

# **Koromakinga Rautaki Strategic Intentions**

**2018–2022**

# Introduction and Statement of Responsibility

E rau rangatira mā, tena koutou

He manatū iti tonu te Manatū Taonga, he mana whānui tōna, he toronga whānui, he manawa nui hoki tōna.

Manatū Taonga is a small ministry with a broad mandate, wide reach and a big heart

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

We're at the beginning of a new and more integrated strategy to fulfil government aims in the cultural sector.

This Strategic Intentions document sets out the things that we see as fundamental to connecting more people with the culture of Aotearoa New Zealand. This includes the work we do to support our funded agencies, our partnership with iwi/Māori and government agencies, and how we connect with the wider communities we serve and reflect.

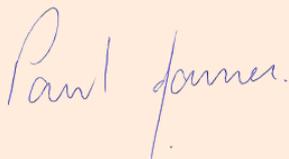
This means more New Zealanders will have access to arts and cultural events. This means more people at our kapa haka festivals. More New Zealand stories will be told on our screens and in our theatres, and all our communities will benefit from these.

We will maintain our commitment to ensuring that our national stories, places and activities reflect the rich diversity that gives us a unique sense of who we are. We want to ensure that every New Zealander, whatever their background, has the opportunity to experience these stories, places and activities, regardless of where they live.

I'm looking forward to the opportunity we have, working collectively, to support a future in which we can better understand and articulate the value of arts, culture and heritage, and how these contribute to our wellbeing – at an individual, community and national level.

## Statement of responsibility

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



27 September 2018

Paul James

Chief Executive, Manatū Taonga/ Ministry for Culture and Heritage

# Why the government supports culture

Cultural experiences help connect us with our stories, heritage and history, and our unique place in the world. These experiences also give us the opportunity to experience the stories and cultures of other citizens, and the diverse communities we live in.

Similarly, New Zealand's sporting heritage stems from the way sport is ingrained in our culture and the sporty childhood enjoyed by Kiwi kids.

**Culture can be the attitudes, customs and beliefs that define who we are. Culture can also include our heritage and taonga, the arts, media, sport and recreation.**

The Ministry uses the word 'culture' in a broad way. We celebrate our many perspectives and backgrounds, and value our indigenous culture. Māori culture has a special place at the heart of New Zealand's cultural identity, and is meaningful to all New Zealanders.

The Government recognises and promotes both the intrinsic value of culture, and also its wider benefits. The economic value of culture has long been recognised. The creative industries (such as film, media and design) are estimated to contribute around \$17.5 billion to the New Zealand economy.

More difficult to measure, but no less significant, is culture's importance to social connectedness, individual wellbeing and resilience. Since culture is the lens through which we experience the world, it is central to our interactions with the people and places around us. It brings joy to our lives, reflects who we are as New Zealanders and as a country, and inspires us – lifting us from everyday realities into new realms of experience.

The Government does not seek to prescribe the nature or form of cultural activity, or what cultural activities we might choose to access. But it has an important role to play in creating the environment in which cultural activities can flourish, and in ensuring all New Zealanders have access to, and can connect with, their culture and heritage.

Inevitably choices need to be made about how, and to what extent, the Government can best support the cultural sector and cultural activity. For this reason, the Ministry is focussed on developing the tools needed to better understand, describe and measure the value of culture. We have developed a framework for articulating the value of culture from an economic perspective and have commissioned UK-based economist Daniel Fujiwara to develop guidance on implementing it. Our actions to improve measures of the impact of the cultural sector is described in the "measuring progress" section of this document.

As our understanding of the sector's needs and impact grows, we will be better equipped to advise the Government on how to ensure all New Zealanders have access to and can connect with the forms of culture they value.

This document sets out the strategies the Ministry for Culture and Heritage has put in place to help achieve that objective.

# A more confident and connected culture contributes to the wellbeing of New Zealanders

The Ministry's strategic intentions are based around its overall purpose:

## He ngākau titihaka, be hononga

### Promoting a confident and connected culture

**Promoting** the importance of culture and heritage for all New Zealanders; our role within the sector, and the breadth and depth of our work.

**Confident** in what we do, as individuals and as an organisation; as a nation we are confident in our unique place in the world.

**Connected** across our organisation and across sectors; connecting communities through culture and heritage; connecting the past, present and future.

