

Statement of Intent
2008–2013

*Ministry for Culture
and Heritage*

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Foreword: Minister for Arts, Culture and Heritage

12 May 2008

In January this year, thousands of New Zealanders joined together to mourn the passing of our greatest living hero, Sir Edmund Hillary. A recurring theme of many of the tributes, memories and anecdotes which we shared with one another at that time was the question of who could possibly replace 'Sir Ed' as our finest New Zealander. It was a query which had no ready answer, but which made us all ponder the wider question of what it means to be a New Zealander. What were those qualities which we all recognised and so admired in Sir Ed and which defined him as the quintessential Kiwi?

This question is highly relevant to the role of the Ministry – the government's lead agency on culture – in helping make New Zealand culture visible and accessible. For it is our culture which, to a large degree, both defines and expresses our national, our community and our individual identity.

Whether it's bringing New Zealand culture to New Zealanders and the world online through NZLive.com, developing policies to support New Zealand content on our televisions and radios, or maintaining war graves and commissioning new memorials: all of the Ministry's work supports our country's culture and our experience of it.

This work includes providing advice and support to Ministers in three different portfolios: Arts, Culture and Heritage; Broadcasting; and Sport and Recreation. This Statement of Intent outlines the direction the Ministry will take, and the strategies it will employ in supporting the government's priorities across these portfolios. The information contained in this document is consistent with the policies and performance expectations of the government.

I am confident that the work outlined in the Ministry's Statement of Intent will continue to effectively assist the government in its management of its broad cultural interests.



Helen Clark

Minister for Arts, Culture and Heritage

Introduction from the Chief Executive

12 May 2008

Recent statistics on New Zealand's population highlight how quickly and how extensively our demographic make-up is changing. The percentage of the New Zealand population which is Māori is predicted to increase by almost 30% between 2001 and 2021, and our Pacific Island population by 60%.

And increasingly there are other ethnicities making up our communities. Between 1991 and 2001 the number of New Zealanders of Asian descent doubled. Statistics New Zealand predicts that by 2021 this number will have more than doubled again, with our Asian citizens making up 15% of the population – only slightly less than the predicted Māori population. Add to this the fact that in 2004 just under 22% of New Zealand's births had multiple ethnicities and that around 20% of our current population was not born here, and you start to get a picture of the extraordinary and increasing diversity of New Zealand's population.

Of course this ethnic diversity goes hand in hand with cultural diversity. For a growing number of New Zealanders, their individual and community cultural identity is a constantly evolving blend of the cultures of their homeland – or their grandparents' homeland – and their lives and experiences in and of New Zealand.

This diversity is reflected in the enormous range of ways in which New Zealanders express and experience their culture. From hip hop to opera, park sculptures to graffiti art, war memorials to art galleries – there are innumerable ways in which we present and engage with our culture.

The Ministry's single role is to help make New Zealand culture – in all its diversity – visible and accessible. We want more people to have more opportunities to recognise, value and participate in their culture, whether it's as an individual reading the latest Montana New Zealand Book Awards winner, as a community celebrating the Diwali Festival of Lights, or as a nation honouring wartime sacrifices on Anzac Day.

I am pleased to present the Ministry's Statement of Intent for the period 2008–2013. This document outlines the many ways in which the Ministry supports New Zealand culture. Here you will find the Ministry's aims and expectations for the next five years, our strategy for supporting the government's long-term outcomes for culture, and information about how we will track progress towards those outcomes.

In 2008, the key themes for the Ministry's strategy are: creating value for our stakeholders and audiences; continuously improving our systems, processes and knowledge management; and developing our people and culture. We have another busy year ahead, and the Ministry staff and I look forward to continuing to help New Zealanders across the country to explore and enjoy their culture.



Martin Matthews
Chief Executive

Nature and Scope of Functions

The Ministry is the government's lead advisor for Arts, Culture and Heritage. The Ministry provides services to its Responsible Minister, the Minister for Arts, Culture and Heritage; to two Associate Ministers for Arts, Culture and Heritage; to the Minister of Broadcasting; and to the Minister for Sport and Recreation. The Ministry's role in support of the government's outcomes and priorities is to help make culture visible and accessible. The Ministry achieves this by:

- providing advice to government about its involvement in culture, and through the direct delivery of certain activities
- ensuring appropriate accountability, and by promoting sound governance and management of the agencies that the government funds through the Ministry
- providing guidance, and by the coordination of activities and programmes that support other government agencies.

In discharging this role, the Ministry focuses on three intermediate outcomes that contribute to the development of a strong sense of national identity.

What the Ministry does – key activities

The Ministry advises the government on the content of its programme of support for culture, including by identifying new opportunities for cultural activities to contribute to the government's cultural and non-cultural outcomes. The Ministry's main areas of activity cover:

- Making New Zealand history accessible – producing works on New Zealand history in print and online (www.NZHistory.net.nz); researching and producing oral histories
- Providing New Zealand cultural experiences, resources and information online – producing the online Encyclopedia of New Zealand (www.TeAra.govt.nz) and providing online information about and access to cultural activities (www.NZLive.com)
- Promoting New Zealand's cultural presence internationally – providing a New Zealand cultural presence in key overseas regions or countries to boost New Zealand's profile and its economic, trade, tourism, diplomatic and cultural interests
- Supporting and monitoring the government's investment in arts, heritage, broadcasting and sports agencies
- Safeguarding New Zealand's heritage – administering laws; protecting cultural objects and symbols of national identity; maintaining national monuments and war graves and developing new memorials
- Advising government – providing advice on funding, legislation, projects, cultural issues, broadcasting and treaties, and contributing to other government work where a cultural view is needed.

