



TE POUHERE TAONGA HERITAGE NEW ZEALAND
HERITAGE NEW ZEALAND POUHERE TAONGA

TE TAUĀKĪ WHAKAMAUNGA ATU
STATEMENT OF INTENT 2020–2024

Tauira kōwhaiwhai i te uhi o mua: Kei roto i te tauira ētahi koringa whakairo whakaahua i ō tātou wāhi tīpuna, otirā, ko te wairua o aua wāhi te mea hira o roto. I takea mai tēnei whakairo i te kōwhaiwhai e mōhiotia nei ko te whenua, he wāhanga tērā o tō mātou moko. I konei kua oti aua mea te whakanoho anō, kia tōia ki roto i ngā taniwha; hei tohu ēnei mō ngā iwi maha mō ngā kōrero hōhonu mō tētahi wāhi, engari ka noho hei karere ahurea hihiri tonu mō ō tātou hapori o nāianei.

TOHUNGA TOI: DEAN WHITING

Whakaahua: E pōwhiri ana a Wikitoria Makiha i ngā waka Kaitoki (taha mauī) me Ngātōkimatawhaorua (taha matau) i te takanga o te 180 tau o te taenga mai o te tini o ngā waka ki Māngungu, mō te waitohutanga o te Tiriti o Waitangi i te 12 o Hui-tanguru (Pēpuere) 1840.

KAIWHAKAAHUA: ARINI POUTU HERITAGE NEW ZEALAND POUHERE TAONGA

Cover kōwhaiwhai pattern: The design embodies elements that reference our wāhi tīpuna and, importantly, the wairua or spiritual dimension that resides in and emanates from these places. The construct is based on the whenua kōwhaiwhai pattern that is part of our logo. Here, they are repositioned and elaborated into taniwha entities that for many tribes carry the rich kōrero of place but are also active cultural messengers to our contemporary communities.

ARTIST: DEAN WHITING

Photo: Wikitoria Makiha welcomes in the waka Kaitoki (left) and Ngātōkimatawhaorua (right) at the 180th anniversary of the arrival of many waka at Māngungu for the signing of the Treaty of Waitangi on 12 February 1840.

PHOTOGRAPHER: ARINI POUTU HERITAGE NEW ZEALAND POUHERE TAONGA

HERITAGE NEW ZEALAND
POUHERE TAONGA
TE TAUĀKĪ WHAKAMAUNGA ATU
2020-2024

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1.

HE TAUĀKĪ NĀ TE POARI O TE POUHERE TAONGA HERITAGE NEW ZEALAND ME TE KAUNIHERA MĀORI O TE POUHERE TAONGA

Kei te whakatauāki o Heritage New Zealand Pouhere Taonga te iho o te whāinga ā-ture o te whakahaere: – Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei – Honouring the past; Inspiring the future. I te tīmatanga o te ngahuru tau kua oti a Heritage New Zealand Pouhere Taonga te whakarauawa hou mō tāna mahi whakatutuki i taua whāinga, engari kia kaha noa ake, e ai ki tā tēnei Tauāki Whakamaunga atu.

Ngā tūmanako o te iwi whānui e tika ana mō ā mātou mahi:

- Kia whakatairangatia ngā wāhi tuku iho mātāmua e tuhia ana i te Rārangi Kōrero/New Zealand Heritage List me ngā kaupapa horanga (Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu me Tohu Whenua)
- Kia tiaki, kia whakaruruhau, kia whakamana, kia noho mārama hoki ki ngā taonga tuku iho mā te mahi tahi ki ētahi atu
- Kia whakatairanga kia kawē whakamua i te kitenga o *Tapuwae* hei tiaki, hei whakaruruhau, hei whakamana, kia noho mārama hoki ki ngā taonga tuku iho o te iwi Māori;
- Kia whakawhanake hoki i tētahi whakahaere tika mō te ao hou, whakahaere auaha, whāi take hoki.

Kua uaua te tū o Aotearoa i mua i te aroaro o te ao i te ngahuru tau tuarua o te rau tau 21. Ahakoa kua eke ki tētahi taumata hou te tokomaha o te hunga kaingākau ki te haere mai kia tomo ki tō tātou whenua ahurei, me te waipuke mai o te tangata ki konei, kua kati tērā rerenga tāngata tāpoi mai i runga i te pānga ā-ao o Kowheori-19 ki te ōhanga o te ao, me ngā rāngai taonga tuku iho, rāngai toi, ahurea, tāpoi, rāngai rererangi hoki o Aotearoa. Ko te tuakiri ā-motu ka kawea e tātou katoa he mea tārei mai i ngā ara tūpuna me ngā taonga tuku iho, he ara e kitea ai tō tātou pakari, auaha, tō tātou tū mātātoa, kamakama hoki ki te hāpai i ngā āhuatanga hōu. He manawa whenua tēnei mō ngā wā o te uaua, o te kore, otirā ka nui tō mātou hari kei te hāpainga e mātou ngā tohu o ngā tūpuna mō Aotearoa.

I tērā tau, ka whakapūmautia te tū o Ngā Papa Whenua Tiriti o Waitangi hei Manawhenua o Aotearoa me ōna Kōrero Tūturu. Kāore i tua atu i tēnei hei tohu mō ngā tukunga iho kākano rua o Aotearoa, waihoki tō tātou ū ki te kaupapa whakakotahi i a tātou kia pai ake te ao kei mua i a tātou katoa o Aotearoa. Ka whakapūmautia ētahi atu wāhi pēnei i roto i te oranga o tēnei puka, ā, nui atu tō mātou hari kei te mahi nui mātou ki te kaupare i ngā mōrea i raro i ngā tikanga e hāngai ana, kei te whakatairangatia hoki aua wāhi hei mīharotanga mō te ao.

I tēnei tau kua oti tētahi kaupapa nui, arā, te whakapūmau me te whakahou i te Whare Karakia o Old St Paul's. Nā te aroha o te tini kaitautoko i takoto he pūtea nui atu i ō mua pūtea katoa, ā, ka nui te whakawhetai ki tēnei takoha me te aroha o te ngākau i pupū ake mō tēnei whare ahurei. I riro mā mātou e tango i tērā tau te mana o te puritanga Karauna i te whare o Kate Sheppard i Ōtautahi, ā, tō mātou tūmanako kia whakawāteatia ki te iwi nui tonu i mua i te mutunga o 2020/te tīmatanga o 2021. E hiahia ana mātou ki te whakapiki i te whakapakaritanga me te whakahoutanga o Turnbull House i Te Whanga-nui-a-Tara hei ngā marama tata, kia āwhinatia ngā mahi whakahou whare o te motu mō tēnei mea te rū.

I ēnei wā uaua, he mea nui te whakawhanake huarahi whakawhiti mōhiotanga hou mō ō tātou wāhi tuku iho, e piki ai tātou ki ngā taumata e wawatatia ana. E titiro whakamua ana Te Pouhere Taonga ki te whakawhanaketanga tahitanga me ā mātou kaitautoko i te ao Māori i ētahi āpiha whakawhiti kōrero hou, me ētahi atu mahi tahitanga ki Te Puni Kōkiri ki te whakahou marae. E mahi ana mātou i tēnei wā ki te whakaatu tuihono i ētahi wāhanga o tō mātou huinga taonga, ki te tautoko i ngā whakakitenga mariko o ngā taonga tuku iho, ki te whakawhanake taputapu hou hei tiri i ngā mōhiotanga tuku iho. Ka noho ko te whakapikinga ake i ō mātou āheinga matihiko, pūmanawa hoki, hei aronga taketake mō te roanga o tēnei Tauāki Whakamaunga Atu.

Ina pāhekeheke te ara whakamua, he mea nui kia tika te hīkoi o ngā wae. Ka haere tonu te mahi o Te Pouhere Taonga kia tiakina ngā wāhi mana nui o mua, ngā pou whenua me ngā oinga remu o ngā tūpuna hei tūtohu i te ara, hei miringa hoki mō ngā ringa o ngā mokopuna. ■

1. STATEMENT FROM THE HERITAGE NEW ZEALAND POUHERE TAONGA BOARD AND MĀORI HERITAGE COUNCIL

The whakatauāki of Heritage New Zealand Pouhere Taonga neatly conveys the organisation's statutory purpose: – *Tairangahia a tua whakarere; Tātakihia ngā reanga o amuri ake nei – Honouring the past; Inspiring the future.* The start of a new decade sees a successfully remodelled Heritage New Zealand Pouhere Taonga ready to deliver to that purpose to even greater effect, as set out in this Statement of Intent.

The public should expect us to:

- Promote significant heritage places recorded on the New Zealand Heritage List/Rārangi Kōrero and delivery programmes (National Historic Landmarks – Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu and Tohu Whenua)
- Conserve, protect, acknowledge and understand heritage through collaboration
- Promote and advance the vision of *Tapuwae* to conserve, protect, acknowledge and understand Māori heritage; and
- Further develop a modern, innovative and effective organisation.

New Zealand endured a tough time in the international spotlight in the second decade of the 21st century. Although ever more people sought to experience and understand our special country, which led to a tourism boom, this has been abruptly curtailed by the global impact of Covid-19 on the international economy and New Zealand's heritage, arts, culture, tourism and aviation sectors. The national identity we proudly share is forged from our heritage which has repeatedly demonstrated our resilience, creativity, courage and innovation. It is a mighty resource to draw on in times of need and we are proud to nurture the flame it provides for Aotearoa New Zealand.

Last year, the Waitangi Treaty Grounds was inducted as New Zealand's first National Historic Landmark/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu. No place better symbolises the bicultural heritage of

Aotearoa New Zealand or our commitment to building on challenges to create a better future for all New Zealanders. More sites will be elevated in this way during the life of this document, and we are pleased to play our part in ensuring these special places are subject to appropriate risk management and put on their path towards greater levels of global recognition.

This year we have completed a significant project to strengthen and refurbish Old St Paul's Cathedral. This project drew the greatest level of supporter funding that we have ever achieved and we are very grateful for it and the aroha that it represents for this special building. We were entrusted last year with the Crown's ownership of Kate Sheppard House in Christchurch and we look forward to making this property available to the public by the end of 2020/early 2021. We hope to step up our planning for the strengthening and refurbishment of Turnbull House in Wellington soon, to help share in shouldering the nation's seismicity adaptation work.

In these challenging times, developing new ways to share information about our heritage will be critical to our success. Heritage New Zealand Pouhere Taonga is looking forward to developing our audience in Te Ao Māori with new communications offers and collaborative work with Te Puni Kōkiri on marae conservation. We are also working to feature parts of our collection online, support virtual reality experiences of heritage, and develop new tools to share heritage information. Improving our digital capacity and capability will be a core area of focus in the life of this Statement of Intent.

When faced with uncertainty, it is wise to ensure that your foundations are firm. Heritage New Zealand Pouhere Taonga will continue to ensure that those places that make us who we are sustain us into the future and provide a vital touchstone for future generations. ■



Marian L. Hobbs

THE HON. MARIAN L. HOBBS
Tiamana o te Poari o te Pouhere Taonga
Chair, Heritage New Zealand
Pouhere Taonga Board

20 August 2020



John Clarke

TĀ JOHN CLARKE KNZM CNZM
Tiamana o te Kaunihera Māori o te
Pouhere Taonga
Chair, Māori Heritage Council

Mema o te Poari o te Pouhere Taonga
Member, Heritage New Zealand
Pouhere Taonga Board

20 August 2020

2. TE HOROPAKI, NGĀ PUTANGA ME NGĀ WHĀINGA MATUA RAUTAKI

HE PĒHEA MĀTOU I WHAKAMANAI A I

He mea āta takutaku te āhua o ngā mahi mā Te Pouhere Taonga i raro i te mana o Te Ture mō te Pouhere Taonga 2014 (te Ture), e kī ana ko tāna mahi “he whakatairanga i te tautuhitanga, te tiakinga, te rokiroki me te whakaora i ngā taonga ingoa-nui, taonga ahurea hoki o Aotearoa”. Tā taua Ture hoki he whakatau i ētahi atu mahi mārire tāpiri i raro i te Ture mō tō mātou whakahaere:

- Te whatakoto ritenga mō ngā wāhi mātai whaipara
- Te whakahaere i te Rārangi Kōrero; me te
- Whakahaere i te kaupapa o Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu.

Kia whai kiko ai ngā āhuatanga whānui kē atu o tō mātou whāinga, me mātua whakatū umanga mātou e taea ai te mahi pūtea, nā reira e 44 ngā wāhi tuku iho, 20 o ēnei he ūnga ingoa-nui mō te manuhiri, tae atu ki ngā wā kai, ngā toa me ngā whare pupuru taonga. I tua atu i tēnei, ka hora whakamāherehere mātou mō ngā mahere ā-rohe me ngā whakaetanga rawa, tae atu ki ngā tāngata o te iwi whānui kimi tohutohu mō te tiaki wāhi ingoa-nui i roto i ō rātou ringa. Ka whakahaere mātou i te whakarauoratanga o ngā whareni me ērā atu whare tuku iho i te taha o ngā iwi me ngā hapū. Hei whakamutu, ka whakatairanga mātou i ngā wāhi ingoa-nui mā tōna huhua o ngā whakawhitinga kōrero, whanaketanga me ngā mahi tūhono ki te iwi pēnei i ngā rā nunui.

Inā rā tā mātou whakatauākī, kei reira tō mātou whāinga: – Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei – Honouring the past; Inspiring the future.

He mea whakaruruhau, he mea whakahaere mātou hei hinonga Karauna motuhake i raro i te Crown Entities Act 2004. I raro i tēnei Ture, me mahi nui tō mātou Poari kia hāngai katoa ā mātou mahi ki ā mātou whāinga roa, ō mātou mahi, te Tauākī Whakamaunga Atu (SOI) me Te Tauākī o Ngā Tūmanakohanga Whakatutuki (SPE).

Ko te nuinga o ā mātou pūtea ko Te Kāwanatanga o Aotearoa te kaiwhāngai, mā roto i ngā Tāpaetanga Toi, Ahurea me ngā Taonga Tuku Iho hoki. Ka haere tonu te āhua o ō mātou whāngaiinga pūtea ehara nā te Karauna, arā, he whiwhinga moni nō ngā rawa, he whiwhinga pūtea hokohoko, he utunga mema, he tāpaetanga wira, he takoha noa, me ngā tukunga pūtea. Ko te mate, he nui ēnei puna pūtea kua pākia e te mate urutā Kowheori-19, otirā ko te tāpoi mai i tāwāhi kua tino mimiti, ā, ka tino heke iho pea i roto i ngā tau o tēnei SOI. Ka arotahi tonu mātou ki te haumarutanga whiwhinga pūtea i roto i tēnei wā.