This overall purpose can then be expressed as our overall direction:

## Te hono I te iwi nui tonu ke te ahurea o Aotearoa

### We will connect more people with New Zealand's culture

Culture is a driver of wellbeing that manifests itself in many different ways, and is meaningful in different forms to different audiences. The Ministry promotes the diversity of New Zealand society in the cultural sector, so all New Zealanders can connect to and see themselves reflected in it.

Achieving our strategic objectives also involves considering the government's priorities, our wider stewardship responsibilities as a government department, and our legislative responsibilities.

This document explains:

- What matters to us;
- How we support Government Priorities;
- The need to work with others to achieve our objectives;
- How the above drives our work programme and outputs; and
- How we manage our own operations and functions.

# What matters to us – our enduring priorities

The following are the Ministry’s key priorities that are woven through our work programme. As a small agency we must carefully focus on areas where we can have the greatest impact. These priorities are used to guide not only what we do but how we do it.

<p>Tā tātou arotahi Our direction</p>	<p>Te hono i te iwi nui tonu ki te ahurea o Aotearoa We will connect more people with New Zealand’s culture</p>	
<p>Tā tātou kaupapa matua What matters to us</p>	<p>Creating opportunities for New Zealanders to engage with Māori culture – creating an inclusive New Zealand whakapapa</p>	
	<p>We are competent and effective at engaging with Iwi/Māori as customers and partners</p>	<p>We work with our partners to support Iwi/Māori aspirations</p>
	<p>We assist all New Zealanders to appreciate, understand and engage with Māori culture</p>	
<p><b>Valuing Aotearoa’s cultural diversity</b></p>		
<p>We promote the diversity of New Zealand society in the cultural sector, so all New Zealanders can connect to and see themselves in it</p>		
<p><b>Investing in culture for the wellbeing and prosperity of New Zealanders</b></p>		
<p>We shape government thinking about investing in culture, leveraging impact and encouraging the pursuit of excellence and innovation across the sector</p>		
<p><b>Caring for the nation’s taonga and identity</b></p>		
<p>We connect people with New Zealand’s culture and heritage by sharing stories</p>		<p>We act as a responsible guardian to the tangible and intangible cultural heritage under our care as it continues to evolve</p>

## The Te Arataki strategy

Connecting New Zealanders with Māori culture encourages individuals to value what is special about this country and recognise how it connects us, broadens the support base for this unique element of our identity and thereby promotes its ongoing development, and creates a platform for effective partnerships between Māori and non-Māori.

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

Te Arataki has three focus areas

- **Mātou** (building our internal Māori capability)
- **Rātou/Koutou** (working in collaboration to support Iwi/Māori priorities/aspirations)
- **Tātou** (creating opportunities for all New Zealanders to connect with Māori culture).

# How we support the Government's priorities

Following the 2017 election, the new government has outlined its priorities for New Zealand. The plan outlines twelve priorities under three key themes.

The work of the cultural sector contributes broadly across all three themes, but is primarily connected to theme *Providing New Leadership by Government*.

## **1. Building a productive, sustainable and inclusive economy**

Every year, the cultural sector contributes billions of dollars to the economy and supports thousands of jobs across the country. Our creative industries build talent and skills and produce high value and often weightless products for export. There is also a strong linkage to tourism where our natural environment, unique culture and heritage creates a rich experience for visitors. This in turn supports the sustainability and expansion of cultural activity.

## **2. Improving the wellbeing of New Zealanders and their families**

There is evidence that greater cultural participation has a broad and integral impact on wellbeing. Participation contributes to social relationships and more connected communities, and can make communities feel safer and stronger. Research has found positive links between cultural participation and improved social skills and engagement with the wider community.

## **3. Providing new leadership by government**

Within this overall theme is the priority *Value who we are as a country*.

Government intervention through a range of entities helps us value who we are as a country by enhancing the value created from experiencing culture “value to participants” as well as the value of knowing culture exists and is available for other people and future generations “value to others”. Creating more opportunities for New Zealanders to tell their stories leads to the recognition and preservation of our nation's heritage and history.

# Working with the cultural sector

The 'cultural sector' is the mixed (private and public) ecosystem of producers, distributors, consumers and funders of cultural goods and services. Culture is influenced by creative and innovative individuals, groups and organisations. The activities, goods and services they create, produce, distribute and present to the world have social and economic value as well as cultural benefits. The sector is large, diverse and integral to New Zealanders' everyday lives.

Just over \$400 million per annum of direct government funding is provided through Votes Arts, Culture and Heritage and Sport and Recreation. This represents a significant and ongoing investment by the government in the cultural sector.

