

# Te Tauākī Whakamaunga Atu

## Māori Television Statement of Intent



2020 - 2023

**MĀORI**  
TELEVISION  
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# Te Tauāki Whakamaunga Atū 2020 - 2023

Ko te whāinga matua o tēnei whakairinga kōrero he whakatakoto i tā Whakaata Māori rautaki me āna whakaarotau mō ngā tau e toru e tū mai nei. He whakamahuki ake i ngā mahi ka kawea, i te mahere hei whakatutuki i aua mahi, otirā, i tā mātou hei ine i te ahunga whakamua.

# Acceptance of the Statement of Intent 2020 - 2023

The ensuing Statement of Intent (SOI) sets out Māori Television's strategic approach and priorities for the next three years.

It outlines what we will deliver, our plan to deliver it, and how we will contribute and measure our progress towards the Government's vision of creating a collaborative and capable Māori media community that promotes and demonstrates the use of te reo Māori me ngā tikanga Māori, promotes te ao Māori, and tells Māori stories in Māori ways.



**Waihoroi Shortland**  
Hoa Toihau  
Date: 23 June 2020



**Mereana Selby**  
Hoa Toihau  
Date: 23 June 2020



**Hon Nanaia Mahuta**  
Te Minita Whanaketanga Māori  
Date: 23 June 2020



**Hon Grant Robertson**  
Minister of Finance  
Date: 23 June 2020

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

# He Kupu Whakataki

Tuia i runga  
Tuia i raro  
Tuia i roto  
Tuia i waho  
Ka rongō te pō!  
Ka rongō te ao!  
Haumi e  
Hui e  
Tāiki e

Tuatahi ake, me whakamatua tātau ki te āta whai whakaaro ki ngā pānga nui, pāhekeheke hoki o te mate COVID-19 i ngā rangi tata nei me ngā rangi e tū mai nei ki ngā pakihī o te ao, tō tātau dhanga, me te pāpori whānui.

I tere te whakautu a Whakaata Māori mā te aro ki te hauora me te toiora o ngā kaimahi, arā, ko te hauora hinengaro, me te pōkaikaha i tēnei wā tōhenehene. Ka rite tonu tā mātau whakatinana i tā mātau Rautaki Pakihī Toitū me te Kaupapa-here Kaupare Mate Urutā. Nā tēnei i taea ai e te nuinga o ā mātau kaimahi te mahi motu i te haumarutanga o ā rātau kāinga. He hātepe hauora taikaha i whakatakorāia kia haumarū ai ngā kaimahi i haere tonu ki te mahi, i puta rānei ki ngā hapori ki te whakatutuki i ā mātau kaupapa manapou arā, ko te tū hei kaiwhakapāho matawhānui e kōunga, e hāngai, e wawe nei te whakapāho atu i ngā pūrongo.

I a mātau ka whakateri i ēnei wai hōu, e mōhio nei mātau ki te hiranga o ngā mahi a Whakaata Māori i tēnei Rāngai Whakapāho Māori Mahi-ngātahi. Ko te whakapāho inamata, whakapāho pono, whakapāho tere, whakapāho kōrero meka hoki ki ā mātau apataki, me te whakaatu i te tūranga kaiārahi motuhake o Whakaata Māori ki te whakatauirā i tēnei, i te rautaki mahi tahi hoki he monapou mō te angitū tonutanga o te Rāngai Whakapāho Māori. Ko tēnei kei te pūtahi o ā mātau whāinga me ā mātau pae tawhiti, arā, ko te whakapāho kaupapa hao, kaupapa ngahau, kaupapa hāngai hoki ki ā mātau apataki ki ngā pae pāho kanorau e taea nei e rātau te toro. He kaupapa e whakamatomato nei i te ao Māori, e whakatenatena nei hoki i ngā apataki me ngā whānau kia tūhonohono, kia ako ai hoki mō tō rātau ao Māori.

I ētahi wā whakamātau ka tino arotahi mātau ki ā mātau haepapa ratonga tūmatawhānui, me ā mātau haepapa ki ngā hapori Māori. Ka whakatauirā tonu mātau i ā mātau pūkenga ārahi i te Rāngai Whakapāho Māori mā te whakamāmā i te pāhotanga

o tētahi Ratonga Karere Māori pakari, whai mana hoki. Ko te ratonga hou nei e hāngai ana ki ngā putanga kua whakarārangitia ki Te Huapae – Te Anga Whāinga a Whakaata Māori. Ko te hao i ngā apataki kia whakaaweawetia, kia whakahihikotia, kia whakamanatia hoki kia tūhonohono ki Te Ao Māori, ki te reo me ngā tikanga hoki te whāinga. Ko te tautoko i ngā Āpiti kanorau mā te tuari kaupapa, ārā, mā te hāpai i ā mātau āpiti kia tutuki i a rātau te wāhi ki a rātau i te whakarauoratanga o te reo me ngā tikanga. Ka mutu, ko te tautoko i ā mātau kaimahi; mā te whakatauirā i te tika i ēnei wā taumaha me te tautoko tonu i ngā kaimahi i roto i ā rātau mahere reo, ako, whakapakari me te whakatina i ngā tikanga Māori i ā mātau mahi.

