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To: Northland Regional Council, Finance Committee  
From: Hinurewa te Hau, General Manager, Creative Northland  
Laura Burns, Operations Manager, Creative Northland  
Date: 6 August 2015  
Re: 2014/2015 Final Report: 1 July 2014 to 30 June 2015

**Background:**

Creative Northland would like to express our gratitude to Northland Regional Council for your continued operational support. The annual financial contributions by NRC have allowed Creative Northland to leverage these dollars with other funders on a project by project basis which have increased opportunities for Northlanders to engage with the arts and improve our creative industries through professional development and networking opportunities.

With our newly developed Strategic Plan and Business Plan for 2015-16, Creative Northland is strongly focused on empowering and enabling Te Tai Tokerau’s creative sector to grow, through strong leadership, advocacy and promotion that will in turn build business acumen and foster economic growth within the sector. This is supported by our commitment to operate as a best practice organisation, demonstrating integrity, respect, transparency, accountability and sustainability in all aspects of the business that align with the council’s outcomes, values and area of focus.

**Below is how Creative Northland encouraged growth opportunities in the Creative Sector that align with NRC’s long term plan to “Build a business friendly environment that encourages business growth and employment opportunities” over the last twelve months.**

**Key Performance Indicatorst:**

<p>The following objectives, measures and targets have been developed by Creative Northland and Northland Regional Council staff to align and report on Creative Northland’s contribution to the region, as outlined by one of the six community objectives established in Northland Regional Council’s Long Term Plan to:</p> <p>“Build a business friendly environment that encourages business and employment opportunities” in the creative sector.”</p>			
Objective for the 2014/15 financial year	Indicator	Target	Outcome
<p><b>Engaging the Creative Sector, as aligned with section 4B in the CHART/Creative Northland Business Plan</b></p>	<p>Consultation with the regional artists and creative businesses</p>	<p>Host 3 networking events for the creative sector in the 2014/2015 year</p>	<ul style="list-style-type: none"> <li>• CA5 Kaitaia-July 2014 24 attendees</li> <li>• Northland Business Awards entrant networking event, Whangarei -Oct</li> <li>• CA5- Regional invite to Sculpture on the Shore-Nov 32 attendees</li> </ul>

			<ul style="list-style-type: none"> <li>• CA5- Kerikeri – May 2015 22 attendees</li> </ul>
<p><b>Sector Professional Development/Marketing &amp; Branding, as aligned with section 10A and 10D in the CHART/Creative Northland Business Plan</b></p>	<p>Increased Awareness of the Creative Northland Brand and regional community</p>	<p>Securing 3 opportunities for Northland artists outside of the region</p>	<ul style="list-style-type: none"> <li>• <b>Sculpture on the Shore 10 Northland Artists represented</b></li> <li>• <b>2 Northland Artists' work in Chorus Calendar, with National Distribution</b></li> <li>• <b>26 Art Based businesses subscribed to the 2015-2017 Northland Art Guide, to be distributed at 56 Auckland and Northland outlets via Jason's</b></li> <li>• <b>Introduction and facilitation for the inclusion of Northland artists in the national publication, New Zealand Artist Magazine, distribution of over 2000.</b></li> </ul>
	<p>Delivering professional development and business opportunities for the creative sector</p>	<p>Offer 3 relevant workshops to the sector in the year</p>	<ul style="list-style-type: none"> <li>• <b>Mana Wahine-Dance Masterclass-</b> <b>July Whangarei 7 attendees</b> <b>July, Kerikeri- 8 attendees</b></li> <li>• <b>The Whale Rider – August</b>  <b>Theatre process Q&amp;A- Kaitaia, Kerikeri, Whangarei</b> <b>3 Schools met with cast and crew in Kerikeri</b> <b>4 schools met with cast and crew in Whangarei</b></li> <li>• <b>Achieve More with Social Media Workshop Whangarei &amp; Kerikeri, January 2015, over 65 attendees</b></li> <li>• <b>Workshop by CNZ Senior Community Arts Advisor Briar</b></li> </ul>

			<p><b>Monro on project funding priorities and application process for CNZ in January 2015, Whangarei, 35 attendees</b></p>
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Creative Northland shared a link  
Posted by Laura L. Burns on November 11, 2014

In case you missed the contemporary dance workshop in Whangarei:

**DID YOU KNOW:** Okareka Dance Company will also be holding a MasterCLASS at the Turner Centre on FRIDAY 16th JULY. This is a brilliant opportunity to learn closely from some of New Zealand's leading professional dance artists. This two-hour long masterclass consists of contemporary technique, learning show repertoire, and choreographic and/or partnering basics. Followed by a Q&A. Entry is \$20 per person and can be booked at the Box Office. For Enquiries please contact Natalie@okareka.com

Creative Northland shared a link  
Posted by Laura L. Burns on November 11, 2014

There are a few seats available on the bus trip to @NZ Sculpture OnShore. Bus is \$20 return leaving from the Quarry Arts centre at 8.30am this Thursday. Should be back at 4.30-5pm. Entry to the exhibition is \$15 or \$10 concession, proceeds to Woman's Refuge. Let us know if you want to join us.

NZ Sculpture OnShore :: Kona

Artist: Aileen Lamb and Aaron McConchie talk about exhibiting at NZ Sculpture OnShore, and how important it is to support the work of Women's Refuge.

454 people reached



Creative Northland  
Posted by Laura L. Burns on June 22, 2014

Come visit us this Saturday!

Matariki - 7 sisters - Maori women storytellers of Te Tai Tokerau (free event)  
Saturday, June 29, 10:14 AM  
Whangarei Arts Museum in Whangarei, Te Tai Tokerau



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**BUSINESS PLAN 2015 - 2016**

### **Creative Northland Synopsis**

Creative Northland as a regional body aims to assist art funders, art advocates, and art organizations, make connections between arts programs, businesses and the civic agenda.

Change brings new efforts to develop better logic models and measurement systems for assessing the impact of investments in culture and creative industries.

Creative Northland will endeavor to present a clearer vision of what a creative community looks like as we have an ongoing commitment to making sure that the arts and cultural sector in Northland is dynamic, thriving, influential and productive.

The Business plan is a tool to build 'creative capital' across our region, districts and communities. Foremost in our mind is ensuring participants in the creative sector are asked to consider what conditions are optimal for creativity to flourish in a community like Tai Tokerau.

The Creative Northland framework values both the intrinsic and instrumental benefits of art, culture and creativity. Our framework cannot be solely economic as there is no 'creative economy' without creative humans. Our focus is on nurturing creative humans, and the economic benefits will follow.

At the community level 'creative capital' for us is -

1. Creatively engaged youth and families
2. Creative workforce and work opportunities for creative professionals
3. Positive social norms around creativity
4. Local support for artists and arts organizations
5. Public policies that foster creativity and community engagement
6. Visible signs of creativity in the community

When creativity is visible around every street corner, seen in every window, heard in every home, tasted in every kitchen.

When you cannot avoid it, then your community will understand itself as a creative place.

*(Dr Ann Markusen, Professor, Director of the Institute's Project on Regional and Industrial Economics, University Minnesota)*

## **Creative Northland Strategic Overview**

### **VISION**

Northland is a collaborative, creative and vibrant arts region, where the creative sector is acknowledged, valued and celebrated for its vital contributions to our culture, heritage and economy.

### **MISSION**

To grow and promote the capacity and capability of the creative sector across Northland by providing leadership, advocacy and a collaborative voice for the creative sector in Tai Tokerau.

### **OBJECTIVES**

**These are the objectives we will aim to meet in order to achieve our vision:**

- Empower and enable Tai Tokerau's creative sector to grow
- Provide leadership and advocacy for Tai Tokerau's creative sector
- Actively promote Tai Tokerau's creative sector, within Northland, across New Zealand and offshore to encourage business acumen and positive economic growth
- Build, maintain and sustain key relationships - with existing and potential partners, funders, iwi, the creative sector of Tai Tokerau and the wider community as a whole
- Operate as a best practice organisation, demonstrating transparency, accountability and sustainable business practiced across all aspects of the business, including people, finances and planning

