

Strategic Plan
Te Mahere Rautaki
2019 - 2024



NGĀ TAONGA
SOUND & VISION



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Glossary

Strategic Plan 2019 – 2024

This document is a refresh of our 2016 – 2024 Strategic Plan. It has been informed by the work undertaken since 2016, when the first iteration of this plan was developed. It reflects a sharpening of focus to support our aspiration to be a sustainable world-class audiovisual archive.

Who we are – Ko wai rā mātou

He mea whai take te pūranga taonga nā te whai take hoki nō ngā mea tuku iho. Kei ngā pūranga e puritia ana ā tātou kōrero, e toka ai ngā mea i pā ki a tātou, kō wai rā tātou, ko wai tātou ināianei. He whakarangatira tāna i tō tātou mana ā-iwi me tō tātou aro hoki ki ngā tikanga a iwi kē.

Archives matter because history matters. Archives hold our stories, give us evidence about what has happened, who we were and who we are. They enrich our sense of identity and our understanding of our cultures.

Ngā Taonga Sound & Vision is New Zealand's audiovisual archive. We save and cherish the stories, creativity and history of Aotearoa New Zealand in sound and moving images. With strong values of connection, conservation and commitment our purpose is to collect, preserve, care for and share Aotearoa New Zealand's audiovisual taonga. Our kaupapa expresses our commitment to the principles of the Treaty of Waitangi and reflects Māori and Pākehā perspectives, language and aspirations. It guides the way we work with each other, with audiovisual taonga and with those connected with them.

Our Purpose

To hold our nation's audiovisual heritage in safekeeping and make it widely accessible.

Our Values

Conservation

As archivists within the recorded heritage sector, we share a strong sense of obligation to care for audiovisual taonga to the highest standard. This encompasses the preservation work we undertake, the physical storage conditions we provide and the concept of stewardship – an intergenerational responsibility.

Connection

We have a responsibility to connect people with each other and with their audiovisual taonga. Through collaboration, sharing stories, knowledge and expertise, and embracing feedback and criticism to become even better, we become a trusted and valued partner.

Our Vision

To be a world-class archive and access provider valued by New Zealanders, now and in the future, as the trusted steward of their stories told in moving images and sound.

Commitment

We are strongly committed to building a highly capable and sustainable organisation, which is valued for its contributions to enriching our nation's cultural identity and for enabling meaningful engagement with the stories and heritage of Aotearoa.

Priorities of the Minister for Arts, Culture and Heritage

- Valuing who we are as a country
- New Zealanders share a distinct and inclusive identity and value our history and traditions
- All New Zealanders can access and participate in cultural experiences
- The cultural sector is supported and growing sustainably

Our work is informed by the wellbeing dimensions and capitals from the Treasury's Living Standards Framework

- Subjective wellbeing: Human Capital
- Social Connections: Social Capital
- Income and Wealth: Financial/Physical Capital
- Environment: Natural Capital

Our Outcomes

- The Archive is clearly established as a sustainable organisation with a credible professional identity.
- Collections are representative of our nation's national identity.
- Collection items are stored in best-practice conditions.
- At-risk formats are prioritised for digital preservation and migration pathways are in line with international practices.
- We have strong relationships that grow the collections and access to them.
- We have enabled more New Zealanders to discover and engage with the collection in both English and te reo Māori.

Our Key Services

Collection Development & Management – selecting what is in the collections, present and future, and ensuring it is well cared for.
Preservation & Conservation – ensuring valued collections are available and accessible for future generations.
Cataloguing – ensuring content can be found in ways that are meaningful to those searching for it.
Facilitating Access – enabling people and organisations to access the collection.
Connections – promoting participation, experience and engagement with the collections, both directly and via third parties.
Sustainable Foundations – supporting and enabling the Archive to function effectively.

Our Priorities

- Building strong, sustainable foundations to ensure that we are a highly capable and professional kaupapa-centred organisation.
- Protecting audiovisual taonga, ensuring valued collections are available for future generations through careful selection and expert care.
- Connecting and engaging with iwi in the spirit of partnership.
- Contributing effectively to New Zealanders sharing a distinct and inclusive identity that values our history and traditions.
- Enabling people and organisations to access, experience and engage with the collections.

Our External Operating Environment

The social, technological, economic, environmental, political and legislative environment that we need to be mindful of.

Our Resources

Our capacity and capability to deliver our key services in order to realise our outcomes.

Our Internal Operating Environment

Our strategies, policies and processes that guide what work we do and how we do it.