He nui te pōkaikaha kei tua mō te taiao whakapāho nei, heoi ahakoa tēnei he wā hoki e taea ai te para huarahi hou. Ko tā Whakaata Māori me āna āpiti kanorau he ārahi i te whakahoutanga o te Rāngai Whakapāho Māori hei kaiwhakapāho Māori kōunga i te Ao, e whakapoapoa ai, e pupuri ai hoki i ngā apataki ka tūhonohono mai, me te whakaputa kaupapa hāngai hei whakahihiko, hei whakaaweawe i te reo Māori me ngā tikanga.

I ā mātau āpiti i te Rāngai Whakapāho Māori ka tūtaki ki ētahi taunahua, ko te tau e tū mai nei he tau whakawhanake, he tau whakahou hoki. Ko te ao motuhake, ao wero nui nei hoki he huarahi hou, he huarahi māmā mō ā mātau rauemi. Ka aroa he ara hou mō ā mātau mahi, mā te hapa ka tere ako ai. Mā tēnei e nui atu ai te tūhono ki ā mātau apataki, ā mātau āpiti me ā mātau kaimahi.

Ka rapu tonu mātau i ētahi huarahi hou hei whakarauora i te reo Māori me ngā tikanga Māori. Ko tā Whakaata Māori whai kia noho mātau hei kaiārahi i ngā kaupapa reo Māori kei te pērā tonu. Koinei pū te wā hirahira o ngā tau tata kua pahure kia whakaputa mātau i ā mātau kaupapa ki ā mātau apataki, mā tēnei e whakakitea ai te tirohanga Māori hei whakamuramura i te hiranga o te whakaaro Māori, ā, ka pūmau hoki mātau ki te mahi hāngai, ki te mahi ngātahi hoki ki te rāngai whakapāho tūmatawhānui.

I te hikunga o te tau 2019, i whakaputaina e te kāwanatanga ētahi mātāpono ārahi hei whakahōu i ētahi wāhanga o te Rāngai Whakapāho Māori, nā ngā tūhonotanga ki te rāngai i tohu me te hiahia kia aro whānui te whai.

Ko tā Hon Nanaia Mahuta – Te Puni Kōkiri, Te Minita Whanaketanga Māori, i tāna reta kawata ki a Whakaata Māori ko te tōai i ngā kaupapa ka haere tahi ki ēnei mātāpono ārahi mā Whakaata māori hei whakaarotau, ko te reo Māori me ngā tikanga Māori kei tōna pūtake.

# He Kupu Whakataki

Tuia i runga  
Tuia i raro  
Tuia i roto  
Tuia i waho  
Ka rongō te pō!  
Ka rongō te ao!  
Haumi e  
Hui e  
Tāiki e

Firstly, we must pause to take stock of the enormous and unprecedented impact that the COVID-19 pandemic has had, and will continue to have, on global businesses, on our economy and on society as a whole.

In response, Māori Television recognised the immediate need to protect the health and wellbeing of our kaimahi, including the mental and emotional stress faced during this period of disruption. We proactively implemented our Business Continuity Plan and Pandemic Response Policy which enabled the majority of our kaimahi to work in self-isolation from the safety of their own homes. Stringent health measures were implemented to safeguard those kaimahi who remain onsite and out in the field, and we continued to deliver our essential service as a public broadcaster by delivering quality, relevant and up to date news.

As we continue to navigate these uncharted waters, we acknowledge the important role that Māori Television has to play within a collaborative Māori Media Sector. Disseminating immediate, reliable fast and factual information to our audiences, while demonstrating Māori Television's unique leadership role in helping to exemplify the strategic collaboration that is crucial to the ongoing success of the Māori Media Sector. This goes to the heart of our mission and vision as an organisation; to deliver engaging, entertaining and relevant content to our audiences in a way that is accessible across diverse platforms. Content that ensures te ao Māori is thriving and encourages audiences and whānau to engage with and learn te ao Māori.

