

# Statement of Intent 2011–2014

## Tauākī Whakamaunga Atu

Connecting our taonga  
with our people and  
our place in the world

Ngā taonga kura o  
tātou Te Iwi o Aotearoa  
i te ao hurihuri nei



**Manatū  
Taonga**

Ministry  
for Culture  
& Heritage

# CONTENTS

- 1 Minister’s Foreword and Statement of Responsibility**
- 2 Chief Executive’s Foreword and Statement of Responsibility**
- 3 Introduction to Manatū Taonga and this Statement of Intent**
  - 3 The Ministry and its role in the wider cultural sector
  - 3 Structure of this Statement of Intent
- 4 Part 1. The cultural sector: Outcomes the Government is seeking for the sector**
  - 4 The Government’s goal: “New Zealand’s distinctive culture enriches our lives”
  - 4 Trends and challenges in the cultural sector, 2011–2014
  - 5 Outcomes framework for the cultural sector
  - 5 Agencies that contribute to cultural sector outcomes
  - 5 Cultural sector outcomes and other portfolios
  - 6 Impacts: Specific impacts that contribute to cultural sector outcomes
  - 7 Key indicators
- 10 Part 2. How Manatū Taonga’s work will contribute to cultural sector outcomes**
  - 10 Nature and scope of Manatū Taonga’s operations
  - 10 The funding we administer and the cost of our operations
  - 10 Our strategic direction 2011–2014: Helping to achieve cultural sector outcomes
  - 11 Overview of how our outputs contribute to sector outcomes
  - 12 How our services (outputs) contribute to sector outcomes
  - 15 Managing risk
  - 15 Demonstrating cost-effectiveness
  - 16 Organisational capability and health
- 18 Appendix 1: Alignment with other parts of government**
- 20 Appendix 2: Legislation administered by Manatū Taonga**

## MINISTER'S FOREWORD AND STATEMENT OF RESPONSIBILITY

Culture plays an essential role in our economy and our society. Never is this clearer than in times of adversity, when culture has a special capacity to help the healing process, providing inspiration where it is most needed. In the case of Christchurch, the recovery process requires government and community to work together.

My priorities for the upcoming period are to support the cultural sector in Christchurch following the earthquake; look to strengthen partnerships within the cultural sector; develop cultural philanthropy in New Zealand; and ensure that government involvement in the sector is effective and efficient.

More than ever, government will be looking to partnerships – with corporates, philanthropists, local government, sector organisations and volunteers – to bring good ideas to fruition. I hope to encourage more involvement of the private sector in cultural initiatives as we implement the recommendations of the Cultural Philanthropy Taskforce this year.

We are also working to ensure structures and government interventions work as well as they can, and enable cultural organisations to do their best. This may require identifying areas where resources can be re-arranged to achieve improved outcomes.

An enduring image for me in 2010 was the delighted audience at the NZSO's concert in Vienna. It was a reminder of the power of culture to lift us in the eyes of the world and an illustration that, despite short-term challenges, we need to take the long view, to be ambitious and foster excellence across the sector.

I look forward to addressing the challenges ahead and working hard to ensure we are all enriched by our distinctive culture.



**Hon Christopher Finlayson**  
*Minister for Arts, Culture and Heritage*

### Statement of responsibility

*I am satisfied the information on the future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the government.*



**Hon Christopher Finlayson**  
*Minister for Arts, Culture and Heritage*

## CHIEF EXECUTIVE'S FOREWORD AND STATEMENT OF RESPONSIBILITY

New Zealanders are justly proud of our cultural successes, for despite the small size of our population and economy, we enjoy an enviable vitality and diversity. Our cultural identity is important to us, especially our Māori heritage. We want to experience our own unique stories and triumphs – whether on the screen, the stage, the page or the sports field.

But popular support for the cultural sector can shift and change, and culture itself is not static. To survive and prosper, the cultural sector must not only adapt to shifts in consumer response and changed circumstances, they must also play a part in determining and leading those shifts and changes.

In our small domestic market, even high-quality and popular cultural experiences cannot be sustained without public funding – but constrained resources and competing priorities will always limit the amount government can invest in culture and sport. And the recent Christchurch earthquake will have a profound impact on the Government's priorities for the foreseeable future.

This environment presents challenges to both the cultural sector and government. We have a responsibility to make sure our cultural experiences are sufficiently appealing and relevant to justify public funding. We also need to ensure that the ways in which government delivers its cultural support are as sensible and efficient as possible.

We are used to operating with limited resources, but we must do more to increase efficiency and reduce duplication. That means active consideration of whether the current arrangements are the right ones. I expect Manatū Taonga to be well-informed about what is happening culturally so that the Ministry can lead the sector in ensuring that valued activities are sustained and we pursue desired outcomes and new opportunities.

New Zealand's cultural sector is already actively searching for new markets and finding new ways to engage with audiences. New technologies can allow us to add depth to cultural experiences, distribute products in different ways, and attract support more effectively. Soon almost everyone will be connected to the Internet all the time. Smartphones will give us tailored advice about what's on locally and we will be able to download information about a historic place just by pointing a camera. Rising to this digital challenge is a key requirement for the cultural sector.

Manatū Taonga will also work with the sector to increase the value that culture can bring to other domains, such as education, the economy and social development. I do not see this as a matter of *either* cultural objectives *or* other objectives being achieved: both can be pursued simultaneously. We can celebrate the artistic success of our orchestras or theatres, and also look to apply those skills to improving educational results.

We can enjoy watching a New Zealand story in *Boy*, and also relish its international success and its contribution to growth in our film industry.

