

Strategic Plan Te Mahere Rautaki 2024 – 2030



Ngā Ihirangi

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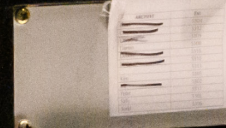
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20-21



Kupu Whakataki

Co-Chair's Foreword | Lynell Tuffery Huria

Tēnā tātou. Tēnā hoki tātou i roto i tēnei ao hurihuri, i tēnei ao pāhekeheke. Ahakoa ko ngā piki me ngā heke o te wā, e mea ana ahau kia mau tonu tātou ki tō tātou nei kaupapa whakahirahira, ko te pupuri, ko te atawhai, ko te tuku hoki i ngā taonga ataata-rongo hei taonga tuku iho, hei whakapapa kōrero mō ngā uri whakatipu; ko ōna mātauranga katoa hei ārahi i a tātou ki te kimi i te pono me te tika i runga anō i te whakaaro hoki whakamuri kia anga whakamua.

Ehara tēnei mahi i te māmā. He pīroiroi kē. Tōna uaua. Engari kua kitea ngā hua o ngā mahi i roto i ngā tau kua pahure ake nei. Kua utaina kētia te maha o ngā taonga ki runga i te waka matahiko. Ka kino te haere! Kua whakapūmautia te āhua o te Mātauranga Māori me ngā Kaitiaki ki ngā tini mahi o te pātaka. Ehara i te mea hepainga mō ngā taonga Māori anake, engari mō te katoa. Tērā pea ka taea te kī he tauira a Ngā Taonga mō ētahi atu pātaka taonga. Kei whakahīhī ahau, heoi, e poho kererū ana ahau ki ngā kaimahi me ā rātou pukumahi, manawanui hoki ki te kaupapa. E kore e mimiti aku mihi.

Heoi anō, kia haere tonu ngā mahi, kia anga whakamua te kaupapa. Kua tau mai te ao hangarau, te ao matahiko ki runga i a tātou. E kore e taea te karo. Kua kaha hiahia te iwi ki te whakarongo me te mātakitaki i ngā taonga e puritia nei e tātou. Nā reira kia rite tātou. Kia whiwhita te ngākau. Kia toro atu ngā ringaringa ki ngā hangarau hou o tēnei ao, whāwhā ai i ngā mea āwhina, tautāwhi i te kaupapa.

He nui ngā whakapataritari kei mua i te aroaro, ka tika, ēngari kua wānangahia, kua whakawhitiwhiti whakaaro, ā, kua tuhia he rautaki e kawea ai a Ngā Taonga ki te tau 2030. Tēnei te rautaki e takoto nei. Kawea ake rā.

*Utaina, rokirokitia ngā taonga nei
Kia tuku ki te ao mārama
He kura rongorongo
He kura ataata
Ngā tutuku a ngā tīpuna*



A handwritten signature in black ink, appearing to read 'L. Tuffery Huria'.

Lynell Tuffery Huria
Co-Chair, Board of Trustees
Amokapua o te Poari Kaitiaki

Kupu Whakataki

Co-Chair's Foreword | Emily Loughnan

Over the duration of the previous Strategic Plan, Ngā Taonga transformed from having an at-risk and largely inaccessible collection stored on physical formats to an archive that now has a significant proportion of its collection digitally preserved. With the conclusion of the ground-breaking Utaina project around 75 percent of the total holdings will be digitally preserved by 2025, making more material than ever available for New Zealanders to connect with.

But complacency would be a trap. Emerging technologies and funding constraints have made the operating environment increasingly dynamic and complex. This Strategic Plan draws both from the past, all the while looking to the future and I am confident that Ngā Taonga is well-prepared to take advantage of the opportunities ahead.

As the organisation completes its transformation into a digital archive, this marriage of the past and the future is reflected in its mahi. While continuing legacy pathways for analogue physical media, it is also vital to continue exploring the latest technical innovations to automate and speed up how services are delivered.

Ngā Taonga has been through significant change in the past five years, and will continue to face change over the coming years. Embracing change and learning from it is necessary for a sustainable future.

As the cultural, political and technological landscape of Aotearoa continues to develop at pace, the audiovisual taonga held in the Ngā Taonga collection can help to reconnect people with their shared history and heritage. The Archive's role in this regard cannot be understated and I look forward to the progress in making Aotearoa's audiovisual history increasingly accessible over the next six years.



A handwritten signature in black ink, appearing to read 'Emily Loughnan'.

Emily Loughnan
Co-Chair, Board of Trustees
Amokapua o te Poari Kaitiaki

Kupu Whakataki nā te Tumu Whakarae

E hīkaka ana au kia tuari i te Mahere Rautaki hou, e whakatakoto ana i ō mātou wawata mō te āpōpō, ā, ka arotahi ā mātou mahi ki hea hei ngā tau e ono e heke mai nei.

