



TE TAUĀKĪ O NGĀ TŪMANAKOHANGA WHAKATUTUKI STATEMENT OF PERFORMANCE EXPECTATIONS

2021-2022



NGĀ KAI O ROTO

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TE TAUĀKĪ O TE HAEPAPA MŌ TE TAUĀKĪTANGA
O NGĀ TŪMANAKOHANGA WHAKATUTUKI

I runga anō i te Crown Entities Act 2004 me te FRS – 42, Prospective Financial Statements, ka tauākī te Poari me te tari o Heritage New Zealand Pouhere Taonga:

- Kei te Poari me te whakahaeretanga o Te Pouhere Taonga te haepapa mō te whakarite i te Tauākītanga o ngā Tūmanakohanga Whakatutuki, Tauākītanga Pūtea Matapae hoki, tae atu ki te tika o ngā matapae kei tōna pūtake, me ngā whakataunga o roto.
- Ka whakahoungia te Tauākītanga o Ngā Tūmanakohanga Whakatutuki me ngā Tauākītanga Pūtea Matapae i runga anō i te herenga o wāhanga 139 o te Crown Entities Act 2004 kia whakatika i te Tauākītanga o Ngā Tūmanakohanga Whakatutuki i te tīmatanga o ia tau pūtea.
- Kia huri atu ngā kaipānui o tēnei Tauākītanga o ngā Tūmanakohanga Whakatutuki ki tā *Te Pouhere Taonga Tauākītanga Whakamauanga Atu 2020-2024* mō te horopaki rautaki i reira whakawhanakehia ai tēnei puka.

STATEMENT OF RESPONSIBILITY FOR THE
STATEMENT OF PERFORMANCE EXPECTATIONS

In accordance with the Crown Entities Act 2004 and FRS – 42, Prospective Financial Statements, the Board and the management of the Heritage New Zealand Pouhere Taonga hereby state that:

- The Board and the management of Heritage New Zealand Pouhere Taonga have been responsible for the preparation of these Statement of Performance Expectations and Prospective Financial Statements, including the appropriateness of the assumptions underlying them and the judgements used therein.
- The Statement of Performance Expectations and Prospective Financial Statements will be updated in accordance with section 139 of the Crown Entities Act 2004 obligation to prepare a Statement of Performance Expectations at the start of each financial year.
- Readers of this Statement of Performance Expectations are referred to the *Heritage New Zealand Pouhere Taonga Statement of Intent 2020-2024* for the strategic context in which this document has been developed.



Marian L. Hobbs

Hon Marian Hobbs
Chair Heritage New Zealand Board
Tiamana o te Poari o te Pouhere Taonga

30 June 2021



John Clarke

Sir John Clarke KNZM CNZM
Chair Māori Heritage Council
Tiamana o te Kaunihera Māori o te Pouhere Taonga

30 June 2021

TE ANGA RAUTAKI A HERITAGE NEW ZEALAND POUHERE TAONGA

TIROHANGA WHĀNUI

Ka whakatakoto tā mātou Tauākī o Ngā Tūmanakohanga Whakatutuki 2021-22 i tō mātou kitenga, ō mātou whāinga tōmua matua i te tau pūtea 2021-22, te pānga o ēnei ki ngā whāinga tōmua o te Rāngai Toi, Ahurea, Taonga Tuku Iho hoki, ā, ka pēhea e whakamātau ai i ā mātou mahi.

TŌ MĀTOU KAUPAPA MATUA

Ko te kaupapa o te Heritage New Zealand Pouhere Taonga Act 2014 ('te Ture') ko te whakatairanga i te tautuhitanga, te tiakinga, te rokiroki me te penapena i ngā taonga ingoa-nui, taonga ahurea hoki o Aotearoa. I whakatūria a Heritage New Zealand Pouhere Taonga hei whakatutuki i taua whāinga.

Kei te Ture he ritenga kia whai whakaaro, kia whakaute hoki i te haepapa mō te Karauna, ki te whakatinana i te Treaty of Waitangi/Te Tiriti o Waitangi.

KO TE RŌPŪ MATUA MŌ NGĀ TUKUNGA IHO KĀKANO RUA O AOTEAROA¹

E mahi ana kia whakatutuki ai te whāinga ā-ture me ngā mātāpono o te Ture, ko Te Pouhere Taonga te tari arataki mō ngā take tukunga iho kākano rua o ngā wāhi tuku iho. Hau noa tōna rongo kei Aotearoa nei, kei tāwāhi hoki mō ngā whakahaere kākano rua mō ngā take tukunga iho, te penapena, te whakatakoto ritenga mō ngā wāhi mātai whaipara, te whakaputa tuhinga, te whakawhitiwhiti hoki o ngā kōrero tuku iho o Aotearoa New Zealand – ngā tini take atu anō hoki. Hei rōpū kaha ki te whakatutuki, kia tūturu tonu mātou ki ā mātou whakatutukitanga. Otirā, ko te tūmanako, kia piki tonu tō mātou kaha ki te whakatutuki i ngā mea angitū, hei whai hua mō ngā tāngata katoa o Aotearoa mē ō tātou tukunga iho.

I tēnei Tauākītanga o Ngā Tūmanakohanga Whakatutuki ka kaha ake rā te arotahi ki te whakaū i te tūnga o ngā tukunga iho Māori me te ao Māori kei roto i ā mātou mahi katoa.

E whakatairanga ana mātou i tō mātou kaupapa mō ngā tukunga iho o Aotearoa kei roto i ngā kupu o te whakataukī nei:

E whakatutuki ai ēnei kitenga e Te Pouhere Taonga mā te:

- TE KITENGA
- Tairangahia a tua whakarere;
- Tātakihia ngā reanga o āmuri ake nei
- Honouring the past; Inspiring our future

NGĀ TUKUNGA IHO MĀORI

- te tautoko i ngā iwi me ngā hapū i ō rātou kaupapa penapena where Māori;
- te tautoko i ngā putanga tukunga iho kua hua mai i ngā whakataunga kerēme;

TE TAUTOHU TAONGA TUKU IHO

- te whakahaere i te Rārangi Kōrero o Ngā Tukunga Iho o Aotearoa;
- te hora i ngā arotakenga tukunga iho mō ngā whenua e hokona atu e te Karauna, me te whakatau i ngā tohutohu whakaruruhau mō aua momo whenua;
- te tautoko i ngā kaiwhiwhi ki te tautohu me te kaupare i ngā tūraru i ngā Manawhenua o Aotearoa/National Historic Landmarks me ōna Kōrero Tūturu;

TE WHAKATAKOTO RITENGA MĀTAI WHAIPARA

- te whakahaere i ngā rauemi mātai whaipara mā ngā tukanga whakaaetanga mana mātai whaipara;
- te tuku i ngā pūrongo mō ngā rauemi mātai whaipara o Aotearoa;

HERITAGE NEW ZEALAND POUHERE TAONGA STRATEGIC FRAMEWORK

OVERVIEW

Our Statement of Performance Expectations sets out our vision, mission and key priorities for our activity in the 2021-22 financial year, how these relate to the priorities of the Arts, Culture and Heritage Sector, and how our māhi will be assessed.

OUR PURPOSE

The purpose of the Heritage New Zealand Pouhere Taonga Act 2014 ('the Act') is to promote the identification, protection, preservation and conservation of the historical and cultural heritage of New Zealand. Heritage New Zealand Pouhere Taonga is established to give effect to that purpose.

The Act includes provisions to recognise and respect the Crown's responsibility to give effect to the Treaty of Waitangi/Te Tiriti o Waitangi.

NEW ZEALAND'S LEADING BICULTURAL HERITAGE ORGANISATION'

Working to achieve the purpose and principles of the Act, Heritage New Zealand Pouhere Taonga is the lead national bicultural heritage agency for heritage places. It has an outstanding record in New Zealand and internationally for bicultural heritage management and conservation, archaeological site regulation, publications, statutory advocacy, and communication of the heritage stories of Aotearoa New Zealand – and much else. As a high-performing organisation, we hold fast to all of our achievements. At the same time, we aspire to be even more effective, realising future opportunities to make a difference for all New Zealanders and our heritage.

In this Statement of Performance Expectations we focus more strongly than ever before on ensuring that Māori heritage and te ao Māori are prominent in all that we do.

We promote our purpose by characterising it with an expression of New Zealand's cultural heritage, the whakatauki:

- VISION
- Tairangahia a tua whakarere;
- Tātakihia ngā reanga o āmuri ake nei
- Honouring the past; Inspiring our future

Heritage New Zealand Pouhere Taonga achieves this through:

MĀORI HERITAGE

- supporting iwi and hapū with built heritage conservation projects;
- supporting post-settlement outcomes pertaining to heritage;

HERITAGE IDENTIFICATION

- maintaining the New Zealand Heritage List/Rārangi Kōrero;
- providing heritage assessments of Crown property to be disposed of, and making recommendations for heritage protection on such land;
- supporting owners to identify and reduce risk to National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu;

ARCHAEOLOGICAL REGULATION

- administering the regulation of archaeological resources through the archaeological authority process;
- making reports available about New Zealand's archaeological resources;

1 Mō ngā wāhi tuku iho, e ai ki ngā mahi me te mana whakahaere o Te Pouhere Taonga i raro i Te Ture mō Te Pouhere Taonga 2014, ss13 -14.

1 For heritage places, as per the Heritage New Zealand Pouhere Taonga functions and powers under the Heritage New Zealand Pouhere Taonga Act 2014, ss13 -14.

TE WHAKAHAERE I NGĀ TAONGA WHENUA

- te whakahaere me te whakauka i ngā whenua 45 (40 e huaki ana ki te iwi nui tonu, 21 o ēnei e whakahaeretia e ngā kaimahi hei ūnga ingoa-nui mō te manuhiri);

TE TOHUTOHU ME TE HAPAHAPAI

- te mahi tahi me ngā mana ā-rohe ki te tautohu i ngā taonga ingoa-nui i ngā mahere, te whakatairanga i te tiaki i ngā taonga, mā te whakaū ki ngā ture e tika ana, te arotake i te kounga o ngā mahere, me te whakatairanga i te tiaki o aua taonga kei roto i ngā tukunga whakaaetanga rawa;
- te whakahaere i te Pūtea Whakaoho Tautiaki Taonga Tuku Iho ā-Motu, arā, National Heritage Preservation Incentive Fund;
- te hora whakamāherehere ki ngā rangatira o ngā wāhi ingoa-nui, tae atu ki ngā mana ā-rohe me ngā iwi/hapū;
- te whakaū me te whakawhanake i te whatunga tautoko hohe tae atu ki te uru hei umanga ki ngā rōpū;
- te whakauru i ngā tāngata ki ngā kaupapa o te motu, mō ngā taonga ingoa-nui, taonga ahurea kōhure hoki o Aotearoa; me
- te whakawhanake i te anga mahitahi mō ngā taonga tuku iho o Aotearoa, i runga i te whakatinana i ngā āheinga hei tautoko i te rāngai mātauranga, i te whanake pūkenga, i te taimahi hoki.

NGĀ WHĀINGA MATUA A TE KĀWANATANGA

Ka whakamōhiotia e ia whāinga tōmua a te Kāwanatanga mō te rāngai taonga tuku iho, rāngai toi, ahurea hoki e arahina ana ngā whāinga rautaki matua a Te Pouhere Taonga:

- Ka taea e ngā tāngata katoa o Aotearoa te urutomo, te whai wāhi hoki ki ngā mahi ahurea;
- E tautokona ana te rāngai ahurea, ā, he toitū te tupu
- Ka uru ngā tāngata katoa o Aotearoa ki tētahi tuakiri motuhake, rāhiri i te katoa, ā, e manako ana hoki i ō tātou tātai kōrero, taonga tuku iho hoki.

