

2025

Collection Development Strategy



NGĀ TAONGA
SOUND & VISION



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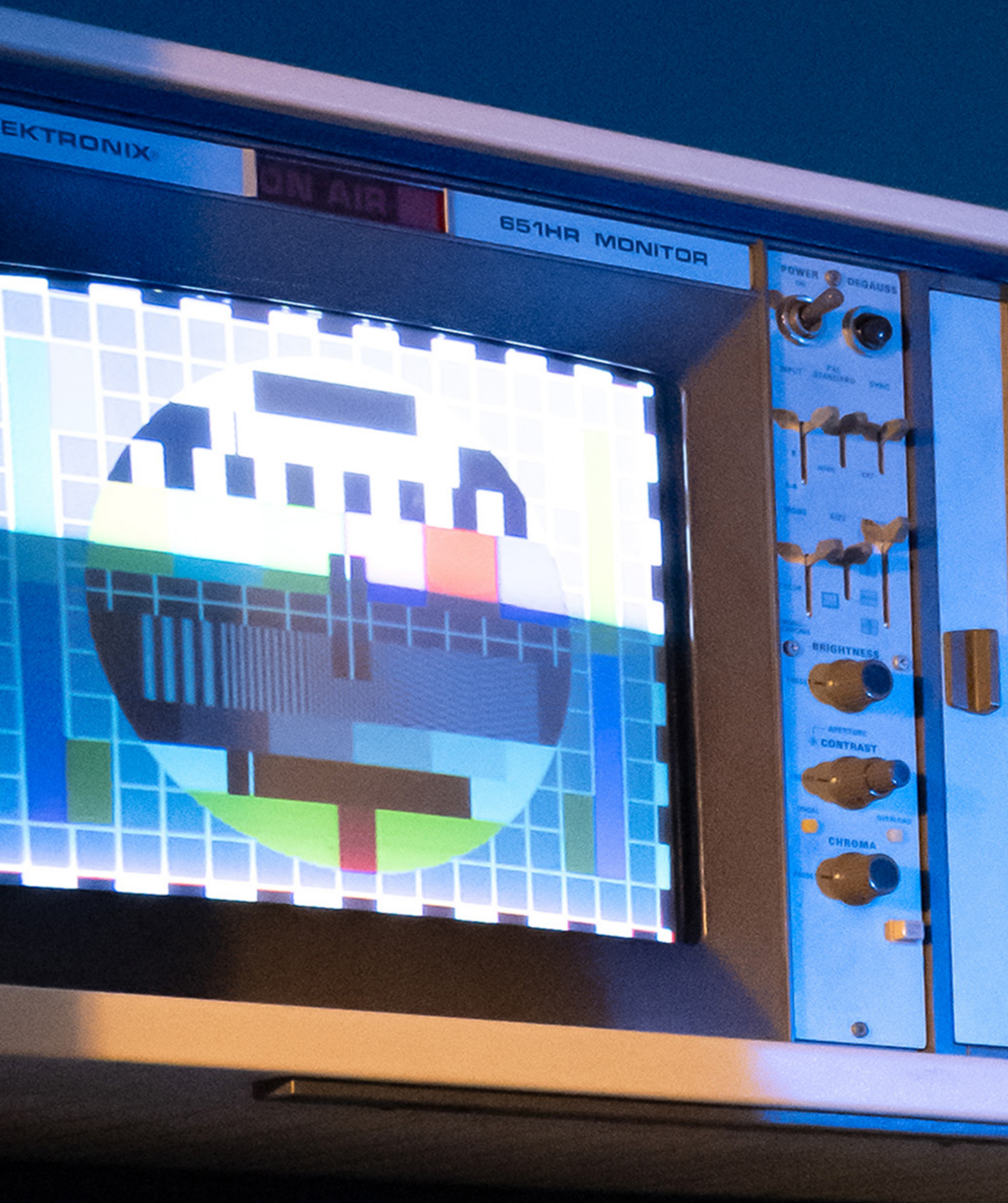
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Introduction

As Aotearoa New Zealand's audiovisual archive, Ngā Taonga must navigate the complexity of the changing environment in which we operate while ensuring that we can deliver on our purpose of collecting, preserving, cataloguing, and sharing audiovisual material in our care. We are committed to embracing culturally responsive approaches to collection management within the organisation while also adapting to digital technologies and formats, which are reshaping the audiovisual archival paradigm. Partnership, a collaborative working environment, digital infrastructure and digital capability are all vital for us to deliver on the promise of our purpose.

