



**Arts Waikato**  
[www.artswaikato.org.nz](http://www.artswaikato.org.nz)

**Strategic Plan**  
**2007-2010**

Weaving creativity into our lives

## **Introduction**

Arts Waikato has a key role to play in the development of the arts in the region. This document outlines a strategic plan for Arts Waikato for the next three years and signals priorities for the organisation in this phase of its work.

This plan was developed following consultation with stakeholders on their vision for arts in the region. A significant theme was the desire for the arts and creativity to be valued as an important part of everyone's lives. Arts Waikato adopted a descriptive phrase "weaving creativity into our lives" for its vision.

## **Mission ► Vision ► Values**

**Mission:**      **To support and promote development in the arts throughout the Greater Waikato region**

Through this Arts Waikato adds value to the work of its funders by building the capacity and effectiveness of arts groups and by bringing the community together.

**Vision:**        **Weaving Creativity Into Our Lives**

The cover image by Arts Waikato trustee and artist Diane Scott illustrates our vision for art and creativity to become a part of everyone's lives through the work we do.

Arts Waikato has identified five strategic priorities for the next three years to guide its mission and achieve its vision.

Strategic Priorities:

1. **Building the capacity of the Waikato arts community**
2. **Promoting participation in the arts**
3. **Raising the profile of the arts in the region and the region through the arts**
4. **Bringing people together through and for the arts**
5. **Building our own organisation to enable us to achieve our vision**

Values: These strategic priorities are underpinned by the following core values:

- **Access for all to participate in the arts**
- **Celebration of cultural diversity**
- **Communication within the arts sector and out to the community as a whole**
- **Education as a means to support growth in the arts sector**
- **Integration of the arts into everyday life**
- **Recognition of the Tangata Whenua status of Maori in New Zealand**
- **Resourcing to create a vibrant environment where the arts flourish**
- **Opportunities for people to realise their creative potential**

## **Terminology**

Throughout this document the term **‘the arts’** is an inclusive term referring to all forms of creative and interpretive expression (*The Arts Council of New Zealand Toi Aotearoa Act 1994*) from individual to collective, from grassroots to professional and institutional. This encompasses the performing arts, e.g. music, theatre, film and dance; visual arts, e.g. craft and object arts; Maori arts, both traditional and contemporary; festivals, events and cross-sector arts activities.

Our use of the term incorporates a cultural component, inclusive of ethnicity, age, ability and beliefs, as an outcome of the view that the arts are an essential expression of humanity, that all people have a right to creative expression and that the arts are vital for shaping our cultural identity.

People participate in the arts for many reasons: for enjoyment and entertainment, for personal growth and development, as a means of expression, to learn new skills, to meet new people and to pass on cultural traditions. As well as recreation, the arts in New Zealand are increasingly becoming an economic force with the growth of the creative industries and professionalism in the sector.

**‘the arts community’** refers to all those involved in the three levels of community participation in the arts – individual (creative practitioners, organisers, tutors etc), community arts groups, and organisational including other key stakeholders in the sector such as education institutions, galleries and museums.

Arts Waikato recognises the significance of individual input into community arts, from instigation and participation in a community activity, to role modelling from high

achievers. Increasing the capacity of an individual to create, in turn increases the capacity of the sector.

As artists generally produce something of value, there can be commercial factors involved, however Arts Waikato acknowledges the requirement of our Trust Deed to work in the not for profit area of the arts community, focussing on support for “community projects or programmes... which are intended to make a direct improvement to people’s lives.” (*Trust Deed p.2 1.1.biii*).

**‘capacity building’** means working alongside the arts community and providing the tools needed to improve their capacity to reach their goals and to work effectively in the community. It is helping the arts community to help themselves.

**‘participation’** refers to both actively participating, i.e. creating or performing an art work, and participation as an audience sharing that performance or creative output, i.e. cultural participation. The term cultural participation acknowledges that the arts are an interactive, rather than passive, act.

**‘audience development’** refers to education and information resulting in increased appreciation, cultural participation and enjoyment of the arts. In particular Arts Waikato aims to increase awareness of and attendance at arts activities generated by the regional arts community.

## Context

The Music and Art Waikato Trust (Arts Waikato) was established in 2001 by Trust Waikato, the regional funding organisation for community groups.

Arts Waikato operates under a trust deed which specifies its area, objectives, functions and legal obligations. The objects of the deed are aligned with charitable purposes as defined by the general law of New Zealand and form the foundation of our strategic priorities.

The Greater Waikato region has defining characteristics which influence our strategic goals. Our region has Hamilton, the fourth largest city, as its hub and nine surrounding district councils. Population to the nearest 1000 (2005 figures):

1.	Hamilton City	125,000
2.	Hauraki	17,000
3.	Matamata-Piako	30,000
4.	Otorohanga	9,000
5.	Ruapehu	16,000
6.	South Waikato	23,000
7.	Thames Coromandel	26,000
8.	Waikato	42,000
9.	Waipa	42,000
10.	Waitomo	9,000
	<b>total:</b>	<b>339,000</b>

Statistics New Zealand population projections suggest that the Waikato population will grow a further 13.5 percent by the year ended 2021, to reach a total of 406,500.

