



TE TAUĀKĪ O NGĀ TŪMANAKOHANGA WHAKATUTUKI STATEMENT OF PERFORMANCE EXPECTATIONS 2022-2023

COVER: Waiuta. The chimney and foundations of a bowling green pavilion that was built on top of a flattened mullock heap about 1931.
CREDIT: Robyn Burgess, Heritage New Zealand Pouhere Taonga

NGĀ KAI O ROTO

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

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

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

STATEMENT OF RESPONSIBILITY FOR THE STATEMENT OF PERFORMANCE EXPECTATIONS

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

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



Marian L. Hobbs

Hon Marian L. Hobbs

Chair Heritage New Zealand Board
Tiamana o te Poari o te Pouhere Taonga

30 June 2022
Te 30 o Pipiri 2022



John Clarke

Tā John Clarke KNZM CNZM

Chair Māori Heritage Council
Tiamana o te Kaunihera Māori o te Pouhere Taonga

30 June 2022
Te 30 o Pipiri 2022

TE ANGA RAUTAKI A
HERITAGE NEW ZEALAND POUHERE TAONGA

TIROHANGA WHĀNUI

Ka whakatakoto tā mātou SPE i tō mātou kitenga, whāinga tōmua, hua rautaki, me tō mātou anga ine mō ā mātou mahi i te tau pūtea 2021-2022.

E whakarāpopotonga ngā ihirangi kei te hoahoa kei te taha matau, ā, ka whakamāramahia ngā kōrero e whai ake nei.

TŌ MĀTOU KAUPAPA MATUA

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

Kei tō mātou Ture he ritenga e whai whakaaro ana, e whakaute ana hoki i te haepapa o te Karauna ki te whakatinana i te Treaty of Waitangi/Te Tiriti o Waitangi.

KO TE RŌPŪ MATUA MŌ NGĀ
TAONGA TUKU IHO KĀKANO RUA O
AOTEAROA¹

Ko Te Pouhere Taonga te tari arataki mō ngā take taonga tuku iho kākano rua o ngā wāhi tuku iho. Hau noa tōna rongō kei te motu nei, kei tāwāhi hoki mō te whakahaere kākano rua o ngā taonga tuku iho, te penapena, te whakatakoto ritenga mō ngā wāhi mātāi whaipara, te hapahapai ā-ture, te whakawhiwhiti hoki o ngā kōrero tuku iho o Aotearoa New Zealand – ngā tini take atu anō hoki. Hei rōpū kaha ki te whakatutuki, kia tūturu tonu mātou ki ā mātou whakatutukitanga, ā, ka aro atu kia whai hua nui atu hoki.

I tēnei SPE, ka kaha whakaurua te rautaki hinonga i tīmatahia ai i tērā tau, ā, ka whakahoungia te ū ki te whakatairanga i ngā taonga tuku iho Māori me te ao Māori i ā mātou mahi katoa, ā, ki te whakapiki tonu i ngā ara hei ine i ā mātou putanga mahi. E whakamōhiotia ā mātou mahi katoa e *Tapuwae, Nā te Kaunihera Māori mō te Pouhere Taonga Māori: The Māori Heritage Council Statement on Māori Heritage*.²

E whakatairanga ana mātou i tō mātou kaupapa ki te whakatauāki:

TE KITENGA

Tairangahia a tua whakarere;

Tātakihia ngā reanga o āmuri ake nei

Honouring the past; Inspiring our future

E whakatutuki ai ēnei kitenga e Te Pouhere Taonga mā:

NGĀ TAONGA TUKU IHO MĀORI

- te tautoko i ngā iwi, ngā hapū me ngā hāpori Māori i ō rātou kaupapa penapena whare Māori, wāhi tapu, wāhi tupuna hoki;
- te tautoko i te kaitiakitanga o ngā wāhi tuku iho Māori, mā te kitenga o *Tapuwae*; me
- te tautoko i ngā putanga tukunga iho Māori kua hua mai i ngā whakataunga kerēme;

TE TAUTOHU TAONGA TUKU IHO

- te whakahaere i te New Zealand Heritage List/Rārangi Kōrero;
- te hora i ngā arotakenga taonga tuku iho mō ngā whenua e hokona atu e te Karauna, me te tūtohu tiaki ina e tika ana mō aua momo whenua; me
- te tautoko i ngā kaiwhiwhi ki te tautohu me te kaupare i ngā tūraru ki ngā Manawhenua o Aotearoa/me ōna Kōrero Tūturu/National Historic Landmarks; me te whakaae i ngā mahere aroā tūraru;

1 Mō ngā wāhi tuku iho, e ai ki ngā mahi me te mana whakahaere o Te Pouhere Taonga i raro i ngā wāhanga 13-14 o Te Ture mō te Pouhere Taonga 2014.

2 *Tapuwae*, Heritage New Zealand Pouhere Taonga, Kohitātea 2017.

WHĀINGA TŌMUA

Whāinga matua rautaki

Te whakakaha i ngā hononga me te mārama ki ngā whāinga tōmua o rōpū kē inarā ko te tangata whenua

Te whakawhanake i te whakapono me te whakawhirinaki o ngā rōpū e mahi ana ki tō mātou taha

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

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

Whāinga tōmua mō te hora

Kia whai take te hora e ai ki te katoa o ngā tukanga me ngā herenga ture

Te whāinga tōmua hapahapai

Kia mārama, kia whakaaweawe hoki ki ngā whāinga tōmua me ngā mahi o rōpū kē

NGĀ HUA RAUTAKI

Māori heritage

Ngā tukunga iho Māori

Ka tuku i te tukanga whakapāpā kaha ki ngā tāngata whenua, mō rātou hoki*

Mahi tahi mē ngā rōpū kē*

Kia hora i te penapena taonga Māori tuku iho, kia āhei ai te kaitiakitanga

Pouhere Taonga

E Tipu Te Waerenga – e ako ana ngā kaimahi, e whanake ana hoki mā te kaupapa Pouhere Reo me te kaupapa Tikanga

Tukuna te whakahoutanga, me te whakakaha o te IT me ngā pūnaha, me te aronga ki te reorua me te kākano rua

Ngā herenga ture me ngā mahere rata

Ka matua whakamōhio atu i ngā rārangi kōrero, horopaki taonga tuku iho Māori, ngā whakaaetanga mana mātai whaipara, me te whakahaere i ngā taonga whenua

E whakamōhio ana ngā kaupapa horanga me ngā mahere e te Ministerial Letter of Expectations, ngā rangahau, ngā uiuinga me ngā tirohanga mō ngā ratonga Māori, me tētahi uiuinga manuhiri

Te hapahapai

Kia ārahi, kia whakaaweawe hoki i te mārama ki ngā taonga tuku iho i ngā tukanga whakahou o te Resource Management Act 1991, ā, kia whakauru i te tiakitanga taonga tuku iho, te urutaunga ki te hurihanga o te āhuarangi hoki;*

Whakaakoranga

Te hora i ngā kaupapa (ā muri kura, mātauranga ki tua o te akomanga, te ako o ngā tamariki kei ngā wāhi tuku iho) me ngā rauemi, ki ngā kura, ngā kura kaupapa Māori me ngā wānanga e tautoko ana i ngā marautanga o Aotearoa

NGĀ KPI

MOMO HUAPUTA AHUMONI**

1, 2, 3

1, 4

5, 6, 7, 8,
19, 20, 21

9

10

11, 12, 13

14, 15, 16, 17

1

18

Te whakapāpā

Te Penapena

Te Mātauranga,
te Whakapāpā
me te Penapena

Te Mātauranga,
te Whakapāpā
me te Penapena

Te Penapena

Te Mātauranga,
me te Whakapāpā

*Ka whakawhanake, ka whakatinana hoki te HNZPT i tētahi Anga Whakapāpā mō ēnei hua

**Ka noho ngā momo huaputa katoa, kei te kohinga putanga 'Management of Historic Places' o te pūtea Toi, Ahurea me ngā Taonga Tuku Iho hoki

PRIORITIES	STRATEGIC DELIVERABLES	KPIs	FINANCIAL OUTPUT**
Strategic priorities Strengthening relationships and understanding the priorities of others, particularly tangata whenua To build the trust and confidence of those who we work with To conserve and protect important heritage places and cultural landscapes	Māori heritage Deliver a strong engagement process to and for tangata whenua* Work with key collaborator groups* Deliver Māori heritage conservation to enable kaitiakitanga	1, 2, 3 1, 4	Engagement
		5, 6, 7, 8, 19, 20, 21	Conservation
To lead as an innovative and effective organisation	Pouhere Taonga E Tipu Te Waerenga – staff learning and developing through Pouhere Reo and Tikanga programmes Deliver IT and systems refresh and refinement with a bicultural and bilingual emphasis	9 10	Knowledge, Engagement and Conservation
Delivery priority Deliver effectively against all our statutory requirements and processes	Statutory requirements and responsive plans Heritage listings, archaeological authorities and heritage property management have their Māori heritage context prominently referenced	11, 12, 13 14, 15, 16, 17	Knowledge, Engagement and Conservation
	Delivery programmes and plans are informed through/by the Ministerial Letter of Expectations, Māori Services surveys and questionnaires, and a visitor survey		
Advocacy priority Understanding and influencing the priorities and actions of other organisations	Advocacy Lead and influence understanding of heritage in the Resource Management Act 1991 reform process and include heritage protection and climate change adaptation*	1	Conservation
	Education Deliver programmes and resources to schools, kura kaupapa and wānanga that support the New Zealand curriculum	18	Knowledge and Engagement

*HNZPT will develop and implement an Engagement Framework for these deliverables

**All categories fall within the Vote Arts, Culture and Heritage output class 'Management of Historic Places'

HERITAGE NEW ZEALAND POUHERE TAONGA STRATEGIC FRAMEWORK

OVERVIEW

Our SPE sets out our vision, mission, priorities, strategic deliverables and measurement framework for our mahi in the 2022-23 financial year.

The content is summarised in the diagram at left and explained in more detail in the following text.

OUR PURPOSE

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

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

NEW ZEALAND'S LEADING BICULTURAL HERITAGE ORGANISATION¹

Heritage New Zealand Pouhere Taonga is the lead national bicultural heritage agency for heritage places. It has an outstanding record, nationally and internationally, for bicultural heritage management, conservation, archaeological site regulation, statutory advocacy and communication of the heritage stories of Aotearoa New Zealand – and much else. As a high-performing organisation, we hold fast to our achievements and aspire to be even more effective.

In this SPE we further embed the organisational strategy introduced last year, reaffirming our commitment to increasing the prominence of Māori heritage and te ao Māori in all we do, and to improving the way we measure our outcomes. All our mahi is informed by *Tapuwae, Nā te Kaunihera Māori mō te Pouhere Taonga Māori: The Māori Heritage Council Statement on Māori Heritage*.²

We promote our purpose with the whakatauākī:

VISION

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

Heritage New Zealand Pouhere Taonga achieves this by:

MĀORI HERITAGE

- supporting iwi, hapū and hāpori Māori with their built heritage, wāhi tapu and wāhi tupuna conservation projects
- supporting kaitiakitanga of Māori heritage places through the vision of *Tapuwae*; and
- supporting positive post-settlement outcomes for Māori heritage.

HERITAGE IDENTIFICATION

- maintaining the New Zealand Heritage List/Rārangi Kōrero
- providing heritage assessments of Crown property that is disposed of, and recommending protection of these properties, where appropriate; and
- supporting owners to identify and reduce the risks to National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu, and approving risk management plans.

ARCHAEOLOGICAL REGULATION

- administering the regulation of archaeological resources; and
- making reports available on New Zealand's archaeological resources.

¹ For heritage places, as per the Heritage New Zealand Pouhere Taonga functions and powers under sections 13-14 of the Heritage New Zealand Pouhere Taonga Act 2014.

² *Tapuwae*, Heritage New Zealand Pouhere Taonga, January 2017.

