

# Te Tauāki Whakamaunga Atū

Statement of Intent 2023 – 2026

# Whakaaetanga o te Tauākī Whakamaunga Atu 2023 – 2026

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 Hongongoi 2023 ki te 30 o Pipiri 2026.

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



**Reikura Kahi**  
**HOA-TOIHAU**  
Rā 2023



**Bernie O'Donnell**  
**HOA-TOIHAU**  
Rā 2023



**Hon Willie Jackson**  
**TE MINITA WHANAKETANGA MĀORI**  
Rā 2023



**Hon Grant Robertson**  
**TE MINITA PŪTEA**  
Rā 2023

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

# Acceptance of the Statement of Intent 2023 – 2026

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 2023 to 30 June 2026.

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



**Reikura Kahi**  
Co-Chair, Te Mātāwai  
Date 2023



**Bernie O'Donnell**  
Co-Chair, Te Mātāwai  
Date 2023



**Hon Willie Jackson**  
Minister for Māori Development  
Date 2023



**Hon Grant Robertson**  
Minister of Finance  
Date 2023

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



# Mihimihi

**Huakina mai te tatau  
o Huiterangiora**

**Ko Tangotango ki te taha mauī,  
ko Wainui ki te taha katau**

**Ka kōhikohiko, ka taukapokapo**

**Ko ngā paetara o te whare**

**Koia ko Raururangi**

**Koia ko Te Kauhanga**

**Koia ko Te Mangōroa**

**Whērokiroki mai rā  
Te Whānau Mārama**

**Tōia atu ngā whakamānawa  
nui e te waka o Tamarereti**

**Ki te Huapae o te Rangī**

**Te ara whai hua, pupuri  
i ngā kōingo o te tau**

**He kura whakaaio rangī,  
ko Hawaikirangi e tū nei**

**He kura whakaaio whenua,  
ko Hawaikitangata e tau nei**

**Tēnei te matatau  
o Puna Ariki ka eke**

**Ka tū whakatārewa ki te rangī**

**Haumi e, hui e, tāiki e!**

E ara rā te mana ki ngā atua o te pō, ki ngā tapu o te pō. Ko Rangīnui te tāhuhu nui, ko Papatūānuku te puipuiaki, ā, me ā rāua tamariki tinitini. I hangaia mai hoki te māramatanga nei e te ao tukupū, e te wāhi ngaro, e te mea ngaro. Hua taiaroa ana Te Whānau Mārama, ā, pūahoaho ana a Hawaikirangi e tū nei, a Hawaikitangata e tau nei.

Kākarauri te pō, whēroki he kāhui wairua, he kāhui whetū takiaho i te rangī. Ngā mate huhua o te wā e haoa nei e Tamarereti ki te heinga o rangī whakamoe ariki. Koutou te hunga kua nunumi ki te pō, haere atu rā, whitawhita te moe.

Kia hoki ora mai ki a tātou ngā mahuetanga iho e whakamātau haere nei kia eke ō tātou wawata ki te huapae o te rangī, kia rangimārōtia hei ngā rā ki tua, tēnei ka mihi ake ki a tātou katoa.

# He kupu nā Te Toihau



Mai anō i te whānautanga o Whakaata Māori e 19 tau ki muri, kua tūhonotia, kua whakaaweawetia te hunga apataki i Aotearoa nei me te ao whānui ki ngā kōrero tuku a ngāi Māori, mō ngāi Māori, ā, mā ngāi Māori hoki.

Me rite tātou ki ō tātou tīpuna; me tūtoro i ngā wā katoa, me pūmau ki tō tātou pūtakenga mai i runga i ā tātou toronga ki ētahi tūāhaerenga hou kāore anō kia kitea hei whakatinana i tō tātou tuakiritanga, pūmanawa toi, auaha hoki. I te tau 2022, he kaupae nui i whāia e mātou ki te whakatītina ake i tō tātou ahurea taketake mā te huri ki te ingoa tūturu o Whakaata Māori. Kei te tāmataia e mātou te kōrero, arā, he kōrero e aro pū nei ki ngā tāmītanga i pā mai ki a tātou te iwi taketake o Aotearoa. E eke ai tātou ki te taumata tuku kōrero e wawatatia ana, me whakahiapo, me tiria hoki tō tātou pūtakenga mai. Ko ngā pūtakenga ēnei e titi kau ana ki ngā mātauranga tuku iho e pūmau ai tō tātou tuakiritanga, reo, ahurea hoki.

I tīmata mai a Whakaata Māori i te mahutatanga o te ao mārama ki tēnei ao, arā, i ngā tūāhaerenga a Tamarereti, nāna nei hoki te mahi nui e iri ai te Rā, te Marama me

ngā whetū ki te rangi. Nā rātou i ārahi i ō tātou tīpuna i te ao i noho ai rātou. I titiro whakamuri ai rātou i ngā wā katoa, engari, i hāngai tonu te aro ki te huapae o te rangi.

He pērā anō a Whakaata Māori. Ko tā mātou he amo, he kōkiri ake i te mana o ngā mahi kua tutuki e te hunga o mua, ā, me te noho pūmau hoki ki ngā mahi kei mua i te aroaro e noho tawhiti mai ana kia tutuki ai tō mātou whakakitenga, kia mauri ora ai te reo Māori. Ko te whāinga tēnei hei ngā rā ki tua, arā, e titiro ana ki te ora o te reo Māori i ngā kāinga, i ngā hapori, otirā, i a Aotearoa whānui e kaha kōrero ana, e kaha tautoko mai ana i te reo. Ma ā tātou mahi i tēnei rā, ā, haere ake nei, e pātata ai te whakatutukitanga o ngā putanga e whāia ana mō ngā mokopuna me ngā whakatipuranga o āpōpō.

E rima tau mai anō i te hanganga o te mahere putanga e kīia nei ko Te Huapae, kua huri te ao. E parāngia ai he huarahi hou, i arotake, i whakahoutia hoki e mātou ko ngā hoa kōtuiti Te Huapae i te tau 2022. He momo pāraha urungī a Te Huapae hei whakatakoto i tō mātou tūāhaerenga kia mārama ai, kia rite ai mātou mō ngā āhuatanga kei mua i te aroaro kia kite ai tātou ki hea tātou haere ai kia tae ki te huapae o te rangi. He tūāhaerenga tēnei hei tuku i ngā kōrero motuhenga Māori mō te whakarauora i te reo me ngā tikanga Māori kia ora rawa atu ai mō ngā whakatipuranga o Aotearoa me te ao whānui hei ngā rā ki tua.



# Chair's Foreword

Since the birth of Whakaata Māori 19 years ago, we have been connecting and inspiring audiences in Aotearoa New Zealand and around the world with stories by Māori, about Māori and for Māori.

Like our tīpuna, we must always be visionary, maintaining our origins whilst embarking on new and unknown journeys to express our identity, creativity and innovation. In 2022, we made a significant step in our journey to further indigenise ourselves, embracing our Māori name, Whakaata Māori. We are reclaiming our narrative, one that acknowledges colonisation and its impact on us as the Indigenous people of Aotearoa New Zealand. In order to be the storyteller we aspire to be, we must embrace and share our own origins — origins founded in our traditional knowledge that preserve our identity, language and culture.

The Whakaata Māori story began with how the light was brought to the world, the journey of Tamarereti, who took Tāne on a revolutionary voyage to set the sun, moon, and stars into the sky. The celestial bodies of our environment, like the sun, the moon and the stars, guided the way in which our ancestors lived and the decisions they made. They constantly looked back to see where they had come from but remained focused on the horizon ahead, or te huapae o te rangi.

Whakaata Māori does the same.

We carry and advance the legacy of those that have gone before us and keep our sights on what lies ahead in the far distance.

We strive to achieve our vision, *kia mauri*

*ora te reo*, which describes the future state where the Māori language is thriving in our homes, communities and with New Zealanders from all walks of life, who value *te reo Māori* and actively support it. What we do today, and every day, takes us a step closer to the outcomes we seek to achieve for *mokopuna* today and the future generations of tomorrow.

In the five years since we created Te Huapae — our outcomes framework — the world has changed. To rechart the most effective course, we reviewed and updated Te Huapae in 2022 with our partners. Te Huapae acts as our navigational tool, to chart our journey, making sure we understand and prepare for what is ahead. It allows us to continuously check on our progress towards the distant horizon and navigate as we need to. Our journey tells



## Whakaata Māori

I roto i ā mātou mahi me Te Kotahitanga o ngā Iwi o te Ao ki te whakakaha i ngā kaupapa Pāpāho mō ngā Iwi Taketake, me te noho hoki hei Toihau i te Whātuinga Pāpāho Taketake o te Ao (arā, te World Indigenous Television Broadcasters Network), e mārama ana mātou ahakoa te hirahiratanga o tēnei taonga ki ngā iwi taketake, kei te memeha haere ō tātou reo. He mea nui ēnei reo mō te tuku mātauranga ki ngā whakatipuranga kei te haere ake, mō te pūmautanga o te tuakiritanga, ahurea hoki. Mō te āhua ki te ao whānui, e tū kotahi nei tātou katoa i ā tātou mahi ki te whakakaha i ō tātou reo, me te kōkiri i ētahi kaupapa toi auaha e whai kiko ana hei whakatutuki i ngā wawata me ngā whakakitenga.

Kia rite ki tā Tāne rāua ko Tamarereti, nāna i whakarākei i te uma o Ranginui ki ngā whetū, ā, nāna hoki i pūao mai te ao mārama i te pō — ka whai māramatanga ō tātou kōrero tuku;

ko ētahi o ēnei kōrero kāore anō i pūrata i te pō i ngā tau maha, ā, he mea tuku kē rānei e ētahi atu.

Ka kōrerotia ngā kōrero pupuri i te mana Māori. Ka kōrerotia ngā kōrero whakaaweawe, tūhono i te marea ki te reo me ngā tikanga Māori. Ka tūhuratia ngā take whai kiko mā te whakaaturanga kawepūrongo o Te Ao Māori hei whakarei ake i ngā reo me ngā tirohanga Māori. E mārama ana mātou e ora tonu ai, e tōnui ai te reo Māori, me kōrerotia e ngāi Māori me tauiwī.

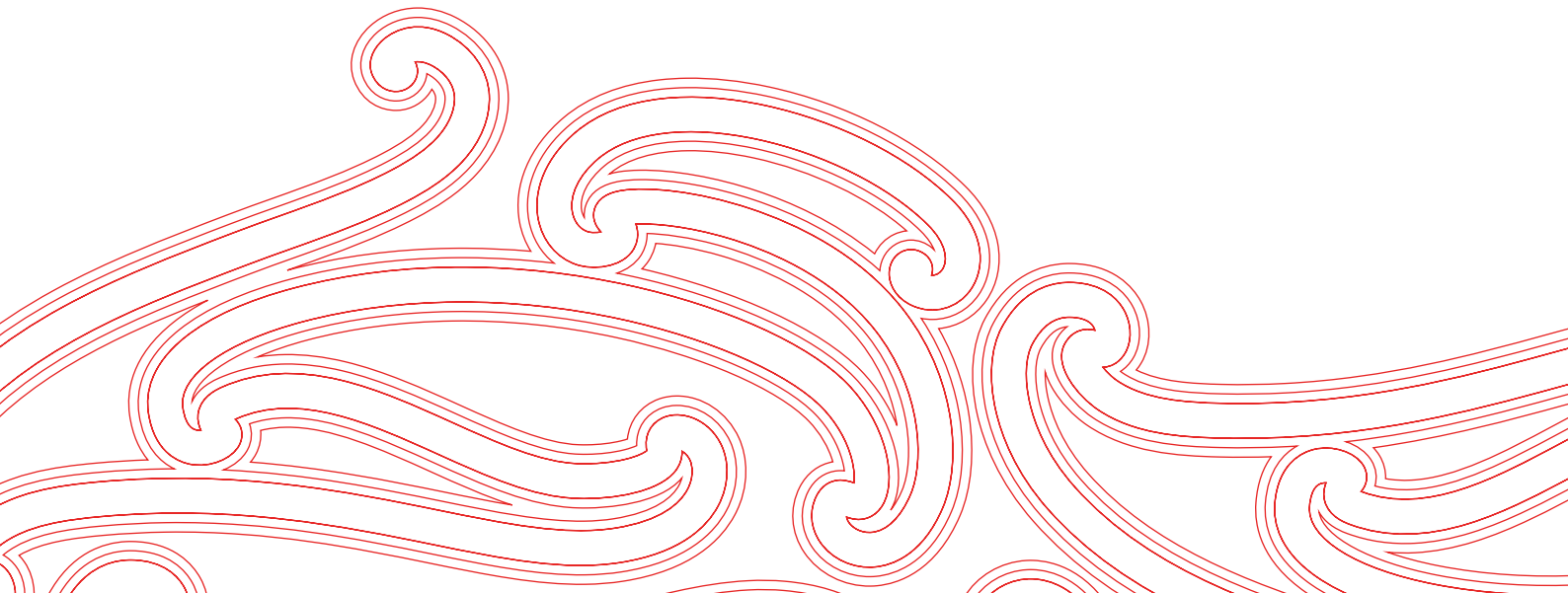
Nō reira, e aku whakatamarahi ki te rangi, e aku whakateitei ki te whenua, ko Te Tauākī Whakamaunga Atu 2023-2026 tēnei te rewa ake nei. E tū tātou ki te waka o Whakaata Māori kia mau, kia ita!

Tēnā tātou katoa.



**Jamie Tuuta**

**TOIHAU**





authentic Māori stories that revitalise te reo me ngā tikanga Māori, ensuring that it thrives for our future generations in New Zealand and globally.

In our work with the United Nations on strengthening Indigenous Media and in Chairing the World Indigenous Television Broadcasters Network, we've learned an important lesson. Despite being one of the most important aspects of indigenous lives and identities, our languages are in a vulnerable state. Our languages are essential for maintaining and transmitting our traditional knowledge to future generations and maintaining our identity and roots. Globally, we stand united in our efforts to strengthen our languages and lead creative and culturally appropriate solutions that achieve our aspirations and visions.

