

**Manatū
Taonga**

Ministry
for Culture
& Heritage

Released under the Official Information Act 1982

Briefing to the
Incoming Minister for
**Arts, Culture
and Heritage**

November 2020

newzealand.govt.nz

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Introduction

Nau mai haere mai ki te Kohinga Toi me ngā Taonga Tuku Iho.

E hiamō katoa ana a Te Manatū Taonga ki te mahi tahi ki a koe ki te rato i ō whakatau e pā ana ki ēnei rāngai o te toi, o te ahurea, o ngā taonga tuku iho, ā, ki te marama ki ō kawatau ki te Manatū, ki te ārahi hoki i te ahunga rautaki ā-ahurea o ngā tāngata katoa o Aotearoa.

Minister, welcome to the Arts, Culture and Heritage portfolio.

Manatū Taonga, the Ministry for Culture and Heritage, looks forward to working with you to deliver on your priorities for the arts, cultural and heritage sectors, understanding your expectations of the Ministry, and leading the strategic direction for New Zealanders' cultural life.

Portfolio overview

The arts and heritage sectors are large, diverse, and integral to the quality of New Zealanders' lives. Cultural activities promote positive engagement between and within communities, helping to foster understanding and social inclusion. Aotearoa's built environments – our whare, heritage buildings, museums, libraries and galleries – reflect a significant aspect of our physical and financial capital, as well as our evolving values and identities.

We know the arts can help to improve our physical and mental wellbeing, and that there is a strong correlation between cultural engagement and educational achievement. Cultural participation can also help to make communities feel stronger, safer, and more connected. Awareness and understanding of our heritage – who we are and how we're connected – can help provide direction for our future.

The cultural sector also makes a major contribution to New Zealand's economic growth and sustainable prosperity. In 2019 the arts and creative sector contributed \$10.8 billion dollars to the economy and supported 92,000 jobs across the country¹.

The Ministry's strategic priorities for the Arts, Culture and Heritage portfolio are:

- **All New Zealanders can access and participate in cultural experiences** – accessible cultural activity is important to individuals and communities
- **The cultural sector is supported and growing sustainably** – a thriving cultural sector contributes to a strong economy
- **New Zealanders share a distinct and inclusive identity and value our history and traditions** – the cultural sector plays a large role in fostering individual and collective identities and social inclusion and tolerance.

Recent investment in the cultural and heritage sectors is allowing the Ministry to deliver a programme of work to ensure they can survive and adapt in the short-term, and thrive in the future. Beyond this financial investment, government also has the critical role of establishing the strategic, policy, and legislative settings to ensure maximum value is derived from a responsive and prosperous cultural sector.

¹ *Impact of COVID-19 on the Arts and Creative Sector*, Infometrics, April 2020.

Portfolio responsibilities

As Minister for Arts, Culture and Heritage you have responsibility for a broad portfolio comprising 10 Crown-funded agencies² as well as the Ministry. You, the Ministry and funded agencies each has a set of responsibilities laid out in key reference documents such as the Crown Entities Act 2004, The Public Service Act 2020, the *Cabinet Manual* (2017) and *Statutory Crown Entities: A Guide for Ministers* (2014).

The Ministry administers 15 Acts as part of the Arts, Culture and Heritage portfolio, some of which include responsibilities for the Minister. Details of these Acts and the key responsibilities are in Appendix 5.

Ministerial responsibilities

The Arts, Culture and Heritage portfolio presents you with unique and extensive opportunities to engage with and experience New Zealand's distinctive culture and heritage, and to support and shape a resilient and valued cultural sector. You will have multiple opportunities to attend, present at and promote a broad and rich range of cultural events, to make and deliver on funding decisions, and to articulate your vision for the sector and its contribution to New Zealanders' cultural, social and economic wellbeing.

You have responsibility for Vote Arts Culture and Heritage and for spending decisions made under this appropriation, including consideration of potential Budget bids to support your portfolio priorities. You are also the Responsible Minister for the Ministry.

Under the Public Finance Act 1989 you are accountable to Parliament for the Ministry's financial performance as well as protecting the Crown's interests in the Ministry. You will also determine the Ministry's priorities and direction through a number of mechanisms and engagements, most notably the periodic update of the Ministry's Strategic Intentions.

A significant part of your role will involve working with the diverse range of Crown-funded cultural agencies that will deliver much of your strategy and priorities. The Crown Entities Act 2004 outlines your responsibilities for oversight and management of Crown entities. You also have a funding relationship with a number of non-government cultural agencies. The Ministry will support your work with funded agencies, which will include articulating Government's policies and your expectations of them.

The Ministry will also support you in your important role in working with your Ministerial colleagues to build connections between the Ministry and other departments to leverage the many wider benefits of cultural activity.

The Ministry will provide advice for your consideration on delegations for your Associate Ministers.

² These agencies are: Creative New Zealand, Te Papa, Heritage New Zealand Pouhere Taonga, New Zealand Film Commission, Ngā Taonga Sound & Vision, Royal New Zealand Ballet, New Zealand Symphony Orchestra, New Zealand Music Commission, Te Matatini, and Antarctic Heritage Trust. Appendix 1 provides a summary of these agencies.

Priority topics

Cultural Recovery Package

The Ministry is delivering a significant suite of cultural recovery initiatives that represent the largest investment in New Zealand's cultural sector in the last 20 years. The Cultural Recovery Package has been targeted at initiatives to address both the immediate response to the global pandemic and support a longer-term recovery. Many of these initiatives have a shorter-term focus to address immediate COVID-related costs and impacts, and are already delivering support to, or taking applications through our partner agencies. This has included funding for:

- film, music and museums sectors, and Pasifika festivals
- cultural organisations that are funded by the Ministry
- expanding of existing programmes.

Snapshot of funding awarded

- Over the next few years Manatū Taonga will lead a suite of initiatives in partnership with its funded agencies and sector stakeholders to deliver \$374.3 million of funding for both short-term relief, and longer-term support for the arts, culture and heritage sectors.
 - \$10.5 million was allocated in 2019/20
 - \$189.0 million has been allocated in 2020/21
 - \$123.3 million has been allocated for 2021/22
 - \$42.4 million has been allocated for 2022/23
 - \$9.1 million has been allocated for 2023/24

The funding disbursed by the Ministry to our partner agencies and national cultural organisations to date to support the arts, culture and heritage sectors

- \$17.1 million has been disbursed to safeguard our national cultural organisations to ensure they remain financially viable.
- An additional \$15.2 million will be disbursed to these organisations throughout the remainder of 2020/21 and a further \$1 million in 2021/22.
- \$2.0 million has been disbursed to NZ On Air to deliver more of its existing New Music programme.
- An additional \$2.0 million will be disbursed to NZ On Air throughout the remainder of 2020/21 and a further \$3.1 million in 2021/22.
- To date NZ On Air has approved 162 additional grants from this funding, awarding a total of \$0.8 million to successful applicants.
- \$2.2 million has been disbursed to Heritage New Zealand Pouhere Taonga, Fale Malae Trust and Ngā Taonga Sound & Vision to deliver specific arts, culture and heritage projects such as supporting Ngā Taonga Sound & Vision to digitally preserve at risk audio and visual media.
- An additional \$5.5 million will be disbursed to Ngā Taonga Sound & Vision throughout the remainder of 2020/21 and a further \$25.4 million from 30 July 2021 – 30 June 2024.
- A further \$9 million will be disbursed to the Fale Malae Trust throughout 2021/22.

