

Statement of Intent 2012-2015

Tauākī Whakamaunga Atu

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

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

**Manatū
Taonga**

Ministry
for Culture
& Heritage



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Minister's Foreword and Statement of Responsibility

I am pleased to introduce the Statement of Intent 2012-2015 for the Ministry for Culture and Heritage Manatū Taonga.

I have been Minister for Arts, Culture and Heritage for three years now. I remain impressed by the quality and variety of New Zealand's cultural expression and by the expertise and commitment of the nation's cultural practitioners. I count myself fortunate that my working day puts me in contact with people who share with me their enthusiasm for important aspects of our culture – for example, our music, books, heritage buildings and history.

No Minister of the Crown is ever in the happy position of being able to say yes to every good idea that crosses his or her desk; executive government inevitably requires making choices on taxpayers' behalf. In times of fiscal restraint those choices become more stark – and the decisions of Ministers and supporting departments harder to make.

Government's message to the public service in recent times has been about doing more with less – about taking a creative and 'joined up' approach to achieving the outcomes we seek. There has already been good work on this in the cultural sector, and I see potential for further collaboration and alignment.

The Statement of Intent reflects the Ministry's best thinking about the delivery of the activities it is charged to undertake. As the Ministry's Responsible Minister, I endorse the approach taken in the document.



Hon Christopher Finlayson
Minister for Arts, Culture and Heritage

Statement of responsibility

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



Hon Christopher Finlayson
Minister for Arts, Culture and Heritage

Introduction from the Chief Executive

The Minister has noted the current challenging fiscal environment and its implications for the way government operates across the public sector. As Chief Executive of Manatū Taonga, the Ministry for Culture and Heritage, my response is two fold.

Culture cannot be exempt from the constraints applied elsewhere. We cannot view culture as special and rarefied and exempt from the rules applied in other parts of government. The cultural sector operates in the same environment as others.

Further, culture is indisputably part of the business of government, supporting other government goals. This *Statement of Intent* demonstrates how government, through the Ministry, invests in cultural activity to achieve both cultural and other goals.

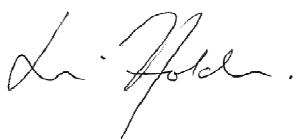
Commemorations marking the First World War centenary, assistance with the cultural recovery of Christchurch, support for New Zealanders to make the switch to digital television, arrangements to protect taonga – these and other streams of Ministry work demonstrate government’s responsibility to help us maintain a sense of ourselves, what we hold to be important and how we define our identity. New Zealand’s distinctiveness is enhanced by the hands-on work of Manatū Taonga and the cultural agencies funded through Ministry-managed Votes.

In addition to the richness gained through our shared cultural experience, culture also contributes to the nation’s wealth. This *Statement of Intent*, for example, points to the potential for new technologies - digital and web-based cultural products - to generate income within the cultural sector and beyond.

Cultural activity has the potential to bring big economic benefits to New Zealand. This goes beyond taking part in the world’s largest book fair; it uses a cultural vehicle to showcase the best of New Zealand Inc, boosting our trade and tourism. We are working with a number of partners on this important project.

Partnering – or the ‘joined up’ government referred to by the Minister – is a catch cry the cultural sector knows well and continues to prioritise. Planning documents for our sector will increasingly highlight initiatives that ensure cultural agencies are working together towards common strategic goals. The Ministry is active in this space. For example, we have initiated a Heritage Forum in which a number of departments and cultural agencies are engaged.

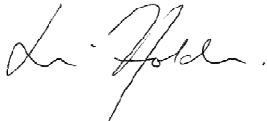
In the longer term, the cultural agencies supported by government may well share a single plan. That’s a goal I have asked my staff to keep in mind. For now, this document reflects the Ministry’s approach to supporting government’s support for our vibrant cultural sector as effectively as possible.



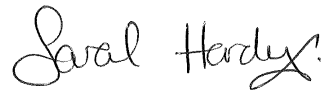
Lewis Holden
Chief Executive
Manatū Taonga / Ministry for Culture and Heritage

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 (2012/13 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

Introduction to Manatū Taonga and this Statement of Intent

The cultural sector

New Zealand's cultural sector is diverse, touching many areas of our lives. 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 arts and our sports to New Zealanders and the world.

The Government makes a significant contribution to the broad cultural sector each year. In 2012/13, it is investing \$380 million in arts, culture and heritage, media, and sport and recreation through Vote Arts, Culture and Heritage and Vote Sport and Recreation. Additional government support is provided through a range of other portfolios and Votes.

