

TE TAUĀKĪ WHAKAMAUNGA ATU

STATEMENT OF INTENT

C.18

2023-2027



He mea tāpae ki te Minita mō ngā Toi, Te Ahurea me ngā Taonga Tuku Iho i raro i te wāhanga 149 o te Crown Entities Act 2004.

Presented to the Minister for Arts, Culture and heritage pursuant to Section 149 of the Crown Entities Act 2004.



HERITAGE NEW ZEALAND
POUHERE TAONGA



Waka at Waitangi. Credit: iStock



Clendon House. Credit: Mark Russell

Ngā Tumu o te Rōpū

Te pātuitanga Tiriti o Waitangi – Treaty of Waitangi partnership; *Tapuwae* – *Ko te tirohanga whakamua o te Kaunihera Māori o te Pouhere Taonga*; Heritage New Zealand Pouhere Taonga Act 2014 – ko te whakatairanga i te tautohu, te tiaki, te penapena me te tautiaki i ngā taonga ingoa-nui, taonga ahurea hoki o Aotearoa; me tō mātou tirohanga whakamua hei rōpū, Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei - Honouring the past; inspiring the future.

Organisational Foundation

Tiriti o Waitangi – Treaty of Waitangi partnership; *Tapuwae* – *the Māori Heritage Council Vision for Māori Heritage*; Heritage New Zealand Pouhere Taonga Act 2014 – promotion of the identification, protection, conservation and preservation of Aotearoa New Zealand’s historical and cultural heritage; and our organisational vision, Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei – Honouring the past; inspiring the future.

Ngā Aronga me ngā Whāinga Matua Rautaki

Ka ngana mātou ki te whakauru i Te Tiriti o Waitangi ki ngā wāhanga katoa o te mahi; whai mārama ki ngā whāinga tōmua o te tangata whenua; penapena, tiaki i ngā wāhi tuku iho hira, ngā whaitua ā-ahurea hoki; whakakaha i ngā honohono mā te whakawhanake i te pono, te whakaute me te whakawhirinaki o te hunga e mahitahi ana ki tō mātou taha; kia tū hei rōpū arataki mō te whakahaere auaha, me te whai take hoki.

Strategic Objectives and Priorities

We intend to infuse Te Tiriti o Waitangi in all areas of work; understand the priorities of tangata whenua; conserve and protect important heritage places and cultural landscapes; strengthen relationships by building the trust, respect and confidence of those we work with; and lead as an innovative and effective organisation.





Matangireia. Credit: Heritage New Zealand Pouhere Taonga

Rautaki Whakamaunga Atu

Kia Whakatairanga – Tautohu – Tiaki – Tautiaki – Penapena – Tohutohu - i ngā taonga ingoa-nui, taonga ahurea hoki o Aotearoa; ki te mahitahi hoki ki te āwhina, ki te toko i te oranga ā-ōhanga, ā-pāpori, ā-taiao, ā-ahurea hoki o ngā tāngata o Aotearoa.

Strategic Intentions

To Promote – Identify – Protect – Preserve – Conserve – Direct – the historical and cultural heritage of Aotearoa New Zealand; and work collaboratively to support and enable the economic, social, environmental and cultural well-being of New Zealanders.



Mātauranga Māori project at East Cape, Tairāwhiti.
Credit: Heritage New Zealand Pouhere Taonga

Ngā Āheinga me ngā Whakahaeretanga

E tukuna ana e ngā rōpū whakahaere o te Policy, Strategy, Corporate Services hoki, Māori Heritage, Operations hoki; ko te iho āheinga tuku ratonga; ko ngā mahi penapena Māori kua hua mai i te mātauranga Māori hoki.

Organisational Functions and Operations

Delivered through the Policy, Strategy, and Corporate Services, Māori Heritage, and Operations directorates; core service functional delivery; and Māori conservation work grounded in mātauranga Māori.





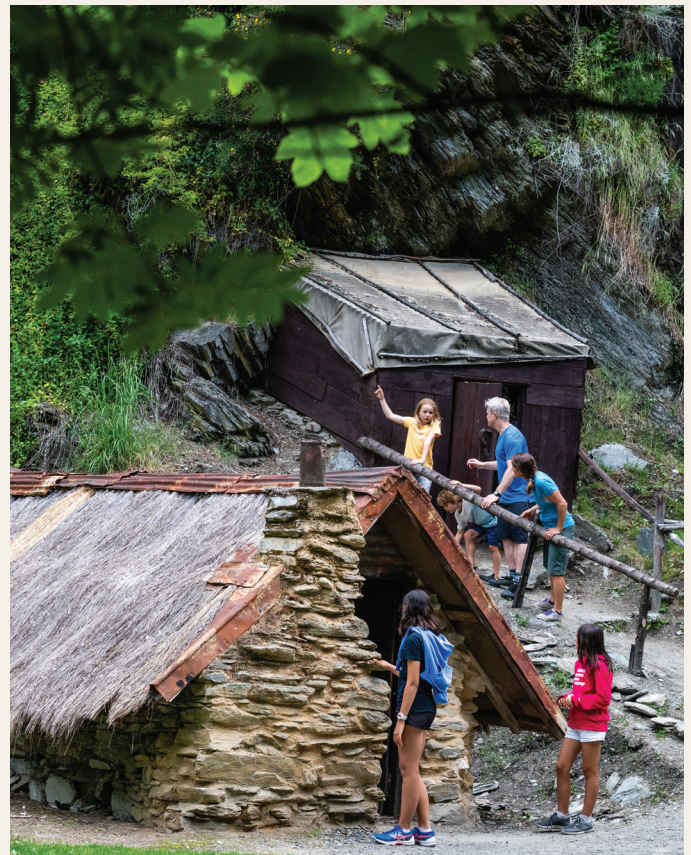
Kerikeri Mission Station preparations for extreme weather, 2023.
Credit: Heritage New Zealand Pouhere Taonga