The funding disbursed by the Ministry to our partner agencies and national cultural organisations to date to support the arts, culture and heritage sectors

- \$12.5 million funding has been disbursed to Creative NZ to retain core arts infrastructure and deliver arts projects in communities through new and existing funding programmes.
 - An additional \$12.5 million will be disbursed to Creative NZ throughout the remainder of 2020/21.
 - Of the total \$25 million, \$16.9 million will be for new funding programmes, \$2 million will be to boost or establish a new Creative Communities Programme and \$6 million will enable Creative NZ to deliver more of its existing Arts Grants programmes.
 - To date Creative NZ has disbursed \$2.0 million to the sector, with further funding rounds planned throughout the remainder of 2020/21.
- \$33.2 million has been disbursed to the New Zealand Music Commission, NZ On Air, the New Zealand Film Commission, Te Papa, and Heritage New Zealand Pouhere Taonga to deliver through new contestable and make good funding programmes.
 - This includes an additional \$2.5 million disbursed to Creative NZ to deliver through new funds which are separate to the \$25 million funding noted in the bullet above.
 - An additional \$41.4 million will be disbursed to the organisations mentioned above throughout the remainder of 2020/21 and a further \$50.2 million in 2021/22 and 2020/23.
 - Some of these agencies are taking applications across different funds and to date have disbursed \$2.5 million to the sector with a further \$6.6 million awarded to successful applicants of the funds which include:
 - 84 music venues across 26 towns and cities in New Zealand
 - 41 music artists
 - 15 film productions
 - 18 television productions
 - two Pasifika festivals
- Several initiatives closed funding rounds in October and applications are being assessed. The Ministry will update you over the next month on the results of the first round of the Museum Hardship Fund, the Pasifika Festivals Initiative and the Aotearoa Music Touring Programme Tier One Fund, as well as subsequent rounds of Creative NZ and NZ On Air New Music funding.

The Ministry has completed an ambitious and wide-reaching stakeholder engagement programme to inform the development of four key initiatives with a medium to long-term focus. 9(2)(g)(i)

9(2)(g)(i) The Ministry will provide further advice to address new and/or emerging sector needs as appropriate.

Creative Arts Recovery and Employment (CARE) Fund – CARE is a contestable fund for \$70 million over three years, and will create employment and training opportunities, ensure vital skills, talent and creative infrastructure is not lost, and maintain and expand public access to creative and cultural experiences. A briefing seeking your agreement to detailed policy settings for the CARE Fund along with a phased approach to the fund opening from February 2021, will be available for your consideration in early November.

Cultural Sector Capability Fund – the Capability fund will enhance cultural organisations and businesses’ ability to deliver to New Zealand and international audiences during COVID alert levels and border restrictions. \$8 million has been allocated over two years to funded entities to support sector capability development, with \$12 million in contestable funding over two years for organisations in the cultural sector. A briefing seeking your agreement to detailed policy settings for the Capability Fund along with a proposed opening of round one from December 2020, will be available for your consideration in early November.

Cultural Sector Innovation Fund – the Innovation Fund is a contestable fund for \$60 million over three years, encouraging innovative practices and partnerships to change the way cultural content is made available to audiences, helping to create a more resilient and sustainable sector. There will be a strong focus on supporting Mātauranga Māori outcomes through this fund, including projects that encourage the protection, transmission and retention of Mātauranga Māori. A briefing seeking your agreement to detailed policy settings for the Innovation Fund will be available for your consideration in November 2020.

Mātauranga Māori Te Awe Kotuku funding initiative – this initiative from Budget 2020 provides \$20 million over two years and has a focus on supporting Māori to protect their mātauranga (traditional knowledge) and taonga from the impact and ongoing threat of COVID-19. The three key workstreams include funding for:

- five Arts, Culture and Heritage agencies (Creative NZ, Heritage New Zealand Pouhere Taonga, Ngā Taonga Sound & Vision, Te Matatini, and Te Papa) to deliver a range of projects to support iwi, hapū, whanau and Māori communities protect their mātauranga, starting in November 2020
- a new Oranga Marae partnership contestable fund to support marae to retain and protect the irreplaceable mātauranga and taonga on marae
- guidelines to protect Māori content online.

Other priority topics

Pasifika Festivals – this initiative from Budget 2020 provides \$12 million over three years and has a focus on supporting the ongoing viability of Pasifika festivals after the impacts of COVID-19.

Premium Productions for International Audiences Fund – this initiative will support the New Zealand screen production sector to recover from COVID-19 by supporting high-quality productions that tell New Zealand stories for global audiences. The \$50m fund seeks to enable a step-change for the screen sector in the maturity and sophistication of New Zealand’s film and televisual productions. The Ministry will seek your approval to detailed eligibility criteria later in 2020, when engagement with key delivery partners is completed.

Screen Sector Indemnity Scheme – following concerns raised by the screen sector, Ministerial approval was received to allow the Ministry to establish parameters for an interim indemnity scheme. The scheme is intended to indemnify productions under the Public Finance Act 1989, to cover the film sector’s requirement to secure finance. The scheme would enable the Ministry, on behalf of production companies with film productions scheduled to begin before April 2021, to submit individual business cases to Treasury in order to seek an indemnity. Officials are working with Treasury to develop a process to allow this to happen quickly and with a managed level of risk to the Crown. The Ministry will provide advice to you in November.

Strengthening Heritage Protection project – this project comprises three key work-streams – improving the regulatory system for heritage protection, reviewing funding and incentives, and promoting best practice in the government’s management of heritage in its care.

Artists’ Resale Royalty Right – this initiative proposes to introduce a scheme in New Zealand that requires buyers of art works to pay a royalty when purchasing art through professional art market intermediaries on the secondary art market. Work on this project was paused in order to focus on the immediate COVID-19 response. The Ministry will engage with you on next steps for this work.

National Erebus Memorial – the memorial has received conditional approval to be located at Dove Myer Robinson Park in Auckland. All regulatory requirements have been met, including resource consent. Landowner approval will be sought from the Waitemata Local Board at a meeting on 17 November. If approval is granted, construction will take around six months. 9(2)(f)(iv) [redacted]. The Ministry will brief you after the Board meeting.

