

**TE TAUĀKĪ**  
**WHAKAMAUNGA ATU**

Statement of Intent  
2021 – 2024





# NGĀ IHIRANGI

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# TE WHAKAAEHIA O TE TAUĀKĪ WHAKAMAUNGA ATU

## Acceptance of the Statement of Intent

Kua whakaritea te Tauāki Whakamaunga Atu nei i runga i te whakahau a te Ture o Te Aratuku Whakaata Irirangi Māori 2003, mō te wā atu i te Hōngongi 2021 ki te 30 o Pipiri 2024.

I raro i ngā tekiona o te Ture e hāngai ana, kua whakaaetia e ngā Minita whai kawenga me ngā Hoa-Toihau o Te Mātāwai te Tauāki Whakamaunga Atu nei.

This Statement of Intent has been prepared in accordance with the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003, covering the period from 1 July 2021 to 30 June 2024.

Pursuant to relevant sections of the Act, the responsible Ministers and Co-Chairs of Te Mātāwai have accepted this Statement of Intent.



**Reikura Kahi**  
**HOA-TOIHAU**  
**Co-Chair, Te Mātāwai**  
Date: 2021



**Charlie (Tiare) Tepana**  
**HOA-TOIHAU**  
**Co-Chair, Te Mātāwai**  
Date: 2021



**Hon Grant Robertson**  
**TE MINITA PŪTEA**  
**Minister of Finance**  
Date: 2021



**Hon Willie Jackson**  
**TE MINITA WHANAKETANGA MĀORI**  
**Minister for Māori Development**  
Date: 2021

I tāpaea ki te Whare Pāremata i raro i te whakahau a te tekiona 31(6) o te Ture o Te Aratuku Whakaata Irirangi Māori 2003.

Presented to the House of Representatives pursuant to section 31(6) of the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003.

# HE KUPU NĀ TE TOIHAU

## From the Chair

**Wai horo nuku**

**Wai horo rangi**

**Wai horohoro**

**Ki tai wiwi**

**Ki tai wawā**

**Ki tai tupua**

**Ki tai tawhito**

**Ki tai o Tangaroa**

**Uhi, wero**

**Haramai te toki**

**Haumi ē**

**Hui ē**

**Tāiki ē!**

I raro i te whakahau a te tekiona 26(1)(a) o te Ture o Te Aratuku Whakaata Irirangi Māori 2003, e waingōhia ana au ki te tāpae atu i te Tauāki Whakamaunga Atu 2021 – 2024 mā Whakaata Māori.

In accordance with section 26(1)(a) of the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003, I am pleased to present the Statement of Intent 2021 – 2024 for Māori Television.

E whakaterere tonu ana mātou i tō mātou huarahi whakapātaritanga nui, e tonoa ai te āta whakariterite, te ngākau auaha, te kore e wehi ki te tūraru me te mārara ki te ara e whakaterere ana e ū ai mātou ki te ūnga matua kua whakaritea – te wāhi e tōnui ai a ngāi Māori me tō tātou reo.

Waihoki, me haere ā mātou mahi hei tā te whare pāpāho āngitu i tētahi ao e neke tonu ana ōna tohu whenua. Kīhai tētahi whare pāpāho o Aotearoa e mate ki te takahi i te ara e takahi nei mātou.

I whakatūria a Whakaata Māori ki te tautoko i te whakarauoratanga o te reo Māori ka whakarite ai i tētahi paepāho mō ngā kōrero me ngā reo o ngāi Māori. Neke atu tēnei i te koromakinga. Engari ia he taonga tuku iho i waiho ake ki a mātou hei tiaki, hei rauhi, hei koke ake mō ngā reanga o āpōpō atu.

Kei te whakahokia ake e Whakaata Māori te waihoe o ā tatou kōrero. Ko ngā kaupapa kōrero e hangaia ana i ēnei rā ka kawē i te titiro a ā tātou mokopuna o āpōpō atu ki a rātou anō, i te titiro anō a te ao ki a rātou. Kei te tāraia houtia e mātou ngā rā ki tua o Aotearoa. Nō reira me akiaki tonu ngā kaupapa kōrero ka hangaia e mātou e auroa ai te tū hei pou whakawhirinakitanga, ka ā haere ai i te panonitanga ināia tonu nei.

Māori Television continues to navigate a challenging journey requiring clear navigation, planning, innovation and risk-taking to reach our ultimate destination – a place where Māori people and Māori language are thriving. At the same time, we must operate as a successful broadcaster in a world where landmarks are constantly moving. Our journey is one that no other broadcaster in New Zealand must traverse.

Māori Television was established to support the revitalisation of the Māori language by providing a platform for Māori stories and voices. It is far more than an intent; it is a legacy entrusted in us to protect, nurture and advance for future generations.

We are reclaiming the narratives of our stories. The content we create today will influence how future generations will see themselves and how the world sees them. Māori Television is shaping and motivating the perspectives of an entire nation. We are reshaping the future of Aotearoa. So we must create compelling content that will stand the test of time and drive change now.

Ko tētahi taura mārara kehokeho o tēnei ko te wāhi nui whakarahara ki a Whakaata Māori ki te manaaki i ngā hapori Māori i te wā o te mate urutā o te COVID-19. Kīhai i rite te hononga tōtika, te hononga inamata o tētahi atu whakahaere ki ngā kāinga Māori puta noa i te motu.

Haere he rā, kei te haere tonu te raukaha o Whakaata Māori ā-whakahaere Māori pāho pūrongorongo nei, ki te kawē me te pāho i ngā kōrero o te motu. Ka whakamahara tonu, ka herea tonuhia te hunga whakatau take ki tā rātou i kī ai mō te hauora o ngāi Māori me te pā kaha tonu o te COVID-19 ki ngā whānau me ngā hapori Māori.

E haere tonu ana te urutau me te puāwai o Whakaata Māori, me tana ū tonu ki ngā uara o tā mātou kaupapa me te noho hāngai tonu ki tō mātou apataki. Heoi anō, kei te kaha kē atu tō mātou whakatikihia ki te mahi i ngā mahi i te takarepa o te pūtea ki a mātou ka hia tau nei e pēnei ana. E mihi kau ana i tā Te Minita Whanaketanga Māori, i tā Hōnore Willie Jackson arataki, i tāna tautoko ki te whakamauru i ngā pēhitanga pae tata, me tana kōkiri i te arotakenga o te Rāngai Pāpāho Māori.

E pono tonu ana ō mātou ngākau ki te whakarauora i te reo me ngā tikanga Māori me tā mātou mahere i ngā takahanga kia takahia e tae atu ai ki reira i tā mātou anga putanga, a Te Huapae. Ko tā Te Huapae he whakatinana i tētahi ariā mō te panoni whakaaro, e maheretia ai tēnā me tēnā tūāoma o tā mātou haerenga me ngā putanga e matea ana e tutuki ai tā mātou e wawata ana i roto i te 25 tau. Ka tāpaea e Te Huapae tētahi taura mō te rāngai pāpāho Māori whānui me te tohu anō i tētahi ahunga hou – te neke atu i te arotahi ki te whakatutukinga ki ētahi putanga ka kaha ake te whai painga.

Kua noho mai hoki tētahi mahere hei ārahi i a mātou i tēnei tūāoma o tā mātou haerenga, ko Te Whanaketanga tērā. Nā runga i te noho mōhio ki tēnei wā o te panonitanga huri noa i a mātou, i roto anō i tō mātou whakahaere, nā Te Whanaketanga mātou i āhei ai ki te whakarite me te whakatinana i te panonitanga ngākau e pono ai te rite o Whakaata Māori mō nāiane, ahu atu ki tua.

Hei ngā tau e toru kei te tū mai, ki tua atu anō i tērā, ka whai tonu a Whakaata Māori i tōna ara atu ki tētahi whakahaere e arotahi ana ki ētahi putanga ka noho hāngai tonu ki te apataki o ēnei rā me te hāpai i ngā wawata, ngā tūmanako o ngā mokopuna katoa o Aotearoa.

A clear example of this is the critical role Māori Television plays in serving Māori communities during the COVID-19 pandemic. No other organisation has the same direct and immediate connection into the homes of Māori across the motu. Every day, Māori Television's capacity as a Māori news organisation continues to influence and inform the national discourse. We remind and hold decision-makers to account for Māori health and the ongoing impact of COVID-19 upon Māori whānau and communities.

Māori Television continues to adapt and evolve, maintaining the values of our kaupapa while remaining relevant to our audience. However, our ability to do this is increasingly constrained by the funding deficit we have faced for many years. We acknowledge the leadership of Minister for Māori Development, Hon Willie Jackson in providing support to our short term pressures and advancing the Māori Media sector review.

We remain committed to revitalising te reo me ngā tikanga Māori and have charted the steps we must take to get there in our outcomes framework, Te Huapae. Te Huapae applies a theory of change logic, mapping each stage of our journey and the outcomes we need to achieve our vision across 25 years. Te Huapae provides a model for the wider Māori media sector and sets a new direction – shifting from a focus on outputs to outcomes that will make a difference.

With the aid we hold we can progress our plan to navigate the current period of our journey, Te Whanaketanga. Recognising this period of change around us and within our organisation, Te Whanaketanga allows us to plan and undertake the transformation required to ensure Māori Television is fit for purpose now and in the future.

Over the next three years and beyond, Māori Television will continue its course towards an outcomes-focused organisation that remains relevant to today's audience and upholds the dreams and aspirations of future generations.

Kia hora te marino, kia whakapapa pounamu te moana, kia tere te kārohirohi.



**Jamie Tuuta**  
**TOIHAU**  
**Chair, Māori Television**

*Jamie Tuuta*





# MŌ MĀTOU

He kaporeihana a Whakaata Māori i whakatūria i raro i te Ture o Te Aratuku Whakaata Irirangi Māori 2003 i āta whakaterā i te Poutūterangi 2004. I ēnei rā, i a ia ka noho nei hei whakahaere kaupapa Māori e ngākau pono ana ki te whakatinana i tāna whakakitenga, he nui ngā mahi kua tutuki i a Whakaata Māori ahakoa ngā whakapātaritanga ka tūtū mai ki tōna horopaki mahi whānui.

Ko tēnei āhua me te noho ngākau pono ki te reo me ngā tikanga Māori – kua toka nei ki ngā mahi katoa a Whakaata Māori – ehara i te mea ka whakatutuki noa i ā mātou mahi ki te whakarauora i te reo, engari ka noho anō hei wāhi mahi, hei ara mahi ngātahi mai rānei mō te tangata Māori, e tautoko ana i tā rātou ake haerenga ahakoa te tūāoma i roto i te ao Māori.

Ko te mea hiranga ia, ko tā mātou whakarato huarahi e whai wheako ai, e whakangungua ai, e whanakehia ai ngā pūmanawa o te tangata e tino mārama ai rātou ki tā mātou kaupapa, e whai tikanga ai ōna painga ki te whakarauoratanga o te reo Māori, i roto i tō mātou whakahaere, i te whānuitanga atu hoki o te rāngai.

**Kei te haere tonu te tautoko a Whakaata Māori i te hunga ako, te hunga kōrero i te reo, i te riro mā te apataki tonu e ārahi ngā mahi ki te hanga kaupapa e auaha ana, e kaingākauria ana, ki ētahi momo hōputu rere iho i ētahi momo paepāho.**



# About Us

Māori Television is a body corporate established under the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003 and was officially launched in March 2004. As a kaupapa Māori organisation strongly committed to delivering its vision, Māori Television has achieved a great deal despite the challenges presented by our wider operating context.

This status and commitment to te reo me ngā tikanga Māori – embedded into every facet of Māori Television – not only delivers to our reo revitalisation efforts but also provides Māori with a place to work, or work with, that supports their own journey no matter where they are on their language journey or within te ao Māori.

Importantly, we provide pathways through experience, training and development to grow talented people with a strong understanding of our kaupapa that meaningfully contribute to te reo Māori revitalisation, both within our organisation and across the wider sector.

**Māori Television continues to support te reo Māori learners and speakers by taking an audience-led approach to deliver innovative and engaging content in a range of formats across a range of platforms.**



# HE AHA MĀTOU I WHAKATŪRIA AI

I hua mai te whakatūria o Whakaata Māori i te huhua tau e oke ana ngā kaihautū Māori ki te kōkiri i tō tātou motika e tōkeke ai, e rite ai tō tātou mana pāpāho. I te Pūrongo mō Te Reo Māori (Wai 11), i whakatau te Taraipiunara o Waitangi kei te iho tonu te reo Māori i te ahurea Māori, nō reira he taonga – he mea e uaratia ana. Whakaae ana te Karauna ki te kitenga a te Taraipiunara, arā, e herea ana ia i raro i Te Tiriti o Waitangi ki te āta mahi ki te tiaki i te reo Māori.

I te kawea anō ōna ki te ture i muri mai, whakaae ana te Karauna e herea tonuhia ana rātou e ngā mātāpono o Te Tiriti o Waitangi ki te āwhina ki te tiaki tonu i te reo Māori mā te pāho ki te reo irirangi me te pouaka whakaata, me te tohu anō i te wā e pā ana ki te whanaketanga o tētahi pouaka whakaata Māori tikanga motuhake. Ko Whakaata Māori te hua matua o te kaupapa here i whakatakotohia e te Karauna mō te tiaki me te whakatairanga i te reo Māori ki te pouaka whakaata.

E kī ana te tekiona 8(1) o te Ture o Te Aratuku Whakaata Irirangi Māori ko te mahi mātua a Whakaata Māori ko te 'whai wāhi atu ki te tiaki me te whakatairanga i te reo Māori me ngā tikanga Māori mā te whakarato ki te reo Māori me te reo Ingarihi, tētahi ratonga pouaka whakaata e hāngai ana ngā painga ki ngā utu hei whakamōhio, hei whakaako, hei whakangahau i te hunga mātaki, me te whakarangatira anō i te hapori, te ahurea me ngā waihotanga iho o Aotearoa'.

## Me mahi hoki a Whakaata Māori kia:

- Reo Māori te reo pāhotanga matua i ngā haora nui te karu mātaki, me tētahi wāhi nui anō o ētahi atu haora
- Āta whai whakaaro āna hōtaka ki ngā hiahia me ngā manakohanga o te hunga tamariki e rumakina ana ki te reo, ki te hunga rangatahi me te hunga ko te reo Māori tō rātou reo ūkaipō, ki te hunga anō e tino matataua ana, otirā ki te katoa e ako ana i te reo Māori
- Tāpae ratonga pāpāho e taea ana ā-hangarau nei puta noa i te motu me te āhei atu anō o te huhua noa ka taea.

Hāunga anō te rite o te hiranga tonu, te hāngai tonu o ngā mahi matua a Whakaata Māori ki te wā i whakatūria ai ia, kei te mōhio hoki mātou ki te hiranga o tēnei huarahi e whakapikihia tonuhia ai te pānga o ā mātou mahi i tō mātou horopaki mahi o ēnei rā mā te whakapakari tonu i te kaupapa nei.

I ngā mahi whakarauora reo, me whai wāhi ake te tokomaha tonu, ka mutu, he wāhi tino nui kei ngā whakahaere mātāmua pērā i a Whakaata Māori ki te tautoko i ētahi atu. Nā te wāhi ki a mātou i te rāngai pāpāho Māori e whanake tonu nei me Te Whare o te Reo Mauriora, kua parahia he huarahi e arahina ai, e tautokona ai ētahi putanga pānga tahi ki te whakapiki ake i ngā painga ka puta i te katoa, ina koa i te horopaki o te whakatinaia o te rauemi. Ko te āhua o tā mātou whai i te ara e kaha ake ai te mahi ngātahi me ngā hua ka puta, ka whakaataria i ngā putanga aronga tahi e kimi ana mātou ki te whakatutuki, ki te tautoko me te whakamana anō i ētahi atu mā te haere kōtui e whai painga ai tēnā me tēnā.

Waihoki, i tō mātou āhei ki te waihanganga huarahi ki roto atu, i roto anō o Whakaata Māori puta noa ki te whānuitanga atu o ngā rāngai ahumahi, e noho ahurei ana mātou ki te whakarato tūranga me ētahi ara mahi ka tōtika te whai painga ki te Māori, ki ō rātou whānau me ngā mahi whakarauora whānui. Ki te tika ngā rauemi, kua pai tā mātou arotahi ki te whanake, ki te tiaki i ngā ara nei pērā i tērā kua takoto mai ki tā mātou rautaki tangata, i tā mātou arotahi anō ki te whanake i te rāngai o tā mātou rautaki aronga tahi.

Kei te panoni te āhua o te whanake me te whakamahi kaupapa kōrero a Whakaata Māori. Kua pai rā te titiro kē ki ngā momo kaupapa kōrero ka whanaketia e mātou me te apataki ka torohia atu. Mā te hōpara hangarau hou – pērā i te pū mariko, te whakauruuru āhuatanga kēmu me te mahi ngātahi ki te hanga kaupapa hou, kaupapa kaha te rumaki – kua hōhonu ake te pānga o ā mātou kaupapa kōrero, kua whānui ake hoki te hunga ka torohia. Mā te paepāho hou e whānui ake ai te hōrapa o ā mātou kaupapa ki Aotearoa, ki ētahi apataki hou hoki o te ao. Mā ngā takiwā e arotahi tōmua ana mātou ki tō mātou apataki – te kaupapa kōrero, te paepāho me te totoro haere – e whakamārama ā mātou mahi i tēnei takiwā.

## Why we exist

The establishment of Māori Television is the result of many years of struggle by Māori leaders to assert our right to fair and equitable recognition in broadcasting. In its Te Reo Māori Report (Wai 11), the Waitangi Tribunal found that the Māori language was an essential part of Māori culture and must be regarded as a taonga – a valued possession. The Crown accepted the Tribunal's finding that it was obligated under Te Tiriti o Waitangi to take active steps to protect the Māori language.

In later litigation, the Crown agreed that the principles of Te Tiriti o Waitangi imposed a continuing obligation to assist in the preservation of te reo Māori through both radio and television broadcasting and outlined a timeframe relating to the development of special purpose Māori television. Māori Television is a key result of the policy developed by the Crown for protecting and promoting te reo Māori on television.

Section 8(1) of the Māori Television Service Act states that the principal function of Māori Television is 'to contribute to the protection and promotion of te reo Māori me ngā tikanga Māori through the provision, in te reo Māori and English, of a cost-effective television service that informs, educates and entertains viewers, and enriches Aotearoa New Zealand's society, culture and heritage'.

### Māori Television must also:

- Broadcast mainly in the Māori language in prime time and a substantial proportion at other times
- Ensure that programming has regard to the needs and preferences of both children participating in Māori immersion education and young people as well as native speakers, those with a high level of proficiency and all people learning Māori
- Provide broadcast services that are technically available throughout the country and practicably accessible to as many people as is reasonably possible.

While Māori Television's core role remains as important and relevant as when it was founded, we also realise that there is a significant opportunity to further increase the impact of our activities in today's operating context by building on this kaupapa.

Language revitalisation efforts require the contribution of many and anchor organisations such as Māori Television play a crucial role in supporting others.

Our role in the evolving Māori media sector and Te Whare o te Reo Mauriora presents an opportunity to provide leadership and support for shared outcomes to increase our collective impact, especially in the context of finite resources. How we can seize this opportunity for greater collaboration and impact is reflected in the partner outcomes we are looking to achieve, supporting and enabling others through mutually beneficial partnerships.

Similarly, our ability to build pathways into and within Māori Television and across the wider industry sectors uniquely positions us to provide roles and careers that directly benefit Māori, their whānau and wider revitalisation efforts. With the right resources, we can focus on developing and nurturing these pathways as captured in our people strategy and in the sector development focus of our partner strategy.

The way that Māori Television develops and uses content is changing. We can now look differently at the type of content we develop and the audience it reaches. Exploring new technologies – such as virtual reality, gamification and collaborative development to create new, more immersive content – deepens the impact our content can have and the people it engages. New platforms expand the reach of our content across Aotearoa and to a new global audience. The priority focus areas of our audience strategy – content, platforms and engagement – talk to our work in this space.