Kupu Whakataki

I te tārainga o te rautaki i te 2016, i poua e te Poari o taua wā tētahi whāinga tāwhana. Koia tēnā ko te whakatakoto tūāpapa tūmārō, tangatanga-kore, mō tētahi whakahaere me huri rawa tōna hanga, nā ngā pīkaunga nui hou kua tau ki a ia ki te whakaemi i te katoa o ngā pūranga kiriata, pouaka whakaata, oro anō hoki o Aotearoa ki raro i te maru o te rōpū tiaki kotahi, arā, o Ngā Taonga – te pūranga ataata-rongo mā ngā tāngata katoa o Aotearoa.

Kua ea i Ngā Taonga ētahi o ngā tūāmahi i tohua tuatahitia i te Mahere Rautaki 2016 – 2024, mātua rā ērā mō te ahurea tara ā-whare me te toipoto o te whakahaere. Ko ētahi anō i pahara te eke.

I te takiwā e kōrerotia ake nei, ko te wero nui katoa, ko te āta whakanao, i runga i ngā tikanga rokiroki e tika ana, i te huhua o ngā rauemi ataata-rongo e totō mai ana ki ā mātou kohinga i ngā kaipāho tūmataiti me ngā kaipāho tūmatanui (koinei ngā mea kua tino rahi haere), me te kawē tonu, i runga i te whakapono mai a te iwi ki te tika o tā mātou mahi, i tērā atu whāinga e mea ana me wātea ake ā mātou kohinga ki te whānuitanga atu o ngā kiritaki, tae atu ki a ngāi tūmatanui mā.

I tēnei wā, e 70 ā mātou kaimahi. Heoi anō, he hanga e mātua hiahiatia ana – he pūkenga, he taputapu, he moni whiwhi, he tahua atu anō – e kore ai e takamuri ngā mahi i ngā kawenga katoa a tēnei whakahaere, me te pānga o tēnei ki te pai o ā mātou ratonga.

Arā anō ngā āhuatanga whakawaho, pērā i te mate ki te whakakaha ake i ngā whare i muri i te rū nui me ngā nekeneke i te ao tuku takoha nui, kua whakauaua kē atu i te tū roa a Ngā Taonga hei rōpū tiaki oha noa. Me pēnei pea te kōrero, kua tae ki te wā me huri rawa te āhua o te whakahaere nei e toitū tonu ai ia ā ngā rā e heke mai nei.

Ahakoia ngā tautoko mai a te kāwanatanga, i runga i ēnei āhuatanga, e mea ana te Poari me haere kōtūi ngā whāinga rautaki me ngā whakaaro mō ngā mea ka taea, i a ia e whiriwhiri ana he aha ngā mea me mātua mahi, me tika anō te mahinga mai. Ko tā tēnei Mahere Rautaki hou, he hoki atu ki ngā keonga o te 2016, me te anga tonu anō ki ngā wawata mō te tau 2024.

Mō ngā tau e rima e heke mai nei, ki te pūmau tonu ngā moni e tae mai ana ki a mātou i tēnei wā, e whai ana Ngā Taonga kia mau tonu ia ki ngā pae e ekea ana i tēnei wā i roto i āna kawenga rokiroki matua, ā, ina taea, kia kaha ake te wāhi ki ngā āheinga tuku ratonga, manaaki putanga. Ko te tūmanako o te Poari, kia tū mai te whakahaere nei hei whare pūranga toiora e takatū ana kia tae mai ngā pūtea e tupu haere ai āna ratonga rā roto i ngā mahi whakamatihiko.

Heoi anō, ehara i te mea ko te titiro rautaki matawhāiti nei e tohu ana kua mimiti te whakapono o te Poari ki te wawata i poua mō te tau 2024; kēi te tika tonu te wawata hei pae tawhiti mō ā mātou tūmanako hei kaitiaki, me te wāhi ki a mātou i te rāngai tiaki i ngā taonga-hopu tuku iho a te motu. Kāore hoki e whakaata ana i tētahi hapa i ngā kaimahi me te tumu whakahaere – e uara nuitia ana tō rātou pukutohe me tō rātou pukumahi.

E tino rikarika ana mātou ki te āta manaaki i te kaupapa nei a te kāwanatanga, te Whakamau i ngā Mahara o te Motu*. Kua hoahoaina hoki te Mahere nei i runga i te whai kia kaha, kia nui te tautoko atu a Ngā Taonga i tērā kaupapa.



