



Statement of Intent 2009–2014

TE MANATŪ TAONGA | MINISTRY FOR CULTURE AND HERITAGE

Ministry for Culture and Heritage
Statement of Intent
2009–2014

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Foreword: Minister for Arts, Culture and Heritage

April 2009

When I became Minister for Arts, Culture and Heritage I made it clear I consider the cultural sector to be important – and that government has a role in supporting the sector.

Careful choices have to be made about the nature of that support. There is much cultural activity in New Zealand, and (particularly in these times) a limited amount of public resource available for investment. The government must intervene intelligently in the sector so that best use is made of this resource.

The *Statement of Intent* reflects the priorities of the government over the next five years, as I have discussed them with the Ministry for Culture and Heritage. In particular, I am looking to stabilise the situation of those cultural agencies that are exposed in the current economic conditions. In part this will be done by encouraging philanthropy to widen the support base for the arts.

The Ministry will manage several legislative reviews of cultural organisations owned by the Crown, to ensure they can operate as effectively as possible in the current environment.

The other programmes and activities the Ministry will undertake in support of government's effective involvement in culture are also outlined in this document.

I am pleased to be leading the government's work in the cultural sector, and I look forward to working with the Ministry towards the achievement of our goals.



Hon. Chris Finlayson
Minister for Arts, Culture and Heritage

Ministerial Statement of Responsibility

I am satisfied that the information on the future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the government.

Introduction: Acting Chief Executive

April 2009

Culture matters to New Zealanders. Recent research from the Ministry for Culture and Heritage shows that culture, along with landscape and diversity, shapes our sense of who we are as a society. Māori culture and activities especially are seen as increasingly important. New Zealanders are proud of our culture in all its richness, and are keen to share this with the rest of the world.

Culture matters in very quantifiable ways, too. Almost 7 per cent of people in paid employment worked in the cultural sector in 2006. This sector makes a strong and growing contribution to our economy.

The role of the Ministry for Culture and Heritage is to help make our culture visible and accessible. That may be through helping the government determine and execute its policy programme. Or it may be through the production of high quality cultural experiences, or by supporting cultural agencies funded through government to be effective and sustainable.

The Ministry's Statement of Intent for the period 2009–2014 shows the various ways the Ministry supports the government's long-term outcomes for culture. It includes information about how we mark progress towards those outcomes.

In 2009, the Ministry's work programme reflects the changing ways that culture enriches New Zealanders' lives. This includes providing more access to cultural experiences, increasing Māori engagement in the work of the Ministry, ensuring government's investment in the cultural sector represents good value for money, and developing strong relationships with others to advance goals for the sector. This will be a busy and challenging year for the Ministry.

I look forward to helping ensure that culture continues to matter to New Zealanders.

A handwritten signature in black ink, appearing to read 'Bronwyn Dalley', with a checkmark at the end.

Bronwyn Dalley
Acting Chief Executive

Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Ministry for Culture and Heritage. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2009/10 Estimates Bill), as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with the existing appropriations and financial authorities.

Nature and Scope of Functions

The Ministry for Culture and Heritage provides services to the Minister for Arts, Culture and Heritage, the Minister of Broadcasting and the Minister for Sport and Recreation.

The Ministry's role is to help make culture visible and accessible, and to deliver cultural products and services to New Zealanders and international audiences.

The Ministry does this by:

- providing policy advice on funding, legislation, projects, cultural issues, broadcasting and treaties
- administering government funding
- monitoring the performance of the government's investment in arts, heritage, broadcasting and sport
- administering laws, protecting cultural objects and symbols of national identity and maintaining and developing national monuments and war graves
- producing reference works on New Zealand history in print form, as oral histories, and in digital form on www.NZHistory.net.nz
- producing the online Encyclopedia of New Zealand, www.TeAra.govt.nz, and providing information about cultural activities through www.NZLive.com
- administering the Cultural Diplomacy International Programme (CDIP), which promotes New Zealand's culture overseas

Administering Government Funding

The Ministry administers government funding to cultural, arts, heritage, sport and broadcasting Crown entities and non-government organisations. In 2009/10 the Ministry will administer total appropriations of \$293.843 million for Vote Arts, Culture and Heritage (which includes Broadcasting) and \$66.893 million for Vote Sport and Recreation.