Like Tāne and Tamarereti — who adorned the chest of Ranginui with stars and brought

light to the world of darkness — we illuminate our stories, some that for many years lay in darkness or were told by others.

We tell stories that uphold mana Māori. We tell stories that inspire and connect people to te reo me ngā tikanga Māori. We shine light on issues that matter through Te Ao Māori News and elevate Māori voices and perspectives. We recognise that, in order for our language to survive and thrive, it must be spoken by Māori and non-Māori.

Nō reira, e aku whakatamarahi ki te rangi, e aku whakateitei ki te whenua, ko Te Tauāki Whakamaunga Atu 2023-2026 tēnei te rewa ake nei. E tū tātou ki te waka o Whakaata Māori kia mau, kia ita!

Tēnā tātou katoa.



**Jamie Tuuta**

**TOIHAU**





Te hongere  
ahutahi reorua



Tā mātou hongere  
ahutahi o Te Reo, e 100  
ōrau i te reo Māori



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Te kaha rangona  
i ngā hongere pāhopori  
matua pērā i te Pukamata,  
te Paeāhua, te TikTok  
me LinkedIn

# Mō Mātou

He rangatōpū a Whakaata Māori i whakatūria i raro i Te Ture o Te Aratuku Whakaata Irirangi Māori 2003. Ko te mahi matua a Whakaata Māori 'he whai wāhi atu ki te tiaki me te whakatairanga i te reo Māori me ngā tikanga Māori mā te whakarato i te reo Māori me te reo Ingarihi, tētahi ratonga pouaka whakaata e rite ana ki ngā utu ka whakamōhio, ka whakaako, ka whakangahau i te hunga apataki, ka whakarangatira i te porihanga, te ahurea me te tuku ihotanga o Aotearoa.'

I hua mai te whakatūria o Whakaata Māori i te oke a ngā kaihautū o te ao Māori mō te tini tau ki te tautinei i tō tātou motika ki te mana tōkeke i te ao pāpāho. I tautoko mai te Kāwanatanga i te ao pāpāho Māori nā runga i ngā putanga i hua mai i ngā take Tiriti i kawea ki Te Rōpū Whakamana i te Tiriti o Waitangi. Mātua rā, nā ngā kitenga i puta i te Kerēme Pāpāho Māori (WAI 176) me te Kerēme mō Te Reo Māori (WAI 11) kua tūturu te haepapa a te Karauna e pā ana ki te whakarauoratanga o te reo me ngā tikanga Māori mā roto i ngā mahi pāpāho.

I whakaterea tā mātou hongere tuatahi i te marama o Maehe 2004, ā, ka whai mai ko te hongere o Te Reo i te tau 2008. I ēnei rā, he paepāho matirauhiko mātou e pāho ana i ngā kaupapa whānui ki ā mātou apataki ahakoa kei hea, ahakoa āhea, ahakoa tēhea pūrere hiko.

# About Us

Whakaata Māori is a body corporate established under the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003. Our principal function 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 New Zealand’s society, culture and heritage’.

The establishment of existing Māori Media entities is the result of more than 40 years of struggle by Māori advocates to assert their right to fair and equitable recognition in broadcasting. The Government supported Māori broadcasting because of the outcomes of Treaty grievances taken to the Waitangi Tribunal. In particular, the findings of the Māori Broadcasting Claim (WAI 176) and Te Reo Māori Claim (WAI 11) have ensured the Crown must accept their responsibility for the revitalisation of Māori language and culture through broadcasting.

Our first linear channel launched in March 2004, followed by Te Reo channel in 2008. Today, we are a multi-media operation broadcasting content across multiple platforms for our audiences, anywhere, anytime and on any device.



A bilingual  
television channel



Our 100%  
Māori language  
television channel



MĀORI+ and  
Te Ao Māori news apps



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A strong presence  
on key social media  
channels, Facebook,  
Instagram, TikTok  
and LinkedIn

# Puna Ariki

I te orokohanga mai o te ao, ko te pō. Ka whai a Tāne i te ao mārama, nāna ōna mātua, a Ranginui rāua ko Papatūānuku i whakawehe, engari, pō tonu ana. Ka tonu a Tāne ki tana teina, ki a Tangotango rāua ko tana hoa rangatira, ko Wainui, kia mauria ā rāua tamariki, Te Whānau Mārama ki ngā rangi.

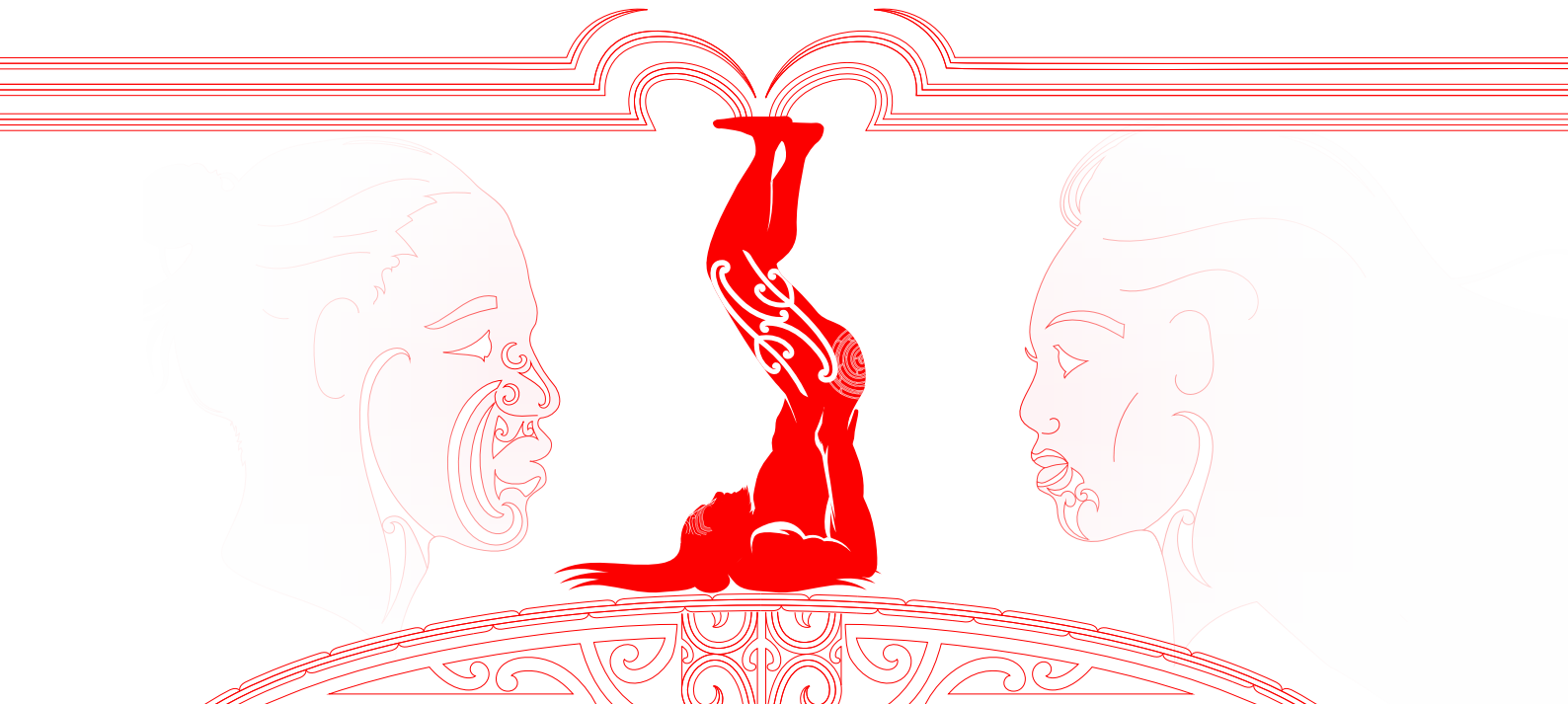
I noho Te Whānau Mārama ki te whare tapu o Huiangeriora. Ko te Rā i whiti mai ki runga o te whatitoka, ā, ko te Marama e pīataata mai ana i te poutokomanawa o te whare. He mea whakarākei ngā pātū ki ngā Whetū Kānapanapa.

Nā Tāne ngā kete e toru i raranga, ā, ka raua atu Te Whānau Mārama ki roto. Koinei te tīmatanga o ngā mahi raranga a te iwi Māori.

Nāwai rā, ka whakahaua a Tamarereti, te rangatira o te waka o Puna Ariki, e Tāne kia hoea tōna waka wairua ki ngā rangi. Ka tau te kōrero a Tāne ki Te Whānau Mārama, “E tū koutou ki te waka o Tamarereti — kia haere ngātahi atu tātou.”

Kua whakaritea a Puna Ariki ki te waka o Whakaata Māori, arā, he mea urungi e Tamarereti, nāna tonu a Tāne me āna kete e toru i kawē: ko Raururangi, ko Te Kauhanga me Te Mangōroa ērā i pupuri i te Rā, te Marama me ngā Whetū, ka kake ake ki ngā rangi ki reira iri mai ai i te uma o Ranginui hei matapoporetanga iho i te uma o Papatūānuku. Mā te tiri ake i ngā kōrero mō Puna Ariki ka pūmahuta he ao hou mō Whakaata Māori i ā mātou mahi ki te whakaū i a mātou anō ki te ahurea Māori. Kei te haere tonu ngā mahi a Whakaata Māori ki te whakatinana i te waka hei tohu mō tō mātou wāhi mahi, hei kauwaka whakahirahira hoki mō te hunga tuku kōrero me te hunga kaitiaki i ngā kōrero taiea. Ka mau tonu mātou ki te kōrero nui, ka whai uaratanga nui ngā kōrero tuku i ngā mahi ngātahi a te rōpū kotahi.

Ko ngā kaihoe o te waka, ko tā mātou mahi he whakaata i ngā kōrero tuku nei, ka titia ki te rangi hei whakamīharotanga mō te ao katoa.



# Puna Ariki

At the dawn of time, the world was in darkness. Tāne, determined to bring light to the world, separated his parents, Ranginui and Papatūānuku. But darkness remained. Tāne turned to his brother Tangotango and his wife Wainui, and asked to take their children, Te Whānau Mārama, to the heavens.

Te Whānau Mārama were in the sacred meeting house of Huiiterangiora. Te Rā beamed proudly over the entrance, while Te Mārama radiated from the heart post of the meeting house. The walls were adorned with the celestial brilliance of Ngā Whetū.

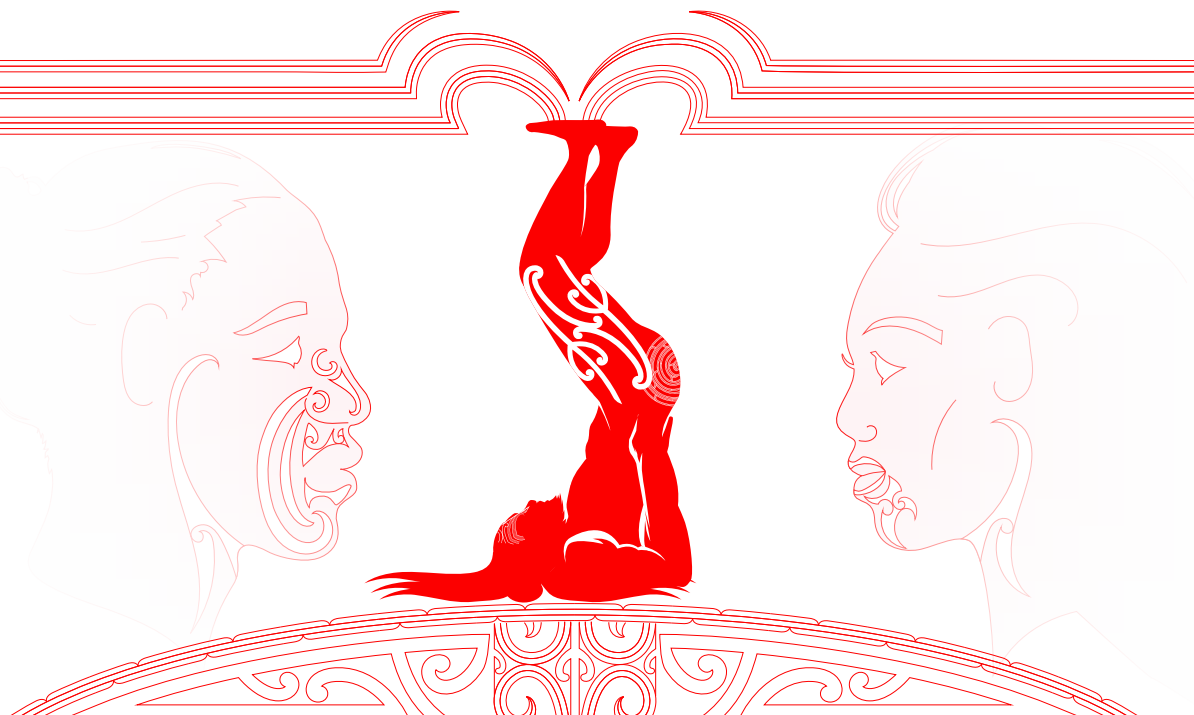
Tāne crafted three baskets and carefully nestled Te Whānau Mārama inside. This signalled the beginning of a treasured Māori art form of weaving.

Then, requesting Tamarereti — the esteemed leader of Puna Ariki — to set sail on a spiritual quest to the heavens, Tāne spoke these words that welled up within his heart: “E tū koutou ki te waka o Tamarereti — come take a wondrous voyage with me.”

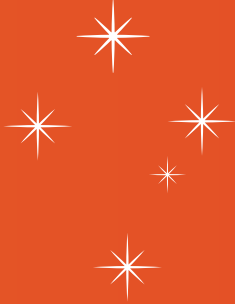
We liken Puna Ariki to the waka of Whakaata Māori, captained by Tamarereti, that took Tāne with the three baskets, Raururangi, Te Kauhanga and Te Mangōroa, that the sun, moon and stars were placed in, on a journey to the heavens. They were studded into the chest of Ranginui to shine light upon the bosom of Papatūānuku. The sharing of the story of Puna Ariki heralds a new dawn for Whakaata Māori, as we commit to reindigenising ourselves and the work that we do.

