

**Manatū  
Taonga**

Ministry  
for Culture  
& Heritage

**2013-16**

# Statement of Intent

Tauākī

Whakamaunga Atu

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

Ngā taonga kura o tātou Te Iwi o Aoteroa I te ao hurihuri nei



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# Minister's Foreword

I am pleased to introduce the Statement of Intent 2013 – 2016 for the Ministry for Culture and Heritage, Manatū Taonga.

One of the privileges of this portfolio is seeing first-hand the positive impacts of arts, culture and heritage on the lives of New Zealanders. A recent initiative, Sistema Aotearoa, demonstrates how cultural experiences can unlock significant social and economic benefits for families and communities.

As we prepare for commemorations of the First World War, we are able to reflect on how events of the past have shaped our nation. The upcoming Centenary programme will be an opportunity not only to pay our respects to those who have served their country but also to enhance our understanding of a defining event in our history.

Government invests significantly in the cultural sector for both its cultural and broader outcomes. We also continue to look for ways to leverage that investment by encouraging cultural organisations to explore non-government sources of revenue such as philanthropic giving.

I am pleased with the rigorous approach we are taking to Government's investment in arts, culture and heritage. It is encouraging also to see increasing coordination between organisations and initiatives within the cultural sector. The recently completed Review of the New Zealand Professional Orchestra Sector, for example, has shown how a more coordinated approach among orchestras is possible.

As the Responsible Minister for the Ministry for Culture and Heritage, I endorse the approach taken in this document. I look forward to working with the Ministry to ensure New Zealanders continue to benefit from a strong cultural sector in the years to come.



Hon Christopher Finlayson  
Minister for Arts, Culture and Heritage

# Minister's Statement of Responsibility

I am satisfied that the information on 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*

# Introduction from the Chief Executive

The work of Manatū Taonga, the Ministry for Culture and Heritage, is about helping New Zealanders reap the benefits of our rich arts, culture and heritage. It is about helping us maintain a sense of our own identity, while embracing the diversity in our society.

We do this through our work with our funded agencies. We do it through the advice we provide Ministers. We do it directly through the delivery of projects and services, including history publications and New Zealand's online encyclopedia, Te Ara. We maintain war graves and access to memorials. We administer legislation to protect Māori and New Zealand's cultural heritage. And we deliver the Going Digital project to help New Zealanders switch from analogue to digital television.

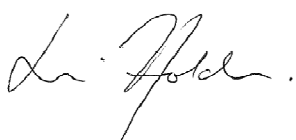
But the Ministry cannot achieve its objectives by working alone. The Government invests heavily in the cultural sector and this is augmented by significant support from other sources including Lottery grants, philanthropy and earned revenue. New Zealanders value their cultural and sporting activities and it is our job to ensure the greatest impact for the investment made. In order to do this, we must collaborate with our colleagues in the wider sector.

A great example of this collaborative approach is the preparation for the First World War Centenary commemorations. This is being managed from within the Ministry but includes contribution from the New Zealand Defence Force, the Ministry for Foreign Affairs and Trade, the Department of Internal Affairs and the Auckland War Memorial Museum. Our aim is to deliver a coherent programme that allows New Zealanders to commemorate the First World War and reflect on its impact on the development of our culture and society.

The outcomes the Ministry seeks cannot be considered in isolation. For example, one of our major policy challenges for the coming year is considering how to think about built heritage in a post Canterbury Earthquake world. We are working closely with our colleagues in the Ministry of Business, Innovation and Employment and elsewhere to chart a way forward in terms of a governmental response, but the issues are as complex as they are consequential. The choices we make now will have a profound and long-lasting effect on this aspect of our heritage and it is critical that we think about these questions in a wide frame.

While our main focus is on the delivery of cultural outcomes, it is also important that we maximise the contribution the sector makes to outcomes in other areas, including the economy, education and social development. This is seen clearly in work we are doing on Sistema Aotearoa, a programme which uses orchestral music-making as a tool to assist at-risk children. It is also evident in our work on the review of New Zealand's screen sector, a high performer both culturally and economically.

I am proud of the Ministry and I look forward to continuing our important work in the years ahead.



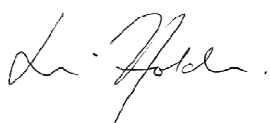
**Lewis Holden**

*Chief Executive*

*Manatū Taonga / Ministry for Culture and Heritage*

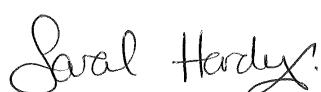
# Chief Executive Statement of Responsibility

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 (2013/14 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  
Manatū Taonga / Ministry for Culture and Heritage*



**Sarah Hardy**

*Manager, Finance and Strategic Planning  
Manatū Taonga / Ministry for Culture and Heritage*

# About the cultural sector

## New Zealand's distinctive culture enriches our lives

This vision recognises that our distinctive culture is a core part of what makes New Zealand a great place to live. New Zealand's cultural sector is diverse, touching many areas of our lives, and New Zealanders place great value on these activities. It can involve people in their own communities coming together to explore family history, play sport, or participate in a local festival, as well as public and private institutions that engage New Zealanders and visitors, and showcase our heritage, our arts and our sports to New Zealanders and the world.

Māori culture makes New Zealand unique in a globalised world and is central to our sense of place, identifying us as a nation. Active support for, protection of the diversity of Māori culture, and participation in distinct Ta Ao Māori activity – based on strong partnerships between Māori and the Crown – will ensure this fundamental feature of New Zealand culture flourishes.

The Government makes a significant contribution to the broad cultural sector each year. In 2013/14, it is investing almost \$400 million in sport and recreation, culture and heritage, arts, and media, through Vote Arts, Culture and Heritage and Vote Sport and Recreation. Additional government support to the cultural sector is provided through a range of other portfolios and Votes. 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 four sector outcomes support this.

New Zealand's diverse and exciting cultural life is very attractive to overseas investors, performers and audiences and raises New Zealand's profile internationally. Programmes such as Sistema Aotearoa and Te Matatini's kapa haka events demonstrate how cultural experiences can provide social and economic benefits to families and communities.

The earthquakes in Canterbury have also focused the country's attention on the contribution our culture, including our built heritage, makes to our sense of nationhood. The involvement of the cultural sector in the earthquake recovery effort has demonstrated how vital participation in and access to the performing arts, museum and art collections, media, and sport are to lifting spirits and re-establishing a 'normal' family and community life.

### ***How we use the word "culture"***

This Statement of Intent uses the word "culture" in a broad way to include Māori culture and the cultures of all New Zealanders. When we refer to culture we see it as including arts, heritage, media, and sport and recreation.

### ***What we include in the "cultural sector" and "funded agencies"***

When this Statement of Intent refers to the "cultural sector" we are referring to the full range of publicly-funded organisations and individuals, commercial entities, and private providers. "Funded agencies" refers only to those agencies funded directly through the Ministry under Vote Arts, Culture and Heritage and Vote Sport and Recreation.