E arotakea ana mātou e te Manatū Taonga, ā, ka tuku pūrongo mātou ki te Whare Pāremata ia tau mō ā mātou mahi, i runga anō i ngā tohu tutukitanga mahi matua (KPI) e tākina atu nei i tō mātou Tauākī o Ngā Tūmanakohanga Whakatutuki (SPE). Hoatu ai mātou i tētahi pūrongo ia toru marama ki te Minita kawae haepapa mō te ahunga whakamua ki te whakatutukitanga o aua tohu tutukitanga mahi matua (KPI).

2. CONTEXT, OUTCOMES AND STRATEGIC PRIORITIES

HOW WE ARE MANDATED

The role of Heritage New Zealand Pouhere Taonga is defined by the purpose of the Heritage New Zealand Pouhere Taonga Act 2014 (the Act), which is “to promote the identification, protection, preservation and conservation of the historical and cultural heritage of New Zealand”. That Act also establishes three additional explicit statutory functions for our organisation:

- Archaeological site regulation
- Management of the New Zealand Heritage List/Rārangi Kōrero; and
- Management of the National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu programme.

In order to give effect to the broader elements of our purpose, we need businesses that are revenue-generating, and so we care for 44 properties, operating 20 of these as visitor attractions, including cafés, retail and museums. In addition, we provide advice on district plans and resource consents, as well as to members of the public seeking guidance on caring for their historic properties. We undertake hands-on conservation of wharehenui and other traditional marae buildings in partnership with iwi/hapū. Finally, we also promote heritage through a range of communications, development and engagement activities, such as events.

Our organisational whakatauaākī neatly summarises our purpose: *Tairangahia a tua whakarere; Tākakihia ngā reanga o āmuri ake nei – Honouring the past; Inspiring the future.*

We are governed and managed as an autonomous Crown entity under the Crown Entities Act 2004. Under this Act, our Board must ensure that we act in a manner consistent with our objectives, functions, current Statement of Intent (SOI) and Statement of Performance Expectations (SPE).

The New Zealand Government provides the majority of our funding through Vote Arts, Culture and Heritage. Our non-Crown funding will continue to take the form of property income, merchandising income, membership fees, bequests, donations and grants. Unfortunately, many of these sources have been hit hard by the impacts of Covid-19, particularly on international tourism, and are likely to be severely reduced during the life of this SOI. We will continue our focus on revenue security throughout this time.

We are monitored by the Ministry for Culture and Heritage and report annually to Parliament on our performance against key performance indicators (KPIs), which we set out in our SPE. We provide a report quarterly to the responsible Minister on progress towards achieving those KPIs.

ANGA RAUTAKI 2020–2024

NGĀ WHĀINGA MATUA A TE KĀWANATANGA

He ōhanga pakari te tupu, he ōhanga mahi mō tātou katoa.

He rāngai tūmatanui e aronui ana ki te oranga o nāianeī, o ngā rā kei mua hoki o ngā tāngata katoa o Aotearoa me ō rātou whānau.

Te whakamana i te tangata kia whai pūmanawa tika kia whai i ngā mea nunui i ō rātou rā i te ao nei, kia tūtika, kia whai kiko te noho.

Ngā Rawa Pāpori

Ngā Rawa Tangata

Ngā Rawa Taiao

Ngā Rawa Pūtea, Kikokiko hoki

NGĀ WHĀINGA MATUA O TE RĀNGAI TOI, AHUREA, TAONGA TUKU IHO HOKI

Ka taea e ngā tāngata katoa o Aotearoa te urutomo, te whai wāhi hoki ki ngā mahi ahurea

Kua oti te rāngai ahurea te tautoko, he toitū te tupu

Kua uru ngā tāngata katoa o Aotearoa ki tētahi tuakiri motuhake, pōwhiri i te katoa, ā, e manako ana hoki i ō tātou tātai kōrero, taonga tuku iho hoki; ā

Kua whai pūnaha pāpāho tūmatanui pakari, e hua ake ai he mana taupori mātau.

Te anganga o te horanga me te arotahi:

- he ara kāwanatanga katoa - te pāhekoheko whakawaho
- he mahi tapakore, he mahi ngātahi - te pāhekoheko whakaroto, whakawaho hoki
- he putanga ki roto i ngā whakatupuranga me ngā pānga wā roa mō ngā whakatupuranga kei mua
- he nuku ki tua atu i ngā inenga whāiti o te whāinga hua, me te whakaaro ki ngā hua; me
- te hora i ā mātou mahi i roto i te wairua mahi mō te tangata kē

HERITAGE NEW ZEALAND POUHERE TAONGA:

TE WHĀINGA O TE WHAKAHAERE

Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei

TE HUAPUTA MATUA

Kua piki ake te māranga o ngā tāngata o Aotearoa ki te wāhi e noho nei rātou, ki tō rātou tuakiri, mana whenua motuhake hoki.

NGĀ WHAKAAROTAU RAUTAKI

Kia whakatairangatia ngā wāhi tuku iho mātāmua e tuhia ana i te Rārangi Kōrero me ngā kaupapa (Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu me te kaupapa Tohu Whenua)

Kia tiaki, kia whakaruruhau, kia whakamana, kia noho māranga hoki ki ngā taonga tuku iho mā te mahi tahi ki ētahi atu

Kia whakatairanga kia kawē whakamua i te kitenga o *Tapuwae* hei tiaki, hei whakaruruhau, hei whakamana, kia noho māranga hoki ki ngā taonga tuku iho o te iwi Māori;

Kia whakawhanake hoki i tētahi whakahaere tika mō te ao hou, whakahaere auaha, whai take hoki.

Te anganga o te horanga me te arotahi:

- Te Mātauranga (kia āhei ngā tāngata katoa o Aotearoa kia urutomo, kia takoha hoki ki te mātauranga, ki te mōhiotanga me ngā pūrākau o ngā wāhi tuku iho katoa o Aotearoa)
- Te Penapena Taonga (Kia penapenatia ngā wāhi tuku iho katoa o Aotearoa kia tiketike tonu te pai o te penapena, mō ngā rā e tū mai nei)
- Te Hononga (Kia tū tangata te hunga katoa o Aotearoa, kia manako hoki rātou ki tō rātou tuakiri ā-ahurea, ā-whenua hoki)
- E tino tautokona ana, e whakanuia ana hoki tō mātou whakahaere hei tari arataki mō ngā take taonga tuku iho
- He mātanga, he matatau, he hihiri, he manaaki tangata, he auaha ō mātou tāngata
- He tōtika ō mātou pūnaha, e anga ana ki ngā rā e tū mai nei
- E tino arotahi ana mātou ki ngā hītori o Aotearoa ki tā te tamaiti, tā te taiohi, tā te hunga matahuhua titiro, mā te whakangāwari i te wātea o ngā rauemi taonga tuku; ā
- E whakaūngia ana te tū pakari o ngā taonga tuku iho hei kaupare i te pānga o te panonitanga huarere, me ētahi atu take.

2020–2024 STRATEGIC FRAMEWORK

GOVERNMENT PRIORITIES:

- An economy that is growing and working for all of us.
- A public sector focused on the current and future wellbeing of New Zealanders and their families.
- Enabling people to have the capabilities they need to live lives of purpose, balance and meaning.

Social Capital

Human Capital

Natural Capital

Financial/Physical Capital

ARTS CULTURE & HERITAGE SECTOR – SECTOR STRATEGIC FRAMEWORK PRIORITIES:

- All New Zealanders can access and participate in cultural experiences
- The cultural sector is supported and growing sustainably
- New Zealanders share a distinct and inclusive identity and value our history and traditions; and
- New Zealand has a strong public media system that ensures an informed democracy.

Delivery emphasis and focus:

- whole of government approach – external collaboration
- working seamlessly together – internal and external collaboration
- intergenerational outcomes and long-term impacts on future generations
- moving beyond narrow measures of success and considering impacts; and
- delivering our work with a spirit of service.

HERITAGE NEW ZEALAND POUHERE TAONGA:

ORGANISATIONAL PURPOSE

Honouring the past; inspiring our future

PRIMARY OUTCOME

New Zealanders have a greater appreciation of their sense of place, identity and nationhood

STRATEGIC PRIORITIES

- Promote significant heritage places recorded on the Heritage List and programmes (National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu)
- Conserve, protect, acknowledge and understand heritage through collaboration
- Promote and advance the vision of *Tapuwae* to conserve, protect, acknowledge and understand Māori heritage; and
- Further develop a modern, innovative and effective organisation.

Delivery emphasis and focus:

- Mātauranga/Knowledge (all New Zealanders can access and contribute to knowledge, information and stories of New Zealand's most important heritage places)
- Penapena Taonga/Conservation (New Zealand's most important heritage places are conserved to high standards for the future)
- Hononga/Engagement (New Zealanders are proud of and value their cultural and national identity)
- Our organisation is supported and well respected as New Zealand's lead heritage agency
- Our people are expert, specialist, motivated, respectful and innovative
- Our systems are fit for purpose and future-focused
- We have an increased focus on the history of Aotearoa/New Zealand by children, youth and diverse communities through better access to heritage educational resources; and
- Heritage resilience is emphasised to counter the impact of climate change and other issues.

TĀ MĀTOU TIROHANGA RAUTAKI

He wāhi hihiri, kākano-tini a Aotearoa i te tau rau 21, ā, he ao tuku iho hihiri, matahuhua hoki tōna. Te āhua nei kua piki ake te manako ki tō tātou tuakiri ā-whenua ahurei, me te hira o ngā wāhi i puea ake i roto i ngā tau, ko te nui o ngā tirohanga whakaroto i tēnei wā o te whakamātautau, o te uaua, tētahi wāhi o tērā. Ahakoa he uaua te kawae haere tonu i ngā mahi i waenga i te mate urutā, me ōna pānga ā-pāpori, ā-ōhanga, he wā tēnei e kitea ai pea tētahi whakaumutanga nui. Anei ngā ariā matua e puea ake ana ki mua i te titiro mō Te Pouhere Taonga:

- **Te Hiahia kia Tū he Anga Taonga Tuku Iho** - Kua oti noa atu te tūranga o Te Pouhere Taonga hei kaitohutohu matua mō ngā taonga tuku iho o te motu te whakaae, e te katoa. Kei te whakaae hoki te tini, kei te hiahia hoki rātou mā mātou e tū ake ki te paihere i te katoa kia whakaritea te anga mahi mō ngā taonga tuku iho, e puta ai he pikinga ake o ngā pūkenga, e puta ai hoki he tūranga mahi. He whānui tonu ō mātou hononga ki te tini o te hunga whāi pānga i te rāngai taonga tuku iho, mai i Historic Places Aotearoa, te New Zealand Archaeological Association, Te Mana o Ngā Pouwhenua o Te Ao, te Antarctic Heritage Trust, te kāwanatanga ā-motu me te kāwanatanga ā-rohe, tae atu ki ngā iwi/hapū. Nā te mate urutā kua kitea te hura o ngā anga taonga tuku iho i te motu katoa, ngā mea kikokiko, me ngā mea mariko. E mea ana mātou ki te ārahi i te pāhekohekotanga puta noa i te rāngai, ki te whakatinana i te anga taonga tuku iho e whai ake nei:

NGĀ MARAE ME NGĀ WHARE O NGĀ MARAE

TE PENAPENA – TE WHAKAMĀRAMA – TOHU
WHENUA

Te whāinga o ēnei kaupapa he whakatinana i te whakaoranga o ngā marae me ngā taonga kei te noho raungaiti, kei te hē haere rānei te tū, kia pai ai te whakaputa kōrero o ngā wāhi tapu me ngā wāhi tūpuna ki tā te titiro o ēnei rā, me te whakatinana i te kaupapa Tohu Whenua mō ngā Pakanga Whenua o Aotearoa.

Ka puta he painga ki ngā iwi me ngā hapū, ā, ka whai painga ngā tāngata katoa o Aotearoa nā ngā hua o ēnei mahi, nā te piki o te mārama o te tangata ki tōna tuakiri, te whakaoranga o ngā pūkenga toi, whakaniko hoki o ngā tūpuna, te pikinga ake o ngā whāinga wāhi ki ngā pūkenga toi, whakaniko hoki o nehe, me te whakatinanatanga o ngā moemoeā mō te ara mahi o te tangata.

NGĀ MŌHIOTANGA TAONGA TUKU IHO ME NGĀ WHAKAMĀRAMA

NGĀ WĀHI KA KĪA HE WĀHI TUKU IHO INGOA NUI
- TE WHAKAMĀRAMA - TE TOMOKANGA MATIHIKO
TAONGA TUKU IHO

Ko te whāinga ia o ēnei kaupapa he hora whakamārama ki tā te titiro o ēnei rā o ngā wāhi e mōhiotia ana he wāhi ingoa-nui i te rāngai taonga tuku iho, he whakakitekite hoki i ngā kōrero me ngā tātai kōrero o aua wāhi ki te ao, he whakatū hoki i tētahi tomokanga taonga tuku iho takitahi mō ngā taonga me ngā tātai kōrero o Aotearoa.

Ka puta tētahi painga nui ki ngā tāngata katoa o Aotearoa nā ēnei mahi, mā te pikinga ake o te mārama ki tō rātou tuakiri, te wātea me te uru noa ki ngā tātai kōrero o Aotearoa i te wāhi kotahi, ngā whāinga wāhi ki te mahi rangahau, te hoahoa whakairoiro me ngā pūnaha mōhiotanga, me te whakatinanatanga o ngā moemoeā mō te ara mahi o te tangata.

ANGA TAONGA TUKU IHO

WHAKAPUPUNGIA O MĀNUKA KIA KORE AI E WHATI
BUNDLE UP YOUR MĀNUKA STICKS SO THEY WON'T SNAP

NGĀ PŪKENGA TAONGA TUKU IHO ME TE MĀTAURANGA

NGĀ PŪKENGA- TE MĀTAURANGA –
TE MARAUTANGA - TE HUI WĀNANGA

Te whāinga ia o ēnei kaupapa he whai kia arahina ngā tamariki me ngā taiohi o Aotearoa ki tētahi kaupapa mātauranga wā roa, kaupapa akoranga hoki e arotahi ana ki ngā tātai kōrero, ki ngā taonga tuku iho, ki te tūhura me te takahi pārae hou. Ko te mutunga atu kia whai wāhi ki te Huinga Taonga Tuku iho i tēnei rā, e whakanuia ai ngā tāpaetanga me ngā whiwhinga i ngā pūkenga me ngā ara mahi o te tangata.

Ka whiwhi painga ngā tāngata katoa o Aotearoa i ngā hua o ēnei kaupapa, nā te piki o te mārama o te tangata ki tōna tuakiri, te whakapikinga o ngā pūkenga me te mātauranga i ngā ara mahi taonga tuku iho i te taha (te whakaoranga taonga, te mataaro, te waihanga, te whakairo, te hoahoa whare me te mahi mātāi whaipara), ngā whāinga wāhi ki te mahi hei ngā rā kei mua, me te whakatinanatanga o ngā moemoeā mō te ara mahi o te tangata.