Simon Murdoch
Chair, Board of Trustees
Amokapua o te Poari Kaitiaki

** We have used “Whakamau i ngā Mahara o te Motu” for the Preserving the Nation’s Memory project. At the time this Plan was published the project had not adopted a formal te reo translation of the name which may vary from our translation.*

Chair’s Foreword

In the first ever iteration of the strategy in 2016, the then Board set an overarching goal of building a solid, stable foundation for an organisation needing to transform itself because of major new responsibilities for bringing all of New Zealand’s film, television and sound archives under one stewardship body – Ngā Taonga Sound & Vision, the audiovisual archive for all New Zealanders.

Ngā Taonga today has achieved some of its planned milestones as initially laid out in the Strategic Plan 2016 – 2024, notably in its internal culture and organisational cohesion. Other milestones remain only partially realised.

During this period, the most critical challenge has been to absorb and fully treat archivally a rising flow of new audiovisual materials into its collections from private and more so public broadcasters, and to be able, with credibility, to meet the other goal of making our collections more easily accessible for a wider range of clients, including public users of content.

At present the organisation at 70 people lacks the critical mass of resources – skills, equipment, revenue, funding – to fully mitigate the risks of backlogs at all points of its operational business functions with attendant impacts on its service delivery.

Various external factors, such as post-earthquake strengthening requirements across the property portfolio and an apparent shift in philanthropic engagement, have further complicated the outlook for and viability of Ngā Taonga as a charitable trust. In many ways the organisation has reached a sustainability turning point.

Under these circumstances, and notwithstanding supportive inputs from government, the Board feels it necessary to temper strategic ambition with realism about what needs to be done first and properly. This new Strategic Plan revisits both the 2016 targets and the 2024 aspirational goals.

Over the next five years, given current assured resourcing, Ngā Taonga aims to at least maintain present levels of performance in its core archival functions, and where possible strengthen the corresponding delivery capacity and capability. The Board wants to have the organisation in sound working order as an archive and ready for investment to enable its services to be expanded through digitisation.

This constrained strategic position does not mean the Board has lost confidence in the 2024 vision; it remains the right end-state of our stewardship aspirations and our right place in the nation’s recorded heritage sector. Nor is it a reflection on staff or management, whose application and engagement are much valued.

We are particularly looking forward to making a meaningful contribution to the government’s Preserving the Nation’s Memory project. This Plan has been designed to ensure that Ngā Taonga is strongly placed to make that important contribution.



Simon Murdoch
Chair, Board of Trustees
Amokapua o te Poari Kaitiaki



Current Situation and Outlook

Te āhua ināiane tonu

Institutional Form

Founded as a film archive, today Ngā Taonga provides services for a much expanded range of audiovisual media collections. This has stretched its capabilities and resource needs beyond what can be sustainably assured in its current form. For the organisation to remain fit for purpose, the Board has decided to engage with the Government and other stakeholders about its future form, status and place in the national recorded heritage sector. The National Archival and Library Institutions (NALI) Ministerial Group Review and the recently-announced Preserving the Nation's Memory (PtNM) project form the context for this engagement, and dictate our planning horizons.

Service Delivery

In order to properly meet its accountabilities to its funders and to institutional clients, stakeholders, depositors and public users of content, Ngā Taonga has reviewed its business model, including its pricing and its technological and human archival capabilities. The Board has endorsed this revised Strategic Plan which, over the next five years, aims to limit service delivery under-performance risks, whilst such steps towards a capability investment programme as can responsibly be undertaken, can commence.

Constitution and Kaupapa

While the existing Constitution and Kaupapa underpins this 2019 – 2024 refresh of our Strategic Plan 2016 – 2024, future developments may give rise to a need to review these foundational documents.

Contribution to the Cultural Sector

Ngā Taonga is New Zealand's audiovisual archive. We exist in order to collect, preserve, share and care for New Zealand's audiovisual taonga.

Our collection spans more than 800,000 titles and items, and 120 years of New Zealand life and stories captured on film, television, radio, home movies, music and sound recordings.

We serve past, current and future generations of New Zealanders, preserving their stories, moving images, sounds and voices, and engaging people with their audiovisual heritage and taonga.

We are proud of the contribution we make as part of the wider culture and heritage sectors, in partnership with other agencies and with iwi and Māori, to make a difference to New Zealanders and their lives.

We have made a commitment to biculturalism as a kaupapa-centred organisation, consciously reflecting and validating Māori knowledge, perspectives and aspirations in our values, plans and actions.