Āheitanga Whakahaere, Hauora, Haumaru, Toiora hoki

Mā te Tira Whakahaere (Executive Team) e aroturuki, mā ngā kaiārahi e whakahaere - te āheinga kaimahi inarā hei urupare ki ngā pāpono tē taea te matapae (pāpono huarere, urutā hoki); te tūturutanga o te wāhi mahi hei wāhi kanorau, kauawhi hoki, te ōritetanga, te arotake ā-tau o ngā kaupapahere me ngā aratohu; te kaiārahitanga, te kawenga, te ahurea me te pono; te taritari, te kōwhiri, te whakauru me te whakawhanake; te pīngore o te hoahoa mahi; te utu me te whakanui; te ārai i te whakatīwheta, te whakawetiwheta hoki; kia haumaru, kia pai te hauora o te wāhi mahi.

Organisational Capability, Health, Safety and Wellbeing

The Executive Team will oversee, and the organisation's leaders will manage, staff capacity especially in response to unforeseeable events (weather emergencies, pandemics); the maintenance of a diverse and inclusive workplace with equality of opportunity; annual review of policy and guidelines; leadership, accountability, culture and values; recruitment, selection, induction and development; flexibility in work design; remuneration and recognition; prevention of harassment and bullying; and a safe and healthy work environment.



Arrowtown. Credit: Heritage New Zealand Pouhere Taonga

Whāinga Matua Whakahaere

Ki te tika te pūtea me ngā rauemi e hiahiatia ana, te whai i te ara mahitahi, e hāngai ana ki te Heritage New Zealand Pouhere Taonga Act 2014, mā mātou e kawē: te whakauru ki te Rārangi Kōrero me te whakaaetanga mō Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu; te tukanga whakamana mahi mātahi whaipara; te whakahaere i ngā wāhi tuku iho; te hahapapai taonga tuku iho; te whakatairanga me te ārahi i Tohu Whenua; te rapu i te pūtea mō āpōpō, kia tūturu ai; te whakahaere i te haumitanga me te whaihua o ngā rawa; te kōunga o ngā mahi whakatikatika; te tirohanga me te arataki mō te World Heritage; te whakarite me te whakahaere mō ngā pāpono ohotata; me ngā Tauākī Kaupapahere Whānui 2025-2035 (Statements of General Policy).

Operational Priorities

As funding and resourcing allows, using a collaborative approach in accordance with the Heritage New Zealand Pouhere Taonga Act 2014, we will do: New Zealand Heritage List/Rārangi Kōrero heritage listings and National Historic Landmarks Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu approvals; the archaeological regulatory process; heritage property management; heritage advocacy; promote and lead Tohu Whenua; seek future and sustainable funding; undertake capital investment management and asset performance; best practice maintenance; World Heritage oversight and direction; emergency preparedness and management; and 2025-2035 Statements of General Policy.





Publications. Credit: Purchased iStock



Pencarrow Lighthouse. Credit: Ryan O'Donnell

Te Arotake me te Aromatawai o te Rōpū

Ka aromatawaitia ā mātou angitu i ngā pūrongo ā-hauwhā-tau, ā-tau hoki, me ngā aromatawai tae ana ki - ngā Ministerial Letters of Expectation (ngā mōhiohio me ngā whakapuakitanga e hāngai ana); ngā Tauākī o ngā Tūmanakohanga Whakatutuki (ngā SPE - tae ana ki te hoahoa ahumoni 2023-2027); Tohu Tutukitanga Mahi Matua (ngā KPI); tō mātou arotake ā-waho, ā-tau, tā te Tumuaki o Mana Arotake hoki; ngā arotake pūranga; te rēhita whakahaere tūraru; te pūrongo i ngā kaupapa me ngā kauneke; te tirohanga me te aromatawai i ngā mahi o te Poari, te Kaunihera Māori me ā rāua komiti.

Organisational Review and Assessment

We will assess our success through quarterly and annual reporting, and assessments, including Ministerial Letters of Expectation (information and relevant disclosures); Statements of Performance Expectations (including financial planning 2023-2027); Key Performance Indicators; our annual external and office of the Auditor-General audit; archives audit; risk management register; project management and milestones reporting; and Board, Māori Heritage Council and their committees' oversight and assessment.

