



Creative Manukau Strategy and Action Plan (2004)

Minute Number: CL/MAR/385/04

COUNCIL MINUTES - 25 MARCH 2004

MINUTE NO. CL/MAR/385/04 Cr John Walker/Cr Barry Keon

That the under mentioned recommendations (Minute numbers 276/04, 279/04) made at a meeting of the Community Development Committee held on 10 March 2004 be adopted subject to the exception to Minute No 282/04.

MINUTE NO. CD/MAR/279/04 – RECOMMENDATION TO COUNCIL

That the Creative Manukau Strategy and Action Plan, attached as Appendix “B” be adopted as the framework for developing the Arts in Manukau.

CREATIVE MANUKAU

strategy and action plan

B1

March 2004

DRAFT FOR APPROVAL

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Foreword From the Mayor

To come

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Manukau: the recognised heart of cultural creativity

a journey of creativity & culture

Creative Manukau is an arts and cultural strategy that will shape and direct Manukau City Council's support for creative activity in Manukau for the next 10 years.

It is a strategy that champions imaginative approaches and new ideas for harnessing the City's creative opportunities and its challenges. It places culture and creativity at the heart of the city.

Creativity is essential in a world that is changing rapidly. Creativity facilitates new ways of thinking and new ways of solving problems – not only in the arts and cultural fields but also in successful urban development and renewal, ensuring ecological balance and sustainability, and the creation of wealth and social cohesion.

Culture is more than 'arts' or 'ethnicity' – it's the ways in which people and communities express their identity and give meaning to life. The cultural identity of Manukau and its people can be a real source of social and economic prosperity for the City – but there is still work to do before this can happen. We need to:

- build the creative infrastructure of the city, completing and developing key venues and facilities such as the Mangere Arts and Performance Centre and supporting the TelstraClear Pacific Events Centre
- ensure that existing creative innovators are supported and encourage others to base themselves here
- preserve, develop and share the diversities of cultures living in the city
- support the growth of vibrant communities where creativity will thrive by being valued, respected and supported
- help build an environment where people of all ages and sections of society are contributing to a culture which helps make Manukau progressive, proud and prosperous.

At its core the *Creative Manukau* strategy is based on the cultural values and creativity of all Manukau's people. This approach recognises that managing a contemporary city involves a huge variety of social, economic, cultural and environmental responsibilities. *Creative Manukau* demonstrates that Council has a strong understanding of the roles that culture and creativity play in the development of successful urban communities. It includes strategies and actions to enliven the City, facilitate creative thinking, foster social inclusion and strengthen local identity.

definitions

Culture: There is much debate over the definition of culture, not least because of the fact that culture is what defines a person or peoples. For the sake of this strategy, Creative Manukau has taken its lead from UNESCO:

"Culture consists of all distinctive, spiritual and material, intellectual and emotional features which characterise a society or social group." (Mexico 1982)

...and formulated our own:

Culture is about people, it is what makes a place different or special.

Creativity: creativity also offers many definitions. We liked the following definitions offered by the Heritage Illustrated Dictionary:

create: To cause to exist, Bring into being, Originate, To give rise to, Bring about, Produce, To be first to portray and give character to a role or part (appropriate to creating fictional characters and writing stories) creation: An original product of human invention or imagination.

creative: characterized by originality and expressiveness, imaginative

...and again formulated our own:

Creativity is the act of creating: it is about thinking in new ways and finding innovative solutions to implement ideas.

Creative industries: The international definition of Creative Industries is

"Those industries that have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property."

These industries have been identified as Advertising, Architecture, Art and Antiques Market, Crafts, Design, Designer Fashion, Film and Video, Interactive Leisure Software, Music, Performing Arts, Publishing, Software and Computer Services, Television and Radio. In addition the cultural heritage, tourism and museum industries are identified as being closely related to the creative industries;

process

This Strategy has been drawn together through robust research and consultation including:

Reference Group

A Reference Group made up of expert arts and community stakeholders was formed to formulate the strategy's terms of reference and then oversee its process. They met three times throughout the process.

Stakeholder Workshops

A series of consultative forums were convened to investigate particular areas of interest: professional arts and facilities, Maori artists and stakeholders, community leaders, education, Pacific artists and stakeholders, and Council deliverers of cultural and creative services.

Reviews

Existing policies and strategies at local, regional and national levels were analysed. Delivery of creative and cultural services was benchmarked against other councils within New Zealand and internationally.

Final Consultation

This process informed the draft strategy which has been circulated to stakeholders in January and February 2004. Comments received have been incorporated into this final document.

creative manukau vision

The heart of cultural creativity in Aotearoa

He aha te mea nui He tangata, he tangata, he tangata

What is the most important thing? It is the people, the people, the people

Manukau's strength comes from its people and for people to be strong and vibrant they must be able to express their culture creatively.

Council will work together with Tangata Whenua, Mana Whenua and the creative community to provide an environment where creativity will thrive by being valued, respected and supported. An environment where people of all ages and sections of society, are contributing to a culture which has made Manukau progressive, proud and prosperous.

We will do this building strong networks and ensuring equal access to resource and knowledge.