Seismic strengthening – both the Pukeahu National War Memorial Park Carillon Tower and the Seddon family grave have been identified as earthquake prone. The Ministry is commissioning options for the seismic strengthening of the tower, and planning is underway for the refurbishment and seismic strengthening of the Seddon family grave. The Ministry is currently working to assess the options to mitigate the risk of harm to the public if the structure is damaged in an earthquake.

Upcoming decisions and actions

These upcoming decisions and actions are required within the first few months of your appointment. The Ministry will provide you with advice to support these decisions.

Decision required	Timing for decision
Policy decisions	
<p><i>Cultural Sector Regeneration Fund:</i> Initial Ministerial decisions have been taken to approve the high-level outcomes for the three funds which comprise the Cultural Sector Regeneration Fund; the Creative Arts Recovery and Employment (CARE) Fund, Cultural Sector Innovation Fund and Cultural Sector Capability Fund. An extensive stakeholder engagement programme was completed in late September, which has informed the detailed policy settings for all three funds.</p> <p>9(2)(f)(iv) [redacted] [redacted] [redacted]</p>	November 2020
<p><i>Strengthening Heritage Protection:</i> 9(2)(f)(iv) [redacted] [redacted] [redacted] [redacted] [redacted]</p>	December 2020

Decision required	Timing for decision
<p><i>Mātauranga Māori Te Awe Kotuku initiative:</i> 9(2)(f)(iv) [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]</p>	December 2020
<p><i>Screen sector:</i> 9(2)(f)(iv) [redacted] [redacted] [redacted] [redacted]</p>	November 2020
<p><i>Government Response to Screen Sector Strategy:</i> 9(2)(f)(iv) [redacted] [redacted] [redacted] [redacted]</p>	December 2020
Legislative decisions	
<p>9(2)(f)(iv) [redacted] [redacted] [redacted] [redacted] [redacted]</p>	December 2020
Funding decisions	
The Ministry will engage with you on Budget 2021 processes and decisions from November.	November 2020 – May 2021
Board appointments	
<p>9(2)(f)(iv) [redacted] [redacted] [redacted] [redacted]</p>	November 2020

Decision required	Timing for decision
Crown Entity Letters of Expectations	
<p>Letters of Expectations are the mechanism for you to guide agencies' strategic direction. There are five Crown Entities that will need to be provided with Letters of Expectations:</p> <ul style="list-style-type: none"> • Heritage New Zealand Pouhere Taonga • Museum of New Zealand Te Papa Tongarewa • Creative New Zealand • New Zealand Symphony Orchestra • New Zealand Film Commission 	February 2021
Events	
<p>Armistice Day: Act of Remembrance at the National War Memorial. A Minister will, ideally, represent the government at this commemoration alongside the representative of the Chief of Defence Force, Dean of the Diplomatic Corps, and RNZRSA.</p>	11 November 2020

Suggested meetings

The Ministry recommends the following stakeholder meetings as an initial introduction to the sector and the portfolio:

Creative New Zealand Chair and Deputy Chair to set your expectations for Creative New Zealand, as a key funding agency within the sector.

Screen agencies to discuss key sector issues including access to funding and the screen sector strategy.

Other meetings – the Ministry will support you to establish regular meetings throughout your term with Crown Entity Chairs and Chief Executives.

Ministry support to the portfolio

The Ministry is here to support you in carrying out your Ministerial duties and realising your priorities for the sector. The Ministry will provide you with free and frank advice on portfolio issues, and will develop and implement policies and strategy to deliver on your objectives and to support the Government's wider priorities and policies.

The Ministry's Chief Executive and Secretary for Culture and Heritage, Bernadette Cavanagh, is your main point of contact. She is responsible to you as portfolio Minister, and for the financial management, performance and sustainability of the Ministry under section 34 of the Public Finance Act.

You will have a Private Secretary on secondment from the Ministry, who will support you with portfolio related matters and act as the interface between your office and the Ministry. The Ministry will discuss with your office and the offices of Associate Ministers' the level of Private Secretary support required in the Associate Ministers' offices.

The Ministry will provide you with regular status reports and will have regular officials meetings with you.

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Appendix 1: Monitoring of funded agencies and sector performance

Ministry's role

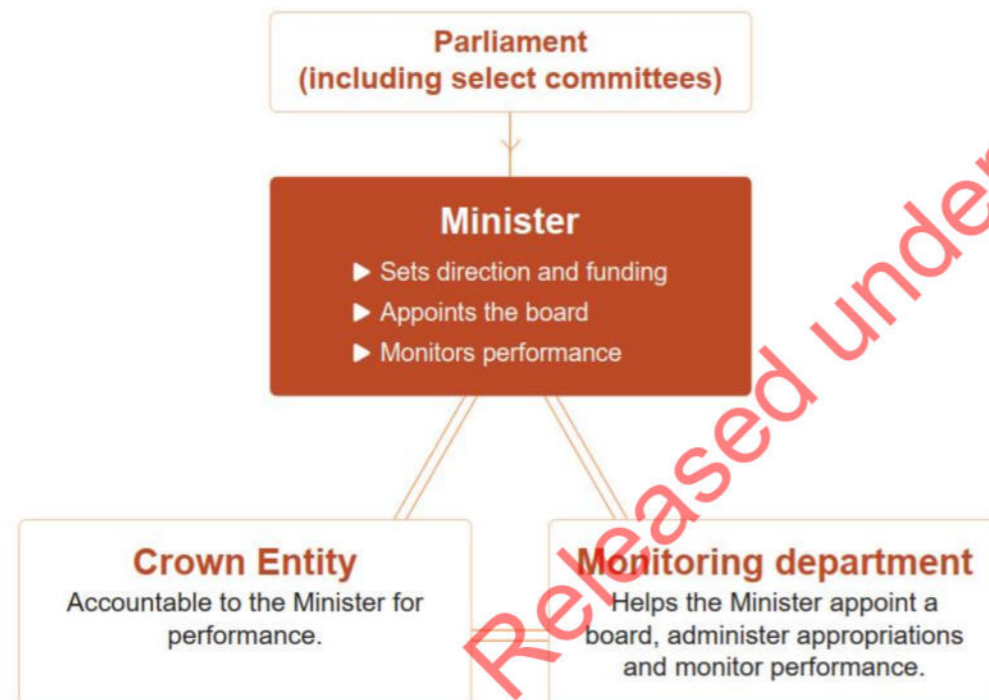
As stewards of the arts, culture, heritage, media and sporting sectors, the Ministry has a duty to advise Ministers on the sustainability, health and capability of the sector and the challenges and opportunities the sector faces. Our overall aim is to drive sector performance for the benefit of all New Zealanders. Our role as a monitor is to assist you, as the responsible Minister, to carry out your role in:

- **Ensuring an effective board is in place** by appointing members to, and removing members from boards and determining remuneration of some board members
- Giving directions to entities to **give effect to government** policy (Crown agents) or have regard to government policy (autonomous Crown entities)*
- **Reviewing** the operations and performance of the entity
- Requesting **information** from an entity
- Participating in the process of setting the entity's **strategic direction** and performance expectations
- **Monitoring** the entity's performance
- **Answering to Parliament** for the performance of the entity.

