

**Manatū
Taonga**

Ministry
for Culture
& Heritage

2015-19

Statement of Intent Tauākī Whakamaunga Atu

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

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

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Introduction from the Chief Executive

Culture is the legitimate business of government and Manatū Taonga, the Ministry for Culture and Heritage is uniquely placed to improve cultural outcomes for all New Zealanders.

We advise on cultural matters, fund and monitor our national cultural and sports institutions and provide advice to Ministers across the areas of arts, heritage, media and broadcasting. In doing so we lead a vibrant and creative sector which contributes to cultural wellbeing as well as generating educational, economic and social outcomes.

Advances in technology are challenging traditional operating models, but we are actively exploring the opportunities this gives our sector to reach ever wider audiences. New Zealand's increasingly diverse population gives us the impetus to explore notions of identity and what it means to be a New Zealander. Together with iwi-Māori we are working to support the cultural aspirations of Māori for the benefit of all New Zealanders.

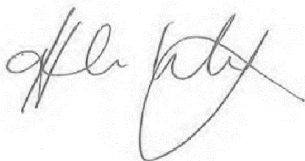
These are important and tangible aims but as a small Ministry, operating within a tight fiscal environment, we must continue to seek out and foster new partnerships - both across central government and with local authorities, culture, heritage and sports agencies and organisations throughout the country.

The success of our partnerships will be critical in our ability to deliver the outcomes New Zealanders want and expect from our sector.

Our experience in leading the government's First World War commemoration programme is just one of many Ministry projects which exemplify the value of partnership. Such initiatives serve to highlight the relevance of culture and heritage to New Zealanders wherever they are and regardless of circumstance.

To further inform our policy and programmes the Ministry continues to explore more 'evidence based' approaches. We are broadening our research capacity and programme, whilst recognising that economic imperatives are not the only drivers for valuing culture.

We are in good shape as we face the challenges ahead. It is important work and the Ministry for Culture and Heritage looks forward to delivering it.



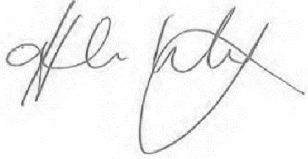
Helen Wyn

Acting 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 on strategic intentions for Manatū Taonga / the Ministry for Culture and Heritage. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

A handwritten signature in black ink, appearing to read 'Helen Wyn', is positioned above the printed name.

Helen Wyn

Acting Chief Executive

Manatū Taonga / Ministry for Culture and Heritage

30 June 2015

About the cultural sector

New Zealand's distinctive culture enriches our lives

The cultural sector

Our distinctive culture is core to what makes New Zealand a great place to live. Cultural expression, engagement and understanding are fundamental to a vibrant and healthy society and help define what it is to be a New Zealander.

Culture is produced by creative and innovative individuals, groups and organisations. The activities, goods and services they create, produce, distribute and present to the world have a value which is social and economic, as well as cultural. Cultural expression expands individual capacities, helps bind society and provides jobs and innovation in the economy.

Māori culture is central to our sense of New Zealand's uniqueness as a place, a society and a nation. Strong partnerships between iwi-Māori and the Crown will ensure Māori culture is protected and flourishes.

Leading New Zealand's rapid demographic transformation, Auckland is emerging as a vibrant hub that celebrates its strong Pacific and Asian links.

Culture strongly influences how we think and feel not just about our big cities, where most New Zealanders live, but our overall sense of who we are as a people.

Government makes a significant contribution to the broad cultural sector each year. In 2015/16, government is investing almost \$400 million in heritage, the arts, media and sport through Vote Arts, Culture and Heritage and Vote Sport and Recreation, as well as considering policy and legislative settings, in particular in the media sector, to ensure they remain fit for purpose. Support for the cultural sector is also provided through other public sources, most notably education and local government. In 2015/16 around \$82 million will be provided by the Lottery Grants Board to four key cultural sector agencies in their capacity as Statutory Bodies. The cultural sector, in turn, contributes to achieving a wide range of outcomes across other government portfolios.

The Ministry's cultural sector strategic framework is informing the criteria we use for prioritising government investment, to ensure New Zealand's distinctive culture flourishes now and for generations to come.