NGĀ WHARE TAONGA TUKU IHO

NGĀ TAPITAPI – TE WHAKAORA
– TE PENAPENA

Te whāinga o ēnei kaupapa he hora tapitapi rawa taonga tuku iho, me ētahi kaupapa whakaora, waihanga o ngā whare ingoa-nui me ērā kei te raungaiti te noho, kei te hē noa iho te tū rānei, kia 'ora noa ake' aua whare, kia rere anō hoki ngā tātai kōrero, kia mōhiotia hoki ngā āhuatanga tuku iho o aua whare.

Ka whiwhi painga ngā tāngata katoa o Aotearoa i ngā hua o ēnei kaupapa, nā te piki o te mārama o te tangata ki tōna tuakiri, ngā whāinga wāhi mō te whiwhinga mahi i ngā ara mahi taonga tuku iho i te taha (te whakaoranga taonga, te mataaro pūkaha, te waihanga, te whakairo, te hoahoa whare me te mahi mātāi whaipara), ngā whāinga wāhi ki te mahi hei ngā rā kei mua, me te whakatinanatanga o ngā moemoeā mō te ara mahi o te tangata.

OUR STRATEGIC CONTEXT

New Zealand in the 21st century is a dynamic, diverse place with a dynamic and diverse cultural heritage. Appreciation of our unique national identity, and the importance of the places that shaped it, appear to have increased due in part to the cultural introspection attending the challenges the country has faced. Operating within the context of a global pandemic and the need to manage the associated social and economic fall-out from it is complex, but has enormous potential for positive transformation. For Heritage New Zealand Pouhere Taonga, the emerging themes of such a transformation are as follows:

- Need for a Heritage Framework** – Heritage New Zealand Pouhere Taonga is well established as the country's lead heritage advisor. Now there is a clear need and appetite for us to adopt a role as lead collaborator to deliver a framework of activity for heritage to maximise its potential to generate skills development and employment. We have extensive collaborative relationships with a wide range of stakeholders in the heritage sector, including Historic Places Aotearoa, the New Zealand Archaeological Association, ICOMOS New Zealand and the Antarctic Heritage Trust, as well as central and local government, and iwi/hapū. The pandemic's impact has highlighted the importance of a stronger domestic heritage framework, both in virtual and actual terms. We intend to lead sector-wide collaboration to deliver against the following Heritage Framework:

MĀORI AND MARAE BUILT HERITAGE

CONSERVATION – INTERPRETATION –
TOHU WHENUA

The aim of these projects is to deliver conservation of marae and taonga that are in a poor and deteriorating state, to allow stories of wāhi tapu and wāhi tūpuna to be told through modern interpretation and to deliver the Tohu Whenua project for New Zealand Wars and Conflicts.

Iwi, hapū and all New Zealanders will benefit from the outcomes of these projects through an enhanced sense of identity, revitalised traditional arts and craft skills, increased employment opportunities in traditional arts and crafts, and the realisation of future career aspirations.

HERITAGE INFORMATION AND INTERPRETATION

SITES OF HERITAGE SIGNIFICANCE –
INTERPRETATION – HERITAGE DIGITAL PORTAL

The aim of these projects is to deliver modern interpretation of sites that are of heritage significance, to make visible the stories of heritage and history, and to establish a single source heritage portal of New Zealand heritage and history.

All New Zealanders will benefit from the outcomes of these projects through an enhanced sense of identity, the availability and access to New Zealand history through a single source, employment opportunities in research, graphic design and information systems, and the realisation of future career aspirations.

HERITAGE FRAMEWORK

WHAKAPUPUNGIA O MĀNUKA KIA KORE AI E WHATI
BUNDLE UP YOUR MANUKA STICKS SO THEY WON'T SNAP

HERITAGE SKILLS AND EDUCATION

SKILLS – EDUCATION – CURRICULUM - CONFERENCE

The aim of these projects is to take the children and youth of New Zealand on a continuing education and learning programme that focuses on history, heritage, exploration and pioneering. The culmination will be participation at the New Zealand Heritage Conference, where presentations and awards would acknowledge the development of skills and careers.

All New Zealanders will benefit from the outcomes of these projects through an enhanced sense of identity, enhanced skills and education in heritage allied careers (conservation, engineering, building, carving, architecture and archaeology), future employment opportunities and the realisation of future career aspirations.

HERITAGE PROPERTIES

REPAIRS – RESTORATION – CONSERVATION

The aim of these projects is to deliver heritage property maintenance, restoration and building projects of significant properties and places that are in a poor and deteriorating state, to allow those places to 'come to life' and tell their story of history and heritage.

All New Zealanders will benefit from the outcomes of these projects through an enhanced sense of identity, employment opportunities in heritage allied careers (conservation, engineering, building, carving, architecture and archaeology), future employment opportunities and the realisation of future career aspirations.

- **Te Whakaute i Ngā Taonga Tuku iho Māori** - he maha ngā take Tiriti kua tatū, ā, kua piki ake hoki te whāinga wāhi o ngā Māori ki ngā tukanga whakahaere rawa, me te pikinga ake o te māramatanga ki ēnei āhuatanga. He wāhi anō Te Pouhere Taonga nō Te Ara Taonga, tētahi wāhi o te hinonga ahurea i hangaia hei whakangāwari i te whāinga wāhi o ngā Māori ki ngā tari ka noho hei wāhi o ngā mahi whakaea hara i te taha ahurea. Nā roto i ngā kāwei whakatatū take taketake e tautohutia ana ētahi āhuatanga e piki ake ai Aotearoa me ōna tāngata, pēnei i ngā tika mō ngā rawa hinengaro, ā, i roto i te pūrongo o Te Kōmihana Tika Tangata mō Ihumātao kua mārāma tātou ki te wāhanga ki te ahurea Māori me ngā taonga tuku iho i te ao whānui. E ū ana te Karauna ki tētahi hōtaka mahi hei tautoko i ēnei whāinga tae atu ki te whakarauoratanga o Te Reo Māori mā tētahi rautaki Maihi Karauna me ōna mahere whakatinana ā-tau, te whakawhanaketanga o te Anga Te Awe Kōtuku Mātauranga Māori. E whakatinana ana Te Pouhere Taonga i te rautaki o Te Maihi Karauna mā tōna kaupapa Te Pouhere Reo me te Mahere Reo Māori, e kia nei E Waerenga a Tipu. E ū ana hoki mātou ki te whakawhanaketanga o te Anga Mātauranga Mā te Anga Awe Kōtuku, ā, hei mea hira ēnei mō ā mātou mahi hei ngā tau 2020-2024.
- **Te Whakapiki i te Pakari o ngā Wāhi Tuku Iho** – kua noho ko te pānga kua kitea o tēnei mea te rū whenua i Aotearoa, te pānga hoki kei mua i te aroaro pea, kei te aroaro tonu o te marea hei mea kia mātua whakaarotia e tātou mō ō tātou wāhi tuku iho mō ngā tau e ono ka hipa ake nei. I roto i taua wā, kua piki ake te māramatanga ki ngā momo takahanga, ki ngā mahi rānei e ara ake ai he uauatanga mō te whakaora wāhi tuku iho, me ngā huarahi e pai ai aua mea ki te toitū o te noho o aua wāhi. Hei tauira, kei te piki te pānga o te panonitanga huarere ki ō tātou wāhi tuku iho, kua piki ake te auau o te horohorongā takutai me ngā wāhi mātāi whaipara o reira, otirā mō ngā nohonohonga Māori o nehe he tino pērā; ā, me whakahou ngā taputapu whakamahana, whakahauhau hoki i ngā whare tuku iho. Nā te tokomaha o ngā tāpoi ka ara ake he wero ki te toitū o ngā wāhi tuku iho, nā te pikinga ake o ngā tapuwae takahi ara ki aua wāhi, he maha ngā mahi whakaora ka ara ake i muri. Kua tītaha kē te waka ināiane nā te pānga Kowheori-19, i runga i te ohore, ā, kua kitea te huri a te tangata ki ētahi mahi urutau ki te ao hou. E hoatu ana e mātou ko ō mātou hoa o Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu tēnei ariā o te toitū ki ngā mahi kaupare mōreatanga, kia mārāma kē atu, kia kaha hoki te pāhekoheko mō te whakaora, te tiaki me te whakatairanga i ngā taonga tuku iho. Ka noho hoki hei wāhi o ngā whakamaherehere i hoatu e mātou ki te huhua o ngā tukanga pēnei i ngā mahere ā-rohe me ngā whakaaetanga rawa e taea ai te tiaki taonga tuku iho whai take.
- **Te Huringa Ture, Whakaritenga hoki** - kua whakarewaina e te Kāwanatanga tētahi tirohanga ki te whakahaere rawa me te tiaki taonga tuku iho i Aotearoa. Ko ēnei mea e rua e noho pipiri ana ki ngā mahi o Te Pouhere Taonga, ā, kua ruku atu mātou ki ēnei mahi e rua. He mea nui kia pīngohengohe tonu tō mātou tū hei tautoko i te whakatinana tūtohu ka puea ake i ēnei wahanga e rua mō te huringa ture, whakaritenga hoki.
- **Te Whakawhanake Pūnaha** - he hohoro ngā momo huringa hangarau tini o te ao, kāore he tirohanga whakamuri. Nā konei kua piki ake ngā tūmanako o te hunga whai pānga mō tā mātou e hora ai, he pēhea hoki taua horanga. Kua tīmata Te Pouhere Taonga i te tukanga whakaumu i tōna taiao hangarau mōhiohio me kore e tutuki ērā tūmanako me kore e tutuki ērā tūmanako. I roto i te tau ka mahue ake nei, kua tukua atu ā mātou mahi hangarau mōhiohio me kore e tutuki ērā tūmanako ki tētahi kamupene o waho, kua whakanohia hoki ngā Hangaroto hei Ratonga (IaaS - Infrastructure as a Service), hei takatū kia neke ki te Kapua, e ai ki ngā tohutohu a te Kāwanatanga. E mea ana mātou ki te whakaoti i tēnei nekehanga ki te Kapua i roto i te oranga o tēnei puka, engari me mātua kimi haumitanga mō ngā pūmanawa me ngā pūnaha kia pai ai tā mātou waihanga hou i ō mātou taiao whakahaere mōhiohio, tukanga hoki, kia tōtika ai te whakawhiti. Hāunga tō mātou taiao whakahaere, e mea ana mātou ki te whakahou i tā mātou pae tukutuku hei whakapiki i tōna huatau, kia hua ake ai he mōhiohio nui kē atu, pai kē atu ki ō mātou rōpū whai pānga. I tua atu i tērā, mā roto i te Anga Taonga Tuku Iho e marohitia nei e mātou, ka kitea te whakawhanaketanga o tētahi Tomokanga Taonga Tuku Iho, me te nui ake o ngā wheako ao mariko o ngā taonga ahurea tuku iho o Aotearoa, e rua, e rua, me whakahohe ēnei āhuatanga mā ō mātou pūnaha hangarau mōhiohio.
- **Te Toitū Pūtea** - nā runga i te hiahia kia whakaumutia ō mātou āheinga hangarau mōhiohio, kia hangaia hoki he anga taonga tuku iho, kua piki ngā taumahatanga mō ō mātou pūtea nā reira e arotahi ana mātou ki ngā huarahi auaha, rautaki hoki, e toitū ai ō mātou pūtea. Nā te mate urutā i haukotī ētahi o ēnei huarahi, i te mea, kua katingia e mātou ētahi o ō mātou whare mō raurangi. I tua atu i tērā, nā te katinga o ngā whaitua o Aotearoa kua tino haukotīngia te wātea mai o ngā whiwhinga pūtea i ngā tāpoi o te ao, o te motu anō hoki mō tētahi wā roa. Kei te arotahi mātou ki te huri i te āhua o ā mātou whakahaere rawa, me kore e kitea he huarahi mahi pūtea hou, kia whakawhanake hoki i tētahi whakahaere tika mō te ao hou, whakahaere auaha, whai take hoki.

- **Honouring Māori heritage** – many place-based Treaty grievances have now been settled and there is increased Māori participation in resource management processes and greater appreciation of this. Heritage New Zealand Pouhere Taonga is part of the cultural agency collaboration Te Ara Taonga, a group created to simplify engagement for Māori with agencies that are part of cultural redress activity. Thematic grievance resolution is identifying further areas to enhance New Zealand society, such as intellectual property rights and the Human Rights Commission's report into Ihumātao enhances our understanding of the place of Māori culture and heritage in a global context. The Crown is committed to a programme of work in support of this, including the revitalisation of te reo Māori through the Maihi Karauna strategy and its annual implementation plans, and the development of a Mātauranga Māori Te Awe Kōtuku Fund. Heritage New Zealand Pouhere Taonga is giving effect to the Maihi Karauna strategy through its Pouhere Reo programme and Māori Language Plan/E Waerenga a Tipu. We are also committed to supporting the development of the Mātauranga Māori Te Awe Kōtuku Fund and these progressions will be important influences on our work in 2020-2024.
- **Improving heritage places' resilience** – the actual and potential impacts of New Zealand's seismic activity have dominated consideration of the resilience of our heritage places over the past six years. During this time, an increased understanding has developed of the types of event or activity that provide challenges to the conservation of heritage places, and the way those things impact on the resilience of those places. For example, the effects of climate change on heritage places are increasing, with coastal erosion taking a more frequent toll on archaeological sites, particularly Māori coastal settlement sites; and heritage buildings requiring more adaptation for heating and cooling. Increased numbers of tourists have presented challenges to the resilience of heritage as places are showing increasing conservation requirements due to high levels of foot traffic. Now the impacts of Covid-19 have provided a sudden counterbalance to that and introduced their own adaptation requirements. This expanded understanding of the concept of resilience is being applied to risk management work on heritage by us and our partners in the National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu programme, enabling greater levels of clarity and collaboration for the conservation, protection and recognition of heritage. It also informs the advice we give to a range of processes, such as district plans and resource consents, to enable effective heritage protection.
- **Legislative and regulatory change** – the Government has initiated a review of both resource management and heritage protection in New Zealand. Both of these matters are integral to the work of Heritage New Zealand Pouhere Taonga and we have closely engaged with these developments. We will need to be flexible to support the potential implementation of recommendations arising from these two areas of possible legislative and regulatory change.
- **Systems development** – the pace of technological change is fast and shows no signs of slowing. This increases the expectations of our stakeholders about what we deliver and how we deliver it. Heritage New Zealand Pouhere Taonga has begun the process of transforming its IT environment to move closer to meeting those expectations. In the past year, we have outsourced our IT function and adopted Infrastructure as a Service (IaaS) in preparation for a move to the Cloud in accordance with government direction. We expect to conclude our transition to the Cloud within the life of this document, but this will require investment in software and systems to ensure that we can remodel our current information management and process environments for efficient transition. As well as our operating environment, we need to update our website to increase its functionality to provide more and better quality information to our stakeholders. In addition, the Heritage Framework we are prioritising will include the development of a heritage portal and a greater number of virtual reality experiences of New Zealand's cultural heritage, both of which will need to be enabled through our IT systems.
- **Financial sustainability** – The need to transform our IT capacity and create a Heritage Framework increases demand on our finances and so we are focusing on being creative and strategic in ensuring our financial sustainability. The pandemic has placed some immediate and significant constraints on this as we have had to close our properties for an extended period. Furthermore, New Zealand's border closure is likely to severely limit our access to revenue from international and, to some extent, domestic tourism for some time. We are focusing on repositioning engagement with our assets and resources to create new opportunities for revenue generation and further develop a modern, innovative and effective organisation.