# TĀ MĀTOU WHAKAKITENGA

## Our vision

# KIA TŌNUI A NGĀI MĀORI, KO TE TIKANGA IA:

Māori are thriving, which means:

## KIA TŌNUI TE AO MĀORI

Te ao Māori is thriving

## KIA TŌNUI TE TIKANGA MĀORI

Tikanga Māori is thriving

## KIA TŌNUI TE REO MĀORI

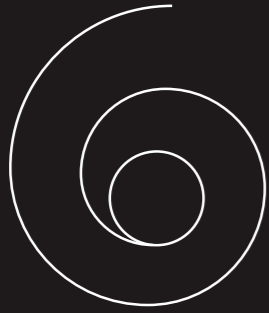
Te reo Māori is a thriving language

## KIA UARATIA TE TIROHANGA A NGĀI MĀORI E TE KATOA O AOTEAROA

Māori perceptions are valued by all New Zealanders

# Ō MĀTOU UARA

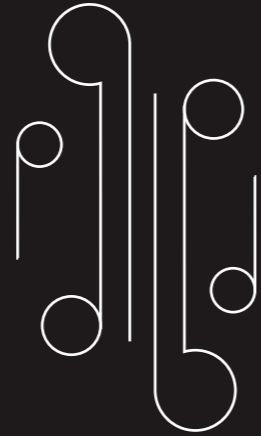
## Our values



### KIA TIKA

Ka oke mātou kia tōkeke, kia tika, kia taurite te āhua o tā mātou whakaatu i ngā huihuinga, ngā uara me ngā wawata o ā mātou kaimahi, o ngā āpiti me te hapori. Ka mahi mātou i ngā wā katoa kia hāpaitia te mana, kia tūturu, kia pono.

We strive to be fair, accurate and balanced in how we represent the events, values and aspirations of our kaimahi, partners and community. We always act in a way that is mana enhancing, authentic and with integrity and honesty.



### KIA PONO

Ka motuhake ā mātou kaupapa, ka Māori tūturu. Kei te whakaponohia tō mātou pai ki te pāho kōrero i runga i te whai tikanga me te tauritenga. Ka whakanuia e mātou te kanorautanga me te whakatairanga i te tirohanga kē, te whakaaro kē.

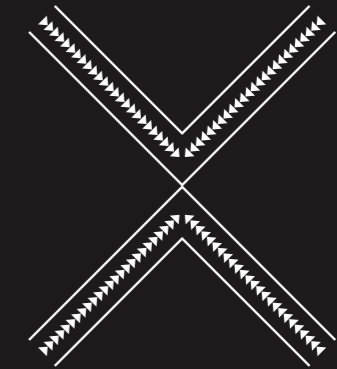
Our content is distinct and authentically Māori. We are trusted to share stories in a responsible and balanced way. We celebrate diversity and promote different perspectives and ideas.



### KIA AROHA

Ko te tangata kei te iho o ā mātou mahi katoa. E arahina ana mātou e te manaakitanga – ngā tikanga o te kauanuanu, te ngākau marae me te tauwhiro i ētahi atu – i a mātou ka oke nei kia kanohi kitea mātou i ō mātou hapori toritori. Ka whakatupuhia e mātou te hononga pakari mā roto i te wheako tahī me te mahi ngātahi e rere ai tō mātou aroha, e uaratia anō ai hoki taua aroha.

People are the centre of everything we do. We are guided by manaakitanga – the process of showing respect, generosity and care for others – as we strive to be kanohi kitea within our vibrant community. We build strong relationships through shared experiences and collaboration, sharing our love and valuing that love in return.



### KIA MĀORI

Pērā i ō tātou tūpuna i tohunga nei ki te ārahi, ki te hautū, ki te para huarahi hou, he mātātoa, he auaha anō ā mātou kaupapa. Ka whakamahia e mātou ō mātou pūmanawa Māori, ō mātou pūkenga ahurea me ngā hononga ki te ao ki te whakaohoho, ki te tūhono i te tangata ki te ao Māori e tōnui ake ai rātou. Ka kawea ake e mātou he reo hou, he tirohanga hou ka hau tōna rongō ki te motu, ki te ao, e hiakai nei ki te kōrero tūturu. Nā runga i te tū mārō ki tō mātou ahurea, ki te reo me ā tātou kōrero, ka māia mātou ki te tautuhi huarahi hou ki te whakatinana i tā mātou kaupapa mō ngā reanga o nāianei, o āpōpō atu hoki. E māia ana te āhua o tā mātou whakatau take, e mārāma ana te whakamaunga atu ki te whakatinana i tā mātou kaupapa e motuhake ai, e ahurei ai hei tā te Māori.

Like our tūpuna who were inspiring leaders, navigators and innovators, our content is adventurous and creative. We use our natural creative talents, cultural expertise and global connectivity to inspire and connect people to te ao Māori to enrich their lives. We bring a fresh voice and perspective that resonates with the country and the world, hungry for authentic storytelling. Grounded in our culture, language and stories, we bravely define innovative ways to fulfil our kaupapa for current and future generations. We are courageous in our decision-making, acting with clear intent to deliver our kaupapa in a distinct and uniquely Māori way.





# TE WĀHI KI A MĀTOU KI TE WHAKARAUORA REO

E mōhio ana a Whakaata Māori ki te mana motuhake kei a mātou ki te tautoko i te whakarauoratanga o te reo Māori i a mātou ka whai nei ki te tāpae atu ki te mauri ora o te ao Māori mā roto i ngā kaupapa, ngā kōrero me ngā ara pāpāho.

Ahurei ana te noho mai a Whakaata Māori ki ngā taha e rua o Te Whare o te Reo Mauriora ki te whakatinana i te whakakitenga tahi 'kia mauriora te reo' kua whakatakotohia nei ki ngā rautaki o te Maihi Māori me te Maihi Karauna, me te hono tōtika, te whai wāhi atu o ā mātou ake putanga ki ngā whāinga a te rāngai kua whakaritea mai i ngā maihi e rua.

Ka whai tonu mātou i tēnei mahi ka whakaniko anō ai i ngā rautaki nei mā te pāho kaupapa e whakaata ana i te tuakiri motuhake o Aotearoa, me te hanga taiao ka tautoko i te uaratia, te kōrerohia o te reo e tō mātou apataki, me te kawea o te tikanga Māori i ā rātou mahi o ia rā.



## Our Role in Language Revitalisation

Māori Television recognises the unique mandate we have in supporting the revitalisation of the Māori language as we seek to contribute to the vitality of te ao Māori through content, storytelling and media platforms.

Māori Television sits in a unique position across both sides of Te Whare o te Reo Mauriora to realise the joint vision 'kia mauriora te reo' set out by the Maihi Māori and Maihi Karauna strategies. Our own outcomes directly link and contribute to the sector goals they set out.

We will continue this role and complement these strategies by delivering content that reflects the unique identity of Aotearoa and creates the environment that supports our audience's value and use of te reo me ngā tikanga Māori in their daily lives.



Kua whanaketia te āhua o tā mātou mahi me ngā putanga e whai ana mātou ki te whakatutuki i te noho mārama ki te ariā me te mahi ki te whakarauora reo. Kua urutauhia ngā āhuatanga matua e rima e whai ake nei hei ārahi i tā mātou kaupapa here, ā mātou mahi e kimi nei ki te kawē i ngā whanonga reo.



## MARAMA PŪ

Ka whai wāhi atu mātou i tā mātou neke waiaro kia noho mārama, kia arohatia te reo Māori mā roto i te whai kia mārama pū o mātou apataki ki te hiranga me te uara o te reo Māori i Aotearoa. E mōhio ana mātou ka tohua te mauri ora o te reo e te whakamahia o te reo i ngā kāinga me ngā hāpori, nō reira ka kōkirihiā e ā mātou kaupapa tēnei hirangatanga.



## MANA

I ō mātou huarahi ki te ao, ka whakanuia, ka whakatairangahia, ka whakaatuhia e Whakaata Māori te hāngaitanga o te reo Māori i ngā mahi o ia rā. Ka āta whai mātou kia kitea e ō mātou apataki te uara o te reo Māori me ngā tikanga Māori.



## AKO

Ka tautoko ā mātou kaupapa i ō mātou apataki i ō rātou ara ki te reo mā te whakaatu i te reo Māori ki ōna anō momo horopaki me te pāho kaupapa ka huawaere i te ako i te reo.



## KŌRERO WHAKAMAHI

Ka āwhina mātou ki te hanga taiao rata ki te reo ka tautoko i te whakamahia o te reo Māori e tō mātou apataki i ā rātou mahi o ia rā. Ka whakaatuhia e mātou te reo e whakamahia ana i ngā wāhi e tika ana, e hāngai ana.



## PĀTAKA REO

Ka whakaratoa, ka tukua te kaupapa reo Māori pāhorau ka whai painga ki te putunga rauemi reo Māori e tupu tonu nei.

Our approach and the outcomes we look to achieve have been developed from an understanding of language revitalisation theory and practice. The following five core elements have been adapted to inform our policy and actions that then seek to influence language behaviour.



## Critical Awareness

We contribute by shifting attitudes to understanding and appreciation of te reo Māori through raising awareness among our audience about the importance and value of te reo Māori in Aotearoa New Zealand. We recognise that language vitality is determined by language use within homes and in communities so our content will emphasise this importance.



## Status

Through our global reach, Māori Television celebrates, promotes and shows the relevance of te reo Māori in our daily lives. We ensure our audience sees value in te reo Māori me ngā tikanga Māori.



## Acquisition

Our content supports our audience through their Māori language journeys by showing te reo Māori in a variety of contexts and delivering content that facilitates language acquisition.



## Use

We help create a conducive environment that supports the use of te reo Māori by our audience in their daily lives. We show te reo Māori use in relevant and relatable situations.



## Corpus

We provide and deliver te reo Māori multimedia content that contributes to the growing pool of Māori language resources.





- **E whakamahia ana e mātou a KoPA ki te aroturuki i te torotoro, te whakamahia me ngā waiaro ki te reo**

Ka heke iho te whakarauorahia o te reo i ngā reanga; nō reira me āta takoto ngā inenga pānga auroa e mau ai te āhua o te neke a tō mātou apataki. Kei te whakamahia e Whakaata Māori te taura o KoPA – i urutauhia e Te Māngai Pāho mā i te taura o ZePA – ki te aroturuki i te toronga, te whakamahia me ngā waiaro ki te reo. Ko tā KoPA he kōrero i te hiranga o te 'neke katau' a te tangata, a te hapori i tētahi tūāwhiorangi mai i te 'kore' (tino kore nei i whai wāhi ake) ki te 'pō' (kāore e whakahē, kua paku mōhio, kua paku whai wāhi ake) ki te 'awatea' (e āta torotoro atu ana, e whakamahia ana).

Mā te āta whai kia uaratia te reo Māori e Aotearoa nui tonu, ka taea te neke atu i te 'kore' ki te 'pō'. Mā te whai kia āhei a Aotearoa nui tonu ki te ako i te reo Māori, kua taea te neke i te tangata atu i te 'pō' e paku tahuri ake ai, ki te 'awatea' e whakamahia ai te reo.

Ka noho te hanga tikanga ine pānga hou ka tāpirihia nei ki ā mātou pūrongo whānui hei takiwā arotahinga matua mō ā mātou raraunga me tō mātou noho mōhio hei ngā tau e toru kei te tū mai. Heoi anō, e whakatinaiā ana te tere o tā mātou whakatutuki i tēnei i te korekore o te mātāuranga mātanga me ngā rauemi e tika ana.

- **Pākaha ana ā mātou tukanga mō te whakaū i te kounga o te reo**

Ka whakaratoa anō e tō mātou tīma Kaikōkiri Reo he pūrongo i ia rā ki te tautuhi i ngā take wetereo, ngā take kupu kaupapa. Ko ngā pūrongo o ia rā a te hunga Kawepūrongo ka tukua anō ki te kaiwhakahaere tīma me te Kaitiaki Reo hei whaiwhai ake mā rāua ina hiahiatia. Ko te kawenga a te Kaiaroturu Reo ko te arotake me te āta whai kia eke te reo o ngā kaupapa kōrero ki ngā taumata me ngā paerewa e rite ana kia hāngai ai ki ngā tikanga tuhi a Te Taura Whiri i te Reo Māori. Ka mutu, ka mahi tētahi Mātanga Reo ki te tīma Waihanga Kaupapa ki te ārahi, ki te whakaū i te kounga me te ārahi atu i te whanaketanga ki te pāhotanga o te kaupapa. Ka whakahaeretia tētahi arotakenga motuhake i ia marama mō ētahi hōtaka kua kōwhiria ka whakaitarite ai ki te anga tohu-kounga a Te Taura Whiri i te Reo Māori.

- **Ka mahi mātou ki te kawekawe i te whakarauorahia o te reo Māori i te kāinga me te motu**

Haere ai ngā mahi whakarauora i te reo i te taumata ki te motu (taumata whānui), me te kimi ki te toro atu me te kawē i ngā pūnaha kua mārō te haere, ngā whanonga me ngā waiaro puta i te porihanga, me te taumata ki te hau kāinga (taumata whāiti rānei), ka mahi ai ki te tangata takitahi me ngā rōpū i tō rātou horopaki o te hau kāinga. Ka whakaataria tēnei i ngā rautaki tōrua mō te whakarauora i te reo Māori: te Maihi Karauna me te Maihi Māori. E arotahi ana te rautaki a te Karauna ki te kawē i ngā waiaro puta noa i te taupori me te whai kia panoni te porihanga mā roto i ngā waiaro o te mana me te uaratia o te reo Māori me te ao Māori. Ko nga wawaonga whāiti, ērā e arahina ana e Te Mātāwai, kei te wāhi ki te akunga, me te tārai kaupapa, mahi rānei e rite ana ki ngā hiahia me ngā āhuatanga o te rohe, o te tangata takitahi rānei.

E ahurei ana te noho mai a Whakaata Māori ki te whakatutuki putanga whakarauora reo mō ngā rautaki e rua. Ko te wāhi ki a mātou i roto i Te Whare o te Reo Mauriora, me tō mātou tūnga hei paepāho ki te tūhonohono i te huhua, kei te pūtake o ā mātou mahi whānui. I tā mātou haere kōtui ki te Kāwanatanga me ētahi atu e mahi ana i te rāngai, i āhei mātou ki te ārahi i ngā whakataunga e pā ana ki te kaupapa here me te tuku rauemi ki ngā mahi whakarauora o te motu. I roto i te wā, ka āhei mātou ki te ahuhua me te whakatupu i te noho mārama ki ngā rautaki me ngā tūmahi ka whai painga ki te rāngai whānui, ka arahina nei e tā mātou arotahi ki te putanga, e kaha ake ai te whai painga a te katoa.

Ki te tautoko i te Maihi Māori, ka taea e mātou te whakatutuki putanga whakarauora mā te tautoko i te noho mārama pū ki ngā kōrero me ngā huihuinga o te rohe mā roto i Te Ao Māori News, te tono me te waihanga kaupapa aro whāiti me te whakairi i ngā kaupapa, ngā huihuinga ā-rohe ki ā mātou paepāho pāpori. Mā roto i ā mātou kaimahi me ngā tūmahi whanake huarahi, ka tautoko, ka atawhaitia e mātou ngā toa reo e whai wāhi atu ana ki ō rātou ake hapori me te whakatutuki anō i ngā mahi whakarauora a Whakaata Māori. Koirā anō te āhua ki tā mātou tono kaupapa me te waihanga tahi i te kaupapa, kua para huarahi mātou mō te hunga auaha, te mātanga hangarau, te hunga kōrero pūrākau me ētahi atu ki te mahi i tā rātou mahi ki te whakarauora i te reo.

- **We are using KoPA to monitor language engagement, use and attitudes**

Language revitalisation is intergenerational; therefore, long-term impact measurements are required to capture how our audience shift. Māori Television is utilising the KoPA model – adapted by Te Māngai Pāho from the ZePA model – to monitor language engagement, use and attitudes. KoPA emphasises the importance of 'right shifting' the position of an individual or community on a spectrum from 'kore' (zero or no engagement) to 'pō' (passive or increased awareness and interest) to 'awatea' (active engagement and use).

By ensuring that New Zealanders value te reo Māori, we can move from 'kore' to 'pō'. By ensuring New Zealanders can acquire te reo Māori, we can move people from 'pō' interest to 'awatea' use.

Creating new impact measurement practice to add to our overall reporting will be a key area of focus for our data and insights activity over the next three years. However, the pace at which we can achieve this is constrained by having the required specialist expertise and dedicated resources.

- **We have rigorous processes for assuring language quality**

Māori Television's team of translators, Kaikōkiri Reo, provide daily reports identifying any linguistic or technical issues. The daily reports for News and Current Affairs are delivered to the team manager as well as the Director of Reo for follow-up as required. The Senior Language and Quality Assurance Advisor, Kaiaroturu Reo, is responsible for reviewing and ensuring language content meets the appropriate broadcast and standards in alignment with the orthographic conventions of the Māori Language Commission, Te Taura Whiri i te Reo Māori. Furthermore, a dedicated Reo Specialist works within the Content Creation team to provide guidance, quality assurance and advice from development to final delivery. An independent review is conducted every month on a selection of programmes against the quality-indicator framework of Te Taura Whiri i te Reo Māori.

- **We work to influence te reo Māori revitalisation in the home and nationally**

Language revitalisation activity takes place at both a national (or macro) level, looking to engage with and influence established systems, behaviours and attitudes across society as well as at a ground (or micro) level, working with individuals and groups in their localised context. This is reflected in the dual strategies for revitalising te reo Māori: Maihi Karauna and Maihi Māori. The Crown strategy focuses on influencing attitudes across the population and effecting societal change via attitudes of status and value of reo Māori and ao Māori. Micro interventions, those led by Te Mātāwai, are more 'grass roots' and tailor initiatives or activities based on local or individual needs and conditions.

Māori Television is uniquely positioned to deliver reo revitalisation outcomes across both strategies. Our role within Te Whare o te Reo Mauriora, and our position as a platform to connect with many, underpins our macro activity. Our partnership with the Government and others working in the sector enables us to inform decision-making around policy and resourcing of the national revitalisation effort. Increasingly, we will also be able to foster and build awareness about what strategies and activities are effective for the wider sector, informed by our outcomes focus, to effect greater collective impact.

In support of the Maihi Māori, Māori Television can achieve revitalisation outcomes through supporting greater awareness of local stories and events through Te Ao Māori News, commissioning and creation of targeted content and sharing local initiatives and events on our social platforms. Through our kaimahi and pathway development activity, we support and nurture reo champions who each play a role in their own communities as well as in delivering the revitalisation efforts of Māori Television. Likewise through our commissioning and collaborative content creation, we enable Māori creatives, technical experts, storytellers and others to contribute their own efforts to revitalisation.



# TE MAHI KŌTUI

E rua ngā hoa pūrongo motuhake o Whakaata Māori e whai mana motuhake ana, mana kōtui anō – ko te Kāwanatanga, ko ōna māngai ko Te Minita Whanaketanga Māori me Te Minita Pūtea, me ngāi Māori ko tōna māngai ko Te Mātāwai. I whakatūria a Te Mātāwai i raro i Te Ture mō te Reo Māori 2016 ki te hautū i te whakarauoratanga o te reo Māori mā ngā iwi me ngāi Māori.



## TE WHARE O TE REO MAURIORA

Ko Te Mātāwai me te Karauna kei te hautū i te rautaki reo Māori o Aotearoa, ko Te Whare o te Reo Mauriora tērā. Ko te whareni kei te whakatauirā ake i Te Whare o te Reo Mauriora e āta haere kōtui ai a ngāi Māori me te Karauna ki te whakarauora i te reo Māori – e haere kōtui ana kia pai ake ai ngā putanga whakarauora.

E rua ngā rōpū mana ārahi o Te Maihi Karauna e rite tonu ana te hui e koke ai ki ngā putanga o Te Whare o te Reo Mauriora. Ko ngā hoa-toihau o Te Papa Kōrero, ko ngā Tumu Whakarae o Te Puni Kōkiri me Te Taura Whiri i te Reo Māori, e noho mai ana ano ngā Tumu Whakarae o Te Mātāwai, o Te Māngai Pāho, o Whakaata Māori, o Te Tāhuhu o te Mātauranga, o te Manatū Taonga me Te Tari Taiwhenua. Ko tā Te Papa Kōrero he ruruku, he ārahi i te whakatinanatanga o ngā rautaki a ngā Maihi e rua pērā i te tautuhi huarahi e koke ai ngā kaupapa e whāia tahitia ana, me te tāpae kupu ārahi ki Te Rūnanga Reo mō ngā mahi nunui kia tautokona e rātou.

