

2026/27

Te Mahere Pakihi
Business Plan





Rārangi Take

Contents

Rārangi Take Contents	3
Kupu Whakataki nā te Tumu Whakarae Chief Executive’s Foreword	4–5
He Kupu Whakataki Introduction	6
Mō Mātou Our Story	8
Tō mātou whakaaweawe Our Impact	9
Ā Mātou Kaupapa Matua Our Key Projects	10–11
Ngā Whainga Nui Our Strategic Outcomes and Focus Areas	13–14
Te Tahua Pūtea 2026/27 Budget 2026/27	15
He Tauākī Whiriwhiri 2026/27 Estimates of Appropriation 2026/27	16



Kupu Whakataki nā te Tumu Whakarae

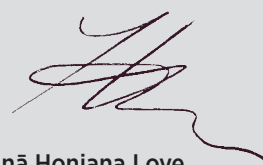
Kua eke ki waenganui pū o tā mātou Mahere Rautaki 2024–2030 i tēnei tau. He wā tēnei ki te titiro whakamuri ki ngā kauneketanga mai i te tīmatanga o tēnei aronga rautaki whakahōu. He tohu whakahirahira te otinga o Utaina, tā mātou kaupapa whakamatihiko i ngā pāpāho autō. Kua aro pū mātou ināianei ki te whakapūmau i ngā hua o tēnei mahi. Ka whakawhānui ake i te māramatanga, ka whakangāwari ake i te toronga ki ngā kohinga kua whakamatihikongia.

He tau tēnei e kawē ana i te wairua o te taurite. Me whakataurite ō mātou whāinga rautaki ki ngā tino āhuatanga o te ao me te ōhanga o nāianei, me te ū tonu anō ki ngā mahi matua o te pūranga hei whakapakari i ā mātou tikanga. Kei tēnei mahi ko te whakawhānui ake i tō mātou māramatanga ki ngā kohinga taonga; te whakariterite i ngā pātaka kia tika ai te pupuri; me te whakawhānui tonu i tā te tangata mātakitaki mai, whakarongo mai hoki ki ngā taonga mā roto i ngā hononga, kia mōhiotia whānuitia ai tēnei pātaka taonga e te marea. E manawanui ana mātou ki te tautoko i te whakatinanatanga o te rautaki a te Kāwanatanga 'Amplify' mō te rāngai o ngā toi me te ahurea.

E tautoko ana te kaupapa Āhuru i tētahi aronga e āta whakaaro ana ki te whakapakari ake i ngā kohinga, te whakamahi tōtika i ngā pataka ā-whare, ā-ipurangi hoki, otirā, ki te whakanui ake i te māramatanga hōhonu ki ngā taonga e puritia nei e mātou. Hei hoa haere mō ēnei, me āta aro mātou ki ngā taonga tuku iho o ngā pūnaha o mua mā roto i te kaupapa Pūnaha Whakahaere Kohinga. Ko te whāinga, he whakarite i te whakahaerenga o ngā raraunga ā-kohinga hei ngā rā e tū mai nei. He mahi uaua tēnei, ā, me āta mahi; heoi, he mea nui rawa atu hei tautoko i tētahi pūranga toitū, i tētahi pūranga nahanaha rawa atu hoki.

E kore rawa ēnei mahi e tutuki ki te kore ā mātou kaimahi. Kei te ū tonu mātou ki te tautoko me te whakawhanake i ngā pūkenga, te tohungatanga, me te āheinga o ā mātou tāngata, i runga i te mōhio ko ō rātou mātauranga me ā rātou titiro tōtika te tūāpapa e tutuki ai ā mātou kawenga me ngā kaupapa matua. E mōhio ana mātou ka pā ngā panonitanga o te ao hangarau ki ngā kaimahi, otirā e mārama hoki ana mātou, mā te whakamahi i ēnei hangarau hou ka pai ake ngā mahi puta noa i te rōpū. Heoi anō, me āta whakataurite ēnei aronga e rua, ā, kei te ako mātou mai i ngā kaupapa a ō mātou hoa mahi, kia āhei ai mātou te tautoko i ngā kaimahi ki te whakamahi i ngā hangarau hou i roto i te tikanga mōrearea iti.