Whakaata Māori continues to embody the waka as a symbol of our organisation, representing the vessel that carries our storytellers and the custodians of their stories on a journey of significance. We live by the notion that compelling Māori stories value the contributions of a collective team.

As paddlers of the waka, we tell stories and place them in the skies for the world to see.



# Ō Mātou Uara



E rima ngā whetū i whakairihia e Tāne hei punga mō te waka o Puna Ariki kia whānau ko te kāhui whetū o Mahutonga. Ko ngā whetū e whā o tēnei punga e tohu ana i ngā uara ārahi i ā mātou mahi — kia tika, kia pono, kia aroha, kia Māori.



## Kia tika

Me tika te tōkihi o ngā kaihoe i te kare o ngā wai, ā, ka noho haepapa hoki ki ā rātou ākinga o runga i te waka.



## Kia pono

Me whai ngā kaihoe kia ngākau pono ai rātou ki a rātou anō, me te whai hoki i ngā tikanga o runga i te waka.



## Kia aroha

Me aroha nui ngā kaihoe ki a rātou anō, me whakaute, me kauanuanu ki ngā whakaaro a ētahi me ā rātou takohatanga mai ki te rōpū.

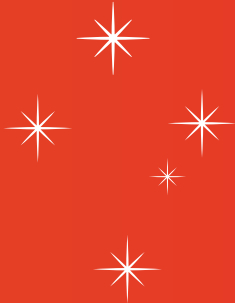


## Kia Māori

Me manawa nui ngā kaihoe ki tō rātou ahurea. Me whakamahia hei whakakaha, hei whakaaweawetanga mō ngā whakataunga o runga i te waka. Me tuwhera hoki te ngākau ki ngā ahurea o iwi kē.



# Our Values



Tāne placed five stars in the sky to anchor Puna Ariki and created Mahutonga. The four points of the anchor represent our values that guide the way we work — kia tika, kia pono, kia aroha, kia Māori.



## Kia tika

Accuracy and accountability: Kaihoe are accurate with their strokes and are accountable for their actions on the waka.



## Kia pono

Integrity and honesty: Kaihoe act with integrity, by being truthful and honest with each other and following the rules of the waka.



## Kia aroha

Empathy and respect: Kaihoe act with empathy towards their teammates and respect each other's opinions and contributions to the team.



## Kia Māori

Kaihoe value their cultural heritage and use it as a source of strength and inspiration to inform their decisions on the waka. They also respect and acknowledge the cultural heritage of others.



# Tō Mātou Wawata

Ko Te Kautu ki te Rangi te whetū tuarima, koia ko te hoe urungī. Ko tāna he whakatinana i tō mātou wawata “kia mauri ora te reo”. He pūmau tana noho mai kia arotahi mātou ki te anamata e kōrerotia ai te reo Māori ki ngā wāhi katoa, i ngā wā katoa.



# Our Vision

The fifth star, Te Kautu ki te Rangi, is the steering paddle. It personifies our vision “kia mauri ora te reo”, which is ever present, keeping us focused on a future where the Māori language is spoken everywhere and all the time.

# Te Reo me ngā Tikanga Māori

Ko te reo Māori me ngā tikanga Māori te mauri, koia anō te mana wairua hirahira o te waka o Whakaata Māori. E ū ana mātou ki te manaaki i te taiao e tōnui ai te reo me ngā tikanga. Ka whakatairanga mātou i te rumaki reo me te tukunga iho o te reo. E whakahī ana mātou ki te waihanga kaupapa hei whakatutuki i ngā whāinga kia ora tō tātou reo me ā tātau tikanga tuku iho.

*Ko te reo te mauri o te mana Māori.*

*Ko te kupu te mauri o te reo Māori.*

*E rua ēnei wehenga kōrero e hāngai tonu ana ki runga i te reo Māori.*

*Ko te reo, nō te Atua mai.*

*The language is the life force of the mana Māori.*

*The word is the life force of the language.*

*These two ideas are absolutely crucial to the Māori language.*

*A language which is a gift to us from God.*

– Nā Tā Hēmi Henare

Ko tā Te Ture mō Te Reo Māori 2016 he whakarato i tētahi mahere kia mahi tahi ai ngā iwi Māori me te Karauna i raro i te maru o Te Whare o Te Reo Mauriora, arā. He mahi nui tā Whakaata Māori i ngā mahi whakatinana i te wawata kua whakaritea e Te Maihi Karauna me Te Maihi Māori me te whāinga takitahi ki te whakarauora i te reo Māori.

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

E whai raukaha tōtika ana anō a Whakaata Māori ki te kawae waiaro 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 kōrerotia o te reo Māori mā te tohu wāhi me te tohu wā e whakamahia ai te reo Māori e ngā whānau, ngā hapū, ngā iwi me ngā hapori mā roto i ngā hōtaka tuku kōrero. Ka whai hua tēnei mahi ki te whakakitenga a te Maihi Māori me ētahi putanga taumata tiketike e arotahi ana ki te whakamahinga o te reo Māori, te whakarite mahere me te noho mātau. Ka whai wāhi hoki tēnei ki te tūruapō o Te Maihi Māori i ngā putanga e rua, te Tuakiri me ngā Whakatipuranga, e aro ana ki te whakamahinga, te mana me te aroā o

# Te Reo me ngā Tikanga Māori

The Māori language and culture is the mauri of our Whakaata Māori waka, imbuing it with spiritual power and significance. We are dedicated to fostering an environment where our language and culture can flourish, promoting initiatives such as rumaki reo and te tukuihotanga o te reo. We take pride in creating content that further these goals and contributes to the vitality of our language and cultural heritage.

*Ko te reo te mauri o te mana Māori.*

*Ko te kupu te mauri o te reo Māori.*

*E rua ēnei wehenga kōrero e hāngai tonu ana ki runga i te reo Māori.*

*Ko te reo, nō te Atua mai.*

*The language is the life force of the mana Māori.*

*The word is the life force of the language.*

*These two ideas are absolutely crucial to the Māori language.*

*A language which is a gift to us from God.*

– Nā Tā Hēmi Henare

Te Ture mō Te Reo Māori 2016 Māori Language Act 2016 provides a framework for iwi Māori and the Crown to work together under Te Whare o Te Reo Mauriora, to support the revitalisation of the Māori language. Whakaata Māori has an essential role in realising the joint vision set out by the Maihi Karauna and the Maihi Māori strategies, and their common goal to revitalise te reo Māori.

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.

Whakaata Māori has the direct capacity to influence attitudes across the population, enabling audience engagement that affects 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 Māori stories. This also contributes to the Maihi Māori vision and two high-level outcomes Tuakiri and Whakatupuranga, which focus on use in community immersion domains and as the first language of tamariki Māori. 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. We contribute to the following outcomes:

te reo Māori. Mā te wātea o ngā kaupapa reo Māori puta noa i ā mātou pae pāpori, ka tautoko mātou i ngā āheinga huhua noa e rangona ai te reo Māori. Ka tautoko mātou i ngā putanga kei raro nei:

Wawata Takitahi: Kia Mauri Ora te reo Māori	
Maihi Māori	Maihi Karauna
Kia ūkaipō anō te reo	Kia māhorahora te reo
<ul style="list-style-type: none"> <li>• Oranga o te whānau:                             <ul style="list-style-type: none"> <li>» Mā ngā uara ā-whānau, mā te manawa reka ki ngā kaupapa reo Māori hei whakamahi ia rā, ia rā.</li> <li>» Ka kaha ake te noho a ngā whānau ki tō rātou ake tuakiritanga, ā, ka whai hononga i ngā kaupapa a Whakaata Māori.</li> </ul> </li> <li>• Rumaki:                             <ul style="list-style-type: none"> <li>» Te hanga wāhi kōrero Māori mā roto i ngā kaupapa ā-rohe; kia pūmau hoki te tuakiritanga i ngā hōtaka kapa haka, waka ama, pakipūmeka, uiuitanga hoki.</li> </ul> </li> <li>• Reo Tuku iho:                             <ul style="list-style-type: none"> <li>» Ka whai wāhi ngā whānau ki ngā hōtaka me ngā rauemi whakatenatena i ngā ara whai i te matatautanga o te reo.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Aotearoatanga:                             <ul style="list-style-type: none"> <li>» Kei a Whakaata Māori te raukaha e huri ai ngā waiaro o te taupori whānui. Mā tēnei ka taea te torotoro ki ngā apataki i ngā panonitanga whai mana, whai uaratanga mō te reo me ngā tikanga Māori.</li> </ul> </li> <li>• Mātauranga:                             <ul style="list-style-type: none"> <li>» He aro kia mau ai ngā mahi torotoro i ngā kaupapa whai kiko mō ngā whānau whakatipu i ā rātou tamariki i te reo Māori.</li> </ul> </li> <li>• Hononga:                             <ul style="list-style-type: none"> <li>» Ka whakarei a Whakaata Māori ngā reo me ngā tirohanga o ngāi Māori i te huanga o ētahi kaupapa whakamōhio, whakaako, whakaora hoki i ngā take pāpori, ahurea ki Aotearoa nei.</li> <li>» He whakarato kaupapa Māori e hāngai ana ki ngā take mate urutā, te KOWHEORI-19. Ko ngā kawepūrongo Māori tēnā, ko ngā karere tūmatanui tēnā, ko ngā whakaaturanga ā-rohe tēnā.</li> </ul> </li> </ul>

Mā roto i tā mātou Rautaki Reo Māori e pūmau ai mātou ki te tautoko i ngā mahi whakarauora reo. Ka tīmata mai i te titiro ki a mātou anō ā-wāhi mahi nei; he aha ngā hiahia a ngā kaimahi i roto i tō rātou whai i te reo, te hunga ka mahi tahi mai me mātou, tae noa ki ngā āhuatanga e tika ana mō te hanga kōrero tuku i roto i te reo Māori, ahurea Māori hoki.

Ka whakatakotoria e mātou ngā huarahi ine i ngā hua e puta ana i ā mātou mahi whakarauora reo, kei te wāhanga mō te ine i ngā whakatutukitanga.

I roto i te toru tau, kua whakatūria e mātou ngā Kura Whakarauora mō ā mātou kaimahi me te hunga mahi tahi me mātou. Maringanui ana mātou i a Tā Timoti Kāretu kua tae mai ki te koha mai i ētahi kōrero akiaki ki a tātou katoa.



Shared Vision: Kia Mauri Ora te reo Māori	
Maihi Māori	Maihi Karauna
Kia ūkaipō anō te reo	Kia māhorahora te reo
<ul style="list-style-type: none"> <li>• <b>Increased Whānau wellbeing:</b> <ul style="list-style-type: none"> <li>» With whānau valuing and being inspired by our content to use te reo Māori more in their everyday lives.</li> <li>» Whānau have an increased sense of identity and connection through Whakaata Māori content.</li> </ul> </li> <li>• <b>Immersion Domains:</b> <ul style="list-style-type: none"> <li>» The creation of domains for using the Māori language through local content and ensuring their expressions of identity in programming such as kapa haka, waka ama, documentaries and interviews.</li> </ul> </li> <li>• <b>Intergenerational transmission:</b> <ul style="list-style-type: none"> <li>» Whānau are able to access programming and resources that encourages their language journey and improves proficiency.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Nationhood:</b> <ul style="list-style-type: none"> <li>» 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 me ngā tikanga Māori.</li> </ul> </li> <li>• <b>Knowledge and Skills:</b> <ul style="list-style-type: none"> <li>» A focus on ensuring engaging and relevant content for whānau raising tamariki in the Māori language.</li> </ul> </li> <li>• <b>Engagement:</b> <ul style="list-style-type: none"> <li>» Whakaata Māori elevates Māori voices and perspectives by delivering a variety of content that informs, educates and enriches the social and cultural fabric of New Zealand.</li> <li>» Providing Māori content in events, such as the COVID-19 pandemic, which included Māori news, public messaging and local and regional coverage.</li> </ul> </li> </ul>

Our Māori language strategy ensures that what we are doing supports language revitalisation. This commences with looking at ourselves as an organisation, what our kaihoe need and their personal Māori language journey, towards who we work with and what is needed to create and deliver authentic high-quality Māori stories using the Māori language and culture.

We outline how we measure the impact of our role in language revitalisation in the 'Measuring our Performance' section.

For the last three years, we have hosted Kura Whakarauora for our kaihoe and those we work with. We have been fortunate enough to have Tā Timoti Kāretu share his wisdom and challenge to us all.



“Kia kaha koutou  
nā te mea ko  
koutou te oranga  
me te matenga  
rānei o te reo”

Be courageous,  
because the fate  
of our language  
rests with you

— *Nā Tā Timoti Kāretu*

# Tō Mātou Horopaki

Arā te whakataukī, “ko tātai arorangi hei kaiarataki i te rā”. Ko tōna tikanga, katoa ngā mahi o te ao Māori i ia rā he mea arataki e ngā momo tīpuna kōkōrangī pēnei i te Rā, ngā Whetū me te Marama. He kōrero motuhake ka hāngai ki a rātou katoa, he mātauranga whakarite mai i te ara hei whai mā tātou. I whakamahia ēnei mātauranga i te hekenga nui ki Aotearoa, arā, i whakatarea ngā wai whawhati, ngā wai whakapukepuke i roto i ngā kaupeka rerekē. Me ōrite tātou ki ngā tīpuna, me mataara tonu ki ngā ako o te taiao, me whakahāngaitia ēnei ako hei matapaki ake i ngā huringa kaupeka me ngā raru kei pā mai.

