

**BRIEFING TO THE INCOMING
MINISTER FOR ARTS, CULTURE
AND HERITAGE:**

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INTRODUCTION

Congratulations on becoming Minister for Arts, Culture and Heritage. Yours is a role of considerable importance in the support and development of New Zealand's culture. The Ministry for Culture and Heritage looks forward to working with you towards the achievement of your government's cultural objectives.

New Zealand's distinctive culture is maintained by arts and creative activities, by sports and recreation, by engagement with our history, heritage and environment, and by languages, film and broadcasting. Aspects of these operate effectively without public assistance, but important parts of our cultural life would simply not be present without intelligent intervention from the government.

In the absence of government involvement there would be – for example – no Te Papa or New Zealand Symphony Orchestra. The rationale for government assistance is not just the fact that individual citizens enjoy seeing exhibitions and concerts, and benefit from doing so. The broader implications of widespread access to and understanding of New Zealand culture also make this a crucial area of government engagement with communities, all New Zealanders, and the rest of the world.

The policies, organisations and activities which represent government's involvement in the cultural sector have a strong bearing on New Zealand's international standing; on our development as a self-aware, confident, prosperous and cohesive society; and on New Zealanders' sense of identity. This is particularly true given globalising trends in technology, marketing and travel, which pose a threat to the special cultures of small nations at the same time as cultural distinctiveness is being more highly valued.

The specific projects and tasks for which the Ministry is responsible contribute in their various ways towards these outcomes. The Regional Museums Policy for Capital Construction Projects, the development of New Zealand Memorial Park and the production of works of history are examples of Ministry activities which are premised on the importance of New Zealanders knowing and valuing their culture and country. Advances in digital and web technology make possible initiatives such as *Te Ara the Encyclopedia of New Zealand*, NZLive.com and new kinds of television delivery – all of which mean that cultural information and experiences are or will be significantly more accessible. Various pieces of broadcasting policy work – which the Ministry undertakes in support of the Minister of Broadcasting – recognise the very great influence of the broadcasting media on New Zealanders' understanding of their society and their involvement in its development.

Given the range of potential cultural projects, of course, any government's involvement in culture must of necessity be selective. You, along with your ministerial colleagues, make decisions about what elements are most deserving of public resources; the Ministry takes very seriously its responsibility to inform, support and execute those decisions.

We will also continue to support your engagement with the range of organisations that supply cultural services on behalf of the Crown. Crown entities such as Creative New Zealand, the New Zealand Film Commission, and the New Zealand Historic Places Trust play a very important role, as do the directly-funded non-government bodies such as the NZ Music Commission and the New Zealand Film Archive. The Crown investment in the non-departmental organisations funded through the Ministry is considerable (some \$254 million in 2008/09, including a significant proportion to broadcasting agencies); agency governance and funding issues require the ongoing attention of government if the investment and intervention is to be as effective as possible.

Our support of your work will also likely mean that we will continue to work closely with other central government organisations. Some of these, such as the National Library, have an explicitly cultural focus; others such as the Department of Conservation, the Ministry of Pacific Island Affairs and the Ministry for the Environment have objectives closely aligned with the work of this Ministry.

But there is a cultural component – actual or potential – to the work of many other departments too. The fact that cultural initiatives can contribute to the achievement of other, non-cultural government objectives is increasingly recognised (though arguably it needs to be better understood throughout government, and embedded in the broader processes of policy development). The role that cultural activities play in the economy, for example, is demonstrated by the fact that as at 2004, the economic value contributed by the creative industries was \$3.56 billion (as assessed in 2006 prices); this constituted 2.8% of 'total industry value added' (GDP minus unallocated indirect taxes such as GST).

In light of this, the Ministry has developed working relationships with, for example, the Ministry of Economic Development and the Ministry of Foreign Affairs and Trade, as cultural tools have been employed in support of sector development, overseas investment and international diplomacy. The Ministry works also with local government authorities towards the strengthened cultural well-being of local communities.

The country's broader well-being is served by government's commitment to culture as an integral part of New Zealand life. From this perspective, your portfolio offers you regular opportunities to deliver messages to the nation in terms that promote constructive analysis of our past, of current issues, and of possible futures.

I will be pleased to have the opportunity to meet with you to talk about your own priorities for the portfolio, along with the matters raised in this briefing.

Bronwyn Dalley
Acting Chief Executive

THE MINISTRY FOR CULTURE AND HERITAGE

The Context Within Which the Ministry Operates

Government involvement in culture is, in broad terms, intended to:

- enable experiences that offer enrichment of our thinking and insight into others' perspectives;
- promote and explore New Zealanders' sense of identity and place in the world;
- create strong communities and social prosperity by helping people understand and respect the different cultural elements within our society; and
- contribute to economic prosperity.

The Ministry's own role is to help make culture visible and accessible, and we focus on three outcomes:

- **Outcome One – the diversity, visibility and accessibility of our culture, and participation in cultural experiences, are enhanced**

The Ministry achieves this by providing advice to the government about its involvement in culture, and through the production and delivery of cultural experiences and resources.

- **Outcome Two – the programmes, services and products of funded agencies are of high quality and widely accessible**

The Ministry achieves this by ensuring appropriate accountability, and by promoting sound governance and management of agencies funded through the department.

- **Outcome Three – the value and contribution of culture to New Zealand's social, environmental and economic well-being is recognised**

The Ministry achieves this by providing advice, and by coordinating activities and programmes that support other government agencies.

Detailed information on the strategic orientation of the Ministry is provided in the 2008 – 2013 Statement of Intent, which is also being supplied to you.

The Work of the Ministry

As Minister for Arts, Culture and Heritage, you are the Ministry's 'Responsible Minister', and most of our resources are allocated in support of your portfolio. We do, however, also provide services to the Minister of Broadcasting and (to a more limited extent) the Minister for Sport and Recreation. Details of our work for these Ministers are provided on pages 10 and 11.

The following sections outline the various aspects of the Ministry's work:

Provision of Policy Advice

The Ministry has primary responsibility for the provision of policy advice on cultural issues. This takes the form of preparation of advice in briefing papers, papers for Cabinet's consideration, public discussion documents, legislation, reviews of government's interventions in the sector, research, and project management.

The Ministry considers government's cultural interests with a broad view, allowing the assessment of opportunities to enhance the government's cultural interventions both domestically and internationally.

Through its involvement in the wider system of government, the Ministry has an important role in ensuring that a cultural perspective is reflected in other areas of government. Collaboration across agencies is promoted to improve the effectiveness of the government's participation in the cultural sector. (A diagram showing the Ministry's key relationships with other departments is attached as Appendix I.)

Programmes and activities are also undertaken to advance government's non-cultural objectives. In the international arena, the Cultural Diplomacy International Programme (CDIP) promotes cultural activities to enhance New Zealand's diplomatic, trade, economic and tourism objectives.

In addition, the Ministry works with local government on cultural well-being, clarifying councils' responsibilities in the cultural sector under the Local Government Act 2002 and supporting local authorities to meet the particular needs of their communities.

The current work programme for your portfolio for 2008/09 includes:

- Administering CDIP activities in 2008/09 where the focus is in the Asian region and Korea in particular. The proposed focus for 2009/10 and 2010/11 is the People's Republic of China, to build on New Zealand's participation in the Shanghai Expo 2010;
- Reviewing the institutional arrangements for audio-visual archiving in New Zealand;
- Progressing the Cultural Property (Protection in Armed Conflict) Bill which will enable New Zealand to accede to the First and Second Protocols of the 1954 UNESCO Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict. The Bill has been referred to the Select Committee and public submissions called for;
- Dealing with the Copyright (Artists Resale Right) Amendment Bill which was being considered by the Government Administration Committee;
- Administering the Regional Museums Policy for Capital Construction Projects 2009 funding round;
- Advancing negotiations on the Film Co-production Agreements with India, People's Republic of China; and the New Zealand/South African cultural arrangement;
- Developing an 'implementation plan' for the Kerikeri Basin following government's investment in this significant heritage location;

- Reporting on the joint collection storage needs of Te Papa, Archives New Zealand and National Library;
- Undertaking research to benchmark the effects of charitable giving and sponsorship for cultural organisations;
- Publishing research on public attitudes to culture; *Employment in the Cultural Sector*, based on the 2006 Census data; and a Report updating the *Cultural Indicators for New Zealand*;
- Evaluating the effectiveness of the Policy for Government Departments' Management of Historic Heritage;
- Maintaining an overview on the skills and training needs of the cultural sector, now that the research findings have been transferred to the Tertiary Education Commission for action;
- Developing a cultural tourism strategy based on the findings of updated research on cultural tourism; and
- Preparing a workplan for the Ministry's role as lead agency for the 'Exceptional Kiwi Experience' for the Rugby World Cup 2011.

Performance Advice and Support for Funded Agencies

The 'devolved' model of some government responsibilities and activities being managed by 'arm's length' agencies is common in the New Zealand cultural sector. Much of the funding that the government provides to support arts, culture and heritage is allocated to non-departmental organisations. Some of them are Crown entities and others are non-government bodies. This investment is considerable and some \$254 million is being made available through the Ministry to non-departmental organisations in 2008/09; \$157.8 million of this is for broadcasting outputs.

As Responsible Minister, you are responsible for ensuring that government's ownership (where this applies) and funding of these agencies represents effective intervention in the cultural sector. The Ministry assists you in this role by undertaking or commissioning such reviews as you (or Cabinet) consider necessary. These reviews may focus on the legislative mandate given to particular agencies, certain aspects of their operation, their performance, or the resources needed to maintain service levels.

On a day-to-day level, the Ministry assists you in discharging your responsibilities in relation to the non-departmental organisations, and monitors the Crown's interest in them. We manage the disbursement of their funding, work closely with them as they develop their accountability documents, and monitor their operations to ensure that their expenditure is in support of the purpose for which they were established or funded. We endeavour to ensure that any issues are brought to your early attention.

The Ministry supports Ministers with respect to appointments to the boards of Crown agencies. The quality of board appointments can have a significant effect on the performance of an agency. (Profiles of current Crown entity board members are held by the Ministry, should you require such details.)

In addition, the Ministry provides a comprehensive governance support programme for the members of these boards. This includes providing

workshops for new members shortly after their appointment, and resources such as a governance eManual. This programme recognises and addresses the considerable challenges that board members face in a Crown governance environment.

Appendix II provides an outline of each of the organisations that you have some responsibility for as Minister for Arts, Culture and Heritage, and indicates its relationship with the Crown.

Appendices III and IV provide outlines of those organisations that the Ministry is involved with but which are responsible to the Minister of Broadcasting and the Minister for Sport and Recreation respectively.

Other Services to Ministers

Various services are provided to you (and your colleagues) by the Ministry, including the preparation of replies to ministerial correspondence and requests for official information, and the drafting of speech notes and replies to Questions in the House. We also undertake other general services which assist in the discharging of portfolio obligations, such as preparing papers supporting the Ministerial role in relation to the Budget cycle and accountability to Parliament.

Work in New Zealand History

Government has long acknowledged the necessity for it to play some part in the recording of aspects of New Zealand's past; the role now undertaken by the Ministry in researching and writing works of New Zealand history had its genesis in the establishment of a unit within the Department of Internal Affairs in 1938.

The Ministry specialises in producing histories of New Zealand focusing on state activity, war history, and other histories of national significance. There is widespread recognition that better understanding of our history helps give New Zealanders a sense of identity and place; and that in turn promotes improvements in areas ranging from family life to international undertakings.

The Ministry works in cooperation with commercial and academic publishers and broadcasters to make its history accessible. Recent book titles include *Trainland: how railways made New Zealand*; *Settlers: New Zealand immigrants from England, Ireland and Scotland 1840–1945*; and *Nga Tama Toa: the Price of Citizenship*.

Web publishing offers significant opportunities to deliver historical material to new audiences, and the Ministry is active in this area too: the NZHistory.net website is a very popular and respected source of information on key aspects of this country's past. The award-winning site includes a 'Today in History' feature highlighting stories from our past for each day of the year, 'Kiwi of the Week' biographies, quizzes, and an extensive 'Classroom' section aimed at teachers and students. Members of the public are also able to contribute their own stories and comments via a Community Contributions facility.

The growing public interest in New Zealand's war history has meant that this has been a significant focus of the Ministry's historical work; and the aging of those who participated in World War Two and subsequent conflicts has been an additional impetus for oral history projects based on their memories. The Ministry has recently launched a major interactive website on New Zealand's role in the Vietnam War and is also already planning a series of print and digital projects that will mark the centenary of the beginning of the First World War in 2014.

In addition, the Ministry provides advice about New Zealand history to organisations and individuals, and administers grants that support work undertaken by historians in the community.

Production of Reference Works

New Zealand governments have from time to time determined the need for New Zealanders to have access to information resources unlikely to be produced by the market. Most recently, government made the decision to produce *Te Ara: the Encyclopedia of New Zealand*. This is an authoritative but broadly accessible and lively online publication, which is being published progressively in nine themes. It was launched in February 2005 and has since won several major awards. In 2008 the website is attracting an average of around 8,200 visitors per day.

The first three themes of Te Ara have already been published. They are:

- 2005: *The New Zealanders* – the arrival and settlement of the peoples of New Zealand.
- 2006: *Earth, Sea and Sky* – shaping forces such as geology, tides and climate.
- 2007: *The Bush* – New Zealand's landforms, fauna and flora.

The fourth theme will be launched on 24 November 2008. It is called *The Settled Landscape*, and includes entries on agriculture, horticulture and forestry, and patterns of rural life.

The fifth theme, *Economy and City*, is currently in preparation. Around a third of the commissioned entries, on topics to do with economic issues, business and city life, have been received and are being prepared for publication in early 2010.

A further four themes are planned, and will be launched approximately every twelve months. They are:

- *Connections* – social groups, families and communities.
- *Nation* – systems of government and symbols of national identity.
- *Daily Life* – the customs, leisure activities and beliefs that make New Zealand unique.
- *Creativity* – arts, culture, invention and innovation.

In addition, 11 entries on major geographic regions within New Zealand have been published, and a further 11 will be launched during the life of the project.

The Reference Group also looks after the Dictionary of New Zealand Biography (DNZB). About ten new biographies of prominent New Zealanders who have died since the publication of the last volume are being added to the Dictionary website (www.dnzb.govt.nz) each year. In 2009 the DNZB site will be integrated into Te Ara.

NZLive.com – New Zealand culture online

As noted, the Ministry is responsible for making New Zealand culture more visible and accessible. One of the key initiatives to achieve this has been the creation of NZLive.com. This is a cultural website for New Zealanders, international tourists and the cultural sector, that was developed as a free online marketing platform.

Launched late in 2006, the award-winning NZLive.com brings cultural information together in one place. It freely provides user-friendly, easily accessible and comprehensive information about all aspects of New Zealand culture. It currently includes a nationwide events guide, a comprehensive directory of New Zealand cultural organisations, a cultural funding guide (an online tool to match projects with potential funders), a collection of specialist web links, navigation paths in English and Māori, a news section and more than 50 feature articles about New Zealand culture. In 2008, NZLive.com has attracted an average of 95,000 visitors a month.

NZLive.com also provides a channel to market and promote cultural organisations. A key objective is to profile and support artists, cultural producers and businesses by providing a free, coordinated online space to promote their events and activities, and showcase their organisations and resources. More than 530 cultural organisations around the country are now profiled on NZLive and their events and activities are also promoted on over 50 websites as part of NZLive's Information Network. The cultural funding guide, which was developed in response to demand from the sector, is now the most visited part of the site after the homepage.

Phase 2 development of the site extends the breadth and richness of cultural content on the site, as well as implementing greater interactivity for users. Further tools and services will also be developed to support artists, cultural organisations and businesses. Phase 2 will be completed in 2009.

Management of Monuments, Graves and Emblems of Nationhood

The Ministry is responsible for overseeing and maintaining – and, in some cases, developing – certain markers of our New Zealand identity. These markers are points of national reference, and can contribute to the development of greater social unity.

The care and development of national monuments and memorials, including the National War Memorial (which incorporates the Tomb of the Unknown Warrior), are also managed by the Ministry.

In recent years the Ministry has developed a memorial in South Korea, recognising those New Zealanders who served and died in the Korean War, and a memorial which honours the relationship between the United Kingdom and New Zealand, with particular reference to the shared sacrifice in the two World Wars. The Ministry is currently working to advance the establishment of a New Zealand Memorial Park in Wellington's Buckle Street. The purpose of the park is to enhance the setting of the National War Memorial, create a space for other countries' memorials and provide a public gathering space to allow more people to participate on ceremonial occasions such as Anzac Day or Armistice commemorations.