We will ensure the pathways towards sustainable employment and enterprise in the creative industries are marked

We will champion and promote creative excellence

In doing this we will develop our own distinctive creative identity that is a real source of social and economic prosperity for the City

policy statement

This vision will be led by the Council and offers a framework through which public, private and voluntary sector partners can work together, through Tomorrow's Manukau, towards common objectives. It covers a range of activities including arts, events, tourism, heritage and diversity. The agreed vision for the Creative Manukau Strategy and Action Plan aims to:

- challenge, encourage and stimulate creativity in its people by building on the city's cultural foundations
- maximise the contribution which creativity and culture makes to the economy of the city
- be guided by the principles of the Treaty of Waitangi and be implemented with full participation of Maori
- contribute to the image and reputation of the city as a strong and vibrant city and enrich its physical environment
- provide a wide range of opportunities for creative expression and active participation thereby spreading the benefit of the city's cultural facilities
- celebrate the distinctiveness and diversity of all the city's communities and encourage development through intercultural understanding and co-operation.

Creative Manukau will impact on ...

- **The Economy.** Developing the city as the hub of cultural creativity in Aotearoa attracting visitors, inward investment and an innovative workforce.
- **Employment.** Developing skills, imagination and confidence in the workforce of the future and capturing the benefits of business growth in tourism, leisure and creative industries.
- **The Environment.** Creating a public realm that has a sense of place and reflects local identity.
- **Children and young people.** Helping to raise educational and personal attainment, increase confidence and self esteem.
- **Residents.** Increasing opportunities for participation that will improve the quality of life and bring a sense of belonging.
- **Civic pride.** Engaging communities with their history and valuing and celebrating the city's culture and creativity.
- **Education.** Providing cultural opportunities for lifelong learning that will increase active participation and appreciation.

Outcome areas and associated platforms

The following Outcome Areas and Associated Platforms set a direction and way of planning for culture and creativity.