Ko Te Rūnanga Reo he rōpū Minita Kāwanatanga me ētahi mema o Te Mātāwai e ārahi ana i Te Whare o te Reo Mauriora, me tā rātou tautuhi i ngā take e hiranga ana ki te katoa me ngā take, ngā tūraru e pā ana ki ngā Maihi e rua. Ko ōna mema ko tētahi tokoono o Te Mātāwai me Te Minita Whanaketanga Māori, tae atu ki ngā Minita whai kōpaki kawenga ki te Kāwanatanga ā-Rohe, ki te Toi, te Manatū Taonga, Te Arawhiti, te

Mātauranga, te Tāpoi, Te Kawa Mataaho, te Tahua me te Ao Pāpāpho, te Whakapāpātanga me ngā Paepāho Matihiko. Me ngātahi te whakapātari atu i ngā kaupapa here me ngā anga tuku pūtea kia piki te uara mā ngā whānau, ngā hapū me ngā iwi.

Āpiti atu ki ngā mahi mana ārahi, he raukaha hāngai tō Whakaata Māori ki te kawekawe i ngā waiaro o te taupori, kia whai huarahi ai te apataki ki te kawē i te panonitanga o ngā waiaro o te porihanga mō te wāhi ki te mana o te reo, te uara o te reo Māori me ngā tikanga Māori. Ka tautoko hoki a Whakaata Māori i ngā whānau, i te hapū, te iwi me ngā hapori – mā roto i ngā kaupapa o te hau kāinga me te āta whai kia puta ō rātou whakaaro mō te tuakiri i ngā hōtaka pērā i te kapa haka, te waka ama, te pakipūmeka me te uiuinga. Ka whai painga ēnei mahi ki te whakakitenga a te Maihi Māori me ētahi putanga taumata tiketike e rua e arotahi ana ki te whakamahia o te reo Māori, ki te whakatakoto mahere me te noho mātau pū.

Ko te mahi tahi ki ngā āpiti tētahi o ngā takiwā arotahi matua a Whakaata Māori e kitea ai te hiranga me te pito mata o te whakatupu i ā mātou hononga. Mā te mahi tahi ki ngā āpiti puta i te rāngai me te ao Māori, ka taea e Whakaata Māori te whakapiki ake i te whai painga a te katoa ki te whakarauora i te reo me ngā tikanga Māori.

# Working in Partnership

Māori Television has two distinct reporting stakeholders who exercise both independent and joint powers – the Government represented by the Minister for Māori Development and the Minister of Finance, and Māori represented by Te Mātāwai. Te Mātāwai was established under Te Ture mō te Reo Māori (Māori Language Act) 2016 to lead revitalisation of te reo Māori on behalf of iwi and Māori.



## The House of Language Revitalisation

Te Mātāwai and the Crown lead Aotearoa New Zealand's Māori language strategy, Te Whare o te Reo Mauriora. Te Whare o te Reo Mauriora is a whareni model of an active partnership between Māori and the Crown for revitalisation of te reo Māori – a collaborative approach for improved revitalisation outcomes.

The Maihi Karauna is governed by two groups who meet regularly to progress towards Te Whare o te Reo Mauriora outcomes. Te Papa Kōrero is the Chief Executive forum, a visible manifestation of the partnership approach that the whareni model seeks to create. It includes the Chief Executives of Te Mātāwai, Te Taura Whiri i te Reo Māori, Te Puni Kōkiri, Te Māngai Pāho, Māori Television, Ministry of Education, Ministry for Culture and Heritage and the Department of Internal Affairs. Te Papa Kōrero coordinates and leads implementation of both Maihi strategies such as identifying opportunities to advance collaborative initiatives and providing advice to Te Rūnanga Reo around large scale actions that require their support.

Te Rūnanga Reo is a group of Government Ministers and members of Te Mātāwai board who govern Te Whare o te Reo Mauriora and identify issues of shared importance, opportunities and risks related to both Maihi. The membership includes six members of Te Mātāwai board and the Minister for Māori Development

as well as Ministers from the portfolios of Local Government, Arts, Culture and Heritage, Crown-Māori Relations, Education, Tourism, State Services, Finance, and Broadcasting, Communications and Digital Media. Collectively we must also challenge policy and investment settings to increase value for whānau, hapū and iwi.

In addition to governance roles, Māori Television has the direct capacity to influence attitudes across the population, enabling audience engagement that effects societal change in attitudes of status and value of te reo Māori me ngā tikanga.

Māori Television also supports whānau, hapū, iwi and communities – through local content and ensuring their expressions of identity in programming such as regional kapa haka, waka ama, documentaries and interviews. This role contributes to the Maihi Māori vision and two high-level outcomes which focus on the use of the Māori language, planning and awareness.

Working with partners is one of Māori Television's core focus areas in recognition of the importance and potential of growing our relationships. By working with partners across this sector and te ao Māori, Māori Television can increase our collective impact to revitalise te reo me ngā tikanga Māori.



**MANA ĀRAHI**

Ko te mana ārahi o Whakaata Māori ko Te Rūnanga o Whakaata Māori (Te Rūnanga), tētahi poari tokowhitu ōna Kaitiaki. Tokotoru ka kopoua tahitia e Te Minita Whanaketanga Māori me Te Minita Pūtea, ko ētahi kaitiaki tokowhā ka kopoua e Te Mātāwai. Kei Te Rūnanga te kawenga ki te whakarite i te ahunga rautaki me te tiroiro i ngā whakahaerenga o te whakahaere, e rite tonu ana tā rātou hui ki te aroturuki i te ahu whakamua me te ū ki āna kaupapa here.

Ina hiahiatia, ka kōrero tahi Te Rūnanga ki Te Minita Whanaketanga Māori, ki Te Minita Pūtea me ngā Hoa-Toihau o Te Mātāwai, mā Te Mātāwai, i mua i te whakatau take. Ka uru atu ki tēnei te pūrongorongo ki ngā Minita me ngā Hoa-Toihau o Te Mātāwai. E rua ngā komiti pūmau – te komiti Taiutu me te komiti Tūraru. E tiakina ana anō tētahi rēhita pānga mō ngā mema katoa o Te Rūnanga.

**TAHA WHAKAHAERE**

Ka tāpaea te pūrongo a te Tāhuhu Rangapū ki Te Rūnanga mō te taha whakahaere o Whakaata Māori tae atu ki te pūrongo i ngā tono nui taha pūtea, te taha tūraru me te taha pūtea. Ko tā te Tāhuhu Rangapū anō he whakahaere, he whakaatu tūraru mā roto i te komiti Tūraru.

161 ngā kaimahi kei roto o Whakaata Māori tae atu ki Te Pae Urungi, e arahina ana e te Tāhuhu Rangapū. Ko tā Te Pae Urungi he tautoko i te Tāhuhu Rangapū ki te taha whakahaere, kei a rātou hoki te kawenga whānui mō ngā takiwā mahi kua tohua: te Kawepūrongo, te Reo me te Ahurea, ngā Kaupapa, te Tangata, te Pūtea, te Hangarau me te Taha Whakahaere me te Torotoro ki te Apataki.

**Governance**

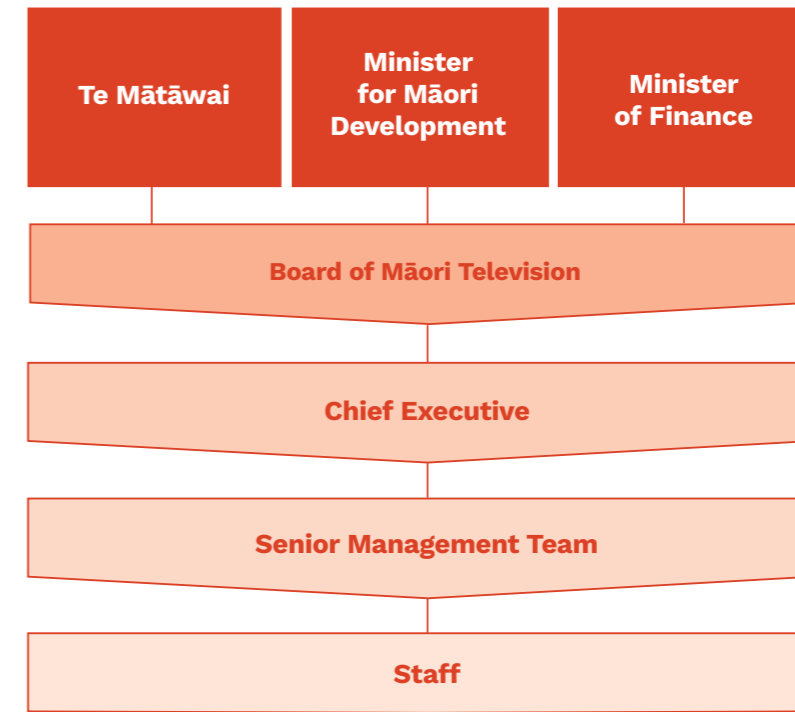
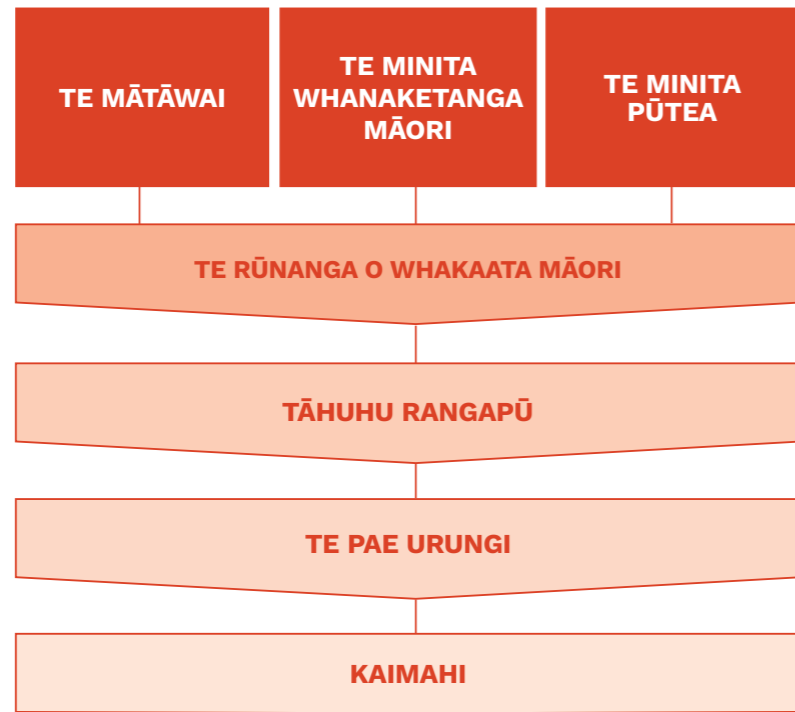
Māori Television is governed by Te Rūnanga o Whakaata Māori (Te Rūnanga), a Board of seven non-executive directors (Kaitiaki). Three are appointed jointly by the Minister for Māori Development and the Minister of Finance while the Board of Te Mātāwai appoints four directors. Te Rūnanga is responsible for setting the strategic direction and oversees the operations of the organisation, holding regular meetings to monitor progress and compliance with its policies.

Where required, Te Rūnanga will consult with the Minister for Māori Development, Minister of Finance and the Co-Chairs of Te Mātāwai, on behalf of Te Mātāwai, before making decisions. This will also include reporting to the Ministers and the Co-Chairs of Te Mātāwai. There are two standing committees – Remuneration, and Audit and Risk. A conflicts of interest register is maintained for all members of Te Rūnanga.

**Management**

The Tāhuhu Rangapū (Chief Executive) reports to Te Rūnanga on the operations of Māori Television including reporting on any key funding requirements, risks and budget. The Tāhuhu Rangapū manages and reports risks through to the Audit and Risk committee.

There are 161 staff within Māori Television including a senior management team, Te Pae Urungi, led by the Tāhuhu Rangapū. Te Pae Urungi supports the Tāhuhu Rangapū in managing operations and has overall responsibility for designated work areas: News and Current Affairs, Language and Culture, Content, People, Finance, Technology and Operations and Audience Engagement.





# TŌ MĀTOU HOROPAKI

I whakatūria a Whakaata Māori hei āwhina ki te tiaki me te whakatairanga i te reo Māori me ngā tikanga ka noho nei hei ara e tautokona ai e te Karauna āna kawenga i raro i Te Tiriti o Waitangi i ngā mahi pāpāho. Mai i taua wā, kua hangaia e mātou tētahi whakahaere hiranga e kauanuanutia ana, e noho taonga ana.



Tekau mā whitu tau i muri iho, e tere ana te panoni o te ao pāpāho me te panoni tonu hoki o ngā hiahia me ngā tikanga mātaki a te apataki, engari tō mātou āhei ki te noho kakama tonu, ki te urutau tonu, e whakatinaia ana e te korekore o te pūtea me te rauemi. Hāunga ia tēnei, he whakakitenga tā Whakaata Māori mō te 25 tau, he anga putanga e kīia ana ko Te Huapae, he mahere pakari anō e whakaterea ai tō mātou horopaki mā te arotahi ki ētahi takiwā tūmahi matua, e kīia ana e mātou katoa ko Te Whanaketanga.

Ko ngā ara mahi kua poua e mātou ki roto ki Te Whanaketanga, i roto i te horopaki whānui kua takoto mai ki Te Huapae, e mārama ana te kītea whānuitia o tā mātou hei whakatutuki mā ngā kaimahi, mā te apataki me ō mātou āpiti. Ko tō mātou āhei ki te whakatutuki i ēnei me te roa o te wā e whāia ana, ka tohua e ngā pou tawhā pūtea e mahi nei mātou.

**Koia nei ētahi tūmahi matua i raro i Te Whanaketanga:**

- Te whakarite tonu i ngā pūnaha, ngā hanganga me ngā rauemi e whakahaere matihiko tuatahi ai mātou: te whai kia mārama mātou ki te tikanga o tēnei, tō mātou raukaha (te tangata, te hangarau, te taputapu me te tukanga), ngā tūmanako o tō mātou apataki, me te āta whai kia hāngai tonu mātou ki te ao Māori, ki roto anō i te ao Māori.
- Te mahi kia rite tūturu a Whakaata Māori mō āpōpō atu: te mahi kia ako tonu mātou me te para huarahi mahi hou, kia kakama tonu (ina hē, te ako me te urutau), ko te taunakitanga kei te pūtake, te whakamoamoā utu e hoki anō ai he haumitanga ki Te Huapae, me te āta whai kia tūturu tō mātou hangore e whai wāhi tonu ai mātou ki te hautū i te rāngai pāho Māori i roto i te wā
- Te arotahi ki te whakahaere putanga: te whai tonu kia toka ngā putanga o Te Huapae, me te noho haepapa ki te whakatutuki i aua putanga mā te ine me te whakarite mahere arotahi ki te putanga
- Te whakapakari kaimahi: mā te arotahi tonu ki te whakangungu, te whanake i a rātou, te whanake tonu i ngā reo, te whanake tonu i te whakahaere me te noho haepapa ki te whakatinana i ō mātou uara.

# Our Context

Māori Television was established to help protect and promote te reo Māori me ngā tikanga and is a way for the Crown to support its Te Tiriti o Waitangi commitments through broadcasting. We have since built a significant organisation that is respected and treasured.

Seventeen years on, the media landscape is rapidly changing with audience needs and viewing habits continuing to evolve while our ability to remain agile and adapt is constrained by funding and resources. However, Māori Television has a 25-year vision and outcomes framework, Te Huapae, and a strong plan in place to navigate through this context by focusing on key areas of activity, which we refer to collectively as Te Whanaketanga.

The workstreams we have established within Te Whanaketanga, within the broader context provided by Te Huapae, provide a clear overview of what we need to achieve for our staff, our audience and our partners. Our ability to achieve these and the time it will take will be determined by the financial parameters that we work within.

**Key activity under Te Whanaketanga includes:**

- Continuing to put in place the systems, structures and resources to be a digital-first organisation: being clear about what this means in practice, our capabilities (people, technology, tools and processes), our audience expectations, and ensuring we remain relevant to, and within, te ao Māori
- Ensuring Māori Television is fit for the future: making sure we build on our learnings and new ways of working, being agile (failing fast, learning and adapting), evidence-based, delivering cost efficiencies to reinvest into Te Huapae, and ensuring we hold flexibility to continue to play a leadership role with the Māori media sector over time
- Outcomes-management focus: continuing to embed Te Huapae outcomes, and accountability to achieve those outcomes through measurement and outcomes-focused planning
- Enabling our kaimahi: through a continued focus on training and development, ongoing reo development, organisational development and accountability to live our values.





## WHAKAPĀTARITANGA ME NGĀ TAKE

Ko te whakapātāritanga nui ki te whakatinana i tā mātou whakakitenga ko te korekore o te rauemi e wātea ana ki a Whakaata Māori. Kei te mārama te whakakitenga, te anga putanga me te mahere whakahaere, engari he maha ngā āhuatanga kei waho atu i a mātou kei te pākaha ki ngā painga ka taea e mātou. Koia nei ētahi take matua kei te kawē i ā mātou mahi:

### • Takarepa o te pūtea

Kei mua tonu i te aroaro o Whakaata Māori ētahi whakapātāritanga taha pūtea. Kāore anō i piki tā mātou pūtea whakahaere mai i te tau 2008. I runga i te nekehanga o te Kuputohu Utu Kiritaki mai i te tau 2008, e whakatau tata ana mātou e \$4.2 miriona te takarepa o te whakawhiwhinga ki a Whakaata Māori i tērā i matapaetia i te tau 2008. Ko te nuinga atu o tā mātou tūāpapa utu e whakapaua ana ki ngā utu pāpāho, ki te matihiko me te kaimahi ka piki nei i ia tau. Ahakoa tā mātou whakatutuki kaupapa maha tonu me te penapena pūtea anō, nā te whakatinaia o te pūtea ki a mātou i korekore ai tō mātou āhei ki te whakapau pūtea ki ā mātou hanganga kia kore ai e neha noa. Mā te pūtea rangitahi i tukua mai hei whakamauru i ngā pēhitanga o te wā e taea ai e mātou ngā momo mahi o Te Whanaketanga te āta kōkiri i tēnei tau.

### • Pikirua o te rāngai

Kei te pai ki a Whakaata Māori ngā panonitanga e whakaarotia ana i raro i te Nekehanga o te Rāngai Pāpāho Māori ka āta whai nei kia rite tō mātou rāngai ki te hono ki tō mātou apataki me te whakatutuki i ā mātou putanga tahi. E arahina ana mātou e te whakakitenga a te Kāwanatanga ki te waihanga i tētahi hapori pāpāho mahi ngātahi whai pūkenga hei whakatairanga, hei whakatauiria ake i te whakamahia o te reo Māori me ngā tikanga, hei whakatairanga i ao Māori, hei pāho anō i ngā kōrero o te ao Māori hei tā te Māori kōrero. Heoi, kei te whakaaroaro tonu te Kāwanatanga ki āna kōwhiringa, ka mutu, nā tēnei pikirua i te rāngai kua hē kē atu ngā whakapātāritanga taha pūtea kei te aroaro o te whakahaere.

Ka haere tonu tā mātou taunaki kia whai tikanga te haumitanga, kia tupu tonu ai tō mātou raukaha me ō mātou pūkenga.

### • Panonitanga taha hangarau, taha hanganga

Me mātua noho mai te hanganga me ngā pūkenga matihiko e tika ana e kaha ake ai te mahi ngātahi puta noa i te rāngai pāpāho Māori, me te whakatairanga i tētahi ahurea ka tautoko i tētahi kāhui kaimahi kōrero Māori tae atu ki te whāinga whānui kia kōrero Māori te motu. E whakaratoa ana e Whakaata Māori te kaupapa mō te paepāho maha tonu ka taea te toro utu kore atu i te pouaka whakaata, i te paetukutuku, i te taipānga waea pūkoro me te arapāho porī. I te tere o te panonitanga kua kaha kē atu te pēhitanga mai kia rite ngā hangarau mō ēnei rā kia rite ai ki ngā tūmanako o te apataki. Katoa ēnei āhuatanga kei te para huarahi hou ki te waihanga me te pāho kaupapa engari kia rite anō ngā haumitanga ki te taha hangarau me ngā hiahia o te apataki.

