

**EMPOWERING AUCKLAND'S SECTOR OF CREATIVE SPACES
& ARTS PROGRAMMES
STRATEGIC PLAN
2021-2023**

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 **creative** *nz*
ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA

 **FOUNDATION
NORTH**
*Te Kaitiaki Pūtea o
Tāmaki o Tai Tokerau*

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Purpose

The Purpose of this Strategic Plan is to implement the vision of a sustainable sector of creative spaces and arts programmes in Auckland, thereby empowering and delivering wellbeing to people who would otherwise be disempowered or disabled by society.

This Strategic Plan outlines the goals for the next two years to achieve sustainability by improving the recognition, investment, voice, capability, and accessibility of the sector in Auckland.

The Plan also provides a work programme of actions and initiatives to help achieve those goals.

The creative spaces and art programmes consulted on this plan can be seen in the Creative Spaces Directory at <https://artsaccess.org.nz/creative-spaces/creative-spaces-directory>. This is not an exclusive list as the sector is dynamic and growing.

Vision and Values

The vision and values which shape this *Strategic Plan to Empower Auckland's Sector of Creatives Spaces and Arts Programmes* are aligned with those of Arts Access Aotearoa. There are also synergies with the vision and values of Auckland Council and Foundation North (Appendix 1 refers).

The Vision for this Strategic Plan is:

To empower and support the sustainability of Auckland's sector of creative spaces and arts programmes.

The Values underpinning this Strategic Plan are:

1. Equity of access and inclusion.
2. Increased participation.
3. Addressing persistent inequalities.
4. Increased social cohesion.
5. Strengthened communities.

Background

Definitions

Creative spaces: are organisations and groups where:

- The provision of artistic activities and services (to support self-expression, empowerment, and self-development) is the main purpose of the organisation or space.
- People, including Māori and Pasifika, experience barriers to participation in making art or in artistic activities such as theatre, dance, circus, music, film, and creative writing.

- Barriers to participation can, for example, relate to one or more of the following: Deaf, physical disability, learning disability, sensory disability, neurological condition, mental ill health, age-related vulnerability, isolation, poverty or under a Corrections sentence.

The art programmes included in this plan: are the art programmes provided by organisations and groups for people with barriers to participation, but these programmes are not their primary focus.

Participants: the people who access the services, activities or programmes of a creative space or art programme. This does not include audience members.

Methodology

This Strategic Plan was developed in 2020 by:

1. Aligning with the vision and expectations of Foundation North and Auckland Council.
2. Building from existing international, national, Auckland University, Te Taumatua Toi-a-iwi, and other Auckland-based research, literature, and knowledge.
3. Utilising expert advice.
4. Surveying 24 creative spaces and arts organisations in Auckland with an 88 percent response rate. The survey results are captured in a companion document *A Sector Seeking Support in 2020 and Beyond: Auckland's Creative Spaces and Arts Programmes*.
5. Seeking feedback on the draft plan from the sector, experts, key personnel, and our strategic partner Foundation North.

Literature Review

International studies

An overseas meta-analysis of evaluations of the link between arts and health outcomes indicates a return on investment of 1:4 (Stuckey & Nobel, J. 2010. *AJPH*).

A 2017 UK study of 'arts on prescription' found a return on investment of between £4 and £11 for every £1 invested (All-Party Parliamentary Group on Arts, Health and Wellbeing Inquiry Report).

If the findings from these studies can be extrapolated to the NZ situation, then for every \$1.00 invested in a person attending a creative space or arts programme, at least \$4.00 could be returned through their improved social, health and justice outcomes and, therefore, reduced demand on taxpayer funded services.

New Zealand studies

New Zealand studies support the health and wellbeing role of creative spaces and arts organisations.

A nationwide study from 2019, *Understanding the Value of Creative Spaces*, found that just under 90 percent of participants at creative spaces have mental health issues as at least

one of their conditions. The report in the same year from the Mental Health Inquiry, *He-Ara-Oranga*, recommended community-based support and solutions for mental health issues. Creative spaces provide such community-based solutions.

An evaluation of the Ōtauwhahi Creative Spaces Trust (published by Ihi Research in 2017) focused on the impacts on participant's lives of artmaking at this creative space. It found that the programme enabled participants to develop new positive identities as practising artists and to be viewed as valued family and community members. Findings indicated the programme facilitated mental and physical wellbeing.

Auckland-based studies

Auckland-based studies and experience indicate limited understanding of the health, wellbeing and economic returns from empowering creative spaces and arts programmes.