Kia titiro whakawaho atu, me whakaritea te ara:

- Kia pūmau tātou ki te iho matua o te kaupapa hei wāhi mahi Māori — he wāhi mahi i tipu mai rā i ngā mātauranga Māori me ngā kōrero tuku iho — e tutuki ai tēnei, me āta whakaarotia anō, me whakahāngaitia anō te ahunga, te rautaki me ngā tikanga mahi; me whawhaotia te reo me ngā tikanga Māori ki ā mātou mahi katoa.
- E noho ai a Whakaata Māori ki te iho o te rāngai Pāpāho Māori, mai i ngā mahi taunaki kaupapa me te tuku i ō mātou toihanganga hei tautoko i ngā āheinga rāngai (pūnaha hoki) pēnei i ngā kawenga Whanaketanga Ahumahi. He wāhanga nui tō mātou mō te whakakaha i tēnei rāngai Pāpāho Taketake mā roto i ā mātou mahingā tahi me ētahi atu whakahaerenga pāpāho taketake, inā hoki, he mahi tahi ki a WITBN me UNESCO ki te whakapai ake i ngā tikanga mahi mō te ao Pāpāho Taketake, ā, mō te ahurea huri noa i te ao.
- E tautokotia ō mātou whāinga tōmua ki ngā tahua toharite me ngā āheinga hei ngā rā ki tua. I te korenga o ngā pūtea kei te pae tawhiti, i whakakorea ngā

huarahi whai pūtea tūmatanui, nā reira, ka uaua ake te whakatutuki i ngā whāinga, ngā haepapa me ngā ratonga.

- E pūmau ai tētahi wāhi mahi kaha kia tau pai ai te noho a ngā kaimahi, kia huanui ngā kawenga mahi, ā, kia kaupare atu i ngā take whai tāngata tika.
- E mau tonu ai ngā kawenga pakihī o ia rā, e māmā ai ngā pānga o te KOWHEORI-19 me ētahi atu take whakararu i te wāhi mahi mā te manaaki i ngā kaimahi katoa, me te whakamahi hoki i ētahi hangarau hou tino e whai hua ana.
- Kia waihanga mahere, kia hono kōtui, kia hanga kaupapa whakaihīhi ki ngā apataki
- Pūmau ki tētahi mahere matihiko e rata ai ngā apataki kia tūhonohono mai.
- E kitea ai te whakahounga o te ture kia kitea mai ngā tikanga whakahaere o mohoa nei, o anamata hoki kia whai wāhi mai ai he mahere mahi tahi tūturu i waenganui i a ngāi Māori me te Karauna nā runga i te whānui o ngā panonitanga kua pā ki a Whakaata Māori.

# Our Context

The whakatauki “ko tātai arorangi hei kaiarataki i te rā” means all of Māori day-to-day practices were led and directed by the astronomical bodies such as the sun, the stars and the moon. Each held specific commentary that set out knowledge and guidance for us to use. This was used in the great voyage to Aotearoa New Zealand, where complex environments and differing seasons were navigated. Like our ancestors, we must continue to be fully aware of the environment, interpreting what we see and use this to forecast and manage impending seasons and potential dangers.

Looking out, we must chart our course to navigate:

- At our core, we are an authentic kaupapa Māori organisation, one founded on Mātauranga Māori and kōrero tuku iho. This requires us to reimagine and align our approach, strategy and how we operate, and embed te reo me ngā tikanga Māori across all we do.
  - Whakaata Māori is central to a stronger Māori Media sector, through commissioning content and lending our infrastructure to support sector (and system) opportunities, such as Workforce Development. We are integral to a stronger Indigenous Media sector through our role with other indigenous media, such as WITBN and UNESCO, in raising the conditions for Indigenous Media and Indigenous language and culture globally.
  - We must ensure our key priorities are adequately resourced — with equitable funding and funding that keeps pace with increasing costs and future opportunities.
- With no long-term funding in place and the public media funding streams ceasing, the pressures on our funding and delivery of our current responsibilities and services will increase.
- Maintaining a strong workplace will be essential to attract and retain kaihoe, ensuring we can keep our talent, manage productivity and combat capability shortages and/or demand.
  - Maintaining business continuity, managing the impacts of COVID-19 and other potential interruptions on the workplace by caring for kaihoe and holding different operating models that take advantage of new technologies.
  - We must plan for, partner, design and deliver engaging content to our target audiences.
  - We must hold a clear digital roadmap that maintains and grows our connections with audiences.
  - Much has changed since Whakaata Māori was formed, and our legislation requires modernisation to reflect the current and future operating context and enablement of a true Māori-Crown partnership model.

# Tō Mātou Hanganga

He kōpura mō Whakaata Māori:

Kua eke  
tō mātou  
nui ki te:

# 167

Te tokomaha:

# 7

Ngā mema kei te Rūnanga,  
he whānui ngā pūkenga,  
pūmanawa ka kawea  
e rātou ki ēnei tūranga

# 8

Kei Ngā Kaiurungī, kei  
a rātou te haepapa  
whakahaere i ngā mahi  
a Whakaata Māori ia rā

# 2

Ngā Rūnanga whāiti hei  
tautoko i te Rūnanga

E puea ai te pūranga ki tēnei whakairinga kōrero, kua whakaarotia anō te mana whakahaere o ia rā kia hāngai pū katoa ngā momo whakahaerenga ki te kaupapa o Puna Ariki.

## Te Rūnanga Kaiwhakaterere o Whakaata Māori

Ko te mea nui te mahi a te kaiwhakaterere waka kia tika ai te whakamānutanga o te waka e ngā kaihoe ki te wāhi ūnga. He pērā anō Te Rūnanga Kaiwhakaterere o Whakaata Māori, arā, ko Te Rūnanga o Whakaata Māori, he mahi nui tā rātou ki te ārahi haere, ki te tautoko kia tika ai te kōkiri i ngā mahi a Whakaata Māori.

I te mea ko tā te kaiwhakaterere he whakatakoto i te ara tika hei whai, he mātai ake i ngā huarere, i ngā au o ngā wai me ētahi atu pānga mai, ko tā Te Rūnanga he whakatakoto i te huarahi me te wawata nui mō tēnei wāhi mahi. Waihoki, ko tā te kaiwhakaterere he tautoko i te kaihautū kia tau ai ki te wāhi okioki, koinei hoki te mahi a Te Rūnanga, he tautoko i te Tāhuhu Rangapū ki te whakatau mahere hei whakatutuki i ngā whāinga.



# Our Structure

Whakaata Māori at a glance:

We are

167

We have

7

Rūnanga members, who bring a wide range of skills and experience to their role

8

Executive Team of eight who are responsible for running the day-to-day Whakaata Māori business

2

Rūnanga sub-committee to support Rūnanga

In order to bring our narrative to life, we have also reimagined our governance and day-to-day operations, to ensure that each aspect of our business reflects Puna Ariki.

## Te Rūnanga Kaiwhakatere o Whakaata Māori

The role of the kaiwhakatere, or navigator, in a waka is critical to the successful and efficient navigation of the crew to their destination. In the same way, Te Rūnanga Kaiwhakatere o Whakaata Māori, plays a crucial role in the direction, support and accountability of Whakaata Māori.

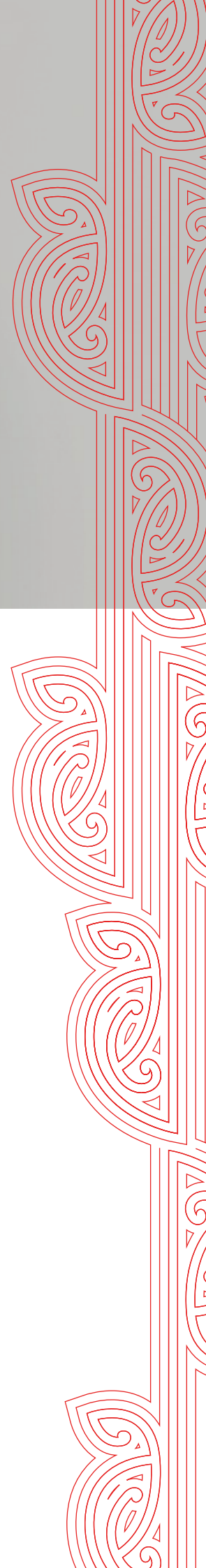
As the kaiwhakatere charts the course ahead, considering weather, currents and other conditions, the Board sets the direction and vision for the organisation. Just as the kaiwhakatere supports the kaihautū to complete the journey, the Board supports the Chief Executive in implementing plans and achieving goals.



Tokowhitu ngā kai whakahaere o Whakaata Māori e noho ana ki Te Rūnanga. Tokotoru rātou nā te Minita Whanaketanga Māori me te Minita Pūtea i kopou, ā, ka riro mā te Poari Matua a Te Mātāwai te toenga tokowhā e kopou.

Kei Te Rūnanga Kaiwhakaterere o Whakaata Māori te haepapa ki te whakatau i te ahunga rautaki, ā, ka mātaitia hoki e rātou ngā whakahaere o te wāhi mahi. Ka huihui rātou ki te aro turuki i ngā whakatutukitanga me ngā kaunekenga. I ngā wā e tika ana, ka toro Te Rūnanga ki Te Minita Whanaketanga Māori, ki Te Minita Pūtea me ngā Hoa-Toihau a Te Mātāwai i mu ai te whakamana i ā rātou whakataunga. E rua ngā komiti whāiti — ko Te Komiti Tātari Utu me Te Komiti Tātari Tūraru.

<b>Kaiwhakaterere</b>	<b>Te rā i Kopoua</b>
Jamie Tuuta (Toihau)	Mei 2018
Peter-Lucas Jones (Toihau Tuarua)	Pēpuere 2017
Reuben Collier	Hūrae 2019
Whetu Fala	Ākuhata 2016
Anahera Higgins	Tihema 2021
Kingi Kiriona	Āperira 2018
Tiwana Tibble	Hūrae 2020



Whakaata Māori is governed by a board of seven directors. 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 Kaiwhakatore o Whakaata Māori is responsible for setting the strategic direction and oversees the operations of the organisation, holding regular meetings to monitor performance and progress. Where required, Te Rūnanga Kaiwhakatore o Whakaata Māori 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. There are two sub-committees — Remuneration and Audit and Risk.

Director	Initial Appointment
Jamie Tuuta (Toihau)	May 2018
Peter-Lucas Jones (Toihau Tuarua)	February 2017
Reuben Collier	July 2019
Whetu Fala	August 2016
Anahera Higgins	December 2021
Kingi Kiriona	April 2018
Tiwana Tibble	July 2020

## Kaihautū

### Te Tāhuhu Rangapū

Ko te Kaihautū, koinei te ingoa ka hoatu ki te tangata karanga i te manawataki e tōkihi ai ngā kaihoe o te waka. Kei waenganui o te waka e tū ana, e āta tiaki ana mēnā rānei kei te tika te haruru o te waka, ā, e hoe tahi ana ki te wāhi ūnga kotahi. He pērā hoki tā te Tāhuhu Rangapū a Whakaata Māori, he tiaki mēnā rānei kei te tika te rere o ngā mahi a te pakihī, ā, e mahi ngātahi ana te katoa kia tutuki ai ngā whāinga rautaki kua whakatauria e Te Rūnanga a Whakaata Māori, me te aha, ka whakatau i ētahi huarahi ki te angitu. Ka noho haepapa te kaihautū i ngā whakatutukitanga a te rōpū.

### Ngā Kaiurungi

Ko te mahi nui a te kaiurungi o te waka he urungi haere i te waka ki tōna wāhi ūnga mā te ārai atu i ngā āhuratanga whakararu mai, kia ū ai ki te wāhi e tika ana. He pērā hoki tā Te Pae Urungi a Whakaata Māori, he tuku āwhina, he tuku tohutohu hei whakatītina ake i ngā kawenga mahi kua whakaritea i roto i ngā whakataunga rautaki a te wāhi mahi e hāngai ana ki te wawata, ki ngā whāinga me ngā take o roto, o waho mai hoki.

He mea nui kia mārama ngā painga me ngā tāmitanga o te rōpū me ngā ranga katoa, arā, me mārama te kaiurungi ki ngā pūmanawa raukaha me ngā tāmitangao o ngā kaihoe kia mānu pai ai te waka. Kia mārama te whakawhitiwhiti kōrero, kia kakama, kia mahi tahi, ēnei āhuratanga katoa e haere ngātahi ana kia tika ai te ārai atu i ngā whakararu ka tūpono mai, ngā panonitanga o te taiao me te mākete. He mōhio te

Waihoki, ka noho haepapa te Tāhuhu Rangapū i ngā whakatutukitanga a te wāhi mahi, me te aha, me whai whakaaro anō ia ki ngā pūkenga me ngā tukunga rauemi a ngā mema kia tika ai tā rātou whakatutuki i ā rātou whāinga i runga i te mahi tahi me ngākau tapatahi. Ko tā te Kaihautū, ko tā te Tāhuhu Rangapū he tātari hoki i ngā tūraru, he tuku whakataunga whai hua kia tae pai atu ai te 'waka' ki te wāhi ūnga.

I kopoua a Shane Taurima i te Mei 2019 hei Kaihautū.

kaiurungi pūkenga nui ki te whakahihi i tōna rōpū, ki te tuku kōrero āwhina, ki te manaaki kia tipu ai te ngākau pono, kia tuwhera ai te ngākau ki te kōrero tahi. Ko te mahi hoki a Te Pae Urungi he whakakotahi mai i tētahi rōpū kia tipu he ahurea hiranga, he ahurea hikaka, he ahurea mahi tahi e angitu ai a Whakaata Māori.

**Te Ranga Kaiurungi ngā kaiwhakahaere i ngā kawenga pakihī i ēnei roherohenga mahi:**

- Te Reo me ngā Tikanga
- Te Pūtea, te Rautaki me te Tangata
- Ngā Kaupapa Pāho me te Kawepūrongo
- Te Hangarau me ngā Whakahaerenga
- Mana Whakahaere me ngā Kaupapa Here

## Kaihautū

### Chief Executive

Kaihautū is the term given to the person who sets the time for paddlers in a waka. They are found in the centre of the waka, ensuring all parts of the waka are working in unison towards the same destination. In the same way, the Chief Executive of Whakaata Māori must ensure all parts of the business are working together to achieve the strategic objectives set by the Whakaata Māori board and make decisions that will guide it towards success. The kaihautū is accountable for the performance of the team.

Likewise, the Chief Executive is accountable for the performance of the organisation and must take into consideration the team members' abilities and resources to ensure they can accomplish their goals working in unison. Both the kaihautū and Chief Executive must also balance taking risks and making calculated decisions to bring their respective waka to their destination safely and successfully.

