

W H A K A A T A
MĀORI

Te Tauāki Whakamaunga Atu

Statement of Intent
2022 – 2025

E tipu e rea mo

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Whakaaetanga o te Tauākī Whakamaunga Atu 2022 - 2025



Kua whakaritea te Tauākī Whakamaunga Atu nei i runga i te whakahau a te Ture o Te Aratuku Whakaata Irirangi Māori 2003 mō te wā atu i te 1 o Hōngongoi 2022 ki te 30 o Pipiri 2025.

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

Reikura Kahi

HOA-TOIHAU
Co-Chair, Te Mātawai
Rā 2022

Hon. Willie Jackson

TE MINITA WHANAKETANGA MĀORI
Minister for Māori Development
Rā 2022

Hon. Grant Robertson

TE MINITA PŪTEA
Minister of Finance
Rā 2022

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

Acceptance of the Statement of Intent 2022 - 2025

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 2022 to 30 June 2025.

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 2022



Hon. Willie Jackson

TE MINITA WHANAKETANGA MĀORI
Minister for Māori Development
Date 2022



Hon. Grant Robertson

TE MINITA PŪTEA
Minister of Finance
Date 2022

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



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!

Ka tohua e te tau 2022 tētahi rima tekau tau mai i te kawea atu o te petihana reo Māori ki te Whare Paremata – he takahanga ki te whakahaumanu me te whakaoho i te iwi ki te hiranga o te reo Māori. I hangaia te Rāngai Pāpāho Māori ki te whakarauora i te reo Māori mā te whakarato paepāho mō ngā kōrero Māori me te reo Māori. He ōhāki i tukua iho ki a tātou ki te tiaki, te rauhi, te tautinei i ngā moemoeā me ngā wawata mō ā tātou mokopuna ki tua.

He huarahi ‘ongē’ te arotakenga o te Rāngai Pāpāho Māori e māia ai, e aumangea ai, e auaha ai, e tukua ai te hinengaro kia rere ki te whakarite anamata e whakahohe houtia ai te whakapūmau i te reo me ngā tikanga Māori. I tērā taha o te ao, kua tohia e te Huihuinga Whānui o Te Kotahitanga o ngā Whenua o te Ao te wā o waenga i te 2022 me te 2032 ko te ‘Ngahurutanga Tau o te Ao mō te Reo Taketake’ kia āta arohia ai te manawa kiore o ētahi reo taketake maha puta i te ao. E tuwhera ana mātou ki te karanga kia maranga ake ki te tiaki, ki te whakarauora, me te whakatairanga i te reo.

E tuwhera ana mātou ki te panonitanga i te pākaha tonu o te herea o te rauemi ki a Whakaata Māori i tō mātou āhei ki te whakatinana, te urutau me te tupu ki tērā tūāoma e tika ana.

E tuwhera ana a Whakaata Māori ki ngā pūtea hou o ēnei tau e rua nei mai i te arotakenga o te Pāhotanga Māori hei koke i Te Whanaketanga, tā mātou mahere ki te angitu. E takahi ana a Whakaata Māori i te ara o te panonitanga, e hanga huarahi ana kia noho ko te matihiko ki mua, ki ngā tāngata tika, ngā hangarau me te tautoko tika. Ki te whakapikihia te pūtea, kua pai te whakahou i tā mātou whai i Te Huapae me te āta whai kia noho tōmua ngā mea tika i tēnei wā, kia inea te uara e hangaia ana e mātou mō ngā kaimahi, ngā apataki me ngā āpiti. Mā konei e taea ai e Whakaata Māori te kōkiri me te tāpae kōrero mō te pūmau tonu o te pūtea i ngā tau e rua ki tua.

Kua whakaterā tō mātou ingoa a Whakaata Māori. Mā te kupu tonu e kōrero tōna tikanga, arā, te whakaata, te whakaatu, ka taunaki tēnei i te wāhi ki a Whakaata Māori ki te whakarauora i te reo Māori, ki tō tātou ahurea me te kōrero i ā tātou kōrero. Ka tauawhitia e mātou tō mātou ingoa Māori hei taunaki i te wāhi ki a mātou ki te whakarauora i te reo, kia mōhiohia ai hoki te ārohinga me ā mātou mahi pāpāho rere noa i ētahi paepāho maha.



He kupu nā Te Toihau

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!



The year 2022 will mark 50 years since the reo Māori petition was delivered to Parliament – a step to revive and awaken people to the importance of te reo Māori. The Māori Media Sector was created to revitalise te reo Māori by providing a platform for Māori stories and voices, a legacy entrusted in us to protect, to nurture and to uphold the dreams and aspirations for our future mokopuna.

The Māori Media Sector review is a ‘once in a lifetime’ opportunity to be bold and brave, innovative and imaginative to envision a future that breathes new life to sustain te reo Māori me ngā tikanga. Internationally, the United Nations General Assembly has declared the period between 2022 and 2032 as the ‘International Decade of Indigenous Languages’ to draw attention to the critical status of many indigenous languages across the world. We welcome this global call to action for preservation, revitalisation and promotion.

We welcome change as Whakaata Māori resourcing constraints have affected our ability to deliver, adapt and grow at the pace we need.

Whakaata Māori welcomes new funding over the next two years from the Māori Media Sector review which will enable us to progress our transformation on building a digital-first approach with the right people, technology and support. With increased funding, we can refresh our journey in Te Huapae, making sure we are prioritising the right things now and that we measure the value we create for our kaimahi, apataki and āpiti. This will ensure Whakaata Māori can advocate and provide the case to retain funding in two years' time.

We launched our name, Whakaata Māori. Whakaata means ‘to mirror’, ‘to reflect’ or ‘to display’, reinforcing the role Whakaata Māori plays in revitalising te reo Māori, our culture and telling our stories. We embrace our reo Māori name, to reinforce our role in reo revitalisation and in recognition of the scope and broadcasting role we hold in multimedia across many platforms.

He kawenga kē tā te Pae Kōrero mō te āhua ki tā mātou akoako mō tā mātou apataki, ki tā rātou i pai ai, me tō rātou waiaro ki ngā kaupapa pāho. Ka noho tikanga matua ia mō te whakahaere haere ake nei, māna e pai ake ai tā mātou i whakatau ai, e rerekē ake ai te mahi ngātahi ki ngā āpiti o te rāngai.

Kua noho mārama mātou ki te āhua o te ārahi a ā mātou kaupapa e kaha ake ai te kōrero Māori a ngā whānau me ngā huarahi kē ka hangaia e rumakina ai ngā whānau ki te tikanga me te reo Māori.

He taputapu Māori motuhake a Kōrero, e hira ana tēnei; i ahu mai i te ao Māori e puta ai ko te mōhioranga tōmua

Māori. Mā tēnei hononga tōtika ki te whānau Māori e tū ai he huihuinga mahi tahi ki te whakatutuki i ngā hiahia o āpōpō atu o te iwi. Kua mōhio ake tātou i ēnei rā ki te hiranga o te tiaki me te whakakaha i tō tātou tuakiri, i a tātou ka kite iho i ngā wero nunui o te ao pērā i te mate urutā, te pā kino o te huringa āhuarangi me te huakina o Ukraine.

Ahakoia whāia kia tau ai te ngākau kaumatua, hei whakaohoho rānei i ā tātou tamariki āpōpō, ka pāho tonuhia e mātou te kōrero Māori, a ngāi Māori, mā ngāi Māori.

He rahi ā mātou mahi ka whakatutukihia i runga i te haere kōtui, ka haere tonu tā mātou

mahi tahi ki te rāngai whānui ki te whakamahine i ngā huarahi atu ki tā mātou apataki me ā mātou kaupapa pāho hei tautoko i te tūāhaere hoki ki te ora a te rāngai i muri o te COVID-19. Kei te kaha te taha ahurea me te hinengaro rauhangā o Whakaata Māori e taea ai e mātou ngā wero me ngā ara hou kei mua i a mātou te takahi.

E mihi ana Te Rūnanga o Whakaata Māori ki ngā kaimahi, i tā rātou mahi ngātahi ki te tuku painga tūturu e ora ai tā mātou ka tuku iho nei, ki ēnei rā nei, mā te whakanui i tō tātou tuakiritanga Māori i runga i te ngākau whakahī.

Whāia te iti Kahurangi, ki te tuohu koe, me he maunga teitei.

Jamie Tuuta

TOIHAU

Chair, Whakaata Māori

Our Kōrero Panel is a game-changer in how we learn about our audience- their interests and attitudes towards content. It will be a key tool for our organisation going forward, helping us to make good decisions and to work in different ways with sector partners.

We are able to understand how our content leads to whānau using te reo Māori more and the differing opportunities it creates to enable whānau to immerse themselves in Māori culture and language.

Importantly, Kōrero is a uniquely Māori tool, grounded in te ao Māori and yielding Māori insights.

This direct connection with whānau Māori enables a forum of collaboration in meeting the future needs of our people. Now, more than ever, as we realise immense world challenges such as the pandemic, the impacts of climate change and the invasion of Ukraine, we need to preserve and strengthen our identity.

Whether for the comfort of our kaumātua today or the inspiration of our tamariki tomorrow, we will continue to tell Māori stories, by Māori, for Māori.

Much of our work will be achieved in partnership, and we will continue to work with

our wider sector in refining our audience, workforce development and content approaches to support our sector's COVID-19 recovery phase. Whakaata Māori holds a strong culture and great people that enable us to deliver to the challenges and opportunities ahead.

Te Rūnanga o Whakaata Māori acknowledges our kaimahi, in working collectively to deliver real benefits that give life to both our legacy and our present, by celebrating who we are as Māori and making us proud.

Whāia te iti kahurangi, ki te tuohu koe, me he maunga teitei.



Jamie Tuuta

TOIHAU

Chair, Whakaata Māori



Mō Mātou

He rangatōpū a Whakaata Māori i whakatūria i raro i Te Ture o Te Aratuku Whakaata Irirangi Māori 2003. I whakaterā tā mātou hongere ahutahi tuatahi i te Poutūterangi 2004, ka whai iho ko te hongere o Te Reo i te 2008. I ēnei rā he paepāho matihiko mātou kua whakawhiwhia ki te tohu e tāpae ana i tētahi ratonga tūmatanui waiwai ki te tiaki me te whakatairanga i te reo Māori.

I hua mai te whakatūria o Whakaata Māori i te oke a ngā kaihautū o te ao Māori mō te tini tau ki te tautine i tō tātou motika ki te mana tōkeke i te ao pāpāho. I tāna Pūrongo mō te Reo Māori (Wai 11), ka kite te Taraipiunara o Waitangi he wāhanga waiwai te reo Māori o te ahurea Māori, me mātua noho taonga. Whakaaehia ana e te Karauna te kitenga a te Taraipiunara mō te herea ōna i raro i Te Tiriti o Waitangi, kia āta whai hoki ia ki te tiaki i te reo Māori.

I te kawea ōna ki te ture i muri iho, ka whakaae te Karauna nā ngā mātāpono o Te Tiriti o Waitangi e herea tonuhia ana ia kia āwhina ki te tiaki i te reo Māori mā roto i te reo irirangi me te pouaka whakaata, ka tohua he wā mō te whanake whāinga ahurei mō Whakaata Māori. Hua mai ana a Whakaata Māori i ngā kaupapahere i whanakehia e te Karauna mō te tiaki me te whakatairanga i te reo Māori i te ao pāpāho.

Tā mātou whāinga

I raro i te ture whakatū i a mātou, ko te mahi matua a Whakaata Māori 'ko te whai wahi atu ki te tiaki me te whakatairanga i te reo Māori me ngā tikanga Māori mā te pāho, ki te reo Māori me te reo Ingarihi, i tētahi ratonga pouaka whakaata e rite ana ki ngā pūtea ka whakamōhio, ka akoako, ka whakangahau i te hunga mātaki, ka whakarangatira anō i te porihanga, te ahurea me ngā tuku ihotanga o Aotearoa'.

Me mahi anō a Whakaata Māori ki te:

- Pāho i te nuinga o ngā haora mātaki nui ki te reo Māori me ētahi haora nui anō i waho atu i tēnei

- Āta whai kia aro ake ngā kaupapa ki ngā matea me ngā hiahia o ngā tamariki kei ngā akoranga rumaki ki te reo Māori me te mātātahi, tae atu ki te hunga reo ūkaipō, ki ērā e tino matatau ana me te hunga e ako ana i te reo Māori
- Tuku ratonga pāpāho ki ngā hangarau e wātea ana puta noa i te motu kia taea ai e te tini tangata.