This Collection Development Strategy articulates how we will build on our existing strengths to address the collection development challenges facing audiovisual archives today and defines our future collection development direction. We uphold the living relationship between people and taonga, past, present, and future. The Strategy encompasses all collection management and preservation activities at Ngā Taonga and extends to the management and care of both legacy and future collections. The Strategy outlines a clearly defined direction for collections development, which will enable us to take a proactive approach to developing the audiovisual collection in our care.

To implement the Strategy, Ngā Taonga will continue to partner with iwi and Māori, and establish strong collaborative relationships across the archive, broadcast, and cultural heritage sectors, along with local and regional communities. We are also committed to developing the requisite digital/ICT and mātauranga Māori capabilities to meet current and future state audiovisual archival needs. In addition, we will develop and codify frameworks, policies, and standards to support our preservation prioritisation, selection and acquisition, and future collection development activities.

Our purpose, priorities and ways of working are strongly aligned to the vision for social cohesion that all people, whānau and communities thrive, belong, and are respected in Aotearoa New Zealand. We are committed to developing a collection of national audiovisual significance that represents the full vibrancy, lived experience and depth of cultural diversity.

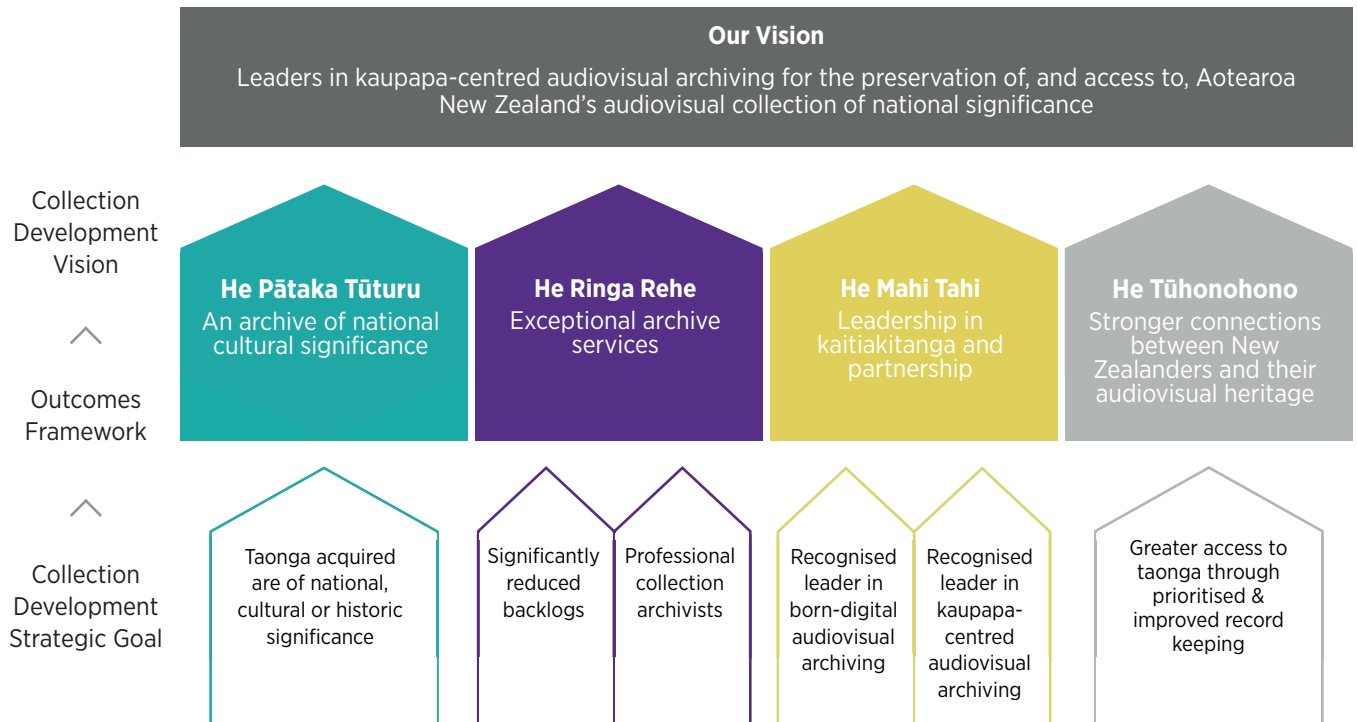


Our Vision

Our vision is to be leaders in Kaupapa-centred audiovisual archiving for the preservation of, and access to, Aotearoa New Zealand's audiovisual collection of national significance.

How we support the Archive's strategic outcomes

We contribute to all four of the pou comprising our strategic outcomes.



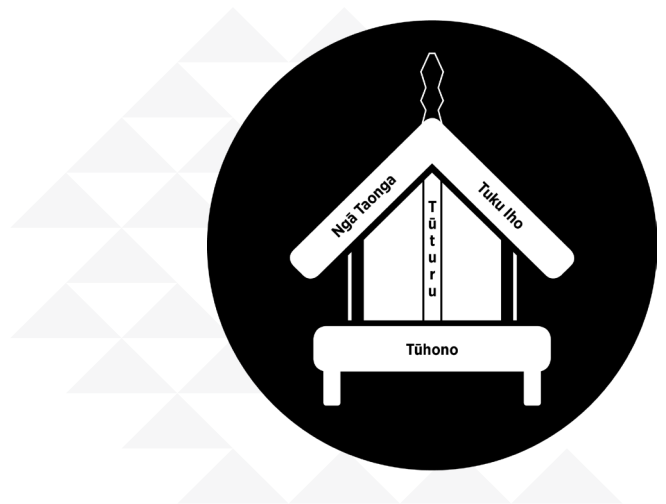
Guiding Principles for our work

He Pātaka Tūturu

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