In trying times we do not take our public service responsibility, nor our responsibility to the Māori communities we serve, lightly. We continue to demonstrate our leadership capability in the Māori Media Sector by facilitating the delivery of a strong

and credible national Māori News Service. This new service aligns closely with our specific strategic outcomes as detailed in Te Huapae – Māori Television's strategic outcomes framework. To engage audiences so they feel inspired, excited and empowered to connect with Te Ao Māori, and included in te reo me ngā tikanga Māori. To support outcomes for our diverse partners through collaborative content sharing, enabling our partners to effectively play their part in revitalising te reo me ngā tikanga Māori. Finally, to support outcomes for our kaimahi; leading by example in these unprecedented times and continuing to support all staff with language planning, learning and professional development opportunities while embedding tikanga into the way we work.

While an enormous amount of uncertainty is faced in this current environment, so too has it presented tremendous opportunity. Māori Television, alongside our diverse partners, are helping to lead the transformation of the Māori Media Sector into a world class Māori media broadcast function that attracts and retains its audiences with engaging, relevant content that excites and inspires te reo Māori me ngā tikanga Māori.

As our partners in the Māori Media Sector face ongoing challenges, the coming year will be a period of transition and transformation. This unique and challenging landscape offers the opportunity to re-prioritise our resources, focus on new and more efficient ways of working, to fail fast and move forward, and to improve and intensify our impact for our audiences, our partners and our kaimahi. We will continue to seek out and create new pathways for enabling the revitalisation of te reo Māori me ngā tikanga Māori.

Māori Television's commitment to be the leading source of te reo Māori content remains unwavering. Now more than ever, we must ensure that te reo Māori content is distributed to our audiences, ensuring indigenous perspectives are heard to highlight the importance of a Māori world view while maintaining alignment and collaboration with the broader public media sector.

In late 2019, the Government endorsed a set of guiding principles to introduce changes to the Māori Media Sector, informed by sector engagement and the need to take a holistic approach to realignment.

The Hon Nanaia Mahuta – Te Puni Kōkiri, Minister of Māori Development, in her letter of expectation to Māori Television, reiterated themes that coincided with these guiding principles for Māori Television to prioritise, with the revitalisation of te reo Māori me ngā tikanga Māori at the centre.

I tēnei wā pāhekeheke e pūmau tonu ana a Whakaata Māori ki te mahi tahi ki te kāwanatanga hei whakatutuki i ngā whāinga mahi ngātahi, me te whakapakari i te Rāngai Whakapāho Māori kia whakapāhotia ngā kōrero Māori hei whakahaumako i te ahurea ā-motu. Ko tā Whakaata Māori he whakapāho tonu i ngā kaupapa kia tau ai ki ngā pae whakapāho tini. Ko te hōkaitanga tuatahitanga ki tēnei putanga ko te whakahou i te kareremanga kia matihiko-tuatahi ai, mā tēnei e puta ai ki ngā pae maha; kia kitea ngā karere Māori ki ngā pae katoa, ahakoa te wā, ahakoa te wāhi, ahakoa te pūrere.

I a mātau ka whanake tonu, ko tētahi manapou mō te oranga tonutanga i tētahi ao e panoni nei, ko tā tō mātau poari aro ki ēnei mātāpono mā te whakahou i ō mātau kawatau mō ngā tau e toru e tū mai nei hei whakautu ki te mate urutā COVID-19, me ōna pānga ki ā mātau hātepe mahi.

Ka whakawhāiti tonu a Whakaata Māori i tāna aro i te wā kua tohua mō tēnei Pānui Whāinga, ki te whakatutuki i tāna whāinga hou, me te whakatutuki i ngā mahi ngātahitanga ki ētahi atu hunga whaipānga; pēnei i ngā Reo Irirangi ā-Iwi me ētahi atu kaiwhakapāho iwi taketake, hei whakatipu i tēnei ahumahi auaha, whai pūkenga hoki.

Tuarua mai, ko tā COVID-19 he whakamuramura i te tōmina kia pakari ake te taha matihiko me te taha waihanga kaupapa kia tutuki ai te whakahoutanga o te rāngai. I tēnei ao e panoni nei ki te ao matihiko, me mātua whai i ngā rauemi matihiko tika hei tautoko i ngā mahi me te wāhi mahi ā haere ake nei. Mā ngā rauemi tika, me ngā āheinga matihiko e nui ake ai ngā mahinga ngātahitanga puta noa i te rāngai hei whakatairanga i te ahurea e tautoko nei i tētahi ahumahi kōrero Māori, me te whāinga whānui kia reo Māori ai te motu.