The 2017 report *Creative Spaces in Auckland: A Review of Inclusive Arts Organisations*, based on sector research, found that the value of the sector of creative spaces and arts programmes:

1. Is not measured and, therefore, is not valued.
2. Is overlooked for funding and investment.
3. Misses out on advocacy and support.

The Auckland sector has identified the need for a clear strategy for the long-term development and sustainability of creative spaces and arts programmes for people who face barriers to participation. This Strategic Plan responds to that need.

The Auckland creative spaces sector

Arts Access Aotearoa is supported by Foundation North to deliver the project Empowering Auckland's Creative Spaces Sector. This provides for a Community Engagement Advisor who can implement this Strategic Plan. Gary Silipa can be contacted on gary.silipa@artsaccess.org.nz and 021-799-352.

To date, the project has:

1. Connected and mapped the network of creative spaces, to enable information-sharing.
2. Offered governance and organisational design advice.
3. Advocated to government for additional funding.
4. Provided cost-effective professional website development and IT support.
5. Provided promotional opportunities.

Facts about the creative spaces and arts programmes are noted below. These are taken from the 2020 survey of the sector.

Services

Of the 19 services that responded to the question about the type of their service, 79 percent were creative spaces (CS) with the remainder delivering arts programmes (AP).

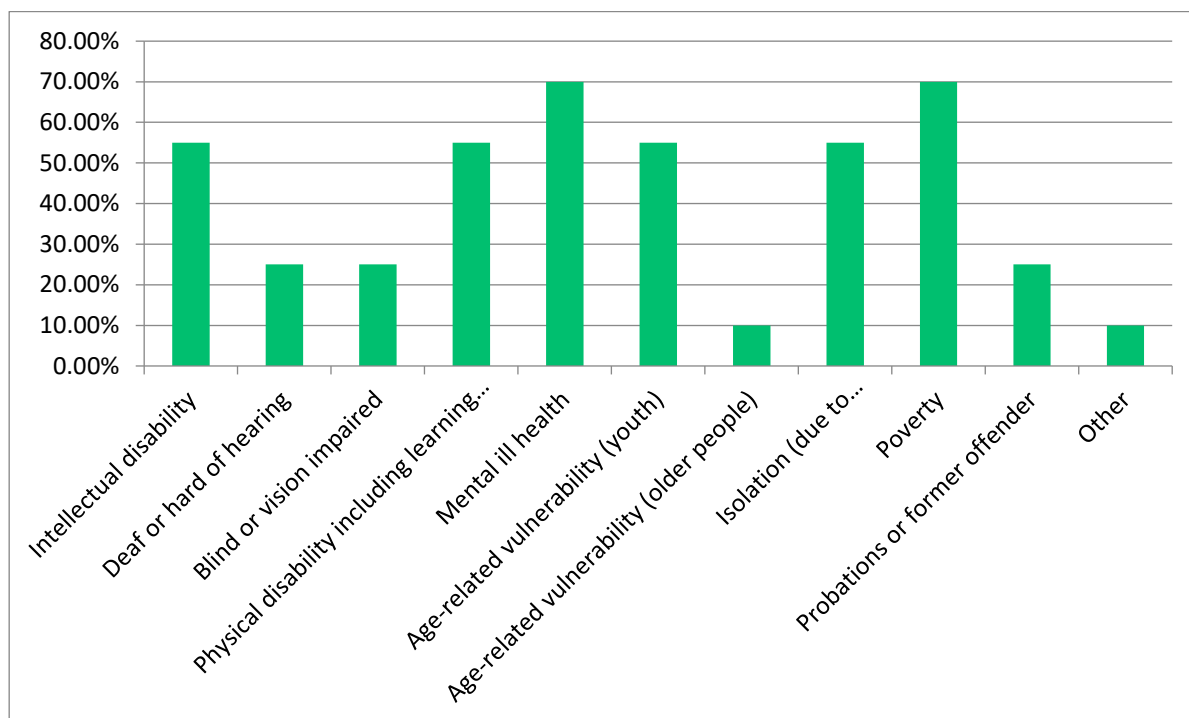
Participants

We know from the Ministry for Culture and Heritage's 2019 survey that the number of participants per service ranges between 10 and 1,055, at an average of 179 clients per service. Half of all services work with between 51 and 200 participants.

Seven respondents to this 2020 survey also provided data about the numbers of participants each year in their creative space or art programme. These responses confirmed the diversity in their services. One had about 25 participants per annum while four had between 205 and 297 participants per annum. One creative space had about 400 participants per annum; 15 percent of which were new. The seventh respondent noted that it had about 520 participants per month, with 524 new participants in the last year.