**Priority Objectives**

<b>OBJECTIVE</b>	<b>INITIATIVES / ACTIONS (WHAT/HOW)</b>	<b>OUTCOMES (WHY)</b>	<b>Who</b>	<b>DUE</b>	<b>MEASURE</b>
<b>Enable and empower Tai Tokerau's creative sector to grow</b>	1. Review of organisational membership model	– CN members feel supported and understand how CN can assist them	Operations	2015	– Current membership programme reviewed; alternatives models researched and evaluated
	2. Actively seek new information around the creative sector and disseminate to members via regular communications	– CN members (new and existing) feel engaged and informed through regular communication	Operations	Ongoing	– Regular information from regional and national creative sector gathered and disseminated to members – Regular Mailchimp newsletters
	3. Define infrastructure / database requirements to ensure memberships are actively managed into the future	– Records of members and memberships are well kept for future reference	GM / Operations	2016	– 4 workshops held to inform, assist, upskill members in subjects as agreed with them
	4. Run regular workshops, sharing expertise that will empower the creative sector	– CN members are supported through practical hands-on workshops to enhance their efforts to grow and support the creative sector	GM	2015	– Review of C3P plan completed; recommendations made to Board
	5. Revisit 'C3P' planning, in consultation with existing stakeholders to review effectiveness and alternative options	– Future of C3P is clearly evaluated, to determine whether it is providing value to the organisation	GM	2015	– Capital Projects revised and metric models developed
<b>Provide leadership and advocacy for Tai Tokerau's the creative sector</b>	6. Research, source and/or produce information that affirms the key role the creative sector plays in our communities; and then disseminate that information to key stakeholders / partners	– Stakeholders and partners feel engaged, connected and informed	GM	2015	– Regular time is spent collating data, information and research to support importance of the creative sector on economic development – Regular information from regional and national creative sector gathered and disseminated to members
<b>Actively promote Tai Tokerau's creative sector, within Northland, across New Zealand and offshore to encourage business acumen and positive economic growth</b>	7. Pursue high profile events to be held in, or tour, Northland, if engaged to do so by key partners  8. Identify opportunities to engage with business community and other sectors, connecting the creative sector with funding opportunities and connecting business with corporate citizenship and community engagement opportunities	– Funding opportunities for creative sector are identified – Creative sector is promoted through media and relationships with other sectors	GM	2015, ongoing  2015  2015/ 2016	– High profile events are investigated and recommendations made to Board. – Sponsorship of Northland Business Awards 2015 – Funding opportunities secured for creative sector and joint ventures between creative and other sectors

<b>Build, maintain and sustain key relationships - with existing and potential partners, funders, iwi, the creative sector of Tai Tokerau and the wider community as a whole</b>	<p>9. Identify opportunities to grow economic base for CN through potential and existing relationships</p> <p>10. Engage with key roles in organisations to ensure sustainability of relationships</p>	<p>– Relationships are built and strengthened with NRC, WDC, Northland Inc, Northland Chamber of Commerce, the Northland Foundation and identified potential corporate partners</p>	<p>GM</p>	<p>2015/ 2016</p>	<p>– Philanthropic opportunities investigated with the Northland Foundation and corporate organisations</p>
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**Business Plan Objectives 1 July to 30th July 2015**

OBJECTIVE	INITIATIVES / ACTIONS (WHAT/HOW)	OUTCOMES (WHY)	Who	DUE	MEASURE
<b>Enable and empower Tai Tokerau's creative sector to grow</b>	1. Development of definitive communication programme to members	– CN members (new and existing) feel engaged and informed through regular communication		2015	– Organisational members clearly identified – Directory established, Database reviewed
	2. Actively seek new members to ensure all stakeholders and the creative sector are adequately represented	– CN membership grows, creating a stronger network with the creative sector		2015	– Communication programme developed to regularly communicate with members
	3. Run regular workshops, sharing expertise that will empower the creative sector	– CN members are supported through practical hands-on workshops to enhance their efforts to grow and support the creative sector		2015	– Review of C3P plan completed; recommendations made to Board
	4. Revisit 'C3P' planning, in consultation with existing stakeholders to review effectiveness and alternative options	– Future of C3P is clearly evaluated, to determine whether it is providing value to the organisation			- Collating of information, gathering of data, metrics developed

