

Koromakinga Rautaki **Strategic Intentions**

2021–2025

Manatū Taonga
Ministry for Culture
& Heritage

Ngā wāhanga o roto

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He whakatakinga

Introduction

E rau rangatira mā, tena koutou,

He kaha te tūmanako o te Manatū Taonga kia whakapikingia te ngākau titikaha me te hononga tangata i roto i te rāngai. Waihoki, ko te oranga o te iwi kei tōna iho, ā, e puāwai ana te ahurea.

Manatū Taonga is a ministry that aspires to promote a confident and connected sector, where wellbeing is at its heart and culture flourishes.

It is with great pleasure that I introduce Manatū Taonga's Strategic Intentions document.

We are at the beginning of implementing a new strategic framework that sets out our aspirations for the cultural sector and how we and the sector deliver on government priorities.

This Strategic Intentions document sets out our new strategic framework—a framework that places the people of Aotearoa New Zealand at the heart of our work. When culture thrives, we believe that so too do the people. Critical to that is the wellbeing benefits that culture provides, the connections people build with each other through cultural activities, and the clear economic benefit in the form of meaningful work.

Our work includes supporting our funded agencies, our partnership with iwi Māori and government agencies, our new funding role in response to COVID-19, and how we connect with the wider communities we serve and reflect.

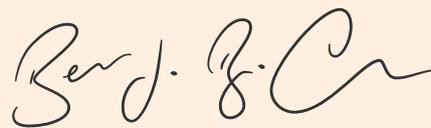
What we do results in more people with access to arts and cultural events. More people at our kapa haka festivals. More people are engaged in arts

and creative activities. Our stories are recorded and shared on screens and stages, across the internet and in print. These are the stories and events that bind us together. They help us understand each other and they help us celebrate. All our communities will benefit from these activities.

I'm very excited about the opportunities for Manatū Taonga as we implement our new strategic framework with its focus on te ao Māori, our stewardship role, and developing system capability to collectively position culture as a core contributor to the wellbeing of everyone in Aotearoa.

Statement of responsibility

In signing this statement, I acknowledge that I am responsible for information on Strategic Intentions for Manatū Taonga Ministry for Culture and Heritage. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Bernadette Cavanagh
Tumu Whakarae | Chief Executive
Manatū Taonga Ministry for Culture and Heritage
30 September 2021



Te horopaki me te taiao

Our strategic context

Culture and cultural experiences in their many forms provide connections and cohesion between people, communities and across society. Culture connects us with our stories, heritage and history. Shared experiences—performances, sports events, kapa haka and so on—bring us together. The stories we tell through performance and media and the experiences we share help us understand our collective and unique identities and our place in the world.

Manatū Taonga celebrates the many cultures and perspectives of Aotearoa New Zealand and recognises the special place that Māori culture has at the heart of our cultural identity. As we look ahead to 2040 and the 200th anniversary of the signing of te Tiriti o Waitangi, Manatū Taonga is placing increasing emphasis on celebrating te ao Māori as central to the culture of these islands.

The cultural sector makes a major contribution to New Zealand's economic growth and sustainable prosperity. In 2019 the arts and creative sector contributed \$10.8 billion to the economy and supported 92,000 jobs across the country.

As significant, is the contribution that culture makes to our physical and mental wellbeing, and the strong correlation between cultural engagement and educational achievement. Cultural participation can also help communities feel stronger, safer, and more connected. Awareness of our history—who we are and how we're connected—helps us all understand the present and contribute to our shared future. And media in its many forms, including public media, contributes to a healthy democracy by holding voices of influence to account and sharing the stories that keep the people of Aotearoa New Zealand safe and informed.

The government does not try to specify the nature or form of cultural activity, or what cultural

activities we might choose to access. Government's role is creating the environment in which cultural activities can flourish, and ensuring that everyone in Aotearoa has access to, and can connect with, their culture and heritage.

We work within a broad sector

The 'cultural sector' is a broad system of producers, distributors, infrastructure, consumers and funders of cultural goods and services operating in a mix of private and public interests. Culture is influenced by creative and innovative individuals, groups and organisations. The sector is large, diverse and integral to the everyday lives of people in Aotearoa New Zealand.

For much of the past 10 years, approximately \$400 million per annum of direct government funding has been provided through Votes Arts, Culture and Heritage and Sport and Recreation. In response to COVID-19, government has made a significant additional investment of \$374 million over three years through the Arts and Culture COVID Recovery Programme and \$264 million through Sport and Recreation. This represents a significant investment across a range of organisations to adjust to the changing environment brought about by COVID-19 and support the provision of improved experiences in Aotearoa New Zealand.

The agencies directly funded by the government are detailed at: www.mch.govt.nz/agencies-we-fund

Support for the cultural sector is also provided through other public sources, most notably education and local government. Further support

of more than \$100 million per year is provided by the Lottery Grants Board to four key cultural sector agencies in their capacity as statutory bodies.

Our role is changing

Recent events and changes in our working environment have impacted on our work, and the way we work. These shifts include new leadership to shape the vision and direction of Manatū Taonga; changes to our capability and capacity as we have supported and led key work programmes, including the Tuia 250 commemoration and the COVID Recovery Programme; the development of Te Arataki, our Māori strategy; and an increase in capability across the organisation, such as in our policy work, to focus on media and broadcasting policy, and gathering insights and evidence from across our sectors to support policy development.