Shane Taurima was appointed Chief Executive in December 2018 and to the permanent role of Kaihautū Chief Executive in May 2019.

## Ngā Kaiurungi

### Our Senior Leadership Team

The kaiurungi of the waka plays a crucial role in steering the vessel towards its destination by avoiding obstacles and keeping it on course. In the same way, the senior leadership team of Whakaata Māori provides direction and guidance to ensure that the organisation's strategic decisions align with its vision and goals, considering both internal and external factors.

Understanding the strengths and limitations of the team and its departments is critical, just as a kaiurungi must know the capabilities and limitations of the waka and its passengers to optimise performance. Effective communication, agility and teamwork are also essential in navigating through unexpected challenges and changes in the environment and market. A skilled kaiurungi empowers

their team by providing feedback and creating a nurturing environment that fosters trust and open communication. The senior leadership team also works towards building a culture of engagement, motivation and collaboration to lead Whakaata Māori towards success.

**The Senior Leadership Team covers our business functions and delivery across:**

- Te Reo me ngā Tikanga
- Finance, Strategy & People
- Content including News & Current Affairs
- Technology & Operations
- Governance & Policy Advisory

# Ngā Whāinga Rautaki

## Te Huapae — Tā Mātou Anga Putanga

Mai i te tau 2018, kua whai a Whakaata Māori i tētahi tūāhaere hāngai ki ngā putanga. Nō te marama o Akuhata 2022 huataki ai he arotakenga mō Te Huapae ki te titiro he aha ngā whakaaro a ō mātou hoa kōtui me ā rātou hiahia hei whakahou i Te Huapae kia mātua hāngai ki ngā panonitanga o te ao pāpāho me te reo Māori hoki. E 5 tau i muri mai i te hanganga o Te Huapae, kua kamakama tonu ngā hurihanga ki te anga putanga tuku me ngā mahi whakahaere. Ko te wāhanga tuatahi o te arotakenga, i whāia ngā tirohanga rerekē e pā ana ki Te Huapae, ā, ko te wāhanga tuarua i aro ki ngā whakahounga o Te Huapae i runga i ngā mahi rangahau, torotoronga hoki.

Ko Te Huapae, he ingoa anō mō te paerangi, ā, koinei hoki te ingoa o tā mātou anga putanga. Ōrite ana tā mātou mahere putanga ki te paerangi, he pārahara ārahi i a tātou ki te wāhi ūnga, he whakarite mai hoki i te ara e tika ana hei whakatutuki i ō tātou whāinga.

Ko Te Huapae o te Rangī te paerangi e tūtaki ai te rangī ki te moana. Ko Te Paewai o te Rangī tētahi ingoa anō mōna. I reira eke ai a Tāne, a Tamarereti me Te Whānau Mārama ki runga o Puna Ariki, kia anga ki ngā rangī.

Ko Te Huapae te anga putanga e ārahi nei i a Whakaata Māori ki te whakatutuki i ā mātou whāinga, paearu, putanga hoki. He rite tonu tā mātou anga putanga ki te paerangi e marama ai te ara ki te ūnga o te waka. Ka pērā ki ō tātou tipuna i tō rātou whai i ngā whetū i ngā tūāhaerenga tawhiti o te moana, ka whakamahia e Whakaata Māori i Te Huapae hei ārahi haere i ngā whakataunga kia ū ai ki te wāhi okioki.

I ngā horopaki e rua nei, kei te marama te taiao, kei te marama te whāinga e whāia ana. I ngā mahi whakaterere waka, ko te whāinga kia ū ki tētahi wāhi motuhake, ā, ko tā te anga putanga he whakatutuki i ngā putanga kua whakaritea. Ko ngā whetū ka whakaatu mai i te ara tika hei whai, me te aha, ko Te Huapae te paetohu pūmau kia pai ai tā Whakaata Māori whakaterere i tōna waka i ngā horopaki e huri haere nei.

E marama ana te wawata me ngā whāinga a Whakaata Māori. He rite tonu ki te kaiwhakaterere waka e anga ana te titiro ki tētahi whenua tawhiti. Mā ngā whetū te kaiwhakaterere e ārahi, inā rā, ko ngā paetohu putanga e ārahi nei i a Whakaata Māori ki te whakatutuki i āna whāinga. He tohu kei tēnā tūāoma o te haerenga, ā, ka inea, ka whakatauriteniga ki ngā paetohu pūmau.



# Our Strategic Intentions

## Te Huapae — Our Outcomes Framework

Since 2018, Whakaata Māori has been on an outcomes-based journey. A comprehensive review of Te Huapae commenced in August 2022 to check in and seek feedback from partners on what was needed to update Te Huapae and to ensure strategic alignment with the changing media and te reo Māori landscape.

In the five years since Whakaata Māori formed Te Huapae — our intergenerational outcomes framework — our operating context has evolved rapidly. In phase one of the review, we sought to understand the different perspectives on Te Huapae, with phase two focussed on updating Te Huapae based on extensive desktop research and engagement.

Te Huapae is another term for the horizon, which is also the name of our outcomes framework. Like the horizon, our outcomes framework serves as a navigational tool towards our destination, to chart the path that we need to take to achieve our desired goals.

Te Huapae o te Rangī describes the meeting of the sky and the sea at the horizon. This is also known as Te Paewai o te Rangī, where Tāne, Tamarereti and Te Whānau Mārama voyaged aboard Puna Ariki towards the heavens.

Te Huapae serves as a guide for achieving our objectives, goals and results at Whakaata Māori. It takes inspiration from the horizon, which represents the farthest point that can be seen. Much like the horizon, our outcomes framework provides a clear view and understanding of the path we need to take to reach our desired end point. Just as our ancestors used stars to guide their waka on long voyages across vast oceans, Whakaata Māori uses Te Huapae its outcomes framework to guide its decisions ensuring we reach our destination.

In both cases, there is an understanding of the environment and a goal to be reached. In navigation, the goal is to reach a specific destination, while in an outcomes framework, the goal is to achieve set outcomes. The stars provide a fixed point of reference to navigate while Te Huapae provides a set of fixed indicators used to navigate Whakaata Māori goals through changing contexts.

Whakaata Māori has a clear vision and goals, much like the kaiwhakaterē waka who sets their sights on a distant land. The kaiwhakaterē waka uses the stars to guide their course, while Whakaata Māori uses outcome indicators to guide its progress towards its goals. Both utilise a system of checkpoints, where progress is measured

## Whakaata Māori

Ko tā te kaiwhakaterere waka he ine i te tawhiti o te haere me te taka o te wā, inā, ko tā Whakaata Māori he whakatutuki whāinga, he whakaoti mahi rānei.

He pērā ki tā te kaiwhakaterere waka, me ngākau tuwhera a Whakaata Māori i tāna whakamahi te anga putanga nei i runga i ngā momo ākinga o te wā. I ngā moana whakapukepuke, tērā pea ka tae he wā me rerekē te ara whai a te kaiwhakaterere waka kia kore ai e pā mai he raru, kia ekea hoki ngā hau matangirau. Me kaha tā Whakaata Māori panoni i āna kawenga i roto i ngā whakararu mai o te wā kia pūmau tonu ia ki ngā whāinga.

I te rerenga o te wā, ka huri te paerangi, ka pērā anō te anga putanga, kia whanake ngā whāinga me ngā whakaarotau, ā, ka whakahāngaitia ngā hinonga tainekeneke a Whakaata Māori e whanake ana, e urutau ana ki ngā whāinga nekeneke. Mā Te Huapae, ka whai mātou ki te whakatakoto i te ara me ngā mahi e tutuki ai ngā putanga, e whakatinanatia ai te wawata, kia mauri ora te reo. Mā Te Huapae e kitea ai te mārāma o te anga hei ine i ngā kaunekenga, me te arotake hoki i angitutanga. Ā, mā tēnei e pakari tonu ai ngā whakahaerenga kia tutuki ai ngā whāinga. Mā te whakamahi i Te Huapae ka pai ake, ka pakari ake a Whakaata Māori, ā, ko te mutunga iho, ka angitu, ka eke ki ngā taumata e whāia ana.



W H A K  
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against the fixed points of reference. For the kaiwhakaterere waka, this may be the distance travelled and time elapsed, while for Whakaata Māori, it is the attainment of specific targets and indicators along the way.

Like the kaiwhakaterere waka, Whakaata Māori outcomes framework needs to be flexible and responsive to changing conditions. In a stormy sea, the kaiwhakaterere waka may need to adjust course to avoid danger or take advantage of favourable winds. Similarly, Whakaata Māori needs to be able to adapt to changing conditions or unexpected events to stay on track towards its goals.

Just as the horizon changes with time, our outcomes framework also evolves with our goals and priorities, adapting and aligning with our ever-changing objectives. By leveraging Te Huapae, we strive to chart a course of action that will help us achieve our desired outcomes and realise our vision, *kia mauri ora te reo*. Te Huapae provides a clear framework for measuring progress and evaluating success. This allows us to continually improve our operations and track our progress towards achieving our goals. By utilising Te Huapae, Whakaata Māori can improve our effectiveness and efficiency, ultimately leading to greater success and impact in our pursuits.



Hiahia	Uruparenga Rautaki	Tāngata	Tūmahi
<p><b>Me kītea ngā āhuatanga e whakapono nei mātou</b></p> <p>He reo whai mana te reo Māori. I whakamānutia a Whakaata i te tau 2004 nā runga i ngā haepapa a te Karauna kia tautokotia te whakarauoratanga o te reo me ngā tikanga Māori i te ao pāpāho.</p> <p>I hangaia te rāngai pāpāho Māori hei whakarauora i te reo Māori. He mea whakahaere, he mea ārahi e ngāi Māori ki ngā huarahi, ngā pae pāpori, ngā kōrero tuku me ngā reo e whai kiko ana ki a ngāi Māori.</p> <p>Ka noho mātou hei kaitiaki i te taonga nei kua whakarērea mai ki a mātou, ā, ki ngā whakatipuranga ki tua. Ka haere tonu tēnei taonga e toa ai a Whakaata Māori i āna mahi hei hinonga pāpāho reo Māori, kia whai hua tonu ki ngā whānau, ngā hapū, ngā iwi me Aotearoa.</p> <p>Ka mahi tahi me Te Whare o te reo Mauriora kia tutuki ai ngā rautaki reo Māoti ā-motu, Te Maihi Karauna me Te Maihi Māori. Ka mahi tahi hoki me ō mātou hoa kōtui ki te whakatutuki i ngā putanga ki ngā apataki mā te tiri i ngā kōrero Māori, ngā hangarau, ngā pae pāpori kia whanake ake te rāngai pāpāho Māori.</p>	<p><b>... kei te kītea hoki te āheinga kia tipu, kia whanake</b></p> <p>Mai anō i te tīmatanga o Whakaata Māori, Kua tūhono atu, kua whakaaweawe mātou i ngā apataki o Aotearoa, ā, huri noa i te ao ki ngā kōrero e pā ana ki a ngāi Māori, i te reo Māori.</p> <p>Ko te tūmanako, kia tutuki ai ngā hiahia motuhake ki te reo, ki te mana me te tūhononga i ngā wāhanga apataki katoa e hōrapa katoa ana i te hihinga KoPA.</p> <p>Ko te tūmanako, kia tutuki te whāinga a Te Maihi Karauna me te Maihi Māori kia tahuri mai a Aotearoa whānui ki te ako i te reo me ngā tikanga Māori e whai mana ai te tuakiri ā motu.</p> <p>Ko te tūmanako, kia toiora te rāngai whai pūkenga nui e hua ai ētahi kaupapa Māori whai kiko.</p> <p>E manawa nui ana a Whakaata Māori kia tipu te ora me ngā āheinga whakawhanake i te reo Māori mō ngā kaihoe katoa; kia piki haere tonu te uaratanga ki ngā kaihoe.</p>	<p>Ka tipu he hononga me ō mātou hoa kōtui i runga i te whanaungatanga me te manaakitanga e hua ai he wairua whakaute, manaaki, mahi tahi hoki. Ka mahi tahi atu mātou ki ēnei rōpū e rua:</p> <p><b>Apataki</b></p> <ul style="list-style-type: none"> <li>• Ngā whānau whakatipu i ā rātou tamariki i te reo Māori.</li> <li>• Te hunga whakarongo ki te reo me ngā tikanga Māori.</li> <li>• Te hunga matatau.</li> <li>• Te hunga rangatahi.</li> </ul> <p><b>Kaimahi</b></p> <p>He poipoi, he whakatipu</p> <ul style="list-style-type: none"> <li>• Whakatipu Takitahi — kia tipu haere mai te tangata kotahi.</li> <li>• Whakatipu Takitini — kia tipu ā-rōpū nei, tae noa ki te rautaki whanake pūmanawa mō te Rāngai Pāpāho Māori whānui.</li> </ul>	<p><b>... te hunga whai i ngā tūmahi maha ...</b></p> <p>Ngā taunakitanga, ngā mahi whakangahau me ngā kaupapa whai kiko.</p> <p>Te tukunga o ngā kaupapa ki ngā pae whānui — pae matihiko, pae rārangi, pae pāpori.</p> <p>Te whakatairanga me te tauhoko atu i a Whakaata Māori me āna kaupapa, huihuinga hoki.</p> <p>Te whakamahere i te reo me ngā tikanga Māori, ngā mahi whanake kaimahi hoki mā ngā kaihoe.</p>