TŌ MĀTOU ARONGA NUI MŌ TE HORA RATONGA

He tino whānui tēnei kaupapa te taonga tuku iho, inā hoki, ka pā ki ngā whakarerenga ā-wairua, ā-kiko katoa o ngā mea katoa o mua. Nā reira ka taea e mātou tēnei whānuitanga te whakahaere mā te whakaū i te hora o ā mātou mahi i ētahi wehenga mahi e toru, mā ngā tautuhitanga hei whakawhānui tō mātou kaupapa. I muri, ka arotahitia ēnei wehenga mahi mā ō mātou whāinga matua rautaki, kia taea ai te whāinga take o aua wehenga te ine mā ngā tohu tutukitanga mahi matua (KPI) i tā mātou Tauākī o Ngā Tūmanakohanga Whakatutuki ia tau. Anei e whai ake nei tā mātou titiro ki te whakawhanaketanga tohu tutukitanga mahi matua mō ia wehenga mahi.

- **Te Mātauranga – kia āhei ngā tāngata katoa o Aotearoa kia urutomo, kia takoha hoki ki te mātauranga, ki te mōhiotanga me ngā pūrākau o ngā wāhi tuku iho hira o Aotearoa – Te Mātauranga:** E waihangā ana Te Pouhere Taonga i te pūranga mātauranga o Aotearoa mō ō tātou taonga ahurea tuku iho mā te Te Rārangi Kōrero / New Zealand Heritage List. Kua tauri mātou ki te tō māi i te iwi whānui ki ēnei rawa taketake matua, kia tupu te māramatanga, kia tōtika hoki te penapena i ngā taonga ahurea tuku iho o Aotearoa. E wātea tuihono ana taua Rārangi; ka hopukina e tō mātou puna whare pukapuka ngā pūrongo mātāi whaipara me ngā kōrero taketake, kei ngaro; tiri ai mātou i ā mātou rangahau me ngā pūrākau taonga tuku iho mā tō mātou pae tukutuku, moheni, pānui kōrero me ngā huarahi pāpāho pāpori. Ka inea e ā mātou tohu tutukitanga mahi matua (KPI) me i eke ā mātou mahi hora mōhiotanga ki te hunga katoa o Aotearoa mō ō rātou taonga tuku iho mā te whakamahi i ēnei taputapu.
- **Te Penapena Taonga – Kia penapenatia ngā wāhi tuku iho o Aotearoa kia tiketike tonu te pai o te penapena, mō ngā rā e tū mai nei – Te Penapena:** Tā te Pouhere Taonga he hora i te huhua o ngā whakamaherehere penapena taonga ki te kāwanatanga ā-motu, ā-rohe hoki, ki ngā iwi, ki ngā hapū, ki ngā marae, me ngā rangatira taonga tuku iho hoki. Ka tino āwhina nui mātou i ngā iwi/hapū kia penapena rātou i ō rātou pae taonga tuku iho ingoa-nui. Ka whakahaere mātou i te tukanga whakaaetanga mana mātāi whaipara, ka hoatu mōhiotanga mō ngā kaupapa kāwanatanga ā-motu, ā-rohe hoki, ā, tiaki ai mātou i tētahi kāpuinga whenua tuku iho ingoa-nui mō te iwi o Aotearoa. Ka inea ā mātou tohu tutukitanga mahi mō tēnei wehenga mai i te pānga o ā mātou mahi penapena i roto i te kaupapa e hāngai ana, hei tauira, tokohia ngā rangatira e āwhinatia ana i raro i te Pūtea Whakaoho Tautiaki Taonga Tuku Iho ā-Motu, e hia rānei ngā mahere kua whakarerekētia, nā ā mātou tohutohu.
- **Te Hononga – Kia tū tangata te hunga katoa o Aotearoa, kia manako hoki rātou ki tō rātou tuakiri ā-ahurea, ā-whenua hoki – Te Hononga:** Ka hora Te Pouhere Taonga i te matahuhua o ngā whāinga wāhi kia ako, kia tūhono hoki ngā tāngata o Aotearoa ki ō rātou taonga ahurea tuku iho. I tua atu i te huaki i te maha o ō mātou whenua ki te iwi tūmatanui i roto i ngā marama katoa o te tau, ka hoatu mātou i ētahi rā nunui mā aua whenua, me ō mātou tari i tēnā takiwā, i tēnā takiwā. Ka noho ēnei rā nunui hei ara e mārama ake ai te iwi ki ngā tātai kōrero me te tuakiri ahurea o Aotearoa. Hei wāhi o ēnei rā nunui ko ngā whāinga wāhi ki te ako mō ngā rōpū kura, mō te iwi tūmatanui, me ētahi āwhina whakangungu mō ngā whare wānanga me ngā rōpū ngaio. E mahi ana ā mātou tohu tutukitanga mahi matua mō tēnei wehenga kia mārama ki te horapa o ā mātou mahi hononga tangata, he pēhea hoki te hari o ngā tāngata o Aotearoa mō ngā whāinga wāhi hono mai ka horaina atu nei e mātou.

Ā MĀTOU WHĀINGA MATUA RAUTAKI MŌ 2020-2024

Ko ngā whāinga matua rautaki e whā nā Te Poari o Te Pouhere Taonga i pou mai, inā:

- (a) kia whakatairangatia ngā wāhi tuku iho mātāmua e tuhia ana i te Rārangi Kōrero/New Zealand Heritage List me ngā kaupapa horanga (Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu and Tohu Whenua)
- (b) kia tiaki, kia whakaruruha, kia whakamana, kia noho mārama hoki ki ngā taonga tuku iho mā te mahi tahi ki ētahi atu
- (c) kia whakatairanga kia kawē whakamua i te kitenga o *Tapuwae* hei tiaki, hei whakaruruha, hei whakamana, kia mihia nuitia ngā taonga tuku iho o te iwi Māori;
- (d) kia whakawhanake hoki i tētahi whakahaere tika mō te ao hou, whakahaere auaha, whai take hoki.

Te Whakatairanga i ngā Wāhi Tuku Iho Ingoa-nui – Ka tauri Te Pouhere Taonga ki te whakamahi, ki te tāpiri hoki i ētahi taonga ki ngā kaupapa o Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu, me ngā Tohu Whenua hei whakatairanga i ngā wāhi tuku iho ingoa-nui mā ngā rā nunui, te whakawhiti kōrero me ngā rauemi matihiko. Ka whakamahia hoki e mātou tā mātou tukanga tiaki rārangi hei hora mōhiotanga mō ngā wāhi tuku iho ingoa-nui o Aotearoa, me te whakatairanga i aua wāhi i roto i aua mahi.

He mea tino nui kia hari ai ngā tāngata o Aotearoa ki tō rātou tūnga manapori, kia mārama hoki ki tō rātou tuakiri ā-motu, i takea mai i te mārama ki ngā wāhi ka noho hei tūāpapa mō tō tātou whenua. He mea tino nui ēnei hei whakatupu i te hiahia o te katoa kia tiakina aua wāhi, e tū toitū ai, e whakapūmāutia ai te hononga o ngā whakaturanga tētahi ki tētahi, inā hoki, he mea taketake tēnei āhua mō te oranga hinengaro me te toiora o te iwi nui tonu.

Ka whai mātou kia karanga atu ki te iwi kia hono mai ki ngā wāhi tuku iho ingoa-nui, kia tiakina hoki aua wāhi. Hei tauira mō ēnei momo mahi, i rapu pūtea mātou mō te whakaoranga mai o Te Whare o Turnbull, mō te whakahoutanga hoki o Te Whare o Kate Sheppard kia hono ai te iwi kia mārama ki ngā kōrero nunui o ēnei wāhi i te whanaketanga o Aotearoa. Ko te aronga matua he tuku i te Mātauranga- te whakamahinga o ō mātou pūnaha tautohu (te Rārangi me Ngā Tohu), me te whakawhirinaki hoki ki te Penapena Taonga – Conservation, me te Hononga – Engagement.

Ka mōhio pū mātou kua tutuki pai ā mātou mahi i roto i te wā o tēnei Tauākī mehemea:

- Kua tū pakari Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu, waihoki a Tohu Whenua, ā, e whanake haere tonu ana; ā,
- Kua wātea te Whare o Kate Sheppard, e ngahautia ana hoki e te iwi katoa o Aotearoa.

Te penapena pāhekoheko – Ahakoa te hautū a Te Pouhere Taonga i te rāngai taonga tuku iho hei kaitohutohu i ētahi atu, he hinonga āhua iti ia i waenga i te rāngai tūmatanui. Nā reira, he mea taketake kia pāhekoheko ia ki te kāwanatanga ā-motu, ā-rohe hoki, ki ngā iwi/hapū, ki ngā rōpū hapori, ki ngā hinonga mātauranga me ngā kamupene kia tika ai te penapena, te tiaki, kia mārama hoki ki ngā taonga tuku iho o Aotearoa.

OUR DELIVERY EMPHASIS

Heritage is, by its very nature as the tangible and intangible evidence of history, a very broad topic indeed. Accordingly, we manage this breadth by emphasising the delivery of our work through three output areas, the definitions of which expand upon our purpose. These output areas are then focused through our strategic priorities to enable their effectiveness to be measured by the KPIs in our SPE annually. Our approach towards KPI development for each output area is set out below.

- **Mātauranga – all New Zealanders can access and contribute to knowledge, information and stories of New Zealand’s important heritage places – Knowledge:** Heritage New Zealand Pouhere Taonga is building New Zealand’s library of knowledge about our cultural heritage through the national New Zealand Heritage List/Rārangi Kōrero (List). We facilitate public involvement with these core foundational resources for growing understanding and conservation of New Zealand’s cultural heritage. The List is available online; our digital library of archaeological reports captures vital information about heritage places that would otherwise be lost; and we share our research and New Zealand’s heritage stories through our website, magazine, newsletters and social media channels. Our KPIs for this output area will measure how successful we have been in providing information for New Zealanders to access about their heritage using these tools.
- **Penapena Taonga – New Zealand’s important heritage places are conserved to high standards for the future – Conservation:** Heritage New Zealand Pouhere Taonga provides a wide range of conservation advice to central and local government, iwi, hapū and marae, and private heritage owners. We also actively assist iwi/hapū to conserve their sites of heritage significance. We manage the archaeological authority consenting process, inform central and local government policy, and care for a portfolio of significant heritage properties on behalf of the people of New Zealand. Our KPIs for work pertaining to this output area will measure the impact our wide range of conservation activity is having within the relevant construct, for example, how many owners we are helping with the National Heritage Preservation Incentive Fund, or how many plans have been influenced by our advice.
- **Hononga – New Zealanders are proud of, and value, their cultural and national identity – Engagement:** Heritage New Zealand Pouhere Taonga provides a wide range of opportunities for New Zealanders to learn about and connect with their cultural heritage. As well as opening many of our properties to the public throughout the year, we provide a range of events through them and our office locations. These events provide pathways to understanding more about New Zealand’s history and cultural identity. These events include educational opportunities for school groups, opportunities for the public, and many training contributions to universities and professional organisations. Our KPIs for work in this output area are about understanding the reach that our engagement work is having, and how satisfied New Zealanders are with the engagement opportunities we are providing to them.

OUR STRATEGIC PRIORITIES FOR 2020-2024

The four strategic priorities established by the Heritage New Zealand Pouhere Taonga Board are to:

- (a) promote significant heritage places recorded on the New Zealand Heritage List/Rārangi Kōrero and delivery programmes (National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu and Tohu Whenua)
- (b) conserve, protect, acknowledge and understand heritage through collaboration
- (c) promote and advance the vision of *Tapuwae* to conserve, protect, acknowledge and revitalise Māori heritage; and
- (d) further develop a modern, innovative and effective organisation.

Promote significant heritage places – Heritage New Zealand Pouhere Taonga will use, and add to, the National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu, and Tohu Whenua programmes to promote significant heritage places through events, communications and digital resources. We will also use our listing process to provide more information about New Zealand’s significant heritage places, promoting them in the course of this.

These activities are important for ensuring that New Zealanders have access to the civic pride and strong sense of national identity that are provided by understanding the places that have formed our country. They are also important for generating the collective will to care for those places, which, in turn, ensures that they survive to sustain the strong sense of intergenerational connection that underpins mental health and well-being for people.

We will also take opportunities to offer engagement with significant heritage places and to conserve them. Examples of these activities are seeking funding for the restoration of Turnbull House, and adapting Kate Sheppard House, to ensure that more New Zealanders have the opportunity to understand the importance of these places to New Zealand’s development. The primary delivery emphasis will be through Mātauranga-Knowledge, the use of our identification systems (the List and National Historic Landmarks), and this will be supplemented by Penapena Taonga – Conservation, and Hononga – Engagement.

We will know we have been successful over the period of this SOI if:

- The National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu and Tohu Whenua programmes are well established and developing; and
- Kate Sheppard House is available to and regularly enjoyed by the New Zealand public.

Collaborative conservation – while Heritage New Zealand Pouhere Taonga leads the historic heritage sector in an advisory capacity, it is a relatively small agency within the public sector. Consequently, it is essential for it to actively collaborate with central and local government, iwi/hapū, community groups, owners, professional bodies, educational institutes and companies to effectively conserve, protect, acknowledge and understand New Zealand’s heritage.

Kua tino mahi whakapiri mātou ki Te Manatū Taonga/Ministry of Culture and Heritage, me Te Papa Atawhai/Department of Conservation ki te hora i te kaupapa o Tohu Whenua. Ka rapu mahi tahitanga hoki mātou i ngā wehenga mahi Māori mō ngā Marae me ngā Whare o runga, ngā Mōhiotanga me ngā Whakamārama Taonga Tuku Iho, Ngā Pūkenga me te Mātauranga Taonga Tuku Iho, ngā Whenua Tuku Iho, i roto i te wā o tēnei Tauākī, i te taha o Te Tāhuhu o Te Mātauranga, Te Manatū Taiao, Hikina Whakatutuki, Te Puni Kōkiri, me ngā hinonga i roto tonu i ō rātou rāngai pēnei i Te Papa Tongarewa, Ngā Taonga, Te Antarctic Heritage Trust, Waka Kotahi me Te Taura Whiri.

