



Hawke's Bay

A strategic framework to support
creatives and creativity in Hawke's Bay

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"We know our arts and culture are valuable and positive enhancers of our physical, mental and social well-being."

Hon Carmel Sepuloni, Arts and Culture Associate Minister, 2019

Cover Image:
Carving of the Ngā Pou o Heretaunga
Photo Credit: Eva Bradley

Exhibition at the Hastings City Art Gallery
Photo Credit: Eva Bradley

Mihi

E ngā iwi, e ngā mana, e ngā reo – tēnei te mihi atu ki a koutou.
E mihi nui ki te hau kainga o tēnei rohe, ngā uri ō Tamatea Ariki-nui.
E mihi ki ngā tohunga, ngā pūkenga, ngā ringa toi.
Kia tātou tautoko tēnei kaupapa mō te puāwai o te hāpori.
Āpiti hono, tātai hono,
rātou te hunga mate ki a rātou,
tātou te hunga ora ki a tātou.
Tihei mauri ora!
Tēnā koutou, tēnā koutou, tēnā tātou katoa.

He Whakataukī

Te toi whakairo, he mana tangata.
Where there is artistic excellence, there is human dignity.

Greeting

To all of the peoples, authorities and voices – greetings to you all.
Greetings to the people of this place, descendants of Tamatea.
Greetings to all of our Arts, Culture and Creative experts and practitioners.
Let us all support this agenda for the flourishing of our community.
May we all unite and join together,
our departed with our departed,
the living with the living.
I sneeze, 'tis the essence of life!
Greetings to you all.

Introduction

Toi-tū Hawke's Bay is a framework to guide development of current and future arts, culture and creative strategy and projects within Hawke's Bay. Through collaboration, projects and partnerships it aims to align collective effort across sectors and disciplines towards a common vision and community outcomes.

It has been developed in response to the many voices of the Hawke's Bay creative sector, what matters to them most, and what matters to the community, not just for now, but for future generations.

It is not a prescriptive implementation plan, rather it leaves the door open to possibility, expecting individuals, groups and entities to determine how they can implement the framework through what they do, where they do it, and how they do it.

Creative sector led

Toi-tū is a kaupapa incepted from conversations with the creative sector. It is a response to identified gaps; the areas where action can result in long-term and far-reaching change. Implementation of Toi-tū will see a region-wide expression of Hawke's Bay's unique identity, cultural diversity, heritage and sense of place. It will support pathways for creatives, enterprise and community to actively engage with creative practice. Toi-tū also voices a commitment to raising the profile of creativity nationally and internationally.

In realising these commitments, Toi-tū will build a resilient and sustainable creative sector. During engagement with the sector, creatives highlighted a lack of sector leadership in the region. With regional leadership would come cohesion and opportunity to collaborate. To that end, Toi-tū proposes the formation of a cross-sector governance group, Te Kāhui, to bring the arts together with other sectors to advocate, collaborate and align objectives in the realisation of Toi-tū across the region.

Thinking regionally

Creatives don't work within geographic boundaries and there are big opportunities that can only be realised through regional collaboration. Toi-tū describes working with councils across Hawke's Bay towards the development of an aligned regional approach to the support and growth of the creative sector. By working with other agencies, sector organisations, and stakeholders to foster aspirational outcomes, all territories in the region will thrive.

Acting locally

While a regional approach continues to be built, Hastings District has made a commitment to provide a resource for territorial authorities, agencies, organisations and individuals to help frame their thinking in support of creativity across Hawke's Bay. Hastings District Council has also made a commitment to identifying projects that can be enhanced by place-based design, a way of infusing the stories of this place to the experience of living and visiting here. It's working together to activate the framework in urban landscapes and across the region.

The well-beings

During development of Toi-tū, a new context emerged where community well-being is prioritised at all levels of governance in the creative industries. Local Government New Zealand has reintroduced 'cultural' as a living capital in its community outcomes focus. Creative New Zealand has launched its investment strategy focused on capability building, collaboration, diversity and reach. Central government has announced its well-beings approach and well-beings budget, intent on increasing accountability for well-being outcomes across all areas of investment. Within Toi-tū Hawke's Bay this focus has been embraced and embedded in a values model. Actively monitoring and reporting on the value of creativity to the region is an essential component of validating the sector and advocating for it.

Hawke's Bay is a culturally rich region, where creative activity is part of what makes it an exciting place to live. The arts make people happier, smarter, more innovative, more connected. Toi-tū is a response that hopes to bring collective intention across the region in support of this vibrant and vital contributor to the community.





Kuaka in flight by Ricks Terstappen and Jacob Scott at Hawke's Bay Airport

Photo Credit: Bruce Jenkins

Journey

Hastings District Council identified a need to review and update their arts and culture strategy in 2017, and from there undertook sector and community engagement through a series of workshops. This resulted in the identification of some broad areas of focus, but also a need for deeper and wider conversations. This took place in the the first half of 2018, with mana whenua and a cross-entity sector hui. Consultation with the creative sector then resulted in the identification of a range of needs, issues and aspirations, reflected in the central agenda of Toi-tū.

What became evident through this process was an appetite for a sector-led regional approach to enable coordination and collaboration across disciplines, entities and territorial boundaries; an approach that placed the creative community at the core of the strategy and as leaders of it. From this starting point Hastings District Council saw its own immediate need and the longer-term aspiration to bring about a regional focus for creatives and creativity as catalysts for action.

Toi-tū presents a strategic framework that shares focus areas and priorities that can be embraced by individuals, organisations and communities throughout Hawke's Bay. From there individual groups can develop their own strategies or plug this work into their existing thinking. Together, the work of many can contribute to the whole, both within the region and on a national and international stage.

Kaupapa / Shared cause

TOI-TŪ

Uplift our creativity to uplift our people.

'Toi' is a Māori word used for creative arts, but also refers to notions of excellence and attainment.

'Tū' can mean to uplift, elevate, rise, stand or sustain.

'Toi-tū' then refers to uplifting and sustaining our arts, culture and creativity to the highest level. This is our shared cause and will focus our endeavours.

Moemoeā / Vision

Recognised locally, nationally and internationally for our creativity, our creatives, and our distinct regional identity.

Where creativity gives voice and presence to all members of our community.

Where creativity creates opportunity and drives innovation and enterprise.