The Ministry is responsible for the maintenance of war and historic graves in New Zealand and the South Pacific (it is the New Zealand agent for the Commonwealth War Graves Commission); and for dealing with matters associated with the New Zealand flag, the National Anthems, the New Zealand Coat of Arms, and some aspects of Waitangi Day commemorations. Through the Protected Objects Act 1975 it regulates the sale and export of taonga Māori and other items of cultural significance to New Zealand, and provides for the custody, care and ownership of newly-found taonga. This is the main area where the Ministry is able to contribute to Treaty of Waitangi settlements.

Administration of Government Policies, Schemes and Funds

The Ministry administers:

- the Cultural Diplomacy International Programme which uses culture to advance New Zealand's trade, economic, tourism and diplomatic interests in key countries and regions of the world;
- the Regional Museums Policy for Capital Construction Projects, which provides central government support for regional museum capital projects that have national significance;
- the programme for Government Indemnity of Touring Exhibitions, which relieves institutions of the prohibitive costs of insuring expensive touring exhibitions, thereby providing New Zealanders with cultural experiences to which they would otherwise not have access;
- the Commemorating Waitangi Day Fund, from which funding is available for national and community events marking Waitangi Day;
- the New Zealand History Research Trust Fund Awards in History, which provide financial assistance to people carrying out projects that will significantly enhance the understanding of New Zealand's past;
- the War History Trust which supports Ministry projects related to the history of New Zealanders at war;
- the Australian Sesquicentennial Gift Trust for Awards in Oral History, which support oral history projects relating to the history of this country and its close connections within the Pacific, and which thereby add another dimension to our understanding of our past; and
- the Grants to Publishers scheme, which assists commercial and academic publishers to publish works which will make a significant contribution to the understanding of New Zealand history (but which are not necessarily commercially viable).

The Ministry also advises the Ministry of Economic Development on the allocation of frequencies for non-commercial radio and television broadcasting, and ensures that licence conditions are met by non-commercial licensees.

Administration of Legislation

The following statutes are administered by the Ministry:

- Anzac Day Act 1966
- Arts Council of New Zealand Toi Aotearoa Act 1994
- Broadcasting Act 1989 (Parts 1-4 and Part 7)
- Flags, Emblems and Names Protection Act 1981 (except for section 20)
- Historic Places Act 1993
- Massey Burial-Ground Act 1925
- Museum of New Zealand Te Papa Tongarewa Act 1992
- National War Memorial Act 1992
- New Zealand Film Commission Act 1978
- New Zealand Symphony Orchestra Act 2004
- Protected Objects Act 1975
- Public Lending Right for New Zealand Authors Act 2008 (comes into force 1 January 2009). Departmental responsibility is assigned to the Ministry for Culture and Heritage until 31 December 2008, and to the National Library of New Zealand Te Puna Matauranga o Aotearoa from 1 January 2009.
- Radio New Zealand Act 1995
- Radio New Zealand Act (No 2) 1995
- Seddon Family Burial-Ground Act 1924
- Sovereign's Birthday Observance Act 1952
- Television New Zealand Act 2003
- Waitangi Day Act 1976

You will be provided with detailed information relating to these statutes as necessary.

Support for the Broadcasting Portfolio

Broadcasting – and public broadcasting in particular – has an important role to play in New Zealand's culture. The Ministry's work on broadcasting is strongly interlinked with its work in other areas with a focus on audio-visual content, particularly music, film and archiving, reflecting the close connections between the sectors themselves, and the effect of rapid technological changes. These changes are redefining what is meant by 'broadcasting', and are blurring the boundaries between broadcast content and the same or similar content made available via non-broadcast platforms (such as the internet and mobile phones). Governments, broadcasters and consumers the world over are thinking differently about the way they engage in what has traditionally been the territory of broadcasters.

In recent years, it has been government practice to separate ministerial responsibility for broadcasting from that for arts, culture and heritage generally.

The Ministry has since 2007 made a similar organisational distinction, though this has been driven primarily by the desirability of clearly signalling the departmental role in broadcasting within the complex broadcasting sector. The fundamentally cultural nature of the elements of the broadcasting sector with which government is involved, and the links between 'broadcasting' and 'arts, culture and heritage' activities, mean that there is considerable contact and shared work between the Ministry's Broadcasting Unit and other divisions such as the Policy, Agency and Stakeholder Communications Groups.

Your colleague the Minister of Broadcasting will be the individual to whom the staff of the Ministry's Broadcasting Unit report. As both the Ministry's Responsible Minister, and the member of the Executive with ultimate responsibility for government's engagement with culture, however, you have an interest in the work and performance of this Unit. An outline of the significant issues within the Broadcasting portfolio is attached as Appendix V. A full copy of the briefing to the new Minister of Broadcasting is also being supplied to you.

Our broadcasting work will also require cross-departmental contact. The Ministry's responsibility for local content and public broadcasting, among other issues, complements the Ministry of Economic Development's responsibility for the radio spectrum, telecommunications and the development of broadband – the distinction, broadly, is between content and the cultural and social aspects of broadcasting, on the one hand, and infrastructure. The two Ministries therefore work closely together. Indeed, the Regulatory Review of Digital Broadcasting – the major work programme in the broadcasting portfolio – is being jointly managed by the two Ministries. This Ministry also liaises regularly with Te Puni Kōkiri, which has responsibilities for Māori broadcasting – including for the funding agency Te Māngai Pāho and Māori Television – which closely parallel the Ministry's own.

Support for the Sport and Recreation Portfolio

Since 2001, the Ministry has performed a role in relation to the portfolio responsibilities of the Minister for Sport and Recreation.

The current arrangement does not involve providing that Minister with policy advice or Ministerial servicing, functions we undertake with respect to the Arts, Culture and Heritage and Broadcasting portfolios. Sport and Recreation New Zealand (SPARC) provides policy advice for the whole portfolio, and responds to most of the portfolio's Ministerial servicing requirements.

This Ministry has had a limited role as a 'Vote adviser': we have administered the Vote, monitored aspects of the performance of the two sports Crown entities (SPARC and Drug Free Sport New Zealand), and have assisted the Minister for Sport and Recreation with governance and appointments processes for those two agencies.

Staff and Governance of the Ministry

The Ministry is currently headed by an acting Chief Executive, Dr Bronwyn Dalley. Formerly the Chief Historian and one of two Deputy Chief Executives at the Ministry, Bronwyn has led the organisation since 1 September this year.

The Chief Executive job description will be signed off by Cabinet and the State Services Commission advises that it will be able to advertise the position before Christmas.

The Ministry currently has 107 staff, including part-time workers. The organisation is structured into ten working units: the Office of the Chief Executive (3.75 'full time equivalent' staff, including the Chief Executive); Heritage Operations (6.5 'full time equivalent' staff); History Group (13); Broadcasting Unit (9); Policy Group (14); Agency Group (8); Reference Group (20); NZLive (5); Corporate Services (13.5) and Stakeholder Communications (including ministerial servicing) (5.5).

The Ministry has a Strategic Leadership Group comprising the Chief Executive, the two Deputy Chief Executives, and the Corporate Group Manager. Currently its membership is Bronwyn Dalley (Acting Chief Executive), Jane Kominik (Policy Group Manager and Deputy Chief Executive), and Matt Archer (Corporate Group Manager). A second Deputy has not been appointed to replace Bronwyn during her time as Acting Chief Executive.

The Strategic Leadership Group assists the Chief Executive in providing effective, strategic leadership to the organisation. It identifies and considers issues of strategic, 'whole of Ministry' importance, and helps shape these issues prior to their being taken elsewhere in the organisation – for example, to the Group Managers' Group.

The Group Managers are all those who head a distinct unit within the Ministry and report to the Chief Executive. (At the moment, two managers are taking responsibility for two units each.)

The membership is as follows:

Dr Bronwyn Dalley.....	Acting Chief Executive
Jane Kominik.....	Policy Group Manager and Deputy Chief Executive
Matt Archer.....	Corporate Group Manager and Acting Stakeholder Communications Group Manager
Dr Jock Phillips.....	Reference Group Manager and Acting NZLive Group Manager
Murray Costello	Agency Group Manager
Brodie Stubbs.....	Heritage Operations Manager
Jo Tyndall.....	Broadcasting Unit Director
Neill Atkinson.....	Acting History Group Manager

The Group Managers' Group is the primary forum for the discussion and resolution of corporate or management issues, and for the sharing of corporate and other widely relevant information. It also considers matters of strategic importance, once they have been shaped by the Strategic Leadership Group.

A diagram showing the organisational structure of the Ministry is attached as Appendix VI. Information about senior staff is attached as Appendix VII.

Cost of the Work of the Ministry

The work that the Ministry performs is primarily funded from Revenue Crown. The baseline Revenue Crown funding for 2008/09 is \$16.066 million, as outlined in the Estimates of Appropriations 2008/09.

The Estimates documents supporting the funding made available to the Ministry each year detail the particular projects and activities to which this funding will be directed (and we have attached an extract for your information as Appendix VII).

We note from statements made by your party and members of supporting parties prior to the election that there are a number of new issues that you may wish to pursue in the coming months. The Ministry will be pleased to assist you in that process. We will discuss with you any changes to the agreed outputs that may as a consequence be necessary.

The Ministry provides services under four departmental output classes, under two Votes:

Heritage Services - \$6.352 million

Management of new memorial projects, national monuments, war and historic graves; administration of legislation and grants; and research, writing and publication of New Zealand history and reference works including the online Encyclopedia of New Zealand.

International Cultural Diplomacy - \$2.089 million

Funding for this output class is sourced from the Growth and Innovation budget and provides for an international cultural diplomacy programme - a series of projects and activities primarily focused on Asia, and in particular North Asia. Nearly all the International Cultural Diplomacy funding is applied to programme initiatives that are outsourced.

Policy Advice and Grants Administration - \$7.527 million

This appropriation relates to the Ministry's provision of policy advice on cultural issues including broadcasting issues; the monitoring of the Crown's interests in sector agencies; and the provision of negotiated services (such as draft speeches and correspondence) to you and the Minister of Broadcasting.

Vote Sport and Recreation - \$.098 million

This output class relates to the provision of purchase advice and monitoring services with respect to SPARC and Drug Free Sport New Zealand (the New Zealand Sports Drug Agency).

Working Arrangements

This briefing is the first of many that you will receive from the Ministry. Over the next few days the Ministry will work with your Office to find an opportunity for

the Acting Chief Executive to meet with you to talk about your priorities for the portfolio, along with the matters raised in this briefing.

We will seek advice from you about your preferences with respect to briefings (both oral and written), and to draft speeches and correspondence; the timing and presentation of material we supply to you; which meetings with other agencies you will want Ministry officials to attend; and other matters relating to our relationship with you as Minister.

As a general rule we will provide comprehensive written briefings to you at key points in the policy process, and certainly at any point that a decision is sought from you; when we are supplying you with information in relation to the performance of other organisations for which you are responsible; and at such times as we support your obligation to respond to government-wide processes (eg in relation to the Budget or the Legislation Programme).

A productive relationship between the Ministry and your Office is obviously of crucial importance to the success of your cultural programme, and we will work hard to ensure that this is the case. An important element in this relationship is the Arts, Culture and Heritage Private Secretary – the person located in your Office who liaises on your behalf with the Ministry and other organisations. We would be pleased to discuss with you possible appointees to this position, should you wish.

SIGNIFICANT ISSUES, AND MATTERS REQUIRING EARLY MINISTERIAL ATTENTION

We are aware that there are cultural issues you want to consider as a matter of priority, and a significant focus on legislative review. The Ministry will be pleased to work with you on these matters and, as noted, will discuss with you any necessary amendments to the workplan that is currently in place.

This section indicates those issues that, in the meantime, are likely to require your early attention. Once we have had the opportunity to talk with you, we will provide you with further briefings.

Amendments to Legislation

Two bills for which you are responsible are currently part way through the Parliamentary process. Under Standing Orders, an incoming government does not automatically inherit the legislative programme in place before the General Election. It must formally reinstate those bills it intends the House to consider further. This is done by way of a motion to that effect once Parliament resumes, and returns the bills to the same stage in the process they were at prior to Parliament's last rising.

The bills are:

Cultural Property (Protection in Armed Conflict) Bill. This Bill implements New Zealand's obligations under the two Protocols to the UNESCO 1954 Hague Convention on the Protection of Cultural Property in the Event of Armed Conflict. The Bill is currently before the Government Administration Committee. Public submissions were called for prior to the dissolution of the last Parliament. Any submissions received will be held in the custody of the Clerk of the House until new committees are formed and a decision is made on whether the Cultural Property (Protection in Armed Conflict) Bill is to be reinstated.

Copyright (Artists' Resale Right) Amendment Bill 2008. Following its introduction and first reading the Bill was referred to the Government Administration Committee. The Committee received 119 submissions and this Ministry provided a Departmental Report in consultation with the Ministry of Economic Development. The Committee did not complete its consideration of the Bill and it was not reported back before the dissolution of Parliament. Should the government wish the Bill to be reinstated on the Legislative Programme, the House can pass a resolution to that effect when Parliament resumes.

Rugby World Cup 2011

The Ministry is, jointly with the Rugby World Cup Office of the Ministry of Economic Development, leading the delivery of *An exceptional Kiwi experience – Manaakitanga: an event beyond rugby for all New Zealanders, building pride in our people and communities.* This is a priority objective for government activity, under an outcome of 'maximising the benefit to New Zealand from hosting the event'. A Ministry of Economic Development-led bid for the 2009

Budget to support proposed government activities for the Rugby World Cup will seek additional funding to enable this Ministry to undertake this role.

South Africa-New Zealand Film Co-production Agreement

The approved text of this Agreement is ready for signing on an appropriate occasion. Usually the signatories would be the Minister for Arts, Culture and Heritage and the South African equivalent, during a bilateral visit. Signing may, if necessary, be done by another Minister or at High Commissioner level, subject to your approval as the responsible Minister.

Public Lending Right for New Zealand Authors Act 2008

This Act was passed in September 2008 and is to come into force on 1 January 2009. Regulations were approved by Order in Council on 4 November 2008 and gazetted on 6 November 2008, which will enable the scheme to be operational as of transfer to the National Library. The transfer of funding from this Vote to Vote National Library is subject to the agreement of the Ministers of Arts, Culture and Heritage and Finance, and the Minister Responsible for the National Library.

Announcement of the New Zealand Memorial Park

Work is progressing towards the creation of the New Zealand Memorial Park near the National War Memorial. The land on Buckle Street has been secured by the Ministry and the recommended landscape design for the park awaits your consideration and approval, jointly with the Mayor of Wellington. It is expected that the park will be completed during the 2009 calendar year.

Te Ara Launch

The fourth major theme of *Te Ara: the Encyclopedia of New Zealand* will be launched on Monday 24 November 2008 at Massey University, Palmerston North.

Legal Proceedings

As the Ministry's Responsible Minister, you have an interest in the fact that charges have been laid relating to each of the three Sundays on which TV3 broadcast advertisements during the 2007 Rugby World Cup, under section 81 of the Broadcasting Act 1989, which restricts television advertising on Sunday mornings. This issue is discussed in more detail in the Briefing to the Incoming Minister of Broadcasting.

As Minister for Arts, Culture and Heritage, you have an inherited involvement in proceedings laid against Te Waka Toi and the former Associate Minister for Arts, Culture and Heritage, in relation to a declined funding application. The Crown Law Office has been instructed, and the Ministry anticipates an early resolution to this issue.

Issues in Relation to the Priorities of Supporting Parties

Two of those parties formally supporting the government you represent have signalled certain desired policies that could have an impact on the work and operation of the Ministry.

The Māori Party, and the Ministry's Role in Supporting Māori Culture

In the Relationship and Confidence and Supply Agreement between the National Party and the Māori Party, it is noted that one of the Māori Party aims is significant outcomes in whanau ora through (inter alia) advancing Māori cultural development 'in the best interests of the nation.'

Its own material outlines a desired emphasis on 'whanau ora - we want to invest in our children and their children yet to come. To feed their minds, to nurture their creativity; to appreciate the wonders of their identities, their languages, and their cultures.'

It also argues that 'people who have more knowledge of their history are much more likely to benefit from our increasingly diverse nation', and that heritage studies should be included in education curricula.