E āwhina ana mātou ki te whakatinana i ēnei whāinga tōmua, i ā mātou mahi motuhake, i ngā mahi tahi ki te taha o ētahi atu, e ai ki ō mātou inenga whaihua (tirohia te Section 3: Heritage New Zealand Pouhere Taonga Key Priority Outputs 2021-22) kei raro nei.

TŌ MĀTOU WHĀINGA

E hāngai ana ā mātou mahi katoa ki te whakatutuki i tō mātou whāinga mā ā mātou whāinga ratonga, hapahapai hoki.

WHĀINGA

Ka whakapūmautia te whai mārama o ngā tāngata o Aotearoa, o ngā hunga katoa hoki ki ō tātou tātai kōrero kākano rua

Ko te pae tawhiti, whāia kia tata; ko te pae tata, whakamaua kia tina.

Seek you the distant horizon to bring it close, the horizon that is close hold fast.

Ā ngā tau 2021-22, tae ana ngā whai wāhitanga e hiahia ana mātou ki te:

- tū hei whakahaere matua mō ngā tukunga iho kākano rua o Aotearoa;
- whakatairanga i ngā taonga tuku iho me ngā uara Māori, i roto i ā mātou mahi katoa;
- te whakarere kōrero atu anō mō ngā tukunga iho me ngā wāhi ahurea Māori ki te marea o Aotearoa e kaha haere ana tō rātou hiahia me tō rātou aro ki te ao Māori, ki te ako i te reo Māori hoki;
- te ārahi i te arotahi o ngā tāngata o Aotearoa ki ā rātou ake kōrero tuakiri mā te kaupapa o Ngā Tohu Whenua me ngā National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu i tēnei wā e ākina ana ngā tāngata katoa o Aotearoa e te urutā Covid-19 kia aro anō ki tō rātou ake whenua;
- te hāpai i te mana o ngā taonga tuku iho i roto i te anga ture mā te arotake i te Resource Management Act me te arotake i te tiakitanga taonga tuku iho; ā,
- whakatauira i te whāomoomo me te whakakaha i ngā whare kōhatu i tā tātou mahi ki te Whare Kāwanatanga o Hokitika, ā, ki te tau mai te pūtea tautoko, te Whare o Turnbull, ki Pōneke.

Arā noa atu te maha o ngā whai wāhitanga ka puta i te roanga o te tau. Ka haere tonu tā mātou mahi arotake, ā, ka whai rautaki ina ka kapo whai wāhitanga e tino pai rawa atu ai te whakatutuki kitenga: Honouring the past; inspiring the future - Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei.

HERITAGE PROPERTY MANAGEMENT

- maintaining and conserving 45 properties (40 open to the public, with 21 of these operating as staffed visitor attractions);

ADVISING AND ADVOCATING

- working with local authorities on identifying historic heritage in plans, promoting its protection with appropriate rules, monitoring plan quality, and promoting protection through resource consent processes;
- administering the National Heritage Preservation Incentive Fund;
- providing advice to the owners of heritage places, including local authorities and iwi/hapū;
- maintaining and developing an active support network, including organisational membership;
- engaging people in a range of events around the country about New Zealand’s outstanding cultural and historical heritage; and
- building a collaborative framework for New Zealand’s heritage based on realising its enormous potential to contribute to education, skills development and employment.

GOVERNMENT PRIORITIES

Each of the Government’s priorities for the Arts, Culture and Heritage Sector, set out below, inform the Heritage New Zealand Pouhere Taonga strategic priorities:

- All New Zealanders can access and participate in cultural experiences;
- The cultural sector is supported and growing sustainably; and
- New Zealanders share a distinct and inclusive identity and value our history and traditions.

We help to deliver these priorities, both independently and working with others, as indicated in our performance measures (see Section 3: Heritage New Zealand Pouhere Taonga Key Priority Outputs 2021-22) and as set out below.

OUR MISSION

All our work is directed towards achieving our mission through our delivery and advocacy priorities.

MISSION

Ensure that our bicultural history is understood by New Zealanders and all peoples

Ko te pae tawhiti, whāia kia tata; ko te pae tata, whakamaua kia tina.

Seek you the distant horizon to bring it close, the horizon that is close hold fast.

In 2021-22, the opportunities we seek to bring close include:

- being New Zealand’s leading bicultural heritage organisation;
- giving prominence to Māori heritage and values in all our work;
- telling more stories about Māori heritage and cultural landscapes to a New Zealand public that is ever more receptive to engaging with te ao Māori and to learning te reo Māori;
- focusing New Zealanders’ attention on their own identity stories through Tohu Whenua and the National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu programme at a time when the Covid-19 pandemic compels all New Zealanders to re-engage with their own country;
- improving the place of heritage in the statutory framework through the review of the Resource Management Act and the heritage protection review; and
- leading by example in the conservation and strengthening of earthquake-prone masonry buildings in our work on the Hokitika Government Building and, subject to funding, Turnbull House, Wellington.

Many other opportunities will arise throughout the year. We will continue to evaluate them, and to take a strategic approach to seizing those opportunities that best achieve our vision: Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei – honouring the past; inspiring the future.

NGĀ WHĀINGA TŌMUA O
HERITAGE NEW ZEALAND
POUHERE TAONGA

I ā mātou e whakaahu whakamua i ā mātou mahi, e rua ngā whāinga tōmua e ārahi ana i te mahi:

TE WHĀINGA TŌMUA HORA Kia whai take te hora e ai ki te katoa o ngā tukanga me ngā herenga ture.	TE WHĀINGA TŌMUA HAPAHAPAI Kia whakaaweawe, kia mārama hoki ki ngā whāinga tōmua me ngā mahi o rōpū kē
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Ka arahina mātou e ō mātou whāinga tōmua mō te hora ratonga me te tohutohu, mō ā mātou whāinga matua *rautaki* e whā. Kua tipu mai ēnei i ngā whāinga rautaki matua i tā mātou Tauāki Whakamaunga Atu (SOI) 2020-2024² kia whāiti nei te arotahi ki:

- ngā hononga, inarā, ko ngā hononga ki te tangata whenua
- te whakawhanake i te whakapono me te māia ki te whakaora me te tiaki i ngā wāhi tuku iho hira me ngā whaitua ā-ahurea.

E whakamōhiotia ā mātou whāinga matua rautaki katoa e *Tapuwae, Nā te Kaunihera Māori mō te Pouhere Taonga Māori: The Māori Heritage Council Statement on Māori Heritage*.³

WHĀINGA MATUA RAUTAKI

- Te whakakaha i ngā hononga me te mārama ki ngā whāinga tōmua o rōpū kē inarā ko te Tangata Whenua;
- Te whakaora me te tiaki i ngā wāhi tuku iho hira me ngā whaitua ā-ahurea;
- Te whakawhanake i te whakapono me te whakawhirinaki o ngā rōpū e mahi tahi ana ki tō mātou taha; ā
- Kia tū hei rōpū arataki mō te whakahaere auaha, me te whai take hoki.

HERITAGE NEW ZEALAND
POUHERE TAONGA PRIORITIES

In operationalising all of our māhi, we have two guiding priorities:

DELIVERY PRIORITY Deliver effectively against all our statutory requirements and processes.	ADVOCACY PRIORITY Influencing and understanding the priorities and actions of other organisations.
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Guided by our delivery and advisory priorities, we have four *strategic* priorities. These have evolved from the strategic priorities in our 2020-2024 Statement of Intent² so as to sharpen our focus on:

- relationships, particularly with tangata whenua;
- building trust and confidence in conserving and protecting important heritage places and cultural landscapes.

All of our strategic priorities are informed by *Tapuwae, Nā te Kaunihera Māori mō te Pouhere Taonga Māori: The Māori Heritage Council Statement on Māori Heritage*.³

STRATEGIC PRIORITIES

- Strengthening relationships and understanding the priorities of others, particularly Tangata Whenua;
- To conserve and protect important heritage places and cultural landscapes;
- To build trust and confidence of those who we work with; and
- To lead as an innovative and effective organisation.

2 Mō ngā whāinga tōmua rautaki tirohia Te Tauāki Whakamaunga Atu: *Statement of Intent 2020-2024*, wh. 7.
3 *Tapuwae*, Heritage New Zealand Pouhere Taonga, Hānuere 2017.

2 For the previous strategic priorities see Te Tauāki Whakamaunga Atu: *Statement of Intent 2020-2024*, p. 7.
3 *Tapuwae*, Heritage New Zealand Pouhere Taonga, January 2017.

NGĀ HUA RAUTAKI

Ko te whakarāpopoto i ā mātou hua rautaki, me te hono ki tō mātou anga ine (ngā KPI), ka pēnei:

NGĀ HUA RAUTAKI – NGĀ TUKUNGA IHO MĀORI	NAMA KPI MATUA. ⁴
Tukuna he tukanga whakapāpā, ki Tangata Whenua mā rātou hoki – tae ana ki te horanga o ngā rangahau ā-tau, te whakawhanake i tētahi mahere tuku, mahere whakapāpā hoki, me te tukunga hei whakatutuki i aua kawatau i maheretia ai.	Ngā KPI katoa, inarā ko 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 14 me 15.
Ka waihanga, ka mahi tahi hoki me ngā rōpū kē – tae atu ki Te Puni Kōkiri, Manatū Taonga Ministry for Culture and Heritage, Te Arawhiti, ngā rōpū o te Ara Taonga me ngā tāngata ngaio o te rāngai taonga tuku iho, tae atu ki ngā hononga, te rite tonu o te kōrerorero me ngā mahere horanga mahi tahi.	Ngā KPI katoa.
Kia hora i te penapena taonga Māori tuku iho kia āhei ai te Kaitiakitanga – tae atu ki te tautoko i te whakawhanake i te whakapāpātanga ki te rāngai ngaio Māori (mātai whaipara, whakarauora, ngā mahi toi tuku iho) me te horahanga i ngā ara tohutohu e tuku ana i te ngaiotanga whakaroto, te tohutohu me ngā tikanga pai rawa.	KPI 11. Kia mōhio hoki ki tā mātou kaupapa ā-kirimana ko te Mātauranga Māori Te Awe Kōtuku.
HUA RAUTAKI – NGĀ HERENGA TŌMUA ME NGĀ MAHERE RATA	
Ka matua whakamōhio atu i ngā horopaki taonga tuku iho Māori i te 100% o ngā rārangi kōrero, ngā whakaaetanga mana mātai whaipara, me te whakahaere i ngā taonga whenua..	Ngā KPI 9, 13, 14.
E whakamōhiotia ana ngā kaupapa horanga me ngā mahere e te Ministerial Letter of Expectations, ngā rangahau me ngā uiuinga mō ngā ratonga Māori, me te tirohanga Museums Aotearoa – ka arotakengia ā mātou hua me ā mātou ratonga katoa.	Ngā KPI katoa. Mō te rangahau i Museums Aotearoa, tirohia KPI 2.
HUA RAUTAKI – TE HAPAHAPAI	
Ka ārahi, ka whakaaweawe i te mārama ki ngā taonga tuku iho i te tukanga whakahou o te Resource Management Act me ngā mahi urutau a te Kāwanatanga mō te hurihanga o te āhuarangi – tae atu ki te whakapāpā tōtika ki ngā rōpū nunui o te rāngai tūmatanui, ngā tāuru mai i a Ngāi Māori, a te rāngai taonga tuku iho, ki te uru kaha ki aua tukanga whakahou hoki.	Ngā KPI 7 & 8.
HUA RAUTAKI – MĀTAURANGA	
Ka ārahi, ka whakaaweawe i te mārama o ngā taonga tuku iho kei te whakawhanake me te tuku i te Marautanga o Aotearoa – tae atu ki te whakapāpā tōtika ki Te Tāhuhu o te Mātauranga, kia kawe hoki i ngā tāuru mai i a Ngāi Māori me te rāngai taonga tuku iho, ā, ka kaha te uru ki aua tukanga.	KPI 3.
Te hora i ngā kaupapa (ā muri kura, mātauranga ki tua o te akomanga, te ako o ngā tamariki kei ngā wāhi tuku iho) me ngā rauemi, ki ngā kura, ngā kura kaupapa Māori me ngā wānanga.	KPI 4.
HUA RAUTAKI – POUHERE TAONGA	
Ka hora te whakahoutanga, whakapainga hoki o ngā hangarau pārongo me ngā pūnaha, kia kākano rua te ahurea, kia reorua hoki – tae atu ki te whakaoti i ngā wāhanga o te kaupapa whakahou mō te IT i te wā tika, i te pūtea i maheretia kia reorua hoki.	Ka aweawe i te hora o ngā KPI katoa. Ka hopukina te ahu whakamua kei ā mātou pūrongo ā-hauwhā tau, ā-tau hoki.
E Tipu Te Waerenga – ka arotakengia mā te ōrau o ngā kaimahi e ako ana, e whanake ana hoki kei te kaupapa Pouhere Reo me te kaupapa Tikanga ka horaina kei roto i te tari, ā, mēnā e tika ana, kei waho hoki.	Ka aweawe i te hora o ngā KPI katoa. Ka hopukina te ōrau o ngā kaimahi e uru ana ki te kaupapa Pouhere Reo, Tikanga hoki ki ngā pūrongo ā-hauwhā tau, ā-tau hoki.