Ngā Putanga		Wawata	Ngā Putanga Tōmua
<p>... <i>kia puta he hua poto, hua tata, hua tawhiti ki ngā rōpū nei — e kitea ai ngā panonitanga ā-motu, ā, huri noa i te ao.</i></p>		<p><b>Whakapapa</b></p> <p>Ka pūmau mātou ki ō mātou hononga tīpuna, ki tō mātou ahurea e tika ai te tiri i ngā kōrero tuku iho hei whakarauora i te reo me ngā tikanga Māori kia ora tonu ai mā ngā uri whakaheke.</p>	<p>Ka uaratia ngā kaupapa reo mā ngā tamariki.</p> <p>E hiahia ana ngā whānau kia kaha ake te reo Māori ia rā mā roto i ngā kaupapa.</p> <p>Kia whakarongo ki te reo me ngā tikanga. Hikaka ana a ngāi Māori ki te whai i te reo me te whakapakari ake mā roto i ngā kaupapa.</p> <p>Ngā whānau whakatipu i ā rātou tamariki i te reo.</p>
<p><b>Apataki</b></p> <p>Ka tahuri mai a Aotearoa whānui ki ā mātou kaupapa, ka kitea ngā hua o te reo me ngā tikanga Māori hei wāhanga hirahira o tō tātou tuakiri ā-motu.</p>		<p><b>Kaupapa</b></p> <p>He tiri i ngā kōrero taiea hei whakatairanga i te reo, ngā tikanga me te ahurea Māori e tūhono ai ngā apataki ki te ao Māori.</p> <p><b>Te Pae Tawhiti</b></p> <p>Kia mauri ora te reo.</p>	<p>E whakamanatia ana ngā kāinga, ngā hapori me ngā iwi i ngā pae pēnei i a Te Ao Māori e pupuri nei i te mana Māori.</p> <p>E kaha tūhono ana a ngāi Māori ki tō rātou tuakiritanga mā roto i ngā kaupapa.</p> <p>Ka piki te māramatanga o Tauīwi mō ngā tirohanga me ngā tikanga Māori mā roto i ngā kaupapa.</p> <p>Titikaha ana te hunga rangatahi ki te whai i te tuakiri Māori mā roto i ngā kaupapa.</p>
<p><b>Rumaki Reo</b></p> <p>He hanga āheinga kia rumaki ai te reo Māori.</p>	<p><b>Hononga</b></p> <p>Kia kaha ake ngā hononga ki te ao Māori.</p>		<p>Kia pakari haere tonu ngā pūkenga a ngā kaimahi ki te hanga kaupapa whai hua mō te reo me ngā tikanga Māori.</p> <p>Ka nui ake te whakamahinga a ngā kaimahi i te reo Māori, me ngā māramatanga hoki ki ngā tikanga Māori.</p>
<p><b>Kaimahi</b></p> <p>He kaimahi mātou e remurere nei ki ngā auahatanga pāpāho, e ngākau nui nei ki te waihanga kaupapa Māori whai hua ki te hunga apataki.</p>			<p>He ara whai mahi tā te rāngai pāpāho Māori hei whakapakari i te reo me ngā tikanga Māori.</p>
<p><b>Whakatupu Takitahi</b></p> <p>He poi poi kia tipu ai te tangata kotahi.</p>	<p><b>Whakatupu Takitini</b></p> <p>He poi poi kia tipu ai te katoa.</p>		

Need	Strategic Response	Tāngata	Activities
<p><b><i>We see a need that we believe in</i></b></p> <p>Te Reo Māori is an official language. Whakaata Māori was launched in 2004 as a result of the Crown recognising its responsibility to support the revitalisation of te reo me ngā tikanga Māori through broadcasting.</p> <p>The Māori broadcasting sector was created to revitalise te reo Māori. Being Māori governed and led, to self-determine Māori pathways and platforms for Māori stories and voices.</p> <p>We remain active stewards that must safeguard and protect the legacy entrusted to us for current and future generations. A legacy for Whakaata Māori to be a world-leading reo Māori Media entity which continues to serve the interests of whānau, hapū, iwi and New Zealand.</p> <p>We work as part of Te Whare o te reo Mauriora to achieve the national Māori language strategies, the Maihi Karauna and Maihi Māori. And, with our partners, we work to achieve our outcomes with our audiences through sharing compelling and authentic Māori stories, technologies and platforms and grow a capable world class Māori Media sector.</p>	<p><b><i>... and we see an opportunity to make a difference</i></b></p> <p>Since the inception of Whakaata Māori, we have been connecting and inspiring audiences in New Zealand and around the world with stories by Māori, about Māori and in the Māori language.</p> <p>Our ambition is to meet the specific reo, mana and connection needs of each of our apataki segments, who span the full KoPA spectrum.</p> <p>Our aspiration is for our content to enable Maihi Māori audacious goals of growing Māori language in community immersion domains and as the first language of Māori children as well as the Maihi Karauna audacious goal for New Zealand to value te reo me ngā tikanga Māori as part of our national identity.</p> <p>Our aspiration is for a vibrant sector of talented media professionals delivering authentic and engaging Māori content.</p> <p>Whakaata Māori is committed to fostering wellbeing, opportunities for development and te reo Māori capability for all kaihoe, and to continuously improving the value we provide to kaihoe.</p>	<p>We foster positive relationships with our partners and practice whanaungatanga and manaakitanga, which promote mutual respect, hospitality, and inclusivity. We work with two key groups:</p> <p><b>Apataki</b></p> <ul style="list-style-type: none"> <li>• Whānau raising their tamariki in te reo Māori</li> <li>• Active learners of te reo me ngā tikanga Māori</li> <li>• Fluent speakers</li> <li>• Rangatahi</li> </ul> <p><b>Kaihoe</b></p> <p>Nurturing and growing</p> <ul style="list-style-type: none"> <li>• Whakatupu Takitahi — as individuals</li> <li>• Whakatupu Takitini — as a collective including leading the workforce capability strategy for the broader Māori Media Sector</li> </ul>	<p><b><i>... who take part in several activities ...</i></b></p> <p>Commission engaging, entertaining and relevant content</p> <p>Distribution of content across platforms — digital, linear and social.</p> <p>Promotion &amp; marketing of Whakaata Māori brand, content and events.</p> <p>Te Reo me ngā tikanga Māori planning and Workforce Development for kaihoe.</p>



Outcomes		Vision	Priority outcomes
<p><i>... that lead to short, medium and long-term outcomes for our people groups — creating the change we want to see, nationally and internationally.</i></p>		<p><b>Whakapapa</b> We embrace our ancestral legacy and cultural heritage, to tell authentically Māori stories that revitalise te reo me ngā tikanga Māori, ensuring that it thrives for our future generations.</p> <p><b>Kaupapa</b> We tell compelling stories that promote our Māori language, culture and heritage, connecting audiences to te ao Māori.</p> <p><b>Te Pae Tawhiti</b> Kia mauri ora te reo.</p>	<p>Whānau are inspired to use more reo Māori in their everyday lives through content.</p> <p>Active learners of te reo me ngā tikanga Māori feel encouraged in their language journey and improve proficiency through content.</p> <p>Whānau raising their tamariki in te reo Māori value tamariki reo content.</p> <p>Kāinga, hapori and iwi feel empowered through platforms such as Te Ao Māori News upholding mana Māori.</p> <p>Māori feel a stronger connection to their Māori identity through content.</p> <p>Non-Māori increase their understanding of Māori perspectives and tikanga through content.</p> <p>Rangatahi feel more confident to embrace their Māori identity and improve their proficiency through content.</p> <p>Kaihoe continuously improve their skills and contribution to Whakaata Māori.</p> <p>Kaihoe increase their use of te reo Māori and their understanding of tikanga Māori.</p> <p>The Māori media sector has attractive career pathways that grow te reo me ngā tikanga Māori.</p>
<p><b>Apataki</b> New Zealand engages with our content and values te reo me ngā tikanga Māori as part of our national identity.</p>			
<p><b>Rumaki Reo</b> Creating opportunities for te reo Māori immersion.</p>	<p><b>Hononga</b> Increasing connection to te ao Māori.</p>		
<p><b>Kaihoe</b> We are passionate and innovative media professionals who specialise in creating compelling and authentic Māori content that captivates and resonates with audiences.</p>			
<p><b>Whakatupu Takitahi</b> Nurturing and growing individuals.</p>	<p><b>Whakatupu Takitini</b> Nurturing and growing the collective.</p>		



*E toru ā mātou wāhanga aro rautaki hei whakatutuki i ngā putanga:*

## Whakatutukitanga Kaupapa

Ko te kaupapa matua o Whakaata Māori hei kaupāpāho, he whakarauora i te reo me ngā tikanga Māori.

Ko ngā apataki kei te pū manawa o ngā whakataunga kaupapa. E mārāma ana mātou he mahi nui te taunakitanga ki ā mātou mahi

hanga kaupapa e tino whai hua ana — ahakoa hāngai pū ki apataki, ahakoa hāngai rānei ki ngā putanga. Koinei te mahi hirahira a Te Huapae, he whakapakari ake i ngā huarahi taunakitanga. Ka arotahi atu mātou ki ngā apataki e whāia ana.



### Ngā Whānau Reo Māori

Ka hāngai tēnei wāhanga ki te rua whakatipuranga, neke atu rānei, e whai ana ki te whakaū i te tukuihotanga o te reo. Kei te whai rātou i ngā kaupapa whānui e hihiko ana ki ngā whānau.



### Te Hunga Rangatahi Reo Māori (15–24 tau)

Ko tēnei wāhanga, mō te hunga 15 ki te 24 tau te pakeke. Ko te hiahia o te hunga rangatahi he kite i a rātou anō i ngā kaupapa pāpāho e ngākaunui ai rātou, me te hiahia hoki kia wātea ngā kaupapa katoa kei ngā pae whānui. E whāia ana e rātou te hunga hinengaro mākohi, te whakangahau me ngā kaupapa whai take e whai wāhi mai ai ngā kaupapa whānui.



### Te Hunga Ako i te Reo me ngā Tikanga Māori

Ko te hunga kei tēnei wāhanga, ka whirinaki mai rātou ki a Whakaata Māori ki te mātaki i ngā kaupapa tuku rauemi hei āwhina i a rātou ki tea ko, ki te whakamahi i te reo Māori. I te mea kei te piki haere te hunga ako i te reo Māori, kāore e kore ka whānui haere hoki tēnei wāhanga. Kāore anō ngā rārangi pātai kia kohi i ngā pārongo hāngai ki te ‘ākonga kōrero’, nā reira, he iti noa ngā rarauna mō tēnei wāhanga.



### Te Hunga Matatau ki te Reo Māori (Te Hunga Tamariki Reo Māori)

E hiahia ana te hunga matatau ki ngā kaupapa ngahau, whakahihiko i ngā take me ngā momo whakaaturanga whānui hei āwhina i a rātou kia mau tonu ai ō rātou reo. Ko rātou te hunga mātaki nui rawa a Whakaata Māori nā runga i te iti o ētahi atu umanga pāpāho reo Māori e matatau nei ki te reo

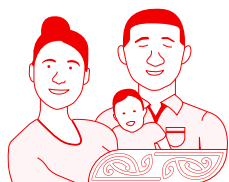
*We hold three strategic focus areas to achieve our outcomes:*

## Content Delivery

Whakaata Māori exists to revitalise te reo me ngā tikanga Māori as a multi-media broadcaster.

We put audiences at the heart of the content decisions we make. We understand that commissioning plays a central role in

transforming the way that we can deliver value across content delivery — being audience-centred and outcomes driven. Holding Te Huapae and a clear theory of change are central to the development of our commissioning approach. We will be focused on our target audiences.



### Ngā Whānau Reo Māori

This segment spans two or more generations of viewers who aim to contribute to te tukuihotanga o te reo or intergenerational language transmission. They seek whānau-friendly content about a wide variety of topics.



### Te Hunga Rangatahi Reo Māori (15–24 years)

This segment includes people between the ages of 15 and 24. Rangatahi want to see themselves reflected in the media that they consume, but also want the ability to access and browse content across a range of platforms. They seek open-minded, entertaining and informative content that interacts with a diverse array of topics.



### Te Hunga Ako i te Reo me ngā Tikanga Māori

Those in this segment interact with Whakaata Māori to consume content that provides resources to help them to learn and engage with te reo Māori. With the increasing number of people learning te reo Māori, the size of this segment is likely to grow. As surveys have not gathered information based on an 'active learner' category, the data about this segment is limited.



### Te Hunga Matatau ki te Reo Māori (including Te Hunga Tamariki Reo Māori)

Fluent speakers want entertaining and informative content across a diverse selection of topics and genres to help them maintain their te reo Māori fluency. They are the largest consumers of Whakaata Māori content due to the relatively limited number of alternative fluent te reo Māori media sources. This segment also includes Tamariki Reo Māori.



Hei te TP24 , ka aro mātou ki:	Hei te TP25, ka aro mātou ki:	Hei te TP26, ko te whakapae ka aro mātou ki:
<ul style="list-style-type: none"> <li>• Mataora — ngā whakaūnga kaupapa o nāianeī me ngā huinga hirahira ā-motu, arā, ko MāoriActive.</li> <li>• Ngā hōtaka mō ngā take kawepūrongo o te wā.</li> <li>• Te whākamātau i ngā Taunakitanga me ngā Putanga e hāngai ana ki te mahere whakahaere.</li> <li>• Te pikinga o ngā mahi toro apataki, tauhokohoko hoki.</li> </ul>	<ul style="list-style-type: none"> <li>• Te waihanganga o te mahere Taunakitanga, Putanga hoki.</li> <li>• Te ine i ngā hua o ā mātou kaupapa mā roto i ngā tutukitanga o Te Huapae.</li> <li>• He kōkiri whakahounga i runga i ngā raraunga me ngā kitenga, mātua rā ko Paepae Kōrero.</li> <li>• Ngā haumitanga mō ngā tau kei te heke mai.</li> </ul>	<ul style="list-style-type: none"> <li>• Te whakawhenua i te mahere Taunakitanga, Putanga hoki (kia whānui te % o ngā tutukitanga kaupapa).</li> <li>• Te rongo whānuitanga o Paepae Kōrero hei pārahara hopu i ngā kitenga o te hunga apataki.</li> <li>• Te pai o ngā rauna haumitanga, ngā mahi mahere, ngā rauemi hoki.</li> </ul>

TP = Tau Pūtea





In FY24, we will focus on:	In FY25, we will focus on:	In FY26 we will likely hold:
<ul style="list-style-type: none"> <li>• Mataora — current content commitments and events of national significance including rangatahi sports partnership with NZ Sports Collective.</li> <li>• News and Current Affairs digital transformation programme.</li> <li>• Testing Commissioning for Outcomes and associated operating model.</li> <li>• Increased audience engagement and marketing.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the Commissioning for outcomes model.</li> <li>• Measuring the value of our content through performance of Te Huapae outcomes.</li> <li>• Refining based on data and insights especially Paepae Kōrero.</li> <li>• Investment for outyears is in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Embedded mature Commissioning for Outcomes model (increased % of total content delivery).</li> <li>• Paepae Kōrero is a widely recognised tool for audience insights.</li> <li>• Investment cycle and planning including resources and tools is optimal.</li> </ul>

# Ngā Pae me ngā Tukunga

He kupu whakarite whai kiko te hirahira matahora nui o ngā whetū e whakarākei ana i te pō hei whakaata i te huhua o ngā pae matihiko pāpāho puta noa i te ao. Inā te nui o ngā pae ka whakamahia e Whakaata Māori. He rite ki ngā whetū piata i te pō; he whānui, he whāroa, he ahurei hoki.