\$8.063 million is provided for policy advice, \$6.412 million is provided for heritage services and \$1.690 million for the Cultural Diplomacy International Programme; \$98,000 is provided for purchase advice and monitoring services to the Minister for Sport and Recreation.

The Ministry for Culture and Heritage employs 109 staff, all based in Wellington.

Strategic Direction

The government recognises the significance of culture and cultural experiences to New Zealand and its people. Increased participation in such experiences benefits New Zealand socially and economically.

The government also recognises the need for value for money from its funding of the cultural sector, the need for good leadership in the sector, and the delivery of high quality cultural experiences.

The Ministry advises the government on the content of its programme of support for culture and identifies new opportunities for cultural activities. The Ministry's role in support of the government's outcomes and priorities is to help make culture visible and accessible.

The Ministry's strategy 2009–2014 is the means by which the Ministry contributes to government priorities over the next five years, taking into account the changing operating environment.

The Ministry for Culture and Heritage has set two medium-term goals to meet the requirements for the period 2009–2014.

Our Medium-term Goals (intermediate outcomes)

- the increased visibility and accessibility of culture and cultural activities
- well-governed, efficient and sustainable government-funded cultural organisations

Our Long-term Goals (long-term outcomes)

The Ministry and the cultural sector also contribute to long-term goals. The benefits and potential long-term outcomes from New Zealanders participating in culture are:

- New Zealanders valuing access and opportunities to participate in cultural experiences
- a cultural sector that is diverse, sustainable and contributing economically and socially
- an increased presence and profile of culture in New Zealand that also realises the potential of Māori

Our Work Programme

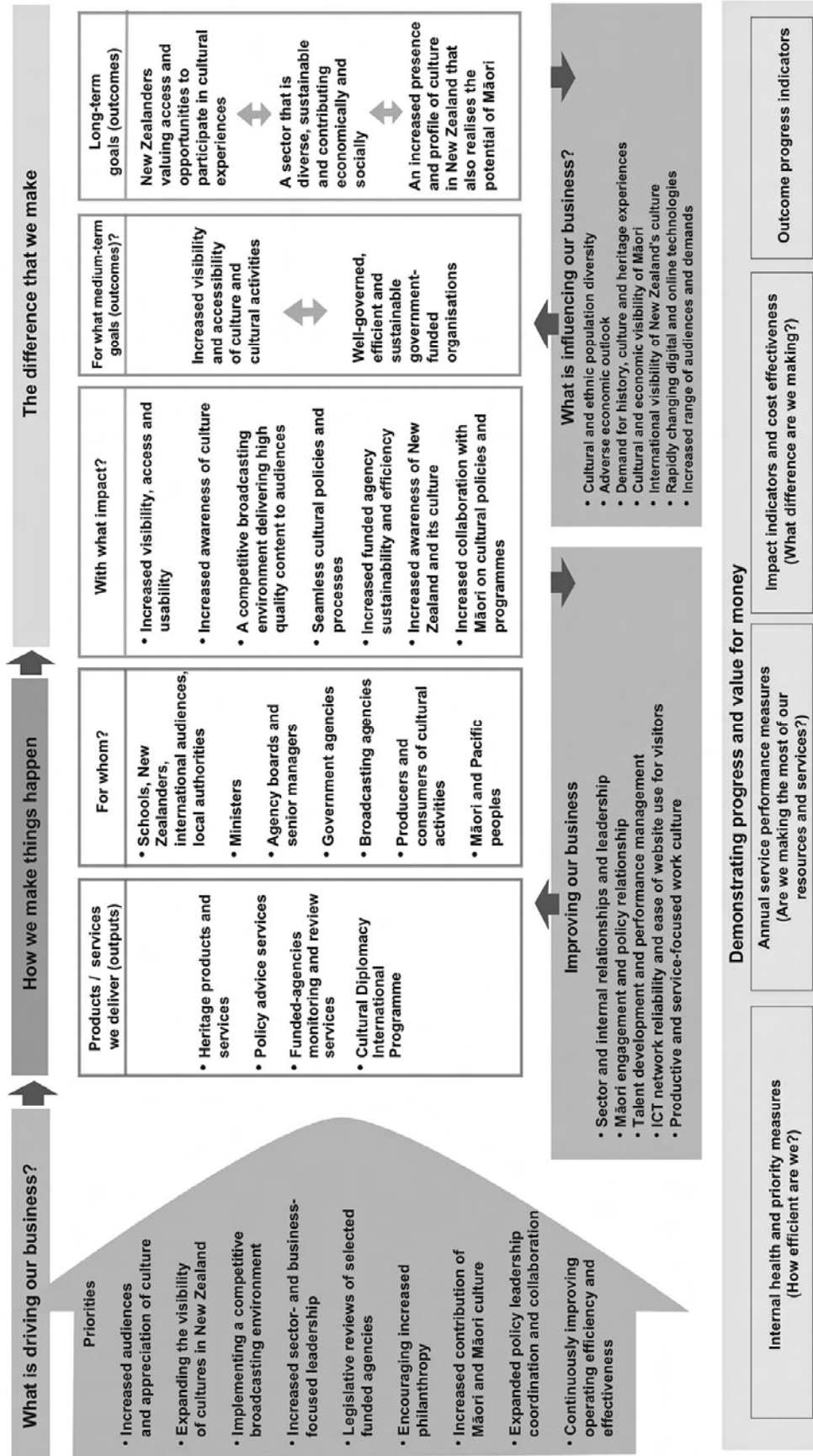
The Ministry's work programme is made up of strategic initiatives and services funded through the four outputs shown in Our Strategy Map (see Figure One, page seven). The Ministry's programme focuses on achieving value for money from the Ministry's products and services and providing leadership to the sector through:

- measuring and communicating the benefits and the impact of investment in culture
- developing strong partnerships with other agencies to advance arts, culture and heritage goals
- ensuring the government's investment in funded organisations represents value for money
- ensuring funded organisations deliver high quality services for New Zealanders
- providing more cultural content to audiences from our heritage products and services
- developing a competitive public broadcasting environment that delivers a greater range of cultural content to more audiences
- increasing the involvement of Māori in the Ministry and its products and services

Our Strategy Map

Figure One: Our Strategy Map

Our Strategy Map provides an overview of how the Ministry's work programme contributes to medium-term and long-term goals.



Priorities and Initiatives

The following table provides detail on the initiatives associated with the priorities outlined in Figure One: Our Strategy Map.

The 2009–2014 programme – priorities, initiatives, products and services:

Priorities	Initiatives	Products and Services (outputs)
Medium-term goal one – increased visibility and accessibility of culture and cultural activities		
Increasing audiences and appreciation of culture and cultural resources	1. Increasing the diversity, access and participation in culture and cultural activities	Heritage products and services
Expanding the visibility of cultures in New Zealand	2. Best practice in managing cultural heritage	Policy advice and monitoring of funded agencies
	3. Cultural tourism – Rugby World Cup	
	4. Expanding the visibility of Māori culture and cultural activities	
Developing a competitive public broadcasting environment that delivers a greater range of cultural content to more audiences	5. Optimising the delivery of public broadcasting content through contestable funding	
	6. Managing the transition to digital television	
Medium-term goal two – well-governed efficient and sustainable government-funded cultural organisations		
Increasing sector- and business-focused leadership	7. Effective use of the government's investment in cultural agencies	Policy advice and monitoring of funded agencies
	8. Monitoring of funded agencies, including their strategies for stimulating the demand for culture and cultural activities	
Legislative reviews of selected funded agencies	9. Reviews of Creative New Zealand, Historic Places Act 1993 and NZ Film Commission Act 1978	
Encouraging increased philanthropy in the cultural sector	10. Establishing a Philanthropy Task Force	
Both goals		
Increasing the contribution of Māori and Māori culture	11. Increasing the involvement of Māori in Ministry operations	Policy advice and monitoring of funded agencies
Enhanced policy leadership and departmental collaboration and coordination	12. Developing relationships and partnerships with other agencies	Heritage products and services
	13. Best-practice management of cultural heritage	
Continuously improving operating efficiency and effectiveness	14. Developing our systems, processes and people	Corporate services

Value For Money

We demonstrate value for money in our work in two ways: how efficiently we deliver our products and services, and their contribution to achieving our goals.