As monitor we are also responsible for

- Administering **appropriations**
- Administering **legislation**
- Tendering independent **advice to Ministers**, including advice on entities' performance

* there are some restrictions on direction – e.g. you may not give directions to cultural sector agencies on cultural matters



From 'It Takes Three' – Te Kawa Mataaho, Public Service Commission

Minister's responsibilities and government expectations

Autonomous Crown Entities	Non-Government Organisations
Creative New Zealand, Heritage New Zealand, New Zealand Film Commission, New Zealand Symphony Orchestra, Te Papa	Antarctic Heritage Trust, New Zealand Music Commission, Ngā Taonga Sound & Vision, Royal New Zealand Ballet, Te Matatini
<ul style="list-style-type: none"> • Minister for Arts, Culture and Heritage determines Board appointments (via Cabinet) and (with discretion) can remove Board members • Minister for Arts, Culture and Heritage sets direction and annual expectations • Minister for Arts, Culture and Heritage can direct on government policy, and the agency must 'give effect' to policy that relates to the entity's functions and objectives if directed to do so • Agency must 'give effect to' Whole-of-Government approach if directed by Ministers of Finance and Public Service 	<ul style="list-style-type: none"> • Funding is provided to provide certain services, and the Ministry enters into contractual relationships with these entities for service delivery or to support service delivery • The Crown Entities Act does not apply • Board members for these organisations are not appointed by the Minister for Arts, Culture and Heritage

Overview of entities



ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA

Creative New Zealand (Arts Council of New Zealand)

Chair: Michael Moynahan
Chief Executive: Stephen Wainwright

- National body for the arts, whose purpose is to encourage, promote, and support the arts in New Zealand for the benefit of New Zealanders.
- Established under the Arts Council of NZ Toi Aotearoa Act 2014.

\$46.689m from Vote Arts Culture and Heritage in 2020/21, including \$30m COVID response funding



Te Papa (Museum of New Zealand Te Papa Tongarewa)

Chair: Hon Dame Fran Wilde
Chief Executive: Courtney Johnston and Arapata Hakiwai (Kaihautū | Māori Co-leader)

- Responsible for collecting, conserving, storing and exhibiting tangible and intangible taonga and works of art.
- Established by the Museum of New Zealand Te Papa Tongarewa Act 1992 and Crown Entities Act 2004.

\$64.074m from Vote Arts Culture and Heritage in 2020/21, including \$19m COVID response funding

Overview of entities



Heritage New Zealand Pouhere Taonga

Chair: Hon Marian Hobbs
Chief Executive: Andrew Coleman

- Responsible for the identification, protection, preservation and conservation of historical and cultural heritage.
- Established by the Heritage New Zealand Pouhere Taonga Act 2014.

\$18.970m from Vote Arts Culture and Heritage in 2020/21, including \$3.982m COVID response funding



New Zealand Film Commission

Chair: Dame Kerry Prendergast DNZM, CNZM
Chief Executive: Annabelle Sheehan

- Supports the New Zealand film industry by investing in films, providing professional development for New Zealand filmmakers and promoting New Zealand films and our screen production industry.
- Established by the New Zealand Film Commission Act 1978.

\$17.101m from Vote Arts Culture and Heritage in 2020/21, including \$11.7m COVID response funding



NGĀ TAONGA
SOUND & VISION

Ngā Taonga Sound & Vision

Chair: Simon Murdoch
Chief Executive: Honiana Love

- Responsible for collecting, conserving, storing and making accessible New Zealand's film, television and radio material.
- Independent charitable trust governed by the Charitable Trusts Act 1957 and Trust Deed.

\$8.623m from Vote Arts Culture and Heritage in 2020/21, including \$0.670m COVID response funding



ROYAL NEW ZEALAND BALLET

Royal New Zealand Ballet

Chair: Dame Kerry Prendergast DNZM, CNZM
Executive Director: Lester McGrath

- Provides national touring of ballet performances of an international standard, as well as community and education programmes across the country.
- Provides opportunities and professional development for New Zealand dancers, choreographers and designers.
- Independent charitable trust governed by the Charitable Trusts Act 1957 and Trust Deed.

\$6.303m from Vote Arts Culture and Heritage in 2020/21 including \$0.919m COVID response funding



New Zealand Symphony Orchestra

Chair: Laurence Kubiak
Chief Executive: Peter Biggs CNZM

- Provides national touring of orchestral music performed to an international standard, and community and education programmes across the country.
- Provides opportunities and professional development for New Zealand creatives.
- Established by the New Zealand Symphony Orchestra Act 2004

\$14.826m from Vote Arts Culture and Heritage in 2020/21



New Zealand Music Commission

Chair: Victoria Blood
Chief Executive: Cath Andersen

- Supports and promotes contemporary New Zealand music domestically and overseas.
- Independent trust governed by the Charitable Trusts Act 1957 and Trust Deed.

\$7.978m from Vote Arts Culture and Heritage in 2020/21, including \$5.750m COVID response funding



Te Matatini

Chair: Selwyn Parata
Chief Executive: Carl Ross

- Supports the long-term development of Māori performing arts through fostering excellence in kapa haka.
- An incorporated society (NGO) governed by the Incorporated Societies Act 1908 & Rules.

\$4.198m from Vote Arts Culture and Heritage in 2020/21, including \$2.250m COVID response funding



ANTARCTIC HERITAGE TRUST

Antarctic Heritage Trust

Chair: HE Datuk Mark Stewart MNZM, PJM (Kehormat)
Chief Executive: Nigel Watson

- An independent charitable trust (NGO) governed by the Charitable Trusts Act 1957 and Trust Deed.
- Engaged in conserving the bases and artefacts of Antarctic explorers such as Sir Ernest Shackleton and Captain Robert Falcon Scott, and educating and inspiring young people.