Kupu Whakataki nā te Tumu Whakarae

Chief Executive's Introduction

I runga i te tauira hou o tā mātou Mahere Rautaki 2019 – 2024, ka mārō te haere a Ngā Taonga i te ara e tū mai ai ia hei whakahaere papai o te ao, e kaha ai, e toitū anō ai ia ā ngā rā e tū mai nei.

He mea waihanga te mahere tuatahi i te 2016, i muri i te whakakotahitanga o ngā kohinga e toru e tiakina ana e mātou, arā, Ngā Taonga Whitiāhua, Ngā Taonga Kōrero, me te Pūranga a Te Reo Tātaki o Aotearoa. Nā tērā tauira o te mahere i whakatakoto ētahi wero nui mā tētahi whakahaere pēnei i a mātou nei te rahi. Ko tā tēnei tauira hou, he arotahi ki ngā mahi e angitu ai mātou ā ngā rā kei tua o te awe māpara.

He mea nui tērā i te mea ko tā te pūranga, he aro ki ō nāiane kiritaki engari me te aro anō ki ērā kei ngā ngahuru tau, rau tau kei tua. Ko ngā whakatau o te 2019, ka toro ki tua pāmamao. E kī ana hoki tētahi o ō mātou uara, he pikaunga kei runga i a mātou ki te tuku i ngā taonga ki ngā reanga whai i muri.

Koinei anō te take e kaha noa ake ana te aro a tēnei Mahere ki ngā hua, kua paku ngāwari ake ngā tohutohu mō ngā huarahi e puta ai aua hua. Mā konei e māmā ake ai te huri ki ngā ara hou ka tūpono te ara ake. Nō te nekehanga o ō mātou tari o Pōneke i ngā rangi whakamutunga o Mahuru 2019, ka noho kiritata a Ngā Taonga ki Te Puna Mātauranga me Te Rua Mahara o te Kāwanatanga. Kei reira anō hoki te koronga mā roto anō i te kaha ake o te mahi tahi ki aua whakahaere, tērā tonu ka takoto he ara hou, he ara whakaihiihi tonu.

Hei āwhina i a mātou, kua poua ētahi mātāpono arataki. I takea mai ēnei mātāpono i te ariā nei, a **He Pātaka Tūturu**. Mō ētahi tau nei kua ārahi te ariā nei i ngā mahi a Ngā Taonga, ā, e noho tonu ana hei tino tūāpapa i a mātou ka whakapau kaha kia whakaaetia nuitia he kaitiaki pai mātou i ngā paki a te motu kua āta waiho mā te ata nekeneke me te oro e kawē.

Our revised Strategic Plan 2019 – 2024 sets Ngā Taonga firmly on the path towards establishing a world-class organisation with a strong sustainable future.

The original plan was developed in 2016, not long after the merging of the three collections we care for – the New Zealand Film Archive Ngā Kaitiaki O Ngā Taonga Whitiāhua, the RNZ Sound Archives Ngā Taonga Kōrero and the Television New Zealand Archive. That iteration of the plan set many challenging goals for an organisation of our size and this reset is very much focused on activity that will see us succeed in the long term.

That's important because as an archive we need to be thinking not only about those we serve now, but those we will be serving far into the future. The decisions we are making in 2019 will have far-reaching implications - as one of our values states, we have intergenerational responsibilities.

For the same reason we have focused in this Plan much more strongly on our outcomes, and have not been quite so prescriptive about how we get there. This gives us the flexibility to take advantage of new opportunities. With the move of our Wellington offices in late September 2019, Ngā Taonga became very close neighbours of both the National Library and Archives New Zealand and the expectation is that closer working relationships with those organisations will create many new and exciting opportunities.

To assist us, we have developed some guiding principles informed by the concept of **He Pātaka Tūturu**. This concept has been informing the work of the Archive for some years and still provides a strong foundation as we work towards being recognised as the trusted steward of our nation's stories told in moving images and sound.