The above key activities are advanced by the various initiatives and services that support each of the Ministry's outcomes and are explained in detail in the Operating Intentions section of this Statement of Intent.

Departmental output expenses

The Ministry's departmental output expense appropriation has the following output expenses:

- Heritage Services
- International Cultural Diplomacy
- Policy Advice and Monitoring of Funded Agencies
- Purchase Advice and Monitoring of Sport and Recreation Crown Entities.

These output expenses are applied to the Ministry's activities and outcomes as follows:

Activity Output expense	Making history accessible	Providing cultural information online	Supporting cultural and sports organisations	Safe-guarding heritage	Advising government	Promoting New Zealand's cultural presence internationally
<i>Heritage Services</i>	✓	✓		✓	✓	
<i>International Cultural Diplomacy</i>					✓	✓
<i>Policy Advice and Monitoring of Funded Agencies</i>			✓		✓	
<i>Sport and Recreation</i>			✓			

Funded agencies

The Ministry administers funding contributions to cultural, arts, heritage and broadcasting organisations. In 2008/09 the Ministry will administer a total appropriation of \$243.555 million for Vote Arts, Culture and Heritage; and \$70.995 million for Vote Sport and Recreation. For a list of the organisations funded by government, see the section Additional Information. More detailed information about the Ministry's programmes and services, and the organisation's work units, can be found on our website: www.mch.govt.nz.

Strategic Direction

Long-term government outcomes

The government's involvement in the cultural sector recognises that culture is important in its own right, and that it also makes a positive contribution to a range of other important government priorities. The long-term outcomes sought by the government from its support for culture can be summarised as:

Insight and enrichment – Cultural activities provide experiences that are intrinsically satisfying and rewarding, and that directly enhance quality of life. They also often reflect the different characteristics of our communities and help us to better understand each other.

Strong communities and social prosperity – An informed understanding of our unique culture helps build strong communities. People confident in their own sense of cultural expression, history and heritage, and respectful and tolerant of that of others, can better achieve a cohesive society and a range of social goals.

A sense of nationhood – Our culture helps define New Zealand as a dynamic and creative nation with a unique place in the world, and also how New Zealanders feel about ourselves as a community. New Zealand has a unique culture that is influenced by many local communities as well as being part of the international community. Both contribute to New Zealand's national identity.

Economic prosperity – Our creative talent and our cultural and creative industries contribute to economic prosperity by providing employment, generating income, adding value, boosting GDP and export earnings, encouraging tourism and suggesting new approaches and solutions. They are helping transform the New Zealand economy into one characterised by skill and innovation and by knowledge-based and value-added industries.

Government priorities for the next decade

The government's priorities for the next decade are economic transformation; families young and old; and national identity. Cultural activities play a central role in supporting a sense of national identity directly (such as when information on New Zealand history is made available on a website or in a documentary); implicitly (for example, through local music or literature); and symbolically (by providing points of national connection, such as Anzac Day ceremonies). This enhances the well-being of individuals, families and communities. Culture is also economically important. Cultural activities stimulate originality, the development of talent and innovation which is also important to New Zealand's economic success. Cultural industries (such as film) also have significant economic value.

State Services Development Goals

In managing its strategy, the Ministry has recognised the importance of the whole-of-government context. The six State Services Development Goals are directly relevant to decisions we make about how the Ministry operates, develops its capability, and contributes to the state sector. The Development Goals underpin the Ministry's work and inform various initiatives that enhance organisational health and capability. For details of specific activities, see the sections on Operating Intentions and Organisational Health and Capability.

The Ministry's operating environment

The Ministry's involvement in the cultural sector

A variety of other organisations – both government and non-government – are funded to support the achievement of the government's long-term outcomes for culture. The Ministry is but one player, albeit one with a critical leadership role. Culture is not determined by the government or the Ministry. The Ministry's involvement is simply to help make cultural experience visible and accessible.

Key Influences

Several significant factors influence the environment in which we work:

- **growing cultural and ethnic diversity** – Increasing cultural and ethnic diversity (especially in Auckland), the growing proportion of Pacific and Asian peoples, and an ageing population will transform New Zealand. These changes are increasing the demand for a greater diversity and customisation of cultural experiences.
- **increasing demand for history, culture and heritage experiences** – Demand is growing across all sectors of our society for information and activities on New Zealand's history, people, land, culture and heritage. This is also linked to an increasing interest in preserving our history and engagement with important heritage objects and sites. This is expected to increase in the coming years.
- **growing visibility of Māori culture** – Māori culture and the relationship between Māori and Pakeha have a unique place in our increasingly diverse society. As the culture of New Zealand's indigenous people, Māori culture is both important for Māori and will continue to play an important role in shaping all New Zealanders' sense of the distinctiveness of our country.
- **increasing place of culture in New Zealand's international presence** – The global success of New Zealand cinema, literature and music in recent years is transforming the way we see ourselves, and the way we are seen by the rest of the world. Our cultural exports provide opportunities for New Zealand to project our national identity abroad and to advance diplomatic, cultural, and economic priorities in key regions internationally.
- **rapidly changing digital technologies** – New Zealanders have been quick to seize the benefits of digital technology. Digital content is becoming an accepted part of our daily lives. We expect instant, affordable access to high-quality information. Rapidly changing digital information and communication technologies provide new opportunities to access, create and communicate cultural information and experiences.

The Ministry's strategy

The Ministry's strategy for the period 2008–2013 encompasses its intermediate outcomes, strategies, priorities, impacts and outcome indicators. The strategy is the means by which the Ministry contributes to the government's priorities for the next decade, taking into account the various forces in its operating environment.