Kua whakaaetia e

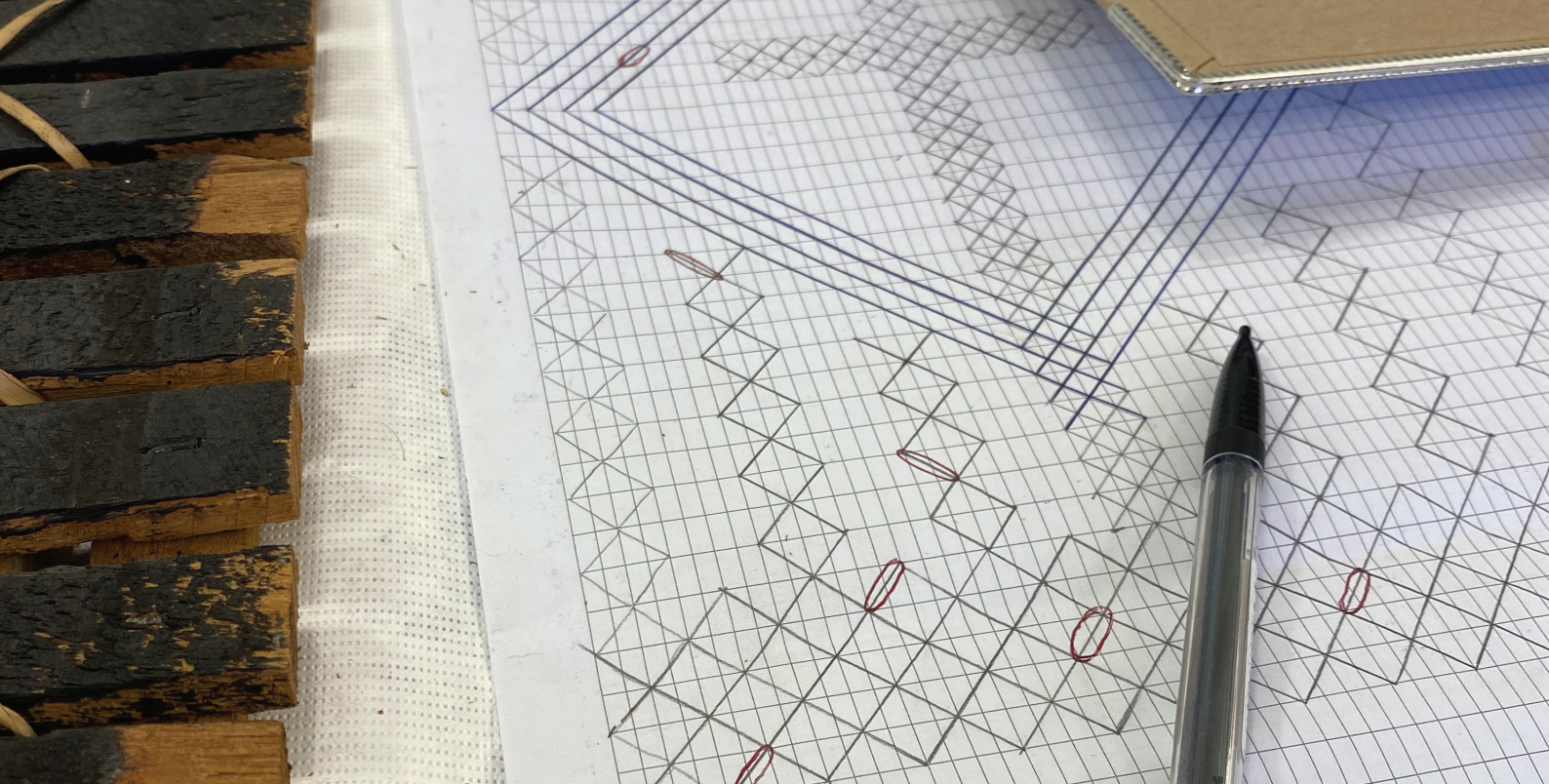
Approved

Marian L. Hobbs *John Clarke*

The Hon. Marian L. Hobbs
Tiamana o te Poari o te
Pouhere Taonga
Chair, Heritage New Zealand
Pouhere Taonga Board
30 June 2023

Sir John Clarke KNZM CNZM
Tiamana o te Kaunihera Māori
o te Pouhere Taonga
Chair, Māori Heritage Council
30 June 2023





Matangireia. Credit: Heritage New Zealand Pouhere Taonga

Ō mātou Whāinga Matua Rautaki, te momo me te whānuitanga o ngā mahi me ngā hua e whāia ana e te rōpū

Te whakauru i Te Tiriti o Waitangi ki ngā wāhanga katoa o te mahi

Kei tua atu i ngā ia mahi tūturu o te Māori Heritage Directorate, ka whakaū a Heritage New Zealand Pouhere Taonga kia whakaurua, kia kaha Te Tiriti o Waitangi ki ngā wāhanga katoa o te mahi, kia tautohua kia mārama puta noa i te rōpū. Ka noho tonu tō mātou mahere te reo Māori, E Tipu te Waerenga, hei tāpaetanga ki te Maihi Karauna, te mahi a te Karauna hei tāpaetanga whakarauora mō te reo Māori. E ārahi ana i te whakawhanaketanga o te āheitanga kaimahi, puta noa i te rōpū mahi, ā, mō te roanga o tēnei Tauākī Whakamaunga Atu, hei whakaū i te whakahou i ā mātou tukanga me ngā pūnaha kia hāngai ki te Tiriti. I roto i tēnei wā, ka whakahāngai mātou i ā mātou tukanga whakamahere, kaupapa hoki ki te kōkiri i te hononga i waenga i te Karauna me te tangata whenua, ā, ka tautokona tēnei mā te whakakaupapa i ngā otinga e taea ai te ine mō *Tapuwae*.