4 Kua rārangihia e mātou ngā KPI matua e whakaatu ana i ngā wāeine o te mahi. Ka tuku pūrongo hoki mātou mō ētahi atu inenga kounga mō te mahi i roto i te kōrero whakamārama o ā mātou pūrongo ā-hauwhā tau, pūrongo ā-tau hoki.

STRATEGIC DELIVERABLES

We summarise our strategic deliverables, and their relationship to our measurement framework (KPIs), as follows:

STRATEGIC DELIVERABLE – MĀORI HERITAGE	PRINCIPAL KPI NUMBERS ⁴
Deliver a strong engagement process to and for Tangata Whenua – including the delivery of annual surveys, the development of a subsequent delivery and engagement plan, and delivery to meet those planned expectations.	All KPIs, particularly 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 14 and 15.
Create and work with key collaborator groups – including Te Puni Kōkiri, Manatū Taonga Ministry for Culture and Heritage, Te Arawhiti, Ara Taonga agencies and professionals of the heritage sector, including points of contact, regular kōrero and shared delivery plans.	All KPIs.
Deliver Māori heritage conservation to enable Kaitiakitanga – including support for the development of professional Māori sector engagement (archaeology, conservation, traditional arts) and the delivery of advisory pathways that include in-house expertise, advice and best practice.	KPI 11. Note also our contracted programme Mātauranga Māori Te Awe Kōtuku Initiative.
STRATEGIC DELIVERABLE – STATUTORY REQUIREMENTS AND RESPONSIVE PLANS	
Heritage listings, archaeological authorities and heritage property management have their Māori heritage context prominently referenced 100% of the time.	KPIs 9, 13, 14.
Delivery programmes and plans are informed by the Ministerial Letter of Expectations, the Māori services surveys and questionnaires, and the Museums Aotearoa survey – all of our products and services will be evaluated.	All KPIs. For the Museums Aotearoa survey, see KPI 2.
STRATEGIC DELIVERABLE – ADVOCACY	
Lead and influence understanding of heritage in the Resource Management Act reform process and in the Government’s climate change adaptation work – including direct engagement with core public sector agencies, the collective input from Māori and heritage interests, and active participation in reform processes.	KPIs 7 & 8.
STRATEGIC DELIVERABLE – EDUCATION	
Lead and influence understanding of heritage in the New Zealand Curriculum development and delivery – including direct engagement with the Ministry of Education, with the collective input from Māori and heritage interests, and active participation in the process.	KPI 3.
Deliver programmes (after school, education outside the classroom, children learning at properties) and resources to schools, kura kaupapa and wānanga.	KPI 4.
STRATEGIC DELIVERABLE – POUHERE TAONGA	
Deliver the information technology (IT) and systems refresh and refinement with a bicultural and bilingual emphasis – including completing phases of the continued IT refresh programme on time and budget with a bilingual emphasis.	Influences delivery of all KPIs. Progress will be recorded in our quarterly and annual reports.
E Tipu Te Waerenga – assessed by the percentage of staff learning and developing through Pouhere Reo and Tikanga programmes delivered internally and, where appropriate, externally.	Influences delivery of all KPIs. Percentage of staff engaged in Pouhere Reo and Tikanga programmes will be recorded in quarterly and annual reports.

4 We list the principal KPIs here that set out performance metrics. We will also report on more qualitative measures of performance in the narrative in our quarterly and annual reports.

ĒTAHI ATU HUA KUA HEREA I NGĀ KIRIMANA

KO TE KAUPAPA MĀTAURANGA MĀORI TE AWE KŌTUKU

Ko te ngākau o ngā hua rautaki kei 2021-22, kei te tau pūtea hoki e whai ake, ko tā mātou kaupapa ko te Mātauranga Māori Te Awe Kōtuku. E rua ngā ia o te mahi i tēnei kaupapa, ka:

- whakarauora i te Mātauranga Māori whakamōrearea kei ngā whenua tuku iho; ā,
- whakahou i ngā mātauranga me ngā tikanga penapena whare tuku iho.

Ko te arotahi o te ia mahi mō ngā whenua tuku iho, ko ngā hōtaka mahi tahi (ki te taha o iwi, hapū, hāpori marae, tohunga, pūkenga me ngā kaitiaki) hei tautoko, hei whakaora anō i ngā whenua mōrearea, ngā wāhi tapu me ngā wāhi tūpuna mātauranga. Ka uru te whakamahere, ngā wānanga e arahina e ngā pūkenga, ngā pūrākau me ngā pakiwaitara, ngā tikanga mahinga kai, me ngā tini mahi kē. Ko te aronga mō te ia mahi mō ngā whare tuku iho, ko ngā kaupapa mahi tahi, hei tautoko, hei whakaora anō i te mātauranga hanga whare, me ngā tikanga (ngā toi me ngā tikanga hangahanga, hanga taputapu rānei), tārai waka, mahinga kai me ngā māra kai.

Kei te tau 2021-22, ka tukuna tēnei kaupapa mā te wānanga pouhere mātauranga hei whakakotahi i te mātauranga, hei hoahoa tahi hoki i ngā wānanga tikanga. Ko te nuinga o ngā wānanga tikanga ka tū ā ngā tau e tū mai ana. Kei tētahi wāhanga o tēnei kaupapa, ka tuku mātou i ngā tahua tauwhawhai mō ngā kaupapa nā ngā iwi/hapū i ārahi, hei tautoko, hei tiaki anō i ngā āhuatanga Mātauranga Māori.

I te mutunga, ka nui, ka roa hoki te pānga o tēnei kaupapa ki te Mātauranga Māori, me te tuakiri o Aotearoa whānui hoki. Ka mahi tahi mātou ki te Manatū Taonga, the Ministry for Culture and Heritage ki te whakawhanake tonu, ki te whakatinana hoki i te anga arotake hei whakaputa pūrongo mō ngā putanga.⁵

Ka whakahaere ngātahi hoki i ngā kaupapa mahi hei tuku i te penapena i ngā taonga tuku iho Māori, kia taea tonutia te Kaitiakitanga. Kei ēnei mahi katoa, ka whakatakoto mātou i ngā ara, mō rātou e whai ake nei – ko te whakawhanake i te mātauranga mō te tikanga penapena, te tuku i te ngaiotanga whakaroto, te tohutohu me ngā tikanga pai rawa. Ka kaha hoki tō mātou arotahi, ki te mahi tahi ki ētahi atu, kia uru ai a Ngāi Māori ki te rāngai ngaio.

TE WHAKAHOI I TE HOKITIKA GOVERNMENT BUILDING

I te tau 2020-2021 i tuku te Kāwanatanga i te \$22 miriona i te pūtea Arts, Culture and Heritage mō te hoko me te whakahou i te Hokitika Government Buildings (ka kīia hoki ko Seddon House) he kaupapa mō te whakaoranga i te Kōwhiri-19. Ka rawe ki a mātou o Heritage New Zealand Pouhere Taonga ki te whakaae ki te haepapa matua o tēnei kaupapa, ā, i tērā tau i hokona te whare rā mai i taua pūtea rā. Kua tata oti te tūhuratanga tuatahi mō tēnei kaupapa, ā, hei te tau pūtea 2021-22 ka tuku mātou i te mahere kaupapa whānui mō ngā mahi nui hei whakakaha, hei whakahou i taua whare rā. Ko te putanga matua ko te penapena me te hoki anō ki te whakamahi i tēnei wāhi tuku iho hira Category 1 e noho ana kei waenga rawa i te Hokitika Tohu Whenua.

OTHER DELIVERABLES BY CONTRACT

MĀTAURANGA MĀORI TE AWE KŌTUKU PROGRAMME

At the heart of our strategic deliverables in 2021-22, and in the following financial year, is our Mātauranga Māori Te Awe Kōtuku programme. This programme has two work streams that will:

- revitalise vulnerable Mātauranga Māori in ancestral landscapes; and
- revitalise built heritage conservation mātauranga and practices.

The ancestral landscapes work stream will focus on joint programmes (with iwi, hapū, marae hāpori, tohunga, pūkenga and kaitiaki) to support and revitalise vulnerable landscapes, wāhi tapu and wāhi tūpuna mātauranga. It will involve mapping, pūkenga-led wānanga, pūrākau and pakiwaitara, māhinga kai practices, and much else. The built heritage work stream will focus on joint projects to support and revitalise hanga whare mātauranga and practice (traditional arts and whare building construction and joinery), tārai waka, mahinga kai and māra kai.

In 2021-22, this initiative will be delivered through pouhere mātauranga wānanga which will consolidate existing mātauranga and enable co-design of practice wānanga. Most of the practice wānanga will be held in following years. As part of this initiative, we will also administer contestable funds to iwi/hapū-led projects that further support and protect aspects of Mātauranga Māori.

Overall, this initiative will have a profound and lasting impact on Mātauranga Māori, and on New Zealand identity more widely. We will work with Manatū Taonga, the Ministry for Culture and Heritage, to further develop and implement an evaluation framework to report on its outcomes.⁵

At the same time, we will continue our existing programmes of delivering Māori heritage conservation to enable Kaitiakitanga. Through all this work we establish pathways for others to follow – building knowledge of conservation practice, offering in-house expertise and advice, and modelling best practice. We will have a particular focus on working with others to enable Māori to become part of the professional sector.

HOKITIKA GOVERNMENT BUILDING UPGRADE

In 2020-21, the Government appropriated \$22 million in Vote Arts, Culture and Heritage for the purchase and upgrading of the Hokitika Government Buildings (also known as Seddon House) as a Covid-19 recovery project. Heritage New Zealand Pouhere Taonga was delighted to accept responsibility for this project and last year purchased the building with some of the above funds. Initial investigative work for this project is nearing completion, and in the 2021-22 financial year we will deliver a full project plan for the extensive strengthening and upgrading works that are required. The ultimate outcome will be the preservation and re-use of this impressive Category 1 historic place that forms an integral part of the Hokitika Tohu Whenua.

5 I runga anō i tō mātou Ministerial Letter of Expectations 2020 (te Hōnore Grant Robertson ki te Hōnore Marian Hobbs, 2 Hune 2020).