E rite tonu ana te hira, te hāngai o te mahi matua a Whakaata Māori ki te wā i whakatūria ai ia, me tā mātou whai tonu kia tupu tahi mātou ki te apataki, kia mahi ki te whakapiki i te whai painga o ā mātou kaupapa. Mā te kaha o te tokomaha e whakarauoratia ai te reo, he wāhi nui hoki kei ngā whakahaere pūmau pērā i a Whakaata Māori ki te arataki me te tautoko i ētahi atu ki te whāinga whānui – te tiaki me te whakarauora i te reo Māori.

Tō mātou hanganga

E rua ngā hoa haere motuhake o Whakaata Māori he mana motuhake, he mana tūhono ō rāua – ko te Kāwanatanga e whakakanohitia ana e te Minita Whanaketanga Māori me te Minita Tahua, me ngāi Māori e whakakanohitia ana e Te Mātāwai. I whakatūria a Te Mātāwai i raro i Te Ture Reo Māori 2016 ki te arataki i te whakarauoratia o te reo Māori mā ngā iwi me ngāi Māori.

About Us

Whakaata Māori is a body corporate established under the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003, our first linear channel launched in March 2004 followed by Te Reo channel in 2008. Today we are an award-winning digital media platform providing an essential public service for the protection and promotion of te reo Māori.

The establishment of Whakaata Māori 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 Whakaata Māori. Our organisation is a result of subsequent policy developed by the Crown for protecting and promoting te reo Māori in broadcasting.

Our purpose

Under our establishing legislation, the principal function of Whakaata Māori 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’.¹

Whakaata Māori 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 the Māori language
- Provide broadcast services that are technically available throughout the country and practicably accessible to as many people as is reasonably possible.

The core role of Whakaata Māori remains as important and relevant as when it was founded and we continue to evolve with our audience. Language revitalisation efforts require the contribution of many, and anchor organisations such as Whakaata Māori play a crucial role in both leading and supporting others towards the overall goal – preserving and revitalising te reo Māori.

Our structure

Whakaata Māori has two distinct 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 the revitalisation of te reo Māori on behalf of iwi and Māori.

¹ Section 8(1) of the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003

Mana Whakahaere

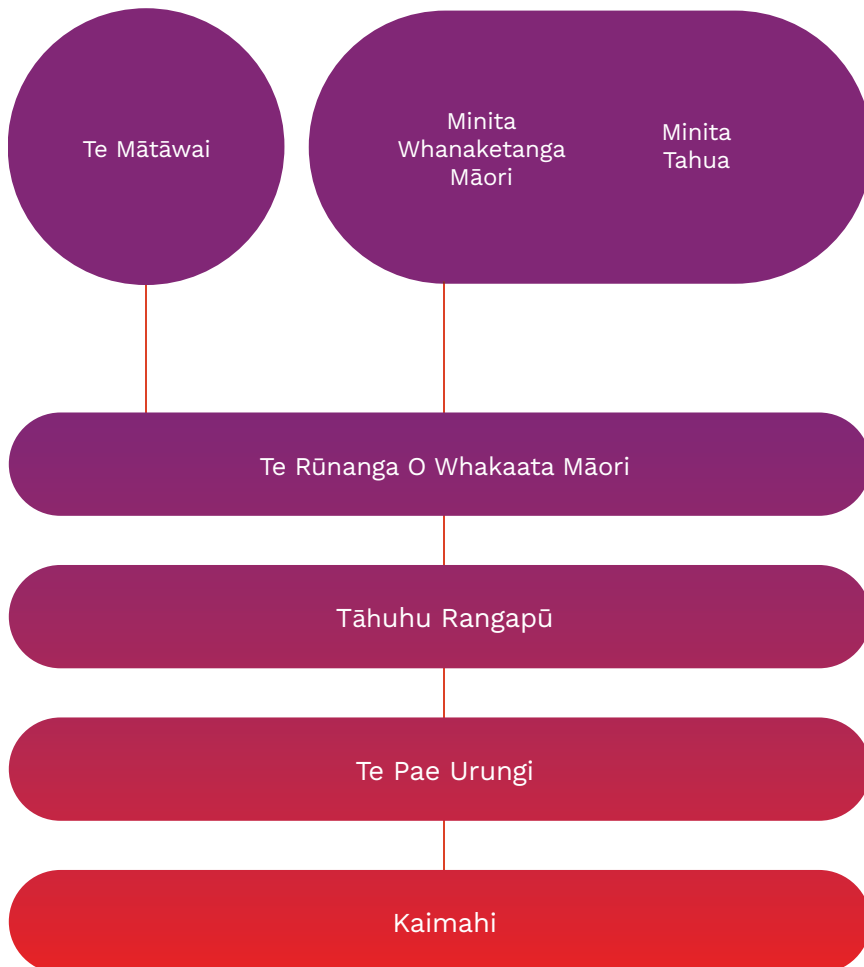
Ko te mana whakahaere o Whakaata Māori ko Te Rūnanga o Whakaata Māori (Te Rūnanga), tētahi Poari tokowhitu kāore he mana whakatau (Kaitiaki). Ko tētahi tokotoru ka kopoua tahitia e te Minita Whanaketanga Māori me te Minita Tahua, ko tētahi tokowhā nā te Poari o Te Mātāwai. Kei Te Rūnanga te kawenga ki te whakarite i te ahunga rautaki me te tiaki i te taha whakahaere, ka rite tonu tā rātou hui ki te aroturuki i te kōkenga me tana ū ki āna kaupapahere.

Ina hiahiatia, ka whakapā atu Te Rūnanga ki te Minita Whanaketanga Māori, te Minita Tahua me ngā Hoa-Toihau o Te Mātāwai, mā Te Mātāwai, i mua i te whakatau take. Ka uru atu anō te pūrongo ki ngā Minita me ngā Hoa-Toihau o Te Mātāwai. E rua ngā komiti pūmau – ko te Komiti Taiutu, me te Komiti Arotake, Tūraru. E tiakina ana tētahi rēhita pānga taupatupatu mō ngā mema katoa o Te Rūnanga.

Taha Whakahaere

Ka pūrongo te Tāhuhu Rangapū ki Te Rūnanga mō te taha whakahaere o Whakaata Māori tae atu ki te pūrongo i ngā hiahia taha pūtea matua, ngā tūraru me te taha pūtea. Whakahaeretia ai, pūrongohia ai e te Tāhuhu Rangapū ngā tūraru ki te komiti Arotake, Tūraru.

161 ngā kaimahi kei roto o Whakaata Māori tae atu ki tētahi kāhui kaiwhakahaere, Te Pae Urungī, ka arahina e te Tāhuhu Rangapū. Ka tautokona te Tāhuhu Rangapū mō te taha whakahaere e Te Pae Urungī, kei tēnā me tēnā hoki te kawenga mō tēnā me tēnā kaupapa mahi: te Kawepūrongo, te Reo me te Ahurea, ngā Kaupapa Pāho, te Tangata, te Pūtea, te Hangarau me ngā Whakahaerenga, te Tuputanga Pakihi me ngā Hononga Āpiti.



Governance

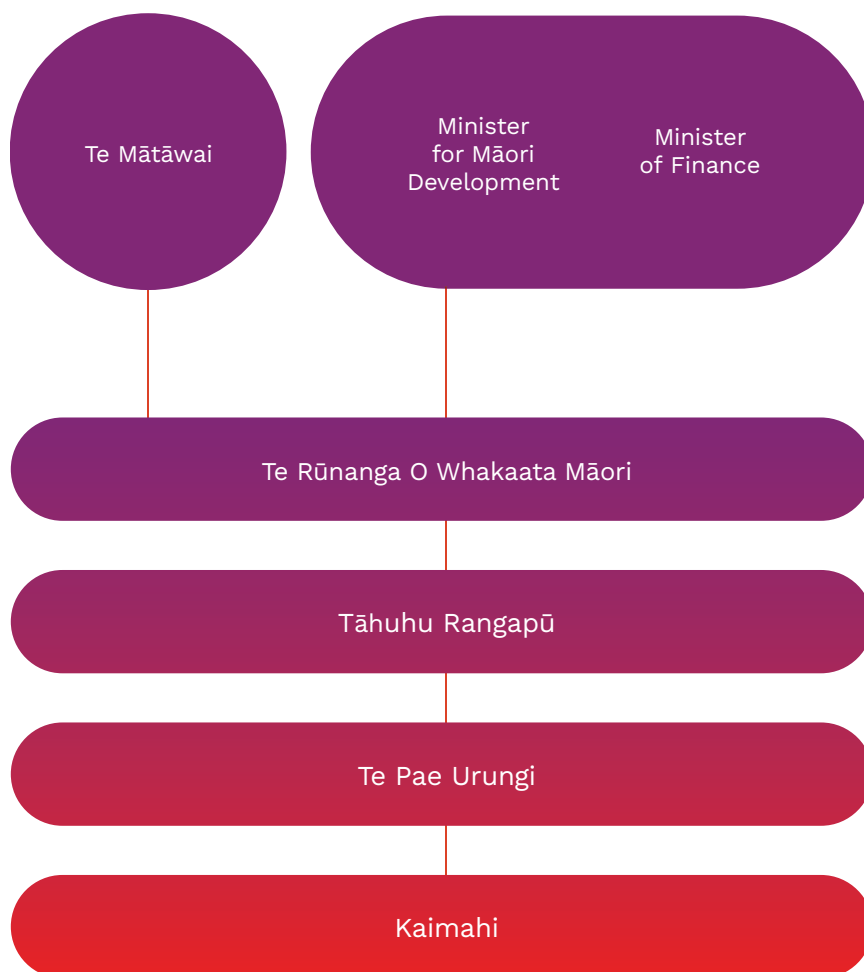
Whakaata Māori is governed by Te Rūnanga o Whakaata Māori (Te Rūnanga), a board of seven non-executive directors (Kaitiaki). Three are appointed jointly by the Minister for Māori Development and the Minister of Finance, while the board of Te Mātāwai appoints four directors. Te Rūnanga is responsible 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 conflict 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 Whakaata Māori 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 Whakaata Māori 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, Business Growth and Partnerships.



Our vision

Tā Mātou Whakakitenga

**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**

The core role of Whakaata Māori remains as important and relevant as when our organisation was founded.

E rite tonu ana te hira, te hāngai o te mahi matua a Whakaata Māori ki te wā i whakatūria ai ia.

Our Values Ō Mātou Uara



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 haporī. 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.

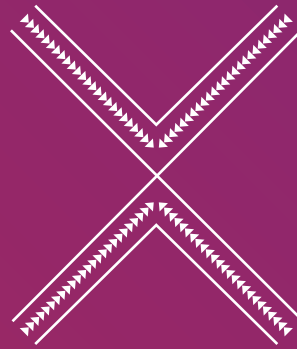
Our content is distinct and authentically Māori. We are trusted to share stories in a responsible and balanced way. We celebrate diversity and promote different perspectives and ideas.



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 tahi 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 tōnuī 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 nāianeī, o āpōpō atu hoki. E māia ana te āhua o tā mātou whakatau take, e mārama 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 i te reo

He āpiti hiranga nui a Whakaata Māori i ngā mahi whakarauora i te reo Māori – e whai painga ana ki te hau ora o te ao Māori mā roto i āna kaupapa pāho, āna kōrero me ngā paepāho.

He whakakitenga ngātahi i raro i Te Whare o te Reo Mauriora

Ka arahina e Te Mātāwai me te Karauna te rautaki reo Māori o Aotearoa i raro i te tauira o te whareniui mō te āta haere kōtūi e mōhiotia ana ko Te Whare o te Reo Mauriora. Noho ahurei mai ana 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 whakaritea tahi e ngā rautaki o te Maihi Māori me te Māori Karauna.

He mema mātou o Te Papa Kōrero – te kāhui Tāhuhu Rangapū o te kōtuinga whakahaere kei raro i Te Whare o te Reo Mauriora – e ruruku ana, e arataki ana i te whakatinanatanga o ngā rautaki Maihi e rua. Ko ētahi o ā mātou mahi ko te tautuhi huarahi e koke ai ngā kaupapa e whāia ngātahitia ana me te tuku kupu ārahi ki Te Rūnanga Reo mō ngā mahi nunui kia tautokona e rātou. Ko Te Rūnanga Reo he rōpū Minita Karauna, he mema anō o te Poari o Te Mātāwai e noho mana whakahaere ana ki Te Whare o te Reo Mauriora, ka tautuhi take e hiranga ana ki te katoa, ka tautuhi huarahi me ngā tūraru hoki e pā ana ki ngā Maihi e rua.



Our Role in Language Revitalisation

Whakaata Māori is a critical partner in the revitalisation of the Māori language – contributing to the vitality of te ao Māori through content, storytelling and media platforms.