Marine Parade, Napier
Photo Credit: Napier City Council

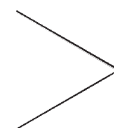
Take / Purpose

To realise the Toi-tū vision, in accordance with its kaupapa, we have identified three focus areas and three immediate priorities for each:

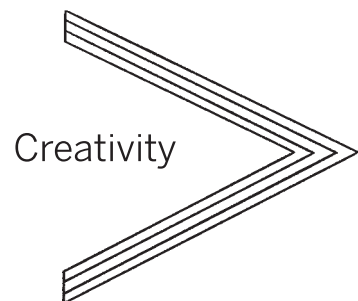


Identity

The specific identity of our region; individual identity; cultural identity. Identity is grounded in heritage and history, it includes our landscapes, our stories and the pride we feel for creativity that comes from here. Identity includes the way we feel about ourselves and the way we present ourselves to the world. With a robust knowledge of identity we can move boldly into the future.

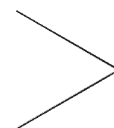


- Express our unique regional identity
- Uplift the profile of creative practice in the region
- Improve visibility of our creatives on a national and international level



Creativity

The potential creative enterprise gives to our region. From our youth to our emerging and established creative practitioners, initiating opportunities to grow skills is a vital part of strengthening and ensuring sustainability for our creative industry overall.

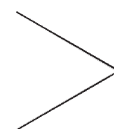


- Grow youth participation
- Uphold and grow creative knowledge
- Create pathways for professional development for practicing creatives



Sustainability

Putting in place tools and mechanisms to support a robust, future-proofed sector; placing creativity into the fabric of local government. This will ensure immediate, ongoing and future benefits from the adoption of Toi-tū.



- Enable sustainable work practices
- Secure sustainable resourcing
- Embed creative sector into regional policy

Focus One

Toi-tū te āhua-a-rohe / Identity

Connection to our shared and diverse cultures, to our regional and personal stories and our sense of place is enabled by creative expression. To support this the Toi-tū framework prioritises using all possible opportunities to express our identity. It also highlights the need to raise the local and regional profile of creative practice in Hawke's Bay, and improve the visibility of our creatives on a national and international stage.

Priority

Why

Express our unique regional identity

Expression of regional identity strengthens a sense of connection for communities and individuals. Recognising the value of creatives and the creative sector as key participants in building a visible identity is vital to ensuring the industry is uplifted and sustained. It also increases the desirability of cityscapes for visitors, leading to the region becoming a more attractive proposition and destination. Placemaking is a way of telling the stories of this place. It leads to a visible cultural heritage that benefits local pride and provides opportunities for creative expression.

Uplift the profile of creative practice in the region

Acknowledgement of the creative sector as a vital, viable and valuable participant in education, the economy and social cohesion of the community validates its contribution. Mechanisms that support ongoing, relevant and productive collaborations with the creative community will ensure a sustainable approach, embracing and using creative output to uplift community overall.

Improve visibility of our creatives on a national and international level

Widening awareness of the region's creative sector enhances the reputation of the region and its unique identity and heritage. In turn, an improved awareness of the region as a creative powerhouse grows the creative economy and the individuals who contribute to it.

How

- Promote Ngāti Kahungunu as a creative powerhouse of the region.
 - Support events, festivals, and creative outputs that express cultural diversity.
 - Leverage opportunities to develop and express the region's uniqueness through creativity.
 - Ensure a diversity of contributors in the expression of cultural and creative heritage within placemaking in civic projects.
 - Ensure representation of place, people and heritage are included in regional projects.
-
- Support leadership initiatives and sector advocacy groups.
 - Actively champion the value of the creative industry to the region.
 - Profile and celebrate creative output in public spaces, publications, social channels and in businesses.
-
- Support touring exhibitions, performing arts and creative enterprise both nationally and internationally.
 - Provide opportunities to connect with national and international networks and organisations
 - to coordinate, promote, market, and grow creativity.
 - Fund initiatives that connect the region nationally and internationally.



Bottled Ocean 2118 by George Nuku

Photo Credit: Kirsten Simcox

Focus Two

Toi-tū te tāngata toi / Creativity

Creativity and creatives themselves play a key role in shaping and expressing the identity of Hawke's Bay's people and places. To support them in their endeavours this framework prioritises the improvement of resources and offerings that develop their knowledge and skills. This may be providing opportunities for young people, for emerging artists or for established and professional practitioners. It also includes growing the knowledge of our audiences and arts participants.

Priority

Why

Grow youth participation

Enabling youth pathways into creative practice and supporting youth participation in the arts, works to grow a strong future for young people. It also benefits individuals through strengthened sense of identity and connection to culture and place. These in turn build personal and group confidence and empower self-expression. Investing in youth is investing in the future of Hawke's Bay's creative sector.

Uphold and grow
creative knowledge

Supporting opportunities to improve creative practice, grow knowledge and broaden experiences, professionally and creatively, benefits individuals, the creative sector and the wider community. It also feeds back into the industry as creative fuel and inspiration.

Create pathways
for professional
development for
practising creatives

Creatives often work in isolation or in small groups. This can limit access to funding, markets or opportunities for continued development. To build capability, agencies and organisations can support creatives in their pursuit of education, employment and enterprise opportunities.

How

- Encourage organisations and agencies to provide opportunities for youth to participate in arts and culture activities.
 - Support public facilities and providers to create programmes and activity for youth participation.
 - Provide high-quality arts experiences in Hawke's Bay, turning inspiration into aspiration for young people.
-
- Support the instigation of knowledge-sharing hui.
 - Encourage residencies and exchanges.
 - Encourage and support sector-wide professional development and learning.
 - Actively support the creative industry to connect nationally and internationally.
-
- Enable the provision of information and tools to guide and support career development.
 - Support agencies, organisations and programmes to enable the pursuit of development pathways.
 - Ensure opportunities for professional development are known and accessed by practising creatives.
 - Fund activities that prioritise sector capability.



'Stretch' at Pecha Kucha

Photo Credit: Pecha Kucha Hawke's Bay

Focus Three

Toitū / Sustainability

Gaining and maintaining momentum can support the whole creative industry as well as individuals involved through their practice, or through governance and management roles. To have lasting benefits, initiatives and commitments need to be strategic and long-term. For the sector to grow and contribute fully to growth in the region requires sustainable infrastructure and an ongoing ecosystem of support. This framework prioritises regional collaboration, securing resources and embedding the creative industry into policy-making.

