Creative Sector Governance Community of Practice

### Kaupapa and whakapapa

As part of the Tāmaki Makaurau Capability Network initiatives in 2021-22, Te Taumata Toi-a-Iwi commissioned a think piece on [Future Models of Governance](#) and convened a series of sector hui to explore creative governance issues and needs. Engagement and feedback from across this work showcased the importance of providing access to support for governance capability development. Connection, peer learning, governance tools and resources, and strengthening board culture were identified as key priorities for the sector.

In response, we developed the [Future Models of Creative Governance Webinar](#) to continue supporting sector learning around governance. Participant engagement with this webinar led to suggestions for ongoing spaces for governors to connect, learn and share ideas. In response, we developed a pilot project to establish a community of practice for creative sector governance. Led by Caren Rangī and Judy Whiteman, the kaupapa for the community of practice was to convene a facilitated, safe and collaborative space for governors to build connections, explore common challenges and share knowledge and learning from their respective governance journeys, to help grow more aspirational governance practice across the sector.

### Activation 2022-23

Responding directly to sector feedback, we developed and delivered a webinar and community of practice. The webinar enabled experienced governors to share insights with participants about leadership, board recruitment, cultural capability, creative board processes and pathways for emerging leaders.

Our community of practice convened 24 governors and senior management leaders through open invitation, forming a pilot rōpū that was engaged across five monthly workshops. Session content was designed flexibly and shaped by participants' needs and goals. Participants were supported to explore different aspects of governance practice that they collectively identified as being of interest, including mātauranga Māori models of governance, shared leadership models and effective governance evaluation. An underlying theme was exploring how creative practice could be woven into governance practice.

Whakawhanaungatanga formed a key part of the community of practice sessions, providing a process for building connections that can sustain the community of practice beyond this pilot and support ongoing shared learning and peer support between participants.



## Learning and Impact

Engagement with the webinar and community of practice has showcased the need for safe spaces and learning opportunities that centre on governance practice. People wanted to build relationships, grow support networks, and troubleshoot sector-specific challenges. There is an aspiration to drive wider systems change in the creative sector by continuing to strengthen and evolve governance practice.

Across the community of practice sessions we observed a strengthening of trust and connection across participants, which enabled deep reflection and open sharing of experience, ideas and good practice. Participants have directly reported to us a range of tangible benefits and outcomes from being part of this community of practice, including:

- Establishing new and ongoing relationships with people on a similar journey, and between new and established governors
- Feeling uplifted, energised and more positive about their organisation and governance work
- Gaining clarity about the capacities and processes needed to support a positive board culture
- Strengthened reflective practice and action plans to support work with participants' boards
- Real and applicable knowledge and skills to assist in the development of good creative governance.

As a pilot programme, learning about what is needed to support the sector, and how communities of practice run most effectively, was also a key outcome for Te Taumata Toi-a-Iwi.

*“I got engaged in this community of practice because I had been looking at the governance structure of our organisation and changes that we could implement to transform and revitalise it. Also, the wider sector is so disrupted, and we are still climbing back from that, which makes leadership and governance really important things to focus on right now. Right from the first session there was a vulnerability and openness to share that was not expected but really allowed more in terms of development between the people in the group. It felt genuine and authentic in the way people engaged, and there was a desire to look at positive solutions collectively to move everyone forward. I was grateful to lean in with the others who had similar issues and from each session there were things that came up that made me consider certain aspects of my own work trying to support my board. I learned a lot more about giving time and space to board members*

*and to do things outside of the board room to better the connection and try to get us to a more collective point on important issues. I don't know if I would have tracked that fast without these sessions - to have the dedicated time and space once a month to think about things was so valuable.”*

– Lanita Ririnui, Ngā Aho Whakaari, Māori In Screen

*“There is a huge gap in terms of places for governors to go to explore the challenges or issues they are having around their board tables. Our community of practice participants enjoyed the fact that someone had made them a space to land and explore their experiences and challenges. We were able to create a safe space very quickly, and people were then comfortable to share openly, learn and grow. This opportunity to convene people wouldn't have happened without the leadership of Te Taumata Toi-a-Iwi, and not collectively either.”*

– Caren Rangī ONZM



## Sector Leadership and Advocacy

### Kaupapa and whakapapa

Advocacy has been a key element of our intended approach since the launch of our new strategic direction in March 2020, and the impact of covid-19 on the sector further necessitated our prioritisation of advocacy as a tool for change.