E poho kererū ana ahau i ā tātou whakatutukitanga ahakoa tō tātou iti. E whai wāhi ana ā mātou mahi ki te hauora, te oranga, me te toiora o te iwi. E kawē ana mātou i ngā kawenga ki ngā whakatipuranga o mua, o nāianei, o āpōpō hoki, me te whai tonu kia whānui ake tō tātou pānga. Kei roto i ngā kohinga e puritia nei e mātou ngā tikanga, ngā whakaponu, me ngā uara e whakaaweawe ana i te āhua o te tuakiri me te kanorau o tō tātou whenua. He taonga ēnei mō Aotearoa, ā, he mea whakahīhī nui rawa atu mō mātou te atawhai me te pupuri i ngā taonga tuku iho ā-rongo, ā-ata hoki o te motu, kia wātea ai ki ngā reanga o nāianei me ā muri ake nei.



nā Honiana Love
Tumu Whakarae – Chief Executive



Chief Executive's Foreword

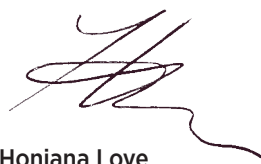
This year marks the midpoint of our Strategic Plan 2024–2030 and provides an opportunity to reflect on the progress made since signalling a refreshed strategic focus. The completion of Utaina, our mass magnetic media digitisation project, represents a significant milestone. Our focus now turns to ensuring this work delivers enduring value through improved understanding of, and access to, the digitised collections.

The year ahead is one of balance. We must balance our strategic aspirations with the realities of the current global and economic context, while maintaining focus on the core archival work required to strengthen our practice. This includes improving our understanding of the collections, rationalising storage commitments, and continuing to increase meaningful access through partnerships that extend our reach. We are also committed to supporting delivery of the Government's Amplify strategy for the arts and culture sector.

The establishment of the Āhuru project (meaning safe place) supports a more deliberate approach to refining the collections, making effective use of physical and digital storage, and building a detailed understanding of what we hold. In parallel, the Collection Management System project requires us to carefully address the legacy of past systems and practices, with the aim of shaping how collection data is managed into the future. This work is complex and necessarily incremental, but it is essential to supporting a sustainable and coherent archival environment.

None of this is possible without our kaimahi. We remain committed to supporting and developing the skills, expertise, and capability of our people, recognising that their knowledge and judgement underpin our ability to deliver on our responsibilities and priorities. We recognise that technology changes around us have the potential to impact kaimahi, whilst also understanding that adopting new technology can create more efficiencies across the organisation. It remains a careful balance for us, and we are learning from the initiatives our peers have in place so that we can support kaimahi with the adoption of new technology in a low-risk manner.

I'm proud of what we achieve for our size and the contribution our mahi makes to people's health, wellbeing, and quality of life. We carry responsibilities to past, present, and future generations and continue to expand our impact. The collections in our care reflect the traditions, customs, beliefs, and values that shape the identity and diversity of our country. They are taonga for Aotearoa New Zealand, and it is a matter of immense pride that we are saving and protecting the country's audiovisual heritage and making it accessible for current and future generations.



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

Enabling New Zealanders to 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

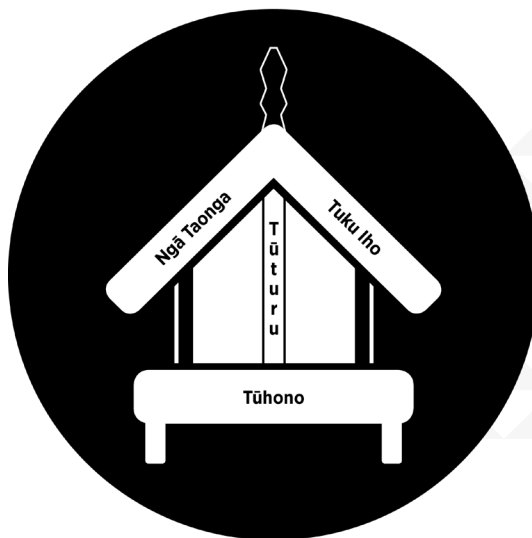
We also have established commitments to the concept of He Pātaka Tūturu and Te Ao Māori.