Priority

Why

Enable sustainable work practices

Collaboration between creative agencies, organisations and institutions is vital but can be challenging to achieve. So too is collaboration across sectors such as health and education. Collaboration widens access to opportunities, strengthens reach and provides improved connections with new networks. Cross-pollination, innovative practice, new ideas and shared learning are all benefits that make collaboration a key priority.

Secure sustainable resourcing

Sustainable funding for core operations is an imperative to maintain momentum. Without secured resourcing endeavours can be short-lived or completed prematurely before full benefit is realised. Resourcing is essential to ensure planning, programmes and portfolios can reach their potential.

Embed into regional policy

Activities, aspirations and aims of the strategic framework require support in terms of local and regional infrastructure. This support is solidified through incorporating Toi-tū principles into TLA and support agencies' ways of working. Stakeholder organisations can help realise the framework's focus areas by prioritising resourcing and policy making towards its goals.

How

- Support cross-sector creative hui.
 - Encourage organisations and businesses to include creatives in their work.
 - Support collaboration between learning institutions and TLAs to mentor youth practice and entrepreneurial knowledge.
 - Attract practising artists to be based here by offering inexpensive, interesting places to work from.
 - Grow the region's innovation industry by encouraging risk-taking and supporting research and experimentation.
 - Succession plan by supporting the development of young people to participate in arts clubs and programmes.
 - Actively support organisations, groups and entities who bring the arts into schools.
-
- Identify secure and sustainable sources of funding for initiatives and ongoing activities and operations.
 - Invest in the necessary infrastructure to bring creativity together with business skills.
 - Collaborate with TLAs across the region in applying for growth funding.
 - Help collaborative projects to achieve funding.
 - Improve communication and information-sharing platforms and opportunities for creatives.
 - Restore and conserve environments essential to Māori creativity especially harakeke, raupō and other fibres to nurture emerging Māori craft.
-
- Work with TLAs and partnership agencies to embed Toi-tū in economic and social policy.
 - Identify ways to adopt Toi-tū into planning across Council work programmes.
 - Support the inclusion of Toi-tū imperatives into funding approaches and application.
 - Collaboratively develop a plan to promote the arts and creative industries.



Well-being and the Creative Sector

Creativity is intrinsically linked to social benefits, a buoyant economy, cultural connection and expression, improved environments and a sense of place and identity. Investment in creativity then is investment in people, their communities and their well-being.

The creative sector is central to the renewed focus on well-being as core to local and central government initiatives and actions. The value of creativity to the region can be measured in terms of the four community well-beings of local government: social, cultural, economic and environmental. Aligning in this way provides a means for the region's creative sector to connect its outcomes with national authorising bodies such as central government and Creative New Zealand to expand the region's reach and achieve its potential.

Challenges

In a contestable funding environment, ways of targeting and measuring value and impact are required for the sector to justify investment and ensure it is delivering desired outcomes and impacts.

Toi-tū makes a commitment to knowing which events, projects and programmes are being funded and which potential and realised audiences gain benefit from those investments. A vibrant creative sector means 'access for all', and a thriving creative environment is marked by the diversity of its participants. Identifying where audience gaps are will help ensure responsible investment results in the region's full population being able to access creativity opportunities and experiences.

Actions

In preparing Toi-tū, outcome frameworks at a central and local government level were explored. Empirical research on the value of the arts was also reviewed, including seminal work from the British Arts Council. Creative New Zealand was included in the workshop phase of Toi-tū to share their current public value chain work and to assist in the development of value measurement models.

The review highlighted recurring themes in describing the value and benefits of investment in the arts:

Self-development:

Cognitive ability and sense of identity and self-confidence.

Civic engagement:

Enhancing engagement and participation in civic activity and community.

Community development and regeneration:

Development of vibrant places and spaces.

Economy:

Contribution of creativity to innovation, enterprise and visitor economy.

Health and well-being:

Contribution to both cognitive development and physical well-being.

Education:

Value of creative thinking and analytical skills to enhance wider educational achievement.

Value measurement tool

The Toi-tū measurement model has been developed in line with well-beings central to the Government's Treasury Living Standards Framework and Local Government New Zealand's realigned community well-beings model. Cultural, economic, social and environmental well-being are the guiding factors of the Toi-tū value measurement tool.

From here, outcomes statements have been developed that align creative values, community well-beings and kaupapa Māori. These have then been used to create indicative prompts designed to give individuals, groups and organisations a tool to ensure their projects, plans, portfolios, programmes and policies are delivering to the strategic framework held in Toi-tū. The value measurement tool is designed as a common model useful across organisations, agencies, governance bodies, groups and initiatives to align effort and reporting. This will enable wide measurement of impacts and value over time.

Existing and future measurements have also been aligned to each community well-being and its associated kaupapa Māori values. These measures can be applied at two levels: population measures that identify the impact of the arts over time for the wider community; and, performance measures that can be applied to specific projects to measure impacts on participants.

Performance measures

Performance measures provide a means of measuring outcomes and impacts for consumers and participants of programmes, projects and events. A combination of measurements is preferred: 'portfolio' level measured across a range of programmes, and 'sample surveys' with participants at specific programmes, projects or events.

Population measures

Population measures are currently held by Creative New Zealand at a national and regional level. Toi-tū adopts these current measures published by Creative New Zealand, with the exception of environmental well-being where no current measures exist. Population measures look at wide community impact over time for the population at large.

Creative New Zealand Audience Atlas Survey identifies the percentage of the population who:

- Identify that the arts help define who we are as New Zealanders.
- Learn about different cultures through the arts.

Creative New Zealand attendance, participation and spending rates measure the value of creativity to the community in terms of social and economic well-being. This includes specific reasons for engaging in the arts, such as visiting attractions and expanding horizons.



