

creative capital arts trust

**Strategy Plan
2024—2027**

POWELL & COY.
FRINGE
ARTS FESTIVAL

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 **CLASSICAL
ON CUBA**



CCAT Vision

Creative Capital Arts Trust will be a **leading¹ arts organisation in **Aotearoa New Zealand²**, activating **artists, practitioners³**, **partners⁴**, and audiences across Pōneke through delivering **iconic events⁵**.**

1 We define being a leading arts organisation as the place artists, practitioners, partners and audiences look to for direction, support, guidance and information.

2 We have a local focus, national gaze, and global connections.

3 Focus on nurturing the emerging sector in the first 10 years of their career.

4 We define our partners as venues, businesses, funders and sponsors who participate in the events we produce.

5 Significant cultural moment widely known and acknowledged especially for distinctive experience.



Our Values



Creativity

We ignite innovation and imagination.



Collaboration

We cultivate connections and work in an open and supportive way with integrity.



Courage

We lead with curiosity, bravery and open-mindedness.



Belonging

We strive to create an environment that celebrates inclusion, accessibility and individuality.



Our Story

In 2011, Creative Capital Arts Trust (CCAT) emerged from a rich tapestry of Wellington's cultural heritage.

Born from the vibrant energy of the New Zealand Fringe Festival (est. 1990) and the lively spirit of the CubaDupa festival (evolving from the Cuba Street Carnival of the 1980s), CCAT set out with a mission to weave together artistic collaboration and governance in the heart of the capital. From the very start, our aim was clear: to nurture and celebrate Wellington's artistic pulse while supporting a thriving festival culture.

Building on a foundation of creativity and community dedication, CCAT has transformed these festivals into two iconic events that illuminate Wellington's cultural calendar. Throughout the challenges of the

Covid-19 pandemic, we remained steadfast, adapting our approach to continue fostering communal joy and connection during a time of isolation and uncertainty. In 2020, in collaboration with Orchestra Wellington, we launched Classical on Cuba, infusing Wellington's event calendar with a thrilling new dimension of classical music!

Having navigated through a period of "survival mode," CCAT is now poised to embrace a visionary future. We undertook a comprehensive year-long research initiative, gathering insights from artists, community members, and stakeholders. This extensive feedback has invigorated our commitment to evolve and excel.

Our bold vision is to establish CCAT as a leading arts organisation in Aotearoa New Zealand, activating artists, practitioners, partners, and audiences across Pōneke through delivering iconic events.

To achieve this, we are focusing on five key areas:

Collaborative Leader

We're driven by an ambitious vision of the future—one where our focus is local, our gaze is national, and our connections are global. We're committed to forging creative collaborations, providing unwavering support, and sparking groundbreaking innovation every step of the way.

Cultivating Best Practise

We are committed to refining our internal practices and creating a supportive environment that fosters growth, courage, and innovation. By prioritising the well-being and ambitions of our team, we are laying the groundwork for a thriving organisational culture.

Enhancing Community Engagement

Our goal is to forge deeper connections with local audiences and businesses, creating opportunities for success, joy, and a sense of belonging.

Supporting Emerging Talent

We are dedicated to nurturing artists and practitioners, particularly in the first decade of their careers. By providing resources, guidance, and opportunities, we aim to support their growth and ensure that talent flourishes.

Driving Financial Sustainability

Long-term impact requires financial stability. We are focused on developing strategies to ensure our continued success and support for the arts sector, paving the way for enduring change.

With our sights set on a future where art and creativity are celebrated and supported, we invite you to be a part of this transformative journey. Together, we can build a future where artists are valued, our community thrives, and the cultural fabric of our city and country is enriched.





Collaborative Leader

Why is this important?

CCAT has a unique place in the arts ecology to develop artists and practitioners in the first 10 years of their career positioning the organisation as a leader in this space.

As a leading arts organisation CCAT will be able to leverage the position as a respected and trusted arts organisation to forge cross-sector partnerships, increase funding opportunities, and influence the attitudes and behaviors of key stakeholders and audiences to support artists.

As a leading arts organisation CCAT will be able to foster collaborations with a local focus, national gaze and global connections.