Outcome area 1: MANUKAU'S PEOPLE: Creative and Vibrant

Platform 1: Creative People

Platform 2: Vibrant Communities

Outcome area 2: THE MANUKAU EXPERIENCE: Celebrating Diversity

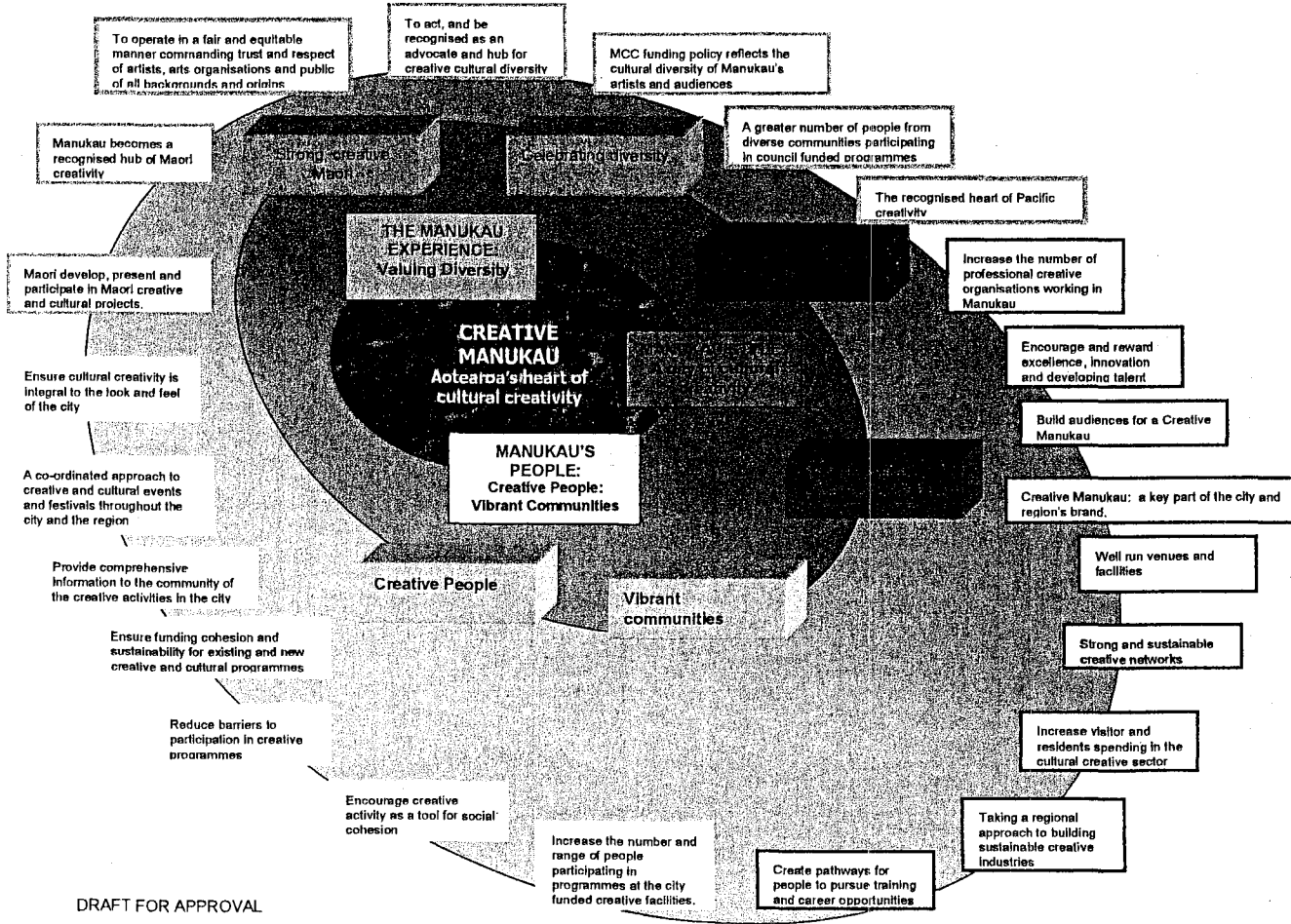
Platform 1: Strong, Creative Maori

Platform 2: Valuing Diversity

Outcome area 3: MANUKAU STYLE: A City of Cultural Creativity

Platform 1: Creative Excellence and Success

Platform 2: Sustainable Creative Industries



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Initiatives

1) Establishment of the Creative Manukau Trust

To align Manukau's creative and cultural centres to the outcomes of Creative Manukau a Trust will be established as a Council Controlled Organisation (CCO) to develop and maintain these centres and realign them to the outcomes of Creative Manukau. This Trust will be one of many key delivery organisations working alongside Council to meet the Creative Manukau outcomes of partners.

2) Development of a cohesive funding policy

To bring sustainability and accountability to existing and new creative and cultural programmes, events and festivals, a review of related funding policies will be carried out to find anomalies and commonalities. The intention is to investigate how they might work together to deliver the strategic intent of *Creative Manukau* and other policies that have a cultural or creative output. From this it is anticipated that a cross-functional policy will be developed with strong criteria and rationale to encourage creative and cultural development, excellence and innovation, taking into account ways to:

- Actively support and encourage opportunities for emerging artists to develop and present their work in Manukau
 - Increase the number of professional arts and cultural organisations creating and performing from Manukau
 - Provide opportunities for artists and arts and cultural groups to improve administrative, marketing and organisational skills
 - Develop audiences for the arts in Manukau
- The policy will include strict checks and balances by way of audits of those receiving funds as well as the funding process.

3) The development of a Maori Creative strategy

To achieve Manukau being a recognised hub of Maori creativity a "by Maori for Maori" Creative strategy will be developed to assist the capability, sustainability and development of Maori art, Maori artists and organisations operating in Manukau.

4) A Creative Manukau Marketing plan

This plan will be formulated by the cross-functional team under the auspices of Tomorrow's Manukau Vibrant and Strong Outcome Group. The plan will include strategies to promote the creative and cultural activity in the city as well as ensuring that Cultural and Creativity has prominence in the city's brand.

5) Formation of a Creative Sector Advisory Group

To report on ways that the city can support the development of the creative industries operating in Manukau and how to attract new creative industries to the city an industry lead group will be established under the auspices of Tomorrow's Manukau Vibrant and Strong Outcome Group.

6) An events master plan

To ensure efficient and effective delivery of iconic and niche events that will promote the City, develop a unique identity, enhancing Manukau's positioning as the recognised heart of cultural creativity in Aotearoa, foster community participation and generate economic activity.

1 MANUKAU'S PEOPLE: Creative and Vibrant

Platform 1 Creative People : Platform 2 Vibrant Communities

Manukau's strength comes from its people and for people to be strong and vibrant they need to be able to express themselves and their culture creatively.

Background

Manukau is made up of a patchwork of diverse neighbourhoods and overlapping communities of interest. It is one of the most ethnically diverse cities in Australasia with people from over 163 nationalities now calling Manukau home. Among Council units delivering cultural services are its libraries, arts centres and community houses. The arts and events team work alongside community advisors to implement local arts and cultural services. There are also a number of independent or council funded organisations delivering arts services in the community. While there is a significant amount of creative activity on offer we need to work more effectively on letting the communities know what is available and how to get involved. With its finite resources, Council faces a significant task in providing access to cultural activities for a large number of diverse communities.

Past achievements and current activity

Manukau is considered a leader in delivery of community arts programmes. When many areas of the city were still on the drawing board, places and spaces for people to express their culture and creativity were considered as important as the more prosaic forms of infrastructure. Arts centres, libraries, sports fields and stadium continue to be key drivers in the development of the city. Council currently manages three community arts centres and fund a range of community arts and cultural initiatives including community arts programmes at te tuhi and Uxbridge and events such as the Auckland Secondary Schools Maori and Pacific Islands ASB Bank Cultural Festival. Also Council formed two independent trusts and entered into partnerships with them to deliver arts programmes to Maori and Pacific Groups – Toi O Manukau and Pacifika Arts O Manukau. In addition, the various community boards fund community arts initiatives.

Opportunities

To feel creative and be able to express your culture cultural creativity must be seen. However, there is still little evidence that the design and planning of the City's streets and public places have been influenced by the city's cultural and creative mix. There is an opportunity to further draw from the best of many cultural influences for a unique built environment and Manukau style that embraces diversity. For example music, social heritage and environmental projects that cultivate a special "sense of place", and a feeling that the City is truly diverse and open (what does open mean?).