The most common characteristics of participants at creative spaces and arts programmes in Auckland are mental ill-health and poverty, as shown in the graph below.

Graph 1: Participants in creative spaces and art programmes and their disadvantages

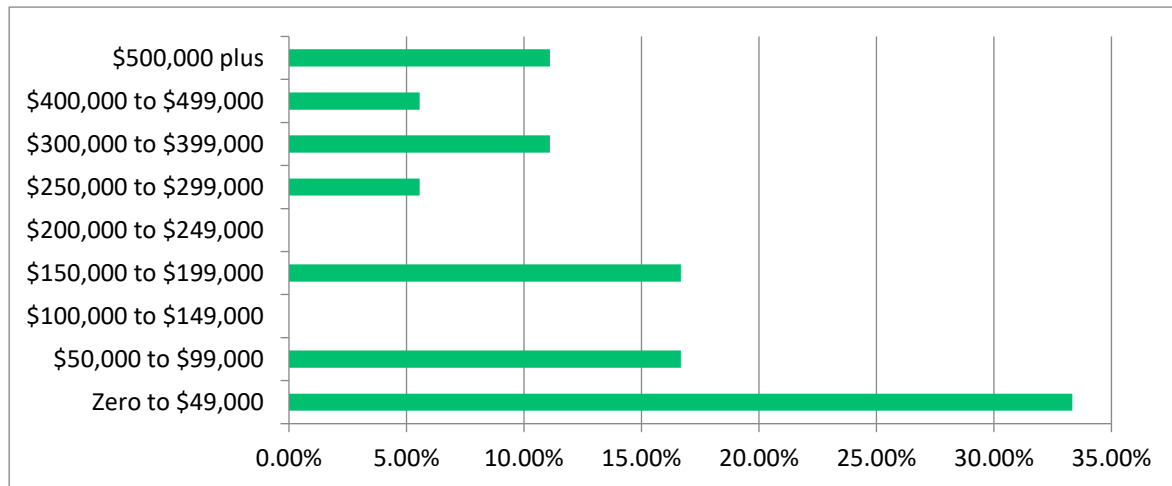


Funding

Half of the organisations provided their services with an operating budget of less than \$100,000 over the last 12 months (Graph 2 refers). This 50 percent is made up of:

- 33 percent with less than \$50,00; and
- 17 percent with between \$50,000 and \$99,000 per annum.

Graph 2: Funding of creative spaces and art programmes in last 12 months



When the amount of funding is correlated against the source of funding, significant diversity is evident.

The respondents mostly make up their funding in small amounts from multiple sources. This also reflects current silos at central and local government levels between funding for reasons of health, social welfare, or culture.

The respondents with more revenue, compared with those with less revenue, are more likely to charge for their services, or receive revenue from philanthropic entities, donations, and fundraising.