Te whakawhanake i ngā ara whakangungu, ara umanga hoki mō ngā kaimahi Māori, e tautoko ana i te penapena ā-ahurea mō ngā wāhi, ka noho tonu hei whāinga tōmua, ā, ko te rapu ara hei whakawhanake, hei whakatōpū tēnei i te roanga o te Tauākī Whakamaunga Atu he mea waiwai mō ngā taonga tuku iho o Aoteroa ā te wāheke. Ko te āwhina i ētahi atu o te rāngai taonga tuku iho ki te whāinga māramatanga ki tō mātou huarahi kua ahu mai i te Tiriti, me ngā painga ka hua mai, ka tū hei aronga nui mō ā mātou mahi whakapāpā mō te roanga o tēnei Tauākī Whakamaunga Atu.

I a mātou e mahi ana ki te kōkiri i ēnei whāinga wā poto, wā waenga rānei, ko te tūmanako ka rite mātou ki te whakatutuki i ngā whāinga wā roa e whai ake nei:

- kia matawhānui te mahi kia hāngai ki te Tiriti
- ki te whakaohoho i ngā tāngata, inarā ngā ngaio o te rāngai taonga tuku iho, kia mahi kia hāngai ki te Tiriti, ā,
- kia whakaū ki te whakarite, ki te whakamahi hoki i ngā whakangungu me ngā ara mō ngāi Māori, ki te whakaheke i ngā tūraru e whakaraerae ana i te penapena i ngā taonga tuku iho Māori ā te wā heke.

Our Strategic Priorities and the nature and scope of the organisation's functions and intended deliverables

Infuse Te Tiriti o Waitangi into all areas of work

As well as the dedicated workstreams of the Māori Heritage Directorate, Heritage New Zealand Pouhere Taonga will ensure that all areas of its work are infused with a strong Treaty-based approach that is clearly defined and understood across the organisation. Our organisational te reo Māori plan, E Tipu te Waerenga, will continue to be our contribution to Maihi Karauna, the Crown's contribution to the revitalisation of te reo Māori. It will inform the development of staff capability across the organisation and, over the life of this Statement of Intent, will ensure that our systems and processes are refreshed in Treaty terms. In this timeframe we will align our organisational planning processes and initiatives with the advancement of the Treaty relationship between the Crown and tangata whenua, and support this by devising measurable outcomes for *Tapuwae*.

The development of training and career pathways for Māori that support place-based cultural heritage conservation will continue to be a priority. Finding a way to advance and consolidate this within the life of the Statement of Intent will be essential for the future of New Zealand's heritage. Supporting others in the heritage sector to understand our Treaty-based approach and all the benefits it provides also will also be a key focus of our engagement work during the life of this Statement of Intent.

In working to progress these short to medium-term objectives, it is our intent to position ourselves to achieve the following long-term objectives:

- to operate in a comprehensively Treaty-based way
- to inspire others, particularly professionals in the heritage sector, to operate in a Treaty-based way, and
- to ensure that training and pathways for Māori are established and utilised in a way that reduces risk to the conservation of Māori heritage in the future.

Kia mārama ki ngā whāinga tōmua o te tangata whenua

Ka ngana tonu te Pouhere Taonga ki te tukutahi i ngā mahi puta noa i ngā whakahaere o tō mātou rōpū, ō mātou wāhi hoki ki te whakawhānui, ki te whakahohonu hoki i ō mātou honohono ki te tangata whenua. He mea waiwai mō ēnei mahi ko tā mātou anga whakapāpātanga hou kua ara mai i te whakaaro kia tuwhera, kia whaitake, kia ngākau whakaute, kia mahitahi, ā, ko te mea nui rawa kia tauutuutu te whakapāpā. Ahakoa tonu te waiwai o te toro atu o te ringa ki te rapu māramatanga, o te whakawhanake whakatatū mō ngā take e puta kei roto i ā mātou mahi, ko tō mātou whāinga, ko te whakawhanake i tō mātou whakapāpātanga, mā te kimi mārama ki ngā whāinga tōmua o te tangata whenua, i mua i te ara mai o ngā take. He mea waiwai anō, ko te whakahāngai o ngā mahi whakapāpā o nāianei ki ngā hītori o ā mātou mahi whakapāpā o ngā tau kua pahure o tēnā iwi, o tēnā hapū. Nā te maha o ngā tau whakapāpā mō te maha o ngā hapori, he mea waiwai kia whakawhanake ā mātou pūnaha, kia pai rawa te whakamōhio atu ki ō mātou tāngata mō ngā mahitahi o Pouhere Taonga ki te taha o te tangata whenua, i mua i te whakapāpā takitahi ki tēnā rōpū, ki tēnā rōpū.

Nā te angitu o tā mātou kaupapa Mātauranga Māori, tō mātou tumu pai hei whai māramatanga i ngā whāinga tōmua o tangata whenua, ā, kei te wā ora o tēnei Tauākī Whakamaunga Atu, ka kaha mātou ki te whakauru i tēnei kaupapa, ko ōna painga rānei/hoki ki roto i ā mātou ia mahi tūturu mō te Rārangi Kōrero, me ngā whare tuku iho Māori. I a mātou e whakakaha i tō mātou mōhio ki ngā whāinga tōmua maha o tangata whenua mō ō rātou wāhi ahurea tuku iho, ka whakamaheretia ā mātou ia mahi e mātou ki te whakahāngai, ki te tautoko hoki i ērā. Ka whakawhanake anō mātou i ā mātou whakatairanga i ngā taonga ingoa-nui, taonga ahurea hoki o Aotearoa, kia piki ai te whakamiha me te mārama ki ēnei whāinga tōmua mō ngā tāngata katoa o Aotearoa, ina ka āwhina aua whakatairanga i ngā hiahia o te tangata whenua.