Historically a small proportion (approximately 6%) of the direct government funding to the sector went to Manatū Taonga. Through the COVID Recovery Programme, a larger proportion of total funding is now being provided to Manatū Taonga in the form of a \$150 million contestable funding package. Manatū Taonga is responsible for delivering this funding directly to the wider sector, beyond our traditional funded agencies. This represents a significant change in our role in the sector and the relationships we maintain with funded agencies and will be an important focus over the life of the programme in the next three to four years.

We are now operating in a mixed model, working in part through other funding agencies to deliver to the cultural sector, and in part providing direct funding. Our relationships with our funding agencies continue to be critical for delivering our work programme. Collectively we deliver nationally significant programmes that speak to the heart of our national identity and help shape the national conversation about the culture and history of Aotearoa New Zealand.

A priority for government in this term is the Strong Public Media work programme. This programme responds to a rapidly changing media environment and is focused on ensuring that our public media are best placed to ensure that future generations of New Zealand have access to quality content that informs, educates and entertains them.

This work programme, and previous work such as the \$50 million media package in the initial stages of the COVID-19 pandemic, is a significant increase in focus on media and broadcasting matters.

As a direct funder we are giving effect to government expectations of greater collaboration and opportunity across the different sectors that make up the cultural sector. In doing so, we are building new and direct relationships across the country with community, iwi and creative organisations to deliver on their cultural priorities and aspirations. These new relationships are also highlighting our need to work in partnership across the public service and coordinate system interactions with new partners and stakeholders.

Manatū Taonga is bringing a new focus to its work

Over the last year Manatū Taonga has considered its changing role in the sector and in response developed a new strategic framework. The framework is elaborated over the following pages but at its core is a new vision, our whāinga tāhuhu:

Ki te puāwai te ahurea

Ka ora te iwi

Culture is thriving

The people are well

Key to the framework is a renewed focus on te ao Māori and bringing to life our Te Arataki strategy as a core pillar of our work. We also need to ensure a system view is taken across the cultural sector, and that this view is articulated by Manatū Taonga to Ministers and public sector partners in our role as principal advisor to government on the cultural sector. That role encompasses building relationships to ensure collaboration and improved ways of working, and ensuring the system has the right capability and is fit for purpose, adaptive and enduring.

This document sets out the strategies that Manatū Taonga has put in place to help achieve that objective.

Te Rautaki o Manatū Taonga 2021–2040

The new Manatū Taonga
Strategic Framework

Development of Te Rautaki o Manatū Taonga was a key priority during 2020/21. Manatū Taonga plays a crucial role supporting the cultural system of Aotearoa New Zealand. Te Rautaki describes the aspirations we have for the cultural system, the roles we play in relation to it, and the approach we will adopt to optimise our contribution and impact.

Te Rautaki sets out the type of organisation we want to become, the focus of our mahi, how we will work with others, and the values we will embrace in order to realise te whāinga tāhuhu, our vision.

Te Rautaki outlines our strategic context, why we exist, where we want to get to, and how we will do this.

Manatū Taonga is unique in terms of its role, dedicated focus, position, relationships and expertise in respect of the cultural system. We are uniquely placed to bring people together from across the system to achieve greater wellbeing impacts for the people and communities of Aotearoa New Zealand. Our leadership and expertise is critical to providing a whole of system view and understanding of the issues and opportunities. This is how we add value.

*Ki te puāwai te ahurea
Ka ora te iwi*

*Culture is thriving
The people are well*

Tō mātou whāinga tāhuhu
Our vision

Te horopaki me te taiao

Our environment is complex and dynamic. There are many significant factors impacting on our approach.

Our strategic context

We know we need to focus on

- Te ao Māori and te Tiriti o Waitangi partnerships
- Wellbeing outcomes
- New and more joined up ways of working

Te pūtake Why we exist

We support arts, heritage, media and sports so that culture in Aotearoa New Zealand thrives.

Our role: We are the government's principal advisors on the cultural system.

We are: Te Tiriti partners, system stewards, custodians of taonga, navigators, leaders and experts.

Te whāinga tāhuhu Where we want to get to

Success descriptors

- Culture is inclusive and reflective, supporting people to connect and engage with each other, their community and society.
- Māori culture is recognised, valued and embraced by New Zealanders.
- People can access and are participating in cultural activities and experiences.
- Cultural activity is valued, supported and nurtured.
- The cultural system is resilient and sustainable.

Ngā āheinga How we will do this

Demonstrably improving wellbeing through a joined up, whole-of-system approach with Te Arataki at its centre.

Ngā whāinga

Putting Te Arataki, our Māori strategy, at the heart of what

we do—become an exemplar te Tiriti o Waitangi partner supporting Māori, hapū and iwi to achieve their aspirations through authentic partnership and whanaungatanga. Key to Te Arataki are: He ngākau titikaha, he hononga tangata, he hononga Tiriti.

Focus on system stewardship and relationships—lead and support the cultural system to achieve greater cultural impact through collaboration and improved ways of working.

Build system capability—develop, mature and improve the capability of the system so that it is fit for purpose, adaptive and enduring.

