

# Consultation to develop a Long-Term Insights Briefing: the components of an impactful and sustainable cultural sector into the future

## Why are we doing this?

Manatū Taonga is developing a Long-Term Insights Briefing (LTIB) which looks to understand *‘what are the components of an impactful and sustainable cultural sector into the future?’*

The LTIB<sup>1</sup> is a way for the public to contribute meaningfully on what matters the most for the future of New Zealand, and provides an opportunity to enhance public debate on long-term issues and usefully contribute to future decision making.

The LTIB work will help us collectively to think about and plan for the future, and will identify and explore the long-term issues that matter for the future wellbeing of people in New Zealand.

The final briefing will be available to the public to be used as a resource and evidence base.

## The purpose of this document

The focus of the first Manatū Taonga LTIB is on the topic of *cultural sector infrastructure* – the physical, social, and dynamic components of the cultural sector that enable delivery and outcomes.

The purpose of this consultation document is to seek your insight and input on this subject and to seek your feedback on several key questions.

While the LTIB is not Government policy, the future focus of this work is intended to help Manatū Taonga identify and test assumptions that are influencing how policy issues are being considered; explore beyond the assumed future to consider a much wider range of possible contexts; generate new insights into possible future developments; and reduce risk by developing policy that is more resilient to changing conditions and takes advantage of new opportunities.

The LTIBs help us as a country to start thinking about the future and what will matter most for the long-term wellbeing of people in New Zealand and will help all of us to make decisions about the future.

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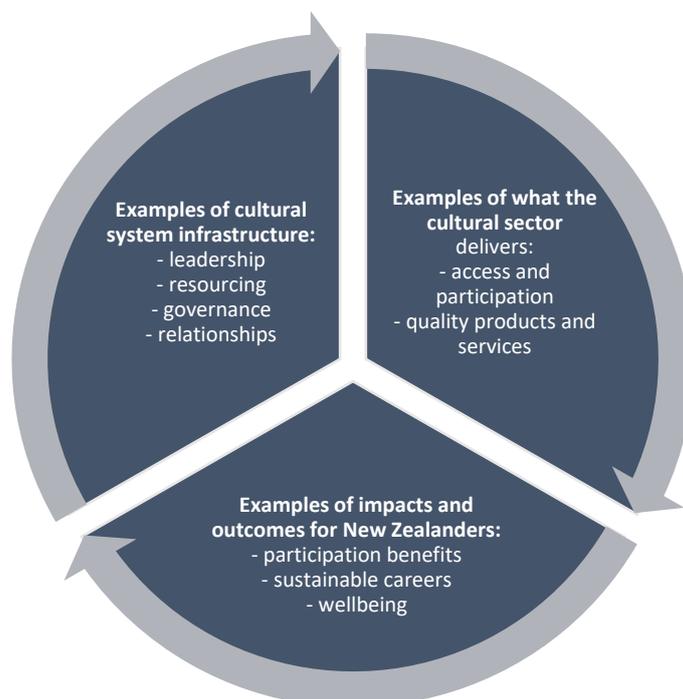
<sup>1</sup> For background about the Long-Term Insights Briefing please refer to Appendix One

## Our cultural sector system

There is no single definition and description of the cultural sector system in New Zealand, i.e. how it functions as a holistic system, what the characteristics and components are within that system, and what a 'healthy' or 'sustainable' sector looks like. Developing an improved holistic understanding of the cultural sector system is important to help grow the sector as a system, and mature our approach to policy interventions.

For this work Manatū Taonga has grouped the system components into three broad areas: cultural system infrastructure, cultural sector delivery, and the impacts and outcomes for New Zealanders.

The focus of this consultation is on the topic of *cultural sector infrastructure* – the physical, social, and dynamic components of the cultural sector that enable delivery and outcomes.



## Current context: transforming post-COVID-19

The cultural sector was hit hard by COVID-19 and continues to feel the effects of border closures and travel restrictions, and the ongoing uncertainty of shifting alert levels. This new operating climate has driven the sector to transform, both accelerating changes already taking place and creating new opportunities for development and innovation. Below we outline some of these factors which will impact cultural sector infrastructure into the future.