# About Manatū Taonga

## Nature and scope of Manatū Taonga's operations

Manatū Taonga / Ministry for Culture and Heritage (the Ministry) is the Government's leading advisor on cultural matters; funds, monitors and supports a range of cultural agencies; and delivers a range of high quality cultural products and services.

The Ministry provides advice to the New Zealand Government on where to focus its interventions in the cultural sector. The Ministry seeks to ensure that Vote funding is invested as effectively and efficiently as possible, and that the Government's priorities are met.

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

Te Arataki is the Ministry's strategy to support Māori culture as a fundamental part of New Zealand's identity.

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.

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

## Impacts and indicators of success

The Ministry has identified desired impacts – which show the more direct results of our activities – that will contribute to our outcomes. For the Ministry these include the impact it has on the funded agencies, as much of the work being delivered is through funded agencies, which we advise and monitor.

The Ministry has also identified the key indicators that will tell us whether the Ministry's desired impacts are being achieved. These indicators are described later in this Statement of Intent.

Information on our output performance measures, along with historical performance and targets, is included in the Information Supporting the Estimates. This is available on the Treasury website.

## The Ministry's role in the sector

The Ministry is uniquely placed in 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 support for culture can contribute to the Government's goals.

The Ministry is leading a project with funded agencies to explore areas which would be suitable for collaboration, shared services and co-location. In 2012/13 there are 91 collaborative arrangements across the central government funded sector, which is up from 56 in 2011/12. It is possible that in future, this number will reduce as smaller collaborations become part of a larger more encompassing single collaboration, e.g. co-location.



## Working with the funded agencies

The Government funds a wide variety of cultural activity through Votes Arts, Culture and Heritage, and Sport and Recreation. The Ministry and our funded agencies are working together in a cohesive and collaborative sector together, while delivering in a diverse range of areas. More information about how the sector contributes to outcomes is included in Appendix 1.



## Working with other government agencies

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.

<b>Agency</b>	<b>Activity supporting the cultural sector</b>
Canterbury Earthquake Recovery Authority	Christchurch Recovery.
Department of Conservation	Heritage sites; World heritage.
Department of Internal Affairs	Gaming and lotteries; Local government; National Library; Archives New Zealand; World War One Centenary.
Ministry of Business, Innovation and Employment	Film; Broadcasting; Intellectual property; Radio spectrum; Broadcasting; Trade/Cultural diplomacy; Tourism; Major Events.
Ministry of Education	Cultural opportunities in curricular and co-curricular learning experiences; UNESCO.
Ministry for the Environment	Resource management.
Ministry of Foreign Affairs and Trade	Repatriation; International law; Cultural diplomacy; World War One Centenary.
Ministry of Pacific Island Affairs	Pacific Island Language Strategy.
New Zealand Defence Force	Commemorations including World War One Centenary.
Office of Treaty Settlements	Settlement protocols.
Office of Veterans' Affairs	Commemorations including World War One Centenary; War graves.
Statistics New Zealand	Cultural sector research and measurement.
Te Puni Kōkiri	Broadcasting; Archiving of broadcast content; Māori Language Strategy; other support for Māori culture and heritage.

# Government Priorities

## **Build a more productive and competitive economy**

Employment in arts, culture and heritage alone forms around 6.9% of the workforce (in 2006 having grown from 5.9% in 1996) and evidence suggests it is continuing to grow. Another 50,000 New Zealanders work in sport and recreation.

Spending on cultural goods and services accounted for 3.6% of all household expenditure in 2006/07. This represents a higher spend, than on clothing and footwear, health care or passenger transport.

The Government funding stimulates activities and inspires both other investment and philanthropic giving in the cultural sector. The Ministry in particular is working on initiatives to drive up philanthropic giving, reviews of the screen sector and orchestra sectors, instigating the switch to digital television to free up the spectrum for higher value uses, and investing in seed funding for cultural initiatives which in turn provide economic benefits to New Zealand.

## **Deliver better public services**

The Ministry continues to take steps to operate as efficiently and effectively as possible. The Ministry and the funded agencies have already demonstrated through tools such as Benchmarking Administration and Support Services that we are operating at the lean end of the scale.

We are working with agencies throughout the sector, and across Government to identify areas for collaboration and possible shared services. There are a great number of areas where collaboration takes place, both in administration and support services, and in shared projects and outcomes.

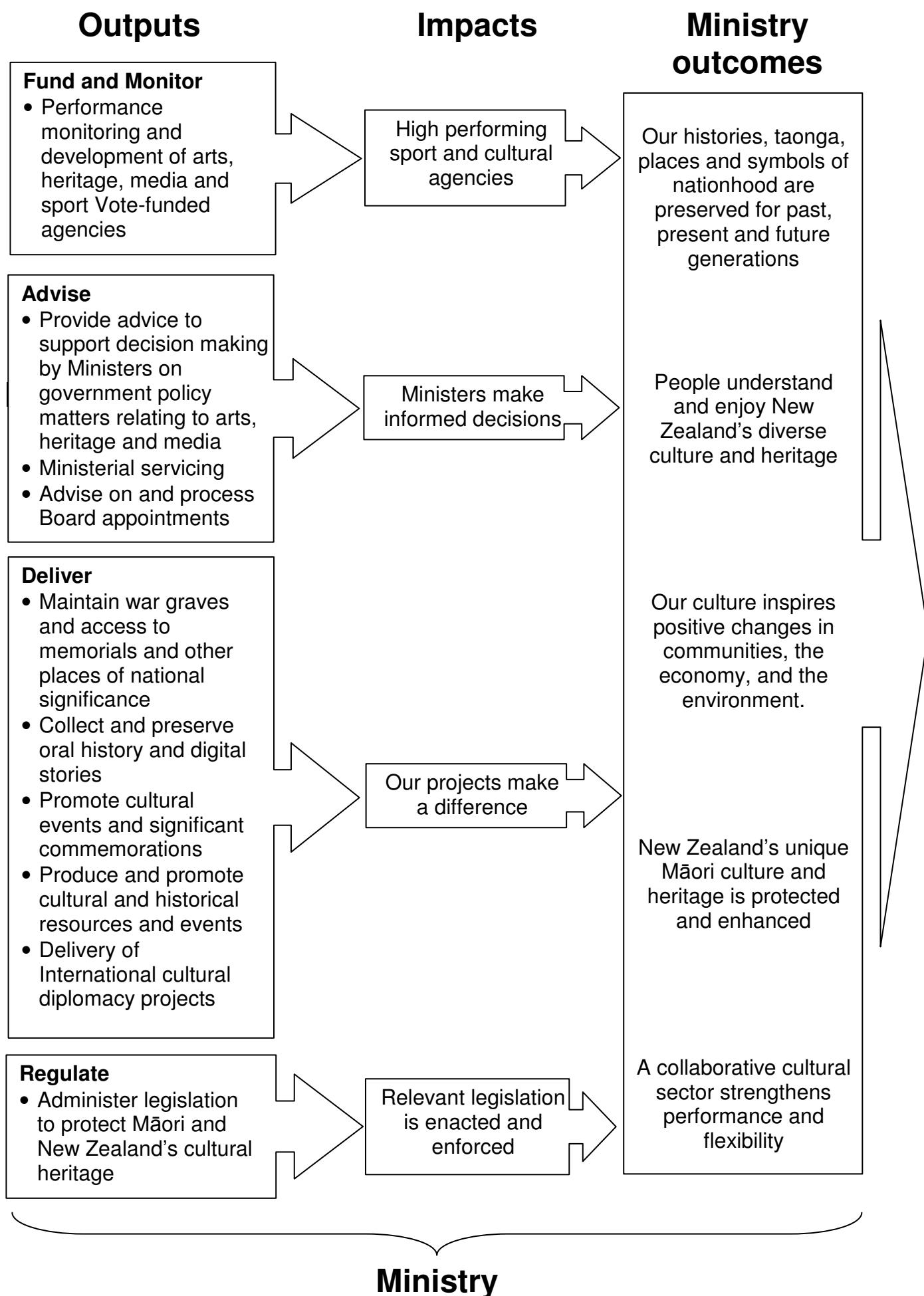
This is set to increase in future, with a focus on identifying areas where further collaboration, including co-location will generate efficiencies or synergies.