This Ministry has a part to play in putting any such policies into practice. In recent times, we have been giving much more focussed attention to our role in relation to the support of Māori culture, and how this fits with the work of Te Puni Kōkiri.

The ACT Party, and Pressure on the Departmental Budget

We note the intention in the National – Act Confidence and Supply Agreement for the parties to work together to achieve better value for money in the public service.

This Ministry supports the provision of efficient public services. We have recently undertaken a comprehensive review of our own budget, with the support of an (ex-Treasury) adviser, who has described our cost ratios as already very low. This project was necessitated by the fact that the Ministry's baseline funding reduces over the coming few years. This is partly because some current projects will be soon be completed, but also because the current year's baseline has been inflated by 'carry-forwards' (because of timing differences) of various projects' funding from the last financial year.

In order to smooth the Ministry's expenditure over this financial year and the next, the internal budget review identified costs that can be reduced this year and the savings transferred into next year's baseline. The review has identified \$1.2 million to transfer from this year's baseline into next year's, of which \$800,000 has already been transferred in the recent October Baseline Update. This saving has been found in large part by holding open vacancies, and reducing consultancy and travel budgets to a minimum. However, increasing cost burdens, such as annual salary movements and rising leasing costs for premises, are expected to put the Ministry's baseline budget from 2010 onwards under unsustainable pressure.

Cultural Agency Issues

Economic Conditions and Budget 2009

There is increasing concern about the impact of deteriorating economic conditions, although it is too early to determine what the impact will be on different parts of the sector. The funded agencies are currently projecting that non-government revenue sources can be maintained, but this is likely to change. The Ministry will seek to have an early discussion with you about the approach to be taken to next year's Budget round, given that priorities will need to be identified by mid-December if the usual timeline is followed.

Appointments to Cultural Agencies

Two vacancies exist on the National War Memorial Advisory Council as a consequence of a recent resignation due to ill health and a term expiring during the pre-election period. In addition, the current terms for 40 board members of agencies for which you are responsible expire in 2009. The initial steps with respect to filling these positions will need to be undertaken immediately. The 2009 vacancies are outlined in Appendix II.

Broadcasting

The Ministry will supply a separate briefing to your colleague the Minister of Broadcasting. An outline of the key issues raised in this briefing is attached as Appendix V.

OTHER ORGANISATIONS IN THE PORTFOLIO

As Minister for Arts, Culture and Heritage, you have formal relationships with a number of cultural organisations:

Crown Entities

- Arts Council of New Zealand Toi Aotearoa (Creative New Zealand)
- Museum of New Zealand Te Papa Tongarewa (Te Papa)
- New Zealand Film Commission
- New Zealand Historic Places Trust
- New Zealand Symphony Orchestra Te Tira Pūoro o Aotearoa

Non-government Organisations

- Antarctic Heritage Trust
- New Zealand Film Archive
- New Zealand Music Commission
- Royal New Zealand Ballet
- Pukaki Trust
- Te Māori Manaaki Taonga Trust
- Te Matatini Society Inc.

Statutory Bodies

- National War Memorial Advisory Council

The Ministry will assist you in the execution of your role in relation to the organisations for which you have responsibility, and also assists the Ministers of Broadcasting and for Sport and Recreation.

Information about each of the organisations in your portfolio, and the portfolios of those of your colleagues to whom the Ministry also works, is provided in the Appendices. You will also receive separate briefings from several of the organisations themselves.

The Relationship Between You and Cultural Organisations

Organisations in the cultural sector have traditionally operated at 'arm's length' from government, even when receiving public funding. This reflects a long-standing view in New Zealand and many other Commonwealth countries that culture should be supported but not determined by central government. The responsibility for many activities that support and enhance New Zealand's culture therefore lies with relatively independent organisations.

Locating such activities outside central government places an onus on both parties. Government's successful management of its relationships with cultural agencies depends upon its making good appointments to the boards (where the power to appoint resides with Ministers); on its provision of appropriate funding to support the role the agency is required to undertake, or the services it is to provide; and on the establishment and maintenance of open, timely and

effective two-way dialogue with each organisation about its strategic direction and priorities.

As Minister, you are responsible for conveying the government's expectations to the relevant agencies. Despite their 'arm's length' status, these agencies need to bear in mind the interests of the government from which they obtain their funding and sometimes their mandate, and to which they are accountable.

Crown Entities

Your roles in relation to all the funded cultural agencies are referred to in the enabling legislation of individual Crown entities, and in various Cabinet directives; you have a collection of responsibilities which together define the way government and the agencies relate to each other. Where an agency is a Crown entity, however, the nature of its relationship with government is formally stipulated in the Crown Entities Act 2004. Under this Act, Ministerial responsibilities such as appointing and removing Board members; determining the remuneration of Board members; reviewing each entity's operations and performance; and participating in a process for setting the strategic direction for each entity are specifically identified.

The Act further addresses the power of Responsible Ministers to give directions to Crown entities. This power varies with the type of organisation Crown entities are defined as being – whether they are Crown entity companies; Crown agents (which must give effect to government policy when directed by the Responsible Minister); or autonomous Crown entities (which must have regard to government policy when directed by the Responsible Minister).

All of the Crown entities for which you are responsible are defined as autonomous Crown entities. While they may be required to have regard to government policy, there are specific limitations on your powers to direct them with respect to the particular decisions they make in fulfilment of their legislative responsibilities. You may not give a direction 'in relation to cultural matters' to Creative New Zealand, Te Papa, the New Zealand Film Commission or the New Zealand Symphony Orchestra. You may not direct the New Zealand Historic Places Trust 'in relation to heritage matters'.

Funding

As Minister, you have a key role in determining the appropriate level of government funding for the organisations in the portfolio, and in bidding for any additional funding in the annual Budget round. Each year a contractual agreement between you and each of the agencies is developed; this stipulates the funding to be made available from the Crown, and the services to be provided by the agency.

Some of the Crown entities and non-government organisations within the portfolio are almost totally reliant on the Vote appropriation. Other organisations may also receive revenue from sources such as the New Zealand Lottery Grants Board, box office sales, membership fees and sponsorship. The Pukaki Trust and Te Māori Manaaki Taonga Trust do not currently receive Crown funding.

Accountability

Organisations are required to meet planning and reporting requirements, and can expect their operation and performance to be monitored and, if necessary, reviewed. This process ensures that the government, in the first instance, and subsequently Parliament and the public, can be provided with the assurance that each entity is effectively and efficiently undertaking the role for which it has been created and/or funded. As Responsible Minister you are answerable in the House and publicly for the expenditure of Vote Arts, Culture and Heritage.

How the Ministry Assists You

The Ministry has in place a range of programmes that are designed to support your engagement with cultural agencies, and to enhance their governance.

Board Appointments and Governance Support

The Ministry maintains and regularly updates a board nominations database which provides the basis for advice with respect to the 105 board positions that Ministers appoint to in the sector.

The Ministry, where appropriate, works closely with Chairs and ensures that the relevant competencies and skills needed with respect to a specific board are updated, and that any gaps in the composition of a board are identified for Ministers. Candidate short-listing and due diligence interviews are also undertaken if requested.

The Ministry develops all the necessary supporting documentation required for filling vacancies on those boards; and we ensure that all appointments are made in compliance with the Crown Entities Act and other relevant enactments.

A governance upskilling and development programme is also provided for board members. The programme has a particular emphasis on Crown governance. A regularly updated governance eManual is supported by a regular governance e-newsletter, customised web pages, and governance memoranda.

In addition, workshops are held for new members shortly after their appointment and the Ministry also arranges other workshops and fora for board members.

Participating in a Process for Setting the Strategic Direction of Each Crown Entity

The Crown Entities Act 2004 has introduced the requirement for each Crown entity to produce an annual Statement of Intent that outlines its activities for the next three years. This enables the Crown to participate in the process of setting the entity's medium term intentions. The Act specifies some elements of this participation, and the process tends to flow more smoothly when there are clear communications between the Minister, the Chair of each entity, and the Ministry, in the months leading up to the point where the Minister and the Chair sign the Statement of Intent. A Ministerial 'letter of expectations' to the Chair is often helpful.

Supporting the Budget Round Process

The Ministry reviews Budget proposals from the agencies and provides advice to you on these. Once you have made decisions on the final set of Budget proposals, the Ministry prepares templates for your submission to the Minister of Finance, usually by mid-December.

Managing Relationships with Crown Entities and Other Cultural Agencies

The formal mechanism for managing the relationship between the Responsible Minister and each organisation is an annual Memorandum of Understanding. The Ministry prepares these documents, which record the government's expectations of the entity and enable both parties to record their understanding of the basis for the monitoring of, and accountability for, the organisation's performance. MOUs follow a standard pattern but usually include some matters specific to each organisation. An MOU needs to be signed prior to payments being made to an organisation. Where this may be delayed, the Ministry will negotiate an interim Funding Agreement, usually providing for the first month of payment.

Reviewing the Operations and Performance of Crown Entities and Other Cultural Agencies

The Ministry helps you review the operations and performance of agencies in the following ways:

- The Ministry analyses the quarterly, four-monthly or six-monthly reports from agencies, as specified in the reporting requirements in the MOUs and briefs you on these;
- The Ministry briefs you on the content of Crown entities' Annual Reports before they become public. Individual Crown entities are responsible for helping you meeting the statutory requirements associated with the presenting of their Annual Reports to Parliament;
- The Ministry collates a fortnightly report from the arts and heritage agencies summarising key agency achievements, new risks and significant forthcoming events;
- The Ministry may also prepare one-off briefings about specific agency issues, or propose that some aspect of an organisation's operations or performance is reviewed in more detail. Briefings are also prepared, as required, to provide background for your meetings with agencies.

Improving Agency Connections and Performance

The Ministry facilitates occasional meetings with the board Chairs, and monthly meetings with the Chief Executives of Crown entities and the other cultural agencies, to enhance communication between the organisations and across the sectors. The meetings also provide opportunities to alert organisations to new government initiatives. From time to time, these meetings stimulate opportunities for multi-agency co-operation and collaborative activity. You may wish to attend these meetings, which occur at 4pm on the 3rd Monday each month.

The Ministry has a small amount of annual funding to support capacity-related agency projects.

RELATIONSHIPS WITH OTHER GOVERNMENT DEPARTMENTS

The Ministry has ongoing contact with the central agencies: the Treasury, the State Services Commission, and the Department of the Prime Minister and Cabinet. This chart indicates the other departments, and subject areas within departments, with which the Ministry primarily deals.

Department / Agency	Issues
Ministry of Foreign Affairs and Trade	<ul style="list-style-type: none"> ▪ UN-related Conventions ▪ Cultural Agreements/Arrangements – including Shared Memories ▪ Bilateral Film Co-production Agreements ▪ CDIP (Steering Group member) ▪ Free Trade Agreements and negotiations ▪ Cultural Diplomacy and Issues ▪ Taoga Niue ▪ Management of war graves, memorials and new memorial projects ▪ Commemorations e.g. Anzac Day
Ministry of Tourism <ul style="list-style-type: none"> ○ Tourism NZ 	<ul style="list-style-type: none"> ▪ Cultural Tourism Strategy ▪ CDIP (Steering Group Member) ▪ Cultural Tourism Strategy
Ministry of Economic Development	<ul style="list-style-type: none"> ▪ Creative Industries ▪ Innovation ▪ NZ Major Events ▪ Rugby World Cup 2011 Government Coordination Office ▪ Tourism ▪ Digital Strategy ▪ Copyright including Traditional Knowledge and Orphan Works ▪ Large Budget Screen Production Grant ▪ Film New Zealand ▪ Radio-spectrum policy and planning ▪ Competition policy (digital broadcasting regulatory review) ▪ Trademark of protected names and images

Ministry of Economic Development (continued) <ul style="list-style-type: none"> ○ NZTE 	<ul style="list-style-type: none"> ▪ CDIP (Steering Group Member) ▪ Shanghai Expo 2010 ▪ Investment New Zealand (Film) ▪ ICT sector issues
Ministry of Education <ul style="list-style-type: none"> ○ Tertiary Education Commission 	<ul style="list-style-type: none"> ▪ Arts Curriculum ▪ Learning Experiences Outside The Classroom ▪ National Commission for UNESCO ▪ Media Literacy ▪ Cultural Skills and Training
Department of Conservation	<ul style="list-style-type: none"> ▪ NZ Coastal Policy Statement ▪ Reserves Act 1977 ▪ Historic Heritage ▪ Waitangi National Trust Act 1932 ▪ Cultural World Heritage Sites ▪ Kerikeri Basin Implementation Plan ▪ Maintenance of historic graves and memorials
Ministry for the Environment	<ul style="list-style-type: none"> ▪ Resource Management Act 1991 ▪ Urban design protocol
Ministry of Social Development	<ul style="list-style-type: none"> ▪ Alliance of Civilisations ▪ Cultural Diversity ▪ Social Report ▪ Office for Disability Issues ▪ PACE
Ministry of Justice <ul style="list-style-type: none"> ○ Office of Treaty Settlements 	<ul style="list-style-type: none"> ▪ Supreme Court ▪ Foreshore and Seabed negotiations ▪ Applications for ownership of taonga ▪ Treaty Settlements
Te Puni Kōkiri	<ul style="list-style-type: none"> ▪ Waitangi National Trust Act 1932 ▪ Cultural Issues ▪ Treaty Settlements ▪ History of 28th (Māori) Battalion in Second World War ▪ Māori broadcasting ▪ Māori Language Strategy ▪ Liaison on Te Matatini

	<ul style="list-style-type: none"> ▪ Nominating agency for governance positions
Department of Internal Affairs	<ul style="list-style-type: none"> ▪ Local Government Act 2002 and local government issues ▪ Lottery Grants Board programmes, including Lottery Significant Projects Fund ▪ Passport Design ▪ Cultural Diversity/Ethnic Affairs ▪ Commemorative activities
National Library	<ul style="list-style-type: none"> ▪ Digital Content ▪ Digital New Zealand ▪ Public Lending Right for New Zealand Authors Act 2008 ▪ Audio-visual Archiving ▪ Joint Storage ▪ Co-operation on historical publications, websites and exhibitions
Archives New Zealand	<ul style="list-style-type: none"> ▪ Audio-visual Archiving ▪ Joint Storage ▪ Co-operation on historical publications, websites and exhibitions
Statistics New Zealand	<ul style="list-style-type: none"> ▪ Screen Production Survey ▪ Cultural Statistics
NZ Defence Force	<ul style="list-style-type: none"> ▪ UNESCO 1954 Hague Convention ▪ Support for commemorations ▪ Records of war casualties ▪ Identification and recovery of remains of war casualties ▪ Veterans' Affairs New Zealand
IRD	<ul style="list-style-type: none"> ▪ Screen Production Incentive Fund ▪ Fringe Benefit ▪ Charitable giving
Crown Company Monitoring Advisory Unit (CCMAU)	<ul style="list-style-type: none"> ▪ TVNZ ▪ Radio NZ ▪ Nominating agency for governance positions

Ministry of Health	<ul style="list-style-type: none"> ▪ Advertising issues (e.g. alcohol, tobacco) ▪ Queen Mary Hospital, Hanmer
Customs	<ul style="list-style-type: none"> ▪ Export of protected objects
Police	<ul style="list-style-type: none"> ▪ Illegally held taonga
<ul style="list-style-type: none"> ○ Interpol 	<ul style="list-style-type: none"> ▪ Import and export of protected objects
	<ul style="list-style-type: none"> ▪
Ministry of Pacific Island Affairs	<ul style="list-style-type: none"> ▪ Nominating agency for governance positions ▪ Pacific Languages Strategy
Ministry of Women's Affairs	<ul style="list-style-type: none"> ▪ Nominating agency for governance positions

ARTS AND HERITAGE ORGANISATIONS

CROWN ENTITIES

- Arts Council of New Zealand Toi Aotearoa (Creative New Zealand)
- Museum of New Zealand Te Papa Tongarewa (Te Papa)
- New Zealand Film Commission
- New Zealand Historic Places Trust
- New Zealand Symphony Orchestra Te Tira Pūoro o Aotearoa

NON GOVERNMENT ORGANISATIONS

- Antarctic Heritage Trust
- New Zealand Film Archive
- New Zealand Music Commission
- Royal New Zealand Ballet
- Pukaki Trust
- Te Māori Manaaki Taonga Trust
- Te Matatini Society Inc.