TE WHAKATAKOTO RITENGA MĀTAI WHAIPARA

- te whakahaere i ngā rauemi mātai whaipara; me
- te tuku i ngā pūrongo mō ngā rauemi mātai whaipara o Aotearoa;

**TE WHAKAHAERE I NGĀ TAONGA WHENUA
TUKU IHO**

- te whakahaere me te whakauka i ngā whenua 45 (41 ngā whenua e tuwhera ana ki te iwi nui tonu, 21 o ēnei e whakahaeretia e ngā kaimahi hei ūnga ingoa-nui mō te manuhiri);

TE TOHUTOHU ME TE HAPAHAPAI

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

**NGĀ WHĀINGA MATUA A TE
KĀWANATANGA**

Hei whakawhanake i ngā tumu i whakatakotoria i tona wāhanga tuatahi, kua tautohua e te Kāwanatanga ngā whāinga tōmua matua e toru:

- kia tiaki i ngā tāngata o Aotearoa, kia ārai i te Kowheori-19;
- kia whakaterere ake i te whakaoratanga ā-ōhanga me te hanga anō i muri mai i ngā pānga o te Kowheori-19; me
- ki te whakatakoto i ngā tumu kia pai ake te ao kei mua i a tātou katoa.³

Kua whakawhanakehia tēnei SPE i runga i te arotahi ki te urupare ki te Kowheori-19, e ngana ana te Pouhere Taonga ki te whakamauru i ngā pānga ahumoni (mātua rā ko te heke o te whiwhinga moni mai i ō tātou wāhi), me te āwhina kaha hoki ki te whakaoratanga anō, ā-ōhanga, ā-ahurea hoki o Aotearoa.

Mātua rā, kua whakamōhiohia tēnei SPE nā ngā whakamaunga rautaki hāngai a te Manatū Taonga, mō ngā tau 2021-2025, kia hāngai ki te kitenga a te Manatū Taonga, arā:⁴

- he kauawhi, he whakaata hoki te ahurea, ka tautoko i ngā tāngata ki te tūhonohono, ki te whakapāpā atu tētahi ki tētahi, ki te hapori me te pāpori hoki;
- kia āhukahuka, kia whakanui, kia awhi hoki ngā tāngata o Aotearoa i te ahurea Māori;
- ka taea e ngā tāngata te urutomo, te whai wāhi hoki ki ngā mahi me ngā wheako ahurea;
- kia whakanuia, kia tautokona, kia awhitia te mahi ā-ahurea; ā,
- kia whakapūioio, kia toitū hoki te pūnaha ahurea.

3 Reta Kawatau, Minita Tuarua mō ngā Toi, Te Ahurea me ngā Taonga Tuku Iho, Honore Kiritapu Allan ki te Heamana o te Poari o HNZPT, Honore Marian Hobbs, 1 Māehe 2022.

4 Tirohia Manatū Taonga Ministry for Culture and Heritage, *Koromakinga Rautaki Strategic Intentions 2021-25*, "Te whāinga tāhuhu/Where we want to get to", wh. 9.

HERITAGE PROPERTY MANAGEMENT

- maintaining and conserving 45 properties and associated collections (41 properties open to the public, 21 of them staffed visitor attractions).

ADVISING AND ADVOCATING

- working with local authorities on identifying historic heritage in plans, promoting its protection with appropriate rules, monitoring plan quality, and promoting protection in resource consent processes
- administering the National Heritage Preservation Incentive Fund
- providing advice to the owners of heritage places, including local authorities and iwi/hapū
- maintaining and developing an active support network, including organisational membership
- engaging people in events around the country that promote New Zealand's outstanding cultural and historical heritage
- promoting the economic benefits of cultural heritage, including heritage tourism
- building a collaborative framework for New Zealand's heritage to realise its enormous potential to contribute to social cohesion, education, skills development and employment; and
- advocating for, and advising on, measures to mitigate the adverse impacts of climate change on heritage places.

GOVERNMENT PRIORITIES

Building on the foundations laid in its first term, the Government has identified three overarching priorities:

- to keep New Zealanders safe from Covid-19
- to accelerate our economic recovery and rebuild from the impacts of Covid-19; and
- to lay the foundations for a better future.³

This SPE has been developed with the Covid-19 response firmly in mind, as Heritage New Zealand Pouhere Taonga seeks to manage the financial impacts (especially the decline in income from our properties), while also contributing strongly to New Zealand's cultural and economic recovery.

In particular, this SPE is informed by the relevant Manatū Taonga strategic intentions for the period 2021-2025, aligning with the Manatū Taonga vision that:⁴

- culture is inclusive and reflective, supporting people to connect and engage with each other, their community and society
- Māori culture is recognised, valued and embraced by New Zealanders
- people can access and are participating in cultural activities and experiences
- cultural activity is valued, supported and nurtured; and
- the cultural system is resilient and sustainable.

³ Letter of Expectations, Associate Minister for Arts, Culture and Heritage, Hon. Kiritapu Allan to Chair HNZPT Board, Hon. Marian Hobbs, 1 March 2022.

⁴ See Manatū Taonga Ministry for Culture and Heritage, *Koromakinga Rautaki Strategic Intentions 2021-25*, 'Te whāinga tahuu/Where we want to get to', p. 9.

TŌ MĀTOU WHĀINGA

Ko tō mātou whāinga:

Ka whakapūmautia te whai mārama o ngā tāngata o Aotearoa, o ngā hunga katoa hoki ki ō tātou tātai kōrero kākano rua.
Ko te pae tawhiti, whāia kia tata; ko te pae tata, whakamaua kia tina.

Ā te 2022-2023, ko ētahi o ngā mea angitu e whakatata ana mātou kia tina ko:

- te whakatōpū me te whakakaha i ā tātou mahi hei tari arataki o Aotearoa mō ngā take tukunga iho kākano rua o ngā wāhi tuku iho;
- te whakatairanga i ngā taonga tuku iho me ngā uara Māori, i roto i ā mātou mahi katoa;
- te tuku i tō mātou kaupapa Mātauranga Māori Te Awe Kōtuku (tirohia whārangi 16);
- te whakarere kōrero atu anō mō ngā taonga tuku iho me ngā whaitua ahurea Māori ki te marea o Aotearoa e kaha haere ana tō rātou hiahia me tō rātou aro ki te ao Māori, ki te ako i te reo Māori hoki;
- te ārahi i te arotahi o ngā tāngata o Aotearoa ki ā rātou ake kōrero tuakiri mā ngā kaupapa o Ngā Tohu Whenua me ngā National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu;
- te hāpai i te mana o ngā taonga tuku iho i roto i te anga ture mā te arotake i te Resource Management Act, mā te kaupapa whakakaha i ngā tautiaki taonga tuku iho a te Manatū Taonga, me ngā kaupapa hurihanga āhuarangi a te Kāwanatanga;
- te waihanga rauemi, me te tāpae ki te whakatinanatanga o te marautanga mō ngā hītori o Aotearoa; me
- te whakatauiria i te penapena me te whakakaha i ngā whare kōhatu i tā tātou mahi ki te Hokitika Government Building me Turnbull House ki Te Whanganui-a-Tara.

Arā noa atu te maha o ngā whai wāhitanga ka puta i te roanga o te tau. Ka arotake mātou, ā, ka kapohia ngā mea e tino pai rawa atu ai te whakatutuki i tō mātou whakatauaāki: Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei – honouring the past; inspiring the future.

NGĀ WHĀINGA TŌMUA O HERITAGE NEW ZEALAND POUHERE TAONGA

E whā ā mātou whāinga matua rautaki, kua tipu i ngā whāinga matua rautaki i roto i tō mātou *Tauāki Whakamaunga Atu 2020-2024*.⁵

WHĀINGA MATUA RAUTAKI

Ā mātou whāinga matua rautaki mō 2022-23:

- te whakakaha i ngā hononga me te mārama ki ngā whāinga tōmua o rōpū kē, inarā o te tangata whenua;
- te whakawhanake i te whakaponono me te whakawhirinaki o ngā rōpū e mahi tahi ana ki tō mātou taha;
- te whakaomoomo me te tiaki i ngā wāhi tuku iho hira, ngā whaitua ā-ahurea; me
- kia tū hei rōpū arataki mō te whakahaere auaha, me te whai take hoki.

I tā mātou hōtaka mahi whānui, e rua ngā whāinga tōmua e ārahi ana i te mahi:

TE WHĀINGA TŌMUA HORA

Kia whai take te hora e ai ki te katoa o ngā tukanga me ngā herenga ture.

TE WHĀINGA TŌMUA HAPAHAPAI

Kia mārama, kia whakaaweawe hoki ki ngā whāinga tōmua me ngā mahi o rōpū kē.

⁵ Mō ngā whāinga rautaki matua o mua tirohia Te Tauāki Whakamaunga Atu: Statement of Intent 2020-2024, wh. 7.

OUR MISSION

Our mission is to:

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

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

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

In 2022-23, the opportunities we bring close and hold fast include:

- consolidating and strengthening our mahi as New Zealand's leading bicultural heritage agency for heritage places
- giving prominence to Māori heritage and values in all our work
- delivering our Mātauranga Māori Te Awe Kōtuku programme (see page 17)
- telling more stories about Māori heritage and cultural landscapes to a New Zealand public that is ever more receptive to engaging with te ao Māori and to learning te reo Māori
- focusing New Zealanders' attention on their own identity stories through the Tohu Whenua and National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu programmes
- improving the place of heritage in the statutory framework through the review of the Resource Management Act 1991, the Manatū Taonga strengthening heritage protection project and the Government's climate change initiatives
- developing resources for, and contributing to, the implementation of the New Zealand history curriculum; and
- leading by example in the conservation and strengthening of earthquake-prone masonry buildings in our work on the Hokitika Government Building and Turnbull House, Wellington.

Many other opportunities will arise during the year. We will evaluate them and seize on those that best achieve our whakatauākī: Tairangahia a tua whakarere; Tātakihia ngā reanga o āmuri ake nei – honouring the past; inspiring the future.

HERITAGE NEW ZEALAND POUHERE TAONGA PRIORITIES

We have four strategic priorities, which have evolved from the strategic priorities in our *Statement of Intent 2020-2024*.⁵

STRATEGIC PRIORITIES

Our 2022-23 strategic priorities are:

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

Across our work programme, we have two guiding priorities:

DELIVERY PRIORITY

Deliver effectively against all our statutory requirements and processes.

ADVOCACY PRIORITY

Understanding and influencing the priorities and actions of other organisations.

⁵ For the previous strategic priorities see *Te Tauākī Whakamaunga Atu: Statement of Intent 2020-2024*, p. 7.

NGĀ HUA RAUTAKI

Kei raro nei te whakarāpopototanga o ā mātou hua rautaki:

HUA RAUTAKI – NGĀ TAONGA TUKU IHO MĀORI

- ka tuku i te tukanga whakapāpā kaha ki ngā tāngata whenua, mō rātou hoki;
- ka mahi tahi hoki me ngā rōpū kē, tae ana ki Te Puni Kōkiri, Manatū Taonga Ministry for Culture and Heritage, Te Arawhiti Ara Taonga⁶ me ngā tāngata ngaio o te rāngai taonga tuku iho; ā
- kia hora i te tohutohu penapena taonga Māori tuku iho, ngā hōtaka me ngā kaupapa kia āhei ai te kaitiakitanga;

HUA RAUTAKI – POUHERE TAONGA

- E Tipu Te Waerenga (te mahere mō Te Reo Māori) – he akoranga me te whakawhanake mō ngā kaimahi mā te Pouhere Reo me ngā kaupapa Tikanga ka horaina i roto i te tari, ā, ina e tika ana, kei waho hoki; me
- te tuku i te whakahoutanga, me te whakakaha o te hangarau mōhiohio me ngā pūnaha, me te aronga ki te reorua me te kākano rua;

NGĀ HERENGA TURE ME NGĀ MAHERE RATA

- ka matua whakamōhio atu i ngā horopaki taonga tuku iho Māori, i ngā whakaaetanga mana mātai whaipara, me te whakahaere i ngā taonga whenua, whare hoki; ā
- e whakamōhiohia ana ngā kaupapa horanga me ngā mahere e te Ministerial Letter of Expectations, ngā rangahau, ngā uiuinga me ngā tirohanga mō ngā ratonga Māori, me tā mātou uiuinga mō te ngata o ngā manuhiri;

HUA RAUTAKI – TE HAPAHAPAI

- kia ārahi, kia whakaaweawe hoki i te mārama ki ngā taonga tuku iho i ngā tukanga whakahou o te Resource Management Act 1991, ā, kia whakauru i te tiakitanga taonga tuku iho, te urutaunga ki te hurihanga o te āhuarangi hoki; me

HUA RAUTAKI – MĀTAURANGA

- te hora i ngā kaupapa (ā muri kura, mātauranga ki tua o te akomanga, te ako o ngā tamariki kei ngā wāhi tuku iho) me ngā rauemi, ki ngā kura, ngā kura kaupapa Māori me ngā wānanga e tautoko ana i te marautanga o Aotearoa.