I a mātou e mahi ana ki te kōkiri i ēnei whāinga wā poto, wā waenga hoki, ko te tūmanako ka rite mātou ki te whakatutuki i ngā whāinga wā roa e whai ake nei:

- ka hāpaingia, ka tautokona ngā kaitiaki ki te whakatutuki i ō rātou whāinga mō ō rātou wāhi tuku iho, ā, ka whakahāngai ā mātou ia mahi ki ērā whāinga
- Ka piki te mārama o ngā tāngata o Aotearoa, iwi kē hoki ki ngā taonga tuku iho Māori
- ka mahi ngā ngaio o te rāngai taonga tuku iho, kia mārama te kitenga o ō rātou ngākaunui, mārama hoki ki ngā whāinga o te tangata whenua.

Understanding the priorities of tangata whenua

Heritage New Zealand Pouhere Taonga will continue to synchronise effort across our organisation's functions and locations to expand and deepen our relationships with tangata whenua. Essential to this work will be our new engagement framework founded on the principle that engagement will be inclusive, open, meaningful, respectful, collaborative and, most importantly, reciprocal.

While the issues that arise across our work functions will always necessitate reaching out to gain understanding and develop resolutions, it is our objective to improve our engagement by seeking to understand the priorities of tangata whenua before this.

It will also be important that we contextualise current engagement in the history of our relationships with specific iwi and hapū. With engagement over many years in many cases, it is important that we develop our systems to best inform our people of the interactions that Heritage New Zealand Pouhere Taonga has had with tangata whenua prior to their individual engagement with different groups.

The success of our Mātauranga Māori programme provides us with a strong foundation for understanding the priorities of tangata whenua, and during the lifetime of this Statement of Intent we will work to embed this programme and/or its benefits within our existing workstreams in listing and Māori built heritage. As we improve our understanding of the different priorities that tangata whenua have for their cultural heritage places, we will plan our workstreams to complement and support these. We will also grow our promotion of New Zealand's historical and cultural heritage to share a greater appreciation and understanding of these priorities with all New Zealanders, where tangata whenua would find this promotion of assistance.

In working to progress these short to medium-term objectives, it is our intent to position ourselves to achieve the following long-term objectives:

- kaitiaki are enabled and supported to realise their objectives for their place-based cultural heritage and our workstreams are in alignment with these
- New Zealanders and other peoples have a greater understanding and appreciation of Māori heritage
- heritage sector professionals operate in a way that demonstrates an understanding of and appreciation for tangata whenua objectives.

Clendon House. Credit: Mark Russell





Te Whare Waiutuutu Kate Sheppard House. Credit: Mark Russell

Te whakaora me te tiaki i ngā wāhi tuku iho hira, i ngā whaitua ahurea hoki

Ka ū tonu te Pouhere Taonga ki te tiaki, ki te whakawhanake hoki kia tika i tōnā huinga wāhi, hei whakakaha i āna whakatairanga atu i te whaitake o ngā taonga ingoa-nui, taonga ahurea hoki ki ngā tāngata o Aotearoa, ki iwi kē hoki. Nā te pēhanga o ngā utu o te ahumahi hanga, ka whakatumia i ō mātou taumata tiaki, ā, he mea waiwai mā mātou kia urutau te whakamahi me te whakahaere o ngā wāhi, kia kimihia ai te taurite ahumoni e tika ana ki te ū tonu ki aua taumata tiaki. Mā tō mātou hiahia ki te whakakaha i ngā whakamārama mō ngā wāhi, kia hāngai ki te taumata i eke ai mō Te Waiutuutu Kate Sheppard House, kia whakaaturia hoki ō rātou tūnga kei te whaitua ā-ahurea, e āki ana i a mātou ki te kimi i te pūtea hei eke i aua taumata.

Ka ū tonu, ka whakakaha hoki mātou i tā mātou kaupapa whare tuku iho Māori, ki te tohutohu, ki te penapena hoki i ngā whare o ngā marae pērā ki ngā wharenuī, ngā pātaka, ngā hanga kē rānei, inarā ko ērā e pāngia ana, e rarua ana rānei e ngā pāpono huarere nui rawa, ngā aituā kē rānei. E poho korerū ana mātou mō tō mātou hōtaka penapena whare tuku iho Māori, tūturu, monoa hoki, kua tautoko i ngā marae puta noa i Aotearoa, kua whakarewa hoki i ngā kaupapa pērā ki te whakahounga o Matangireia, o te rūma o te Kōmiti Whiriwhiri Take Māori. Nā te Kowheori-19 i pēhi i tēnei kaupapa mō ngā tau e rua, nā te mea i katiā ngā marae ki te tiaki i ō rātou iwi. Kei te titiro whakamua mātou ki te hokihoki atu anō ki ngā marae o te motu ki te mahi i ngā wāhi maha kua maheretia te penapena, te whakahou me te tiaki.