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 mixed (private and public) economy of producers, distributors, consumers and funders of cultural goods and services. "Funded agencies" refers only to those agencies funded directly through the Ministry under Vote Arts, Culture and Heritage and Vote Sport and Recreation.

Outcomes Framework

OUTCOMES FRAMEWORK					
Government priorities	Responsibly managing the Government's finances	Building a more competitive and productive economy	Delivering better public services	Rebuilding Christchurch	
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	New Zealand's distinctive culture enriches our lives				
Sector outcomes	Create	Preserve	Engage	Excel	
Sector priorities	Fostering inclusive New Zealand identity	Supporting Māori cultural aspirations	Front footing transformative technology	Improving cultural asset sustainability	Measuring and maximising public value
Ministry outputs	Fund and Monitor <ul style="list-style-type: none"> Performance monitoring and development of arts, heritage, media and sport Vote-funded agencies 	Advise <ul style="list-style-type: none"> Provide advice to support decision making by Ministers on government policy relating to arts, heritage and media Advise on and process Board appointments Negotiated services to support Ministers including speeches and correspondence 	Deliver <ul style="list-style-type: none"> Maintain war graves and access to memorials and other places of national significance Collect and preserve oral history and digital stories Promote cultural events and significant commemorations Information on and communication of New Zealand and Māori history, society and culture Delivery of international cultural diplomacy projects Delivery of the First World War centenary operating legacy projects 	Regulate <ul style="list-style-type: none"> Administer legislation to protect Māori and New Zealand's cultural heritage Ensure legislation and policy settings remain fit for purpose in relation to fast moving technological advancements 	

Strategic direction

Government priorities

Responsibly managing the Government's finances	Building a more competitive and productive economy	Delivering better public services	Rebuilding Christchurch
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The cultural sector supports the Government's four priorities above in many ways, including the economic contribution of the cultural sector which makes up more than 4% of the economy, the benefits of cultural activity for communities suffering the results of natural disaster, with a focus on the Cultural Strategy for Christchurch, greater sector collaboration including many joint initiatives and projects to support the shared cultural sector strategy, all within static or reducing baselines.

Desired future state

New Zealand's cultural sector is recognised as intrinsic to our national identity, fundamental to our social wellbeing and is a growing part of our economy. A successful cultural sector continues to be critical for a successful New Zealand.

Government wants an even better future for the cultural sector. A thriving cultural sector will have the following characteristics:

- People here and abroad are increasingly demanding and accessing New Zealand stories told by New Zealanders.
- New Zealand culture is created by us and defines us. While culture is expressed in many ways, it captures the New Zealand character in a distinctive way that others recognise as embodying our distinctive values, traditions and beliefs, demonstrating what it is that makes being a New Zealander in the 21st century unique.
- There is recognition that a strong, creative and inclusive culture strengthens the nation and is an essential component to being in charge of our own future. Culture is an enabler of creativity, innovation, productivity and wellbeing.
- Culture and media will continue to play an increasingly important role in our lives and work and are a growing part of the economy. New Zealand has built on its reputation as a sophisticated, innovative, creative and culturally diverse nation producing world-class artists and content. Creative industries work across global markets, creating content, production and post-production services based on New Zealand's established reputation.
- We use an increased range of qualitative and quantitative measures, including new research, to measure the public value of cultural investment. We track participation in the arts, culture, heritage and sports and monitor the economic and social value of the arts, sport, creative industries and cultural heritage.

Achieving the desired future state

A vibrant cultural and media sector demands stable, durable policy settings and the right level of investment to support thriving cultural activity. The Ministry is placing greater emphasis on understanding and driving better outcomes from the sector. The Ministry is a policy agency with legislative, funding and monitoring responsibilities throughout a sector that is extraordinarily diverse. As such, it must work to advise government on a balance of investment across the sector that is accepted by New Zealanders and to ensure that investment is appropriately monitored to deliver better outcomes.

Cultural sector priorities

Four enduring outcomes bind our sector and guide our long term investments.