Future Direction

Creative People: Vibrant Communities aims to build upon the strong community arts foundations existing in Manukau and bring together projects designed to build on traditional and popular culture mixing this with people's cultural creativity, focusing on the home and the local neighbourhood. It reflects Council's commitment to community-based cultural services, with diverse projects accessible to people of all ages and social and cultural backgrounds.

platform one: creative people

The diversity of Manukau's people is reflected by their active participation in creative and cultural programmes

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Key Result Area	Tactic	Measures	Responsible Group	Priority	Completion Date
A. Increase the number and range of people participating in programmes at the city funded creative facilities.	1) Form the Creative Manukau Trust.	Audit will show real increases in the number of people using Manukaus Creative Facilities	City Manager	1	06/04
	2) Undertake a peer review of Council owned arts and cultural facilities and programmes to ensure appropriate alignment to their communities and the strategic intent of <i>Creative Manukau</i> .		City Manager	1	06/04
	3) Council and key arts delivery partners will work together to conduct an annual creative and cultural audit of their operations covering: <ul style="list-style-type: none"> • information, advice and promotion of cultural and creative opportunities available to their communities and audiences • the extent to which they are reflecting the cultural diversity of Manukau in their work, audiences, participants, staff and artistic leadership. 		Creative Manukau Trust	1	06/05
	4) If any inequities and imbalances are discovered through these audits, the Arts Deliverers and Council Planners will develop proposals about how these can be addressed.				
	5) Priority to be given to youth initiatives.				
B. Provide comprehensive information to the community of the creative activities and educational opportunities available in the city	6) Development of an integrated marketing strategy, including a Creative Manukau database that will be linked or posted on the Manukau City Council website to include: <ul style="list-style-type: none"> a) A directory of cultural, creative organisations and resources b) A funding and 'how to' guide for emerging 	Customer Satisfaction Survey	City-wide Programme & Events Team with support from Council's Communication Team	1	Go Live: 09/04

	<p>artists and organisations</p> <p>c) A monthly <i>Creative Manukau</i> What's On calendar.</p>				
<p>C. Existing and new creative and cultural programmes, events and festivals throughout the city are developed on a cohesive and sustainable foundation</p>	<p>7) The Funding Policy and the Economic and Community Development planning in general to include and take into account:</p> <p>a) Existing funding programmes and how they might work together to an agreed criteria and rationale to deliver the strategic intent of <i>Creative Manukau</i> and other community and economic development policies that have a cultural or creative output.</p> <p>b) Rationale for annual priority setting</p> <p>c) The cultural diversity of Manukau</p> <p>d) Establish a baseline in each area of service</p> <p>e) Appropriate allocation of resources necessary to achieve our objectives</p> <p>f) Possible partnership opportunities internal and external to Manukau City Council.</p>	<p>Peer Review of Policy prior to adoption</p> <p>Policy will include evaluation and progress measurements</p> <p>Devise targets for measuring our progress over 1, 3, 5 and 10 years</p>	<p>Community Development Unit/ Cross Functional Team</p>	1	12/04
<p>D. Barriers to participation in creative programmes, events and educational opportunities are reduced and creative activity encouraged as a tool for social cohesion</p>	<p>8) Support existing programmes in this area and identify new initiatives as part of the <i>Creative Manukau</i> audits and the peer reviews.</p>	<p>Peer Reviews</p> <p>Customer Satisfaction Survey</p>	<p>Creative Manukau Trust</p> <p>Cross Functional Team</p>		On-going

Creative People, Ideas Bank:

Young Manukau – Establish a programme where young people can access media facilities and learn new skills to generate creative content in a range of arts and media formats. The media programme will also provide a co-ordinated platform for young people to inform and shape Council's cultural policy and cultural programmes.

Proud Soundz –Establish a centre in Manukau where young people can generate new music and media programs that will be heard live on an Auckland-wide youth Internet radio site.

Youth Festival- A festival by and for young adults held throughout the city's creative facilities

Keep Moving - Facilitate the establishment of an annual cultural festival that expresses Manukau's diversity with music, storytelling, mime and the visual arts on buses and trains and at various transit points

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platform two: vibrant communities

Communities embracing creativity: Enables the value and contribution of creativity and culture to enhance social, environmental, cultural and economic well-being

Key Result Area	Tactic	Measures	Responsible Group	Priority	Completion Date
A. Cultural creativity reflecting Manukau's position as the cultural heart of Aotearoa is integral to the look and feel of the city e.g. streetscapes, new town developments, public buildings and retail precincts	1) Urban Planners to be a integral part of the Cross Functional Team.	Cross Functional Team established	Environmental, Community and Economic Development Units	1	06/2004
	2) Investigate the feasibility of initiating something similar to Auckland City's Design Review Team with artist participation on such a team.	Review Team or similar established		2	12/2004
B. Creative and cultural programmes, events and festivals throughout the city and the region are empowered (what does this mean?) through a co-ordinated and cohesive approach (to what?)	<p>3) Work alongside the city events team to develop an events master plan that will ensure efficient and effective delivery of iconic and niche events that:</p> <ul style="list-style-type: none"> a) promote the City b) develop a unique identity c) foster community participation d) generate economic activity. <p>4) Emphasis should be on programmes events and festivals that:</p> <ul style="list-style-type: none"> a) resolve cultural issues causing division in the community that are central to moving our collective cultural identity forward. b) Will enhance Manukau's positioning as the recognised heart of cultural creativity in Aotearoa. 	<p>(No reference to existing events strategy? - review maybe?)</p> <p>Master Plan compete</p>	Cross Functional Team Programmes and Events Team	1	06/2004

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Vibrant Communities Ideas Bank

Our Street Our Life - Develop a programme based in the libraries arts centres and parks where design advisers such as architects and artists work with residents and community groups to explore ideas for the public spaces such as their own street that help to express the Manukau lifestyle.