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

Appendix 4 shows the Acts of Parliament and Regulations administered by the Ministry.

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, the 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.

Part 1: Strategic direction

Helping to achieve cultural sector outcomes

Vision: “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. Culture is important to our personal, social, environmental and economic wellbeing, as it contributes to positive outcomes for individuals and communities in a range of areas, including education, health and the economy.

Māori culture makes New Zealand unique in a globalised world. Active support for the diversity of Māori culture, based on strong partnerships between Māori and the Crown, and participation by Māori in distinct Māori activity, will ensure it flourishes. Te Aratangi is the Ministry’s strategy to identify innovative pathways to support Māori culture as a fundamental part of New Zealand’s identity.

The recent earthquakes in Canterbury have 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.

The cultural sector contributes to social and economic objectives as well as cultural ones. 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.

Underlying challenges facing the cultural sector include:

- The need to respond to demographic changes, with an ageing, more ethnically diverse population;
- The drift north, with an estimated two million people living in the Auckland region by 2031 and significant growth in areas such as the Bay of Plenty;
- The effects of urban design and transport decisions on people’s participation in cultural and recreational activities;
- Māori economic aspirations, where there is a need to balance entrepreneurship with protection and promotion of mātauranga Māori; and
- Changing technology and the impact this is having on traditional business models.

The Ministry’s role in the sector

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

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

Outcomes

Working with the cultural sector; we have developed three desired outcomes that support the Government's priorities:

Create: Cultural 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.

The priorities for the cultural sector under this outcome are to ensure that:

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

Preserve: Culture can be enjoyed by future generations

Our places, taonga and cultural content 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.

The priorities for the cultural sector under this outcome are to ensure that:

- 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.

Engage: Engagement in cultural 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.

The priorities for the cultural sector under this outcome are to ensure that:

- 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.
- There is private investment in cultural partnerships.
- 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.

Impacts and indicators of success

The Ministry has identified impacts – which show the more direct results of our activities – that will contribute to these outcomes. For the Ministry these include the impact it has on the funded agencies. We have also identified some broader impacts of the funded agencies' activities themselves. These impacts are not directly linked to specific outcomes as most impacts contribute to two or all of the outcomes.

The Ministry has also identified the key indicators that will tell us whether the Ministry's desired impacts have been achieved. These indicators are set out in Section 3.

The Ministry's outputs and supporting activities which both directly and indirectly contribute to these outcomes are shown in Part 2. A number of these contribute across the arts, heritage, media and sport (cultural) outcomes as the Ministry's activities are designed to encourage creation of, preservation of, and engagement in cultural activities.

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.

Cultural sector outcomes and other portfolios

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

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

Agency	Activity supporting the cultural sector
Ministry of Business, Innovation and Employment	Film; Broadcasting; Intellectual property; Radio spectrum; Broadcasting; Trade/Cultural diplomacy; Tourism; Major Events.
Department of Conservation	Heritage sites; World heritage.
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.
Department of Internal Affairs	Gaming and lotteries; Local government; National Library; Archives New Zealand.
Ministry of Pacific Island Affairs	Pacific Island Language Strategy.
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.
Office of Treaty Settlements	Settlement protocols.
Office of Veterans' Affairs	Commemorations; War graves.

Government Priorities	<i>Build a more competitive and productive economy</i>	<i>Deliver better public services</i>	<i>Rebuild Christchurch</i>
Outcomes for New Zealand	A higher quality of life in our communities, towns and cities A growing workforce that drives innovation, creativity and collaboration A culture that is unique, distinctive and valued in a globalised world		
Vision	<i>New Zealand's distinctive culture enriches our lives</i>		
Arts, Heritage, Media and Sport (Cultural) Outcomes	Cultural activity flourishes <i>Create</i>	Culture can be enjoyed by future generations <i>Preserve</i>	Engagement in cultural activities is increasing <i>Engage</i>

Impacts	Ministry impacts contributing to all cultural outcomes		Funded agency impacts contributing to all cultural outcomes		
	Our histories, taonga, places and symbols of nationhood are preserved for past, present and future generations. People understand and enjoy New Zealand's diverse culture and heritage. Our culture inspires positive changes in communities, the economy, and the environment. New Zealand's unique Māori culture and heritage is protected and enhanced.		Our cultural activity is increasingly visible and valued, both here and abroad. Important taonga and traditions are increasingly protected and accessible. More New Zealanders are active participants in cultural and sporting events, and achieving high standards of performance.		
	A joined up cultural sector strengthens performance and flexibility.				
Ministry outputs	Promotion of cultural events and significant commemorations	Administration of legislation to protect taonga Māori and New Zealand cultural heritage	Advice to support decision making by Ministers on government policy matter relating to arts, heritage and media		Performance monitoring and development of arts, heritage, media and sport Vote funded agencies
	Information on and communication of New Zealand and Māori history, society and culture	Support New Zealanders' transition to digital television	Delivery of international cultural diplomacy projects	Advice on and processing of arts, heritage, media and sport board appointments	Negotiated services to support Ministers, including speeches and correspondence

Part 2: What are we doing to contribute to the impacts?