These agencies include organisations that – through funding, regulation, advocacy and/or relationship building – adjust the environment to support the provision of improved cultural experiences to New Zealanders. Examples include NZ on Air and Heritage New Zealand. Others, such as Te Matatini and the Royal New Zealand Ballet, deliver cultural products directly to consumers.

The agencies directly funded by the government are detailed at <https://mch.govt.nz/funding-nz-culture/agencies-we-fund>.

The cultural sector is also supported through other public sources, most notably education and local government. A further \$100 million is provided by the Lottery Grants Board each year to four key cultural sector agencies in their capacity as statutory bodies.

## **The Ministry's role**

The Ministry itself receives approximately 6% of the direct government funding to the sector. In order to realise our goals and aspirations, we must work with others. We deliver our work programme either directly or indirectly through our partners, stakeholders and customers.

## **We need to work closely with the sector to achieve our aspirations**

We work with funded agencies and partners to deliver nationally significant programmes that speak to the heart of our national identity and help shape the national conversation about New Zealand's culture and heritage. As well as channelling direct government funding, the Ministry is focussed on working with key non-government groups in the cultural sector to ensure that the government's interventions are the right ones.

As an agency of the Crown we value the special relationship we have with iwi. We support iwi/Māori cultural priorities through our work programme, we work in partnership with Māori and are guided by the principles of the Treaty of Waitangi.

This is an area that will become even more critical over time, as we use our place at the table to lead the conversation about the importance of arts, culture and heritage in our communities, and seek to include more diverse perspectives in the stories we tell, and in those we support others to tell.

# How our strategic direction and government priorities drive our work programme

We have worked with Ministers to integrate government priorities into our work programme. The new work programme is organised under three broad themes. These themes incorporate both government priorities and our refreshed strategy to connect more people with New Zealand's culture.

Planned initiatives under each theme are listed below:

## 1) **Access and Participation**

*All New Zealanders can access and participate in cultural experiences*

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Improving access and participation brings the benefits of arts and culture to more New Zealanders – no matter their age, their background or where they live. Arts and culture helps us express ourselves as unique individuals, brought together in diverse communities.

We need to gain a clearer picture of the reach of the cultural sector. With that information we can develop policies that help extend this reach to more New Zealanders.

Current priorities that contribute to this include:

- Data analysis on the reach of the sector
- Support the establishment of a Māori Battalion Museum at Waitangi
- Digital publishing of New Zealand's stories, including the Te Tai Treaty settlement stories
- Increasing the diversity of the arts sector, including more Māori and Pasifika broadcasting content
- Reviewing the government's interventions in contemporary music, to ensure an appropriate level of support
- The development of a Pasifika focus, including:
  - Investigating the development of a policy on repatriation of Māori and Pasifika ancestors and taonga
  - Security of funding for Pasifika festivals
  - Exploring options for the promotion of waka voyaging art forms and traditions
- Advising on future policies around captioning following the 2017 select committee inquiry

## 2) **Sustainable growth**

*The cultural sector is supported and growing sustainably*

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The cultural and creative sector plays a vital part in economic growth, contribution to our overall wellbeing. Investment in the arts is investment in both a healthier society and a stronger economy.

Current initiatives related to sustainable growth include:

- Building pathways into employment and enabling sustainable careers in the cultural sector
- Growing the cultural and economic contribution of the New Zealand screen sector

- Maximising the wider cultural sector's contribution to economic growth
- Better use of the Ministry's cultural agency monitoring role to support improved sector performance and highly performing individual agencies
- Supporting greater diversity in Arts, Culture and Heritage Board appointments

### 3) National Identity

*New Zealanders share a distinct and inclusive identity and value our history and traditions*

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The Ministry supports and contributes to New Zealander's distinct and inclusive identity, strengthening our collective sense of identity as a country:

- a) The arts are core to our identity as a nation. They are the window through which we see the soul of our people and our country. And – as part of a good democratic society – they help us make sure we are staying honest with each other, holding a mirror up to ourselves and our beliefs and values.
- b) Commemoration of past events helps ensure our stories live on in our nation's memory.
- c) Heritage buildings are tangible reminders of the people and events of our history, an intrinsic part of our identity. And they help create vibrant and interesting streetscapes, giving our towns and cities special character.

