

2024/25

Te Mahere Pakihi Business Plan



NGĀ TAONGA
SOUND & VISION





Rārangi Take

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Kupu Whakataki nā te Tumu Whakarae

He tau tēnei mō ngā tīmatanga hou, nā runga anō i te Mahere Rautaki hou me te Whakaaetanga Putanga hou e whakamanahia ana. Kua whai hua ētahi hinonga hira i te tau kua pahure, ā, ina panuku ana mātou ki te tau hou ka whai painga mātou i te Pūnaha Pārongo HR hou me te tuatahi o ō mātou kōwae CRM e puta mataora ana. Kua oti i mātou te mahi nui i runga i tō mātou hinonga CMS, mā reira mātou e āhei te whakaputa mataora ai ngā kōwae tuatahi o tā mātou whakatikahanga whakatōpū hei te tau e heke mai nei. Hei taua wā, ka oti i a mātou te tuatahi o ō mātou hinonga papanoho, e wehe atu ana i tō mātou wāhi i Pukeahu, ā, ka oti hoki te roanga o te tau tuatahi o te matapopore matihiko mā Utaina. He tohu nui tino hira ēnei, ā, he hua o te whakapaunga kah a ngā kaimahi puta noa i te Pūranga.

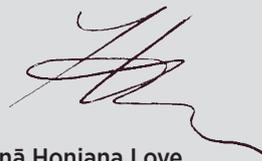
Heoi anō, e kore au e whakataki i tēnei Mahere Pakihi ki te kore e tūtohu i ngā wero nui kei te aroaro ināianei. I tērā tau i whakapau kaha mātou ki te whakamahere me te whakatū i te hōtaka penapena utu whakahaere kia taea e mātou te whakapūmau i ā mātou whakahaere i roto i ngā tau e tū mai nei. Ko te tikanga o tēnei, kua whai mātou i te ahunga tūpa-to ki ngā hinonga me ngā kaupapa, me te arotahi i ā mātou mahi ki te huinga matua o ngā hinonga e tīaroaro ana ki tā mātou Mahere Rautaki hou.mvb

Kei te whakarite tonu mātou i ngā whakaaweawe e toe tonu ana o te urutā KOWHEORI-19, me te hōtaka nui e whakama-heretia ana mō tēnei tau o te whakatikatika me te whakahou i ā mātou wāhi ōkiko. Ka whakaemi mai ngā take e pā ana ki te rāhui, te mahi mamao me te raupapa whakarato, me te aha, i hiahia mātou ki te whakaoti i ngā mahi waihanga whare ohotata. Heoi anō, ka mauria mai hoki e te mahi nei te kōwhiringa kia whakaneke mātou i ētahi wāhanga o ō mātou kohikohinga ki ngā wāhi e pai ake ana kia tautoko i te mauroa o ngā rawa.

He pānga o tō mātou Pou Tarāwaho Whakaarotau Whakau-ka hou ki ngā wāhi huhua o te Pūranga – kua ko te tautoko anake i ngā whakataunga mō ngā rawa e whakaarotau ana mātou mō te matapopore matihiko, engari he pēhea mātou e whakamahi ana i te takiwā i roto i ō mātou rua, ā, he pēhea mātou e whakatūturu e taea ana e ā mātou kaimātakitaki te āhei ki ngā rawa e hiahia ana rātou te kite, te rongo rānei. Ka whakaōrite te Pou Tarāwaho i te inenga o te āhei ki tō ngā matea matapopore me te hira ahurea / ā-motu, ā, he panoni nui ki ō mātou whakaaro mō te matapopore.

Ka whakahaeretia tonutia e ētahi atu hinonga te mahi kua tīmata, pērā i tō mātou takohanga ki te whakahiki i tō mātou āheitanga mātauranga Māori. He mea taketake te Mātauranga Māori ki tō mātou tuakiri, ā, ka whakaaweawe i ngā wāhi katoa o te Pūranga. Ahakoa te herenga i runga i ā mātou ahumoni, kua whakaarotau mātou i te whakangungu me te tautoko i konei. Ka waihanga tonu mātou i ngā tūhononga puta noa i te rāngai ki ngā hapori, e whakapakari ai tā mātou mahi tahi.