The sector has been cautious about claiming that it contributes to broader goals, perhaps wary of those who take a purely financial view of "return on investment". This needs to change. There is growing evidence of the importance of cultural experiences to economic, educational and social outcomes. But it is not enough to make general assertions about the value of cultural engagement. We can't argue that participation in the arts improves educational achievement without a sound grasp of art forms, contexts and learners. While cultural and heritage attractions have significant potential for tourism and other sectors of the economy, we need a better understanding of how and in what circumstances this potential can be realised. Some of our heritage attractions can fall short of tourist expectations, even when those tourists rate the authenticity of those attractions highly. We need to be in a position to evaluate these things critically but with an open mind.

In short, we need to develop a more targeted approach, backed by more sophisticated evaluation. We will continue to measure success in cultural terms, but we also need to gather and use information about the sector's contribution to non-cultural outcomes.



**Lewis Holden**  
*Chief Executive*  
*Ministry for Culture and Heritage*



# INTRODUCTION TO MANATŪ TAONGA AND THIS STATEMENT OF INTENT

## Statement of responsibility

*In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for Manatū Taonga / the Ministry for Culture and Heritage. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2011/12 Estimates Bill), as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with the existing appropriations and financial authorities.*



**Lewis Holden**  
Chief Executive  
Ministry for Culture and Heritage

## The Ministry and its role in the wider cultural sector

The Government makes a significant contribution to the broad cultural sector each year. In 2011/12, it is investing \$367 million in arts, culture and heritage, broadcasting, and sport and recreation.

Manatū Taonga / Ministry for Culture and Heritage is the Government's leading advisor on where to focus its investment in the cultural sector. The Ministry seeks to ensure that this money is invested as effectively and efficiently as possible, and that the Government's priorities are met.

The Ministry also produces a range of high-quality cultural products itself.

## Structure of this Statement of Intent

This Statement (after this Introduction) is divided into two parts:

### ***Part 1. The cultural sector: Outcomes the Government is seeking for the sector***

This shows the desired outcomes for the sector as a whole, and the impact indicators we are going to use.

### ***Part 2. How Manatū Taonga's work will contribute to cultural sector outcomes***

This presents our plans for 2011–14, showing the impacts of our work on the sector outcomes and how we are going to assess our own performance.

## How we use the word “culture”

This Statement of Intent uses the word “culture” in a broad way to include arts, heritage, the media, and sport and recreation. The word also includes Māori culture and the cultures of all New Zealand peoples.

## What we include in the “cultural sector”

When this Statement of Intent refers to the “cultural sector” this includes publicly-funded organisations and individuals, commercial entities and private providers.

# Part 1 The cultural sector: Outcomes the Government is seeking for the sector

## Outcomes the Government is seeking for the sector

Part 1 of this Statement of Intent looks at the cultural sector as a whole: it considers trends and challenges in the sector and explains the Government's and Manatū Taonga's objectives for the sector. The Government has identified a central goal (see below) and the Ministry has identified three broad outcomes for the cultural sector (see page 6).

### The Government's goal: "New Zealand's distinctive culture enriches our lives"

The Government's goal recognises that our distinctive culture is a core part of what makes New Zealand a great place to live. Culture is important to our personal, social and economic wellbeing, as it contributes to positive outcomes for individuals and communities in a range of areas, such as education, health and the economy.

A key element in our distinctive culture is its celebration of the place of Māori and our increasingly diverse peoples. The vital contribution made by Māori and New Zealand's diverse communities to our national identity enriches and benefits the lives of all New Zealanders.

## Trends and challenges in the cultural sector, 2011–2014

The Ministry and the wider cultural sector need to respond to changing environments as we build and sustain a thriving and distinctive culture. Some key trends and challenges that will influence the sector and Manatū Taonga during 2011–14 are:

- *Greater diversity* – Cultural products and services will need to reflect the increasing diversity of New Zealand's population and communities.
- *Broader demand for cultural experiences* – The cultural sector will need to satisfy a wider audience – particularly schools – and meet wider needs for relevant and engaging content.
- *Need for value and efficiency* – Cultural products and services must represent value for money. The sector will need to reduce operating costs and develop other revenue sources to ensure that its activities continue to be sustainable.
- *Rapidly changing technology* – The sector will need to increase its ability to engage audiences through using cost-effective digital technologies.
- *Increasing international demand* – We can do more to promote New Zealand's culture to international visitors and overseas audiences.
- *Realising the potential of Māori* – Māori culture is a key foundation of our national identity, and therefore realising the potential of Māori is critical to further developing a thriving New Zealand culture. As part of this process, the Ministry and the cultural sector must ensure that Māori are fully engaged in decisions affecting Māori culture and heritage.

In seeking to achieve its desired outcomes, the cultural sector faces an additional challenge in 2011/12:

- *Contributing to recovery in Canterbury* – The recent Canterbury earthquakes present challenges for sports and cultural organisations and heritage places damaged by the disaster. The sector needs to ensure that cultural organisations and businesses re-establish themselves and contribute to the recovery effort.

## Outcomes for the cultural sector

The Government and the Ministry have defined the outcomes that the Ministry and the wider sector are working towards, and indicators that will enable us to measure progress in achieving those outcomes:

- **Government goal** – “New Zealand’s distinctive culture enriches our lives”.
- **Desired outcomes** – The Ministry has identified three broad desired outcomes for the cultural sector that support the Government’s goal.
- **Specific impacts** – For each of those three broad outcomes, the Ministry has identified several specific results – or impacts – that will contribute to the particular outcome. These impacts are set out in the table on page 6.
- **Indicators** – The Ministry has also identified the key indicators that will tell us whether those specific impacts have been achieved. These indicators are set out in the tables beginning on page 7.