Value for money will be assessed through a combination of:

- annual quality, quantity and timeliness measures (detailed efficiency measures are contained in the Estimates of Appropriation 2009/10)
- impact and cost effectiveness measures for our outputs
- indicators of progress towards goals

Operating Intentions

The following section provides further detail on the Priorities and Initiatives outlined on page eight and nine.

Medium-term Goal One

The increased visibility and accessibility of culture and cultural activities.

Why Are We Doing This?

The government recognises the need for value for money from its funding of the cultural sector, the need for good leadership in the sector, and the delivery of high quality cultural experiences to audiences.

Making culture visible and accessible is fundamental to the Ministry's work. Increased participation in cultural experiences benefits New Zealand socially and economically.

Goal One emphasises the visibility of culture as well as the participation by New Zealanders and international audiences in New Zealand cultural experiences.

Priorities

The Ministry's priorities for Goal One have detailed work programmes focused on initiatives and with key result areas. These include:

- increasing audiences and appreciation of New Zealand culture and cultural resources
- expanding the visibility of cultures in New Zealand
- increasing the contribution of Māori and Māori culture
- expanding sector and policy leadership and departmental collaboration and coordination
- developing a competitive public broadcasting environment that delivers a greater range of cultural content to more audiences

We Will Achieve This By:

- producing resources about New Zealand, its people, culture and society, including Māori culture
- providing cultural activities and information that are visible and accessible to New Zealanders and international audiences
- protecting and promoting national symbols, cultural objects and intellectual heritage, and ensuring New Zealanders have access to memorials and places of national significance
- providing advice to Ministers and the sector on legislation, projects, cultural issues and treaties
- providing advice on public broadcasting initiatives and activities

We Will Demonstrate Our Success By:

- delivering our products and services efficiently and effectively
- monitoring our progress and contribution to goals using goal progress indicators – *see Table One*
- administering cost-effective measures to monitor expenditure – *see Table Two*

Services and Initiatives Supporting Goal One

Priority	Initiatives	Target audiences	Key results
<i>Output: Heritage services</i>			
<p>Increasing audiences and appreciation of New Zealand culture and cultural resources</p> <p>Expanding the visibility of cultures in New Zealand</p> <p>Increasing the contribution of Māori and Māori culture</p>	Initiative one: Research and publish information and works about New Zealand history, including Māori history, in print form and on www.NZHistory.net.nz	Students, teachers, New Zealanders (including Māori), researchers, families and international audiences	More New Zealanders who are better informed about our country, history, culture and society
	Initiative two: Publish encyclopedia and reference works on New Zealand's people, land, culture, society and communities, including Māori (www.TeAra.govt.nz)	New Zealanders (including Māori), local and central government authorities, international audiences	Widespread use of online resources to access cultural information and activities
	Initiative three: Protect and promote symbols of national identity, cultural heritage, historic graves and memorials Ensure New Zealanders have access to memorials and places of national significance	New Zealanders (including Māori), local and central government authorities	Increasing visibility of the benefits of Māori culture Memorial sites are recognised as part of our national heritage
	Initiative four: Development of online cultural information through www.NZLive.com	New Zealand and international audiences, producers of cultural experiences	
<i>Output: Policy advice and monitoring of funded agencies</i>			
<p>Expanding sector and policy leadership and departmental collaboration and coordination</p>	Initiative five: Encourage cultural tourism – Rugby World Cup	International visitors	Greater international profile for New Zealand's identity, products and services
	Initiative six: Implement best practice in the management of cultural heritage	Government agencies	Effective management of cultural heritage
<p>Developing a competitive public broadcasting environment that delivers a greater range of cultural content to more audiences</p>	Initiative seven: Manage the transition to digital television (digital switchover) Initiative eight: Develop and implement a Broadcasting Programme of Action Initiative nine: Optimise the delivery of high quality public broadcasting content through contestable funding and improved transparency Initiative ten: Give TVNZ the flexibility to operate as a commercially successful broadcaster delivering a range of good quality content to NZ audiences	Ministers, other government entities, broadcasters and other sector stakeholders, New Zealanders	A more competitive broadcasting environment delivering a greater range of cultural content to more audiences
<i>Output: International cultural diplomacy</i>			
<p>Increasing audiences and appreciation of New Zealand culture and cultural resources</p>	Initiative eleven: Cultural Diplomacy International Programme (CDIP)	Overseas governments, businesses, opinion leaders, targeted regions and countries	Greater international profile for New Zealand's identity, products and services