⁶ He hinonga rāngai tūmatanui ngā Ara Taonga e mahi tahi ana ki te tautoko i ngā wawata ahurea, taonga tuku iho hoki o ngā iwi. Atu i Heritage New Zealand Pouhere Taonga, kei roto i a Ara Taonga hoki ko te Manatū Taonga, Department of Internal Affairs (Te Rau Mahara o te Kāwanatanga me Te Puna Mātauranga o Aotearoa), ko Te Papa, ko Ngā Taonga Sound and Vision hoki.

STRATEGIC DELIVERABLES

The following summarises our strategic deliverables:

STRATEGIC DELIVERABLE – MĀORI HERITAGE

- deliver a strong engagement process to and for tangata whenua;
- work with key collaborator groups, including Te Puni Kōkiri, Manatū Taonga Ministry for Culture and Heritage, Te Arawhiti, Ara Taonga⁶ and professionals in the heritage sector; and
- deliver Māori heritage conservation advice, programmes and initiatives to enable kaitiakitanga.

STRATEGIC DELIVERABLE – POUHERE TAONGA

- E Tipu Te Waerenga (Te Reo Māori Language Plan) – staff learning and developing through Pouhere Reo and Tikanga programmes delivered internally and, where appropriate, externally; and
- deliver information technology and systems refresh and refinement with a bicultural and bilingual emphasis.

STRATEGIC DELIVERABLE – STATUTORY REQUIREMENTS AND RESPONSIVE PLANS

- heritage listings, archaeological authorities and heritage property management have Māori heritage context prominently referenced; and
- delivery programmes and plans are informed through/by the Ministerial Letter of Expectations, the Māori Services surveys and questionnaires, and our visitor satisfaction survey.

STRATEGIC DELIVERABLE – ADVOCACY

- lead and influence understanding of heritage in the Resource Management Act 1991 reform process and include heritage protection and climate change adaptation; and

STRATEGIC DELIVERABLE – EDUCATION

- deliver programmes (after school, education outside the classroom, children learning at properties) and resources to schools, kura kaupapa and wānanga that support the New Zealand curriculum.

⁶ Ara Taonga are public sector agencies that work together to support the cultural and heritage aspirations of iwi. In addition to Heritage New Zealand Pouhere Taonga, Ara Taonga comprises Manatū Taonga, Department of Internal Affairs (Archives New Zealand and National Library), Te Papa and Ngā Taonga Sound and Vision.

HERITAGE NEW ZEALAND POUHERE TAONGA WHĀINGA TŌMUA HUAPUTA MATUA 2022-23

Kotahi te kohinga putanga o Heritage New Zealand Pouhere Taonga, ko te 'Management of Historic Places' nō te pūtea 'Toi, Ahurea me ngā Taonga Tuku Iho hoki'. Ka whakawehea tēnei kohinga putanga kia toru ngā momo putanga, ki te whakaatu i te hora ki ā mātou tuku ratonga: ko te mōhiotanga taonga tuku iho, te whakapāpā taonga tuku iho, me te penapena i ngā taonga tuku iho.

Kua whai pūtea ētahi kaupapa motuhake e rua, (arā, te kaupapa Mātauranga Māori Te Awe Kōtuku me te whakaturukitanga me te whakanikotanga hou o Turnbull House i Te Whanga-nui-ā-Tara) mai i ngā kirimana motuhake e whakahaerehia ana e te Manatū Taonga. Tētahi kaupapa motuhake anō, ko te whakakaha me te whakahou i te Hokitika Government Building ka whai pūtea mai i tētahi kirimana anō me te Crown Infrastructure Partners. Kāore ēnei kaupapa ā-kirimana e noho kei roto i te anga pūrongo i whakatūria ai mō tēnei SPE. Heoi anō, kua whakaurua he inenga pūrongo mō aua kaupapa, hei whakawhānui i te tirohanga ki tō mātou whakatutuitanga hei rōpū.

Mātua rā, ko tō mātou kaupapa Mātauranga Māori Te Awe Kōtuku ka noho kei te iho o ā mātou hua rautaki. E rua ngā ia mahi o tēnei kaupapa:

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

Kei te ia mahi mō ngā whenua tuku iho, ko ngā hōtaka mahi tahi (ki te taha o iwi, hapū, hāpori, marae, tohunga, pūkenga me ngā kaitiaki) hei tautoko, hei whakaora anō i ngā whenua mōrearea, ngā wāhi tapu me ngā mātauranga wāhi tūpuna. Kei te ia mahi mō ngā whare tuku iho, ko ngā kaupapa mahi tahi, hei tautoko, hei whakaora anō i te mātauranga hanga whare, me ngā tikanga (ngā toi me ngā tikanga hangahanga, hanga taputapu rānei), tārai waka, mahinga kai me ngā māra kai.

Ki te wātea i te Kowheori-19, hei te tau 2022-23, ka whakaoti mātou i ngā wānanga pouhere mātauranga hei otinga mō te kaupapa Mātauranga Māori Te Awe Kōtuku. Ka whakahaere tonu mātou i ngā tahua tauwhawhai mō ngā kaupapa nā ngā iwi/hapū i ārahi, hei tautoko, hei tiaki anō i ngā āhuatanga mātauranga Māori.

Mā ēnei mahi kua tīmata mai, kua arahina e mātou, me te pūtea e tuku atu ai mātou, ka kaha, ka tūturu ai hoki tā mātou pānga ki te Mātauranga Māori, me te tuakiri o Aotearoa whānui hoki.

TE INE I TŌ MĀTOU WHAKATUTUKI NGĀ WHAKAKAHA I Ō MĀTOU KPI

I tēnei tau, kua whakaraupapa anō mātou i ō mātou Tohu Tutukitanga Mahi Matua (KPI), ā, kua whakaurua he KPI e whā anō kia hāngai rawa tō mātou anga inenga ki tō mātou rautaki.

Kua whakaurua hoki tētahi pūnaha inenga kia kaha te whai tikanga, kia whānui ake hoki. I mua, i tautuhia ai e mātou te whakatau tata kotahi (he nama kotahi, he ōrau rānei) mō ia KPI. I tēnei tau, mō te maha o ā mātou KPI, ka tautohu mātou i te whānuitanga o ngā tutukitanga ka noho kei te wāhi e tika ana mō te momo hua.

Kei ngā whārangi 32-35, ka whakarārangi mātou i ngā panonitanga katoa ki ā mātou KPI, me ā mātou whakawā i whakamahia ki te waihanga i ngā panonitanga.

TE HOROPAKI KOWHEORI-19

Kua kōrero kē mō te mea, kei te māharahara tonu ki ngā pānga o te Kowheori-19. I te roanga o te urutā, kua whakaū mātou ki te tuku i ō mātou tukanga ture i te wā tika, ā, kia tiketike tonu te pai. Ka whakaū mātou ki te eke tonu i ērā taumata whakatutuki mō ō mātou tukanga ā-ture ā te tau 2022-23.

Pērā ki ngā kitenga o ngā tau ki mua, he kaha te pānga o ngā herenga o te Kowheori-19 ki ā mātou mahi kei te aroaro o te marea. Nā konā, kua heke te tokomaha o ngā manuhiri i ō mātou wāhi, kua heke te āhei ki te mahi i te taha o ngā iwi, ngā hapū me te hāpori ki ngā kaupapa penapena i ngā whare tuku iho Māori. Nā reira, ku heke ā mātou whakatau tata tutukitanga mō ngā mahi kei te aroaro o te marea i ngā tutukitanga mō ngā tau ki mua, ka whakaaturia kei raro nei ki te tuhipoka: 'Kei te heke nā te Kowheori-19'.

Ko te katoa o ā mātou KPI, te whakatau tata pai rawa e taea ana i te wā i tuhia ēnei. Heoi anō, kua ahu mai i te mōhiotanga mokamoka nā mō ngā piki me ngā heke o te urutā Kowheori-19, nā reira ka kitea pea, ka nui ngā rerenga kētanga o ngā hua ka puta.

HERITAGE NEW ZEALAND POUHERE TAONGA KEY PRIORITY OUTPUTS 2022-23

Heritage New Zealand Pouhere Taonga has one output class: the Vote Arts, Culture and Heritage appropriation 'Management of Historic Places'. We divide this output class into three categories to show how it is allocated across our service delivery: heritage knowledge, heritage engagement and heritage conservation.

Two special projects (our Mātauranga Māori Te Awe Kōtuku programme and the strengthening and upgrading of Turnbull House, Wellington) are funded through contracts managed by Manatū Taonga. One further special project, the strengthening and upgrading of the Hokitika Government Building, is funded under a separate contract with Crown Infrastructure Partners. None of these contracted projects is part of the reporting framework established by this SPE. However, we include reporting measures for them to provide a fuller data picture of our organisational performance.

Our Mātauranga Māori Te Awe Kōtuku programme, in particular, is at the heart of our strategic deliverables. It has two workstreams:

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

The ancestral landscapes workstream comprises joint programmes (with iwi, hapū, marae, hapori, tohunga, pūkenga and kaitiaki) to support and revitalise vulnerable landscapes, wāhi tapu and mātauranga wāhi tūpuna. The built heritage workstream comprises joint projects to support and revitalise mātauranga hanga whare and practice (traditional arts and whare building construction and joinery), tārai waka, mahinga kai and māra kai.

Covid-19 permitting, in 2022-23 we will complete the practice wānanga that are the culmination of the Mātauranga Māori Te Awe Kōtuku programme. We will also continue to administer contestable funds to iwi/hapū-led projects that support and protect aspects of mātauranga Māori.

Through both the work we initiate and lead, and the funding we provide to others, we will continue to make a profound and lasting impact on mātauranga Māori and New Zealand identity more widely.

MEASURING OUR PERFORMANCE

IMPROVEMENTS TO OUR KPIS

This year we have re-ordered our Key Performance Indicators (KPIs) and introduced four new KPIs to align our measurement framework more closely with our strategy.

We have also introduced a fuller and more meaningful measurement system. Previously we set a single target estimate (a single number or percentage) for each KPI. This year, for many of our KPIs, we indicate the range of performance that is within an acceptable tolerance level given the nature of the output.

On pages 32–35 we itemise all the changes to our KPIs and the judgements we exercised in making these changes.

COVID-19 CONTEXT

As noted, the impacts of Covid-19 remain an ongoing concern. Throughout the pandemic, we have ensured that all our core statutory processes are delivered on time and to a high standard. We make a commitment to these same performance standards for our statutory processes in 2022-23.

As previous years have shown, our public-facing work is highly susceptible to the impacts of Covid-19 restrictions. This has resulted in, for example, a decline in visitor numbers to our properties, and a reduced ability to work alongside iwi, hapū and hapori on Māori built heritage conservation projects. Our performance estimates for public-facing activity are therefore lower than in previous years, as indicated below with the note: 'Covid-19 impacted'.

All our KPIs are our best estimates at the time of writing. They are, of course, based on very imperfect information about the likely course of the Covid-19 pandemic so significant variations in performance are to be expected.