\$1.926m from Vote Arts Culture and Heritage in 2020/21, including \$1.4m COVID response funding

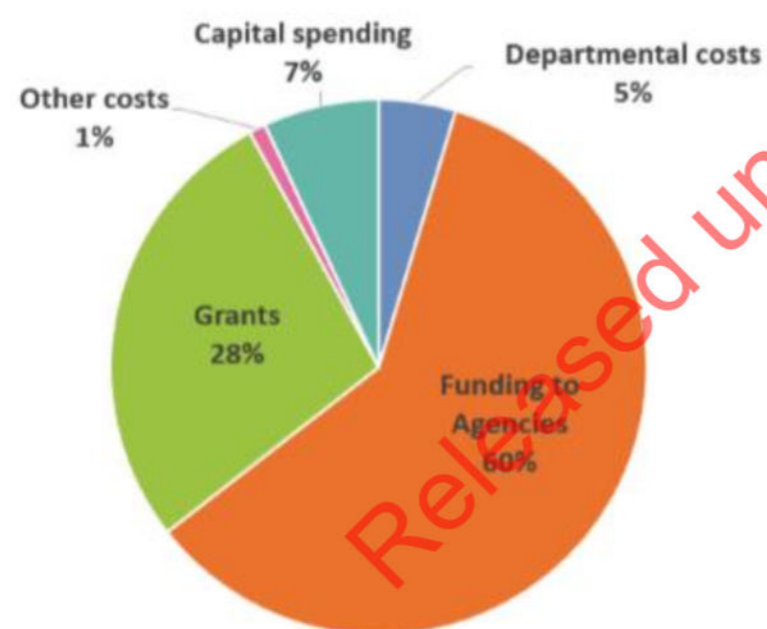
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Appendix 2: Funds and appropriations

Overview of Vote Arts, Culture and Heritage (as at Pre-Election Fiscal Update)

Type of appropriation	Funding	Estimated cost 2020/21 (\$m)
Departmental Output Expenses	Departmental outputs	\$27.692
	Departmental capital expenditure	\$0.430
Non-Departmental Output Expenses	Museum Services	\$69.027
	Management of Historic Places	\$20.896
	Protection of Taonga Tūturu	\$0.800
	Public Broadcasting Services	\$182.081
	Performing Arts Services	\$32.305
	Support of Arts and Film	\$57.790
	Other Expenses	
Treaty of Waitangi Commemorations	\$0.288	
Maintenance of Graves and Monuments	\$5.032	
Cultural Recovery Package initiatives (other expense components)	\$101.700	
Screen Production Grants	\$45.000	
Regional Culture and Heritage Fund	\$14.837	
Heritage Earthquake Upgrade Incentive Programme Grants	\$5.250	
Non-Departmental Capital Expenditure	Purchase of assets and equity to support funded agencies	\$42.171
Total Vote		\$605.299

Overview of Vote (2020/21) by nature of expense



Cultural Response and Recovery Initiatives

Initiative	Appropriation within Vote ACH 2021 as at PREFU (\$m)	Total Initiative (\$m)
COVID-19 Media Support Package 1:		
• Platform contributions	\$16.500	\$16.500
• Transmission fees	\$13.400	\$21.100
• Sector Support Supplementary Fund	\$7.446	\$11.100
• Uptake of Media Subscriptions	\$1.000	\$1.300
Building a Sustainable and Viable Media Sector	\$2.000	\$2.000
Mātauranga Māori Te Awe Kotuku Fund	\$10.000	\$20.000
Cultural Sector Regeneration Fund (CARE Fund, Capability Fund and Innovation Fund)	\$60.000	\$150.000
Pasifika Festivals Initiative	\$4.000	\$12.000
Museum Hardship Fund	\$1.000	\$2.000
Creative New Zealand – Retain Core Arts Infrastructure and Deliver Arts	\$25.000	\$25.000
Support to funded agencies (Te Matatini, Royal New Zealand Ballet, Antarctic Heritage Trust, Heritage New Zealand, Te Papa)	\$24.926	\$29.225
New Zealand Music Recovery	\$8.806	\$16.578
Screen Production Fund	\$18.700	\$23.400
Establishing a New Zealand Fale Malae	\$1.000	\$10.000
Waitangi National Trust – Surviving the Effects of the COVID-19 Pandemic	\$4.000	\$4.000
Premium Films for New Zealand Audiences	\$25.000	\$50.000

These initiatives are the responsibility of the Minister for Broadcasting and Media







Other New Initiatives

Initiative	Funding 2020/21 (\$m)	Total Initiative (\$m)
Acquisition of Seddon House	\$22.000	\$22.000

Appendix 3: The impacts of COVID-19 on the sectors

The cultural and broadcasting sectors have been hit hard by COVID-19. In April 2020 the Ministry commissioned an economic forecast of the cultural sector by Infometrics which projected a potential loss of 16.4% in sector GDP (versus 8% for New Zealand as a whole) and approximately 11,000 jobs. Now, organisations, workers, and audiences continue to be affected by restrictions on gatherings and international travel, along with widespread uncertainty about the future.

The Ministry has been working closely with funded agencies to understand the ongoing impacts to the sector, and to learn more about the effects of shifts in alert levels for organisations, creative workers and audiences (specific agency reporting is overleaf).

Key areas of impact					
FINANCIAL / ECONOMIC	ORGANISATIONAL PERFORMANCE	WORKFORCE	AUDIENCE	HERITAGE & TAONGA	MĀORI
 <ul style="list-style-type: none"> Closures, cancellations, and postponements have occurred in large numbers across the sector, with events especially vulnerable to Alert Level restrictions. This has led to significant revenue loss for organisations. In broadcasting, the sudden drop off in advertising revenue during lockdown was a significant concern. While some activities have resumed, financial viability remains a concern for many organisations in the sector. Some organisations who have received funding are now considering medium to long-term sustainability— how to adapt to COVID-19 climate and cope with the global economic recession. The loss of the international tourism and export revenue remain a concern. 	 <ul style="list-style-type: none"> Organisations have learned to adapt to the shifting COVID-19 context, increasing flexibility and health and safety practices to meet new workplace demands. For some media entities, the increased workload of COVID-19 coverage created new challenges. Many organisations have also worked to adapt and generate content/services to digital platforms. These efforts continue to be widespread, ranging from performance streaming (live and pre-recorded) to online festivals/events and educational offerings. However, not all subsectors/activities translate equally to the online context, and organisations how to generate revenue within the competitive global digital marketplace. 	 <ul style="list-style-type: none"> The creative workforce continues to face significant job insecurity and risk. Forecasts show the greatest job loss is yet to occur. Both primary and secondary employment are at risk for many creatives, with contract, casual and freelance workers especially affected. These concerns are exacerbated by the end of the wage subsidy schemes. Border restrictions continue to limit workers' opportunities to collaborate both inside and outside of New Zealand, leading to the loss of international touring and development opportunities, and decrease of international talent to New Zealand, though limited visa exemptions have occurred. Mental health is an increasing concern among the creative workforce due to the ongoing stress of the post-COVID context. 	 <ul style="list-style-type: none"> Initially, the sector experienced a sudden drop off of in-person attendance and sharp increase in digital participation. Modelling of cultural participation data estimated up to 33.7% of New Zealanders aged 15+ (1.37 million people) were prevented from participating in certain activities during lockdown, such as movie attendance. Audiences are slowly rebounding as Alert Levels decrease, though widespread uncertainty about the future is causing some hesitancy. Early surveys (e.g. NZSO, RNZB) have indicated some measures (e.g. refunds, social distancing) may help audiences feel more comfortable. The Ministry is now conducting national research to understand audience behaviours post-COVID, with initial results due in November 2020. 	 <ul style="list-style-type: none"> Early lockdown restrictions meant most heritage conservation programmes were suspended, though most have now resumed. Crown-funded organisations including Te Papa, Te Matatini, and Ngā Taonga Sound & Vision have taken on increased roles in providing digital educational content. Visitation to heritage sites and organisations continues to be affected by the lack of international tourists, causing a drop off in revenue. Consequently, organisations are now focusing on how to increase domestic tourism to make up for some of the losses. Innovations in service delivery and new partnerships are emerging across the sector to adapt to the post-COVID context. 	 <ul style="list-style-type: none"> Initial restrictions impacted access to and kaitiakitanga of taonga and cultural assets, with most activities resuming under lower Alert levels. There has been a shift in mātauranga Māori transmission with the growth of digital offerings and audiences. Employment opportunities are especially at risk for Māori – both primary and secondary employment. Cultural participation has been significantly affected due to restrictions, e.g. marae visits, tangihanga, kapa haka. Significant cultural events have been postponed, e.g. Te Matatini, Polyfest. Other events have moved online e.g. Te Wiki o Te Reo Māori. Early indications of increase in partnership with iwi emerging post-COVID within the sector.