### • Te ora ake i muri o te COVID-19

Kei te pikirua tonu ngā pākahatanga o te COVID-19. Kua iti iho te moni e wātea ana mō te whakatairanga me te haumitanga, kua pikirua anō te taha whakahaere i hua mai nei i te panonitanga o ngā taumata mataara me te panoni tahi anō o ngā ngā hiahia o te apataki. Ko te orange o ā mātou kaimahi ka noho tōmua tonu i tā mātou i akoako ai i te herea ki te kāinga; kua piki haere hoki ngā āhuatanga panoni-hapori e tonoa ai te whai tikanga, te rurukuhia o ngā whakaritenga, o te whakamāuru me te whai orange o tō mātou whakahaere katoa. Mārama ana te whakaatu a Whakaata Māori i tōna kaha ki te kawē ake i te mānuka ka kawē ai i te mahi nui mā te Kāwantanga me te apataki Māori i te wā o te mate urutā nei. Otirā, me whai tonu mātou kia pakari tonu, kia kaha tonu te whakahaeretia o ā mātou pakihi, ka mutu, me piki ake ngā haumitanga kia whai tikanga ai tā mātou urupare ki te pākaha tonu mai a te COVID-19.

## Challenges and issues

The ultimate challenge to realising our vision is the limited resources available to Māori Television. We have a clear vision, outcomes framework and operating plan but the impact we can have is dependent on a number of external factors. Key matters influencing our operations include:

### • Funding deficit

Māori Television continues to face significant funding challenges. We have had no increase in operational funding since 2008. Based on Consumer Price Index movements since 2008, we estimate that Māori Television receives \$4.2 million less funding than what was envisaged in 2008. The majority of our cost base is made up of transmission, digital and personnel costs which increase every year. While we have delivered a number of cost saving initiatives, funding constraints have meant our ability to invest in future-proofing our infrastructure has been limited. The short term cost pressure support will allow us to progress priority workstreams in Te Whanaketanga for this year.

### • Sector uncertainty

Māori Television welcomes the changes proposed under the Māori Media Sector Shift that will ensure our sector is fit-for-purpose to connect with our audience and achieve our collective outcomes. We are guided by the Government's vision to create a collaborative and capable Māori media community that promotes and demonstrates the use of te reo Māori me ngā tikanga, promotes te ao Māori, and tells Māori stories in Māori ways. However, the Government is still considering its options and this uncertainty in the sector has further compounded the funding challenges we face as an organisation. We will continue to advocate for meaningful investment in order to continue to grow our capacity and capability.

### • Technology and infrastructure changes

The right infrastructure and digital capability is essential to achieving increased collaboration across the Māori media sector, and to promote a culture that supports a reo Māori-speaking workforce as well as the wider goal of a reo Māori-speaking nation. Māori Television provides content that is platform agnostic and freely accessed across television, website, mobile applications and social media. The rapid pace of change places further demands on our need to stay up-to-date with technology as well as audience expectations. All these factors present new opportunities to create and share content but investment must keep pace with technology and audience preferences.

### • Post COVID-19 recovery

The ongoing impact of COVID-19 remains uncertain. There is less money available for marketing and investment, operating uncertainty caused by changes in alert levels and corresponding changes in audience needs. The wellbeing of our kaimahi remains a high priority after the lessons learnt through lockdowns; incidences of community-altering events have also been increasing and require organised and coordinated preparation, mitigation and recovery efforts across our entire organisation. Māori Television demonstrated a clear ability to step up and play a crucial role for both the Government and Māori audiences during this crisis. At the same time, we need to ensure our business operations remain robust and resilient, and increased investment is required to ensure we can continue to effectively respond to ongoing COVID-19 impacts.

E tipu e rea mo ngā...



# KŌRERO WHAKATUTUKI MAHI

E arotahi ana a Whakaata Māori ki te whakatutuki putanga me te pā whānui ki te pāpori.

I te tau 2018, ka whai a Whakaata Māori i tētahi tūāoma hou o tana haerenga. I whanaketia e mātou Te Huapae, tā mātou whakakitenga mō te 25 tau me tētahi anga putanga, e maheretia ai tētahi huarahi e noho ai mātou hei whakahaere arotahi ki te putanga, e tino tika ai tā mātou whakatutuki i tā mātou kaupapa.

I te pūtake o tēnei nekehanga ko te tupu tonu o te whakaae a te ao me te mōhio anō ko te panonitanga pāpori, pērā tonu i tā mātou kaupapa whakarauora reo, me whai kē ko tētahi raupapa e iti ai te neke o te whanonga, me te aha, i roto i te wā kua hua mai ngā panonitanga e hiahia kite ana mātou.

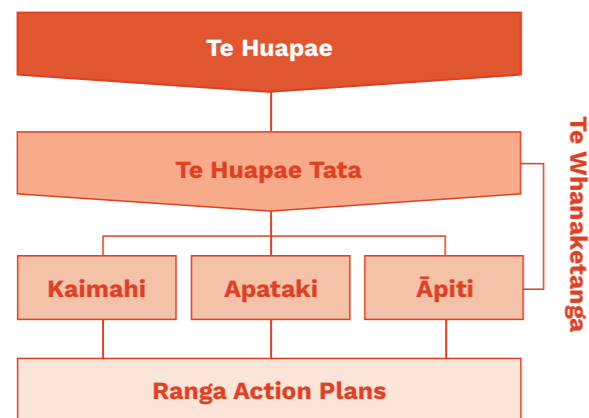
I arahina te whanaketanga o Te Huapae e te tirohanga a te ao Māori e mōhio nei ki te kaha o te iti o te neke i roto i te wā, i arahina nei e ngā kōrero Māori mō te orokohanganga o te ao, arā, i neke atu i te kore, ki te pō, kia puta ki te ao mārama. Atu i te korekore o te torotoro me te pito mata kāore anō i eke (te kore) ki te noho 'mōhio', te 'mārama ake' (te pō) ki te noho mātau (te awatea), me te rite anō o te tauira KoPa ka ine nei i te nekehanga o te whakarauorahia o te reo Māori.

E kia ana e mātou ngā nekehanga nei ko ngā putanga, ko tā tēnā me tēnā putanga he āwhina i a mātou ki te koke ki tētahi atu, otirā ki te whakatutuki i tā mātou whakakitenga o te 'Tōnui o ngāi Māori katoa'. Ka maheretia te haerenga nei mā te whai i tētahi ariā

mō te panoni whakaaro - e tautuhia ai tētahi raupapa takahanga iti me te hanga taiao mai a tēnā e angitu ai tō muri iho. Kāore tēnei tukanga o te tupu, te panoni me te noho mātau e tū pateko, engari ka whakapāpā tonu, ka ako tonu, ka arotakea tonuhia.

<b>Whakatutukinga</b>	Ngā mahi me mātua tutuki i te ratonga (arā, te tokomaha o te apataki ngā haora rānei o te kaupapa)
<b>Putanga</b>	Ngā painga ka hua mai i ngā tūmahi ngā whakatutukinga rānei (arā, ngā hua o te mātaki i ā mātou kaupapa)
<b>Inenga putanga</b>	Te tukanga o te mārama mēnā e whai hua ana ngā tūmahi, e pēhea ana hoki te nui o aua hua; ka puta he raraunga i te inenga o ngā putanga
<b>Whakahaerenga putanga</b>	Ka mahia ngā raraunga e hua mai ai he kitenga tōmua; te tukanga whānui ka haere tonu o te whakamahi kitenga tōmua ki te ārahi i ngā whakataunga me ngā tūmahi

Kua takoto mai ki Te Huapae ngā putanga 17 me tutuki i a mātou i roto i te pae tata me te pae tawhiti ki te whakatutuki i tā mātou whakakitenga. Ko tā mātou mahere rautaki mō te rima tau, Te Huapae Tata, e arotahi ana ki ngā putanga 9 ka whai mātou ki te whakatutuki atu i te 2021 ki te 2024, kua kōrerohia nei i ētahi tānga o mua atu i te taha o ā mātou inenga putanga. Ko ēnei putanga, ko te āhua o tā mātou whakatinana me te āhua o tā mātou ine, ka āta whakamāramahia i tēnei wāhanga ā-taihoa ake nei.



# Our Performance Story

Māori Television is focused on achieving outcomes and broader social impact

In 2018, Māori Television began a new stage of its journey. We developed Te Huapae, our 25-year vision and outcomes framework, charting a course to become an outcomes-focused organisation to most effectively achieve our kaupapa.

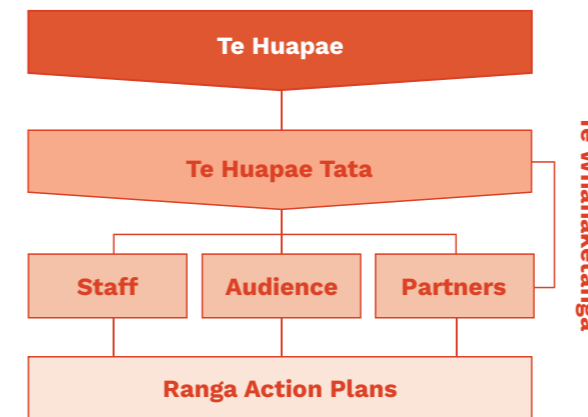
This shift was based on growing global recognition and insight that social change, like our language revitalisation kaupapa, requires a series of smaller shifts in behaviour that over time result in the change we want to see.

Our development of Te Huapae was guided by a te ao Māori worldview that recognises the power of small shifts over time, informed by Māori creation states moving from nothing to darkness to the world of light. From a state of limited engagement and unrealised potential (kore) to a state of 'knowing' or 'increased awareness' (pō) to a state of enlightenment (awatea), consistent too with the KoPa model that measures shifts in Māori language revitalisation.

We refer to these shifts as outcomes, with each outcome helping us progress towards the next and ultimately to achieve our vision of 'all Māori are thriving'. We chart this journey by applying a theory

of change logic – identifying a series of smaller steps that each create the conditions for the next to succeed. This process of growth, transformation and enlightenment is not static but is one of continuous interaction, learning and review.

<b>Outputs</b>	The direct deliverables of a service (i.e. audience numbers or content hours)
<b>Outcomes</b>	The things that result from activities or outputs (i.e. the consequences of watching our content)
<b>Outcomes measurement</b>	The process of understanding if, and how much, activities lead to outcomes; outcomes measurement produces data
<b>Outcomes management</b>	Uses data to produce insights; the broader continuous process of using insights to inform decision-making and activity



Te Huapae sets out the 17 outcomes we need to achieve over the immediate, medium and long-term to achieve our vision. Our five-year strategic plan, Te Huapae Tata, focuses on the nine outcomes we will look to achieve from 2021 to 2024, which have been shared in previous documents alongside our output measures. These outcomes, how we will achieve them and how we will measure those achievements are explained in detail later in this section.



**Kua panonitia te āhua o tā mātou whakarite, whakahaere, ine anō e kaha ake ai te pānga**

Ko te tikanga o te whakahaere putanga ko te tautuhi i ngā takiwā arotahinga o te whakahaere, ka ine ai i ngā whakatutukinga ki ērā, me te whakahaere anō i te whakahaere kia whai ai i aua takiwā arotahi me aua inenga. Mā tēnei mahi e noho mai ai ngā kōrero tika hei urupare atu e pai ake ai ngā whakataunga. E whakaatatia ana tēnei huarahi i tā mātou huinga mahere whakahaere e mārama ai te tirohanga whāroa, e whakaritea ai ngā rauemi me te whakatakoto tikanga nahanaha ki te ine i te whakatinanatanga o ā mātou putanga. Ko ngā huanga matua o te whai i te tikanga arotahi ki te putanga ko:

**• Te tautoko āpiti e kaha ake ai te pāpātanga**

E whāia tahitia ana tā mātou kaupapa e ngā āpiti katoa e mahi ana ki Te Whare o te Reo Mauriora ki te whakatinana i ngā rautaki a te Maihi Karauna me te Maihi Māori; mā te mahi ngātahi, kua kaha ake te pāpātanga ka puta. Mā te noho mārama tahi ki ngā pāpātanga o ā mātou mahi, ko ēhea ngā mea ka kawekawe nui ana, kei hea ngā painga nui katoa, kua whai painga ake te mahi ngātahi e kaha ake ai te arotahi ki te ine i ngā mea e tino whai tikanga ana.

**• Te toitū, te whakatupu rānei i te pūtea**

Mā te āhei ki te whakaatu pāpātanga whai painga mauroa e tāpaea ai tētahi pae ki te whakapakari hononga whai tikanga pūataata ki te hunga tuku pūtea o tēnei wā o āpōpō atu hoki. E mōhio ana mātou kei te huri te āhua o te whāngai pūtea ki ngā mahi e whai ana ki te panoni pāpori pērā i ngā mahi whakarauora i te reo Māori i te taha o te maea ake o ngā mahi pērā i te tonono mahi pāpori me te haumi whakapāpātanga e tika nei kia inea ngā pāpātanga.

**• Te ngākau auaha me te rite mō āpōpō atu**

Mā te whakatupu mātauranga mō ngā mea whai painga, ka mutu, he aha i whai painga ai, kua pai te whai a Whakaata Māori i te ara auaha e kaha ake ai te pāpātanga o tā mātou i mahi ai e angitu ai tā mātou urutau ki ngā panonitanga.



**• Te whakataetae tonu, te noho hāngai tonu**

Mā te noho mārama tonu ki ngā pāpātanga o ā mātou mahi e pai ake ai tā mātou urupare ki ngā hiahia o te apataki me te whakapai ake i tā mātou e pāho ana ki te apataki e arotahitia ana. Mā konei e arotahi tūturu ai, e āia ai mātou e te whāinga matua o taua mahi: te tautoko i te whakarauoratanga o te reo Māori.

Ko tō mātou huarahi atu ki te noho hei whakahaere e aro tūturu ana ki te putanga ka takahia mō ētahi tau nei. Me rerekē anō te āhua o tā mātou whakariterite i ā mātou mahi, ngā kaupapa tōmua me te ine i ā mātou mahi, ka whakamahi ai i aua mōhioranga ki te waihanga ahurea kua poua atu ngā tikanga aro ki te putanga ki ngā āhuatanga katoa o ā mātou mahi. Kei raro iho nei ngā kōrero whāiti mō ngā tūāoma o te haerenga<sup>1</sup>:

**We have changed how we plan, manage and measure for greater impact**

Managing to outcomes means defining organisational focus areas, measuring performance against those, and managing the organisation in line with those focus areas and measures. Doing this means that we have the right information to respond and make better decisions. This approach is reflected in our set of organisational plans to give clear line of sight, direct our resources and provide a systematic method to measuring how our outcomes are being achieved. The key benefits of taking an outcomes-focused approach are:

**• Supporting partnerships for greater impact**

Our kaupapa is shared by all partners working across Te Whare o te Reo Mauriora in the delivery of the Maihi Karauna and Maihi Māori strategies; by working together, we can achieve greater impact. Having a shared understanding of the impact of our work, what is most effective and where we can achieve the most, will enable more effective collaboration and an increasing focus on measuring the things that matters most.

**• Sustaining or growing funding**

Being able to demonstrate meaningful and lasting impact provides a platform to build more meaningful and transparent relationships with both current and future funders. We recognise that the nature of funding social change such as te reo Māori revitalisation activity is evolving with emerging practice including social procurement and impact investment requiring measurable impact.

**• Being innovative and future-ready**

By building knowledge about what works and, importantly, why it works, Māori Television is able to innovate to increase the impact of what we are doing and to prepare to adapt to changes successfully.



**• Staying competitive and relevant**

Understanding the impact of our work enables us to better respond to audience needs and improve what we are delivering to our target audience. It ensures that we remain focused on and driven by the core purpose of that work: supporting Māori language revitalisation. Our journey towards being a truly outcomes-focused organisation will take place over several years. It requires us to make changes in the way we plan, prioritise and measure our work and then use those insights to build a culture that has outcomes-focused practice embedded in every aspect of what we do. The stages of this journey are detailed below<sup>2</sup>:

<b>Te mōhio e tika ana kia panoni</b>	Te tautuhi a Te Rūnanga me Te Pae Urungī i te ara e whakapikihia ai te pāpātanga o ā mātou mahi ka ā haere i te panonitanga
<b>Te mārama he aha ai me he aha</b>	Te mārama ki te take me ngā putanga, te tautuhi ariā mō te panoni whakaaro; te waihanga i Te Huapae, me te pou atu i ngā putanga ki ngā mahere katoa o te whakahaere; te whakapakari i te noho mārama o ngā kaimahi
<b>Te whakamahi i te inenga me ngā raraunga</b>	Te whanake i ngā inenga me ngā waitohu; te pou atu i ngā tikanga ine putanga; te pou i ngā inenga ki te hoahoa whakarato
<b>Te whakahaere ki te tikanga putanga</b>	Te aromātai tonu; te whakahaere me te whakatau i runga i te mōhio tōmua; te ahurea arotahi ki te putanga

<sup>1</sup>Kua urutautia te pikitia whakaari mai i te Social Ventures Australia

<b>Recognising the need to change</b>	Te Rūnanga and Te Pae Urungī identify opportunity to increase the impact of our work and drive change
<b>Understanding the why and what</b>	Clarity of purpose and outcomes; defining theory of change logic; creating Te Huapae and embedding outcomes into all organisational plans; building staff understanding
<b>Harnessing measurement and data</b>	Developing metrics and indicators; embedding outcomes measurement practice; measures embedded in service design
<b>Managing outcomes practice</b>	Continuous evaluation; insight-driven management and decision-making; outcomes-focused culture

<sup>2</sup>Illustration adapted from Social Ventures Australia





Kei te pai te kokenga, kua tautuhia te matea kia rerekē ake, e toro ana ki ngā kaimahi i te haerenga, te whanake i te rautaki me te anga putanga e tika ana hei ārahi i a mātou, me te pou atu i ērā ki ā mātou mahere o te whakahaere ki ngā taumata katoa.

**WAITOHU**

Ka whakamahia e Whakaata Māori ētahi momo waitohu hei whaiwhai haere i tā mātou kokenga ki tēnā, ki tēnā putanga; ko te nuinga atu o ēnei ka whakamahia hei ārahi i ngā mahere me ngā whakahaerenga, ka mutu, ko ētahi iti nei ka āta pūrongoia. Kua takoto te kōrero i tā mātou Tauāki Whakamaunga Atu o te 2020 – 2023, arā, e poua ana e mātou ētahi pae aronui mō ētahi o ā mātou waitohu o te tau pūtea 2020/21. Ka pūrongoia ēnei i tā mātou Pūrongo ā-Tau mō te tau 2020 – 2021 me te ārahi a ēnei i ngā inenga haere ake nei.

Ko tētahi o ngā whakapātaritanga ki te whakatinana pūrongo putanga whai take tonu, ko te whakarite me te pou i te tukanga e mārama ai mēnā e whai hua ana, e pēhea ana hoki te nui o ngā hua o ngā tūmahī e arahina ai ki ngā putanga. E taea ai tēnei me whaiwhai haere, me tātari te āhua o te panoni o te tangata i roto i te wā, ka mutu, he mahi rangahau tēnei kei te whanakehia tonuhia. Ki tā mātou titiro he huarahi hiranga tēnei ki te waihanga i tētahi anga ine pāpātanga e āta arotahi ana ki te whakarauoratanga o te reo Māori, e whai hua ai kua ko Whakaata Māori anahe, engari ko ētahi atu āpiti e mahi ana ki te whakatutuki i ngā rautaki Māori e rua. Kua uru atu ki ngā hōtaka tūāpapa matua mō Te Whare o te Reo Mauriora tētahi Anga mō te Aroturuki me te Aromatawai Ngātahi, tētahi Raupapa Rangahau Ngātahi me tētahi Mahere Raraunga Ngātahi.

We have already made good progress, identifying the need for the change, engaging kaimahi on the journey, developing the strategic and outcomes frameworks we need to guide us and embedding those in organisational plans at every level.

**Indicators**

Māori Television utilises a range of indicators to track our progress against each outcome; most of these are used to inform planning and management and a smaller number will be formally reported on. As noted in our Statement of Intent 2020 – 2023, we are establishing benchmarks for a number of our indicators in the 2020 – 2021 financial year. These will be reported on in our Annual Report 2020 – 2021 and used to inform our measurement going forward.

One of the challenges to achieve meaningful outcomes reporting is establishing and embedding the process of understanding if, and how much, activities lead to outcomes. This requires tracking and analysing how people are changing over time and is a field of research still very much in a developmental phase. We see this as a significant opportunity to create an impact measurement framework specifically focused on Māori language revitalisation which would benefit not only Māori Television but also other partners working to deliver both Maihi strategies. Key foundation projects for Te Whare o te Reo Mauriora have included a Joint Monitoring and Evaluation Framework, a Shared Research Agenda and a Shared Data Plan.