Ngā āheinga

How we will do this

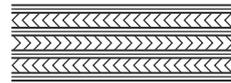
Te Arataki

Putting Te Arataki at the heart of all we do means connecting with others to support iwi/Māori aspirations together with collaborating and partnering directly with iwi/Māori. This supports the ongoing development of Māori arts, heritage and culture. Connecting New Zealanders with Māori culture encourages individuals to value what is special about this country and recognise how it connects us; it broadens the support base for this unique element of our identity and thereby promotes its ongoing development; and it creates a platform for effective partnerships between Māori and non-Māori.

Te Arataki has three focus areas



He ngākau titikaha
Striving for confidence across Manatū Taonga.



He hononga tangata
Connecting all New Zealanders with Māori culture through the work we do, and connecting with others to support iwi/Māori aspirations.



He hononga Tiriti
Working in collaboration, creating opportunities to partner directly with iwi/Māori.

System stewardship and relationships

We need to steer and support the cultural system to achieve greater cultural impact through collaboration and improved ways of working. It's a core part of our role as Manatū Taonga to support and monitor the overall health of the system. We know we can't do this alone, so our success will lie in how we work and partner with others.

System capability

We will take opportunities to develop, mature and improve the capability of the system to ensure it is adaptive and enduring. We are focused on having a better understanding of what the current and future pressures on our sector are, so we can create the right environment for the cultural system to adapt and thrive.

The strategic shifts required to transform

Te Rautaki is ambitious and involves reorienting aspects of the cultural system to optimise the wellbeing of current and future generations. This requires considered and focused effort over the next two decades.

To support this, we have identified a sequence of outcomes we will achieve over the short, medium and long term. Each of the outcomes in the short-term lay important foundations for the subsequent longer-term outcomes.

SHORT-TERM

- 
- There is an improved holistic view of the cultural system
 - The sector is embedding a te ao Māori worldview
 - There is greater commitment to sectoral collaboration
 - Creativity is valued and supported
 - People are more knowledgeable and informed about the value of culture.

MEDIUM-TERM

- 
- Improved and more equitable access to cultural experiences
 - Higher value placed on Māori culture across the population
 - More sustainable economic model (system)
 - More high quality, diverse and relevant cultural content, information and experiences
 - Cultural system enables cultural diversity
 - Resilient and valued cultural sector workforce.

LONG-TERM

- 
- Higher cultural participation rates in targeted communities
 - Inclusive and reflective cultural system
 - The cultural system is sustainable and resilient.

In order to achieve our outcomes and support the cultural system to transform, Manatū Taonga also needs to change and transform. We need to change the way we do things and understand the levers we can use to perform our role, including when and how to use them.

FOCUS AREA

SHIFT TO

—————>
Te Arataki

At the heart of what we do

—————>
Relationships

System-wide collaboration and partnerships

—————>
Funding model

Equitable outcomes funding model

—————>
Leadership

Collaborative system leader—empowering

—————>
Approach

Audacious and visionary

Working with others

A core focus of Te Rautaki is collaboration and improved ways of working across the public service and the cultural sector.

Manatū Taonga will take a systems view of the cultural sector and work with others to achieve shared wellbeing outcomes. This acknowledges that improving wellbeing involves partnership with many others—funded agencies, iwi, community groups, and the wider public service. We are grateful for the support of all our partners.

The Public Service Act 2020 includes a number of provisions to unite public servants in their goal of serving Aotearoa New Zealand, regardless of which agency they work in.

Recent examples of how we are working with others include:

- **With other government agencies:** the Creatives in Schools initiative involves Te Tāhuhu o te Mātauranga Ministry of Education administering funding rounds for schools to partner with creative professionals to provide engaging learning experiences for ākonga (students).
- **With cultural sector organisations:** the Ministry has partnered with Arts Access Aotearoa to deliver additional support for Creative Spaces. These are spaces where people, often with limited access, can go to make art, participate in theatre, dance, music, film and creative writing.

Manatū Taonga will continue to develop relationships like this as well as contributing to work programmes such as Maihi Karauna, the government's response to WAI 262, joint efforts to provide material for the Aotearoa New Zealand history curriculum, and contributing to the all-of-government response to COVID-19.

Manatū Taonga

Ministry
for Culture
& Heritage



How Manatū Taonga will implement Te Rautaki

We will adopt a phased approach to implementing Te Rautaki and achieving te whāinga tāhuhu.