The pātaka is a storehouse. The concept of a Pātaka Tūturu sits behind three guiding principles for our mahi: tūturu (strong long-term sustainability), tuku iho (caring for treasures handed down) and tūhono (connecting New Zealanders with their audiovisual heritage). Together, these principles encompass the purpose of our pātaka tūturu: to preserve, protect and provide.

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



The pātaka tūturu concept brings inherent mātauranga Māori on how to approach our intergenerational responsibilities and 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 or prized possessions were kept – 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 fulfil our commitment to our 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.

Commitment to te ao Māori

Ngā Taonga has a bicultural constitution and includes partnership with iwi/Māori as a central focus of its kaupapa. 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 being a kaupapa-centred organisation, consciously reflecting and validating Māori knowledge, perspectives and aspirations in our values, plans and actions, particularly as they relate to taonga Māori.

Items held at Ngā Taonga that are considered to have significant Māori content are known as the Taonga Māori Collection. We have worked to contact and reunite audio recordings and footage from this collection with whānau/kaitiaki of those who were filmed, which has resulted in deeply impactful experiences for them with these taonga. Our aspiration is to support more people to make such connections with the items we hold in the collections we care for and thereby reconnect their past and present. Moreover, Te Maihi Karauna¹ places responsibilities on heritage agencies who hold te reo Māori collections to make them more accessible through preservation and by developing accurate metadata so that the taonga are discoverable.

We have an ongoing commitment to identify and assign kaitiaki rights to taonga Māori, and to seek and record clearances that meet the needs of Māori. We work with iwi and Māori communities to understand how we best care for and provide access to taonga Māori in the places and ways they wish, such as iwi digital repositories or cultural atlases.

¹Maihi Karauna, Te Puni Kōkiri, 2019.



Our Collection Development Principles

Our Principles guide us in the way we approach our mahi, and how we deliver against our Strategic Outcomes.