### **Outcome 1: Cultural activity flourishes in New Zealand (Create)**

A flourishing creative sector provides new experiences and stories, presents high-quality productions, and produces work that is distinctively “New Zealand” and relevant to us. A financially viable artistic sector is essential, as it assists our emerging skilled creators to build and maintain careers. For many, this will mean international success is needed as well as success here in New Zealand.

### **Outcome 2: Our culture and heritage can be enjoyed by future generations (Preserve)**

Our places, taonga and cultural content need to be collected, recorded and preserved, and New Zealanders need to have access to them. This means the sector must maintain – and preferably increase – its capacity to collect, protect and display. As well as adding to our heritage collections, we also want our tikanga and traditions to be developed and transmitted through active use.

### **Outcome 3: Engagement in cultural activities is increasing (Engage)**

Increasing participation in and engagement means wider enjoyment of our culture not just by New Zealanders but also by international audiences. This in turn benefits the cultural sector, our wider community, and the New Zealand economy.

## Agencies that contribute to cultural sector outcomes

The following Crown entities and non-government organisations funded through Votes Arts, Culture and Heritage and Sport and Recreation in 2011/12 will work towards the sector outcomes.

AGENCIES	\$000
<b>Arts, culture and heritage</b>	
<i>Crown entities</i>	
Arts Council of New Zealand Toi Aotearoa (Creative New Zealand)	15,689
Museum of New Zealand Te Papa Tongarewa (Te Papa)	32,574
New Zealand Film Commission	3,401
New Zealand Historic Places Trust	12,988
New Zealand Symphony Orchestra	13,446
<i>Non-government organisations</i>	
Antarctic Heritage Trust	526
New Zealand Film Archive	2,020
New Zealand Music Commission	1,378
Royal New Zealand Ballet	4,384
Te Matatini Society	1,248
<b>Broadcasting</b>	
<i>Crown entities</i>	
Broadcasting Commission (NZ On Air)	129,926
Broadcasting Standards Authority	609
Radio New Zealand International	1,900
Television New Zealand	12,257
<i>Non-government organisation</i>	
Freeview	5,028
<b>Sport and recreation</b>	
<i>Crown entities</i>	
Drug Free Sport New Zealand	2,093
Sport and Recreation New Zealand (SPARC)	76,739

## Cultural sector outcomes and other portfolios

The cultural sector contributes to achieving positive outcomes across a wide range of other government portfolios outside the sector. The contribution to educational development is particularly important, and all three sector outcomes support this.

In return, the work of many other government departments and agencies contributes to achieving outcomes in the cultural sector: see Appendix 1 at page 18.

## Impacts: Specific impacts that contribute to cultural sector outcomes

This table shows the Government's goal, sector outcomes and key impacts for those outcomes.

<b>Government's goal for the cultural sector:  <i>New Zealand's distinctive culture enriches our lives</i></b>		
<b>Sector Outcome 1: Cultural activity flourishes in New Zealand (Create)</b>	<b>Sector Outcome 2: Our culture and heritage can be enjoyed by future generations (Preserve)</b>	<b>Sector Outcome 3: Engagement in cultural activities is increasing (Engage)</b>
<b>Key impacts for Outcome 1</b> C1. New cultural content is created C2. High-quality cultural content is created C3. Māori language content and other Māori cultural content is created C4. Cultural content has a distinctive New Zealand character C5. New Zealand's cultural infrastructure supports innovative and successful cultural industries	<b>Key impacts for Outcome 2</b> P1. New Zealand's taonga are protected and preserved P2. Traditions and tikanga are preserved, developed and transmitted through active use P3. Capacity and capability in cultural conservation are maintained and enhanced	<b>Key impacts for Outcome 3</b> E1. New Zealanders see their culture as relevant and distinctive, and make it part of their daily lives E2. New Zealanders engage with Māori language content and other Māori cultural content E3. There is private investment in culture E4. Culture contributes innovative solutions in the areas of health, social development, the environment, education and the economy



## Key indicators

The following three tables set out the key indicators that will tell us whether the impacts that we've identified for the cultural sector have been achieved.

There is one table for each of the three desired outcomes that have been identified for the sector (see page 6 above).

The three sector outcomes and the supporting indicators contribute to an overall picture of the health and value of cultural activity in New Zealand. Some indicators stand alone, while some inter-relate with other indicators and need to be balanced against them (for instance, quantitative and qualitative indicators).

These indicators are a first attempt to collate this range of data across the cultural sector. In 2011–14, Manatū Taonga intends to improve its collection of timely and relevant data to assess the health of the sector and the impact that culture has on social, economic and educational objectives.

New data sources may also be developed, particularly where the information sought is considered important. Baseline data will be established for new indicators in 2011/12.