(a) Role and outcomes

The Ministry's role in support of the government's outcomes and priorities is to help make culture visible and accessible.

The three outcomes we seek through our work are:

- **Outcome One – the diversity, visibility and accessibility of our culture, and participation in cultural experiences, are enhanced**

The Ministry will achieve this by providing advice to the government about its involvement in culture, and through the production and delivery of cultural experiences and resources. Key influences that are reflected in Outcome One are: growing cultural and ethnic diversity; increasing demand for history, culture and heritage experiences; growing visibility of Māori culture; rapidly changing digital technologies.

- **Outcome Two – the programmes, services and products of funded agencies are of high quality and widely accessible**

The Ministry will achieve this by ensuring appropriate accountability, and by promoting sound governance and management of agencies funded through the department. Key influences that are reflected in Outcome Two are: growing cultural and ethnic diversity; increasing demand for history, culture and heritage experiences; growing visibility of Māori culture; rapidly changing digital technologies.

- **Outcome Three – the value and contribution of culture to New Zealand’s social, environmental and economic well-being is recognised**

The Ministry will achieve this by providing advice, and by coordinating activities and programmes that support other government agencies. Key influences that are reflected in Outcome Three are: increasing demand for history, culture and heritage experiences; growing visibility of Māori culture; increasing place of culture in New Zealand’s international presence.

(b) Strategic priorities

The Ministry’s key five-year strategies to achieve its outcomes and support government priorities are:

Strategic priorities	Outcome	Contributes to (government priority)
Increase the visibility, accessibility and knowledge of New Zealand’s history, people, land, culture and society	Outcome One	National identity
Increase the visibility and accessibility of information on New Zealand cultural events and providers	Outcome One	National identity Economic transformation
Identify and implement options for securing the effective delivery of public service broadcasting and local content in a multi-platform environment	Outcome One	National identity Families young and old Economic transformation
Safeguard New Zealand’s national heritage memorial sites, develop new symbols of nationhood and increase awareness and use of heritage memorial sites	Outcome One	National identity
Develop and maintain programmes to enhance the governance, performance and operational	Outcome Two	National identity Economic transformation

Strategic priorities	Outcome	Contributes to (government priority)
capability of funded agencies		
Promote New Zealand's cultural presence in key regions offshore	Outcome Three	Economic transformation National identity
Provide advice on strengthening the policy, monitoring and institutional environment for cultural activities	All outcomes	All priorities

The Ministry expects that over the next five years the demand for cultural experiences will continue to grow at least as rapidly as it has over the past three years. It is expected therefore that the demands on the Ministry's staff and its financial resources will also grow. Balancing the demands of an expanding workload with the need to develop and maintain capacity and capability will remain an important focus over the period. The following key themes in the Ministry's strategy will assist in achieving its outcomes:

- creating value for our stakeholders and audiences
- continuously improving the Ministry's systems, processes and knowledge management
- developing the Ministry's people and culture.

Operating Intentions

Outcome One

The diversity, visibility and accessibility of our culture, and participation in cultural experiences, are enhanced

Appropriations: Heritage Services; Policy Advice and Monitoring of Funded Agencies

Key Activities: Making New Zealand history accessible; providing New Zealand cultural experiences, resources and information online; safeguarding New Zealand's heritage; advising government

What are we seeking to achieve?

An ongoing theme of government involvement in the cultural sector has been to secure for all New Zealanders the personal, community, national identity and economic benefits of creating and participating in cultural experiences. Key elements in securing these benefits and developing a strong sense of national identity are:

- the visibility and accessibility of cultural experiences
- understanding of our past
- cultural diversity
- protection of and engagement with New Zealand's national symbols, cultural objects and intellectual heritage.

Outcome One emphasises the diversity and visibility of New Zealand's culture as well as participation by New Zealanders and international audiences in New Zealand cultural experiences. The key initiatives and services for Outcome One are given in the table below.

What will we do to achieve this?

The Ministry's initiatives and services for Outcome One have detailed work programmes focused on target audiences and with certain long-term impacts. The following tables provide details of the initiatives and services, target audiences and long-term impacts for Outcome One.

Strategic priority	Strategic initiatives and services	Target audiences	Long-term Impacts
<i>Appropriation: Heritage Services</i>			
Increase the visibility, accessibility and knowledge of New Zealand's history, people, land, culture and society	Initiative One: Research and produce information about New Zealand history in print and online (www.NZHistory.net.nz), and publish works on New Zealand history	Students, teachers, New Zealanders , Māori, researchers, families and international audiences	Better knowledge of New Zealand: its people, history, land, culture and society
	Initiative Two: Publish an online encyclopedia and reference works on New Zealand's people, land, culture and society (www.TeAra.govt.nz)	New Zealanders , Maori, local and central government authorities	

Strategic priority	Strategic initiatives and services	Target audiences	Long-term Impacts
Appropriation: Heritage Services			
Safeguard New Zealand's national heritage memorial sites, develop new symbols of nationhood and increase awareness of and use of heritage memorial sites	Initiative Three: Protection and promotion of symbols of nationhood, movable cultural heritage, historic graves and memorials	New Zealanders, Māori, local and central government authorities	Historic memorial sites are accepted as part of our national identity Movable objects of cultural heritage are protected and retained as part of New Zealand's cultural heritage