STATUTORY BODIES

- National War Memorial Advisory Council

ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA (CREATIVE NEW ZEALAND)

Creative New Zealand (CNZ) is an autonomous Crown entity established under the Arts Council of New Zealand Toi Aotearoa Act 1994. The governing body is the Arts Council (trading as Creative New Zealand) and its funding decision-making bodies are the Arts Board, Te Waka Toi (the Māori arts board) and the Pacific Arts Committee. These boards cannot be directed by government on 'cultural matters'.

The Council sets the strategic direction of the organisation and is accountable to the Minister for agreed services. It produces a three year Strategic Plan, determines the division of funding between the funding Boards and monitors the delivery by the Boards of agreed priorities.

Creative New Zealand's purpose is to encourage, promote and support the arts for the benefit of all New Zealanders. Arts development is supported through grants and initiatives for the professional and creative development of artists, the creation of new work, and the presentation and distribution of their work. A number of professional arts organisations are funded on an annual or multi-year basis.

Current strategic priorities for Creative New Zealand are:

- New Zealanders are engaged in the arts;
- High-quality New Zealand art is developed;
- New Zealanders have access to high-quality arts experiences;
- New Zealand arts gain international success.

Creative New Zealand has recently reviewed its contestable project funding and is launching a new funding system in February 2009. Changes are designed to help CNZ to be more responsive to the arts sector's needs and to ensure that investment in arts projects meet CNZ's strategic priorities. CNZ will complete its review of the Creative Communities Scheme in 2009. CNZ continues to build relationships with Territorial Local Authorities and local arts groups as part of this review.

The Recurrently Funded Organisation (RFO) portfolio, which over recent years has accounted for around 40% of CNZ's total expenditure, will be reviewed in 2009/10. In order to inform this review, CNZ has begun assessing recurrently-funded performing arts organisations in order to examine the barriers to financial stability and sustainability in this sector.

CNZ will be briefing you and the Ministry understands that CNZ is likely to raise issues relating to:

- the governance structure at CNZ;
- current financial pressure points: performing arts organisations, community arts investment; and
- direct funding of the RNZB, Te Matatini and the NZSO while other arts organisations are funded through CNZ's RFO portfolio.

Governance

Members of the Council, the Arts Board and Te Waka Toi are appointed by the Minister for Arts, Culture and Heritage. Formal consultation with the Minister of Māori Affairs is required with respect to all Māori members of the Council and all members of Te Waka Toi.

There are currently no vacancies with respect to these 3 'boards'. The current terms of 4 members of the Council, 3 members of the Arts Board and 3 members (including the Chair) of Te Waka Toi expire in 2009.

Council	Region	Date appointed	Term ends
Alastair Carruthers (Chair)	Wellington /Auckland	1 July 2007	30 June 2010
Alick Shaw (Deputy Chair)	Wellington	17 December 2003	31 October 2009
Erima Henare	Whangarei	1 July 2008	30 June 2011
Oscar Kightley	Auckland	1 August 2007	30 June 2010
Dr James Ng	Dunedin	17 December 2003	31 October 2009
Jenny May	Christchurch	1 July 2006	30 June 2009
Jennifer Te Paa	Auckland	1 July 2006	30 June 2009

Arts Board	Region	Date appointed	Term ends
Alan Sorrell (Chair)	Auckland	1 July 2007	30 June 2010
Sid Ashton	Christchurch	1 July 2007	30 June 2010
Kate de Goldi	Wellington	1 July 2006	30 June 2009
Penny Eames	Wellington	1 July 2007	30 June 2010
Michael Prentice	Auckland	1 July 2006	30 June 2009
Terry Snow	Auckland	1 June 2005	31 May 2011
Pele Walker	Wellington	1 July 2006	30 June 2009

Te Waka Toi	Region	Date appointed	Term ends
Ngahuia Te Awekotuku (Chair)	Hamilton	1 July 2006	30 June 2009
Darrin Haimona	Waharoa	1 July 2006	30 June 2009
John Huria	Lower Hutt	1 July 2008	30 June 2011
Te Kahautu Maxwell	Hamilton	1 July 2008	30 June 2011
Ranui Ngarimu	Christchurch	1 July 2006	30 June 2009
Kura Te Waru Rewiri	Whangarei	1 July 2008	30 June 2011
Marina Sciascia	Porangahau	1 June 2005	30 June 2011

Chief Executive: Stephen Wainwright

Funding

Creative New Zealand's 2008/09 funding comprises a baseline appropriation of \$15.952 million, which includes an additional \$0.500 million provided in 2008/09 to meet increased demand on the Authors' Fund. It also receives significant

annual funding from the NZ Lottery Grants Board, which provided an additional one-off amount of \$5.620 million in 2007/08.

The large recurrently-funded performing-arts organisations have, in particular, received a large proportion of CNZ's increases in revenue over the past eight years, with the RFO portfolio as a whole receiving over \$5 million more than in 2001/02. Despite these increases, a review co-commissioned by CNZ and the Ministry in 2006 recommended significant additional funding for the RFOs to ensure their stability and success.

Projected operating revenue sources (\$000 excl GST)					
	Year	Vote	LGB	Other	Total
CNZ	2008/09	15,952	22,125	1,867	39,944

Following recent decisions, resourcing for the Authors' Fund (\$2 million per annum plus operating expenses) will be transferred to Vote National Library for 2009/10 and outyears.

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA (TE PAPA)

Te Papa is established by the Museum of New Zealand Te Papa Tongarewa Act 1992 to 'provide a forum in which the nation may present, explore, and preserve both the heritage of its cultures and knowledge of the natural environment in order better:

- to understand and treasure the past;
- to enrich the present; and
- to meet the challenges of the future.'

Te Papa's principal functions are to collect works of art and items relating to history and the natural environment, conserve and develop national collections, and make those collections accessible to the public. Te Papa also has research and educational roles, co-operates with other New Zealand museums in providing a national service, and is required to provide appropriate support to institutions and organisations holding objects or collections of national importance. It is an autonomous Crown entity and cannot be directed by government on 'cultural matters'.

After 10 years of operating, Te Papa is undertaking a strategic and capital refreshment programme to renew and replenish its exhibitions, staffing and museum information technology. Following major organisational and funding reviews, Te Papa has been developing strategic plans for its activities for the next decade and determining the resources needed to achieve the desired outcomes.

Governance

Members of the Board of Te Papa are appointed by the Minister for Arts, Culture and Heritage. There are no current vacancies with respect to this board. The current terms of 5 members, including the Chair, expire in 2009.

Name	Region	Date Appointed	Term ends
John Judge (Chair)	Auckland	July 2000 1 July 2006 (Chair)	30 June 2009
John Allen	Wellington	1 July 2006	30 June 2009
Bob Harvey	Waitakere	1 July 2006	30 June 2009
John Henderson	Christchurch	15 September 2006	31 August 2009
Hon Sandra Lee	Auckland	1 August 2007	21 July 2010
Ngatata Love	Wellington	1 August 2007	31 July 2010
Sue Piper	Wellington	1 August 2008	30 June 2011
Lorraine Wilson	Auckland	1 July 2006	30 June 2009

Chief Executive: Dr Seddon Bennington

Funding

Te Papa receives approximately 50 percent of its funding from the Crown.

Projected operating revenue sources (\$000 excl GST)					
	Year	Vote	Commercial	Other	Total
Te Papa	2008/09	23,574	13,624	8,580	45,778

Capital funding

Te Papa receives an annual capital Vote contribution of \$6 million for ongoing capital expenditure for museum operations, exhibitions, research and development, and \$3 million for acquisition of collection items. An additional allocation of \$1 million is being provided in 2008/09 for the development of international touring exhibitions and refurbishment of Te Papa's long-term exhibitions in Wellington. We expect that Te Papa will raise with you its concern that, apart from collections acquisitions, it is not sufficiently funded for its capital requirements.

Capital revenue sources (\$000 excl GST)		
	Year	Vote
Te Papa	2008/09	10,000

NEW ZEALAND FILM COMMISSION

The New Zealand Film Commission (NZFC) was established under the New Zealand Film Commission Act 1978 with the statutory responsibility 'to encourage and participate and assist in the making, promotion, distribution and exhibition of films' made in New Zealand by New Zealanders on New Zealand subjects. It is an autonomous Crown entity and cannot be directed by government on 'cultural matters'.

NZFC provides loans and equity financing to New Zealand film-makers to assist in the development and production of feature films and short films being made in New Zealand. NZFC does not itself produce films. NZFC is also active in the sales and marketing of New Zealand films, and assists with training and professional development within the industry. NZFC is the 'competent authority' for New Zealand's international film co-production agreements, and administers the Large Budget Screen Production Grant Scheme.

NZFC receives public funding through Vote Arts, Culture and Heritage and the New Zealand Lottery Grants Board, with additional income derived from the sale of films in which the Commission has invested. NZFC also administers the Screen Production Incentive Fund (SPIF). This criteria-based fund was established in 2008 to support production of medium-to-large feature films and replaced Film Fund 2.

The NZFC is raising concerns that the SPIF mechanism is placing additional costs on producers who will have cashflow production costs prior to receiving the grant funds; and that difficulties in raising advance loans will add to the other considerable financial challenges facing producers, especially in the current global economic environment.

Dr Ruth Harley resigned as NZFC's Chief Executive in October 2008 to become the inaugural Chief Executive of Screen Australia. Recruitment for a new Chief Executive is currently underway.

Governance

Members of NZFC Board are appointed by the Minister for Arts, Culture and Heritage. There are no current vacancies with respect to NZFC. The terms of seven members, including the Chair, expire in 2009.

Name	Region	Date Appointed	Term ends
David Cullwick (Chair)	Wellington	1 July 2006	30 June 2009
Vanessa Alexander	Auckland	1 July 2006	30 June 2009
Bill Birnie	Auckland	4 July 2000	30 November 2009
Andrew Cornwell	Auckland	1 July 2006	30 June 2009
Wendy Palmer	Blenheim	1 July 2006	30 June 2009
Shane Simpson	Sydney	1 July 2006	30 June 2009
William Somerville	Auckland	1 June 2002	30 June 2010
Tainui Stephens	Ngaruawahia	1 June 2002	30 November 2009

Acting Chief Executive: Mladen Ivancic

Funding

Projected operating revenue sources (\$000 excl GST)

	Year	Vote	LGB	Commercial	Other	TOTAL NZFC	SPIF
NZFC	2008/09	3,611	9,587	1,330	1,250	15,778	13,700

From 2008/09 Vote funding appropriated directly to NZFC was decreased by \$6.5 million per annum and transferred to the Screen Production Incentive Fund (SPIF). The total five-year appropriation for SPIF from 2008/09, including the reallocated existing NZFC funding, is \$68.5 million.

NEW ZEALAND HISTORIC PLACES TRUST

The New Zealand Historic Places Trust (NZHPT) operates under the Historic Places Act 1993. NZHPT's primary functions are to promote the identification, protection, preservation and conservation of the historical and cultural heritage of New Zealand. It does this by providing:

- registration services for historic places, historic areas, wahi tapu and wahi tapu areas;
- technical and heritage advice to local authorities, iwi/hapu, property owners and developers;
- statutory protection processes under the Historic Places Act 1993 and the Resource Management Act 1991;
- maintenance and management of, and provision of access to, Crown-owned properties; and
- heritage education, advocacy and promotional services including management of Trust-owned properties.

The NZHPT is an autonomous Crown entity for the purposes of the Crown Entities Act 2004. It cannot be directed by government on 'heritage matters'. The Ministry administers government funding to the Trust and it is accountable to the Crown for that funding.

The Trust's key priorities are to address the backlog of deferred maintenance on Crown-owned heritage sites and to develop and implement a heritage destinations policy which will, among other things, provide interpretative signage to encourage public access to heritage sites.

Governance

A Board of up to nine people governs the New Zealand Historic Places Trust. The Minister for Arts, Culture and Heritage appoints six members of the Board: one person as the Chairperson, two Māori members (after consultation with the Minister of Māori Affairs), and three other members. Three other members are elected by the Trust's membership. Four of the Board members are also Māori Heritage Council members.

There are currently no vacancies with respect to the New Zealand Historic Places Trust Board. The current terms of two members appointed by the Minister (including the Chair), expire in 2009. In addition there will be elections for the three members required to be elected by the Trust's membership.

Name	Region	Date Appointed	Term ends
John Acland (Chair)	South Canterbury	1 September 2003 Chair, Jan 2007	30 June 2009
Tumu te Heuheu **	Turangi	1 September 2003	30 June 2010
Dr Judith Binney	Auckland	19 October 2007	30 September 2010
Errol Clark	Wellington	1 May 2008	30 April 2011
Anna Crighton*	Christchurch	1 July 2003	30 June 2009
Te Aue Davis **	Auckland	1 July 1990	30 June 2010
Dr Merata Kawharu**	Auckland	1 October 2001	30 June 2009
Gary Russell*	Auckland	1 July 2006	30 June 2009
Mike Spedding* **	Gisborne	1 July 2003	30 June 2009

* Elected members

** Also members of the Māori Heritage Council

Māori Heritage Council

The Minister for Arts, Culture and Heritage appoints all of the eight members of this Council. Four of these are Māori who are appointed after consultation with both the Minister of Māori Affairs and the Historic Places Trust Board. The other four appointees are also, conjointly, Board members, three of whom are appointed after consultation with the Minister of Māori Affairs.

There are currently no vacancies with respect to the Māori Heritage Council. The terms of 6 members expire in 2009.

Name	Region	Date Appointed	Term ends
Tumu te Heuheu * (Chair)	Northland	1 June 2004	30 June 2010
Te Aue Davis *	Auckland	1 July 1990	31 December 2009
Rima Edwards	Kaitiaia	1 July 2006	30 June 2009
Merata Kawharu *	Auckland	1 October 2001	30 June 2009
Gerard O'Regan	Auckland	1 July 2005	30 June 2011
Dr Charles Royal	Wellington	17 December 2003	30 November 2009
Michael Spedding *	Gisborne	9 October 2006	30 June 2009
Waaka Vercoe	Whakatane	25 July 1999	30 June 2009

* Members also on the NZHPT Board

Chief Executive: Bruce Chapman

Funding

Projected operating revenue sources (\$000 excl GST)						
	Year	Vote	Commercial	Grants	Other	Total
NZHPT	2008/09	11,988	1,706	35	321	14,050

Approval for new capital funding for three years for the Trust was given in the 2005 Budget and a further \$0.500 million per annum was granted in the 2008 Budget for property interpretation and IT.

Capital funding (\$000)		
	Year	Vote
NZHPT	2008/09	500

NEW ZEALAND SYMPHONY ORCHESTRA

The New Zealand Symphony Orchestra Te Tira Pūoro o Aotearoa (NZSO) is the country's national orchestra and, along with the Sydney and Melbourne Symphony Orchestras, one of the only three symphony orchestras in Australasia. It was established in 1946. The NZSO is an autonomous Crown entity under the New Zealand Symphony Orchestra Act 2004 and it cannot be directed by government on 'cultural matters'.

The NZSO has 90 players and performs over 100 concerts each year. These include annual concert seasons of major symphonic repertoire in main centres, as well as tours with fewer players to smaller centres. NZSO is involved in education programmes, plays family and schools concerts, accompanies some opera and ballet productions, contributes to the New Zealand arts festivals, and undertakes commercial recordings and broadcasts on radio and television. In recent times, the NZSO has toured internationally and recorded film scores. The NZSO also administers the NZSO National Youth Orchestra.

Governance

The members of the Board of the NZSO are appointed by the Minister for Arts, Culture and Heritage. There are currently no vacancies with respect to the New Zealand Symphony Orchestra. The terms of four members, including the Chair, expire in 2009.

Name	Region	Date Appointed	Term ends
Diana Fenwick (Chair)	Auckland	1 August 2001 Chair 1 May 2006	30 April 2009
Mark Barrow	Auckland	1 August 2006	31 July 2009
Peter Diessl	Wellington	1 August 2007	31 July 2010
William Falconer	Karapiro	1 August 2003	31 July 2011
Colleen Marshall	Nelson	12 August 2008	31 July 2011
Peter Rowe	Auckland	1 September 2003	31 July 2009
Roger Taylor	Wellington	1 August 2006	31 July 2009

Chief Executive: Dr Peter Walls

Funding

Projected operating revenue sources (\$000 excl GST)						
	Year	Vote	Commercial	Sponsorship	Other	Total
NZSO	2008/09	13,446	2,580	2,479	484	18,989

The NZSO has had a pattern of three-yearly increments in appropriation, which have maintained the proportion of government funding to total revenue in the 65-70 per cent range.