Table One: Progress Indicators for Goal One

Key indicator for Goal One	Actual trend	Desired (target) trend	Contributing measures
More people accessing more cultural information or experiences more often	▲	▲	Measures for Initiatives one to four
Appreciation of New Zealand's strengths, products and services in key regions offshore	▲	▲	Measures for Initiative eleven
Other agencies' perceptions of our cultural policy leadership	2009 base-line year	▲	Survey of government agencies and stakeholders
Legend: Decreasing trend ▼ Increasing trend: ▲			

Table Two: Cost-effectiveness measure for Goal One and some measures that contribute to the entire programme

Cost-effectiveness indicator	Description	Desired trend	Actual trend 2008
Content cost per user for the Ministry's websites	As audiences access more online materials, the cost of producing the information is allocated over more users so the cost per user decreases. This indicator is most relevant where the number of visitors and the level of engagement are significant. Visitor data such as number of visits and number of pages viewed provide indicators of the user's cultural experience.	▼	▼
			Contributing measures
			Average number of visits:* 2007/08 up 81%
			Average page views:* 2007/08 up 59 % Costs:* 2007/08 down 17%

Legend: Decreasing trend ▼ Increasing trend: ▲ * www.TeAra.govt.nz; www.NZLive.com; www.NZHistory.net.nz

Medium-term Goal Two

Well-governed, efficient and sustainable government-funded cultural organisations.

Why Are We Doing This?

Government funds cultural organisations to deliver goods and services to New Zealanders. The Ministry's role is to ensure that organisations provide value for money and that the strategic direction is consistent with government priorities and objectives.

Priorities

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

- increased sector leadership and effective use of funding
- ensuring value for money from the performance of funded agencies
- legislative reviews of selected funded agencies
- encouraging increased philanthropy in the cultural sector

We Will Achieve This By:

- assessing the value for money reviews undertaken by funded agencies
- assisting agencies to improve their performance measurement
- providing Ministers with advice on risks to service performance
- assisting agencies to review their capacity to deliver high quality services
- reviewing Creative New Zealand, Historic Places Act and NZ Film Commission Act
- providing Ministers with advice on board appointments and performance
- providing support to the boards of funded agencies
- establishing the Philanthropy Task Force

We Will Demonstrate Our Success By:

- delivering our services efficiently
- monitoring our effectiveness and contribution to goals using impact measures and goal progress indicators

Initiatives and Services Supporting Goal Two

Priority	Initiatives	Target audiences	Key results
<i>Output: Policy advice and monitoring of funded agencies; Purchasing advice and monitoring of sport and recreation Crown entities</i>			
Increasing sector leadership and ensuring effective use of funding	Service one: Advising government on the use of funding Providing Ministers with advice on risks to service performance Assisting agencies to improve their performance measures Providing advice on board appointments and performance	Ministers, agency boards, agency senior managers Māori	Government funding is providing social, cultural and economic benefits
	Service two: Monitoring the government's investment in arts, heritage, broadcasting and sports		Visibility of the benefits of Māori and Māori culture Sustained use and recognition of the value of funded-agency products and services
Ensuring value for money from government investment in cultural organisations	Service three: Assessing value for money reviews Assisting agencies to review their capacity to deliver high quality services Develop governance and capability in funded organisations		Well-governed and sustainable funded organisations
Legislative reviews of selected funded agencies	Initiative one: Review of legislation of cultural agencies: Creative New Zealand, Historic Places Act 1993 and the NZ Film Commission Act 1978	Ministers	More private funding to the sector
Encouraging increased philanthropy in the cultural sector	Initiative two: Establishing a Philanthropy Task Force		

Table Three: Progress Indicators for Goal Two

Key indicators for Goal Two	Actual trend	Desired (target) trend	Contributing measures
Funded agencies' performance	▲	▲	Measures for Services one, two and three
Quality of funded-agency programmes	▲	▲	
Target audience participation in funded-agency programmes	▲	▲	
Legend: Decreasing trend: ▼ Increasing trend: ▲ Sustained trend: ►			

Assessing Organisational Health and Capability

The Ministry's organisation development programmes are designed to sustain high quality service and contribute to the Development Goals for the State Services.