Hei whakatepe, i a tātau ka takatū i tēnei wā pāhekeheke i Aotearoa nei me te ao, ko ngā hiahia o ngā apataki me ngā ritenga mātakitaki ka whanake, ka panoni tonu, ā, me uaua ka matakietia. E ngata ai ēnei panonitanga me whanake tonu te arotake i te Rāngai Whakapāho Māori, ā, me rite tonu te rapu huarahi hou hei hanga i tētahi hapori mahi tahi, whai pūkenga hoki me te takahi i ētahi huarahi hou, huarahi auaha hoki hei whakapāho kaupapa mō te anamata.

Ko tā mātau anga whāinga, ko Te Huapae: Kia Eke Panuku! Kua tipu te hiranga o tā mātau Rautaki Whakatutuki kia whanake tonu ai mātau. Mā te aro hāngai ki te putanga e whai nei mātau kia tutuki ai, arā, ko te whai i te pae tawhiti 'kia ora te iwi Māori', ko tēnei e ki nei kei te ora te iwi Māori, kei te ora hoki ngā tikanga Māori, ā, kei te uaratia ngā tirohanga Māori e ngā tāngata katoa o Aotearoa nei. E pūmau tonu nei mātau ki tō mātau ngākau titikaha kia hua ai he Rāngai Whakapāho Māori; e hāngai ana tā mātau whāinga ki ngā putanga o ō mātau nā Āpiti e ārahi nei i te Maihi Māori me te Maihi Karauna.

**E manawa reka nei mātau ki te tuku i te Pānui Whāinga 2020-2023 a Whakaata Māori ki te Minita Whakawhanaketanga Māori, te Minita Take Pūtea me Te Mātāwai. He mea hāngai ki ngā wāhanga 27-30 o te ture Te Aratuku Whakaata Irirangi Māori 2003, ko ngā kai o te pānui nei:**

- He taipitopito mō mātau, arā he kōrero mō te horopaki me tō mātau ratonga.
- Ā mātau whakahaeretanga, arā te mana whakahaere, te kounga o te reo me ngā pūnaha.
- Ō mātau whakaarotau, ō mātau putanga, ngā pānga me ā mātau mahi e tutuki ai ēnei putanga i roto i tēnei wā.
- Tā mātau whāinga kia angitu, ka whai wāhi ko ngā mahi e tutuki ai ngā kawatau o ō mātau Āpiti.
- Ngā wero matua e pā nei ki tō mātau ratonga, me ngā ara hei para huarahi hou i te rāngai whakapāho Māori.

E mihi tonu ana ki ngā mana e whai nei kia mauri ora tō tātau reo. Kia kaha, kia māia, kia manawanui.



**Jamie Tuuta**

Toihau



In the face of these changing times, Māori Television remains more committed than ever to working together with the Government to realise this shared vision for a collaborative and capable Māori Media Sector that tells Māori stories in Māori ways and enriches New Zealand's national identity. Māori Television continues to place particular emphasis on providing content that is platform agnostic. Critical to the success of this outcome is the Digital First transformation of the newsroom, allowing content to be consumed across multiple platforms; enabling Māori news anywhere, anytime, on any device.

As we continue to evolve and adapt to ensure survival in this changing landscape, our Board is focused on these principles while re-setting our intentions for the next three years in response to the COVID-19 pandemic and its impact on the way we conduct business.

Māori Television will continue to narrow our focus during the term of this Statement of Intent, towards realising repositioned goals and achieving greater collaboration with other industry stakeholders; in particular, with Iwi Radio and other indigenous broadcasters, to grow a creative and capable workforce.

Secondly, the COVID-19 crisis has further highlighted the urgent need for the improvement of the digital and production capability required to enable the Māori media sector shift. In a changing and increasingly digital landscape, it is critical that we ensure we have the necessary digital infrastructure to support the mahi and workplace of the future. The right infrastructure and digital capability is essential to achieving increased collaboration across the sector, and to promote a culture that supports a te reo Māori-speaking workforce, as well as the wider goal of a te reo Māori-speaking nation.

Finally, as we face unprecedented uncertainty both here in Aotearoa and all across the globe, audience expectations and viewing habits will continue to evolve in ways that are difficult to predict. To meet these changing needs the Māori Media Sector review must progress and continue to explore opportunities to build a collaborative and capable Māori media community while envisioning new and innovative ways to deliver content in the future.