Create <i>Cultural activity flourishes in New Zealand</i>	Preserve <i>Our heritage can be enjoyed by future generations</i>	Engage <i>Engagement in cultural and sporting activities is increasing</i>	Excel <i>Artists, athletes and organisations achieve excellence</i>
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The Cultural Sector Strategic Framework 2014-2018 sets out five medium-term priorities that our environmental analysis and consultation show we must attend to in order to maximise the difference for New Zealanders in our enduring sector outcomes.

Fostering inclusive New Zealand identity

New Zealand's demographic profile is changing in terms of age, ethnicity and location. There is a new sense emerging of what it is to be a New Zealander, how we see ourselves and how we present to others as an attractive place to live, work and visit. The Ministry is working with other departments and cultural agencies to support examination and expression of what it means to be a New Zealander, to foster an inclusive New Zealand and a positive identity internationally.

Supporting Māori cultural aspirations

Māori culture and heritage is a defining feature of New Zealand identity in the world. The preservation and expression of Māori language, arts, culture and heritage needs to be well supported. Cultural agencies are committed to working in partnership with iwi/Māori to advance their long term cultural aspirations for the benefit of Māori and all New Zealanders. In the post-settlement environment iwi are better positioned to advance their own cultural aspirations and will demand a high level of responsiveness from government and its agencies.

Front-footing transformative technology

New Zealanders want access to the best of what the world has to offer and high quality New Zealand content which shines through in a crowded, borderless global environment. Changing technology continues to impact on traditional business models and to provide new opportunities for all cultural agencies. Cultural goods and services are increasingly able to be produced, distributed and accessed at low cost to almost everyone. Through the development of digital skills, online rights policies, trans-media, new mobile applications and other innovative business solutions, New Zealand creative talent and organisations are positioning themselves to control and manage their endeavours to reach a wider audience. The Ministry is working to support an environment where skills, infrastructure and intellectual property rights support innovation and creation.

Improving cultural asset sustainability

New Zealand's cultural activity is sustained by an infrastructure of tangible and intangible cultural assets built over time. With static or declining baselines for public funding, the Ministry, cultural agencies, iwi and local government are working together to plan and prioritise investment and to increase revenue from non-government sources. Success will require the development and maintenance of new partnerships and identification of smarter ways of operating.

Measuring and maximising public value

Cultural expression contributes to a vibrant and healthy democratic society. The cultural agencies are working together to better understand and increase the public value of our cultural goods and services, including their economic and social benefits.

Impacts, measures and targets

How will we demonstrate success?

Outlined over the next few pages are the activities we are undertaking in order to contribute to achievement of each sector shift.

In order to identify whether progress is being made against the desired shifts, we have identified measures which help to indicate the changes we are bringing about. These indicators help us measure our progress towards the intended outcomes. The Ministry's work programme, together with activities across the sector, is planned to deliver progress against these sector shifts.

We have selected these progress indicators, taking into account data availability. Where possible, 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 the indicators are medium to long term, we expect progress on most of them only over a four to ten-year timeframe. Data may not be available each year and therefore we will report new information where it is available.

As well as the Ministry's efforts, progress will also depend on external factors 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 Estimates documents covering Vote Arts, Culture & Heritage and Vote Sport & Recreation.

Fostering inclusive New Zealand identity

New Zealanders have a strong sense of attachment to New Zealand, value diversity, and are actively participating in our cultural life and democracy. New Zealand identity is strong globally.

Commemorations Programme

Supporting New Zealand's commemorations programme including First World War centenary, 250 years since Cook landings, and 125 years since women's suffrage.

Creating distinctive national destinations

Working with other agencies to investigate opportunities for integrated management of Watts Peninsula in Wellington to protect, preserve and develop the site.

Pukeahu governance and management

Identifying the long term governance arrangements for Pukeahu and ongoing management of the Pukeahu precinct, including the Great War Exhibition.

Provision of military heritage in NZ

Delivering a business case exploring the options for provision of military heritage in New Zealand, including the exploration of options for a permanent national museum.

Advice on nationhood and identity

Providing advice on policy, legislation and funding to enhance the development of services and activities, including arts, heritage, taonga, and media.

Civics and nationhood

Supporting cross-government work on nationhood. Promoting constitutional organisations in the capital city.

Authoritative cultural resources

Producing and promoting significant cultural information, using a range of media, including digital and print projects aligned with the commemorations programme.