### Adaptation and sustainability

Cultural sector organisations are adapting to the post-COVID context and working toward sustainability. This includes a renewed focus on skills and business development, succession planning, and protecting Mātauranga Māori.

**Example:** COVID-19 response or contingency plans have become a vital part of ensuring cultural sector organisations, events and productions can operate safely. Recent research [[New Zealanders' Cultural Participation in 2020](#)] has shown audiences are more likely to attend events over the next 12 months with certain safety measures and contingencies (e.g. refund policies) in place.

## Digitisation and online offerings

There is an increasing trend toward the digitisation of taonga and cultural sector products, as well as online delivery mechanisms.

**Example:** Te Papa's iwi-in-residence Rongowhakaata has developed a virtual tour [[Ko Rongowhakaata: The Story of Light and Shadow](#)] of the exhibition *Ko Rongowhakaata: The Story of Light and Shadow* to preserve the stories of their taonga and share these with the wider community.

## New partnerships and ways of working

New relationships, partnerships, and ways of working are emerging across the cultural sector. This includes how government works with the community to develop and implement policy, and how organisations work together to leverage funding and implement programming.

**Example:** The development of the Pasifika Festivals Initiative [[Pasifika](#)], a fund supporting festival organisers administered by Creative New Zealand and funded by Manatū Taonga. Here, a group of agencies (Creative New Zealand, Manatū Taonga, the Ministry for Pacific Peoples and the Pacific Business Trust) and festival leaders from across New Zealand have been working together to co-design the fund through talanoa and a series of 'zono' (virtual fono). Based on 'Kaupapa Pasifika' and Teu Le Va cultural concepts, this approach ensures the fund meets community needs, while strengthening relationships and the festival ecosystem. This group continues to meet as each funding round is designed.

## Looking to the future

When we think of the future, it's often helpful to begin by reflecting upon the changes we are experiencing, and think—if these trends continue and are successful, what will the sector look like? How will the sector operate? What other transformations could take place as a result?

## The 2022 Long-Term Insights Briefing will focus on the cultural sector infrastructure

The value of the LTIB is the opportunity to adopt a longer timeframe than is normally used, and for the purposes of this LTIB, the time horizon we are looking at is over the next 10-20 years (i.e. up to 2040).

The focus of the first LTIB is on the system area *cultural sector infrastructure* – the physical, social, and dynamic components of the cultural sector that enable delivery and outcomes. Part of understanding these components is to identify value, risks, opportunities and challenges into the future – applying a ‘future lens’. This includes considering the drivers of change affecting components. Drivers of change are significant future forces that could have major or minor impacts on many parts of society including cultural system infrastructure.

Examples of components and drivers of change are presented in the table below. Note – these components are placeholders and will be refined and expanded through engagement and further research.

Component	Description	Example drivers of change (future lens)
<b>Accessibility</b>	All New Zealanders having access to cultural and artistic forms, barriers to participation for traditionally underserved populations	Changing delivery mechanisms – e.g. virtual reality; demographic changes – e.g. ethnicity, age structure, aging population; new accessibility technologies.
<b>Assets</b>	Physical infrastructure, human capital, including technologies and systems	Climate change; ageing assets; new participation preferences – e.g. in person versus digital; short shelf life for skills.
<b>Connection</b>	Strong relationships within and across sub-sectors, and to non-cultural sectors (e.g. education, health, justice, technology)	Funding partnerships; new collaborative tools; gig economy; global collaboration.
<b>Equity</b>	Specific infrastructure that enables equitable access and career outcomes, particularly those from underserved groups; diversity supported and valued	Increased diversity-hiring, governance; pay equity; changing migration patterns.