NGĀ INENGA WHAIHUA MAHI AHUMONI-KORE

WHĀINGA MATUA RAUTAKI: TE WHAKAKAHA I NGĀ HONONGA ME TE MĀRAMA KI NGĀ WHĀINGA TŌMUA O RŌPŪ KĒ INARĀ KO TE TANGATA WHENUA

NGĀ HUA RAUTAKI	NGĀ KPI	KO NGĀ INENGA	2019-20 TŪTURU	2020-21 TŪTURU	2021-22 WHAKATAU TATA ⁷	2022-23 WHAKATAU TATA ⁸	IA
Hua rautaki – ngā taonga tuku iho Māori –ka tuku i te tukanga whakapāpā kaha ki ngā tāngata whenua, mō rātou hoki	1. Ka whāia tonutia tā HNZPT Mahere Whakapāpā	Ka whakawhanakehia, ka whakatinanatia hoki te Mahere Whakapāpā	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	Kua eke	Kua tautuhia te takenga
	2. Ka whakahaere. ka āwhina rānei a HNZPT i ngā takunetanga e whakakaha ana i te whakapāpā atu ki ngā taonga tuku iho	Te tapeke o ngā tauwhāinga/ kaupapa	234	316	230	114-126	Kei te heke nā te Kowheori-19
		Te tapeke o ngā takunetanga/ kaupapa taonga tuku iho Māori	27	32	15% (35)	17-19	Kei te heke nā te Kowheori-19
	3. Te piki i te honohono ki ngā ihirangi ā-pepa, ā-matihiko hoki a HNZPT	Te piki o ngā kaiwhakamahi ā-matihiko:					
		Te tatau takenga o ngā apataki kei Facebook (@Heritage New Zealand anake)	8,523	10,020	9,350	13,300-14,700	Kei te piki
		Te tatau takenga o ngā tirohanga whārangi ipurangi	76,198	85,048	87,000	84,500-93,500	Kei te piki
		Te hōrapa o te maheni	He tau kore-pūrongo	Ā-matihiko: 1,495 Ā-pepa: 9,906	Ā-matihiko: 2,000 Ā-pepa: 10,200	2,375-2,625 8,075-8,925	Kei te piki Kei te heke

TE WHAKAWHANAKE I TE WHAKAPONO ME TE WHAKAWHIRINAKI O NGĀ RŌPŪ E MAHI ANA KI TŌ MĀTOU TAHA

NGĀ HUA RAUTAKI	NGĀ KPI	KO NGĀ INENGA	2019-20 TŪTURU	2020-21 TŪTURU	2021-22 WHAKATAU TATA	2022-23 WHAKATAU TATA	IA
Ka mahi tahi mātou ko ētahi rōpū hira, tae ana ki Te Puni Kōkiri, te Manatū Taonga, Te Arawhiti Ara Taonga me ngā tāngata ngaio o te rāngai taonga tuku iho	Ka whāia tonutia tā HNZPT Mahere Whakapāpā	Ka whakawhanakehia, ka whakatinanatia hoki te Mahere Whakapāpā	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	Kua eke	Kua tautuhia te takenga
	4. Ka mahi tahi a HNZPT rātou ko rōpū kē ki ngā kaupapa whakapāpā taonga tuku iho	Te tatau o ngā pātuitanga	37	71	60	57-63	Kei te pērā tonu

⁷ I whiria ngā whakatau tata i Pipiri 2020.

⁸ I whiria ngā whakatau tata i Huitanguru 2022. Kei ngā tikanga whakahaere mō te Pouhere Taonga, ka kīia kua tutuki tētahi hua mēnā kei te noho ngā inenga kei te wāhi e tika ana mō te momo hua.

NON-FINANCIAL PERFORMANCE MEASURES

STRATEGIC PRIORITY: STRENGTHENING RELATIONSHIPS AND UNDERSTANDING THE PRIORITIES OF OTHERS, PARTICULARLY TANGATA WHENUA

STRATEGIC DELIVERABLE	KPIs	MEASURES	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE ⁷	2022-23 ESTIMATE ⁸	TREND
Strategic deliverable – Māori heritage: Deliver a strong engagement process to and for tangata whenua	1. HNZPT Engagement Plan is being followed	Engagement Plan developed and implemented	N/A	N/A	N/A	Achieved	Baseline set
	2. HNZPT holds or contributes to events and initiatives to enhance heritage engagement	Total number of events and initiatives	234	316	230	114-126	Covid-19 impacted decline
		Number of Māori heritage events and initiatives	27	32	15% (35)	17-19	Covid-19 impacted decline
	3. Increase in engagement in HNZPT digital and hardcopy content	Increase in digital users:					
		Baseline number of Facebook followers (@Heritage New Zealand only)	8,523	10,020	9,350	13,300-14,700	Increasing
		Baseline number of webpage views	76,198	85,048	87,000	84,500-93,500	Increasing
		Magazine circulation	Non-reporting year	Digital: 1,495 Hardcopy: 9,906	Digital: 2,000 Hardcopy: 10,200	2,375-2,625 8,075-8,925	Increasing Declining

STRATEGIC PRIORITY: TO BUILD THE TRUST AND CONFIDENCE OF THOSE WHO WE WORK WITH

STRATEGIC DELIVERABLE	KPIs	MEASURES	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE	2022-23 ESTIMATE	TREND
Work with key collaborator groups including Te Puni Kōkiri, Manatū Taonga, Te Arawhiti, Ara Taonga and professionals in the heritage sector	Refer KPI 1: HNZPT Engagement Plan is being followed	Engagement Plan developed and implemented	N/A	N/A	N/A	Achieved	Baseline set
	4. HNZPT partners with others on heritage engagement initiatives	Number of partnerships	37	71	60	57-63	Maintaining

⁷ Estimates taken in June 2020.

⁸ Estimates taken in February 2022. Heritage New Zealand Pouhere Taonga considers that performance has been achieved when it is within a tolerance level acceptable for the nature of the work.

WHĀINGA MATUA RAUTAKI: TE WHAKAORA ME TE TIAKI I NGĀ WĀHI TUKU IHO HIRA ME NGĀ WHAITUA Ā-AHUREA;

NGĀ HUA RAUTAKI	NGĀ KPI	KO NGĀ INENGA	2019-20 TŪTURU	2020-21 TŪTURU	2021-22 WHAKATAU TATA	2022-23 WHAKATAU TATA	IA
Hua rautaki – Kia hora i te penapena taonga Māori tuku iho, kia āhei ai te kaitiakitanga	5. He hononga mahitahi kei waenga i HNZPT me ētahi iwi, hapū, hāpori rānei kua tautuhia	Te kaute o ngā kaupapa hei āhukahuka, hei penapena, hei whakapiki i te whakapāpā atu ki ngā whenua me ngā whare Māori tuku iho ⁹	E 5 kua oti, e 6 kei te haere tonu	11	11	11	Kei te pērā tonu
	Tirohia hoki ngā inenga mō tā mātou kaupapa motuhake ā-kirimana – ko te Mātauranga Māori Te Awe Kōtuku (KPI 19)						
	6. Ka tiakina ngā whenua me ngā whare tuku iho o HNZPT	% o ngā wāhanga rawa whenua ka pupurutia kia waenga neke atu rānei te pai o te tū	96%	97%	97%	95-100%	Kei te pērā tonu
	Tirohia hoki ngā inenga mō tā mātou kaupapa motuhake ā-kirimana – te Hokitika Government House, me Turnbull House, ki Te Whanganui-a-Tara (KPI 20 & 21)						
	7. Te tatau o ngā wāhi tuku iho, kua piki te tiaki, kua heke ngā pānga kino rānei, i hapahapai ai te HNZPT kia aro ki ngā take taonga tuku iho	Te tatau o ngā wāhi i ngā tukanga hapahapai, whakahaere rawa, whakaaetanga mana mātai whaipara me ngā tukanga hoko atu i te whenua a te Karauna	249	520	300	380-420	Kei te piki
	8. Ka tautoko a HNZPT i ngā tāngata nō/ kei a rātou ngā taonga tuku iho mā te Pūtea Whakaoho Tautiaki Taonga Tuku Iho ā-Motu, arā te National Heritage Preservation Incentive Fund	Te uara kua tukuna (tātai o ngā takuhe kua whakaaetia)	\$859,000 (26 ngā takuhe)	\$562,178 (21 ngā takuhe)	Neke atu i te \$500,000	Neke atu i te \$500,000	Kei te pērā tonu ¹⁰

⁹ Ko ētahi wāhanga o te horanga, he kanohi ki te kanohi, ko ētahi he matihiko.

¹⁰ Ka ine tēnei KPI i te rahi o te pūtea ka tohaina i te tahua ā-tau pūmau kia \$500,000. Ko ngā rerekētanga i waenga i ngā tau, tae ana ki te whakapaunga moni ka nui atu i te \$500,000, ka whakaatu i te wā o te whakapaunga tūturu ki ngā kaupapa.

STRATEGIC PRIORITY: TO CONSERVE AND PROTECT IMPORTANT HERITAGE PLACES AND CULTURAL LANDSCAPES

STRATEGIC DELIVERABLE	KPIs	MEASURES	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE	2022-23 ESTIMATE	TREND
Strategic deliverable – Deliver Māori heritage conservation to enable kaitiakitanga	5. HNZPT has a collaborative relationship with specified iwi, hapū or hapori	Number of projects to recognise, conserve or increase engagement with Māori built and land-based heritage ⁹	5 completed, 6 partial progress	11	11	11	Maintaining
		See also the measures for the Special Project under Contract – Mātauranga Māori Te Awe Kōtuku project (KPI 19)					
	6. HNZPT's heritage properties are cared for	% of property asset components that are maintained at or above moderate condition grade	96%	97%	97%	95-100%	Maintaining
		See also the measures for the Special Projects under Contract – Hokitika Government Building and Turnbull House, Wellington (KPI 20 & 21)					
	7. Number of heritage places where protection is increased or damage is reduced where HNZPT has advocated for heritage to be considered	Number of places through resource management, advocacy, archaeological authority and Crown land disposal processes	249	520	300	380-420	Increasing
	8. HNZPT supports owners of heritage through the National Heritage Preservation Incentive Fund	Value allocated (number of grants approved)	\$859,000 (26 grants)	\$562,178 (21 grants)	At least \$500,000	At least \$500,000	Maintaining ¹⁰

⁹ Delivery is a mix of in-person and digital.

¹⁰ This KPI measures the amount of funding that is distributed from a fixed annual budget of \$500,000. Variances between years, including expenditure greater than \$500,000, reflect the timing of actual expenditure on projects.

WHĀINGA MATUA RAUTAKI: KIA TŪ HEI RŌPŪ ARATAKI MŌ TE WHAKAHAERE AUAHA, WHAI TAKE HOKI

Ngā Hua Rautaki	Ngā KPI	Ko Ngā Inenga	2019-20 Tūturu	2020-21 Tūturu	2021-22 Whakatau Tata	2022-23 Whakatau Tata	IA
E Tipu Te Waerenga: Te Mahere Reo Māori	9. Te piki o te tautoko me te whakamahi i te reo Māori kei HNZPT	Te whakatū me te whakatinana o tētahi anga arotake mō E Tipu Te Waerenga	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	Kua eke	Kua tautuhia te takenga
Pouhere taonga – Te tuku i te whakahoutanga, me te whakakaha o te hangarau mōhiohio me ngā pūnaha, me te aronga ki te reo rua me te kākano rua	10. Ka oti te kaupapa whakahou mō te IT i te wā tika, me te aronga ki te reorua me te kākano rua hoki	Ka oti te whakahou o te pātengi raraunga matua (Pātaka) me te paetukutuku	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	100% kua oti	Kua tautuhia te takenga

STRATEGIC PRIORITY: TO LEAD AS AN INNOVATIVE AND EFFECTIVE ORGANISATION

STRATEGIC DELIVERABLE	KPIs	MEASURES	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE	2022-23 ESTIMATE	TREND
E Tipu Te Waerenga: Māori Language Plan	9. Increased profile and use of te reo Māori in HNZPT	Establishing and implementing a monitoring framework for E Tipu Te Waerenga	N/A	N/A	N/A	Achieved	Baseline set
Pouhere taonga – Deliver information technology and systems refresh and refinement with a bicultural and bilingual emphasis	10. IT refresh project on time and with a bicultural and bilingual focus	Key database (Pātaka) upgrade and website replacement completed	N/A	N/A	N/A	100% completed	Baseline set