Ngā Pou o Heretaunga
Photo Credit: Eva Bradley

Four well-beings and measuring value

Cultural well-being

Tūrangawaewae

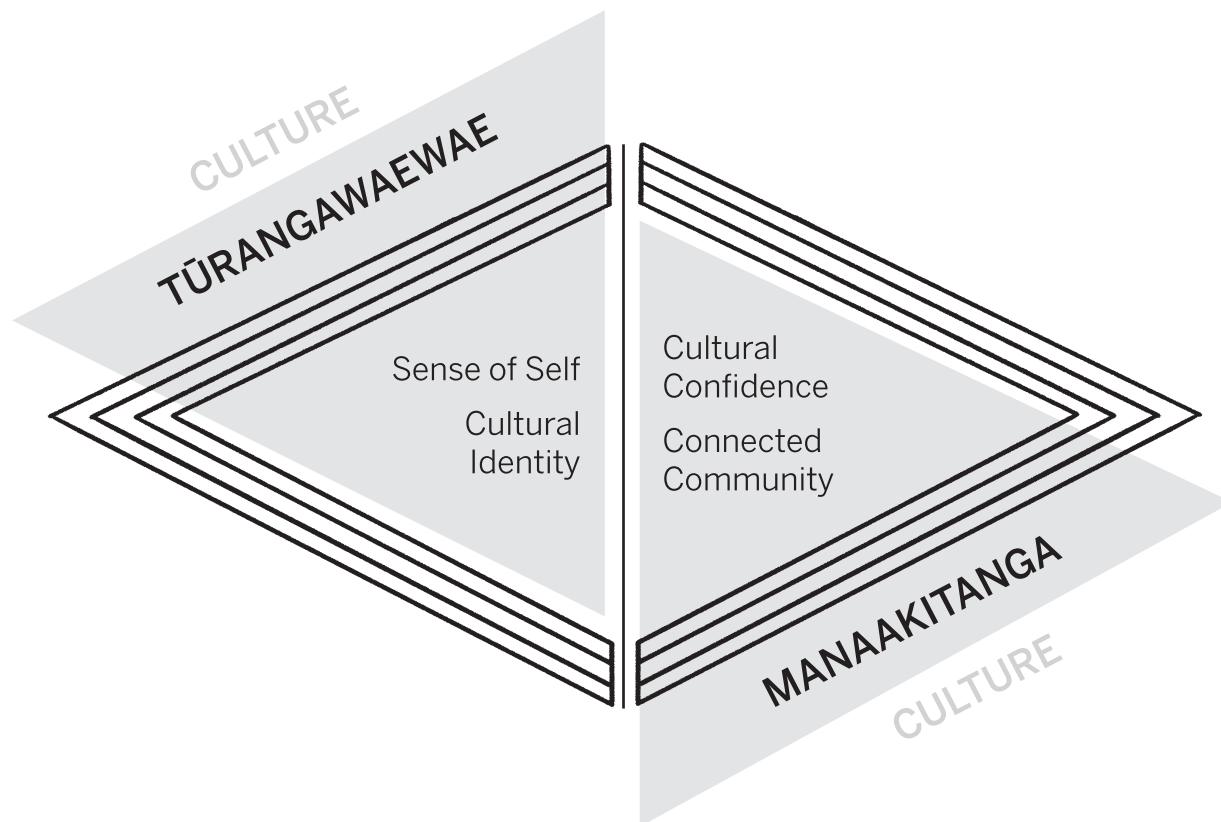
Tūrangawaewae is about having a place to stand secure in your identity, with the self-confidence to express yourself with conviction and authority.

Creative practice provides the opportunity to do this through the exploration and expression of culture and identity at both a personal and collective level.

Manaakitanga

Manaakitanga is about hospitality, respect and reciprocity. Mana-aki means to uplift and uphold the mana of others. It is a practice that recognises and celebrates the culture and identity of others, while sharing the best of what you have with them, so has a focus on quality and excellence.

Creative practice provides the opportunity for cultural expression, cultural exchange and building cultural empathy, in a manner that acknowledges, embraces, respects and celebrates cultural diversity.



Performance measures

1. Number and range of investments that contribute to expressing and building regional identity (Portfolio level).
2. Number and range of local investments that gain national and/or international profile (Portfolio level).
3. Percentage who believe engagement in arts & culture strengthens their sense of regional identity (Sample survey).
4. Number and range of investments that contribute to celebrating cultural diversity in Hawke's Bay (Portfolio level).

Four well-beings and measuring value

Social well-being


Whanaungatanga

Whanaungatanga is about inclusion. It is about embracing others like whānau and actively seeking to form kinship bonds with others, whether through genealogical connection or shared interests.

Creative practice provides opportunities for whanaungatanga through sharing, engaging and participating. It can help with building bonds, connections and a culture of care with others, at an individual, group and community level.

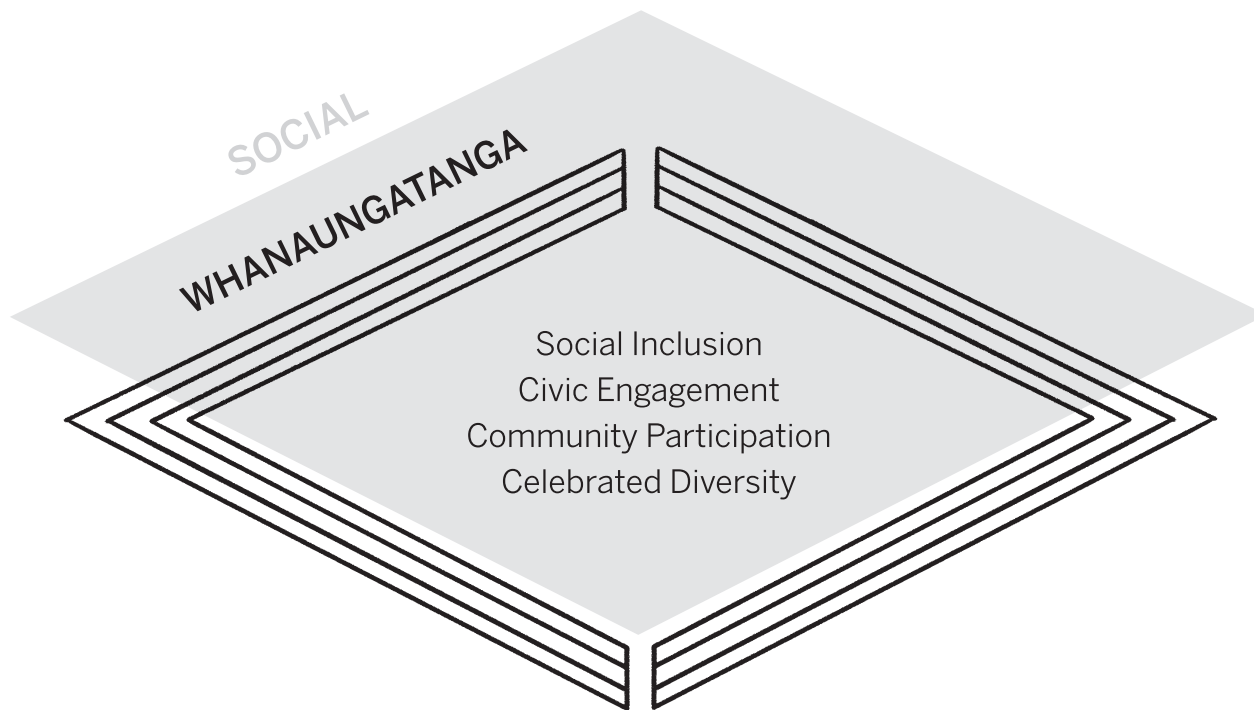
“Art and wellbeing, the idea that creativity and joy should never be just the domain of the privileged few, but accessible to all, isn't new, but hopefully it's coming of age.”