## **Positive Forces**

- Cultural diversity: the region has over 100 ethnicities and minority ethnic groups make up 13% of the population. Hamilton city has a significant population with a refugee background. Some districts have special ethnic characteristics, e.g. South Waikato has a high Pacific Island population (source: Waikato Migrants Resource Centre)
- Waikato District is the seat of Maori sovereignty with a relatively high Maori population (20% in 2001 Statistics NZ). Maori arts, both traditional and contemporary, are strong within the Maori community
- The Waikato River is a key feature both geographically and spiritually
- The region has a young population (25% under 15, Statistics NZ)
- Education in the arts is strong - Waikato tertiary institutions produce high quality graduates in the creative industries, music and performing arts, and visual arts
- A young art culture is growing through the creative industries and music scene
- Many districts run arts events and local festivals, the city hosts major arts events such as the annual Hamilton Gardens Summer Festival and the biennial FUEL Festival of NZ Theatre. Audience numbers for these events increase each year
- There are some excellent existing facilities such as the WEL Energy Academy of Performing Arts
- Proximity to Auckland enables sharing of ideas
- There is untapped potential in both creative talent and audience development
- Recent increase in interest and involvement in the arts

## **Constraints**

- There are large areas of rural isolation where access to arts infrastructure is limited by geography and lack of transport. Only 75% of the population lives in urban areas compared to 85% nationally (Statistics NZ)
- Communication networks and marketing is limited in the sector
- Lack of professional arts infrastructure limits funding sources
- Traditional perceptions that the arts are only a hobby, elitist or only for some people. There is a narrow view of the arts as separate from community development, so the arts are not valued
- Events and festivals etc are not networked or marketed beyond their own community
- Both groups and individuals often work in isolation without being connected for sharing of resources and ideas
- Lack of support for the arts from local authorities
- Loss of talent from the region due to lack of opportunities
- Lack of audience development
- Lack of arts hub or hubs in the districts

# Arts Waikato – strategic priorities for the next three years

## 1. Build the capacity of the Waikato arts community

Arts Waikato will provide support and access to resources to improve and strengthen the operation of arts groups in the sector. This involves being both proactive in providing services and reactive to the specific needs of the Waikato arts community.

### Key Goals

- 1.1 Provide advice and support for arts groups on:
  - Governance
  - Funding and sponsorship
  - Marketing, public and media relations
  - Strategic planning
  - Project and event planning
  - Group legal structure
- 1.2 Provide and maintain high quality information, tools and resources for the arts community:
  - Databases
  - Website
  - Newsletter and email mail-outs
  - Templates and toolkits
- 1.3 Provide relevant professional development and training opportunities for the arts community:
  - Specialist workshops on topics such as audience development, governance, event management, funding etc.
  - Marketing and promotion workshops
  - Forums for networking within the sector
- 1.4 Provide facilitation for existing and new arts groups
- 1.5 Advocate on behalf of groups with local authorities
- 1.6 Provide support to arts managers and practitioners to enable them to achieve their potential:
  - Scholarship programme
  - Referral to other training and development
  - Peer mentoring
  - Strengthen partnership with University of Waikato scholarship programme
- 1.7 Advocate for increased funding for the arts community:
  - Assist arts community to secure funding from Creative New Zealand and other funding sources
  - Develop strategic partnerships with other organisations to leverage funding
  - Investigate government contracts for arts initiatives
- 1.8 Continue to identify community arts groups in the arts sector and their needs through research and networking
- 1.9 Build a model for capacity building that is relevant for the arts sector in New Zealand

## 2. Promote participation in the arts

Arts Waikato will promote the value of both active and passive cultural participation, audience development and access to the arts for everyone regardless of age, ability, background or location.

### Key Goals

- 2.1 Support 'flax roots' arts and cultural activities
- 2.2 Encourage art forms and activities which reflect the cultural diversity of the region
- 2.3 Support the arts community to organise quality events and activities
- 2.4 Support arts groups which work with people who have barriers to participation, e.g. migrants, those with disabilities, health consumers, youth, unemployed
- 2.5 Encourage and support arts projects by any group in the community sector
- 2.6 Use networks to promote arts activities throughout the region:
  - Promote arts activities to new audiences and extend existing audience awareness of a broader range of the arts
  - Lobby for and support strategic arts events particularly for communities outside Hamilton
- 2.7 Promote the growth of the creative industries in the region to retain local talent and to strengthen arts groups

## 3. Raise the profile of the arts in the region and the region through the arts

Arts Waikato will play a leading role in raising awareness of the value of arts and culture development in the region, including the potential for social and economic benefits through arts activities. Waikato creative talent will be promoted both within the region and nationally.