TE WHĀINGA TŌMUA HORA: KIA WHAI TAKE TE HORA E AI KI TE KATOA O NGĀ TUKANGA ME NGĀ HERENGA TURE

NGĀ HUA RAUTAKI	NGĀ KPI	KO NGĀ INENGA	2019-20 TŪTURU	2020-21 TŪTURU	2021-22 WHAKATAU TATA ¹¹	2022-23 WHAKATAU TATA	IA
Ka matua whakamōhio atu ngā horopaki taonga tuku iho Māori, kei ngā whakaaetanga mana mātai whaipara, me te whakahaere i ngā taonga whenua tuku iho	11. Kua piki ake te maha o ngā taonga tuku iho e arohaina e Aotearoa kua tautohua, kua whakatairangatia hoki	Te tatau o ngā whakaurunga/ arotake o ngā whakaurunga ki te Rārangi Kōrero (Heritage List), National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu (NHL/MAKT), me ngā Tohu Whenua	39 ¹²	36 ¹³	17 ¹⁴	20-25	Kei te piki
		% o ngā whakaurunga katoa kei te Rārangi NHL/MAKT me ngā Tohu Whenua e arotia ana e ngāi Māori	23%	23%	23%	23-25%	Kei te piki
	12. Ka tuku a HNZPT i ngā pūrongo ¹⁵ mō ngā taonga tuku iho o Aotearoa	Te tapeke kua whakaputaina	10,900	11,602	12,105	11,723-12,957	Kei te piki
	13. Mā te tukanga whakaaetanga mana mātai whaipara ka puta he mōhihio mō ngā taonga tuku iho mātai whaipara o Aotearoa	Ka whiwhi a HNZPT i te pūrongo, ka whakatau rānei, kua kore tētahi pūrongo e hiahia ana mō te 80% neke atu rānei o ngā whakaaetanga mana mātai whaipara kua whakahaeretia i ngā tau tekau ki mua nei (mō te tau ā-maramataka)	80%	79%	80%	76-84%	Kei te pērā tonu
		% o ngā whakaaetanga mātai whaipara, i whakawhiwhi anō i ngā pūrongo mō ngā taonga tuku iho Māori	49%	61%	48%	46-50%	Kei te pērā tonu

11 I whiria ngā whakatau tata i Paengawhāwhā 2021.

12 Rārangi: 38; Tohu Whenua: 1, NHL/MAKT: 0.

13 Rārangi: 35; Tohu Whenua: 1; NHL/MAKT: 0.

14 Rārangi: 17; Tohu Whenua: 0; NHL/MAKT: 0.

15 Pūrongo mātai whaipara me ngā pūrongo whakarārangi kua oti.

DELIVERY PRIORITY: DELIVER EFFECTIVELY AGAINST ALL OUR STATUTORY REQUIREMENTS AND PROCESSES

STRATEGIC DELIVERABLE	KPIs	MEASURES	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE ¹¹	2022-23 ESTIMATE	TREND
Heritage listings, archaeological authorities and heritage property management has Māori heritage context prominently referenced	11. More of the heritage New Zealanders care about is identified and promoted	Number of new entries/reviews of entries on the New Zealand Heritage List/Rārangi Kōrero (List), National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu (NHL/MAKT), and Tohu Whenua	39 ¹²	36 ¹³	17 ¹⁴	20-25	Increasing
		% of the total List/ NHL/ MAKT and Tohu Whenua of interest to Māori	23%	23%	23%	23-25%	Increasing
	12. HNZPT provides access to reports ¹⁵ on New Zealand's heritage	Total available	10,900	11,602	12,105	11,723-12,957	Increasing
	13. The archaeological authority process results in information on New Zealand's archaeological heritage	HNZPT receives a report or establishes that no report is required for at least 80% of archaeological authorities processed in the last decade (by calendar year)	80%	79%	80%	76-84%	Maintaining
		% of all archaeological authorities that result in receipt of Māori heritage reports	49%	61%	48%	46-50%	Maintaining

¹¹ Estimates taken in April 2021.

¹² List: 38; Tohu Whenua: 1, NHL/MAKT: 0.

¹³ List: 35; Tohu Whenua: 1; NHL/MAKT: 0.

¹⁴ List: 17; Tohu Whenua: 0; NHL/MAKT: 0.

¹⁵ Final archaeological reports and listing reports.

TE WHĀINGA TŌMUA HAPAHAPAI: KA TUKU MĀRAMATANGA, KA WHAKAAWEAWE HOKI I NGĀ WHĀINGA TŌMUA ME NGĀ MAHI O RŌPŪ KĒ

Ngā Hua Rautaki	Ngā KPI	Ko Ngā Inenga	2019-20 Tūturu	2020-21 Tūturu	2021-22 Whakatau Tata ¹⁶	2022-23 Whakatau Tata ¹⁷	Ia
HUA RAUTAKI – TE HAPAHAPAI							
E whakamōhiotia ana ngā kaupapa horanga me ngā mahere e te Ministerial Letter of Expectations, ngā rangahau, ngā uiuinga me ngā tirohanga mō ngā ratonga Māori, me tētahi uiuinga manuhiri	14. Ka whakaoti a HNZPT i ngā mahi waeture me ngā mahi tohutohu i ngā wā e tika ana ¹⁸	Nui ake i te 99% kua oti i te wā e tika ana (te maha o ngā tono)	99% (768 ngā tono)	Nui ake i te 99% (1,572 ngā tono)	99% (neke atu i te 800 ngā tono)	95-100% (neke atu i te 800 ngā tono)	Kei te pērā tonu
	15. Kia piki te tokomaha o ngā manuhiri i ngā wāhi o HNZPT	Te tatau o ngā Manuhiri	185,562	219,199	180,000	99,750-110,250	Kei te heke nā te Kowheori-19
	16. Te tokomaha o ngā kaiurupare i te uiuinga mō te ngata o ngā manuhiri ki ngā wāhi o HNZPT, kua kī ai, e 'ngata' (satisfied) ana, neke atu rānei rātou	Ōrau	Kua whakakorehia tēnei huinga raraunga. Ka tautuhia he takenga hou	97%	97%	92-100%	Kei te pērā tonu

¹⁶ I whiria ngā whakatau tata i Pipiri 2020.

¹⁷ I whiria ngā whakatau tata i Huitanguru 2022.

¹⁸ Tae ana ki te hoko atu i te whenua Karauna, ngā whakaaetanga mana mātai whaipara, ā, ko te arotake i ngā tono i whakarārangihia ngā wāhi (mai i 2019-20).

ADVOCACY PRIORITY: INFLUENCING AND UNDERSTANDING THE PRIORITIES AND ACTIONS OF OTHERS

STRATEGIC DELIVERABLE	KPIs	MEASURES	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE ¹⁶	2022-23 ESTIMATE ¹⁷	TREND
STRATEGIC DELIVERABLE – ADVOCACY							
Delivery programmes and plans are informed through/by the Ministerial Letter of Expectations, Māori Services surveys and questionnaires, and a visitor survey	14. HNZPT completes regulatory and advisory work in the required timeframes ¹⁸	At least 99% completed in required timeframes (number of applications)	99% (768 applications)	Over 99% (1,572 applications)	99% (at least 800 applications)	95-100% (at least 800 applications)	Maintaining
	15. Increase in visitor numbers at HNZPT properties	Number of visitors	185,562	219,199	180,000	99,750–110,250	Covid-19 impacted decline
	16. Visitor satisfaction survey respondents who rate the quality of their visit to HNZPT properties as 'satisfied' or higher	Percentage	Dataset discontinued. New baseline to be set	97%	97%	92-100%	Maintaining

¹⁶ Estimates taken in June 2020.

¹⁷ Estimates taken in February 2022.

¹⁸ Includes Crown land disposal, archaeological authorities and (from 2019-20) review of listing applications.

NGĀ HUA RAUTAKI	NGĀ KPI	KO NGĀ INENGA	2019-20 TŪTURU	2020-21 TŪTURU	2021-22 WHAKATAU TATA	2022-23 WHAKATAU TATA	IA
	17. Ngā kaiurupare o te uiui a Research New Zealand e kī ana, kua eke ō rātou whai whakaaro atu ki te tiaki i ngā wāhi tuku iho ki te 'e aro atu ana' 'interested' (ā-tau)	Tapeke:	56%	60%	58%	55-60%	Kei te pērā tonu
		Pakeke:	Kua tautuhia te takenga: Kia kua e iti iho i te 46% mō ia reanga ¹⁹	18-24 tau: 46% 25-34 tau: 57% 35-44 tau: 61% 45-54 tau: 53% 55-64 tau: 66% 65-74 tau: 59%	Kia kua e iti iho i te 46% mō ia reanga	Kia kua e iti iho i te 46% mō ia reanga	Kei te pērā tonu
		Ira:	Kua tautuhia te takenga: Kia kua e iti iho i te 54% mō te ira wahine/ te ira tāne/te ira tāhūrua-kore	75+ tau: 52% Ira wahine: 58% Ira tāne: 54% Ira tāhūrua-kore: 0%	Kia kua e iti iho i te 54% mō te ira wahine/ te ira tāne/te ira tāhūrua-kore	Kia kua e iti iho i te 54% mō te ira wahine/ te ira tāne/te ira tāhūrua-kore	Kei te pērā tonu
		Mātāwaka:	Kua tautuhia te takenga: Kia kua e iti iho i te 50% mō ngā mātāwaka katoa e mōhiotia ana	Pākehā: 57% Māori: 58% Tāngata Pasifika: 51% Ahiana: 64%	Kia kua e iti iho i te 50% mō ngā mātāwaka katoa e mōhiotia ana	Kia kua e iti iho i te 50% mō ngā mātāwaka katoa e mōhiotia ana	Kei te pērā tonu
Kia ārahi, kia whakaaweawe hoki i te mārama ki ngā taonga tuku iho i ngā tukanga whakahou o ngā ture me ngā kaupapa here	Tirohia KPI 1: ka whāia tonutia tā HNZPT Mahere Whakapāpā	Ka whakawhanakehia, ka whakatinanatia hoki te Mahere Whakapāpā	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	Kua eke	Kei te pērā tonu
HUA RAUTAKI – MĀTAURANGA							
Te hora i ngā kaupapa (ā muri kura, mātauranga ki tua o te akomanga, te ako o ngā tamariki kei ngā wāhi tuku iho) me ngā rauemi, ki ngā kura, ngā kura kaupapa Māori me ngā wānanga e tautoko ana i te marautanga o Aotearoa	18. Ka whakahaere, ka āwhina rānei a HNZPT i ngā takunetanga/ kaupapa e whakakaha ana i te hononga atu ki ngā taonga tuku iho	Te tapeke o ngā takunetanga/ kaupapa mō ngā kura	54 ngā takunetanga	68 ngā takunetanga	58 ngā takunetanga	23-25 ngā takunetanga	Kei te heke nā te Kowheori-19

19 18-24 tau; 25-34 tau, 35-44 tau, 45-54 tau, 55-64 tau, 65-74 tau, 75+ ngā tau.

STRATEGIC DELIVERABLE	KPIs	MEASURES	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE	2022-23 ESTIMATE	TREND
	17. Research New Zealand Survey respondents who rate their personal interest in the protection of heritage places as 'interested' (annual)	Total:	56%	60%	58%	55-60%	Maintaining
		Age:	Baseline set: Not less than 46% for each age group ¹⁹	18-24yrs: 46% 25-34yrs: 57% 35-44yrs: 61% 45-54yrs: 53% 55-64yrs: 66% 65-74yrs: 59%	Not less than 46% for each age group	Not less than 46% for each age group	Maintaining
			Baseline set:	75+yrs: 52%			
		Gender:	Not less than 54% for female/male/non-binary genders	Female: 58% Male: 54% Non-binary genders: 0%	Not less than 54% for female/male/non-binary genders	Not less than 54% for female/male/non-binary genders	Maintaining
		Nationality:	Baseline set: Not less than 50% for all recorded nationality groups	Pākehā/ New Zealand European: 57% Māori: 58% Pacific people: 51% Asian: 64%	Not less than 50% for all recorded nationality groups	Not less than 50% for all recorded nationality groups	Maintaining
Lead and influence understanding of heritage in legislative and policy reform processes	Refer KPI 1: Engagement Plan is being followed	Engagement Plan developed and implemented	N/A	N/A	N/A	Achieved	Maintained
STRATEGIC DELIVERABLE – EDUCATION							
Deliver programmes (after school, education outside the classroom, children learning at properties) and resources to schools, kura kaupapa and wānanga that support the New Zealand curriculum	18. HNZPT holds or contributes to events and initiatives to enhance heritage engagement	Number of school education events and initiatives	54 events	68 events	58 events	23-25 events	Covid-19 impacted decline

19 18-24yrs, 25-34yrs, 35-44yrs, 45-54yrs, 55-64yrs, 65-74yrs, 75+yrs.