Prime Minister, Jacinda Ardern, 2018



Kurt Yates at Harcourts Hawke's Bay Arts Festival 2018

Photo Credit: Tim Whittaker



Performance measures

1. Attendance and participation rates (Portfolio level).
2. Percentage of people who believe engagement with arts and culture increases their engagement with community (Sample Survey).

Four well-beings and measuring value

Economic well-being

Pōtikitanga

Pōtikitanga (from pōtiki meaning youngest child) is about embracing the enquiring mind and adventurous spirit of the young. It's about daring to dream, daring to challenge and daring to try new things. It refers to the creative economy and innovative practice in particular.

Within creative practice it is the creative spark and the fuel of innovation and enterprise. It is about realising the potential of the creative economy, whether building creative practices and endeavours, or the application of creative skills for innovation and enterprise.

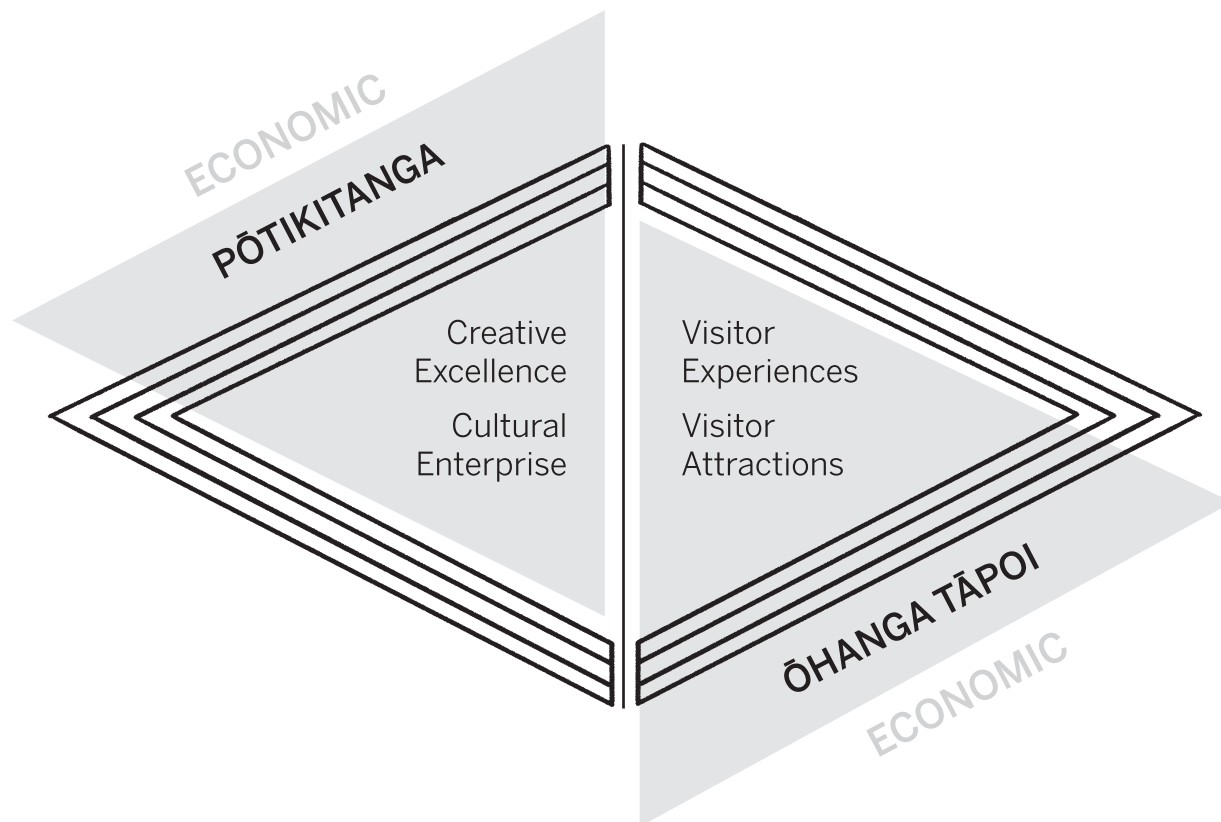
Ōhanga Tāpoi

Ōhanga Tāpoi refers to tourism and the visitor experience economy. It recognises the role and value of arts, culture and creativity in visitor attraction and experience development and delivery.



'Growing for nourishment' by Kirsten Le Bon at Edible Fashion Awards 2018

Photo Credit: Kevin Bridle Photography



Performance measures

1. Number and range of investments that provide opportunities for education, employment and enterprise (Portfolio level).
2. Percentage of youth who believe arts, culture and the creative sector can provide opportunities for education, employment and enterprise (Sample survey).
3. Percentage of creative practitioners engaged in education, employment and enterprise (including tourism) in arts, culture and creative practice (Sample survey).