I tīmata ō mātou tūāpapa i te tau 1981 ki te NZ Film Archive, nāwai rā ka tāpirihia ko Radio NZ Sound Archives me te Television New Zealand Archive i waenga i ngā tau 2012 ki te 2014, ā, e poho korerū ana mātou kia kī ko mātou te pūranga ataata-rongo ā-motu. He hira rawa atu te kohikohinga tino whānui rawa o ngā hopunga kiriata, Whakaata, oro hoki, me ngā tuhinga e tiakina ana e mātou kia mārama ki te hītori, te ahurea, me te noho tuakiri o tō tātou motu.

He hua tēnei Mahere o te tukanga whakamahere rautaki pakari, ā, e whakarato ana i te mahere huarahi taumata teitei o tā mātou ahunga anamata, awhero hoki. E whakawhetai ana au ki ngā kaimahi mo ā rātou whai wāhi atu ki te tukanga, me tō rātou ngākaunui, takohanga hoki ki ā mātou mahi. He kōwhiringa tēnei tukanga kia huritao ki te mahi e tūhono ana i a mātou, te wāhi e noho nei ō mātou kaha, te hiranga o ō mātou uara pātahi me ngā wāhi e hiahia ana mātou kia auaha, kia whakapai ake hoki.

Koinei tō mātou Mahere Rautaki tuarua. Kua arotahi ā mātou mahi ki te auaha i te tūāpapa kaha i raro i te Mahere o mua, ināianeī, e whakarite ana mātou i a mātou mō tērā wāhanga o tā mātou haerenga. E aro atu ana mātou ki waho; e kōrerorero ana ki ngā hapori; e mahi tahi ana me ngā hoa kaipakihi ā-motu, ā-ao hoki, puta noa i te rāngai; e whakawhirinaki ana ki ngā hangarau e puta mai ana, ā, e tautoko ana i ngā iwi / Māori kia whakatinana i ō rātou ake awhero kia tiaki, kia whakarato āhei hoki ki ngā Taonga Māori i ngā wāhi, ā, mā ngā ara hoki, e hiahia ana rātou.

He tino nui tō mātou kawenga ki ngā whakatipuranga o mua, onāianeī, e heke mai nei hoki kia whakatūturu i te haumako o te ahurea tuku iho e puritia ana ki ō mātou kohikohinga e tiakina ana, ā, e wātea ana mō ngā whakatipuranga haere ake nei. E mōhio ana au kua rite ā mātou kaimahi ki tēnei wero, ā, ko te tūmanako ka whakatinanahia ō mātou awhero i te ara katoa o tēnei Mahere hou



A stylized, handwritten signature in black ink, consisting of several loops and a long tail.

Honiana Love
Chief Executive
Tumu Whakarae

Chief Executive's Foreword

I'm delighted to be sharing a new Strategic Plan, setting out our aspirations for the future and where we will focus our mahi over the next six years.

Our foundations began in 1981 with the NZ Film Archive, later augmented by the Radio NZ Sound Archives and the Television New Zealand Archive between 2012 and 2014, and we are proud to call ourselves the national audiovisual archive. The vast collection of film, TV, sound records, and documents in our care are of incredible importance to understanding our country's history, culture, and sense of identity.

This plan is the result of a robust strategic planning process and provides a high-level roadmap of our agreed future direction and ambition. I am grateful to kaimahi for their engagement in the process, and their enthusiasm and commitment to our mahi. This process has been an opportunity to reflect on the mahi that connects us, where our strengths lie, the importance of our shared values and the areas where we want to innovate and improve.

This is our second Strategic Plan. Having focused our efforts creating a strong foundation under the previous plan, we are now readying ourselves for the next part of our journey. We are turning our attention outwards: engaging with communities; collaborating with partners across the sector, both domestic and international; taking advantage of emerging technologies and supporting iwi/Māori to realise their own ambitions to care for and provide access to taonga Māori in the places and ways they wish.

We have an immense responsibility to past, current and future generations to ensure the richness of the cultural legacy held in our collections is cared for and available for generations to come. I know our kaimahi are up to this challenge, and I look forward to realising our ambitions over the course of this new plan.



A handwritten signature in black ink, appearing to be 'Honiana Love', written in a cursive style.

Honiana Love
Chief Executive
Tumu Whakarāe



NGĀ TAONGA
SOUND & VISION

NGĀ TAONGA
SOUND & VISION
COLLECTION
DVD (OUTSIZE)
DV Cam (1008)
Hard Drives

W12

B

A

Ko Wai rā Mātou

Who We Are

Ngā Taonga Sound & Vision is Aotearoa New Zealand's audiovisual archive with a collection spanning more than 100 years of rich history. We hold a unique position as the only dedicated audiovisual archive capturing the history of New Zealand, told in sound and moving image. There are over 800,000 items in our care, which we not only digitally preserve but also house in physical and digital facilities that contribute to the longevity of the collection.