5 In accordance with our 2020 Ministerial Letter of Expectations (Hon Grant Robertson to Hon Marian Hobbs, 2 June 2020).

HERITAGE NEW ZEALAND POUHERE TAONGA WHĀINGA TŌMUA HUAPUTA MATUA 2021-22

Ko ngā huaputa o Heritage New Zealand Pouhere Taonga kei ngā tuaritanga o te Karauna mō te 'Management of Historic Places', mō te tautuhitanga, te tiaki, te rokiroki me te whakaora i ngā taonga ingoa-nui, taonga ahurea hoki o Aotearoa.

Kua whai pūtea ā mātou kaupapa motuhake e rua, arā, te kaupapa Mātauranga Māori Te Awe Kōtuku me te kaupapa Hokitika Government Buildings, mai i ngā kirimana motuhake mō te whakaora anō i te Kōwheori-19, ka whakahaerehia e te Manatū Taonga The Ministry for Culture and Heritage. Ahakoa, kāore tēnei kei roto i te anga pūrongo i whakatūria ai mō tēnei Tauākī o Ngā Tūmanakohanga Whakatutuki, ka tāpiritia te whakarāpopoto mō ngā inenga pūrongo o ēnei kaupapa (kei te whārangi 18), hei whakawhānui i te tirohanga o tō mātou whaihua hei rōpū.

KŌWHEORI-19

Ka tū tonu ngā pānga o Kōwheori-19 hei whakamahara i te ine o ā mātou KPI katoa.

I te tau 2019-20, i arotake ai mātou i ō mātou KPI, ā, i whakatūria ai he pūtake mō te whānuitanga o ngā inenga, me te āta kohikohi i ngā raraunga taipitopito mō te hunga e hono ana ki ā mātou ratonga me ā mātou hua. Mā te whakarōpū o ngā raraunga ka piki tō tātou kaha ki te arotake i te pānga atu ki ngā hapori o Aotearoa.

Heoi anō, ka taumaha hoki tēnei taumata o te pūrongo i te ao Kōwheori-19 nei. Kua kōrero kē mō te mea, kāore i taea te whakawhanake i ngā takenga raraunga mō ngā wheako o

ngā manuhiri kei ō mātou wāhi; i pākinotia te tirohanga hei kohikohi ia aua raraunga (te rangahau Museums Aotearoa) e te urutā Kōwheori-19.

I puta anō tērā āhuatanga i te tau 2020-21, i tūponotia ngā rangi mō te rangahau Museums Aotearoa ki te pō i whakatakoto ai te Pae Mataara 3 i Tāmakimakaurau, me te Pae Mataara 2 i te toenga o te motu. I te mutunga iho, kua kokoti te wā mō tō mātou rangahau, ā, i heke ai te hunga manuhiri i uiutia. Ka whakatakoto tonu mātou i te takenga raraunga, mai i ngā raraunga i taea ai te kahi, engari te whakatūpato mō ngā pānga tūturu a te urutā Kōwheori-19, ahakoa kei te heke haere aua pānga ināianei.

HERITAGE NEW ZEALAND POUHERE TAONGA KEY PRIORITY OUTPUTS 2021-22

The Heritage New Zealand Pouhere Taonga outputs are in the Crown appropriation 'Management of Historic Places', and are for the 'identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand'.

Our two special projects (our Mātauranga Māori Te Awe Kōtuku programme and Hokitika Government Buildings) are funded through separate Covid-19 recovery-related contracts, managed by Manatū Taonga, the Ministry for Culture and Heritage. While not part of the reporting framework established by this Statement of Performance Expectations, we include a summary of the reporting measures for these projects (on page 19), to provide a fuller data picture of our organisational performance.

COVID-19

The impacts of Covid-19 remain a live concern in measuring all our KPIs.

In 2019-20, we reviewed our KPIs, and established baselines for a range of measures, especially by collecting more finely grained data on who is accessing our services and products. The disaggregated data enables us to better evaluate our reach into New Zealand communities.

However, this level of reporting presents some challenges in a Covid-19 environment. As noted, in 2019-20 we were unable to develop baselines on visitor experiences at our properties, as the survey through which we were to collect this data (the

Museums Aotearoa survey) was adversely affected by the Covid-19 pandemic.

We faced similar challenges in 2020-21, with the dates of our Museums Aotearoa survey coinciding with the imposition overnight of Alert Level 3 in Auckland and Alert Level 2 in the rest of the country. The net result was that our survey period was cut short, reducing the numbers of visitors surveyed. We will nonetheless establish a baseline using the data we were able to collect, although we caution that the quality of reporting and our results generally remain vulnerable to the ongoing, though decreasing, impacts of the Covid-19 pandemic.

2021-22 TUTUKITANGA KI NGĀ WHĀINGA TŌMUA A TE KĀWANATANGA

1. KA TAEA E NGĀ TĀNGATA KATOA O AOTEAROA TE URUTOMO, TE WHAI WĀHI HOKI KI NGĀ MAHI AHUREA

NGĀ TŪTOHU	NGĀ INENGA	2018-2019 TŪTURU	2019-2020 TŪTURU	WHAKATAU TATA MUTUNGA TAU 2020-2021 ⁶	2021-2022 WHAKATAU TATA ⁷	IA
1. Kia piki te tokomaha o ngā manuhiri i ngā wāhi e whakahaeretia ana e ngā kaimahi o HNZPT	Te tatau o ngā Manuhiri	296,163	185,562	150,000	180,000	Kei te Piki
2. E rangahaua ana e Museums Aotearoa ngā manuhiri kua tae ki ngā wāhi e whakahaeretia ana e ngā kaimahi o HNZPT, kia kite ai mēnā e ‘ngata’ (satisfied) ana	Ōrau	96%	Kua whakakorehia tēnei huinga raraunga. Ka tautuhia he takenga hou	Ka tautuhia tētahi takenga hou ā te 2020-2021, mai i ngā raraunga o te rangahau o Museums Aotearoa	97%	Kei te pērā tonu
3. Ka mahi tahi a HNZPT i ngā pātuitanga ki rōpū kē i ngā kaupapa whakapāpā taonga tuku iho	Te tatau o ngā pātuitanga	63	37	50	60	Kei te pērā tonu
4. Ka whakahaere, ka āwhina rānei a HNZPT i ngā tauwhāinga e whakakaha ana i te whakapāpā atu ki ngā taonga tuku iho	Te tatau o ngā tauwhāinga	181	234	230	230	Kei te pērā tonu
	% Tauwhāinga taonga tuku iho Māori	9%	11.5%	12%	15%	Kei te Piki
	% tauwhāinga mātauranga kura	51%	23%	25%	25%	Kei te pērā tonu
5. Kia piki te whakapāpātanga ki ngā ihirangi ā-pepa, ā-matihiko hoki a HNZPT	% piki o ngā kaiwhakamahi ā-matihiko:					
	Te tatau takenga o ngā apataki kei Facebook (@HeritageNew Zealand anake)	6,264	8,523	8,500 te Takenga	9,350 (kua piki 10%)	Kei te Piki
	Te tatau takenga o ngā tirohanga whārangi ipurangi	86,996	76,198 (kua heke 12.4%)	75,000	87,000 (kua piki 16%)	Kei te Piki
	Te horapa o te moheni ā-tau kua arotakengia (ia rua tau)	11,512	Kāore i te hāngai	Ā-matihiko: 1,500	Ā-matihiko: 2,000	Kei te Piki
			He tau kore-pūrongo (ka rangahaua tēnei ia rua tau)	Ā-pepa: 11,300	Ā-pepa: 10,200	Kei te Heke ⁸

6 I whiria ngā whakatau tata i Hune 2020.
7 I whiria ngā whakatau tata i Āperira 2021.
8 Tae ana ngā take o tēnei hekenga ki te piki i te pānuitanga matihiko, te panoni i te tatau o ngā o ngā mōheni ka tukuna mō ia mematangā ā-tau, ā, he hekenga i te mematangā ki tāwahi o Heritage New Zealand Pouhere Taonga.

2021-22 OUTPUTS AGAINST GOVERNMENT PRIORITIES

1. ALL NEW ZEALANDERS CAN ACCESS AND PARTICIPATE IN CULTURAL EXPERIENCES

INDICATORS	MEASURES	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 YEAR END ESTIMATE ⁶	2021-2022 ESTIMATE ⁷	TREND
1. Increase in visitor numbers at HNZPT staffed properties	Number of visitors	296,163	185,562	150,000	180,000	Going up
2. Museums Aotearoa survey respondents who rate the quality of their visit to HNZPT staffed properties as ‘satisfied’ or higher	Percentage	96%	Data set discontinued. New baseline to be set	Baseline to be set in 2020-2021 using data from Museums Aotearoa survey	97%	Maintaining
3. HNZPT partners with others on heritage engagement initiatives	Number of partnerships	63	37	50	60	Maintaining
4. HNZPT holds or contributes to events to enhance engagement with heritage	Number of events	181	234	230	230	Maintaining
	% Māori heritage events	9%	11.5%	12%	15%	Going up
	% school education events	51%	23%	25%	25%	Maintaining
5. Increase in engagement in HNZPT’s digital and hard copy content	% increase in digital users:					
	Baseline number of Facebook followers (@HeritageNew Zealand only)	6,264	8,523	8,500 baseline	9,350 (10% increase)	Going up
	Baseline number of webpage views	86,996	76,198 (12.4% decrease)	75,000	87,000 (16% increase)	Going up
	Annual audited magazine circulation (every two years)	11,512	N/A Non-reporting year (survey conducted two-yearly)	Digital: 1,500 Hardcopy: 11,300	Digital: 2,000 Hardcopy: 10,200	Going up Going down ⁸

6 Estimates taken in June 2020.
7 Estimates taken in April 2021.
8 Causes of this decline include an increase in digital readership, changes in the number of magazines provided per annual membership, and a decline in Heritage New Zealand Pouhere Taonga overseas membership.

2. KUA OTI TE RĀNGAI AHUREA TE TAUTOKO, Ā, HE TOITŪ TE TUPU

NGĀ TŪTOHU	NGĀ INENGA	2018-2019 TŪTURU	2019-2020 TŪTURU	2020-2021 WHAKATAU TATA ⁹	2021-22 WHAKATAU TATA ¹⁰	TREND
6. Ka tiakina ngā whenua me ngā whare tuku iho o HNZPT	95% o ngā wāhanga rawa whenua ka pupurutia kia waenga neke atu rānei te pai o te tū	96%	96%	95%	97%	Kei te Piki
7. Ka tiakina ngā tukunga iho o Aotearoa kei roto i ngā mahere ā-rohe (Pūrongo ā-Toru-Tau)	% o ngā mahere, kua whakarārangihia ki ā rātou rārangi taonga tuku iho ā-rohe te katoa o ngā wāhi tuku iho o te rohe i roto i te Rārangi Taonga	33%	He tau kore-pūrongo tēnei	He tau kore-pūrongo tēnei	35%	Kei te Piki
	% o ngā mahere e ārai ai ngā whare tuku iho i te turakanga	72%			75%	Kei te Piki
	% o ngā mahere e ārai ngā taonga tuku iho Māori i te takakino	23%			25%	Kei te Piki
	% o ngā mahere, kei roto he whakapoapoa, kia pupuri, kia tiaki hoki i ngā wāhi tuku iho	59%			70%	Kei te Piki
8. Te tatau o ngā wāhi tuku iho, kua piki te tiaki, kua heke ngā pānga kino rānei, i hapahapai ai te HNZPT kia aro ki ngā take taonga tuku iho	Te tatau o ngā wāhi mā te whakahaere rauemi, whakatairanga, whakaaetanga mana mātai whaipara, me ngā tukanga a te Karauna mō te hoko atu i ngā whenua a te Karauna	185	249	180	300	Kei te Piki
9. Mā te tukanga whakaaetanga mana mātai whaipara ka puta he mōhiohio ki ngā taonga tuku iho mātai whaipara o Aotearoa	Ka whiwhi a HNZPT i te pūrongo, ka whakatau rānei, kua kore tētahi pūrongo e hiahiatia ana mō te 80% neke atu o ngā whakaaetanga mana mātai whaipara kua whakahaeretia i ngā tau tekau ki mua nei (mō te tau ā-maramataka)	82% (2018)	79.8% (2019)	80% (2020)	80% (2021)	Kei te pērā tonu
	% o ngā whakaaetanga mana mātai whaipara, kua whiwhi i ngā pūrongo tukunga iho Māori ¹¹	Kāore i te hāngai	48.8%	48%	48%	Kei te pērā tonu

9 I whiria ngā whakatau tata i Hune 2020.
10 I whiria ngā whakatau tata i Āperira 2021.
11 Te ōrau o ngā pūrongo katoa kua whiwhi ai, e pā ana ki ngā whakaaetanga mana mātai whaipara kua tukuna mō ngā mahinga ka pā *pea* ki ngā wāhi ka hiahiatia e ngāi Māori. Kia mōhio ai, i te otinga ake, kāore pea ngā mahinga i raro i aua whakaaetanga mana e pā ki ngā wāhi e hiahiatia rā e ngāi Māori.