Locations & outreach

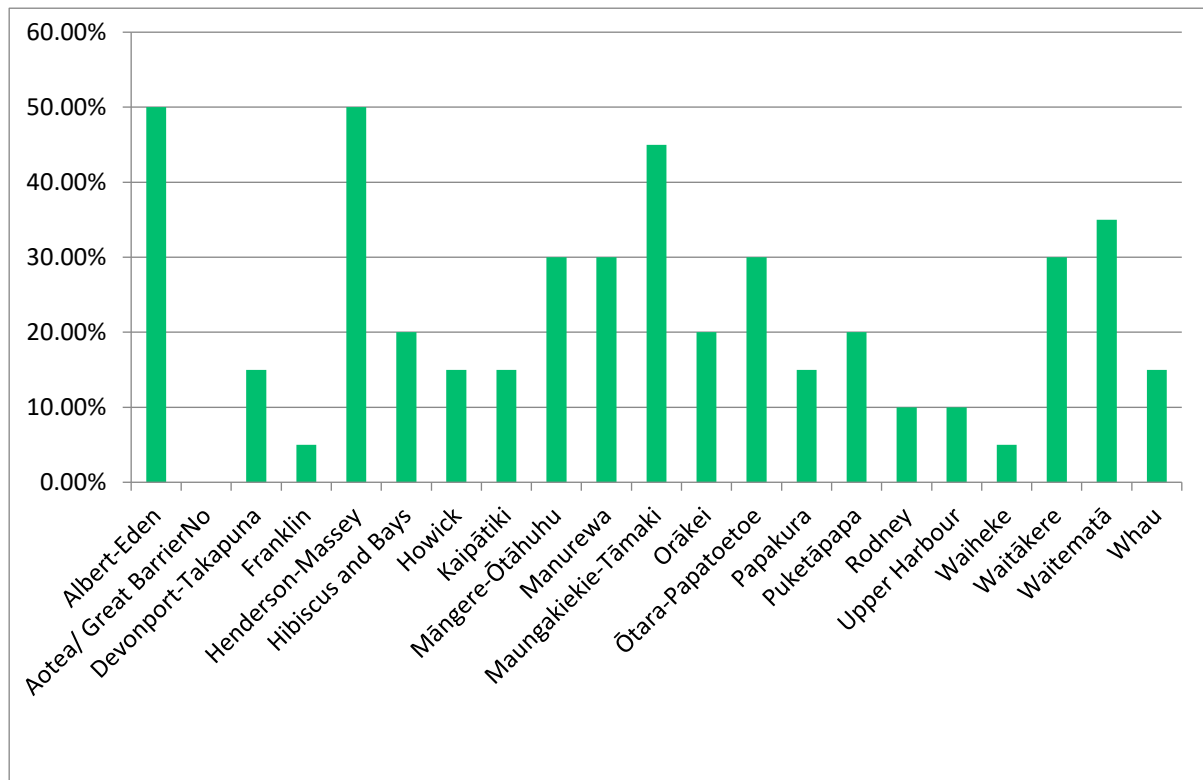
Local wards in which services operate are shown in Graph 3, below, with half of all respondents serving more than one location.

The wards best-served by creative spaces and art programmes (by 45 to 50 percent of respondents) include Albert-Eden (medium socio-economic area), Henderson-Massy (low to medium socio-economic area), and Maungakiekie-Tāmaki (low to medium socio-economic pockets).¹

Lower socio-economic areas such as Māngere-Ōtāhuhu, Manurewa, Ōtara-Papatoetoe are served by 30 percent of the respondents; while Puketapapa and Papakura are served by 20 percent and 15 percent, respectively.

¹ Using data found here: <https://insights.nzherald.co.nz/article/richest-and-poorest-households/>

Graph 3: Locations in which creative spaces and art programmes operate



Seven respondents provided information about outreach. Of these, four provided formal outreach programmes:

- Outreach programmes are generally similar to the main programmes offered by the services; sometimes offered in partnerships with schools, hospitals, elder care and other services.
- Outreach is offered between 2 and 5 days per week, depending on the service, and reaches between 10 and 50 participants per programme/session. One large service reached over 320 each month through its outreach.

One service noted that it would love to offer outreach programmes but would require additional funding to do so. It recognises the demand for its services and has a programme that would 'travel well'.

Needs and opportunities for Auckland's creative spaces

To be able to understand the diverse and complex needs of, and opportunities for, Auckland's sector of creative spaces and arts programmes, we first conducted a survey. The research identified seven themes, which are summarised below.



1. Recognition of value by community - how the community views and values the sector.

- Those close to the services (family, whanau, church, and the participants themselves) are positive about the value of those services, but the reach of the services is limited due to the limitations of funding.
- In some situations, there is the opportunity for relationships to be strengthened between the services and the communities in which they operate.
- Perceptions of the value of the services have improved over the last 12 months due to:
 - Outreach, raising awareness, and increasing numbers of participants.
 - Building and reshaping the services and their focus.
 - Increased exposure due to the art produced and social outcomes being evident.

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2. Recognition of value by funders - being valued by funders would look like this:

- More and sustainable funding.
- More of the funding to come from government.
- Full funding instead of part-funding.
- Adequate wages and for adequate numbers of staff.
- Trust.
- Communication and respect.
- Shared services across the network.
- Less organisational time (and, therefore, money) spent on applying for, and reporting on, funding.
- Targeted funding for managerial and administrator/ fundraising roles.



3. **Funding and investment** – funding needs and priorities.
- Research on the social and financial returns on investment of funding the sector could, alongside personal experiences of the value of creative spaces, help support compelling funding applications.
 - Top priorities for funding at a macro level are:
 - Certainty about long-term funding (for the next three or more years).
 - More operational funding rather than project-focused funding.
 - Flexibility about how funding can be used
 - Any additional funding, were it to become available, would likely focus on these priorities:
 - Workforce issues – staff attraction, retention, and succession management (through paying existing staff more; hiring additional staff; professional development).
 - Outreach, community engagement, and marketing.
 - More or different types of services.
 - Assistance with joint funding applications may be beneficial.