The preservation of our audiovisual history is integral to our cultural collective memory but presents unique challenges. Analogue materials such as film, video and magnetic tape are fragile and unstable in a way that other archival material, such as paper documents, are not. While it is easy to monitor the deterioration of paper documents, the entire contents of magnetic materials can be lost due to degradation, while the item itself still appears pristine to the human eye. Digital material also requires preservation if it is to be available to future generations.

People can see themselves and their stories in our collections; they are able to explore who they are as individuals and as a nation. Sharing our stories increases our sense of belonging and identity, and helps shape our futures. Our collections are used for education, research, entertainment, creative arts, reconciliation and much, much more. We have a commitment to future generations to ensure we have played our part in guaranteeing our collections are cared for and shared both now and in the future.

Tō Mātou Horopaki Whakahere

Our Operating Context

Ngā Taonga is a small organisation, of less than 120 kaimahi, operating as an independent charitable trust, governed by a Board of Trustees and funded predominantly by Manatū Taonga, the Ministry for Culture and Heritage; The Lottery Grants Board; and Te Māngai Pāho. Ngā Taonga does not, however, have a legislative and/or policy mandate to be the national archive for legal deposit of public or Crown-owned audiovisual materials. Our ability to enact our purpose as New Zealand's national audiovisual archive and influence our sector partners is largely dependent on the level of trust that others have in us.

Building relationships based on trust underpins our mahi. We work closely with iwi and Māori not only to repatriate content but also to share our expertise and empower them to manage their own taonga. We continue to work to establish strong collaborative relationships across the archive, broadcast, and cultural heritage sectors, along with local and regional communities, while respecting the trust the Crown has placed in us with around 60% of our collections coming under Crown ownership. Our depositors entrust us with sensitive and personal material, and we must demonstrate that we provide a safe and secure environment for these taonga.

Our purpose is to connect taonga and people: respecting kaitiaki relationships; acknowledging legal ownership and rights; those for whom accessing our collections creates an emotional connection with the taonga. Putting in place archival practices that guarantee the longevity of the items we care for and managing digital preservation of the original taonga is essential for us to be able to create these connections both now and in the future. The taonga sit at the centre of both aspects of our mahi, and we take our commitment as trusted stewards very seriously.

He Pātaka Tūturu

The concept of He Pātaka Tūturu forms the basis of three guiding principles for our mahi.

The *Pātaka* is a storehouse. It preserves, protects and provides. It represents a whare that is cohesive and sustainable. The taonga of the Pātaka are preserved, valued and respected for the ultimate purpose of making those treasures accessible to benefit all New Zealanders.

Tūturu describes the attributes of the fixed or upright post in the storehouse. It represents authenticity, permanence and solidity. It evokes the principle of Mana Tūturu. It demands discipline, an adherence to high standards, a principled approach and a commitment to integrity.

To fulfil our commitment to He Pātaka Tūturu, we must strive to act in accordance with the concepts of tika, aroha, hono, pono, tangata – doing what is right, having integrity and empathy, and valuing people and connection.

Our Guiding Principles

Tūturu

» *Strong long-term sustainability*

To ensure that the taonga in the collections are safe and retrievable for all New Zealanders, now and in the future, we will build and support future-focused archival practices.

Tuku Iho

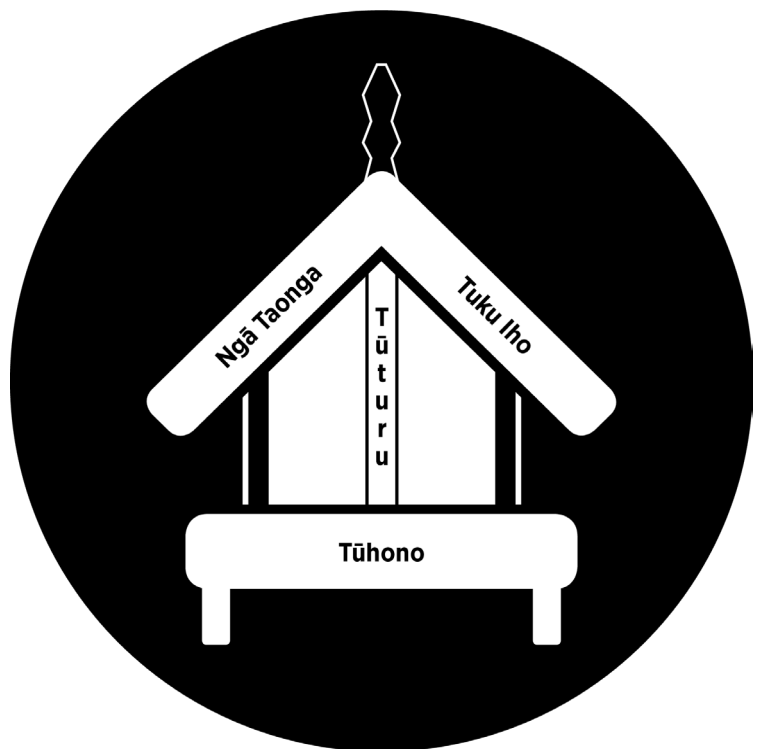
» *Caring for treasures handed down*

We take very seriously our role as stewards of the collections, on behalf of those who have given them into our care, and the intergenerational responsibility we have to all New Zealanders.

