Implementation plan

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

Phase 1: 2025–26 → **Phase 2: 2027–28** → **Phase 3: 2029–2030**

Strategic Pillars

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 government investment.
Nurturing talent	Enhancing New Zealand's creative and cultural talent pipeline and supporting sustainable career opportunities.
Reducing barriers to growth	Modernising and streamlining Government regulation so it enables the cultural sectors to thrive.

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.
- A 10% increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage.
- 5,000 more people working in the creative and cultural sectors.

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 government investment.

Action	Supporting activities	Key stakeholders[1]	Timeframe[2]
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 CNZ 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.	CNZ (lead)	2025–26
	Where viable, focus on a more streamlined approach to funding community arts organisations and creative spaces and exploring options to join up funding from different agencies that support the same outcomes.	MCH (lead) MSD, Health New Zealand , MoE, DIA, MPP, Arts Access Aotearoa, Creative Spaces Network	2025–28
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 learned from previous initiatives.	CNZ, IRD, DIA	2025–28
	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.	Resale Royalties Aotearoa (lead), MCH	2025–2030
	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.	MCH (lead), MFAT, Resale Royalites Aotearoa	2025–26
	Explore alternative funding options for regional cultural facilities, including additional Crown funding mechanisms or other cost recovery models.	MCH (lead), Treasury	2025–2030
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 the government's social investment approach.	MCH (lead), MoH, Corrections, Oranga Tamariki, MSD, Whaikaha, MPP, Arts Access Aotearoa	2025–2030
	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.	MCH (lead), Arts Access Aotearoa	2025–2030

Key

Corrections: Department of Corrections
CNZ: Creative New Zealand
DIA: Department of Internal Affairs
DOC: Department of Conservation
IR: Inland Revenue
MCH: Manatū Taonga Ministry for Culture and Heritage
MFAT: Ministry of Foreign Affairs and Trade
MFE: Ministry for the Environment
MOE: Ministry of Education
MOH: Ministry of Health
MOJ: Ministry of Justice
MSD: Ministry for Social Development
Ngā Taonga: Ngā Taonga Sound and Vision
NZTE: New Zealand Trade and Enterprise
Oranga Tamariki: Ministry for Children
Resale Royalties Aotearoa: Resale Royalties Aotearoa
Sport NZ: Sport New Zealand – Ihi Aotearoa
Te Papa: Museum of New Zealand Te Papa Tongarewa
TEC: Tertiary Education Commission
Whaikaha: Whaikaha Ministry of Disabled People

1—Stakeholders will be refined, and engaged with further, as work progresses.
2—Timeframes will be refined as work progresses. Actions that could require new investment are proposed for Phase 3 (2029–2030).
3—Proposals marked TBC are in the Media Reform discussion document, published by Manatū Taonga | Ministry for Culture and Heritage in 2025, and are still to be confirmed

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 government investment.

Action	Supporting activities	Key stakeholders[1]	Timeframe[2]
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.	MCH (lead), MFAT, CNZ, Film Commission, MBIE, Te Puni Kōkiri, NZTE, creative and cultural sector peak bodies	2025–2030
	Maximise the impact of government investment through the Cultural Diplomacy International Programme, with a focus on supporting growth of cultural exports.	MCH, MFAT, Te Puni Kōkiri, NZTE, NZ Story, Education NZ	2025–2030
	Seek to increase the value of Cultural Cooperation Agreements and New Zealand's film co-production agreements.	MCH, CNZ, Film Commission, MFAT	2025–2030
	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).	MCH (lead), MBIE, Creative New Zealand, Te Papa, Sports NZ, NZTE	2025–2030
	Explore the feasibility of hosting the Festival of Pacific Arts and Culture in 2036 as a prospective major event for New Zealand.	MBIE, MCH, CNZ , NZTE, MFAT	2025–2030
	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.	MBIE, MCH, MFAT, Te Puni Kōkiri, Māori and Pacific creative and cultural practitioners, CNZ (lead TBC)	2025–2030
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.	MCH (lead), MCH entity partners	2025–26
	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.	MCH (lead), entity partners, creative and cultural sectors	2025–2030
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.	MCH (lead), Treasury, IR, MBIE/Commerce Commission, local government, ticketing agencies	2025-28
	Explore how communities can take a greater role in shaping arts development by placing decision-making closer to the communities those decisions impact, including regional communities.	CNZ	2025-28
	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.	MCH (lead), Te Puni Kōkiri, Te Papa, Sport NZ, iwi, Māori and Pacific cultural practitioners, CNZ	2025–2030
	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.	MCH (lead), Te Papa	2025–2030
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.	MCH (lead), creative and cultural sector peak bodies, Te Papa, DIA (Archives, National Library, Alexander Turnbull Library), Ngā Taonga, HNZPT (engage via Te Ara Taonga collective)	2027–2030
	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.	MCH (lead), Sport NZ, creative and cultural sector peak bodies, CNZ	2027–2030