Ākene ko te whakaata e ōrite ana ki ngā whetū nui o te rangi, he wheako whai hua, he wheako rumaki mō ngā kaimātakitaki. E ōrite ana tā mātou pae tukutuku ki ngā kāhui whetū e whakakotahi nei i ngā kohanga kaupapa ki te wāhi kotahi. Ko te pae pāpori te tūmatakōkiri — he tere, he rangitahi, he mau i te hirikapo.

Heoi anō, ko te taupānga MĀORI+, ko tōna rite kē ko te whetūao, ka hāngai tonu ngā

kaupapa ki te hunga whakamātau i a ia. He hāneanea te hanga e tomo ai te tangata, ka mutu, he noho wehe mai hoki i ētahi atu kawenga pāpāho.

I ngā mātaitanga a te hunga tiro tiro whetū ki ngā whetū e ngākaunuitia ana, he pērā anō tā Whakaata Māori he āta whiriwhiri i ngā pae tika hei whakamahi mō te tiri i ngā pūtoi kōrero, kia mātua hānai pū ki te hunga apataki e whāia ana.

Ko ngā haora matua a Whakaata Māori ka hāngai ki te hunga apataki e whāia ana. Ko ngā haora matua mō ngā tamariki, mai i te 4.30pm ki te 6.30pm ia rā; ko ngā haora matua mō ngā whānau, mai i te 6.30pm ki te 8.30pm ia rā; ko ngā haora matua mō ngā pākeke, mai i te 8.30pm ki te 11.30pm ia rā.

<b>Hei te TP24, ka aro mātou ki:</b>	<b>Hei te TP25, ka aro mātou ki:</b>	<b>Hei te TP26, ko te whakapae ka aro mātou ki:</b>
<ul style="list-style-type: none"> <li>• Te mōrokitanga o ngā pae.</li> <li>• Te tukunga o ngā mahi he aha tēne.</li> <li>• He tuku haumitanga tonu ki tā mātou hōtaka matai raraunga me ngā mahi aro turuki i ngā toronga mai o ngā apataki mā roto i a Paepae Kōrero.</li> <li>• Kia taea ngā kaupapa te tuku ki ngā pae maha mā te whakaū i ngā whakaaetanga ā-rōpū kia riro mai ai ngā pāhotanga motuhakea, ngā pāhotanga tōrite (rārangi), ngā pāhotanga nonoi (rārangi-kore) ngā māhotanga nui me ngā motika tuku ki ngā pae katoa.</li> <li>• He tuku tonu i ngā haumitanga ki tā mātou hōtaka matai raraunga.</li> <li>• Hawaikirangi.</li> </ul>	<ul style="list-style-type: none"> <li>• Te hōtaka mahi mō te mōrokitanga o ngā pae (arā, ko te tiro ki ngā tau e toru ki tua).</li> <li>• Ngā whakahaere me ngā tūhononga ki Hawaikirangi.</li> <li>• Te whānuitanga ake o ngā mahi aro turuki i ngā raraunga kia tika ai ngā whakataunga.</li> </ul>	<ul style="list-style-type: none"> <li>• Te whakamahere tonu mō ngā rā ki tua, kia uru ngā whakahounga pae ki te rautaki hangarau me ngā whakatau haumitanga hei tautoko i ngā apataki.</li> <li>• Hawaikirangi, me ngā hua whakahaere e kitea whānuitia ana.</li> <li>• Ngā whakawhanaketanga — he ahurea whakapai ake, whakawhanake i a mātou anō.</li> </ul>

# Platforms and Distribution

The breathtaking expanse of stars that adorn the night sky are a fitting metaphor for the numerous digital media platforms that populate our world today. Whakaata Māori use several platforms that are just as diverse and unique as the celestial bodies that dot the night sky.

Television can be likened to the brightest stars in the sky, providing a high-impact and immersive experience for viewers. Our website is like the constellations, bringing together a collection of content in one place, while social media is akin to shooting stars — quick, fleeting, but often attention-grabbing.

Our app, MĀORI+, on the other hand, is like a planet, providing a more focused and tailored experience for users. It offers convenience and accessibility and can also be isolated from other media sources.

Just as stargazers can choose which celestial bodies to observe or follow, Whakaata Māori strategically chooses which platforms it uses to share its stories, tailoring the content and message to better reach our target audiences.

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.

In FY24, we will focus on:	In FY25, we will focus on:	In FY26 we will likely hold:
<ul style="list-style-type: none"> <li>• Modernisation of platforms.</li> <li>• Delivery of Future State of Platforms work.</li> <li>• Continuing to invest in our analytics programme and real-time monitoring and engagement with our audiences through our Paepae Kōrero.</li> <li>• Ensuring content can be distributed across a range of platforms by establishing syndication agreements, acquiring exclusive free-to-air broadcast, simulcast/simul-stream (linear), catchup and on-demand (non-linear) transmission and distribution rights for delivery on all platforms.</li> <li>• Hawaikirangi — launch of content creation and training hub.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued Modernisation of Platforms work programme (including future state as phased over three years of delivery).</li> <li>• Hawaikirangi operations and hub connections.</li> <li>• Increased data and analytics to inform decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue 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.</li> <li>• Hawaikirangi operations and hub connections are widely valued.</li> <li>• Improved efficiencies — a culture of continuous improvement.</li> </ul>

# Whanaketanga Ahumahi

Ko te whāinga, he tautoko i ngā kaimahi ki te whakatinana i ā rātou ake pitomata hei kaimahi pāpāho mana nui kua eke ki te keokeonga, ā, e matatau ana ki te reo me ngā tikanga Māori. Kei roto i te whakataukī, “Iti noa ana, he pito mata”. Ko tōna tikanga, ka taea anō te kūmara kāore anō kia tunua te whakatō, kei tūpono ka tipu mai anō he hua kūmara.

E whakaritea ana tēnei ki te pitomata o te ahu mahi, o ngā kaihoe rānei e whakatere ana i te waka o Whakaata Māori. Kei runga katoa ngā kaihoe i tō tātou waka, arā, ko te hunga tēnei e mahi ana huri noa i te rāngai Pāpāho Māori, e hoe ana kia tae ki te wāhi okioki. Ko te wāhi ūnga, ko te whāinga rānei, he tautoko i tēnā, i tēnā ki te whakatutuki i te pitomata hei kaimahi pāpāho mana nui kua eke ki te keokeonga, ā, e matatau ana ki te reo me ngā tikanga Māori.

Hei te TP24 , ka aro mātou ki:	Hei te TP25, ka aro mātou ki:	Hei te TP26, ko te whakapae ka aro mātou ki:
<ul style="list-style-type: none"> <li>• Te whakauru i ētahi whanaketanga tōmua mō te ahumahi kia tika ai ā rātou mahi, ā, mā konā e tipu ai he ahumahi pakari rawa atu, kia ū ai ngā whakatutukitanga whakahaere.</li> <li>• Ngā pūkenga mō te reo me ngā Tikanga Māori — kia kitea mai ngā pūkenga ki mua, ki muri hoki i te kāmera, ā, e ora marika ana.</li> <li>• Te whakapai i ngā huarahi kuhu mai ki te rāngai Pāpāho Māori.</li> <li>• Te tautoko i te rāngai Pāpāho Māori mā roto i Te Ohu Whai Pūkenga ki te whakaū i te rautaki whanaketanga ahumahi me ngā huarahi whakatutuki.</li> </ul>	<ul style="list-style-type: none"> <li>• He whakaū i ngā whāinga tōmua mō te whanaketanga o te ahumahi hei whakatitina i te kairangī o ngā mahi a te ahumahi kia pakari rawa atu, kia ū ai ngā whakatutukitanga whakahaere.</li> <li>• Ngā pūkenga mō te reo me ngā Tikanga Māori — kia kitea mai ngā pūkenga ki mua, ki muri hoki i te kāmera, ā, e ora marika ana.</li> <li>• Te whakapai i ngā huarahi kuhu mai ki te rāngai Pāpāho Māori.</li> <li>• Te tautoko i ngā kaupapa ahumahi a te rāngai Pāpāho Māori.</li> </ul>	<ul style="list-style-type: none"> <li>• Ngā whāinga tōmua mō ngā whanaketanga ahumahi.</li> <li>• Ngā pūkenga mō te reo me ngā tikanga Māori.</li> <li>• Te whakapai i ngā huarahi kuhu mai ki te rāngai Pāpāho Māori.</li> <li>• Te tautoko i ngā kaupapa ahumahi a te rāngai Pāpāho Māori.</li> </ul>



# Workforce Development

Our objective is to support kaihoe to realise their potential as bold media professionals that are at the top of their game and also versed in reo and tikanga Māori. This is captured in the whakataukī, Iti noa ana, he pito mata, although it is just small, it is uncooked. This whakataukī implies that the uncooked piece of kūmara can be replanted and has the potential to produce many more kūmara.

We liken this to the potential that sits within our workforce or the kaihoe that operate the waka of Whakaata Māori. Our waka includes all kaihoe or paddlers who are onboard our waka, those we work with across Māori Media as we paddle to reach our ultimate destination. Our destination or objective being to support people and help them realise their potential.

In FY24, we will focus on:	In FY25, we will focus on:	In FY26 we will likely hold:
<ul style="list-style-type: none"> <li>Implementing Workforce Development priorities to maximise performance and competency, including maintaining a productive workforce, performance and training management.</li> <li>Te Reo me ngā Tikanga Māori capabilities — ensuring the right skills exist in front of and behind the camera and living authentically.</li> <li>Improved entry pathways to the Māori Media sector.</li> <li>Support the Māori Media sector through Te Ohu Whai Pūkenga to finalise the sector workforce development strategy and implementation pathways.</li> </ul>	<ul style="list-style-type: none"> <li>Implementing Workforce Development priorities to maximise performance and competency, including maintaining a productive workforce, performance and training management.</li> <li>Te Reo me ngā Tikanga Māori capabilities — ensuring the right skills exist in front of and behind the camera and living authentically.</li> <li>Improved entry pathways to the Māori Media sector.</li> <li>Support the Māori Media sector workforce initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Continue 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.</li> <li>Hawaikirangi operations and hub connections are widely valued.</li> <li>Improved efficiencies — a culture of continuous improvement.</li> </ul>

# Te ine i Ngā Whakatutukitanga

He mea nui ngā ara ine i ngā kaunekenga me ngā putanga me ngā panonitanga e hiahia nei mātou te kite kia mārama ai mēnā rānei kei te tika ā mātou mahi, ā, kei hea ngā wāhi me whakapai ake. Ko te nuinga o ēnei panonitanga, he ara kouniga. Nā reira, i te nuinga o te wā ka noho whāiti mai mātou ki ā mātou ake tirohanga, arā, he uaua ki te ine. Heoi, kei noho noa tēnei hei takunga mā mātou e kore nei mātou e ngana ki te ine i ēnei āhuetanga, me kore noa ka taea.

E whakapono nei mātou ko ngā putanga hou kei Te Huapae ngā mea ngākaunutia ki te hunga whai pānga i runga i tēnei huarahi whakawhanake i tō mātou tino mahi. He tōtika, he kakama tā mātou huarahi ine i ngā kaunekenga mō ngā putanga katoa.

## Te ine i ngā putanga reo Māori

Kei a mātou Te Rautaki mō Te Reo Māori me te mahere ā-tau e pupuri ana. Kei roto ko ngā pāraharaha mahi hei whai mā ngā kaimahi me te hunga whai pānga mai. He nui ēnei pāraharaha mahi e tautoko ana i te waihanganga o ngā mahere reo mā ngā kaimahi, mā ō mātou kōtuinga wāhi mahi me te huanga mai o ētahi kaupapa kia eke ai te kouniga o ngā hōtaka ki taumata kē i runga i te ngākau pono ki te reo Māori, ahurea hoki.

E whānui ake ai ngā o ā mātou mahi, ka tōtika te toro ki ngā apataki kia mōhiotia ai ngā āhuetanga:

I ngā wā kāore e taea ana te ine i tētahi putanga, kua tautohua e mātou tētahi putanga pae-tata e taea ai e mātou te whakatauiria<sup>1</sup> hei inenga kē mā mātou.

Ko tā Whakaata Māori hoki he:

- Whakapāho mā te reo matua, ko te reo Māori i ngā wā matua, ā, i te nuinga o ngā wā i waho atu i ēnei. Tēnei te inenga o MAORI+.
- Pūmau ki ngā hōtaka e ngākau nuitia ana e ngā tamariki e ako ana i te reo Māori, tae noa ki te hunga rangatahi, ki te hunga matatau me te hunga ako i te reo Māori.
- Whakarato ratonga whakapāho e wātea ana ki te motu whānui, e wātea ana hoki ki te tokomaha e taea ana.

- Aro ki ngā hua e puta ana i ā mātou kaupapa whakarauora reo (arā, he aha ngā wheako o ngā whānau me ngā hapori mō te whakamahinga o te reo Māori).
- E tipu haere ai ngā Paepae Kōrero, te rahinga o ngāi Māori hei māngai kōrero, te ine i te rerekē haere o ngā waiaro whakaaro, ā, me pānga mai hoki ki ā mātou mahi whakarauora i te reo.
- E mārama ai ngā hiahia a ngā whānau e pā ana ki te whakarauoratanga o te reo, me te āta whakamahere ia wāhanga o ēnei hiahia kia hāngai pū tonu ai tā mātou ratonga ki ia rōpū.