New Zealand Flag

Working with other agencies on the process and implications of any change to the NZ Flag. Public consultation and referendum to be completed before 2017.

Protection of significant heritage

Managing the maintenance of war graves in New Zealand and abroad and administering legislation to protect symbols of nationhood and movable and found heritage.

Broadcasting to the Pacific

Working with other agencies and crown entities to ensure high quality, representative and relevant New Zealand content is available to the Pacific Islands.

How will we know if the desired shift is being achieved?

Measure	Current baseline	Target
Sense of belonging to New Zealand	Not available until 2016	Increasing
Ease of expressing identity in New Zealand	86.3% able to express their identity	Increasing
Positive global perceptions of New Zealand	62.16	Increasing
NZers who report active participation in arts and culture	89%	Increasing
NZers who report active participation in sport and recreation	74%	Increasing
Participation in Māori cultural activities	Not available until 2016	Increasing
Use of Māori language	Not available until 2016	Increasing

Supporting Māori cultural aspirations

Iwi-Māori, Manatū Taonga/Ministry for Culture and Heritage and other cultural sector organisations have strengthened capacity to advance Māori cultural aspirations for the benefit of Māori and for all New Zealanders.

Treaty Settlement Stories

Produce a comprehensive, historically rigorous account of the recent history of Treaty of Waitangi settlements from all perspectives.

Treaty settlement protocols

As one of the core group of government agencies to support the treaty settlement process, we have over 50 relationship agreements which will rise to 100 by 2017.

Managing post-Treaty relationships

Provide guidance to iwi in the development of their cultural plans to support their cultural aspirations in a post-Treaty environment.

Protection of taonga

Review the Protected Objects Act to ensure fit for purpose. Examine the Government's obligations in regards to conservation and ownership of taonga.

Auckland volcanic landscape

Exploring the feasibility of establishing the Auckland volcanic landscape as a World Heritage site of Outstanding Universal Value.

Supporting Māori cultural talent

Targeted initiatives to address gaps and opportunities in the delivery of support for Māori practitioners, including Te Matatini.

Protection of taonga tūturu

Managing the conservation of newly found taonga tūturu and the process of assigning ownership.

Working with the cultural sector

Leading the cultural sector in delivering more than our legal obligations and build recognition that iwi/Māori is intrinsic to New Zealand's identity.

How will we know if the desired shift is being achieved?

Measure	Current baseline	Target
Proportion of iwi with whom Manatū Taonga has an 'active' relationship	Not available until 2016	Increasing
Number of publicly funded cultural agencies with co-designed iwi initiatives	Not available until 2016	Increasing
Te reo capability programmes in publicly funded cultural agencies	Not available until 2016	Increasing

Front-footing transformative technology

New Zealand creative practitioners and organisations have mastered skills and capabilities to front-foot technological innovation. There is greater scope to select and manage production, distribution and access. New Zealand is recognised as a leader in enabling ease of access to and re-use of creative content.

Convergence

Review and update of media policy and legislation, to ensure they remain fit for purpose and reflect the changing digital environment.

Identifying barriers and opportunities

Supporting the all of Government convergence work programme, including a study of the copyright and designs regimes in the creative sector.

Supporting funded agencies

Working with cultural agencies to support the innovative and cost-effective use of digital technologies to create work and engage with audiences.

Sector skills development

Assistance to creative industries to increase competitiveness and productivity, raise the value of exports and create jobs for New Zealanders.

Access to Government funded material

Working in partnership with other agencies to improve public access to Crown-funded and owned material.

Online cultural content

Investment in digital content including Te Ara and NZHistory.net to provide authoritative cultural content for New Zealanders.

How will we know if the desired shift is being achieved?

Measure	Current baseline	Target
Choices available to consumers in provision of cultural content	Not available until 2016	Increasing
Hours of New Zealand screen content funded by NZ On Air	12,000	Increasing

Improving cultural asset sustainability

There is greater clarity on the most valuable cultural assets and priorities for investing in cultural infrastructure (tangible and intangible) over time within available resources.

Monitoring cultural agencies

Providing advice to Ministers on the performance and financial strength of key cultural and media sector agencies.

Supporting cultural agencies

Improving funded agencies' strategic planning and performance reporting frameworks through collaboration and support.