# TĀ MĀTOU ANGA PUTANGA ME NGĀ TAKIWĀ AROTAHI

I te whanaketanga o Te Huapae, ka tautuhi mātou ko te ara pai katoa ki te whakatinana i te kaupapa a Whakaata Māori ko te arotahi ki ētahi kāhui whai pānga matua e toru: ngā Kaimahi, ngā Āpiti me te Apataki. Mā te tautuhi i ētahi raupapa putanga i roto i te paepoto, te pae tūāroa me te pae tawhiti mō tēnā me tēnā kāhui e āhei ai mātou ki te mahere i tētahi huarahi mārama ki te whakatinana i tā mātou whakakitenga. Ko tā tēnei anō he whakarite i te anga mō ngā tūmahi hei mahi mā mātou i tēnā, i tēnā tūāhaere hei ārahi i ngā whakaritenga.

# Our Outcomes Framework and Focus Areas

When Te Huapae was developed, we identified that the best way to achieve Māori Television's kaupapa was to focus on three key stakeholder groups: Kaimahi (Staff), Āpiti (Partners) and Apataki (Audience). Identifying a series of outcomes over the short, medium and long-term for each of these groups enables us to map a clear pathway to achieving our vision. This, in turn, sets the framework for the activity we need to undertake at each stage to inform planning.



# KAIMAHI

E mōhio ana mātou ko ā mātou kaimahi ā mātou taonga nui katoa. Ka tīmata ki tō mātou whare tonu ā mātou mahi ki te whakatinana i tā mātou whakakitenga kia tōnui a ngāi Māori i tā rātou hono atu ki te ao Māori me ngā tikanga Māori, kia uaratia hoki te tirohanga Māori e te katoa o Aotearoa.

Ka pēnei mātou i tā mātou mahi tonu ki te waihanga i tētahi whakahaere kaupapa Māori e tōnui ana, e kauanuanutia ana, ka tautoko i ā mātou kaimahi ki te whatu i ō rātou ake hononga ki te reo me te ao Māori, me te whakatupu kaimahi pūkenga nui ka whai tikanga, ka whai painga ki te rāngai me te ao Māori.

## TAKE TŌMUA MATUA

### 1. Pupuri tonu

E puritia tonuhia, e whakapakarihia ai ngā kaimahi me tutuki ā-whare tonu ā mātou whāinga rautaki, āiane, āpōpō atu anō. Ka mahia tēnei mā te:

- Tautoko kaimahi ki te tautuhi i ā rātou whāinga reo me te hanga i ā rātou ake mahere reo
- Whakapiki ake i tō mātou aro ake ki te waiora o ngā kaimahi, me te rapu huarahi e tautoko tonuhia rātou i ngā pāpātanga o te COVID-19 e haere tonu nei, me ētahi atu wero taha whakahaere
- Whakahaere tonu i ngā tūmahi whakangungu, whakapakari, ka arotahi ai ki te whakatinana i ngā mahi whakangungu ahakoa ngā taumata noho mataara o te COVID-19, te tautoko tonu i te whanaketanga o ngā reo o ngā kaimahi reo me te whai a Te Whanaketanga ko te matihiko-tuatahi

### 2. Kimi kaimahi

Kia āta whai mātou ki te kukume mai, ki te whanake ake i te kaimahi whai pūkenga, kia eke ai ō rātou pūmanawa ki ēra e hiahia ana ki te whakatinana i ngā putanga o Te Huapae me Te Whare o te Reo Mauriora.

Ka mahia tēnei mā te:

- Whanake tonu me te pou i ngā tikanga kimi kaimahi hei tā te kaupapa Māori, ina koa mō te eke mai me te kōkahu mai
- Whakangungu me te tautoko i ngā kaiwhakahaere tuku mahi
- Whanake i tā mātou waitohu tuku mahi.



### 3. Whanaketanga whakahaere

Kia tūturu te noho mai o ngā hanganga, ngā tukanga me ngā kaimahi e hiahia ana mātou e hangaia ai tētahi whakahaere kaha, whakahaere kawenga tiketike, e rite ana mō ngā mahi whakatinana i ā mātou putanga o Te Huapae. Ka āwhina tēnei i a mātou ki te matapae me te whakariterite mō te panonitanga o ō mātou hiahia i roto i te wā, me te hanga taiao anō i roto o Whakaata Māori, puta noa i te rāngai me te ao Māori e hiahia ana mātou hei tautoko i te whakatutukitanga o ā mātou putanga. Ka mahia tēnei mā te:

- Whakangungu, te āta whanake kaimahi ka whakakaha ake i te whakamahia me te kounga o te reo Māori me ngā tikanga Māori, te kawepūrongo me te waihanga kaupapa
- Whanake me te whakaterere hōtaka whakaako tauira
- Arotahi ki te whakapakari kaimahi i roto i te wā roa mā te hanga ara mahi tarāwhare mārāma me te arotake, te whanake i tā mātou tukanga arotake mahi, a Whakamana
- Tautoko ara mahi matua o Te Whanaketanga pērā i te pou huarahi mahi matihiko-tuatahi, te kawē i ō mātou uara me te whakapakari pūkenga whakahaere
- Whanake i tētahi mahere rautaki mō te 3-5 tau hei ārahi i ngā whakaritenga o te whakahaere

# Staff

We recognise that our kaimahi are Māori Television's greatest asset. Work begins within our own whare to achieve our vision that Māori are thriving through their connection to te ao Māori, te reo Māori and tikanga Māori, and that all New Zealanders value Māori perspectives.

We do this by continuing to build a thriving, respected kaupapa Māori organisation that enables our kaimahi to build their own connection to te reo and te ao Māori and creates highly skilled staff that have a positive impact in the sector and te ao Māori.

## Key priorities

### 1. Retention

To retain and develop the kaimahi we need within our organisation to achieve our strategic goals, now and in the future. We will do this through:

- Supporting kaimahi to identify their reo goals and create their individual reo plan
- Increasing our focus on kaimahi wellbeing and looking at ways we can continue to support staff through the ongoing impacts of COVID-19 and our other operating challenges
- Continuing training and development activity with a focus on ensuring activity can be delivered regardless of COVID-19 alert levels, supporting ongoing kaimahi reo development and our Te Whanaketanga digital-first requirements.

### 2. Recruitment

To ensure that we are attracting and developing skilled kaimahi so they have the skills we need to achieve our Te Huapae and Te Whare o te Reo Mauriora outcomes. We will do this through:

- Further developing and embedding kaupapa Māori recruitment practice, particularly for onboarding and induction
- Providing training and support for hiring managers
- Developing our employment brand.



### 3. Organisational development

To ensure we have the structures, processes and kaimahi we need to create a strong and high-functioning organisation, fit-for-purpose to achieve our Te Huapae outcomes. This will help us predict and plan for our changing needs over time and create the environment inside Māori Television and across the sector and te ao Māori that we need to support the achievement of our outcomes. We will do this through:

- Dedicated training and development for kaimahi that strengthens the use and quality of te reo Māori and tikanga Māori, journalism and content production
- Developing and launching an internship programme
- Focusing on staff development over the longer term through building clear internal career pathways and reviewing and developing our Whakamana performance review processes
- Supporting key Te Whanaketanga workstreams such as embedding digital-first ways of working, living our values and building organisational capability
- Developing three to five-year strategic plans to inform organisational planning.



## KA TAUTOKO NGĀ TAKE TŌMUA ME NGĀ MAHI NEI I TE EKENGA O NGĀ PUTANGA I RARO NEI:

### 1.1 Kia tōnui te reo Māori hei reo matua mō ia rā mō ngā kaimahi

He aha i hiranga ai?	Putanga o āpōpō atu ka tautokohia?	Ngā mahi ka tautoko i tēnei?	Waitohu?
Kia whāia haerehia te āhua o te koke a Whakaata Māori ā-whakahaere nei me āna tāpaenga ki Te Whare o te Reo Mauriora. Mā te whakapiki i te taumata o te reo Māori e whakamahia ana me te matatautanga o roto o Whakaata Māori ka whai painga tēnei ki ngā kaupapa me ētahi atu mahi e mahia ana e mātou ki te tautoko i ētahi atu i tō rātou ara ki te reo	<ul style="list-style-type: none"> <li>Ka whakaohoho mātou i ētahi atu whakahaere ki te pou mahere mō te reo me ngā tikanga Māori ki ō rātou wāhi mahi</li> <li>Ka whanaketia, ka whakatupuhia e mātou te kaimahi whai pūmanawa ka whai tikanga ki tētahi rāngai pāpāho tōnui e uara ana i te reo me ngā tikanga Māori</li> </ul>	<ul style="list-style-type: none"> <li>Te tūmahi me te akoranga reo Māori mā te kaimahi</li> <li>Ka whakamahia te reo Māori hei reo matua mō ngā mahi auau pērā i te karakia me te pānui kaimahi</li> </ul>	<ul style="list-style-type: none"> <li>Te ōrau o ngā kaimahi whakamahi i te reo Māori i ia rā i te mahi</li> </ul> <p><b>Te āhua o te ine i tēnei?</b></p> <ul style="list-style-type: none"> <li>Rangahautanga ā-Tau mō te Whai Wāhi atu a te Kaimahi</li> </ul>

#### HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI MĀORI ME TE MAIHI KARAUNA:

**1 miriona**

te hunga o Aotearoa e āhei ana ki te kōrero mō te take māmā ki te reo Māori hei te 2040

**1 miriona**

neke atu te hunga e whakamahi ana i te reo Māori i ngā takiwā rumaki o te hāpori hei te 2040

### 1.2 E tutuki ana ngā whāinga mō te reo Māori a ngā kaimahi

He aha i hiranga ai?	Putanga o āpōpō atu ka tautokohia?	Ngā mahi ka tautoko i tēnei?	Waitohu?
Kia whāia haerehia te neke-katau a Whakaata Māori ā-whakahaere nei e whai painga ai Te Whare o te Reo Mauriora. Mā te whakapiki i te taumata o te reo Māori e whakamahia ana me te matatautanga o roto o Whakaata Māori ka whai painga tēnei ki ngā kaupapa me ētahi atu mahi e mahia ana e mātou ki te tautoko i ētahi atu i tō rātou ara ki te reo	<ul style="list-style-type: none"> <li>Ka whakaohoho mātou i ētahi atu whakahaere ki te pou mahere mō te reo me ngā tikanga Māori ki ō rātou wāhi mahi</li> <li>Ka whanaketia, ka whakatupuhia e mātou te kaimahi whai pūmanawa ka whai tikanga ki tētahi rāngai pāpāho tōnui e uara ana i te reo me ngā tikanga Māori</li> </ul>	<ul style="list-style-type: none"> <li>Te tautoko i te tautuhi a te kaimahi i ētahi ara ako hei wāhanga o Whakamana, tā mātou tukanga arotake ā-tau</li> <li>Te pou huarahi mō te whakapakari kaimahi i roto i te BAU (arā, te rārangī ingoa takahuri mō te whakahaere karakia; te whai wāhi atu ki te kura whakarauora)</li> </ul>	<ul style="list-style-type: none"> <li>Te ōrau o te kaimahi ka tutuki i a ia tētahi whāinga reo Māori kotahi neke atu rānei</li> <li>Te neke katau a te kaimahi i te tauira o KoPA kia kaha ake ai te whakamahi i te reo Māori</li> </ul> <p><b>Te āhua o te ine i tēnei?</b></p> <ul style="list-style-type: none"> <li>Haurapa Whāinga Reo</li> </ul>

#### HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI MĀORI ME TE MAIHI KARAUNA:

**1 miriona**

te hunga o Aotearoa e āhei ana ki te kōrero mō te take māmā ki te reo Māori hei te 2040

**1 miriona**

neke atu te hunga e whakamahi ana i te reo Māori i ngā takiwā rumaki o te hāpori hei te 2040

**150,000**

te hunga Māori ko te reo Māori tō rātou reo kōrero matua hei te 2040

## These priorities and activities support the achievement of the outcomes below:

### 1.1 Te reo Māori flourishes as a primary language of day-to-day use amongst kaimahi

Why is it important?	Future outcomes it enables?	Activities that support this?	Indicator?
<p>To track how Māori Television is progressing as an organisation contributing to Te Whare o te Reo Mauriora</p> <p>Raising the level of reo Māori use and competency within Māori Television will have a positive flow-on effect for content and other activities we engage in to support the reo Māori journeys of others</p>	<ul style="list-style-type: none"> <li>We inspire other organisations to embed te reo me ngā tikanga Māori planning in their workplace</li> <li>We develop and grow talented kaimahi who contribute to a thriving media sector that values te reo me ngā tikanga Māori</li> </ul>	<ul style="list-style-type: none"> <li>Staff reo Māori activities and lessons</li> <li>Te reo Māori is the primary language for regular activities such as karakia and staff pānui</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of staff who use te reo Māori every day at work</li> </ul> <p><b>How we measure it?</b></p> <ul style="list-style-type: none"> <li>Annual Kaimahi Engagement Survey</li> </ul>

#### Maihi Māori and Maihi Karauna goals contributed to:

**1 million**

New Zealanders can talk about basic things in te reo Māori by 2040

**1 million**

or more people will be using te reo Māori in community immersion domains by 2040

### 1.2 Staff are meeting their te reo Māori goals

Why is it important?	Future outcomes it enables?	Activities that support this?	Indicator?
<p>To track that Māori Television right-shifts as an organisation contributing to Te Whare o te Reo Mauriora</p> <p>Raising the level of reo Māori use and competency within Māori Television will have a positive flow-on effect for content and other activities we engage in to support the reo Māori journeys of others</p>	<ul style="list-style-type: none"> <li>We inspire other organisations to embed te reo me ngā tikanga Māori planning in their workplace</li> <li>We develop and grow talented kaimahi who contribute to a thriving media sector that values te reo me ngā tikanga Māori</li> </ul>	<ul style="list-style-type: none"> <li>Supporting staff to identify learning opportunities as part of annual performance review process, Whakamana</li> <li>Embedding opportunities for staff development as part of BAU (i.e. rotating roster to host karakia; participation in kura whakarauora)</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of staff who achieve at least one te reo Māori goal</li> <li>Staff right shift across KoPA model towards more active use of te reo Māori</li> </ul> <p><b>How we measure it?</b></p> <ul style="list-style-type: none"> <li>Reo Goals Tracker</li> </ul>

#### Maihi Māori and Maihi Karauna goals contributed to:

**1 million**

New Zealanders can talk about basic things in te reo Māori by 2040

**1 million**

or more people will be using te reo Māori in community immersion domains by 2040

**150,000**

Māori speak Māori as a primary language by 2040



### 1.3 He wāhi a Whakaata Māori e hiahia mahi ai te tangata tino papai

#### He aha i hiranga ai?

Mā te kukume mai me te pupuri tonu i te kaimahi papai e piki ake ai te kaha o Whakaata Māori ki te whakatutuki i ā mātou kaupapa

Mā te whakaatu he kaituku mahi ka kaingākauria te whakahaere kaupapa Māori kua poua atu nei te reo me ngā tikanga Māori hei wāhanga matua o tōna ahurea me te taha whakahaere, kua taunakitia te uara me ngā painga o tō tātou reo me tō tātou ahurea, kua whakatenatenahia ētahi atu kia pērā anō i roto i ō rātou whakahaere.

Ka mutu, mā te rahi ake o ngā whakahaere kaupapa Māori tōnui e ako ai, e whakatupuhia ai te kaihautū Māori mō āpōpō atu, kua whai painga te ao Māori katoa.

#### Putanga o āpōpō atu ka tautokohia?

- Ka whanaketia, ka whakatupuhia e mātou te kaimahi whai pūmanawa ka whai painga ki tētahi rāngai pāpāho tōnui e uara ana i te reo me ngā tikanga Māori
- Ka whakamanawa mātou i ētahi atu whakahaere ki te whakariterite kia poua atu te reo me ngā tikanga Māori ki ō rātou wāhi mahi

#### Ngā mahi ka tautoko i tēnei?

- Te whanake me te whakaterere hōtaka whakaako tauira
- Te whakatinana i te hōtaka mō te whakangungu me te whakapakari
- Te whakatinana i tētahi hōtaka waiora
- Te whanake kaupapa HR tikanga Māori
- Te mārama o ngā mahi me ngā haepapatanga a ngā kaimahi katoa mā roto i te Whakamana, tā mātou tukanga arotake mahi

#### Waitohu?

- Piro Toronga Kaimahi

#### Te āhua o te ine i tēnei?

- Rangahautanga ā-Tau mō te Whai Wāhi atu a te Kaimahi

### 1.3 Māori Television is a place where great people want to work

#### Why is it important?

Attracting and retaining great staff increases Māori Television's ability to achieve its kaupapa

By demonstrating that a kaupapa Māori organisation – with te reo me ngā tikanga Māori embedded as a fundamental part of culture and operations – is highly sought after as an employer, then we reinforce value and benefit of our language and culture and encourage others to do the same within their organisations

This leads to more thriving kaupapa Māori organisations where future leaders can learn and grow benefiting all of te ao Māori

#### Future outcomes it enables?

- We develop and grow talented kaimahi who contribute to a thriving media sector that values te reo me ngā tikanga Māori
- We inspire other organisations to embed te reo me ngā tikanga Māori planning in their workplaces

#### Activities that support this?

- Develop and launch internship programme
- Implementation of training and development programme
- Implementation of wellness programme
- Development of kaupapa Māori human resources practice
- Clarity of role and accountabilities for all kaimahi through performance review process, Whakamana

#### Indicator?

- Kaimahi Engagement Score

#### How we measure it?

- Annual Kaimahi Engagement Survey

Maihi Karauna goals contributed to:

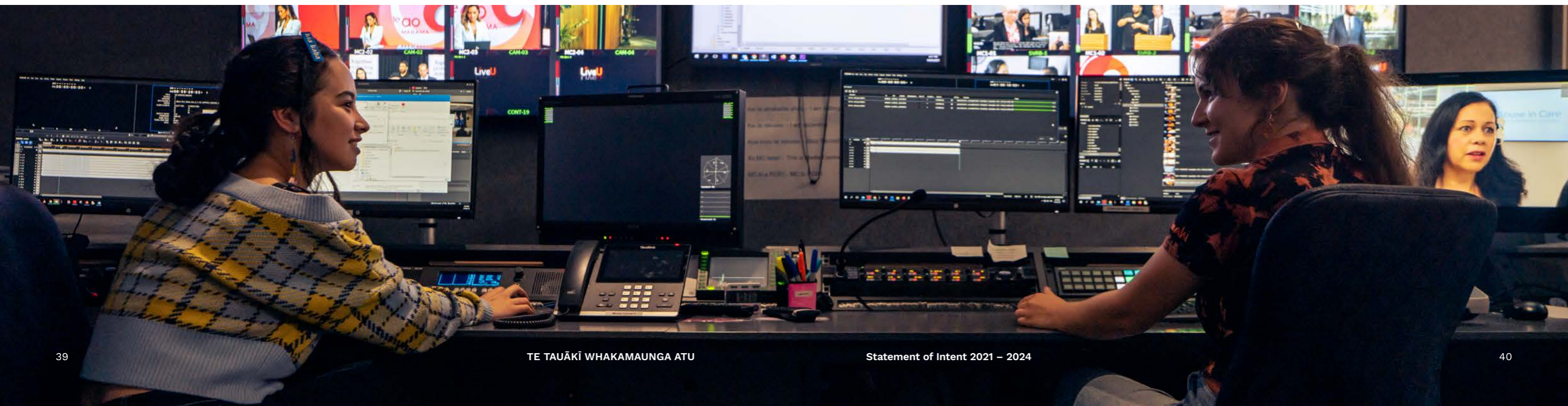
## Aotearoa New Zealand

values te reo Māori as a key element of national identity by 2040

HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI KARAUNA:

## E uaratia ana e Aotearoa

te reo Māori hei āhuatanga matua o te tuakiri ā-motu hei te 2040





# ĀPITI

Mā te mahi ngātahi e eke ai ngā pāpātanga e hiahia ana mātou ki te whakatutuki. Mahi ai mātou ki te taha o ō mātou āpiti o roto i Te Whare o te Reo Mauriora ki te whakarauora tahi i te reo me ngā tikanga Māori, nō reira e mārama ana mātou he mea nui whakaharahara te whanake hononga e kaha ana, e whai tikanga ana ki tō mātou angitu.