<p>1. An audiovisual collection for Aotearoa New Zealand</p>	<p>Our collection development priorities will respond to forecast demographic changes and greater diversity across New Zealanders. We will also start the work to engage with more diverse audiences and minority communities who struggle for visibility.</p> <p>Our purpose, priorities and ways of working are strongly aligned to the vision for social cohesion that all people, whānau and communities thrive, belong, and are respected in Aotearoa New Zealand.</p>
<p>2. Evidence-based approach</p>	<p>We will gather robust data on the collections we hold and the audiovisual preservation needs of our communities, and develop clear and rigorous policies, frameworks, and processes that are in keeping with audiovisual archiving standards and culturally responsive archival practices. This will ensure an evidence-based approach to decision-making; and a consistent application of standards by all kaimahi.</p>
<p>3. Twin objectives – preserved and accessible</p>	<p>We value the joint imperatives of preservation and access equally. Preservation is necessary to ensure permanent accessibility to taonga in the collection, yet preservation alone has little point without the dual objective of making these taonga accessible.</p> <p>Recognising our intergenerational responsibilities to past, current, and future generations, we do not compromise the long-term survival of the collections to meet short-term needs. We are mindful of the need to share the taonga we care for, acknowledging the importance of tikanga and the role of rights holders and kaitiaki in this process</p>



<p>4. Sharing our expertise (sector advocacy)</p>	<p>Ngā Taonga has an active role in the cultural heritage sector. We aspire to partner with iwi and Māori and work more closely with collegial institutions. Working in partnership, we commit to sharing our knowledge and expertise with our sector colleagues and supporting the development of closer working relationships between institutions and communities.</p> <p>We are acknowledged for our expertise in audiovisual archiving and are entrusted with caring for Crown-funded collections. In addition, we are recognised for our genuine commitment to a Kaupapa-centred approach to our work and authentic Treaty partnerships.</p>
<p>5. Future-focused</p>	<p>Looking ahead, a much broader range of audience types and demands than those addressed previously will drive collection development. We need to be targeted in what we collect to ensure that the quality and content of the collections support our strategic goals.</p> <p>We also need to be mindful that a significant increase in digital capacity and capability is key to delivering on the Archive's long-term outcomes. Existing and future formats will need to be supported, from the highest industry standards to emerging ones, all of which need sustainable migration pathways/frameworks, equipment, network, and storage solutions.</p> <p>Our future is based on a collaborative work environment, partnering with iwi and Māori, our sector colleagues, and communities of origin to deliver projects, create strategies and standards, and share our specialist expertise.</p>



Environment Scan

Challenges

This Strategy provides guidance and direction about our collection development vision for the future and addresses the challenges we, along with many of our international audiovisual archival peers, face:

Detailed collection knowledge

We, along with many of our international audiovisual archival peers, continue to carry backlogs of material – material that needs to be accessioned; that needs to be preserved; and that needs to be catalogued. Addressing the backlogs requires a multi-faceted response – consolidating existing collection survey data and identifying knowledge gaps in order to inform prioritised backlog projects and storage decision-making. They impact our future acquisitions decisions, as we do not have a complete understanding of what we hold in the collection. Analogue material in our backlogs, for example, needs to be digitally preserved before their actual contents are known. We potentially run the risk that we hold analogue material in our backlogs that is at risk of degradation and obsolescence (aka degrescence) and requires urgent attention before it is permanently lost.

Over time we have acquired items that do not meet the criteria for being in the collections we hold. Caring for these items means we are allocating storage space, both physical and digital, to store and house them. We need to embark on large-scale proactive deselection and deaccessioning projects so that we can focus our resources on audiovisual materials of national significance.

We do not have a holistic view of the collections in our care, despite investing in multiple collection surveys, meaning we are not able to take advantage of an enterprise approach to providing the best physical and intellectual care for the collections.

Standards and policies

Our unique position in the sector means we have specific needs to define standards and policies around our collection development work. In light of the introduction of Hakune (the Collection Development Prioritisation Model or CDPM) we also need to reconsider our preservation policies and standards. We also need to consider what policies, and codified standards are required to inform backlog decision making.