Honiana Love
Acting Chief Executive
Tumu Whakarae Taupua



He Pātaka Tūturu

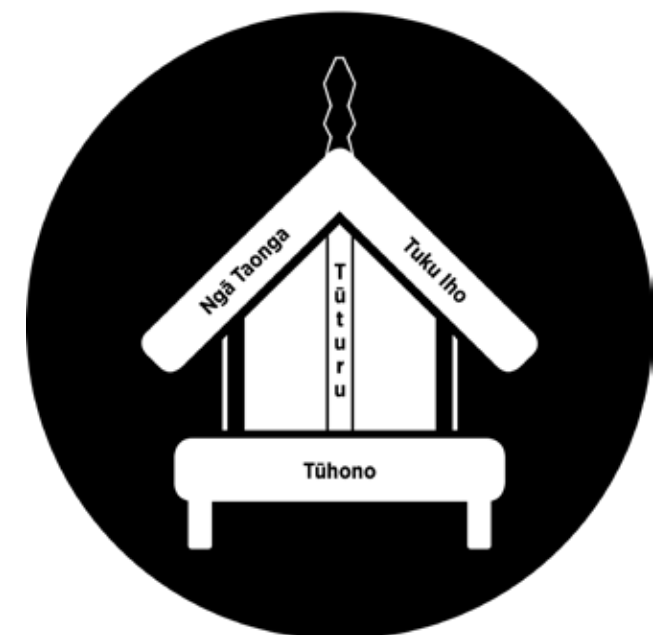
The Pātaka is a storehouse. It preserves, protects and provides. It represents a whare that is cohesive and sustainable. The taonga of the Pātaka are preserved, valued and respected for the ultimate purpose of making those treasures accessible to benefit all New Zealanders.

Tūturu describes the attributes of the fixed or upright post in the storehouse. It represents authenticity, permanence and solidity. It evokes the principle of Mana Tūturu. It demands discipline, an adherence to high standards, a principled approach and a commitment to integrity.

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

Our guiding principles:

- **Tūturu** – Strong long-term sustainability: To ensure that the taonga in the collections are safe and retrievable for all New Zealanders, now and in the future, we will prioritise work that builds and supports robust world-class archival practices.
- **Tuku Iho** – Caring for treasures handed down: We take very seriously our role as stewards of the collections, on behalf of those that have given them into our care, and the intergenerational responsibility we have to all New Zealanders.
- **Tūhono** – Connecting New Zealanders with their audiovisual heritage: We will find astute ways to enable access and to share the collections so that we continue to contribute to enhancing New Zealanders' wellbeing, identity, social connections, education and skills.



Our Priorities Ā tātou whakaarotau

Our Strategic Plan 2019 – 2024 is guided by the following five priorities:

- Building strong, sustainable foundations to ensure that we are a highly capable and professional kaupapa-centred organisation.
- Protecting audiovisual taonga, ensuring valued collections are available for future generations through careful selection and expert care.
- Connecting and engaging with iwi in the spirit of partnership.
- Contributing effectively to New Zealanders sharing a distinct and inclusive identity that values our history and traditions.
- Enabling people and organisations to access, experience and engage with the collections.

Our Key Services Ā tātou ratonga matua

Our six Key Services are the mechanism through which we deliver on our five priorities.

The following pages outline the projects and activities planned for each Key Service over the next five years as well as the priorities that they serve.

Collection Development & Management – selecting what is in the collections, present and future, and ensuring it is well cared for.

Preservation & Conservation – ensuring valued collections are available and accessible for future generations.

Cataloguing – ensuring content can be found in ways that are meaningful to those searching for it.

Facilitating Access – enabling people and organisations to access the collection.

Connections – promoting participation, experience and engagement with the collections, both directly and via third parties.

Sustainable Foundations – supporting and enabling the Archive to function effectively.



Our Outcomes Ā tātou putanga

Our work, including our six outcomes, has been informed by the wellbeing dimensions and capitals from the Treasury's Living Standards Framework.

- The Archive is clearly established as a sustainable organisation with a credible professional identity.
- Collections are representative of our nation's national identity.
- Collection items are stored in best-practice conditions.
- At-risk formats are prioritised for digital preservation and migration pathways are in line with international practices.
- We have strong relationships that grow the collections and access to them.
- We have enabled more New Zealanders to discover and engage with the collection in both English and te reo Māori.

We will track our progress towards achieving these outcomes in large part through the reporting provided to our principal funder, the Ministry for Culture and Heritage (MCH). Our Outcomes Agreement with MCH includes reporting requirements across ten measures, which all link to our own Key Services and Outcomes.



Projects and activities that will deliver the following Key Service:

Collection Development & Management

Selecting what is in the collections, present and future, and ensuring it is well cared for.

November 2019 to June 2021

Refresh our Deposit Agreement to align with the Kaitiaki Framework and to support rights management.

Develop guidelines for interpretation of the Selection and Acquisition Policy and develop a selection committee work-stream.

Implement remote monitoring in all vaults.

Develop a revised long-term vault management programme (including a management plan for climate control equipment).