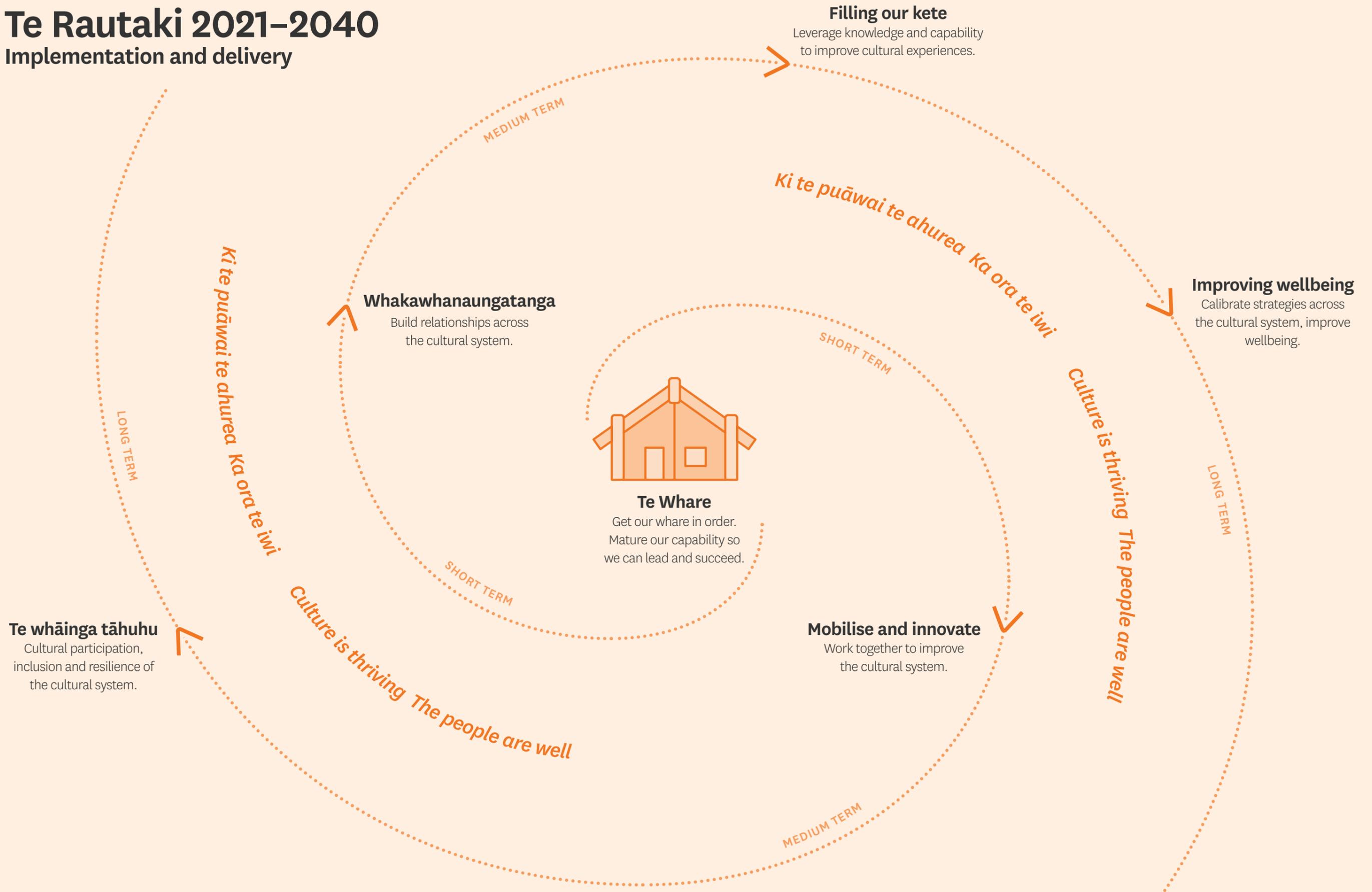
This recognises that not everything can be achieved at once and that we need to have certain capabilities in place to achieve our aspirations. What is clear is that we have set our direction and every step we take will support that journey.

Accordingly, the first phase of implementation of Te Rautaki is about getting our whare in order and acquiring, building, and maturing those required capabilities. This and subsequent phases will involve development and maturing of the enablers of our success and the levers we will utilise to intervene and influence our outcomes.

The first phase will therefore focus what Manatū Taonga needs to do to mature our capability so we can lead and succeed. Manatū Taonga is currently working through what specific elements will inform this first phase, and the related indicators of success.

Te Rautaki 2021–2040

Implementation and delivery



Success descriptors and indicators of progress

The actions beyond phase one of our implementation approach are not yet determined, however, these are likely to be shaped by the externally focused short-term goals from Te Rautaki.

The short-term outcomes are detailed below with existing and potential new methods to report on impacts and trends. This analysis is ongoing and being progressed as a priority.

SHORT TERM OUTCOME AND DESCRIPTION	INDICATORS AND COMMENTS
<p>There is an improved holistic view of the cultural system: This outcome is a precursor to enabling targeted intervention, prioritisation, improved whole-of-sector coordination and whole-of-government collaboration.</p> <p>This will enable Manatū Taonga to understand the system and its constituent parts: the stakeholders, the infrastructure, the needs, the gaps and the opportunities. Manatū Taonga is uniquely placed to improve the holistic view of the system.</p>	<p>The Long-term Insights briefing expected to be completed in June 2022 will identify cultural sector infrastructure components and elements of value for these. This will help inform a holistic view of the cultural system and will also enable Manatū Taonga to prioritise the collection of new evidence and produce indicators of success for future monitoring.</p> <p>Evidence of our expanded relationships with the sector, and the quantity, type and quality of relationships with iwi can be obtained through surveys and Manatū Taonga administration data.</p>
<p>Creativity is valued and supported: This outcome is about ensuring that the value generated by creativity is recognised and understood so that it is appropriately supported.</p> <p><i>Supported</i> refers to ensuring opportunities to participate, learn and develop creativity exist. This includes promotion, patronage and financial support to enable these opportunities.</p> <p>A supported and valued creative community will create rich, high-quality content, information and experiences for others, innovate to solve problems, create economic value and contribute to wellbeing.</p>	<p>Recognising value can be tracked through the <i>Value of the Arts</i> survey results which measures values attributed to the arts by New Zealanders in 2020 and 2023.</p> <p>Cultural participation data is a proxy for value. This can be tracked through the <i>General Social Survey</i> participation data trend over time (2016, 2020/21 and future cycles). Manatū Taonga could also repeat its <i>Cultural Participation Survey</i> (2020) to gather a broad set of cultural participation data.</p> <p>Support can be measured through:</p> <ul style="list-style-type: none"> – Access to cultural activities – School and tertiary curriculum subject offering and enrolment – Annual philanthropic grant making assessment, local government funding, gaming grants.
<p>The sector is embedding a te ao Māori worldview: This outcome recognises that the cultural system has been dominated by western structures, including how culture, art and history are funded, created and presented. The sector will benefit from an approach that acknowledges tangata whenua as Treaty partners and affirms Māori culture as a cornerstone of Aotearoa New Zealand culture.</p>	<p>This is an area where sector-wide information is lacking and new evidence will be required.</p> <p>One option is an annual sector survey of developments.</p>
<p>There is greater commitment to sectoral collaboration/ greater collaboration across the cultural system: This outcome is about moving toward more joined up ways of working. Collaboration between and across sector stakeholders, between and across the public sector, and between the sector and communities, including Māori, offers immense opportunities to improve the contribution that the cultural system makes.</p>	<p>New evidence will be required, potentially through a sector survey.</p> <p>We are collecting some data from our contestable funds about numbers and types of collaborative activity.</p>