Tūhono

» *Connecting New Zealanders with their audiovisual heritage*

We will find astute ways to enable access and share the collections so that we continue to contribute to enhancing New Zealanders' wellbeing, identity, social connections, education and skills.



A pātaka was traditionally used to safely store taonga or preserved food. Built to be elevated off the ground without windows or large door openings to let in damaging light or unwanted guests, the roof was made of waterproof materials thus providing optimal protection from heat, rain, flooding, dampness and rats. Like a pātaka, Ngā Taonga has a similar purpose to protect, preserve and keep safe the taonga and records it holds and manage appropriate access.

The pātaka concept brings inherent mātauranga Māori on how to approach our intergenerational responsibilities; the way in which Ngā Taonga can give due respect to taonga that are selected to be preserved and protected within the pātaka and shared for generations to come. The role of the traditional pātaka was a place where food was kept to sustain the people – the pātaka concept at Ngā Taonga ensures that taonga of national and cultural significance remain accessible to sustain the unique culture and history of Aotearoa New Zealand.

Tō Mātou Matawhānui, Whakatakanga hoki **Our Vision and Mission**

Our Vision

- » All New Zealanders can access the audiovisual taonga we care for, in the way they want and where they want.

Our Mission

- » Ensuring New Zealand's audiovisual heritage is saved, protected and accessible for current and future generations.



Rautaki ki te Whārangī

Strategy on a Page

OUR VISION

All New Zealanders can access the audiovisual taonga we care for, in the way they want and where they want.

OUR MISSION

Ensuring New Zealand's audiovisual heritage is saved and protected for current and future generations.

OUR GUIDING PRINCIPLES

Tūturu | Strong long-term sustainability
Tuku Iho | Caring for treasures handed down
Tūhono | Connecting New Zealanders with their audiovisual heritage