Current priorities that contribute to this theme include:

- Constructing the Erebus National Memorial
- Delivering the Tuia Encounters 250 commemoration
- Enhancing protection for built heritage
- Supporting the Public Media Ministerial Advisory Group and any subsequent broadcasting reforms
- Work on a Digital Convergence Bill to update the Broadcasting Act to better reflect today's converged market
- Contribution to the MBIE-led review of the Copyright Act
- Input to the commemoration of the New Zealand Wars
- Activating and enhancing Pukeahu National War Memorial Park
- Ensuring New Zealand's international obligations are being met and opportunities explored on cultural matters, particularly with Australia

# The Ministry's own deliverables

The Ministry is directly responsible for activities that government wants to hold close: the creation of certain historical resources, and the management of national commemorations, and of various programmes, funds and statutes that protect, support or enlarge the heritage of the nation.

The services directly provided by the Ministry are described below, along with how each relates to the Ministry's work programme, and how each is funded.

## 1. Policy advice and funded agency monitoring to support the Government's interventions in the cultural sector

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

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

This advice and support is focussed on the work programmes outlined above to promote a confident and connected culture.

Relates to our priorities:

This output involves the provision of advice across all four of the Ministry's strategic priorities. Specific policy work related to each priority is detailed in our work programme above.

Funded by the following appropriations:

Vote Arts Culture and Heritage

- Policy advice, Monitoring of Funded Agencies and Ministerial Services MCA

Vote Sport and Recreation

- Purchase Advice and Monitoring of Sport and Recreation Crown Entities

## 2. Management of the Pukeahu National War Memorial Park

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Pukeahu is the place to honour and remember our veterans, it provides the opportunity to inform the public about New Zealand's experience in conflict, and engage the public in a civic experience. The Ministry's management of the park includes delivery of a ceremonial and visitor programme, an education programme and asset management. The Ministry provides advice and support for the ongoing development of the park, including a number of additional memorials expected over the next few years.

Relates to our priorities:

Caring for the nation's taonga and identity

Funded by the following appropriations:

Vote Arts Culture and Heritage

- Heritage Services
- Pukeahu National War Memorial Park

## 3. Research and Publishing (including support for commemorations)

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The Ministry is the authoritative curator of the nation's history and significant stories. We lead and contribute to major multi-agency history and reference projects (ranging from Te Ara Encyclopaedia of NZ, NZ History online and Te Tai Treaty Settlement Stories to resources to support major commemorations). We produce authoritative accessible resources for New Zealanders and international audiences, including educational resources for teachers and students, to meet demonstrated demand for information about New Zealand, nationhood and identity.

Relates to our priorities: Creating opportunities for New Zealanders to engage with Māori culture Caring for the nation's taonga and identity	Funded by the following appropriations: Vote Arts Culture and Heritage <ul style="list-style-type: none"> <li>• Heritage Services</li> </ul>
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#### 4. **Administering legislation**

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

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

Legislation that we administer is detailed at <https://mch.govt.nz/about-ministry/legislation>

Relates to our priorities: Caring for the nation's taonga and identity	Funded by the following appropriations: Vote Arts Culture and Heritage <ul style="list-style-type: none"> <li>• Heritage Services</li> <li>• Protection of Taonga Tūturū</li> </ul>
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#### 5. **Management of grant schemes**

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The Ministry administers funding rounds for a range of grant schemes, from the Regional Culture and Heritage Fund and Heritage EQUIP, to New Zealand History Research Trust awards and The New Zealand Oral History Awards. The Ministry manages the promotion of each scheme, supports potential applicants, assesses applications, provides advice to Ministers, undertakes contracting and monitors successful grants.

Some grant schemes funded through our votes are managed by funded agencies, as indicated below.

Relates to our priorities: Investing in culture for the wellbeing and prosperity of New Zealanders	Funded by the following appropriations: Vote Arts Culture and Heritage <ul style="list-style-type: none"> <li>• Heritage Services</li> <li>• Earthquake-prone Heritage Buildings</li> <li>• Regional Culture and Heritage Fund</li> <li>• Treaty of Waitangi Commemorations</li> <li>• New Zealand Screen Production Grant – New Zealand (managed by the New Zealand Film Commission)</li> </ul> Vote Sport and Recreation <ul style="list-style-type: none"> <li>• Prime Minister's Sport Scholarships (managed by Sport New Zealand)</li> <li>• Miscellaneous Grants (managed by Sport New Zealand)</li> </ul>
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## 6. National Memorials and Graves

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The Ministry maintains a portfolio of national monuments, historic graves and war graves. There is a triennial maintenance cycle of inspection, tendering and completion.