He Pātaka Tūturu

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 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.



Te Ao Māori

As a kaupapa-centred organisation we are applying kaupapa Māori alongside other worldviews across our mahi to ensure respectful, culturally grounded approaches to taonga. This means building meaningful relationships with Māori and other communities to support informed and shared stewardship. We also ensure that we are embedding Māori perspectives into our systems, policies, and processes so that kaupapa Māori guides the management of taonga Māori, reflecting their status as the heritage of tangata whenua and our Te Tiriti obligations.





Mō Mātou

Our Story

Our origins go back to the establishment of the New Zealand Film Archive in the 1980's. Subsequently, between 2012 and 2014, the New Zealand Film Archive | Ngā Kaitiaki O Ngā Taonga Whitiāhua, Sound Archives | Ngā Taonga Kōrero, and the Television New Zealand Archive amalgamated to form our current organisation: Ngā Taonga Sound & Vision.

Our principal role as an archive, is to collect, preserve, care for, and share our nation's rich audiovisual taonga. We digitally preserve audiovisual material in our care to ensure that it stands the test of time for future generations. We also manage rights and clearance processes so that audiovisual content from the archive can be re-used and shared wherever possible. The collections span 130 years of life in Aotearoa New Zealand, chronicled in film, television, home movies, radio, music, and sound recordings.

Ngā Taonga is committed to a kaupapa-centred approach and respect that there is more than one world view. We actively cultivate our relationships with whānau, hapū, iwi and Māori organisations to assist in providing the best long-term care for their audiovisual taonga.

As a digital archive in an expanding digital world, we play a pivotal role in fostering a connection to the past, to give New Zealanders a foundation on which to ground themselves in the present.



Tō mātou whakaaweawe

Our Impact

Our role as an audiovisual archive is to safeguard the voices and moving images that record our shared memories as a nation. We support the connection between the past, present and future by acting as kaupupuri (responsible stewards) of the collection. The outcome of our mahi is to conserve and relay knowledge, values, and traditions across generations.

The preservation of Aotearoa New Zealand's audiovisual history is integral to our collective cultural memory. Future generations viewing or listening to collection material can explore who they are as individuals, as well as who we are as a nation. Sharing the collection and the unique stories it holds increases our sense of belonging and identity, which assists in shaping our collective future.

The stories and experiences in the collections we hold celebrate our identity as a nation, which in turn significantly contributes to strengthened social cohesion, as well as supporting the growth of knowledge and skills.

Ngā Taonga has a commitment to New Zealanders to ensure we have played our part in guaranteeing our nation's audiovisual taonga is preserved and shared both now, and in the future, because the value and impact it has on our collective societal wellbeing extends across multiple sectors.

Our work aligns closely with partners across the culture and heritage sector who also contribute to wider societal wellbeing outcomes. We share knowledge and expertise with our sector partners and look for opportunities to support and leverage each other's strengths.



Marchers walking along State Highway 1 – The Johnsonville-Porirua motorway towards Wellington, 1975. Screenshot from News; Archive News – 1975 Land March.



Ā Mātou Kaupapa Matua

Our Key Projects

Over the coming year, we will focus our efforts on the following significant projects. These initiatives will strengthen the stewardship of our national taonga, enhance access for all communities, and build the organisational capability needed to meet our long-term aspirations.

We have conceptually split these into two focus areas that support our guiding principles.

Refining our collection of national significance

Firstly, an internal focus, wherein we refine our work practices and infrastructure to support delivery, which is aligned to our principles of Tūturu | Strong long-term sustainability and Tuku Iho | Caring for treasures handed down.