A collaborative vision under Te Whare o te Reo Mauriora

Te Mātāwai and the Crown lead the Aotearoa Māori language strategy under a whareniui model of active partnership known as Te Whare o te Reo Mauriora. Whakaata Māori 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.

We are a member of Te Papa Kōrero – a Chief Executives’ forum of Te Whare o te Reo Mauriora partner organisations which coordinates and leads implementation of both Maihi strategies. Their work includes identifying opportunities to advance collaborative initiatives and provide 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 these strategies.

E whai painga ana ā mātou mahi ki te Maihi Māori me te Maihi Karauna

Tāpiri atu ki te mahi mana whakahaere, e whai raukaha tōtika ana anō a Whakaata Māori ki te kawewaiario puta noa i te taupori, e āhei ai te torotoro apataki ka kawekawe i te panonitanga porihanga mō te āhua ki te mana me te uara o te reo me ngā tikanga Māori.

Ka tautoko hoki a Whakaata Māori i te kōrerohia o te reo Māori, mā te tohu wāhi, te tohu wā e whakamahia ai te reo Māori e te whānau, te hapū, te iwi me ngā hāpori – mā roto i ngā kaupapa pāho o te hau kāinga me te āta whai kia whakaaturia tō rātou tuakiri i ngā hōtaka pērā i ngā kapa haka ā-rohe, te waka ama, te pakipūmeka me te uiuinga. Ka whai hua tēnei mahi ki te whakakitenga a te Maihi Māori me ētahi putanga taumata tiketike e arotahi ana ki te whakamahia o te reo Māori, te whakarite mahere me te noho mātau.

Ki whea noa! Te wā noa! Te tangata noa!, mā te āta whai kia āhei noa ki te kaupapa pāho reo Māori puta i ā mātou paepāho, ka tautoko mātou i ngā momo ara me ngā huarahi e kōrerohia ai, e rangona ai te reo Māori.

Ko te mahi tahi ki ngā āpiti tētahi o ngā wāhi e arotahi ana a Whakaata Māori e mōhiotia ai te hiranga me te pito mata o te whakatupu i ō mātou hononga. Mā te mahi tahi ki ngā āpiti puta noa i te rāngai nei me te ao Māori, ka taea e Whakaata Māori te whakapiki te pākahatanga ngātahi ki te whakarauoratanga o te reo me ngā tikanga Māori.

E whakaata ana ā mātou ake whakapaunga kaha ki te whakarauora i te reo i te pāpātanga whānui e kimi ana mātou katoa.

Ko Te Tōnuitanga tā mātou rautaki mō te reo Māori me te Tikanga Māori. E noho hāngai ana ā mātou whāinga reo me ā mātou tūmahi e pā ana ki ngā kaimahi, te apataki me ngā āpiti ki Te Huapae, ki te whakakitenga whānui me ngā whāinga rongomaio a Te Whare o te Reo Māuriora.

I roto i tēnei anga, kua tautuhia e mātou ētahi putanga reo me ētahi waitohu ki ngā huānga matua

ka kawekawe whanonga reo: te tuakiri, te tupu, me te whakamahia. Kua tipakohia mai ēnei i runga i te ariā me te tikanga whakarauora reo, i runga anō i te whanake tonuhia o tā mātou huarahi rautaki. Kua whakaritea anō tētahi mahere mahi e aro ana ki te mahi i te mahi me tētahi anga mō te aroturuki me te ine ka āwhina i a mātou ki te whaiwhai ake, ki te pūrongo i tā mātou koke ki te whakakitenga ngātahi.

Mō te taha ki Te Tōnuitanga, ka tautoko, ka whakatenatena mātou i ngā tāpaenga a ō mātou āpiti ki te tupu tonu me te whakanuia o te reo Māori. Ka rerekē anō tā mātou titiro ki ngā momo kaupapa pāho ka whanakehia e mātou, ki ngā hangarau ka whakamahia, me te āhua o tā mātou hono atu ki tā mātou apataki e tautokona ai rātou i ō rātou ara ki te reo. Ki te taha o tēnei, ko tō mātou āhei ki te para huarahi ki roto, i roto anō o Whakaata Māori, puta noa hoki i ngā rāngai ahumahi whānui, kua ahurei tā mātou noho ki te tuku tūranga, te tuku ara mahi ka tōtika te whai hua ki a ngāi Māori, ki ō rātou whānau me ngā mahi whakarauora reo whānui.

Ko te tuakiri, te tupu tonu, me te āta whakamahia i te reo Māori me te tikanga Māori kei te iho o tā mātou whakakitenga.

Kei te tūāpapa o Te Tōnuitanga ko te mātāpono matua e mahi ai mātou ki te:

- Āta whakamahia i te reo Māori me te tikanga Māori, arā, kia kitea, kia rangona, kia kōrerohia, kia whakanuia, kia whakatairangatia i a mātou ka mahi, mā roto anō i ā mātou mahi
- Para huarahi mō ā mātou tāngata kia tupu ai tō rātou raukaha me tō rātou māia ki te reo Māori me ngā tikanga Māori
- Whakarato taiao rumaki i ōna anō momo horopaki hei tautoko i ā mātou apataki kia tupu tonu ai, kia whanake tonu ai i roto i ō rātou ara ki te reo
- Hopu me te whakarato ara ki te reo kōrero me te whakamahia o te reo puta i te motu
- Whakatauiria i tētahi pāhotanga paerewa tiketike mō te reo Māori
- Noho hei toa mō te reo Māori me ngā tikanga Māori i ngā wāhi e herea tūturu ana tō tātou tuakiri ki te reo Māori me ngā tikanga Māori e hangaia ai he hāpori reo.



Our work contributes to the Maihi Māori and Maihi Karauna

In addition to governance roles, Whakaata Māori 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.

Whakaata Māori also supports the use of te reo Māori, by creating places and times for using te reo Māori by 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.

Anywhere! Anytime! Anybody! By ensuring access to reo Māori content across our platforms, we support the range and opportunities in which the Māori language is spoken and heard.

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

Our own reo revitalisation efforts mirror the broader impact that we all seek

Te Tōnuitanga is our strategy for te reo Māori me te tikanga Māori. Our reo goals and activities regarding kaimahi, āpiti and apataki are aligned to Te Huapae and to the overarching vision and bold goals of Te Whare o te Reo Mauriora.

Within this framework, we have identified reo outcomes and indicators against core elements that influence language behaviour: identity, growth and use. These have been selected based on language revitalisation theory and practice and

following further development of our strategic approach. A workplan and monitoring and measuring framework have also been established which help us track and report our progress towards the collective vision.

With Te Tōnuitanga, we will support and encourage our partners' contributions to the growth and celebration of te reo Māori. We will look differently at the type of content we develop, the technology we use and how we connect with our audiences to support them on their reo journeys. Alongside this, our ability to build pathways into and within Whakaata Māori and across the wider industry sectors positions us uniquely to provide roles and careers that directly benefit Māori, their whānau and wider revitalisation efforts.

Our vision is about our identity, our growth and the active use of te reo Māori me ngā tikanga Māori.

Te Tōnuitanga is founded on key principles, where we:

- Actively use te reo Māori and tikanga Māori, this means it is seen, heard, spoken, used, celebrated and promoted as we work, and through our work
- Offer pathways for our people to grow their capability and confidence in te reo Māori and tikanga Māori
- Provide immersion environments in a variety of contexts that support our audiences to grow and continue to develop through their reo journeys
- Record and provide access to the spoken word and use of te reo across the motu
- Exemplify a high standard of broadcasting for te reo Māori
- Are champions for te reo Māori and tikanga Māori where the Māori language and cultural practices are intrinsically tied to our identity and create reo communities.



Tō Mātou Horopaki

I whakatūria a Whakaata Māori hei āwhina ki te tiaki me te whakatairanga i te reo Māori me ngā tikanga, he huarahi hoki ia mō te Karauna ki te tautoko i ana here i raro i Te Tiriti o Waitangi i te ao pāpāho. Mai i taua wā kua hangaia e mātou tētahi whakahaere hiranga e kauanuanutia ana, e noho taonga ana.

E tere huri kē ana te taiao pāpāho me ngā tikanga mātaki a te apataki. I roto i tēnei taiao, e herea ana ngā pūtea a Whakaata Māori, engari he wāhi hiranga tōna ki te tiaki i tā tātou taonga, te reo Māori. Ko te reo kei te iho o Te Huapae, tā mātou whakakitenga me te anga putanga, ko tā Te Whanaketanga he ārahi atu i a mātou ki reira.

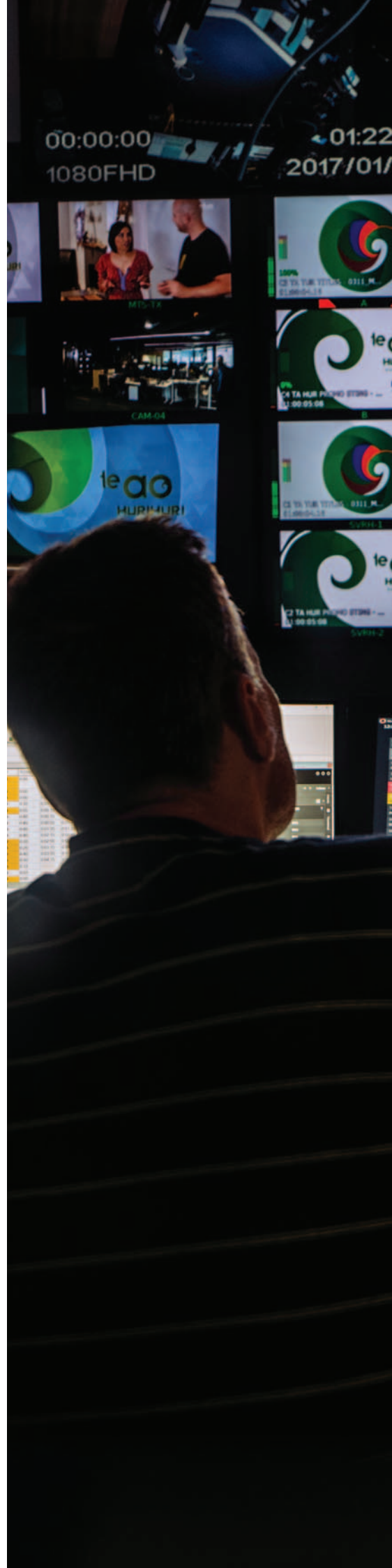
Ko Te Whanaketanga tā mātou mahere mahi rautaki i whanaketia hei āwhina i te whakatutukitanga o ā mātou whāinga i roto i tētahi horopaki taumaha. Kei a ia te ara e matihiko tuatahi ai, e kakama ai, e rite ai a Whakaata Māori mō āpōpō atu i a ia e mahi ana i tētahi takiwā e tūtū tonu mai ai te wero – ko ētahi kua mōhiotia, ko ētahi kāo – tae atu ki te:

- Tere huri o te whanonga apataki me te hanga kaupapa pāho/hangarau pāho
- COVID-19 me ōna pānga ki ā mātou kaimahi, ki ngā whakahaerenga me te rāngai whānui
- Noho ngākaurua ki te pūtea me ngā whakahaerenga i te haere tonu o te arotakenga o te Rāngai Pāpāho Māori
- Piki ake o te rauemi me te nekehanga taha hautū ki te hinonga Pāpāho Tūmatanui hou (te rautaki, kaupapa pāho me te paepāho/tuaritanga).

I roto i tēnei horopaki, ka arotakea a Te Whanaketanga i te tau ka hori me te whakahiatotia o ngā mahi tuatahi mai i te 14 ki te waru awamahi. Kua arotahi ēnei ki ā mātou mahi me ngā take tōmua me te whakaata anō i tō mātou horopaki whakapātari.

Matihiko – te noho mārama ki te āhua o te kaha mātakihia o te kaupapa pāho, kua titiro ā-matihiko mātou ki te āhua o tā mātou waihangā, toha kaupapa pāho, me ngā paepāho, ngā pūnaha, ngā tukanga ka whakamahia e mātou.

Ukauka o te taha pūtea – te kimi huarahi e āhei atu ai ki te awa pūtea hou i a mātou ka tatari ki ngā whakatau mō te pūtea whakahaere paetīmata, kihai nei i piki ki a mātou.



Our Context

Whakaata Māori 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.

The media landscape and audience viewing habits continue to evolve at a rapid pace. Within this environment, Whakaata Māori has limited funding but an important role in protecting our taonga of te reo Māori. Our 25-year vision and outcomes framework, Te Huapae, holds the revitalisation of our reo at its core while Te Whanaketanga guides us there.