How we support the government's priorities

The New Zealand Government has established a set of key priorities that respond to COVID-19 and future challenges:

- Keep Aotearoa safe from COVID-19
- Accelerate the economic recovery and rebuild from the impacts of COVID-19
- Lay the foundations for a better future, including addressing key issues such as our climate change response, housing affordability and child poverty.

The work of the cultural sector is primarily related to the second and third priorities.

The cultural sector has been hit particularly hard by COVID-19 and the recent Delta resurgence with event cancellations and temporary closures affecting much of the sector, its participants and audiences. As part of the COVID-19 Recovery Budget in 2020, the government made a landmark investment to help ensure the sector can recover from the impacts of the global pandemic. Manatū Taonga is leading a suite of initiatives in partnership with its funded agencies and sector stakeholders to deliver \$374 million of funding over four years.

This funding includes both short-term relief, and longer-term support allowing people and organisations to survive, adapt and thrive, and contribute to New Zealand's wider economic recovery.

Manatū Taonga is specifically leading the following:

- Te Tahua Āki Auahatanga
Cultural Sector Innovation Fund
- Te Tahua Whakahaumarū
Creative Arts Recovery and Employment (CARE) Fund
- Te Tahua Whakakaha
Cultural Sector Capability Fund

Throughout the initiatives, emphasis has been given to aiding Māori and Pacific communities combat the impacts of COVID-19. In addition to the above funds, specific initiatives include:

- Mātauranga Māori Te Awe Kōtuku
- Supporting Pasifika Festivals
- The establishment of a New Zealand Fale Malae

Similarly, Manatū Taonga is committed to Whāinga Amorangi and Māori-Crown relations, and Papa Pounamu, ensuring we are growing a diverse and inclusive organisation.

Manatū Taonga also plays an important role in government's strategy to support the revitalisation of te reo Māori by leading the Aotearoatanga workstream of the Maihi Karauna programme. By helping in the delivery of Matariki as a public holiday, Manatū Taonga is also contributing to the government's commitment to growing a greater understanding of the Māori world and its importance to Aotearoa New Zealand.

Public media makes an essential contribution to the overall health of New Zealand's media. Manatū Taonga is leading the government initiative to ensure public media is fit for the future and able to thrive amid the changing media landscape.