E taea ai tēnei, ka tautokohia, ka manaakihia ō mātou āpiti ki te whakatutuki i ā rātou ake rautaki whakarauora mā te waihanga taiao tautoko e tōnui ai te reo me ngā tikanga Māori me te whakarato kaupapa hoki ka mātākihia, ka whakangahau, ka whakamanawa, ka tūhono i te apataki ki te ao Māori, ka tautoko i te whakamahia o te reo Māori, ka hāpai anō i te reo o ngā Māori i Aotearoa.

## TAKE TŌMUA MATUA

### 1. Hononga mahi ngātahi

Kia mahi ngātahi ki ngā āpiti puta i te rāngai pāpāho Māori, ki te rāngai pāpāho whānui me te ao Māori e rawaka ai te pāpātanga o ā mātou mahi. Ka tahuri mātou ki te hanga hononga ka whai painga ki tēnā, ki tēnā, ka whai wāhi atu hoki ki te whakakaha me te whai pūkenga o te rāngai, tae atu ki te mahi tahi ki ngā āpiti kei a rātou ngā mātauranga me ngā pūkenga ka whakawhānui i ā mātou ake mahi. Ka mahia tēnei mā te:

- Whanake whāinga hononga mārama ki te rautaki hononga, kātahi ka aro atu ai ki ētahi atu hononga torutoru nei ki te whanake hononga pākaha tonu
- Whakarauora i tā mātou maramataka huihuinga e tūturu ai tō mātou kanohi kitea huri i ngā hapori ki te whakawhānui atu
- Whanake i tā mātou waitohu mā te whakarangatira me te whakatairanga ki te waihanga kiwhaiaro me tētahi tuakiri waitohu mārama hei tautuhitanga mā ngā āpiti
- Tautuhi huarahi mō te mahi ngātahi ki te waihanga kaupapa me ētahi atu mahi.

### 2. Hautūtanga rāngai

Ka tuarhia te nui o te mātauranga me te wheako mā roto i ā mātou kaimahi whai pūmanawa, mā ngā pūnaha, ngā rauemi me ngā tikanga e whai painga ai ā mātou āpiti me ētahi atu o te rāngai pāpāho Māori, te iwi, te kāwanatanga me te hapori. Ka mahia tēnei mā te:

- Tautuhi huarahi mō te tuari mātauranga i ngā hui o te ao mahi me ngā huihuinga, mā roto anō i ngā hononga ki ngā whakahaere pērā i ngā whare wānanga me ētahi atu o te ao mahi
- Pou atu i te tikanga kaupapa Māori ki te hanganga me te tuari i te kaupapa e whiwhi ai ētahi atu
- Atawhai i te mahi ngātahi mō ngā huihuinga matua o te maramataka pērā i te Matariki me te Mahuru Māori.

# Partners

The impact we want to achieve requires collective effort. We work alongside our partners in Te Whare o te Reo Mauriora to collectively revitalise te reo me ngā tikanga Māori, so we understand that developing strong and effective partnerships is crucial to our success.

To achieve this, we will support and enable our partners to achieve their own revitalisation strategies by creating an enabling environment for te reo me ngā tikanga Māori to flourish and providing engaging, entertaining and inspiring content that connects audiences to te ao Māori, supports the use of te reo Māori and elevates the voice of Māori in Aotearoa.

## Key priorities

### 1. Collaborative partnerships

To work with partners from across the Māori media sector, wider broadcasting sector and te ao Māori to maximise the impact of our mahi. We will look to build partnerships that are mutually beneficial and contribute to building the strength and capability of the sector as well as working with partners that can offer expertise and capabilities that amplify our own mahi. We will do this through:

- Developing clear partnership objectives within our partnership strategy; then targeting a small number of potential partnerships to develop impactful partnerships
- Refining our events calendar to ensure we are present in communities and build relationships
- Developing our brand through promotions and marketing to build profile and a clear brand identity for partners to identify with
- Identifying opportunities for collaboration on content creation and other activity.

### 2. Sector leadership

Sharing the wealth of expertise and experience through our talented kaimahi, systems, resources and practices to benefit our partners and others across the Māori media sector, iwi, government and community. We will do this through:

- Identifying opportunities for sharing of knowledge at industry forums and events as well as through partnerships with organisations such as tertiary institutes and industry bodies
- Embedding kaupapa Māori practice into content creation and distribution to share with others
- Fostering collaboration around key maramataka events such as Matariki and Mahuru Māori.



## KA TAUTOKO NGĀ TAKE TŌMUA ME NGĀ MAHI NEI I TE EKENGA O NGĀ PUTANGA I RARO NEI:

### 2.1 E kanohi kitea ana a Whakaata Māori i te hapori me ngā huihuinga

#### He aha i hiranga ai?

E mōhiotia ana te kanohi kitea o Whakaata Māori i te hapori me te rāngai, ka mutu, ka āwhina tēnei ki te waihanga kiwhaiaro e tutuki ai āna whāinga ahurea, whāinga arumoni; e mōhio ana ētahi āpiti mō mātou me ā mātou mahi; ka hoa mahi arorau mātou i te mea e kanohi kitea ana mātou, e whai pānga ana mātou

#### Putanga o āpōpō atu ka tautokohia?

- Ka hiahia ngā whakahaere āpiti ki te mahi tahi ki a mātou

#### Ngā mahi ka tautoko i tēnei?

- Te āta whakarite me te peke katoa o te whakarite i ngā huihuinga ā-tau o te maramataka
- Te mahi i ngā papa ki te whakatairanga

#### Waitohu?

- Ōrau o te hunga mātaki ka whakaae 'e whai pānga ana a Whakata Māori ki te hapori me ngā huihuinga'

#### Te āhua o te ine i tēnei?

- Rangahautanga Apataki

### HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI KARAUNA:

## E uaratia ana e Aotearoa

te reo Māori hei āhuratanga matua o te tuakiri ā-motu hei te 2040

## These priorities and activities support the achievement of the outcomes below:

### 2.1 Māori Television is seen as active in the community and at events

#### Why is it important?

Māori Television plays an important role in connecting with Māori communities by keeping culture alive; recording, preserving and broadcasting

Through community events and broadcasts, Māori Television helps communities to connect to one another and celebrate culture

When Māori Television is recognised as actively present in the community and sector, this helps build our profile toward the achievement of cultural and commercial goals; potential partners are aware of us and our mahi; and we are a logical party to work with because of our existing presence and involvement

#### Future outcomes it enables?

- Partner organisations want to work with us

#### Activities that support this?

- Intentional and inclusive planning of the annual events calendar

#### Indicator?

- Percentage of viewers who agree that 'Māori Television is active in the community and at events'

#### How we measure it?

- Audience Survey

### Maihi Karauna goals contributed to:

## Aotearoa New Zealand

values te reo Māori as a key element of national identity by 2040



## 2.2 E hiahia ana ngā whakahaere āpiti ki te mahi tahi ki a mātou

### He aha i hiranga ai?

Ka taea e Whakaata Māori te whakapiki ake i te pānga o ā mātou putanga pānga tahi mā roto i ngā hononga whai painga tahi ka tautoko ai i te whai painga o ētahi atu i ngā paepāho me ngā rauemi kei a mātou [He putanga tēnei mō te toru ki te rima tau]

### Putanga o āpōpō atu ka tautokohia?

- Ka taea e ngā āpiti te toro ki ngā apataki o te motu ki te pāho huihuinga ki te tuari kaupapa rānei
- Kua rahi ake te mahi ki ngā kamupene hanga kaupapa Māori
- Kua pai te hono atu a ngā āpiti ki tō mātou apataki ki te hoahoa tahi me te whanake mahi whakarauora
- Ka kaha ake te āhei o ngā āpiti ki ngā rauemi mo te reo me ngā tikanga hei tautoko i ā rātou mahi whakarauora

### Ngā mahi ka tautoko i tēnei?

- Rautaki Hononga
- Te tono me te pāho kaupapa kua hangaia e te āpiti

### Waitohu?

- Te rahi o ngā haora o te kaupapa kua hangaia tahitia ki te āpiti

### Te āhua o te ine i tēnei?

- Ngā haora ā-tau o te kaupapa kua tonoa, kua kohatia, kua hangaia tahitia ki te āpiti (kua te kawerongo me te kaupapa tarāwhare)

## 2.2 Partner organisations want to work with us

### Why is it important?

Māori Television can increase the impact of our shared outcomes through mutually beneficial partnerships, and enable others to benefit from our platforms and resources [This is a three to five-year outcome]

### Other outcomes it enables?

- Partners can reach a national audience to broadcast events or distribute content
- Production companies that produce Māori content have more business
- Partners can connect with our audience to co-design and develop revitalisation efforts
- Partners have greater access to reo me ngā tikanga resources to support their revitalisation efforts

### Activities that support this?

- Partnership Strategy
- Commissioning and delivery of partner-created content

### Indicator?

- Number of hours of content produced with partners

### How we measure it?

- Annual hours of content commissioned, gifted or co-created with partners (excluding news and in-house production)

## HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI MĀORI ME TE MAIHI KARAUNA:

**1 miriona**

te hunga o Aotearoa e āhei ana ki te kōrero mō te take māmā ki te reo Māori hei te 2040

**1 miriona**

neke atu te hunga e whakamahi ana i te reo Māori i ngā takiwā rumaki o te hapori hei te 2040

**150,000**

te hunga Māori ko te reo Māori tō rātou reo kōrero matua hei te 2040

**Ko te reo Māori**

te reo ūkaipō o te 25 ōrau o ngā tamariki Māori katoa 0-7 ngā tau hei te 2040

**1 million**

New Zealanders can talk about basic things in te reo Māori by 2040

**1 million**

or more people will be using te reo Māori in community immersion domains by 2040

**150,000**

Māori speak Māori as a primary language by 2040

**Te reo Māori**

will be the first language of 25% of all Māori children aged 0-7 by 2024





# APATAKI

I takea mai mātou i te riri auroa a ngāi Māori ki te tiaki i te reo me ngā tikanga Māori. E whakarangatira ana a Whakaata Māori i tēnei tuku ihotanga me ōna hītori mō te tiaki i te reo Māori mā te urupare tonu ki ngā hiahia me ngā tūmanako o ō mātou apataki me te whakamahi anō i ngā paepāho, ngā hangarau me ngā huarahi hou ka tautoko i tō mātou angitu ki te tuari me te whakatairanga i te reo me ngā tikanga Māori.

## Te arotahi ki tō mātou apataki

Ko te mōhio ki ngā hiahia taioaraa o te apataki a Whakaata Māori me te tautuhi i te apataki e arotahitia ana e mātou kei te iho tonu o te whakariterite i tō mātou ahunga. Me mātua tautoko mātou i ā mātou kaimahi, i te apataki me ngā āpiti e mārama ai mātou me pēhea te whakahāngai i ā mātou rauemi whāiti ki te apataki e mōhio ana mātou ka tino taea e mātou te kawē. E tutuki pai ai ā mātou putanga, kua whakarauitihia tō mātou apataki nā runga i te rangahau me te mōhio tōmua ki te 'whakamahia o te reo Māori e te whānau'. Ka uru atu i konei ētahi rōpū whāiti hiranga tonu:

### • Whānau e whakatupu tamariki ana ki te reo Māori (rere i ngā tau katoa)

He mea nui whakaharaha te heke iho o te reo i ngā reanga ki te oranga tonutanga o te reo Māori. E mōhio ana mātou he nui atu ngā whakapātaritanga o te whakatupu tamariki ki te reo Māori nō reira ka tautoko mātou i ngā whānau mā te waihanga kaupapa e hāngai ana, e rite ana rere i ngā karangatanga ki te whakangahau i te tamariki me te whānau katoa.

### • Hunga matatau

Te hunga tino matatau, nanea ana, humi ana ngā pūkenga reo. Ko tā mātou take tōmua mō tēnei o ngā rōpū ko te haere tonu o ngā kawepūrongo ki te reo Māori, ka whakaata anō hoki i te tirohanga Māori me ngā āhuatanga e ngākaunuitia ana. Kāore i nui te kapapa whakangahau ki te reo Māori, nō reira he huarahi tēnei e whakaratoa ai te kaupapa pukuhohe, te kaupapa hiamō me te kaupapa mō te noho ki te ao ki te toro atu me te tautoko i tēnei rōpū.

### • Te hunga e āta ako ana i te reo Māori

Ngā whānau e āta ako ana i te reo Māori. Ko te wāhi ki a mātou ko te tautoko me te whakatenatena i ērā kua takahi i tō rātou ara ki te reo mā te whakarato i ētahi kaupapa mātauranga whānui ka mārama ki a rātou mā te hunga ako kei taumata kē, kei taumata kē.

### • Rangatahi (15 ki te 24 ngā tau)

I tēnei wā ko te hunga rangatahi tētahi haurua o te taupori Māori. Heoi anō, i te whai a tēnei reanga ki te para huarahi atu ki te torotoro i te ao matihiko, ka taka iho tā rātou mātakitaki i te pouaka whakaata, me tō mātou mōhio i ngā raraunga he uua te torotoro ki a rātou. Ko te tikanga o tēnei ko tā mātou āta arotahi ki a rātou e taea ai rātou. Ka noho tōmua te hono atu ki te hunga rangatahi mā roto i ngā paepāho hou e whakamahia ana e rātou me te hōpara anō i ētahi hōputu hou.



# Audience

We were founded through a long campaign by Māori to protect te reo and tikanga Māori. Māori Television honours this great legacy and history by continuing to respond to our audiences' wants and needs as well as harnessing new platforms, technologies and approaches that enable us to successfully share and promote te reo me ngā tikanga Māori.

## Targeting our audience

Acknowledging Māori Television's dynamic audience demands and defining our target audience is a core part of charting our direction. We need to enable our staff, audience and partners to understand how we align our limited resources and focus on the audience group we know we can have the most impact with. To best achieve our outcomes, we have refined our audience based on research and insights to 'whānau using te reo Māori'. This includes some significant sub-groups:

### • Whānau raising children in te reo Māori (across all ages)

Inter-generational language transmission is vital to the survival of te reo Māori. We recognise that the pathway of raising children in te reo Māori involves numerous challenges so we will support whānau by creating relevant and relatable content across a wide range of genres to entertain tamariki and their entire whānau.



### • Fluent speakers

Those with a high level of fluency, and rich and diverse language skills. Our priority for this group will be to continue to provide news and current affairs that is not only in te reo Māori but also reflects Māori perspectives and areas of interest. There is limited entertainment content in the Māori language so we see this as an opportunity to provide comedy, drama and lifestyle content to engage and support this group.

### • Active reo Māori learners

Whānau who are actively learning te reo Māori. Our role is to support and encourage those who have begun their language journey by providing a range of educational and accessible content suitable for learners at different levels.

### • Rangatahi (15 to 24-year-olds)

Rangatahi make up half of the current Māori population. However, as this generation pioneers the growth in digital media engagement, their engagement with linear broadcasting has dropped significantly and we know from data that they are hard to engage. This means we will take a targeted approach to reach them. We will prioritise connecting with rangatahi through new platforms that they are already using as well as exploring different formats.





## TE ĀHUA O TĀ MĀTOU HONO KI TŌ MĀTOU APATAKI

Kei te tere panoni tonu te āhua o te torotoro ake a ngā apataki. E kawea ana ēnei panonitanga e te hangarau hou, e te hangapori me ngā hiahia o te apataki. Kua whakaritea e tō mātou arahina e te apataki me te arotahi ki te matihiko- tuatahi i roto i Te Whanaketanga me te paepāho tōmua o roto i tā mātou Rautaki Apataki te āhua o tā mātou matapae me tā mātou whakahaere i ngā panonitanga nei e tūturu ai tā mātou noho hāngai, tā mātou hono atu ki ō mātou apataki.

He maha ngā paepāho o Whakaata Māori hei pāho i ā mātou kaupapa ki ō mātou apataki, ahakoa te wāhi, ahakoa te wā, ahakoa te pūrere. Ko ētahi o ēnei ko:

- Ā mātou pae tukutuku: he reorua tahi, a [www.maoritelevision.com](http://www.maoritelevision.com) me [www.teaomaori.news](http://www.teaomaori.news) e whakarato ana i te kaupapa tononoa, te pāho mataora me te kaupapa toka;
- Te kitea o mātou i ngā hongere pāhopori matua pērā i te Pukamata, te Paeāhua me te Paetihau;
- Ētahi taupānga waea kawē e rua – a Māori TV me Te Ao Māori News – i whakaterā i te tīmatanga o te tau 2021
- Tētahi hongere pouaka whakaata, a Whakata Māori, i whakaterā i te 28 o Paengawhāwhā 2004, ka pāho i te hongere 5 ki te Freeview me te hongere 19 ki te Sky;
- Tā mātou hongere o Te Reo ka pāhotia katoahia ki te reo Māori ki te hongere 15 ki te Freeview me te hongere 82 ki te Sky.

## TAKE TŌMUA MATUA

### 1. Paepāho

Ko tā mātou arotahi ki te paepāho e āta whai ana kia mōhio mātou ko ēhea ngā paepāho e tino hāngai ana ki tō mātou apataki me tā mātou whakarato i a rātou. He mea nui anō te hanganga tika me te pūkenga matihiko ki te whakatutuki i te kaha ake o te mahi ngātahi ki te rāngai, ki te whakatairanga hoki i tētahi ahurea e tautoko ana i te hunga kaimahi kōrero Māori, tae atu ki te whāinga whānui o te kōrero Māori a te motu. Ka mahi mātou kia pēnei mā te:

- Whakariterite mō āpōpō atu mā te āta whai kia whakarite mai tā mātou rautaki hangarau i te whakahounga o te paepāho me ngā whakatau haumitanga e rite ana mō āpōpō atu e taea ai e mātou te haere tahi ki ō mātou apataki.
- Whai tūturu kia taea ā mātou kaupapa te tuku ki ngā paepāho rau mā te whakarite whakaaetanga ā-rōpū, mā te riro mai o te pāhotanga kore utu motuhake, te pāhotahi/pāhorau (pouaka whakaata), te whaiwhai ake i muri ki te mātaki me te tononoa (kaua ki te pouaka whakaata) me te mana tuari mō te pāho ki ngā paepāho katoa
- Aroturuki whanonga apataki – mā te whaiwhai tonu i te ia pāho e ngākaunuitia ana i te motu me te ao, tae atu ki ngā whanonga o ō mātou ake apataki e tūturu ai te taea te hono tonu ki a rātou i ngā ara e kōwhiria ana e rātou.



## How we connect with our audience

The way audiences engage with content continues to change rapidly. These changes are influenced by new technologies, demographics and audience preference. Our audience-led and digital-first focus areas within Te Whanaketanga and platform priority within our Audience Strategy set out how we are anticipating and managing these changes to ensure we remain relevant and connected to our audiences. Māori Television has multiple platforms to share our content with our audience, anywhere, anytime and on any device. These include:

- Our suite of websites: both dual language, [www.maoritelevision.com](http://www.maoritelevision.com) and [www.teaomaori.news](http://www.teaomaori.news) provide on-demand content, live streaming and static content
- A strong presence on key social media channels such as Facebook, Instagram and Twitter
- Two mobile phone apps – Māori TV and Te Ao Māori News – launched in early 2021
- A bilingual linear channel, Māori Television, which launched on 28 March 2004, broadcasts on channel 5 on Freeview and channel 19 on Sky
- Our Te Reo channel which broadcasts entirely in the Māori language on channel 15 on Freeview and channel 82 on Sky.

## Key priorities

### 1. Platforms

Our focus on platforms is about ensuring we know what platforms are most relevant to our audience and that we are providing them. The right infrastructure and digital capability is also essential to achieving increased collaboration across the sector and to promote a culture that supports a te reo Māori-speaking workforce as well as the wider goal of a te reo Māori-speaking nation. We do this by:

- Planning for the future by ensuring our technology strategy sets out platform upgrade and investment decisions that are future-proofed to enable us to go with our audiences
- Ensuring content can be distributed across a range of platforms by establishing syndication agreements, acquiring exclusive free to air broadcast, simulcast/simul-stream (linear), catch-up and on-demand (non-linear) transmission and distribution rights for delivery on all platforms
- Monitoring audience behaviour – by staying abreast of media consumption trends nationally and internationally as well as the behaviours of our own audience to ensure we are able to continue to connect with them in the ways that they choose.