Te Whanaketanga is our strategic action plan which was developed to help meet our goals within a challenging context. It provides the roadmap for Whakaata Māori to be digital first, agile and fit for the future while working in a space that often presents challenges – some anticipated and some unexpected – including:

- Rapid changes in audience behaviour and content creation/delivery technologies
- COVID-19 and its impacts on our kaimahi, operations and wider sector
- Funding and operational uncertainty from the ongoing Māori Media Sector review
- An increase in resources and shift in leadership to the new Public Media entity (strategy, content and platform/distribution).

Within this context, Te Whanaketanga was reviewed in the past year and initial work condensed from 14 into eight workstreams. These focus our work and priorities as well as reflect our contextual challenges.

Digital – acknowledging how content is increasingly being consumed, we take a digital view in how we create and distribute content, and to what platforms, systems and processes we use.

Financial sustainability – finding opportunities to access new revenue streams while awaiting decisions on baseline operational funding, which has not evolved with us.

Raukaha – te kimi kaimahi me te whakatupu i te tangata pai katoa, te hangarau, te taputapu, me ngā tukanga e tutuki ai ā mātou putanga.

Kia arahina e te apataki – te mōhio ki te hiahia o ngā apataki ka whakahāngai ai i te katoa o tā mātou i mahi ai me ngā kōrero ka kōrerohia kia rite ai ki ngā hiahia. Ka arahina mātou e tō mātou Pae Kōrero.

Raraunga – te pai ake o te whakamahi raraunga me ngā mōhioranga tōmua e pai ake ai tā mātou i whakatau ai hei tautoko i ā mātou putanga.

Reo māori – te whakapūmau i te whakarite mahere reo me ētahi ara e kōrerohia ai, e rangona ai, e whakamahia ai, e whakatairangatia ai te reo Māori ki ā mātou kōrero, ki ngā paepāho me ā mātou tāngata.

Āpitianga rautaki – te whakapakari tonu i te hononga whai painga ki te huarahi hou me te pūtea.

Te rite mō āpōpō atu – te mārama me te noho mōhio ki ngā matea o te kāhui mahi ki tua me te āhua o te mahi e mau tonu ai te ngākau kakama, me te whakariterite mō te mate urutā.

I te whakawhiwhia ki te pūtea tōtahi i te 2021, ka tīmatahia e mātou ētahi o ā mātou mahi ka rere i ētahi o ngā awamahi nei. E noho take tōmua ana ngā mahi āwhina ki te whakapakari i te raukaha me ngā pūkenga, te whakapiki ake i te kōunga o ā mātou raraunga me ngā hangarau, me te kōkiri huarahi mahi whakamoamoā ake. Ka haumitia anō e mātou te waihanga i ētahi atu huarahi arumoni e manaakitia ai te āpitianga hou, e tautokohia ai tō mātou toitūtanga taha ahumoni.

Mā te whiwhi pūtea kē atu i te 2022/23 e taea ai ā mātou kaupapa mō te raukaha kaimahi te tautoko puta noa i te Rāngai Pāpāho Māori.

Kua whakatūria tētahi kāhui mahi hou – te Tuputanga Pakihi me ngā Āpitianga – hei āwhina i te kōkiritanga o ngā huarahi arumoni nei. Ko te rautaki mō ēnei mahi, te Rautaki Arumoni, ka whakarato ahunga, whāinga e pā ana ki te āta whai tikanga o te whakapau pūtea o tēnei wā me ngā ara pūtea hou.



Capability – employing and growing the best people, technology, tools and processes to enable us to achieve our outcomes.

Audience Led – knowing what audiences want and aligning all that we do and the stories we tell to be fit for purpose. Our Kōrero Panel guides us.

Data – collecting and using data and insights in even better ways to help us make the best decisions to support our outcomes.

Reo Māori – embedding language planning and ways to speak, hear, use and promote te reo Māori into our stories, our platforms and our people.

Strategic partnerships – continuing to build productive relationships to generate new opportunities and revenue.

Fit for the future – understanding and anticipating the needs of our future workforce and ways of working, maintaining agility and pandemic planning.

With additional one-off funding received in 2021, we commenced some of our work that cuts across several of these workstreams. We are prioritising work to help build our workforce capacity and capability, raise the quality of our data and technology, and drive more efficient ways of working. We will also invest building more commercial opportunities to foster new partnerships and support our financial sustainability.

A further injection of funding for 2022/23 will enable our workforce capability initiatives to be supported across the Māori Media Sector.

A new team – Business Growth and Partnerships – has been established to help drive these commercial opportunities. A strategy for this work, Rautaki Arumoni, provides direction and objectives which revolve around existing optimisation as well as new revenue streams.



Ā Mātou Kōrero Whakatutukinga Mahi

E mārama ana te whakakitenga a Whakaata Māori e arahina nei e te reo kōrero Māori

Nā runga i te tirohanga a te ao Māori kei te huapae tā mātou whakakitenga me te kōkirihiā o tā mātou kokenga e te nekehanga whanonga iti e hua mai ai te panonitanga e hiahia kite ana mātou i roto i te wā.

Ko Te Huapae tā mātou whakakitenga me tā mātou anga putanga mō te 25 tau kua whakarite nei i tō mātou ahunga mai i te 2018, kia tino tutuki ai tā mātou kaupapa. I arahina te whanaketanga o tēnei e te orokohanganga Māori ka ahu atu i te kore ki te pō tangotango, ki te ao mārama. E mārama ake ai te ara ki

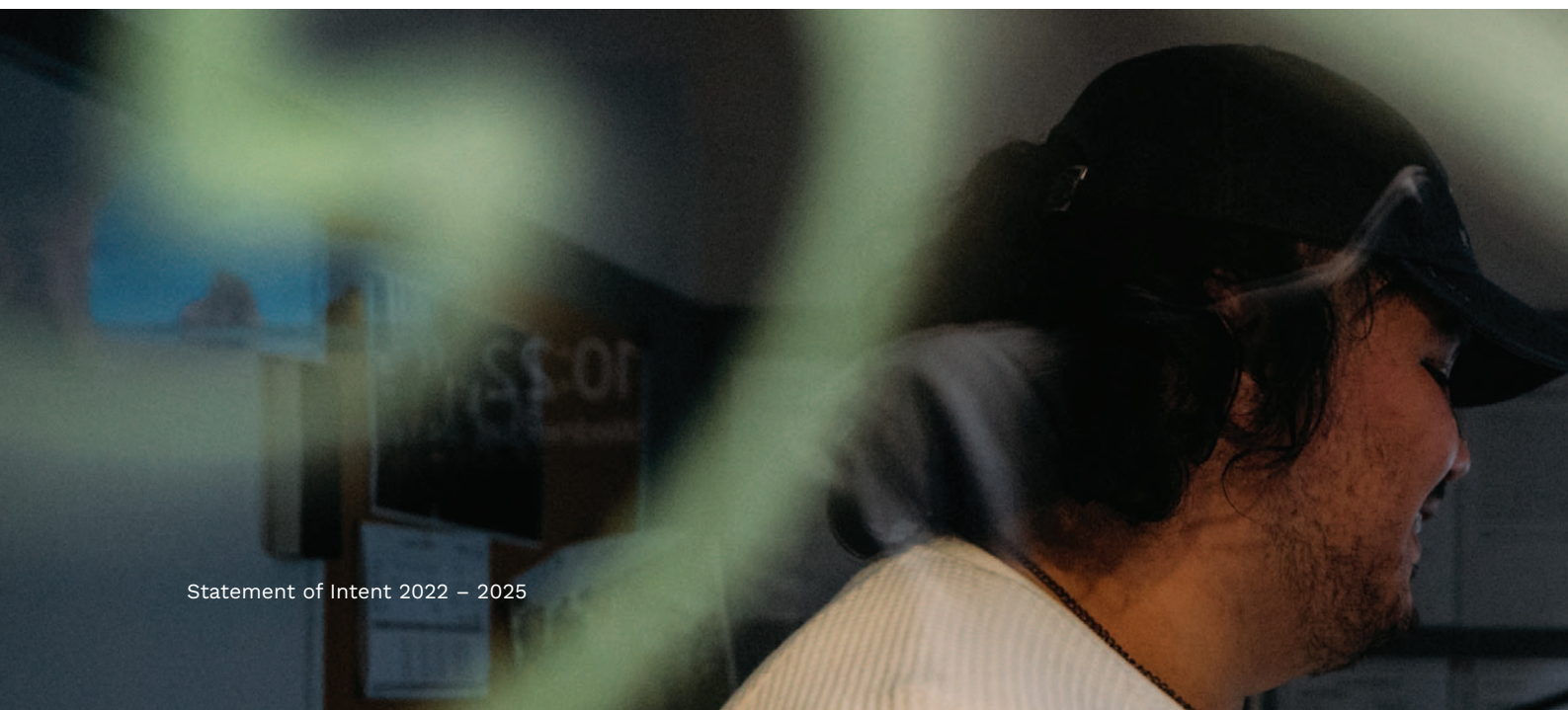
ā mātou putanga mai i te 2018, ka whakaotia tahitia e mātou tētahi arotakenga o ā mātou putanga ki ngā āpiti matua i te 2022.

Mā konei e mārama tūturu ai ā mātou putanga, te kōrero i ā mātou kōrero, e whakaūngia ai ngā putanga tōmua hei ārahi i tō mātou ahunga. I te hāngai pū ki a KoPa ka ine nei i te nekehanga o te whakarauorahia o te reo Māori, ka neke i a mātou mai i te korekore o te toro mai me te pito mata kīhai i whāia (kore) ki te noho 'mōhio', ki te 'mōhio ake' rānei (pō) kia eke rawa ki te noho mārama (awatea).

He putanga te tutukitanga o tētahi nekehanga, ko tā ia putanga he āwhina i a mātou ki te koke ki tō muri iho, ā, tutuki rawa tā mātou whakakitenga, arā, 'e tōnui ana a ngāi Māori katoa'. Ka maheretia e mātou tēnei haerenga mā te whakatinana ariā panoni – te tautuhi i ētahi

takahanga iti e hangaia ai e tētahi te taiao pai e angitu ai tō muri iho. Kāore e tū tonu te tukanga tupu, te panonitanga ngākau, te māramatanga nei, engari ka paheko tonu, ka akoako tonu, ka arotake tonu.

Kei Te Huapae ngā putanga 17 me tutuki i a mātou inamata tonu, i te pae tōwaenga, i te pae tawhiti e tutuki ai tā mātou whakakitenga. Ko tā matou mahere rautaki rima tau, te Huapae Tata, kei te arotahi ki ngā putanga e iwa ka whai mātou ki te whakatutuki, atu i te 2022 ki te 2025, kua kīia e mātou ko tā mātou ahunga rautaki.



Our Performance Story

Whakaata Māori has a clear vision, and Māori voices lead our way there.

With a te ao Māori worldview, our vision is on the horizon and our progress is powered by small shifts in behaviour that, over time, result in the change we want to see.

Te Huapae is our 25-year vision and outcomes framework that has charted our course since 2018 to most effectively achieve our kaupapa. Development of this was informed by Māori creation, which moves from nothing to darkness to the world of light. To better understand our outcomes journey from 2018, we will be completing a review of our outcomes with key partners during 2022.

This will ensure our outcomes are understood, telling our story and that any priority outcomes can be confirmed to guide our direction. Consistent with the KoPa model that measures shifts in Māori language revitalisation, we will create movement 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).

Every shift we achieve is an outcome, 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.

Te Huapae sets out the 17 outcomes we need to reach over the immediate, medium and long term to enable us to achieve our vision. Our five-year strategic plan, Te Huapae Tata, focuses on the nine outcomes we will look to achieve from 2022 to 2025, which have been shared as our strategic direction.