Revolutionary Arts Ensemble at Fringe 10th 'Stings 2018

Photo Credit: Simon Cartwright

Four well-beings and measuring value

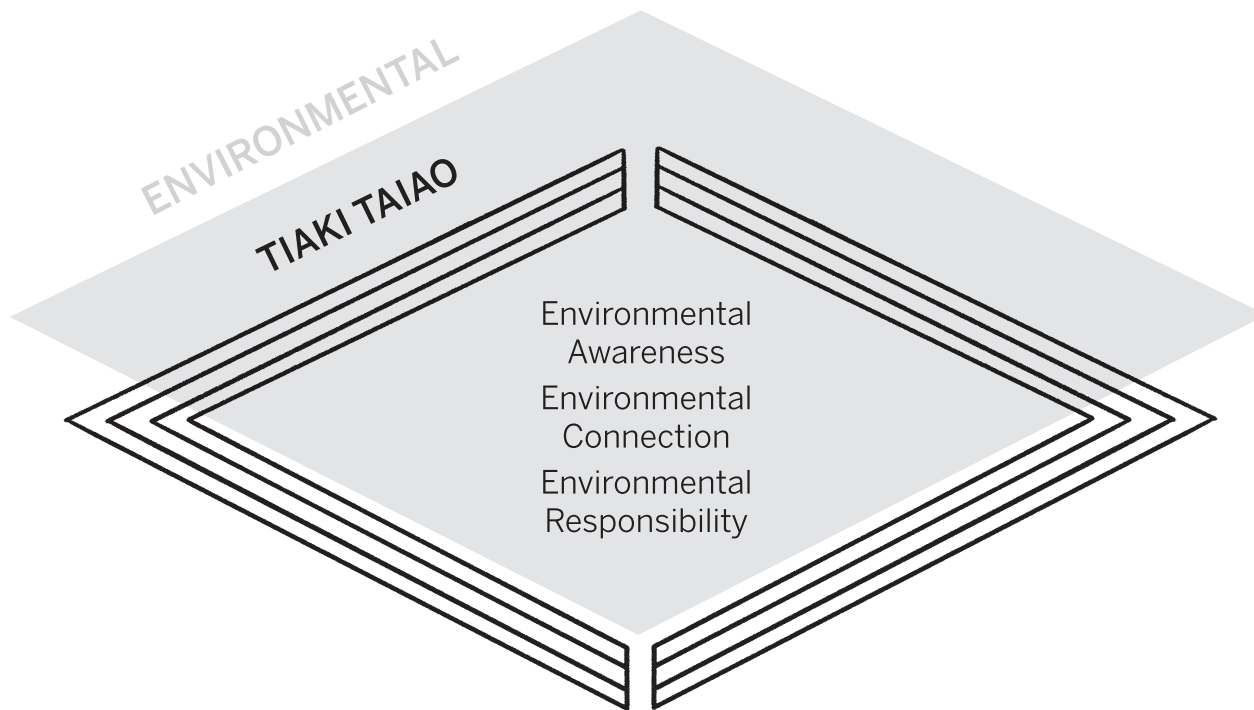
Environmental well-being

Tiaki Taiao

Tiaki Taiao simply means to care for the environment and the planet.

In creative practice this value is about fostering and supporting creative practice that contributes to improving environmental outcomes. This may be through the power of arts to communicate and respond to environmental agenda, through raising visibility and awareness of environmental issues, or the application of creativity to tackle environmental issues in new and innovative ways.

It is also about exercising environmental responsibility through creative practice, whether that be creative practices like upcycling waste materials for creative expression, through to a commitment to environmental care in the creation of urban spaces, landscapes and built environment.



Performance measures

1. Number and range of investments that contribute to learning and environmental agenda (Portfolio level).
2. Number of environmental projects and investments that restore natural environments, sustaining resources critical to Māori creativity (Portfolio level).
3. Number and range of investments where creative practice is incorporated into environmental projects (Portfolio level).

Toi-tū strategic framework checklist

The following checklist has been developed to assist project managers, policy makers and portfolio holders to self-assess work in terms of the framework set out in Toi-tū. These questions have been written in line with the population and performance measures. They are posited in terms of yes/no answers to give a 'quick and easy' indication of how projects, plans, policies, programmes or portfolios overall are delivering positively to the creative industry and community well-beings. They should form part of the process of delivery of work rather than a formal assessment. Questions are designed to prompt discussion, fine-tuning or re-thinking during the conceptual stage of work.



Students from Kimi Ora and Flaxmere College
paint a mural at Flaxmere Community Garden 2018

Photo Credit: Simon Cartwright

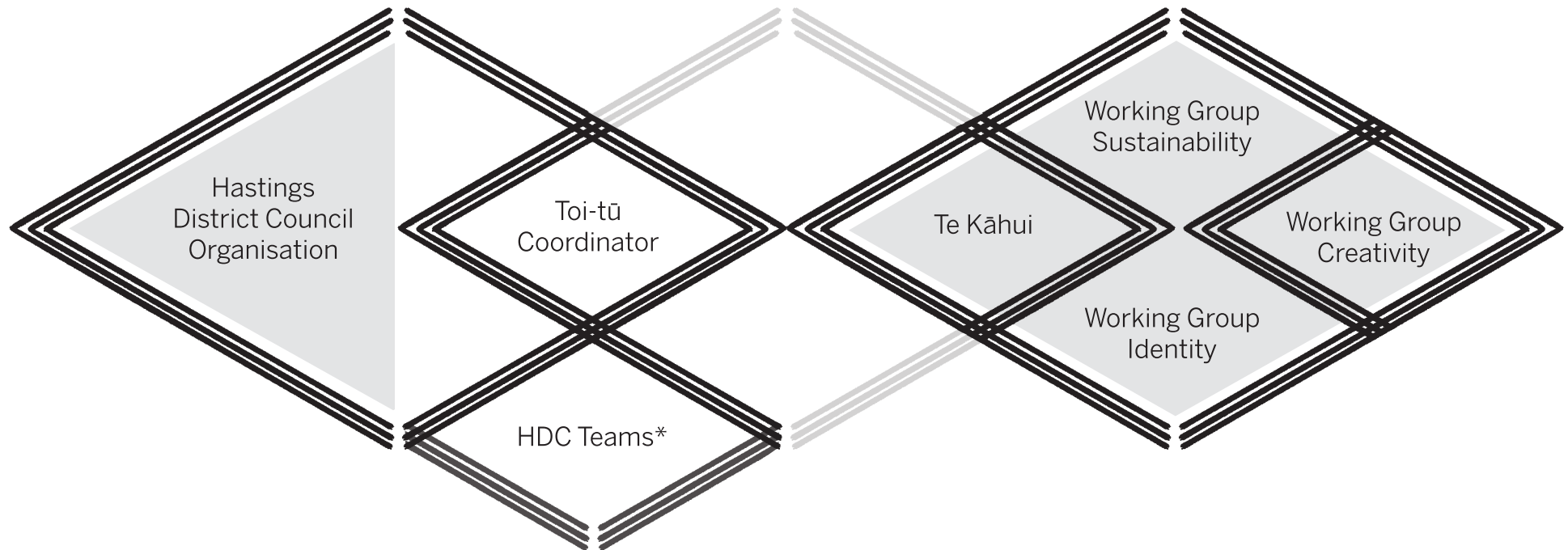
Does your Project, Plan, Programme, Portfolio and/or Policy respond to Toi-tū?

