

Amplify

A Creative and Cultural Strategy
for New Zealand

2025–2030



Deep Thought by HYBYCOZO
in Pukekura Park as part of the
TSB Festival of Lights. Image
courtesy of Manatū Taonga
Ministry for Culture & Heritage



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Minister's foreword

Our Government's vision is for New Zealand to be as well known for its arts and creativity as it is for dairy exports and beautiful scenery.

We know we already have a strong base and areas of global excellence. Our culture and creativity uniquely encompasses ngā toi Māori and the many traditions and outlooks of people who have chosen to come here from Europe, the Pacific and the many other countries that now form New Zealand's multicultural society. It's a unique and intoxicating mix that is rooted in the past, but constantly evolving and surprising.

In November 2024, we released our first draft of *Amplify*, sparking a conversation with those across the sector, seeing if we can agree broadly on a pathway forward. Creativity doesn't lend itself to tidy strategies. That is why *Amplify* is enabling, rather than constraining. It provides a framework, but leaves plenty of room for individuals, communities, companies and institutions to find their own path. I'd like to thank all those who have provided feedback and shaped this strategy.

Amplify sets out a series of goals for the sector. We will strive to grow the industry's economic contribution with a focus on cultural exports and tourism, to increase the number of Kiwis actively engaging with our arts, culture and heritage, and to create more jobs, driving economic growth.

It also establishes actions we can take to help reach these goals: using the existing level of funding for maximum impact, supporting the creative and cultural talent pipeline and sustainable career opportunities, and modernising regulation to enable the cultural sectors to thrive.

This is not a set-and-forget strategy. *Amplify* will be a living document, updated regularly with input from creative industries to ensure it remains relevant to the sector. The conversation will continue.

Paul Goldsmith
Minister for Arts, Culture and Heritage



Executive Summary

Amplify is an action-oriented strategy that outlines how the Government will help create an environment in which New Zealand's creative and cultural sectors can flourish over the next five years.

The creative and cultural sectors are a significant part of the New Zealand story. In 2024, they contributed \$17.5 billion to New Zealand's GDP. They foster innovation and economic prosperity. They boost tourism, and grow highly skilled, world-class talent; and they promote our national heritage and unique identity.

Over recent years, parts of the creative and cultural sectors have seen rapid industry expansion. For example, in 2024 the New Zealand gaming industry grew by 26 percent against a global average of 2.1 percent. With carefully calibrated support from Government, the sectors' contribution to New Zealand will continue to grow.

Creative and cultural sectors are made up of a broad and diverse mix of individuals and businesses. The intent of *Amplify* is not to capture all the work happening in the sectors or instruct the sector what it should be doing. Rather, the strategy aims to remain responsive to what the sector has identified as essential for it to thrive.

The Government has a significant role in supporting the creative and cultural sectors, from direct investment in key creative and cultural institutions to ensuring that regulation helps cultural and creative activity to flourish. *Amplify* offers an opportunity to set out clearly the whole-of-government plan for supporting the sector, with the aim of making New Zealand a creative powerhouse with global reach.

In the current fiscal environment, we need to be more deliberate about how we use government funding. *Amplify* seeks to set creative and cultural practitioners and businesses up for success in the future. It will deliver on the Government's priorities of improving the quality of public spending and regulation, lifting New Zealand's productivity and economic growth, and increasing opportunities and prosperity for all New Zealanders.

Amplify recognises the importance of te ao Māori to our culture and identity, as well as the significant contributions of the diverse groups and communities who call New Zealand home. *Amplify* also acknowledges New Zealand's special relationship with the Pacific and the unique role we play in sustaining the identities, languages and cultures of the Pacific communities that have made New Zealand their home.

The actions of *Amplify* have been informed by public consultation, which took place in late 2024. This consultation provided strong insights into where Government should place its focus for the creative and cultural sectors, and the feedback received has shaped this version of the Strategy.

Amplify is ultimately a living document. It can and will be updated, if and when necessary, in response to changing sector needs and changing government priorities.

***Amplify* will be implemented over three phases**

In recognition of the resources needed to implement all of *Amplify*'s actions and supporting activities, Government will adopt a phased approach to implementation:

- **Phase 1 (2025–26):** implementing actions and supporting activities that can be achieved in the short-term, for example developing a cultural system evidence framework, growing creative exports through international missions, and some regulatory changes
- **Phase 2 (2027–28):** implementation of actions and supporting activities where lead-in time is needed, or they rely on work already scheduled to happen at a later date, for example ensuring creative thinking and emerging creative skills are embedded in the school curriculum through the refresh of the Arts and Toi Ihiihi curricula and the review of the Copyright Act 1994
- **Phase 3 (2029–2030):** exploration of actions that require additional funding and/or significant collaboration with stakeholders, for example the establishment of regional centres of excellence.

The Strategy is accompanied by an implementation plan that sets this out in more detail with information on timeframes, lead agencies, and other stakeholders that will be involved.

What do we mean by a strategy for the 'creative and cultural sectors'?

Amplify defines the creative and cultural sectors in the broadest sense, including arts in all forms of expression, museums and galleries, place-based heritage, music, screen, gaming, fashion, architecture and design¹. The creative and cultural sectors include Māori arts, culture and heritage, which government has a role to actively protect, in partnership with tangata whenua.

¹ Journalism is covered by the 2022 Strategic Framework for a Sustainable Media System and has been excluded from the scope of this document due to significant differences in this sector's operating environment.

Summary of our Strategy

Vision statement: *Amplify* our arts and culture to make New Zealand a creative powerhouse with global reach.

Strategy pillars and actions

Investing for maximum impact

Maximising value for New Zealand from the creative and cultural sectors through the Crown investment in Arts, Culture and Heritage and wider investment opportunities

- 1.1 Streamline and simplify central government funding for the creative and cultural sectors to make accessing government funding easier and less resource intensive
- 1.2 Leverage alternative funding sources for the sector to support sector sustainability and provide more jobs and opportunities for creative practitioners
- 1.3 Work across government to enable the creative and cultural sectors to support social outcomes, for example providing support for people experiencing mental health challenges and those at-risk of entering the youth justice system
- 1.4 Grow creative exports and cultural tourism to attract more high-quality foreign direct investment into the sector and facilitate new opportunities for creative career development
- 1.5 Develop a research programme to strengthen the evidence base for the creative and cultural sectors, to ensure funding and policy decisions are well-informed and demonstrate the sector's value to decision-makers
- 1.6 Partner with the creative and cultural sectors, local government, and Māori to strengthen infrastructure for the health and sustainability of arts, culture and heritage
- 1.7 Support the growth and accompanying economic benefit of creative opportunities in the regions.

Nurturing talent

Enhancing the potential of New Zealand's creative and cultural talent pipeline and supporting sustainable career opportunities.

- 2.1 Develop a creative education work programme that increases learners' exposure to New Zealand creative and cultural activity through the curriculum and curriculum supports, and develops the foundational creative skills necessary for a sustainable cultural talent pipeline
- 2.2 Ensure the tertiary education system and on-job training are meeting industry skill needs and can support the sectors' contribution to economic growth
- 2.3 Promote the sustainable development of the cultural system by supporting succession planning for specialist roles
- 2.4 Improve the sustainability of key creative and cultural sector infrastructure; with a focus on institutions that support the talent pipeline by providing career entry and early-mid career opportunities
- 2.5 Provide capability training for creative and cultural organisations' leaders and governors, including in supporting their organisations to be financially stable, grow audiences and diversify funding.

Reducing barriers to growth

Modernising and streamlining government regulation so it enables the cultural sectors to thrive.