I te roanga o te wā mō tēnei Tauākī Whakamaunga Atu, kei te hiahia mātou ki te whakaoti i te whakakaha ārai rū whenua me te urutaunga o Turnbull House me te te whakakaha ārai rū whenua o Hokitika Government Building. He hira te mahi o ēnei wāhi e rua i te whanaketanga o Aotearoa, ā, kua kitea te kaikā kia hoki anō ēnei wāhi ki te taumata whakahaere e tika ana, puta noa i Te Whanganui-a-Tara, Te Tai Poutini me te motu whānui. E poho korerū ana mātou ki te whiwhi i te mahi angitu ki te āwhina i te whakawhanake o ngā otinga mātāi pūhanga hou mō ngā wero rū whenua o Aotearoa, ki te whakarite hoki i ngā wāhi taonga tuku iho hou e rua mō ngā tāngata o Aotearoa. Ka mahitahi kia tata mātou ki a Taranaki Whānui, ki a Makaawhio, ki a Ngāti Waewae hoki ki te whakaū, ka kaha kitea ai ngā kōrero ahurea e pā ana ki ēnei whare e ngā tāngata o Aotearoa.

To conserve and protect important heritage places and cultural landscapes

Heritage New Zealand Pouhere Taonga will continue to maintain and appropriately develop its own property portfolio to optimise its promotion of the value of historical and cultural heritage to New Zealanders and other peoples. Cost pressures in the construction industry threaten our exceptional standards of maintenance and it will be important for us to adapt the use and operation of the properties to find the financial balance required to keep up this standard. Our desire to upgrade the interpretation of the properties to match the standard we have achieved at Te Waiutuutu Kate Sheppard House, and express more fully their context within their cultural landscapes will drive us to find the necessary funding to achieve this.

We will maintain and strengthen our Māori built heritage programme to provide advice and active conservation of marae buildings, such as wharenuī, pātaka and other structures, particularly in areas susceptible and damaged by adverse weather events and other disasters. We are proud to have a long-standing, highly regarded, programme of Māori built heritage conservation that has consistently supported marae across Aotearoa New Zealand, as well as undertaking projects such as the restoration of Matangireia, the Māori Affairs Committee room. Covid-19 suppressed this programme of activity for two years, as marae closed for the protection of their people. We look forward to returning to marae around the country to work on the significant number of places planned for conservation, restoration and protection.

During the period of this Statement of Intent, we plan to complete the earthquake strengthening and adaptation of Turnbull House, and the earthquake strengthening of the Hokitika Government Building. Both historic places have played very significant roles in the development of New Zealand and anticipation of their return to full functionality is high in Wellington, the West Coast and across the country. We are proud to have the opportunity to help develop new engineering solutions for New Zealand's seismicity challenges and to create two dynamic new heritage venues for the people of Aotearoa New Zealand. We will work closely with Taranaki Whānui, and Makaawhio and Ngāti Waewae, to ensure that the full cultural narrative associated with these buildings is given strong effect in their presentation back to Aotearoa New Zealand.

I a mātou e mahi ana ki te kōkiri i ēnei whāinga wā poto, wā waenga rānei, ko te tūmanako ka rite mātou ki te whakatutuki i ngā whāinga wā roa e whai ake nei:

- ka whakahaerehia ngā tukunga iho o Aotearoa kia mārama te kitenga:
 - kua piki te mārama me te kaingākau o ngā tāngata o Aotearoa, iwi kē hoki ki ngā taonga tuku iho Māori
 - kua piki te mārama ki te tāpaetanga o ngā wāhi tuku iho o Aotearoa ki te toiora ōhanga, pāpori, taiao hoki o te whenua, tae ana ki te mārama ko te penapena taonga tuku iho tētahi momo hangarua pai, tētahi whakawhirinakitanga matua hoki mō te whakaoranga i ngā aituā
 - kei Aotearoa kua roa nei te whakanui i ngā wāhi tuku iho, hei puna whakakotahitanga, honohononga pāpori hoki mō ngā whakatupuranga o nāianei tae ana ki āpōpō
 - ka whakakaupapatia ngā wāhi tuku iho hei tumu mō ngā otinga mahere pai mō Aotearoa.
- ka tautokona ngā hapori, inarā ngā marae ki te whakaora anō i ō rātou wāhi ahurea tuku iho kua pāngia kinotia e ngā pāpono huarere nui rawa, e ngā aituā kē rānei
- ka whakakahangia te Turnbull House, te Hokitika Government Buildings hoki, ka huakina anōtia, ka whakamahia, ā, ka ngahautia anō hoki e te pāpori.

In working to progress these short to medium-term objectives, it is our intent to position ourselves to achieve the following long-term objectives:

- that New Zealand's heritage is treated in a way that demonstrates:
 - New Zealanders and other peoples have a greater understanding and appreciation of Māori heritage
 - there is a greater appreciation of the contribution of Aotearoa New Zealand's place-based cultural heritage to the economic, social and environmental well-being of the country, including understanding heritage conservation as an optimal reuse of natural resources, and a key support in disaster recovery
 - Aotearoa New Zealand has a strong continuum of place-based cultural heritage for present and future generations to draw on for intergenerational connection and social cohesion
 - place-based cultural heritage is secured as a foundation for good planning outcomes for Aotearoa New Zealand
- communities, and particularly marae, are supported to recover their cultural heritage places from the impacts of adverse weather events and other disasters
- Turnbull House and Hokitika Government Buildings are strengthened, opened and used and enjoyed by the public.