Mā ēnei tū momo mahi tahitanga ka piki ake tō mātou āhei ki te whakaawe i ēnei momo mahi, inā hoki, he pānga nui tonu tō tēnā wāhanga, tō tēnā wāhanga ki te māraramanga o ngā tāngata o Aotearoa ki ō rātou taonga tuku iho. Hei tauira, kua noho ko te akoranga me te mōhio ki ngā tātai kōrero hei wāhi whakahaere o te marautanga hei mea nui mō te māraramanga o te tāngata ki ēnei mea, ka akiakitia hoki kia hono haere tonu. Ko te Penapena Taonga/Conservation te aronga hora nui o tēnei whāinga matua, he mea tautoko ki ngā mahi Hononga/Engagement, me te Mātauranga/Knowledge.

Ka mōhio pū mātou kua tutuki pai ā mātou mahi i roto i te wā o tēnei Tauākī mehemea:

- Kua whakarerekētia e mātou ngā wheako mā te manuhiri i ō mātou whenua hei whakapiki i tō rātou mārarama ki ngā tātai kōrero o Aotearoa, me te tautoko i te marautanga kura;
- Kua tutuki pai i a mātou te mahi tahitanga ki ētahi atu ki te whakawhānui i Te Kaupapa Penapena Whare Māori,
- Kua whakapikia e mātou ngā ara mahi mō ngā kaimahi ngaio taonga tuku iho i Aotearoa.

Te whakatairanga me kawae whakamua i *Tapuwae* – He mea ārahi ngā mahi a Te Pouhere Taonga i ana mahi mō ngā taonga tuku iho Māori e te matakite o te Kaunihera Māori o te Pouhere Taonga: *Tapuwae* He mea hira tēnei, inā hoki, ko ngā taonga tuku iho Māori ngā taonga tuku iho o Aotearoa, kei konei ngā kōrero tuku iho tuatahi o Aotearoa. Ki te hiahia tātou kia ea Te Tiriti o Waitangi, kia tautokona te kōtuinga o te iwi Māori me te Karauna mō ngā rā e tū mai nei, me mātua whakapiki te māraramanga o ngā tāngata katoa o Aotearoa ki ngā taonga tuku iho Māori.

Ka anga mātou ki te whakawhānui i tā mātou kaupapa taketake, kaupapa hira Penapena Whare Māori Tuku Iho, i runga i te wairua mahi kōtūi ki ētahi atu hinonga. Tō mātou whāinga kia whakapikia te maha o ngā iwi/hapū ka whai wāhi ki tēnei kaupapa, ka whakamahia hoki hei hanga ara mahi ngaio mō ngāi Māori.

I tua atu i tēnei, i whakakitea e mātou i ngā rā nei kāore i te eke ki te taumata tika ngā mahi a ngā mana ā-rohe hei whakatoitū i ngā wāhi ingoa-nui o ngāi Māori mā roto i ā rātou mahere ā-rohe. I roto i te oranga o tēnei Tauākī Whakamaunga Atu ka arotahi mātou ki te horanga i ngā whakamaherehere me ngā tohutohu ki ngā mana ā-rohe; te whakapakari i ā mātou kaimahi mō te reo me ngā tikanga Māori hei whakapiki i tō rātou pūmau ki te takawaenga kōtuitanga i waenga i ngā rangatira pupuru whenua me ngā iwi/hapū; te whakapiki i te maha o ngā wāhi Māori tuku iho i te Rārangī Kōrero/ me te whai wāhi i te taha o ngā iwi/hapū ki ngā tukanga whakamahere pēnei i te takawaenga me ngā whakawākanga.

Tētahi atu wāhi matua e hiahia ana mātou ki te kawae whakamua i roto i te oranga o tēnei Tauākī ko te whakarerekē i ō mātou whenua

kia whakawhānui rawatia ngā hua ka puta mō te māraramanga ki te horopaki tātai tuku iho o aua wāhi. Ko te aronga hora ko te Penapena Taonga – Conservation, me te Mātauranga - Knowledge me te Hononga – Engagement. Ka mōhio pū mātou kua tutuki pai ā mātou mahi i roto i te wā o tēnei Tauākī mehemea:

- Kua ū, kua whakawhanaketia hoki e mātou tō mātou ū ki te whakaoranga o Te Reo Māori mā tō mātou Anga Pouhere Reo, me te Tautoko mai o Te Taura Whiri me te Maihi Karauna
- Kua whakawhānui mātou i te toronga Te Kaupapa Penapena Whare Māori; ā,
- Kua tāreia e mātou he ara i te ao mahi mō ngāi Māori i te kaupapa Penapena Whare Tuku Iho.

He whakahaere tika mō te ao hou, he whakahaere auaha, whai

take hoki – Kua tino rerekē ngā tūmanako o te hunga whai pānga mō te horanga a Te Pouhere Taonga i āna mahi, me te huarahi e taea ai e ia taua horanga. I tēnei wā kua tauri te whakahaere ki te whakatika i te ngoikoretanga o ngā haumitanga ki ōna pūnaha hangarau mōhiohio, i ngoikore mō te wā roa. Ka whakamohotia e Te Pouhere Taonga ōna pūnaha whakahaere pārongo kia taea ai te whakatutuki i ngā mātāpono kua oti nei te hua e mātou, kia taea ai e mātou ngā mahi te hora māriri, me te eke o te horanga ki ngā paerewa hou, ngā paerewa auaha o ēnei rā. I takea mai ēnei mātāpono i ā mātou mahi aronga horanga, pēnei:

- Te Mātauranga/Knowledge – ka taea e mātou te uru ki ō mātou mōhiotanga tautōhito i hea o te ao, te whakaauaha mā ngā huarahi matihiko, te tūwhiti raraunga, me te whakamana i ā mātou kaimahi kia mahia te mahi
- Te Penapena Taonga/Conservation – ka āhei mātou ki te pāhekoheko i runga i te ngāwari, kia nui ake ngā tutukitanga, te mahi tiaki, kia kaha ake te tiri mā ngā huarahi matihiko, te whakatutuki hoki i ngā paerewa kāwanatanga, me te whakaute i Te Ao Māori; me te
- Hononga/Engagement – ka āhei mātou te whakawātea urunga mō ngā tāngata katoa o Aotearoa, he hora raraunga tuwhera, tōtika mai i te tīmatanga ki te mutunga, wātea mai he hiringa tuihono i te tuatahi, kia rapua hoki he hoa kōtūi hei whakaauaha.

Ka whakahoutia tō mātou taiao hangarau mōhiohio kia huakina mai ngā painga kei tō mātou whakahaere kia rere i te takiwā, kia horapa ki ngā kaimātaki whānui noa ake, engari kia whakahāngaitia ngā momo kōrero me ngā rātonga ki a rātou. Mā te whakatikatika i tō mātou taiao hangarau mōhiohio pai ake tā mātou tūhono i ngā tāngata whai pānga maha ahakoa i roto, i waho rānei i te rāngai taonga tuku iho, e pai ake ai te tiri i aua mōhiotanga, tohutohu hoki mō ngā taonga tuku iho, mā ngā huarahi pēnei i tētahi Tomokanga Taonga Tuku Iho, kia wātea kē atu hoki ngā wheako mariko o ngā taonga tuku iho o Aotearoa.

Ka mōhio pū mātou kua tutuki pai ā mātou mahi i roto i te wā o tēnei Tauākī mehemea:

- kua whakapūmautia tō mātou taiao whakahaere me ōna āheinga kia urutau ki ngā rā e heke mai nei
- kua whakamohotia tō mātou pae tukutuku, kua tīmata hoki te whakawhanaketanga o tētahi Tomokanga Taonga Tuku Iho;
- kua tīmata tā mātou hora, whakapiki hoki i te maha o ngā wheako mariko mō ngā taonga tuku iho o Aotearoa.

We already work in close collaboration with the Ministry of Culture and Heritage/Manatū Taonga and the Department of Conservation Te Papa Atawhai to deliver Tohu Whenua. We will seek similar collaborations in the areas of Māori and Marae Built Heritage, Heritage Information and Interpretation, Heritage Skills and Education, and Heritage Properties during the period of this SOI, with the Ministry of Education, the Ministry for the Environment, the Ministry of Business, Innovation and Employment, Te Puni Kōkiri, and the agencies within their sectors and our own, such as Te Papa, Nga Taonga, the Antarctic Heritage Trust, the New Zealand Transport Agency and Te Taura Whiri.

Such collaborations increase our ability to influence these areas, each of which has a considerable impact on New Zealanders' appreciation of their heritage. For example, the introduction of New Zealand history as a compulsory element of the school curriculum supports increased understanding of New Zealand's heritage, raising awareness of it and prompting more engagement with it. Penapena Taonga/Conservation is the delivery emphasis of this priority, supported by Hononga/Engagement and Mātauranga/Knowledge activities.

We will know we have been successful over the course of this SOI if we:

- Adapt the visitor experience at our properties to improve their contribution to understanding New Zealand history and supporting the school curriculum
- Succeed in working with others to expand our Built Māori Heritage Conservation programme; and
- Manage to increase the career pathways for heritage professionals in New Zealand.

Promoting and advancing *Tapuwae* – Heritage New Zealand Pouhere Taonga is guided in activities for Māori heritage by the vision of the Māori Heritage Council: *Tapuwae*. This is important as Māori Heritage is New Zealand's heritage and tells the earliest stories of human engagement with this land. If we are to honour the Treaty of Waitangi, and support the development of a future shaped by a healthy partnership between Māori and the Crown, then we need to raise the level of appreciation of Māori Heritage among all New Zealanders.

We will look to expand our critically important programme of Māori Built Heritage Conservation in partnership with a range of other agencies. Our objective is to increase the numbers of iwi/hapū that have access to this programme and use it to develop career pathways for Māori.

In addition, we recently demonstrated that local authorities are not doing enough to recognise sites of significance to Māori through their district plans. During the life of this SOI we will focus on improving this by providing updated guidance and advice to local authorities; upskilling our staff in te reo and tikanga Māori to improve their ability to broker partnerships between landowners and iwi/hapū; increasing the numbers of Māori Heritage places on the New Zealand Heritage List/Rārangi Kōrero; and participating alongside iwi/hapū in plan processes such as mediation and hearings.

Another key area that we wish to progress through the life of this SOI is the adaptation of our own properties to maximise their contribution to understanding the full historical context in which they sit. The delivery emphasis will be on Penapena Taonga – Conservation supported by Mātauranga – Knowledge and Hononga – Engagement. We will know we have been successful during the life of this SOI if we:

- Maintain and develop our commitment to the revitalisation of te reo Māori through our Pouhere Reo framework and support of Te Taura Whiri and Maihi Karauna
- Expand the reach of the Māori Built Heritage Conservation programme; and
- Generate a career pathway for Māori into Built Heritage Conservation.

A modern, innovative and effective organisation – technological change has fundamentally altered the expectations of our stakeholders as to what Heritage New Zealand Pouhere Taonga delivers and the way in which it can deliver it. The organisation is in the process of recovering from a significant period of under-investment in its IT systems. Heritage New Zealand Pouhere Taonga will, if finances permit, upgrade information management to enable the organisation to meet a range of principles we have developed, to ensure we can deliver to an appropriately modern and innovative standard. These principles are based on our delivery emphasis activities as follows:

- Mātauranga/Knowledge – we will be able to access our expertise anywhere, innovate through digital means, leverage data, and enable our staff
- Penapena Taonga/Conservation – we will be able to collaborate more easily to achieve more, protect and share through digital methods, meet government standards, and respect Te Ao Māori; and
- Hononga/Engagement – we will be able to provide better access for New Zealanders, provide open, complete data, have online options first, and partner to innovate.

Our current IT environment will be updated to unlock our organisational potential to reach broader audiences with a wider, but more targeted, range of information and services. By bringing our IT environment up to speed, we will be better placed to connect different stakeholders both within (and to) the heritage sector, better ensuring that information and advice on heritage is shared more efficiently through means such as a heritage portal and more access to virtual reality experiences of New Zealand's heritage.

We will know if we have been successful over the course of this SOI if we have:

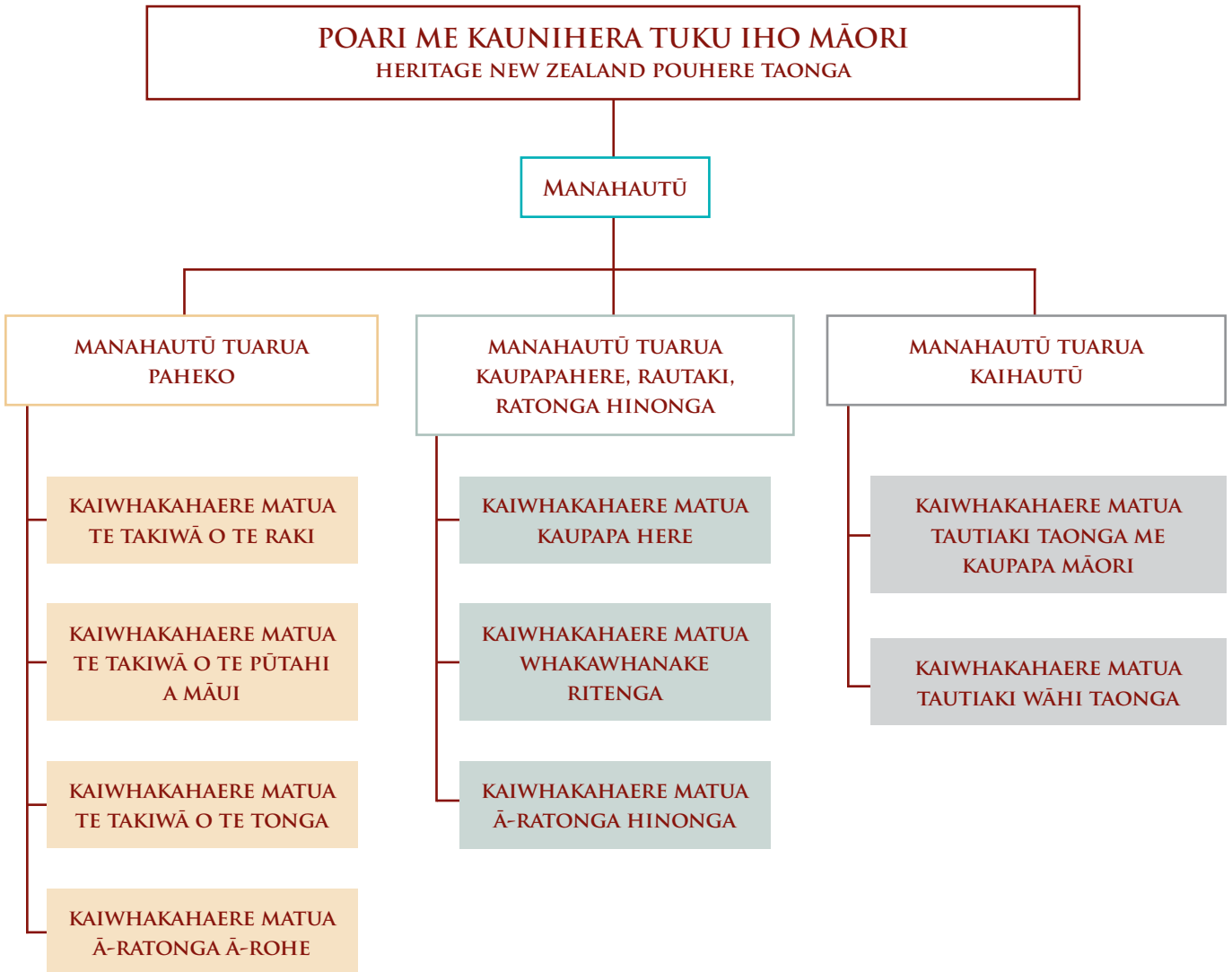
- secured our operating environment and its ability to adapt for the future
- upgraded our website and begun the development of a heritage portal; and
- begun to provide and enable more virtual reality experiences of New Zealand's heritage.