Cultural philanthropy

Conduct research and provide advice on opportunities to augment public spending, in particular through philanthropy, informed by research findings.

Protected Objects Act Review

Undertaking a broad review of the Act to ensure it is fit for purpose. This includes updating operational guidelines to ensure it is administered efficiently.

Supporting the Canterbury recovery

Supporting the recovery from the Canterbury earthquakes by contributing to a range of cultural initiatives in greater Christchurch, and progressing two recovery programmes.

Conservation of significant heritage

Providing advice on significant heritage assets, including support for earthquake strengthening of heritage buildings.

Review of museums strategy

Reviewing the government's museums investment strategy. A stocktake of current funding models and strategic outcomes for the sector.

Media sector leadership

Facilitating appropriate engagement with agencies working across media issues.

Co-ordination across the sector

Facilitating appropriate engagement with government agencies working across heritage issues, including bringing groups of key agencies working together.

How will we know if the desired shift is being achieved?

Measure	Current baseline	Target
Progress on establishing national historic landmarks	Not available until 2016	Increasing
Proportion of sector funding obtained from public sector	Not available until 2016	Decreasing
Equity of NZ's largest cultural institutions	Not available until 2016	Increasing
Household expenditure (real) on cultural products and services	107.20	Increasing
Arts and recreation business net births	Not available until 2016	Increasing

Measuring and maximising public value

Decision-making and choices in resourcing cultural infrastructure and cultural activity are better informed by data, evidence and understanding of the public value of culture.

Research programme

Undertaking research, including further work on the intrinsic value of culture and the impact of cultural and media activities on other economic and social

Value and Culture Framework

Embedding the Value and Culture Framework as a way of assessing cultural value in decision-making.

Ministerial services

Providing support to Ministers across three portfolios, to enhance decision making.

Co-ordinating research across the sector

Co-ordinating research across the sector and beyond to maximise the availability of data available to support cultural and media decision making.

Cultural Sector Strategic Framework

Embedding the use of the Cultural Sector Strategic Framework as a decision making tool across the cultural and media sector.

Creative Sector Study

Supporting a study of the copyright and designs regimes in the creative sector to maximise innovation and productivity.

How will we know if the desired shift is being achieved?

Measure	Current baseline	Target
Use of evidence about public value in decisions about funded cultural investments	Not available until 2016	Increasing
Public subsidy per unit of cultural consumption	Not available until 2016	Decreasing

About Manatū Taonga

Nature and scope of Manatū Taonga's operations

Manatū Taonga / the Ministry for Culture and Heritage (the Ministry) is the government's leading adviser on cultural matters. The Ministry 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 government on where to focus its interventions in the cultural sector. It seeks to ensure that Vote funding is invested as effectively and efficiently as possible, and that government priorities are met.

The Ministry has a strong track record of delivering high-quality publications (including websites), managing significant heritage and commemorations, and acting as guardian of New Zealand's culture and kaitiaki of New Zealand's taonga. The Ministry's work prioritises cultural outcomes and also supports educational, economic and social outcomes, linking with the work of a range of other government agencies.

Te Arataki is the Ministry's strategy to support Māori culture as a fundamental part of New Zealand's identity. Active support and protection of Māori arts, culture and heritage in a Treaty post-settlement environment, based on strong Crown and iwi-Māori partnerships, will continue to be central to our work with sector agencies.

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 3 shows the Acts of Parliament and Regulations we administer.

The Ministry's role in the sector

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

The Ministry has a leadership role and heads an informal sector cluster of funded agencies, based on voluntary collaboration. We have been working with cultural sector agencies to develop a whole-of-sector approach. In addition to engaging on specific policy, research, partnerships and development areas, and aligning some funding strategies, agencies collaborate on a range of initiatives to improve value for money and develop new sources of funding outside government.

In addition, the Ministry has a leadership role with regard policy and legislative frameworks, and works with the sector to ensure they remain fit for purpose in a rapidly changing environment.

Managing in a changeable operating environment

The Ministry's 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, our financial position and our compliance with statutory and internal policy requirements, and refine our management strategies in response.