He mahi matua ā mātou mahi kia whakahaumarutia ngā kōrero, te auahatanga me te hītori o Aotearoa mō ngā whakatipuranga onāianei, ā, e heke mai nei. E mihi ana au ki te ngākau whiwhita me te mātanga o ā mātou kaimahi, ā, e koa ana kia tae mai te tau whakaihiihi e tū mai nei



nā Honiana Love
Tumu Whakarae – Chief Executive



Chief Executive's Foreword

This is a year of new beginnings, with a new Strategic Plan and a new Outcomes Agreement coming into force. The past year has seen a number of significant projects come to fruition, and as we move into the new year we will benefit from a new HR Information System and the first of our CRM modules going live. We've completed significant work on our CMS project, which will enable us to go live with the first modules of our consolidated solution in the upcoming year. We will also have completed the first of our property projects, exiting the Pukeāhu site, and completed our first full year of digital preservation through Utaina. These are major milestones and the result of much hard work from kaimahi across the Archive.

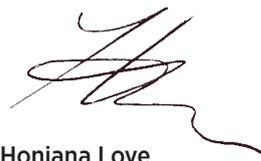
Nonetheless, I could not introduce this Business Plan without acknowledging the challenging times we are living in. Last year we put a lot of effort into planning for and establishing a cost savings programme to allow us to maintain our operations over the next few years. This has meant taking a more conservative approach to projects and initiatives, and focusing our efforts on a core suite of projects aligned to our new Strategic Plan.

We are still dealing with the lingering affects of the COVID-19 pandemic, with a major programme of maintenance and upgrades to our physical sites planned for this year. Lockdowns, remote working and supply chain issues all came together to leave us needing to complete urgent building works. Nonetheless, this mahi also brings the opportunity for us to move parts of our collections to sites better suited to support the longevity of the material.

Our new Preservation Prioritisation Framework has application across multiple areas of the Archive – not just supporting decisions on what material we prioritise for digital preservation, but how we utilise space in our vaults and how we ensure our audiences are able to access the material they want to see or hear. The framework gives access the same weighting as preservation needs and cultural/national significance, and is a significant change to the way we think about preservation.

Other projects continue mahi already in train, such as our commitment to lifting our mātauranga Māori capability. Mātauranga Māori is fundamental to who we are, and impacts all areas of the Archive. Even with our constrained finances, we have prioritised training and support in this space. We'll also continue to make connections across the sector and with communities, strengthening our collaboration.

Our mahi plays a vital role in securing the stories, creativity and history of Aotearoa New Zealand for current and future generations. I appreciate the passion and expertise of our kaimahi and look forward to another exciting year to come.



Honiana Love
Tumu Whakarae – Chief Executive



He Kupu Whakataki

Introduction

Our Strategic Plan 2024 – 2030 includes the following
Vision, Mission and Guiding Principles:

OUR VISION

All New Zealanders can access the audiovisual taonga we care for,
in the way they want and where they want.

OUR MISSION

Ensuring New Zealand's audiovisual
heritage is saved and protected for
current and future generations.

OUR GUIDING PRINCIPLES

Tūturu | Strong long-term sustainability
Tuku Iho | Caring for treasures handed down
Tūhono | Connecting New Zealanders with
their audiovisual heritage

He Pātaka Taonga

The concept of He Pātaka Tūturu has been informing the work of the Archive for some years.

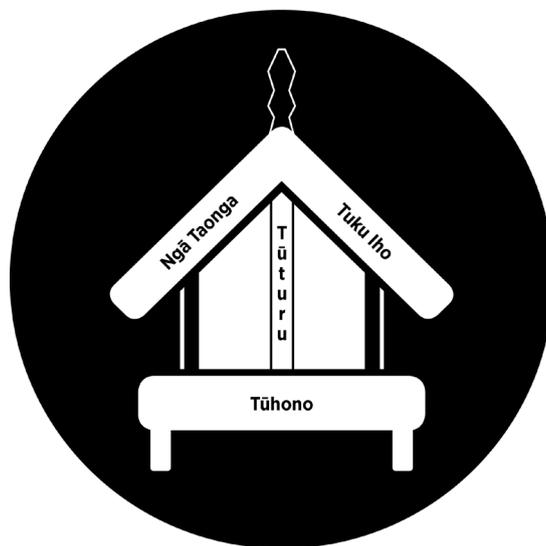
The pātaka is a storehouse. It preserves, protects and provides. The concept of He Pātaka Tūturu sits behind three guiding principles for our mahi: tūturu, tuku iho and tūhono. Together, these principles encompass the purpose of our pātaka: to preserve, protect and provide.