### Indicators for impacts that contribute to Outcome 1: Cultural activity flourishes in New Zealand (Create)

KEY IMPACTS	KEY INDICATORS
C1. New cultural content is created	<ul style="list-style-type: none"> <li>• The number of new works produced each year is increasing</li> </ul>
C2. High-quality cultural content is created	<ul style="list-style-type: none"> <li>• Evidence indicates that cultural activity is high-quality, including:               <ul style="list-style-type: none"> <li>– peer reviews</li> <li>– high levels of audience satisfaction</li> <li>– high-status or international awards and prizes</li> <li>– the number of invitations, collaborations, partnerships and cultural exchanges that have a strong or international reputation</li> <li>– favourable reviews from respected sources.</li> </ul> </li> </ul>
C3. Māori language content and other Māori cultural content is created	<ul style="list-style-type: none"> <li>• There are more:               <ul style="list-style-type: none"> <li>– Māori stories, performances and other creative works being produced</li> <li>– Māori expert positions within cultural industries</li> <li>– Māori with jobs in cultural industries.</li> </ul> </li> <li>• There is evidence of success for Māori creative work, including:               <ul style="list-style-type: none"> <li>– peer reviews</li> <li>– high levels of audience satisfaction</li> <li>– high-status or international awards and prizes</li> <li>– the number of invitations, collaborations, partnerships or cultural exchanges that have a strong or international reputation</li> <li>– favourable reviews from respected sources.</li> </ul> </li> </ul>
C4. Cultural content has a distinctive New Zealand character	<ul style="list-style-type: none"> <li>• More cultural content is being:               <ul style="list-style-type: none"> <li>– delivered by New Zealanders</li> <li>– made about New Zealand</li> <li>– made in New Zealand.</li> </ul> </li> </ul>

KEY IMPACTS	KEY INDICATORS
C5. New Zealand's cultural infrastructure supports innovative and successful cultural industries	<ul style="list-style-type: none"> <li>• A strong talent pipeline is successfully developing our creative potential, as shown by:               <ul style="list-style-type: none"> <li>– consistent numbers of emerging talent being selected for talent-development programmes with cultural funding agencies</li> <li>– an increasing number of new professionals</li> <li>– employment data indicating a connection between attending specialised higher education and the ability to find employment in a chosen field.</li> </ul> </li> <li>• More people have jobs in:               <ul style="list-style-type: none"> <li>– expert positions within cultural industries</li> <li>– creative occupations in cultural and non-cultural industries</li> <li>– non-creative occupations in cultural industries.</li> </ul> </li> <li>• The number of creative partnerships being undertaken each year between organisations is increasing.</li> <li>• There are more private-sector organisations in cultural fields.</li> <li>• Total annual investment in capital infrastructure and assets for cultural activities is increasing.</li> </ul>

*Indicators for impacts that contribute to Outcome 2: Our culture and heritage can be enjoyed by future generations (Preserve)*

KEY IMPACTS	KEY INDICATORS
P1. New Zealand's taonga are protected and preserved	<ul style="list-style-type: none"> <li>• New Zealand's important heritage buildings, sites and wāhi tapu are maintained to the agreed national standard.</li> <li>• Preservation standards are increasing, as indicated by regular qualitative assessments of New Zealand's collections in museums, art galleries, educational institutions (cultural and scientific), archives and libraries.</li> </ul>
P2. Traditions and tikanga are preserved, developed and transmitted through active use	<ul style="list-style-type: none"> <li>• The number of heritage-related activities being undertaken each year is increasing.</li> <li>• More New Zealanders are using and valuing te reo Māori or other languages that New Zealand has a special responsibility to preserve.</li> <li>• The amount of historical information being made available each year is increasing.</li> </ul>
P3. Capacity and capability in cultural conservation are maintained and enhanced	<ul style="list-style-type: none"> <li>• The number of professionals in heritage fields such as physical conservation and history is consistent or increasing.</li> <li>• The number of people graduating each year from courses offered in heritage fields is increasing.</li> <li>• Annual investment in equipment and infrastructure for heritage preservation and storage capacity is increasing.</li> </ul>

## Indicators for impacts that contribute to Outcome 3: Engagement in cultural activities is increasing (Engage)

KEY IMPACTS	KEY INDICATORS
E1. New Zealanders see their culture as relevant and distinctive, and make it part of their daily lives	<ul style="list-style-type: none"> <li>• New Zealanders’ perceptions of their culture are increasingly positive.</li> <li>• New Zealand culture is more relevant, as shown by:               <ul style="list-style-type: none"> <li>– increasing attendances at distinctively New Zealand events</li> <li>– positive audience ratings of New Zealand content</li> <li>– increases in sales of New Zealand creative work</li> <li>– more media coverage of New Zealand arts, culture and heritage, as a proportion of total media</li> <li>– a greater proportion of leisure time being spent on cultural activities.</li> </ul> </li> </ul>
E2. New Zealanders engage with Māori language and cultural content	<ul style="list-style-type: none"> <li>• Engagement in Māori language content and other Māori cultural content is increasing, as shown by:               <ul style="list-style-type: none"> <li>– increasing audience figures for media in te reo Māori</li> <li>– increasing attendances at distinctively Māori events</li> <li>– positive audience ratings of Māori content</li> <li>– increases in sales of Māori creative work, including work in te reo Māori</li> <li>– more media coverage of Māori arts, culture and heritage, as a proportion of total media</li> <li>– a greater proportion of leisure time being spent on Māori cultural activities.</li> </ul> </li> </ul>
E3. There is private investment in culture	<ul style="list-style-type: none"> <li>• Total annual cultural sector income from non-government sources (including philanthropy, sponsorship and sales) is increasing.</li> </ul>
E4. Culture contributes innovative solutions in the areas of health, social development, the environment, education and the economy	<ul style="list-style-type: none"> <li>• There are positive indicators in the areas of health, social development, the environment and education, such as:               <ul style="list-style-type: none"> <li>– new research, both quantitative and qualitative, showing the benefits that culture provides to other parts of New Zealand society</li> <li>– the type and number of new initiatives where culture helps achieve the goals of other sectors.</li> </ul> </li> <li>• Cultural leaders have more influence in New Zealand society, as shown by:               <ul style="list-style-type: none"> <li>– more cultural leaders being asked to participate in government-led initiatives</li> <li>– the media seeking cultural leaders’ opinions more often</li> <li>– more cultural leaders being appointed to business boards.</li> </ul> </li> <li>• There are positive economic indicators, such as:               <ul style="list-style-type: none"> <li>– increasing income of the cultural sector</li> <li>– increasing economic impact of the cultural sector on other sectors and initiatives, such as the Rugby World Cup</li> <li>– increasing international and domestic tourist spending on cultural goods, services and activities</li> <li>– increasing total export earnings from culture.</li> </ul> </li> </ul>

# Part 2 How Manatū Taonga's work will contribute to cultural sector outcomes

Part 2 of this Statement of Intent presents Manatū Taonga's plans for 2011–14, showing the impacts of our work on the sector outcomes and how we are going to assess our performance.