Relates to our priorities:

Caring for the nation's taonga and identity

Funded by the following appropriations:

Vote Arts Culture and Heritage

- Heritage Services
- Commonwealth War Graves
- Development and Maintenance of War Graves, Historical Graves and Monuments

## 7. National Commemorations Programme

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The Ministry leads and administers the National Commemorations programme. This consists of a series of Tier 1 events, such as the 250th anniversary of the first meetings of Māori and Europeans between James Cook and Tahitian chief and navigator Tupaia. We deliver selected commemorations and work with others to support others. This output includes related work around military heritage.

Relates to our priorities:

Caring for the nation's taonga and identity  
Creating opportunities for New Zealanders to engage with Māori culture  
Valuing Aotearoa's cultural diversity

Funded by the following appropriations:

Vote Arts Culture and Heritage

- Heritage Services
- First World War Centenary

## 8. Administering the Cultural Development International Programme

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The Ministry oversees projects and activities to advance New Zealand's interests overseas by providing leveraging opportunities through appropriate and effective cultural events in strategically significant locations.

Relates to our priorities:

- Investing in culture for the wellbeing and prosperity of New Zealanders

Funded by the following appropriations:

Vote Arts Culture and Heritage

- Cultural Development International Programme (MYA)

# Measuring progress

The Ministry's current outcome indicators, found in the [Statement of Intent 2015-19](#), are focused on:

- New Zealanders' sense of attachment to New Zealand – through perceptions of their sense of belonging, and participation in sporting, arts and cultural activities
- The level of initiatives co-created with iwi that support Māori cultural aspirations
- The amount of New Zealand content available on broadcast media.
- The sustainability of cultural assets

The Ministry is in a period of change and work is underway to develop new indicators of success for the strategic priorities in this document. Working with the Treasury, we are developing a public discussion paper on culture and the Living Standards Framework, which will explore how culture is incorporated in the Living Standards Framework.

The Ministry is also collaborating with Statistics New Zealand on the wider set of wellbeing measures that will form the "Indicators Aotearoa" framework. This will have a specific subset of measures for cultural identity. This is expected in mid-2019.

Work has begun on a value framework for culture. This takes an internationally accepted approach to describing the total value of culture, adapted to our context and linked to the Living Standards Framework. This is intended to be a measurement tool to assist with the development and evaluation of cultural projects and interventions.

The Ministry is investing in improving how the cultural sector demonstrates its impact by establishing an ongoing research programme (see "Managing the Ministry's functions and operations" below).

Working with the Treasury, we are developing a public discussion paper on culture and the Living Standards Framework, which will explore how culture is incorporated in the Living Standards Framework.

# Managing the Ministry's functions and operations

The Ministry will require a strong strategic policy and operational capability to deliver on its strategic priorities and common purpose.

A Performance Improvement Framework (PIF) review of the Ministry in 2016 highlighted the need for the Ministry to lead the development of a strategy to maximise the impact of the Government's intervention in the cultural sector. It also highlighted the need for more research and evidence to support decision-making.

Additional funding in the 2018 Budget provides the Ministry with an opportunity to increase its underlying capabilities over the next three years. Our focus includes the following:

- 1) Greater capability and capacity to deliver on the government's work programme to improve arts, culture and heritage outcomes for New Zealand

The Ministry's approach aims to attract and retain people with the right skillsets and, in particular, provide greater diversity of skills and backgrounds.

- 2) Research and evaluation to inform strategic policy

There is currently no integrated data and evidence framework to measure the value of culture and heritage activities. The Ministry wants to improve the evidence base to inform its stewardship role in the cultural sector and inform the most effective use of government intervention.

We intend to significantly increase our research capability and see our role as:

- Engaging with internal and external stakeholders to ensure work is relevant to strategy, policy, and funding decisions;
- Leveraging the existing research eco-system, building productive linkages with academia and think tanks, and consolidating and supplementing sector agencies' data and evidence to strengthen the intervention logic between culture and wellbeing;
- Lead an evidence gathering programme through a mixture of internal and outsourced work; and
- Communicate results, findings and implications internally and externally.

- 3) Improving the Ministry's governance arrangements

New funding will be used to meet increased standards for effective internal governance. These include:

- Internal assurance mechanisms such as an audit committee and internal audit capability;
- Security and backup for information technology systems; and
- Maturity of health and safety, document and protective security processes.

The Ministry also has a work governance group to oversee the planning and delivery of priority initiatives. This mechanism will be further enhanced to ensure that new initiatives are aligned to the Ministry's strategy and results are monitored.