## **Rebuild Christchurch**

The Ministry has an important role to play in the Christchurch recovery, with the provision of cultural and sporting opportunities as a key component of the recovery strategy. Cultural activities are an integral part of life in greater Christchurch and part of the region's identity. The aim is to renew Christchurch's unique identity and its vitality expressed through sport, recreation, art, history, heritage and traditions.

The cultural recovery of greater Christchurch is vital for a functioning and liveable city. There are opportunities to consider cultural, sporting and recreational requirements as a whole. We will work together to identify community needs and, where appropriate, consider facilities that offer a range of cultural activities. New opportunities will be sought so cultural activities contribute to community wellbeing and economic growth.

# Outcomes Framework



**Sector  
outcomes**

**Outcomes for  
New Zealand**

**Government  
Priorities**

**Create**  
*Cultural and sporting  
activity flourishes in New  
Zealand*

A higher quality of life  
in our communities,  
towns and cities

**Preserve**  
*Our heritage can be  
enjoyed by future  
generations*

A growing workforce  
that drives innovation,  
creativity and  
collaboration

**Engage**  
*Engagement in cultural  
and sporting activities is  
increasing*

A culture that is unique,  
distinctive and valued  
in a globalised world

**Excel**  
*Artists, athletes and  
organisations achieve  
excellence*

**A more  
competitive  
and  
productive  
economy**

**Better public  
services**

**Rebuild  
Christchurch**

<b>Sector priorities</b>	Growing young people's participation in cultural activities	Growing the revenue base	Digitisation of interactions and outputs
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**Sector**

# Sector Outcomes

## **Create: Cultural and sporting activity flourishes**

A flourishing cultural 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 cultural sector is essential, as it assists our emerging talent to build and maintain careers. Our aims are:

- Cultural activity is an integral part of Christchurch’s recovery.
- New and high quality cultural content with distinctive New Zealand and Māori character is created.
- New Zealand’s cultural sector supports innovative and successful creative industries.

## **Preserve: Culture can be enjoyed by future generations**

Our places, taonga and cultural activities need to be collected, recorded and preserved, for all New Zealanders to access. This means the cultural sector needs to continue to develop its capacity to collect, protect and display. Our aims are:

- New Zealand’s taonga are protected and preserved.
- Traditions and tikanga are preserved, developed and transmitted through active use.
- Capacity and capability in cultural conservation are maintained and enhanced.
- Commemorations of the First World War are coherent throughout New Zealand and effective in remembering the contribution New Zealanders made in the War.

## **Engage: Engagement in cultural and sporting activities is increasing**

Increasing participation and engagement means wider enjoyment of our culture by New Zealanders and international audiences. This in turn benefits the cultural sector, our wider community, and the economy. Our aims are:

- New Zealanders see their culture as relevant and distinctive, and make it part of their daily lives.
- New Zealanders engage with Māori language and cultural content.
- More New Zealand children and young people get involved in organised sport through the KiwiSport fund and the focus of regional sport trusts, schools and clubs is on the delivery of sport to young people.
- Culture contributes to innovative solutions in the areas of health, social development, the environment, education and the economy.

## **Excel: Athletes, artists and organisations achieve excellence**

Increasing the quality of cultural activities, inspires others to achieve more, means more recognition for participants and generates other benefits for New Zealand, enhancing communities, and contributing to the economy. Our aims are:

- New Zealand’s high performance sport system continues to develop more world-class infrastructure and delivers significant changes to the structure of our high performance system, including strengthening the role of High Performance Sport New Zealand.
- New Zealanders reach high levels of achievement when participating in cultural activities.
- New Zealand’s unique cultural activities gain recognition in both domestic and overseas arenas.

# Sector priorities

Led by the Ministry, the funded agencies in the cultural sector have identified 3 areas of focus for activities to improve outcomes for New Zealanders.

## **Growing young people's participation in cultural activities**

Engagement with young people is important to the whole cultural sector. Across, the sector, initiatives which have worked in the past are being investigated to identify what makes the most difference to young people and communities. Identifying a long term goal for results from engagement is also important to ensure the best mix of cultural activities is focussed on by the sector.

An example is the implementation by Sport NZ of the Sport in Schools project. Eight secondary schools from around the country have been selected to take part in a new initiative designed to improve academic and social outcomes, using sport as a context for learning and student engagement.

## **Growing the revenue base**

The cultural sector depends on many non-government sources of funding, and the pressure to continue to deliver while coping with shrinking government baselines, means it is increasingly important to grow the revenue base. The funded agencies are working together to improve non-government revenue sources and the capacity of the sports and cultural sectors to diversify their revenues.

## **Digitisation of interactions and outputs**

Changing technology continues to have a big impact on traditional business models. Social media enables real time engagement in ways not possible before. Funded agencies are charged with using social media to communicate, collaborate, engage and excite.

Technology change and convergence has also affected agency outputs and outcomes. This includes: the transfer from analogue to digital delivery, the emergence of the internet as a delivery mechanism, and changes in consumer behaviours. All agencies are keen to harness these changes to increase the impact of the investment in the sector.

# Impacts, measures and targets

## How will we demonstrate success?

Outlined in the table below are the impact measures identified for the Ministry, which are based on the planned work programme below. These indicators help us measure our progress towards the intended outcomes.

We have selected these indicators to give indicators of this progress, taking into account data availability. We have refined the indicators over the last year, in particular to reflect some changes in data availability.

Where it is available, we have provided a baseline for the indicators by showing trends in the data available. We will report on our progress against these indicators in our Annual Reports. However, as they are medium to long-term indicators, we expect progress on most of them only over a three to five-year timeframe. Data may not be available each year and therefore we will report new information where it is available.