**Business Plan Objectives 1 July to 30th July 2015**

OBJECTIVE	INITIATIVES / ACTIONS (WHAT/HOW)	OUTCOMES (WHY)	Who	DUE	MEASURE
<b>Provide leadership and advocacy for Tai Tokerau's the creative sector</b>	1. Identify key roles in local and national government, local business and internationally and develop communications strategy to begin relationship-building	<ul style="list-style-type: none"> <li>– Positive relationships are maintained with key partners like CNZ, with a focus on aligning strategic objectives in areas like youth and Maori</li> <li>– Key relationships and successful role models are identified to assist with positive future growth</li> </ul>			<ul style="list-style-type: none"> <li>– Key roles identified in local and national government, local business and internationally</li> <li>– Communications strategy focused on relationship-building is developed</li> </ul>
	2. Hold regular meetings with key partners and peer organisations, as well as within the Northland creative sector, and identify and other opportunities for productive face-to-face engagement	<ul style="list-style-type: none"> <li>– Relationships with key partners and peer organisations, as well as within the Northland creative sector, are resilient, mutually beneficial, and based on trust and respect</li> </ul>		Ongoing	<ul style="list-style-type: none"> <li>– Bi-monthly meetings held with key partners and stakeholders / members</li> <li>– CN staff and Board well represented at key local events</li> </ul>
	3. Identify, establish and promote appropriate communication channels to connect with the creative sector	<ul style="list-style-type: none"> <li>– Regular communication channels are established and promoted for CN to connect with the creative sector</li> </ul>		2015, ongoing	<ul style="list-style-type: none"> <li>– Communication channels are established, and business sector, media and the public are aware of updates from the creative sector</li> </ul>
	4. Actively share appropriate information through and between creative and business sectors, media, and the general public, as well as nationally / locally				
	5. Identify key media partners and develop relationships, based on open sharing of information re. CN's strategic direction and the creative sector of Northland	<ul style="list-style-type: none"> <li>– Positive relationships are built with local media to provide advocacy and promotion for the creative sector</li> </ul>		2015	<ul style="list-style-type: none"> <li>– Relationships are developed with key media partners, at both staff and governance / management levels</li> </ul>

**Business Plan Objectives 1 July to 30th July 2015**

OBJECTIVE	INITIATIVES / ACTIONS (WHAT/HOW)	OUTCOMES (WHY)	Who	DUE	MEASURE
<b>Actively promote Tai Tokerau's creative sector, within Northland, across New Zealand and offshore to encourage business acumen and positive economic growth</b>	6. Link with existing events, tourism attractions and marketing publications	– Opportunities are identified to work collaboratively with existing events, attractions and publications to maximize exposure and opportunities for the creative sector		2015	– Mapping is completed of existing events, attractions and events in Northland and across New Zealand (as relevant)
	7. Educate the creative sector in aspects of business acumen and financial sustainability	– The creative sector better understands the principles of financial sustainability, and becomes self-sufficient through increased knowledge and accessing opportunities for growth		2016, ongoing	– Stakeholders in the creative sector are recognised as needing assistance – Required skills are identified and workshops / courses / education arranged to impart necessary knowledge – Positive changes are recorded in business performance and opportunities gained for stakeholders
	8. Identify opportunities to engage with business community and other sectors, connecting the creative sector with funding opportunities and connecting business with corporate citizenship and community engagement opportunities	– Creative sector is promoted through media and relationships with other sectors		2016 2016 2016  2015	– Sculpture Symposium held biennially – Art Beat held annually – Assist with delivery of Youth Summit 2015
	9. Ensure strong media and marketing presence for Tai Tokerau's creative sector	– Purpose and vision of CN is well recognised and understood		Ongoing	– Strong coverage for the creative sector in the media
	10. Build strong brand presence and brand identity for CN that will in turn support Northland arts	– CN brand and purpose is clearly communicated and understood –		2015  2015 2015 2015	– Organisational rebrand is complete, including confirming name, strapline and brand story – Organisation's vision, mission and key messages agreed – Communications strategy developed for new brand – Brand rolled out across all key touch points – Brand style & visual style guide developed