Yes No

1	Does it express identity of this region, its people and places?		
2	Can it gain positive regional, national, international profile?		
3	Does it foster inter-cultural exchange?		
4	Does it offer opportunities for cultural connection?		
5	Have potential barriers to participation in it been addressed?		
6	Does it encourage community inclusion?		
7	Does it celebrate cultural diversity?		
8	Does it support creative sector employment and enterprise?		
9	Are visitor experiences of the region enhanced by it?		
10	Does it contribute to environmental awareness?		
11	Does it contribute to a sense of place?		
12	Does it exhibit and foster environmental responsibility in practice?		

Leadership

Toi-tū recognises establishing strategic leadership as a critical component for long-term and sustainable success of the creative industry. Toi-tū, therefore, proposes the formation of a strategic leadership group. This would see representation from the creative industry, but also leadership that reflects and contributes to all domains of shared interest, from politics, to enterprise and economy, to health and well-being.



*Community Facilities and Programmes, Economic Growth & Organisation Improvement, Human Resources, Planning and Regulatory Services, Asset Management,

Toi-tū proposes the establishment of a cross-sector leadership group 'Te Kāhui Toi-tū' that:

- Advocates for Hawke's Bay from a creative perspective and as a creative region;
- Ensures responsible investment of ratepayer and other investor and stakeholder funding in creative initiatives;
- Communicates progress to contributing territorial authorities and other investors and stakeholders on a regular basis; and,
- Identifies and assesses potential actions to facilitate the delivery of Toi-tū.

It is recommended, Te Kāhui Toi-tū leadership forum meet three times a year to explore and determine regional agenda, issues, opportunities and priorities. Alongside this, committees should be used, meeting more regularly, to lead specific areas of strategic focus. These will comprise a chair and members from Te Kāhui Toi-tū, with co-opted expertise, where relevant, to specific areas of strategic endeavour, for example Identity, Creativity, Sustainability.

Toi-tū proposes a one-year transition for Te Kāhui Toi-tū into an independent trust organisation with a regional mandate eg. Ngā Toi Hawke's Bay.

Te Kāhui Toi-tū will comprise the following organisations and community representatives committed to taking an active role in implementation:

- Ngā Toi
- Ngāti Kahungunu
- Tourism Hawke's Bay
- Eastern Institute of Technology
- Landmarks Trust
- Business Community
- Health Sector
- Social Sector
- Cultural Institutions
- Creative Community
- Hastings District Council
- Napier City Council
- Hawke's Bay Regional Council
- Wairoa District Council
- Central Hawke's Bay District Council
- Creative New Zealand

It is also recognised that leadership requires operational ability to execute directions and deliver on actions. Toi-tū proposes a facilitation role be established and resourced that can:

- Facilitate the leadership group and provide administrative functions to it;
- Take operational responsibility for the delivery of strategic initiatives;
- Broker necessary partnerships, resources and agreements needed for the delivery of strategic initiatives;
- Manage strategic partnerships and alliances for delivery; and,
- Act as a key coordinator and communicator for Toi-tū.

In the first instance, it is proposed such a role be hosted by Hastings District Council until such time as the leadership group is well-formed and the necessary infrastructure in place to support ongoing resourcing and operations. Transition of Toi-tū governance and facilitation may be rolled-out over a 12-18 month period.

Projects

Current and future projects across Hawke's Bay will benefit from the adoption of the Toi-tū Hawke's Bay Framework. A wide variety of projects is already in the pipe-line and the success of this work can be supported by a comprehensive and strategic approach to their roll out. These projects are being led by the region's councils and support agencies in partnership with community and established creative practitioners.

Hastings & Napier Pocket Park

Hastings & Napier Laneways

Public Art Policy

Wāhi Tapu

Region-wide entry statements

Water storage project

Landmarks projects

Hastings Civic Square

Public Art Walking Tours

Te Matau-a-Māui Arts & Heritage Trail

Harcourts Hawke's Bay Arts Festival

Blues Festival

Fringe in the 'Stings festival

Municipal Building redevelopment

Blossom Festival

Hastings Alive/Proud

Flaxmere community development

Kimi Ora Community School

Gallery & Library redevelopment

East 200 Block, Hastings

Arts Precinct inc. Quest Hotel

Eat Street

Open Storage Project (Heretaunga Taonga)

Youth Festival

Ngā Pou o Heretaunga augmentation

Keirunga Hub - theatre & exhibition
space redevelopment

Creative Community recipients

Hawke's Bay Airport building &
site development

Whakatu Arterial project

EAST: Hawke's Bay Art review

The National Aquarium development

Ahuriri Estuary Regional Park

Te Mata O Rongokako park development



Selina Tusitala Marsh, Poet Laureate 2018

Photo Credit: Florence Charvin

Putting the framework into action

Think regional

Toi-tū focuses on identifying regional agenda, without prescribing how those agenda should be realised, so as to enable a range of approaches for implementation across the wider Hawke's Bay region. As the sponsoring organisation, Hastings District Council is committed to implementing the framework through policy, plans, programmes and projects, some of which present immediate opportunity for implementation. A dual approach supports the longer term development of an industry-led regional approach, while directly implementing the framework within Hastings District Council.

1. Build relationships

- a. Work with councils across Hawke's Bay on an aligned regional approach to arts, culture and creative sector development
- b. Work with other agencies, sector organisations and stakeholders to foster and build collaboration
- c. Support the development and establishment of regional arts, culture and creative sector leadership and partnerships
- d. Connect to funders, policy-makers and practitioners at a national level.

2. Align with partners

- a. Identify opportunities for regional synergy and proactively leverage those opportunities
- b. Seek opportunities for alignment with other regional agenda such as Matariki Regional Economic Development and Social Inclusion Strategy
- c. Develop aligned regional policies and approaches to support Toi-tū.

3. Support projects

- a. Identify and support projects, events and activities that can deliver regional outcomes aligned with Toi-tū
- b. Work with partners to identify, develop and deliver opportunities and regional projects aligned with the Toi-tū Strategic Framework.