ANTARCTIC HERITAGE TRUST

The Antarctic Heritage Trust is an independent charitable trust, established in 1987 to conserve the legacy of the first Antarctic explorers – Norwegian Carsten Borchgrevinck and British explorers Robert Falcon Scott and Sir Ernest Shackleton. The Trust is the leading agency internationally in polar heritage conservation and focuses on the conservation of the thirty-four historic sites recorded in the Ross Sea region.

In 2003 the New Zealand government agreed to provide ongoing funding towards the Trust's operational costs to enable the Trust to free up resources to secure overseas funding towards its restoration project. This project is aimed at the restoration, preservation, and protection of the historic huts, sites and artefacts related to the Ross Sea Region. The Trust is currently seeking funding internationally for a multi-million dollar Ross Sea Heritage Restoration Project which aims to stabilise and conserve the most famous sites – the huts of Sir Ernest Shackleton and Robert Falcon Scott.

Governance

The composition of the Trust Board is stipulated in the Trust Deed (and Ministers are not involved in appointments). Overseas representation on the Board reflects international interest in Antarctic heritage and assists with fundraising.

- Rt Hon Paul East, Chairman, Independent member
- Anthony Wright, Deputy Chairman, Director, Canterbury Museum
- Norman McPherson, President, New Zealand Antarctic Society
- Dr Lesley McTurk, Independent member
- Chris Mace, Independent member
- Rt Hon Sir Geoffrey Palmer, Independent member
- Paul Hargreaves, Chairman, Antarctica New Zealand
- Neville Jordan, President of the Royal Society of New Zealand
- HE George Fergusson, British High Commissioner to NZ
- HE William McCormick, United States Ambassador to NZ
- Rodney Walshe, Honorary Consul General for Ireland
- Simon Murdoch, Secretary of Foreign Affairs and Trade
- Bruce Chapman, Chief Executive, New Zealand Historic Places Trust

Executive Director: Nigel Watson

Funding

Projected operating revenue sources (\$000 excl GST)						
	Year	Vote	Donations	Huts Appeal	Other	Total
AHT	2008/09	526	25	3,058	-	3,609

NEW ZEALAND FILM ARCHIVE

The New Zealand Film Archive (NZFA) was established as a charitable trust in 1981. It is committed to providing professional collection management and increasing public appreciation of New Zealand's moving image heritage through a range of community screenings, education activities and public programmes. The main NZFA site is in Wellington with an Auckland office and research centre, as well as video access outposts in six centres throughout the country.

The Film Archive's collections are mainly of New Zealand film and videos dating from 1895 to the present day. The collections include feature films, documentaries, short films, home movies, newsreels, television programmes, and film and television advertisements. As part of its preservation activities, the NZFA supports a wide range of film and video formats, which require regular transfer from analog to digital formats. The Film Archive is the home of the National Television Collection. In total it holds over 120,000 titles.

Significant revenue comes from Vote Arts, Culture and Heritage and the NZ Lottery Grants Board, while other income is generated through services provided under contract to NZ On Air, the New Zealand Film Commission, Te Mangai Paho and the Ministry of Education.

The NZFA is carrying out a feasibility study into options for permanent long term storage of its collections, as its onsite storage has reached full capacity. Some of the collections are stored offsite in rented facilities which do not always meet appropriate storage standards.

In 2005/06 a NZFA pilot project located and identified the master material of NZ feature films for the period 1978-1989, from which new prints for three titles were produced. As the project was not funded beyond the pilot stage, and each film requires significant resources to repair and preserve, the NZFA proposes that funding be allocated to continue the project, (including the production of replacement prints), and extend it to incorporate films from the period 1990-2000.

Governance

The Film Archive is overseen by a Board of Trustees representing film, archival, Māori and community interests. Current membership of the Board is:

- Anne Phillips (Chair)
- Graeme Everton
- Doug Eckhoff
- Waana Davis
- Lindsay Shelton
- Yvonne Mackay

Chief Executive: Frank Stark

Funding

Projected operating revenue sources (\$000 excl GST)							
	Year	Vote	LGB	Commercial	Sponsorship	Other	Total
NZFA	2008/09	1,070	785	1,750	145	250	4,000

NEW ZEALAND MUSIC COMMISSION

The New Zealand Music Industry Commission Te Reo Reka o Aotearoa (trading as the New Zealand Music Commission - NZMC) is an independent charitable trust established by the music industry. NZMC is committed to growing New Zealand's contemporary popular music business. NZMC receives financial support from the government to undertake projects in New Zealand and overseas towards achieving these outcomes:

- extended public exposure to contemporary popular music from New Zealand;
- increased knowledge and professional expertise within the industry; and
- overseas market initiatives for increased international exposure and sales for NZ music enterprises.

NZMC manages the New Zealand music international market development programme 'Outward Sound' and coordinates New Zealand Music Month.

Governance

The Board of NZMC appoints its own members. These are currently:

- Anthony Healey (Chair)
- Chris Hocquard (Deputy Chair)
- Richard Thorne
- Ngahiwi Apanui
- John Burns
- Phil Howling
- Mark Kneebone
- Teresa Patterson

Chief Executive: Cath Andersen

Funding

NZMC was first funded by government in 2000 with a single grant of \$1.78 million. Further funding for a three-year period was approved from 2004/05, and in 2005/06 NZMC received some extra funding for activities recommended by a music industry export development group, including an additional \$444,444 per annum for three years for the Outward Sound grants scheme. In Budget 2008, following a review of NZMC's operations and Outward Sound, ongoing baseline funding was approved for NZMC.

Projected operating revenue sources (\$000 excl GST)							
	Year	Vote ACH	Vote Education	Commercial	Sponsorship	Other	Total
NZMC	2008/09	1,378	227	2	152	104	1,863

ROYAL NEW ZEALAND BALLET

The Royal New Zealand Ballet (RNZB) is a charitable trust and New Zealand's national ballet company. Its stated mission is to be 'An outstanding arts company for which New Zealanders have a passion and pride'. RNZB consists of 32 dancers and presents a diverse repertoire of choreographic styles, from 19th century classics to 21st century contemporary works. RNZB performs extensively throughout New Zealand, including biennial tours to small centres, and has performed overseas every year in recent times.

RNZB has been directly funded by government since 1998. The Ministry has recently completed an organisational review of RNZB, including seeking input from a range of sector stakeholders, to inform Ministers on RNZB's performance. RNZB has not had an increase in Vote funding since 2006 and is seeking an increase in baseline funding in Budget 2009 to meet increased costs in delivering current services. RNZB's proposal seeks to maintain government funding at 40% of RNZB's total revenue. RNZB earns 60% of its income through commercial activity, and sponsorship and donations, and in the current financial climate does not anticipate that this contribution will be able to be increased beyond 60%. RNZB's bid, and the Ministry's advice on the bid, will be provided to you in due course.

Governance

A Board of Trustees governs the Ballet and appoints its own members. Ministers are not involved in appointments. Current membership of the Board is:

- Anne Blackburn (Chair)
- Tracey Chambers
- Sir Douglas Graham
- Don Hunn
- Warren Leslie
- Jane Meares
- Tony Nowell

General Manager: Amanda Skoog

Funding

Projected operating revenue sources (\$000 excl GST)						
	Year*	Vote	Commercial	Sponsorship	Other	Total
RNZB	2008	3,534	2,928	2,298	169	8,929

*Note RNZB reports on a calendar-year basis

PUKAKI TRUST

Pukaki was originally a carving created as part of a gateway that stood 5 metres tall, to guard the southern entrance of the marae at Ohinemutu in Rotorua. *Pukaki* was expertly crafted by Te Taupua of Ngati Whakaue from one large piece of totara timber. *Pukaki* is depicted holding his two warrior sons Wharengaro and Rangitakuku, while between his legs can still be seen the remnants of his wife Ngapuia. In the 1850s, *Pukaki* was removed from the gateway and his lower portion removed, thus transforming him from a gateway to a statue (tiki).

In 1877 Ngati Whakaue gifted *Pukaki* to the Crown as a symbol of trust regarding the Crown's promise to develop the Rotorua township for the benefit of Ngati Whakaue. The taonga was held at Auckland Museum until 1997, when Ngati Whakaue confirmed and completed the gifting and transfer of ownership of *Pukaki* to the Crown. *Pukaki* is now located in the Rotorua District Council building.

Today, on behalf of the Crown, the Pukaki Trust provides for the care, conservation, and custody of *Pukaki*.

Governance

The Trust Deed stipulates membership and includes a Crown representative, currently the Minister for Arts, Culture and Heritage.

Ngati Whakaue, Auckland War Memorial Museum, and the Rotorua District Council each have a nominated representative on the Trust. There has been turnover in trustees in recent years, due to the Museum getting a new chair, local body elections changing the Mayor, and the Ngati Whakaue iwi providing a replacement for their original representative, who passed away.

Rotorua District Council provides administrative support services for the Trust.

Funding

The Trust received an appropriation of \$40,000 in the 2001/02 financial year, and received \$8,000 per annum from 2002/03 to 2004/05. These appropriations have been used to maintain and conserve *Pukaki*.

TE MĀORI MANAAKI TAONGA TRUST

Te Māori Manaaki Taonga Trust (TMMTT) was established to 'encourage and provide for education and training of Māori in the skills required for the care and display of taonga Māori'. In particular, the Trust Deed refers to 'the training of Māori as curators, conservators and other officers whose jobs involve the care and/or display of taonga Māori'. The Trust fund is derived from the profits of the Te Māori Exhibition, which toured the USA from 1984-1987 and Te Hokinga Mai tour of New Zealand.

The Minister for Arts, Culture and Heritage and the Minister of Māori Affairs jointly appoint the Trustees for terms of up to three years. The current membership of 3 is seen as being sufficient but the Deed allows for up to five members. Current membership of the Trust Board is outlined below:

Name	Region	Date Appointed	Term ends
Piri Sciascia (Chair)	Wellington	1 September 2004	30 June 2009
Ngahiraka Mason	Auckland	1 September 2004	30 June 2009
Dr Paul Tapsell	Auckland	1 July 2006	30 June 2009

Funding

TMMTT does not receive any funding from government. It has an endowment of approximately \$1 million and funds its activities from the interest revenue.

TE MATATINI

Te Matatini Society Inc. focuses on the long-term development of Māori performance art. It provides support for the national kapa haka competitions, regional development for 13 rohe that make up the membership of the Society, festivals, events, exhibitions, wananga, workshops, master classes; Māori performance arts in schools, the South Pacific Arts Festival, and international festivals and events. Every two years the Society produces the 'Te Matatini National Festival' which brings together the representative groups from regional competitions.

Te Matatini is receiving additional Crown support, financially and in-kind, during 2008/09 from Te Puni Kōkiri to improve organisational capability, enhance its financial position (particularly for the forthcoming National Kapa Haka Festival in February 2009) and to undertake a review of its mission and strategies for the future.

Governance

A National Committee of delegates elected by the 13 member rohe governs the Society. A smaller Executive Committee oversees operations. The delegates appoint the Chair.

National Committee

Chair	Selwyn Parata
Taitokerau	Pauline Hopa
Tamaki Makaurau	Annette Wehi
Tainui	Joe Harawira
Mataatua	Te Kahautu Maxwell
Te Arawa	Donna Grant
Tairāwhiti	Maui Tangohau
Kahungunu	JB Smith
Aotea	John Nyman
Rangitane	Tupito Maruera
Te Whanganui a Tara	Bill Nathan
Te Tau Ihu o te Waka a Maui	Dayveen Stephens
Waitaha	Haani Huata
Te Whenuamoemoea	Ronnie Peita

Executive Committee: Selwyn Parata, Pauline Hopa, Annette Wehi, Donna Grant, John Nyman, Te Kahautu Maxwell (co-opted)

Independent Advisor: Wira Gardiner

Manager, Administration: Arini Poutu

Funding

Projected operating revenue sources (\$000 excl GST)							
	Year	Vote ACH	Vote Māori Affairs	Commercial	Sponsorship	Other	Total
Te Matatini	2008/09	1,248	325	334	360	345	2,612

NATIONAL WAR MEMORIAL ADVISORY COUNCIL

The Council is a statutory body (but not a Crown entity) which, under the National War Memorial Act 1992, advises the Minister on all matters relevant to the control and maintenance of the National War Memorial. The Memorial itself is a Crown Asset, and is administered by the Ministry. The Council does not receive any funding through Vote Arts, Culture and Heritage. Administrative support is provided by the Ministry.

Governance

All of the members of the Council are appointed by the Minister for Arts, Culture and Heritage. One of these is nominated by the Chief of the Defence Force while two are nominated by the New Zealand Returned and Services Association.

The NZRSA has advised that it wishes its President to be one of its two nominations. As the President is elected annually and there have been contests in recent years, a one-year term is in place while this policy exists. (The Appointments and Honours Committee resolved in 2004 that this 'pro forma' appointment of the RSA President not be required to go through Cabinet's Appointments and Honours Committee for approval).

A resignation, due to ill health, has just been received from Colonel (retired) Joseph Walker, the nominee of the Chief of the Defence Force. This will necessitate a new nominee being appointed for the duration of the balance of Colonel Walker's term.

The terms of the balance of the membership, including the Chair, expire in 2009.

Name	Region	Date appointed	Term ends
Colonel Andrew Renton-Green (Chair) Ministerial nomination	Wellington	8 August 2001	30 June 2009
Col. Joseph Walker Chief of Defence Force nomination.	Waikato	1 December 2003	Resigned 2 November 2008 due to ill health
Robin Klitscher NZRSA nomination	Wellington	1 November 2007	31 October 2008
Denny Morris NZRSA nomination	Wellington	1 August 2001	30 June 2009

BROADCASTING ORGANISATIONS

Television New Zealand	<i>Crown Entity Company</i>
Radio New Zealand	<i>Crown Entity Company</i>
Broadcasting Commission (NZ On Air)	<i>Autonomous Crown Entity</i>
Broadcasting Standards Authority	<i>Independent Crown Entity</i>
National Pacific Radio Trust	<i>Non-government organisation</i>
Freeview Limited	<i>Incorporated Joint Venture</i>
Advertising Standards Authority	<i>Industry organisation</i>

TELEVISION NEW ZEALAND LIMITED

Television New Zealand Limited is a Crown entity company established under the Television New Zealand Act 2003. The Ministers of Broadcasting and Finance are its shareholding Ministers.

Its principal statutory function is to provide the television and other services that may be specified from time to time in its current Statement of Intent. In carrying out its functions, TVNZ's principal objective is to give effect to its Charter (set out in the Act) while maintaining its commercial performance.

TVNZ is funded to:

- undertake initiatives and to develop, commission and purchase programmes that support the implementation of the TVNZ Charter;
- maintain television coverage in non-commercial areas,
- transmit news, current affairs and special interest programmes to the Pacific, and
- provide two new television services on the Freeview digital platform.

Governance

The Board of TVNZ is:

- Sir John Anderson, Chair
- Robert Fenwick, Deputy Chair
- Anne Blackburn
- Brian Gould
- John Goulter
- June McCabe
- Phillip Melchior

Board appointments to TVNZ are made by shareholding Ministers; the supporting administrative work is undertaken by the Crown Company Monitoring Advisory Unit. This Ministry provides advice on potential candidates, and participates in briefings and the due diligence process. Sir John Anderson's term expires in December 2008 and CCMAU will be briefing shareholding Ministers separately on this matter.

Chief Executive: Rick Ellis

Funding

TVNZ's 2008/09 funding comprises a baseline appropriation of \$15.111 million for Charter implementation (now paid through NZ On Air); \$12 million for new television services on TVNZ 6 and TVNZ 7 digital TV channels, \$1.15 million to maintain television transmission to remote localities, and \$607,000 to maintain transmission of news and current affairs programming to the Pacific.

All revenue sources (\$000 excl GST)						
Agency	Year	Vote	Commercial	Sponsorship	Other	TOTAL
TVNZ	2006/07	22,051	312,824	-	40,328	375,203
	2007/08	37,668	314,100	-	37,532	389,300
	2008/09	28,868	327,900		57,732	414,500

During 2006/07, the Ministry and CCMAU provided input to TVNZ's development of an enhanced Charter Performance Measurement Framework. The Framework, published in TVNZ's Statement of Intent for the Year ending 30 June 2009, is aligned with the strategic priorities of TVNZ's Five Year Strategy Plan 2007-2011, and includes a new appreciation index in the form of an annual survey to capture qualitative data. TVNZ first reported against the Framework in its 2007/08 interim and annual reports.