- Alert level restrictions will have impacts on productions/events and financial sustainability. With the resurgence wage subsidy ending, jobs are at significant risk, particularly in the live performance area.
- Concern and uncertainty persists across the sector and among audiences. There is some hesitancy to commit to cultural activities in the future due to potential financial and health risks.
- New opportunities and ways of working are continuing to grow despite the COVID-19 restrictions, including digital content and events. However, not all subsectors/activities can easily adapt to a digital platform.
- New and/or strengthened relationships are being built as organisations and creatives work together to manage the impacts of COVID-19 and articulate priorities.

Impact area	Features	Impacts	Recent reports from Crown-funded agencies and Ministry delivery
FINANCIAL / ECONOMIC 	Closures, delays, cancellations	Loss of revenue – commercial, ticketing, advertising; organisational financial instability; increased costs.	<ul style="list-style-type: none"> • Ongoing postponements/cancellations experienced across the sector due to shifts in alert levels, particularly in live performance sector e.g. RNZB's <i>Venus Rising</i> cancellation, and NZSO programme changes. • Some postponements resulting in need to pay back current funding e.g. RNZB likely to pay back \$28k funding for Auckland prison project. • Several screen productions forced to close down sets at short notice following Auckland lockdown, though most are now continuing. Significant stress and concern resulting from ongoing disruption, highlighting vulnerability of production and music sectors • Some venues in a precarious financial situation. Some have trialled measures to meet COVID requirements, but many operators unclear about how to adapt venue for health and viability requirements. • <i>Ticket Rocket</i> now in receivership, leaving many promoters and audiences out of pocket without box office receipts or refunds. • Hesitancy to commit to larger scale public programmes due to uncertainty about investing in new products that require a minimum number of visitors.
	Global economic recession	Reduced sponsorship/funding/spending – lottery, government, businesses, donors, trusts, discretionary spending; loss of export revenue.	
ORGANISATIONAL PERFORMANCE 	Reduction in activities	Inability to meet performance and financial targets; reduced new content (works, shows etc.)	<ul style="list-style-type: none"> • Significant redundancies expected in the live music sector in coming weeks, with more companies and music venues 'hanging on by a thread'. Business for some Auckland-based production companies has decreased by 80%, leading to job loss, selling of stock/equipment, and downsizing. • Loss of freelance work and secondary incomes for freelancers, many of whom rely on hospitality work. • Impacts on downstream providers such as technical services/crew and independent contractors. • Widespread uncertainty across the sector about employment tenure given ongoing pressures on revenue and visitation. • Ongoing issue around denied travel exemptions for vital NZSO players to enter New Zealand, which may have long-term negative impacts. Orchestras concerned about lack of conducting talent within the country.
	Changes in content delivery	Continued demands of COVID-19 coverage and increased online/digital delivery of content	
WORKFORCE 	Financial hardship	Loss or primary/secondary employment, income and funding opportunities – contract, casual, and freelance workers especially affected.	<ul style="list-style-type: none"> • Border restrictions, shifts in alert levels, and uncertainty/hesitancy continue to impact visitor numbers (and resulting revenue) across the sector.
	Career sustainability	Postponement/shift in delivery of professional market development opportunities. Lack of availability to travel and collaborate with international artists.	
	Health and wellbeing	Continued anxiety about job security and sustainability; mental health effects of job loss and uncertainty	
AUDIENCE 	Shifts in audience behaviours	Decrease in physical participation and reach of cultural activities alongside increase in digital experiences and viewing behaviours (educational, cultural, civic, entertainment). Renewed uncertainty among audiences.	
HERITAGE & TAONGA 	Reduction in activities	Impacts on access to heritage and taonga.	<ul style="list-style-type: none"> • Work to undertake conservation work at Cape Adare Antarctica cancelled due to logistical constraints caused by COVID-19. • Innovations happening as services move toward online delivery e.g. Antarctic Heritage Trust's new augmented reality app featuring Antarctic artefacts and an educational resource.
		Innovation and new ways of working.	
MĀORI 	Reduction in activities	Shift in Mātauranga Māori transmission (including te reo), Māori culture and perspectives as digital content grows; impacts on Māori workforce.	<ul style="list-style-type: none"> • Heritage New Zealand conservation programme has recommenced, and all other work on sites of interest to Māori is progressing. • Aspiration for capital development apparent in many organisations. Many projects in partnership with iwi or completely iwi driven. • Communities of support forming across the sector with a growing interest in information sharing and collaboration on shared interests. Collaboration supported by increase in digital technologies use. The update in use of technology for hui has resulted in many more learning and meeting opportunities. However, this highlights digital divide issues (availability of broadband, technological equipment, and knowledge). • Travel by NZSO staff to progress collaborations with iwi has been affected due to reduced flight schedules by the airlines.
	Impacts on access to taonga	Impacts on where taonga, museums and historical sites – impacts on ability to exercise kaitiakitanga and digitisation of taonga.	