Māngungu Mission. Credit: Mark Russell



Te whakakaha i ngā honohono mā te whakawhanake i te whakapono, te whakaute, me te whakawhirinaki o ngā rōpū e mahi ana ki tō mātou taha

Ka ū mātou ki ō mātou uara whakahaere – **Tairangahia** (te whakanui me te whakaute), **Kotahitanga** (te mahitahi me te whakakotahi), **Tātakihia** (te whakaihiihi me te kōkiri whakamua), me **Manaakitanga** (te whaiwhakaaro me te tapatahi) - e ū ana mātou ki te whakahaere ā mātou mahi i runga i te takune kia whakawhanaketia te whakapono, te whakaute, me te whakawhirinaki o ngā rōpū e mahi ana ki tō mātou taha, mō ā mātou mahi hoki. Ka tuituia ngā mea angitu ki te whakamahi i tēnei whāinga matua rautaki ki ā mātou mahi katoa, mai i ngā tohutohu e tuku ana mātou ki ngā rangatira o ngā wāhi ingoa-nui, te hunga e whakariteritea ana, te hunga kua whakarārangitia ō rātou wāhi, tae ana ki te hunga e āwhinatia ana e mātou ki te penapena i ō rātou wāhi e whai pūtea ana i te National Heritage Preservation Incentive Fund, ko rātou hoki te hunga e mahitahi ana ki tō mātou taha ki te whakahaere i ngā takunetanga me ngā whakaakoranga. Ka āta mahitahi mātou ki te taha o iwi me hapū ki te penapena i ō rātou whare tuku iho ki te hopu i ngā kōrero mō ō rātou whaitua ā-ahurea hoki. Ka āta mahitahi mātou ki te taha o ngā mana ā-rohe ki te tautoko i ā rātou whakamahere, i ā rātou whakahaere i ngā tukanga whakaaetanga rawa e pā ana ki ngā wāhi tuku iho ingoa-nui kua whakarārangitia. Ka ū mātou ki te aronga mahitahi, i ō mātou hononga atu ki ngā kaiwhakawhanake e kimi ana i ā mātou tohutohu, kia toitū tonu ō rātou mahi e pā ana ki ngā taonga ingoa-nui, taonga ahurea kōhure hoki. Ka ū tonu mātou ki te kimi i ngā pātuitanga whaipainga ki ngā taha e rua, hei whakawhanake i te whakatairanga, te tautohu, te tiakanga, me te penapena i ngā taonga tuku iho, taonga ahurea hoki o Aotearoa.

E aro ana hoki tēnei whāinga matua rautaki ki te matea ki te mahitahi me tō mātou rāngai whānui, kia mau tonu ki te penapena i ngā taonga tuku iho ahakoa ngā nekeneketanga o te porihanga me te taiao, pērā ki te whakahou o ngā ture me te hurihanga āhuarangi. Ka ngana mātou ki te whakakotahi i ngā mahi puta noa i te rāngai taonga tuku iho, ki te whakapai ake i ngā pānga kia kaha ake, kia tōtika ake, kia toro atu kia tae pai ai ki te whakaminenga whānui ake hoki. Ka mahi mātou ki te whakatutuki i te ōrite o te pupuru o ngā taonga tuku iho puta noa i te motu, ā, ki te kōhi pūtea ki te whakaōrite i ō mātou tukunga mātauranga me ngā taituarā.

I a mātou e mahi ana ki te kōkiri i ēnei whāinga wā poto, wā waenga rānei, ko te tūmanako ka rite mātou ki te whakatutuki i ngā whāinga wā roa e whai ake nei:

- ka tautokona ngā hapori ki te urutau i ō rātou wāhi tuku iho ki te kaupare, ki te whakaiti rānei i ngā pānga o te hurihanga āhuarangi
- Kua piki ake te mārama o ngā tāngata o Aotearoa ki te kanorau o ngā wāhi tuku iho o te motu
- ka āwhinatia ngā tamariki me ngā taiohi kia mārama ki te hira o ngā kōrero me ngā wāhi tuku iho ki te toiora, ki te toiora o ngā whakatupuranga o āpōpō hoki.

Strengthening relationships by building the trust, respect and confidence of those we work with

Anchored by our organisational values – **Tairangahia** (honouring and respectful), **Kotahitanga** (collaborative and unified), **Tātakihia** (inspiring and progressive) and **Manaakitanga** (considerate and upright) – we will always strive to undertake our work in a way that builds the trust, respect and confidence of those who work with us, in the work that we do. Opportunities to activate this strategic priority filter through all our activities, from the advice we offer to the owners of heritage places, the people we regulate, and those whose properties we list, to those whose places we help conserve, who we fund through the National Heritage Preservation Incentive Fund, and who we undertake events and education with. We work closely with iwi and hapū to conserve their built heritage and record their cultural landscapes. We work closely with local authorities to support their development of plans and management of resource consent activity that affects significant listed heritage sites. We take a collaborative approach to engaging with developers who seek our advice to ensure their work is sustainable in terms of historical and cultural heritage. We will consistently seek mutually beneficial partnerships that will advance the promotion, identification, protection, and conservation of New Zealand's historical and cultural heritage.