Putting the framework into action

Act local

Alongside regional imperatives Hastings District Council can take a lead role in the implementation of Toi-tū by activating specific focuses within their existing work programmes. Hastings District Council's use of Toi-tū will also act as a pilot for implementation and roll-out of the framework by other organisations. From there Toi-tū can be migrated to creative industry-led ownership in a way that supports sustainability. This will help to ensure successful outcomes for the Toi-tū framework and its value measurement tools.

1. Build leadership

- a. Adopt the Toi-tū Strategic Framework
- b. Engage a regional governance group to support Toi-tū
- c. Champion the adoption of the framework across the region
- d. Establish a mechanism for cross-divisional co-ordination to roll-out Toi-tū across HDC programmes and portfolios.

2. Align with policies and portfolios

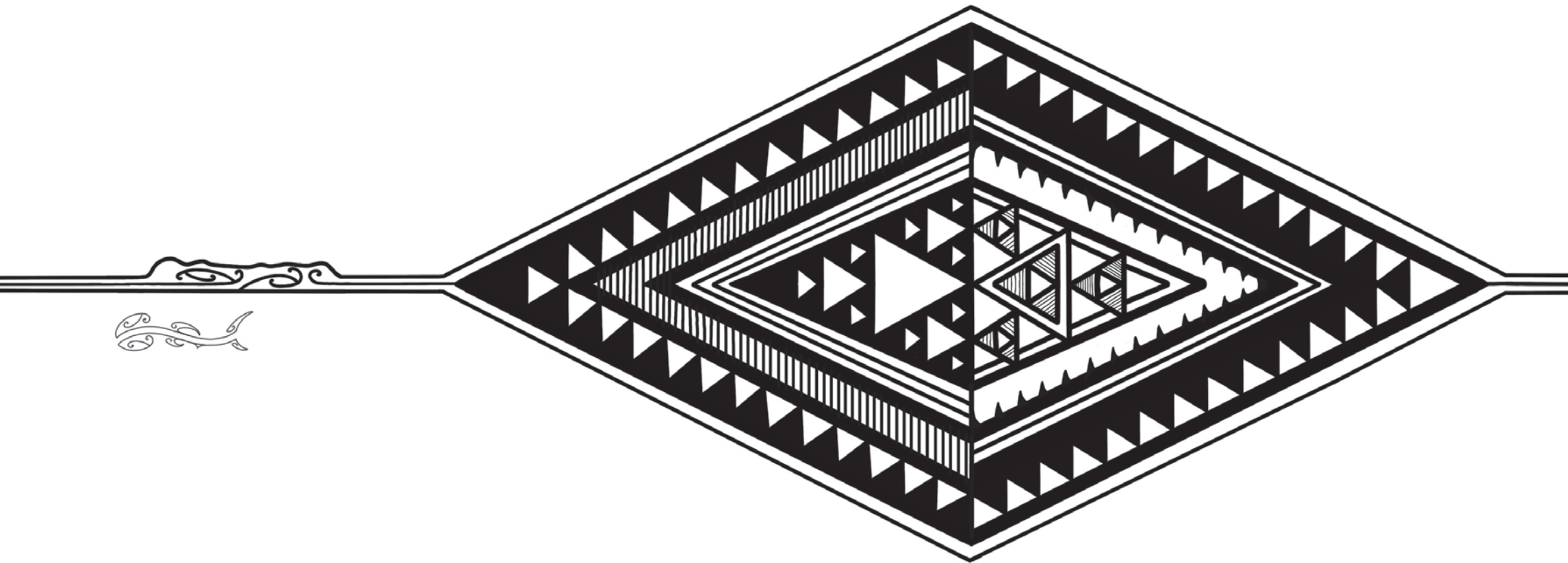
- a. Introduce cross-discipline working enabled by a Toi-tū coordination resource
- b. Commit to Toi-tū value measurement tools and resource their use
- c. Align organisational performance targets and accountability with the Toi-tū measurement tools
- d. Adopt and create policy to support the implementation of Toi-tū, such as public arts policy and Te Aranga Cultural Landscape Principles
- e. Review organisational infrastructure, aligning programmes and processes with Toi-tū.

3. Initiate projects

- a. Identify opportunities to express regional identity through place-based design
- b. Seek opportunities to uplift the profile of a full range of Hawke's Bay's creatives in public and civil projects.

Toi-tū Tāniko

The pattern featured throughout this document was designed by tā moko artist Tāmanuhiri Russell (Ngāti Kahungunu, Kai Tahu) as a creative response to the aspirations and objectives of the Toi-tū Strategic Framework.



As a whole, it is based on a pātiki pattern found in tāniko, raranga and tukutuku work. **It represents the weaving together of people and ideas; working with each other and making connections.**

The line that runs through the design represents landscape and a sense of place in its horizontal variant and genealogy when vertical. In both senses, **sustainability is the principal meaning.**

At the centre of the Toi-tū tāniko, is a series of triangles working in relationship to each other. The largest is the Toi-tū kaupapa - **Uplift our creativity to uplift our people** - around this are our three focus areas and around those, our priorities.

Holding these core work areas, double triangles with vertical and horizontal lines represent the measurement of **value, setting of goals, achieving learning steps and making progress side by side.**

Around the whole is the concept of **leadership that elevates people and their creative practice, through supporting opportunities to work, grow and learn.**

To the left, beneath Bluff Hill, Moremore the taniwha child of Pania of the Reef can be seen. To the right, above Te Mata-o-Rongokako, the kāhu flies.



Stakeholder engagement has included hui with:

Pacific Crystal Palace Spiegeltent at the
Harcourts Hawke's Bay Arts Festival 2018

Photo Credit: Tim Whittaker

Hastings District Council

Napier City Council

Ngāti Kahungunu Iwi Inc

Creative New Zealand

Arts Inc

Harcourts Hawke's Bay Arts Festival

Ngā Toi Hawke's Bay

Toi Mairangi

Festival Opera

Kahurangi Dance

Ngāti Kahungunu Rūnanga Arts and Culture Board

The Drama Workshop

Keirunga: The Creative Hub

Cape Coast Arts and Heritage Trust

Hawke's Bay Youth Theatre

Hawke's Bay Secondary Schools

David Trubridge Design

Hawke's Bay Tourism

MTG Hawke's Bay

Hawke's Bay Opera House Arts Precinct

Hastings City Art Gallery

Eastern Institute of Technology

Parlour Projects

BayBuzz