Appendix 4: About Manatū Taonga

As government's adviser on cultural issues, the Ministry provides strategic leadership across the government-funded cultural sector and maintains a comprehensive overview of our sectors. The Ministry has direct responsibilities for three portfolios:

Ministry portfolio responsibilities		
Arts, Culture and Heritage	Broadcasting and Media	Sport and Recreation
<ul style="list-style-type: none"> Provides policy advice to support arts, culture and heritage objectives Delivers cultural programmes and initiatives, produces resources, and administers legislation Funds and provides advice on Crown-funded agencies performance, including advice on setting entities' strategic direction and priorities Provides advice on board appointments and governance issues Provides advice on draft agency planning documents 	<ul style="list-style-type: none"> Provides policy advice to support broadcasting and media objectives Provides advice on board appointments and governance issues Provides advice on draft agency planning documents and performance issues Fund administrator for broadcasting support packages 	<ul style="list-style-type: none"> Monitoring agency of Sport NZ and Drug Free Sport NZ Provides advice on board appointments and governance issues Provides advice on draft agency planning documents and performance issues
<p>Funding for Arts, Culture and Heritage and Broadcasting and Media is provided via Vote Arts, Culture and Heritage and is the responsibility of the Minister for Arts, Culture and Heritage (with the exception of the broadcasting packages). It is administered by the Ministry.</p>		<p>Funding for Sport and Recreation is provided via Vote Sport and Recreation and is the responsibility of the Minister for Sport and Recreation. It is administered by Sport New Zealand.</p>

The arts, culture and heritage portfolio connects with and supports the Government's priorities and objectives across many portfolios. The Ministry works closely with many government agencies on policies and initiatives to leverage the wider benefits of cultural engagement, and to support the Ministry's strategic priorities:

Ministry arts, culture and heritage strategic priorities			
Access and Participation	Sustainable Growth	National Identity	Investing in News and Stories
<p>New Zealanders can access and participate in cultural experiences</p> <ul style="list-style-type: none"> Creative spaces, with the Ministry of Social Development Repatriation of human remains, with Te Papa 	<p>The cultural sector is supported and growing sustainably</p> <ul style="list-style-type: none"> Creatives in Schools, with the Ministry of Education Creative Career Services with Ministry of Social Development Cultural Diplomacy International Programme and other international initiatives, with the Ministry of Business, Innovation and Employment, the Ministry of Foreign Affairs and Trade, and New Zealand Trade and Enterprise 	<p>New Zealanders share a distinct and inclusive identity and value our history and traditions</p> <ul style="list-style-type: none"> Strengthening Heritage Protection, with the Ministry for the Environment Mātauranga Māori Te Awe Kotuku, with Te Puni Kōkiri and the Department of Internal Affairs Commemorative and memorial events, with the New Zealand Defence Force, the Department of Internal Affairs and Te Puni Kōkiri Commemorating Waitangi Day, with Te Arawhiti and Te Puni Kōkiri Maihi Karauna, co-leading the Aotearoa outcome with Te Puni Kōkiri and Te Māngai Pāho 	<p>New Zealand's media system is strengthened to ensure an informed democracy</p> <ul style="list-style-type: none"> Building a sustainable media sector, with sector consultation and engagement Wider Content Regulation Review, including with the Department of Internal Affairs Strong Public Media, including RNZ, TVNZ and NZ On Air

The Ministry's people



The Ministry is led by Bernadette Cavanagh, Tumu Whakarae Secretary and Chief Executive, and comprises four groups:

- *Te Toi, Office of the Chief Executive* advises on the strategic direction of the Ministry, ensures the Ministry is fulfilling its Treaty obligations in meeting the aspirations of iwi, and supports on priority issues across the Ministry.
- *Te Aka, Policy and Sector Performance* provides policy advice to the Government on arts, media and heritage issues, and monitors the Government's interest in Crown-funded cultural sector agencies.
- *Te Hua, Delivery* connects people with New Zealand's culture and heritage by caring for and sharing the nation's taonga and stories. Te Hua oversees the national commemoration programme, manages important national memorials, and administers legislation and capital funding programmes.
- *Te Iho, Organisational Performance* supports the Ministry by providing finance, human resources, information management, legal and Ministerial servicing and communications services.

The Ministry has a total of 149 headcount or 141.3 full-time-equivalent employees as at 31 August 2020. This includes permanent and fixed term staff but excludes casual staff and vacancies. In addition, the Ministry currently has a number of contractors working on initiatives that are part of the government response to COVID-19.

Our primary offices are located in the Public Trust Building on Lambton Quay, and we also have staff based at the Education Centre at the Pukeahu National War Memorial.

Appendix 5: Legislation administered by the Ministry

Title of Legislation	Purpose	Minister's role / responsibility
Anzac Day Act 1966	For 25 April to be known as Anzac Day and to be a day of commemoration.	None.
Arts Council of New Zealand Toi Aotearoa Act 2014	To continue the Arts Council of New Zealand Toi Aotearoa (CreativeNZ), the national body for the arts established in order to encourage, promote, and support the arts in New Zealand for the benefit of all New Zealanders.	<ul style="list-style-type: none"> Minister may confer a function on the Arts Council (section 7(1)(f)) Minister may not direct the Arts Council in relation to cultural matters (section 8) Minister to appoint members of the Arts Council (section 10)
Cultural Property (Protection in Armed Conflict) Act 2012	Enables New Zealand to accede to the First and Second Protocols to the Convention for the Protection of Cultural Property in the Event of Armed Conflict by creating of a number of criminal offences relating to the removal of cultural property from occupied territory, to dealing in such property, and to various acts against cultural property in situations of armed conflict. The Act also provides for an offence of unauthorised use of the special emblem of The Hague Convention.	<ul style="list-style-type: none"> The Minister may give authority to use the distinctive emblem of the Convention for the Protection of Cultural Property in the Event of Armed Conflict (section 36(4)(b))
Flags, Emblems and Names Protection Act 1981 ³	The Act regulates the use of the New Zealand Flag, and contains provisions regarding unauthorised use of the word 'Royal', the Coat of Arms and other symbols of national identity, and use of words relating to the New Zealand government.	<ul style="list-style-type: none"> Section 10 authorises the Minister to prescribe the manner in which the New Zealand flag is to be flown The Minister may recommend the use of the New Zealand White Ensign or the New Zealand Red Ensign instead of the New Zealand Flag, in certain circumstances
Heritage New Zealand Pouhere Taonga Act 2014	The Act continues Heritage New Zealand Pouhere Taonga (previously known as the Historic Places Trust) and the Māori Heritage Council, as well as heritage covenants, heritage authorities, and the heritage list (and creates the National Historic Landmarks list). The Act also provides a process for obtaining an emergency authority to undertake an activity that will or may harm an archaeological site in the event of a national or local emergency and includes sanctions for breaches of the Act.	<ul style="list-style-type: none"> Minister to appoint Board members and chairperson (section 10) Minister may appoint the Chief Executive of the Ministry for Culture and Heritage as a special adviser to the Board (section 11) The Minister must not give directions to Heritage New Zealand Pouhere Taonga that concern heritage matters relating to particular historic places, historic areas, wāhi tūpuna, wāhi tapu, or wāhi tapu area (section 13) Minister to appoint members of the Māori Heritage Council, and a chairperson (section 26) and may remove members (section 30) Minister may determine that a place is of outstanding national heritage value and is to be included on the Landmarks list and must consult the Minister of Māori Affairs and any other appropriate Minister prior (section 82) Minister may initiate a review of the places on the Landmarks list and add, remove, modify or make no change to the list. Minister must consult the Minister of Māori Affairs and any other appropriate Minister before conducting a review (section 83) Minister to consider application for review in relation to the inclusion of a place on the Landmarks list, including the recommendation of Heritage New Zealand Pouhere Taonga, and must consult the Minister of Māori Affairs and any other appropriate Minister. Minister may then reject the application in whole or in part, and must advise the applicant of the outcome of the review (section 84) Minister may recommend the making of regulations (section 99)