For Ngā Taonga the pātaka represents a storehouse of audiovisual records holding stories and taonga from the history of Aotearoa. Taonga stored in the pātaka are prioritised for preservation, valued, and respected for the ultimate purpose of making those treasures accessible to benefit all New Zealanders.

The pātaka concept brings inherent mātauranga Māori on how to approach our intergenerational responsibilities; the way in which Ngā Taonga can give due respect to taonga that are selected to be preserved and protected within the pātaka and shared for generations to come.

The role of the traditional pātaka was a place where food was kept to sustain the people – the pātaka concept at Ngā Taonga ensures that taonga of national and cultural significance remain accessible to sustain the unique culture and history of Aotearoa New Zealand.

To fulfill our commitment to He Pātaka Tūturu, we must always carry with us the values of tika, aroha, hono, pono, tangata – doing what is right, having integrity and empathy, and valuing people and connection.





Ā Mātou Kaupapa Matua

Our Key Projects

Over the coming year, we will focus our efforts on the following significant projects:

Customer Relationship Management System and Collection Management System

Our Customer Relationship Management System (CRM) and Collection Management System (CMS) projects will be running in tandem this year. We will complete the initial build and release of core modules for our CRM, and transition the system from being project-based to being managed by our business-as-usual teams.

Our CMS project will start the process of consolidating the multiple systems we currently use into one system, and rolling out the first modules of this system to kaimahi, ensuring that everyone who needs it receives the training and support they need. We are opting to adopt one of the existing systems in use to consolidate and stabilise our collections data, with the longer-term intent of reviewing market options to implement a solution that will support us with our future needs.

Implementation of these systems will see a significant uplift in our digital capability; they will be a step change in our digital maturity. Both systems will provide significant benefits to the way we understand and manage our data, by ensuring we have a single source of truth. Data will be safely and securely stored. It will enhance collaboration across the Archive and ensure all kaimahi have access to relevant information. We also anticipate that we will be able to leverage these systems to streamline our business processes, automate workflows and improve our reporting capabilities.

Property Projects

We are reliant on a number of different physical sites to undertake our day-to-day mahi; and there is an extensive programme of work associated with managing these sites. In the upcoming year we will be focusing on:

- Upgrades and maintenance work required to remediate the Whitireia site we share with the Department of Internal Affairs.
- Relocation of kaimahi who were rehomed from our Pipitea location due to building work related to the new heritage campus, so that they can once again work from the Pipitea building.
- Remediation work required to upgrade our Taupō Pā site.
- Undertake improvements to our Motutawa site, including the installation of a new HVAC system.
- Completing the exit from the Pukeahu site, which can no longer meet our requirements for appropriate storage of collection items.
- Establish the Wairere House site in Whanganui as a long-term-storage facility.

Critically, some of this work will allow us to move parts of our collections to sites better suited to support the longevity of the material. This means that the impacts of our property projects go beyond our dedicated Property Planning team and extend across our archivists and repository staff. Conversely, the project to consolidate our CMS systems will take us one step closer to a fully integrated digital inventory management system. This will create significant efficiencies across a number of our processes, such as retrievals and fulfilment of requests for material supply and digital preservation.



Sector Relationships

As a small charitable trust, building relationships based on trust underpins our mahi. Our ability to enact our purpose as New Zealand's national audiovisual archive and influence our sector partners is largely dependent on the level of trust that others have in us.