- 3.1 Work across government to identify and update regulation that limits the creative and cultural sectors' ability to operate, earn and grow
- 3.2 Work across government to make maintaining and conserving heritage places simple and practical for owners
- 3.3 Modernise legislation and operational schemes administered by Manatū Taonga Ministry for Culture and Heritage so that they are fit for purpose and working effectively for the creative and cultural sectors
- 3.4 Offer creative and cultural practitioners the tools needed to support and develop their careers and practices
- 3.5 Support the creative and cultural sectors' uptake of new technology, including responsible use and development of AI and accessibility technology
- 3.6 Explore initiatives to support increased investment in and access to local screen content, to grow the contribution of the screen industry to New Zealand's economy and ensure it reflects and develops our cultural identity.

2030 Targets and guiding principles

The economic contribution of the arts and creative sectors grows to at least \$22 billion (of GDP), with a focus on cultural exports and tourism by 2030

- In 2024, the GDP of the New Zealand arts and creative sector was estimated at \$17.5 billion²
- Government aims to increase this figure to \$22 billion by 2030, with an emphasis on achieving a lift in creative and cultural exports
- *Amplify* proposes a range of actions to achieve this including leveraging alternative funding sources, growing creative exports and cultural tourism, and growing creative opportunities in the regions. It will also seek to invest in sector capability and work across government to identify and update regulation that limits the sector's ability to operate, earn and grow.

A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030

- In 2023, 33 percent of New Zealanders reported engagement within a three-month period with performing arts, 28 percent with visual arts, 45 percent with cultural heritage, and 69 percent with New Zealand-made screen content³
- *Amplify* aims to achieve a 10 percent increase in the number of New Zealanders attending arts events, a heritage and cultural site or activity, or engaging with New Zealand made screen content. This will include communities that experience barriers to access, for example, people with disabilities
- To achieve this *Amplify's* actions seek to create more opportunities for the creative and cultural sectors to support cross-portfolio outcomes, for example in health and the justice sector. It will also increase learners' exposure to New Zealand creative and cultural activity through the school curricula, support the sector to increase its uptake of new accessibility technology and support increased investment in, and access to, local screen content.

5,000 more people working in the creative and cultural sector by 2030

- In the year to March 2024, 117,992 people held primary employment in the arts and creative sectors. *Amplify* aims to increase the number of people working in the creative sector by 5,000⁴
- Through focusing on growing cultural exports, removing regulatory barriers to growth and investing more strategically, including in the talent pipeline, *Amplify* will increase the ability of people from all backgrounds to join and stay in the creative workforce which will both increase productivity and the sector's economic and societal impacts

² [Infometrics, Arts and Creative Sector Profile 2024](#), commissioned by Manatū Taonga Ministry for Culture and Heritage

³ Manatū Taonga Ministry for Culture and Heritage, [New Zealanders' cultural participation in 2023](#).

⁴ [Infometrics, Arts and Creative Sector Profile 2024](#), commissioned by Manatū Taonga Ministry for Culture and Heritage

- *Amplify*'s actions will meet this target by leveraging new funding sources for the sector and making current funding easier to access. It will create new employment opportunities through growing creative exports and cultural tourism and better aligning education and training with sector needs. It will also increase the sustainability of key cultural sector infrastructure and grow creative career opportunities in the regions.

Guiding principles of *Amplify*:

1. Government values all creative work, people, and audiences, and takes the unique attributes and benefits of the creative and cultural sectors into account during policy development and investment
2. The success of New Zealand creatives on the global stage is recognised and valued by Government
3. Māori arts, culture and heritage are taonga and important to New Zealand's culture and identity. Government acknowledges this and partners with Māori to enable their cultural aspirations
4. Government supports and recognises the value to people's lives of lifelong engagement with arts, culture, creativity and ngā toi Māori.



Ny Oh performing
at SXSW 2025,
Austin, TX, USA.
Image courtesy
of New Zealand
Music Commission

Strategic pillar: Investing for maximum impact

Maximising value for New Zealand from
the creative and cultural sectors through
Government investment



Where we are now

In the year to March 2024, the ‘arts and creative’ sector contributed \$17.5 billion or 4.2 percent of New Zealand’s GDP.⁵

Our creative and cultural sectors are already internationally renowned and our creative work is sought-after. Ngā toi Māori practitioners, filmmakers, musicians and many others have been successful and recognised globally. Our creative and cultural sectors have stories to share with the world and contribute to New Zealand’s sense of identity and our wellbeing and fulfilment as individuals. The relationship between tourism and culture is strong and mutually beneficial, with domestic and international tourism expenditure on cultural, recreational, travel and tour services totalling over \$2.3 billion in the year to March 2023.⁶

Culture and creativity provide many benefits for New Zealanders across a wide range of creative, economic, environmental, social, wellbeing, te ao Māori, and global outcomes. *Investing for maximum impact* means investing in the diverse creative and cultural practices that enrich our communities.

Where we want to get to and how we will support this shift

New Zealand’s creative and cultural sectors have significant growth potential. There are opportunities to take advantage of a growing digital export market, reach new audiences, create innovative products, and support social outcomes. Global measures of soft power indicate that New Zealand’s international reputation for business and trade is an advantage that can be leveraged. Government is committed to ensuring that investment is spent wisely, growing the sectors’ reach, impact, revenue, and talent, as well as improving the ability to measure these outcomes.

To build on these opportunities, Government needs to develop a coordinated and innovative approach to its investment in the creative and cultural sectors.

Government will work to make existing funding channels easier to access and navigate, promote and supplement other revenue channels, and explore new opportunities for cultural practitioners to earn income. Government will also continue to invest in creative activities that result in social outcomes, for example by advocating for cross-portfolio funding and promoting the public benefits of creativity and culture.

5 [Infometrics, Arts and Creative Sector Profile 2024](#) ‘Arts and creative sectors’ is the term used by Infometrics and is roughly equivalent to the term ‘creative and cultural sectors’ as used in *Amplify*

6 [Stats NZ, Tourism satellite account: Year ended March 2023](#)

Actions

1.1 Streamline and simplify central government funding for creative and cultural sectors to make accessing government funding easier and less resource intensive

Funding from central government for creative and cultural activity comes from many different sources, which can be complicated and burdensome for the sector. There is also often a perception within the sector that application processes are time consuming, difficult to navigate, and in some cases a closed shop. Government will seek to streamline its investment in the creative and cultural sectors so it is coherent, easier to navigate and more equitable. This will better support creative and cultural professionals to devote their time to their practices and crafts.

Creative New Zealand will simplify its funding for cultural organisations and groups, including improving access to existing multi-year funding and introducing simpler and more streamlined application and reporting processes.

Where viable, Government will focus on a more streamlined approach to funding community arts organisations and creative spaces, exploring options to join up funding from different agencies that support the same outcomes. New Zealand has approximately 80 creative spaces, which offer opportunities for different population groups to engage with creative expression, from music therapy to visual art. Consolidating funding from the ten central government organisations currently investing in creative spaces will lessen the system's bureaucracy and ensure that investment remains focused on outcomes and collaboration.

1.2 Leverage alternative funding sources for the sector to support sector sustainability and provide more jobs and opportunities for creative practitioners

While *Amplify* does not come with new central government funding, there are opportunities to leverage funding from other sources outside of Vote Arts, Culture and Heritage.

Manatū Taonga Ministry for Culture and Heritage (the Ministry) will work with entity and agency partners to increase philanthropic and wider private investment in the creative sector, using lessons learned from previous initiatives.

The Ministry will work with Resale Royalties Aotearoa (the collection agency for the Artist Resale Royalty Scheme) (the Scheme) to set up a cultural fund comprising of declined and unclaimed royalties from the Scheme, which will be reinvested to support artists' career sustainability.

The Ministry will establish reciprocal arrangements with overseas countries operating resale royalty schemes, with an immediate focus on the 27 European Union member countries. This will secure additional revenue for visual artists, as New Zealand artists will receive royalty payments when their work is sold in these overseas art markets.

Government recognises the contributions that galleries, libraries, archives and museums (GLAM) and heritage sectors make to providing high-quality international visitor experiences. To ensure the continued success of these high-quality experiences, the Ministry will investigate alternative funding options to support the development of cultural infrastructure across New Zealand. This could include exploring additional Crown funding mechanisms, or other cost recovery models.