NGĀ WHAKARITENGA ME NGĀ WHAKAHAERE

I whakahoutia Te Pouhere Taonga i ngā marama whakamutunga o 2017, ā, i tutuki pai hoki ngā mahi. E whakarururia ana e tētahi Poari e anga atu ana ki ngā whāinga matua me ngā hiahia o Te Kāwanatanga, ka kawea haepapa hoki mō te ahunga rautaki o te whakahaere.

E kawea tonutia ana e te Kaunihera Māori o Te Pouhere Taonga ōna haepapa ā-ture i raro i te Ture, ā, e mahi whakapiri ana me te Poari kia tutuki ngā mātāpono o *Tapuwae*, te kitenga a te Kaunihera mō ngā taonga tuku iho Māori mō ngā rā kei mua, arā, kia uru katoa ēnei ki ngā haepapa me ngā whāinga matua o te whakahaere.

E mahi haere tonu ana te whakahaere ki te hora i ngā ratonga tiaki rārangi taonga tuku iho, i ngā ratonga whakarite mātāi whaipara ki ngā rohe, i ngā tari ā-takiwā i Kerikeri, i Tāmākimakaurau, i Tauranga, i Te Whanga-nui-a-Tara, i Ōtautahi me Ōtepoti. Kei te whare o Antrim i Te Whanga-nui-a-Tara tētahi mahi hou, te whakawhanake whakahaere, i te taha o ōna mahi o te whakaruruhau ā-motu, whakatupu kaupapa here, ratonga rangatōpū hoki. E mahi ana tētahi tira taonga tuku iho Māori (te Tira) i roto i te anga ā-takiwā, ā-rohe, me te whakaruru mai a Te Whare o Antrim i ngā mahi. Kua whakanohia hoki he Tira Ratonga ā-Takiwā hou puta noa i ngā tira ā-takiwā, ā-rohe hei hora i ngā ratonga toro ki te iwi, ratonga ture hoki. Kua tuia mai te haepapa mō ō mātou whenua ki ngā tari ā-takiwā, ā-rohe tūtata rawa ki ia whenua.

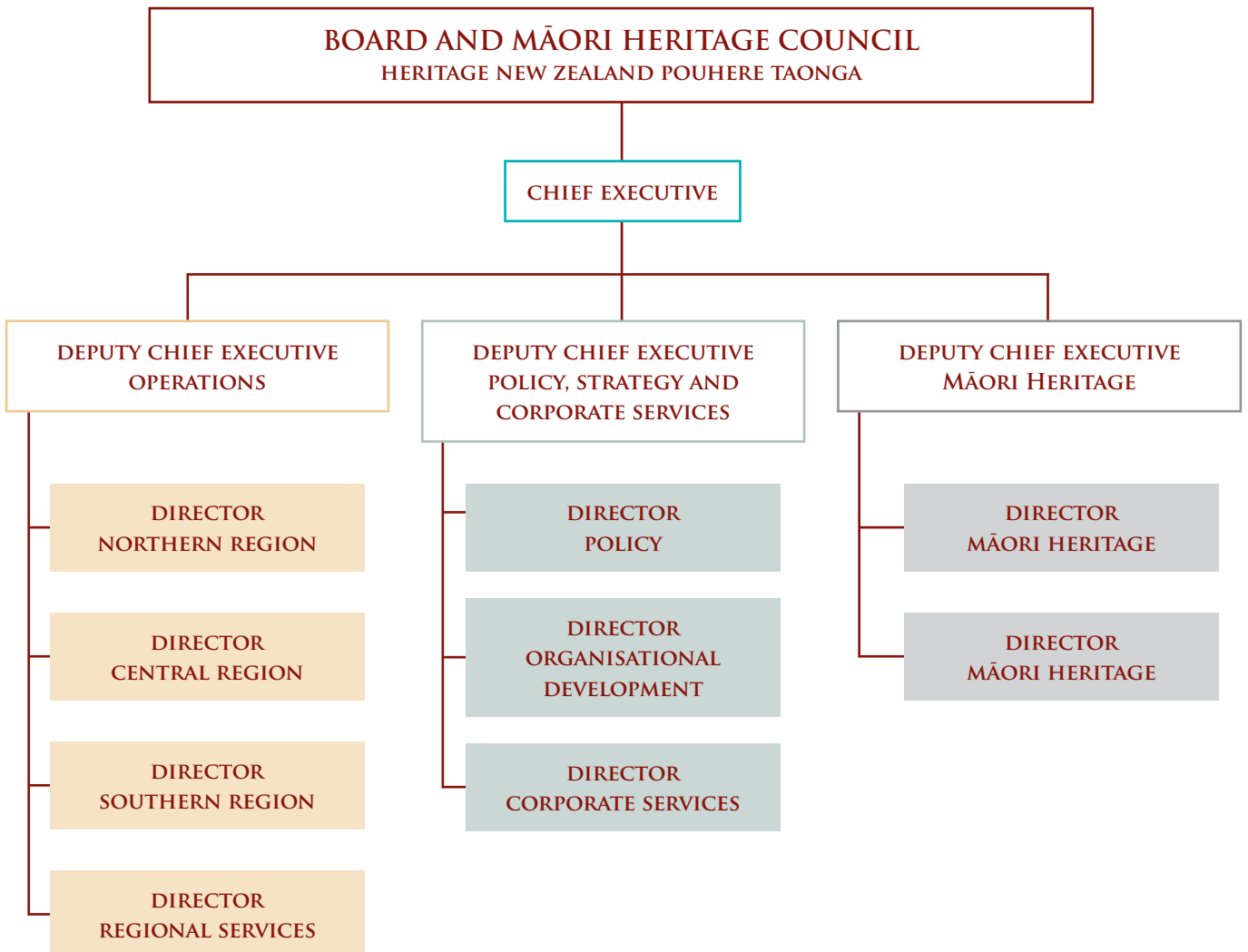


ORGANISATIONAL STRUCTURE

Heritage New Zealand Pouhere Taonga underwent a successful reorganisation towards the end of 2017. It remains governed by a Board that takes government priorities and desired outcomes into account and is responsible for the organisation’s strategic direction.

The Māori Heritage Council continues its specific statutory functions under the Act, working closely with the Board to ensure the application of *Tapuwae* (the Council’s vision for the future of Māori heritage) to the organisation’s responsibilities and priorities.

The organisation continues to deliver heritage listing, archaeological regulatory and conservation advice services regionally, with offices located in Kerikeri, Auckland, Tauranga, Wellington, Christchurch and Dunedin. Antrim House in Wellington provides the new function of Organisational Development alongside its existing national oversight, policy and corporate services functions. A Māori Heritage Team (te Tira) operates throughout the regional and area structure with national oversight from Antrim House. A new Regional Services Team is also disbursed across the regional and area teams, providing outreach and legal services. Responsibility for our properties is now integrated with their nearest regional or area office.



Ō MĀTOU TĀNGATA WHAI PĀNGA

E ū ana Te Pouhere taonga kia noho hei tari arataki mō ngā take taonga tuku iho o Aotearoa, ā, e ū ana i roto i te wā o tēnei tauāki whakamaunga atu kia noho hei hoa kōtui taonga tuku iho mātāmua.

Kua noho ko ngā Mana Paetata ā-Rohe (TLA), hei rōpū whai pānga taketake mō mātou. Koinei te hunga ka whakatāhuhu i ngā wāhi tuku iho, e whakarite nei hoki i ngā huarahi e taea ai aua wāhi te whakarerekē kia whakawhanaketia. I pēnei ai nā te mea ka riro mā ngā tikanga mahi o ēnei rōpū te nuinga o ngā mahi tiaki taonga tuku iho hei kawē. Hoatu ai mātou i ētahi kōrero taketake, me ōna whakamaherehere kia taea ai e ngā Mana nei tēnei mahi te kawē, mā te whakauru tāpiritanga ki te Rārangi Kōrero, ka noho hei kaupapa taketake mō te tini o ngā rārangi taonga tuku iho o aua Mana Paetata ā-Rohe, tae atu ki ngā tohutohu me ngā tāpaetanga ki ngā whanaketanga mahere ā-takiwā, me ngā whakaaetanga mō ngā rawa. I tua atu i ngā Mana Paetata ā-Rohe me ngā kaunihera ā-rohe, ka mahi tahi Te Pouhere Taonga me ngā iwi/hapū, ngā rōpū hapori, ngā rangatira o ngā wāhi tuku iho ingoa-nui, mō ngā take taonga tuku iho i roto i te tukanga whakamahere, ina taea e ia.

Ko tētahi wāhi o te tūnga o Te Pouhere Taonga hei kaiwhakarite tikanga mō ngā wāhi mātāi whaipara tuku iho, he mahi tahi me ngā rangatira o aua whenua me ngā iwi/hapū mō te tiaki me te whakahaere i ngā pae mātāi whaipara. Ka tautoko hoki mātou i te kāwanatanga ā-motu mā te hora whakamaherehere, tohutohu hoki ina ara ake ngā rawa tuku iho hei wāhi o ngā Tukunga Rawatanga Whenua Karauna, waihoki ngā whakataunga tiriti e uru ai tētahi āhuatanga wāhi tuku iho ki roto. E tuhi tāpaetanga ana mātou mō ngā ture kia āta whakaarotia ngā take taonga tuku iho i roto i te whakawhanaketanga.

Ka hora mātou i te huhua o ngā ratonga e āhei ai ngā tāngata o Aotearoa kia whakatata atu ki ō rātou wāhi tuku iho. Tētahi wāhi o ēnei ko te penapena me te whakatuwhera i ō mātou whenua, te hautū

rā, hui nunui, te whakaputa i te moheni o *Heritage New Zealand*, ngā mātāreere hoki o *Heritage Quarterly* me *Heritage This Month*, te tuku kōrero auau i ngā pae pāpāho pāpori, te whakahaere i tētahi kaupapa rārangi mema, me te arotahi ki te whakahou i tērā rārangi i tēnei wā. Mō ngā rangatira, ka hora mātou i ngā whakamaherehere penapena, ka āwhinatia hoki rātou ki ngā tono ki te Pūtea Whakaoho Whakaora Taonga Tuku Iho ā-Motu, me ētahi atu tahua taonga tuku iho nā ētahi atu rōpū i tāpae mai.

Tētahi wāhi o te hono ki te hunga whai panga e ngākau-nui nei mātou ki tōna whakawhanaketanga i roto i te wā o tēnei tauāki ko te whakawhānuitanga o Te Kaupapa Penapena Whare Māori. Kua oti ētahi mahi whakamīharo te tārei e tētahi tira mātanga moroiti mā Te Pouhere Taonga, hei hora i te hononga kotahi o te motu katoa e ana ana ki te penapena whare Māori tuku iho i ngā wāhi tonu e tū ana aua whare. He tutukitanga mīharo tēnei i te ao katoa mō ngā mahi penapena wāhi tuku iho, ā, e hiahia ana mātou kia mahi tahi me Te Puni Kōkiri, Hīkina Whakatutuki me te Antarctic Heritage Trust ki te whakatupu i te kaupapa me ngā whāinga wāhi i te taha kia tūhono mai te rangatahi o Aotearoa ki āna mahi.

He tino kaupupuru pānga hoki ngā whare mātauranga, ngā hinonga wāhi tuku iho, ngā tāngata ngaio, me ngā kaimahi ā-ringa mō Te Pouhere Taonga. E whakapiri ana mātou ki ngā kaupapa ako wāhi tuku iho tuatoru o Aotearoa me ngā kura e tūtata ana ki ō mātou whare, whenua hoki, he hokihoki tonu mai te mahi, ki te noho tahi, ki te ako hoki. Hora ai mātou i te huhua o ngā wāhanga whakangungu ki ngā rōpū kaiwhakamahere, ngā kaimataaro pūhanga, ngā kaihoahoa whare me ērā atu rōpū whai pānga. E mea ana mātou ki te tuitui i ēnei mahi katoa ki tētahi uruparenga mārire ki te whakaurunga o ngā tātai kōrero o Aotearoa ki te marautanga kura, hei āwhina i te tāreitanga ara mahi taonga tuku iho ōkawa kē atu, i Aotearoa. ■

OUR STAKEHOLDERS

Heritage New Zealand Pouhere Taonga is New Zealand's lead heritage agency, and is committed over the life of this SOI to becoming its lead heritage collaborator.

Territorial Local Authorities (TLAs) who schedule heritage places and determine the way in which they may be changed in order to enable development of places have been, and will continue to be, a key stakeholder group for us. This is because protection of most of New Zealand's heritage rests with their processes. We provide crucial information and advice to enable TLAs to undertake this work in the form of entries into the New Zealand Heritage List/Rārangi Kōrero, which are a key basis for many TLA heritage schedules, as well as guidance and submissions on district plan development and resource consents. In addition to TLAs and regional councils, Heritage New Zealand Pouhere Taonga works with iwi/hapū, community groups and owners of significant heritage places in relation to heritage issues within the planning process, where it can.

Heritage New Zealand Pouhere Taonga's role as a regulator of archaeological heritage involves work with property owners and iwi/hapū in relation to the protection and management of archaeological sites. We also support central government with advice and guidance when heritage assets feature as part of Crown Land Disposal, and where Treaty settlements involve specific elements of heritage redress. We make submissions on legislation to ensure that heritage considerations are taken into account in its development.

We provide a range of services to enable the public of New Zealand to engage with their heritage. These include conserving and opening our properties, putting on events, publishing *Heritage New Zealand* magazine, *Heritage Quarterly* and *Heritage This Month* newsletters,

posting regularly on social media, and operating a membership programme, which we are currently focused on refreshing. For owners, we provide conservation advice and assist them with applications to the National Heritage Preservation Incentive Fund and heritage grants offered by other parties.