Key

Corrections: Department of Corrections
CNZ: Creative New Zealand
DIA: Department of Internal Affairs
DOC: Department of Conservation
IR: Inland Revenue
MCH: Manatū Taonga Ministry for Culture and Heritage
MFAT: Ministry of Foreign Affairs and Trade
MFE: Ministry for the Environment
MOE: Ministry of Education
MOH: Ministry of Health
MOJ: Ministry of Justice
MSD: Ministry for Social Development
Ngā Taonga: Ngā Taonga Sound and Vision
NZTE: New Zealand Trade and Enterprise
Oranga Tamariki: Ministry for Children
Resale Royalties Aotearoa: Resale Royalties Aotearoa
Sport NZ: Sport New Zealand – Ihi Aotearoa
Te Papa: Museum of New Zealand Te Papa Tongarewa
TEC: Tertiary Education Commission
Whaikaha: Whaikaha Ministry of Disabled People

1—Stakeholders will be refined, and engaged with further, as work progresses.
2—Timeframes will be refined as work progresses. Actions that could require new investment are proposed for Phase 3 (2029–2030).

Nurturing talent

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

Action	Supporting activities	Key stakeholders[1]	Timeframe[2]
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.	MCH (lead), MOE, MPP	2025–28
	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.	MOE (lead), MCH, Te Papa, GLAM sector peak bodies, CNZ	2027–2030
	Ensure creative thinking and emerging creative skills are embedded in the school curriculum through the refresh of the Arts and Toi Ihiihi curricula.	MOE (lead), MCH	2027–2030
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.	MCH (lead), vocational education providers, TEC, MoE	2025–28
	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.	MCH (lead), TEC, creative and cultural sector organisations	2027–2030
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.	MCH (lead), Māori and Pacific cultural practitioners, creative and cultural sector peak bodies, Te Papa, Ngā Taonga, ACH entities	2029–2030
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.	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.	Major funding entities including CNZ, Film Commission	2025–2030
	Prioritise organisations promoting talent development for any new funding that becomes available to support sector sustainability.	MCH (lead), sector funding entities	2025–2030
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.	TBC	2029–2030
	Build on work already underway as part of CNZ leadership training programmes to provide pathways for emerging creative and cultural sector leaders.	MCH (lead), funding agencies	2029–2030

Key

Corrections: Department of Corrections
CNZ: Creative New Zealand
DIA: Department of Internal Affairs
DOC: Department of Conservation
IR: Inland Revenue
MCH: Manatū Taonga Ministry for Culture and Heritage
MFAT: Ministry of Foreign Affairs and Trade
MFE: Ministry for the Environment
MOE: Ministry of Education
MOH: Ministry of Health
MOJ: Ministry of Justice
MSD: Ministry for Social Development
Ngā Taonga: Ngā Taonga Sound and Vision
NZTE: New Zealand Trade and Enterprise
Oranga Tamariki: Ministry for Children
Resale Royalties Aotearoa: Resale Royalties Aotearoa
Sport NZ: Sport New Zealand – Ihi Aotearoa
Te Papa: Museum of New Zealand Te Papa Tongarewa
TEC: Tertiary Education Commission
Whaikaha: Whaikaha Ministry of Disabled People

1—Stakeholders will be refined, and engaged with further, as work progresses.
2—Timeframes will be refined as work progresses. Actions that could require new investment are proposed for Phase 3 (2029–2030).