Strategic priority	Strategic initiatives and services	Target audiences	Long-term Impacts
Appropriation: Policy Advice and Monitoring of Funded Agencies			
Increase the visibility and accessibility of information on New Zealand cultural events and providers	Initiative Four: Development of the cultural portal www.NZLive.com	New Zealand and overseas consumers and producers of cultural experiences	Widespread use of online resources by consumers in selecting cultural experiences
Identify and implement options for securing the effective delivery of public service broadcasting and local content in a multi-platform environment	Initiative Five: Transition to digital television – management of the analogue switch-off Initiative Six: Management of the digital broadcasting review of regulation Initiative Seven: Review of the TVNZ Charter Initiative Eight: Development of options for public service broadcasting funding and local content diversity Initiative Nine: Strengthened performance expectations for chartered broadcasters and funded agencies in a multi-platform environment	Ministers, other government entities, broadcasters and other sector stakeholders, the public	The cultural, democratic and social value of public broadcasting is increased
	Service One: The provision of policy advice on arts, culture, broadcasting and heritage issues – including legislation, major policy proposals and developments of significance in the sector	Ministers, other government agencies, cultural sector agencies, New Zealand public	Cultural policies are operating effectively

How will we demonstrate our success?

(a) Strategic initiatives and services

The success of the Ministry's strategic initiatives and services for Outcome One will be measured by their five-year impacts. Actual progress is monitored in relation to the desired (or target) impact trend. The following tables outline the five-year impacts, high-level measures and desired trends for the key initiatives and services supporting Outcome One.

Strategic initiatives – Outcome One	Five-year impacts	Measure	Desired trend/standard
Appropriation: Heritage Services			
Initiative One: Research and produce information about New Zealand history in print, online (www.NZHistory.net.nz) and in other media	Increasing visibility, accessibility and usability of our publications and online resources for a wide audience	Visibility, accessibility and usability for target audiences	▲
Initiative Two: Publish an online encyclopedia and reference works on New Zealand's people, land, culture and society (www.TeAra.govt.nz)			▲
Initiative Three: Protection and promotion of symbols of nationhood, movable cultural heritage, historic graves and memorials	Growing awareness of New Zealand's cultural heritage resources and memorial sites	Use of cultural heritage resources and memorial sites	▲
Legend: Increasing trend ▲			

Strategic initiatives – Outcome One	Five-year impacts	Measure	Desired trend/standard
Appropriation: Policy Advice and Monitoring of Funded Agencies			
Initiative Four: Provide online information about and access to New Zealand cultural events and providers (www.NZLive.com)	NZLive.com is being used by producers and consumers to access New Zealand's cultural experiences	Awareness and use of NZLive.com	▲

Strategic initiatives – Outcome One	Five-year impacts	Measure	Desired trend/standard
Appropriation: Policy Advice and Monitoring of Funded Agencies			
<p>Initiative Five: Managing the analogue switch-off</p> <p>Initiative Six: Digital broadcasting review of regulation</p> <p>Initiative Seven: Review of the TVNZ Charter</p> <p>Initiative Eight: Develop options for long-term public service broadcasting and local content diversity</p> <p>Initiative Nine: Strengthened performance expectations for chartered broadcasters and funded agencies in a multi-platform environment</p>	<p>Take-up of digital broadcasting meets the industry target</p> <p>Public broadcasters are successfully fulfilling their charters in a digital environment</p> <p>Diverse public service and local content is visible and accessible across all platforms</p>		
Legend: Increasing trend ▲			

(b) Outcome progress

Progress towards Outcome One is monitored by reference to impact trends for each initiative/service (as above) and a key progress indicator (or indicators) for the overall outcome. The key progress indicator for Outcome One is 'more people accessing more cultural information or experiences more often'. This indicator is measured through the Ministry's day-to-day operations – for example, use of the Ministry's digital resources through its websites www.TeAra.govt.nz (The Encyclopedia of New Zealand), www.NZLive.com and www.NZHistory.net.nz. The actual and desired trends for this indicator are:

Key indicator for Outcome One	Actual trend	Desired (target) trend
More people accessing more cultural information or experiences more often	▲	▲
Legend: Increasing trend ▲		

(c) Monitoring cost-effectiveness

Of the three Ministry outcomes, Outcome One offers the most potential for measuring cost-effectiveness, particularly in relation to the online delivery of digital cultural resources. In this area the Ministry gathers extensive performance information on the use of its online resources. The following table shows the initial cost-effectiveness measure we have developed for Outcome One:

Cost-effectiveness indicator	Notes	Desired trend
Intermediate Outcome One		
Content cost per user experience for each of the Ministry's websites	<p>Cultural experiences may be represented by units of access to or experiences of online information – for example, target audiences accessing the topic 'Anzac Day' on NZHistory.net.nz. The online delivery of information allows content to be accessed by multiple target audiences anywhere, at any time. As audiences grow and increase their use of the Ministry's online materials, the cost of producing the information is allocated over an ever-increasing number of users and the cost per user experience decreases.</p> <p>This indicator is most relevant where the number of visitors and the level of engagement with the information, topic or theme is significant. Visitor data such as number of visits, length of stay, and number of pages viewed provide indicators of the user's cultural experience.</p>	▼
Legend: Decreasing trend		

As the Ministry's data-gathering capability increases, we will continue to develop cost-effectiveness measures where appropriate.

Outcome Two

The programmes, services and products of funded agencies are of high quality and widely accessible

Appropriations: Policy Advice and Monitoring of Funded Agencies; Purchasing Advice and Monitoring of Sport and Recreation Crown Entities

Key Activities: Monitoring of the government's interest in cultural organisations, arts, heritage, broadcasting and sports agencies

The government funds a number of Crown entities and other agencies which operate at 'arm's length' to deliver cultural goods and help achieve cultural outcomes. This significant investment in cultural sector organisations' operations is based on an expectation that – whatever degree of independence they have with respect to their own activities – their strategic orientation is consistent with the government's broad objectives. Details on how funded agencies contribute to government outcomes are contained in each agency's Statement of Intent.