An area of stakeholder engagement that we are particularly looking forward to developing over the life of this SOI is an expansion of our Māori Buildings Conservation Programme. The work of a small team of specialists has forged a proud legacy for Heritage New Zealand Pouhere Taonga in providing the country's only engagement focused on the conservation of traditional Māori buildings in situ. This is a globally significant contribution to heritage conservation, and we hope to work with Te Puni Kōkiri, the Ministry of Business, Innovation and Employment, and the Antarctic Heritage Trust to grow the programme and the opportunities for young New Zealanders to connect with it.

Educational institutions, heritage-related professional bodies, professionals and tradespeople are also significant stakeholders for Heritage New Zealand Pouhere Taonga. We are closely connected to the principal tertiary heritage training courses throughout New Zealand, and schools that are located near our properties frequently visit them and engage with educational activities at them. We provide many training sessions to groups of planners, engineers, architects and other related professions. We aspire to synthesise these activities into a co-ordinated response to the introduction of New Zealand history into the school curriculum to assist in the more formal development of heritage career pathways in New Zealand. ■

3. TE HAUORA ME NGĀ PŪMANAWA O TE WHAKAHAERE

Me mātua whakaōrite ngā whāngaingā, me ngā whakatāhuhutanga mahi mō ā mātou tāngata, hangaroto, pūnaha, rawa pūtea hoki, kia tutuki ai ngā hua me ngā huaputa o te whakahaere.

Ā MĀTOU TĀNGATA

He waimarie Te Pouhere Taonga i āna kaimahi ngaio, ngākau-ū hoki, 136.4 wā kiki te tataranga. Tērā anō hoki ētahi tāngata mahi harangotengote, i ngā wā hoki o te tau e hāngai ana i ō mātou whenua, i ngā rā nunui, i ngā hui nunui, me tōna tira tūao puta noa i te whenua e tautoko ana i te taha. Ki te tino hiahia, ka taea te whakauru ki ngā kirimana ki tērā hunga, kia kamakama ai tā mātou whakahāngai rawa.

Kua whakatinanatia hoki e Te Pouhere Taonga te huhua o ngā kaupapa here pūmanawa i runga anō i ngā ture hauora, haumaruru hoki, ngā ritenga whiwhinga mahi ōrite, me ngā aratohu a te rāngai Kāwanatanga. Ko ētahi o aua kaupapa here he whai kia ōrite te whiwhinga mahi, te whakahaere i te pai o ngā mahi, te ārai i te mahi whakatōi, te whakaweti me te whakatoihara, te hauora me te haumaruru, arā atu, arā atu. He anga akoranga, whakawhanaketanga ā-motu tō mātou kia tautokona ai ā mātou tāngata, kia whakangungua hoki i roto i ā rātou mahi me mātou. Ka whakatairangatia e mātou te piri ki tētahi rārangi uara ā-whakahaere mō te whanonga, nā te katoa i whakatakoto, i whakaae, inā:

- Tairangahia – Te whakamana, te whakaute hoki
- Kotahitanga – Te mahi tahi, te toipoto
- Tātakihia – Te whakahihiri, te matawhānui, me te
- Manaakitanga – Te whai whakaaro ki ētahi atu, te whakaaro rangatira, otirā te tū pakari.

Ō MĀTOU PŪNAHA

Kua tahuri atu te Pouhere Taonga i ēnei marama tata i tētahi tauira mahi whakaroto mō te hora ratonga whakawhiti kōrero (IT) ki tētahi tauira mahi whakawaho tūturu. Kua oti i a mātou te whakawhiti i ngā raraunga katoa o te whakahaere i ngā tūmau i ō mātou tari ki tētahi pūhara Polaris, he kaiwhakarato whakawaho tōna, nā te mea kua tae mai ngā Hangaroto hei Ratonga (IaaS) ki a mātou. He mea tēnei mō tēnei wā noa iho, i a mātou e whakahou nei i ō mātou pūnaha whakahaere, rokiroki mōhio hoki kia pai ai te whakawhiti ki te Kapua i runga i te ngāwari.

Ko te wehenga whai i muri o te whakatinana i tō mātou mahere whakawhiti kōrero, ko te whakamohoa i ō mātou taupānga whakahaere, ngā pūnaha rokiroki mōhio, te ipurangi, me te pae tukutuku. He mea tino nui tēnei hei whakatutuki i tō mātou whāinga matua ratuaki o te eke hei whakahaere tika mō te ao hou, whakahaere auaha, whai take hoki. I tēnei wā kua mau ō mātou pūnaha whakahaere i waenga i ngā momo putanga o Microsoft Office 2007, 2010 me 365, e āhua hē haere nei te honohono o ngā wehenga o te whakahaere. Waihoki, kua tū ā-tawhitotia ētahi o ngā pātengi raraunga e puritia nei ō mātou mōhio. Me mātua whakatūturu ēnei i ngā rokiroki tika mō ngā rā kei te tū mai, kia pai ai tā mātou pupuru i ēnei mōhio mō ake ake, kia ngāwari ai hoki tā mātou whakamahi i ngā kanoi raraunga taketake. Kua āhua puruhekahekatia te āhua o tō mātou pae tukutuku, me tōna “āhua ki te titiro atu”, nā reira ka whakahōtia e mātou kia pai ake ai tōna whakaata i tā mātou whāinga rautaki o te eke hei whakahaere tika mō te ao hou, whakahaere auaha, whai take hoki. Me mātua whakahou hoki ā mātou anga kōpaki kōnae mō ā mātou tikanga mahi hou, kia

whakapikia rawatia ngā painga ka hua ake i ngā tikanga whakahaere tuhinga hiko o te ao hou.

He taupuhipuhi katoa ēnei whakawhitinga, ā, ka tūhono hoki ki tō mātou hiahia kia auaha, kia horaina ētahi atu hononga matihiko ki ngā tangata katoa o Aotearoa ki ō rātou taonga tuku iho. E kore e oti i te rā kotahi te mahinga o ēnei āhuatanga rīraparapa, ā, kei te huri katoa te ao hangarau, nā reira, iti nei, iti nei ka oti te mahi. E kore pea e oti katoa i te roa o tēnei Tauākī. Ahakoa tērā, e mea ana mātou ka taea ētahi tino whakapikinga ake i ēnei wāhanga, i roto i taua wā.

Ō MĀTOU RAWA

He mea taketake ō mātou whenua mō ā mātou mahi, hei puna whiwhinga pūtea, hei huarahi matua hoki e tūhono ai te hunga o Aotearoa ki ō rātou wāhi tuku iho. I roto i te ora o tērā o ngā Tauākī Whakamaunga Atu, kua horaina e ngā whenua tētahi ara mahi pūtea mō te whakahaere. Kua nātia tēnei e te mate urutā ā-ao, kua kati aua wāhi mō te wā, kua heke hoki te maha o ngā manuhiri mai i tāwāhi tērā pea ka toro i aua wāhi. Ahakoa tērā, ko te matapae, ka ora haere ēnei āhuatanga, i tā mātou mahi ki te whakatairanga i ēnei wāhi ki te hunga o te kāinga nei.

He wāhanga nui te whakatikatika i ō mātou whenua mō te wā roa, o ngā whakapaunga moni o te whakahaere. Kua horaina e mātou tētahi kaupapa whakatikatika o ia rā, o ngā tau tītiki hoki mō ngā whenua, i runga i tētahi rārangi rōnaki, e hora nei hoki i ngā kaupapa whakatū rawa hou, mehe mea ka taea i raro i ngā herenga ā-pūtea. Ko te hoatu tuanui hou ki Te Whare o Kemp i te Whare Mīhana i Kerikeri, me te Whare o Antrim i Te Whanga-nui-a-Tara ētahi kaupapa mahi e rua ka āta mahia i roto i te wā o tēnei Tauākī Whakamaunga Atu. I te tau 2019, i riro te mana o te puritanga i te whare o Kate Sheppard i Ōtautahi i a mātou, nā reira ka mahi nui mātou ki te whakarekē i tēnei whare i tētahi kāinga noho kia huri hei ūnga manuhiri, hei wāhi huihuinga hoki. E noho tonu ana ko te whakaturukitanga me te whakanikotanga hou o te Whare o Turnbull i Te Whanga-nui-a-Tara tētahi whāinga matua, e mea ana mātou ki te tautoko i ētahi atu rapunga moni hei pūtea mō tēnei kaupapa.

Ō MĀTOU PŪTEA

I te Rārangi Pūtea o 2018, i tukua ki a mātou tētahi whakapikinga ake \$2 miriona ki ō mātou pūtea nā te Karauna i tuku mai, hei āwhina i te whakatutukinga tonu mō ā mātou ratonga whakamana mahi mātai whaipara. I te tau 2019, 52% o ō mātou whiwhinga pūtea i takea mai i te Karauna, 23% mai i ngā takoha, ngā takoha wira me ngā hōmaitanga noa, ā, 18% mai i ō mātou whenua. Ko tērā atu whitu ōrau e toe ana i takea mai i ā mātou mema me ngā whiwhinga pūtea i ngā wāhi maha. He tino hekenga iho tēnei mai i te haumitanga 80% a te Karauna i ngā tau o mua atu, me te mihi a te tangata ki ngā tūmanako nui mō tō mātou āhei ki te mahi moni mā mātou ake.

Heoi anō, nā te pānga mai o Kowheori-19 kua tangohia reretia mō tēnei wā ngā whiwhinga pūtea nō waho o te Karauna, mā mātou. Ka nui te whakamoemiti ki te tohanga mai o te \$11.364 miriona i te Ripanga Kaute 2020, e tautokona ai ā mātou mahi whakaora puna whiwhinga pūtea, waihanga hou hoki i ngā ara kua tū kē i a mātou ki te whakapiki i tō mātou tōtū ā-pūtea. ■

3. ORGANISATIONAL HEALTH AND CAPABILITY

Achieving the organisation's outcomes and outputs requires our people, infrastructure, systems and financial resources to be matched and prioritised appropriately.

OUR PEOPLE

Heritage New Zealand Pouhere Taonga is fortunate to have a highly skilled, professional and dedicated staff made up of 136.4 full-time equivalents. We also have a number of people working on a seasonal and casual basis to assist at our properties or during one-off events, and a team of regular volunteers across the country providing additional support. If absolutely necessary, we engage short-term contractors to enable us to be agile in prioritising resources.

Heritage New Zealand Pouhere Taonga implements a range of people capability policies in accordance with health and safety legislation, equal employment opportunities requirements and state sector guidance. These include policies to ensure equal employment, performance management, prevention of harassment, bullying and discrimination, and health and safety, among others. We have a national learning and development framework to ensure our people are supported and developed in their work with us. We promote a shared adherence to a set of organisational values for behaviour, which were developed and agreed with staff, as follows:

- Tairangahia – Honouring and respectful
- Kotahitanga – Collaborative and unified
- Tātakihia – Inspiring and progressive; and
- Manaakitanga – Considerate, demonstrates integrity and is authoritative.

OUR SYSTEMS

Heritage New Zealand Pouhere Taonga has recently transitioned from an in-house model of IT service provision to a fully outsourced model. We have completed the transition of the organisation's data from servers in our offices to a Polaris platform with an external provider as we now receive IaaS. This is an interim measure while we reorganise our operating and information storage systems to enable an efficient transition to the Cloud.

The next phase of implementing our IT plan will focus on upgrading our operating applications, information storage systems, intranet and website. This work is necessary to achieve our strategic priority of being a modern, innovative and effective organisation. Our operating systems are currently caught between Microsoft Office versions 2007, 2010 and 365, leading to a lack of fluency in connectivity across the organisation. In addition, key databases on which our information is held are approaching obsolescence. These need to be secured in appropriate constructs for the future to ensure that we retain and are better able to utilise key datasets. Our website is severely dated in terms of functionality and 'feel', so we will work towards refreshing it to better reflect our strategic priority of being a modern, innovative and effective organisation. Our file structures need a refresh for our new ways of working and to ensure they optimise the advantages of electronic document management.

These transitions are all inter-related, and reflect our desire to innovate to provide more digital connection for New Zealanders to their

heritage. Working through the complexity of this will take time and, with the pace of technological change, will be iterative rather than reaching completion within the life of this SOI. However, we anticipate being able to demonstrate significant improvements in these areas during this time.

OUR ASSETS

Our properties are a core element of our work, providing both a source of income and a primary means of engaging New Zealanders with their heritage. Over the life of the last SOI, the properties had provided a strong and developing income stream for the organisation. The global pandemic significantly slowed this, forcing their temporary closure and reducing the number of overseas visitors likely to access them. However, it is anticipated that this should recover as we work to raise their profile with the domestic market.

The long-term maintenance of our properties is a significant area of expenditure for the organisation. We deliver a sustained programme of routine and non-routine maintenance of the properties on a rolling programme that also delivers, when financially possible, major capital works projects. The re-roofing of Kemp House at the Kerikeri Mission Station and Antrim House in Wellington are two such projects that will need attention during the life of this SOI. In 2019, we became the owner of Kate Sheppard House in Christchurch, so we will be working to adapt this property from a residence into a visitor experience and venue. The earthquake strengthening and refurbishment of Turnbull House in Wellington remains a priority and we are planning to support further bids to fund this project.

OUR FUNDING

In Budget 2018, we were granted an increase of \$2 million to our Crown funding to assist in meeting the rising demand for our archaeological regulatory services. In 2019, 52% of our revenue was derived from the Crown, 23% from donations, bequests and gifts, and 18% from our properties. The remaining 7% was derived from our membership and sundry income. This represents a significant decrease from the 80% investment from the Crown of earlier years, providing positive indications about our ability to generate income.

Regrettably, the impact of Covid-19 temporarily removed and severely curtailed our non-Crown revenue. We are very grateful for the appropriation of \$11.364 million in Budget 2020, which will support us with restoring our revenue-generating elements and rebuilding the progress that we had made towards increasing our financial sustainability. ■

4. TE WHAKAMAHERE PŪTEA

PŪTEA KĀWANATANGA

Kua whakaūngia e te Kāwanatanga ēnei whāngainga pūtea ki Te Pouhere Taonga mō ngā tau e whā e tū mai nei:

	Tūturu 2017/18 \$000s	Tūturu 2018/19 \$000s	Putanga e matapaetia ana 2019-2020 \$000s	Matapae 2020-2021 \$000s	Matapae 2021-2022 \$000s	Matapae 2022-2023 \$000s	Matapae 2023-2024 \$000s
Ritenga whakahaere taketake	12,988	13,838	17,720	18,970	16,488	16,488	16,488

PŪTEA NĀ TE WHAKAHAERE ANŌ I MAHI

E whakawhirinaki atu ana hoki Te Pouhere Taonga ki ngā pūtea nāna anō i rapu. Ka uru ki ēnei puna ko ngā utunga mema, te whiwhinga moni mai i ngā rawa, ngā mahi kōhi moni, ngā whakawhiwhinga, te huamoni me ngā takoha wira.