Our outcomes framework, Te Huapae: Our Plan for Success, becomes more vital than ever to effectuate sustainable growth. Through a core focus on the outcomes we strive to achieve, we continue with our purpose and mission towards realising our vision, 'kia ora te iwi Māori' or 'Māori are thriving', which means te reo Māori is thriving, tikanga Māori is thriving and Māori perspectives are valued by all New Zealanders. In the holding true on our commitment to achieving a collaborative Māori Media Sector; our vision is aligned with the expected outcomes of our key partners leading the Maihi Māori and the Maihi Karauna.

**We are pleased to present the 2020-2023 Statement of Intent of Māori Television to the Minister for Māori Development, Minister of Finance and Te Mātāwai. Pursuant to sections 27-30 of the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003, this document includes:**

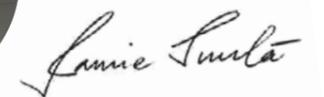
- Information about us, including contextual details of our service
- Our operations, including governance, te reo Māori quality and systems
- Our intentions, including our outcomes, proposed impact and how we intend to achieve these outcomes over this period
- Our plan for success, including how we will meet the expectations of our key stakeholders
- The key challenges affecting our service, and the steps we are taking to create opportunities within the Māori media sector.

E mihi tonu ana ki ngā mana e whai nei kia mauri ora tō tātau reo. Kia kaha, kia māia, kia manawanui.



**Jamie Tuuta**

Toihau



**Karanga te pō!**  
**Karanga te ao!**  
**Ko te huapae o te rangi  
 kei tawhiti**  
**Hei naomanga atu mā te  
 kapu o te ringa**  
**Kia tata mai**  
**E hua ake ai ko wawata nui,  
 ko wawata roa**  
**Kia toitū, kia ora te iwi Māori!**  
**Nau mai, rere atu te reo paoro**  
**Ko Whakaata Māori  
 e ngunguru nei!**

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# He Kōrero mō Mātau

Ko te ratonga o Whakaata Māori he kaupapa e whakahaerehia ana i raro i te ture Te Aratuku Whakaata Irirangi Māori (Act 2003), i whakarewaina i te tau 2004.

E ai ki te wāhanga tuawaru (1) o taua ture, ko te pūtake ia o te ratonga o Whakaata Māori: 'he tiaki, he whakatairanga hoki i te reo Māori me ngā tikanga Māori, mā te whākapāho i te reo Māori me te reo Pākehā, i te ratonga pouaka whakaata e tika nei te utu, hei whakamōhio, hei whakaako, hei whakangahau hoki i te te hunga mātakitaki, otirā, e rangatira ai te hāpori whānui, te ahurea me ngā ngā taonga tuku iho o Aotearoa.

Heoi anō tā mātau he whakatutuki i te whāinga kotahi a te Maihi Karauna me te Maihi Māori i roto i ā rātou rautaki, arā, kia whakarauora i te reo Māori.

Ko tā mātau whāinga matua he pikau tonu i ngā mahi hei taunaki i ēnei rautaki, mā te whāngai, mā te whakauka, mā te āwhina i te kōrerotanga o te reo e te ao, mā te tuku i ngā kaupapa whai hua, whakaoho hinengaro, ngahau, whakaawe, whai kiko anō hoki, me te aha e whakaahuatia ana te tuakiri ake o Aotearoa.

|| **E whai nei mātau kia tutuki tonu ai tēnei mahi, hei taunakitanga mō ngā rautaki nei mā te whāngai, te whakatoitū me te tautoko i te whakamahinga o te reo.**



# About Us

The Māori Television Service is a body corporate established under the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003, and was officially launched in March 2004.

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

We play 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.

We aim to continue this role and complement these strategies by nourishing, sustaining and helping increase the use of te reo Māori throughout the world by delivering informative, educative, entertaining, inspiring and meaningful content that reflects the unique identity of Aotearoa New Zealand.

|| **We aim to continue this role and complement these strategies by nourishing, sustaining and helping increase the use of te reo Māori throughout the world.**



# Ngā Mātāpono

E whā ngā mātāpono ka noho hei tūāpapa mō tā mātāu kaupapa me ā mātāu mahi:

## Kia tika:

E whāia ana e mātāu te ara e tika, e hāngai ai tā mātāu whakakanohi i ngā tini kaupapa o te wā, kia hāngai ki ngā uara me ngā wawata o ngā kaimahi, o te hunga whaipānga me te hapori whānui. Ko ngā whakahaere katoa ka kawea i runga i ngā tikanga e poi-poi nei i te mana o te tangata, kia motuhenga, kia rangatira anō hoki.