Ministry impacts	Initiatives – What are we doing?	Ministry outputs
Our histories, taonga, places and symbols of nationhood are preserved for past, present and future generations	<ul style="list-style-type: none"> • Collecting and preserving oral and digital stories of cultural importance to New Zealand in a form accessible to current and future generations. • Managing the maintenance of war graves in New Zealand and abroad, and the management of the National War Memorial. • Developing policy to incentivise structural upgrading of heritage buildings as part of the review of the earthquake-prone building provisions of the Building Act 2004 (led by the new Ministry of Business, Innovation and Employment). • Administering legislation to protect symbols of nationhood and movable and found heritage. 	<ul style="list-style-type: none"> • Advice to support decision making by Ministers on government policy matters relating to arts, heritage and media • Information on and communication of New Zealand and Māori history, society and culture • Administration of legislation to protect taonga Māori and New Zealand cultural heritage
People understand and enjoy New Zealand's diverse culture and heritage	<ul style="list-style-type: none"> • Providing historical and cultural information that engages New Zealanders and international audiences, using a range of media. • Producing and promoting New Zealand's First World War commemorations, and other significant cultural and historical resources and events. • Leading and supporting establishment of a Watts Peninsula heritage reserve. • Supporting New Zealanders to make the switchover to digital television: <ul style="list-style-type: none"> ○ Implementing a full marketing and communications programme. ○ Undertaking community outreach facilities through our network of community advisors. ○ Delivering the Targeted Assistance Package to support vulnerable groups to go digital. 	<ul style="list-style-type: none"> • Promotion of cultural events and significant commemorations • Information on and communication of New Zealand and Māori history, society and culture • Support New Zealanders' transition to digital television

Ministry impacts	Initiatives – What are we doing?	Ministry outputs
<p>Our culture inspires positive changes in communities, the economy, and the environment</p>	<ul style="list-style-type: none"> • Supporting the recovery from the Canterbury earthquakes, and delivery of the Auckland Cultural Strategy in partnership with the Auckland Council. • Managing the presence of New Zealand as the host country at the Frankfurt Book Fair in 2012 to develop our presence in Germany and inspire tourism and investment from Europe, as well as other cultural diplomacy projects. • Providing advice on policy, legislation and funding to enhance the development of: cultural sector infrastructure; visual, performing and literary arts; historic heritage, museum collections, taonga and whare taonga, cultural tourism, broadcasting and broadcasting standards. • Advising on Sistema Aotearoa and exploring options for expansion of the programme across New Zealand. 	<ul style="list-style-type: none"> • Advice to support decision making by Ministers on government policy matters relating to arts, heritage and media • Delivery of international cultural diplomacy projects
<p>New Zealand's unique Māori culture and heritage is protected and enhanced</p>	<ul style="list-style-type: none"> • Producing digital and print publications which showcase Māori culture, history, and language. • Producing a history of the Treaty Settlement process, over the next two to three years. • Co-ordinating wānanga, to produce and assure the quality of content across the Ministry's cultural publications. • Developing a guide to improve the quality of the Ministry's policy advice relating to Treaty and Māori issues. • Providing advice on policy, legislation and funding to enhance the development of Māori culture and heritage. • Researching and advising on approaches to whare taonga initiatives. 	<ul style="list-style-type: none"> • Advice to support decision making by Ministers on government policy matters relating to arts, heritage and media • Information on and communication of New Zealand and Māori history, society and culture • Administration of legislation to protect taonga Māori and New Zealand cultural heritage