## Nature and scope of Manatū Taonga's operations

Manatū Taonga / Ministry for Culture and Heritage provides advice to the New Zealand Government on cultural matters; funds and monitors a range of cultural agencies; and delivers a number of cultural products and services.

The Ministry is responsible to and supports the Minister for Arts, Culture and Heritage; the Minister of Broadcasting; and the Minister for Sport and Recreation.

## The funding we administer and the cost of our operations

	\$000
<b>In 2011/12 Manatū Taonga will administer the following total appropriations:</b>	
• Vote Arts, Culture and Heritage (including broadcasting)	288,299
• Vote Sport and Recreation	79,199
<b>The cost of the Ministry's operations in 2011/12 is:</b>	
• Heritage Services	7,551
• Delivery of Digital Switchover Programme	6,439
• Policy Advice and Monitoring of Funded Agencies	5,772
• Cultural Diplomacy International Programme	1,689
• Departmental capital expenditure	430
• Purchase Advice and Monitoring of Sport and Recreation Crown Entities	323

Appendix 2 shows the Acts of Parliament and Regulations administered by the Ministry.

## Our strategic direction 2011–2014: Helping to achieve cultural sector outcomes

The Ministry is uniquely placed within the cultural sector to have an overview of the full range of sector activities and issues, and to inform thinking, within government and the sector, on how culture contributes to the Government's goals.

The Ministry also has a strong track record of delivering high-quality publications (including websites), managing our significant heritage, and acting as guardian of New Zealand's culture.

The Ministry contributes to cultural sector outcomes by:

- providing leadership within the sector and working with government departments, Crown entities, non-government organisations, local government and the commercial sector to respond to changing environments, including the growth of Auckland and the recovery from the Canterbury earthquakes
- building a better coordinated cultural sector that produces exciting and diverse cultural experiences
- preserving New Zealand's culture and heritage by providing effective heritage protection services
- providing historical and cultural information that engages New Zealanders and international audiences, using a range of media
- building departmental capacity and partnering to enhance the contribution Māori make to the sector
- sustaining the performance and financial strength of key cultural sector agencies
- improving our ability to demonstrate the social and economic benefits of culture, broadcasting and sports.

The following tables show how we see Manatū Taonga's work connecting to the sector outcomes and how we will assess our impact and performance in each output area.

## Overview of how our outputs contribute to sector outcomes

<b>Government's goal for the cultural sector:</b> <i>New Zealand's distinctive culture enriches our lives</i>			
	<b>Sector Outcome 1: Cultural activity flourishes in New Zealand (Create)</b>	<b>Sector Outcome 2: Our culture and heritage can be enjoyed by future generations (Preserve)</b>	<b>Sector Outcome 3: Engagement in cultural activities is increasing (Engage)</b>
<b>MINISTRY OUTPUTS</b>	<b>EXPECTED IMPACTS AND KEY MEASURES OF THE MINISTRY'S WORK</b>		
<ul style="list-style-type: none"> <li>• Providing policy advice on the cultural sector, Ministerial support, and advice on the performance of funded agencies</li> </ul>	<p><i>Expected impact :</i></p> <p><b>The Ministry's sector leadership improves sector performance</b></p> <p>The key impact measures are:</p> <ul style="list-style-type: none"> <li>• Ministry-funded agencies deliver effective cultural experiences and services</li> <li>• There is increased philanthropic and private giving to arts and heritage producers.</li> </ul>		
<ul style="list-style-type: none"> <li>• Collecting and preserving oral history and digital stories</li> <li>• Administering legislation to protect symbols of nationhood and movable and found heritage</li> <li>• Maintaining war graves and access to memorials and other places of national significance</li> </ul>	<p><i>Expected impact:</i></p> <p><b>Our histories, taonga and symbols of nationhood are preserved for future generations</b></p> <p>The key impact measures are:</p> <ul style="list-style-type: none"> <li>• An increased number of histories are recorded by the Ministry</li> <li>• Key memorials managed by the Ministry are maintained to appropriate standards.</li> </ul>		
<ul style="list-style-type: none"> <li>• Producing and promoting cultural and historical resources and events</li> <li>• Coordinating key commemorations</li> <li>• Administering the Cultural Diplomacy International Programme</li> <li>• Managing the Digital Switchover Programme</li> </ul>	<p><i>Expected impact:</i></p> <p><b>More New Zealanders are better informed about their country and culture</b></p> <p>The key impact measures are:</p> <ul style="list-style-type: none"> <li>• More people are using resources published by the Ministry</li> <li>• New Zealanders are switching to digital television</li> <li>• Culture contributes to Government's trade and economic goals overseas.</li> </ul>		