2. THE CULTURAL SECTOR IS SUPPORTED AND GROWING SUSTAINABLY

INDICATORS	MEASURES	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ESTIMATE ⁹	2021-2022 ESTIMATE ¹⁰	TREND
6. HNZPT's heritage properties are cared for	95% of property asset components are maintained at or above moderate condition grade	96%	96%	95%	97%	Going up
7. New Zealand's heritage is protected through district plans (Triennial Report)	% of plans with heritage schedules that include all New Zealand Heritage List entries located within the district	33%	Non-reporting year	Non-reporting year	35%	Going up
	% of plans that protect built heritage from demolition	72%			75%	Going up
	% of plans that protect Māori heritage from destruction	23%			25%	Going up
	% of plans with incentives to encourage the retention and care of heritage places	59%			70%	Going up
8. Number of heritage places where protection is increased or damage is reduced where HNZPT has advocated for heritage to be considered	Number of places through resource management, advocacy, archaeological authority, and Crown land disposal processes	185	249	180	300	Going up
9. The archaeological authority process results in information on New Zealand's archaeological heritage	HNZPT receives a report or establishes that no report is required for at least 80% of archaeological authorities processed in the last decade (by calendar year)	82% (2018)	79.8% (2019)	80% (2020)	80% (2021)	Maintaining
	% of all archaeological authorities that result in receipt of Māori heritage reports ¹¹	N/A	48.8%	48%	48%	Maintaining

9 Estimates taken in June 2020.
10 Estimates taken in April 2021.
11 Percentage of all reports received that relate to archaeological authorities issued for works that *may* affect sites of interest to Māori. Note that, in some instances, the actual work undertaken pursuant to these authorities may not have affected sites of interest to Māori.

NGĀ TŪTOHU	NGĀ INENGA	2018-2019 TŪTURU	2019-2020 TŪTURU	2020-2021 WHAKATAU TATA ⁹	2021-22 WHAKATAU TATA ¹⁰	TREND
10. Ka tautoko a HNZPT i ngā tāngata nō rātou ngā taonga tuku iho mā te Pūtea Whakaoho Tautiaki Taonga Tuku Iho ā-Motu, arā, te National Heritage Preservation Incentive Fund	Te uara kua tukuna (tātai o ngā tahua kua tukuna)	\$807,075	\$859,000	Neke atu i te \$500,000	Neke atu i te \$500,000	Kei te pērā tonu ¹²
	He \$500,000 te mōkito o te takuhe i ia tau	(22 ngā tahua)	(26 ngā tahua)			
11. He hononga mahitahi kei waenga i te HNZPT me ētahi iwi, hapū, hāpori rānei kua tautuhia	Te Tātai	11	5 kua oti, e 6 kei te haere tonu	11	11	Kei te pērā tonu
12. Mā HNZPT e whakaoti i ngā mahi waeture me ngā mahi tohutohu i te wā e tika ana ¹³	Kei roto he hōtaka mahi hei āhukahuka, hei penapena, hei whakapiki i te whakapāpā atu ki ngā whenua me ngā whare Maori tuku iho					
	Kia 99% neke atu e oti ai i te wā e tika ana	100%	99%	99%	99%	Kei te pērā tonu
	(Te tātai o ngā tono)	(778)	(768)	(Neke atu i te 800)	(Neke atu i te 800)	

12 Ka ine tēnei KPI i te rahi o te pūtea ka tohaina i te tahua ā-tau pūmau kia \$500,000. Ko ngā rerekētanga i waenga i ngā tau, tae ana ki te whakapaunga moni ka nui atu i te \$500,000, ka whakaatu i te wā o te whakapaunga tūturu ki ngā kaupapa.

13 Tae ana ki Te Hoko atu i te Whenua Karauna, ngā whakaaetanga mana mātai whaipara, ā, ko te arotake i te Rārangi tono (mai i 2019-2020).

INDICATORS	MEASURES	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ESTIMATE ⁹	2021-2022 ESTIMATE ¹⁰	TREND
10. HNZPT supports owners of heritage through the National Heritage Preservation Incentive Fund	Value allocated (number of grants made)	\$807,075	\$859,000	At least \$500,000	At least \$500,000	Maintaining ¹²
	Minimum \$500,000 granted per year	(22 grants)	(26 grants)			
11. HNZPT has a collaborative relationship with specified iwi, hapū or hāpori	Number	11	5 completed 6 partial progress	11	11	Maintaining
12. HNZPT completes regulatory and advisory work in the required timeframes ¹³	Involves a programme of work to recognise, conserve or increase engagement with Māori built and land-based heritage					
	At least 99% completed in required timeframes	100%	99%	99%	99%	Maintaining
	(Number of applications)	(778)	(768)	(At least 800)	(At least 800)	

12 This KPI measures the amount of funding that is distributed from a fixed annual budget of \$500,000. Variances between years, including expenditure greater than \$500,000, reflect the timing of actual expenditure on projects.

13 Includes Crown Land disposal, archaeological authorities, and (from 2019-2020) review of Listing applications.

3. KA URU NGĀ TĀNGATA KATOA O AOTEAROA KI TĒTAHI TUAKIRI MOTUHAKE, RĀHIRI I TE KATOA, Ā, E MANAKO ANA HOKI I Ō TĀTOU TĀTAI KŌRERO, TAONGA TUKU IHO HOKI

NGĀ TŪTOHU	NGĀ INENGA	2018-2019 TŪTURU	2019-2020 TŪTURU	2020-2021 WHAKATAU TATA	2021-22 WHAKATAU TATA ¹⁴	IA
13. Ka nui haere ngā tukunga iho E hiahiatia ana e ngā tāngata o Aotearoa e whakaurua ana New Zealand Heritage Rārangi Kōrero/List	Ngā whakaurunga tāpiritanga katoa kei tā Aotearoa Rārangi Tukunga Iho/ Heritage List ¹⁵	Kāore i puta	5,777	5,815	5,838	Kei te Piki
	% o te Rārangi Katoa ka hiahiatia e ngāi Māori	Kāore anō kia puta	23%	23%	23%	Kei te pērā tonu
	Kia tautuhia tonutia te takenga					
	Ā-tau katoa ngā tāpiritanga/ arotakenga	38	51	47	35	Kei te Heke ¹⁶
	Te % ā-tau e tautokona ana e iwi/ hapū	Kāore anō kia puta	6 i tautokona (100%)	6	7	Kei te Piki
	Kia tautuhia tonutia te takenga					
14. Ka whakaputa e HNZPT i ngā pūrongo mō ngā tukunga iho o Aotearoa	Te tapeke kua whakaputaina	10,534	11,098	11,400	12,105	Kei te Piki
15. Ngā kaiurupare o te uiui a Research New Zealand e kī ana, kua eke ō rātou whai whakaaro mō te tiaki i ngā wāhi tuku iho ki te ‘whai whakaaro’/‘interested’ (ā-tau)	Tapeke %	58%	56% ¹⁷	58%	58%	Kei te pērā tonu
	% Tau/Pakeke	Kāore i te hāngai	Kia kaua e iti iho i te 46% mō ia reanga ¹⁸	Kia kaua e iti iho i te 46% mō ia reanga	Kia kaua e iti iho i te 46% mō ia reanga	Kei te pērā tonu
	% Ira	Kia tautuhia tonutia te takenga	Kia kaua e iti iho i te 54% mō te tuakiri ira wahine/ te ira tāne/te irakē	Kia kaua e iti iho i te 54% mō te tuakiri ira wahine/ te ira tāne/te irakē	Kia kaua e iti iho i te 54% mō te tuakiri ira wahine/ te ira tāne/te irakē	Kei te pērā tonu
	% Mātāwaka		Kia kaua e iti iho i te 50% mō ngā mātāwaka/ iwi katoa e mōhiotia ana ¹⁹	Kia kaua e iti iho i te 50% mō ngā mātāwaka/ iwi katoa e mōhiotia ana	Kia kaua e iti iho i te 50% mō ngā mātāwaka/ iwi katoa e mōhiotia ana	Kei te pērā tonu

14 I whiria ngā whakatau tata i Āperira 2021.
15 I te 4 Hūrae i ia tau.
16 Ko te whakaaro, he iti te hekenga nā te mea ka matapae mātou ka piki atu te maha me te hohonu o ngā kōrero ka mahia e mātou, ā, ka nui ake ngā rauemi ka tukuna ki te whakanui i ngā wāhi hei National Historic Landmarks Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu.
17 Ko te pae hapa o te rangahau ka +/-3.2%, i te kaha pono 95%. Nā reira, ko te hekenga iho o te 2%, ka noho kei raro iho i te pae hapa, ā, ehara i te panoni whai tikanga.
18 18-24 tau; 25-34 tau, 35-44 tau,45-54 tau, 55-64 tau, 65-74 tau, 75 tau+.
19 Pākehā, Māori, Ngā Iwi o te Moana-nui-a-Kiwa me Āhia hoki.

3. NEW ZEALANDERS SHARE A DISTINCT AND INCLUSIVE IDENTITY AND VALUE OUR HISTORY AND TRADITIONS

INDICATORS	MEASURES	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ESTIMATE	2021-2022 ESTIMATE ¹⁴	TREND
13. More of the heritage New Zealanders care about is included on the New Zealand Heritage List/Rārangi Kōrero	Total entries on the New Zealand Heritage List ¹⁵	Not available	5,777	5,815	5,838	Going up
	% of the Total List of interest to Māori	N/A	23%	23%	23%	Maintaining
	Baseline to be set					
	Annual combined additions/reviews	38	51	47	35	Going down ¹⁶
	Annual % endorsed by iwi/hapū	N/A	6 endorsed (100%)	6	7	Going up
14. HNZPT provides access to reports on New Zealand’s heritage	Annual % public applications for new entries that are processed	N/A	50%	50%	50%	Maintaining
	Baseline to be set					
15. Research New Zealand survey respondents who rate their personal interest in the protection of historic places as ‘interested’ (annual)	Total available	10,534	11,098	11,400	12,105	Going up
	Total %	58%	56% ¹⁷	58%	58%	Maintaining
	% Age	N/A	Not less than 46% for each age group ¹⁸	Not less than 46% for each age group	Not less than 46% for each age group	Maintaining
	% Gender	Baseline to be set	Not less than 54% for female/ male/other gender identities	Not less than 54% for female/ male/other gender identities	Not less than 54% for female/ male/other gender identities	Maintaining
15. Research New Zealand survey respondents who rate their personal interest in the protection of historic places as ‘interested’ (annual)	% Nationality		Not less than 50% for all recorded nationality/ ethnicity groups ¹⁹	Not less than 50% for all recorded nationality/ ethnicity groups	Not less than 50% for all recorded nationality/ ethnicity groups	Maintaining

14 Estimates taken in April 2021.
15 As at 4 July each year.
16 A small decrease is expected because we anticipate working on richer, more complex listing proposals and focusing more resources on recognising places as National Historic Landmarks Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu.
17 The survey has a margin of error of +/-3.2% at a 95% confidence level. A 2% decline from the previous year is therefore within the margin of error and does not indicate a significant change.
18 18-24yrs; 25-34yrs, 35-44yrs,45-54yrs, 55-64yrs, 65-74yrs, 75yrs+.
19 European, Māori, Pacific peoples and Asian.