## 2. Kaupapa

Ko te torotoro tahi, te whakangahau me te kaupapa e rite ana ki ō mātou apataki kei te iho o tā mātou tāpae painga ki te whakatutuki i tā mātou whakakitenga kia 'tōnui a ngā Māori katoa' me ngā whāinga o te rāngai kua takoto mai ki te Maihi Māori me te Maihi Karauna. Mā te kaupapa tika e tautokona ai te tonuitanga o te ao Māori; mā te tikanga Māori e tōnui ai; mā te reo Māori e tōnui ai te reo; mā te kitea me te rangona o te tirohanga Māori kia uaratia ai e te katoa o Aotearoa. Nō reira kia koromaki tonu, kia mārama tonu mātou ki ngā momo kaupapa ka hangaia, ka tonoa e mātou me te āhua o te āwhina a tēnei ki te whakatutuki i ā mātou whāinga. Ka mahi mātou i tēnei mā te:

- Waihanga kaupapa momo kē e ngata ai te hiahia kē – I te mea e tautuhia ana ō mātou apataki i runga i tā rātou whakamahi i te reo, e whānui ana ngā hangapori e rerekē ana tā rātou i kaingākau ai, i hiahia ai, nō reira he tawhā kaupapa ā mātou hei ārahi i tā mātou i whakatahi ai.
- Waihanga i tētahi pae apataki hei ārahi i ā mātou whakatahi kaupapa – e tūturu ai tā mātou whakapau i ā mātou rauemi ki te waihanga kaupapa ka torotoroa e ō mātou apataki me te tautoko i tō rātou ara ki te reo.

## 3. Torotoronga

Te whakapiki ake i te pāpātanga o ā mātou mahi mā te āta torotoro ki te apataki tika. E tautuhia ana tō mātou apataki ko te 'whānau e whakamahi ana i te reo Māori', nō reira kia āta tautuhia, kia āta torotoro atu mātou ki tēnei rōpū i ā mātou mahi katoa puta i te waitohu, te taha hokohoko, te mahi rangahau, ngā mahi whakatairanga me ngā huihuinga. Ka mahia tēnei mā te:

- Waihanga me te haumi i tā mātou waitohu, kia kaha ai, kia mōhiotia ai, kia auau ai te tautuhia o te waitohu, e mārama ai, e whakapono ai, e mōhio ai te apataki he aha tā mātou ki a rātou e whānui ake ai te ariā o ērā atu o ā mātou mahi taha hokohoko, taha torotoro.
- Mārama o ngā inenga hei ārahi i ngā mahi torotoro: kia poua he inenga, he waitohu mārama ki te whaiwhai haere i te angitu o tā mātou toro atu ki te apataki e arohia ana.
- Kanohi kitea – kia kitea mātou i ngā hapori me te āta whai kia whakaatuhia ngā hapori. Mā te kanohi kitea i ēnei e āwhina tā mātou torotoro me tā mātou hanga hononga ki ō mātou apataki.



## 2. Content

Sharing engaging, entertaining and relevant content with our audiences is central to the contribution we make to achieve our vision 'all Māori are thriving' and the sector goals set out in the Maihi Māori and Maihi Karauna. The right content can support te ao Māori to thrive; tikanga Māori to thrive; te reo Māori to be a thriving language; and Māori perspectives to be seen and heard so they can be valued by all New Zealanders. This means we need to be intentional and clear about the types of content we create and commission and how it helps us achieve our objectives. We do this by:

- Creating a range of different content to meet different needs – because our target audience is defined by their use of reo, it includes a wide range of demographics with different interests and needs so we have content parameters to guide our decision-making
- Creating an audience panel to inform our content decisions – to ensure we are focusing our resources on creating content that engages our audiences and supports their reo journey.

## 3. Engagement

To increase the impact of our mahi by ensuring we are engaging with the right audience. Our target audience is defined as 'whānau using te reo Māori' so we need to be intentionally identifying and engaging this group in all our activities across brand, marketing, research, promotions and events. We will do this by:

- Building and investing in our brand so that we have a strong, recognisable and consistent brand identity that audiences understand, trust and know what to expect which will amplify the effect of our other marketing and engagement activities
- Having clear metrics to guide engagement activity – establish clear measures and indicators to track how successfully we are engaging our target audience
- Kanohi kitea – being seen in our communities and ensuring we showcase our communities. Having a presence at these helps us engage and build relationships with our audience.



## KA TAUTOKO NGĀ TAKE TŌMUA ME NGĀ MAHI NEI I TE EKENGA O NGĀ PUTANGA I RARO NEI:

### 3.1 E uaratia ana e ngā apataki te waitohu a Whakaata Māori

He aha i hiranga ai?	Putanga o āpōpō atu ka tautokohia?	Ngā mahi ka tautoko i tēnei?	Waitohu?
Ina uaratia e ngā apataki te waitohu a Whakaata Māori, tērā tonu rātou ka toro mai ki ā mātou kaupapa ka tūtohu anō i a mātou ki ētahi atu, kua whānui ake tā mātou toro haere me te pāpātanga o ā mātou kaupapa	<ul style="list-style-type: none"> <li>Ka kaha ake te rongō a ngāi Māori me ngāi Tauivi i te tirohanga me te kōrero Māori</li> <li>Ka whānui ake te wāhi e matapakitia ai ngā take hiranga ki a ngāi Māori</li> </ul>	<ul style="list-style-type: none"> <li>Rautaki mō te Waitohu me te Taha Hokohoko</li> <li>Whakatū i te pae rangahau apataki o My Kōrero</li> <li>Maramataka huihuinga e auau ai te kitea i ngā huihuinga matua o te motu me te hapori – te kanohi kitea</li> </ul>	<ul style="list-style-type: none"> <li>Ōrau o te hunga mātaki e ngākau pai ana ki te tūtohu i tā mātou ratonga (piro whakatairanga more)</li> </ul> <p><b>Te āhua o te ine i tēnei?</b></p> <ul style="list-style-type: none"> <li>Rangahautanga Apataki</li> </ul>

#### HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI KARAUNA:

## E uaratia ana e Aotearoa

te reo Māori hei āhuatanga matua o te tuakiri ā-motu hei te 2040

### 3.2 Ka āhei atu ngā apataki ki ngā kaupapa a Whakaata Māori rere i ngā paepāho rau

He aha i hiranga ai?	Putanga o āpōpō atu ka tautokohia?	Ngā mahi ka tautoko i tēnei?	Waitohu?
Kei te panoni ngā whanonga torotoro a te apataki; kua whakapono te tangata ka taea e ia te hono atu me te mātaki kaupapa ki te paepāho pai ki a rātou; me āta whai mātou kia rite te taea o ā mātou kaupapa i ngā paepāho e whakamahia ana e ō mātou apataki kia māmā ai, kia taea noatia ai e rātou te hono atu e whai painga ai rātou	<ul style="list-style-type: none"> <li>Ka kaha ake te āhei atu me te pārekareka o te reo</li> <li>Ka whānui ake te wāhi e matapakitia ai ngā take hiranga ki a ngāi Māori</li> </ul>	<ul style="list-style-type: none"> <li>Te whakaterenga me te whanaketanga o Whakaata Māori me ngā taupānga mō Te Ao Māori News</li> <li>Te arotahi ki te matihiko-tuatahi mō Te Ao News</li> <li>Te kaha ake o te kanohi kitea i ngā pae pāhopori</li> <li>Te arotake i te whakamahinga o te pae tukutuku me te ataata tononoa</li> <li>Mahi taha hokohoko</li> <li>Rautaki Hangarau</li> <li>Aroturuki whanonga apataki</li> </ul>	<ul style="list-style-type: none"> <li>Ōrau o te toronga mārama kehoheho ā-nuku</li> <li>Ōrau o te toronga mārama whānui ā-āmiorangi</li> <li>Tokomaha o te hunga whakamahi i ngā taupānga me ngā pae tukutuku o Te Ao Māori &amp; Whakaata Māori</li> </ul> <p><b>Te āhua o te ine i tēnei?</b></p> <ul style="list-style-type: none"> <li>Taputapu ine matihiko</li> </ul>

#### HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI MĀORI ME TE MAIHI KARAUNA:

**1 miriona**

te hunga o Aotearoa e āhei ana ki te kōrero mō te take māmā ki te reo Māori hei te 2040

**1 miriona**

neke atu te hunga e whakamahi ana i te reo Māori i ngā takiwā rumaki o te hapori hei te 2040

**150,000**

te hunga Māori ko te reo Māori tō rātou reo kōrero matua hei te 2040

**Ko te reo Māori**

te reo ūkaipō o te 25 ōrau o ngā tamariki Māori katoa 0–7 ngā tau hei te 2040

## These priorities and activities support the achievement of the outcomes below:

### 3.1 Audiences value the Māori Television brand

Why is it important?	Future outcomes it enables?	Activities that support this?	Indicator?
When audiences value Māori Television's brand, they are more likely to engage with our content and recommend us to others, growing our reach and impact of our content	<ul style="list-style-type: none"> <li>Māori and non-Māori hear more Māori perspectives and stories</li> <li>Issues that are important to Māori have a larger forum where they can be discussed</li> </ul>	<ul style="list-style-type: none"> <li>Brand and Marketing Strategy</li> <li>My Kōrero audience research panel</li> <li>Events calendar for regular attendance at key national and community events – kanohi kitea</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of viewers willing to recommend our service (net promoter score)</li> </ul> <p><b>How we measure it?</b></p> <ul style="list-style-type: none"> <li>Audience Survey</li> </ul>

#### Maihi Karauna goal contributed to:

## Aotearoa New Zealand

values te reo Māori as a key element of national identity by 2040

### 3.2 Audiences can access Māori Television content across diverse platforms

Why is it important?	Future outcomes it enables?	Activities that support this?	Indicator?
Audience engagement behaviour is changing; people now expect to be able to connect with and consume content on the platform which works best for them; we need to ensure our content is available on the same platforms being used by our audience so it is easy and convenient for them to connect, and they able to benefit from it	<ul style="list-style-type: none"> <li>Te reo Māori is more accessible and engaging</li> <li>Issues that are important to Māori have a larger forum where they can be discussed</li> </ul>	<ul style="list-style-type: none"> <li>Launch and development of Māori Television and Te Ao Māori News apps</li> <li>Te Ao News digital-first focus</li> <li>Building presence on social media platforms</li> <li>Website and video on demand usability review</li> <li>Marketing activity</li> <li>Technology Strategy</li> <li>Audience behaviour monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of terrestrial high definition coverage</li> <li>Percentage of standard satellite definition coverage</li> <li>Number of users of Te Ao Māori News and Māori Television apps and websites</li> </ul> <p><b>How we measure it?</b></p> <ul style="list-style-type: none"> <li>Digital measurement tools</li> </ul>

#### Maihi Māori and Maihi Karauna goals contributed to:

**1 million**

New Zealanders can talk about basic things in te reo Māori by 2040

**1 million**

or more people will be using te reo Māori in community immersion domains by 2040

**150,000**

Māori speak Māori as a primary language by 2040

**Te reo Māori**

will be the first language of 25% of all Māori children aged 0–7 by 2024



### 3.3 E pārekareka ana, e ngahau ana, e hāngai ana ngā kaupapa a Whakata Māori

He aha i hiranga ai?	Putanga o āpōpō atu ka tautokohia?	Ngā mahi ka tautoko i tēnei?	Waitohu?
<p>E puritia tonuhia ai tō mātou apataki, me whai tūturu a Whakaata Māori ki te whakatutuki i ō rātou hiahia</p> <p>Mā te āta whai kia kaingākauria, kia ngahau ngā kaupapa, tērā tonu e pai ai te pāpātanga ki te whai a te tangata i te reo Tērā tonu e tūtohua ai mātou e te tangata ki ētahi atu ki te pārekareka ki a rātou ā mātou kaupapa, kua whānui atu tā mātou torotoro me tō mātou pāpātanga</p>	<ul style="list-style-type: none"> <li>• Ka kaha ake te rongo a ngāi Māori me ngāi tauivi i te tirohanga me te kōrero Māori</li> <li>• Pārekareka ana ki ngā iwi, ngā hapū, ngā whānau me ngā apataki Māori te kōrero tuku iho me ngā kōrero o te hau kāinga</li> <li>• Kua kaha ake te ako a ngāi Māori me ngāi tauivi mō te ao Māori</li> <li>• Kua kaha ake te rongo a ngāi Māori me ngāi tauivi i te reo Māori</li> <li>• Kua māmā ake te āhei atu me kaingākauria o te reo Māori</li> <li>• Kua āhei atu ngā whānau ki te kōunga me te kaupapa reo Māori e kaingākauria ana</li> </ul>	<ul style="list-style-type: none"> <li>• Te whanake Rautaki Kaupapa ka whai anō ai ki te:</li> <li>- Pāho kaupapa kē atu mā te hunga matatau</li> <li>- Pāho kaupapa kē atu mā te hunga ako i te reo</li> <li>- Pāho kaupapa kē atu mā te rangatahi &amp; ngā tamariki ako i te reo</li> <li>• Whakapiki ake i ngā rongo o te rā ka pāhotia</li> <li>• Rauhi kaupapa matihiko e hiahia ana, e paingia ana e te apataki</li> </ul>	<ul style="list-style-type: none"> <li>• Ōrau o te hunga mātaki e whakaae ana ki te kōrero e kaingākauria ana, e ngahau ana, e hāngai ana ngā kaupapa a Whakaata Māori</li> <li>• Maha o ngā haora o te kaupapa hou mā ngā apataki e matatau ana ki te kōrero i te reo Māori</li> <li>• Maha o ngā haora o te kaupapa hou mā te apataki e ngākau tuwhera ana ki te kōrero i te reo Māori</li> <li>• Waitohu kōunga o te whā neke atu mō ngā kaupapa kua aromatawaitia</li> </ul> <p><b>Te āhua o te ine i tēnei?</b></p> <ul style="list-style-type: none"> <li>• Rangahautanga Apataki</li> <li>• Pūrongo Waihanga Kaupapa</li> <li>• Waitohu kōunga a Te Taura Whiri i te Reo Māori</li> </ul>

#### HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI MĀORI ME TE MAIHI KARAUNA:

**1 miriona**

te hunga o Aotearoa e āhei ana ki te kōrero mō te take māmā ki te reo Māori hei te 2040

**1 miriona**

neke atu te hunga e whakamahi ana i te reo Māori i ngā takiwā rumaki o te hāpori hei te 2040

**150,000**

te hunga Māori ko te reo Māori tō rātou reo kōrero matua hei te 2040

**Ko te reo Māori**

te reo ūkaipō o te 25 ōrau o ngā tamariki Māori katoa 0-7 ngā tau hei te 2040

## E uaratia ana e Aotearoa

te reo Māori hei āhuatanga matua o te tuakiri ā-motu hei te 2040

### 3.4 E whakapono ana, e rongo ana ngā apataki nō rātou a Whakaata Māori

He aha i hiranga ai?	Putanga o āpōpō atu ka tautokohia?	Ngā mahi ka tautoko i tēnei?	Waitohu?
<p>Me whakapono te iwi ki a Whakaata Māori e hopukina ai, e tuarīhia ai ngā kōrero a ētahi atu. Ko tā tēnei hoki he tautoko i a mātou ki te tuari i te reo me te tirohanga Māori me te hanga anō i ngā kaupapa e hāngai ana, e kaingākauria ana ka whakaatu i te ao Māori e hōhono ake ai te mōhio me te ngākau reka ki te reo me ngā tikanga Māori</p>	<ul style="list-style-type: none"> <li>• Ka rongo ngā apataki e whakamōhiotia ana rātou e Te Ao Māori News me te whakamanawatia anō o ngā Tauivi me te tautokohia ki te ako i te reo Māori</li> </ul>	<ul style="list-style-type: none"> <li>• Rautaki mō te Waitohu me te Taha Hokohoko</li> <li>• Whakatū i te pae rangahau apataki, a My Kōrero</li> <li>• Maramataka huihuinga e auau ai te kitea i ngā huihuinga matua o te motu me te hāpori – te kanohi kitea</li> </ul>	<ul style="list-style-type: none"> <li>• Ōrau o te hunga mātaki Māori e whakapono ana ki a Whakaata Māori ki te tuari i ā rātou kōrero me te whakaitanga i te reo Māori</li> </ul> <p><b>Te āhua o te ine i tēnei?</b></p> <ul style="list-style-type: none"> <li>• Rangahautanga Apataki</li> </ul>

#### HUA KA PUTA KI NGĀ WHĀINGA A TE MAIHI KARAUNA:

## E uaratia ana e Aotearoa

te reo Māori hei āhuatanga matua o te tuakiri ā-motu hei te 2040

### 3.3 Māori Television's content is engaging, entertaining and relevant

Why is it important?	Future outcomes it enables?	Activities that support this?	Indicator
<p>To retain our audience, Māori Television needs to ensure our content meets their needs</p> <p>Ensuring content is engaging and entertaining means it is more likely to have a positive impact on an audience member's reo journey</p> <p>People are more likely to recommend us to others if they love our content, growing our reach and impact of our content</p>	<ul style="list-style-type: none"> <li>• Māori and non-Māori hear more Māori perspectives and stories</li> <li>• Iwi, hapū, whānau and Māori audiences enjoy kōrero tuku iho (ancestral) and local stories</li> <li>• Māori and non-Māori learn more about te ao Māori</li> <li>• Māori and non-Māori hear and see more te reo Māori</li> <li>• Te reo Māori is more accessible and engaging</li> <li>• Whānau have access to quality and engaging te reo Māori content</li> </ul>	<p>Develop Content Strategy to include:</p> <ul style="list-style-type: none"> <li>- Delivery of more fluent content</li> <li>- Delivery of more content for reo learners</li> <li>- Delivery of more content for rangatahi and tamariki reo learners</li> <li>• Increased daily news offering</li> <li>• Curated digital content in accordance with audience needs and preferences</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of viewers who agree with the statement that Māori Television content is engaging, entertaining and relevant</li> <li>• Number of hours of new content for fluent te reo Māori speaking audiences</li> <li>• Number of hours of new content for receptive te reo Māori speaking audiences</li> <li>• Quality indicator rating of four or higher for assessed content</li> </ul> <p><b>How we measure it?</b></p> <ul style="list-style-type: none"> <li>• Audience Survey</li> <li>• Content Creation Report</li> <li>• Te Taura Whiri i te Reo Māori quality indicator</li> </ul>

#### Maihi Māori and Maihi Karauna goals contributed to:

**1 million**

New Zealanders can talk about basic things in te reo Māori by 2040

**1 million**

or more people will be using te reo Māori in community immersion domains by 2040

**150,000**

Māori speak Māori as a primary language by 2040

**Te reo Māori**

will be the first language of 25% of all Māori children aged 0-7 by 2040

## Aotearoa New Zealand

values te reo Māori as a key element of national identity by 2040

### 3.4 Māori audiences trust and feel ownership of Māori Television

Why is it important?	Future outcomes it enables?	Activities that support this?	Indicator?
<p>Māori Television needs to be trusted to capture and share others' stories; this, in turn, enables us to share Māori voices and perspectives and create relevant and engaging content that showcases te ao Māori to deepen awareness</p>	<ul style="list-style-type: none"> <li>• Audiences feel more informed through Te Ao Māori News and non-Māori are inspired and enabled to learn te reo Māori</li> </ul>	<ul style="list-style-type: none"> <li>• Brand and Marketing Strategy</li> <li>• My Kōrero audience research panel</li> <li>• Events calendar for regular attendance at key national and community events – kanohi kitea</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Māori viewers who trust Māori Television to share their stories and promote te reo Māori</li> </ul> <p><b>How we measure it?</b></p> <ul style="list-style-type: none"> <li>• Audience Survey</li> </ul>

#### Maihi Karauna goals contributed to:

## Aotearoa New Zealand

values te reo Māori as a key element of national identity by 2040





# Ā MĀTOU WHAKATUTUKINGA

## Our Outputs 2021-2022

### Māori Television will deliver the following outputs:

Key Focus Areas	Priority Outcomes	2021/22 Performance Metrics
<b>KAIMAHI Staff</b>	<ul style="list-style-type: none"> <li>Te reo Māori flourishes as a primary language of day to day use amongst kaimahi</li> <li>Staff are meeting their te reo Māori goals</li> <li>Māori Television is a place where great people want to work</li> </ul>	<ul style="list-style-type: none"> <li>% of staff use te reo Māori every day at work</li> <li>% of staff have a te reo Māori plan</li> <li>% of staff have te reo Māori goals</li> <li>% of staff achieve at least one te reo Māori goal</li> <li>% of staff that right shift across KoPA model towards more active use of te reo Māori</li> <li>Kaimahi Engagement Score</li> </ul>
<b>ĀPITI Partner</b>	<ul style="list-style-type: none"> <li>Māori Television is seen and is active in the community and at events</li> <li>Partner organisations want to work with us</li> </ul>	<ul style="list-style-type: none"> <li>% of viewers who agree that 'Māori Television is active in the community and at events'</li> <li># of hours of content produced with partners</li> </ul>
<b>APATAKI Audience</b>	<ul style="list-style-type: none"> <li>Audiences value the Māori Television brand</li> <li>Audiences can access Māori Television content across diverse platforms</li> <li>Māori Television's content is engaging, entertaining and relevant</li> <li>Māori audiences trust and feel ownership of Māori Television</li> </ul>	<ul style="list-style-type: none"> <li>% of viewers willing to recommend our service (net promoter score)</li> <li>% of terrestrial high definition coverage</li> <li>% of standard satellite definition coverage</li> <li># of users of Te Ao Māori News and Māori Television apps and websites</li> <li>% of viewers who agree with the statement that Māori Television content is engaging, entertaining and relevant</li> <li># of hours of new content for fluent te reo Māori speaking audiences</li> <li># of hours of new content for receptive te reo Māori speaking audiences</li> <li>Quality indicator rating of four or higher for assessed content</li> <li>% of Māori viewers who trust Māori Television to share their stories and promote te reo Māori</li> <li># of viewers who increased their te reo Māori usage through Māori Television content</li> <li># of viewers who increased their whānau te reo Māori usage through Māori Television content</li> <li># of viewers who create immersion opportunities for their whānau through Māori Television content</li> <li># of viewers who increased their understanding of te reo Māori through Māori Television content</li> </ul>

### HĀORA NUI TE KARU MĀTAKI

Ko ō mātou apataki e aro nuitia ana kei te pūtake o ngā hāora nui te karu mātaki a Whakaata Māori. Ko ngā hāora nui te karu mātaki tamariki ko te 4.30 ki te 6.30 i te ahiahi o ia rā; ko ngā hāora nui te karu mātaki o te whānau ko te 6.30 ki te 8.30 i te ahiahi o ia rā; ko ngā hāora nui te karu mātaki pākeke ko te 8.30 ki te 11.30 i te pō o ia rā.