Our focus since 2020 has been on strengthening the sector's collective voice, emphasising opportunities to do things differently and influencing regional and national decision-making around policy and investment. We have produced a range of advocacy think pieces and published research on the impacts of covid-19 on the sector. A key platform for this has been the establishment and ongoing convening of the [Ngā Toi Advocacy Network](#) as a online forum for the sector to connect, share and strategise shared priorities for advocacy.

Across 2022-23 our advocacy work has centred on mobilising the sector in opposition of the proposed Auckland Council budget cuts announced in December 2022, which would have had a devastating impact through the loss of funding and community services. Our kaupapa focused on informing the sector and public of the potential impact of the cuts on the arts sector, convening and mobilising the sector's response, ensuring the sector had a clear and compelling voice, making the process of engaging with submissions more accessible and building the creative sector's capability for effective advocacy.

### Activation 2022-23

Across this financial year we continued to convene and provide backbone support for the Ngā Toi Advocacy Network. We also evolved the Ngā Toi Advocacy Network podcasts into a new series called [Creative Capital](#), with five podcasts produced this financial year as a vehicle for ongoing advocacy around the need for systems change. In response to the proposed Auckland Council budget cuts announced in December 2022, we developed written and oral submissions to Council, which were made public to inform the response of others in our sector. We launched a survey to understand and capture evidence of the potential impact of the proposed cuts, generating a valuable [insights report](#). We engaged and collaborated with arts leaders, governors, organisations and other community networks to develop advocacy strategies and key messages, and to understand what support the sector needed to mobilise and respond. This activity culminated in the launch of the StopTheCuts campaign and [online portal](#), where we shared information, resources and templates to support the sector to make submissions. We also provided one-to-one media coaching for sector leaders to promote key messages; and following the closure of the submissions process wrote further advocacy letters to councillors to inform and influence decision-making.

Alongside this crisis advocacy, we continued to advocate pro-actively at a regional and national level for the development of sector strategy

and policy, and for increased sector investment. Through our co-convening of the Auckland Investors Forum we sought to influence collaborative responses to systemic issues with funding equity and accessibility, informed by our third publication of the report: [Mapping the Auckland Funding Ecosystem for Ngā Toi – Culture, Creativity and the Arts.](#)

We published the report [Hōhā and Hauora – Learning about Arts Advocacy](#) to share insights we have gathered along our advocacy journey and support the practice of others in our sector. This has informed the development of our strategy for advocacy around the 2023 general election, which is now underway.

### Learning and Impact

As part of the StopTheCuts campaign, we collated 1,068 survey responses to capture evidence of the potential sector impact and had over 63,000 unique visitors to our online digital portal. We were able to effectively mobilise the sector, with our campaign work contributing to a significant number of submissions that mentioned arts and culture – which was the top feedback theme [reported by Council](#) (28% of submissions). This response was a contributing factor to Council winding back some of its proposed cuts impacting the arts and culture sector, including \$23 million in regional grants and community services and \$12 million in local board spending.

Our advocacy work enabled us to build new relationships, strengthen existing networks and develop effective collaborations. Sector

stakeholders have directly reported to us a range of tangible outcomes from our advocacy work, including:

- Feeling energised, confident and inspired to engage in advocacy
- Increased accessibility of the submissions process through our digital hub, resulting in greater engagement with regional decision-making processes
- Strengthened sector capacity to engage in effective advocacy and communication
- Increased sector collaboration and sharing of assets, knowledge and resources
- Influencing future sector advocacy practice through providing a template and sharing evidence of what works
- Increased public attention to the value of arts, culture and creativity.