4. NGĀ KAUPAPA Ā-KIRIMANA MŌ TE WHAKAORANGA AKE I TE KŌWHEORI-19: KO TE MĀTAURANGA MĀORI TE AWE KŌTUKU ME TE WHAKAHOU I TE HOKITIKA GOVERNMENT BUILDINGS²⁰

NGĀ TŪTOHU	NGĀ INENGA (E AI KI TE MOU KI MCH)	2018-2019 TŪTURU	2019-2020 TŪTURU	2020-2021 WHAKATAU TATA	2021-22
16. Mātauranga Māori Te Awe Kōtuku	Te tatau o ngā Pouhere Wānanga	Kāore i te hāngai	Kāore i te hāngai	2	6
	Te tatau o ngā Wānanga Tikanga Mahi	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	12
	Te tatau o ngā tukunga pūtea mō iwi/hapū:	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	1
17. Hokitika Government Buildings		Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	Kua tukuna te Mahere Kaupapa

NGĀ UTU HUAPUTA

I te Tauākītanga o ngā Tūmanakohanga Whakatutuki i tēra tau, i whakapuaki a Heritage New Zealand Pouhere Taonga, i te aronga ki te whakahou i ngā momo huaputa i te otinga o te whakamātau i ngā KPI tāpae hou. Kua oti ināianei erā whakamātautau, ā, nā reira, kua whakatau mātou, e tika ana kia waihotia ngā momo huaputa ki raro nei kia pērā. I tō mātou Tauāki Whakamaunga Atu 2020-2024, kua tautuhia ai te tūturutanga o ēnei huaputa hei putanga aronui mō tēnei wā.

	2018-2019 TŪTURU (\$000s)	2019-2020 TŪTURU (\$000s)	2020-2021 MATAPAE (\$000s)	2021-22 MATAPAE (\$000s)
Te mōhiotanga taonga tuku iho	2,814	3,103	3,273	3,719
Te penapena taonga tuku iho	9,279	10,480	10,901	11,302
Te whakapiri a te iwi ki ngā taonga tuku iho	7,707	8,980	8,979	9,989
Ngā whakapaunga whakahaere ²¹ i mua i ngā takuhe a te Canterbury Earthquake Heritage Building Trust	19,800	22,563	23,153	25,010
Ngā Takuhe nā te Canterbury Earthquake Heritage Building Trust	100	3	170	-
Te tapeke o ngā whakapaunga whakahaere	19,900	22,566	23,323	25,010

20 Ka mahia ēnei kaupapa i raro i tētahi kirimana me Te Manatū Taonga, ā, kāore e whai wāhi ana ki ngā putanga ka utua e te Karauna e inea ai, e pūrongoatia ai e hāngai ana ki te anga i whakatūria e tēnei Tauāki o Ngā Tūmanakohanga Whakatutuki. Kua whakaurua noatia ēnei hei whakakaha i te whakaata o ngā mahi me ngā huaputa o Heritage New Zealand Pouhere Taonga.

21 Hāunga ko ngā ngaronga moni i te hokonga atu o ngā whenua, ngā whare, ngā taputapu me ngā utauta.

4. CONTRACTED COVID-19 RECOVERY PROJECTS: MĀTAURANGA MĀORI TE AWE KŌTUKU PROGRAMME AND HOKITIKA GOVERNMENT BUILDINGS UPGRADE²⁰

INDICATORS	MEASURES (AS PER MOU WITH MCH)	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ESTIMATE	2021-22
16. Mātauranga Māori Te Awe Kōtuku	Number of Pouhere Wānanga	N/A	N/A	2	6
	Number of Practice Wānanga	N/A	N/A	N/A	12
	Number of funding rounds for iwi/hapū:	N/A	N/A	N/A	1
17. Hokitika Government Buildings		N/A	N/A	N/A	Project Plan delivered

OUTPUT COSTS

In its Statement of Performance Expectations last year, Heritage New Zealand Pouhere Taonga indicated that it intended to reorganise its output categories on the back of completed testing of its proposed new KPIs. That testing has now been completed and, as a result, we have determined that the output categories identified in the table below can be maintained as they are. Our Statement of Intent 2020-2024 also identifies the continuation of these outputs as areas of delivery emphasis during this period of time.

	2018-2019 ACTUAL (\$000s)	2019-2020 ACTUAL (\$000s)	2020-2021 PROSPECTIVE (\$000s)	2021-22 PROSPECTIVE (\$000s)
Heritage knowledge	2,814	3,103	3,273	3,719
Heritage conservation	9,279	10,480	10,901	11,302
Heritage engagement	7,707	8,980	8,979	9,989
Operating expenditure ²¹ before Canterbury Earthquake Heritage Building Trust grants	19,800	22,563	23,153	25,010
Canterbury Earthquake Heritage Building Trust grants	100	3	170	-
Total operating expenditure	19,900	22,566	23,323	25,010

20 These projects are undertaken by separate contract with Manatū Taonga the Ministry for Culture and Heritage and do not form part of the Crown-funded outputs subject to the measurement and reporting framework established by this Statement of Performance Expectations. They are included solely to give a more complete picture of Heritage New Zealand Pouhere Taonga’s activity and outputs.

21 Excludes losses on disposal of property, plant and equipment.

MATAPAE TAUĀKĪ PŪTEA 2021-22

PROSPECTIVE FINANCIAL STATEMENTS 2021-22

NGĀ MATAPAE WHAKAMAHERE PŪTEA

FINANCIAL PLANNING ASSUMPTIONS

Heritage New Zealand Pouhere Taonga has forecast total income for 2021-22 as \$23.9 million. This comprises \$17.6 million from the Crown and \$6.3 million from the Heritage New Zealand Pouhere Taonga membership base, properties, grants and other income.

During the 2021-22 year, Heritage New Zealand Pouhere Taonga will focus on retaining its core capability, and further resetting and rebuilding the revenue generating elements of its business (cafés, shops, museums and membership). As demand for our services exceeds our capacity to supply, Heritage New Zealand Pouhere Taonga welcomes the addition to its baseline of \$1.5 million approved in Budget 2020, and the additional appropriations of \$1 million for our Mātauranga Māori programme, and \$10 million for the strengthening and refurbishment of the Hokitika Government Buildings (formerly known as Seddon House).

In 2020-2021 we completed the refurbishment of Kate Sheppard House as a visitor attraction and function centre. We also purchased the Hokitika Government Buildings on behalf of the Crown and undertook a series of critical tests on this new property, including testing it for asbestos and lead paint, and doing a Geotech assessment of the land it sits on. A major expenditure focus for 2021-22 will be putting into action the project plan for Hokitika Government Building’s strengthening and repair. We will also be fundraising to re-roof Antrim House and subject to funds raised will proceed with this project as well. We have continued with the significant reduction in our allocation for capital expenditure in order to ensure the maintenance of our operational capability. While we are focused on developing non-Crown revenue streams, it has become clear that the requirements of maintaining our portfolio are likely to necessitate a bid for capital funding in Budget 2022 and, in accordance with our Letter of Expectations we will share our long-term capital plan for the conservation works and maintenance that the portfolio requires.

These statements include the financial transactions and balances of the Canterbury Earthquake Heritage Building Trust, which is controlled by Heritage New Zealand Pouhere Taonga.

SIGNIFICANT ASSUMPTIONS RELATING TO THE IMPACT OF COVID-19

The prospective financial statements assume that the current Alert Level 1 status will remain in place and that visitors from the international community beyond Australia and the Pacific Islands will not resume in 2021-22. Property and membership income remains diminished compared with pre-Covid-19 levels, but local support has been stronger than previously forecast and this more robust response is incorporated in the forecast. However, the impacts in the wider international community, and their longer-term toll on the domestic economy, remain uncertain as does the potential for a return to higher alert levels, and this is an important note of caution for our estimates for this income.

OTHER SIGNIFICANT ASSUMPTIONS

- Outcomes sought by the Government remain consistent. Heritage New Zealand Pouhere Taonga will continue to provide leadership as the Government’s adviser on the care and protection of New Zealand’s heritage;
- The functions of Heritage New Zealand Pouhere Taonga have been increased via contracts to operate a Mātauranga Māori programme and strengthen and refurbish the Hokitika Government Buildings – the level of activity in all functions will continue to be prioritised to maximise the outcomes for heritage;
- While maintaining delivery of core services in other output classes, there will be continued focus on delivering key projects at a selected number of properties within the Heritage New Zealand Pouhere Taonga portfolio, such as Antrim House;
- It will be possible to proceed with the strengthening and refurbishment of the Hokitika Government Buildings without disruption to construction supplies and services;
- We will proceed with the earthquake strengthening and refurbishment of Turnbull House only if appropriated to do so in Budget 2021;
- As a continuation of the Property Rationalisation Project, it is possible there may be changes to the Heritage New Zealand Pouhere Taonga property portfolio during the 2021-22 financial year. However, no provision has been made for this in the financial statements;
- While there is to be a revaluation of the property portfolio, no significant changes have been allowed for in the valuation of the properties or collections;
- Insurance costs remain static and we have continued our partial self-insurance model;
- Interest rates for 2021-22 will remain below 1%;
- Due to high demand for its services, and as set out in the Letter of Expectations, Heritage New Zealand Pouhere Taonga will continue its efforts to grow non-government revenue sources and opportunities to collaborate with other agencies to maximise the impact of Heritage New Zealand Pouhere Taonga initiatives. These will include accessing grants and donations to fund major capital projects;
- Heritage New Zealand Pouhere Taonga will continue to manage the Tohu Whenua programme that promotes heritage places to visitors. The budget of \$390,000 for this activity is funded equally by Heritage New Zealand Pouhere Taonga, Te Papa Atawhai Department of Conservation and Manatu Taonga Ministry of Culture and Heritage; and
- Heritage New Zealand Pouhere Taonga will continue to develop its systems to enable the progression of its IT services from Infrastructure-as-a-Service to Cloud-based services.

TAUĀKĪTANGA MATAPAE MŌ NGĀ MONI WHĀNUI, I WHIWHI, I WHAKAPAUA RĀNEI

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

For the year ending 30 June

	ACTUAL 2019 \$000s	ACTUAL 2020 \$000s	ESTIMATED OUTTURN 2021 \$000s	PROSPECTIVE 2022 \$000s
REVENUE				
Revenue from the Crown	13,838	17,720	20,040	17,558
Property	4,673	4,181	4,501	4,457
Grants, donations and bequests	6,263	812	278	1,183
Interest	398	318	130	80
Membership	738	364	316	320
Sundry	633	351	261	288
Revenue from operations	26,543	23,746	25,526	23,886
EXPENDITURE				
Fees paid to the Auditors	84	79	101	97
Administration	1,714	1,881	1,992	2,219
Personnel	11,403	12,187	12,806	13,729
Property	2,110	2,365	2,832	2,992
Grants and other non-exchange	474	794	835	1,060
Insurance premiums	1,114	1,532	802	828
Depreciation and amortisation	693	824	961	977
Impairment of property, plant and equipment	-	1,239	-	-
Asset write-down or loss on sale	68	-	-	-
Asset granted or transferred	408	-	-	-
Information technology and communications	638	1,265	1,375	1,199
Marketing and membership	824	993	865	1,220
Board fees	135	138	148	150
Travel and accommodation	611	505	435	540
Total operating expenditure	20,276	23,802	23,152	25,011
Net surplus (deficit) for the year before Canterbury Earthquake Heritage Buildings Trust grants	6,267	(56)	2,374	(1,125)
Canterbury Earthquake Heritage Buildings Trust grants	100	3	170	-
Net operating surplus/(deficit) for the year	6,167	(59)	2,204	(1,125)
Other comprehensive revenue and expense (Loss) Gain on revaluation of property, plant and equipment	118	(435)	-	-
Total comprehensive revenue and expense	6,285	(494)	2,204	(1,125)

The accompanying accounting policies form an integral part of these prospective financial statements.