We develop and grow talented people who contribute to a thriving media industry that values te reo me ngā tikanga Māori

We develop and grow talented people who contribute to a thriving media industry that values te reo me ngā tikanga Māori

We inspire other organisations to embed te reo me ngā tikanga Māori planning in their workplace

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

Kaimahi are meeting their own te reo Māori language goals

Whakaata Māori is a place where great people want to work

Kaimahi

Kaimahi are supported to develop personal plans for te reo me ngā tikanga Māori

Kaimahi have learning and professional development opportunities

Tikanga Māori is embedded into Whakaata Māori

5+ YEARS

Whānau have access to quality and engaging te reo content

Audiences feel more informed through Te Ao News

Issues that are important to Māori have a larger forum where they can be discussed

Māori and non-Māori learn more about te ao Māori

Apataki

1-3 YEARS

Audiences can access Whakaata Māori content across diverse platforms

Māori feel more heard

Our content is engaging, entertaining and relevant

Audiences value Whakaata Māori

Māori audiences trust and feel ownership of Whakaata Māori

1-3 YEARS

Whakaata Māori is seen as active in the community and at events

Whakaata Māori builds positive relationships with partners

Te Huapae

Working towards 'Māori are thriving'

Our priority outcomes we have a set of performance indicators to ensure our journey

Te Ao Māori is valued and thriving

Māori audiences feel empowered by having a platform that elevates the Māori voice in New Zealand

Māori and non-Māori institutions are held more accountable by Te Ao News

Te reo me ngā tikanga Māori is valued as part of New Zealand's identity

Audiences increase their understanding of te reo Māori through watching Whakaata Māori

Māori and non-Māori are inspired and enabled to learn te reo Māori

Te reo me ngā tikanga Māori is thriving

Te reo is more accessible and engaging

Non-Māori audiences have greater value for Māori stories and perspectives

Māori whānau feel supported in raising their tamariki in te reo Māori

Iwi, hapū, whānau and Māori audiences enjoy kōrero tuku iho (ancestral) and local stories

Māori and non-Māori institutions are held more accountable by Te Ao News

Māori and non-Māori hear and see more te reo Māori

Māori and non-Māori hear more Māori perspectives and stories

Encouraging the value and range of opportunities to speak and hear te reo Māori
5+ YEARS

5+ YEARS

Partners have greater capacity to support the revitalisation of te reo me ngā tikanga Māori

Partner organisations want to work with Whakaata Māori

Production companies that produce te reo and Māori content have more business

Partners can reach a national audience to broadcast events or distribute content

Partners can engage with audiences (e.g. rangatahi) to co-design and develop revitalisation and communication efforts

Āpiti

Partners have greater access to te reo me ngā tikanga Māori content to support their revitalisation efforts because of our work

Partners have greater capacity to support the revitalisation of te reo me ngā tikanga Māori

Items in bold are those which are measured. Underlying this performance metrics that measure the steps we are taking to this journey is on track and measured and reported.

Ka whanake, ka whakatupu tāngata whai pūmanawa mātou ka whai tikanga ki tētahi ahumahi pāpāho e uara ana i te reo me ngā tikanga Māori

Ka whakaoho mātou i ētahi atu whakahaere ki te whakapūmau i te reo me ngā tikanga Māori

Ka whanake, ka whakatupu tāngata whai pūmanawa mātou ka whai tikanga ki tētahi ahumahi pāpāho e uara ana i te reo me ngā tikanga Māori

5+ TAU

Ka puāwai te reo Māori hei reo matua mō ia rā i waenga i ngā kaimahi

E tutuki ana i ngā kaimahi ā rātou ake whāinga reo Māori

Ka noho a Whakaata Māori hei wāhi e hiahia mahi ai te tangata hira

Ka taea e ngā whānau te toro kaupapa pāho reo e kounga ana, e kaingākauria ana

Ka rongo ngā apataki kei te mōhio ake rātou i Te Ao News

Ka whānui ake te pae kōrero e matapakihia ai ngā take e hira ana ki a ngāi Māori

Ka nui atu tā ngāi Māori me ngāi Tauwiwi i ako ai mō te ao Māori

Kaimahi

Ka tautokohia ngā kaimahi ki te whanake mahere whaiaro mō te reo me ngā tikanga Māori

Ka whai huarahi ngā kaimahi ki te akoako me te whakapakari taha ngaio

Ka whakapūmautia te tikanga Māori ki roto o Whakaata Māori

1 - 3 TAU

Apataki

Ka taea e ngā apataki ngā kaupapa pāho a Whakaata Māori puta noa i ētahi paepāho whānui

Ka kaha ake te rangona o ngāi Māori

Ka kaingākauria, ka ngahau, ka hāngai ā mātou kaupapa pāho

Ka uaratia a Whakaata Māori e ngā apataki

Ka whakapono, ka rongo ngā apataki Māori nā rātou ake a Whakaata Māori

Te whakatenatena i te uara

1 - 3 TAU

Te Huapae

Te mahi kia tōnui a ngāi Māori

Ka kitea a Whakaata Māori i te hapori me ngā huihuinga

Ka whakatupu hononga whakawaiū a Whakaata Māori ki ōna āpiti

E māia ana ā mātou tēnei ko tētahi huinga tūturu

E uaratia ana, e tōnui ana Te Ao Māori

Ka rongō ngā apataki Māori e whakamanatia ana rātou i te noho mai a tētahi paepāho hāpai i te reo Māori i Aotearoa

Ka uaratia te reo me ngā tikanga Māori hei wāhanga o te tuakiri o Aotearoa

Ka whakaohongia ka whakaāheitia a ngāi Māori me ngāi Tauwiwi ki te ako i te re

Ka kaha ake te āhei atu me te kaingākauria o te reo

Ka kaha ake te uaratia o te kōrero me te tirohanga Māori e ngāi Tauwiwi

Ka noho haepapa ake ngā pūtahi a ngāi Māori me ngāi Tauwiwi i Te Ao News

Ka mārama ake ngā apataki ki te reo Māori i tā rātou mātaki i a Whakaata Māori

E uaratia ana, e tōnui ana Te Ao Māori

Ka rongō ngā whānau Māori e tautokohia ana tā rātou whakatipu i ā rātou tamariki ki te reo Māori

Ka pārekareka ki te iwi, te hapū, te whānau me ngā apataki Māori te kōrero tuku iho (a ngā tūpuna) me ngā kōrero o te hau kāinga

Ka kaha ake te noho haepapa a ngā pūtahi a ngāi Māori me ngāi Tauwiwi i Te Ao News

Ka nui atu tā ngāi Māori me tā ngāi Tauwiwi i rongō ai, i kite ai

Ka nui atu tā ngāi Māori me tā ngāi Tauwiwi i rongō ai mō te tirohanga Māori me āna kōrero

3 - 5 TAU
Ka nui atu te whānau o ngā huarahi ki te kōrero me te rongō i te reo Māori

5+ TAU

Ka nui atu te raukaha o ngā āpiti hei tautoko i te whakarauoratanga o te reo me ngā tikanga Māori

Ka hiahia mahi tahi ngā whakahaere āpiti ki a Whakaata Māori

Ka nui atu te mahi ki ngā kamupene hanga kaupapa pāho mō te reo me te ao Māori

Ka taea e ngā āpiti te toro ngā apataki o te motu ki te pāho huihuinga ki te tuari kaupapa pāho

Ka taea e ngā āpiti te torotoro apataki (pērā i te rangatahi) ki te hoahoa tahi me te whanake kaupapa whakarauora, whakapāpā ki te reo

Āpiti

I ā mātou mahi ka āhei ake ngā āpiti ki ngā kaupapa pāho mō te reo me ngā tikanga Māori hei tautoko i ā rātou ake mahi whakarauora

putanga tōmua, koia nei ngā putanga ka inea. Kei raro i a ine tutukinga mahi ka ine i ngā hikoinga e takahia ana e ai te haere tika, te inea me te pūrongohia.

Ka nui atu te raukaha o ngā āpiti hei tautoko i te whakarauoratanga o te reo me ngā tikanga Māori

Ka mahere, ka whakahaere, ka ine mātou kia kaha ake ai te pāpātanga.

Ko te tikanga o te whakahaere ki ngā putanga ko te tautuhi i ngā āputa arotahi o te whakahaere, te ine i te tutukinga o ngā mahi ki ērā, me te whakahaere i ngā mahi ki aua āputa arotahi me ngā inenga. Mā te whai i tēnei ara e tika ana ā mātou pārongo ki te urupare me te pai ake o ngā whakatau.

Mā te huīnga mahere whakahaere e mārama ai te kitenga whāroa, ka āwhina tēnei i ngā whakapaunga rauemi, ka whakarato tikanga nahanaha ki te ine i te āhua o te whakatutukihia o ā mātou putanga.

Ko ngā painga matua o te whai huarahi arotahi ki ngā putanga ko te:

- Tautoko āpitianga e nui ake ai te pāpātanga**
 E whāia tahitia ana ā mātou kauapapa whakarauora reo e ō mātou āpiti puta noa i Te Whare o te Reo Mauriora i te whakatinanatanga o ngā rautaki o te Maihi Karauna me te Maihi Māori. Mā tō mātou mārama tahi ki ngā pāpātanga o ā mātou mahi, he aha kei te tino whai hua, ko hea ngā wāhi ka tutuki pai, ka whai tikanga ake tā mātou mahi tahi, ka kaha ake te aro ki te ine i ngā mea tino whai take.

- Toitūtanga**
 Mā te āhei ki te whakaatu pāpātanga whai tikanga auroa ki te hunga tuku pūtea, ki ngā āpiti auaha me ngā kaimahi, e āwhina tā rātou tautoko tonu mai me tā rātou toro tonu mai ki a Whakaata Māori. E mōhio ana mātou e huri tonu ana te āhua o te haumi panonitanga pāpōri pērā i ngā mahi whakarauora i te reo Māori me te maea ake o te tikanga mahi, tae atu ki te tono mahi pāpori me te haumitanga pākaha e kimi ana kia inea te pāpātanga. Ka āwhina hoki te noho mārama ki tō mātou pai ki te pāpātanga whakawaiū ki tō tātou reo e kumea mai ai, e puritia ai te pūmanawa whakamiharo kia pai ai tā mātou waihanga kaupapa pāho tonu.
- Te noho whakataetae, te noho rite tonu**
 Mā te ine me te noho mārama ki te pāpātanga o ā mātou mahi e pai ake ai tā mātou urupare ki ngā matea o te apataki me te whakapai ake i tā mātou i pāho ai ki te apataki e whāia ana e mātou.

Kua takahia tō mātou ara e aro tūturu ai te whakahaere ki te putanga. E tono ana tēnei kia panonitia e mātou te āhua o tā mātou mahere, tohu take tōmua me tā mātou ine i tā mātou i mahi ai, ka whakamahi ai i aua mōhioranga ki te hanga ahurea e arotahi ai ngā tikanga mahi ki te putanga i ngā āhuatanga katoa o tā mātou i mahi ai.

He panonitanga nunui kua puta i te waihanganatanga o Kōrero – tā mātou ake paepāho rangahau – ki te āwhina i tā mātou whakapā atu me tā mātou ako i tā mātou apataki, māna e ārahi tā mātou i whakatau ai. I te neke atu o ōna mema i te 1,900 (e 82% he Māori) kei te whakaheke e mātou te whakawhirinaki atu ki ngā ratonga rangahau māketē Pākehā o waho ka ako tōtika ai i te hunga mātaki mai. Ka āwhina tēnei ki te kōkiri i tā mātou noho hāngai, ka whakatairanga ai i te whakarauoratanga o te reo Māori ka pai ki tā mātou apataki.

E whai ake nei ngā taipitopito o ngā tūāoma o te haerenga ne:



We plan, manage and measure for greater impact.

Managing outcomes means defining organisational focus areas, measuring performance against those, and managing the organisation in line with those focus areas and measures. With this approach we have the right information to respond and make better decisions.

A set of organisational plans gives us a clear line of sight, which helps direct our resources and provides a systematic method of measuring how our outcomes are being achieved.

The key benefits of taking an outcomes-focused approach are:

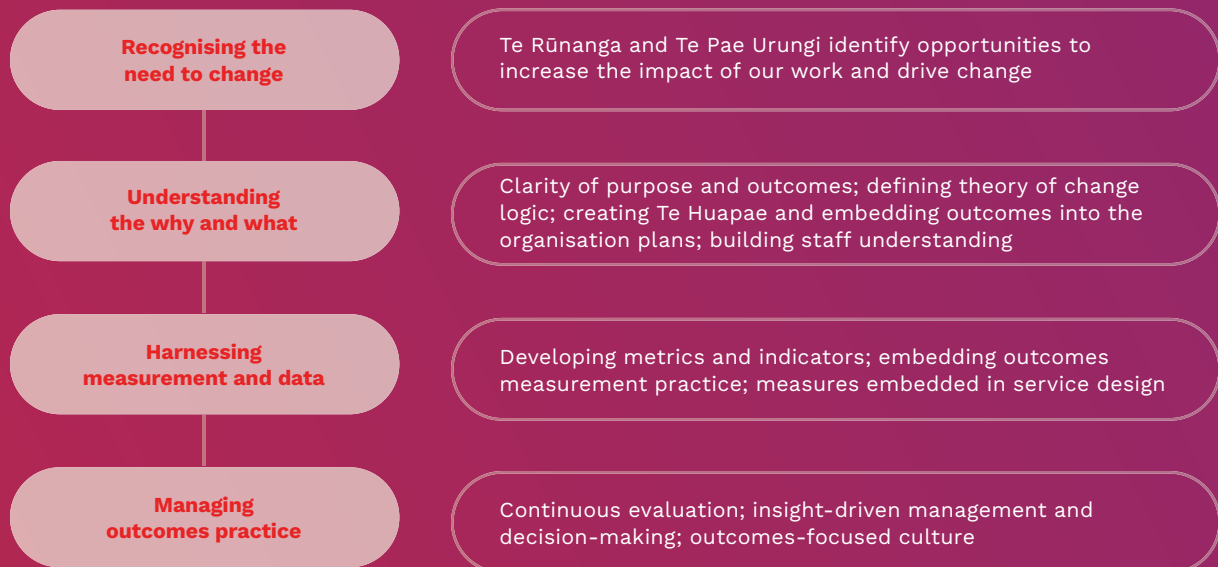
- Supporting partnerships for greater impact**
 Our reo revitalisation kaupapa is shared by partners working across Te Whare o te Reo Mauriora in the delivery of the Maihi Māori and Maihi Karauna strategies. Having a shared understanding of the impact of our work, what is most effective and where we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

- Sustainability**
 Being able to demonstrate meaningful and lasting impact to funders, creative partners and kaimahi helps sustain their support and engagement in Whakaata Māori. 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. Understanding our ability to positively impact our reo also helps to attract and retain amazing talent so that we can keep creating.
- Staying competitive and relevant**
 Measuring and understanding the impact of our work enables us to better respond to audience needs and improve what we are delivering to our target audiences.