*“Te Taumata Toi-a-Iwi mobilised very quickly and got the internal advocacy strategy in place and then developed external assets that allowed us all to very easily amplify their efforts exponentially. I give huge thanks to them for being the central cog that helped to mobilise the creative sector in Tāmaki. It was a rare example of the arts sector mobilising with one clear voice.”*

– Shona McCullagh, Auckland Arts Festival

*“The StopTheCuts campaign appears to have had huge impact and created a clear template on how to do that kind of advocacy work.”*

– Jeremy Mayall, Creative Waikato

*“Te Taumata did really well to champion the impact of the proposed cuts to the arts and in bringing groups together to collaborate. Their approach was good, there was quick mobilisation, strong messaging, good involvement in communities, good presence at events and they used good collaborative approaches.”*

– Max Harris, Better Budget Auckland

*“StopTheCuts galvanised the community, gave us a tool to do something. If we can keep collectivising and Te Taumata can keep leading, it will continue to be impactful”*

– Judy Darragh, Artsmakers Aotearoa



# Te Manawa - Ngā Toi Māori Sector Development

## Kaupapa and whakapapa

Since 2020, Te Taumata Toi-a-Iwi has been holding wānanga and hui with toi Māori creatives and leaders to understand the health of the ngā toi Māori ecosystem in Tāmaki Makaurau. The aim has been to identify sector needs and aspirations, and to determine how best we could put into action our commitment to supporting mana motuhake.

Through this sector engagement we have identified that there is a concerning lack of core infrastructure – both in terms of physical and online spaces for Māori creatives to connect, and in terms of leadership and backbone support to enable artist/business development, facilitate collaboration and the intergenerational transfer of mātauranga, and support hauora/wellbeing. This lack of infrastructure compounds wider systemic issues affecting ngā toi Māori creatives, especially inequity of access to funding/resources.

In response to these findings, we have co-invested in the development of Te Manawa alongside funding secured from the Manatū Taonga Cultural Sector Innovation Fund. Te Manawa is a Māori artist-led collective that will activate transformational change using a by-Māori-for-Māori approach. Its kaupapa is to develop sustainable sector backbone infrastructure, which would include a physical space, the offering of sector development programmes, activation of collaboration and potentially the design and holding of new models of Māori-led investment.

## Activation 2022-23

The past year has been one of development and relationship building to prepare the ground for Te Manawa to succeed. Our focus has been on creating something that is authentically Māori- and artist-led, and can become sustainable. A critical first step in this has been convening and working with an advisory rōpū to guide and peer review our approach. The rōpū has helped us to determine that there is a need to work individually with different parts of the sector – across different art forms or ‘whare toi’ - to understand their diverse needs and aspirations.

Planning for this work has been underway and engagement will be activated through an initial series of eight wānanga with different whare toi across September 2023. We have been promoting Te Manawa, and identifying and building relationships with sector leaders who can partner with us as kaiārahi to convene and lead creative wānanga within their respective whare toi as a mechanism for gathering data about the sector’s needs and desired support.

The wānanga will provide the input that we need to develop and prototype programmatic and other backbone supports across the next financial year. Insights will also feed into the ongoing development of the governance and leadership model for Te Manawa.

Part of the visioning for Te Manawa has involved exploring what an evolved model of Māori investment in Tāmaki Makaurau could look like. Te Manawa has scoped up a prototype

project that will be rolled out in 2023-24 with collaborative support from the Auckland Investors Forum, which has a shared interest in exploring innovative investment models that address systemic issues in the funding sector. The next steps for this project include research and sector co-design of a new Māori-led investment approach.

Members include Creative NZ, Manatū Taonga, Auckland Council, Tātaki Auckland Unlimited and Foundation North.