To meet the challenge across our business we are reviewing and updating our operating model. We are refining our portfolio management approach so that our agreed priorities become the primary unit of analysis and engagement. We want to be able to:

- understand opportunity costs
- make trade-offs transparently
- balance short term and long term investments
- take a 'managed risk' approach so that we can encourage innovation
- make recommendations on disinvesting in low return investments.

We know that the sector needs a strong evidential base to support our future strategy and operating model and we are making more resources available for research and evaluation.

Our people

The Ministry has a capable workforce which is committed to advancing the cultural sector. We are characterised by a "can do", innovative, agile and collaborative culture and an ability to get things done.

We periodically survey staff engagement and identify actions to improve engagement levels. The current focus is on developing a better sense of common purpose and reviewing our approach to performance management. We are implementing our workforce strategy to support our strategic direction and changing operating model.

The Ministry is committed to the principle and practice of equal employment opportunities in the recruitment, employment, training and promotion of staff, and to the identification and elimination of barriers that cause or perpetuate inequality in employment opportunities.

Working with our funded agencies

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, 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 Government's objectives. The table below outlines some of the key institutional relationships the Ministry and funded agencies have with other parts of government.

Agency	Activity supporting the cultural sector
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; First World War centenary; nationhood.
Department of Prime Minister and Cabinet	Heritage.
Ministry of Business, Innovation and Employment	Film; broadcasting; convergence of telecommunications and content, intellectual property; radio spectrum; trade/cultural diplomacy; tourism; major events.
Ministry of Education	Cultural opportunities in curricular and co-curricular learning experiences; UNESCO; nationhood.
Ministry of Justice	Elections interface; convergence; Treaty Settlements.
Ministry for the Environment	Resource management.
Ministry of Foreign Affairs and Trade	Repatriation; international law; cultural diplomacy; First World War centenary, broadcasting to the Pacific.
Ministry of Pacific Island Affairs	Pacific Island Language Strategy.
New Zealand Defence Force	Commemorations including First World War centenary.
Office of Treaty Settlements	Settlement protocols.
Office of Veterans' Affairs	Commemorations including First World War 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.
Office of Disability Issues	Disability Action Plan

Strategic challenges and choices

The Ministry and the Crown-funded cultural sector currently faces some overarching strategic challenges. With a relatively small investment from Government, the sector continues to deliver high quality cultural products and experiences to a diverse range of New Zealanders. The Ministry and its funded agencies have together continued to maximise efficiencies across the cultural sector, delivering many of our outputs within reducing real baselines. Using the framework of sector shifts above, we are able to prioritise across the sector, as new pressures and new opportunities arise.

As a sector we work in partnership with each other and with others in the public and private sectors to maximise our contribution to positive outcomes for New Zealand. We collaborate in delivering services. Innovative partnerships such as the television programme *The Secret Lives of Dancers* featuring the Royal New Zealand Ballet and the WW100 programme demonstrate our sector's ability to draw on wider resources to achieve our goals. While some organisations in the sector benefit from increasing contributions from the Lottery Grants Board, others do not. A portfolio approach ensures that Crown funding is managed to ensure any benefits of increased funding are shared to support organisations and activities that will provide the most value.

There are also distribution issues across New Zealand, with better provision of, and easier access to, cultural services in some areas, while other populations are less well-served. For instance, in rural areas core populations are often not sufficient to support access to the visual and performing arts or to provide the rating base to sustain cultural assets such as museums, galleries and performance venues. New technology provides one means of overcoming distribution barriers by enabling access to some cultural activities regardless of location. Other solutions may involve assisting potential audiences to travel to larger centres and identifying local interests to partner in diversifying functions and revenue streams for cultural venues.

To achieve the sector shifts identified, we are working with our funded agencies to refine our work to maximise positive change for New Zealanders within resource constraints.