Priorities for 2009–2014

Organisation health and capability programme

Priority	Initiatives and links to State Services Development Goals	Results
Increased sector leadership capability Medium-term Goal Two	Continued implementation of the Ministry's leadership development programme <i>State Services Development Goal(s):</i> Employer of Choice; Value for Money State Services; Coordinated State Agencies	The Ministry's work programme is valued Increased sector profile Seamless cultural policies and processes between government agencies
Increasing the involvement of Māori Both Medium-term goals	Implement a Māori engagement programme <i>State Services Development Goal(s):</i> Trusted State Services, Employer of Choice	Staff have an understanding of our relationship with Māori and Māori culture Increased collaboration with Māori Māori staff can access Māori development courses and opportunities
Improving the ease of use of our online systems and reliability of internal ICT Medium-term Goal One	Implement common resource planning, project planning and risk management Implement internet and application platforms for the production of online cultural resources	Confidence in the Ministry to implement and manage initiatives Increased visibility and access of online resources Increased access to promotional resources
Sustaining a responsive, productive and focused work culture Both Medium-term goals	Implement staff engagement survey Expand the professional development programme <i>State Services Development Goal(s):</i> Employer of Choice; Value for Money State Services; Coordinated State Agencies	Improved sector relationships Ensure the Ministry achieves its goals and remains a great place to work Better identification of development needs, targeting of skill development and value for money from training programmes
Expanding communications with the sector and audiences Both Medium-term goals	Continued implementation of the Ministry's communications strategy	Increased awareness of our products and services

Equal Employment Opportunities

A diverse demographic profile underpins the Ministry's ability to develop policy and cultural resources that will meet the needs of a wide range of communities and audiences within New Zealand and internationally.

As a public sector employer, the Ministry also provides equal employment opportunities (EEO) in line with government's good employer requirements.

In 2009–2014 the Ministry will continue to monitor gender equity and achievement of a culturally diverse workforce as part of its workforce planning processes.

Organisational health and capability measures

Priority	Indicator	Target
Increased sector leadership capability	Positive internal and external perceptions on the health of the relationships	Establish benchmark in 2009
Increasing the involvement of Māori	Level of involvement and perceptions on quality of policy relationships	Establish benchmark in 2009
Improving the ease of use of our online systems and reliability of internal ICT	Increased use of internet sites	Increasing
	Length of time users are on the sites	Increasing
	Internal and external end user feedback	
	System outages	Decreasing
Sustaining a responsive, productive and focused work culture	Level of staff engagement Feedback on staff and leadership development programmes and performance management	Increase over time Increased responsiveness More skills
Expanding communications with the sector and audiences	Sector and stakeholder feedback	Establish benchmark in 2009
Feedback from staff on the Individual annual planning processes and guidelines	Feedback on new system is positive	Establish benchmark in 2009

Managing in a Changeable Operating Environment

Monitoring the External Environment

The Ministry uses key cultural indicators to monitor progress and provide advice to Ministers.

Indicators show trends in the cultural sector. Targeted research provides an in-depth understanding of the sector and New Zealanders' involvement in culture. Targeted research examples include:

- *How Important is Culture? New Zealanders' Views in 2008 – An Overview*
- *Employment in the Cultural Sector 2009 – Ngā Mahi ki te Taha Tikanga ā-Iwi*
- *Demand for Cultural Tourism* (Tourism New Zealand/Colmar Brunton)

External Influences

Several trends will influence our work programme for 2009–2014:

- **Greater cultural, ethnic, population and community diversity** – increasing cultural and ethnic diversity, growing numbers of Pacific and Asian people and an ageing population will transform New Zealand. These changes are boosting demand for greater diversity and customisation of cultural experiences.
- **Economic outlook** – an adverse economic and fiscal outlook may affect the availability of funding for artists and cultural organisations and threaten the development of high quality local content. Initiatives that focus on value for money, stimulating demand for cultural activities and sustainable cultural organisations will be more important.
- **Increasing demand for history, culture and heritage experiences** – there is a growing appetite for information about New Zealand's history, people, land, culture and heritage. Reaching a wider audience and accessing national heritage sites will also be more important.
- **Realising the potential of Māori** – Māori culture will be increasingly important both as the Māori population grows, and as more New Zealanders gain an appreciation of Māori culture.
- **Greater visibility of New Zealand's culture internationally** – there are opportunities to promote New Zealand's identity overseas and advance diplomatic, cultural and economic priorities in key regions and countries. Events such as the Rugby World Cup offer opportunities to promote New Zealand internationally.
- **Rapidly changing digital technologies** – as online and broadcasting technologies progress and audience segmentation increases, there is likely to be greater demand for customised cultural content. The broadcasting environment is changing, and policies and processes must also develop to ensure a competitive public broadcasting system.