CCAT will be able to ensure that artists and practitioners are valued as skilled workers while supporting arts organisations, practitioners and artists to build sustainable careers.

What this means on the ground:

- We are collaboration focused
- We provide opportunities to highlight our team as experts/leaders in the arts sector
- We value leadership, integrity and collaboration
- We are agile
- We lead our strategy
- Elevate the CCAT brand to government
- We focus on how we support artists and arts organisations

What good looks like:

- Artists and practitioners are valued and respected
- Government and council agencies approach CCAT for advice, insight and comments on policies and strategies
- Key leading organisations in Wellington, New Zealand and globally seek out collaborations with CCAT
- Our team are recognised as sector experts/leaders
- CCAT is seen as a trusted strategic partner

Objective	How will we do this?	How can we measure this?
Foster collaboration: forge creative partnerships with key organisations	<ul style="list-style-type: none">• We will build strong, meaningful connections and collaborations with the sector to drive positive outcomes for our communities• We trust, respect and collaborate with each other and our stakeholders• Build strong connections with mana whenua and tangata whenua.	<ul style="list-style-type: none">• Increased collaborations with arts organisations• Increased collaborations with other organisations
Local focus, national gaze, global connections	<ul style="list-style-type: none">• Connect with our local community, businesses, artists and other organisations• Develop opportunities for feedback from our local and national community• Ensure EOJ and registration opportunities are open nationally• Connect with international organisations to develop pathways for artists	<ul style="list-style-type: none">• Increased local representation• Increase national representation• Connect with global partners to increase global pathways for artists and to present global work
Achieve external recognition as a leading arts organisation	<ul style="list-style-type: none">• We develop evidence based storytelling• Develop strong messaging around what we do and why we do it• Build strong relationships with organisations outside the sector• Open the door to feedback from arts organisations and artists• Connect with tertiary institutions• Deepen relationships with council and government	<ul style="list-style-type: none">• Tertiary recognise CCAT as a key partner• Government and council agencies view CCAT as a strategic partner





Cultivating Best Practice

Why is this important?

It is important that CCAT has best practise guidelines to ensure that we produce consistently good outcomes. From our research we know we need to start with our internal processes to develop best internal practices and as these are met we will extend our focus to additional processes to be developed.

Having best practices policies and processes ensures that we can support the sustainability of CCAT, our festivals and our artists. By ensuring good governance and strong leadership we develop the ability to have a long lasting legacy and support the recruitment and retention of skilled staff.

We require a growth mindset to continue to develop and streamline systems, processes and policies while having clear pathways for our team to build a sustainable and successful business model.

We have made the active decision to start with these three internal objectives to create a strong foundation that we can continue to grow from.

What this means on the ground:

- We collaborate with experts
- We have a growth mindset
- We work to develop better experiences
- Strategic decision making over reactive decision making
- Build great arts leaders
- Focus on great governance
- Build great systems
- We have strong policies and guidelines
- We choose metrics that matter to our objectives

What good looks like:

- Key policies are in place
- Onboarding process is developed to support contractors
- Build a skilled, supported and values aligned team that represents our community
- User-friendly experience for audiences participating with the festivals
- User-friendly experience for artists and practitioners submitting EOLs and registrations for festivals
- CCAT has strong governance

Objective

Be an employer/engager of choice

- Cultivate a positive and proactive team culture with a focus on succession planning
- Team feel valued and empowered
- Open two-way communication
- Celebrate one another's successes
- Review and invest in the capacity and capability of the festival teams
- Interview internal candidates who fit minimum requirements for promotion opportunities

How will we do this?

How can we measure this?