Summertime's Programme: co-ordinate with other cities in the region a series of free music and cultural events in parks over summer. By co-ordinating such an event on a regional basis, artists would be able to move freely between cities and a regional marketing campaign could be mounted encouraging residents to move beyond their "village".

Manukau Stories: A project that would see professional artists and historians use new technologies to work alongside Manukau's diverse communities enabling them to preserve, develop and share their artistic and cultural heritage.

Food Manukau: Work alongside an educational facility to develop an ethnic food project: researching the variety of food styles within Manukau – this project could cumulate in an event of some sort.

% For Art Scheme within Manukau City Council's future asset development plans, with a view to creating unique facilities and creating employment and project training for artists within the city. (It should be noted that several projects in the city are already informally working to this theme.)

Art Paths: Cost an artists commissioned project that sees them investigating creative ways to link the series of communities – using anything from lamp-post banners to creative work-spaces and public art.

Develop a Creative Spaces policy that integrates senior artists into asset development teams at the beginning of their planning process, rather than as 'add-ins' once the building is completed. These artists' teams would encourage the development of culturally creative precincts, each with their own flavour (already underway).

2 THE MANUKAU EXPERIENCE: Valuing Diversity

Platform 1: Strong, creative Maori Platform 2: Celebrating diversity

Background

Manukau is one of the fastest growing and most ethnically diverse cities in New Zealand. In the last 30 years people from over 163 countries have settled here, each bringing their own set of customs and beliefs.

The recent Eight Largest Cities Quality of Life Report found that Manukau is a key location for Asian settlers and continues to be the key location for settlers from Samoa, Tonga and Niue. The survey also found that many new residents choose to settle in certain geographical locations within the city – often to be with the same or similar ethnic groups for community support. The continued growth in the diverse communities living within Manukau obviously affects the city's residents and their perceptions of the city they live in. The same survey found that 40% of people living here believe growing diversity makes Manukau a better place to live. However, 18% of residents felt that diversity made their city a worse or much worse place to live. While this is a minority perception, it is 6% higher than the national average.

Council has implemented a number of very successful projects and policies to manage perceptions and celebrate diversity. This strategy, and in particular this Manukau Experience outcome area, sets out a framework to reflect the city's diverse communities creatively and enable residents to express their culture in ways that build self-esteem and social cohesion. In doing this *Creative Manukau* recognises that this adds to the unique "Manukau experience", which, when combined with the community's creativity, can be a key economic driver in such areas as cultural tourism.

Past Achievements and Current Activity

Council's resident satisfaction survey shows that 74% of residents felt that the activities of Council recognise and cater for the differing needs of the wide variety of people in the city. This demonstrates that Manukau residents have a high level of awareness of, and participation in, cultural life. The various activities funded include:

- a number of cultural festivals held throughout the city - Howick in the Park, Kia Orana Festival, Cult-Couture
- funding for marae
- funding a full time workers for Toi O Manukau and Pacifica Arts O Manukau
- commitment to cultural programmes and exhibitions at all the arts centres.

Future Direction

The Recognised Heart of Cultural Creativity

Creative Manukau recognises that cultural diversity is fundamental to the identity of Manukau and that the creative expression of culture is a vital resource in shaping this city's future. Cultural tourism is proving to have measurable economic impact on cities and communities around the world. To ensure Manukau is well positioned to reap similar benefits, it must lead the commitment to becoming the recognised heart of cultural creativity.

platform 1 strong creative Maori

Maori fully participating to ensure their culture and creativity is at the heart of the city

B16

Key Result Area	Tactic	Measures	Responbile Group	Proirity	
Maori develop, present and participate in Maori creative and cultural projects.	1) To fund the development of a "by Maori for Maori" strategy to assist the capability, sustainability and development of Maori art, Maori artists and organisations operating in Manukau	Strategy Accepted Integrated into the Creative Manukau Strategy	Cross Functional Team and Toi O Manukau	1	12/2004
	2) Investigate the preferred partnership model as determined by participation and input from mana whenua, Maori and Maori artists	Funding Policy developed with participation of Maori and accepted at the annual Creative Maori Hui	Cross Functional Team and Toi O Manukau	1	12/2004
	3) Ensure the delivery and implementation of Creative Manukau strategy and the Funding Policy has the Two World view at its core and provides for resources to assist the capacity development, capability, sustainability and development of Maori artists and organisations operating in Manukau.	Protocols in place	Council Treaty Unit, Cross Functional Team and Toi O Manukau	2	05/2004
	4) In order to be consistent with the Two World View, the proposed funding policy has a proportion of available funds set aside specifically for Maori art and Maori creative expressions. The proportion of Maori specific funding will be determined by participation and input from mana whenua, Maori and Maori artists				
	5) Develop arts and cultural protocols for Councils relationship with Mana Whenua, Maori and Maori artists				
	6) Continue to support Toi O Manukau as Manukau's pan Maori arts organisation and resource an annual hui to ensure it's kaupapa remains relevant to Mana Whenua.				