A key aspect of this arrangement is that it relies on good governance by the boards of these agencies and the effective management and delivery of programmes and services (operational capability). Effective governance and operational capability are key drivers of high-quality and widely accessible agency programmes, services or products.

What are we seeking to achieve?

In addition to high-quality and widely accessible funded-agency programmes, services or products, the Ministry's initiatives for Outcome Two also support:

- Value for money for the government's investment in cultural agencies
- Ministerial confidence in funded-agency performance.

What will we do to achieve this?

Initiative One – enhancing funded-agency governance: Many generic resources are available to support board members. However, our experience is that boards benefit more from customised material focused on the specific issues they are facing. To enable the best possible governance practice and to address the often unique requirements of the Crown sector (such as accountability to Parliament and media scrutiny), high-quality and relevant resources are important. Good governance is also reliant on the appointment of high-quality board members, and the Ministry plays a key role in providing support and advice to Ministers in selecting and appointing board members.

Initiative Two – developing funded-agency capability: The agencies supported through the Ministry include a number of smaller agencies with varying levels of resourcing. The risk of poor performance increases when an agency has limited capability. The Ministry provides an 'Agency Assistance Programme' which addresses identified gaps in agency capability. This focuses on leadership, strategic planning, human resources, financial management, relationship management and outcome delivery. Smaller-sized and/or new agencies will continue to be targeted, as they are likely to gain the greatest benefits from this programme due to their more limited level of resources and/or stage of development.

Initiative Three – implementation of the broadcasting-charter evaluation framework: Options for securing the effective delivery of public service broadcasting and local content in a multi-platform environment will be identified and implemented.

The following table provides details of the target audiences and long-term impacts for the strategic initiatives and services for Outcome Two.

Strategic priority	Strategic initiatives and services	Target audiences	Long-term Impacts
Appropriation: Policy Advice and Monitoring of Funded Agencies; Purchasing Advice and Monitoring of Sport and Recreation Crown Entities			
Develop and maintain programmes to enhance the governance, performance and operational capability of funded agencies	<p>Initiative One: Enhancing funded-agency governance: Improving the diversity and quality of our database of 'board ready' candidates; appointing high-performing boards; providing board induction programmes; providing support programmes for best-practice Crown governance</p> <p>Initiative Two: Developing funded-agency capability</p>	Ministers, agency boards, agency senior managers	Well-performing boards leading well-performing agencies
Identify and implement options for securing the effective delivery of public service broadcasting and local content in a multi-platform environment	Initiative Three: Implementation of the broadcasting charter evaluation framework	Public service broadcasters	Public service broadcasters regularly reporting the impact of their performance and progress towards charter outcomes

How will we demonstrate our success?

(a) Strategic initiatives

The success of the Ministry's strategic initiatives and services for Outcome Two will be measured by their five-year impacts. Actual progress is monitored in relation to the desired (or target) impact trend. The following tables outline the five-year impacts, high-level measures and desired trends for the key initiatives and services supporting Outcome Two.

Strategic initiatives – Outcome Two	Five-year impacts	Measure	Desired trend/standard
Appropriation: Policy Advice and Monitoring of Funded Agencies			
Initiative One: Enhancing funded-agency governance	Effective governance of funded agencies	Overall improvement in governance and operational capability	▲
	Funded agencies developing their operational capability		

Strategic initiatives – Outcome Two	Five-year impacts	Measure	Desired trend/standard
Appropriation: Policy Advice and Monitoring of Funded Agencies			
Initiative Two: Developing funded-agency capability	Well-performing funded agencies	Ministerial confidence in funded-agency performance	▶
Initiative Three: Implementation of the broadcasting charter evaluation framework	Public service broadcasters are reporting quantitatively on their performance against their charters	Ministerial confidence in public service broadcasters' performance	▶
Legend: Increasing trend ▲ Sustained trend ▶			

(b) Outcome progress

Progress towards Outcome Two is demonstrated by reference to the impact trends indicated above and by key overall outcome indicators. The key overall indicators for Outcome Two are funded agencies' performance, quality of funded-agency programmes and target audience participation in funded-agency programmes. These indicators draw on information from both the Ministry's and funded agencies' operations. The desired trends for the indicators for Outcome Two are:

Key indicators for Outcome Two	Desired (target) trend
Funded agencies' performance	▲
Quality of funded-agency programmes	▲
Target audience participation in funded-agency programmes	▲
Legend: Increasing trend ▲	

Outcome Three

The value and contribution of culture to New Zealand's social, environmental and economic well-being is recognised

Appropriations: Policy Advice; Cultural Diplomacy International Programme

Key Activities: Advising government and other agencies; promoting New Zealand's cultural presence internationally

The New Zealand cultural sector is recognised for the enhancement it brings to our international profile and to the personal well-being of New Zealanders, and for its contribution to economic prosperity through creativity, development of talent and innovation. Cultural interactions also create connections and highlight New Zealand's uniqueness.

Promoting culture in its own right and for its role in supporting the achievement of the government's social, environmental and economic objectives requires collaboration between public, private and non-governmental organisations. The Ministry therefore liaises with a range of organisations,] providing advice, coordinating activities, or managing joint programmes which support this outcome. The Cultural Diplomacy International Programme is also a powerful means of projecting New Zealand's national identity, raising our international profile and supporting identified diplomatic, cultural, economic and political interests in key regions abroad.

What are we seeking to achieve?

The focus of the Ministry's key initiatives and services for Outcome Three is to enable culture's potential to contribute to New Zealand's economic, social or environmental well-being. The specific objectives for the Ministry's key initiatives and services are:

- government agencies with culture-related policies, initiatives or outcomes are connected, coordinated and contributing to a strong sense of cultural and national identity
- to advance New Zealand's national identity and its international interests through its culture.