Managing Manatū Taonga functions and operations

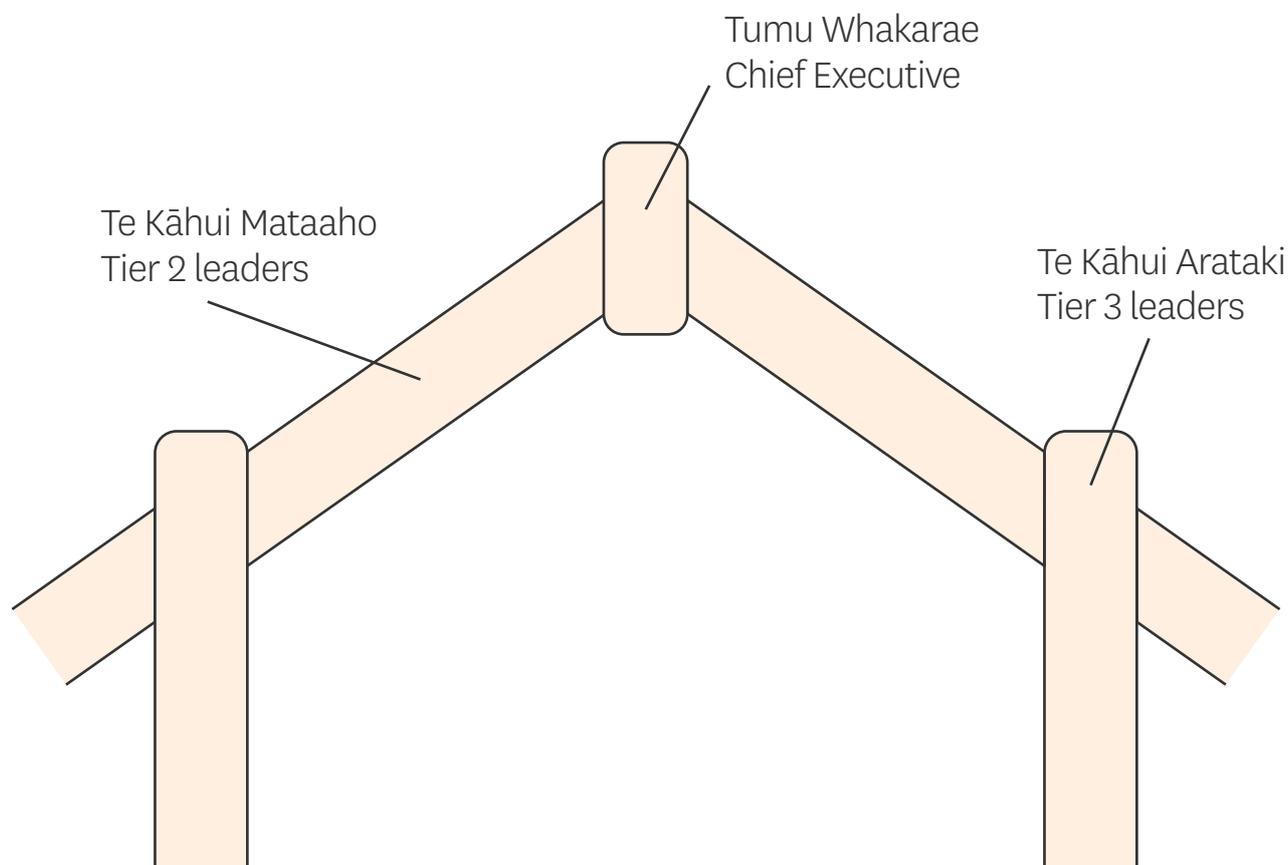
Te Whare o te Manatū Taonga

The whareniui, or meeting house, is the focal part of a marae for Māori. The structure of a whareniui resembles the human body in nature and may represent an autonomous ancestor or depict a seminal event in history. The whareniui contains within it the esoteric knowledge which is a representation of Māori creation stories and Māori Identity.

Manatū Taonga has adopted the concept of the whareniui to describe its structure to align with a Māori worldview.

Our **whare** (meeting house) recognises that all people in Manatū Taonga have a role as **pou** (pillars) which helps our **whare** stand.

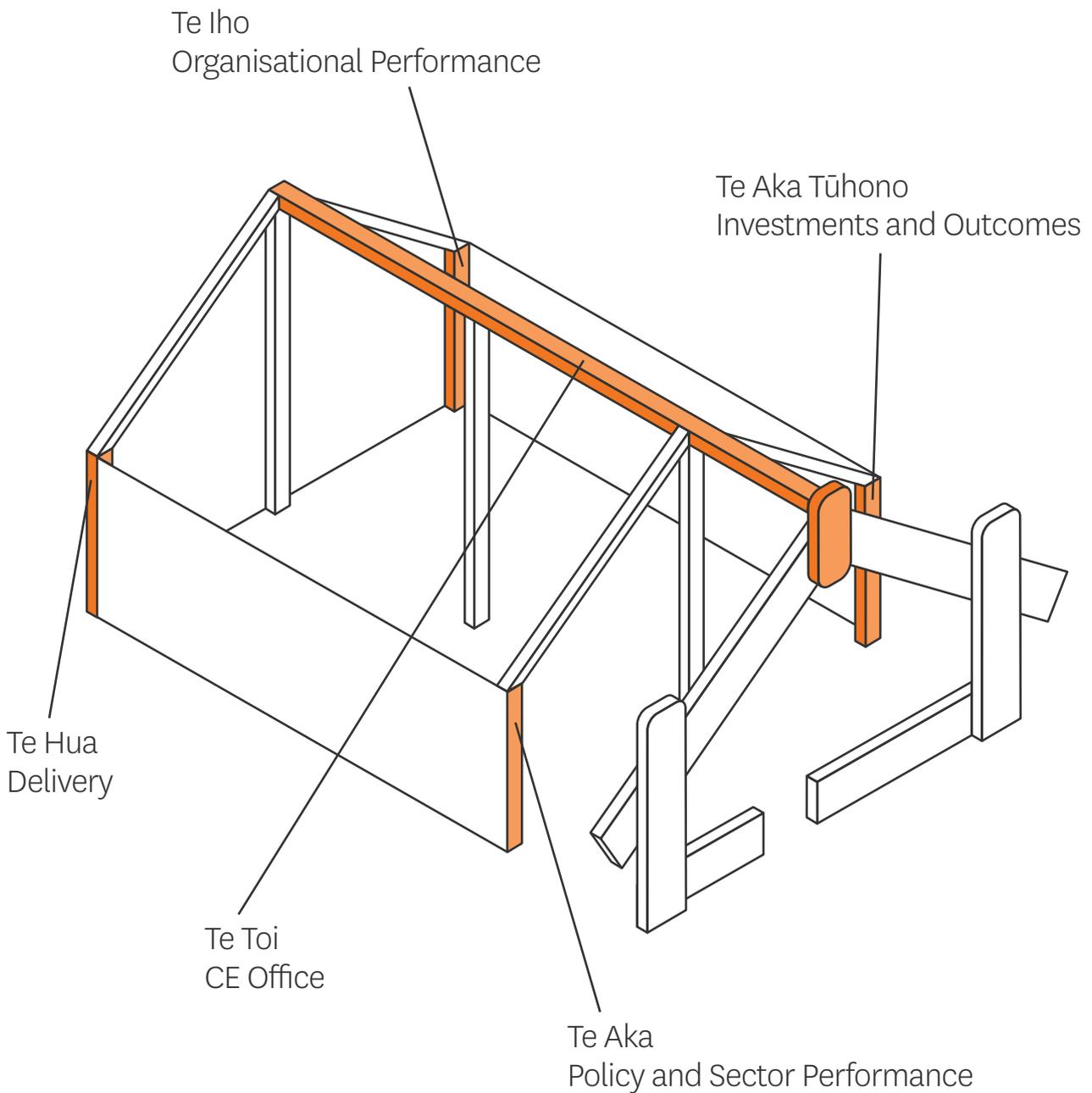
The **koruru** represents our Chief Executive. Leaders support as **maihi** (arms) and **amo** (legs).