<sup>1</sup> Ka tutuki tēnei mā te hanga 'mahere whakakaupapa' mō ngā putanga: ka whakamāramatia te 'hāngai' o ngā mahi urunga ki ngā putanga pae-tata, ā, ka hua ake ko ngā putanga pae tawhiti e hiahia nei mātou te ine. Hei tauira, ngā hōtaka pāhotanga reo Māori mā ngā tamariki (urunga), ka puta ko te whakatipu i ngā tamariki i te reo Māori e whakamahi ana i ēnei hōtaka (putanga pae-tata), mā reira ka puta ngā whānau whakatipu tamariki i te reo Māori e ngākau nui ana ki ēnei hōtaka (putanga pae-tawhiti).

# Measuring our Performance

Measuring how we are progressing towards those outcomes, or the changes we want to see, is essential to understand whether we are making a positive difference and what we can do to improve. Many of these changes are qualitative. This means they will often be subjective, not absolute, and hard to measure. However, we think that's not a valid reason for not trying to measure them as best as we can.

We believe the outcomes highlighted in the new version of Te Huapae are the ones that matter to our key stakeholders and in our journey to progress our role. Our approach to measuring the progress we are making towards each of these outcomes is pragmatic. In cases where an outcome is not directly measurable at this time, we have identified a shorter-term outcome where

we can demonstrate<sup>1</sup> a suitable proxy or substitute to be measured instead.

Whakaata Māori must also:

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

## Measuring te reo Māori outcomes

We hold a Māori language strategy and annual plan which includes tools for our kaihoe and those we work with. Many of these tools support the development of language plans, for kaihoe, our partner' organisations and in the delivery of content to maintain high-quality programming and the integrity of Māori language and culture.

To increase the impact of our work, we will engage directly with our audiences and learn from them about:

- Focusing on the impact of our content in reo revitalisation (how whānau and communities experience and use te reo Māori).
- Continuing to grow Paepae Kōrero, and maintaining majority Māori representation, to measure attitudinal shifts and inform our impact on our role in language revitalisation.
- Quantify whānau reo revitalisation needs and mapping age and stage to maintain the relevancy of our service for each group.

<sup>1</sup> We do this through developing a 'logic model' for a given outcome: this describes the 'logic' of how inputs lead to short-term outcomes, which lead to the longer-term outcome that we want to measure. For example, broadcasting programmes in te reo Māori for tamariki (input) leads to whānau raising tamariki in te reo Māori using the programmes (short-term outcome), which contributes to whānau raising tamariki in te reo Māori valuing the programmes (longer-term outcome).

# Measuring our Outcomes

Outcomes	Priority outcomes	2023/24 Performance Metrics
<p><b>Apataki</b></p> <p>Aotearoa engages with our content and values te reo me ngā tikanga Māori as part of our national identity</p> <p><b>Rumaki Reo</b></p> <p>Create opportunities for te reo Māori immersion</p> <p><b>Hononga</b></p> <p>Increase connection to te ao Māori</p>	<p><b>Audience</b></p> <ul style="list-style-type: none"> <li>• Whānau are inspired to use more reo Māori in their everyday lives through content</li> <li>• Whānau raising their tamariki in te reo Māori value tamariki reo content</li> <li>• Active learners of te reo me ngā tikanga Māori feel encouraged in their language journey and improve proficiency through content</li> <li>• Kāinga, hapori and iwi feel empowered through platforms such as Te Ao Māori News upholding mana Māori</li> <li>• Māori feel a stronger connection to their Māori identity through content</li> <li>• Non-Māori increase their understanding of Māori perspectives and tikanga through content</li> <li>• Rangatahi feel more confident to embrace their Māori identity through content</li> <li>• People are engaged, entertained, and content is relevant to them.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality indicator rating of four or higher for assessed content</li> <li>• Number of viewers who are engaging with Whakaata Māori content</li> <li>• Number of viewers who increased their understanding of te reo Māori through Whakaata Māori content</li> <li>• Number of viewers who increase their te reo Māori usage through Whakaata Māori content</li> <li>• Number of viewers whose whānau increase their te reo Māori usage through Whakaata Māori content</li> <li>• Number of viewers who create immersion opportunities for their whānau through Whakaata Māori content</li> <li>• Number of viewers raising tamariki in te reo value Whakataa Māori tamariki content</li> <li>• Number of Rangatahi who feel more confident to embrace their Māori identity through content</li> <li>• Number of viewers who use Whakaata Māori content to improve their proficiency in te reo Māori</li> <li>• Number of viewers who engage with Te Ao Māori News</li> <li>• Number of Māori viewers who feel more connected to their Māori identity through Whakaata Māori content</li> <li>• Number of non-Māori viewers who increase their understanding of Māori culture and perspectives through Whakaata Māori content</li> <li>• Number of viewers who agree with the statement that Whakaata Māori content is engaging, entertaining and relevant</li> </ul>

Outcomes	Priority outcomes	2023/24 Performance Metrics
<p><b>Kaihoe</b> Passionate and innovative media professionals who specialise in creating compelling and authentic Māori content that captivates and resonates with audiences</p> <p><b>Whakatupu Takitahi</b> Nurture and grow individuals</p> <p><b>Whakatupu Takitini</b> Nurture and grow the collective</p>	<ul style="list-style-type: none"> <li>• Kaihoe continuously improve their skills and contribution to Whakaata Māori</li> <li>• Kaihoe increase their use of te reo Māori and their understanding of tikanga Māori</li> <li>• The Māori media sector has attractive career pathways that grow te reo me ngā tikanga Māori</li> </ul>	<ul style="list-style-type: none"> <li>• Number of kaihoe who improve their skills</li> <li>• Number of kaihoe that right-shift across the KoPA model towards more active use of te reo Māori and improved understanding of tikanga Māori</li> <li>• Kaihoe engagement score - out of 5 indicating satisfaction and engagement with mahi and Whakaata Māori</li> </ul>

*The targets for performance measures stated in this Statement of Intent will be based on the actual results of the previous financial year.*

# Forecast Financial Statements

Whakaata Māori continues to adapt and respond to policy, operational and technology shifts in our operating context, holding steadfast in our focus on the horizon or Te Huapae o te Rangi, to chart the way ahead.

It is a well-known fact that Whakaata Māori and the wider Māori media sector have been increasingly challenged by inequitable, prolonged, and sustained underfunding. Our ability to respond to changes in audience consumption and technological advancement have been constrained, and many of our core business functions have suffered due to delayed investment.

Our first increase in funding since 2008 was a one-off cost pressure in 2021. Interim two-year funding commenced in 2022 to support workforce development, platforms, and cost pressures due to the ongoing impact of CPI increases on our baseline costs.

The high inflationary environment continues to exert pressure on our operating costs.

Our initial focus shifted to optimising and ensuring we invest in the right people, systems and processes. With the short-term nature of the funding, we must balance anything we do against ongoing and future liabilities. Guided by our purpose, we make strategic choices about how we will be successful:

## Platforms

We will continue to deliver on our legislative obligations to provide linear television services, and to provide for audience segments that still prefer to consume content via television.

We will accelerate our transition to 'digital first' by investing in our digital platforms (website, app, streaming and social) to provide for shifting audience preferences to digital and on-demand services, particularly among the rangatahi segment as early adopters.

## Partnerships

We will partner strategically with organisations and stakeholders that align with our aspiration and values, and where mutual value is created or derived.

## Content

Our content will be driven first and foremost by te reo, tikanga, and lived Māori experiences. We will tell Māori stories for Māori audiences and te reo Māori learners.

To cater for a range of te reo Māori abilities, we will create and provide content in both te reo Māori and English to aid the learning process. Content we create will contain a level of te reo Māori at a minimum, balanced with English. Some content will be completely in te reo Māori.

Based on audience insights, we will focus our content strategy around six content types. These content types will deliver engaging material for our target audiences, will cater to all te reo Māori abilities, and will support the reo Māori learning journey.

## Funding

We are a publicly funded entity under the Māori Television Service Act (2003). We will continue to receive public funding to support our operations. This funding is provided with obligations for its use, particularly around content creation. We will seek additional, discretionary funding through content initiatives and projects.

In addition, we will supplement our funding revenue via commercialisation of our assets and skills. While we don't exist to make profit, we will look to generate a return from our assets, to reinvest in our kaupapa.

We have defined the organisational capabilities needed to deliver on our strategy which includes a set of core initiatives across our outcome area, Apataki, kaihoe and for our work with Kaitautoko. We have prioritised, scoped and incorporated these initiatives across our strategic focus area. This has informed our investment plan to ensure our waka is strong, and able to sustain our continuing journey.

We are pleased to have held two years of Whakamana, our Performance framework, and as a result, we have significantly improved our market rates (historically 30% lower) for kaihoe and acknowledged their performance. We have more than doubled our investment into kaihoe professional development. This will be an ongoing commitment to ensure we retain our people and attract great talent.

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 contributing 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 2023 – 2026 Statement of Intent.
- Support the operational costs of Whakaata Māori.
- Purchase and produce programmes to be broadcast on Whakaata Māori platforms.

Outputs will be provided within the appropriated sum of \$48.56 million (exclusive of GST) along with advertising income and other revenue.



## Whakaata Māori

Whakaata Māori received temporary funding in Budget 2023 to address cost pressures and help address funding inequities. We are working with officials on establishing permanent funding which will help to off-set forecast deficits in FY2025/26 and beyond financial years.

### Projected Funding

(a) Projected Funding from Vote Māori Development	2023/24 (\$m)	2024/25 (\$m)	2025/26 (\$m)
Including GST	55.85	55.85	49.52
Excluding GST	48.56	48.56	43.06
(b) Projected Revenue (Including Advertising & Sponsorship)			
Advertising and Production Revenue	0.69	0.71	0.75
Interest Earned	0.08	0.08	0.08
Other Income	0.78	0.92	0.96

### Statement of Comprehensive Revenue and Expense

Income	2023/24 (\$m)	2024/25 (\$m)	2025/26 (\$m)
Crown Appropriation	48.56	48.56	43.06
Advertising and Production Revenue	0.69	0.71	0.75
Interest Earned	0.08	0.08	0.08
Other Income	0.78	0.92	0.96
<b>Total Income</b>	<b>50.12</b>	<b>50.28</b>	<b>44.86</b>
Expenditure			
Personnel Costs	21.56	22.21	22.87
Programme and Production Acquisitions	17.75	16.94	16.95
Other Operating Costs	10.81	11.13	11.46
<b>Total Expenditure</b>	<b>50.12</b>	<b>50.28</b>	<b>51.29</b>
<b>Surplus (Deficit)</b>	<b>0.00</b>	<b>0.00</b>	<b>(6.43)</b>
Other Comprehensive Income	0.00	0.00	0.00
<b>Net Surplus/(Deficit)</b>	<b>0.00</b>	<b>0.00</b>	<b>(6.43)</b>
<b>Net Surplus/(Deficit) Attributed to:</b>			
<b>Whakaata Māori</b>	<b>0.00</b>	<b>0.00</b>	<b>(6.43)</b>

## Statement of Projected Financial Position

Public Equity	2023/24 (\$m)	2024/25 (\$m)	2025/26 (\$m)
Opening Equity	15.84	15.84	15.84
Add Surplus (Deficit)	0.00	0.00	(6.43)
<b>Closing equity at 30 June</b>	<b>15.84</b>	<b>15.84</b>	<b>9.41</b>
Represented by:			
<b>Current Assets</b>			
Cash Bank and Short-Term Deposits	4.88	5.78	0.37
Programme Rights	1.50	1.50	1.50
Receivable and Other Current Assets	2.44	2.44	2.31
<b>Total Current Assets</b>	<b>8.82</b>	<b>9.73</b>	<b>4.16</b>
<b>Property Plant And Equipment</b>			
(At Book Value)	11.29	11.02	10.69
<b>Total Assets</b>	<b>20.11</b>	<b>20.74</b>	<b>14.85</b>
Current Liabilities	3.27	4.02	4.68
Non-Current Liabilities	1.00	0.88	0.76
<b>Net Assets Employed</b>	<b>15.84</b>	<b>15.84</b>	<b>9.41</b>

## Statement of Projected Cashflows

Cash Flows From Operating Activities	2023/24 (\$m)	2024/25 (\$m)	2025/26 (\$m)
<b>Cash was provided from:</b>			
Crown Appropriation	48.56	48.56	43.06
Other Income	2.49	1.71	1.94
<b>Cash was distributed to:</b>			
Payment to Suppliers and Employees	(47.13)	(47.88)	(48.92)
<b>Net Cash Flows from Operating Activities</b>	<b>3.92</b>	<b>2.40</b>	<b>(3.92)</b>
<b>Cash Flows From Investing Activities</b>			
<b>Cash was distributed to:</b>			
Purchase of Property, Plant & Equipment	(6.56)	(1.50)	(1.50)
<b>Net Cash from Investing Activities</b>	<b>(6.56)</b>	<b>(1.50)</b>	<b>(1.50)</b>
<b>Reconciliation Of Cash &amp; Cash Equivalents</b>			
Net Increase/(Decrease) in Cash Held	(2.64)	0.90	(5.42)
Opening Cash	7.52	4.88	5.78
<b>Closing Cash at 30 June</b>	<b>4.88</b>	<b>5.78</b>	<b>0.37</b>

# Statement of Accounting Policies

The following accounting policies that materially affect the measurement of comprehensive revenue and expense, financial position and cashflows have been applied:

## **(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**

No change in Accounting Policies noted.

## **(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 at the date of the transaction.

At balance date, foreign currency monetary assets and liabilities are converted at the closing exchange rates. Exchange variations arising from these transactions 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.

**Other Funding**

Other conditional funding received is recognised as revenue when the conditions attached to the funds are met.

**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.

**(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 and platforms are capitalised. Costs associated with the maintenance of the Whakaata Māori website/platforms 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
- Commissioned programmes
- Acquired programmes produced by third-party producers
- 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.

Programmes available on Whakaata Māori website and/or social media channels are fully amortised when uploaded and available for viewing.

### **(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 Payablest**

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.

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.

## **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 ngā 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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