# Bringing common purpose, values and behaviours into everyday practice

In 2017 all staff were involved in developing the Ministry's common purpose, our shared understanding of what Manatū Taonga does, and how we contribute to New Zealand's wellbeing and prosperity:

## He ngākau titikaha, he hononga tangata

### Promoting a confident and connected culture

Similarly, a set of values and behaviours has been developed through cross-Ministry collaboration to describe how we do things here. These describe what makes Manatū Taonga a great place to work, illustrate how we operate at our collective best, and support our common purpose and direction.



#### Manawanui

He toa taumata rau. Bravery has many resting places.

#### Act courageously

We step up and act with integrity. We speak the truth, even when it's hard.



#### Matakite

Ko te pae tawhiti whāia kia tata, ko te pae tata, whakamauia kia tina. Seek out distant horizons, and cherish those you attain.

#### See ahead

We are deliberate about where we are going and make the hard choices to lead the way. We find out what's going on around us and grab opportunities that will make the difference.



#### Mana tangata

He taonga rongonui te aroha ki te tangata. Goodwill towards others is a precious treasure.

#### Care together

We respect our individual differences and knowledge. We take care of each other. Together we are stronger.



### **Mahara**

I orea te tuatara ka puta ki waho. A problem is solved by continuing to find solutions.

#### **Think, be curious**

We question conventional wisdom and ask 'how could it be better? We go beyond the familiar to design creative solutions.



### **Manaaki**

Kia akiaki te mana o te tāngata. To uplift the mana of people.

#### **Serve with pride**

We take pride in our work and the value culture brings to New Zealanders. We put communities at the heart of what we do.

Our next challenge is to embed our values and behaviours into our normal day-to-day practices, decision-making and interactions with each other and our sector partners.

## **A workforce aligned with our culture and strategy**

**What would our workforce be like if we took an approach that reinforces not just our strategy, but our values and behaviours as our primary objective?**

With an increase in baseline budget of around \$5 million per annum from 1 July 2018, the Ministry has an opportunity to review its workforce requirements to support a step-change in the way we deliver our services. In this context, and in line with our strategic direction, we will consider the number and mix of staff, our culture, change and diversity requirements, and how we will grow and share our organisational capability.

In particular the focus is to articulate a people management philosophy and approach which is aligned with the Ministry's strategy and supports the development of our internal culture for current and new staff.

This critical piece of work will underpin conversations about other work in relation to:

- The ideal operating model to inform organisation and role design;
- The design of our workspaces to best accommodate and support desired ways of working that enhance our culture and delivery capability;
- Attracting and retaining a diverse workforce; and
- How we induct staff to the Ministry.

## Diversity and inclusion

### What would our approach to diversity and inclusion look, feel and be like if it was aligned to our culture and strategy?

Increasing our ethnic diversity is one of our biggest challenges in ensuring that we reflect the communities we serve. However it isn't just a matter of having a more diverse workforce - we also need all our people to have better awareness and understanding of cultures other than their own.

To address this challenge we have prioritised two key areas in 2018/19 as part of a broader Diversity and Inclusion Agency Plan:

- 1) **Supporting** our people to have a strong appreciation of New Zealand's diverse culture and understanding why this is a strategic priority for Manatū Taonga
- 2) **Attracting and retaining** a workforce which better reflects the diversity (especially those who identify as Māori, Pacific and Asian) of Aotearoa in a sustainable way

Emphasis on diversity and inclusion has been woven throughout our strategy and behaviours. This provides the Ministry with an excellent foundation to support people to understand why diversity and inclusion matters.

As we begin to deliver on commitments made in our capability bid, our workforce will increase from its present level of around 120. We see this as an opportune time to focus on improving how we attract and retain a workforce that better reflects the diversity of New Zealand.

Increased capability also offers an opportunity to change how our workplace is used – with more people in the building we will have to configure ourselves differently. This gives us an opportunity to use technology and space better. We need to create an environment that supports diversity of thinking and working and provides better spaces for collaboration and interaction.

## Gender pay gap

The Ministry's overall gender pay gap in 2018 was 11.1%. This compared to an overall Public Service gender pay gap of 12.2%. Figures such as these can fluctuate significantly in smaller organisations such as ours, where individual employees (arrivals and departures) have a greater impact on the total.

Our Gender Pay Gap Action Plan includes an analysis of the factors contributing to the gap and the actions we will undertake towards closing the gap. The Action Plan incorporates the Public Service milestones, in particular: equal pay for men and women in the same roles, flexible work by default, removing bias in remuneration systems and human resource practices, and gender balance leadership.