Our journey towards being a truly outcomes-focused organisation is underway. 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.

Improving our measurement by creating the Kōrero Panel – our own research panel – has been a game-changer in helping us communicate with and learn from our audiences, which then informs our decision-making. With over 3,000 members (82% Māori), we are reducing reliance on external and pākehā-dominated market research services and learning directly from our viewers. This helps drive our ability to be relevant and promote Māori language revitalisation in a way that resonates with our audiences.

The stages of this journey are detailed below:



Kaimahi

E mōhio ana mātou ko ā mātou kaimahi te taonga nui katoa o Whakaata Māori. Ka tīmata ake ngā mahi i roto i tō mātou whare ki te whakatutuki i tā mātou whakakitenga, arā, e tōnui ana a ngāi Māori mā roto i ō rātou hononga ki te ao Māori, ki te reo Māori me ngā tikanga Māori, ka mutu, e uaratia ana te tirohanga Māori e te katoa o Aotearoa.

Ka tutuki tēnei i tā mātou hanga whakahaere kaupapa Māori e tōnui ana, e kauanuanutia ana e āhei ai ā mātou kaimahi ki te hanga i ō rātou ake hononga ki te reo me te ao Māori e puta ai hei kaimahi pūmanawa rau e whakawaiū ana ā rātou pāpātanga ki te rāngai me te ao Māori.

Ka arahina ā mātou mahi e Te Tōnuitanga me Te Whanaketanga i tēnei āputa – tā mātou rautaki reo me tētahi hōtaka mahi tukupū ki te whakapakari pūkenga e hiahiaatia ana mō tētahi kāhui kaimahi tōnui ki te ao pāpāho Māori.

Kaimahi

We recognise that our kaimahi are the greatest asset of Whakaata Māori. Work begins from 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 building 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 who have a positive impact in the sector and te ao Māori.

Te Tōnuitanga and Te Whanaketanga guide our work in this space – our reo strategy and a comprehensive work programme to develop the skills needed for a thriving Māori Media workforce.

Take tōmua matua

1. Whakaata Māori

I Whakaata Māori, e whai ana mātou ki te whakatupu whānau kaha, tētahi ka āta arotahi ki te kaupapa o te whakarauora i te reo; ka tautoko tētahi i tētahi ka mahi ngātahi ai ki te whakatutuki i ā mātou whāinga.

- Te āta āwhina i te kāhui kaimahi ki te whanake, ki te tupu taha ngaio i roto i tētahi taiao tautoko, ka tuku mahi papai me te utu tōkeke
- Te koke i te whanaketanga kaimahi wā-roa mā roto i tā mātou tukanga arotake tutukinga mahi, a Whakamana, me tā mātou hōtaka kaihautū (Manu Ātea).

2. Whanaketanga taha whakahaere

Te whai kia āta noho mai ngā hanganga, ngā tukanga me ngā kaimahi e matea ana ki te hanga i tētahi whakahaere kaha, e kakama ana, e rite ana mō ngā mahi hei whakatutuki i ngā putanga o Te Huapae.

Kā āwhina tēnei i a mātou ki te matapae me te whakariterite mō ō mātou hiahia ka panoni i roto i te wā me te hanga taiao i roto o Whakaata Māori, o te rāngai me te ao Māori ka hiahia mātou hei tautoko i te tutukinga o ā mātou putanga. Ka tutuki tēnei mā te:

- Tautoko kaimahi ki te tautuhi i ā rātou whāinga reo, te hanga me te koke i ā rātou ake mahere reo
- Haere tonu o ngā mahi whakangungu, mahi whanake me te arotahi kia tutuki ngā mahi ahakoa ngā taumata mataara o te COVID-19, te tautoko i te pakari tonu o ngā reo o ngā kaimahi me ngā hiahia o Te Whanaketanga o te matihiko ki mua

- Haere tonu me te whakapiki i tā mātou hōtaka pia kimi wheako me te whakatinana i te Whakangungu Ahumahi; ka uru atu ki tēnei te āhua o tā mātou haere kōtui ki te rāngai whānui mō te whanake kāhui kaimahi mō te ao pāpāho Māori

- Whakakaha ake i te taha Hangarau, te taha Hanganga kia tutuki ai ngā matea o tā mātou tauira whakahaere

- Whakahāngai i ngā kōwhiringa tarāwhare hei tautoko i te rāngai ki te koke i tōna whanaketanga, tōna raukaha i runga i te mahi tahi ki te rāngai Pāpāho Māori me ngā Iwi.

3. Kimi Kaimahi

E āta whai ai mātou ki te tautoko me te kukume mai i te kaimahi whai pūmanawa, ka hangaia e mātou he ahurea tima me tētahi taiao mahi e tautoko ai tētahi i tētahi ki te whakatutuki i tā mātou whakakitenga. Ka whāia tēnei mā te:

- Whakapūmau tikanga ki te katoa o tā mātou i mahi ai; ka timata tēnei ki te whakarite i Te Kawa o Whakaata Māori me te hanga huarahi mahi ka arotahi ki te tangata e kimi ana ki te whakatau take me te pupuri tonu i ngā kaiārahi hei ārahi i ā mātou tikanga me ngā tukanga
- Ū tonu o te aronga ki te noho ora o te kaimahi me te kimi ara e tautoko tonuhia ai rātou i roto i te pākaha tonu mai o te COVID-19 me ētahi atu wero taha whakahaere.



Key priorities

1. Whakaata Māori value proposition

At Whakaata Māori, we seek to create a strong whānau, one focused on a kaupapa of reo revitalisation that supports each other to achieve our goals, by:

- Actively helping our team to develop and grow professionally in a supportive environment, providing engaging work and fair remuneration
- Advancing longer-term staff development through our Whakamana performance review processes and leadership programme (Manu Ateā).

2. Organisational development

To ensure we have the structures, processes and kaimahi, we need to create a strong and high-functioning organisation that is fit for purpose to enable us to achieve our Te Huapae outcomes.

This will help us predict and plan for our changing needs over time and create the environment inside Whakaata Māori, the sector and te ao Māori that we require for the achievement of our outcomes. We will do this through:

- Supporting kaimahi to identify their reo goals and create and advance their individual reo plan
- Ongoing training and development activity with a focus on ensuring this can be delivered regardless of COVID-19 alert levels, supporting ongoing kaimahi reo development and our Te Whanaketanga digital-first requirements

- Continuing and enhancing our internship programme and implementing Whakangunu Ahumai; this includes how we partner with the broader sector for Māori Media workforce development
- Strengthening our technology and infrastructure to meet our operating model needs
- Aligning our internal options to support the sector and advancing sector development and capability in collaboration with the broader Māori Media Sector and iwi.

3. Engagement

To ensure that we are supporting and attracting skilled kaimahi, we will create a team culture and work environment that helps each of us to achieve our organisations' vision. We will do this through:

- Embedding tikanga into all that we do; this commences with the setting of Te Kawa o Whakaata Māori, creating people-centred ways of working that seek to resolve issues and holding leaders responsible for guiding our practices and processes
- Maintaining a focus on kaimahi wellbeing and looking at ways we can continue to support staff through the ongoing impacts of COVID-19 and other operational challenges.



Āpiti

Mā te mahi tahi a te katoa e tutuki ai te pākahatanga e hiahia ana mātou, nō reira ka āta mahi mātou ki te taha o ō mātou āpiti i Te Whare o te Reo Mauriora me ētahi atu, e whakarauora tahitia ai te reo me ngā tikanga Māori.

Ka hangaia e mātou tētahi tajao whakaāhei kia tōnui ai te reo Māori me ngā tikanga, ka whakarato kaupapa pāho ka kaingākauria, ka whakangahau, ka whakaohooho, ka tūhono i te apataki ki te ao Māori, ka tautoko i te whakamahia o te reo Māori, ka hiki ake i te reo o ngāi Māori i Aotearoa. Mā tēnei me ētahi atu mahi e whai painga tonu ai mātou ki te whakaeanga a te katoa i te Maihi Māori me te Maihi Karauna.

Take tōmua matua

1. Āpitianga mahi ngātahi

Kia mahi tahi ki ngā āpiti puta noa i te Rāngai Pāho Māori, te rāngai pāho nui tonu me te ao Māori e rawaka ai te pākaha o ā mātou mahi. Ka tahuri mātou ki te hanga me te whakapakari āpitianga e puta ai he hua ki tēnā me tēnā, e pakari ake ai ngā pūkenga o te rāngai. Ka haere tonu tā mātou kimi āpiti kei a rātou ngā mātauranga me te raukaha ka whakawhānuī i tā mātou i mahi ai. Ka mahia tēnei mā te:

- Āta whai kia tautokona, kia angitu te Hōtaka Haurapa Kōrero o Te Rito i a rātou ka neke i waenga o Whakaata Māori me ō mātou whakahaere āpiti – a NZME, a Pacific Media Network me Newshub – i ngā tau e rua ka takoto ake
- Whanake rautaki mō te tuari me te ine kaupapa pāho
- Atawhai i te whanaketanga aramahi a ētahi rangatahi e 25, ko tētahi 10 nei i timata te whai i te aramahi o te haurapa kōrero i Whakaata Māori i te 2022, mā roto i te Hōtaka Haurapa Kōrero o Te Rito
- Whanake tonu i tā mātou waitohu mā te whakatairanga me te mākete kia piki ai tō mātou kiwhaiaro me tētahi tuakiri waitohu mārama ka paingia e ngā āpiti
- Tautuhi huarahi mō te mahi tahi ki te hanga kaupapa pāho me ētahi atu tūmahi.

2. Mahi ngātahi a te rāngai

Te tuari i te nui o te mātauranga me te wheako mā roto i ā mātou kaimahi whai pūmanawa, te pūnaha, te rauemi me ngā tikanga mahi kia whai hua ai ki ō mātou āpiti me ētahi atu puta i te Rāngai Pāho Māori, te iwi, te kāwanatanga, me te hapori. Ka tutuki tēnei mā te:

- Tautuhi huarahi tuari mātauranga i ngā hui ahumahi me ngā huihuinga tae atu ki ngā āpitianga ki ngā whakahaere pērā i te whare wānanga me te ahumahi
- Whakatō i ngā tikanga kaupapa Māori ki ngā mahi hanga kaupapa me te toha kia tuarīhia ki ētahi atu
- Atawhai i te mahi tahi mō ngā huihuinga matua o te maramataka pērā i a Matariki me Mahuru Māori
- Tautoko i tētahi rautaki Whanake Kaimahi mō te rāngai me te tautuhi huarahi matua mōna ki te kukume mai me te whakatupu pūmanawa.

3. Te aro ki te Arumoni

E whai ura ana ā mātou kaupapa pāho, ā mātou kaupapa, mā te whakamana me te mōhio ki tēnei ura ka aro ai ki te arumoni e puāwai ai tō mātou kaha ki te whakatutuki i ā mātou putanga me te whakakitenga - mā te whakapiki i ngā whiwhinga pūtea me te whakawhānuī i te toronga o ā mātou mahi ki ngā apataki whānuī. Ka uru atu ki tēnei te whiwhi pūtea mā te tuku ratonga, te whakangungu, te raihana kaupapa pāho me ngā tikanga kaupapa Māori ka whanaketia e mātou, te rihi i ā mātou rauemi me te tautoko āpiti kia āhei atu ai ki ngā huarahi arumoni. Ka whāia tēnei mā te:

- Whakapūmau i tā mātou tīma mō te Whakatupu Pakihi hou me ngā Apitianga me te whakatinana i te Rautaki Arumoni, tā mātou rautaki arumoni
- Whakawhānuī i ngā mea whai painga mā te hanga huarahi e pīrangihia ana ka tukuruu ai i ngā mea whai hua.