Appendix 1: Monitored 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				
Creative New Zealand	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
New Zealand Symphony Orchestra	New Zealanders create new symphonic music	New Zealanders are inspired by world-class symphonic music	New Zealanders have ready access to symphonic music and are inspired by world-class symphonic music. New Zealanders create new symphonic music	New Zealanders are inspired by world-class symphonic music
Royal New Zealand Ballet	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
Te Matatini Society	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
New Zealand Music Commission			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				

Create
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Sport NZ			More young people and more adults engaging in more sport and recreation	More New Zealand winners on the world stage
Drug Free Sport New Zealand		New Zealand Sport is doping free		New Zealand Sport is doping free (New Zealand athletes comply with the World Anti-doping Code)
Media				
New Zealand Film Commission	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
NZ On Air	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
Broadcasting Standards Authority			The broadcasting standards regulation system is accessible and easily understood	
Heritage				
Antarctic Heritage Trust		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
Museum of New Zealand Te Papa Tongarewa	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	
Ngā Taonga Sound & Vision	A comprehensive collection	A secure, accessible collection	A community of satisfied users	
Heritage New Zealand	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	What's intended to be achieved
Heritage Services	<ul style="list-style-type: none"> • Maintain war graves and access to memorials and other places of national significance • Information on and communication of New Zealand and Māori history, society and culture • Administer legislation to protect taonga Māori and New Zealand cultural heritage • Promote cultural events and significant commemorations • Collect and preserve oral history and digital stories 	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.	This appropriation is intended to achieve preservation of New Zealand's histories, taonga, places and symbols of nationhood for past present and future generations.
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 other regions where New Zealand is pursuing free trade agreements.	This appropriation is intended to achieve an international cultural diplomacy programme increasing awareness of New Zealand's culture overseas.
Purchase Advice and Monitoring of Sport and Recreation Crown Entities	<ul style="list-style-type: none"> • Performance monitoring and development of sport and recreation 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.	This appropriation is intended to achieve advice, monitoring and support to Ministers for funded sports agencies.

Output class	Output	Scope	What's intended
Policy Advice, Monitoring of Funded Agencies and Ministerial Services			
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 • Ensure legislation and policy settings remain fit for purpose in relation to fast moving technological advancements 	This category is limited to the provision of advice to support decision-making by Ministers on government policy matters relating to arts, culture, heritage and broadcasting.	This category is intended to provide advice to support decision-making by Ministers on government policy on matters relating to arts, culture, heritage and broadcasting.
Monitoring of Funded Agencies	<ul style="list-style-type: none"> • Performance monitoring and development of arts, heritage and media Vote-funded agencies 	This category is limited to monitoring the Crown's interests in sector agencies.	This category is intended to monitor the Crown's interest in sector agencies.
Ministerial Servicing	<ul style="list-style-type: none"> • Negotiated services to support Ministers including speeches and correspondence • Advise on and process Board appointments 	This category is limited to providing negotiated services to the Minister for Arts, Culture and Heritage and the Minister of Broadcasting.	This category is intended to provide negotiated services to the Minister of Arts, Culture and Heritage and the Minister of Broadcasting.
First World War Centenary			
First World War Centenary Operating Expenses	<ul style="list-style-type: none"> • Delivery of the First World War centenary operating legacy projects 	This category is limited to provision of activities relating to First World War centenary commemorations.	This category is intended to achieve appreciation and remembrance of how the First World War affected our nation and its place in the world, both at the time and beyond.

Appendix 3: Legislation administered by the Ministry

Manatū Taonga administers the following Acts of Parliament and Legislative Instruments:

Acts

Anzac Day Act 1966
Arts Council of New Zealand Toi Aotearoa Act 2014
Broadcasting Act 1989 (Parts 1–4 and section 81)
Cultural Property (Protection in Armed Conflict) Act 2012
Flags, Emblems, and Names Protection Act 1981
Heritage New Zealand Pouhere Taonga Act 2014
Massey Burial-Ground Act 1925
Museum of New Zealand Te Papa Tongarewa Act 1992
National War Memorial Act 1992
National War Memorial Park (Pukeahu) Empowering Act 2012
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

Legislative Instruments

Canterbury Earthquake (Historic Places Act) Order 2011 (2011/231)
Cultural Property (Protection in Armed Conflict) (Convention Emblem) Regulations 2013
Cultural Property (Protection in Armed Conflict) (Forms) Regulations 2013
New Zealand Flag Notice 1986
Radio New Zealand (Assets) Order 1992
Television New Zealand (Separation of Transmission Business) Order 2003
Television New Zealand (Assets)
Order 1994

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