What will we do to achieve this?

The key services and initiatives that contribute to Outcome Three are:

- cross-government support services – provide advice to and collaborate with public institutions and cross-government initiatives where culture is an important contributor to the achievement of their outcomes
- The Cultural Diplomacy International Programme (CDIP) – this initiative aims to establish or maintain a New Zealand cultural presence in key overseas regions or countries to boost New Zealand's profile and its economic, trade, tourism, diplomatic and cultural interests. Key partners in this initiative include members of the CDIP steering group (chaired by the Ministry, this includes the Ministry of Foreign Affairs and Trade, New Zealand Trade and Enterprise, and Tourism New Zealand), New Zealand diplomatic and trade posts overseas, and New Zealand's leading cultural organisations and artists.

The following table provides details of the target audiences and long-term impacts for the strategic initiatives and services for Outcome Three.

Strategic priority	Strategic initiatives, services and outputs	Target audiences	Long-term Impacts
Appropriation: Policy Advice; Cultural Diplomacy International Programme			
Provide advice on strengthening the policy, monitoring and institutional environment for cultural activities	Service One: Cross-government support – provide policy advice on the cultural dimension of initiatives led by other agencies	Ministers, central and local government agencies, Crown entities, NGOs and the public	The impact of other government programmes is enhanced by a cultural dimension
Promote New Zealand's cultural presence in key regions offshore	Initiative One: Cultural Diplomacy International Programme (CDIP)	Overseas governments, businesses and opinion leaders The general public , particularly those in target regions	Enhanced international appreciation of New Zealand's strengths, standing, products and services

How will we demonstrate our success?

(a) Strategic initiatives

The success of the Ministry's strategic initiatives and services for Outcome Three will be measured by their five-year impacts. Actual progress is monitored in relation to the desired (or target) impact trend. The following tables outline the five-year impacts, high-level measures and desired trends for the key initiatives and services supporting Outcome Three.

Strategic initiatives – Outcome Three	Five-year Impacts	Measure	Desired trend/standard
Appropriations: Policy Advice; Cultural Diplomacy International Programme			
Initiative One: Cultural Diplomacy International Programme	Growing understanding of and engagement with New Zealand	Understanding of and engagement with New Zealand	▲
Service One: Cross-government support	Ministry cultural policy advice supports other agencies' cultural outcomes	Ministry collaboration with other agencies	▲
Legend: Increasing trend ▲			

(b) Outcome progress

Progress towards Outcome Three is demonstrated by reference to the impact trends indicated above and by the trends of key overall indicators. The key indicators for Outcome Three are an appreciation of New Zealand's strengths, products and services in key regions offshore, and other agencies seeking Ministry input to their work. These indicators draw on performance and impact measures from the Ministry's CDIP operations. The actual and desired trends for the Outcome Three indicators are:

Key indicators for Outcome Three	Desired (target) trend
Appreciation of New Zealand's strengths, products and services in key regions offshore	▲
Other agencies seeking Ministry input to their work	▲
Legend: Increasing trend ▲	

Organisational Health and Capability

The Ministry's capability is reflected in its people, information and knowledge, systems, support and communications processes. A review of the Ministry's baseline budget capability was undertaken in 2006 by an independent external reviewer. Additional capability funding was provided to the Ministry in the 2007 Budget to address the under-resourcing identified by this review. A 'Programme of Action' was then implemented in 2007/08 to ensure that the additional resources secured in the Budget were applied as effectively as possible to enhance both the Ministry's capability and its capacity to achieve its outcomes.

Over the next five years the Ministry's success in managing towards outcomes will increasingly rely on:

- strategic leadership of the Ministry
- sustaining a positive organisational culture and staff committed to the organisation's work
- developing effective managers
- the recruitment, retention and development of skilled and talented staff
- the effective and efficient use of knowledge and information, based on robust IT systems
- effective resource planning and deployment in key areas of the Ministry
- access to high-quality information, and an information-sharing culture
- strong relationships with Māori and ensuring that the Ministry is equipped to liaise effectively and confidently with Māori
- continued development of the Ministry's strategic policy and research capability.

Organisation health and capability strategy

The Ministry's strategy is to *sustain the continuous improvement* of systems, processes, people, leadership and culture. Particular emphasis over the next five years will be placed on developing our leadership capability, strengthening the professional development of staff, sustaining a culture that enables the delivery of outcomes, and developing strong relationships with our stakeholders. The effect of this strategy will be to:

- enhance the Ministry's overall level of performance
- ensure that the Ministry's strategic initiatives and services have the impacts required to achieve the Ministry's outcomes
- support the State Services Development Goals.

Key Objectives

The specific objectives supporting the Ministry's organisational health and capability strategy and their links to the State Services Development Goals are:

Key Objectives	Links to State Services Development Goals
<i>Improve systems and processes</i>	
Common systems and processes for appropriate activities	Networked State Services; Trusted State Services
Sustainable management of Ministry resources	Value for Money State Services
<i>Develop people and culture</i>	
Develop future leaders	Employer of Choice; Trusted State Services
Maintain a culture that supports the achievement of the Ministry's goals	Employer of Choice; Trusted State Services; Value for Money State Services
Continue to develop effective managers and capable and productive staff	Employer of Choice; Trusted State Services
Attract and retain the right people	Employer of Choice; Trusted State Services
<i>Stakeholder engagement</i>	
Enhance the Ministry's engagement with Māori	Trusted State Services
Enhance the flow of information to stakeholders on the Ministry's direction, activities and achievements	Coordinated State Agencies; Accessible State Services
Enhance the inflow of information that informs the Ministry's strategic policy development and research	Coordinated State Agencies

Measures and indicators

Consistent with our approach to monitoring progress in managing towards outcomes, the Ministry uses key indicators to monitor the progress of its organisational health and capability strategy. The key medium-term initiatives and indicators for the Ministry's organisational health and capability programmes are outlined in the following table.