<p>Manukau becomes a recognised hub of Maori creativity</p>	<p>1) Ensure that the proposed strategy investigate:</p> <ul style="list-style-type: none"> a) Ways to have recognised Maori artists working in Manukau b) How best to celebrate Maori art and creative expression c) Retain intellectual property rights d) Ways to provide a developmental path and appropriate support and mentoring for identified 'up and coming' Maori artists e) Developing audiences and markets for Maori creativity f) Resourcing Marae based creative programmes to develop economic capacity for mana whenua, Maori g) That Maori are at the core of any Cultural Tourism Strategy and that there is monies tagged specifically for Maori activities and projects. The amount to be decided with participation and input 	<p>Strategy Accepted</p>			
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Strong Creative Maori: Ideas Bank

An Iconic Maori event of national and international significance – such as a Maori Arts Festival.

A physical home for Nga Toi Maori in Manukau

platform 2: celebrating diversity

The diversity of peoples resident in Manukau are valued and embraced

B18

Key Result Area	Tactic	Measures	Responsible Group	Priority	Completion
A. To operate in a fair and equitable manner that commands the trust and respect of artists, arts organisations and members of the public of all backgrounds and origins	<p>1) An audit to be conducted by Council and its key arts delivery partners to ensure the cultural diversity of the city is represented creatively by investigating:</p> <ul style="list-style-type: none"> a) The application process and success rates for different funds b) The decision making process for funds c) The pattern of awards made (number and size) d) Assessments, appraisals and other ways of registering public appreciation of work e) The acceptance of new fixed-term organisations f) The extent to which fixed-term organisations are reflecting the cultural diversity of the people of Manukau in their work, audiences, participants, staff and artistic leadership g) The extent to which development and strategic funds address the needs of culturally diverse artists, arts organisations and audiences h) The extent to which culturally diverse perspectives are represented in the staff, advisers and assessors for that area. <p>This information will inform the proposed funding policy.</p>	<p>Audit format to be peer reviewed</p> <p>Audit to become the baseline measure</p>	Cross Functional Team	1	05/06
B. That the funding policy reflects the	2) Ensure that all grant-making decision makers and assessors reflect the cultural	Devise targets for measuring progress over 1, 3, 5 and 10 years	Cross Functional Team	1	

<p>cultural diversity of Manukau's artists and audiences across the full range of creative funding</p>	<p>diversity of Manukau.</p> <p>3) Monitor the extent to which we reflect the cultural diversity of Manukau across all the areas of our work.</p> <p>4) Establish a baseline in each area of service.</p> <p>5) Allocate the resources necessary to achieve our objectives.</p>				
<p>C. A greater number of people from diverse communities participating in council funded programmes</p>	<p>6) To provide advice, information and services in ways that will reach all people of Manukau and take account of their different needs by:</p> <p>a) Research and publish information about the cultural diversity of audiences and arts participants in Manukau</p> <p>b) Gather and publish information that extends understanding of the different arts interests and increases involvement of Manukau's culturally diverse communities</p> <p>c) Funded arts organisations will be expected to research the profile of their own audiences as a basis for preparing audience development strategies</p> <p>d) Funded arts organisations will be expected to draw up and implement audience development, programming, customer care, outreach and marketing strategies that ensure they serve Manukau's diverse audiences</p> <p>e) The vital impact that peoples from the Pacific nations have played in shaping the creative identity of the city is</p>	<p>Achievement of agreed targets and baselines from the audits of council and council funded creative programmes.</p>	<p>Cross Functional Team</p> <p>Council funded projects and organisations</p>	<p>1</p>	

	understood and respected (f) Initiatives that encourage all Manukau to appreciate the range and excellence of culturally diverse arts will be supported				
D. To act, and be recognised as an advocate and hub for creative cultural diversity	<p>7) Cultural creativity to be at the heart of the event and programmes master plan.</p> <p>8) Manukau to take the lead in national discussions on cultural wellbeing and creativity</p> <p>9) Enticing recognised artists and commercial operators from diverse cultures to work here</p> <p>10) Develop and support events, programmes and conferences unique to Manukau</p> <p>11) Creating opportunities to engage and celebrate heritage arts of all cultures while also being at the cutting edge of contemporary cultural creativity</p> <p>12) Ensuring all immigrants, particularly new settlers, are given the opportunity to express their culture and contribute to the creative environment.</p>	<p><i>Creative Manukau</i> Audits</p> <p>Customer Satisfaction records</p> <p>Participation in and facilitator of cultural and creative conferences</p>	<p>Creative Manukau Trust</p> <p>Cultural Policy Team</p> <p>Event and Programmes Team</p>	2	
E. To be recognised as the heart of Pacific creativity	<p>13) Support the development of a Pacific Arts Strategy that aims to increase e-capability, sustainability and development of Pacific artists and organisations operating in Manukau.</p> <p>14) Ensure that the proposed strategy investigates ways to:</p> <p>a) Retain individual cultural identity</p>	Strategy Accepted	<p>Cross Functional Team, Pacifika arts O Manukau and PIAC, Pacific Island Advisory Group</p>	1	07/2004