Build relationships with producers and broadcasters, whose material we collect off-air, and develop an end-to-end programme (including rights management and preservation policy) for this material.

Devise a short to medium-term solution for colour film storage.

Define our forecasting of analogue and digital storage capacity requirements.

July 2021 to June 2024

Undertake an audit and evaluation of the selection and acquisition function against best-practice models, including kaupapa-centred modelling.

Minimise the growth of backlogs through more stringent application of the Selection and Acquisition Policy and with a well-defined rationale for collecting.

Conduct gap analysis of current versus best-practice storage for all our collections.

Desired State 2024

Our collections are well formed, without duplicating effort and without creating gaps in the recorded heritage of Aotearoa New Zealand.

Backlogs are not created ad hoc.

Major collections are deposited with funding to support our activities to care for them.

We have identified and planned for active collection of priority materials.

We have accurate and sufficient data on our collections to enable good ongoing decision making.

Our vault management programme is enabling us to maximise our ability to store and retrieve material according to best practice.

Which of our priorities does this service support:

- We will build strong sustainable foundations to ensure that we are a highly capable and professional kaupapa-centred organisation.
- We will protect audiovisual taonga ensuring valued collections are available for future generations through careful selection and expert care.
- We will connect and engage with iwi in the spirit of partnership.
- We will effectively contribute to New Zealanders sharing a distinct and inclusive identity that values our history and traditions.



Projects and activities that will deliver the following Key Service:

Preservation & Conservation

Ensuring valued collections are available and accessible for future generations.

November 2019 to June 2021

Develop a framework for prioritisation of preservation activity, with input from the Ministry for Culture and Heritage (MCH) and institutional colleagues.

Develop an overarching programme for the digital preservation of all the collections.

Participate in a pan-archive working group for strategy and coordination across all digital projects.

Develop an overarching strategy to guide our preservation practices.

Identify opportunities to partner with other institutions in preservation activities – including magnetic tape preservation.

July 2021 to June 2024

Scope a project to prepare for digital asset management.

Implement digital migration as new generations of storage become available.

Develop a new audiovisual equipment maintenance strategy.

Develop a revised recruitment and training plan for all new archival roles.

Support the development and implementation of the consolidated Collection Management System (CMS) project with advice on technical metadata.

Desired State 2024

Preservation activity is transparently prioritised.

We preserve, repair and digitise our collections, and make them available, without relying on third-party service providers.

There is a culture of informed digital asset management across the organisation.

We lead practices for archiving born-digital content.

We have the right people in the right jobs to preserve our collections for the future.

We have digitally preserved titles and created accurate and sufficient metadata about them, so that we are able to co-locate our deep storage with other heritage institutions, and we are ready for Preserving the Nation's Memory (refer to the Glossary).

Which of our priorities does this service support:

- Build strong sustainable foundations to ensure that we are a highly capable and professional kaupapa-centred organisation.
- Protect audiovisual taonga ensuring valued collections are available for future generations through careful selection and expert care.
- Connect and engage with iwi in the spirit of partnership.
- Contribute effectively to New Zealanders sharing a distinct and inclusive identity that values our history and traditions.



Projects and activities that will deliver the following Key Service:

Cataloguing

Ensuring content can be found in ways that are meaningful to those searching for it.

November 2019 to June 2021

Review and document cataloguing standards and processes, as well as the processes to produce descriptive metadata, with all staff fully trained and associated targets met.

Review and document workflows and processes to populate the online catalogue, as the priority access destination for preserved material (rights permitting).

Agree with the Ministry for Culture and Heritage (MCH) and TVNZ on an approval process to readily place the TVNZ Archive Collection on the online catalogue.

July 2021 to June 2024

Assess cataloguing activity to verify appropriate resourcing is in place to continue to increase the discoverability of the collections.

Develop a prioritisation framework to ensure a cohesive pan-archive system for uploading material to the online catalogue.

Upload the TVNZ Archive Collection in line with the mandated approval process.

Desired State 2024

Cataloguing standards are fully documented and applied across all collections, in te reo Māori and English, with all staff fully trained, and associated targets met.

Descriptive metadata, as reflected through the online catalogue, is standardised, clean, consistent and trusted, ensuring that online research and discovery of the collections is as user-friendly as possible.

The TVNZ Archive Collection is largely available to view in the online catalogue, preservation priorities and third-party rights permitting.

Which of our priorities does this service support:

- Connect and engage with iwi in the spirit of partnership.
- Enable people and organisations to access, experience and engage with the collections.