Organisation health and capability objectives	Key five-year initiatives	Key organisation health and capability Indicators
<i>Systems and processes</i>		
Common systems and processes for support activities	<p>Implement common resource planning, project planning and risk management in key areas of the Ministry</p> <p>Implement common web and application development platforms and processes for the production of cultural resources</p>	<p>Projects being completed on time and to budget</p> <p>Use of Ministry project, risk and resource planning tools and processes</p> <p>Project resourcing – resource deployment on projects across the Ministry</p> <p>Cost to develop and serve digital resources online</p>

Organisation health and capability objectives	Key five-year initiatives	Key organisation health and capability Indicators
Sustainable management of Ministry resources	Develop and implement systems and practices for managing and reporting the Ministry's performance under the Govt3 programme	Energy usage; water usage; rental car usage; air travel; recycling/waste minimisation; office procurement
<i>People and culture</i>		
Develop future leaders	Continued implementation of the Ministry's leadership development programme	Ministerial and stakeholder confidence in the Ministry's strategic direction and progress against outcomes Willingness to act on 360° feedback Leaders displaying desired leadership behaviours
Maintain a culture that supports the Ministry's goals	Implement staff engagement survey	Staff engagement in Ministry initiatives Staff engagement survey completed every two years Ministry's willingness to take appropriate actions in response to the staff survey
Continue to develop effective managers and capable and productive staff	Expand the professional development programme	Progress on development plans Progress on personal performance objectives
<i>Stakeholder engagement</i>		
Enhance the Ministry's engagement with Māori	Develop a programme to ensure that the Ministry is equipped to liaise effectively and confidently with Māori	Successful implementation of the Māori engagement programme
Enhance the flow of information to stakeholders on the Ministry's direction, activities and achievements	Continued implementation of the Ministry's communications strategy	Recognition by stakeholders and partners of the value and contribution of culture to the government's long-term outcomes
Enhance the inflow of information that informs the Ministry's strategic policy development and research	Identify future policy development and research priorities for culture and heritage Develop strategic policy thinking within the Ministry's current capacity	Progress on the Ministry's research programme Feedback on the quality of strategic policy advice

Equal employment opportunities, equality and diversity

In 2007/08 the Ministry concluded its inaugural pay and employment equity review. The main focus of this project was identifying and prioritising any areas of difference that are attributable to gender, and determining and implementing appropriate responses. The review concluded that the Ministry had no systemic pay or employment equity issues. The plan of action arising from the review focuses on monitoring the internal pay and employment equity environment and reviewing statistics. The plan will be implemented in 2008/09.

Also in 2008/09, the Ministry will develop systems to support the implementation of the Public Service Equality and Diversity policy.

Managing in a Changeable Operating Environment

Risk Management

The Ministry's risk management framework brings together strategic policies and operational procedures and practices to ensure that controls are implemented to prevent or mitigate the impact of identified risks. The risk management framework is overseen by the Ministry's Strategic Leadership Group and includes business continuity planning. The key components and activities of the Ministry's risk management framework are:

Framework components	Key activities	Key influences
Policies and practices – guiding the use of risk management	Communication and training Assessing risk tolerance	Ministry's strategy
Risk identification and assessment – developing a Ministry risk profile and management plan	Event identification Identify risk tolerance Risk profiling and management planning Statutory compliance assessment	Risk impact, probability of occurrence and imminence Risk tolerance Service performance standards
Risk management – applying common systematic risk management policies and practices	Control activities Monitoring and reporting Response management Risk register management	Ministry internal controls and project plans Public Finance Act, State Sector Act; Audit feedback; Treasury and SSC guidance Business continuity plan
Review and learning – risk management framework is fit for purpose; the Ministry has the required risk management capability; we learn from experience	Review standards and best-practice foundation Sharing experiences Update of Ministry's risk management framework	Fit for purpose Australian / New Zealand standard AS/NZ 4360:1999 Risk Management as updated by AS/NZ 4360:2004

The Ministry's approach to applying this framework involves identifying and, where possible, monitoring and managing the conditions that give rise to particular risks. The Ministry then applies risk monitoring and/or management activities on the basis of the risk profile. This approach allows the Ministry to focus its attention on the most consequential risks and as far as possible limit the conditions that would cause a risk to affect performance. Different risks and risk conditions will require customised approaches to identification and management.

Managing risks to achieving outcomes

The Ministry's risk management framework is applied to five areas in which the Ministry is exposed to potential risks to the achievement of outcomes:

- Developing policy advice
- Managing heritage property
- Administering government funds
- Production and delivery of cultural information and experiences
- Managing the Ministry.

For each area the source of the risk may be external, internal or both; and the risk may impact upon the Ministry's strategy, capability, performance or business continuity.