This progress will also depend on external factors as well as the Ministry's efforts, and will be particularly affected by economic challenges in the current climate.

Our Annual Reports will also report on our output performance indicators, as projected in the *Information Supporting the Estimates of Appropriations* for both of our Votes.



## Measuring progress against the Ministry impact indicators

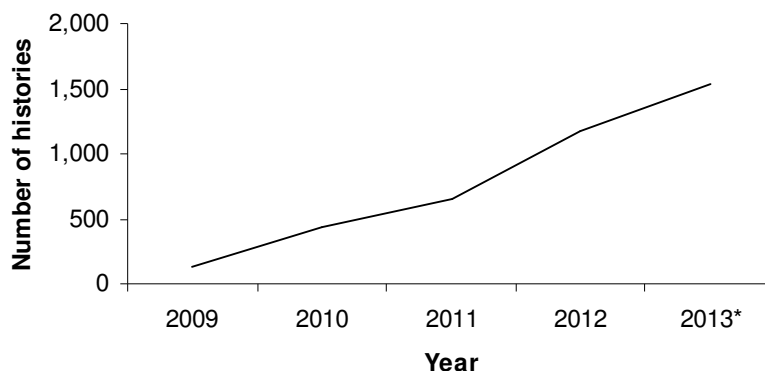
Ministry outcomes	Measures	Targets
Our histories, taonga, places and symbols of nationhood are preserved for past, present and future generations	A – Histories and taonga are preserved for the future	<i>Increasing</i>
	B – Histories, taonga, places and symbols of nationhood managed by the Ministry are increasingly accessed	<i>Increasing</i>
People understand and enjoy New Zealand's diverse culture and heritage	C – New Zealanders who access Ministry information feel informed about their country, history and culture	<i>Increasing</i>
	D – New Zealanders are switching to digital television	<i>98% by 30 December 2014</i>
	E – Knowledge and understanding of the First World War and the impact it had on New Zealand and New Zealanders increases	<i>Increasing</i>
Our culture inspires positive changes in communities, the economy, and the environment	F – Participation in sport, arts, recreation and culture at all levels occurs across all of greater Christchurch	<i>At least returned to pre-earthquake levels</i>
New Zealand's unique Māori culture and heritage is protected and enhanced	G – People who access Ministry information about the Treaty settlement process are better informed about the benefits of the Treaty settlement process for all New Zealanders	<i>Increasing</i>
	H – Māori and New Zealanders who access Ministry information agree taonga are better cared for and managed	<i>Increasing</i>
A collaborative cultural sector strengthens performance and flexibility	I – Level of private or philanthropic giving to arts and heritage organisations	<i>Increasing</i>
	J – Collaboration between funded agencies, and between the Ministry and the funded agencies, to achieve cultural sector and government outcomes	<i>Increasing</i>

# Our histories, taonga, places and symbols of nationhood are preserved for past, present and future generations

## Histories and taonga are preserved for the future

The Ministry continues to develop new topics for Te Ara and NZHistory as well as recording oral histories. Over the next three years the Ministry will progress two new oral history projects – “Remembering Christchurch Oral History Project” and “Treaty Settlement Histories Project”. The Ministry also encourages the community to contribute images, stories, and comments to our websites, including QuakeStories, 28<sup>th</sup> Māori Battalion, NZHistory, and Te Ara.

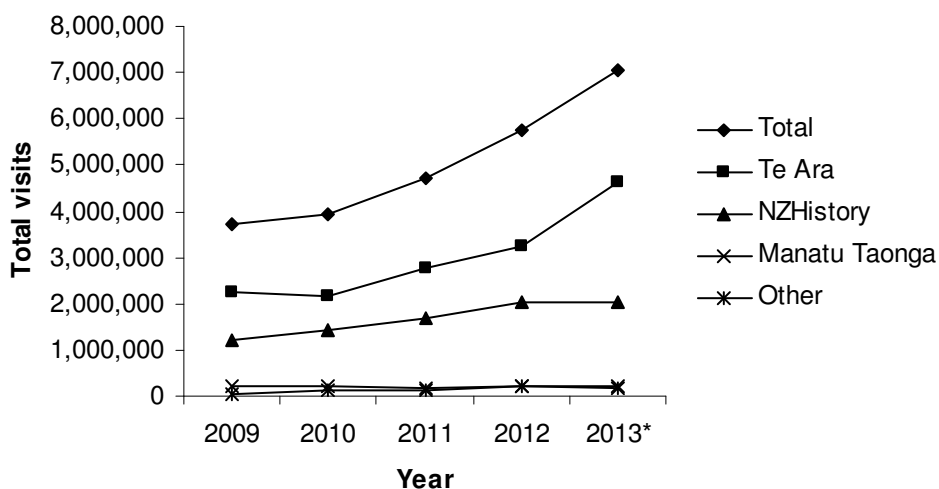
Cumulative number of histories recorded by the Ministry since 1 July 2008



## Histories, taonga, places and symbols of nationhood managed by the Ministry are increasingly accessed

The Ministry produces a range of websites bringing New Zealand’s culture and heritage online. Over the past five years there has been a significant increase in the number of visits to the Ministry’s websites. Total visits have increased from 3.7 million in 2008/09 to 5.7 million in 2011/12, representing a 53% increase. Total visits are estimated to be 7.0 million in 2012/13, which will represent an 89% increase over the past 5 years.

Total visits to Ministry websites



\* 2013 figures are estimates only.

There were an estimated 15,000 visits to the National War Memorial in Wellington in 2011/12.

## People understand and enjoy New Zealand's diverse culture and heritage

### New Zealanders who access Ministry information feel informed about their country, history and culture

A survey of the Ministry's website users was conducted during February and March 2013 to gain feedback about our websites and identify areas of development to be included in our programme of work. As part of this survey, we asked users how well informed they were about a variety of subjects. We also asked them how well informed they felt about New Zealand, its history, and its culture after using our websites, on a scale of not informed, somewhat informed, better informed, and extremely well informed. 75% of respondents felt they were at least better informed about New Zealand, its history and its culture after accessing our websites.