There are four **pou huriropa** (pillars) in the whare each relating to a work group. Each group name is inspired by the parts of an aka (vine).

*He aka matua, he aka tūhono, ko tōna iho
he titikaha, ko ona hua, he nui.*

*A parent vine, a connecting vine,
its heart steadfast, and its fruits many.*



Whāinga Amorangi

With assistance from the Public Service Commission and Te Puni Kōkiri, Te Arawhiti has developed a framework called Whāinga Amorangi: Transforming Leadership (Whāinga Amorangi) to support chief executives to meet their Māori-Crown relations responsibilities under the Public Service Act 2020. Whāinga Amorangi identifies competency areas that agencies can select and work to improve overall capability.

One of our key steps in phase 1 of implementing Te Rautaki is selecting competency areas. The Chief Executive and the Ministry have selected New Zealand history and te Tiriti o Waitangi, te reo Māori, and tikanga and kawa.

Our Te Arataki strategy will assist us to become more competent in engaging with Māori as partners and will encourage effective support of iwi/Māori cultural aspirations. But its centrepiece is a focus on working with partners to enable all New Zealanders to appreciate, understand and engage with Māori culture.

One of the Ministry's key steps in phase 1 of implementing Te Rautaki is improving our cultural competency and confidence in partnering with Māori.

Continuing to deliver on the government's COVID-19 response

The Arts and Culture COVID Recovery Programme is a multi-year programme of work. Manatū Taonga set up a programme office in 2020 to design, implement and oversee the programme. The pou, Te Aka Tūhono Investment and Outcomes, was established from July 2021 to manage contestable funds as well as oversee the initiatives being delivered by our government and non-government partners in the cultural sector.

From July 2021 the programme office was disestablished and a transition team was established to integrate Te Aka Tūhono into Manatū Taonga. The transition is now coming to a close.

Some COVID-19 response initiatives have been changed or extended to respond to the Delta resurgence and sector feedback. From late 2021 the focus will shift towards reporting the impacts of the programme and assessing what medium term opportunities and threats the sector faces as a result of the pandemic.

Responding to climate change

Climate change is and will have negative impacts on culture, cultural heritage, traditional knowledge, and ways of life. Many of the hāpori (communities) Manatū Taonga and our agencies work with will be facing challenges from climate change, including significant issues in preserving taonga and managing properties and facilities. We need to meet our obligations under the Carbon Neutral Government Programme and support our cultural agencies to also reduce emissions.

As the government's key adviser on the cultural system, Manatū Taonga has an important role in advising the government on climate change in relation to the risks to New Zealand's culture and supporting the system to respond and adapt so that our culture can continue to thrive now and into the future.

Manatū Taonga deliverables and outputs

Manatū Taonga is directly responsible for activities that government wants to hold close. The outputs directly provided by Manatū Taonga are described below:

1

Policy advice and funded agency monitoring to support the government's interventions in the cultural sector

Manatū Taonga shapes government thinking about investing in culture, leveraging impact and encouraging the pursuit of excellence and innovation across the sector.

Manatū Taonga leads cultural sector policy, and funds, monitors and supports 15 Crown entities and non-governmental organisations, to deliver the best outcomes for New Zealanders and to ensure government priorities are met.

2

Research and Publishing (including support for commemorations)

Manatū Taonga is the authoritative curator of the nation's history and significant stories. We lead and contribute to major multi-agency history and reference projects, ranging from Te Ara—The Encyclopedia of New Zealand, NZHistory and Te Tai Whakaea Treaty Settlement Stories, to resources to support major commemorations. We produce authoritative accessible resources for New Zealanders and international audiences, including educational resources for teachers and students.

3

Administering legislation

Manatū Taonga is responsible for administering 18 Acts of Parliament. These statutes include enabling legislation for Crown entities monitored by Manatū Taonga; legislation relating to memorials; the Protected Objects Act 1975; and the Flags, Emblems, and Names Protection Act 1981.

Under the Protected Objects Act Manatū Taonga is responsible for the system of export and import controls for movable cultural property; and for registering and ensuring appropriate care and custody of newly found taonga tūturu, including resolving claims of ownership. Manatū Taonga oversees the use of national symbols and titles such as our flag, Royal emblems and titles, and the term 'ANZAC', protected by the Flags, Emblems, and Names Protection Act.