Āpiti

The impact we want to achieve requires collective effort so we proactively work alongside our partners in Te Whare o te Reo Mauriora and others to collectively revitalise te reo me ngā tikanga Māori.

We will create an enabling environment for te reo Māori me ngā tikanga to flourish, and provide 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. This and other efforts will see us continue to contribute towards collective realisation of the Maihi Māori and Māihi Karauna strategies.

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 and strengthen partnerships that are mutually beneficial and develop the capability of the sector. We will continue to seek partners that can offer expertise and capabilities which amplify our own mahi. We will do this through:

- Ensuring the support and success of Te Rito Journalism Project as its members move between Whakaata Māori and our partner organisations – NZME, Pacific Media Network and Newshub – over the next two years
- Developing a content distribution and measurement strategy with the wider media industry
- Fostering the career development of 25 rangatahi, 10 of whom began journalism cadetships with Whakaata Māori in 2022, via Te Rito Journalism Project
- Continuing to develop our brand via promotions and marketing to increase our profile and establish a clear brand identity that resonates with partners
- Identifying opportunities for collaboration on content creation and other activity.

2. Sector collaboration

We will share 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 the sharing of knowledge at industry forums and events as well as by 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
- Supporting a sector workforce development strategy and defining key opportunities to enable the sector to attract and grow talent.

3. Partnering for outcomes

Working with key strategic partners will enhance our ability to achieve our priority outcomes and vision including the co-production and delivery content to target audiences, delivery of workforce development initiatives and revenue generation. We will do this through:

- Embedding our new Business Growth and Partnerships team and implementing a strategic campaign strategy and framework
- Expanding what works by the creation of targeted opportunities and replicating what is working.

Apataki

I whakatūria mātou mā roto i tētahi kōkiritanga auroa a ngāi Māori ki te tiaki i te reo Māori me ngā tikanga Māori. E whakahōnoretia ana tēnei ohākī, tēnei hītori mā te urupare tonu ki ngā matea, ngā hiahia o ā mātou apataki. Ka whakamahia hoki te paepāho hou, te hangarau me ētahi ara ka whakaāhei i a mātou ki te tuari me te whakatairanga i te reo Māori me ngā tikanga Māori.



Te whai i tā mātou apataki

He wāhanga matua o te tūtohi ahunga te noho mārama me te tautuhi i tā mātou apataki, te mōhio ki tā rātou i pai ai, me te huri tonu o tēnei. I konei kua huri te titiro ki ngā kaimahi, ngā āpiti, me ngā rauemi korekore nei, ki ngā rōpū ka hanga pāpātanga kaha katoa kia rite ai ki te tāhuhu o tā mātou whakakitenga, tā mātou whāinga.

E tino tutuki pai ai ā mātou putanga, i runga anō i te rangahau me te mōhio tōmua, e tautuhia ana tā mātou apataki matua ko 'ngā whānau whakamahi i te reo Māori'. Ka uru atu ki tēnei ētahi wehenga-rōpū hiranga tonu:

- **Ngā whānau whakatipu tamariki ki te reo Māori (rere i ngā tau katoa)**

He nui whakarahara te heke iho o te reo i ngā reanga ki te oranga tonutanga o te reo Māori. E mōhio ana mātou arā noa atu ngā wero kei te ara whakatipu tamariki ki te reo Māori, nō reira ka tautoko mātou i ngā whānau mā te waihanga kaupapa pāho e rite ana, e hāngai ana puta noa i ētahi tūmomo kaupapa whānui hei whakangahau i ngā tamariki tae atu ki te whānau.

- **Te hunga matatau ki te kōrero**

Te hunga matatau ki te kōrero, e tuawhiti ana, e whānui ana ō rātou pūkenga reo. Ko te take tōmua mō tēnei hunga ko te whakarato tonu i te kawepūrongo ki te reo Māori, ka whakaata anō i te tirohanga Māori me ngā kaupapa e manakohia ana e rātou. Kīhai i nui ngā kaupapa pāho whakangahau ki te reo Māori, nō reira he huarahi tēnei ki a mātou e tāpaea ai te kaupapa pukuhohe, te whakaari me te kaupapa whakaatu i te āhua o te noho hei torotoro, hei tautoko i tēnei hunga.

- **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, te whakatenatena i te hunga kua takahi i ō rātou ara ki te reo mā te tāpae i ētahi kaupapa mātauranga me ētahi kaupapa māmā te reo e hāngai ana ki te hunga ako i tēnā me tēnā taumata.

- **Rangatahi (15 ki te 24 ngā tau)**

Ko te hunga rangatahi tētahi haurua o te taupori Māori o ēnei rā. Heoi, i te mea ko tēnei reanga kei te para i ngā huarahi e tupu ai te toro pāhotanga matihiko, kua tino takataka atu rātou i te pāhotanga ahutahi, me tō mātou mōhio i ngā raraunga he tino uua te torotoro ki a rātou. I konei me āta whai mātou i a rātou e taea ai rātou. Ka noho take tōmua te hono atu ki te rangatahi mā roto i ētahi paepāho hou kei te whakamahia e rātou me te hōpara hōputu hou.

Take tōmua matua

Paepāho

E arotahi ana mātou ki ngā paepāho kia āta mōhio ai mātou he aha ngā paepāho e tino hāngai ana ki tā mātou apataki me te whakaratoa o ēnei ki a rātou. Waiwai ana te hanganga tika me te āheitanga matihiko. Ka mahia tēnei mā te:

- Whakariterite mō āpōpō atu mā te āta whai kia noho mai ki tā mātou rautaki hangarau te whakatau mō te whakahoonga paepāho me ōna haumitanga mō anamata kia taea ai e mātou te whai tonu ā mātou apataki
- Āta whai kia taea te toha ngā kaupapa pāho rere noa i ētahi momo paepāho mā te whakatū whakaetanga tuku mana pāho, te whai mana pāhotanga utu kore motuhake, te tuku tahi ki ētahi hongere (ahutahi), te mātaki i muri iho ā-ipurangi me te tononoa (ahurau), te mana pāho me te mana toha hei pāho ki ngā paepāho katoa
- Te haumi tonu i tā mātou hōtaka tātaritanga me te aroturuki mataora, me te toro tonu ki te apataki mā roto i tā mātou paepāho rangahau māketete, a Kōrero. Ko te uara kua puta i te Pae Kōrero mai i te 2020 ka haumi tonuhia ki te āhua o tā mātou mahere, tā mātou whakarite hōtaka kia tutuki ai ngā hiahia o te apataki, me te tuku māramatanga mai anō mō ngā putanga o Te Huapae.



Apataki

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



Targeting our Audiences

Understanding and defining our target audiences as well as acknowledging their dynamic demands is a key part of charting our direction. We then need to concentrate our kaimahi, āpiti and finite resources on those groups which create the most impact, in line with our core purpose and vision.

To best achieve our outcomes, and based on our research and insights, we identify our core audience as 'whānau using te reo Māori'. This includes some significant subgroups:

- **Whānau raising children in te reo Māori (across all ages)**

Intergenerational 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**

Our priority for those with a high level of fluency, and rich and diverse language skills will be to continue to provide news and current affairs that are not only in te reo Māori but also reflect 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 in order to engage and support this group.

- **Active reo Māori learners**

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 usage, their engagement with linear broadcasting has dropped significantly and we know from our research data that they are difficult to engage with. 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 digital formats.

Key priorities

Platforms

Our focus on platforms is about ensuring we know which ones are most relevant to our audiences and that we are providing these. The right infrastructure and digital capability is essential to achieving increased collaboration across the sector and to promoting 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 support 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
- Continuing to invest in our analytics programme and real-time monitoring and engagement with our audiences through our Kōrero market research platform. The value gained from the Kōrero Panel since 2020 will continue to be reinvested into how we plan and schedule to meet audience needs, as well as contribute to our understanding of Te Huapae outcomes.

A group of smiling people, mostly wearing dark grey caps with the Māori Television logo and dark grey vests with a red spiral logo. In the foreground, a woman with blonde hair is holding a red microphone. The background shows an outdoor event setting with white tents and other people.

Kanohi kitea –
being present in
our communities
and ensuring we
showcase our
communities and
the events that
matter to them.

Kaupapa pāho

Ka whai painga te tuari kaupapa pāho ka kukume mai, ka whakangahau, ka hāngai, ka ārahina e ngā Māori ki ā mātou apataki, ki tā mātou whakakitenga 'e tōnu ana te katoa o ngāi Māori' me ngā whāinga a te rāngai kua takoto mai ki te Maihi Māori me te Maihi Karauna. Ka tautoko te kaupapa pāho tika i te tōnuitanga o te ao Māori, o te tikanga Māori, o te reo Māori; ka kitea, ka rangona te tirohanga Māori kia uaratia ai e ngāi Aotearoa katoa. Ka tutuki tēnei take tōmua mā te:

- Waihanga momo kaupapa pāho whānui e tutuki ai ngā hiahia kē mō te apataki e arohia ana e tūhonotia ana e te āhua o tā rātou whakamahi, tā rātou aro ki te reo Māori me te arahina e ngā whāinga o te Maihi Māori me te Maihi Karauna
- Koke i Te Mataora, tā mātou rautaki matihiko, me te whanake kaupapa pāho, tīma matihiko hei tautoko i tēnei. Waiwai ana tēnei mahi kia rite ai mō āpōpō atu, ka whakaāhei hoki i te ngākau kakama i a mātou ka tere haere i ngā pāpātanga o te COVID-19 ki te taha hanga kaupapa me ngā ara e toro tonu mai ai ngā apataki.

Torotoronga

Kia whakapikihia te pākaha o ā mātou mahi mā te toro tōtika ki te apataki, 'ngā whānau kōrero Māori', te kōrero i ā rātou kōrero me te ako i tā rātou i hiahia ai i a Whakaata Māori. Ka tutuki tēnei i a mātou mā te:

- Te pākahatanga o ā mātou kaupapa pāho whakarauora reo (te āhua o te wheako me te whakamahi i te reo a ngā whānau me ngā hapori)
- Whakatipu tonu i te Pae Kōrero, me te whai kia whakakanohi tonuhia e te Māori, kia inea ai te nekehanga waiaro, hei ārahi i ā mātou kaupapa pāho me ngā whakatau haumitanga
- Ine i ngā hiahia whakarauora reo o ngā whānau ka mahere ai i te pakeke me te tūāoma kia hāngai tonu ai te whakarato i tēnei hunga
- Kanohi kitea – te kitea i ā mātou hapori me te āta whai ka whakaatariā ā mātou hapori me ngā huihuinga ahurei ki a rātou. Mā te kanohi kitea i te hapori e whakawhirinaki ai rātou ki a mātou, e piki ake ai tā mātou toro tonu ki ā mātou apataki, e whanaketia ai ngā kōrero e hira ana ki a rātou.

Content

Sharing engaging, entertaining and relevant Māori-led content with our audiences contributes to our vision of 'all Māori are thriving' and the sector goals set out in 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 ensure that Māori perspectives are seen and heard so they can be valued by all New Zealanders. We will meet this priority by:

- Creating a range of content to meet different needs for our target audiences that is connected by their use or interest in te reo Māori and is guided by the goals of Maihi Māori and Maihi Karauna
- Advancing Mataora, digital strategy, and developing content and digital teams to support it. This work is essential for being future-fit and enables agility as we navigate the impact of COVID-19 on production and ways to keep audiences engaged.

Engagement

To increase the impact of our mahi, we need to engage directly with our audiences, 'whānau using te reo Māori', telling their stories and learning from them about what they want from Whakaata Māori. We will do this by:

- Focusing on the impact of our content in reo revitalisation (how whānau and communities experience and use te reo Māori)
- Continuing to grow the Kōrero Panel, and maintaining majority Māori representation, to measure attitudinal shifts and inform our content and investment decisions
- Quantifying whānau reo revitalisation needs and mapping age and stage to maintain the relevancy of our service for this group
- Kanohi kitea – being present in our communities and ensuring we showcase our communities and the events that matter to them. Having a presence in the community helps us build trust, which increases our ability to keep connecting with our audiences and develop stories that matter to them.