Rapid developments in emerging technology also need to be addressed through policies and standards – managing born-digital content and addressing the use of emerging technologies. These need to consider the networks, infrastructure, documentation, information management and sustainability challenges facing us as a digital archive.

We also have a need to develop culturally responsive approaches to collections management and care, upholding the rights of iwi Māori and communities of origin to define how their taonga are cared for and managed, and how we work with communities to share our expertise to support their audiovisual archiving aspirations.

Technology solutions

We need to understand the role of emerging technologies and storage solutions to support the archiving of increasing volumes of born-digital material at scale, all the while also providing sustainable migration pathways for existing, new, and emerging digital formats.

We lack the specialised asset management systems, automation tools, and storage required to support the acquisition of increasing volumes of born-digital materials; and need to address the infrastructure (physical and digital), people and resources to process all the materials in our backlogs. Our current collection management systems (CMS) and customer relationship management (CRM) capabilities do not deliver the functionality Ngā Taonga requires, which is limiting the ability of our kaimahi to meet the access expectations of our stakeholders. This is becoming a growing issue with the ever-increasing audience expectation that processes should be fast and simple to use.



While we acknowledge that we have no control over investment in infrastructure outside of the organisation, internally our existing digital infrastructure does not provide the capability we need to support our shared stewardship / distributed collection aspirations. We will look for opportunities within our sector to share investment or align systems to provide efficiencies.

We have yet to scale up our processes to make the most of available technologies, automation tools and collection processing approaches and define our minimum collection processing requirements. The most obvious opportunity would be to optimise automation solutions to cataloguing in both English and te reo Māori.

Investment in kaimahi

There is no formal/codified professional pathway to become an audiovisual archivist in Aotearoa New Zealand, meaning we must develop and deliver in-house training to lift our staff capability. It also means we have a limited market of appropriately qualified people to support a sustainable workforce.

Our investment needs to be both backwards and forwards looking – providing training in the handling of analogue formats to be able to conserve and digitally preserve collection items and ensuring we have the skills to maintain obsolete technologies, as we require these technologies to preserve at-risk materials. Equally, we require further investment in multi-disciplinary pathways to ensure our audiovisual archivists have the requisite digital/ICT skills to address the unique challenges audiovisual archiving presents, particularly with our growing evolution as a digital archive.

To hold true to our commitment to being kaupapa-centred, we need ongoing investment to build our mātauranga Māori capacity and capability amongst kaimahi.

Collaborative opportunities

We need to strengthen relationships with our audiovisual archiving peers, to make the most of each other's expertise and collectively address the many and various challenges facing our field.

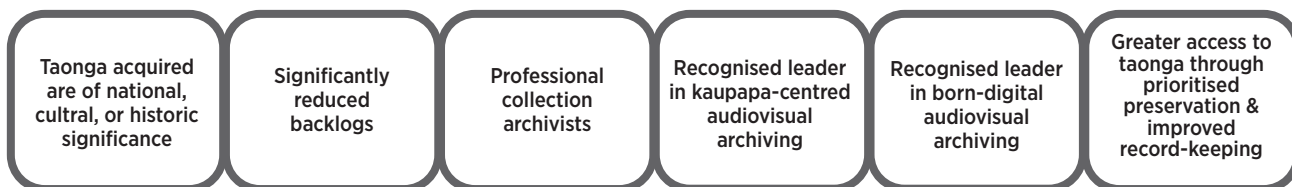
We have a strong commitment to kaupapa-centred audiovisual archiving and want to develop our practice through community collaboration. Our strategic outcome is to partner with iwi and communities of origin to share our audiovisual archiving expertise and help them realise their audiovisual archiving aspirations. But without a framework to determine how we approach communities and work collaboratively, we have yet to move this aspiration to a reality.

We also need to develop a shared stewardship or distributed collection policy to inform our approach to collaborative born-digital collecting so that we can work effectively with our sector partners to ensure the nation's memory is well covered. Our vision is that this could form a national strategy for audiovisual archiving.