The Ministry and TVNZ have commenced discussions on possible enhancements for reporting against the Framework in the 2008/09 Annual Report and on setting targets in the 2009/10 Statement of Intent.

RADIO NEW ZEALAND

RNZ is a Crown entity company established under the Radio New Zealand Act 1995. The Ministers of Broadcasting and Finance are Radio New Zealand's shareholding Ministers.

Its statutory functions are to provide innovative, comprehensive, and independent broadcasting services of a high standard, as more specifically detailed in the Charter provisions of the Radio New Zealand Act.

RNZ is funded through NZ On Air for the majority of its operations but is funded directly through the Ministry for its RNZ International service to the South Pacific which requires it to:

- Promote links between South Pacific communities in New Zealand and their counterparts in the region;
- Broadcast programming which encourages an awareness and understanding of New Zealand policies on regional issues of concern, foreign relations, development assistance, immigration, human rights, economic developments, the environment and trade opportunities;
- Broadcast innovative, comprehensive and independent news and programming of interest to the Pacific region; and
- Work with Pacific broadcasters and organisations that develop Pacific media by offering regional support and training.

Governance

Board appointments to Radio New Zealand are made by shareholding Ministers; the supporting administrative work is undertaken by the Crown Company Monitoring Advisory Unit. This Ministry provides advice on potential candidates, and participates in briefings and the due diligence process.

The Board of Radio New Zealand is outlined below:

- Christine Grice, Chair
- Rt Hon Paul East
- Judy Finn
- Steve Murray
- Yvonne Sharp
- Sifa Taumoepeau
- Alison Timms

Chief Executive of RNZ: Peter Cavanagh

General Manager of RNZI: Linden Clark

Funding

Public funding for Radio New Zealand's domestic networks is routed through NZ On Air but direct funding for RNZI operations is provided through the Ministry.

All revenue sources (\$000 excl GST)						
Agency	Year	Vote	Commercial	Sponsorship	Other	TOTAL
<i>RNZI</i>	2006/07	1,900	-	-	221	2,111
	2007/08	1,900	-	-	275	2,175
	2008/09	1,900	-	-	258	2,157

The separate briefing provided by the Crown Company Monitoring Advisory Unit also provides information on RNZ.

BROADCASTING COMMISSION (NZ ON AIR)

NZ On Air is an autonomous Crown entity established under the Broadcasting Act 1989. NZ On Air plays a major role in ensuring that New Zealanders are able to enjoy broadcasting services that would not otherwise be provided on a commercial basis, as outlined in its functions below:

- To reflect and develop New Zealand identity and culture by promoting programmes about New Zealand and New Zealand interests; and promoting Māori language and Māori culture;
- To ensure that a range of broadcasts is available to provide for the interests of women, youth, children, persons with disabilities and minorities in the community, including ethnic minorities; and to encourage a range of broadcasts that reflects the diverse religious and ethical beliefs of New Zealanders;
- To maintain, and, where appropriate, extend the coverage of television and radio broadcasting to New Zealand communities that would not otherwise receive a commercially viable signal; and
- To encourage and establish the operation of archives or programmes likely to be of historical interest in New Zealand by making funds available for broadcasting and the production of programmes to be broadcast; and the archiving of programmes.

Governance

Members of the NZ On Air Board are appointed by the Minister of Broadcasting.

	Position	Date Appointed	Term Ends
Neil Walter	Chair	1 December 2006	30 November 2009
Edie Moke	Deputy Chair	1 May 2002	30 April 2010
Michael Glading	Member	1 January 2008	31 December 2010
Nicole Hoey	Member	9 October 2006	30 September 2009
Murray Shaw	Member	8 August 2008	31 July 2011
Paul Smith	Member	21 September 2004	31 August 2009

Chief Executive: Jane Wrightson

Funding

All revenue sources (\$000 excl GST)						
Agency	Year	Vote	Commercial	Sponsorship	Other	TOTAL
NZ On Air	2006/07	106,671	-	-	5,096	111,767
	2007/08	109,813	-	-	5,443	115,256
	2008/09	127,557*			4,500	133,733

* Includes \$15.1 million for TVNZ Charter implementation

BROADCASTING STANDARDS AUTHORITY

The BSA is an Independent Crown entity established under the Broadcasting Act 1989. The functions of the BSA are as follows:

- To receive and determine complaints about alleged breaches of a standard in a specific programme, from persons who are dissatisfied with the outcome of complaints made to broadcasters, and to impose appropriate penalties and costs;
- To publicise its procedure in relation to complaints;
- To issue to any or all broadcasters, advisory opinions relating to broadcasting standards and ethical conduct in broadcasting;
- To encourage the development and observance by broadcasters of codes of broadcasting practice appropriate to the type of broadcasting undertaken by such broadcasters;
- To develop and issue codes of broadcasting practice; and
- To conduct research and publish findings on matters relating to standards in broadcasting.

Governance

Because the BSA is an independent Crown entity, appointments to its Board are made by the Governor-General (on the recommendation of the Minister of Broadcasting). An early decision on an appointment is required because of the expiry of the term of one of the current members.

	Position	Date Appointed	Term Ends
Joanne Morris	Chair	2 October 2003	30 June 2009
Paul France	Member	19 December 2003	30 September 2009
Tapu Misa	Member	17 February 2003	30 April 2010
Diane Musgrave	Member	1 August 2003	30 September 2008 Roll over pending Ministerial decision on future appointment

Chief Executive: Dominic Sheehan

Funding

All revenue sources (\$000 excl GST)						
Agency	Year	Vote	Commercial	Levy on Broadcasters	Other	TOTAL
BSA	2006/07	609	-	688	74	1,371
	2007/08	609	-	707	65	1,381
	2008/09	609	-	723	361	1,368

NATIONAL PACIFIC RADIO TRUST (NIU FM)

The National Pacific Radio Trust (NPRT) is a private trust responsible for providing a national radio service (broadcasting as Niu FM) that will:

- Provide an authoritative, accurate, current and reliable information source to Pacific people, reinforcing their languages, values, beliefs and culture in New Zealand;
- Facilitate, contribute to and promote community development that is conducive to the education, employment, housing, health, immigration as well as the social and economic development of Pacific people in New Zealand;
- Harness and grow the best available Pacific broadcasting and management talent throughout New Zealand so that the network as a community-owned platform is sustainable and delivers a quality service;
- Promote effective avenues for training Pacific people in broadcasting and advocating for and on behalf of Pacific people in the media; and
- Provide a window through which the rest of New Zealand can be better informed about the lives of Pacific communities throughout New Zealand.

A review of the national Pacific radio network in 2005 led to decisions to amend the objectives of the network in a minor way and to strengthen accountability by maintaining the Trust structure but adding it to the Fourth Schedule of the Public Finance Act 1989.

Governance

Board members are appointed jointly by the Minister of Broadcasting and the Minister of Pacific Island Affairs.

	Position	Date Appointed	Term Ends
Tino Pereira	Chair	30 April 2002	31 December 2009
Brian Chamberlin	Member	1 January 2007	31 December 2009
Marilyn Kohlhase	Member	1 January 2008	31 December 2010
Janet Mason	Member	1 May 2004	31 December 2009
Maureen Passmore	Member	1 May 2004	30 April 2010
Jeannie Pera	Member	1 May 2007	30 April 2010
James Prescott*	Member	1 January 2007	31 December 2009
Ken Williams	Member	1 July 2004	30 April 2010

* Mr Prescott is Deputy Chair Elect of NPRT subject to the confirmation and that of the Ministers of Broadcasting and Pacific Island Affairs (or Cabinet should they wish).

Acting Chief Executive: Tom Etuata

Funding

All revenue sources (\$000 excl GST)						
Agency	Year	Vote	Commercial	Sponsorship	Other	TOTAL
NPRT	2006/07	3,390	1,304	-	102	4,796
	2007/08	3,300	1,736	-	207	5,243
	2008/09	2,700	1,760		200	4,660

FREEVIEW

Freeview Limited is an incorporated joint venture with shareholding broadcasters TVNZ, TVWorks (TV3 and C4), Māori Television and Radio New Zealand. Freeview is a platform that enables the broadcast of free-to-air digital television and radio by means of direct to home (DTH, or satellite to dish) or terrestrial (DTT) transmission. The Freeview DTH service was launched in May 2007, while DTT transmission commenced in April 2008.

Government announced its decision to support Freeview to the amount of \$25 million over five years in November 2006. Government's primary aim in supporting Freeview is to encourage New Zealand to make the transition from analogue to digital television transmission. A cost-benefit analysis has estimated the net national benefit of analogue switch-off to New Zealand at \$230 million, assuming switch-off occurs by 2015.

Television channels broadcast on Freeview include: TVOne, TV2, TVNZ6, TVNZ7, TVNZ Sport Extra, TV3, C4, Māori Television, Te Reo, Parliament TV, CUE, Stratos, TV Central, CTV8.

Radio stations broadcast include: RNZ Concert, RNZ National and George FM.

Governance

The Board of Freeview is:

- John Allen, Chair
- Richard Friesen
- Kenneth Law
- James Mather
- Rick Ellis
- Rodney Parker

Board appointments are made by the shareholders.

Chief Executive: Steve Browning

Funding

All revenue sources (\$000 excl GST)						
Agency	Year	Vote	Commercial	Sponsorship	Other	TOTAL
Freeview	2006/07	1,743	-	-	423	2,166
	2007/08	3,629	-	-	120	3,749
	2008/09	5,000	-	-	not available	5,000

ADVERTISING STANDARDS AUTHORITY

The Advertising Standards Authority (ASA) is an Incorporated Society which acts as a self-regulatory body for the advertising industry. The ASA receives no government funding but falls under the Broadcasting portfolio with respect to its consumer-rights function and its relationship with other public broadcasting agencies. About 50 pieces of legislation include advertising standards.

The three main objectives of the ASA are:

- To seek to maintain at all times and in all media a proper and generally acceptable standard of advertising and to ensure that advertising is not misleading or deceptive, either by statement or by implication.
- To establish and promote an effective system of voluntary self regulation with respect to advertising standards (primarily through advertising codes of practice).
- To establish and fund an Advertising Standards Complaints Board (ASCB).

Governance

The Advertising Standards Complaints Board (ASCB) is an independent board which adjudicates on complaints about advertisements which complainants believe breach the advertising codes of practice. The Board has eight members, four from the industry and four public representatives with no connection to the media or advertising industries.

The ASA confers with, and invites nominations from the Minister and the Ministry on the appointment of the public representatives of the board.

The ASCB's current membership is:

- Rob Thompson (public representative, Chair)
- Jenny Courtney (public representative, Deputy Chair)
- Phil Broughton (public representative)
- Dr Jean Drage (public representative)
- Dr Greg Simmons (public representative)
- Margaret McKee (alternate public representative)
- Jane Anderson (or Janine Chamley, alternate) – representing advertisers
- Sharon Daly (or Sandy Smith, alternate) – representing television and radio
- Paul Elenio – representing newspapers and magazines
- Nigel Keats (or Cameron Harland, alternate) – representing advertising agencies

The ASA keeps the Minister informed of any important issues, particularly in relation to the review of existing codes or the introduction of new codes.

Executive Director: Hilary Souter

SPORT AND RECREATION ORGANISATIONS

Drug Free Sport New Zealand

Sport and Recreation New Zealand (SPARC)

Sports Tribunal

DRUG FREE SPORT NEW ZEALAND

Drug Free Sport NZ is an independent Crown entity that was established under the New Zealand Sports Drug Agency Act 1994, which was then replaced by the Sports Anti-Doping Act 2006. Its functions are:

- to develop and implement policies, rules and procedures which give effect to the World Anti-Doping Code in New Zealand in order to protect athletes' fundamental right to participate in doping-free sport;
- to prepare, maintain and disseminate a schedule of drugs and doping methods that are banned for competitive athletes;
- to develop an annual testing programme (in consultation with national sport organisations) which operates at a national and international level to detect, deter and prevent doping in sport;
- to ensure that New Zealand complies with all international agreements and arrangements concerning doping in sport to which New Zealand is a party; and
- to provide leadership in drug education for schools, athlete groups and the New Zealand public.

Governance

The Ministry has been responsible for overseeing the appointments process for Drug Free Sport New Zealand since March 2008. The board of DFSNZ is appointed by the Governor-General on the recommendation of the Minister for Sport and Recreation. There are no current vacancies on this board.

Name	Region	Date Appointed	Term ends
Dr David Gerrard	Otago	1 July 1999	30 June 2010
Michael Heron	Auckland	1 December 2004	30 June 2010
Melodie Robinson	Auckland	1 July 2002	30 June 2010
Dr Leslie Rumball	Auckland	1 October 2004	30 June 2010
Dr Stewart Walsh	Auckland	1 October 2007	30 June 2010

Chief Executive: Graeme Steel

Funding

Projected operating revenue sources (\$000 excl GST)

		Vote	Other	Total
DFSNZ	2008/09	2,085	199	2,285

SPORT AND RECREATION NEW ZEALAND (SPARC)

SPARC is a Crown agent established under the Sport and Recreation New Zealand Act 2002, following the recommendation of the 2001 Ministerial Taskforce on Sport, Fitness and Leisure. It has a wide variety of statutory functions, including:

- developing and implementing national policies and strategies for physical recreation and sport;
- allocating funds to national organisations and regional bodies;
- promoting and advocating the importance of participation in physical activity by all New Zealanders for their health and well-being;
- providing policy advice to the Minister on the sport and recreation sector;
- working with schools, regional, central, and local government, and physical recreation and sports organisations to ensure the maintenance and development of the physical and organisational infrastructure for physical recreation and sport;
- providing advice and support for organisations working in physical recreation and sport at national, regional, and local levels; and
- facilitating co-ordination between national, regional, and local physical recreation and sport organisations.

Governance

The Ministry has been responsible for overseeing the appointments process for SPARC since March 2008. Under the Sport and Recreation Act 2002 and the Crown Entities Act 2004, the Minister for Sport and Recreation appoints the Board after consultation with a Nominations Advisory Group. The terms of four members, including the Chair, expire in 2009. There is currently one vacancy on the board due to a recent resignation.

Name	Region	Date Appointed	Term ends
John Wells (Chair)	Auckland	May 2001	30 June 2009
Paul Allison	Otago	31 August 2007	30 August 2010
Christopher Doig	Christchurch	1 July 2006	30 June 2009
Rob Fisher	Auckland	1 July 2005	30 June 2011
Tina Karaitiana	Gisborne	1 July 2004	30 June 2009
Dr Sarah Sandley	Auckland	1 July 2006	30 June 2009
Donald Stewart	Auckland	1 April 2007	31 March 2010
Nichola Turner	Auckland	31 August 2007	30 August 2010

Chief Executive: Peter Miskimmin

Funding

The appropriation for SPARC in 2008/09 is \$73,159,000 (66% of total revenue). Of this \$4,250,000 per annum is provided for the Prime Minister's Sport Scholarships and \$7,153,000 is appropriated for Mission-On (Children and Young

People's Lifestyles). \$53,176,000 is appropriated for sport and recreation programmes run by SPARC.

Projected operating revenue sources (\$000 excl GST)							
	Year	Vote	LGB	Commercial	Sponsorship	Other	Total
SPARC	2008/09	73,159	30,890	6,056	-	1,450	111,555

SPORTS TRIBUNAL OF NEW ZEALAND

The Sports Tribunal is an independent, statutory body that hears certain disputes on sporting matters and handles anti-doping cases brought by Drug Free Sport New Zealand. The Tribunal was established in 2003 by the Board of SPARC and continued under the Sports Anti-Doping Act 2006, although it has jurisdiction to hear disputes other than anti-doping matters. The Act sets out the sorts of disputes the Tribunal can hear and allows the Tribunal to determine its own practices and procedures for performing its functions under the Act. The matters the Tribunal can hear include:

- anti-doping violations;
- appeals against decisions of national sports organisations or the NZ Olympic Committee (such as appeals against disciplinary decisions or appeals against not being selected for a New Zealand representative team);
- other sports-related disputes if all parties agree to refer the dispute to the Tribunal and the Tribunal agrees to hear it; and
- matters referred to it by the Board of SPARC.

The Sports Tribunal is funded, housed and serviced by SPARC under a memorandum of understanding between the Minister, the Board of SPARC and the Chairperson of the Sports Tribunal.