1.3 Work across government to enable the creative and cultural sectors to support social outcomes, for example providing support for people experiencing mental health challenges and those at-risk of entering the youth justice system

There is a strong body of research demonstrating that participation in creative and cultural activities has positive social outcomes. For example, arts on prescription schemes have been used successfully in the UK and Australia to support improved mental health. Arts programmes delivered in prisons and youth justice facilities in New Zealand have enabled those incarcerated to develop key skills such as self-regulation and the ability to work with others, which have aided their reintegration into society upon release.

The Ministry will work across government to advocate for the creative and cultural sectors to support social outcomes, consistent with government's social investment approach. This will include working to ensure cross-government social sector funding is designed in a way that is inclusive of cultural organisations with proven delivery success.

1.4 Grow creative exports and cultural tourism to attract more high-quality foreign direct investment into the sector and facilitate new opportunities for creative career development

Promoting creative and cultural activity on the world stage is vital to strengthening the ‘NZ Inc’ brand. New Zealand already has a strong creative and culturally driven export sector – with industries such as gaming, film, music, and cultural tourism already leveraging exports to expand their markets. These areas as well as other emerging industries have great potential for further growth and are key to strengthening our relationship with new export markets such as India and Singapore.

Government will increase opportunities for creative and cultural organisations to be included in international missions. This will build digital trade potential and connections in markets with high demand for our creative outputs. Government will also seek to maximise the impact of government investment through the Cultural Diplomacy International Programme, with a focus on growth of cultural exports. Te Puni Kōkiri has also invested in the revitalisation of the internationally lauded Te Māori, exhibition of traditional Māori art, to stimulate growth and enable Māori to realise the cultural and economic benefits of Te Māori on the international stage.

Government will seek to increase the value of Cultural Cooperation Agreements and New Zealand’s film co-production agreements. These agreements will help the screen sector foster international ties and widen the pool of creative and financial resources at New Zealand’s disposal.

Agent Intercept, PikPok Games at New Zealand Game Developers Association Conference, 2024. Image courtesy of New Zealand Game Developer’s Association



In addition to growing New Zealand's presence internationally, Government will also leverage existing large-scale events to showcase New Zealand's unique creative and cultural industries to international visitors. Exposure from events such as the FIFA Women's World Cup in 2023 provided opportunities to present New Zealand's vibrant creative and cultural landscape to audiences from all backgrounds. Several events are to be hosted in the Pacific region in the years to come, including the British and Irish Lions tour to New Zealand in 2029 and the Brisbane 2032 Olympic Games. Existing funding can be prioritised to help promote local cultural and creative attractions in tandem with these international events, exposing international visitors to New Zealand's unique creative and cultural offerings. Government will also explore the feasibility of New Zealand hosting the Festival of Pacific Arts and Culture in 2036 as a prospective major event for New Zealand.

Government will work with Māori and Pacific creative and cultural practitioners to determine how the government can support them to market and export their work internationally, enabling appropriate use and protecting cultural intellectual property (IP) from commercial exploitation. Ngā toi Māori and Pacific Peoples' creative and cultural activity are a unique aspect of New Zealand's presence on the world stage and are receiving a high level of international interest. Work to utilise this interest and reach new international audiences could include leveraging applicable indigenous chapters and provisions in trade agreements.

There is ongoing work to protect creative and cultural IP and develop international standards, including the development of legal instruments to protect traditional knowledge and traditional cultural expressions from misuse and misappropriation, led by the World Intellectual Property Organisation (WIPO) Intergovernmental Committee (IGC).

By safeguarding New Zealand's unique culture and securing its authenticity, ngā toi Māori can be showcased with confidence domestically and on the world stage.

Case study: Grinding Gear Games | Path of Exile 2

Grinding Gear Games, a leading Auckland-based studio supported through the Game Development Sector Rebate (GDSR) administered by NZ On Air, launched Path of Exile 2 in late 2024 to significant international acclaim and commercial success. The game recorded over 42 million hours of livestream viewing in its first month, reflecting strong global interest and visibility. It has been estimated by GameDiscoverCo, a leading game analysis and insights organisation, to have generated over USD \$117 million in early revenue. Over the past year, the studio has grown its domestic footprint, with expansion that has resulted in new jobs and a stronger local presence. Notably, the company had been considering relocating to Australia prior to the introduction of the GDSR, but the programme has played a role in their decision to remain and invest in New Zealand.

1.5 Develop a research programme to strengthen the evidence base for the creative and cultural sectors, to ensure funding and policy decisions are well-informed and to demonstrate the value of the sector to decision-makers

Data and evidence are vital to ensuring that policy and regulation are fit-for-purpose and responsive to the needs of the sector. In order to encourage the creative and cultural sectors to achieve the full variety of their ambitions, quality data is needed to drive strategic decision making, including on how and where investment can be used to achieve the greatest outcomes.

The Ministry will lead work to develop a cultural system evidence framework to provide a best practice model to collect, synthesise and report data related to the creative and cultural sectors. The evidence framework will foster greater collaboration and sharing across the sector better enabling the identification of data gaps and priorities for new research.

Te Kapa Haka o Te Whānau-ā-Apanui performing at FestPAC 2024 in Honolulu, Hawaii. Image courtesy of Creative New Zealand



Government will also work with the sector to determine priority areas for new research to demonstrate the value of the sector and to align with government priorities for the sector. This could include strengthening data on creative and cultural exports, continuing to refine data collection on creative sector occupations, and improving the quality of research on the value of cultural heritage to wellbeing and economic growth.

1.6 Partner with the creative and cultural sectors, local government, and Māori to strengthen infrastructure for the health and sustainability of arts, culture, and heritage

The Government recognises that partnering with a range of stakeholders across the creative and cultural sectors will be key to achieving the best outcomes under *Amplify*. This means working closely with communities, local government, and cultural sector organisations to collectively develop solutions to support the long-term sustainability of the sector.

Working closely with ngā toi Māori organisations, mātanga toi, iwi and hapori Māori will also be key to achieving the best outcomes under this action.

Government will work with sector partners and local government to explore alternative funding sources to support live performance infrastructure.

Creative New Zealand will explore how communities can take a greater role in shaping arts development by placing decision-making closer to the communities those decisions impact. Creative New Zealand currently partners with the 67 territorial authorities to deliver funding to support local arts activities across the country.

In 2023, leaders across ngā toi Māori identified priority areas for the Government to work with them on to advance ngā toi Māori. As part of this action, Government will partner with Māori cultural organisations, iwi and hapū to develop work programmes to support their aspirations for the sustainability of Māori arts, culture and heritage.

Government recognises the importance of cultural heritage for Māori and Moriori to connect with their culture and whakapapa. This cultural heritage includes taonga and miheke (in this context, treasured items), kōiwi tangata and koimi t'chakat (ancestral remains). The Ministry will continue to support work to repatriate Māori and Moriori cultural heritage, including building on ongoing repatriation of kōiwi tangata and kōimi t'chakat (ancestral remains) led by Te Papa Tongarewa, working with local organisations.

1.7 Support the growth and resulting economic benefit of creative opportunities in the regions

New Zealand's regional creative and cultural activity is indicative of its vibrant and diverse communities and regional audiences should be able to engage with arts, culture and heritage as easily as those in urban centres.

To increase access to culture and creativity in the regions, Government will investigate options to increase New Zealanders' access to the national collections. This will include providing access via touring exhibitions and long-term loans from national galleries to regional and local galleries and through the digitisation of these collections.

There is also a need for regional innovation and talent to be developed and shared. Government will explore the viability of the establishment and expansion of regional centres of excellence to facilitate creative and cultural sector growth and excellence, including supporting the practice of ngā toi Māori.