## Kia pono:

He Māori ake nei, he Māori motuhake hoki ā mātāu kaupapa. E tūmanakotia ana kia puta ngā kōrero i runga i te tika me te pono. Ka whakanuia ngā ahurea katoa, kia rangona hoki ngā whakaaro o tēnā, o tēnā, ahakoa ko wai, ahakoa nō hea.

## Kia aroha:

Ko te iwi tonu kei te pūtahi o ā mātāu mahi katoa. Ko te manaakitanga e ārahi ana i a mātāu, e tōmina nei kia noho hei kanohi kitea i ō mātāu hapori. Kia tuituia ai te muka herenga tāngata, kia renarena ai te taukaea o te whanaungatanga me te aroha, tētahi ki tētahi.

## Kia Māori:

Me kore ake tātau i ō tātau tūpuna, he rangatira, he kaiwhakaterere waka, he kaiwaihanga. Nō reira ko ngā kaupapa ka puta i a mātāu ka whai i te huarahi auaha. Ka whakawhirinaki atu ki ō mātāu pūkenga auaha, ngā tohunga o te tikanga me ngā tini hononga puta noa i te ao hei whakaohoho i te mauri o te tangata, kia whai hua ki ō rātau ao. He reo hou, he tirohanga hou anō hoki tō mātāu ki ngā pito katoa o te motu, whakawhiti atu rā ki ngā whenua ki tāwāhi, e pikoko ana ki ngā pūrākau Māori, tūturu nei. Ko ngā kōrero ka pūmau ki te ahurea, ki te reo, ki ngā kōrero tuku iho i tētahi whakatipuranga ki tētahi. Ka manawa kairoke mātāu i a mātāu ka noho ki te āta whiriwhiri he aha te aha, ā, e mārāma pū ana ki tā mātāu i wawatia ai, kia Māori.

||  
**Ka whakawhirinaki atu ki ō mātāu pūkenga auaha, ngā tohunga o te tikanga me ngā tini hononga puta noa i te ao hei whakaohoho i te mauri o te tangata, kia whai hua ki ō rātau ao.**



# Our Values

Our organisation and our work is supported by four key values

## Kia tika

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

## Kia pono

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

## Kia aroha

People are the centre of everything we do. We are guided by manaakitanga as we strive to be kanohi kitea within our vibrant community. We build strong relationships through shared experiences and collaboration, sharing our aroha and valuing that aroha in return.

## Kia Māori

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

||  
**We use our natural creative talents, cultural expertise and global connectivity to inspire and connect people to te ao Māori to enrich their lives.**



# Ko tā mātou i te Maihi Māori me te Maihi Karauna

Ko Te Tiriti o Waitangi tērā i whakatakotoria hei tūāpapa kia mahi tahi ai a ngāi Māori ki te Karauna.

Ko ngā whakahaere pāpāho Māori he hua nā ngā kaiāpapai i te kaupapa i whakapau kaha mō ngā tau e 40 hemihemi kia pupuru i te mana Māori motuhake, kia kitea hoki te matatika i te ao pāpāho. Hei tā te ripoata WAI 11 o te Taraipunara o Waitangi i te tau 1986, "he taonga tuku iho te ahurea Māori, ā, ko te reo Māori kei te uho o taua ahurea."

He wāhanga nui ngā pūrākau Māori nō te ahurea me te tuakiri o te motu. Nā runga i te whakatau a te Karauna kia whakamanahia te reo hei taonga tuku iho, i whakatūria te rāngai pāpāho Māori, arā, ko Whakaata Māori, ko ngā irirangi ā-iwi, ko Te Māngai Pāho tērā.

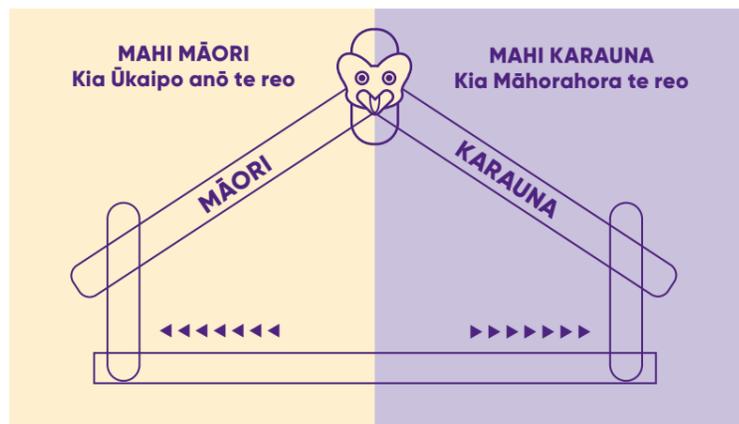
Ko Te Mātāwai me te Karauna ngā kaitiaki o te rautaki whakarauora i te reo Māori, arā, o Te Whare o te Reo Mauri Ora.