	<ul style="list-style-type: none"> b) Revitalize the languages c) Develop a Pacific Fale as the physical centre for this nurturing and activity d) Retain intellectual property rights e) Ensure Pacific peoples are key players in any Cultural Tourism Strategy f) Ensure the funding policy provides for resources to assist the capability, sustainability and development of Pacific artists and organisations operating in Manukau. g) Develop initiatives targeted young pacific people 				
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Celebrating Diversity Ideas Bank

International Cultural Ideas Festival: To celebrate the opening of the Pacific Events centre, hold a “cultural ideas festival” to which some of the greatest thinkers of the world are invited to join local and national speakers to discuss and debate issues and trends facing the world and how they impact locally – particularly in the area of cultural wellbeing.

Manukau’s Cultural Council: From the Cultural Ideas Festival Manukau’s own 'United Nations' could select a “Cultural Council” (along similar lines to the UN’s Security Council), to work alongside Council on matters of cultural wellbeing.

Pacific Nations Cultural Competition: Investigate the feasibility of hosting a triennial Cultural Competition between the Pacific Nations that can include traditional performing arts and crafts alongside sport, recreation and contemporary arts.

3 MANUKAU STYLE: a city of cultural creativity

Platform 1: Creative Excellence and Success Platform 2: Sustainable creative sector

Background

Creative industries ranging from performing and visual arts, fashion, crafts, interior and landscape design, to multimedia, writing and the music industry have a central role to play in the evolution of the high-quality aesthetic, in tune with local iconography and cultural dynamics that should permeate Manukau's urban design and lifestyle. In recent years the creative industries agenda has gained considerable momentum, and the arts & creative industries platform provides initiatives to strengthen such activity in the City.

Council's recent position paper *Arts in Tomorrow's Manukau* identified that if Manukau is to achieve any great measure of creative excellence and success, it is necessary first to create an arts infrastructure. That is, the practical and tangible structures and supports necessary for the aspirations of the arts community and Council to be met. Once these structures are in place, then tangible benefits are to be gained, such as enhanced employment opportunities, increased local audience participation, increased tourist visitation, positive publicity, and growth within the creative industries.

Past achievements and current activity

The city has recognised that a strong infrastructure is needed to grow Manukau's creativity to a point where it is having a noticeable impact on the city's economy. The council's role in developing and providing core funding of *te tuhi*, Manukau's icon gallery and community centre, has started the city toward this infrastructure growth -particularly in visual arts and design, and the centre's continued innovations will be supported. *Dawn Raid* is an organisation growing creative infrastructure in the music industry. The *Telstra Clear Pacific Events* is the biggest investment in the city's creative infrastructure. The centre will open in 2005 and Manukau will finally have a venue to showcase its cultural creativity.

Future Directions

More Creativity = Social and Economic Prosperity

- *Creative Manukau* sets out the framework to grow a sustainable creative sector by creating clear pathways towards excellence and success in the arts (theatre, dance, visual arts and music) and other creative industries (film, literature and fashion), through professional development, appropriate facilities, and audience development.
- It proposes joint ventures with other arts and cultural organisations to achieve outcomes and that growth must be approached from a regional and national perspective as well as local.
- It proposes a shift in the way Council delivers its arts services - moving away from direct delivery and into a role as facilitator, enabler and advocate for the city's cultural creativity.

Platform 1: Creative Excellence and Success

Key Result Area	Tactic	Measures	Responsible Group	Priority	Completion
A. Appropriate, well run venues and facilities for the on-going development of Manukau's creative sector	1) Establish a Trust to network the operations and marketing of existing key creative facilities in Manukau, and oversee the development new facilities.	Completion of existing projects	Cross Functional Team	1	06/04
	2) Conduct a needs matching exercise with existing council owned facilities to find how best they might suit the requirements of Manukau's creative sector. Particular attention to be placed on the desire for: <ul style="list-style-type: none"> a) An all-ages venue for live music b) A Pacific arts and cultural centre c) A place for Maori artists to call their own d) Artist's studios and workshops for practicing artists. 	Any new developments to proceed only if they are measured against priorities of Creative Manukau and appropriate community needs matching	Creative Manukau Trust		on-going thereafter
	3) Support community initiatives to build culturally creative facilities - in the first instance by assisting with independent feasibility studies and /or business plans.				
	4) Complete the planned Mangere Arts Performance Centre				
B. A funding policy that encourages and rewards excellence, innovation and developing talent in Manukau's creative sector	5) Develop a funding policy that includes criteria, rationale and resource for professional sector development via existing and new organisations and new project initiatives, taking into account ways to: <ul style="list-style-type: none"> a) Actively support and encourage opportunities for emerging artists to develop and present their work in Manukau b) Provide opportunities for artists and arts and cultural groups to improve administrative, marketing and organisational skills c) Develop audiences for the arts in Manukau. 	Peer Review of Policy prior to adoption Policy will include evaluation and progress measurements Reviews and audits showing an increase in the number of professional creative activity in the city	Manukau City Council	1	12/04
C. Strong sustainable creative networks; locally, regionally and	6) Facilitate networking, communication, information exchange and collaboration between cultural and creative stakeholders, arts education sector and the	Number of forums and other communications	Creative Manukau Trust	2	Communications Schedule in place 12/04