Strategic Outcomes

HE PĀTAKA TŪTURU

AN ARCHIVE OF NATIONAL CULTURAL SIGNIFICANCE

What our Archive should hold

HE RINGA REHE

EXCEPTIONAL ARCHIVAL SERVICES

How we care for taonga

HE MAHI TAHI

LEADERSHIP IN KAITIAKITANGA AND PARTNERSHIP

How we engage with others

HE TŪHONOHONO

STRONGER CONNECTIONS BETWEEN NEW ZEALANDERS AND THEIR AUDIOVISUAL HERITAGE

How we provide to New Zealanders, now and in the future

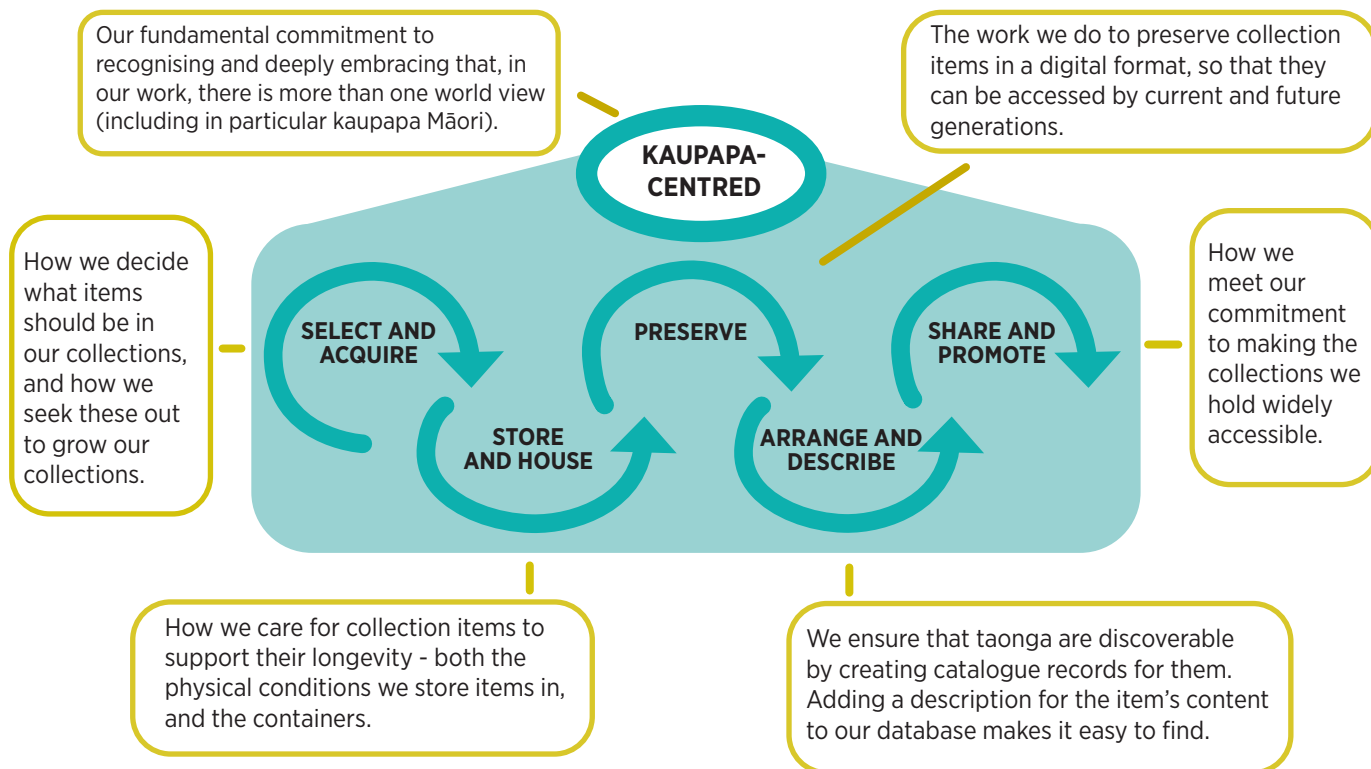
Tō Mātou Mekameka Uara

Our Value Chain

The Value Chain shows the process steps that make up the work we do at Ngā Taonga, from the point an item enters our care to the point where New Zealanders are able to engage with and experience it.

Underlying the chain of activities is the idea of increasing value: at every step in the chain we add value to the original item in our care, be that through storing it in climate-controlled conditions; making sure the catalogue descriptions we create make an item easy to find in our database; or digitally preserving an item to secure its longevity.

The Value Chain outlines the core operational activities we perform that enable us to work towards our strategic-level outcomes.



Ngā Wāhi mō te Arotahi Rautaki

Strategic Focus Areas

Te Ao Māori

Ngā Taonga has a bicultural constitution and includes partnership with iwi/Māori as a central focus of its kaupapa. It requires that 50% of the Board of Trustees 'represent Māori interests, through their own heritage and/or their connections with iwi and iwi interests' at all times; and that a Co-Chair model is in place that requires one of the Chairs to be a Māori trustee. The Board of Trustees considers that this is one of the characteristics that has enabled Ngā Taonga to build strong and trusting relationships with iwi/Māori, to the extent that there are significant mātauranga Māori collections in its care that otherwise would not be.

We care for the largest body of historical recordings of te reo Māori and mātauranga Māori in the world; taonga which are unique to Aotearoa New Zealand. We are committed to being a kaupapa-centred organisation, consciously reflecting and validating Māori knowledge, perspectives and aspirations in our values, plans and actions, particularly as they relate to taonga Māori.

Our staff reflect this commitment with an expectation that they have or are working towards a certain level of knowledge in relation to te reo, tikanga and Te Tiriti o Waitangi. We also maintain mātauranga Māori specialist roles to ensure that we have a level of expertise to be able to engage with taonga Māori in a genuine Māori way when required.

Items held at Ngā Taonga that are considered to have significant Māori content are known as the Taonga Māori Collection. We have worked to contact and reunite audio recordings and footage from this collection with whānau/kaitiaki of those who were filmed, which has resulted in deeply impactful experiences for them with these taonga. Our aspiration is to support more people to make such connections with the items we hold in our collections, and reconnect their past and present.

We have an ongoing commitment to identify and assign kaitiaki rights to taonga Māori, and to seek and record clearances that meet the needs of Māori. We work with iwi and Māori communities to understand how we best care for and provide access to taonga Māori in the places and ways they wish, such as iwi digital repositories or cultural atlases.

Nā reira, tēnei mātou o te pātaka nei e pupuri ana i ngā taonga Māori me ōna mātauranga hei taonga tuku iho, hei whakapapa kōrero. He kura rongorongo, he kura ataata hoki, arā, ngā tutuku a ngā tipuna.

Aronga Hou | Innovation

We are innovators and we will continue to look at new ways of undertaking and delivering our work. Our small size limits our financial resources, but we can be agile and develop different ways of responding to the changing needs of the sector, supported by our highly skilled kaimahi.

Over the last five years, Ngā Taonga has transformed from having an at-risk and largely inaccessible collection stored on physical formats to an archive that now has a significant proportion of its collection digitally preserved – with strong pathways for sharing collection material. We have become more agile, efficient, and digitally focused. In recent years our ground-breaking Utaina project has taken a new approach to mass digitisation of at-risk material. We are digitally preserving audiovisual material at a scale not previously undertaken in Aotearoa. Working collaboratively with National Library of New Zealand and Archives New Zealand and with our digitisation partner Memnon, we are preserving over 460,000 items from our combined archival collections, including Television New Zealand, RNZ and Whakaata Māori (Māori Television). In 2023 it was the largest digitisation project

in the world and represents a new approach to digital preservation. Utaina has not only given us a head start on many countries in saving deteriorating audiovisual media, but has also enabled us to uplift technical capability across our archivists.