## How our services (outputs) contribute to the sector outcomes

### Services contributing to all three sector outcomes (Create, Preserve, Engage)

WHAT WE WILL DO TO CONTRIBUTE TO THIS OVER THE NEXT THREE YEARS (OUTPUTS)	KEY INITIATIVES TO ACHIEVE IMPACTS AND CONTRIBUTE TO OUTCOMES DURING 2011/12	MAIN PERFORMANCE MEASURES
<p><i>Arts, Culture and Heritage and Broadcasting portfolios</i></p> <p>Provide policy advice on the cultural sector, Ministerial support, and advice on the performance of funded agencies</p> <p><i>Sport and Recreation portfolio</i></p> <p>Provide purchasing advice, and monitoring the performance of funded agencies</p>	<p><i>Arts, Culture and Heritage portfolio</i></p> <ul style="list-style-type: none"> <li>• Provide advice on the contribution of the cultural sector to Canterbury's recovery following the 2010 and 2011 earthquakes.</li> <li>• Work with other government agencies and Auckland City to strengthen Auckland's cultural activity and infrastructure.</li> <li>• Assist the cultural sector to increase levels of private and philanthropic giving.</li> <li>• Provide advice on policy, legislation and funding to enhance:               <ul style="list-style-type: none"> <li>– cultural sector infrastructure</li> <li>– visual, performing and literary arts</li> <li>– built heritage, museum collections and taonga</li> <li>– cultural tourism.</li> </ul> </li> <li>• Provide advice on Māori culture and heritage, Māori language and Treaty-related issues across the cultural sector.</li> <li>• Manage and advise on Regional Museums Policy funding.</li> </ul> <p><i>Broadcasting portfolio</i></p> <ul style="list-style-type: none"> <li>• Provide advice on legislation, policy and funding to enhance New Zealand content in broadcasting and broadcasting standards.</li> <li>• Monitor the implementation of the digital switchover.</li> </ul> <p><i>All portfolios</i></p> <ul style="list-style-type: none"> <li>• Provide advice and support for board appointments.</li> <li>• Advise and assist portfolio Crown-funded agencies.</li> <li>• Improve assessment of the performance of Crown-funded agencies.</li> <li>• Develop the evidence base for the social and economic benefits of culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministerial satisfaction with the quality and timeliness of advice is consistently high</li> </ul> <p><i>Target:</i></p> <p>Quality: 100% rated good or better Timeliness: 100% within agreed timeframes.</p> <ul style="list-style-type: none"> <li>• Cultural agency stakeholders' satisfaction with engagement in policy development is consistently high</li> </ul> <p><i>Target:</i></p> <p>100% rated good or better.</p> <ul style="list-style-type: none"> <li>• Other government agencies' satisfaction with the quality of advice provided is consistently high</li> </ul> <p><i>Target:</i></p> <p>100% rated good or better.</p>

*Services contributing to Sector Outcome 2: Our culture and heritage can be enjoyed by future generations (Preserve)*

WHAT WE WILL DO TO CONTRIBUTE TO THIS OVER THE NEXT THREE YEARS (OUTPUTS)	KEY INITIATIVES TO ACHIEVE IMPACTS AND CONTRIBUTE TO OUTCOMES DURING 2011/12	MAIN PERFORMANCE MEASURES
Collect and preserve oral history and digital stories	<ul style="list-style-type: none"> <li>Continue the oral history programme.</li> <li>Collect digital stories and other digital material.</li> </ul>	<ul style="list-style-type: none"> <li>Oral history and digital heritage are collected, accessible and protected for the future <i>Target:</i> Three oral history projects are completed and placed in the specialist repository.</li> <li>Digital stories and other digital material are collected <i>Targets:</i> 1,500 images for the 28th Māori Battalion website are collected and published 100% of stories collected and written during the 12-month period are preserved to professional archival standards.</li> </ul>
Administer legislation to protect symbols of nationhood and movable and found heritage	Increase awareness of the Protected Objects Act 1975 and secure funding for conservation.	<ul style="list-style-type: none"> <li>Significant cultural heritage subject to the Act is not lost overseas <i>Target:</i> No protected cultural heritage is lost overseas.</li> <li>Newly found taonga are appropriately preserved <i>Target:</i> 100% of newly found taonga are preserved.</li> <li>Recommendations for ownership of taonga tūturu are upheld by the Māori Land Court <i>Target :</i> 100% of recommendations are upheld.</li> </ul>
Maintain war graves and access to memorials and other places of national significance	Improve the quality of, and access to, memorials and other places of national significance.	<ul style="list-style-type: none"> <li>The National War Memorial meets safety and heritage standards</li> <li>Interpretive material and online educational material is improved for key memorial sites</li> </ul>