Governance

The Tribunal consists of at least five, but no more than nine members. Each member must be appointed by the Governor-General on the recommendation of the Minister, made after consultation with the Board of SPARC.

Name	Region	Date Appointed	Term ends
Hon Barry Paterson CNZM OBE QC (Chair)	Auckland	1 April 2005	31 August 2012
Nicholas Davidson QC (Deputy Chair)	Christchurch	12 February 2003	21 August 2011
Alan Galbraith QC (Deputy Chair)	Auckland	13 May 2008	31 August 2012
Timothy Castle	Wellington	12 February 2003	21 August 2010
Ron Cheatley MBE	Wanganui	12 February 2003	31 August 2012
Dr Lynne Coleman	Auckland	13 May 2008	31 August 2011
Adrienne Greenwood	Auckland	12 February 2003	31 August 2011
Carol Quirk	Opotiki	12 February 2003	31 August 2010
Anna Richards MNZM	Auckland	13 May 2008	31 August 2012

Registrar: Brent Ellis

SIGNIFICANT ISSUES IN THE BROADCASTING PORTFOLIO

This section summarises current and emerging issues in the Broadcasting portfolio. A more detailed account of these issues is provided in the separate Briefing for the Minister of Broadcasting, a copy of which is being provided to you.

Review of Broadcasting Regulation

A work programme for a major review of broadcasting regulation was agreed by Cabinet in September 2008. The regulatory review accompanies other policies to facilitate the transition to free-to-air digital television. Officials have been directed to ensure regulation remains appropriate to the changing broadcasting market brought about by digital technology and the growing convergence with telecommunications and the internet. The review is being project-managed by the Ministry for Culture and Heritage, as a joint project with the Ministry of Economic Development.

The review's first phase was a research report (prepared in-house by this Ministry, with external editorial input) on the New Zealand environment and international trends. It identified issues and challenges for New Zealand. Accompanied by a discussion paper, it was published in January 2008, seeking feedback on the issues identified, and on the level and nature of regulatory change (if any) that might be required in response.

The discussion paper proposed a set of objectives for the review that had been agreed in principle by Cabinet, including the promotion of diverse platforms for content, world-class infrastructure, effective markets, accessibility and diversity of content and services, consistent application of standards, protection of property rights as a spur to content creation, and securing benefits to audiences as citizens as well as consumers. A set of principles were also proposed to guide consideration of any regulatory changes, including 'minimum intervention necessary', adaptability of regulation to a fast-developing market, transparency, social equity and cultural value, and technological neutrality. These objectives and principles were broadly supported by respondents to the discussion paper.

The paper's analysis of potential risks faced by New Zealand broadcasting was also generally accepted by submitters. These risks include: inconsistent or unclear regulation, a lack of competition, a loss of diversity in content, especially local content, a lack of investment and innovation, and consumer confusion.

At the same time, a companion paper was released on the future of content regulation in broadcasting (as carried out by the Broadcasting Standards Authority), in the light of the same trends of convergence and the spread of similar content to various media platforms. The review of content regulation began as a separate piece of work, but has been integrated into the wider regulatory review.

The release of these documents yielded a wide range of submissions, principally from interests within the broadcasting industry, but also from 'new

media' interests. These were analysed for a report-back to Cabinet in September, at which a programme of further work was approved, mostly under the four following significant areas of work:

Study of the competitive relationships in television – This independent study will consider whether markets for premium broadcasting-like content and related services are workably competitive and whether existing regulation is appropriate to address existing or potential competition issues, given foreseeable market developments. 'Premium content' refers to commercially desirable popular movies, major sporting events and the most popular international drama series. Terms of reference were approved by the previous Ministers of Broadcasting and Communications and Information Technology in October and the study has been put out to tender. The study, which will raise policy options but not make explicit recommendations, will also help to inform advice on the functions of any new form of regulator. (See item below on institutional form.)

Availability of live and free-to-air sporting events on television – This Ministry is to examine options for ensuring a higher availability of live and free-to-air sporting events on television, provided such options minimise the impact on the commercial revenue available to sporting bodies and enhance future participation in sport.

Broadcasting content – The government's interventions in relation to content are largely concerned either with supporting what the market does not provide of itself, through contestable funding and the public broadcasters, or with regulating all broadcast content according to statutory standards. In the case of the latter, the review is to examine the extent to which audiences should expect the same standards to apply to similar content on different platforms, or have the same ability to make a complaint. For other content issues, the review examines whether New Zealand's arrangements for funding content and public broadcasting are optimal in the new, converging environment, in which audiences are fragmenting among more channels and platforms. This Ministry has therefore been directed to re-examine the functions of the funding agencies, to exploit the potential of digital platforms to provide more outlets for subsidised content, and for showcasing such content even where broadcasters, for commercial reasons, are unwilling to show it, and to ensure that content funding is future-proofed.

The Ministry has also been directed to look at options for achieving greater co-ordination between the public broadcasters and greater visibility for them, greater points of difference from private broadcasters, and a less commercial approach to public television. It is to conduct regular reviews of the outcomes achieved from public broadcasting and the funding of local content.

Institutional form of regulation – At present, broadcasting regulation is focused on content issues, via the Broadcasting Standards Authority, while communications regulation is primarily concerned with economic and technical issues, via the Telecommunications Commissioner. In the era of convergence, however, content is appearing on multiple platforms, and some form of regulatory convergence may be necessary.

Officials have therefore been directed to examine the pros and cons of two options, with reference to overseas models: *a single stand-alone regulator* for both network and content matters; or *two converged regulators*, one for network and one for content regulation.

The potential functions for a regulator or regulators to be considered include: promoting competition, conducting market reviews, facilitating agreement on terms of trade between broadcasters and producers, administering content standards, consumer education, spectrum management (as distinct from spectrum *policy*) and settling disputes on access to networks and platforms.

The review will consider the relation of the proposed regulator to existing institutions, including the Commerce Commission, and seek to satisfy two conditions: maintaining the current role of the Telecommunications Commissioner; and providing for cultural and economic considerations each to be given sufficient weight.

Switch-off of analogue transmission – spectrum issues – Current policy is for a date for the switch-off of analogue transmission to be set in 2012, or when household take-up of digital transmission reaches 75 per cent, whichever is sooner. In the interim, the policy for reallocating spectrum currently used for analogue transmission needs to be determined. The Ministry of Economic Development, in consultation with this Ministry and Te Puni Kōkiri, is to develop a draft policy and timetable for spectrum allocation, for Cabinet report-back by December 2009. Ways of assisting the regional broadcasters to achieve the transition to digital are also to be examined.

As well as these main themes, several other issues are being examined under the review:

- **Orphan Works:** The Ministry is working with TVNZ and the Ministry of Economic Development to develop a legislative proposal (probably an amendment to the Television New Zealand Act 2003) that would allow 'orphan works' owned or commissioned by TVNZ – pre-1989 television programmes of historical or cultural interest whose right-holders are difficult to identify or locate – to be re-screened. Wider issues relating to orphan works in various media are to be addressed by the Ministry of Economic Development.
- **Terms of trade between producers and broadcasters:** A related area of investigation, noted above in relation to the possible functions of a regulator, is the terms of trade between producers and broadcasters (and others), to determine whether they are reasonably balanced and maximise export and commercial opportunity.
- **Media Literacy:** In the more complex, digital media world, the level of public media literacy becomes more important: for (among others) parents and children, and content creators who depend on the public's appreciation of copyright, and more generally for the health of New Zealand's democracy. The review is to look at giving the regulator a statutory role in promoting media literacy, without supplanting existing programmes.

- Technical standards: There is a need to guard against incompatible proprietary systems that might limit the ability of consumers to access their preferred combination of services. A function for a regulator would be to encourage industry to agree technical standards, and make recommendations to government if needed.
- Captioning services and audio description service: An object of the review is to allow those with sensory disabilities to enjoy a reasonable share of the growing range of content, exploiting technical advances. A proposal for additional funding for captioning services, and for the development of an audio description service, is to be considered for Budget 2009, and options are to be examined for regulating minimum levels of captioned content (as is done in other countries), as a function of a regulator.

For the regulatory review as a whole, a report-back to Cabinet has been set for 31 August 2009 with 'recommended actions, including broad costings, for all proposals arising from [the] review'. Ministers have been asked to 'present final proposed actions, including any legislative proposals, following public feedback and in time to allow for the development and submission of fully-costed policy initiatives for consideration by Ministers in the 2010 Budget'. (EDC (08) 144).

There are several current issues that stand outside the regulatory review. Some of these are remaining tasks from the *Programme of Action* agreed by Cabinet in December 2004 and due to conclude in 2009. The Ministry proposes to discuss with the Minister of Broadcasting whether a refreshed strategic document, for publication, should be developed to encompass issues both within and outside the regulatory review.

Review of Radio New Zealand's Charter

The second statutory review of Radio New Zealand's Charter was conducted in 2005/06. The Commerce Select Committee unanimously recommended the adoption of a new text of the Charter that Radio New Zealand had drafted, in consultation with this Ministry, and in response to public feedback. During the same period work began on a review of Radio New Zealand's institutional form, whose outcome was a Cabinet decision to reconstitute Radio New Zealand as an autonomous Crown entity, in place of its present form of a Crown entity company.

The rationale for this change is that the ACE form is more suitable for a fully public broadcaster of RNZ's type without significant commercial revenue. A Bill has been drafted both to update the Charter, as agreed by select committee, and to effect the change in institutional form.

TVNZ's Charter

Like the Radio New Zealand Charter, TVNZ's Charter must undergo a statutory review by the House of Representatives every five years. Following RNZ's precedent, TVNZ, after discussions with the Ministry and Cabinet approval, consulted the public on a redraft of the Charter, using its website. The revision sought to make the Charter more concise and readable, while retaining its key

elements, and to arrange it under thematic headings to match the evaluation framework agreed with the Ministry. An independently chaired working group of Ministry and TVNZ representatives analysed around 280 submissions, from sector organisations, interest groups and individuals. A further draft was then approved by Cabinet for submission to the Commerce Select Committee when it commenced its formal statutory review. The committee considered the revised text in February this year and its report supporting the redraft (with one dissenting vote) was presented to the House in May.

A revised Charter is therefore ready for introduction via a Bill, but it could be efficiently combined with any provision relating to TVNZ-archived orphan works (discussed above). If negotiations on a regime for the TVNZ works fail to produce an agreed approach in the near future, the Ministry will recommend that the Charter be introduced separately.

Analogue Switch-Off – Steering Group

Cabinet in May 2006 agreed that switching off analogue signals after a period of transition was an objective of digital TV strategy, and in the national interest (POL Min (06) 8/8). An independent cost–benefit study estimated a net economic benefit of around \$230 million to New Zealand, if the transition was complete and analogue signals switched off by around 2015. Without switch-off, there would be a net cost to New Zealand. Cabinet also agreed to establish a government-industry steering group to manage aspects of the transition to ASO, and to agree on timing and implementation (for example, whether region-by-region or nationally) by consensus. In the May 2008 Budget funding of up to \$250,000 (GST-excl.) per annum was announced to support the establishment and operation of the steering group. Following Cabinet’s decision, the previous Minister of Broadcasting indicated a wish to re-examine the most appropriate composition of the steering group. Assuming confirmation of the approach agreed by Cabinet, the Ministry will convene the group.

Archiving

The review of archiving institutional arrangements under the Arts, Culture and Heritage portfolio is of relevance to broadcasting.

Survey of New Zealanders’ Media Use

An independent survey of New Zealanders’ media use will inform policy-making by indicating the extent to which new media are being adopted as sources of entertainment and information, and whether they are complementing or replacing television and radio.

Kiwi FM

It needs to be decided whether frequencies temporarily allocated to the all-New Zealand music network *Kiwi FM* will be made available beyond 31 December 2008.

Prosecution of TV3

Three charges have been laid relating to each of the three Sundays on which TV3 broadcast advertisements during the 2007 Rugby World Cup, under Section 81 of the Broadcasting Act 1989, which restricts television advertising on Sunday mornings. The proceedings are set down for hearing in the Auckland District Court, commencing on Monday 24 November 2008.

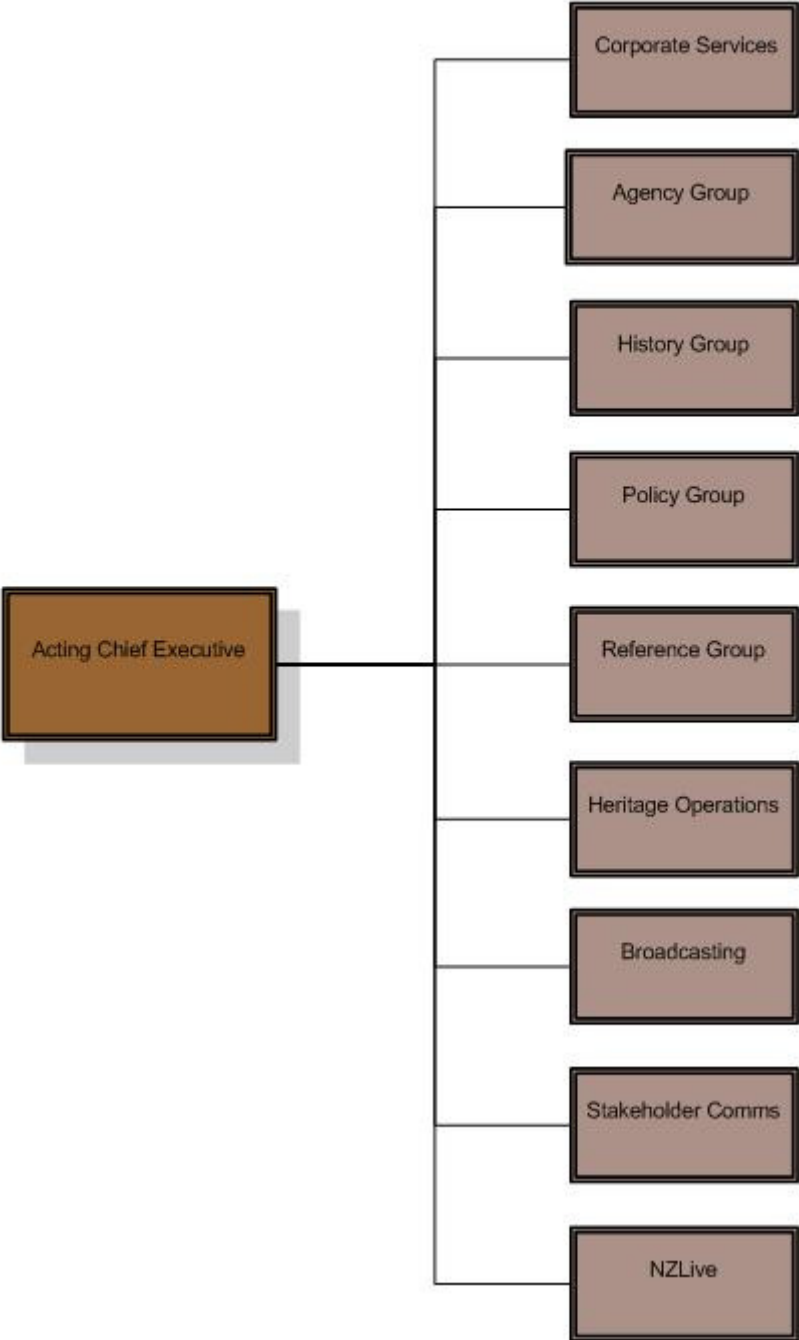
National Television Service for Pacific Audiences

Various interests, including TVNZ and TV3, have proposed versions of a national television service for Pacific audiences. The Ministry has recommended a tender process if any government subsidy is to be provided.

2009 Budget

The Ministry will seek to have an early discussion about the approach to be taken to next year's Budget round, given that priorities will need to be identified by mid-December if the usual timeline is followed.

Ministry for Culture and Heritage Organisation Chart



SENIOR STAFF PROFILES**Bronwyn Dalley – Acting Chief Executive**

Bronwyn Dalley took up the Acting Chief Executive position in September 2008. Before then she was Deputy Chief Executive, Group Manager for the NZLive website, and Chief Historian (Group Manager) of the Ministry's History Group, responsible for overseeing the production of digital and print histories. She originally joined the Ministry in 2000, having worked as a historian at the Department of Internal Affairs since 1993 after she graduated from the University of Otago. She has published widely on New Zealand history and has played an active role in the public history sector. In 2008 Bronwyn was accepted into the Advanced Leadership Programme run through the Leadership Development Centre, and in 2006 received a Leadership Development Centre Fellowship.