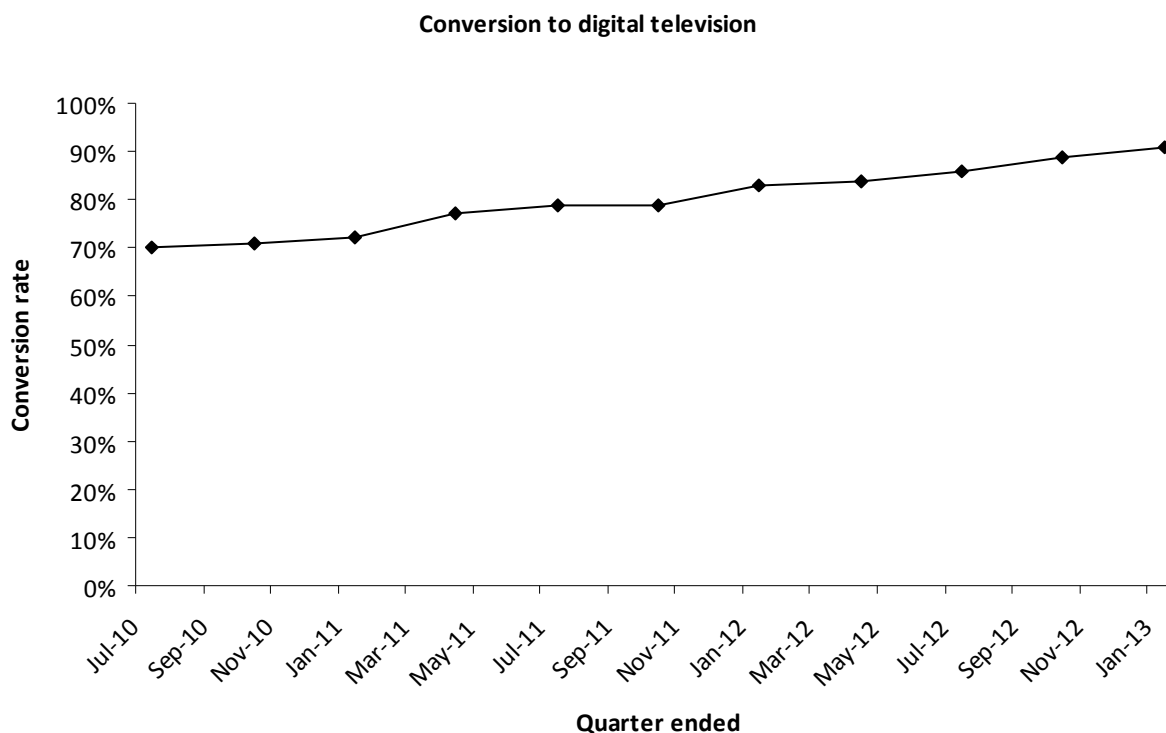
### New Zealanders are switching to digital television

As the end of analogue television approaches, it is important all New Zealanders have the information and assistance they need to access digital television.

One of the Ministry's flagship programmes is Going Digital, responsible for transitioning New Zealand to digital television by the end of 2013.

The number of households that have converted to digital television has increased from 70% in July 2010 to 91% in January 2013.

Hawke's Bay and the West Coast were the first regions to go digital on 30 September 2012, followed by the rest of the South Island on 28 April 2013. The last two regions to go digital are the lower North Island and East Coast on 29 September 2013, followed by the upper North Island on 1 December 2013.



## **Knowledge and understanding of the First World War and the impact it had on New Zealand and New Zealanders increases**

A nationwide online survey of New Zealanders' attitudes and beliefs about the First World War was conducted in November/December 2012. A total of 4,017 responses were received, from New Zealanders aged 15 years and over. The sample was representative of the New Zealand population age 15+ on region, age, gender, and ethnicity. The survey measured respondents' understanding of the First World War, and their attitudes and preferences for commemorating the centenary of the First World War. The survey results indicated that, on a self-report basis:

- 48.9% of respondents had a basic understanding of the First World War.
- 24.9% of respondents had a reasonable understanding of the First World War.
- 15.7% of respondents had no real knowledge of the First World War.
- 6.9% of respondents had a reasonably advanced understanding of the First World War.
- 1.2% of respondents had an expert knowledge of the First World War, including its causes, the reason for New Zealand's involvement and the campaigns and major battles fought by New Zealanders.
- 0.4% of respondents had never heard of the First World War.

This survey establishes a baseline understanding from which to measure the impact of the First World War Centenary Programme. A follow-up survey will be conducted at the completion of the centenary period (2018). The programme aims to increase the percentage of respondents indicating they have a reasonable, and reasonably advanced level of understanding about the First World War at the end of the centenary period. A similar approach has been taken in both Australia and the United Kingdom.

## **Our culture inspires positive changes in communities, the economy, and the environment**

### **Participation in sport, arts, recreation and culture at all levels occurs across all of greater Christchurch**

Every three years, Creative New Zealand conducts its New Zealanders and the arts survey, which looks at attitudes, attendance and participation. The latest surveys were completed in 2011 and 2008. The 2008 data for Canterbury has been used as our baseline for attendance and participation prior to the Canterbury earthquakes.

In 2008, 81% of Christchurch residents attended an arts event in the last 12 months, and 44% participated in the arts over the last 12 months.

In 2007/08 Sport New Zealand conducted its Active New Zealand survey, which collects data on sport and recreation participation by New Zealand adults aged 16 and over. The results for the Canterbury West Coast region have been used as our baseline for participation in sport and recreation prior to the Canterbury earthquakes.

In 2007/08, 79.6% of adults took part in at least one sport or recreation activity per week. Over a 12 month period, 85.2% of adults participated in at least two different types of sport and recreation activities, and, on average, adults participated in 4.6 different sport and recreation activities.

## **New Zealand's unique Māori culture and heritage is protected and enhanced**

### **People who access Ministry information about the Treaty settlement process are better informed about the Treaty settlement process for the management and protection of Maori culture and heritage**

During 2013 the Ministry was in the process of establishing the Treaty Settlement Histories project. Over the next three years the Ministry will be producing oral histories on the Treaty Settlement process, as well as other Treaty Settlement print and digital projects.

In March 2013, the Ministry asked users of the Ministry's websites how well informed they were about the Treaty of Waitangi settlement process, on a scale of not informed, somewhat informed, well informed, extremely well informed. 48.5% of respondents consider that they are well informed or extremely well informed about the Treaty of Waitangi settlement process.

### **Māori and New Zealanders who access Ministry information feel taonga are better cared for and managed**

The Ministry is responsible for managing taonga under the Protected Objects Act 1975, which regulates:

- the export of protected New Zealand objects;
- the illegal export and import of protected New Zealand and foreign objects; and
- the sale, trade and ownership of taonga tūturu, including what to do if you find a taonga or Māori artefact.

Our work in this area ensures significant movable heritage subject to the Protected Objects Act is not lost overseas.