### Key Goals

- 3.1 Raise awareness of creativity and arts activities in the region through information dissemination:
  - Website, newsletter, email networks
  - Communicate regularly with stakeholders both inside and beyond the arts community
- 3.2 Strengthen relationships with the media:
  - Liaise with media on behalf of the arts community
  - Develop a media strategy
- 3.3 Lobby for local authority arts policy development
- 3.4 Advocate for all local authorities to employ an arts coordinator

- 3.5 Promote the regional arts agenda to local and central government
- 3.6 Facilitate the development of a regional vision and strategy for the arts
- 3.7 Ensure the arts community is represented in and participates in national community and voluntary sector initiatives.
- 3.8 Encourage philanthropic support for the arts and develop relationships with funders, both public and private, individual and organisational
- 3.9 Advocate for and support strategic arts events for the region:
  - Regional arts events and festivals
  - Significant national arts events
- 3.10 Recognise the achievements of members of the arts community:
  - Explore the provision of Community Arts Awards
  - Support existing awards by nominations in the arts sector
- 3.11 Ensure there is research into the social and economic impact of arts activities in the region:
  - Carry out or commission research
  - Lobby others to undertake research
  - Participate in collaborative research
- 3.12 Support participation in the creative industries for the development of a professional arts infrastructure
- 3.13 Be a hub for the arts in the Waikato

#### 4. Bringing people together through and for the arts

There is an expressed need from the Waikato arts community for coordination in the sector (Creative Waikato Community Consultation November 2003 and Arts Waikato planning day October 2006).

Many groups and individuals work in isolation, particularly in rural areas. Individual arts practitioners have a potentially revitalising role for existing and new arts groups and their communities, but need to be connected. In this way the arts are a focus for community participation and social wellbeing.

Capacity building in the arts sector also occurs by connecting people and groups. This is particularly the case in a region like the Waikato where arts infrastructure is limited in urban areas and often non-existent in rural areas. Resources are often duplicated, events conflict and information is not passed on. Arts Waikato's role is to be the hub of information, point of connection and centre for resources.

##### Key Goals:

- 4.1 Develop regional databases relevant to the sector including:
  - Arts groups, local, regional and national
  - Existing networks such as school arts coordinators, arts councils
  - Educational institutions, museums and galleries
  - Funding providers
  - Arts tutors, performers
  - Venues, equipment and technical resources
  - Provide a point of contact, access and information for the general community

- 4.2 Link groups, people and initiatives through networking opportunities
- 4.3 Connect the region with world wide events, trends and resources
- 4.4 Convene forums to provide opportunities for sector-wide discussions
- 4.5 Network with other arts organisations on behalf of the arts community, e.g. community arts councils, Creative New Zealand
- 4.6 Consolidate and strengthen relationships with arts education providers:
  - Artists in schools programme
- 4.7 Promote mentoring in the arts community:
  - Host a peer mentoring workshop
  - Support the formation of mentoring groups
- 4.8 Participate in collaborative initiatives and projects
- 4.9 Explore the potential of a regional creativity/ideas forum/conference
- 4.10 Continue to develop and maintain the website as a resource for the sector

## 5. Build our own organisational capacity to achieve our vision

The role of capacity building in the arts sector in New Zealand is not widely known. Five years since inception, Arts Waikato needs to consolidate and grow to achieve its potential in the region and attract sustainable funding.

### Key Goals

- 5.1 Plan for sustainable growth for the continued existence of the trust
- 5.2 Increase staffing levels in order to achieve strategic goals
- 5.3 Negotiate lease of McGregor House as the home of Arts Waikato and the 'hub' for arts activity in the region
- 5.4 Raise our profile and visibility in the region:
  - Maximize the profile raising potential of the scholarship programme
  - Increase the number of groups assisted
- 5.5 Develop the governance and management of the organisation:
  - Provide professional development opportunities for trustees and staff
  - Develop trust policy manual
  - Mentoring for management
  - Annual strategic plan and business plan review process
- 5.6 Strengthen iwi relationships and build our capacity to provide services to Maori arts groups:
  - Appoint an Iwi Arts Advisor
  - Treaty training for trustees and staff
- 5.7 Diversify funding base to provide a wider range of activities
- 5.8 Strengthen relationships with national arts organisations
- 5.9 Continue to be a trusted friend to arts organisations in the region
- 5.10 Demonstrate leadership in the arts community
- 5.11 Be a model for other arts organisations

# Arts Waikato

[www.artswaikato.org.nz](http://www.artswaikato.org.nz)

## Management

Chief Executive	Hilary Falconer
Arts Advisor	Saskia Schuitemaker
Office Manager	Robyn Couchman

## Board of Trustees

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