### Prime time

Māori Television's prime time hours are based on our target audiences. Prime time for tamariki is from 4.30pm to 6.30pm daily; prime time for whānau is from 6.30pm to 8.30pm daily; and prime time for pākeke is from 8.30pm to 11.30pm daily.



# TAUĀKĪ MATAPAE PŪTEA

## Forecast Financial Statements

Our financial management approach is defined by our context.

As indicated in our 2020 – 2023 Statement of Intent, Māori Television continues to operate in an extremely challenging environment as a result of static funding since 2008 and the ongoing impact of CPI increases on our baseline costs. We acknowledge one-off funding to manage 2021/22 funding constraints and will use this time to take steps towards a more sustainable funding solution for our forecast net deficit of \$1.785m annually.

To manage our historic, current and forecasted net deficits, operationally over the last two years we have delivered a number of cost saving initiatives. These include reviewing roles and functions for streamlining and cost-efficiency, freezing all non-business critical recruitment, reduced investment in technology and implementing a pay freeze.

As a result, salaries across our organisation are up to 30 per cent lower than market rate, impacting our ability to recruit and retain the kaimahi we need to deliver our outcomes and provide career pathways for Māori, who can earn significantly more in non-kaupapa Māori organisations.

The cost of production for mainstream content funded by NZ On Air is on average \$70,000 per hour more than funding made available through Māori Television. This means our ability to build partnerships and support Māori content producers is limited and our ability to create Māori content to support our reo revitalisation outcomes is compromised.

We are actively exploring other revenue streams to improve our financial sustainability, however this is within the context of the global pandemic. And while we are in a position to forecast an increase in advertising revenue as a result of our content offerings and partnerships, this does not offset the funding deficit. Additionally, the cost-saving measures we have implemented internally hinder our ability to explore and leverage commercial opportunities.

Although we have continued to meet, and even exceed, our agreed outputs we are now at a point where there are no further opportunities to increase efficiency or reduce costs. Funding constraints are now impacting our ability to operate and slowing down delivery of our own strategic outcomes and those of the wider sector.

To ensure financial sustainability we are now in the position where we must receive more funding or make substantial strategic and systematic decisions, such as discontinuing with Te Reo channel and reviewing our Māori Television linear commitments.

# TAUĀKĪ MATAPAE WHAKATUTUKINGA MAHI

## Statement of Forecast Service Performance

Non-departmental output class.

Māori Television receives operational funding from Vote: Māori Development. The description of the output class through which Māori Television receives operational funding is as follows:

The Minister for Māori Development will purchase this class of outputs from Māori Television to:

- Enable Māori Television to meet its statutory functions, including to contribute to the promotion and protection of te reo Māori me ōna tikanga through the provision, in te reo Māori and English, of a high-quality, cost-effective television service that informs, educates, and entertains viewers, and enriches New Zealand's society, culture and heritage
- Pursue the outcomes in its 2021 – 2024 Statement of Intent
- Support the operational costs of Māori Television
- Purchase and produce programmes to be broadcast on Māori Television.

Outputs will be provided within the appropriated sum of \$19.264 million (exclusive of GST) along with advertising income and other revenue.



## ROHENGĀ PŪTEA Funding

### (a) Projected Operational Funding from Vote Māori Development:

	2021/22	2022/23	2023/24
	(\$m)	(\$m)	(\$m)
Including GST	22.154	22.154	22.154
Excluding GST	19.264	19.264	19.264

### (b) Projected Direct Programme Funding:

	2021/22	2022/23	2023/24
	(\$m)	(\$m)	(\$m)
Including GST	21.901	18.400	18.400
Excluding GST	19.044	16.000	16.000

This is funding received directly from Te Māngai Pāho under its Agreement for Content Production Funding. Occasionally, New Zealand on Air and others (including Te Māngai Pāho) contribute additional funding to the cost of producing specific programmes broadcast by Māori Television. However, it is not possible to estimate an amount with any certainty and any such additional income is usually matched by additional expenditure of a matching amount.

### (c) Projected Indirect Programme Funding:

	2021/22	2022/23	2023/24
	(\$m)	(\$m)	(\$m)
Including GST	22.821	19.320	19.320
Excluding GST	19.844	16.800	16.800

### (d) Projected Revenue (including advertising and sponsorship):

	2021/22	2022/23	2023/24
	(\$m)	(\$m)	(\$m)
Advertising and Production Income	0.576	0.724	0.873
Other Income	0.403	0.551	0.700
Interest Income	0.011	0.011	0.011

## TAUĀKĪ MATAPAE TŪNGA AHUMONI Statement of Projected Financial Position

	2021/22	2022/23	2023/24
	(\$m)	(\$m)	(\$m)
<b>Public Equity</b>			
Opening Equity	12.792	12.792	11.007
Add Surplus/Deficit	0.000	(1.785)	(1.785)
<b>Closing Equity 30 June</b>	<b>12.792</b>	<b>11.007</b>	<b>9.221</b>

### Represented by:

<b>Current Assets</b>			
Cash Bank and Short-Term Deposits	7.804	7.267	7.030
Programme Rights	2.287	2.287	2.287
Receivable and Other Current Assets	1.836	1.388	0.639
<b>Total Current Assets</b>	<b>11.926</b>	<b>10.941</b>	<b>9.956</b>

### **Property Plant and Equipment**

(At Book Value)	8.395	7.444	6.492
<b>Total Current Assets</b>			

Current Liabilities	6.437	6.416	6.395
Non-Current Liabilities	1.093	0.962	0.831
<b>Net Assets Employed</b>	<b>12.792</b>	<b>11.007</b>	<b>9.221</b>



## TAUĀKĪ MATAPAE WHIWHINGA WHĀNUI Statement of Projected Comprehensive Income

	2021/22	2022/23	2023/24
<b>Income</b>	(\$m)	(\$m)	(\$m)
Crown Appropriation	19.264	19.264	19.264
Programme Funding	19.845	16.800	16.800
Advertising and Production Revenue	0.576	0.724	0.873
Interest Earned	0.011	0.011	0.011
Other Income	0.403	0.551	0.700
<b>Total Income</b>	<b>40.098</b>	<b>37.350</b>	<b>37.649</b>
<b>Expenditure</b>			
Personnel Costs	15.838	15.997	16.157
Programme Production & Acquisitions	9.200	9.200	9.200
Other Operating Costs	15.060	13.938	14.077
<b>Total Expenditure</b>	<b>40.098</b>	<b>39.135</b>	<b>39.434</b>
Surplus/Deficit	0.000	(1.785)	(1.785)
Other Comprehensive Income			
<b>Total Comprehensive Income</b>	<b>0.000</b>	<b>(1.785)</b>	<b>(1.785)</b>
Surplus/(Deficit) Attributable to:			
Māori Television Service	0.000	(1.785)	(1.785)

The above figures are GST exclusive.

## TAUĀKĪ MATAPAE KAPEWHITI Statement of Projected Cash Flows

	2021/22	2022/23	2023/24
<b>Cashflow From Operating Activities</b>	(\$m)	(\$m)	(\$m)
<b>Cash was provided from -</b>			
Crown Appropriation	19.264	19.264	19.264
Other Income	0.990	1.286	1.585
<b>Production Income</b>			
Production Funding	19.845	16.800	16.800
<b>Cash was distributed to -</b>			
Payment to suppliers	(37.796)	(36.536)	(36.536)
<b>Net Cash Flows from Operating Activities</b>	<b>2.302</b>	<b>0.813</b>	<b>1.112</b>
<b>Cash Flows From Investment Activities</b>			
<b>Cash was distributed to -</b>			
Purchase of Property Plant & Equipment	(1.350)	(1.350)	(1.350)
<b>Net Cash from Investment Activities</b>	<b>(1.350)</b>	<b>(1.350)</b>	<b>(1.350)</b>
<b>Cash Flows From Financing Activities</b>			
<b>Net Cash Flows from Financing Activities</b>			
Net Increase/Decrease in Cash Held	0.952	(0.537)	(0.238)
Opening Cash	6.852	7.804	7.267
<b>Closing Cash At 30 June</b>	<b>7.804</b>	<b>7.267</b>	<b>7.030</b>

The above figures are GST exclusive.



# TAUĀKĪ KAUPAPA HERE KAUTE

## Statement of Accounting Policies

The following accounting policies that materially affect the measurement of comprehensive income, financial position and cash flows have been applied.

The projected financial statements are for the three years ending 30 June 2024.

### (a) Reporting Entity

The Māori Television Service is a statutory corporation incorporated in New Zealand under the Māori Television Service Act 2003 and is domiciled in New Zealand. The purpose of Māori Television is to contribute to the protection and to promote te reo Māori and, as such, the objective is to provide a service to the public of New Zealand as opposed to that of making a financial return. Accordingly, Māori Television has designated itself as a Tier 1 public benefit entity (PBE) for financial reporting purposes.

### (b) Statement of Compliance

These financial statements have been prepared in accordance with section 29(2) of the Māori Television Act 2003 which includes the requirement to comply with New Zealand generally accepted accounting practice ('NZ GAAP'). The financial statements have been prepared in accordance with and comply with Tier 1 PBE accounting standards. The financial statements have been prepared on a going-concern basis and the accounting policies have been applied consistently throughout the period.

### (c) Measurement Base

The financial statements have been prepared on an historical cost basis.

### (d) Changes in Accounting Policy

There have been no changes in accounting policies.

### (e) Functional and Presentation Currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000). The functional currency of Māori Television is New Zealand dollars.

### (f) Forecast Financial Statements – Budget Figures

The budget figures are derived from the Statement of Intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with PBE accounting standards, using accounting policies that are consistent with those adopted by Māori Television for the preparation of the financial statements.

### (g) Foreign Currencies

Transactions denominated in a foreign currency are converted at the exchange rate ruling at the date of the transaction. At balance date, foreign currency monetary

assets and liabilities are converted at closing exchange rates and exchange variations arising from these transaction items are included in the surplus or deficit.

### (h) Revenue

#### Revenue from the Crown

Māori Television is primarily funded through revenue received from the Crown, which is restricted in its use for the purpose of Māori Television meeting its objectives as specified in the Statement of Intent and Output Plan. Māori Television considers there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement. This is considered to be the start of the appropriation period to which the funding relates.

#### Te Māngai Pāho production funding

Māori Television receives funding from Te Māngai Pāho, which is restricted in its use for the purpose of Māori Television meeting its objectives as specified in the Agreement for Television Production Funding. Māori Television considers there are conditions attached to the funding and this funding is recognised as revenue when the conditions are satisfied.

#### Other production funding

Production funding from Te Māngai Pāho and others (e.g. NZ On Air) is recognised when earned.

#### Advertising revenue

The sale of advertising spots provided to third parties on commercial terms are exchange transactions. Advertising revenue is recognised when advertising spots have gone to air.

#### Interest revenue

Interest revenue is recognised when earned.

### (i) Leases

#### Operating Leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Māori Television 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 surplus or deficit.

Lease expenses attributable to bringing the assets to the location and condition necessary to be operated in the manner intended are capitalised and added to the cost of assets.

### (j) Cash and Cash Equivalents

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

### (k) Bank Deposits

Investments in bank deposits are initially measured at the amount invested.

After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method. At balance date, Māori Television assesses whether there is any objective evidence that an investment is impaired.

For bank deposits, impairment is established when there is objective evidence that Māori Television will not be able to collect amounts due according to the original terms of the deposit. Significant financial difficulties of the bank, probability that the bank will enter into bankruptcy and default in payments are considered indicators that the deposit is impaired.

### (l) Trade and Other Receivables

Trade and other receivables are measured at the amount due, less any provision for impairment.

Impairment of a receivable is established when there is objective evidence that Māori Television will not be able to collect amounts due according to the original terms of the receivable.

The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account for receivables. Overdue receivables that have been renegotiated are reclassified as current (i.e. not past due).

### (m) Provisions

A provision is recognised for future expenditure of uncertain amount or timing when:

- There is a present obligation (either legal or constructive) as a result of a past event
- It is probable that an outflow of future economic benefits or service potential will be required to settle the obligation
- A reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in 'finance costs'.

### (n) Financial Instruments

Māori Television is party to financial instrument arrangements including cash and bank, term deposits and accounts receivable as part of its everyday operations which are recognised in the Statement of Financial Position. Revenue and expenditure in relation to all financial instruments are recognised in the surplus or deficit. Except for those items covered by a separate accounting policy, all financial instruments are shown at their estimated fair value.

### (o) Intangibles

#### Software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software are recognised as an expense when incurred. Costs associated with the development of the Māori Television website are capitalised. Costs associated with the maintenance of the Māori Television website are recognised as an expense when incurred.

### Programme Rights

All programmes are valued at their cost to Māori Television. Cost is defined as total cost paid by Māori Television, not including any Māori Television overheads. Third party contributions for individual programmes are recorded in the Statement of Comprehensive Income as revenue.

Under PBE IPSAS 31, Māori Television recognises the following types of programmes at cost and amortises each programme over its economic useful life:

- Internally produced programmes (Note 10a Programme Rights – Internal)
  - News and Current Affairs (NCA) – expense as incurred
- In-house productions – expensed 100 per cent on transmission, whether transmission is linear or digital
- Acquisitions – expensed 100 per cent on transmission, whether transmission is linear or digital
  - Commissioned programmes (Note 10a Programme Rights – External)
  - Acquired programmes produced by third party producers (Note 10a Programme Rights – External).

An annual impairment assessment is carried out on all intangibles recognised by Māori Television.

### (p) Amortisation

The carrying value of an intangible with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Website	2 years
Acquired computer software	3 years

### Programme Rights

Programmes which primarily deal with current events and/or are transmitted within a very short time of their production, and/or are unlikely to be replayed at any future time (e.g. genres such as current affairs, sport, live events), are fully amortised at the time of their first transmission.

Programmes with longer shelf lives, that are intended to be transmitted several times over a number of months or years, are amortised as they are broadcast. The amortisation formula may be varied depending on the specifics of the programme but the default amortisation policy is based on 60 per cent first play, 20 per cent second play and 20 per cent third play.

### (q) Property, Plant, Equipment and Depreciation

Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment losses. Depreciation is calculated on a straight-line basis to allocate the cost of the assets by equal instalments to an estimated residual value at the end of the economic life of the asset. Important depreciation periods are:

Plant and Equipment	3 – 10 years
Building Fit-out	5 – 20 years

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

### (r) Impairment of non-financial assets

Property, plant, equipment and intangibles 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. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is 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 Māori Television would, if deprived of the asset, replace its remaining future economic benefits or service potential.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

### (s) Trade and Other Payables

Trade and other payables are recorded at fair value.

### (t) Employee Entitlements

Employee entitlements that Māori Television 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 and annual leave earned, but not yet taken at balance date.

Currently there is no provision in employment contracts for long service leave or retirement leave.

### (u) Goods and Services Tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables which are presented on a GST inclusive basis. 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 receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

### (v) Statement of Cash Flows

Cash and cash equivalents means cash balances on hand, held in bank accounts, on-demand deposits and term deposits with original maturities of less than three months.

Operating activities include cash received from all income sources of Māori Television and records the cash payments made for the supply of goods and services.

Investing activities are those activities relating to the acquisition and disposal of property plant and equipment, intangibles and bank deposits greater than three months.

Financing activities are those activities relating to changes in debt or capital structure.

### (w) Liquidity Risk – Management of Liquidity Risk

Liquidity risk is the risk that Māori Television will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through and an adequate amount of committed credit facilities. Māori Television aims to maintain flexibility in funding by keeping committed credit lines available.

### (x) Capital Management

Māori Television's capital is its equity, which comprise retained earnings and is represented by net assets.

### (y) Interest in Jointly Controlled Entity

The interest in a joint venture entity is accounted for in the financial statements using the equity method of accounting. Under the equity method, Māori Television's share of the results of the joint venture is recognised in the Statement of Comprehensive Revenue and Expense and the share of movements in reserves is recognised in the Statement of Financial Position.

### (z) Critical Accounting Estimates and Assumptions

In preparing these financial statements Māori Television has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances.

### Property, plant and equipment useful lives and residual value

At each balance date, Māori Television reviews the useful lives and residual values of its property, plant and equipment. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires Māori Television to consider a number of factors such as the physical condition of the asset, expected period of use of the asset by Māori Television, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will impact the depreciation expense recognised in the surplus or deficit and carrying amount of the asset in the statement of financial position. Māori Television minimises the risk of this estimation uncertainty by:

- Physical inspection of assets
- Asset replacement programmes

- Review of second hand market prices for similar assets
- Analysis of prior asset sales.

### Programme Rights Useful Lives and Residual Value

At each balance date, Māori Television reviews the values of its programme rights. Assessing the appropriateness of the useful life and residual value estimates of programme rights is based on historical experience and the expected period of use of the programme right. Adjustments to useful lives are made when considered necessary.

### (aa) Critical Judgements in Applying Māori Television's Accounting Policies

Management has exercised the following critical judgments in applying Māori Television's accounting policies:

### Lease Classification

Determining whether a lease agreement is a finance or an operating lease requires judgement as to whether the agreement transfers substantially all the risks and rewards of ownership to Māori Television.

Judgement is required on various aspects that include, but are not limited to, the fair value of the leased asset, the economic life of the leased asset, whether or not to include renewal options in the lease term and determining an appropriate discount rate to calculate the present value of the minimum lease payments.

Classification as a finance lease means the asset is recognised in the statement of financial position as property, plant and equipment, whereas for an operating lease no such asset is recognised.

Māori Television has exercised its judgment on the appropriate classification of property and equipment leases and, has determined all of their lease arrangements are operating leases.

### Programme Values

Māori Television has exercised its judgement when determining that programmes with value in terms of te reo Māori me nga tikanga Māori are retained in the programme library.

When the following criteria are satisfied, Māori Television de-recognises:

- The cost price has been fully amortised
- The broadcast rights period has expired
- The number of authorised plays has been reached
- Māori Television has no rights to any future exploitation of the programme for non-broadcast uses
- Māori Television does not have the right to add the programme to its archive
- Māori Television had no role in its conception or production, and therefore no intellectual property rights.

And that:

- The programme has no future usage in regards to the promotion of te reo Māori (Māori language) me ngā tikanga Māori (Māori culture).

To derecognise the programmes, Māori Television adjusts the cost and accumulated amortisation of the programmes. In these instances, there is no impact on the surplus or deficit, or net book value of intangible assets.



# MĀORI TELEVISION

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