4. **Strengthened capability** - the strength of the services provided.
- Priorities are programme development and tutor training, closely followed by marketing, and the drafting of funding applications



5. **Coordinated voice** – the potential for beneficial collaboration and collective impact when advocating for change.
- Three-quarters of services agree that their service is already part of an Auckland-wide network of creative spaces and art programmes.
 - Over 90 percent of services see the value of being part of such a coordinated and collaborative network to have collective impact.
 - Priorities are regular network meetings and collectively advocating to government on agreed issues. Shared premises are a further priority for some.



6. **Accessible and visible sector** –

- Half of the respondents offer programmes in more than one ward, with many involved in numerous localities.
- There are opportunities for more creative spaces and art programmes to offer programmes in some lower socio-economic areas including Māngere-Ōtāhuhu, Manurewa, Ōtara-Papatoetoe, Puketapapa and Papakura.
- Fifty-five percent of the sector believe they are either not visible or are unsure of their visibility, to their target groups.
- A majority of services consider they are hampered in their ability to market their services due to lack of time (closely followed by lack of money).
- A majority of services consider they are hampered with community engagement and outreach due to lack of money (followed by lack of time).



7. **Long-term sustainable sector** - what might be needed to foster the strengths of the sector into the future.

- Most services are either unsure, somewhat unconfident, or very unconfident that they are financially sustainable into the future.
- To become financially sustainable, the sector must be supported by a stable and adequate source of funding. This is priority number one.
- This is closely followed by paying staff a living wage so that they will be attracted to work and remain in the sector; an issue common with workforces in other sectors such as teaching and nursing.
- The third highest priority area to ensure the sustainability of Auckland's sector of creative spaces and art programmes is professional development, which will improve the quality of services but also help support the retention of staff and succession management.
- More than 80 percent of services believe there will be an increased demand in the foreseeable future:
 - From Māori, Pasifika and cultural minority participants; and

- Due to the effects of Covid-19 (increased mental ill-health, isolation and poverty, and rising unemployment).
- As well as Covid-19 recovery impacts expected in relation to funding/revenue and participant numbers, services are also forecasting issues with the supply, demand, and capability of tutors, and with online delivery.

Strategic priorities

The points raised by the sector have been collated into five strategic priorities for Auckland's creative spaces and community arts sector over the next two to three years, as illustrated below. Their aim, together, is to support the development of a sustainable sector of creative spaces and arts programmes.



Ways in which the sector can respond

To achieve the strategic priorities with the aim of a sustainable creative spaces and community arts sector in Auckland, a work programme for the next 12 to 24 months has been developed in consultation with the sector.

This work programme can drive the day to day activities of the Community Engagement Advisor and the Auckland Network.

Activities for Arts Access Aotearoa and the Auckland sector of creative spaces and arts programmes

STRATEGIC PRIORITIES.	ACTIVITIES.	OUTCOMES.
<p>Strategic Priority 1: Recognition of value</p>	<ol style="list-style-type: none"> 1. Arts Access Aotearoa to: <ul style="list-style-type: none"> • Secure funding for research. • Contract Auckland researchers to design and conduct a survey to determine the financial and social return on investment (value) of a dollar spent on creative spaces and art programmes (the social investment approach), to complement international research on this matter • Use this evidence to complement New Zealand research from the perspective of participants, their whanau, and communities about how the value of creative practice and outcomes is recognised and understood. • Publish research to allow services to provide it as evidence of their value in their funding applications. 2. Arts Access Aotearoa to seek opportunities to influence the methodology of Colmar Brunton/Creative New Zealand's surveys (representative sample, design of the questions, data collected) on art attitudes, attendance, and participation in Auckland, to contribute to the evidence base of: (a) accessible culture and (b) the value of creative spaces and art programmes. 	<p>Stronger evidence base of value.</p>
<p>Strategic Priority 2: Sustainable funding</p>	<ol style="list-style-type: none"> 3. Arts Access Aotearoa to engage with Ministers or Associate Ministers for Disability; Social Development; Arts, Culture and Heritage; Pacific Peoples; and Health to petition for ring-fenced funding for creative spaces from central government. 4. Arts Access Aotearoa to work with central government, Auckland Council, philanthropic trusts, and DHBs to agree on the balance of responsibility for investment in creative spaces. 5. Arts Access Aotearoa to encourage services to build or improve relationships with local Council Boards and apply to them for funding for community empowerment. 	<p>Tactical advocacy. Enhanced capability to seek funding.</p>