Projects and activities that will deliver the following Key Service:

Facilitating Access

Enabling people and organisations to access the collection.

November 2019 to June 2021

Participate in the pan-archive working group for strategy and coordination across all projects that contribute to the Digital Transformation Programme (refer to Glossary).

Facilitate discovery of and access to the collections, communicating effectively about our services and embedding the Kaitiaki Framework (refer to the Glossary).

Manage rights in line with the Kaitiaki Framework, the Collection Management System (CMS) and the Customer Relationship Management (CRM) projects, participating fully in the review of the Copyright Act.

Provide information to support the Māori Media Sector Shift review, the Wai262 programme and the Preserving the Nation's Memory work (refer to the Glossary).

July 2021 to June 2024

Support the development of the consolidated Collection Management System database and the Customer Relationship Management system within the Digital Transformation Programme.

Review our price guide in accordance with cost recovery levels.

Revise rights management in line with the new Copyright Act and the Wai262 programme.

Contribute to the implementation of the Preserving the Nation's Memory and Wai262 projects with information on access, discovery and the Kaitiaki Framework.

Desired State 2024

Our awareness and reputation with third party users has increased, leading to a significant increase in collection use by broadcasters, documentary and feature film makers, education providers, libraries, museums and other arts and culture organisations, as well as iwi.

We have a common Collection Management System and Customer Relationship Management system to support access to all collections.

We enable public access with a fair pricing structure based on current cost recovery levels (recognising that we receive Government funding), with no hidden costs and with customer-centric delivery procedures.

We uphold and manage rights in accordance with the new Copyright Act and Wai262 imperatives.

We are leading kaupapa-centred access and discovery practices across the sector, contributing to the Preserving the Nation's Memory and Wai262 projects with associated information, including the Kaitiaki Framework.

Which of our priorities does this service support:

- Build strong sustainable foundations to ensure that we are a highly capable and professional kaupapa-centred organisation.
- Connect and engage with iwi in the spirit of partnership.
- Contribute effectively to New Zealanders sharing a distinct and inclusive identity that values our history and traditions.
- Enable people and organisations to access, experience and engage with the collections.



Projects and activities that will deliver the following Key Service:

Connections

Promoting participation, experience and engagement with the collections, both directly and via third parties.

November 2019 to June 2021

Implement our new Audience Engagement Strategy in support of our key priorities via the development of brand management and marketing plans that communicate our value and convey a strong, engaging and consistent brand identity.

Undertake a pan-archive project to clearly identify and articulate our value and service to audiences, including documentary makers, education providers, arts and culture organisations and iwi, to enable increased access to our collections.

Implement our annual Iwi Engagement Plan in support of our Iwi Engagement Strategy and Māori Language Strategy.

Undertake audience research in order to identify key audiences and develop tailored engagement plans designed to effectively connect with them.

Develop and implement a public programme strategy that supports connecting key audiences with our collections and enhancing our brand reputation.

Effectively engage with diverse audiences and promote the work of the archive and the accessibility and discoverability of collection material within our website, including to education providers.

Support the establishment and implementation of a new pan-archive Customer Relationship Management (CRM) system that will support customer segmentation and marketing campaign capabilities.

July 2021 to June 2024

Review our Audience Engagement Strategy to ensure it is still effectively supporting our key priorities.

Identify key partner organisations and implement relationship plans.

Implement our Iwi Engagement Plan, with available resources supporting effective activity, so we are more widely known among iwi and Māori and have a strong, credible reputation.

Identify key audiences, and tailor plans and activities to effectively engage with them.

Align our public programmes with other strategies to connect key audiences with our collections and enhance our brand.

Support our cataloguing function by proactively seeking information from our audience.

Effectively use the new CRM system's capabilities for supporting customer segmentation and marketing campaigns.

Develop an education strategy, engaging with external stakeholders to ensure it supports our key priorities.

Desired State 2024

We have strong collaborative partnerships with key stakeholders, including in the heritage and cultural sectors, and they value us as a credible professional organisation that is able to take a leadership role.

We have genuine and effective partnerships with iwi and Māori, using a kaupapa-centred approach in our work.

We have established a strong, engaging public identity, and national awareness of our brand has significantly increased.

We have made meaningful and sustainable connections with diverse stakeholders and, through them, audiences have connected with collection material both directly and via documentary makers, education providers, arts and culture organisations and iwi.

Ngā Taonga has optimised its resources and connections to provide a valuable contribution to education.