Strategic Focus

Six Collection Development Strategic Goals have been developed to focus our operational activities on delivery of our overarching strategic priorities and Outcomes Framework. They speak to immediate collection development needs and set the direction for future collection development activities at Ngā Taonga.



Taonga acquired are of national, cultural, or historic significance

We will ensure our Selection and Acquisition Policy reflects our access, significance and technical selection criteria to support the acquisition of best source audiovisual materials of national, cultural, and historic significance. We will also apply these criteria to existing content in the collections, and undertake reappraisal and deaccessioning as part of collection management best practice to make the most of our available resources.

The collections in our care will comprise the fullest extent of significant New Zealand audiovisual material. In some cases, this means collection items may contain historical testimony and uncomfortable colonial history that many today will find confronting – even offensive, hurtful, or racist in a way that would breach today's human rights laws or broadcasting standards. Retaining and facilitating access to these sensitive materials within the context of a more extensive contemporary collection is essential for people to understand our past, enable accountability in the present, and contribute to a more socially cohesive and equitably prosperous society in the future.

Ngā Taonga collections will be carefully and deliberately developed over time to analyse gaps within the collection and increase representation from under-represented communities, both past and present. This includes a focus on acquiring and retaining a significant corpus of mātauranga Māori material to ensure the collections contain high-value mātauranga and te reo Māori.

We will also work closely with collegial institutions (Te Papa, Archives New Zealand, National Library of New Zealand, NZ Film Commission, regional museums, archives, libraries) iwi, hapū, and communities of origin to optimise our specialist audiovisual archiving expertise, ensure our collecting areas are well covered, and minimise areas of duplication.

Significantly reduced backlogs

We will define our minimum collection processing requirements and make the most of available technologies, automation tools and collection processing approaches to process the collections we hold at scale, applying what we have learnt from our Utaina project into our day-to-day mahi.

Our services will cover end-to-end audiovisual archiving from deposit through preservation to access, optimising our internal expertise and/or leveraging relationships with trusted technical providers for mass digitisation services where appropriate. We will have defined our preservation priorities to ensure we proactively preserve at-risk material which meets our prioritisation criteria.

We will reserve our resources for our subject specialisms just as we honour the rights of others to care for collections with which they have a special connection or are better suited to their area of expertise. Internally, this means that we will undertake technical selection and reserve our resources for best source preservation masters.



Professional collection archivists

Our commitment to kaimahi continues, with ongoing skills and training development, so that our audiovisual archivists have specialist in-depth knowledge about the collections, analogue and digital audiovisual media handling skills, and strong mātauranga Māori and digital/ICT capabilities.

We have put in place a skills and training programme that incorporates pathways and networks covering both national and international contacts and have committed to ensuring these are well-resourced. This may include using internal micro-credential training programmes to enable kaimahi to learn from Senior Subject Matter Experts, in the context of our standards-based and culturally responsive workflows.

We are also supporting collective responsibility for preserving our nation's memory by sharing our expertise with our GLAMMIR and audiovisual archiving colleagues nationally and internationally; and by working with communities. We are actively fostering the skills of the next generation of audiovisual archivists including iwi internships.

We recognise the need to expand on our existing mātauranga Māori, digital handling and preservation skills across all archivists working with the collections we care for and are committed to developing audiovisual collection specialists with mātauranga Māori and digital/ICT skills. Digital capability uplift is not something that can happen immediately. Instead, it will be through a planned skill development pathway with training, coaching, and mentoring programmes developed for our kaimahi, along with developing the requisite technological infrastructure and standards.

Recognised leader in born-digital audiovisual archiving

We have a born-digital policy and standards in place which consider the networks, infrastructure, information management and sustainability challenges facing born-digital audiovisual archiving; and actively update our codified standards, so they remain aligned with the latest international developments. Our infrastructure commitments mean we have the requisite physical and digital infrastructure to care for preservation masters and handle big data and support the digital return and/or repatriation of materials to iwi and communities of origin.