Ka noho motuhake a Whakaata Māori ki ngā taha e rua o te whare. Ko tā mātau he waihanga kaupapa reo Māori hei whakaako, hei whakangahau hoki i te hunga mātakitaki ahakoa pēhea nei te matatau o tō rātau reo.

Ko Te Whare o te Reo Mauri Ora te huarahi e whakakotahi nei i te Karauna me te iwi Māori, mō te whakarauora reo te take. Ko te wāhi ki a Whakaata Māori he whakatinana i ngā whakakitenga o Te Whare o te Reo Mauri Ora - Kia Mauri Ora te Reo. Mā te whānui o te horapa o ngā pae pāpāho, ka whakapāhotia ngā momo kaupapa reo Māori ki ngā pae maha. Ko Te Mātāwai te kaihautū, ā, ko te whāinga a te Maihi Māori he whakaora i te reo, kia ūkaipōtia te reo.

Ka tautoko mātau i a Te Mātāwai, i ngā iwi, i ngā hapū me ngā whānau mā te waihanga i ngā kaupapa e āwhinatia ai te hunga mātakitaki ki te ako, ki te whakamahi, ki te whakareka hoki i te reo Māori. Ka tautoko hoki mātau i ngā āpiti o te Maihi Māori kia pai ai tā rātau whakaaweawe i ā rātau apataki, kia waihangatia hoki ētahi rauemi mō ngā aronga e whāia tahitia ana.

Ko tā te Karauna i roto i āna whakahaere mō te Maihi Karauna he whakapau kaha kia horapa te reo Māori, kia kōrerotia te reo ki ngā wāhi katoa e ngā tāngata katoa, i ia rā, i ia rā. Mā te whānui o te horapa o ngā pae pāpāho, ko tā mātau he tautoko i ngā whāinga a te Maihi Karauna, kia māhorahora te reo i ngā horopaki, i ngā momo, i ngā pae rerekē. Ka tautoko hoki mātau i ngā āpiti o te Maihi Māori kia pai ai tā rātau whakapā atu ki ā rātau apataki, me te waihanga i ētahi rauemi e tutuki pai ai ngā aronga e whāia ngātahitia ana.



# Our Role in the Maihi Māori and the Maihi Karauna

Te Tiriti o Waitangi laid the foundation of a partnership between Māori and the Crown.

The establishment of existing Māori broadcasting 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 Waitangi Tribunal WAI 11 report 1986 confirmed that "Māori culture is part of the heritage of New Zealand and that the Māori language is at the heart of that culture."

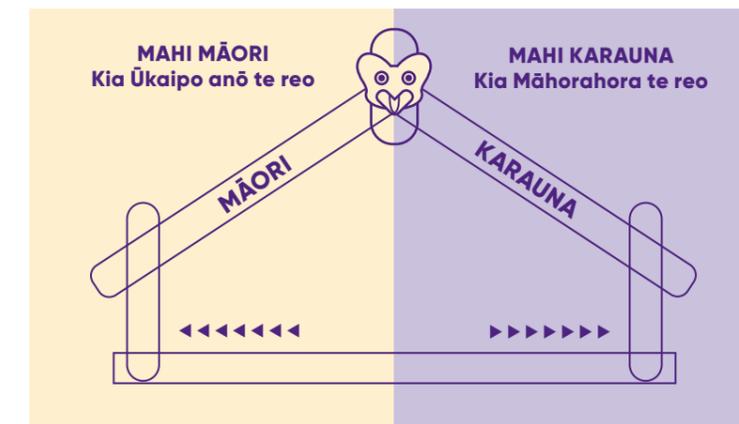
Māori stories are part of our culture and national identity. The resulting Crown obligation to recognise and protect the Māori language as a taonga, a national treasure, has led to the establishment of the Māori media sector including Māori Television, the iwi radio network and Te Māngai Paho.

Te Mātāwai and the Crown lead our nation's Māori language strategy, Te Whare o te Reo Mauri Ora. Māori Television sits in a unique position that spans both sides of the whare. We provide a rich and diverse range of Māori language content that informs and entertains people across the spectrum of language understanding and experiences.

Te Whare o te Reo Mauri Ora is a way of thinking about active partnership between Māori and the Crown for revitalisation of te reo Māori. Māori Television is a key partner in realising the shared vision set out by Te Whare o te Reo Mauri Ora, which is Kia Mauri Ora te reo.