We will continue to work to establish strong collaborative relationships across the archive, broadcast, and cultural heritage sectors, along with local and regional communities. Our closest sector relationships are with the National Library of New Zealand and Archives New Zealand, with whom we will be co-located on the new heritage campus in Wellington. The development of the campus concept, including the construction of a new building on the site of the former Defence House, is being led by the Te Ara Tahī programme. We will continue our involvement in this programme of transformational change across the three institutions. We are also part of Te Ara Taonga which is the framework for how we and other cultural sector agencies work together with iwi to support their cultural and heritage aspirations.

We will continue to apply our Audience Engagement Strategy which enables us to target key priority audiences. These include iwi/Māori, GLAM organisations, education providers and third parties such as television and film producers and radio broadcasters. We leverage these relationships and through them reach larger, more diverse audiences and connect more New Zealanders to their audiovisual taonga. Our primary engagement channels are now digital, with our audiences connecting and engaging with screen and audio content on multiple devices. Younger audiences are digital natives and have expectations driven by on-demand content on the web and streaming services which requires us to provide digital content to meet these expectations. We will also continue our work to highlight taonga Māori in the collection and deepen our engagement with our priority audiences.

Preservation Prioritisation Framework

A key step in implementing our Collection Development Strategy is the development and implementation of a Preservation Prioritisation Framework. The framework will articulate how we determine our priorities for preservation work. Having our preservation priorities clearly defined is a key factor in achieving success in our strategic outcomes.

We have an existing prioritisation matrix in place for our Utaina project, which balances deterioration and technical considerations against cultural significance of content. Items scoring highly in both categories are prioritised over items which score lower, with the exception of specific at-risk formats which are being digitally preserved as a priority across the entire format, such as TVNZ Betacam, tape and 1-inch videotape.

Having a Preservation Prioritisation Framework in place ensures that our digital preservation work both aligns with our organisational direction and balances our joint imperatives of preservation and access. It will also enable us to focus our mahi on materials which meet our criteria for 'national significance' and formally incorporate our approach to mātauranga Māori.



Mātauranga Māori Strategy implementation / Capability & Upskilling

We house a vast collection of audiovisual taonga Māori. Our Taonga Māori Collection, and its intrinsic mātauranga Māori, is significant and unique to Aotearoa. We have a responsibility to preserve these taonga with utmost care, aligning with our guiding values of Tuturu – Strong long-term sustainability; Tuku Iho – Caring for treasures handed down; and Tūhono – Connecting New Zealanders with their audiovisual heritage.

He Ara Whakamua, our Mātauranga Māori Roadmap, sets out the actions we need to take over the next five years to implement our He Rautaki Māori: Mātauranga Māori Strategy. He Ara Whakamua will ensure that we have a solid foundation for mātauranga Māori across the Archive that is kaupapa and taonga-centric, that is an expression of our guiding values and that moves us further towards mātauranga Māori becoming part of the genetic makeup of the organisation.

Our operating model has our mātauranga Māori expertise distributed across the entire organisation. While our mātauranga Māori specialist kaimahi will be critical to the roadmap's implementation, we recognise that we will also require contributions and support from all kaimahi at Ngā Taonga. This will require some upskilling. Mātauranga Māori spans our work across the Archive, albeit in varying degrees. Hence, the success of mātauranga Māori necessitates a whole of Archive effort.

When we talk about mātauranga Māori, we are referring to both the mātauranga held within the taonga Māori in our care, as well as the lens and approach we apply when working with such taonga. But there is huge potential for the contribution of mātauranga Māori to our archival practices and behaviours beyond just taonga Māori.



Ngā Whaingā Nui

Our Strategic Outcomes and Focus Areas

Our Strategic Plan outlines our four Strategic Outcomes and the five Focus Areas we will target our work in:

Our Strategic Outcomes



Our five Focus Areas are:

<p>Te ao Māori</p>	<p>We care for the largest body of historical recordings of te reo Māori and mātauranga Māori in the world; taonga which are unique to Aotearoa New Zealand. We are committed to biculturalism as a kaupapa-centred organisation, consciously reflecting and validating Māori knowledge, perspectives and aspirations in our values, plans and actions.</p> <p>We aim to embed mātauranga Māori as part of the genetic makeup of the organisation, and to support and uplift the capability of our kaimahi to work in this way.</p>
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<p>Innovation</p>	<p>We are constantly monitoring innovations so that we are in a position to adopt or adapt them to our suit our needs. Our small size limits our financial resources, but we can be agile and develop different ways of responding to the changing needs of the sector, supported by our highly skilled kaimahi.</p> <p>Our willingness to collaborate and partner with developers and partner agencies to test new ways of working puts us in a strong position to take advantage of technology opportunities where we see value for our collection.</p> <p>Nonetheless, innovation goes beyond technology. We are challenging the traditional definitions of what an archivist's role is, modelling a more respectful way of interacting with kaitiaki and have a highly mature approach to rights management.</p>
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<p>Population Change</p>	<p>Demographic changes mean that we must take a wider consideration of what 'all New Zealanders' looks like, and how we ensure we have material in our collections that covers all groups.</p> <p>Our intent is to make our collections available to all New Zealanders and we continue to explore ways we can target those who do not have easy access to our existing channels. At the same time, we recognise that the increasing diversity in our population will result in a range of audience types and demands different to the ones we serve today.</p>
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<p>Digital Capability</p>	<p>Technology is evolving exponentially and shows no signs of slowing. The proliferation of digital content being generated reflects an increasing interconnection between people via mediums such as social media; and provides far greater opportunity for us as an Archive to preserve the social history of Aotearoa New Zealand.</p> <p>While adapting to the increasing flow of digital content, we are also committed to supporting existing formats and adopting future formats whether this be those meeting the best possible industry standards or emerging ones.</p> <p>We are in a strong position to navigate the exciting changes technology brings and reshape the role of the Archive.</p>
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<p>Community / Collaboration</p>	<p>We have shifted the way we think about making our collection accessible, to focusing on creating collaborative relationships with third parties who have a greater reach than we could achieve alone. These networks help us reach larger, more diverse audiences and connect more New Zealanders with their stories.</p> <p>We will continue to seek new partnerships to help broaden the range of audiences for our collections. In particular, we aspire to work at a community level, not only to provide access to the collections we hold but also to support the development of community archives allowing communities to manage, curate and share their own stories.</p>
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He Tauākī Whiriwhiri 2024/25

Estimates of Appropriation 2024/25

The Estimates of Appropriation outlines the Government’s spending proposals for each financial year. It includes information on what is intended to be achieved with the funding and how performance against each appropriation will be assessed and reported on.

Ngā Taonga performance measures are reported through the Ministry for Culture and Heritage | Manatū Taonga and are shown below.

Ngā Taonga Sound & Vision Performance Measures	Performance Targets
Total hours spent viewing from the online catalogue	4,000
Total number of material items made available through supply for reuse and through outreach activities	2,000
Total number of customer supply requests fulfilled	750
Percentage of collection stored in best practice conditions	60%
Total number of new titles added to the collection	5,000
Number of items digitally preserved (non-Utaina collection material)	3,000
Total number of titles catalogued	6,000
Number of titles added to the online catalogue that are available to view/listen online	2,000

As part of these measures, we also track the volumes of taonga Māori material in our collections.

We also report separately on the performance of our Utaina project, as the funding for this is distinct from our operating budget.

Ngā Taonga Sound & Vision Performance Measures (Utaina)	Performance Targets
Number of TVNZ in-scope items digitised (cumulative across the Utaina project’s lifespan)	148,070
Percentage of TVNZ in-scope items digitised out of total items in scope (cumulative across the Utaina project’s lifespan)	99%





Te Tahua Pūtea 2024/25

Budget 2024/25

OPERATING SUMMARY

	\$
	BAU
Revenue	
Ministry for Culture and Heritage	\$17,059,000
NZ Lottery Grants Board	\$1,759,626
TVNZ Production Library Service	\$218,544
RNZ Access Fee	\$48,500
Archive services (all collections)	\$40,000
Interest income	\$930,000
Other revenue	\$6,500
Total revenue	\$20,062,170
Less Interest income reserved for future projects	\$930,000
Gross Revenue	\$19,132,170
Expenditure	
People	\$9,357,562
Accommodation	\$351,216
Depreciation	\$773,055
Overheads	\$2,152,486
Total expenses	\$12,634,319
Net Operating Surplus/(Deficit)	\$6,497,851

Note: We have an active cost-saving programme in place. Our four-year budgeting is supported by surpluses from the 24/25 financial year. Consequently, this surplus will be applied to the following three financial years.