- Annual team surveys outline that 95% want to work for the organisation again
- Internal promotions increase
- Our team members choose to stay with CCAT longer than two event seasons
- Reduction in stress and burnout reported in surveys and exit interviews

Strengthen governance and management

- Undertake succession planning for board and senior leadership
- Strengthen organisational governance and culture
- Year-round profiling of key team to all major conferences and media to be seen as experts
- Sound governance and strong leadership
- Advocate for skills-based board
- Build our governance to support the next generation

- Be recognised as having good governance
- Maintain reserves at double organisation contingency
- Accurate and timely reporting and effective policies
- Steady transition of senior leadership
- Update rules

Develop strong systems

- Review and refine organisation structure and develop effective systems
- Systems, processes and planning are robust and best practise
- Apply technology to enhance flexibility and foster innovation
- Include UX/EX in designing solutions

- Organisational structure is fit for purpose
- Policies are developed and in place
- Innovation is celebrated





Enhancing Community Engagement

Why is this important?

Creative Capital Arts Trust builds strong opportunities for new audiences, and community to experience and participate in arts.

By developing new audiences CCAT increases the value of the arts and creates opportunities for audiences to engage in communal joy.

When the arts are valued we can develop community engagement and increase the diversity of audiences while encouraging audiences to take risks, be brave and try new things.

Building emerging audiences supports artists and their practice to become more sustainable.

What this means on the ground:

- We connect with: business, sponsors, funders, artists and audiences and view them as our community
- We celebrate the community
- We create partnerships with tertiary institutions and the sector
- We create opportunities for audiences to try new things through collaboration
- Ensure accessibility is fully considered and implemented. Access is embedded as a priority consideration.
- We choose metrics that matter to our objectives

What good looks like:

- Vibrant successful community connected and energised by participation in our events
- Audiences are across age groups, demographics and diverse cultures through programming and audience development
- Respondent rate to survey is significant

Objective	How will we do this?	How can we measure this?
Develop emerging audiences	<ul style="list-style-type: none">• Develop and implement an audience development and engagement strategy• Audience development strategies support audiences to participate in arts and to try new things• Remove barriers to participation in the arts• Develop cross pollination between art forms, collaborations that bring new audiences	<ul style="list-style-type: none">• At least 10% of audiences outline that they are attending for the first time• Survey responses show that audiences are wanting to take risk attending other art in the future
Create opportunities for communal joy	<ul style="list-style-type: none">• We develop events that create opportunities for communal joy• Communities engage with our events year round to remain connected, collaborative, and celebrated throughout the year• We engage and listen to our community• Organisation is always on and connected to our community.	<ul style="list-style-type: none">• Audience feedback provides an approval rating of 80% believe events like ours make Wellington a better place to live• Demographic data demonstrates increased audience diversity
Ensure our events are valued	<ul style="list-style-type: none">• Generate research to create robust data to speak to value of our events on the Pōneke economy• We will secure public value for the work we generate• Ensure the events we produce are valued• Increase survey response rate	<ul style="list-style-type: none">• 85% of survey respondents believe the arts are important• Increase survey respondents for audience by 20% year on year





Supporting Emerging Talent

Why is this important?

Building strong pathways for artists and practitioners is important to retain talent in New Zealand and to build sustainable careers. Providing the next steps for artists and practitioners entering the professional sector supports the development of innovative art in Pōneke. CCAT creates pathways for artists and practitioners from students to professionals to feel valued, supported, celebrated and to create better work. It is important that local artists see opportunities for themselves in all our events and how they can get there in the first 10 years of their career.

What this means on the ground:

- We develop programmes that support the skills that emerging artists need to build sustainable careers
- We support people as they move from student to professional arts maker
- We build networks that support emerging artists to be successful
- Quality of work is improved

What good looks like:

- Artists and practitioners are supported to develop their practise into a sustainable career
- When renowned artists are supported to come to our events, we provide opportunities for local artists to engage with and learn from them
- Our programming is full of exceptional emerging artists in the first 10 years of their career
- We develop collaborations between emerging artists and established artists to support sustainable careers