Component	Description	Example drivers of change (future lens)
<b>Investment</b>	Funding pathways, government investment	New philanthropic giving patterns; strategic philanthropy; digitally enabled revenue streams.
<b>Leadership</b>	Stewardship, governance and management, support organisations	Increased diversity; networked, project based organisational structures.
<b>Learning pathways</b>	Comprehensive career pathways from early learning, workforce development, multiple entry points to become a professional creative	New skills requirements; new learning platforms.
<b>Māori</b>	Infrastructure enabling protection, promotion, and transmission of arts and cultural practices; equitable access to Māori cultural and artistic forms; equity in opportunities for Māori creatives; Māori governance and partnership; sustainability	Te Tiriti o Waitangi – Te Tiriti based approaches; Treaty settlements, growing Māori economy; revitalised Mātauranga Māori.
<b>Public support</b>	Public value of the arts; strong government support, value of the cultural sector is clearly articulated and understood, cultural sector an important part of the education system, strong philanthropic support	Increased access/participation; fragmented consumption of cultural content.

## Manatū Taonga is seeking input on the topic of cultural system infrastructure

To support the development of our first LTIB, Manatū Taonga is seeking input on the cultural system infrastructure topic, specifically to understand the value of ‘infrastructure’ that underpins strong delivery and outcomes, and to understand the drivers of change around these components into the future.

This is the first stage in a two-stage consultation process, where Manatū Taonga works with communities to decide on the specific topics within the wider topics that will be covered in the final LTIB. The results of this first consultation will then be used to shape the content

and detail of the LTIB. The draft LTIB will then be made available in the second stage of consultation for communities to provide feedback.

Some questions to help with your feedback are provided below.<sup>2</sup>

We understand "cultural system infrastructure" as the set of physical, social, and dynamic components that shape how the cultural sector operates (e.g., production, delivery, preservation, participation) in New Zealand.

- **What do you think about the infrastructure components we have listed? What is missing? Should any be removed?**
- **Which components do you consider to be most fundamental in fostering a sustainable and impactful cultural sector in the next 10-20 years?**
- **What do you think will act as significant drivers of change over time within the cultural sector?**
- **How do you think these drivers of change could affect some of the components you've discussed?**
- **What are the key risks, opportunities, and challenges when considering cultural system infrastructure to 2040?**

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<sup>2</sup> For some guidance about futures thinking refer to the Seven Questions technique <https://dpmc.govt.nz/sites/default/files/2018-02/Futures%20Tools%20conversation%20tracker.pdf>

## Appendix One: The Long-Term Insights Briefing<sup>3</sup>

The New Zealand public service has a duty of stewardship, to look ahead and provide advice on future challenges and opportunities. Achieving this requires organisational commitment to develop the capacity and capability to not only respond to the issues of the day, but also take a long-term stewardship role. It requires a public service that values foresight – to think, anticipate and act with the future interests of people in New Zealand front and centre.

The Public Service Act 2020 (Schedule 6, clauses 8 and 9) introduces a new requirement on departmental chief executives to publish a Long-term Insights Briefing (a Briefing) at least once every three years. The purpose of the Briefings is to make available into the public domain:

- information about medium and long-term trends, risks and opportunities that affect or may affect New Zealand and New Zealand society
- information and impartial analysis, including policy options for responding to these matters.

The Briefings are think pieces on the future, not government policy. The requirement to publish a Briefing is a statutory duty on departmental chief executives, independent of ministers. They differ from the advice that the public service provides ministers, or the accountability and planning documents prepared for Parliament.

The value of the Briefings is the opportunity to identify and explore the issues that matter for the future wellbeing of the people of New Zealand. They provide an opportunity to enhance public debate on long-term issues and usefully contribute to future decision making – not only by government but also by Māori, business, academia, not-for-profit organisations, and the wider public.

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<sup>3</sup> From the Department of Prime Minister and Cabinet: <https://dpmc.govt.nz/our-programmes/policy-project/long-term-insights-briefings>

## Appendix Two: The Long-Term Insights Briefing Process

The table below provides a high-level view of the LTIB process and timeframes. The first LTIB is due to be tabled with Select Committee by 30 June 2022.

This document has been developed for the first stage of public consultation. Once the draft briefing has been developed a further round of consultation with take place, the indicative timing for this is early 2022.