Continued

STRATEGIC PRIORITIES.	ACTIVITIES.	OUTCOMES.
	<p>6. Arts Access Aotearoa to develop exemplars of funding applications, including joint applications, making good use of evidence, for use by creative spaces and art programmes. Think differently about what could be funded jointly.</p> <p>7. Arts Access Aotearoa to identify potential strengths and weaknesses of joint applications for funding. Consider supporting two or more services to trial a joint application.</p>	
<p>Strategic Priority 3: Strengthened capability</p>	<p>8. Arts Access Aotearoa to develop a resource kit for services, to help build capability in governance, leadership, management/administration, professional development, marketing, and outreach.</p> <p>9. Arts Access Aotearoa to support services to make good use of technology and online delivery options.</p> <p>10. Arts Access Aotearoa to support services to access funding to provide participants with the technology necessary to receive online delivery.</p>	<p>Enhanced organisational capability and efficiency.</p>
<p>Strategic Priority 4: Coordinated voice</p>	<p>11. Arts Access Aotearoa to encourage the Auckland Network of creative spaces to:</p> <ul style="list-style-type: none"> a. Meet regularly and agree on meeting protocols. b. Agree on who to lead/progress each action point, and how/when. c. Agree on a small number of services to represent the Auckland sector and partner with Auckland Council through its strategic relationship grant, to then be disseminated for the benefit of the sector. Refer also to Strategic Funding items above. d. Design and hold a regional Creative Spaces/Art Programme conference, with the support of Arts Access Aotearoa. <p>12. Arts Access Aotearoa to identify common spaces and premises and develop a plan of action for services to occupy those spaces.</p> <p>13. Arts Access Aotearoa to support the Auckland Network of creative spaces to work towards the sharing of essential back room services (accountants, lawyers, marketing advisors, digital resources etc).</p>	<p>Stronger sector voice.</p> <p>Increased readiness for collaboration and efficacy.</p>

Continued

STRATEGIC PRIORITIES.	ACTIVITIES.	OUTCOMES.
Strategic Priority 5: Accessible and visible sector	<ol style="list-style-type: none">14. Arts Access Aotearoa to encourage creative spaces to connect communities of need and creative spaces through communication, marketing, and, most critically, through comprehensive and funded outreach.15. Arts Access Aotearoa to support services to strengthen relationships with communities.16. Arts Access Aotearoa to support creative space and art programme events.17. Arts Access Aotearoa to work with the health sector to increase referrals from health services to creative spaces and art programmes ('arts prescription').18. Arts Access Aotearoa to support creative spaces to align with Arts Access Aotearoa's 'Flightdec' CMS and other platforms to increase online presence.19. Arts Access Aotearoa to upskill creative spaces in the use of social media to increase their profile and visibility.	Enhanced effectiveness.

Appendix 1: Summary of vision, purpose and values of organisations supporting this Strategic Plan

	Vision	Purpose	Values
Arts Access Aotearoa	All people in Aotearoa can access and participate in the arts.	Work in partnership to increase access to the arts for people in Aotearoa who experience barriers to participation.	<p>Accessibility and inclusion in the arts, respect, and kindness in our undertakings for and with all people.</p> <p>The importance of Te Tiriti o Waitangi to the Kaupapa of Arts Access Aotearoa, with due regard for Te Tiriti's articles and principles.</p> <p>Mōhiotanga - seeking understanding and awareness.</p> <p>Rangatiratanga – respecting the mana of others.</p> <p>Whanaungatanga – appreciating the value of relationships and partnerships.</p> <p>Kotahitanga – working in harmony to achieve common purpose and shared vision.</p> <p>Kaitiakitanga – service to others and nurturing leadership within others.</p>
Foundation North	Support for the communities of today, to shape the communities of tomorrow.	To enhance the lives of people in the Auckland and Northland regions.	<p>Hāpai te ōritetanga - Increased Equity.</p> <p>Whakauru mai - Social Inclusion.</p> <p>Whakahou taiao - Regenerative Environment.</p> <p>Hāpori awhina - Community Support.</p>
Auckland Council	World's most livable city.	With respect to arts in the community, recognise the value of arts, culture, sports, and recreation to quality of life.	<p>Atawhai - Kindness, generosity.</p> <p>Kotahi - Strength in diversity.</p> <p>Auaha - Creativity, innovation.</p> <p>Pono - Integrity.</p> <p>Taonga tuku iho - Future generations.</p>