Which of our priorities does this service support:

- Build strong sustainable foundations to ensure that we are a highly capable and professional kaupapa-centred organisation.
- Connect and engage with iwi in the spirit of partnership.
- Contribute effectively to New Zealanders sharing a distinct and inclusive identity that values our history and traditions.
- Enable people and organisations to access, experience and engage with the collections.



Projects and activities that will deliver the following Key Service: **Sustainable Foundations**

Supporting and enabling the Archive to function effectively.

November 2019 to June 2021

Develop the pan-archive Digital Transformation Programme that ensures our systems contribute to business performance and empower and support staff to manage the Archive.

Implement our People Strategy to continue to build capacity and capability.

Implement our Information Management Strategy, ensuring important corporate records are retained and accessible.

Develop a comprehensive asset management strategy and framework.

July 2021 to June 2024

Continue to support long-term property strategy needs.

Implement our Digital Transformation Programme.

Continue implementation of our People Strategy to build capacity and capability, including ongoing engagement and implementation of our kaupapa-centred plan.

Develop a sustainability strategy.

Desired State 2024

We attract and retain people who share the values of Ngā Taonga.

Our staff are highly qualified, professional, trusted ambassadors for the organisation and our expertise is highly sought after.

We have one shared kaupapa-centred approach within the archive.

All our staff and collections are housed in a safe and culturally appropriate manner.

All our assets are comprehensively documented and managed.

The Digital Transformation Programme has been successfully implemented.

The Archive is financially sustainable.

Our organisational form is fit for purpose.

Which of our priorities does this service support:

- Building strong sustainable foundations to ensure that we are a highly capable and professional kaupapa-centred organisation.



Glossary

Kuputaka

Digital Transformation Programme

A pan-archive programme designed to ensure our systems contribute to business performance and that we use them effectively to empower and support staff to manage the Archive. The development of a new Collection Management System, Customer Relationship Management system and Records Management system are all part of this programme.

Kaitiaki Framework

A set of tools and documents that supports our relationships with kaitiaki as depositors, rights holders and users of the collection, within a kaupapa-centered model of partnership, for the management of taonga, rights, access, information and relationships.

Kaupapa-centred

Being a kaupapa-centred organisation means recognising and deeply embracing that there is more than one world-view, and that one of these world-views is Kaupapa Māori, but not such that it diminishes the existence of other world-views.

National Archival and Libraries Institutions (NALI) Ministerial Group

A Ministerial Group that was formed in June 2018 with the intention of strengthening the contribution the national archival and library institutions (Ngā Taonga Sound & Vision, Archives New Zealand and National Library) make both to the culture and heritage sector, and to open and transparent government.

Preserving the Nation's Memory project (PtNM)

A government-led project to preserve the nation's cultural heritage for the benefit of all New Zealanders primarily by putting in place a long-term storage facility that will also provide greater public access.

Wai262

The Wai262 claim was a Waitangi Tribunal claim lodged in 1991. It was the Waitangi Tribunal's first 'whole-of-government' inquiry – examining the policy areas of more than 20 government departments and agencies. The claim related to te tino rangatiratanga o te Iwi Māori in respect of indigenous flora and fauna me ō rātou taonga katoa (and all their treasures), including but not limited to, mātauranga, whakairo, wāhi tapu, biodiversity, genetics, Māori symbols and designs and their use and development, and associated indigenous cultural and customary heritage rights in relation to such taonga.





Ngā Taonga Sound & Vision's **Te Kāmata Kura** at the National Library

This manea stone, *Te Kāmata Kura*, was created by Bernard Makoare, a prominent artist from Te Tai Tokerau to mark the Archive's move to the National Library building in September 2019. Bernard's work reflects his heritage, environs and the importance he places on whanaungatanga and relationships between people, places and significant objects. *Te Kāmata Kura* can be seen in the main foyer of the National Library building, Molesworth Street, Wellington.



E whakatinana ana a *Te Kāmata Kura* i te whakahirahira o ngā taonga tuku iho i ngā kohinga ataata-rongo e purihia nei e Ngā Taonga. He kupu whakarite a kāmata arā te kāmaka, he kupu tawhito e pā ana ki te tihi o te rau me te kura, te tae whakahirahira e tohu ana i te mana.

Te Kāmata Kura symbolises the rich heritage contained in the audiovisual collections cared for by Ngā Taonga Sound & Vision. Kāmata is a play on kāmaka, a traditional term that refers to the tip of a leaf and kura (red) is a significant colour of status and a metaphor for mana.



NGĀ TAONGA
SOUND & VISION

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