4

Management of grant schemes

Manatū Taonga administers a range of grant schemes. The most significant grant schemes are to support the cultural sector's recovery from COVID-19. Other grants include the Regional Culture and Heritage Fund, Whiria Te Mahara New Zealand History Grants and Ngā Kōrero Tuku Iho New Zealand Oral History Grants. Manatū Taonga manages the full design and delivery of each scheme. This includes promotion, supporting potential applicants, assessing applications, to contracting and monitoring successful recipients.

5

National Memorials and Graves including Pukeahu National War Memorial Park

Manatū Taonga maintains a portfolio of national monuments, historic graves and war graves. There is a triennial maintenance cycle of inspection, tendering and completion. Manatū Taonga manages the creation of new memorials, such as Te Reo Hotunui o Te Moana-nui-a-Kiwa, the Pacific Islands Memorial at Pukeahu and the upcoming National Erebus Memorial.

Pukeahu is the place to honour and remember our veterans, it provides the opportunity to inform the public about New Zealand's experience in conflict, and engage the public in a civic experience. Manatū Taonga management of the park includes delivery of a ceremonial and visitor programme, an education programme and asset management.

6

National Commemorations Programme

Manatū Taonga leads and administers the National Commemorations programme. This consists of a series of Tier 1 events, such as Tuia Encounters 250 in 2019 and the 125th anniversary of women's suffrage in 2018. We deliver selected commemorations and work across agencies and organisations to support others.

7

Administering the Cultural Development International Programme

Manatū Taonga oversees projects and activities to advance New Zealand's interests overseas through appropriate and effective cultural events in strategically significant locations.

Diversity and inclusion

Moving forward with Papa Pounamu

Papa Pounamu is the Chief Executive governance group for the Public Service wide diversity and inclusion work programme. Manatū Taonga is committed to ensuring a diverse and inclusive workplace where people feel safe, healthy and free from negative or harmful behaviour.

The following outlines our planned activity in each of the five focus areas of the initiative.

Cultural competency

We have invested in and set up the necessary software to allow us to deliver a customised version of Mana Āki—the intercultural competency development programme. The programme is ready for delivery in 2021/22.

All staff are expected to have at least one cultural capability development objective. In addition to our in-house foundational te reo Māori programmes we promote external education and deliver activities unique to Manatū Taonga.

Addressing bias

We have set up an organisation-wide learning solution to deepen the understanding of unconscious bias and its impacts. Three e-learning modules are ready for delivery in 2021/22.

We will continue to refine our policies and processes to mitigate the impacts of bias in areas such as recruitment, remuneration relativities and flexible working opportunities.

Inclusive leadership

Manatū Taonga continues to innovate and improve in this space. Our 2021 engagement survey results and planned programme of team-based action planning will provide information to enable the leadership team to identify priorities and capability gaps.

We have improved our systems to enable our people to update their identified ethnicities, gender and preferred pronouns. This provides Manatū Taonga with up-to-date information and allows leaders to have meaningful conversations about inclusion. Our tools and guides promote cultural considerations and the exploration of diverse individual needs.

Building relationships

Our 2021 engagement survey identified three key result areas around building better relationships across Manatū Taonga. We will be working with leaders and staff to develop in these areas:

- Satisfaction of how well people were treated by their manager and colleagues
- The fair and inclusive treatment of people from all backgrounds
- The provision of a safe and healthy work environment.

Our leaders will be encouraged to engage with their teams using the tools developed for our regular coaching conversations and a new, collaborative and equitable teams-based approach to flexible working opportunities.

Employee-led networks

We actively promote employee-led networks. This is done at the induction stage and through intranet-based communication to the whole organisation. New people are introduced to the employee-led networks in our induction programme and, given we are a small Ministry, we actively explore opportunities for our people to engage in events held by networks from other, larger agencies.

Gender pay gap

Manatū Taonga remains committed to the Public Service Gender Pay Gap Action Plan to eliminate gender and ethnic pay gaps.

Manatū Taonga has achieved all four milestones within the Action Plan to date: equal pay for people in the same roles; flexible work by default; removing bias in remuneration systems and human resource practices; and gender balance in our leadership.

The overall gender pay gap at Manatū Taonga in 2021 was 5.1%. This compared to an overall Public Service gender pay gap in 2020 of 9.6%. Figures such as these can fluctuate significantly in organisations of our size, where individual employees (arrivals and departures) have a greater impact on the total.

We are now embedding the Action Plan's principles into the ongoing refinement of sustainable policies, systems and processes. We will focus our resources on lifting capability across Manatū Taonga through our Unconscious Bias and Intercultural Competency learning programmes. These programmes will form an integral part of our Ministry Induction Programme.

IMAGES

Page 2: The design *Te Ara o Tāne* leading up the stairwell of the Manatū Taonga office building. Design: Native Studios. Architecture: Workspace Architects. Photo: Chris Burks

Page 14: Tāne stands at the doorway of Manatū Taonga, welcoming visitors as kaitiaki or guardian of Te Whare o Te Manatū Taonga. Design: Native Studios. Architecture: Workspace Architects. Photo: Chris Burks

Manatū Taonga

Ministry
for Culture
& Heritage



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