Managing Risks

We use our risk-management framework to identify and manage potential risks in achieving our goals. The risks most likely to affect our performance are tabled below:

Risk	Risk management	Indicator
Failure to maintain the quality of policy advice, monitoring and other services to Ministers All goals	Continued development of the Ministry's strategic policy capability and use of peer review	Quality, quantity, timeliness of policy development; feedback from Ministers
Loss of reputation for reliability and accuracy of Ministry-developed digital resources Goal One	Use of recognised external experts, internal checking and peer review in developing digital resources	Feedback from audiences, use of resources by target audiences
Performance failure at a funded organisation Goal Two	Development and delivery of best-practice guidance for agency boards Early identification of funded-agency risks and management of these through agency reviews, the development of annual Memoranda of Understanding, and/or monitoring plans	Funded organisation MOU performance; performance against benchmarks
Failure to understand or meet the requirements of users of Ministry resources Goal One	Increase engagement with users of the Ministry's digital resources through its websites	Feedback from audiences, use of resources by target audiences
Failure to maintain and develop effective networks and robust processes for consultation audiences All goals	Continued monitoring of the flow of information to and from audiences Regular engagement with the sector Māori engagement initiative	Feedback from audiences
Major technology failure Goal One	Development of processes and systems for the management and development of digital resources Implementation of project and risk management	Project delivery against plan; post-project review findings

Appendix One

Funded agencies and legislation

We administer annual government funding to the following agencies:

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

We administer the following legislation:

- Anzac Day Act 1966
- Arts Council of New Zealand Toi Aotearoa Act 1994
- Broadcasting Act 1989 (Parts 1–4 and section 81)
- Flags, Emblems, and Names Protection Act 1981 (except for section 20)
- Historic Places Act 1993
- Massey Burial Ground Act 1925
- Museum of New Zealand Te Papa Tongarewa Act 1992
- National War Memorial Act 1992
- New Zealand Film Commission Act 1978
- New Zealand Symphony Orchestra Act 2004
- Protected Objects Act 1975
- Radio New Zealand Act 1995
- Radio New Zealand (No. 2) Act 1995
- Seddon Family Burial Ground Act 1924
- Sovereign's Birthday Observance Act 1952
- Sport and Recreation New Zealand Act 2002
- Television New Zealand Act 2003
- Waitangi Day Act 1976

Appendix Two

Goal One: detailed contribution (effectiveness) measures

Initiatives	Medium-term impacts	Measures	Target / Desired overall trend	Key actual performance data
<i>Output: Heritage services</i>				
Initiative one: Research and publish information and works about New Zealand history, including Māori history, in print form and on www.NZHistory.net.nz	Increased visibility, access and usability	Growth in end users, target audiences reached; range of content being accessed; time users spend on the site; growth in Māori contributions; user feedback on the quality of the experience and content	▲	2007/08 • Visitors up 41% • Page views up 44%
Initiative two: Publish encyclopedia and reference works on New Zealand's people, land, culture, society and communities, including Māori (www.TeAra.govt.nz)				2007/08 • Visitors up 25% • Page views up 44%
Initiative three: • Protect and promote symbols of nationhood, movable cultural heritage, historic graves and memorials in communities • Ensure New Zealanders have access to memorials and places of national significance	National symbols, cultural objects and intellectual heritage are protected and retained; increased awareness and use of heritage memorial sites	Growth in memorial visitors; visitor perceptions of the state of the National War Memorial	▲	2007/08 • National War Memorial visitors up 12%
Initiative four: Develop the New Zealand cultural portal, www.NZLive.com	Increased access to promotional resources and cultural event information	Growth in end users and audiences; uptake of NZLive information feeds; growth in cultural entities using NZLive; user feedback on the quality of the NZLive experience	▲	2007/08 • Visitors up 178% • Page views up 114%
<i>Output: Policy advice and monitoring of funded agencies</i>				
Initiative five: Encourage cultural tourism – Rugby World Cup		Use of and revenue from cultural activities during the Rugby World Cup		Event occurs in 2011
Initiative six: Implement best practice in the management of cultural heritage in the government sector	Improved efficiency and effectiveness in the management of cultural heritage	Uptake of best-practice standards; performance against standards	▲	2009 will be the baseline year
Initiative seven: Manage the transition to digital television (digital switchover) Initiative eight: Develop and implement a Broadcasting Programme of Action Initiative nine: Optimise the delivery of high quality public broadcasting content through contestable funding and improved transparency Initiative ten: Give TVNZ the flexibility to operate as a commercially	Consumers experiencing the benefits of digital television; Free to air broadcasters operating successfully in a digital environment; a commercially successful improved quality of content and consumer choice	Early and successful digital switchover; contestable funding delivering content with greater reach and impact; Public broadcasters maintain audiences and their content is appreciated; TVNZ operates successfully as a digital media company delivering	▲	