TAUĀKĪTANGA MATAPAE MŌ TE TŪRANGA AHUMONI
PROSPECTIVE STATEMENT OF FINANCIAL POSITION

As at 30 June

	ACTUAL 2019 \$000s	ACTUAL 2020 \$000s	ESTIMATED OUTTURN 2021 \$000s	PROSPECTIVE 2022 \$000s
EQUITY				
Accumulated funds	43,296	49,371	52,497	62,140
Bequests and specified Funds	7,853	6,286	7,492	6,731
Revaluation reserve	40,978	40,543	40,543	40,543
Canterbury Earthquake Heritage Buildings Trust	209	192	14	7
Total equity	92,336	96,392	100,546	109,421
Equity is represented by:				
CURRENT ASSETS				
Cash and cash equivalents	2,320	10,235	2,675	1,502
Term deposits	12,940	4,760	14,760	12,760
Prepayments and receivables	937	117	117	117
Stock on hand	208	311	311	311
GST receivable	91	-	-	-
Total current assets	16,496	15,423	17,863	14,690
NON-CURRENT ASSETS				
Property, plant and equipment	78,460	86,538	87,327	88,495
Work in progress	1,649	203	880	11,560
Total non-current assets	80,109	86,741	88,207	100,055
Total assets	96,605	102,164	106,070	114,745
CURRENT LIABILITIES				
Payables and accruals	1,360	2,138	2,138	2,138
Incentive Fund grants	1,126	1,432	1,432	1,432
Other grants	765	645	615	415
Employee entitlements	921	1,192	1,227	1,227
GST payable	-	253	-	-
Total current liabilities	4,172	5,660	5,412	5,212
NON-CURRENT LIABILITIES				
	97	112	112	112
Total liabilities	4,269	5,772	5,524	5,324
NET ASSETS	92,336	96,392	100,546	109,421

Marian L. Hobbs

Marian Hobbs

Board Chair

Andrew Coleman

Andrew Coleman

Chief Executive

The accompanying accounting policies form an integral part of these prospective financial statements.

TAUĀKĪTANGA MATAPAE MŌ NGĀ NEKENEKEHANGA TŪTANGA
PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

For the year ended 30 June

	ACTUAL 2019 \$000s	ACTUAL 2020 \$000s	ESTIMATED OUTTURN 2021 \$000s	PROSPECTIVE 2022 \$000s
Opening equity	85,601	92,336	96,392	100,546
Increase in Crown equity	450	4,550	1,950	10,000
Total comprehensive revenue and expense	6,285	(494)	2,204	(1,125)
Closing equity	92,336	96,392	100,546	109,421

The accompanying accounting policies form an integral part of these prospective financial statements.

TAUĀKĪTANGA MATAPAE MŌ NGĀ KAPEWHITI
PROSPECTIVE STATEMENT OF CASH FLOWS

For the year ended 30 June

	ACTUAL 2019 \$000s	ACTUAL 2020 \$000s	ESTIMATED 2021 \$000s	PROSPECTIVE 2022 \$000s
CASH FLOWS FROM OPERATING ACTIVITIES				
Cash was received from:				
Revenue from the Crown	13,838	17,720	20,040	17,558
Grants, donations and bequests	4,003	812	278	1,183
Other operating activities	6,346	4,901	5,078	5,064
Net Goods and Services Tax	-	344	-	-
	24,187	23,777	25,396	23,805
Cash was applied to:				
Payment of suppliers	(8,317)	(8,916)	(10,160)	(11,070)
Payment to employees	(11,360)	(11,901)	(12,196)	(13,179)
Net Goods and Services Tax	(3)	-	(253)	-
	(19,680)	(20,817)	(22,609)	(24,249)
Net cash from operating activities	4,507	2,960	2,787	(444)
CASH FLOWS FROM INVESTING ACTIVITIES				
Cash was received from:				
Sale of property, plant and equipment	63	-	-	-
Maturity of term deposits	-	8,180	-	2,000
Interest	398	387	130	80
	461	8,567	130	2,080
Cash was applied to:				
Purchase of property, plant and equipment and work in progress	(3,144)	(8,162)	(2,426)	(12,809)
Net purchase of term investments	(3,340)	-	(10,000)	-
	(6,484)	(8,162)	(12,426)	(12,809)
Net cash from/(to) investing activities	(6,023)	405	(12,296)	(10,729)
CASH FLOWS FROM FINANCING ACTIVITIES				
Cash was received from:				
Crown equity increase	450	4,550	1,950	10,000
Net cash from financing activities	450	4,550	1,950	10,000
Net decrease in cash	(1,066)	7,915	(7,560)	(1,173)
Opening cash balance	3,386	2,320	10,235	2,675
Closing cash balance	2,320	10,235	2,675	1,503
Represented by				
Cash and cash equivalents	2,320	10,235	2,675	1,502

The accompanying accounting policies form an integral part of these prospective financial statements

TAUĀKĪTANGA MATAPAE MŌ NGĀ KAUPAPA HERE KAUTE
PROSPECTIVE STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

Heritage New Zealand Pouhere Taonga is a statutory body corporate established under section 9 of the Heritage New Zealand Pouhere Taonga Act 2014 and domiciled in New Zealand. It is an Autonomous Crown Entity for the purposes of section 7 of the Crown Entities Act 2004 and its ultimate parent is the New Zealand Government.

Heritage New Zealand Pouhere Taonga’s registered office is at Antrim House, 63 Boulcott Street, Wellington.

The Group includes the Canterbury Earthquake Heritage Buildings Trust, which is controlled and managed by Heritage New Zealand Pouhere Taonga. The Trust was established on 1 July 2016 to continue the functions of the Canterbury Earthquake Heritage Buildings Fund, which were transferred to Heritage New Zealand Pouhere Taonga in May 2014 and ceased operating on 30 June 2017 due to a sunset clause in its original deed.

Heritage New Zealand Pouhere Taonga’s primary outcome is to ensure present and future generations of New Zealanders experience and enjoy a sense of place, identity and nationhood. Accordingly, Heritage New Zealand Pouhere Taonga (as the parent) and its subsidiary have designated themselves as Public Benefit Entities (PBEs) for financial reporting purposes.

These prospective financial statements for Heritage New Zealand Pouhere Taonga are for the year ended 30 June 2022, and were approved by the Board on 30 June 2021.

BASIS OF PREPARATION

The financial statements are prepared on the basis that Heritage New Zealand Pouhere Taonga continues to be a going concern. Accounting policies have been applied consistently throughout the year.

Statement of compliance

The financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The financial statements have been prepared in accordance with the PBE Standards Reduced Disclosure Regime (RDR). The criteria under which an entity is eligible to report in accordance with PBE Standards RDR are the entity is not publicly accountable and has expenses less than \$30 million.

Measurement base

The financial statements have been prepared on an historical cost basis, modified by the revaluation of certain property, plant and equipment.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all numbers are rounded to the nearest thousand dollars (\$000s).

Prospective figures

Accounting policies applied to these prospective financial statements are consistent with the accounting policies adopted by the Board for the preparation of Heritage New Zealand Pouhere Taonga’s Annual Financial Statements.

Actual results achieved for the period covered are likely to vary from the information presented and these variations may be material.

ACCOUNTING JUDGEMENTS AND MAJOR SOURCES OF ESTIMATION UNCERTAINTY

In the application of Heritage New Zealand Pouhere Taonga’s accounting policies, the Board is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Estimates and assumptions in relation to the valuation of heritage land, buildings and improvements are a significant risk of causing material adjustments to the carrying amounts of assets.

Management has also exercised critical judgement in the application of accounting policies in relation to grant and bequest income, grant expenditure, and the recognition of assets over which Heritage New Zealand Pouhere Taonga has management and control.

Controlled and managed buildings

Properties for which Heritage New Zealand Pouhere Taonga has a control and management order under the Reserves Act 1977 have been included as part of property, plant and equipment on the basis that the risks and rewards relating to this property rest with Heritage New Zealand Pouhere Taonga.

Major sources of estimation uncertainty

The continued impact of the global Covid-19 pandemic on domestic and international visitor numbers is uncertain and likely to have an effect on membership and property revenue. Management assumptions in relation to Covid-19 are noted in the financial planning assumptions preceding the financial statements.

The valuation of historical land and buildings is subject to considerable estimation uncertainty. Heritage New Zealand Pouhere Taonga employs an independent valuer to revalue Heritage New Zealand Pouhere Taonga’s property portfolio in line with the Crown

accounting policies and Treasury requirements. Valuations are undertaken at least every three years to ensure that the carrying amount does not differ materially from fair value. However, due to the nature of Heritage New Zealand Pouhere Taonga property portfolio, it is difficult to obtain market valuation comparisons for many properties due to restrictions on their use.²² Consequently there is a large degree of subjectivity inherent in the valuation process.

The following are the key assumptions concerning the future, and other major sources of estimation uncertainty used in the development of these prospective financial statements:

- The valuation of historic buildings includes an estimation of the residual values and useful lives. These estimates impact on the depreciated replacement cost and annual depreciation charges for historic buildings. The estimated useful lives are detailed in the depreciation accounting policy.
- The valuation of buildings also includes estimations of construction costs.

SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies that materially affect the measurement of prospective financial performance and prospective financial position have been applied:

Basis of group

The financial statements of the Canterbury Earthquake Heritage Buildings Trust are prepared for the same reporting period as the parent company, using consistent accounting policies. There are no transactions between the parent and its subsidiary.

Goods and Services Tax (GST)

All items in the financial statements are exclusive of GST with the exception of trade and other receivables and trade and other payables, which are stated inclusive of GST. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of the receivables or payables in the Statement of Financial Position.

Income tax

Heritage New Zealand Pouhere Taonga is a public authority and consequently is exempt from the payment of income tax. Accordingly, no charge for income tax has been provided for.

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Revenue from the Crown

Heritage New Zealand Pouhere Taonga is funded by the Crown for the purposes set out in the Act and the Vote Arts Culture and Heritage appropriations as set out in its Statement of Intent.

As there are no conditions attached to the funding outside of these purposes it is recognised as revenue at the point of entitlement.

Donations and bequests

Donations and bequests received are recognised as revenue in the period they are received. However, those with restrictive conditions are recorded as Specified Funds and Bequests within equity.

Grants received

Grants are recognised when they become receivable unless there is an obligation to return the funds if conditions of the grant are not met. Where such an obligation exists, the grants are initially recorded as grants received in advance and recognised when conditions of the grant are satisfied.

Vested assets

Where a physical asset is gifted or acquired by Heritage New Zealand Pouhere Taonga for nil or nominal cost, the fair value of the asset is recognised as income when control over the asset is obtained.

Volunteer services

The operations of Heritage New Zealand Pouhere Taonga are reliant on services provided by volunteers. Volunteer services received are not recognised as revenue or expenditure by Heritage New Zealand Pouhere Taonga due to the difficulty of measuring their fair value with reliability.

Membership subscriptions

Membership subscriptions are recognised in the period received.