	Tūturu 2017/18 \$000s	Tūturu 2018/19 \$000s	Putanga e matapaetia ana 2019-2020 \$000s	Matapae 2020-2021 \$000s	Matapae 2021-2022 \$000s	Matapae 2022-2023 \$000s	Matapae 2023-2024 \$000s
Mematanga, te whakatairanga me ngā hua moni hokonga moheni	709	738	325	119	432	432	432
Te hokohoko	1,072	1,385	1,105	726	1,659	1,659	1,659
Ngā utunga tomo whare, me ngā rā nunui	652	708	449	398	774	774	774
Ngā rīhi	2,533	2,480	2,490	2,422	2,443	2,443	2,443
Ngā whakawhiwhinga/ takoha wira/koha	1,933	6,363	826	214	287	287	287
Huamoni	362	398	317	130	120	100	75
Ērā atu mea	58	633	417	260	300	300	300
TAPEKE	7,319	12,705	5,929	4,269	6,015	5,995	5,970

Ahakoia e anga ana mātou ki te āta whaiwhai haere tonu i ngā ara whāngainga pūtea mai i te hunga tuatoru, kore rawa e taea ngā ūnga o raurangi te matapae, otirā mō ngā mahi whakaara moni, me ngā whakawhiwhinga, takoha wira hoki, he tino pērā. Nā reira i takea mai ngā whakamahere nei i ngā mōhiotanga matapae mō ngā mahi ka taea te hora i roto i ngā whāngainga pūtea karauna me ngā matapae pāpaku o ngā whiwhinga moni hunga tuatoru.

4. FINANCIAL PLANNING

GOVERNMENT FUNDING

The Government has confirmed the following funding for Heritage New Zealand Pouhere Taonga over the next four years:

	Actual 2017-2018 \$000s	Actual 2018-2019 \$000s	Estimated outturn 2019-2020 \$000s	Prospective 2020-2021 \$000s	Prospective 2021-2022 \$000s	Prospective 2022-2023 \$000s	Prospective 2023-2024 \$000s
Total operating baseline	12,988	13,838	17,720	18,970	16,488	16,488	16,488

SELF-GENERATED REVENUE

Heritage New Zealand Pouhere Taonga also relies on self-generated funding. Sources include membership fees, property income, fundraising activities, grants, interest and bequests.

	Actual 2017-2018 \$000s	Actual 2018-2019 \$000s	Estimated outturn 2019-2020 \$000s	Prospective 2020-2021 \$000s	Prospective 2021-2022 \$000s	Prospective 2022-2023 \$000s	Prospective 2023-2024 \$000s
Membership, advertising and magazine sales revenue	709	738	325	119	432	432	432
Merchandising	1,072	1,385	1,105	726	1,659	1,659	1,659
Property admissions and functions	652	708	449	398	774	774	774
Leases	2,533	2,480	2,490	2,422	2,443	2,443	2,443
Grants, bequests, donations	1,933	6,363	826	214	287	287	287
Interest	362	398	317	130	120	100	75
Sundry	58	633	417	260	300	300	300
TOTAL	7,319	12,705	5,929	4,269	6,015	5,995	5,970

Although it is our intention to continue to pursue third party revenue options, it is not possible to accurately predict future targets, particularly for fundraising activities, and grant and bequest income. Planning has therefore been based on assumptions about what can be delivered within agreed Crown funding and conservative estimates of third party revenue.

NGĀ WHAKAPAUNGA WHAKAHAERE E MATAPAETIA ANA (HĀUNGA NGĀ MOMO WHAKAPAUNGA WHANOKĒ)

I muri i te whakaaetanga ki tētahi pikinga utu o ngā whakapaunga whakahaere mō te tāmi ahumoni me ngā pikinga utu kaimahi huri noa i ngā putanga katoa, ko te whakatau ka tōia ki mua ko ngā whakapaunga i ara ake nā te whiwhinga moni ritenga taketake paparahi, kia taea ai te hora ratonga i roto i ngā āhuatanga nei. Kāore e kore ka pā te KOWHEORI-19 ki ngā whiwhinga pūtea hunga tuatoru nā te rangirua o te wā kati o ō mātou whare, whenua hoki, me te hekenga iho o ngā manuhiri mai i tāwāhi i ēnei marama tūtata, ki pae tawhiti hoki.

	Tūturu 2017/18 \$000s	Tūturu 2018/19 \$000s	Putanga e matapaetia ana 2019-2020 \$000s	Matapae 2020-2021 \$000s	Matapae 2021-2022 \$000s	Matapae 2022-2023 \$000s	Matapae 2023-2024 \$000s
Te mōhiotanga taonga tuku iho	2,305	2,814	3,090	3,164	3,186	3,186	3,186
Te penapena taonga tuku iho	8,284	9,279	10,476	10,417	10,729	10,729	10,729
Te whakapiri a te iwi ki ngā taonga tuku iho	6,616	7,707	8,866	9,129	9,411	9,411	9,411
Te tahua CEBHT me ngā whakawhiwhinga tarahiti	247	100	50	123	-	-	-
Te tapeke o ngā whakapaunga whakahaere	17,452	19,900	22,482	22,833	23,326	23,326	23,326

PROJECTED OPERATING EXPENDITURE (EXCLUDING EXTRAORDINARY ITEMS)

After allowing for a small increase in operating expenditure for inflation and salary increases across all outputs, it has been assumed that expenditure incurred as a result of flat baseline revenue will be prioritised to continue to deliver services accordingly. Covid-19 impacts will undoubtedly impact third party revenue due to uncertainty as to the period of closure required for our properties and the potential reduction in international visitors over the short to medium term.

	Actual 2017-2018 \$000s	Actual 2018-2019 \$000s	Estimated outturn 2019-2020 \$000s	Prospective 2020-2021 \$000s	Prospective 2021-2022 \$000s	Prospective 2022-2023 \$000s	Prospective 2023-2024 \$000s
Heritage knowledge	2,305	2,814	3,090	3,164	3,186	3,186	3,186
Heritage conservation	8,284	9,279	10,476	10,417	10,729	10,729	10,729
Heritage engagement	6,616	7,707	8,866	9,129	9,411	9,411	9,411
Canterbury Earthquake Heritage Buildings Trust fund and trust grants	247	100	50	123	-	-	-
Total operating expenditure	17,452	19,900	22,482	22,833	23,326	23,326	23,326

NGĀ WHAKAPAUNGA RAWA E MATAPAETIA ANA

Kua oti te whakapaunga haupū rawa te tō mai ki mua mō ngā whenua, whare motuhake i runga anō i ngā arotake hauora, haumarua hoki, me te arotake i te tū o ngā wāhanga me ngā taputapu whare. Ka uru ki ngā kaupapa rawa o 2020-24 ko ēnei e whai ake nei, (e ai ki te āhua o te pūtea e wātea ana):

- Te huri i te āhua o te Whare o Kate Sheppard, Ōtautahi, kia whakamahia e te iwi, me te huaki hoki i ōna tataui ki te iwi nui tonu;
- Te whakapakari i te Whare o Turnbull, i Te Whanga-nui-a-Tara, me te huaki hoki i ōna tataui ki te iwi nui tonu;
- Te hoatu anō i tētahi tuanui ki te whare tawhito rawa o Aotearoa - Te Whare o Kemp i te Mīhana o Kerikeri; me te
- Hoatu tuanui anō ki te Whare o Antrim i Te Whanga-nui-a-Tara.

Kāore anō ngā mahi e tika ana mō Te Whare o Turnbull me Te Whare o Kate Sheppard kia āta whāngaia ki te pūtea katoa e tika ana, kāore anō hoki kia tōia ki mua, kia matapaetia rānei te utu i te takanga o tēnei Tauākī Whakamaunga Atu. I roto i te wā e whāngaia ai, e mārama ake ai ēnei mahi, ka whakaatatia ngā tūmanako pūtea i roto i te Tauākī o Ngā Tūmanakohanga Whakatutuki ia tau e tautoko ana i tēnei tuhinga.

Ka tōia ki mua ko ngā kaupapa rawa i ō mātou whare, whenua i te tīmatanga o ia tau pūtea, engari mō ngā take whakamahaere kua tohaina tōna \$1.5 mō 2020/21, me te \$1.0 miriona ia tau mō 2021 taea noatia te tau 2024.

Ka uru ki ēnei rahinga moni ko ngā haumitanga rawa ia tau e hiahiatia ana kia tika ai te whakatikatika i ngā hangaroto hangarau mōhiohio me ngā mīhini, kia wātea hoki aua taputapu mō te horanga o ā mātou ratonga. ■

	Tūturu 2017/18 \$000s	Tūturu 2018/19 \$000s	Putanga e matapaetia ana 2019-2020 \$000s*	Matapae 2020-2021 \$000s	Matapae 2021-2022 \$000s	Matapae 2022-2023 \$000s	Matapae 2023-2024 \$000s
Whakapaunga rawa	4,819	2,396	4,498	1,465	1,000	1,000	1,000

*Kāore te hokonga o Te Whare o Kate Sheppard e uru ki konei

PROJECTED CAPITAL EXPENDITURE

Capital expenditure is prioritised at specific properties based on health and safety assessments and condition assessment of componentry. Capital projects during 2020-2024 include (subject to sufficient funding):

- Converting Kate Sheppard House, Christchurch for public use, and opening its doors to the public
- Seismically strengthening Turnbull House, Wellington and opening its doors to the public
- Re-roofing New Zealand's oldest house – Kemp House at the Kerikeri Mission Station; and
- Re-roofing Antrim House in Wellington.

The work required on Turnbull House and Kate Sheppard House has not been fully funded, prioritised and costed at the time of preparing this SOI. As this work becomes funded and clarified, the financial implications will be reflected in the annual SPE that supports this document.

Capital projects at our properties will be prioritised at the beginning of each financial year, but for planning purposes approximately \$1.5 million has been allocated for 2020-2021 and \$1.0 million annually for 2021 through to 2024.

These amounts include the annual capital investment required to ensure the appropriate information technology infrastructure and equipment is maintained and available for effective delivery of our services. ■

	Actual 2017-2018 \$000s	Actual 2018-2019 \$000s	Estimated outturn 2019-2020 \$000s*	Prospective 2020-2021 \$000s	Prospective 2021-2022 \$000s	Prospective 2022-2023 \$000s	Prospective 2023-2024 \$000s
Capital expenditure	4,819	2,396	4,498	1,465	1,000	1,000	1,000

*Excludes purchase of Kate Sheppard House

TE POUHERE TAONGA HERITAGE NEW ZEALAND

(44 NGĀ WHARE ME NGĀ WHENUA)

E PURITIA ANA

(17 NGĀ WHARE ME NGĀ WHENUA)

Te Whare o Alberton

Ngā Maioro o ngā Hōia Pākehā i Alexandra (Pirongia)

Te Whare o Antrim

Te Whare Parakimete o Bedggood

Te Mira a Clark

Ngā Whare Noho o Chevening

Te Whare o Clendon

Te Whare Moroiti o Hurworth

Te Whare o Kate Sheppard

Te Pūtahi Mīhana (Te Whare o Kemp)

Te Pāmu o Ruatuna

Te Whare o te Kaunihera o Te Porowini o Murihiku

Te Pātaka Kōhatu, Kerikeri

Te Mīhana o Waimate

Te Kura Keri Maina o Hauraki

Te Pae o te Teihana Poi Wā

Ngā Whare o Tōtara

E PURITIA TAHITIA ANA

(2 NGĀ WHARE ME NGĀ WHENUA)

Te Whare o Highwic (e puritia tahitia ana me Te Kaunihera o Tāmaki Makaurau)

Te Mīhana o Merenīhia (e puritia tahitia ana me te Melanesian Mission Trust)

E RĪHITIA ANA

(2 NGĀ WHARE ME NGĀ WHENUA)

Te Whare Moroiti o Ewelme

Te Mīhana o Māngungu

NGĀ PUNANGA TAONGA TŪMATAITI

(4 NGĀ WHARE ME NGĀ WHENUA)

Te Tāwharau Toka o Craigmore

Te Pae Toi Toka o Manunui

(i mōhiohia ko Frenchman's Gully Rock Shelter i mua)

The Cuddy

The Levels

NGĀ PUNANGA TAONGA

(16 NGĀ WHARE ME NGĀ WHENUA)

Te Whare Moroiti o Coton

Ngā Horonga Whare o Edmonds

Te Whare Rama Kaipuke o Te Kūrae o te Raki o Kaipara

Ngā Whare Pāmu o Matanaka

Ngā Whare Kāwanatanga o Mua

Old St Paul's

Te Poutāpeta o Ophir

Te Whare Rama Kaipuke o Te Raeakiaki (Pencarrow Head)

Te Mīhana o Pompallier

Te Whare Moroiti o te Riu o Rai

Te Tūwatawata o Rūnanga

Te Pae o te Whare o Seddon

Ngā Maioro o ngā Hōia Pākehā i Te Pōrere

Te Rerenga Mira o Tikirere

Te Whare o Turnbull

Te Whare Hōia o Ōrongomai

PUNANGA MĀORI

(1 TE WHENUA)

Ōpōtaka Pā

NGĀ PAE NEKE ATU I TE KOTAHI TE MOMO

(2 NGĀ WHARE ME NGĀ WHENUA)

Te Whare o Fyffe

(e puritia tahitia ana, e rīhitia tahitia ana mai i te Kaunihera a-Rohe o Kaikōura)

Ngā Whare Pūhanga o Hayes

(he wāhi e purititia ana, he wāhi he Punanga Taonga)

HERITAGE NEW ZEALAND POUHERE TAONGA

HERITAGE PROPERTY PORTFOLIO

(44 PROPERTIES)

OWNED

(17 PROPERTIES)

Alberton

Alexandra (Pirongia) Redoubt

Antrim House

Bedgood Blacksmith Building

Clark's Mill

Chevening Flats

Clendon House

Hurworth Cottage

Kate Sheppard House

Kerikeri Mission House (Kemp House)

Ruatuna Farm

Southland Provincial Council Building

Stone Store, Kerikeri

Te Waimate Mission

Thames School of Mines

Timeball Station Site

Totara Estate

CO-OWNED

(2 PROPERTIES)

Highwic (with Auckland City Council)

Melanesian Mission (with the Melanesian Mission Trust)

LEASED (2 PROPERTIES)

Ewelme Cottage

Māngungu Mission

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)

Cotons' 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 (Lower 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 and part-leased from Kaikōura District Council)

Hayes Engineering Works

(part-owned by Heritage New Zealand and 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,
 Tāmaki Makaurau 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 Pūtahī 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

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