In general, external risks that might affect the achievement of the Ministry's and government's outcomes are related to either the operating environment or strategic issues. Internal risks that could affect progress towards outcomes are either performance- or capability-related. Performance risks generally relate to the key initiatives or services supporting each outcome. Capability risks are largely being addressed by pursuing objectives outlined in the Organisational Health and Capability section of this document. The Ministry has assessed that the performance and capability-related risks of greatest consequence are:

Risk	Type and outcome	Risk management
Failure to maintain the quality of policy advice, monitoring and other services to Ministers	Capability risk – all outcomes	Continued development of the Ministry's strategic policy capability and use of peer review
Loss of reputation for reliability and accuracy of Ministry-developed digital resources	Performance risk – Outcome One	Use of recognised external experts, internal checking and peer review in developing digital resources
Performance failure at a funded agency	Performance risk – Outcome Two	Development and delivery of best-practice guidance for agency boards Early identification of funded-agency risks and management of these through agency reviews, the development of annual Memorandums of Understanding, and/or monitoring plans
Failure to understand or meet the requirements of users of Ministry resources	Performance risk – all outcomes	Increase engagement with users of the Ministry's digital resources through its websites
Failure to maintain and develop effective networks and robust processes for consultation with stakeholders	Strategy – all outcomes	Continued enhancement of the flow of information to and from stakeholders
Major technology failure	Business continuity – all of	Development of appropriate

	Ministry	<p>common processes and platforms for the management and development of digital resources</p> <p>Continued implementation of focused project and risk management</p>
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Over the next five years the Ministry will continue actively monitoring the environment in which we work in order to detect developing risks as early as possible and to anticipate influences that may inform our strategy. In 2008/09, particular emphasis will be given to implementing initiatives for improving the management of both strategic and operational risk.

Monitoring the External Environment

The Ministry keeps abreast of its operating environment through its day-to-day engagement with its stakeholders and funded agencies, and through ongoing monitoring of the cultural sector using key cultural indicators. The information from these activities keeps our people and networks up to date and informs the evolution of our strategy and our advice to Ministers.

Stakeholder engagement

The following activities provide the Ministry with opportunities to remain informed on changes, trends and issues in its operating environment:

- public conferences on key issues relevant to the Ministry's strategic initiatives, e.g. broadcasting
- day-to-day engagement with stakeholders and monitoring of funded agencies
- a programme of internal presentations to Ministry staff by external experts and key players in the cultural sector
- contact with other state sector agencies through participation in cross-government initiatives, e.g. the government's digital strategy
- administration of and consultation on policies and legislation.

Cultural indicators

The key Indicators of the state of culture in New Zealand were set out in the report, *Cultural Indicators for New Zealand*, 2006. This report provided a new way of looking at a variety of cultural statistics that had not previously been available. The information from the report assists the Ministry to establish some benchmark figures for tracking New Zealanders' cultural experiences. These in turn will be used to inform government policy. The indicators are evaluative in nature, and intended to indicate positive or negative changes in the cultural sector over time. They do not directly measure the impact of government policy – this is not their purpose. The indicators are grouped into five categories: engagement, identity, diversity, social cohesion and economic development.

Once they are fully populated, the cultural indicators will be used to provide an indication of the state of the cultural sector. Over the next three years the Ministry will increase the number of indicators that are populated with data. A new report will be published in 2008/09. The following table gives an overview of the cultural indicators.

Theme	Theme outcomes	Indicators
Engagement	<p><i>Engagement:</i> New Zealanders engage in arts, culture and heritage events and activities as participants, consumers, creators or providers</p> <p><i>Environment:</i> There is an environment that supports creativity and innovation for all cultures</p> <p><i>Access:</i> New Zealanders have access to</p>	<p>Cultural employment</p> <p>Employment in creative occupations</p> <p>Median incomes from creative occupations</p> <p>How often people experience</p>

Theme	Theme outcomes	Indicators
	arts, culture and heritage events and activities <i>Value:</i> Arts, culture and heritage activities are valued by all New Zealanders	cultural activities on average Barriers to cultural experiences Household spending on cultural items
Identity	<i>Identity:</i> New Zealanders have a strong sense of cultural identity, based on their distinct heritage and cultures <i>Strength:</i> The cultures of Māori and Pākehā are strong and living, with both cultures being valued by New Zealanders	Speakers of Te Reo Māori Local content on television Māori Television ratings
Diversity	<i>Diversity:</i> New Zealand's growing cultural diversity is freely expressed, respected and valued	Grants to minority cultural groups Attendance at / participation in cultural ethnic activities
Social cohesion	<i>Enhancement:</i> Community relationships are enhanced by involvement in arts, culture and heritage events and activities <i>Cohesion:</i> New Zealanders' shared cultural identity fosters a tolerant, inclusive society	(no currently populated indicators)
Economic development	<i>Development:</i> Arts culture and heritage make a growing contribution to the economy	Income of the cultural industries Value-added contributed by the creative industries The creative industries' proportion of total industry value-added

Additional Information

Funded Agencies

The Ministry administers annual government funding to the following agencies:

- Antarctic Heritage Trust
- Arts Council of New Zealand Toi Aotearoa (Creative New Zealand)
- Broadcasting Commission (NZ On Air)
- Broadcasting Standards Authority
- Drug Free Sport New Zealand
- Freeview Ltd
- Museum of New Zealand Te Papa Tongarewa (Te Papa)
- National Pacific Radio Trust
- New Zealand Film Archive
- New Zealand Film Commission
- New Zealand Historic Places Trust
- New Zealand Music Commission
- New Zealand Symphony Orchestra
- Radio New Zealand International
- Royal New Zealand Ballet
- Sport and Recreation New Zealand (SPARC)
- Te Matatini Society Incorporated
- Television New Zealand Ltd

Legislation

The following legislation is administered by the Ministry for Culture and Heritage:

- 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 (except for section 20)
- 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 (No. 2) Act 1995
- Seddon Family Burial Ground Act 1924
- Sovereign's Birthday Observance Act 1952
- Sport and Recreation New Zealand Act 2002
- Television New Zealand Act 2003
- Waitangi Day Act 1976