NGĀ KAUPAPA Ā-KIRIMANA MŌ TE WHAKAORANGA AKE I TE KŌWHEORI-19: TE KAUPAPA MĀTAURANGA MĀORI TE AWE KŌTUKU, TE WHAKAHOU I TE HOKITIKA GOVERNMENT BUILDING, ME TE WHAKAHOU I TURNBULL HOUSE²⁰

NGĀ TŪTOHU	NGĀ INENGA (E AI KI TE KIRIMANA)	2019-20 TŪTURU	2020-21 TŪTURU	2021-22 WHAKATAU TATA ²¹	2022-23 WHAKATAU TATA	IA
19. Mātauranga Māori Te Awe Kōtuku	Te tatau o ngā Pouhere Wānanga	Kāore i te hāngai	2	6	2 ²²	Kua eke
	Te tatau o ngā Wānanga Pūkenga	Kāore i te hāngai	Kāore i te hāngai	12	16 ²³	Kua eke
	Te tatau o ngā tukunga pūtea mō ngā iwi/hapū	Kāore i te hāngai	Kāore i te hāngai	1 ²⁴	2	Kua eke
20. Hokitika Government Building	Ka kōkiri tonu i te whakahou o te Hokitika Government Building kia hāngai tonu ki te mahere me te pūtea	Kāore i te hāngai	Kāore i te hāngai	Kua tukuna te Mahere Kaupapa	Kua eke	Kua eke
21. Turnbull House, Te Whanga-nui-a-Tara	Ka kōkiri tonu i te whakahou o Turnbull House, Te Whanga-nui-a-Tara, kia hāngai tonu ki te mahere me te pūtea	Kāore i te hāngai	Kāore i te hāngai	Kāore i te hāngai	Kua eke	Kua eke

20 Ka mahia ēnei kaupapa i raro i tētahi kirimana kē, ā, kāore e whai wāhi ana ki ngā hua ka utua e te Karauna kei raro i te anga pūrongo i whakatūria ai i tēnei SPE. Kua whakaurua noatia ēnei hei whakakaha i te whakaata o ngā mahi me ngā huaputa o Heritage New Zealand Pouhere Taonga.

21 Kua pūrongoia kei te Heritage New Zealand Pouhere Taonga 2021-2022 SPE.

22 Nā te Kōwheori-19, kua whakatārewatia e rua o ngā wānanga pouhere e ono i whakamaheretia mō 2021-22 kia tū ā te tau 2022-23. Katoa rā, kia waru ngā wānanga pouhere i ngā tau pūtea katoa, hei whakatutuki i tēnei paetohu kaupapa matua.

23 Nā te Kōwheori-19, 16 o ngā wānanga pūkenga i whakamaheretia mō te tau 2021-22 ka tū kē ā te 2022-2023. Ko te kaute o ngā wānanga pūkenga katoa, kei ngā tau pūtea e rua, kia whakatutukingia te paetohu kaupapa matua, ko te 20.

24 E rua ngā tukunga pūtea i tū i te tau 2021-22, kua maha ake i te matapae mō taua tau. Kia rua ngā tukunga pūtea ki te whakatutuki i tēnei paetohu mō te kaupapa whānui.

CONTRACTED COVID-19 RECOVERY PROJECTS: MĀTAURANGA MĀORI TE AWE KŌTUKU PROGRAMME, HOKITIKA GOVERNMENT BUILDING UPGRADE AND TURNBULL HOUSE UPGRADE²⁰

INDICATORS	MEASURES (AS PER CONTRACT)	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ESTIMATE ²¹	2022-23 ESTIMATE	TREND
19. Mātauranga Māori Te Awe Kōtuku	Number of pouhere wānanga	N/A	2	6	2 ²²	Achieved
	Number of practice wānanga	N/A	N/A	12	16 ²³	Achieved
	Number of funding rounds for iwi/hapū	N/A	N/A	1 ²⁴	2	Achieved
20. Hokitika Government Building	Progress the upgrade of Hokitika Government Building according to plan and budget	N/A	N/A	Project Plan delivered	Achieved	Achieved
21. Turnbull House, Wellington	Progress the upgrade of Turnbull House, Wellington, according to plan and budget	N/A	N/A	N/A	Achieved	Achieved

20 These projects are undertaken by separate contract and do not form part of the Crown-funded output subject to the reporting framework established by this SPE. They are included solely to give a more complete picture of the outputs and activity of Heritage New Zealand Pouhere Taonga.

21 As recorded in the Heritage New Zealand Pouhere Taonga 2021-22 SPE.

22 As a result of Covid-19, two of the six pouhere wānanga planned for 2021-22 are being postponed until 2022-23. The total number of pouhere wānanga, across all financial years, for the overall project milestone to be achieved is eight.

23 As a result of Covid-19, 16 of the practice wānanga originally planned for 2021-22 will be held in 2022-23. The total number of practice wānanga, across both financial years, for the overall project milestone to be achieved is 20.

24 Two funding rounds were held in 2021-22, exceeding the estimate for that year. The total number of funding rounds to be held for the overall project milestone to be achieved is two.

WHAKAPUAKANGA WHAKATAUNGA

Kua whakaritea tēnei SPE kia hāngai ki te Public Benefit Entity Financial Performance Reporting Standard 48 Service Performance Reporting (PBE FRS – 48). Nā reira ka whakapuaki mātou i tēnei whakapuakanga whakataunga mō ā mātou kōwhiringa mōhiohio whakatutuki.

Ka arotake te Pouhere Taonga i ngā KPI me ngā inenga i ia tau ki te whakaū, ka mārama te whakawhitiwhiti kōrero o ā mātou tūmanakohanga mō ia wā-pūrongo, kia whakatutukitia tō mātou kitenga me ō mātou whāinga, haepapa ā-ture hoki. Kia hāngai ki te PBE FRS – 48, e arotahi ana ō mātou whakataunga katoa ki:

- te tautohu me te kōwhiri i ngā mōhiohio whakatutuki e hāngai ana, e mārama ana hoki;
- te herenga kia whakamahi i ngā mōhiohio whakatairite i te whakatutuki; me
- te whakaū ki te whakaōrite i ngā pūrongo.

Ka whakamahi tēnei SPE i te nuinga o ngā KPI me ngā inenga i whakamahia i ngā SPE o mua, kia whakaōrite i ngā tikanga pūrongo me ngā mōhiohio whakatairite mō ngā tau rerekē. Heoi anō, nā te arotake i tēnei tau, kua panoni mātou i ētahi mea nā ngā take kei raro nei:

HE PANONI I NGĀ INENGA WHAIHUA MAHI

Kua panoni mātou i te raupapa o ngā whaihua KPI me ētahi inenga whai pānga, kia whakarōpūngia ki raro i ngā Whāinga Rautaki Matua me ngā Hua Rautaki e hāngai ana.

Kua whakaurua e whā ngā KPI hou, arā:

- KPI 1: Ka whāia tonutia te Anga Whakapāpā
- KPI 9: Kei te piki te tautoko me te whakamahi o te reo Māori kei HNZPT
- KPI 10: Ka oti te kaupapa whakahou mō te IT i te wā tika, me te aronga ki te reorua me te kākano rua hoki.
- KPI 21: Ka kōkiri tonu i te whakahou o Turnbull House, Wellington, kia hāngai tonu ki te mahere me te pūtea.

TE TAKE O TAUA PANONI/WHAKATAUNGA

Mā tēnei panoni, ka ngāwari ake te kite i te hononga i waenga i ngā Whāinga Rautaki Matua, ngā Hua Rautaki, ngā KPI me ngā inenga.

Mā ēnei KPI me ngā inenga hou e whakaatu ana i ngā āhuatanga hiranga mō tō mātou whakatutukitanga me tō mātou whanaketanga hei rōpū, ka kore e pūrongotia ki te kore ēnei, e whakaaturia ki raro nei.

Ka ine te KPI 1 i ētahi hua rautaki kāore i inehia ki ngā KPI o mua:

- Ngā taonga tuku iho Māori: Ka tuku i te tukanga whakapāpā kaha ki ngā tāngata whenua, mō rātou hoki;
- mahi tahi mē ngā rōpū kē. tae ana ki Te Puni Kōkiri, Manatū Taonga, Te Arawhiti Ara Taonga me ngā tāngata ngaio o te rāngai taonga tuku iho; me
- te ārahi, te whakaaweawe hoki i te mārama ki ngā taonga tuku iho i ngā tukanga whakahou o ngā ture me ngā kaupapa here.

Kua whakauru mātou i te KPI 9 ki te ine i te tutukitanga e pā ana ki te Hua Rautaki hira, ko E Tipu Te Waerenga (te mahere mō Te Reo Māori) – te akoranga me te whakawhanake mō ngā kaimahi mā te Pouhere Reo me ngā kaupapa Tikanga ka horaina i roto i te tari, ā, ina e tika ana, kei waho hoki. He hua hira hoki tēnei hei whakatutuki i tō mātou haepapa mō te *Maihi Karauna, Tā te Karauna Rautaki mō te Whakarauoratanga o te Reo Māori, i ngā tau 2019-2023*.

Kua whakauru mātou i te KPI 10 ki te ine i te tutukitanga e pā ana ki te Hua Rautaki hira: te tuku i te whakahoutanga o te hangarau mōhiohio me ngā pūnaha, me te aronga ki te reorua me te kākano rua. He mahi hira tuatahi ā mātou inenga mō 2022-2023 mō te mahere: ka oti te whakahou o te pātengi raraunga matua (Pātaka) me te paetukutuku.

Kua whakauru mātou i te KPI 21 ki te ine i te tutukitanga e pā ana ki tētahi kaupapa hou e mahia kei raro i tētahi kirimana nā te Manatū Taonga: ko te whakahou o Turnbull House i Te Whanga-nui-a-Tara.

DISCLOSURE OF JUDGEMENTS

This SPE is prepared in accordance with the Public Benefit Entity Financial Performance Reporting Standard 48 Service Performance Reporting (PBE FRS – 48). Accordingly, we make the following disclosure of judgements on the selection of our performance information.

Heritage New Zealand Pouhere Taonga reviews its KPIs and measures annually to ensure they communicate as clearly as possible what we intend to do during each reporting period to achieve our vision, mission and statutory responsibilities. Consistent with PBE FRS – 48, all our judgements are focused on:

- identifying and selecting appropriate and meaningful performance information;
- requiring comparative performance information; and
- requiring consistency of reporting.

This SPE uses most of the KPIs and measures we adopted in earlier SPEs, providing consistent reporting and comparative information across years. However, as a result of this year's review we have made some changes for the reasons set out below:

CHANGE TO PERFORMANCE MEASURE	REASON FOR CHANGE/JUDGEMENT
We have changed the order in which we list the performance of our KPIs and associated measures to group them under the relevant Strategic Priorities and Strategic Deliverables.	This change makes the relationship between our Strategic Priorities, Strategic Deliverables, KPIs and measures easier to understand.
We have introduced four new KPIs, as follows:	The new KPIs and measures tell important aspects of the story of our organisational performance and development that would not otherwise be captured, as set out below.
<ul style="list-style-type: none"> • KPI 1: Engagement Framework is being followed 	<p>KPI 1 measures several strategic deliverables that were not covered by existing KPIs:</p> <ul style="list-style-type: none"> • Māori heritage: Deliver a strong engagement process to and for tangata whenua • work with key collaborator groups, including Te Puni Kōkiri, Manatū Taonga, Te Arawhiti, Ara Taonga and professionals in the heritage sector; and • lead and influence understanding of heritage in legislative and policy reform processes.
<ul style="list-style-type: none"> • KPI 9: Increased profile and use of te reo Māori in HNZPT 	We have introduced KPI 9 to measure performance against the key Strategic deliverable: E Tipu Te Waerenga: Māori Language Plan – staff learning and developing through the Pouhere Reo and Tikanga programmes delivered internally and, where appropriate, externally. This is also a key deliverable in meeting our commitment to <i>Maihi Karauna: The Crown's Strategy for Māori Language Revitalisation 2019-2023</i> .
<ul style="list-style-type: none"> • KPI 10: IT refresh project on time and with a bicultural and bilingual focus. 	We have introduced KPI 10 to provide a measure of performance against the key Strategic deliverable: Deliver information technology and systems refresh with a bicultural and bilingual emphasis. Our measures for 2022-23 are critical first steps in the plan: key database (Pātaka) upgrade and website replacement completed.
<ul style="list-style-type: none"> • KPI 21: Progress the upgrade of Turnbull House, Wellington according to plan and budget. 	We have introduced KPI 21 to measure performance against a new project undertaken under contract to Manatū Taonga: upgrade of Turnbull House, Wellington.