We are working collaboratively with audiovisual born-digital content creators and our GLAMMIR sector colleagues to support a distributed born-digital collection model. In order to facilitate this approach, we have standards in place that allow interchange between collections and maintain the record of origin or metadata records as content is distributed online.

Recognised leader in Kaupapa-centred audiovisual archiving

We have strong and trusting relationships with iwi, hapū, whānau and communities of origin, and this relationship extends to their trusting us to care for audiovisual collections they would not deposit elsewhere. Our vision is that we are internationally recognised for our kaupapa-centred approach to audiovisual archiving and share our expertise with others.

Our leadership role in working in partnership with iwi, hapū, whānau and communities of origin will be recognised within Aotearoa New Zealand, and that other organisations (both within and outside of the GLAMMIR sector) will seek our advice and support in understanding how they can learn from our practice.

Ngā Taonga recognises that the audiovisual needs and aspirations, of iwi and Māori, and other communities of origin may take a variety of forms. Our partnership role with iwi / Māori and communities of origin means we work with these groups to define how their taonga should be cared for and managed.

While ao Māori concepts inform our Ngā Taonga values, these can equally be applied to the way we engage with all communities of origin around their ownership of archival records in our care. We are committed to exploring how collaboration and culturally responsive approaches to collections care can drive audiovisual archiving practice in mana-enhancing, tikanga-cognisant and innovative ways for all of the collections in our care and those who have a connection with them.



Greater access to taonga through prioritised preservation & improved record-keeping

Echoing our principle of valuing the joint imperatives of preservation and access equally, we will focus on the archival mahi that facilitates our access activities to enable greater access to the collections we care for. We will use a consistent and transparent approach to prioritise our preservation activities. We also understand there is no 'one size fits all' approach to preservation, so we are using a mix of preservation strategies, based on the risk of obsolescence of the deposited collection item. When prioritising at-risk formats for digital preservation and designing migration pathways, we will align ourselves with international practices.

Workflows will support the transition of collection material to our access activities. We use a file migration strategy for born-digital video files with minimal risk of obsolescence so that we can archive born-digital video deposits as quickly as possible and speed up the process of making them accessible - moving the point of collection much closer (physically and temporally) to the point of creation.

Behind the scenes, we will ensure our vault management programme is based on best practices and supports us in making sure the collections are stored in best-practice tikanga cognisant conditions, and that the safe retrieval of collection items can be managed efficiently.

All of our efforts will be supported by robust data which will provide the evidence needed for decision-making and enable future reporting, planning and budget bids.

Indicators of Success

Taonga acquired are of national, cultural, or historic significance	The data we hold on the collections we care for is robust and supports us when considering new acquisition offers. We understand where we have gaps in the collection and are actively collecting materials we have identified as a priority to add to the collection, as part of a sustainable and long-term approach to acquisitions.
Significantly reduced backlogs	<p>We are actively working within a distributed /shared stewardship collection model, with our sector partners and communities.</p> <p>We are clear about what should and should not be in the collections we hold and we are more consistent and stringent about applying our Selection and Acquisition Policy. This has both helped reduce the volume of material in our backlogs, and also focused our efforts on where we need to address new acquisitions.</p>
Professional collection archivists	<p>We have multi-disciplinary development pathways, as we understand that the roles of archive staff within the wider audiovisual archival profession will continue to evolve in response to the born-digital environment.</p> <p>Our audiovisual archivists are recognised and sought-after for their kaupapa-centred, born-digital and technical audiovisual archiving expertise.</p>