We are constantly monitoring innovations so that we are in a position either to adopt or adapt them to suit our needs. In recent years this has included trialling the use of Traditional Knowledge Labels to respect the cultural traditions of how and when material in our collections can be made available; and testing Artificial Intelligence transcription of te reo Māori to support our commitment to create catalogue entries in the language of the taonga we hold. Increasingly we are working collaboratively with the developers of these new tools, assessing their viability for our needs and providing a testing ground for new approaches. We will continue to pursue these collaborative opportunities where we see value for our collection. Collaboration offers us the best way to make sustainable use of our funding while seeking positive outcomes for all partners.

Embracing innovation is not limited to technological developments. Rokirokitia, which can be translated as ‘to preserve or care for’, was an initiative devised and carried out by Ngā Taonga between 2021 and 2023. It was an unprecedented programme of community-based magnetic media digitisation which saw us working with iwi/Māori all over Aotearoa New Zealand. Ngā Taonga was not only able to supply portable purpose-built digitisation kits, but our kaimahi also provided training so that communities could rescue near-obsolete media and store it locally in digital formats. We aspire to continue this innovative programme, working with strategic delivery partners to engage with communities and deliver training and support.

Tiakina, our Kaitiaki Relationship Framework, guides our work to identify kaitiaki to connect them with their taonga and include them in clearance activity for all uses. We have an ongoing commitment to identify and assign kaitiaki rights to taonga Māori, and to seek and record clearances that meet the needs of Māori. Our kaitiaki framework has become an exemplar and inspired others to develop their thinking around kaitiakitanga. Our Constitution and kaupapa were unique at the time they were developed, and remain a tangible commitment to Te Tiriti o Waitangi.

Tiakina is one framework that supports us to manage a network of differing rights that we uphold: copyright holders (those who hold rights in the content of the material), depositors (those who own the physical item deposited with us), and kaitiaki (those holding cultural ownership rights). Access to and reuse of any item in our collections is determined by the copyright holder and/or depositor, along with that of the kaitiaki (where relevant) before material is supplied. Each and any of these groups may restrict access to collection items based on their individual connections to the item. We do not own the collections we care for and the nuances of upholding our commitment to respecting the rights of each and all of these differing groups places us in a unique position in the sector.

Panoni o te taupori | Population change

Demographic changes mean that we must take a wider consideration of what ‘all New Zealanders’ looks like, and how we ensure we have material in our collections that covers all groups. Stats NZ projections suggest that by 2043 those identifying as European or Other (including New Zealander) will fall from 70% of the population to 65%; with an increase across those identifying as Māori, Asian and Indian. They are also projecting growth in the older segments of the population. The number of people aged 65 years or older living in New Zealand is likely to hit one million by 2028 with the proportion of the population aged 65 years and over increasing to about 25% by 2048. Meanwhile, population growth will slow as New Zealand’s population ages and the gap between the number of births and deaths narrows.

As an organisation, we are focused on the digital preservation of taonga, to ensure they are available to future generations. Predominantly, the medium for sharing the taonga we have preserved is digital. However, differences in income, age, race, language, education, immigration status, and geographic location across the motu influence people’s ability to engage in the digital world, and thus impact our ability to ensure equitable access.

We will remain mindful that our intent is to make our collections available to all New Zealanders and explore ways we can target those who do not have easy access to our existing channels. This includes working with strategic

partners who can use and extend the reach of our content to make it more widely available. Internally, we will continue our mahi to develop the discoverability of our collections by cataloguing the taonga in a way that is easily discoverable to an ever-diversifying audience.

We also recognise that the diversity outlined above will result in a range of audience types and demands different to the ones we serve today. Younger audiences are digital natives and have expectations driven by on-demand content on the web and streaming services. Equally, we recognise the increasing diversity of the population in New Zealand and will use the learnings from our work making mātauranga Māori accessible to all New Zealanders, to share our diverse collection with a range of audiences in culturally appropriate ways.

Demographic changes may also see an increase in the percentage of people for whom English is not their first language. Accessibility to our collections is underpinned by making them easy to find. We will continue to increase the number of titles we have available to share, both through digital preservation of the original item and also by ensuring rights clearances are in place to allow us to share the material. We will also make sure that the descriptions on items in our database are written in plain language so that they can be understood by a wide audience.

— Aheitanga Matihiko | Digital capability

Technology is evolving exponentially and shows no signs of slowing. In 2023 there were estimated to be 4.95 billion internet users around the world, and that figure was increasing daily. Smartphones have become ubiquitous – in 2023 over 60% of the world’s population owned a cell phone, 80% of which were smartphones. Generative Artificial Intelligence became the focus of technology investments in 2023. Nonetheless, we will not pursue technology for its own sake, but utilise technology solutions as tools to support our delivery. This requires consistent investment and must be supported by regular and predictable funding.