2023/24 Arotakenga Ā-Tau

2023/24 Year Review

The table below shows how we have progressed last year's key projects. A number of these projects will continue into 2024/25 and remain a focus for the Archive.

Key Project 2023/24	Owner	Progress made/outcome
Utaina	Pou Rokiroki Taonga Group Manager Preservation	Utaina reached peak throughput in the 2023/24 year with the expected outcome of 64% completion of the project, including 90% of the TVNZ component. Suitable storage for digitised items has been identified and relocation planning commenced.
Sector Relationships	Tumu Whakarae Chief Executive	In February an MOU was signed between National Library, Archives NZ, the Alexander Turnbull Library and Ngā Taonga which reaffirms the institutions' strong commitment to a reimagined, strengthened and partnered future together.
Developing a new Strategic Plan	Pou Mahere Strategic Adviser	The Board of Trustees and management team worked closely together during the year to develop the new Strategic Plan for Ngā Taonga. Consultation on the Plan was undertaken with both kaimahi and external stakeholders, and the plan was approved by the Board for implementation from 1 July 2024.
Customer Relationship Management System	Pou Tūhono Group Manager Share and Promote Programme Director, Property Planning - Pou Waihanga	Implementation of the marketing and events functions are complete. Implementation has begun on stakeholder management, Māori outreach and engagement, managing customer requests and rights clearances. This work is expected to be completed by the end of the calendar year.
Collections Management Systems (CMS)	Pou Kohinga Taonga Group Manager Collection Management Programme Director, Property Planning - Pou Waihanga	The primary focus in 2023/34 has been to investigate an interim CMS solution to stabilise data and meet the needs of Ngā Taonga for the next 3-5 years. A phased approach leading to the design of a new CMS can start with stabilising the datasets onto one platform, thereafter a large-scale project can be put into place to identify and implement a new CMS platform that will support the needs of Ngā Taonga and end users in the long term.



2023/24 Arotakenga Ā-Tau

2023/24 Year Review (continued)

Key Project 2023/24	Owner	Progress made/outcome
Collection Development Strategy	Pou Kohinga Taonga Group Manager Collection Management Pou Rokiroki Taonga Group Manager Preservation	Embedding procedural standards and training of end-to-end archival workflows has been planned in detail this year. The model for preservation prioritisation has been developed with relevant teams and a framework signed off in 2023/24.
Further developing Māori relationships	Pou Ārahi Deputy Chief Executive, Māori	Ongoing and new relationships with kaitiaki and iwi/Māori groups seeking access to taonga. Our Kaitiaki Relationship Framework and the Rokirokitia programme has allowed us to build awareness and trust within iwi/Māori communities across the motu. Increased mātauranga Māori staff capacity is allowing us to be a little more proactive in this space.
Leadership Development	Pou Hāpai Deputy Chief Executive, Organisational Performance	The leadership development programme, Leadership Success, which provides tailored mentoring and management development, began in April 2023 and was delivered over the 12 months to April 2024. We also introduced quarterly People Leader Forums where an expert speaker presented on a business topic. During this time surveys of our management practice performance showed that there was a 24% increase in practices being rated above average.
New HRIS system	Pou Hāpai Deputy Chief Executive, Organisational Performance	The discovery phase and vendor selection was completed by the end of 2023. In the first quarter of 2024 a project manager was brought in to manage the implementation process of the prioritised modules including payroll. Extra modules may be delivered in the 2024/25 financial year.
Property Planning	Pou Waihanga Programme Director, Property Planning	The new Property Strategy was approved, and a Property Programme Office established to lead implementation of prioritised projects. Whitireia nitrate vault remediation commenced, and a new film preservation suite built at Motutawa. An exit from Pukeāhu is underway, and a new deep collection store is being established at Wairere House in Whanganui. Detailed design has commenced for the Archive's return to LG25 in the National Library as part of Heritage Campus commissioning works.





NGĀ TAONGA
SOUND & VISION

Ngā Taonga Whitiāhua
me Ngā Taonga Kōrero
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Film, Television and Sound

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