Wellington band Dateline performing in Wellington, 2024.
Image courtesy of Manatū Taonga Ministry for Culture & Heritage

Strategic pillar: Nurturing talent

Enhancing the potential of New Zealand's creative and cultural talent pipeline and supporting sustainable career opportunities



Where we are now

Creative skills are an asset to both New Zealanders working in the creative and cultural sectors, and those working in the wider workforce. Access to creativity and a sense of cultural identity can also support education (in both creative and non-creative subjects), health⁷, and social cohesion.

Enrolments in secondary school arts subjects have dropped by 30 percent since 2008.⁸ This reduction in the talent pipeline is limiting the ability for industries that rely on creative skills to grow. Future changes to the curriculum and curriculum supports, as well as better aligning the tertiary and vocational education system with industry skill needs will help address this decrease and create genuine pathways into employment in the sector, making a creative career both more appealing and ensuring industry has the talent it needs.

7 Education Review Office, [*International Evidence Toolkit: Arts participation*](#)

8 Enrolments dropped from 232,805 students in 2008 to 161,965 in 2023.

Source: [*Education Counts, Secondary Subject Enrolments*](#)

Art Studio Colour at Toi Art gallery. Image courtesy of Museum of New Zealand Te Papa Tongarewa



Engagement with creative and cultural activity extends beyond the education system. In the year to March 2024, 117,912 people were employed in the arts and creative sectors.⁹ In order to generate a sustainable income, many of these people manage portfolio careers that include work in multiple parts of the creative ecosystem, while others hold jobs outside of the sector. However, some creative and cultural professionals want to derive more of their income from their work in the sectors.

It is important that New Zealand has the necessary skills to conserve and safeguard our unique culture, including ngā toi Māori, taonga tūturu, and at-risk heritage places. Significant issues in this domain include the low number of expert practitioners and knowledge holders, and limited resources to enable those practitioners to appropriately support the conservation of at-risk arts, culture and heritage mātauranga.¹⁰

Where we want to get to and how we will support this shift

For arts and culture in New Zealand to grow, our country's talented creative and cultural practitioners need to be able to enjoy long-term career options. Building creative skills for confident and sustainable careers starts with an education system that exposes all students to a wide range of arts, culture, history and creativity, inspires them to pursue their own creativity, and gives them a head start towards creative and cultural work.

From ensuring students in New Zealand have opportunities to participate in arts and culture at schools and kura that are equitable and engaging, to skills development in adulthood, *Amplify* sets out how government can address challenges and opportunities so people can thrive. This pillar aims to support the creative and cultural talent pipeline for example by ensuring the tertiary and vocational education system and on-job training are meeting industry skill needs. *Nurturing talent* also intends to foster creative and cultural participation at all stages of life.

9 [*Infometrics, Arts and Creative Sector Profile 2024*](#)

10 Aiko, [*Mātauranga Māori Te Awe Kōtuku Covid Cultural Recovery Programme Evaluation*](#), commissioned by Manatū Taonga Ministry for Culture & Heritage

Actions

2.1 Develop a creative education work programme that increases learners' exposure to New Zealand creative and cultural activity through the curriculum and curriculum supports, and develops the foundational creative skills necessary for a sustainable cultural talent pipeline

It is essential that all learners have access to creative expression during their time at school. These experiences unlock lifelong passions and support the pursuit of artistic excellence. Our creative and cultural sectors are well placed to share knowledge and skills with local learners.

Government will work with the creative and cultural sectors to develop a creative education work programme to embed opportunities for New Zealand students to learn creative skills and have creative and cultural experiences. This work includes the scheduled refresh of the Arts and Toi Ihiihi curricula in 2027, as well as examining opportunities for engagement outside the classroom.

This work will include:

- Supporting learners to engage with New Zealand's cultural heritage, including te reo, ngā toi, te ao Māori and Pacific cultures
- Working with the Ministry of Education to highlight the role creative and cultural institutions can play in education, including the role of the Galleries, Libraries, Archives and Museum sector
- Ensuring creative thinking and emerging creative skills are embedded in the national curriculum through the refresh of the Arts and Toi Ihiihi curricula.

Case study: Te Pū Tiaki Mana Taonga webinar series

Te Pū Tiaki Mana Taonga, a national volunteer network, provides free professional learning to educators in the culture and heritage sector to enable these educators to design and deliver creative and culturally rich content for school learners. The [Te Pū Tiaki Mana Taonga](#) webinar series provides content on the New Zealand curriculum and Mātauranga Māori, and covers a range of topics such as *Manaakitanga: Safe, welcoming spaces when teaching sensitive topics* and *Honouring our Local Histories*. The webinar series was originally developed by Te Pū Tiaki Mana Taonga: Association of Educators Beyond the Classroom with support from the Ministry and was intended to help educators in the culture and heritage sector in navigating the opportunities and challenges of remote learning.

These webinars remain freely available under a Creative Commons licence on the Te Pū Tiaki Mana Taonga website. In 2024, the 43 videos in the webinar series were viewed for over 400 hours, and more than 1,350 participants engaged with the organisation's five online courses on professional development.

2.2 Ensure the tertiary education system and on-job training are meeting industry skill needs and can support the sectors' contribution to economic growth

Creative and cultural practitioners often follow flexible career paths where skills can be developed from a variety of experiences, from formal education to on-job training. For the creative and cultural sectors to have a robust talent pipeline, education providers and workplaces must nurture the skills needed to help industries thrive now and in the future.

The Ministry will work with the Ministry of Education through the development of the Tertiary Education Strategy to more strongly signal the need for tertiary education provision and on-job training to align with industry skill needs to support the sectors' contribution to economic growth.

Creative organisations, particularly in fast-moving sectors with high levels of innovation, such as the screen and gaming sectors, are often best placed to deliver training, but may not always have the resources to do so. The Ministry will support creative organisations to deliver on-the-job training in areas of high demand, drawing upon examples of existing success. In the longer term, this could include funded placements and internships and/or financial incentives for established practitioners to mentor early career practitioners.

Portrait wall at Toi Art gallery, Museum of New Zealand Te Papa Tongarewa. Image courtesy of Museum of New Zealand Te Papa Tongarewa



2.3 Promote the sustainable development of the cultural system by supporting succession planning for specialist roles

Succession planning, or the process of identifying vital roles and developing a strategy when these roles are vacant, is key to ensuring creative and cultural practices are sustainable for the future. Some specialised areas of cultural work are particularly prone to skill gaps. For example, there is a lack of suitably qualified staff in practices related to heritage conservation. This limits opportunities to pass skills to new generations and may add complexity and cost to the conservation and restoration of New Zealand's heritage places.

Government will partner with iwi, hapū, mātanga toi Māori, Pacific cultural practitioners, and the broader creative and cultural sectors to explore options to support succession planning for highly specialist roles where expertise is at risk of being lost, for example in cultural conservation. Work will consider how ngā toi Māori can be protected and how Pacific art forms can acknowledge the strong Pacific Peoples diaspora in our country and the close relationships we have with Pacific partners. Government has a role to support practitioners of these art forms to pass on their skills and knowledge to the next generation.

2.4 Improve the sustainability of key creative and cultural sector infrastructure, with a focus on institutions that support the talent pipeline by providing career entry and early-mid career opportunities

There are creative and cultural organisations in New Zealand which play a crucial role in the talent pipeline for their industries. These organisations have a reputation for ushering in the next generation of talent and developing their skills.

Government will seek to improve access to existing multi-year funding for organisations that have a strong track record of talent development and invest in growing the skills of their workforce. Improving access to existing multi-year funding, will give these organisations the stability, confidence and ability to forward plan that they need to continue playing this role successfully.

Organisations promoting talent development will also be prioritised for any new funding that becomes available to support sector sustainability.