Interest

Interest income is recognised using the effective interest method.

Merchandise and café sales

Revenue from merchandise and café’s sales is recognised when the product is sold to the customer.

Function and event revenue

Revenue from functions and events is recognised at the date the function or event takes place.

Lease and rental income

Lease and rental income is recognised on a straight-line basis over the lease term.

COST ALLOCATION TO OUTPUTS

Direct costs are charged directly to specific outputs. Indirect costs are allocated across outputs based on an estimate of effort determined by management. Direct costs are those costs directly attributable to a specific significant activity and Indirect costs are costs incurred that cannot practicably be attributed to a specific significant activity.

There has been no change to the cost allocation methodology since the date of the last audited financial statements.

GRANT EXPENDITURE

The Incentive Fund and other grants awarded by Heritage New Zealand Pouhere Taonga and its subsidiary are discretionary grants. Discretionary grants are those grants where Heritage New Zealand Pouhere Taonga has no obligation to award on receipt of the grant application.

Grants are approved subject to conditions and uplifted only when those conditions have been satisfied. Approved grants are recognised as expenditure and held as an expense provision until they are lifted by the grantee. Where there is doubt that the conditions of a grant will be met, the provision will be reversed until there is confidence that that the terms of the grant are likely to be satisfied. If it is determined that all or part of a grant will not be uplifted, the grant is returned to the fund for redistribution.

LEASES

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Heritage New Zealand Pouhere Taonga are classified as operating leases.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the Statement of Comprehensive Revenue and Expense.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, deposits held on call and other short-term, highly liquid investments, with original maturities of three months or less.

DEBTORS AND OTHER RECEIVABLES

Debtors and other receivables are recorded at amounts due less any provision for uncollectability.

Uncollectability is established when there is objective evidence that Heritage New Zealand Pouhere Taonga will not be able to collect amounts according to the original terms of the receivable. The amount of the provision is the difference between the carrying amount and the present value of the amounts expected to be collected.

INVENTORIES

Inventories held for commercial use are valued at the lower of cost or net realisable value cost after providing for obsolete items.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment comprises land, land development, buildings, leasehold improvements, heritage artefacts and equipment including library items, displays and interpretation, office furniture and equipment.

Property, plant and equipment are shown at cost or valuation, less any accumulated depreciation and impairment losses.

Heritage New Zealand Pouhere Taonga has recognised interests in land and buildings in the following categories:

- i. Heritage New Zealand Pouhere Taonga owned land and historic buildings
These are properties for which the Heritage New Zealand Pouhere Taonga has freehold title.
- ii. Vested land and historic buildings
These properties have been formally vested to Heritage New Zealand Pouhere Taonga in terms of the Reserves Act 1977. A vesting order can only be revoked with the agreement of Heritage New Zealand Pouhere Taonga and consequently its interest is deemed to be permanent.
- iii. Controlled and managed buildings
These are properties for which Heritage New Zealand Pouhere Taonga has a control and management order from the Crown in terms of the Reserves Act 1977. These have been included as part of property, plant and equipment on the basis that the risks and rewards relating to this property rest with Heritage New Zealand Pouhere Taonga. However, the Crown can require Heritage New Zealand Pouhere Taonga to return these assets at any stage.

Revaluations

Heritage New Zealand Pouhere Taonga employs an independent valuer to revalue Heritage New Zealand Pouhere Taonga’s property portfolio in line with the Crown accounting policies. Land and buildings are revalued every three years to ensure that the carrying amount does not differ materially from fair value.

Heritage collections and objects are by nature specialised and are managed by Heritage New Zealand Pouhere Taonga in accordance with its general statement of policy and as required by the Heritage New Zealand Pouhere Taonga Act. These items are revalued and measured on a fair market or replacement value but are not depreciated. A four-year rolling cycle is conducted by registered valuers specialising in art and objects.

22 The Heritage New Zealand Pouhere Taonga portfolio comprises heritage properties with no or little potential occupant or buyer market and therefore an absence of market transactions. In accordance with the Valuation Guidance for Cultural and Heritage Assets prepared by the Treasury Accounting Policy Team, Depreciated Replacement Cost (Summation Approach) is deemed the most appropriate basis for determination of fair value, as fair value of the asset is not able to be reliably determined using market-based evidence due to the specialised or unique nature of the asset.

In the intervening years, enquiries are made of management and professional valuers to establish if there are any factors that may have given rise to significant changes in valuations.

Accounting for revaluations

Heritage New Zealand Pouhere Taonga accounts for revaluations of property, plant and equipment on a class of asset basis. The results of revaluing are credited or debited to an asset revaluation and recognised as other comprehensive revenue and expense. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed. Any subsequent increase on revaluation that off-sets a previous decrease in value is recognised as part of the net surplus for the year, up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset and shown as part of other comprehensive revenue and expense.

Additions

The cost of property, plant and equipment is recognised as an asset when it is probable that associated future economic benefits or service potential will flow to Heritage New Zealand Pouhere Taonga and the cost can be measured reliably.

Subsequent costs

Subsequent costs incurred by Heritage New Zealand Pouhere Taonga to restore property and plant to their original condition are capitalised. Expenditure to maintain these assets once renovation is complete is recognised in net surplus when incurred.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal are included in the net surplus for the year. When revalued assets are sold, the amounts included in the revaluation reserves in respect of those assets are transferred to accumulated funds.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment (other than land, heritage artefacts and library), at a rate that will write off the cost (or valuation) of the assets to their estimated residual value over their useful lives.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows. Heritage buildings owned, vested or managed in Heritage New Zealand Pouhere Taonga are depreciated in accordance with PBE IPSAS 17.

Buildings	100 years
Land Development	7-15 years
Plant and Equipment	3-10 years
Displays & Interpretation	10 years
Other Assets	5 years

The residual value and useful life of an asset is reviewed, and adjusted, if applicable, at each financial year-end.

Impairment

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For assets not carried at a revalued amount, the total impairment loss is recognised in the net surplus or deficit for the year.

If an asset's carrying amount exceeds its recoverable amount the carrying amount is written down to the recoverable amount and an impairment loss is recognised. For revalued assets the impairment loss is recognised against the revaluation reserve for that class of

asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the net surplus or deficit for the year.

Value in use is the depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where Heritage New Zealand Pouhere Taonga would, if deprived of the asset, replace its remaining future economic benefits or service potential.

CREDITORS AND OTHER PAYABLES

Short-term payables are recorded at the amount payable.

EMPLOYEE ENTITLEMENTS

Short-term employee entitlements

Employee entitlements that Heritage New Zealand Pouhere Taonga expects to be settled within 12 months of balance date are measured at undiscounted nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months and sick leave. Heritage New Zealand Pouhere Taonga also recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Entitlements that are payable beyond 12 months, such as long service leave and retirement leave, have been calculated on an actuarial basis. The calculations are based on the likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlement information.

The value of the long service leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Due to the small size of the provision, no salary inflation factor has been allowed.

COMMITMENTS

Future payments are disclosed as commitments at the point a contractual obligation arises, to the extent that there are equally unperformed obligations.

CONTINGENCIES

Contingent liabilities and assets are disclosed at the point at which the contingency is evident.

CHANGES IN ACCOUNTING POLICIES

There are no changes in accounting policies.

HERITAGE NEW ZEALAND POUHERE TAONGA PROPERTY PORTFOLIO

OWNED (18 PROPERTIES)

ALBERTON
ALEXANDRA (PIRONGIA) REDOUBT
ANTRIM HOUSE
BEDGGOOD BLACKSMITH BUILDING
CLARK’S MILL
CHEVENING APARTMENTS
CLENDON HOUSE
HOKITIKA GOVERNMENT BUILDINGS
HURWORTH COTTAGE
KERIKERI MISSION HOUSE (KEMP HOUSE)
RUATUNA FARM
SOUTHLAND PROVINCIAL COUNCIL BUILDING
STONE STORE
TE WAIMATE MISSION
TE WHARE WAIUTUUTU KATE SHEPPARD HOUSE
THAMES SCHOOL OF MINES
TIMEBALL STATION SITE
TOTARA ESTATE

CO-OWNED (2 PROPERTIES)

HIGHWIC (WITH AUCKLAND COUNCIL)
MELANESIAN MISSION (WITH MELANESIAN
MISSION TRUST BOARD)

LEASED (2 PROPERTIES)

EWELME COTTAGE
MĀNGUNGU MISSION HOUSE

PRIVATE HISTORIC RESERVE (4 PROPERTIES)

CRAIGMORE ROCK SHELTER
TE MANUNUI ROCK ART SITE (FORMERLY
FRENCHMAN’S GULLY ROCK SHELTER)
THE CUDDY
THE LEVELS

HISTORIC RESERVE (16 PROPERTIES)

COTON’S COTTAGE
EDMONDS RUINS
KAIPARA NORTH HEAD LIGHTHOUSE
MATANAKA FARM BUILDINGS
OLD GOVERNMENT BUILDINGS
OLD ST PAUL’S
OPHIR POST OFFICE
PENCARROW HEAD LIGHTHOUSE
POMPALLIER MISSION
RAI VALLEY COTTAGE
RŪNANGA STOCKADE
SEDDON HOUSE SITE
TE PŌRERE REDOUBT
TIKIRERE MILL RACE
TURNBULL HOUSE
UPPER HUTT BLOCKHOUSE

MĀORI RESERVE (1 PROPERTY)

OPOTAKA PĀ

SITES WITH MORE THAN ONE STATUS (2 PROPERTIES)

FYFFE HOUSE (PART-OWNED BY HERITAGE
NEW ZEALAND, PART-LEASED FROM
KAIKŌURA DISTRICT COUNCIL)
HAYES ENGINEERING (PART-OWNED, PART
HISTORIC RESERVE)

Te Whare o Antrim

Pouaka Poutāpeta 2629,
Te Whanganui-a-Tara 6140
Waea 04 472 4341

Antrim House

63 Boulcott Street, Wellington
PO Box 2629, Wellington 6140
Phone 04 472 4341
information@heritage.org.nz

Te Tari Takiwā o Te Tai Tokerau

Pouaka Poutāpeta 836,
Kerikeri 0245
Waea 09 407 0470

Northland Area Office

PO Box 836, Kerikeri 0245
Phone 09 407 0470
infonorthland@heritage.org.nz

Te Tari Takiwā o Te Raki

Pouaka Poutāpeta 105-291,
Tāmakimakaurau 1143
Waea 09 307 9920

Northern Regional Office

PO Box 105-291, Auckland 1143
Phone 09 307 9920
infonorthern@heritage.org.nz

Te Tari Takiwā o Te Raki Taha Whakararo

Pouaka Poutāpeta 13339,
Tauranga 3141
Waea 07 577 4530

Lower Northern Area Office

PO Box 13339, Tauranga 3141
Phone 07 577 4530
infolowernorthern@heritage.org.nz

Te Tari Takiwā o Te Pūtahi a Māui

Pouaka Poutāpeta 2629,
Te Whanga-nui-a-Tara 6140
Waea 04 494 8320

Central Regional Office

PO Box 2629, Wellington 6140
Phone 04 494 8320
infocentral@heritage.org.nz

Te Tari Takiwā o Te Tonga

Pouaka Poutāpeta 4403,
Ōtautahi 8140
Waea 03 363 1880

Southern Regional Office

PO Box 4403, Christchurch 8140
Phone 03 363 1880
infosouthern@heritage.org.nz

Te Tari Takiwā o Ōtago me Murihiku

Pouaka Poutāpeta 5467,
Ōtepoti 9058
Waea 03 477 9871

Otago/Southland Area Office

PO Box 5467, Dunedin 9058
Phone 03 477 9871
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He mea tautoko nā te kāwanatanga o Aotearoa mā roto i te

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