The COVID-19 pandemic had a deep impact on many parts of our lives and saw a massive increase in the use of digital media. Museums, archives and galleries found new audiences, who longed for connection while being 'locked down' in their own homes. That impact changed forever how people engage with both information and each other. Our primary engagement channels are now digital, with our audiences connecting and engaging with screen and audio content on multiple devices.

Our innovative mass digitisation project Utaina will see us set for a digital future with around 75% of our collections digitally preserved by the end of 2025. This opens enormous opportunities for us in a digital age. Increasingly our audiences can connect with our collection virtually without travelling to Wellington to view or listen to material on-site, making it easier for us to fulfil our kaupapa of being national in outlook, responsible for offering balanced and equitable services at all local, regional and tribal levels.

Ngā Taonga is well-positioned to leverage these opportunities, having moved through a strategic transformation that puts us in a strong position to face our digital future with confidence. Our small size means we have greater flexibility to test and pilot new technologies before they become mainstream. Embracing technological change and innovation will future-proof our organisation and ensure the longevity of the collections we hold. As we move forward, we're taking a more nuanced approach to what ongoing digital transformation means and turning our attention to leveraging the data we hold. Adopting smart digital technologies and enhancing our existing digital tools will support us to identify, collate, store and analyse our data, turning it into information that can deliver value to us as an organisation and support our commitment to continuous improvement. Digital tools and technologies will also streamline and automate our processes to create greater efficiencies in our operations.



We have evolved in a short space of time to become a digital archive with analogue pathways. In the past five years there has been a significant uplift in the volume of born-digital material coming into the Archive; a trend that is reflected across our international partners. Collecting, cataloguing, preserving and giving access to these digital collections is changing what it means to be an audiovisual archive and opening huge opportunities for us to extend the breadth and depth of engagement with our collections. The proliferation of digital content being generated reflects an increasing interconnection between people via mediums such as social media; and provides far greater opportunity for us as an Archive to preserve the social history of Aotearoa New Zealand. While adapting to the increasing flow of digital content, we are also committed to supporting existing formats and adopting future formats, whether this be those meeting the best possible industry standards or emerging ones. All of these need sustainable migration pathways/frameworks, equipment, network, and storage solutions – and the associated physical infrastructure to house them. Digitisation of analogue materials is familiar, but managing born-digital audiovisual works from production to preservation raises new technical questions, not least the enormous storage capacity requirements and network capacity to move large file sizes. We are in a strong position to navigate these exciting changes and reshape the role of the Archive.

Hapori/mahi tahi | Community/collaboration

In recent years we have shifted the way we think about making our collection accessible. We would limit our ability to reach all New Zealanders if we were the only place people could discover our collection material. With this shift comes an acknowledgement that growing awareness of our brand amongst the general public is less important than growing ways to connect people with the taonga we hold.

We now focus on creating collaborative relationships with third parties who have a greater reach than we could achieve alone, including museums, art galleries, education providers, and television and film producers.

Their networks help us reach larger, more diverse audiences and connect more New Zealanders with their stories. It is important as a nation that we have opportunities to connect, reflect on our memories and remember where we have come from. We ensure that the stories in our collection are known as widely and as deeply as possible.

This approach also reflects a judicious use of our funding – leveraging existing networks rather than investing in our own brand and promotion. We focus on the connections we can make to help increase the number of New Zealanders able to engage with our collections, putting the taonga at the heart of our mahi.

We will continue to seek new partnerships to help broaden the range of audiences for our collections. In particular, we aspire to work at a community level, not only to provide access to the collections we hold but also to support the development of community archives allowing communities to manage, curate and share their own stories. Just as we have removed ourselves from needing to have direct interactions with those accessing the taonga in our care; we also recognise that establishing a dispersed network of community-based archives will achieve our mission of saving and protecting New Zealand's audiovisual heritage even where we are not directly supplying those services ourselves.

Increasingly we see our future as being trusted experts and offering specialist services that cannot easily be delivered by others. We would support New Zealanders to connect with taonga by collecting metadata and clearing rights to make material accessible; and we would support communities by providing training and specialist services that cannot be undertaken within communities themselves. The preservation of film material, for example, requires both specialist expertise and expensive technology to undertake the preservation, along with specific storage requirements in terms of both temperature and humidity.

As Utaina comes to a close, we anticipate that around 75% of our holdings will be digitally preserved by the end of 2025. This has major implications for how we think about the role of an archivist and what this means for us as an archive. New material entering the Archive is now predominantly from born-digital sources, so we will require different skills from our archivists, including the ability to be working directly with communities.