Objective	How will we do this?	How can we measure this?
Support emerging artists	<ul style="list-style-type: none">• Support artists in the first 10 years of their career• Connect the education sector with professional arts• Deepen creative learning and opportunities for emerging artists• Support collaborations• Always make time to meet with emerging practitioners and artists• Support pathways for Māori and Pasifika artists	<ul style="list-style-type: none">• Connect with all key tertiary institutions• Senior management are engaged with tertiary institutions• Increased Māori and Pasifika involvement in events• Senior management are engaged with emerging artists
Support emerging practitioners	<ul style="list-style-type: none">• Support artists in the first 10 years of their career• Development programmes for practitioners to develop into sector leaders• Maximise access to skills, employment and development• Support Māori and Pasifika producers and practitioners• Develop information to ensure producers and practitioners are valued within the arts community	<ul style="list-style-type: none">• Practitioners develop their practise into a sustainable career measured on feedback• Experienced practitioners send emerging leaders to CCAT for support and training• Senior management are engaged with emerging practitioners
Create connections between emerging and established practitioners	<ul style="list-style-type: none">• Use our networks to link established leaders with emerging leaders• Support drop-in sessions to ask questions and get help developing their practise• Be champions of emerging artists• Profile successful artists• Create mentorship opportunities	<ul style="list-style-type: none">• Emerging artists and practitioners feel connected with CCAT• Artists and practitioners understand that CCAT produces CubaDupa, NZ Fringe, Classical on Cuba and other events as they happen



Driving Financial Sustainability

Why is this important?

To create sustainable and transformative change for the festivals, organisations and the sector, CCAT requires diverse, and reliable revenue streams. Increasing multi-year funding agreements allows for future planning and allows for development of relationships, partnerships and collaborations.

We build strategic partnerships that are value matched with partners, businesses, corporates, private givers and other stakeholders to ensure positive outcomes for our communities.

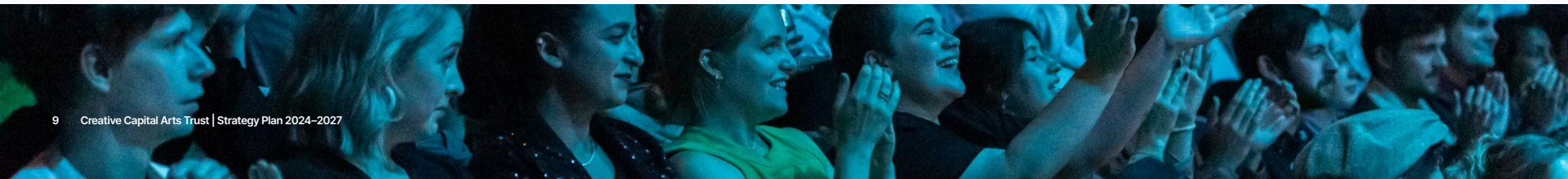
What this means on the ground:

- Building long standing relationships with funders, sponsors and private givers
- Increase earned and contributed income
- Build financial reserves to provide resilience through cycles
- Provide value to partners
- Value aligned connections
- CCAT has credibility and is a trusted partner
- Prove the impact

What good looks like:

- Strong multi-year funding
- Increase resilience with diversified income streams
- Funders and sponsors are connected with the organisation in meaningful ways
- Businesses have successful results for being associated with the events
- Reserves maintained to double contingency
- Strategic partnerships

Objective	How will we do this?	How can we measure this?
Integrate multi-year funding and partnership	<ul style="list-style-type: none">• Develop and implement a comprehensive stakeholder engagement strategy• Develop core funding to create stability for key roles and increase resource• Develop strong relationships with investment sponsors and funders	<ul style="list-style-type: none">• Stakeholders value their involvement in the festivals and attend• Deliver an economic impact study annually• Funders and sponsors value the deliverables for their investment• Become an investment client for Creative New Zealand
Diversify income streams	<ul style="list-style-type: none">• Increase diversity in our revenue to remain resilient for years to come• Develop commercial revenue streams to support the festival income• Develop private donation pathways for emerging philanthropists	<ul style="list-style-type: none">• Develop ethics charter to help inform who we partner with• 15% of budget is commercial revenue by 2027• 5% of budget is donations by 2027
Create robust connections	<ul style="list-style-type: none">• Develop connections with local businesses to "buy in" to the festivals and events• Create value for local businesses to ensure a two-way street partnership• Treat local businesses as key partners• Create meaningful connections with partnerships, corporates and local businesses	<ul style="list-style-type: none">• Business feedback identifies that the majority see value for money in their support





Ignite the arts.

ccat.org.nz