Initiatives	Medium-term impacts	Measures	Target / Desired overall trend	Key actual performance data
successful broadcaster delivering a range of good quality content to New Zealand audiences	from public broadcasters, including TVNZ; improved monitoring of RNZ Charter performance	content valued by New Zealanders		
<i>Output: International cultural diplomacy</i>				
Initiative eleven: Cultural Diplomacy International Programme	Growing awareness of New Zealand and its culture in key regions offshore	Range of media covering projects Audience perceptions of New Zealand	Increasing media coverage for projects	2007/08 • Increased range of media coverage
Legend: Decreasing trend ▼ Increasing trend ▲				

Goal Two: detailed contribution (effectiveness) measures

Initiatives	Medium-term impacts	Measures	Desired trend/ standard	2008 trend
<i>Output: Policy advice and monitoring of funded agencies</i>				
Service one: Advise government on the use of funding; provide advice on board appointments and performance	<ul style="list-style-type: none"> Improved governance and operational capability Growing involvement of Māori in funded organisations 	<ul style="list-style-type: none"> Ministerial confidence in funded-agency performance Board evaluations of Ministry support Positive Board member exit interview feedback 	Rated good or better on average ▲	2007/08 • Rated good on average 2009 will be the baseline year
Service two: Monitor the government's investment in arts, heritage, broadcasting and sports	<ul style="list-style-type: none"> Well-performing funded organisations Sustainable funded organisations 	<ul style="list-style-type: none"> Performance against benchmarks Impact of risks on performance 	Benchmark or better	2009 will be the baseline year
Service three: Assess value for money reviews	<ul style="list-style-type: none"> Increased emphasis on fiscal and economic outcomes 	<ul style="list-style-type: none"> Participation rates in funded organisations' programmes 	▲	2009 will be the baseline year
Initiative one: Review legislation of cultural agencies	Organisations operating effectively under reviewed arrangements	Evidence of benefits from the new arrangements		

Initiatives	Medium-term impacts	Measures	Desired trend/ standard	2008 trend
<i>Output: Policy advice and monitoring of funded agencies</i>				
Initiative two: Establish the Philanthropy Task Force	Improved private sector awareness of benefits and opportunities for greater involvement in the cultural sector	Change in private funding to cultural organisations	▲	2009 will be the Baseline year
Legend: Increasing trend: ▲ Sustained trend: ►				

Organisation Health and Efficiency Measures

Organisation health		
Objective	Indicator	Trend
The Ministry is considered a desirable place to work (a responsive, productive and focused work culture)	Employee engagement rates	2008 – 3.7 out of 5 2009 – 4.03 out of 5 (79th NZ Public Sector percentile)
	Average length of service	2007 – 4.1 years 2008 – 3.8 years
Organisation efficiency		
Indicator	How used	Trend
Staff cost per output	Monitor the costs of producing outputs in relation to quality and resources required	2007 – \$70,386 2008 – \$80,456
Ratio of staff full-time equivalent (FTE) engaged in output production to corporate support		2007 – 3.7: 1 2008 – 3.2: 1
Personnel expenses per FTE		2007 – \$78,442 2008 – \$73,890

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