2.5 Provide capability training for creative and cultural organisations' leaders and governors, including in supporting their organisations to be financially stable, grow audiences and diversify funding

Creative and cultural organisations provide infrastructure, jobs, and development opportunities for practitioners. Governance bodies and leadership positions of these organisations have a key role in ensuring financial stability and business growth, as well as contributing to sector-wide strategic thinking.

Government will seek to provide training and mentoring opportunities for cultural organisations' leaders and governors to develop skills such as fundraising, financial management, and strategic thinking.

Creative and cultural professionals are often expected to take on management and leadership roles without having had the necessary training or opportunities to build the required skills for these roles. The Ministry will work with cultural sector leaders to develop leadership training programmes to provide pathways for emerging creative and cultural sector leaders. The training programme could include mentoring and provide networking opportunities for leaders in the sector to collaborate and share insights. This will build on the New Leaders Programme offered by Creative New Zealand, supporting new and emerging leaders to grow their skills and build peer support networks leading to strong, sustainable arts communities and organisations.

Te Tangi a te Tūi by Tainui
Tukiwaho and Amber Curreen.
Image courtesy of Ben Sarten
featuring Eve Gordon and Paku
Fernandez



Strategic pillar: Reducing barriers to growth

Modernising and streamlining Government regulation so it enables the creative and cultural sectors to thrive



Where we are now

The legislative and regulatory environment that New Zealand’s creative and cultural sectors work within is complex. As the nature of cultural work changes over time (such as through developments in AI, innovation in media, or changes in how income is earned), regulation can become a barrier rather than an enabler.

The creative and cultural sectors have mutually dependent relationships with a range of other sectors, including events, tourism, and hospitality. When government regulation unduly impacts small businesses, exporters, or other related sectors, the creative and cultural sectors are also impacted. A modern and streamlined regulatory environment would support, rather than impede, creative work.

Creative and cultural professionals are passionate and driven by their endeavours. Alongside this, business skills are also a key part of navigating a career. With many professionals being self-employed (30 percent),¹¹ these business skills are critical for making money from their creative and cultural work.

Where we want to get to and how we will support this shift

Effective regulation and non-regulatory incentives can help set the foundations for success for those in the creative and cultural sectors. *Amplify* looks to address areas in which existing regulations present challenges, remove regulatory barriers to success, and update and strengthen critical enabling legislation to ensure it is responsive to technological change.

There are internal processes Government can examine, such as reviewing the responsibilities and governance of Crown-funded creative organisations and addressing the unintended consequences of regulation on the creative and cultural sectors. Opportunities also exist for Government to improve support for creative and cultural professionals as they build their business acumen, strengthen their technological capabilities, and interact with the tax system.

11 Infometrics, [Arts and Creative Sector Profile 2024](#)



South Quad tree at Te Matatiki Toi Ora The Arts Centre, Christchurch. Image courtesy of Tohu Whenua/Wade McClelland

Actions

3.1 Work across government to identify and update regulation that limits the creative and cultural sectors' ability to operate, earn and grow

Regulations have impacts across different parts of society and the economy. As a result, not all regulations have been developed with regard to their impact on the creative and cultural sectors, and do not always account for the distinct attributes of the creative and cultural sectors and the gig economy.

There are clear ways to streamline regulations that impact the creative and cultural sectors. Amendments to regulations and/or introduction of non-regulatory incentives will better support creative businesses to reach their potential and remove unnecessary costs.

Key areas of regulation Government will amend to support sustainable creative incomes include:

- The Copyright Act 1994 (administered by the Ministry for Business, Innovation and Employment): to implement new copyright obligations arising from free trade agreements with the European Union and United Kingdom. As part of this review, Government will consider making additional reforms to:
 - ensure it remains fit for purpose in the context of a rapidly changing technological environment
 - facilitate non-for-profit GLAM organisations to reasonably preserve, efficiently administer and make available, collections digitally.

Government will also consider regulatory solutions to support the sustainability of the live performance sector, which include amendments to:

- The Resource Management Act 1991 and associated council-level plans (administered by the Ministry for the Environment): to ensure that planning policy balance noise control outcomes and the live performance sector's ability to operate
- The Sale and Supply of Alcohol Act 2012 (administered by the Ministry of Justice): to address barriers to gaining special licenses for cultural events, which can lead to events being cancelled, delayed or scaled down.

Creative and cultural activities have positive impacts on economic growth in regional New Zealand. In recognition of this impact, Government is supporting the development and growth of cultural infrastructure in regional New Zealand. Establishing the Fast-track Approvals Act 2024, and proposed changes to the Resource Management Act 1991 are intended to make it quicker and easier to gain approvals for a range of developments, including cultural amenities that contribute to economic growth.

3.2 Work across government to make maintaining and conserving heritage places simple and practical for owners

Heritage places play an important role in preserving New Zealand's history and cultural identity, and it is important that heritage places are appropriately maintained. However, Government recognises the need for heritage requirements to be simple and facilitate urban development so our country can plan for the future. Owners of heritage places often struggle with conservation costs and requirements that are not nationally consistent.

Government is exploring ways to reduce the cost burden of maintaining heritage places by reviewing seismic risk in heritage buildings as part of the Earthquake Prone Building and Seismic Management Review which is led by the Ministry for Business, Innovation and Employment.

Case study: *Saving the Town* heritage toolkit

Heritage New Zealand Pouhere Taonga has developed the [*Saving the Town heritage*](#) toolkit. The purpose of the toolkit is to provide councils and communities with strategies, programmes and practical initiatives that can be used to facilitate the retention, conservation and reuse of New Zealand's heritage places. The conservation and adaptive reuse of heritage buildings can serve as a key driver for social and economic regeneration of our towns and cities. Heritage buildings can also provide facilities for the arts, cultural, creative, start-up and not-for-profit sectors and social/community groups and activities.

Resources like *Saving the Town* highlight the potential for central Government and Crown-funded entities to develop resources that make maintaining and conserving heritage places simple and practical for owners. In addition, these resources help to leverage the potential of the cultural heritage sector to support economic growth in New Zealand's towns and cities.

3.3 Modernise legislation and operational schemes administered by Manatū Taonga Ministry for Culture and Heritage so they are fit for purpose and working effectively for the creative and cultural sectors

The creative and cultural sectors' attempts to modernise and innovate should not be hampered by outdated legislation, some of which does not account for the modern technologically driven environment. Legislation administered by the Ministry should be fit for purpose and responsive to current sector needs.

As part of these changes, we will seek to:

- Review and update the operational procedures for the Government Indemnity Scheme for touring exhibitions to make it easier to access and administer
- Update media regulation to ensure long-term regulatory settings reflect and are responsive to sector, technological and audience shifts¹²
- Review enabling legislation of entities funded by the Ministry to determine if key legislative settings such as roles and functions and governance settings are fit for purpose
- Review the Artist Resale Royalty Scheme in 2027 to ensure the regulatory framework is working as intended and its benefits are being fully realised.

¹² Proposals outlined in the *Media Reform* discussion document, published by Manatū Taonga | Ministry for Culture and Heritage in 2025, are still to be confirmed.

Lusi Faiva in AIGA Touch Compass, Nelson Arts Festival. Image courtesy of Melissa Banks



3.4 Offer creative and cultural practitioners the tools needed to support and develop their careers and practices

In order to secure sustainable careers, creative and cultural professionals have to engage with the business aspect of practicing their craft, whether this be promoting and selling their work, networking, fundraising and grant applications, or simply just fulfilling their tax obligations.

Inland Revenue will provide specific guidance to support creative and cultural practitioners to fulfil their tax obligations, including information about how common sources of income for creative and cultural workers are taxed, such as royalties, prize money and one-off commissions. Information on how to manage offshore income will also be provided to support New Zealand professionals as they enjoy more success overseas.

This guidance will help reduce the time cultural sector practitioners spend dealing with the complexities of the tax system (exacerbated by their reliance on multiple sources of fluctuating income) and ensure they are maximising the benefits within the tax system to which they are entitled.