### Learning and Impact

Development work is providing the foundation for strengthening ngā toi Māori infrastructure, with early progress including:

- New platforms for artists to have a voice, influence regional decision-making and connect into other opportunities to support their creative practice
- Increased evidence of need for Māori arts practitioners and organisations
- Whanaungatanga and strengthened cross-sector relationships
- Developing a by-Māori-for-Māori approach, with an embedded evaluation framework being established to capture learning
- Generating buy-in and strategic engagement across key regional and national investors and stakeholders.

*“Our engagement showed how fragmented the creative sector is; and Māori don’t have equity in that space. We had young Māori artists saying they didn’t have relationships with senior practitioners, no one was bridging that gap for them. Wellbeing and connectivity were big themes. The solutions to this must be Māori- and artist-led and grounded in mātauranga; and having Māori-led investment is critical because right now it is a struggle for Māori artists and opportunities go unfunded because it is such a competitive space. We’re hoping that Te Manawa could develop and hold a Māori-to-Māori investment model that reimagine this and shifts the dynamic”*

– Chantelle Whaiapu, Te Manawa

*“The hope for Te Manawa is to provide that backbone for Māori creatives. The words I would use to describe it would be Te Āhuru Mōwai – a nurturing place, a place of safety for Māori arts and artists. It is a place where you can come and feel like you are home. There is an overarching wellbeing kōrero that needs to come to the fore – that is not only the wellbeing of the wairua but of the tinana – of artists wanting to work and make a living from their artform and not having to get another job to make ends meet. People regionally – and nationally – spoke to us about wanting local solutions for local issues, and that lines up with the devolved model we are working on. Te Taumata Toi-a-Iwi has been flexible and supportive to help us bring this idea to life”*

– Eynon Delamere, Te Manawa



**we will continue to  
strengthen our practice  
through embedding a focus  
on evaluation**



# Our landscape for 2023-24

As we move into 2023-24, we will continue to build on key areas of progress we have made this year in terms of growing our relationships across the sector, mobilising and coordinating sector advocacy, building capacities for systems change and working towards policy, strategy and investment models that support a more thriving and equitable arts ecosystem.

We will continue to use our adaptability and resourcing to champion and prototype new ways of working, strengthen capability and grow leadership across the sector.

### Critical streams of work planned for 2023-24 include:

- Establishment of Te Manawa and pilot programming, to realise the aspirations of the ngā toi Māori sector in Tāmaki Makaurau
- Co-design and prototyping of an evolved and Māori-led model of investment and commissioning, in collaboration with Te Manawa and the Auckland Investors Forum
- Continuation of the Wāhine and Irawhiti Leadership Programme through a third cohort as well as support for alumni as a growing community of practice
- Continued advocacy in the lead up to the general election 2023, to influence the national policy and investment agendas. This work will focus on deepening relationships and networks, particularly within more marginalised communities, creating platforms for sector voices and ideas to influence policy, and providing backbone coordination for collective advocacy to amplify the sector's influence regionally and nationally
- Continued advocacy around the business case for new and sustained co-investment in regional arts infrastructure.

Internally, we will continue to strengthen our practice through embedding a focus on evaluation, activating a shared leadership model across our governance practice, and continuing development work to centre te ao Māori across our ways of working. We are also looking closely at how we hold space for and support the wellbeing of our team, partners and the wider sector as we continue to operate in a climate of covid-disruption and potential further funding austerity.



# Financial overview

**Statement of Comprehensive Income** For the Year ended 30 June 2023

	2023 \$	2022 \$
Investment Income	66,337.00	64,001.00
Project Revenue	206,313.00	362,496.00
Capital Gain/ (Loss)	751,047.00	(660,707.00)
Expenses	767,848.00	727,155.00
Net Surplus/ (Deficit)	255,849.00	(961,365.00)
Community Investment	462,504.00	347,860.00
Total comprehensive income/(deficit) for the year	(206,655.00)	(1,309,225.00)