**Business Plan Objectives 1 July to 30th July 2015**

OBJECTIVE	INITIATIVES / ACTIONS (WHAT/HOW)	OUTCOMES (WHY)	Who	DUE	MEASURE
<b>Build, maintain and sustain key relationships - with existing and potential partners, funders, iwi, the creative sector of Tai Tokerau and the wider community as a whole</b>	11. Identify key agencies, organisations and partners for CN	– CN has clearly defined partners and understands the key agencies and organisations to work with in order to achieve our strategic objectives		2015	– Key agencies, organisations and partners for CN are identified
	12. Develop a communication strategy to connect with all those identified, with a clear plan around messaging and outcomes	– CN's strategic vision is accessible and easily understood –		2015	– Communications strategy is developed for CN, including promotion of strapline, strategic vision and key messaging.
	13. Promote CN's strategic vision and be clear on key messages so all communication is consistent and links directly to strategy	– Key economic development partners and key positions within those organisations are clearly understood		2015 2015	– Key communications channels are identified – CN's strategic vision is recorded publicly, and easily accessible
	14. Identify opportunities to grow economic base for CN through potential and existing relationships	– Relationships are built and strengthened with NRC, WDC, Northland Inc, Northland Chamber of Commerce, the Northland Foundation and identified potential corporate partners		2015	– Strong relationships are in place with key partners, including NRC, WDC, Northland Inc, Northland Chamber of Commerce and the Northland Foundation
	15. Engage with key roles in organisations to ensure sustainability of relationships			2015 2015	– Corporate partnership opportunities are identified, as well as other key economic development partners

**Business Plan Objectives 1 July to 30th July 2015**

OBJECTIVE	INITIATIVES / ACTIONS (WHAT/HOW)	OUTCOMES (WHY)		DUE	MEASURE
<b>Operate as a best practice organisation, demonstrating transparency, accountability and sustainability being practiced across all aspects of the business, including people, finances and planning</b>	1. Delivery of quality and timely reporting to the Board and as well to funders as required	<ul style="list-style-type: none"> <li>– Board is well informed of operational activity and alignment of management activities with strategic plan</li> <li>– Funders are well informed of operational activity and alignment of management activities with strategic plan</li> </ul>		Ongoing  Ongoing (as agreed)	<ul style="list-style-type: none"> <li>– Full, professional and timely reporting from CN management to the Board</li> <li>– Full, professional and timely reporting from CN management to funders, including WDC</li> </ul>
	2. To ensure compliance, deliver unqualified audit opinion of accounts	<ul style="list-style-type: none"> <li>– Organisation is fully audited, with open and transparent accounting practices to ensure full trust of funders, partners and stakeholders</li> </ul>		2015	<ul style="list-style-type: none"> <li>– Delivery of unqualified audit</li> </ul>
	3. Ensure Charities status is maintained	<ul style="list-style-type: none"> <li>– Charities status is maintained</li> </ul>			
	4. Ensure organisation has adequate policies in place and these are updated at least every 12 months	<ul style="list-style-type: none"> <li>– Organisation has clear policies and procedures to guide staff on all operational matters</li> <li>– Systems and processes are well maintained and effective for managing the business</li> </ul>		2015	<ul style="list-style-type: none"> <li>– Full set of appropriate, relevant policies and procedures is developed for organisation</li> <li>– Health and Safety policies are established and communicated to staff</li> <li>– All organisational systems and processes are reviewed, with amendments and changes made as required</li> </ul>
	5. Deliver best practice employment practices with support of skilled HR team member	<ul style="list-style-type: none"> <li>– Staff feel well supported and received regular and constructive feedback on performance</li> </ul>			<ul style="list-style-type: none"> <li>– Schedule for staff appraisals is developed and regular reviews undertaken</li> </ul>
	6. Follow best practice employment processes at all times re. contracts, record keeping of leave / staffing matters, HR support etc	<ul style="list-style-type: none"> <li>– Programmes and policies are in place for recruitment, professional development, wellness and H&amp;S</li> <li>– Organisation is future-proofed by ensuring clear succession</li> <li>– Existing skill sets are recognised and valued</li> <li>– HR matters are dealt with in a timely and professional manner by the HR sub-committee</li> </ul>			<ul style="list-style-type: none"> <li>– Succession plan is developed for staff and governance board</li> <li>– Employment contracts are in place for all staff</li> <li>– Dedicated HR sub-committee appointed to deal with all HR requirements, including identifying, interviewing and inducting new staff, assessing changes in staffing needs</li> <li>– Thorough and professional employment processes and guidelines are established with external guidance</li> </ul>
	7. Regular governance meetings held, as well as interaction between staff and Board	<ul style="list-style-type: none"> <li>– Board meetings scheduled planned well in advance to achieve maximum attendance; minutes provided advance</li> <li>– Most appropriate communication channels between management and Board identified, agreed, scheduled as needed</li> <li>– Regular board meetings ensure strong leadership for organisation</li> </ul>			<ul style="list-style-type: none"> <li>– Board meetings held regularly as per agreed schedule</li> <li>– Staff and Board to spend more time together, with dedicated time scheduled</li> </ul>