Creative New Zealand will also use its Development Fund for Artists and Practitioners to support creative and cultural professionals to develop their financial literacy and business skills, including marketing and strategies for expanding audience reach.

3.5 Support the creative and cultural sectors' uptake of new technology, including responsible use and development of AI and accessibility technology

Technology and cultural and creative activity go hand in hand. The rapid development of Artificial Intelligence (AI) poses risks and opportunities for the creative and cultural sectors.

Government is committed to promoting the responsible and innovative uptake of AI across the public and private sectors, as outlined in the Going for Growth Strategy. The long-term insights briefing from the Ministry titled *"Culture in the digital age: How will technology change the way New Zealanders create, share and protect their stories in 2040 and beyond"* has also investigated the importance of digital technologies in creating, sharing and preserving New Zealand stories. The report stresses how responsible uptake of AI and new technology should consider concerns about misinformation and misappropriation, and lead to creative work opportunities evolving, rather than disappearing.

Government will consider how it can support sustainable development of AI in the creative and cultural sectors through cross-portfolio work led by the Ministry for Business, Innovation and Employment. Sustainable development of AI would build on existing usage in sectors and support economic potential while being responsive to concerns about misinformation, workforce, privacy, IP and data sovereignty.

The Ministry will also ensure actions within *Amplify* consider and respond to the fast-emerging impact of AI and new technologies on the creative and cultural sectors. For example, on-the-job training for young creatives could include exposure to new technologies such as AI, blockchain, and Web3. Additionally, work on growing cultural exports (as mentioned in *Investing for maximum impact*) could include strengthening New Zealand's role in AI & emerging tech diplomacy to protect our digital cultural assets.

New technology also has the potential to make creative and cultural activity more accessible to a wider audience. For example, people living with a disability can often find it difficult to access cultural performances and content, which are targeted at a mainstream audience. As a result, many organisations and professionals champion increased accessibility of creative and cultural content, such as New Zealand Opera's world-first technology to enable braille subtitles for its performance of *Le Comte Ory* in 2024.

Government will support the creative and cultural sectors to increase its accessibility through technology. This will include encouraging increased captioning and audio description as part of the media reform work programme [TBC] and working with the sector to address barriers to technological innovation as they arise.

Case study: Braille surtitles for live NZ Opera performances

To increase accessibility to its performances, NZ Opera has adopted and further developed technology enabling the provision of Braille surtitles for live performance. Using a platform called *contexts.live*, this technology delivers opera surtitles directly to patrons' Braille-reading devices. It can also deliver the surtitles to personal tablets for people with low vision. The technology was premiered at NZ Opera during the performances of Rossini's *Le comte Ory* in June 2024, and has now been shared with other opera companies around the world.

Enabling members of the blind and low vision community to enjoy Braille surtitles in real time demonstrates how new technologies can make arts, culture and heritage more accessible to diverse audiences. As technology continues to advance, there are more possibilities for how the sector can expand and re-design its offerings so all New Zealanders can enjoy the benefits of creative and cultural activity.

3.6 Explore initiatives to support increased investment in and access to local screen content, to grow the contribution of the screen industry to New Zealand's economy and ensure it reflects and develops our cultural identity

Our local screen content is vital to making sure New Zealand voices are heard. It informs and entertains people, encourages debate, reflects and develops our cultural identity, and connects communities and business.

We recognise that New Zealand's regulation needs to be updated to address the sector's complex environment. The media reform work programme, led by the Ministry, is a standalone work programme to modernise media legislation for New Zealand.

The media reform work programme seeks to:

- ensure accessibility of local audiovisual media platforms, for example by encouraging TV manufacturers to ensure local media services are prominent and visible on devices such as smart TVs so they can be easily found by audiences [TBC]
- increase access and information on local content to encourage investment [TBC]
- encourage more captioning and audio description on content that is broadcast or streamed to ensure access for disabled New Zealanders [TBC].

Next steps

Amplify is just the beginning of unlocking the creative and cultural sector's full potential. The implementation of the actions and supporting activities intend to activate existing resources to create tangible outcomes as the presence of arts, culture and heritage in our country continues to grow. *Amplify* as a living document will be responsive to the changing needs of the sector, being continually updated to adapt to the new challenges and opportunities emerging from the sector's dynamic environment.

Between now and 2030, *Amplify*'s implementation will occur across three phases: 2025–26, 2027–28, and 2029–2030. A separate implementation plan provides more specific detail on how collaboration across government and with the sector will take place to achieve the strategy's 2030 targets and vision for the sector.

Filming *Tinā*, image courtesy of NZ Film commission



Artham Dance Company NZ,
Yānum Production. Image
courtesy of David St George



Amplify: Summary of actions and supporting activities

Strategic Pillars	Investing for maximum impact	Nurturing talent	Reducing barriers to growth
	Maximising value for New Zealand from the creative and cultural sectors through the Crown investment in Arts, Culture and Heritage and wider investment opportunities	Enhancing the potential of New Zealand's creative and cultural talent pipeline and supporting sustainable career opportunities	Modernising and streamlining government regulation so it enables the cultural sectors to thrive
Actions	1.1 Streamline and simplify central government funding for the creative and cultural sectors to make accessing government funding easier and less resource intensive 1.2 Leverage alternative funding sources for the sector to support sector sustainability and provide more jobs and opportunities for creative practitioners 1.3 Work across government to enable the creative and cultural sectors to support social outcomes, for example providing support for people experiencing mental health challenges and those at-risk of entering the youth justice system 1.4 Grow creative exports and cultural tourism to attract more high-quality foreign direct investment into the sector and facilitate new opportunities for creative career development 1.5 Develop a research programme to strengthen the evidence base for the creative and cultural sectors, to ensure funding and policy decisions are well-informed and demonstrate the sector's value to decision-makers 1.6 Partner with the creative and cultural sectors, local government, and Māori to strengthen infrastructure for the health and sustainability of arts, culture, and heritage 1.7 Support the growth and accompanying economic benefit of creative opportunities in the regions.	2.1 Develop a creative education work programme that increases learners' exposure to New Zealand creative and cultural activity through the curriculum and curriculum supports, and develops the foundational creative skills necessary for a sustainable cultural talent pipeline 2.2 Ensure the tertiary education system and on-job training are meeting industry skill needs and can support the sectors' contribution to economic growth 2.3 Promote the sustainable development of the cultural system by supporting succession planning for specialist roles 2.4 Improve the sustainability of key creative and cultural sector infrastructure; with a focus on institutions that support the talent pipeline by providing career entry and early-mid career opportunities 2.5 Provide capability training for creative and cultural organisations' leaders and governors, including in supporting their organisations to be financially stable, grow audiences and diversify funding.	3.1 Work across government to identify and update regulation that limits the creative and cultural sectors' ability to operate, earn and grow 3.2 Work across government to make maintaining and conserving heritage places simple and practical for owners 3.3 Modernise legislation and operational schemes administered by Manatū Taonga Ministry for Culture and Heritage so that they are fit for purpose and working effectively for the creative and cultural sectors 3.4 Offer creative and cultural practitioners the tools needed to support and develop their careers and practices 3.5 Support the creative and cultural sectors' uptake of new technology, including responsible use and development of AI and accessibility technology 3.6 Explore initiatives to support increased investment in and access to local screen content, to grow the contribution of the screen industry to New Zealand's economy and ensure it reflects and develops our cultural identity.
2030 targets	The economic contribution of the arts and creative sectors grows to at least \$22 billion (of GDP), with a focus on cultural exports and tourism, by 2030. 	A 10% increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030. 	5,000 more people working in the creative and cultural sectors by 2030. 
Current state	In 2024, the GDP of the New Zealand arts and creative sector was \$17.5 billion¹³.	In 2023, 33% of New Zealanders reported engagement with performing arts, 28% with visual arts, 45% with cultural heritage, and 69% with New Zealand-made screen content¹⁴.	In 2024, there were 117,912 people working in the creative sector in New Zealand.