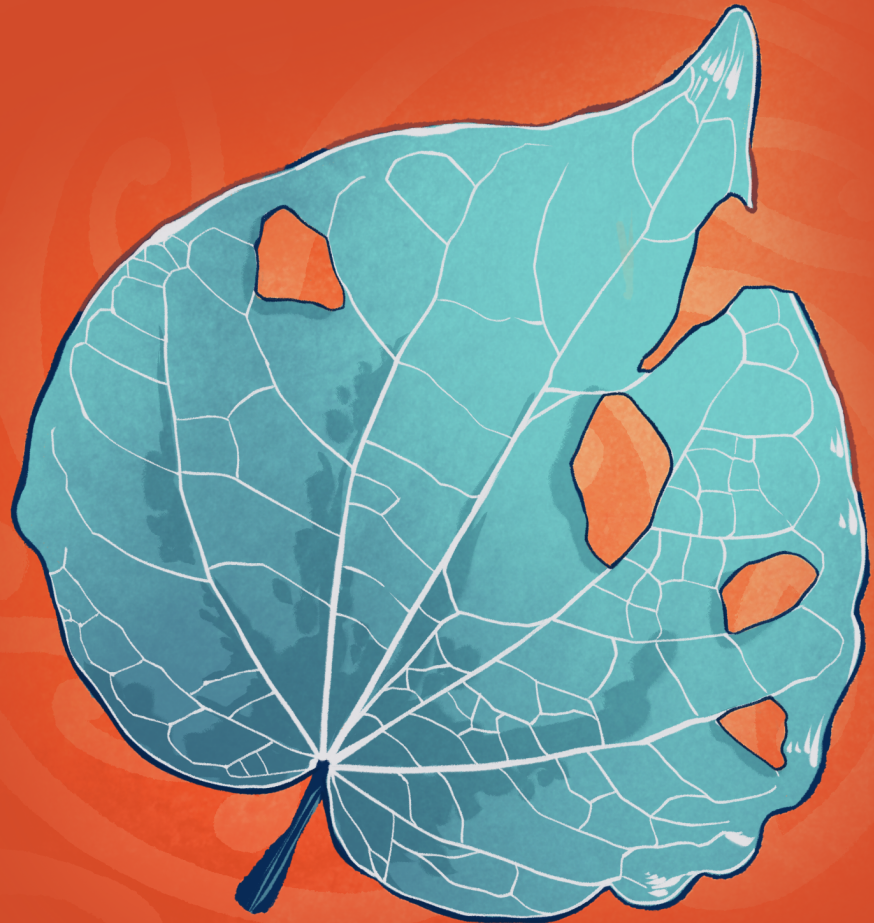
Note: These statements are to be read in conjunction with the Notes to the Financial Statements.



## Statement of Financial Position For the Year ended 30 June 2023

TRUSTEES FUNDS	2023 \$	2022 \$	NON-CURRENT ASSETS	2023 \$	2022 \$
Total Trustees Funds	10,353,912.00	10,560,568.00	Property, Plant & Equipment	19,756.00	11,652.00
			Financial Assets	10,4477,839.00	10,545,466.00
			Total Non-Current Assets	10,497,595.00	10,557,118.00
CURRENT LIABILITIES	2023 \$	2022 \$	INVESTMENT PORTFOLIO <small>AS AT JUNE 2023</small>	2023 \$	2022 \$
Accounts Payable & Accruals	71,006.00	40,316.00	Milford Balanced Fund	7,090,781.42	7,017,052.00
Provision for Holiday Pay	29,947.00	19,828.00	Milford Conservative Fund	3,387,058.10	3,528,414.00
Receipts in Advance	319,715.00	91,028.00	Total Investment Portfolio	10,477,839.52	10,545,466.00
Total Current Liabilities	420,668.00	151,172.00			
CURRENT ASSETS	2023 \$	2022 \$			
Bank Accounts & Cash	147,040.00	138,072.00			
Debtors & Prepayments	106,687.00	11,461.00			
GST	23,258.00	5,089.00			
Total Current Assets	276,985.00	154,622.00			

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



Front cover by **Māori Mermaid**  
Back cover by **Isobel Joy Te Aho-White**

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