## Services contributing to Sector Outcome 3: Engagement in cultural activities is increasing (Engage)

WHAT WE WILL DO TO CONTRIBUTE TO THIS OVER THE NEXT THREE YEARS (OUTPUTS)	KEY INITIATIVES TO ACHIEVE IMPACTS AND CONTRIBUTE TO OUTCOMES DURING 2011/12	MAIN PERFORMANCE MEASURES
Produce and promote cultural and historical resources and events	<ul style="list-style-type: none"> <li>Publish new content and new interactive features in digital form (on Te Ara, New Zealand History, 28th Māori Battalion and Vietnam War websites).</li> <li>Produce historical and oral history material in print form, including on the First World War project.</li> </ul>	<ul style="list-style-type: none"> <li>High-quality cultural and historical material is used increasingly by general and specific audiences</li> <li>More users are accessing cultural, historical and event information more often</li> </ul> <p><i>Targets:</i></p> <p>Total website visits increase from 7.5 to 8.5 million</p> <p>User satisfaction with Ministry websites: 100% rated good or better.</p>
	<ul style="list-style-type: none"> <li>Prepare material for RWC 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Audio guides for RWC 2011 and REAL New Zealand Festival are high-quality, available and used.</li> </ul>
	<ul style="list-style-type: none"> <li>Contribute cultural content to Eventfinder.</li> </ul>	<ul style="list-style-type: none"> <li>More cultural event information is available for consumers</li> </ul> <p><i>Target:</i></p> <p>More organisations are contributing to Eventfinder.</p>
	<ul style="list-style-type: none"> <li>Develop further online content in te reo Māori.</li> </ul>	<ul style="list-style-type: none"> <li>Content in te reo is increased; content is high-quality and is used</li> </ul> <p><i>Targets:</i></p> <p>Te reo content: 10% increase</p> <p>User satisfaction: 100% rated good or better.</p>
Administer the Cultural Diplomacy International Programme (CDIP) in partnership with MFAT, NZTE and Tourism New Zealand	<ul style="list-style-type: none"> <li>Provide high-quality advice to the Minister.</li> <li>Deliver approved initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>CDIP-funded events achieve tourism, trade and CDIP objectives.</li> </ul>
Manage the Digital Switchover Programme (Going Digital)	<ul style="list-style-type: none"> <li>Implement a full marketing and communications programme.</li> <li>Undertake community outreach activities through our network of community advisers.</li> <li>Increase public awareness of the digital switchover.</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness of the digital switchover increases each quarter from a baseline of 51% (January 2011 Digital Tracker results).</li> <li>Primary television digital conversion rates increase each quarter from a baseline of 72% (January 2011 Digital Tracker results).</li> </ul>



## Managing risk

Our ability to identify and manage risks affects our ability to achieve our goals. We mitigate risks effectively through having strong governance structures for all our activities and through having an effective risk management policy, including business continuity plans.

The Ministry's Leadership Team meets weekly to discuss progress on major projects. Every quarter we assess our organisational performance, financial position, and compliance with statutory and internal policy requirements, and refine our management strategies in response.

KEY RISKS	RISK MANAGEMENT	INDICATORS
Failure to maintain the quality of policy and monitoring advice and Ministerial servicing	Continual development of Manatū Taonga's capability and of the use of benchmarking and of peer review.	Benchmarked ratings against other government agencies indicate that advice and servicing are high-quality.
Major technology failure	Systems and processes are in place for managing digital resources in the event of a major failure.	System and data recovery is carried out in accordance with the agreed plan.
Major projects do not proceed as planned	Robust project planning and reporting.	Projects are completed as planned.
Failure to maintain the reliability and accuracy of our digital resources	Use of recognised experts, internal checking, and peer review in developing digital resources.	Positive feedback is received from audiences; resources are used by target audiences.

## Demonstrating cost-effectiveness

To ensure that we provide cost-effective services, we will continue to monitor and evaluate our activities regularly to determine the extent to which they are meeting Ministers' and customers' expectations.

KEY SERVICES	ENSURING COST EFFECTIVENESS
Policy Work	<ul style="list-style-type: none"> <li>• A programme of monitoring and evaluation assesses the efficiency and effectiveness of policy interventions.</li> </ul>
Heritage Branch services delivery	<ul style="list-style-type: none"> <li>• High-quality websites attract over 3 million visitors annually, using open-source software.</li> <li>• All print publications are placed to commercial tender.</li> <li>• A public / private partnership exists for major projects.</li> <li>• National memorials and significant sites are managed with minimal staff and, where relevant, by using local contractors.</li> </ul>
Corporate Services	<ul style="list-style-type: none"> <li>• We will share expertise and resources with our funded agencies.</li> </ul>

## Organisational capability and health

This section outlines the initiatives Manatū Taonga is undertaking to sustain a positive, service-focused organisational culture, and to achieve continuous improvement in the overall value for money of our services.

WHAT WE WILL DO TO CONTRIBUTE TO THIS OVER THE NEXT THREE YEARS (OUTPUTS)	KEY INITIATIVES TO ACHIEVE OBJECTIVES AND CONTRIBUTE TO OUTCOMES DURING 2011/12	MAIN PERFORMANCE MEASURES
Sustain high levels of staff engagement	<ul style="list-style-type: none"> <li>Expand our professional and organisational development programmes.</li> <li>Develop managers' leadership capability.</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement is sustained (Gallup Engagement grand mean, scale of 1 to 5)               <ul style="list-style-type: none"> <li>2008: 3.71</li> <li>2009: 4.03</li> <li>2010: 3.95</li> </ul> </li> <li>Increase in the percentage of new permanent staff still in the same role after 12 months               <ul style="list-style-type: none"> <li>2010: 92.3%</li> </ul> </li> </ul>
Expand engagement with Māori	<ul style="list-style-type: none"> <li>Expand our staff's capacity and capability in engaging with Māori.</li> <li>Provide high-quality, cost-effective training opportunities for staff in tikanga Māori and te reo.</li> </ul>	<ul style="list-style-type: none"> <li>Staff have a greater capacity to contribute to the Māori dimension of the Ministry's work.</li> <li>Staff have a good understanding of tikanga Māori and the Treaty of Waitangi.</li> <li>More staff are proficient in te reo.</li> </ul>
Enhance the leadership we provide to the cultural sector	<ul style="list-style-type: none"> <li>Improve the quality of our engagement with sector organisations and stakeholders.</li> <li>Develop and implement programmes for sharing services and information between cultural organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Improved stakeholder satisfaction with the quality of the Ministry's engagement.</li> <li>Expanded resource-sharing between cultural agencies.</li> </ul>
Improve the quality of policy advice	<ul style="list-style-type: none"> <li>Improve internal peer review systems.</li> <li>Continue training and development for policy staff.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in benchmarked ratings against other government agencies by independent assessment.</li> </ul>