Reducing barriers to growth

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

Action	Supporting activities	Key stakeholders[1]	Timeframe[2]
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.	MBIE (lead), MCH, National Library	2025–28
	Consider regulatory solutions to support the sustainability of the live performance sector, including: • ensuring the current Resource Management Act 1991 and local council planning policy balance noise control outcomes and the live performance 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.	MCH (lead) MOE, MoJ, Local government	2025–27
	Reduce regulatory barriers to make it quicker and easier to gain approvals for the development of cultural amenities that will drive economic growth.	MfE (lead), Environmental Protection Authority, Councils	2027–2030
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 MBIE's Earthquake Prone Building and Seismic Management review.	MBIE (lead)	2025–26
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.	Review and update the operational procedures for the Government Indemnity Scheme for touring exhibitions to make it easier to access and administer.	MCH (lead), Treasury	2025–26
	Update media regulation, to ensure long-term regulatory settings reflect and are responsive to sector, technological, and audience shifts [TBC].[3]	MCH (lead)	TBC
	Review the enabling legislation of entities funded by the Ministry to determine if key legislative settings such as roles, functions and governance settings are fit-for-purpose.	MCH (lead)	2025–27
	Review the Artist Resale Royalty Scheme to ensure the regulatory framework is fit for purpose and the benefits are being fully realised.	MCH (lead), Resale Royalties Aotearoa	2027–28
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.	IR (lead), MCH	2025–26
	Use CNZ'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.	CNZ (lead), MCH	2029–2030

Key

Corrections: Department of Corrections
CNZ: Creative New Zealand
DIA: Department of Internal Affairs
DOC: Department of Conservation
IR: Inland Revenue
MCH: Manatū Taonga Ministry for Culture and Heritage
MFAT: Ministry of Foreign Affairs and Trade
MFE: Ministry for the Environment
MOE: Ministry of Education
MOH: Ministry of Health
MOJ: Ministry of Justice
MSD: Ministry for Social Development
Ngā Taonga: Ngā Taonga Sound and Vision
NZTE: New Zealand Trade and Enterprise
Oranga Tamariki: Ministry for Children
Resale Royalties Aotearoa: Resale Royalties Aotearoa
Sport NZ: Sport New Zealand – Ihi Aotearoa
Te Papa: Museum of New Zealand Te Papa Tongarewa
TEC: Tertiary Education Commission
Whaikaha: Whaikaha Ministry of Disabled People

1—Stakeholders will be refined, and engaged with further, as work progresses.
2—Timeframes will be refined as work progresses. Actions that could require new investment are proposed for Phase 3 (2029–2030).
3—Proposals marked TBC are in the Media Reform discussion document, published by Manatū Taonga | Ministry for Culture and Heritage in 2025, and are still to be confirmed

Reducing barriers to growth

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

Action	Supporting activities	Key stakeholders[1]	Timeframe[2]
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 MBIE. 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.	MBIE (lead), MCH	2025–28
	Ensure actions within *Amplify* consider and respond to the fast-emerging impact of AI and new technologies on the creative and cultural sectors.	MCH (lead), MBIE, other agencies as needed	2025–2030
	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][3] and work with the sector to identify and address accessibility through technological innovation.	MCH (lead), Whaikaha, MSD (Disability), Arts Access Aotearoa	2027–2030
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].	MCH (lead)	2025–2030
	Increase reporting on the sector's current involvement in local content to encourage further investment [TBC].	MCH (lead)	2025–2030
	Explore options to encourage more captioning and audio description on content that is broadcast or streamed to ensure access for disabled New Zealanders [TBC].	MCH (lead), Whaikaha	2025–2030

Key

Corrections: Department of Corrections
CNZ: Creative New Zealand
DIA: Department of Internal Affairs
DOC: Department of Conservation
IR: Inland Revenue
MCH: Manatū Taonga Ministry for Culture and Heritage
MFAT: Ministry of Foreign Affairs and Trade
MFE: Ministry for the Environment
MOE: Ministry of Education
MOH: Ministry of Health
MOJ: Ministry of Justice
MSD: Ministry for Social Development
Ngā Taonga: Ngā Taonga Sound and Vision
NZTE: New Zealand Trade and Enterprise
Oranga Tamariki: Ministry for Children
Resale Royalties Aotearoa: Resale Royalties Aotearoa
Sport NZ: Sport New Zealand – Ihi Aotearoa
Te Papa: Museum of New Zealand Te Papa Tongarewa
TEC: Tertiary Education Commission
Whaikaha: Whaikaha Ministry of Disabled People

1—Stakeholders will be refined, and engaged with further, as work progresses.
2—Timeframes will be refined as work progresses. Actions that could require new investment are proposed for Phase 3 (2029–2030).
3—Proposals marked TBC are in the Media Reform discussion document, published by Manatū Taonga | Ministry for Culture and Heritage in 2025, and are still to be confirmed.