Principles

- Government values all creative work, people, and audiences, and takes the unique attributes and benefits of the creative and cultural sectors into account during policy development and investment
- The success of New Zealand creatives on the global stage is recognised and valued by Government
- Māori arts, culture and heritage are taonga and important to New Zealand's culture and identity. Government acknowledges this and partners with Māori to enable their cultural aspirations
- Government supports and recognises the value to people's lives of lifelong engagement with arts, culture, creativity and ngā toi Māori.

¹³ Infometrics, 2024 Sector Profile: Arts and Creative.

¹⁴ Manatū Taonga Ministry for Culture and Heritage, New Zealanders' cultural participation in 2023, ([New Zealanders' cultural participation in 2023](#)).

Amplify: Summary of actions and supporting activities

Investing for maximum Impact

Maximising value for New Zealand from the creative and cultural sectors through the Crown investment in Arts, Culture and Heritage and wider investment opportunities

Actions	Supporting activities
1.1 Streamline and simplify central government funding for the creative and cultural sectors to make accessing government funding easier and less resource intensive. 	- Simplify Creative New Zealand funding support for cultural organisations and groups, including improving access to existing multi-year support and introducing simpler and more streamlined application and reporting processes - Where viable, focus on a more streamlined approach to funding community arts organisations, such as creative spaces, exploring options to join up funding from different agencies that support the same outcomes.
1.2 Leverage alternative funding sources for the sector to support sector sustainability and provide more jobs and opportunities for creative practitioners. 	- Increase philanthropic and wider private investment in the creative and cultural sectors, using lessons learnt from previous initiatives - Work with Resale Royalties Aotearoa (the Artist Resale Royalty collection agency) to set up a cultural fund comprising declined and unclaimed royalties from the scheme, which will be reinvested to support artists' career sustainability - Establish reciprocal arrangements with overseas countries operating resale royalty schemes, with an immediate focus on the 27 European Union member countries, so New Zealand artists will receive royalty payments when their work is sold in these overseas art markets. - Explore alternative funding options for regional cultural facilities, including Crown funding mechanisms or other cost recovery models.
1.3 Work across government to enable the creative and cultural sectors to support social outcomes, for example providing support for people experiencing mental health challenges and those at-risk of entering the youth justice system. 	- Work across government to advocate for the creative and cultural sectors to support social outcomes, consistent with government's social investment approach - Work across government to ensure social sector funding eligibility criteria is designed in a way that is inclusive of cultural organisations with proven delivery success.
1.4 Grow creative exports and cultural tourism to attract more high-quality foreign direct investment into the sector and facilitate new opportunities for creative career development. 	- Increase opportunities for creative and cultural organisations to be included in international missions - Maximise the impact of government investment through the Cultural Diplomacy International Programme, with a focus on supporting growth of cultural exports - Seek to increase the value of Cultural Cooperation Agreements and New Zealand's film co-production agreements - Leverage existing large-scale events to showcase New Zealand's unique cultural and creative industries to international visitors (e.g. 2029 Lions tour, 2032 Olympics) - Explore the feasibility of New Zealand hosting the Festival of Pacific Arts and Culture in 2036, as a prospective major event for New Zealand - Work with Māori and Pacific creative and cultural practitioners to determine how government can support them to market and export their work internationally; including ensuring appropriate use and protecting cultural intellectual property from exploitation.
1.5 Develop a research programme to strengthen the evidence base for the creative and cultural sectors, to ensure funding and policy decisions are well-informed and demonstrate the sector's value to decision-makers. 	- Develop a cultural system evidence framework to provide a best practice model to collect, synthesise and report data related to the creative and cultural sectors - Work with the sector to determine priority areas for new research to demonstrate the value of the sector and to align with Government priorities for the sector.
1.6 Partner with the creative and cultural sectors, local government, and Māori to strengthen infrastructure for the health and sustainability of arts, culture, and heritage. 	- Work with sector partners and local government to explore alternative funding sources to support live performance infrastructure - Explore how communities can take a greater role in shaping arts development by placing decision-making closer to the communities those decisions impact. - Partner with Māori cultural organisations, iwi and hapū to develop work programmes support their aspirations for the sustainability of Māori arts, culture and heritage - Continue to support work to repatriate Māori and Moriori cultural heritage, building on ongoing repatriation of kōiwi tangata and kōimi t'chakat (ancestral remains) led by Te Papa Tongarewa.
1.7 Support the growth and accompanying economic benefit of creative opportunities in the regions. 	- Investigate options to increase New Zealanders' access to the national collections, including providing access via touring exhibitions and long-term loans from national galleries to regional and local galleries and through the digitisation of these collections - Explore the viability of the establishment and expansion of regional centres of excellence to facilitate creative and cultural sector growth and excellence, including supporting the practice of ngā toi Māori.

Amplify: Summary of actions and supporting activities

Nurturing talent

Enhancing the potential of New Zealand's creative and cultural talent pipeline and supporting sustainable career opportunities

Actions	Supporting activities
2.1 Develop a creative education work programme that increases learners' exposure to New Zealand creative and cultural activity through the curriculum and curriculum supports, and develops the foundational creative skills necessary for a sustainable cultural talent pipeline. 	- Support learners to engage with New Zealand's cultural heritage, including te reo, ngā toi, te ao Māori and Pacific cultures - Work with the Ministry of Education to highlight the role creative and cultural institutions can play in education, including the role of the Galleries, Libraries, Archives and Museum sector - Ensuring creative thinking and emerging creative skills are embedded in national curriculum through the refresh of the Arts and Toi Ihiihi curricula.
2.2 Ensure the tertiary education system and on-job training are meeting industry skill needs and can support the sectors' contribution to economic growth. 	- Work with the Ministry of Education through the development of the Tertiary Education Strategy to more strongly signal the need for tertiary education provision and on-job training to align with industry skill needs to support the sectors' contribution to economic growth - Support creative organisations to deliver on-the-job training in areas of high demand, drawing upon examples of existing success in the form of funded placements and internships and/or financial incentives for established practitioners to mentor early career practitioners.
2.3 Promote the sustainable development of the cultural system by supporting succession planning for specialist roles. 	Partner with iwi, hapū, mātanga toi Māori, Pacific cultural practitioners, and the broader creative and cultural sectors to explore options to support succession planning for highly specialist roles where expertise is at risk of being lost, for example in cultural conservation.¹⁵
2.4 Improve the sustainability of key creative and cultural sectors infrastructure; with a focus on institutions that support the talent pipeline by providing career entry and early-mid career opportunities. 	- Seek to improve access to existing multi-year funding for organisations that have a strong track record of talent development and invest in growing the skills of their workforce - Prioritise organisations promoting talent development for any new funding that becomes available to support sector sustainability.
2.5 Provide capability training for creative and cultural organisations' leaders and governors, including in supporting their organisations to be financially stable, grow audiences and diversify funding. 	- Provide training and mentoring opportunities for cultural organisations' leaders and governors to develop skills such as fundraising, financial management, and strategic thinking - Build on work already underway as part of Creative New Zealand leadership training programmes to provide pathways for emerging creative and cultural sectors leaders.

¹⁵ We are yet to engage with key stakeholders on implementing this supporting activity, although feedback from public consultation supported succession planning for vital roles and development of emerging skills.