WHAT WE WILL DO TO CONTRIBUTE TO THIS OVER THE NEXT THREE YEARS (OUTPUTS)	KEY INITIATIVES TO ACHIEVE OBJECTIVES AND CONTRIBUTE TO OUTCOMES DURING 2011/12	MAIN PERFORMANCE MEASURES
Improve efficiency, reliability and staff use of ICT system	<ul style="list-style-type: none"> <li>• Develop staff knowledge of systems and staff skills.</li> <li>• Complete server virtualisation project.</li> <li>• Implement outsourced contract for IT network support.</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in the cost of developing system skills and in the number of requests for application support.</li> <li>• Decrease in capital expenditure on servers and in maintenance and upgrade costs; servers are supported with less time and cost.</li> </ul> <p><i>Capital expenditure</i></p> <p>2008/09: \$89,600</p> <p>2009/10: \$55,210</p> <p>2010/11: \$33,625</p> <p><i>Maintenance and upgrade costs</i></p> <p>2009/10: \$12,279</p> <p>2010/11: \$5,376</p> <ul style="list-style-type: none"> <li>• Increase in the percentage of time the network is functioning.</li> <li>• Decrease in the average time taken to resolve outages.</li> <li>• Increase in staff satisfaction with ICT services.</li> </ul>
Maintain sound financial and service performance systems	<ul style="list-style-type: none"> <li>• Improve the quality of our service performance measures.</li> <li>• Expand the coverage of our satisfaction surveys to all the Ministry's operations.</li> <li>• Expand internal assurance and risk management.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit ratings on quality of Statement of Intent and service performance measurement are good or better.</li> <li>• All expenditure is within Appropriations.</li> <li>• Unqualified audit opinion is received and DICE score is maintained or improved.</li> </ul>

## APPENDIX 1: ALIGNMENT WITH OTHER PARTS OF GOVERNMENT

Cultural activity undertaken by the government-funded parts of the cultural sector makes strong contributions towards economic and social life in New Zealand. Many initiatives undertaken by the Ministry at a central government level involve partnerships with other agencies, with the Ministry acting in either a lead or subsidiary role. This ensures that our work complements that of other departments in achieving the Government's objectives.

The table below outlines some of the key institutional relationships that the Ministry and funded agencies have with other parts of central government. The table is organised according to the cultural sector outcome to which the activity in question is primarily directed. Some departments are listed under more than one outcome.

Cultural sector outcome	Agency and subject matter links
<b>Outcome 1.</b> Cultural activity flourishes in New Zealand (Create)	<b>Ministry of Economic Development</b> Film; Broadcasting; Intellectual property; Radio spectrum <b>Ministry of Education</b> Cultural opportunities in the curriculum <b>Te Puni Kōkiri</b> Broadcasting <b>Department of Internal Affairs</b> Gaming and lotteries; Local government
<b>Outcome 2.</b> Our culture and heritage can be enjoyed by future generations (Preserve)	<b>Ministry for the Environment</b> Resource management <b>Department of Conservation</b> Heritage sites; World heritage <b>Department of Internal Affairs</b> National Library; Archives New Zealand; Gaming and lotteries; Local government <b>Ministry of Foreign Affairs and Trade</b> Repatriation; International law <b>Te Puni Kōkiri</b> Archiving of broadcast content; Māori Language Strategy <b>Office of Treaty Settlements</b> Settlement protocols <b>Veterans' Affairs</b> Commemorations; War graves <b>Ministry of Pacific Island Affairs</b> Pacific Island Language Strategy

Cultural sector outcome	Agency and subject matter links
<p><b>Outcome 3.</b> Engagement in cultural activities is increasing (Engage)</p>	<p><b>Ministry of Economic Development</b> Broadcasting; Trade / Cultural diplomacy; Tourism; Rugby World Cup / Major events</p> <p><b>Ministry of Foreign Affairs and Trade</b> Cultural diplomacy</p> <p><b>Ministry of Education</b> Cultural opportunities in the curriculum</p> <p><b>Te Puni Kōkiri</b> Broadcasting</p> <p><b>Ministry of Pacific Island Affairs</b> Broadcasting</p> <p><b>Department of Internal Affairs</b> National Library; Archives New Zealand; Local government</p> <p><b>Statistics New Zealand</b> Cultural sector research and measurement</p>

## APPENDIX 2: LEGISLATION ADMINISTERED BY MANATŪ TAONGA

Manatū Taonga administers the following Acts of Parliament and Regulations:

### Acts

- Anzac Day Act 1966
- Arts Council of New Zealand Toi Aotearoa Act 1994
- Broadcasting Act 1989 (Parts 1–4 and section 81)
- Flags, Emblems, and Names Protection Act 1981
- 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
- Radio New Zealand Act 1995
- Radio New Zealand Act (No 2) 1995
- Seddon Family Burial-Ground Act 1924
- Sovereign's Birthday Observance Act 1952
- Sports Anti-Doping Act 2006
- Sport and Recreation New Zealand Act 2002
- Television New Zealand Act 2003
- Waitangi Day Act 1976

### Regulations

- Historic Places Trust Elections Regulations 1993 (SR 1993/302)
- Television New Zealand (Separation of Transmission Business) Order 2003 (SR 2003/323)

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[www.NZHistory.net.nz](http://www.NZHistory.net.nz)

[www.NationalWarMemorial.govt.nz](http://www.NationalWarMemorial.govt.nz)

[www.TeAra.govt.nz](http://www.TeAra.govt.nz)

[www.28MaoriBattalion.org.nz](http://www.28MaoriBattalion.org.nz)