Naturally, our ability to collaborate successfully with those outside the Archive rests on the way our kaimahi work together across the Archive to ensure the ongoing flow of material from the point taonga are entrusted into our care through to making it available for people to connect with. Technological developments, including the arrival of new formats and changes to the way we carry out our mahi, will require us to constantly evaluate what skills our kaimahi require and how we support their professional development. This is particularly important in such a niche industry where there is no formal/codified professional pathway to become an audiovisual archivist in Aotearoa New Zealand.

Our core work of digitally preserving the material in our collections and making more of our collection available online is both a driver of and mitigation for the impact our mahi can have on the environment. Most obviously, maintaining appropriate climate conditions in our vaults and our need to store and move large volumes of digital material creates heat as a byproduct. We can be most effective at considering and addressing our environmental impact by working in partnership with other agencies where we can share initiatives and resources to achieve common goals around sustainability. We are mindful of our purpose to have a national reach, and digital access to our collections removes the need for people to experience our collections onsite in Wellington. Digitisation of our collections is also a major mitigation against the impact of natural disasters. Over time we aim to embed low-carbon practices throughout our decision-making and procurement practices.





NGĀ TAONGA
SOUND & VISION

Whakatinanatanga o ngā Putanga Rautaki hei Kaupapa

Translating our Strategic Outcomes to Initiatives

OUTCOME	DESCRIPTION	OUR INITIATIVES
<p>He Pātaka Tūturu: An Archive Of National Cultural Significance</p> <p><i>What our Archive should hold</i></p>	<ul style="list-style-type: none"> We acquire and retain material of national, cultural and historic significance. Our collection tells the story of how history is produced and reflected through audiovisual mediums past and present. Our collection comprises a significant body of mātauranga Māori. Our collection represents all New Zealanders. 	<p>Growing our collection to represent all parts of New Zealand society, including minority groups with whom we have not engaged to date.</p> <p>Developing a reputation as a trusted archive of the public record.</p> <p>Working to become an enabler of a distributed archive.</p> <p>Supporting iwi/Māori to preserve and protect their taonga and mātauranga Māori.</p>
<p>He Ringa Rehe: Exceptional Archival Services</p> <p><i>How we care for taonga</i></p>	<ul style="list-style-type: none"> Our collection is safely preserved for kaitiaki and depositors, as well as current and future audiences. Taonga Māori are organised and handled through an ao Māori lens. We adhere to professional best practice for audiovisual archiving. We build awareness in the importance of preserving audiovisual sources, and preparing collections for access. 	<p>Providing expert advice and support in archival practice to those who are managing their own taonga.</p> <p>Supplying specialist archival services to Māori and local communities such as film preservation and rights clearances.</p> <p>Establishing a network of archivists to engage with communities and provide specialist training and advice.</p> <p>Becoming leaders in respecting the rights of Māori and communities of origin and setting an example for other archives around the world.</p> <p>Building our technical capabilities to take advantage of innovative and emerging technology solutions.</p> <p>Growing culturally competent kaimahi who embed our commitment to mātauranga Māori across all aspects of their mahi.</p> <p>Developing a sustainability strategy to ensure our mahi has limited impact on the natural environment.</p>

OUTCOME	DESCRIPTION	OUR INITIATIVES
<p>He Mahi Tahī: Leadership In Kaitiakitanga and Partnership</p> <p><i>How we engage with others</i></p>	<ul style="list-style-type: none"> • We are respected and trusted by kaitiaki and rights holders. • Te Tiriti o Waitangi guides our kaupapa-centred approach. • We effectively partner with Māori, cultural sector, history and heritage caretaking institutions. • We work closely with collegial institutions to ensure our collections and caretaking approaches are complementary. 	<p>Growing our commitment to honouring kaitiakitanga and supporting the needs of iwi and Māori.</p> <p>Supporting the intent of data sovereignty, by retaining our taonga in New Zealand.</p> <p>Incorporating te reo Māori, tikanga and Māori worldviews into our services and archival practices.</p> <p>Supporting the development of community archives allowing communities to preserve, manage, curate and share their own stories.</p> <p>Acting with integrity and professionalism, to support and advise collegial institutions, communities and our peers around the world.</p> <p>Developing collaborative partnerships to test, adopt or leverage new technology.</p>

**He Tūhonohono:
Stronger
Connections
Between New
Zealanders And
Their Audiovisual
Heritage**

Connecting New Zealanders with their taonga

- We help New Zealanders build and share a distinct, inclusive identity that values our history and traditions.
- We reconnect iwi, hapū and whānau Māori with their taonga.
- Our collection is appropriately available and accessible.
- Our collection is engaged with by a wide and varied audience.

Seeking new partnerships, including iwi and other Māori organisations, to help broaden the range of audiences for our collections.

Working to understand our audiences' priorities and preferences; and balancing the need to serve our audiences against the priorities of preserving at-risk items.

Working at a community level to increase the pathways for access to our collections.

Utilising innovative technology solutions to grow new pathways for our audiences to engage with our content.



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Ngā Taonga Whitiāhua
me Ngā Taonga Kōrero
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