Matt Archer – Corporate Group Manager, and Acting Group Manager for Stakeholder Communications

Matt has a background in public sector finance, and has worked previously at the Ministry of Transport and the Departments of Māori Affairs and Internal Affairs. He joined the Ministry in 1992 as Finance and Administration Manager. As the Ministry has grown in size, his role has broadened to that of Corporate Services Manager. Currently, his work encompasses responsibility for HR, Finance and Planning, IT and Information Management, Legal Services, and Accommodation and Facilities. He is also currently Acting Manager for the Stakeholder Communications Group, comprising Ministerial Servicing and Communications.

Neill Atkinson – Acting Chief Historian

Neill has been Acting Chief Historian/Manager of the History Group since 1 September 2008. He has worked as a public historian in various roles for 18 years, and joined the permanent staff of the History Group in December 2002. He is the author of six books, has published widely on the Internet, and has also served as President of the Professional Historians' Association of New Zealand/Aotearoa (PHANZA).

Murray Costello – Agency Group Manager

Murray joined the Ministry in 1993 from the Ministries of Commerce and Tourism. He is a specialist on providing performance advice and governance support with respect to funded agencies, and has led public sector-wide initiatives in these areas.

Jane Kominik – Policy Group Manager

Jane transferred from the Department of Internal Affairs to the Ministry when it was first established, in 1991, and has spent most of her career in the area of cultural policy and administration. In addition to Internal Affairs, she has also

worked for the Ministry of Foreign Affairs (including at the New Zealand High Commission in London) and the State Services Commission. She has maintained a particular interest in New Zealand cultural policy within the international context.

Jock Phillips – Reference Group Manager, and Acting Group Manager for NZLive

Jock is General Editor of Te Ara, the Online Encyclopedia of New Zealand. He was previously the Chief Historian following 16 years teaching American and New Zealand History at Victoria University of Wellington. He was also the founding Director of the Stout Research Centre for New Zealand Studies. He has published eleven books on New Zealand history, of which the best known is *A Man's Country?- the Image of the Pakeha Male: a History*.

Brodie Stubbs – Heritage Operations Manager

Brodie came to the Ministry in 2000 when the heritage functions were transferred from the Department of Internal Affairs. He has a background in managing projects which promote New Zealand identity, starting with the 50th anniversary of the end of the Second World War in 1995. His work also includes managing the design, construction and dedication of the Tomb of the Unknown Warrior in Wellington, and new memorials in Canberra, Gallipoli, Busan (Korea) and London.

Jo Tyndall – Director, Broadcasting Unit

Jo came to the Ministry in 2005 initially on secondment to manage the digital broadcasting project (a priority of the Public Broadcasting Programme of Action), and has headed up the Broadcasting Unit since its establishment in December 2007. She was Chief Executive of NZ On Air from 1999 to 2006, and prior to that, was Executive Director of the Screen Production and Development Association (SPADA). She was one of New Zealand's team of negotiators in the WTO Uruguay Round.

EXTRACT FROM THE ESTIMATES

Part 2 - Details and Expected Performance for Output Expenses

Part 2.1 - Departmental Output Expenses

Intended Impacts, Outcomes and Objectives

Intended Impacts, Outcomes or Objectives of Appropriations	Appropriations
<p>Outcome: The diversity, visibility and accessibility of our culture, and participation in cultural experiences, are enhanced</p> <p>Impact: Increased access to authoritative, pertinent, respected and appealing material on NZ, its people, history, culture, communities, and environment, An increased awareness of and participation in significant commemorations, memorials and other symbols of nationhood</p>	Heritage Services, Policy Advice and Monitoring of Funded Agencies (NZLive.com and Public Broadcasting Services)
<p>Outcome: The programmes, services and products of funded agencies are of high quality and widely accessible</p> <p>Impact: Well-performing boards driving well-performing agencies/entities</p>	Policy Advice and Monitoring of Funded Agencies
<p>Outcome: The value and contribution of culture is recognised, and its contribution to NZ's social, environmental and economic well-being is realised</p> <p>Impact: An enhanced international appreciation of NZ's strengths, standing, products and services</p>	Policy Advice and Monitoring of Funded Agencies, International Cultural Diplomacy

Heritage Services (M4)

Scope of Appropriation

Management of new memorial projects, national monuments, war and historic graves; administration of legislation and grants; and research, writing and publication of New Zealand history and reference works including the on-line encyclopedia of New Zealand.

Expenses and Revenue

	2007/08		2008/09
	Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	6,201	5,781	6,352
Revenue from the Crown	6,008	6,008	6,277
Revenue from Others	193	193	75

Output Performance Measures and Standards

Performance Measures	2007/08		2008/09
	Budgeted Standard	Estimated Actual Standard	Budget Standard
Acceptance of Ministerial submissions in relation to the Flags, Emblems and Names Protection Act	100%	100%	100%
Administration of Protected Objects Act			
Export application decisions overturned on appeal	-	-	-
Administration of the Government Exhibition Indemnification Scheme			
Compliance with indemnification criteria	100%	100%	100%
Applicant timing requirements met	100%	100%	100%
Administration of legislation relating to commemorative days and the symbols and emblems of NZ sovereignty			
Acceptance of Ministerial submissions	100%	100%	100%
The research, writing and publication of NZ history and reference works			
(a) Completion of (digital) history projects to plan:			
• Development of planned content for younger users of NZHistory.net.nz	100%	100%	100%
• Development of planned content for history and history related curriculum	100%	100%	100%
• Annual number of unique visitors to NZHistory.net.nz	600,000	700,000	750,000
(b) Completion of (non-digital) history projects plan:			
• Vietnam War (combat and medical history)	90%	90%	90%
• From Memory (War Oral History Programme) – interviews with civilians, commence J and K Force interviews	90%	90%	90%
• Vietnam oral history project	90%	90%	90%
• Prime Ministers and Cabinet	90%	90%	90%
Administer grants for the provision of advice on NZ history			
Application processing standards for administering grants to NZ history are met	90%	90%	90%
Justified complaints on application processing	-	-	-
The research, writing and publication of NZ works of reference including the online encyclopedia of NZ			
Additional themes by 30 June 2009	1	1	1

Performance Measures	2007/08		2008/09
	Budgeted Standard	Estimated Actual Standard	Budget Standard
Publications from Te Ara - The Encyclopedia of New Zealand online content	2	2	2
Annual visits to www.TeAra.govt.nz	2 million	2 million	2.5 million
New regions in Te Ara - The Encyclopedia of New Zealand by 30 June 2009	4	4	4

Conditions on Use of Appropriation

Reference	Conditions
Quality standards for historical publications	All historical publications to meet agreed time and content criteria
	Criteria to be specified and documented for each project
Quality standards for grant schemes	All applications and enquiries acknowledged within 10 working days
	All applications copied and despatched to committee at least five working days before the meeting to determine grants
	All decisions with explanations notified to applicants within 15 working days of the decision
	All payments of grants made within 20 working days of notification
Administration of Protected Objects Act 1975	Sections 5, 6 and 7
Government Exhibition Indemnification Scheme - Cabinet decision	Criteria for the administration of the Government Exhibition Indemnification Scheme

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2007/08 Budgeted \$000	2008/09 Budget \$000	2009/10 Estimated \$000	2010/11 Estimated \$000	2011/12 Estimated \$000
Additional baseline capacity for the Ministry for Culture and Heritage	2007/08	754	715	715	715	715
Vietnam veterans oral history project	2006/07	200	200	200	-	-
Technology costs of Te Ara - The Encyclopedia of New Zealand	2006/07	200	200	200	200	200
Funding for a First World War centenary project	2006/07	296	296	296	296	296
Acquisition of land and funding requirements for a NZ memorial park	2005/06	150	-	-	-	-
Administration of the Protected Objects Act 1975	2005/06	104	104	104	104	104
Funding for technology and associated costs of key Ministry projects	2004/05	387	387	387	387	387
Increased funding for the Ministry for Culture and Heritage capacity	2003/04	400	400	400	400	400

International Cultural Diplomacy (M4)

Scope of Appropriation

Management and delivery of an international cultural diplomacy programme through a series of projects and activities primarily focused on Asia, and in particular North Asia.

Expenses and Revenue

	2007/08		2008/09
	Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	2,120	2,040	2,089
Revenue from the Crown	2,120	2,120	2,089

Output Performance Measures and Standards

Performance Measures	2007/08		2008/09
	Budgeted Standard	Estimated Actual Standard	Budget Standard
Projects completed	100% on time and within budget	100% on time and within budget	100% on time and within budget

Conditions on Use of Appropriation

Reference	Conditions
Cabinet decision	Strategic - focussed on priority countries or regions, using a multi-year, sustained approach
	Targeted at key sectors of the population or key events in the region
	Planned well in advance, possibly with two to three years lead-time
	Suited to advancing NZ's diplomatic and trade interests

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2007/08 Budgeted \$000	2008/09 Budget \$000	2009/10 Estimated \$000	2010/11 Estimated \$000	2011/12 Estimated \$000
Establish departmental output expense International Cultural Diplomacy	2004/05	2,089	2,089	2,089	2,089	2,089

Policy Advice and Monitoring of Funded Agencies (M4)

Scope of Appropriation

This appropriation is limited to providing policy advice on arts, culture, heritage and broadcasting issues; monitoring the Crown's interests in sector agencies; and providing negotiated services to the Ministers for Arts, Culture and Heritage and the Minister of Broadcasting.

Expenses and Revenue

	2007/08		2008/09
	Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	7,112	6,877	7,527
Revenue from the Crown	6,830	6,830	7,436
Revenue from Others	282	282	91

Reasons for Change in Appropriation

The title of the appropriation was changed in the current Budget from 'Policy Advice and Grants Administration' to 'Policy Advice and Monitoring of Funded Agencies'. The grants administration component of the output is performed primarily by agencies rather than the Ministry for Culture and Heritage, and 'Monitoring of Funded Agencies' better reflects the Ministry's role in relation to these agencies.

Output Performance Measures and Standards

Performance Measures	2007/08		2008/09
	Budgeted Standard	Estimated Actual Standard	Budget Standard
Policy Advice			
Average rating for ministerial satisfaction with policy advice and submissions to Cabinet and Cabinet Committees	rated good or better	rated good or better	rated good or better
Briefing papers provided	510	600	550
Cabinet papers provided	30	38	30
Cabinet papers contributed to	60	70	70
(a) Arts, culture and heritage issues including legislation, major policy proposals and developments and initiatives of significance in the sector			
Meets plans and budget for programmes of policy development covering:			
• Enhancing heritage management	100%	100%	100%
• Arts and cultural management	100%	100%	100%

Performance Measures	2007/08		2008/09
	Budgeted Standard	Estimated Actual Standard	Budget Standard
• Cross government initiatives	100%	100%	100%
• Cross government initiatives where they affect the cultural sector	100%	100%	100%
(b) Broadcasting			
Meets plans for successful transition to digital broadcasting	100%	100%	100%
Meets plans for securing future of Public Service broadcasting	100%	100%	100%
Meets plans for supporting broadcast content availability and impact	100%	100%	100%
(c) Provide online information about and access to NZ cultural events and providers (NZLive.com)			
Note: 2007/08 was the first full year of operation for the set up and development of NZLive.com and 2008/09 is the base year for performance measurement.			
Number of visitors to the website	N/A	N/A	1 million
Percentage of return visitors	N/A	N/A	Increase in return visitors as percentage of total visitors
Subscribers to the newsletter	N/A	N/A	8,500
Number of organisations contributing content	N/A	N/A	Increase in contributing organisations
Number of organisations returning regularly to contribute content	N/A	N/A	Increase in repeat contributing organisations
Number of international visitors	N/A	N/A	Continued increase in international visitor numbers
Return visitor numbers	N/A	N/A	Increase in return visitor numbers
Monitoring of Funded Agencies			
(a) The management and disbursements of payments to arts, heritage and broadcasting sector agencies			
Compliance with instructions and conditions governing payments to funded agencies	100%	100%	100%
(b) Monitoring of the Crown's interests in funded arts, heritage and broadcasting sector agencies			
Compliance with the provisions of the funded agency accountability regime for the financial year	100%	100%	100%

Performance Measures	2007/08		2008/09
	Budgeted Standard	Estimated Actual Standard	Budget Standard
Satisfaction with requested advice and support on capability matters	90%	90%	90%
Completion of baseline reviews within budget and to a standard approved by the Minister	100% (for 2 or more reviews)	100% (for 2 or more reviews)	100% (for 2 or more reviews)
Satisfaction with workshops and other discussion opportunities for board chairs and members	90% or more are satisfied	90% or more are satisfied	90% or more are satisfied
Attendance of new board appointees on board induction programmes	100% within 6 months	100% within 6 months	100% within 6 months
Completion of agreed schedule of regular updates for board members, governance e-newsletter quarterly editions and maintenance of relevant content on the online shared workspace	100%	100%	100%
Other Negotiated Services			
(a) Ministerial servicing – preparation of draft responses to ministerial correspondence and questions in the House			
Drafts accepted by the Minister	95%	95%	95%
Annual rating of ministerial satisfaction with draft ministerial correspondence and draft replies to questions in the House	Each category rated good or better	Each category rated good or better	Each category rated good or better
Working days provision of draft ministerial correspondence	90% within 15 working days of receipt	50%	90% within 15 working days of receipt
	100% within 20 working days of receipt	70%	100% within 20 working days of receipt
Ministers' office deadlines for draft replies to questions in the House	100%	100%	100%
Number of items of draft ministerial correspondence	500	400	500
Number of draft replies to questions in the House	200	80	200
(b) Preparation of speech notes			
Number of draft sets of speech notes provided	90	145	90
Annual rating of ministerial satisfaction with draft sets of speech notes	Each category rated good or better	Each category rated good or better	Each category rated good or better

Conditions on Use of Appropriation

Reference	Conditions
Standards for policy advice	
Quantity	Projects will be completed by due dates. These can be modified by agreement between the Ministers and the Chief Executive during the course of the year.

Reference	Conditions
Coverage	A comprehensive service will be provided. This includes: the capacity to react urgently; regular evaluations of major current policies; timely and relevant briefings on significant issues; and support for Ministers as required in Cabinet Committees, Select Committees and in the House.
Time	The reporting deadlines for projects and briefing reports will be met.
Cost	The outturn is within budget.
Quality	
Purpose	The aim of the advice is clearly stated and it answers the questions set.
Logic	The assumptions behind the advice are explicit and the argument is logical and supported by the facts.
Accuracy	The facts in the papers are accurate and all material facts have been included.
Options	An adequate range of options is presented and each is assessed for benefits, costs and consequences to the government and the community.
Consultation	The Ministry has consulted with other government agencies and other affected parties, and possible objections to proposals are identified.
Practicality	The problems of implementation, technical feasibility, timing and consistency with other policies have been considered.
Presentation	The format meets Cabinet Office requirements; the material is effectively summarised and is concise, has short sentences in plain English, and is free of spelling or grammatical errors.

Note: Product quality characteristics are assessed by the Ministers indicating level of satisfaction on the annual questionnaire as 'good' or better in a four point scale for each category; Cabinet Committees having a high acceptance rate of Ministry papers; feedback from the Cabinet Office indicating that the Ministry's Cabinet papers meet Cabinet Office standards of presentation, including conciseness and clarity.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2007/08 Budgeted \$000	2008/09 Budget \$000	2009/10 Estimated \$000	2010/11 Estimated \$000	2011/12 Estimated \$000
Digital television and convergence project	2008/09	-	450	450	450	250
Historic Heritage Sites of National Symbolic Importance - Kerikeri Basin	2008/09	-	200	-	-	-
Additional baseline capacity for the Ministry for Culture and Heritage	2007/08	1,396	1,355	1,355	1,355	1,355
Public Broadcasting Programme of Action - Ministry for Culture and Heritage capacity	2005/06	425	425	425	425	425
Improving agency performance	2005/06	80	80	80	80	80

Policy Initiative	Year of First Impact	2007/08 Budgeted \$000	2008/09 Budget \$000	2009/10 Estimated \$000	2010/11 Estimated \$000	2011/12 Estimated \$000
Cultural web portal project (NZLive.com)	2005/06	760	760	760	760	760
Funding for technology and associated costs of key Ministry projects	2004/05	533	533	533	533	533
Increased funding for the Ministry for Culture and Heritage capacity	2003/04	1,067	1,067	1,067	1,067	1,067