

## Summary of feedback - Strategic Plan 2016-2024 consultation

### Background – setting a new direction for a unified organisation

Ngā Taonga has been through much change since 2012, merging New Zealand's radio, television and film archives into one national organisation. To develop a new vision and direction for the organisation, the Board and leadership team of Ngā Taonga Sound & Vision actively sought input from key stakeholders and staff during late 2015 and early 2016.

### What we did

A staff and Board hui in November 2015 created the framework for a draft strategic plan, vision and values. These aimed to take Ngā Taonga forward as an organisation that is unified, kaupapa-centred and sustainable; aligned with Government and cultural sector priorities; that is open, trusted and responsive to the needs of all New Zealanders, with a strong focus on iwi and Māori. To do that, we needed to seek the views of our customers, our sector partners, funders, iwi and Māori and other key groups, as well as our staff.

During March and April 2016, we invited more than 400 people and organisations to give written feedback, or to complete an online survey, or to attend to workshops in Auckland, Wellington and Christchurch. Using an interactive audience survey app and question sessions, we gained people's input on the proposed vision, values, priorities, key performance indicators and result areas. We also asked for feedback on Ngā Taonga's current performance to give us a baseline for our future performance.

Sixty participants attended a workshop session, while others who could not attend a workshop provided feedback by email or survey.<sup>1</sup> Staff also discussed and gave feedback on the draft plan.

### We asked:

- What do you think of our vision?
- What do you think of our purpose?
- What do you think of He Pātaka Tūturu as an organisational concept?
- What do you think about our values: Conservation?
- What do you think of our values: Connection?
- What do you think of our values: Creativity?
- What do you think of our priorities?
- What do you think of our result areas (at a high level)?
- What do you think of our KPIs?

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<sup>1</sup> The participating organisations include Access Radio, Alexander Turnbull Library, Blue Skin Films, Boost (Media), Broadcasting School, Creative New Zealand, Film Preservation Lab project, Archives NZ, Greenstone TV, HMA, Ministry for Culture & Heritage, Museums Wellington, National Library, Ngāti Whātua Ōrākei, Nga Iwi FM, NZ On Air, Optimax, Otago University, Screen Auckland, Te Māngai Paho, Te Papa Tongarewa, The Dub Shop, The Screen Production and Development Association, Time Cinema, TVNZ, Auckland Libraries, Victoria University of Wellington and Win Film and Television. Feedback was also received from a whānau member representing prominent Māori film maker Barry Barclay.

We also asked:

- What is your overall opinion of our Draft Strategic Plan?
- How would you currently rate Ngā Taonga's performance?
- If we do what we've outlined here, how would you rate Ngā Taonga's performance?

## Key themes

The information we gained was constructive and valuable. Many people put a great deal of thought into their input and made suggestions which helped to shape and improve the draft plan. There was a general sense of optimism and support for the direction of the organisation. We learned that we are on the right track, but that some adjustments needed to be made. The key themes from all sources are summarised below.

- **Overall:** In general, there was strong support for the plan, values, priorities and key areas, and the direction of the organisation. Most supported the initiative and agreed that it would help to clarify Ngā Taonga's purpose, sustainability and direction. Some commented that the plan and goals were ambitious and would be a stretch to deliver.
- **Māori concepts:** The use of te reo and Māori concepts throughout the plan were well received; some people commented that the concepts needed better clarification.
- **Clarity and balance in Ngā Taonga's services to users and re-users from diverse backgrounds:** The way the organisation responds to the needs of a whole range of users, depositors and customers was raised repeatedly in the feedback. Some felt it needed less jargon and greater clarity, setting clearer expectations around rights, access and intellectual property ownership. Others commented on the need to find a balance between being responsive and proactive – for example in acquisition, in outreach and engagement, and in the way we make material available.
- **Vision:** While the majority of responses were supportive, some external feedback reflected concern that the draft vision statement (*New Zealand's audiovisual archive of choice*) appeared competitive rather than collaborative.
- **Cultural sector collaboration:** Several other heritage and cultural organisations and institutions told us that the plan needed to more explicitly reflect our commitment to inter-agency collaboration and partnership – especially between similar organisations.
- **Performance:** Most people rated Ngā Taonga above average on its current performance, and we were told that we would rank more highly when we delivered on the plan. Wellington participants tended to give higher ratings compared with Auckland participants. Although the differences were not large, they are worth highlighting as feedback was also received on the need to widen the organisation's focus outside of Wellington.

## How we responded to the feedback

**Stretch:** We openly acknowledge that our Strategic Plan sets aspirational goals for Ngā Taonga and its people. We do not shy away from this. We know the actions we must take, the commitment that is needed and that we will need to learn and adapt as we go.

**Clarity:** We responded to feedback about the need for greater clarity by re-writing parts of the plan, removing jargon and explaining better some of the Māori concepts. We also noted the need for action on this in our ongoing communication with stakeholders, users and depositors.

**Vision:** We reworded the vision to express better its true intent and aspiration for the organisation as a trusted partner in New Zealand's heritage and cultural sector; of value to all New Zealanders. The original words (*New Zealand's audiovisual archive of choice*) changed to *The audiovisual archive for all New Zealanders*.

**Collaboration:** We added a new result area to the plan to explicitly reflect our commitment to inter-agency collaboration and partnership – especially between similar organisations.

**Strengthen the focus outside of Wellington:** We have explicitly identified action to engage with more diverse communities, age groups and locations around New Zealand – in cities and in regions.