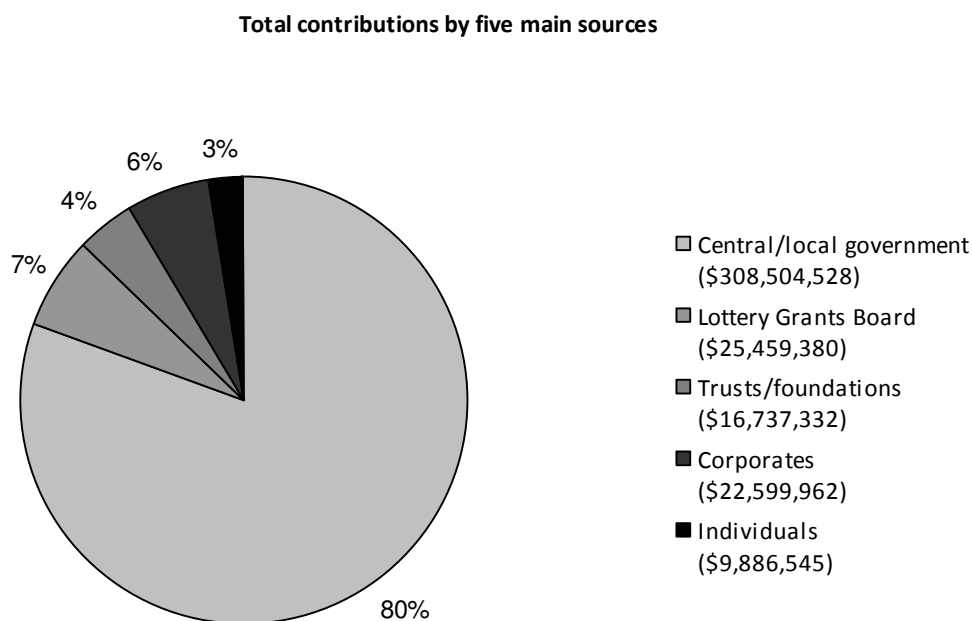
In March 2013, the Ministry conducted a survey asking respondents to rate our work in this area using a scale of very poorly, poorly, well, very well. 72% of Māori respondents and 68% of New Zealanders rated this as well or very well.

## A collaborative cultural sector strengthens performance and flexibility

### Level of private or philanthropic giving to arts and heritage organisations

In order to thrive, cultural organisations need sufficient resources. As well as self-generated income such as ticket sales, many organisations rely heavily on government support. Both central and local government invests in a wide range of cultural organisations; however more could be achieved if the funding base was increased.

In March-April 2009 the Ministry surveyed cultural organisations on the income they had obtained from gifts, grants and other charitable and sponsorship sources in the tax year of 1 April 2007 to 31 March 2008. The Ministry worked closely with Creative New Zealand and the Charities Commission to identify around 2,000 cultural organisations to invite to take part in the survey.



Private or philanthropic giving is contributions received from trusts/foundations, corporate organisations, and individuals. In the 2007/08 tax year the level of private or philanthropic giving was \$49.2 million, which represented 13% of total contributions received.

A subsequent survey was completed in 2012, with results being analysed in 2013.

### Collaboration between funded agencies, and between the Ministry and funded agencies, to achieve cultural and government outcomes

The Government continues its commitment to enhancing the performance of the public sector. In light of this and the constrained fiscal environment, the Ministry has worked with cultural sector organisations to improve coordination across the sector.

As at February 2012 there were 56 collaborative arrangements in place between agencies. These included shared systems, functions and individuals working across agencies in areas such as finance and communications. The number of collaborative arrangements increased to 91 in January 2013. While this number is increasing, over time this number is expected to decrease as greater efficiencies are established and multiple arrangements are consolidated into one arrangement. Although the number of arrangements will decrease, coordination and efficiencies across the funded agencies will increase as a result of greater collaboration.

# What are we doing to contribute to our impacts?

Ministry outcomes	Initiatives – What are we doing?	Ministry outputs
<p>Our histories, taonga, places and symbols of nationhood are preserved for past, present and future generations</p>	<ul style="list-style-type: none"> <li>• Collecting and preserving oral and digital stories of cultural importance to New Zealand in a form accessible to current and future generations. Key histories to be produced over the next 3 years include:               <ul style="list-style-type: none"> <li>○ Remembering Christchurch Oral History Project; and</li> <li>○ Treaty Settlement Histories Project.</li> </ul> </li> <li>• Administering the New Zealand Oral History Awards annually.</li> <li>• Managing the maintenance of war graves in New Zealand and abroad, and the management of the National War Memorial.</li> <li>• Maintaining the National War Memorial.</li> <li>• Progressing the Canterbury Earthquake Memorial project.</li> <li>• Completing the first phase of Te Ara and maintaining Te Ara as our publication channel.</li> <li>• Developing policy to incentivise structural upgrading of heritage buildings as part of the review of seismic strengthening provisions of the Building Act 2004 (led by the Ministry of Business, Innovation and Employment).</li> <li>• Administering legislation to protect symbols of nationhood and movable and found heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide advice to support decision making by Ministers on government policy matters relating to arts, heritage and media</li> </ul>
		<ul style="list-style-type: none"> <li>• Collect and preserve oral history and digital stories</li> </ul>
		<ul style="list-style-type: none"> <li>• Administer of legislation to protect taonga Māori and New Zealand cultural heritage</li> </ul>
		<ul style="list-style-type: none"> <li>• Maintain war graves and access to memorials and other places of national significance</li> </ul>



Ministry outcomes	Initiatives – What are we doing?	Ministry outputs
<p>People understand and enjoy New Zealand's diverse culture and heritage</p>	<ul style="list-style-type: none"> <li>• Providing historical and cultural information that engages New Zealanders and international audiences, using a range of media, including print and digital.</li> <li>• Progressing New Zealand's First World War centenary commemorations projects:               <ul style="list-style-type: none"> <li>○ Heritage trails on the Western Front and Gallipoli;</li> <li>○ Memorial precinct education interpretation centre; and</li> <li>○ National War Memorial Park.</li> </ul> </li> <li>• Producing and promoting significant cultural and historical resources and events, including First World War centenary commemorative digital and print projects.</li> <li>• Providing advice on policy, legislation and funding to enhance the development of cultural sector services and activities, including visual, performing and literary arts, historic heritage, museum collections, taonga and whare taonga, cultural tourism, broadcasting and broadcasting standards.</li> <li>• Review current governance arrangements and legislation for the National Waitangi Trust.</li> <li>• Scoping options for increasing the public accessibility of New Zealand's audiovisual archives.</li> <li>• Supporting New Zealanders to make the switchover to digital television by December 2013:               <ul style="list-style-type: none"> <li>○ Implementing a full marketing and communications programme; and</li> <li>○ Undertaking community outreach facilities through our network of community advisors.</li> <li>○ Delivering the Targeted Assistance Package to support vulnerable groups to go digital.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Promote cultural events and significant commemorations</li> </ul>
		<ul style="list-style-type: none"> <li>• Collect and preserve oral history and digital stories</li> </ul>
		<ul style="list-style-type: none"> <li>• Produce and promote cultural and historical resources</li> </ul>
		<ul style="list-style-type: none"> <li>• Going Digital</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide advice to support decision making by Ministers on government policy matters relating to arts, heritage and media</li> </ul>