- Continuing the development of a consolidated CMS that provides a single source of truth for all collection data and helps us understand the full scope of our holdings.
- Deepening our understanding of the potential of data held in our records — including taonga Māori collections — and how this data can be meaningfully used.
- Establishing a temporary clearing house, supported by an operating model and standards, to process collection material previously held in commercial storage.
- Progressing rationalisation of both digital and analogue collections to ensure sustainable use of limited funding and physical storage resources.
- Streamlining and, where possible, automating the processes across our value chain.
- Beginning a multi-year programme to replace the nitrate vault, including work to rationalise nitrate holdings.

Strengthening relationships to ensure taonga are increasingly accessible

The other area of focus is external, which supports our principle of Tūhono | Connecting New Zealanders with their audiovisual heritage.

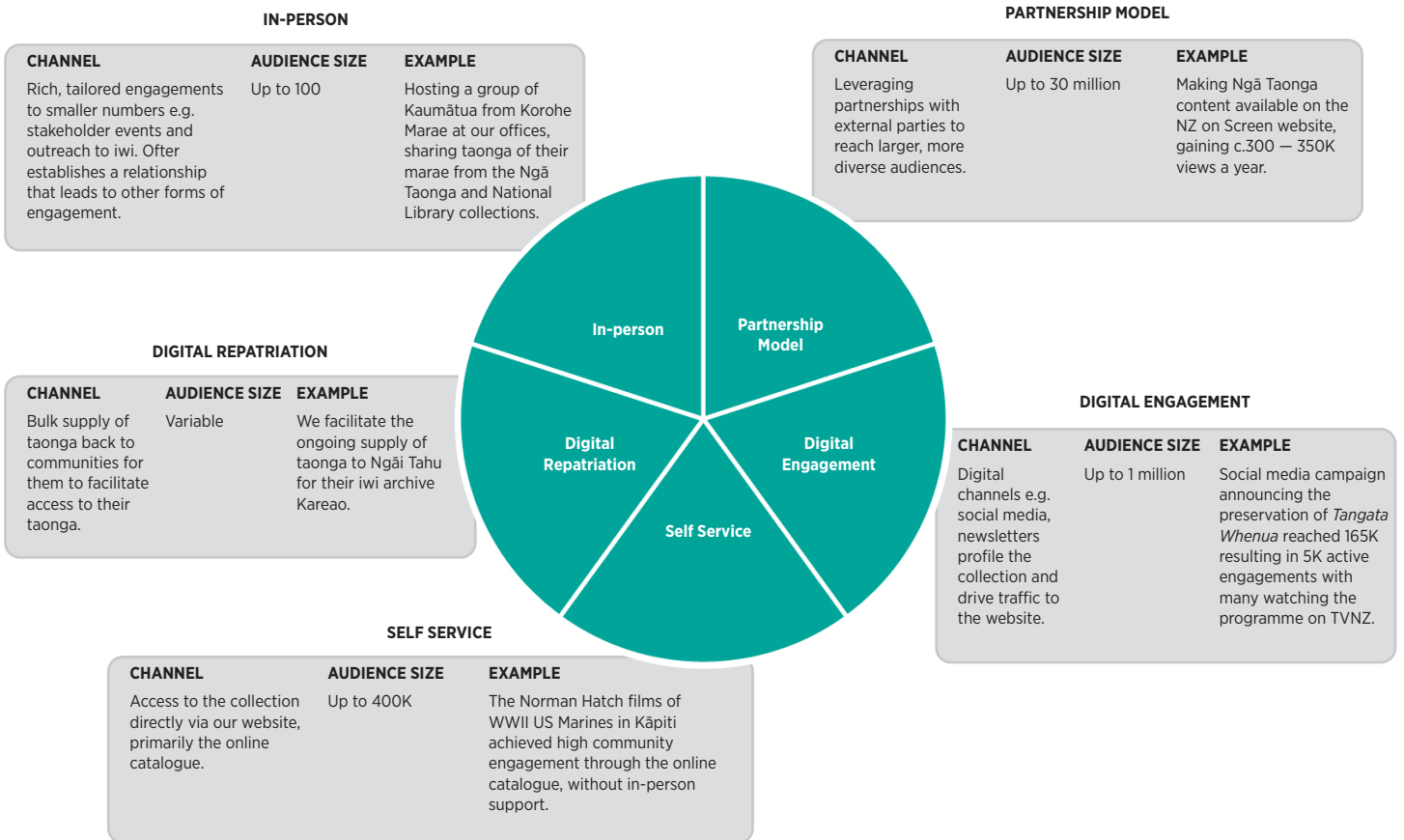
- Diversifying our community engagement, expanding our reach beyond existing partners and relationships.
- Strengthening existing strategic partnerships, including with iwi and Māori, to deliver initiatives that enhance access to and understanding of taonga.
- Working with colleagues across the culture and heritage sector to strengthen sector capability and cohesion.
- Supporting delivery of the vision outlined in Amplify, the government's creative and cultural strategy for New Zealand.
- Working with Archives Library New Zealand to explore the collaborative benefits of colocation.
- Exploring opportunities with international partners through professional memberships and collaboration with national institutions.