Ministry impacts	Initiatives – What are we doing?	Ministry outputs
A joined-up cultural sector strengthens performance and flexibility	<ul style="list-style-type: none"> • Working with government departments, Crown entities, non-government organisations, local government , Māori organisations and the commercial sector to respond to changing environments. • Supporting the Heritage Forum to identify and manage priority work across the heritage sector. 	<ul style="list-style-type: none"> • Advice to support decision making by Ministers on government policy matters relating to arts, heritage and media
	<ul style="list-style-type: none"> • Improving funded agencies’ strategic planning and performance reporting frameworks through collaboration and support. • Sustaining the performance and financial strength of key cultural sector agencies, through agency cooperation and development of shared service arrangements, including assisting the cultural sector to increase levels of private and philanthropic giving. 	<ul style="list-style-type: none"> • Performance monitoring and development of arts, heritage, media and sport Vote-funded agencies.
	<ul style="list-style-type: none"> • Undertaking reviews and making improvements in cultural areas, including the professional orchestra and screen sectors. • Progressing appointment of up to 60 Board members of Crown-connected agencies. 	<ul style="list-style-type: none"> • Advice on and processing of arts, heritage, media and sport board appointments.
	<ul style="list-style-type: none"> • Encouraging the use of and access to te reo in the work and workplaces of agencies funded through Vote Arts, Culture and Heritage. • Providing advice on policy, legislation and funding to enhance sector performance and coherence. • Advising on and administering legislation for the cultural Crown entities. 	<ul style="list-style-type: none"> • Negotiated services to support Ministers including speeches and correspondence

Part 3: Measuring the Ministry's impact

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 outlined above. These indicators help us measure our progress towards the intended outcomes.

We have selected these indicators to give the most complete picture as possible 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 Impacts	Measures	Targets	Current information	
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>	In 2011/12 15 oral histories have been recorded which would have otherwise been lost	
	B – Histories, taonga, places and symbols of nationhood managed by the Ministry are increasingly accessed	<i>Increasing</i>	In 2011/12 – estimated 4.7 million visits to our websites and an estimated 15,000 visitors to the National War Memorial	
People understand and enjoy New Zealand's diverse culture and heritage	C – New Zealanders who access Ministry information and places the Ministry manages feel informed about their country, history and culture	<i>Increasing</i>	A survey will be undertaken of users of the Ministry's resources in 2012	
	D - New Zealanders are switching to digital television	<i>89% by 30 June 2013 98% by 30 June 2014</i>	April 2011: 76% February 2012: 83%	
Our culture inspires positive changes in communities, the economy, and the environment	E – New initiatives where culture helps achieve the goals of other sectors: <i>Frankfurt Book Fair</i> a. Number of book rights sales to foreign buyers b. Preference of Germans for New Zealand as a travel destination <i>Rebuild Christchurch</i> c. Participation in sport, arts, recreation and culture at all levels occurs across all of greater Christchurch.	<i>a. 80 rights sold in 2011 and 2012 b. Increasing c. At least returned to pre-earthquake levels</i>	a. An estimated 10-20 foreign rights sold to foreign buyers in 2009 and 2010 b. Current preferences in NZ Tourism surveys c. Baseline to be established in 2012	
	New Zealand's unique Māori culture and heritage is protected and enhanced	F – 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>	A survey of users of the Ministry's resources will be carried out in 2012
		G – Māori who access Ministry information feel taonga are better cared for and managed	<i>Increasing</i>	A survey of users of the Ministry's resources in will be carried out in 2012
A joined-up cultural sector strengthens performance and flexibility	H – Level of private or philanthropic giving to arts and heritage organisations	<i>Increasing or maintained</i>	Baseline to be established in 2012	
	I – Collaboration between funded agencies, and between the Ministry and the funded agencies, to achieve cultural and government outcomes	<i>Increasing</i>	<i>56 collaborative arrangements currently in place</i>	

Part 4: 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.

The Ministry delivers support services efficiently

The Ministry is required to meet efficiency savings targets across the Ministry's departmental appropriations. The 2011 Better Administration 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 most feasible source of savings in corporate support costs would be from implementing a different support services model - essentially shared services in some form. This could be a model involving the cultural agencies, partnering with one or more core government departments, drawing from a central government shared services hub, or a combination.

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. The Ministry has also relocated to premises for a short lease to 2014 to fit in with these plans and to save costs in the meantime.

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 natural closure of significant projects in the Ministry and represents a fall of around 20%.

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 Māori Cultural Strategy.