Ministry outcomes	Initiatives – What are we doing?	Ministry outputs
Our culture inspires positive changes in communities, the economy, and the environment	<ul style="list-style-type: none"> <li>• Providing advice on policy, funding, and other opportunities to enhance the contribution of the cultural sector to the Government’s wider social and economic goals.</li> <li>• Supporting the recovery from the Canterbury earthquakes by contributing to a range of cultural initiatives in greater Christchurch.</li> <li>• Working with Auckland Council to develop and implement an arts and culture strategy for Auckland.</li> <li>• Supporting an Auckland-based Sistema Aotearoa project and advising on options for expansion of the programme in other parts of New Zealand.</li> <li>• Managing the Cultural Diplomacy International Programme to achieve desired outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide advice to support decision making by Ministers on government policy matters relating to arts, heritage and media</li> <li>• Delivery of international cultural diplomacy projects</li> </ul>
New Zealand’s unique Māori culture and heritage is protected and enhanced	<ul style="list-style-type: none"> <li>• Producing digital and print publications which showcase Māori culture, history, and language.</li> <li>• Producing Treaty Settlement Histories oral, print, and digital projects over the next two to three years.</li> <li>• Co-ordinating wānanga, to assure the quality of content across the Ministry’s cultural publications.</li> <li>• Develop and implement a guide to improve the quality of the Ministry’s policy advice relating to Treaty and Māori issues.</li> <li>• Providing advice on policy, legislation and funding to protect and enhance the development of Māori culture and heritage, including researching and advising on approaches to whare taonga initiatives.</li> <li>• Progressing a review of the Protected Objects Act 1975.</li> <li>• Encouraging the use of and access to te reo in the work and workplaces of agencies funded through the Ministry.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide advice to support decision making by Ministers on government policy matters relating to arts, heritage and media</li> <li>• Collect and preserve oral history and digital stories</li> <li>• Produce and promote cultural and historical resources and events</li> <li>• Administer legislation to protect taonga Māori and New Zealand cultural heritage</li> </ul>

Ministry outcomes	Initiatives – What are we doing?	Ministry outputs
<p>A joined-up cultural sector strengthens performance and flexibility</p>	<ul style="list-style-type: none"> <li>• Developing a strategy to frame and drive the Government’s investments in New Zealand’s culture.</li> <li>• Providing advice on policy, legislation, and funding to enhance sector coherence and infrastructure.</li> <li>• Supporting the Heritage Forum to identify and manage priority work across the heritage sector.</li> <li>• Improving funded agencies’ strategic planning and performance reporting frameworks through collaboration and support.</li> <li>• Advising on mechanisms for sustaining the performance and financial strength of key cultural sector agencies, through agency cooperation and development of shared service arrangements, and assisting the cultural sector to diversify revenues.</li> <li>• Working with key agencies to increase levels of private and philanthropic giving in the wider cultural sector.</li> <li>• Advising on the appointment of Board members for Crown-connected agencies.</li> <li>• Advising on and administering legislation for the cultural Crown entities.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide advice to support decision making by Ministers on government policy matters relating to arts, heritage and media</li> <li>• Performance monitoring and development of arts, heritage, media and sport Vote-funded agencies</li> <li>• Advice on and processing of arts, heritage, media and sport board appointments</li> <li>• Negotiated services to support Ministers including speeches and correspondence</li> </ul>

# Organisational health and capability

## Managing in a changeable operating environment

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. We regularly assess our organisational performance, financial position, and compliance with statutory and internal policy requirements, and refine our management strategies in response.

## Te Arataki

Te Arataki proposes four aspirational goals to strengthen the Ministry's commitment to Māori arts, culture and heritage across our work:

- The Ministry is a leader in the protection and depiction of Māori culture.
- Te reo 'hums' in the Ministry – our intention is to actively use te reo Māori on appropriate occasions.
- Māori arts, culture and heritage are well supported by the agencies funded through Vote Arts, Culture and Heritage.
- The Ministry is recognised as a lead adviser to government on Māori arts, culture and heritage.

The Ministry has a work plan outlining specific projects to implement Te Arataki.

## The Ministry delivers support services efficiently

The Ministry is required to meet efficiency savings targets across the Ministry's departmental appropriations. The 2012 Benchmarking Administrative and Support Services (BASS) benchmarked results confirm that the Ministry's support functions are efficient and also effective for an organisation of this size.

The Ministry is already working with agencies to identify opportunities for future efficiency savings, using tools such as BASS, and a goal has been set to co-locate the Ministry and as many of its agencies as practicable in shared premises by September 2014.

## Our people

Departmental staffing levels are predicted to fall from current numbers of around 130 FTEs to 105 FTEs by 30 June 2014. This is due to the scheduled completion of significant projects in the Ministry and represents a fall of around 20%.

The Ministry is made up of a diverse range of staff including:

- 11.4% Māori.
- 3.0% Asian descent.
- 2.3% Pacific descent.
- 58.3% women.

## Capability and engagement measures

What do we want to do?	Performance measures and targets	Current performance
Sustain high levels of engagement for a responsive, productive and focussed workforce	<ul style="list-style-type: none"> <li>• Employee engagement is at best practice levels based on engagement survey results (JRA) – ratio of at least 30% engaged to 10% disengaged</li> <li>• At least 90% of new permanent staff still in the same role after 12 months</li> <li>• Average length of service for permanent staff is within a range of 4-6 years</li> <li>• Unplanned staff turnover</li> <li>• Māori recruitment and retention plan included in the Ministry workforce strategy</li> </ul>	<ul style="list-style-type: none"> <li>• 2011 – 29% engaged to 9% disengaged</li> <li>• 2011 – 95.7%</li> <li>• 2012 – 96.8%</li> <li>• 2011 – 5.6 years</li> <li>• 2012 – 6.0 years</li> <li>• 2012 – 9%</li> <li>• 2012 - Plan is being developed</li> </ul>
Improve the quality of policy advice and content we produce	<ul style="list-style-type: none"> <li>• Improvement in rating of quality of policy advice by independent assessment</li> <li>• Staff achieve Māori language benchmarks for competency in te reo</li> </ul>	<ul style="list-style-type: none"> <li>• 2011 – Average rating from NZIER 6.9 out of 10</li> <li>• 2012 – Average rating from NZIER 7.0 out of 10</li> <li>• Baseline to be established in 2013</li> </ul>
Improve efficiency, reliability and staff use of information systems	<ul style="list-style-type: none"> <li>• Percentage of time systems are available in normal business hours</li> <li>• System issues are resolved within an average of 2.5 hours</li> <li>• Improving staff satisfaction with information systems</li> </ul>	<ul style="list-style-type: none"> <li>• 2011 – 99.85%</li> <li>• 2012 – 98.7%</li> <li>• 2011 – Average 1.26 hours</li> <li>• 2012 – Average 2.42 hours</li> <li>• 2012 – 83% of respondents were satisfied that the technology they use at work meets their business needs; and 83% of respondents were satisfied with the quality of service provided by the ICT service desk</li> </ul>

## **Cost Effectiveness**

While it is not reasonable to attempt attribution for the Ministry's outputs in terms of cost effectiveness, the Ministry can demonstrate its cost efficiency, both in administration and support services, through benchmarking its services against other government departments, and also through cost efficiency measures for our major outputs.

The Ministry continues to identify areas where costs can be reduced and efficiencies can be made to ensure that our outputs are as cost effective as possible.