HE PANONI I NGĀ INENGA WHAIHUA MAHI

Kua whakawhānuitia e toru o ngā KPI pēnei:

KPI 2 & 18:²⁵ Kua whakawhānui mātou i ēnei KPI ki te whakauru i ētahi o ngā 'kaupapa', me ngā takunetanga e whakahaeretia e mātou. Kua panoni hoki mātou i ngā inenga kia tautuhi kē i te kaute o ngā takunetanga/kaupapa kua whakahaeretia e mātou, kua ko te ōrau o te katoa. Kei KPI 18 (mō ngā tauwhāinga/kaupapa whakaako) kua āta whakatau kia tautoko ēnei takunetanga i te marautanga o Aotearoa.

KPI 11: Kua whakawhānui mātou i tēnei KPI ki te whakauru i ngā kaupapa e toru katoa mō te tautuhinga me te whakatairanga e pā ana ki te kaute o ngā tāpiritanga me ngā arotakenga, me te ōrau o ngā tāpiritanga e arotia ana e ngāi Maori. Tua atu i te New Zealand Heritage List/Rārangi Kōrero, ka tae ana tēnei ki National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu me ngā Tohu Whenua hoki.

KPI 16: Kua tango mātou i te herenga ki te whakamahi i te rangahau a Museums Aotearoa ki te ine i te ngata o ngā manuhiri.

Kua mukua tētahi KPI, pēnei:

Kua muku mātou i tētahi KPI e whakaatu ana i ngā hua matua o te arotakenga mō ngā tau e toru, e titiro ana ki ngā ritenga taonga tuku iho o ngā Mahere ā-Rohe (KPI 7 kei tō mātou SPE mō 2021-22).

Kua whakauru mātou i te whānuitanga o te inenga mō ētahi o ngā KPI

I mua, i tautuhia e mātou te whakatau tata kotahi mō ia KPI. I tēnei tau, mō te maha o ngā KPI, ka tautuhi mātou i te whānuitanga o ngā tutukitanga ka noho kei te wāhi e tika ana mō te momo hua.

TE TAKE O TAU PANONI/WHAKATAUNGA

Kua whakawhānui ai mātou i ēnei KPI ki te hopu i te kōrero mārama ake, kōunga ake mō te whakatutuki o ngā mahi.

Kua panoni ai mātou i ēnei āhuatanga, ki te whakaatu i te tirohanga whānui, mārama hoki o ā mātou mahi ki te whakakaha i te whakapāpātanga. Ko te kupu 'kaupapa' ka toro atu ki te penapena taonga tuku iho, me ngā kaupapa hora whakamārama, kāore anō kia noho i tētahi o ngā KPI. Kia āta whakaatu mātou i ngā whāinga hei nama tūturu e tautuhi ai mātou, kua panonitia te inenga i te ōrau o te tapeke (taurangi) ki te nama tūturu o ngā takunetanga/kaupapa, e whakaaturia hei ine whānui (titiro ki runga nei).

I panoni ai mātou i tēnei kia āmikia katoatia te kōrero mō ā mātou mahi ki te tautohu me te whakatairanga i ngā taonga tuku iho e arotia ana e Aotearoa, ki te ine hoki i te ōrau o ngā tāpiritanga katoa e arotia ana e ngāi Maori.

I panoni ai mātou i tēnei ki te whakatika i ētahi uauatanga i te pūrongo mō te ngata o ngā manuhiri, ki te kore a Museums Aotearoa e whakahaere i tētahi rangahau. Ahakoa te rangahau e whakamahia, mā mātou e whai i te tukanga ōrite mō ia rangahau, ā, ka pūrongo i ngā raraunga whakatairite.

I panoni ai mātou i tēnei, nā te mea, kei te whakahoungia te anga ture mō tēnei KPI (arā te Resource Management Act 1991). Kua whakapuaki mai te Kāwanatanga, ka whakakapingia te Resource Management Act 1991 ā te tau 2023, ā mua i te rā puta mō te pūrongo ā-toru-tau e tū mai ana. E tinga ana, ka hiahiaia tētahi KPI hou, ā te wā kua whakapūmautia he ture hou.

Kua panonitia tēnei nā ngā take kua whakaaturia i te whārangi 16 (kia kaha te whai tikanga, kia whānui ake hoki te pūnaha inenga).

NGĀ UTU HUAPUTA

Kei raro nei ka kitea te whakapaunga moni ki ō mātou momo putanga e toru (e whakaaturia kei whārangi 16).

	2019-20 TŪTURU (\$000)	2020-21 TŪTURU (\$000)	2021-22 MATAPAE (\$000)	2022-23 MATAPAE (\$000)
Te mōhiotanga taonga tuku iho	3,103	3,167	3,573	3,808
Te penapena taonga tuku iho	10,483	10,394	12,014	11,987
Te whakapiri a te iwi ki ngā taonga tuku iho	8,980	8,965	9,587	9,978
Ngā whakapaunga whakahaere²⁶ i mua i ngā takuhe a te Canterbury Earthquake Heritage Building Trust	22,566	22,526	25,174	25,773

25 I ngā SPE o mua, he KPI kotahi noa iho mō tēnei (KPI 4). I te raupapanga hou o ngā KPI, kia pai ake te hāngai ki te Rautaki o Heritage New Zealand Pouhere Taonga (e kōrerohia ki runga nei), kua wāwāhia tēnei KPI kia rua ngā KPI (arā, KPI 2 me KPI 18).

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

CHANGE TO PERFORMANCE MEASURE	REASON FOR CHANGE/JUDGEMENT
<p>We have broadened three KPIs as follows:</p> <p>KPI 2 & 18:²⁵ We have broadened the scope of these KPIs to include the number of 'initiatives', as well as events we hold. We have also changed the measures to cite the actual number of events/initiatives we hold, rather than specifying a percentage of the total. In KPI 18 (about education events/initiatives) we have been explicit that these events should support the New Zealand curriculum.</p> <p>KPI 11: We have broadened the scope of this KPI to include all three of our identification and promotion programmes regarding the number of entries and reviews, and also the percentage of entries that are of interest to Māori. In addition to the New Zealand Heritage List/Rārangi Kōrero, this includes National Historic Landmarks/Ngā Manawhenua o Aotearoa me ōna Kōrero Tūturu and Tohu Whenua.</p> <p>KPI 16: We have removed the requirement to use the Museums Aotearoa survey to measure visitor satisfaction.</p>	<p>We have broadened the scope of these KPIs to capture a fuller and richer performance story.</p> <p>We have made these changes to provide a fuller and clearer data picture of our work enhancing engagement. The term 'initiatives' includes heritage conservation and interpretation projects that are not currently covered by other KPIs. So that we are explicit about the actual numerical targets we are setting, we have changed the measurement from a percentage of a (variable) total to the actual numbers of events/initiatives, expressed as a range (see above).</p> <p>We have made this change to tell the full story of the work we do to identify and promote the heritage New Zealanders care about, and to measure the percentage of all entries that are of interest to Māori.</p> <p>We have made this change to address difficulties in reporting on visitor satisfaction if Museums Aotearoa does not conduct a survey. Whatever survey is used, we will adopt a consistent survey method and report comparative data.</p>
<p>We have deleted one KPI as follows:</p> <p>We have deleted a KPI that comprised the key results of a triennial review of the heritage provisions of District Plans (KPI 7 in our 2021-22 SPE).</p>	<p>We have made this change because the legislative framework it reflects (the Resource Management Act 1991) is under review. The Government has indicated the Resource Management Act 1991 will be replaced in 2023, before the next triennial report is due. A new KPI is likely to be required when new legislation is in place.</p>
<p>We have introduced a variance on measures for some KPIs</p> <p>Previously we set a single target estimate for each KPI. This year, for many of the KPIs, we set the range of performance that is within an acceptable tolerance level given the nature of the outputs.</p>	<p>This change has been made for the reasons set out on page 17 (to introduce a fuller and more meaningful measurement system).</p>

OUTPUT COSTS

The following shows expenditure across our three output categories (as set out on page 17).

	2019-20 ACTUAL (\$000s)	2020-21 ACTUAL (\$000s)	2021-22 PROSPECTIVE (\$000s)	2022-23 PROSPECTIVE (\$000s)
Heritage knowledge	3,103	3,167	3,573	3,808
Heritage conservation	10,483	10,394	12,014	11,987
Heritage engagement	8,980	8,965	9,587	9,978
Operating expenditure²⁶ before Canterbury Earthquake Heritage Building Trust grants	22,566	22,526	25,174	25,773

²⁵ In previous SPEs this was one KPI only (KPI no. 4). In the re-ordering of KPIs to better align with the Heritage New Zealand Pouhere Taonga strategy (noted above), this KPI has been split into two (KPI no. 2 & 18).

²⁶ Excludes losses on disposal of property, plant and equipment.

MATAPAE TAUĀKĪ PŪTEA 2022-23

PROSPECTIVE FINANCIAL STATEMENTS 2022-23

NGĀ MATAPAE WHAKAMAHERE PŪTEA

FINANCIAL PLANNING ASSUMPTIONS

Heritage New Zealand Pouhere Taonga has forecast total income for 2022-23 as \$26.9 million. This comprises \$16.5 million from the Crown, \$4.8 million Crown Infrastructure Partners funding for the Hokitika Government Building and \$5.6 million from the Heritage New Zealand Pouhere Taonga membership base, properties, grants and other income.

The 2022-23 year looks busy, with significant building works to restore and repurpose Turnbull House and the Hokitika Government Building, plus replacement of the roof at our national office, Antrim House. This is in addition to the delivery of our core services and responding to the ongoing effects of Covid-19 on our revenue earning business activities, such as our cafés, shops and memberships. We also look forward to renewing our website and completing the Mātauranga Māori programme as scheduled.

In 2021-22, we operated with a reduced capital expenditure allocation for the maintenance of our existing properties, to sustain our operational capability. While we can fund some capital expenditure, thanks to the generosity of gifts from individuals and grants from charitable foundations, it has become clear that we can no longer sustain the requirements of maintaining our portfolio without additional capital funding, which we are continuing to seek.

SIGNIFICANT ASSUMPTIONS ABOUT COVID-19 IMPACT

Property and membership income are budgeted at levels lower than pre-Covid-19 levels – even though local Covid-19 restrictions have abated and some resumption of international visitors is expected. This is because of the local and global economic uncertainty resulting from the pandemic, the potential for a return to higher levels of Covid-19 restrictions, and other international events still pose a significant risk.

OTHER SIGNIFICANT ASSUMPTIONS

- Outcomes sought by the Government remain consistent. Heritage New Zealand Pouhere Taonga will continue to provide leadership as the Government's adviser on the care and protection of New Zealand's heritage; and will maintain delivery of core services and other output classes at existing levels;

- The Mātauranga Māori Programme, as it is currently planned, will be completed within budget;
- Strengthening and refurbishment of Turnbull House and the Hokitika Government Building will proceed according to plan and budget without disruption to construction supplies and services;
- There will be no further changes to the Heritage New Zealand Pouhere Taonga property portfolio during the 2021-22 financial year, due to the continuation of the Property Rationalisation Project;
- There will be no significant changes in the valuation of the properties or collections;
- Insurance cost increases will not exceed 10%;
- We will continue with our partial self-insurance model;
- Interest rates for 2021-22 will be between 1-2%;
- Due to high demand for its services, and as set out in the Letter of Expectations, Heritage New Zealand Pouhere Taonga will continue its efforts to grow non-government revenue sources and opportunities to collaborate with other agencies to maximise the impact of Heritage New Zealand Pouhere Taonga initiatives. These will include accessing grants and donations to fund major capital projects;
- Heritage New Zealand Pouhere Taonga will continue to manage the Tohu Whenua programme that promotes heritage places to visitors. The budget of \$390,000 for this activity is funded equally by Heritage New Zealand Pouhere Taonga, Te Papa Atawhai Department of Conservation and Manatū Taonga Ministry of Culture and Heritage;
- The outcome of current collective bargaining between Heritage New Zealand Pouhere Taonga and the PSA Union may affect this budget; and
- Heritage New Zealand Pouhere Taonga will continue to develop its systems to enable the progression of its IT services from Infrastructure-as-a-Service to Cloud-based services.