Our Engagement Model

In recent years our approach to access has focused on working with partners to reach larger and more diverse audiences than we can alone, in turn connecting more New Zealanders with the collections in our care. Working in partnership is the best way to make sustainable use of our funding while seeking positive outcomes for all partners. This means that our accessibility initiatives are more aligned with the development of these partnerships than being directly responsible for delivery ourselves.

The following diagram illustrates our Engagement Model, which is discussed in more detail in the Access Strategy 2025¹.



¹ Note: the examples in this diagram show our reach within the different engagement models based on data from the 2023/24 financial year.





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:

1. Te ao Māori	<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.</p> <p>We apply kaupapa Māori alongside other worldviews across our mahi to ensure respectful, culturally grounded approaches to taonga. Our commitment is to building meaningful relationships with Māori and other communities to support informed and shared stewardship.</p>
2. Innovation	<p>Our small size means we can be adaptive to change, and respond to innovations that support different ways of responding to the needs of the sector. We are well-positioned to take advantage of technology opportunities where we see value for the collections.</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>
3. Population Change	<p>As we make the collections in our care available to all New Zealanders, 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; and we should work to ensure we hold material that covers all parts of the population. We also continue to explore ways we can target those who do not have easy access to our existing channels.</p>
4. Digital Capability	<p>Technology is evolving exponentially and shows no signs of slowing. 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>The proliferation of digital content being generated reflects an increasing interconnection between people via online channels; and provides far greater opportunity for us as an Archive to preserve the social history of Aotearoa New Zealand.</p>
5. Community / Collaboration	<p>Creating collaborative relationships with third parties who have a greater reach than we could achieve alone is key to making the collections accessible. These networks help us reach larger, more diverse audiences and connect more New Zealanders with their stories.</p> <p>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 that allow communities to manage, curate and share their own stories.</p>



Te Tahua Pūtea 2026/27

Budget 2026/27

OPERATING SUMMARY

Revenue	\$
Ministry for Culture and Heritage	\$10,201,000
NZ Lottery Grants Board	\$1,759,628
TVNZ Production Library Service	\$231,600
RNZ Access Fee	\$48,500
Archive Services (all collections)	\$44,500
Interest Income	\$372,000
Other revenue	\$1,150
Total revenue	\$12,658,378
Expenditure	
People ¹	\$11,468,517
Accommodation	\$779,904
Depreciation and Amortisation	\$1,129,205
Overheads	\$2,549,168
Total expenses	\$15,926,794
Net Operating Surplus/(Deficit)	(\$3,268,416)

1. Includes salaries, consultants, Board fees, ACC, recruitment, professional development and other employment related costs.



He Tauākī Whiriwhiri 2026/27

Estimates of Appropriation 2026/27

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 number of material items made available through supply for reuse and through outreach activities	3,500
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	4,500
Total number of titles catalogued	6,000
Number of titles added to the online catalogue that are available to view/listen online	5,000

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





NGĀ TAONGA
SOUND & VISION

Ngā Taonga Whitiāhua
me Ngā Taonga Kōrero
The New Zealand Archive of
Film, Television and Sound

Te Rua
2 Aitken Street
PO Box 11449
Wellington 6142

+0800 NGA TAONGA

www.ngataonga.org.nz