### **Cost per output hour for policy advice**

This will be calculated for the first time in 2012/13. An estimate of 2012/13 figure is \$100 per hour. This is the first year we are able to measure this, but as we build more data, comparison through time will be useful in monitoring the cost efficiency of the Ministry's policy advice function.

### **Cost per website visitor**

In 2011/12, the cost per visit to each of the Ministry's website is estimated to be around \$0.60. This is a reduction from the previous year when it was around \$0.98.

# Appendix 1: Funded agency contributions

## New Zealand's distinctive culture enriches our lives

**Create**  
Cultural and sporting activity flourishes in New Zealand

**Preserve**  
Our heritage can be enjoyed by future generations

**Engage**  
Engagement in cultural and sporting activities is increasing

**Excel**  
Artists, athletes and organisations achieve excellence

Arts and Music				
<b>Creative New Zealand</b>	New Zealanders participate in the arts and high-quality New Zealand art is developed	New Zealanders participate in the arts	New Zealanders participate in the arts and experience high-quality arts, and New Zealand arts gain international success	High-quality New Zealand art is developed, New Zealand arts gain international success, and New Zealanders experience high-quality arts
<b>New Zealand Symphony Orchestra</b>	New Zealanders create new symphonic music	New Zealanders inspired by high-quality symphonic music	New Zealanders have ready access to symphonic music and are inspired by high-quality symphonic music. New Zealanders create new symphonic music	New Zealanders inspired by high-quality symphonic music
<b>Royal New Zealand Ballet</b>	Artistic Growth: Through the constant pursuit of creativity and innovation we will achieve new artistic heights, recognised nationally and internationally	Brand Growth: We will be recognised as an inspiring New Zealand brand through the delivery of uncompromising quality product that is accessible yet sophisticated	Audience Growth: By growing our audience numbers we will build our financial capacity to invest in our exciting new initiatives	Artistic Growth: Through the constant pursuit of creativity and innovation we will achieve new artistic heights, recognised nationally and internationally
<b>Te Matatini Society</b>	Whakatipu - The vibrancy of Kapa Haka enriches cultural activity within Aotearoa	Manaaki - The quality and cultural uniqueness of Kapa Haka is maintained for future generations	Whāngai - People feel connected to, and recognise the value of Kapa Haka to our unique cultural identity	Whakatipu - The vibrancy of Kapa Haka enriches cultural activity within Aotearoa and internationally
<b>New Zealand Music Commission</b>			Exposure: New Zealand music is recognised by the public as a significant part of NZ's culture, through increased sales and investment	Infrastructure: The expertise of music industry professionals and number of NZ artists that are export ready is increased
Sport and Recreation				
<b>Sport NZ</b>			More young people and more adults engaging in more sport and recreation	More New Zealand winners on the world stage

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<b>Drug Free Sport New Zealand</b>		New Zealand Sport is doping free		New Zealand Sport is doping free (New Zealand athletes comply with the World Anti-doping Code)
<b>Media</b>				
<b>Freeview</b>	Options for all broadcasters to use IP streaming and on demand technology, direct to the television creating new UFB business models	Free-to-view television remains an option for New Zealanders alongside free online options	Increasing numbers of New Zealanders adopt free-to-view television before Digital Switchover	
<b>New Zealand Film Commission</b>	More high value New Zealand productions get funded		More New Zealand stories are seen and valued by New Zealanders	More New Zealand screen talent is recognised internationally
<b>NZ On Air</b>	Diverse broadcast and online content investments, increase viewing and listening choice for New Zealand listeners		Local content is innovative, visible and valued by diverse New Zealand audiences	Funded content and services satisfy audiences and win awards
<b>Broadcasting Standards Authority</b>			The broadcasting standards regulation system is accessible and easily understood	
<b>Heritage</b>				
<b>Antarctic Heritage Trust</b>		Ensure the restoration and survival of the Antarctic expedition bases for future generations	Educate and inspire people with the legacy of Antarctic exploration	Further the science and practice of cold climate conservation to benefit all
<b>Museum of New Zealand Te Papa Tongarewa</b>	Our culture is increasingly visible and valued, both here and abroad	Important taonga and traditions are increasingly protected and visible	More New Zealanders are active participants in cultural activities	
<b>New Zealand Film Archive</b>	A comprehensive collection	A secure, accessible collection	A community of satisfied users	
<b>New Zealand Historic Places Trust</b>	Places that contribute to New Zealand's culture and heritage are identified and their stories told	Places that are significant to New Zealand's culture and heritage survive	New Zealanders engage with those places that contribute to New Zealand's culture and heritage	



## Appendix 2: Outputs and scope

Manatū Taonga has the following departmental appropriations which are linked to outputs as follows:

Output class	Output	Scope
Heritage Services	<ul style="list-style-type: none"> <li>• Information on and communication of New Zealand and Māori history, society and culture</li> <li>• Administer of legislation to protect taonga Māori and New Zealand cultural heritage</li> <li>• Promote cultural events and significant commemorations</li> <li>• Collect and preserve oral history and digital stories</li> </ul>	Management of new memorial projects, national monuments, war and historic graves; promotion of cultural events; 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.
Policy advice	<ul style="list-style-type: none"> <li>• Provide advice to support decision making by Ministers on government policy matters relating to arts, heritage and media</li> </ul>	This output class is limited to the provision of advice to support decision-making by Ministers on government policy matters relating to arts, culture, heritage and broadcasting.
Monitoring of Funded Agencies	<ul style="list-style-type: none"> <li>• Performance monitoring and development of arts, heritage and media Vote-funded agencies</li> </ul>	This output class is limited to monitoring the Crown's interests in sector agencies.
Ministerial Servicing	<ul style="list-style-type: none"> <li>• Negotiated services to support Ministers including speeches and correspondence</li> <li>• Advise on and process Board appointments</li> </ul>	This output class is limited to providing negotiated services to the Minister for Arts, Culture and Heritage and the Minister of Broadcasting.
Delivery of Going Digital Programme	<ul style="list-style-type: none"> <li>• Manage New Zealanders' transition to digital television</li> <li>• Targeted Assistance Package</li> </ul>	This appropriation is limited to services to support the transition to digital television by December 2013.
Cultural Diplomacy International Programme	<ul style="list-style-type: none"> <li>• Delivery of international cultural diplomacy projects</li> </ul>	This appropriation is limited to management and delivery of an international cultural diplomacy programme through a series of projects and activities primarily focused on Asia and in locations where New Zealand is pursuing free trade agreements.
Purchase Advice and Monitoring of Sport and Recreation Crown Entities	<ul style="list-style-type: none"> <li>• Performance monitoring and development of sport and recreation Vote-funded agencies</li> <li>• Advise on and process Board appointments</li> </ul>	This appropriation is limited to provision of purchase advice and monitoring of Sport New Zealand and DFSNZ, including advice in relation to appointments to boards.

## **Appendix 3: Legislation administered by the Ministry**

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)  
Cultural Property (Protection in Armed Conflict) Act 2012  
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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# Manatū Taonga

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