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

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

For the year ending 30 June

	ACTUAL 2020 \$000s	ACTUAL 2021 \$000s	ESTIMATED OUTTURN 2022 \$000s	PROSPECTIVE 2023 \$000s
REVENUE				
Revenue from the Crown	17,720	20,040	18,208	16,488
Crown Infrastructure Partners Funding for Hokitika Government Building	-	-	-	4,823
Property	4,181	4,729	3,938	4,222
Grants, donations and bequests	812	238	1,914	320
Interest	318	146	280	525
Membership	364	324	276	308
Sundry	351	271	270	260
TOTAL REVENUE FROM OPERATIONS	23,746	25,748	24,886	26,946
Expenditure				
Fees paid to the Auditors	79	86	90	101
Administration	1,881	1,838	1,935	1,946
Personnel	12,187	12,656	13,493	13,978
Property	2,365	2,586	2,720	2,882
Incentive Fund and other grants	794	688	2,110	1,690
Insurance premiums	1,532	780	846	934
Depreciation and amortisation	824	958	1,025	1,047
Impairment of property, plant and equipment	1,239	-	-	-
Information technology and communications	1,265	1,411	1,382	1,555
Marketing and membership	993	791	977	962
Board fees	138	118	192	193
Travel and accommodation	505	444	404	485
TOTAL OPERATING EXPENDITURE	23,802	22,356	25,174	25,773
NET SURPLUS/(DEFICIT) FOR THE YEAR BEFORE CANTERBURY EARTHQUAKE HERITAGE BUILDINGS TRUST GRANTS	(56)	3,392	(288)	1,173
Canterbury Earthquake Heritage Buildings Trust grants	3	170	-	-
NET OPERATING SURPLUS/(DEFICIT) FOR THE YEAR	(59)	3,222	(288)	1,173
OTHER COMPREHENSIVE REVENUE AND EXPENSE				
Gain/loss on revaluation of property, plant and equipment	(435)	4,548	-	-
TOTAL COMPREHENSIVE REVENUE AND EXPENSE	(494)	7,770	(288)	1,173

The accompanying accounting policies form an integral part of these Prospective Financial Statements.

TAUĀKĪTANGA MATAPAE MŌ TE TŪRANGA AHUMONI

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

As at 30 June

	ACTUAL 2020 \$000s	ACTUAL 2021 \$000s	ESTIMATED OUTTURN 2022 \$000s	PROSPECTIVE 2023 \$000s
EQUITY				
Accumulated funds	49,371	52,046	51,785	58,795
Bequests and specified funds	6,286	8,975	33,648	27,811
Revaluation reserve	41,153	45,701	45,701	45,701
Canterbury Earthquake Heritage Buildings Trust	192	-	-	-
Total equity	97,002	106,722	131,134	132,307
Equity is represented by:				
CURRENT ASSETS				
Cash and cash equivalents	10,235	7,034	3,367	2,659
Term deposits	4,760	11,000	39,000	30,000
Prepayments and receivables	117	98	98	1,163
Inventories	311	273	273	273
GST receivable	-	170	423	423
Total current assets	15,423	18,575	43,161	34,518
NON-CURRENT ASSETS				
Property, plant and equipment	87,148	92,630	92,281	93,863
Work in progress	203	415	1,426	10,390
Total non-current assets	87,351	93,045	93,707	104,253
Total assets	102,774	111,620	136,868	138,771
CURRENT LIABILITIES				
Payables and accruals	2,138	1,366	1,366	2,431
Incentive Fund grants	1,432	1,547	1,641	1,641
Other grants	645	565	1,157	822
Employee entitlements	1,192	1,308	1,458	1,458
GST payable	253	-	-	-
Total current liabilities	5,660	4,786	5,622	6,352
NON-CURRENT LIABILITIES	112	112	112	112
Total liabilities	5,772	4,898	5,734	6,464
NET ASSETS	97,002	106,722	131,134	132,307

Marian L. Hobbs

Hon. Marian L. Hobbs

Board Chair

Andrew Coleman

Andrew Coleman

Chief Executive

The accompanying accounting policies form an integral part of these Prospective Financial Statements.

TAUĀKĪTANGA MATAPAE MŌ NGĀ NEKENEKEHANGA TŪTANGA

PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

For the year ended 30 June

	ACTUAL 2020 \$000s	ACTUAL 2021 \$000s	ESTIMATED OUTTURN 2022 \$000s	PROSPECTIVE 2023 \$000s
Opening equity	92,946	97,002	106,722	131,134
Net operating surplus/(deficit)	(59)	3,222	(288)	1,173
Total comprehensive revenue and expense	(435)	4,548	-	-
Increase in Crown equity	4,550	1,950	24,700 ²⁷	-
CLOSING EQUITY	97,002	106,722	131,134	132,307

The accompanying accounting policies form an integral part of these Prospective Financial Statements.

²⁷ This represents funding received for the upgrade and re-purposing of Turnbull House, Wellington. This also accounts for the significant increase in term deposits, bequests and specified funds.

TAUĀKĪTANGA MATAPAE MŌ NGĀ KAPEWHITI**PROSPECTIVE STATEMENT OF CASH FLOWS**

For the year ended 30 June

	ACTUAL 2020 \$000s	ACTUAL 2021 \$000s	ESTIMATED 2022 \$000s	PROSPECTIVE 2023 \$000s
CASH FLOWS FROM OPERATING ACTIVITIES				
Cash was received from:				
Revenue from the Crown	17,720	20,040	18,208	16,488
Crown Infrastructure Partners Funding for Hokitika Government Building	-	-	-	3,758
Grants, donations and bequests	812	290	1,914	320
Other operating activities	4,901	5,303	4,484	4,790
Net Goods and Services Tax	344	-	-	-
	23,777	25,633	24,606	25,356
Cash was applied to:				
Payment of suppliers	(8,916)	(9,032)	(11,181)	(11,569)
Payment to employees	(11,901)	(12,540)	(12,131)	(13,179)
Net Goods and Services Tax	-	(423)	(253)	-
	(20,817)	(21,995)	(23,565)	(24,748)
NET CASH FROM OPERATING ACTIVITIES	2,960	3,638	1,041	608
CASH FLOWS FROM INVESTING ACTIVITIES				
Cash was received from:				
Maturity of term deposits	27,700	18,760	-	9,000
Interest	387	154	280	525
Cash was applied to:				
Purchase of term deposits	(19,520)	(25,000)	(28,000)	-
Purchase of property, plant and equipment and work in progress	(8,162)	(2,703)	(1,688)	(10,841)
NET CASH FROM/(TO) INVESTING ACTIVITIES	405	(8,789)	(29,408)	(1,316)
CASH FLOWS FROM FINANCING ACTIVITIES				
Cash was received from:				
Crown equity increase	4,550	1,950	24,700	-
NET CASH FROM FINANCING ACTIVITIES	4,550	1,950	24,700	-
Net increase/(decrease) in cash	7,915	(3,201)	(3,667)	(708)
Opening cash balance	2,320	10,235	7,034	3,367
Closing cash balance	10,235	7,034	3,367	2,659
Represented by:				
Cash and cash equivalents	10,235	7,034	3,367	2,659

The accompanying accounting policies form an integral part of these Prospective Financial Statements.

TAUĀKĪTANGA MATAPAE MŌ NGĀ KAUPAPA HERE KAUTE

PROSPECTIVE STATEMENT OF ACCOUNTING POLICIES

The accompanying accounting policies form an integral part of these Prospective Financial Statements.

REPORTING ENTITY

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

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

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

These Prospective Financial Statements for Heritage New Zealand Pouhere Taonga are for the year ended 30 June 2023 and were approved by the Board on 30 June 2022.

BASIS OF PREPARATION

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

Statement of compliance

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

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

Measurement base

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

Presentation currency and rounding

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

Prospective figures

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

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

ACCOUNTING JUDGEMENTS AND MAJOR SOURCES OF ESTIMATION UNCERTAINTY

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

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

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

Controlled and managed buildings

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

Major sources of estimation uncertainty

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

The valuation of historical land and buildings is subject to considerable estimation uncertainty. Heritage New Zealand Pouhere Taonga employs an independent valuer to revalue its property portfolio in line with the Crown's accounting policies and Treasury requirements. Valuations are undertaken at least every three years to ensure that the carrying amount does not differ materially from fair value. However, due to the nature of Heritage New Zealand Pouhere Taonga property portfolio, it is difficult to obtain market valuation comparisons for many properties due to restrictions on their use.²⁸ Consequently, there is a large degree of subjectivity inherent in the valuation process.

The following are the key assumptions concerning the future and other major sources of estimation uncertainty used in the development of these Prospective Financial Statements:

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

SIGNIFICANT ACCOUNTING POLICIES

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

Goods and Services Tax (GST)

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

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

Income tax

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

Revenue

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

Revenue from the Crown

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

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

Donations and bequests

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

Grants received

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

Vested assets

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

Volunteer services

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

Membership subscriptions

Membership subscriptions are recognised in the period received.

Interest

Interest income is recognised using the effective interest method.

Merchandise and café sales

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

²⁸ The Heritage New Zealand Pouhere Taonga portfolio includes heritage properties with no or little potential occupant or buyer market and therefore an absence of market transactions. In accordance with the Valuation Guidance for Cultural and Heritage Assets prepared by the Treasury Accounting Policy Team, Depreciated Replacement Cost (Summation Approach) is deemed the most appropriate basis for the determination of fair value, as fair value of the asset is not able to be reliably determined using market-based evidence due to the specialised or unique nature of the asset.

Function and event revenue

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

Lease and rental income

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

COST ALLOCATION TO OUTPUT CATEGORIES

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

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

GRANT EXPENDITURE

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

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

LEASES

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

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

CASH AND CASH EQUIVALENTS

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

DEBTORS AND OTHER RECEIVABLES

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

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

INVENTORIES

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

PROPERTY, PLANT AND EQUIPMENT

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

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

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

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

Revaluations

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

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

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

Accounting for revaluations

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

Additions

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

Subsequent costs

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

Disposals

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

Depreciation

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

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

Buildings	100 years
Land development	15-50 years
Plant and equipment	3-5 years
Displays and interpretation	10 years
Other assets	3-9 years

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

Impairment

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

If an asset's carrying amount exceeds its recoverable amount the carrying amount is written down to the recoverable amount and an impairment loss is recognised. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the net surplus or deficit for the year.

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

CREDITORS AND OTHER PAYABLES

Short-term payables are recorded at the amount payable.

EMPLOYEE ENTITLEMENTS

Short-term employee entitlements

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

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

Long-term employee entitlements

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

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

COMMITMENTS

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

CONTINGENCIES

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

CHANGES IN ACCOUNTING POLICIES

There are no changes in accounting policies.

HERITAGE NEW ZEALAND POUHERE TAONGA PROPERTY PORTFOLIO

OWNED (18 PROPERTIES)

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

CO-OWNED (2 PROPERTIES)

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

LEASED (2 PROPERTIES)

EWELME COTTAGE
MĀNGUNGU MISSION HOUSE

PRIVATE HISTORIC RESERVE (4 PROPERTIES)

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

HISTORIC RESERVE (16 PROPERTIES)

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
TIKIRERE MILL RACE
TURNBULL HOUSE
UPPER HUTT BLOCKHOUSE

MĀORI RESERVE (1 PROPERTY)

OPOTAKA PĀ

SITES WITH MORE THAN ONE STATUS (2 PROPERTIES)

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

Te Whare o Antrim

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

Antrim House

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

Te Tari Takiwā o Te Tai Tokerau

Pouaka Poutāpeta 836,
Kerikeri 0245
Waea 09 407 0470

Northland Area Office

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

Te Tari Takiwā o Te Raki

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

Northern Regional Office

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

Te Tari Takiwā o Te Raki Taha Whakararo

Pouaka Poutāpeta 13339,
Tauranga 3141
Waea 07 577 4530

Lower Northern Area Office

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

Te Tari Takiwā o Te Pūtahi a Māui

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

Central Regional Office

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

Te Tari Takiwā o Te Tonga

Pouaka Poutāpeta 4403,
Ōtautahi 8140
Waea 03 363 1880

Southern Regional Office

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

Te Tari Takiwā o Ōtago me Murihiku

Pouaka Poutāpeta 5467,
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Waea 03 477 9871

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He mea tautoko nā te kāwanatanga o Aotearoa mā roto i te

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