<p>Recognised leader in born-digital audiovisual archiving</p>	<p>Our digital infrastructure, technology, automation tools, storage, and skillsets all support us with the archiving of big data, and managing with multiple born-digital formats, from the highest industry standards to those that are emerging.</p> <p>Our born-digital audiovisual archiving expertise is widely recognised, both within the Aotearoa New Zealand GLAMMIR sector and amongst our international peers and promoted by people outside of our organisation.</p>
<p>Recognised leader in kaupapa-centred audiovisual archiving</p>	<p>We remain committed to upholding data sovereignty principles and have put in place a digital infrastructure and the capabilities needed to support a digital pātaka so that taonga can be accessed at home and on marae.</p> <p>We are supporting iwi Māori and other communities of origin to preserve their taonga, by sharing our expertise.</p>
<p>Greater access to taonga through prioritised preservation & improved record-keeping</p>	<p>We are partnering with iwi and working collaboratively with our GLAMMIR sector colleagues within a shared stewardship/distributed collections model, and our digital infrastructure (specifically a consolidated CMS) supports these capabilities.</p> <p>We have taken a user-centric, intuitive approach to designing how our users navigate the different data and diverse range of media types we hold.</p> <p>Online research and discovery of the collections in our care is easy for our users, as we have embraced automation tools and worked to ensure our descriptive metadata is standardised, clean, consistent, and trustworthy.</p>





How we inform and support other strategies within the Archive

The Collection Development Strategy is critical to our work as an archive and has impact across all areas of the organisation. It articulates our approach and aspirations for the development of the collections in our care. As our portfolio of strategic documents come up for renewal, we anticipate that the Collection Development Strategy will act as a guide for where the Archive is heading and influence the focus of all our strategy documents.

Mātauranga Māori Strategy

Outlines the priorities of adhering to our kaupapa-centred foundations.
Informs the development of our preservation priorities, to support whānau, hapū and iwi to access their taonga.



Describes how we will develop and manage the collections we care for, in a way that honours our commitment to Te Tiriti and mātauranga Māori.

Digital Strategy

Focusing on the development of metadata and data standards to ensure the sustainability of the collections; align standards with partner agencies and allow interchange between collections.



Born digital material and emerging formats will influence how we manage and care for data; and our priorities for the data we collect.
Codifying and standardising policies and procedures around the management of collection data, to create greater visibility of the content we care for.

Information & Records Management Strategy

Compliance with relevant legislation (in particular, Public Records Act) will shape how we ensure our preservation and access priorities are aligned.



Legislative compliance (such as Public Records Act) places more emphasis on ensuring we can preserve collection material and make it accessible.

Audience Engagement Strategy

Defines who our priority outreach audiences are and how we intend to interact with them.



Articulates a need to focus our preservation activities to facilitate the supply of material to our priority audiences.

Property Strategy

Defines the physical property requirements of Ngā Taonga, the nature and standard of that property, and the ownership model most appropriate to each type of function.



Outlines the focus for new material entering the collections and assessment of what material should no longer remain in the collection. As we increase the volume of digital content we hold, the technical infrastructure required to store and move our digital material also requires a physical location to house equipment. These both have implications for the physical property requirements of Ngā Taonga.

People Strategy

Outlines key areas where Ngā Taonga can invest in people, attract and retain talent and grow capability.



Articulates the areas where Ngā Taonga archival practice will focus over the upcoming years, which will change the skill set required from archival kaimahi. New collection content is increasingly in digital format, putting a focus on upskilling kaimahi in digital capabilities



Where to next?

Putting this Strategy into practice activates a continuous improvement goal linked to the core of what it means to be the audiovisual archive for Aotearoa. We recognise that this vision will only succeed if we clearly document how we intend to reach our goals, and how the Strategy will be delivered and sustained over coming years. Furthermore, as a living document, the Strategy must be updated and reviewed at regular intervals, to ensure our thinking continually responds to how we want to position ourselves in a rapidly changing environment.

Further to the formal adoption of this Strategy, an implementation roadmap will be developed to identify the activities and projects required to put this Strategy into practice. We recognise that in the current environment we do not have the resource to complete this work as quickly as we might like, so the roadmap will identify how our implementation approach will be phased over a number of years.

Progress against the implementation activities will be monitored through our internal reporting and will be incorporated into our external reporting commitments through both our performance reporting to our monitoring agency, Manatū Taonga | Ministry for Culture & Heritage, as well as through our Statement of Service Performance.





NGĀ TAONGA

SOUND & VISION

Ngā Taonga Whitiāhua
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Film, Television and Sound

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