Amplify: Summary of actions and supporting activities

Reducing barriers to growth

Modernising and streamlining government regulation so it enables the creative and cultural sectors to thrive

Actions	Supporting activities
3.1 Work across government to identify and update regulation that limits the creative and cultural sectors' ability to operate, earn and grow. 	- Review the Copyright Act 1994 to implement new copyright obligations arising from free trade agreements with the European Union and United Kingdom. As part of this review, consider making additional reforms to: - ensure it remains fit for purpose in the context of a rapidly changing technological environment - facilitate non-for-profit GLAM organisations to reasonably preserve, efficiently administer and make available, collections digitally. - Consider regulatory solutions to support the sustainability of the live performance sector, including: - ensuring the Resource Management Act 1991 and local council planning policy balance noise control outcomes and the live music sector's ability to operate - amending the Sale and Supply of Alcohol Act 2012 to address barriers to gaining special licenses for cultural events, which can lead to events being cancelled, delayed or scaled down. - Reduce regulatory barriers to make it quicker and easier to gain approvals for the development of cultural amenities that will drive economic growth.
3.2 Work across government to make maintaining and conserving heritage places simple and practical for owners. 	Explore regulatory solutions to address the cost burden of seismic risk in heritage buildings as part of the Ministry for Business, Innovation and Employment's Earthquake Prone Building and Seismic Management review.
3.3 Modernise legislation and operational schemes administered by Manatū Taonga Ministry for Culture and Heritage so that they are fit for purpose and working effectively for the creative and cultural sectors. 	- Review and update the operation of the Government Indemnity Scheme for touring exhibitions to modernise the Scheme and make it easier to access and administer - Update media regulation, to ensure long-term regulatory settings reflect and are responsive to sector, technological and audience shifts [TBC] - Review the enabling legislation of entities funded by the Ministry to determine if key legislative settings such as roles and functions and governance settings are fit for purpose - Review the Artist Resale Royalty Scheme to ensure the regulatory framework is fit for purpose and the benefits are being fully realised.
3.4 Offer creative and cultural practitioners the tools needed to support and develop their careers and practices. 	- Provide specific guidance for creative and cultural practitioners on how to fulfil their tax obligations and manage offshore income - Use Creative New Zealand's Development Fund for Artists and Practitioners to support creative and cultural professionals to develop their financial literacy and business skills, including marketing and strategies for expanding audience reach.
3.5 Support the creative and cultural sectors' uptake of new technology, including responsible use and development of AI and accessibility technology. 	- Consider how government can support sustainable development of AI in the creative and cultural sectors through cross-portfolio work led by the Ministry for Business, Innovation and Employment. Sustainable development of AI would build on existing usage in sectors and support economic potential while being responsive to concerns about misinformation, workforce, privacy, IP and data sovereignty - Ensure actions within <i>Amplify</i> consider and respond to the fast-emerging impact of AI and new technologies on the creative and cultural sectors - Support the sector to increase its accessibility through technology. This will include supporting increased captioning and audio description as part of the media reform work programme [TBC] and work with the sector to identify and address accessibility through technological innovation.
3.6 Explore initiatives to support increased investment in and access to local screen content, to grow the contribution of the screen industry to New Zealand's economy and ensure it reflects and develops our cultural identity. 	Explore options to: - Ensure accessibility of local audiovisual media platforms, for example by encouraging TV manufacturers to ensure local media services are prominent and visible on devices such as smart TVs so they can be easily found by audiences [TBC] - Increase reporting on the sector's current involvement in local content to encourage further investment [TBC] - Encourage more captioning and audio description on content that is broadcast or streamed to ensure access for disabled New Zealanders [TBC].

Appendix 1: Glossary

Arts and creative sectors: the term used by data providers Infometrics to describe the sectors covered by this strategy. See also creative and cultural sectors.

Artist Resale Royalty Scheme: a newly introduced government scheme that enables a five percent royalty to be collected on eligible artworks resold on the secondary art market.

Blockchain: a secure database shared across a network of participants, where up-to-date information is available to all participants at the same time.

Copyright Act 1994: an Act that allows copyright owners to control certain activities relating to the use and dissemination of their works. The legislation provides for border protection measures and both civil and criminal action infringement penalties.

Creative spaces: community spaces that provide access to art-making activities and creative expression for people who face barriers to accessing creative opportunities. Activities offered by creative spaces include visual arts, ngā toi Māori, performing arts, music, film, and creative writing. These spaces serve people with intellectual or physical disabilities, neurodiversity, poor mental health, age related vulnerability, or experiences of cultural or social isolation.

Cultural Cooperation Agreements: agreements between New Zealand and other countries to promote the knowledge and understanding of each other's cultures and intellectual and artistic achievements by way of friendly cooperation.

Cultural Diplomacy International Programme: a government programme that aims to help establish or maintain New Zealand's cultural presence overseas and boost our international profile and interests.

Creative and cultural sectors: in this strategy, this term refers to arts in all forms of expression, galleries, libraries, archives and museums (GLAM), place-based heritage, music, screen, gaming, fashion, architecture and design. Creative and cultural work may involve the development of new creative output, the protection or preservation of heritage, or the celebration of culture through festivals, events, or exhibitions, for example. See also arts and creative sectors.

CNZ Development Fund: provides funding for individual artists and practitioners or a group of collaborators to undertake professional development and creative development activities that benefit their careers.

Fast Track Approvals Act 2024: establishes a permanent fast-track consenting regime to make it easier and quicker to gain approvals for development and infrastructure projects that deliver regional and national benefits.

Festival of Pacific Arts and Culture (FESTPAC): the world's largest celebration of indigenous arts and culture. It is attended by artists, cultural practitioners, scholars and officials from member nations of the Pacific Community (SPC) and is held every four years in a different Pacific nation.

Film co-production agreements: formal contracts that facilitate collaboration between film producers from different countries to jointly develop, produce, finance, and distribute audiovisual projects.

Government indemnity scheme for touring exhibitions: aims to give New Zealanders access to significant cultural exhibitions from overseas by providing compensation for loss or damage that isn't covered by commercial insurance. This minimises the amount of commercial insurance museums and galleries must buy for touring exhibitions.

hapori Māori: Māori communities.

International missions: trips to other countries organised by the Ministry for Foreign Affairs and Trade for Ministers, officials and sector representatives/businesses to explore business opportunities, network and expand export opportunities.

Long-term Insights Briefing: a report from departmental chief executives every three years that maps futures thinking in a portfolio. These are required under the Public Service Act 2020.

mana: an enduring sense of honour and authority in oneself that develops with age; the more prestigious the event, person or object, the more mana it has.

matanga toi: expert artistic practitioners.

mātauranga: Māori traditional knowledge.

mauri: the life spark or essence passed down from ancestors inherent in all living things.

Ngā toi Māori: traditional Māori arts.

Regional Centres of Excellence: hubs of expertise and resources focused on specific sectors or disciplines within a region. They aim to foster innovation, research, and capability building.

Resale Royalties Aotearoa: the organisation responsible for collecting and distributing royalties under the Artist Resale Royalty Scheme on behalf of eligible visual artists and their successors.

Resource Management Act 1991: the principal piece of legislation that sets out how New Zealand should manage its environment. The purpose of this Act is to promote the sustainable management of natural and physical resources.

Sale and Supply of Alcohol Act 2012: regulates the sale, supply, and consumption of alcohol to promote safety and responsibility, and minimise harm caused by excessive or inappropriate drinking.

tangata whenua: the iwi or hapū that holds customary authority over an area.

taonga tūturu: protected objects that are connected to te ao Māori and embody mana, tapu and mauri.

Tertiary Education Strategy: sets out the Government's long-term strategic direction for tertiary education. Tertiary Education Organisations (TEOs) must show how they will contribute to achieving the priorities set out in the Strategy through their investment plans.

Te ao Māori: the language, culture, and political and social structures of Māori in Aotearoa.

tapu: sacred, holy.

Vote Arts, Culture and Heritage: the delegated funding received from the Treasury for the Arts, Culture and Heritage, Media and Communications, and Sport and Recreation Ministerial portfolios.

wānanga: conference, educational forum.

Web3: a term used to describe the next iteration of the internet, one that is built on blockchain technology and is communally controlled by its users.

World Intellectual Property Organization (WIPO): a United Nations agency that provides services that enable creators, innovators and entrepreneurs to protect and promote their intellectual property (IP) across borders, and acts as a forum for addressing emerging IP issues.