Our Outputs 2022/23

Whakaata Māori will deliver the following outputs:

Key Focus Areas	Priority Outcomes	2022/23 Performance Metrics
<p>KAIMAHI</p> <p>Staff</p>	<ul style="list-style-type: none"> Te reo Māori flourishes as a primary language of day-to-day use among kaimahi Kaimahi are meeting their te reo Māori goals Whakaata Māori is a place where great people want to work Whakaata Māori is seen and is active in the community and at events Partner organisations want to work with us 	<ul style="list-style-type: none"> % of kaimahi use te reo Māori every day at work % of kaimahi have a te reo Māori plan % of kaimahi have te reo Māori goals % of kaimahi achieve at least one te reo Māori goal % of kaimahi that right-shift across the KoPa model towards more active use of te reo Māori Kaimahi Engagement Score % of viewers who agree that ‘Whakaata Māori is active in the community and at events’ No. of hours of content produced with partners
<p>APATAKI</p> <p>Audience</p>	<ul style="list-style-type: none"> Audiences value the Whakaata Māori Audiences value the content across diverse platforms Whakaata Māori content is engaging, entertaining and relevant Māori audiences trust and feel ownership of Whakaata Māori 	<ul style="list-style-type: none"> % of viewers willing to recommend our service (Net Promoter Score) % of terrestrial high-definition coverage % of standard satellite-definition coverage No. of users of Te Ao Māori News and Whakaata Māori apps and websites % of viewers who agree with the statement that Whakaata Māori content is engaging, entertaining and relevant No. of hours of new content for fluent te reo Māori-speaking audiences No. of hours of new content for receptive te reo Māori-speaking audiences Quality indicator rating of four or higher for assessed content % of Māori viewers who trust Whakaata Māori to share their stories and promote te reo Māori No. of viewers who increased their te reo Māori usage through Whakaata Māori content No. of viewers who increased their whānau te reo Māori usage through Whakaata Māori content No. of viewers who create immersion opportunities for their whānau through Whakaata Māori content No. of viewers who increased their understanding of te reo Māori through Whakaata Māori content Māori whānau feel supported in raising their tamariki in te reo Māori

Prime time

The prime time hours for Whakaata Māori are based on our target audiences. Prime time for tamariki is from 4.30 pm to 6.30 pm daily; prime time for whānau is from 6.30 pm to 8.30 pm daily; and prime time for pakeke is from 8.30 pm to 11.30 pm daily.

Forecast Financial Statements

Whakaata Māori has been in a holding pattern awaiting the outcomes of the Māori and Public Media reviews, the Māori Media Sector review commenced in 2018.

Pending these outcomes, Whakaata Māori has been unable to access any increases in baseline funding. We continue 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. In 2022, the cost of living continues to rise and will increase operating costs. The pandemic has exacerbated skill shortages, with labour market conditions remaining critical for the next few years.

We acknowledge one-off funding to manage our 2021/22 deficit. This allowed us to refresh our approach under Te Whanaketanga and commence a work programme that ensures success against our stakeholder outcome groups, kaimahi, apataki and āpiti. While baseline funding has not been achieved, we have commenced a review of our current to desired future state and how the next two years of funding can be best used to progress this journey. This includes being clear about what we expect to face over the next five to ten years and how we ensure our sustainability and growth, as well as how we can build a strong case that reinforces our role and value.

Over the last few years, we have delivered a number of cost-saving initiatives; however, this has undermined our operations and cannot be maintained. Te Rūnanga has directed that we

optimise – ensuring we invest in the right people, systems and processes. As a result, we are on a journey to improve our market rates (historically 30% lower) for kaimahi and acknowledge their performance – in 2021/22, we implemented our Whakamana process to improve our levels of remuneration. This will be an ongoing commitment to ensure we retain our people and attract great talent – fulfilling our outcome: to be a great place to work.

Balancing the short-term nature of the funding against ongoing and future liabilities is important. We have refreshed our budget and Whakaata Māori is no longer operating in deficit. We are now investing towards our future direction and addressing our key challenges and opportunities.

In reviewing our business case to support the Māori Media Sector review, we have maintained our focus on:

- Our people, ensuring we can retain, attract and grow our team through increased investment that better reflects market conditions
- Platforms– improving audience engagement and their experience in accessing our content
- Increased investment in content creation– co-production and commissioning– ensuring we can access the best storytellers and development of our Mataora and Creative Hub models
- Workforce development– creation of initiatives that grow key skills, recognise existing skills and establish investment in shared ways to attract new talent.

Statement of Forecast Service Performance

Non-departmental Output Class

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

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

- Enable Whakaata Māori 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 2022 - 2025 Statement of Intent;
- Support the operational costs of Whakaata Māori; and
- Purchase and produce programmes to be broadcast on Whakaata Māori. Outputs will be provided within the appropriated sum of \$19.264 million (exclusive of GST) along with advertising income and other revenue.

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

Funding

(a) Projected Operational Funding from Vote Māori Development

	2022/23	2023/24	2024/25
	(\$m)	(\$m)	(\$m)
Including GST	26.754	26.754	22.154
Excluding GST	23.264	23.264	19.264

(b) Projected Direct Programme Funding

	2022/23	2023/24	2024/25
	(\$m)	(\$m)	(\$m)
Including GST	23.308	19.800	19.320
Excluding GST	20.268	22.800	16.800

(c) Projected Indirect Programme Funding

	2022/23	2023/24	2024/25
	(\$m)	(\$m)	(\$m)
Including GST	18.400	18.400	18.400
Excluding GST	16.000	16.000	16.000

(d) Projected Revenue (including advertising and sponsorship)

	2022/23	2023/24	2024/25
	(\$m)	(\$m)	(\$m)
Advertising and Production Income	0.900	0.950	1.000
Other Income	2.369	0.800	1.000
Interest Income	0.011	0.011	0.011

Statement of Projected Financial Position

	2022/23	2023/24	2024/25
	(\$m)	(\$m)	(\$m)
PUBLIC EQUITY			
Opening Equity	12.792	12.792	12.792
Add Surplus (Deficit)	0.000	0.000	(3.102)
Closing Equity at 30 June	12.792	12.792	9.691
Represented by:			
CURRENT ASSETS			
Cash Bank and Short-Term Deposits	11.324	12.424	9.772
Programme Rights	2.287	2.287	2.100
Receivable and Other Current Assets	1.836	1.388	1.450
Total Current Assets	15.447	16.099	13.322
PROPERTY PLANT AND EQUIPMENT			
(at Book Value)	12.705	12.505	12.000
Total Assets	28.152	28.604	25.322
CURRENT LIABILITIES			
	14.267	14.850	14.800
NON-CURRENT LIABILITIES			
	1.093	0.962	0.831
NET ASSETS EMPLOYED	12.792	12.792	9.691

Statement of Projected Comprehensive Income

	2022/23	2023/24	2024/25
	(\$m)	(\$m)	(\$m)
INCOME			
Crown Appropriation	23.264	23.264	19.264
Programme Funding	20.268	19.800	16.800
Advertising and Production Revenue	0.900	0.950	1.000
Interest Earned	0.011	0.011	0.011
Other Income	2.369	0.800	1.000
Total Income	46.812	44.825	38.075
EXPENDITURE			
Personnel Costs	17.877	17.735	17.912
Programme Production and Acquisitions	11.346	12.055	9.200
Other Operating Costs	17.589	15.035	14.065
Total Expenditure	46.812	44.825	41.177
Surplus (Deficit)	0.000	0.000	(3.102)
Other Comprehensive Income	-	-	-
Total Comprehensive Income	0.000	0.000	(3.102)
Surplus/(Deficit) Attributable to:			
Whakaata Māori Service	0.000	0.000	(3.102)

Statement of Projected Cash Flows

	2022/23	2023/24	2024/25
	(\$m)	(\$m)	(\$m)
CASH FLOW FROM OPERATING ACTIVITIES			
Cash was provided from:			
Crown Appropriation	23.264	23.264	19.264
Other Income	3.280	1.761	2.011
Production Income			
Production Funding	20.268	19.800	16.800
Cash was distributed to:			
Payment to Suppliers	(43.129)	(42.425)	(40.027)
Net Cash Flows from Operating Activities	3.683	2.400	(1.952)
CASH FLOWS FROM INVESTMENT ACTIVITIES			
Cash was distributed to:			
Purchase of Property, Plant and Equipment	(4.300)	(1.300)	(1.300)
Net Cash from Investment Activities	(4.300)	(1.300)	(1.300)
CASH FLOWS FROM FINANCING ACTIVITIES			
Net Cash Flows from Financing Activities:			
Net Increase/(Decrease) in Cash Held	(0.617)	1	(3.252)
Opening Cash	11.941	11.324	12.424
Closing Cash at 30 June	11.324	12.424	9.172

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 2025.

(a) Reporting Entity

Whakaata Māori is a statutory corporation incorporated in New Zealand under the Māori Television Service Act 2003 and is domiciled in New Zealand. The purpose of Whakaata Māori 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. Whakaata Māori 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 41 of the Māori Television Service 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

An accounting policy for recognition of operating lease was updated to reflect the effect of any costs directly attributable to bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

(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 Whakaata Māori 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 Whakaata Māori 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

Whakaata Māori is primarily funded through revenue received from the Crown, which is restricted in its use for the purpose of Whakaata Māori meeting its objectives as specified in the Statement of Intent and Output Plan. Whakaata Māori 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

Whakaata Māori receives funding from Te Māngai Pāho, which is restricted in its use for the purpose of Whakaata Māori meeting its objectives as specified in the Agreement for Television Production Funding. Whakaata Māori 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 Whakaata Māori 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, and 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 Whakaata Māori assesses whether there is any objective evidence that an investment is impaired.

For bank deposits, impairment is established when there is objective evidence that Whakaata Māori 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 Whakaata Māori 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; and
- 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

Whakaata Māori 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 licences 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 Whakaata Māori website are capitalised. Costs associated with the maintenance of the Whakaata Māori website are recognised as an expense when incurred.

Programme Rights

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

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

- Internally produced programmes (Note 9a Programme Rights – Internal);
- Commissioned programmes (Note 9a Programme Rights – External); and
- Acquired programmes produced by third-party producers (Note 9a Programme Rights – External).

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

(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, which 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% first play, 20% second play and 20% 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 Whakaata Māori 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 their face value.

(t) Employee Entitlements

Employee entitlements that Whakaata Māori 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 Whakaata Māori 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 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 Whakaata Māori 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 and an adequate amount of committed credit facilities. Whakaata Māori aims to maintain flexibility in funding by keeping committed credit lines available.

(x) Capital Management

The Whakaata Māori capital is its equity, which comprises 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, the share of the results between Whakaata Māori and 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, Whakaata Māori 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 Whakaata Māori 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 Whakaata Māori to consider a number of factors such as the physical condition of the asset, expected period of use of the asset by Whakaata Māori, 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. Whakaata Māori minimises the risk of this estimation uncertainty by:

- Physical inspection of assets;
- Asset replacement programmes;
- Review of second-hand market prices for similar assets; and
- Analysis of prior asset sales.

Programme Rights Useful Lives and Residual Value

At each balance date Whakaata Māori 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 Whakaata Māori Accounting Policies

Management has exercised the following critical judgements in applying Whakaata Māori accounting policies:

Leases 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 Whakaata Māori.

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.

Whakaata Māori has exercised its judgement on the appropriate classification of property and equipment leases and has determined all of its lease arrangements are operating leases.

Programme Values

Whakaata Māori has exercised its judgement when determining that programmes with value in terms of te reo Māori (Māori language) and me nga tikanga Māori (Māori culture) are retained in the programme library.

When the following criteria are satisfied, Whakaata Māori derecognises:

- The cost price has been fully amortised.
- The broadcast rights period has expired.
- The number of authorised plays has been reached.
- Whakaata Māori has no rights to any future exploitation of the programme for non-broadcast uses.
- Whakaata Māori does not have the right to add the programme to its archive.
- Whakaata Māori had no role in its conception or production, and therefore no intellectual property rights.
- The programme has no future usage in regard to the promotion of te reo Māori (Māori language) and me nga tikanga Māori (Māori culture).

To derecognise the programmes, Whakaata Māori 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.



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W H A K A A T A
M Ā Ō R I

TARI Office
433 East Tāmaki Road
East Tāmaki 2013

WĀHI PŌHI Postal Address
POUAKA POUTĀPETA PO Box 64-341
Botany 2163

TĀMAKI MAKĀURAU Auckland
AOTEAROA New Zealand

WAEA Phone +64 9 539 7000
IMĒRA Email feedback@maoritelevision.com
PAE TUKUTUKU Website www.maoritelevision.com