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"> • Employee engagement is at best practice levels based on engagement survey results (JRA) – ratio of at least 30% engaged to 10% disengaged • At least 90% of new permanent staff still in the same role after 12 months • Average length of service for permanent staff is within a range of 4-6 years 	<ul style="list-style-type: none"> • 2011 – 29% engaged to 9% disengaged • 2011 – 95.7% • 2011 – 5.6 years
Improve the quality of Māori and Treaty policy advice and content we produce	<ul style="list-style-type: none"> • Māori recruitment and retention plan included in the Ministry workforce strategy • Staff achieve Māori Language Commission benchmarks for competency in te reo 	<ul style="list-style-type: none"> • Plan is included • Baseline to be established in 2012
Improve the quality of policy advice	<ul style="list-style-type: none"> • Improvement in rating of quality of policy advice by independent assessment 	<ul style="list-style-type: none"> • 2011 – Average rating from NZIER 6.9 out of 10
Improve efficiency, reliability and staff use of information systems	<ul style="list-style-type: none"> • Percentage of time systems are available in normal business hours • System issues are resolved within an average of 2.5 hours • Improving staff satisfaction with information systems 	<ul style="list-style-type: none"> • 2010/11 – 99.85% • 2010/11 – Average 1.26 hours • Baseline to be established in 2012

APPENDIX 1: Funded agency impact measures

Funded Agency Impacts	Measures	Targets
Our cultural activity is increasingly visible and valued, both here and abroad	1. Number of New Zealanders and visitors experiencing local arts, heritage, media and sport events and activities	<i>Increasing – to set a baseline in 2012</i>
	2. Positive perceptions of local arts, heritage, media and sport	<i>Maintained or increasing – to set a baseline in 2012</i>
Important taonga and traditions are increasingly protected and accessible	3. Access by local and international visitors to heritage protected by the funded agencies ¹	<i>Increasing- to set a baseline in 2012</i>
	4. Significant taonga (movable and built objects) in funded agency collections are held in conditions that meet agreed collection care standards	<i>Increasing- to set a baseline in 2012</i>
	5. Positive perceptions that the funded agencies ensure that taonga and traditions are protected and accessible	<i>Maintained or increasing – to set a baseline in 2012</i>
More New Zealanders are active participants in cultural and sporting events, and achieving high standards of performance	6. Cultural practitioners, organisations, and athletes, perform to a high level	<i>Continuing achievement of awards</i>
	7. Number of New Zealanders actively participating in arts, heritage, media and sport events and activities	<i>Increasing- to set a baseline in 2012</i>

¹ Applies to the work of Te Papa, NZ Historic Places Trust, NZ Film Archive, and Antarctic Heritage Trust

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"> • Information on and communication of New Zealand and Māori history, society and culture • Administration of legislation to protect taonga Māori and New Zealand cultural heritage • Promotion of cultural events and significant commemorations 	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"> • Provide advice to support decision making by Ministers on government policy matters relating to arts, heritage and media 	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"> • Performance monitoring and development of Vote-funded agencies. 	This output class is limited to monitoring the Crown's interests in sector agencies.
Ministerial Servicing	<ul style="list-style-type: none"> • Provide negotiated services to support Ministers including speeches and correspondence. • Advise on and process Board appointments. 	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"> • Manage New Zealanders' transition to digital television 	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"> • Delivery of international cultural diplomacy projects 	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"> • Performance monitoring and development of Vote-funded agencies. • Advise on and process Board appointments. 	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 Manatū Taonga

Manatū Taonga administers the following Acts of Parliament and Regulations:

Acts

Anzac Day Act 1966

Arts Council of New Zealand Toi Aotearoa Act 1994

Broadcasting Act 1989 (Parts 1–4 and section 81)

Flags, Emblems, and Names Protection Act 1981

Historic Places Act 1993

Massey Burial-Ground Act 1925

Museum of New Zealand Te Papa Tongarewa Act 1992

National War Memorial Act 1992

New Zealand Film Commission Act 1978

New Zealand Symphony Orchestra Act 2004

Protected Objects Act 1975

Radio New Zealand Act 1995

Radio New Zealand Act (No 2) 1995

Seddon Family Burial-Ground Act 1924

Sovereign's Birthday Observance Act 1952

Sports Anti-Doping Act 2006

Sport and Recreation New Zealand Act 2002

Television New Zealand Act 2003

Waitangi Day Act 1976

Regulations

Historic Places Trust Elections Regulations 1993 (SR 1993/302)

Television New Zealand (Separation of Transmission Business) Order 2003 (SR 2003/323)

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Manatū Taonga

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www.mch.govt.nz

www.Anzac.govt.nz

www.NZHistory.net.nz

www.NationalWarMemorial.govt.nz

www.TeAra.govt.nz

www.28MaoriBattalion.org.nz

www.quakestories.govt.nz

www.vietnamwar.govt.nz

www.goingdigital.co.nz

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