This strategic priority is also directed at the need to work collaboratively across our sector to maintain effective heritage conservation through different societal and environment changes such as legislative reform and climate change. We will seek to co-ordinate effort across heritage sector interests to enable a stronger and more nuanced impact that reaches a wider audience more effectively. We will work to achieve a more consistent retention of heritage across the country and to secure funding to standardise our education offerings and collateral.

In working to progress these short to medium-term objectives, it is our intent to position ourselves to achieve the following long-term objectives:

- communities are supported to successfully adapt their place-based cultural heritage to withstand or mitigate the impacts of climate change
- New Zealanders have a growing appreciation of the diversity of the country's place-based cultural heritage
- children and young people are supported to appreciate why history and place-based cultural heritage matter for their well being and that of future generations.





Highwic. Credit: Mike Heydon

Kia tū hei rōpū arataki mō te whakahaere auaha, me te whai take hoki

Kua tū te Pouhere Taonga hei kaitātaki i ngā mahi o ngā ngaio mō ngā wāhi tuku iho, ngā tūao me ngā rōpū hapori. Ka auau te hui tahi me Historic Places Aotearoa, te New Zealand Archaeological Association, me ICOMOS hoki. Ka rato hoki i ngā tūranga mana whakahaere mō te Antarctic Heritage Trust me te Railway Heritage Trust. Ka honohono ā mātou kaimahi ki ngā akoranga o ngā whare wānanga mō ngā taonga tuku iho, te mātai whaipara, te hoahoanga me te whakamahere ki te āwhina ki te whakawhanake i tētahi whakatipuranga hou o ngā ngaio taonga tuku iho ki te tautoko i ngā tikanga whakahaere pai rawa mō te rāngai taonga tuku iho whānui. Ka whakarato mātou i te ārahitanga e pā ana ki ngā ara mātai whaipara me whai hei urupare mō te hurihanga o te āhuarangi me te penapena i ngā whare tuku iho Māori. Ki te whakatutuki i ēnei momo hiahia, he mea waiwai mā te Pouhere Taonga e ū, e aro hoki ki te whakawhanake i te āheitanga whakahaere pārongo me ngā hangarau e tika ana mō te tuari i ngā whakaaro me te tohatoha i ngā rauemi.

Ko tō mātou whāinga hoki, ko te whakapiki i te pai ki te whakaminenga Māori o tō mātou rōpū me tōna kaupapa matua. Nā tērā, kei te urutau mātou i ā mātou pūnaha hangarau matihiko, mōhiohio whakahaere hoki kia reo rua, kia hāngai ki te Tiriti hoki. Kei te mahi hoki mātou ki te whakatinana i te Maihi Karauna, te kaupapa o te Karauna ki te tautoko i te whakarauoratanga o te reo Māori mā tā mātou ake mahere reo Māori ko E Tipu te Waerenga. Hāunga i te tautoko i te urutaunga o ā mātou tukanga whakahaere, mā tēnei mahere e tautoko ngā kaimahi e hiahia ana ki te whakawhanake i ō rātou pūkenga reo Māori.

I a mātou e mahi ana ki te kōkiri i ēnei whāinga wā poto ki te wā waenga, ka aro tonu mātou ki te whakarite ki te whakatutuki i ngā whāinga wā-roa e whai ake nei:

- Ka ratoa kia maha ake ngā mea angitu mō ngā tāngata o Aotearoa me ngā manuhiri ki te honohono, ki te whakapiki hoki i te mārara ki ngā taonga tuku iho o Aotearoa.
- Ka rongo te minenga Māori i te honohono ki ngā taonga ahurea tuku iho o Aotearoa, ā, ka kaha te uru ki ēnei mahi whakapāpā.

To lead as an innovative and effective organisation

Heritage New Zealand Pouhere Taonga has a leadership role to play in respect of place-based heritage professionals, volunteers and community groups. We meet regularly with Historic Places Aotearoa, the New Zealand Archaeological Association and ICOMOS, as well as providing governance representation for the Antarctic Heritage Trust and the Railway Heritage Trust. Our staff engage with university programmes in heritage, archaeology, architecture and planning to help grow the next generation of heritage professionals and support best practice in the wider heritage sector. We provide leadership in the respect of the archaeological response necessary to address climate change, and the conservation of Māori built heritage. To fulfil these types of expectations, it is imperative that Heritage New Zealand Pouhere Taonga maintains, and looks to develop further, its information management and technology capability to enable the sharing of ideas and dissemination of resources.

It also our objective to increase the appeal of our organisation and its purpose for Māori audiences. To this end we are adapting our information technology and core information systems with a Treaty-based and bilingual emphasis. We are also working to give effect to Maihi Karauna, the Crown's commitment to supporting the revitalisation of te reo Māori through our own te reo Māori plan, E Tipu te Waerenga. As well as supporting the adaptation of our organisational processes, this plan also provides support to those of our staff who wish to grow their skills in te reo Māori.

In working to progress these short to medium-term objectives, it is our intent to position ourselves to achieve the following long-term objectives:

- New Zealanders and visitors to New Zealand are provided with more opportunities to engage with and appreciate New Zealand's cultural heritage
- Māori audiences feel engaged with New Zealand's cultural heritage and are well represented in these engagements.

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