nationally	private sector via a number of channels including regular forums and workshops to build a strong relationships and greater sharing of knowledge and resources. 7) Continue support of the Arts Regional Trust advocating for positive outcomes for <i>Creative Manukau</i> equal to investment.	to and between stakeholders Number of Manukau-specific outcomes	Programmes and Events Team Cross Functional Team ART Trust		
D. Build audiences for a <i>Creative Manukau</i> and see Manukau's cultural and advocate for creative strengths a key part of the city and region brand	8) Form an Industry Advisory Group to lead the development of a marketing strategy that puts Manukau's cultural creativity at the forefront of the cities brand and details ways to widely promote the range of creative activities available in Manukau. 9) Ensure the funding policy supports initiatives that build audiences for the arts. 10) Promote the value of cultural creativity and its contribution to the social, cultural and economic well-being to Manukau by distributing information through a wide range of media.	Strategy in place with measurable outputs	Cross Functional Team Communications Unit Industry Advisory Group Creative Manukau Trust	1	12/04
E. Increase the number of professional arts and cultural organisations creating and performing from Manukau	11) The funding policy and facilities matching includes criteria and rationale to increase the number of professional arts and cultural organisations creating and performing from Manukau.	Reviews and audits showing an increase in the number of professional groups working in the city	Cross Functional Team	2	06/05

Creative Excellence and Success Ideas Bank

What's On in Creative Manukau: Delivered to households monthly, along with other key Council information.

Pacific Events Centre: Facilitate and encourage professional joint ventures between the Edge and Pacific Events Centre to extend the Edge community arts programme into Manukau, and between such institutions as Opera NZ, Royal NZ Ballet or similar for a specially commissioned work to be premiered in Manukau to celebrate the opening of the Pacific Events Centre.

Iconic Events: Using iconic geographical sites such as the Otuataua Stonefields which could host an event that celebrates Manukau - it people and Waiohua. This could be produced as an icon event with the Auckland Festival

Artists' Forum: Council could take a proactive role in providing funding for a major annual arts and ideas forum in the city.

Live at the Metro: Facilitate the use of the Mangere East (ex-Metro) Theatre as a live performance venue, showcasing professional arts and cultural organisations and developing audiences in the lead up to the opening of Mangere Arts and Performance Centre in 2006.

Platform 2 A sustainable creative sector

Key Result Area	Tactic	Measures	Responsible Group	Priority	Completion
A. Create pathways for talented people to pursue training and career opportunities	1) Work with established agencies and organisations to identify and promote creative pathways in educational and training institutions as well as the community at large.	More people participating in creative programmes More people finding employment in the creative industries after education	Educational agencies Cross Functional Team Creative Sector Advisory Group CEGS WINZ	2	Ongoing
B. Increase visitor and residents spending in the cultural creative sector	2) Work in partnership with tourism, events, cultural and creative organisations and the commercial sector to develop a Cultural Tourism Strategy using the Gateway Heritage Project as a starting point.	Implementation of Cultural Tourism Strategy	Creative, Tourism and Events sector Creative Sector Advisory Group	1	03/05
C. A regional approach to building sustainable creative industries by supporting regional networking, events, programmes and marketing	3) Continue to maintain Manukau's leadership role on the Arts Regional Trust and through this develop and support creative sector growth through such initiatives as the Cube. 4) Work with programme and event planners region-wide to build a network of regional events.	Increased number of outcomes and events	ART Trust AREDS Auckland Regional Economic Development Cross Functional Team	2	Ongoing
D. Develop clear pathways for economic independence for artists through cultural creativity	5) Creative Sector Advisory Group to investigate ways to support the development of arts enterprise incubators and creative industry clusters, once greater infrastructure is in place. 6) In partnership with other institutions research potential creative industry sectors in Manukau.	More creative sector jobs created	Cross Functional Team Creative Sector Advisory Group Independent Tourism		

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	<p>7) Development and implementation of an authentic cultural tourism strategy.</p> <p>8) Support community initiatives to build culturally creative facilities - in the first instance by assisting with independent feasibility studies and /or business plans.</p> <p>9) Support the development of the heritage gateway project and ensure authentic cultural creativity is at the forefront of this development.</p>		<p>organisation</p> <p>Pacific Business Trust</p>		
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Creative Sector Ideas Bank

Manukau Arts Employment Network partnership with WINZ and Creative NZ on a pathways strategy for the city.

CAPE: Creative Arts Partners in Education Investiage the feasibility of establishing such a programme in Manukau.

Capturing Manukau Style: Establish an annual award/fellowship for Manukau writers, photographers, film makers, painters etc, for works that capture the essence of the City.

Looking Fine: In partnership with Manukau Institute of technology (MIT) support Manukau's emerging fashion and design industry with incubators, events and the like.

Creative Manukau Entrepreneurs: Secure funding for a creative sector category in the Business Excellence Awards