³ Section 20 administered by the Ministry of Justice (unauthorised use of certain commercial names)

Title of Legislation	Purpose	Minister's role / responsibility
Massey Burial-Ground Act 1925	Provides for the dedication of certain land to be the burial-ground of the late Right Honourable William Ferguson Massey and of his widow	<ul style="list-style-type: none"> The Minister is the administering body to control and manage the special reserve The Minister shall consult with members of the family or descendants of the said William Fergusson Massey if the Minister proposes to carry out major works on the reserve, or works that may substantially alter the appearance of the memorial, or otherwise considers it necessary (section 5) The Minister may expend money provided by public subscription, or appropriated for the purpose by Parliament, or otherwise received by him for the purpose, in providing for the control and management of the special reserve and the memorial and tomb on the reserve (section 6)
Museum of New Zealand Te Papa Tongarewa Act 1992	Establishes a National Museum that, under the name Museum of New Zealand Te Papa Tongarewa, shall provide a forum in which the nation may present, explore, and preserve both the heritage of its cultures and knowledge of the natural environment in order to better understand and treasure the past; enrich the present; and meet the challenges of the future.	<ul style="list-style-type: none"> The Minister may not give a direction to the Board in relation to cultural matters (section 7) In making appointments to the Board, the Minister must have regard to the need for members to have knowledge and experience of, and commitment to, the functions of the Board, and the specific activities of the Museum (section 10) A copy of the final accounts, together with a copy of the report of the Audit Office on those accounts, shall be laid before the House of Representatives by the Minister as soon as practicable after their receipt by that Minister (section 29)
National War Memorial Act 1992	The purposes of the Act are to preserve and maintain the sanctity and dignity of the National War Memorial as a national monument to those who gave their lives in the service of their country; and to provide for the control and maintenance of the National War Memorial.	<ul style="list-style-type: none"> The Minister shall control and maintain the National War Memorial (section 5) Minister must make certain appointments to the National War Memorial Advisory Council: One member of the National War Memorial Advisory Council shall be appointed as chairperson by the Minister (section 10)
National War Memorial Park (Pukeahu) Empowering Act 2012	The purpose of this Act is to empower the creation of the National War Memorial Park (Pukeahu) on the Park land that includes the National War Memorial, and ensure the integration of the Park and roading networks with the wider City of Wellington.	<ul style="list-style-type: none"> The Minister must make certain appointments to a National War Memorial Park Review Panel The Minister can remove an appointed member by written notice (section 27) The Minister may request advice from the Review Panel on Orders in Council that may be required for the purpose of this Act. The Minister must publicly notify the Review Panel's recommendations on a draft Order in Council. The Minister must, as soon as practicable after receiving the Review Panel's recommendations on a draft Order in Council, present a copy to the House of Representatives (section 28)
New Zealand Film Commission Act 1978	Establishes the New Zealand Film Commission, and defines its functions, powers and duties.	<ul style="list-style-type: none"> The Film Commission will advise the Minister on matters relating to or affecting the functions of the Commission (section 17) The Minister may not give a direction to the Commission in relation to cultural matters (section 17)
New Zealand Symphony Orchestra Act 2004	Establishes the Orchestra as a Crown entity, and sets out the principal objectives of the Orchestra and its functions and powers.	<ul style="list-style-type: none"> The Minister may agree to the Orchestra carrying out additional functions that are consistent with its principal objectives, after consultation with the Orchestra (section 9) When appointing members to the Board of the Orchestra, in addition to the requirements in section 29 of the Crown Entities Act 2004, the Minister must have regard to the need for members to have, among them, an appropriate balance of governance and financial skills, and an awareness of artistic matters, as relevant to the role of the board (section 12) The Minister may not give a direction to the Orchestra in relation to cultural matters (section 16)

Released under the Official Information Act 1982

Title of Legislation	Purpose	Minister's role / responsibility
Protected Objects Act 1975	<p>The purpose of the Act is to provide for the better protection of certain objects by—</p> <ul style="list-style-type: none"> a) regulating the export of protected New Zealand objects; and b) prohibiting the import of unlawfully exported protected foreign objects and stolen protected foreign objects; and c) providing for the return of unlawfully exported protected foreign objects and stolen protected foreign objects; and d) providing compensation, in certain circumstances, for the return of unlawfully exported protected foreign objects; and e) enabling New Zealand's participation in— <ul style="list-style-type: none"> i. the UNESCO Convention; and ii. the UNIDROIT Convention; and f) establishing and recording the ownership of ngā taonga tūturu; and g) controlling the sale of ngā taonga tūturu within New Zealand. 	<ul style="list-style-type: none"> • The Minister may purchase or otherwise acquire, or may accept by way of gift, bequest, or otherwise, any protected New Zealand object. Any protected New Zealand object acquired under this section shall be kept in safe custody in accordance with the directions of the Minister (section 4) • Where the chief executive of the Ministry⁴ has refused permission for the removal of any protected New Zealand object or has granted permission subject to terms and conditions, the applicant for permission may appeal to the Minister against the chief executive's decision, on the grounds that the chief executive's decision was not reasonably arrived at. The Minister may confirm, reverse, or vary the decision (after seeking such advice as he or she considers necessary), and the Minister's decision is final (section 9) • Where any taonga tūturu is forfeited to the Crown, it shall be delivered to the Minister and retained in safe custody according to his or her directions (section 13)
Seddon Family Burial Ground Act 1924	An Act to make Provision with respect to the Private Burial-ground of the Right Honourable Richard John Seddon and of his Wife and Descendants.	N/A
Sovereign's Birthday Observance Act 1952	Provides for the observance of the birthday of Her Majesty Queen Elizabeth the Second	N/A
Waitangi Day Act 1976	Provides for the observance of 6 February in each year as a public holiday to commemorate the signing of the Treaty of Waitangi	N/A

The Ministry also administers parts of the Broadcasting Act 1989, Radio New Zealand Act 1995, and Television New Zealand Act 2003 as part of the Broadcasting, Communications and Digital Media portfolio.

⁴ The "chief executive" is defined as "the chief executive of the department that is, with the authority of the Prime Minister, for the time being responsible for the administration of this Act". This is currently the chief executive of the Ministry for Culture and Heritage.