Through the power and reach of the media, we showcase diverse Māori language content across a variety of platforms. Led by Te Mātāwai, the Maihi Māori seeks to restore te reo Māori as a nurturing first language. We support Te Mātāwai, iwi, hapū and whānau by creating content that supports our audiences to learn, use and enjoy te reo Māori. We also support our Maihi Māori partners to reach their audiences and create relevant resources for our shared outcomes.

The Crown-led Maihi Karauna ensures te reo Māori is used everywhere, in every way, for everyone, every day. Through the power and reach of the media, we contribute to the Maihi Karauna goal by showcasing te reo Māori in a range of contexts, genres and platforms. We support our Maihi Karauna partners to reach their audiences and create relevant resources that contribute to our shared outcomes.



# Ngā Whakahaere

Kei te poari matua o Whakaata Māori te mana whakahaere ki te whakatau i ngā take katoa e whai pānga ana ki a Whakaata Māori<sup>1</sup>.

E whitu ngā pou ārahi e noho ana i te poari. I ia marama ka hui te poari, ka arotake i ngā whakahaere katoa o Whakaata Māori. Ko tā ngā ripoata whakahaere he whakatakoto i ngā take e hāngai ana ki te pūtea me ētehi atu kaupapa pērā i ngā take tūpono. Kei roto i te tūtohinga ngā whakamahuki mō te mana whakahaere, ngā kawenga, te hunga whaipānga me ngā whakamārama mō te āhua o ngā kawenga poari.

I ngā wā e tika ana, ka whakawhirinaki atu te poari ki te Minita Take Māori, ki te Minita Take Tahua, me ngā Toihau-Takirua o Te Mātāwai, i mua i te whakatau take.

Hei konei hoki ka whakaritea he ripoata ki ngā Minita me ngā Toihau-Takirua o Te Mātāwai<sup>2</sup>.

E rua ngā komiti o te poari – te tuku pūtea, me te te tātari kaute me ngā tūraru. Ka puritia hoki tētahi puka rēhita tūraru mō ngā mema o te poari.

### Mō ngā tau e toru kei mua i te aroaro, e arotia nuitia ana:

- Te aroturukitia o ngā whakatutukihanga e kitea ai ngā hua o tā mātau whakarauora i te reo me ngā tikanga i roto i tēnā hapori, i tēnā hapori.
- Te whakakaha ake i ngā pūkenga o ngā pouārahi.

- Te mau tonu ki ngā pūnaha whakahaere me ngā kaupapa here.
- Te tuku pūrongo mārama ki ngā kaituku pūtea, e kitea ai ngā tūraru me ētahi rautaki e kauparetia atu ai ngā raru.
- Kia Māori te ahurea o Whakaata Māori, kia rere ko te reo me ngā tikanga.

<sup>1</sup>Section 30

## Te Anga Whakahaere



### Ngā Kaiwhakahaere

151 ngā kaimahi e mahi ana i Whakaata Māori, i roto i taua tōpūtanga ko ngā kaiwhakahaere matua me te Tāhuhu Rangapū. Ko tā te Tāhuhu Rangapū he hui atu ki te poari i ia marama ki te whakamahuki ake i ngā āhuatanga mō te wāhi ki ngā whakaritenga ā-kirimana ki ngā kaitautoko ā-pūtea, ki ngā tūraru me te tahua. Ka kōrero te Tāhuhu Rangapū mō ngā tūraru nōna ka tūtaki ki ngā komiti tātari kaute me te tiaki tūraru i ia marama.

### Te Pae Urungi

Koia nei te kāhui tautoko i te Tāhuhu Rangapū ki te whakahaere, ko ngā haepapa e hāngai ana ki ngā kawenga matua e kiia ana ko ngā Kaupapa, te Tahua, ngā Hangarau me ngā Whakahaere, ngā Kaupapa Tāngata, te Reo Māori me ngā Tikanga Māori.

# Governance

Māori Television is a statutory entity, established as a body corporate under the Māori Television Services Act 2003 (the Act). Māori Television is governed by Te Rūnanga o Whakaata Māori (board of Māori Television) consisting of seven kaitiaki (directors). Three kaitiaki are appointed by Te Minita Whakawhanaketanga Māori and the Minister of Finance and four kaitiaki are appointed by Te Mātāwai.

Our board comprises seven directors. The board meets monthly and oversees the operations of the organisation. Management reports financial and non-financial matters, including risk management. The authority, responsibilities, membership and operation of the board are explained in detail by a charter.

Where required, the board will consult with the Minister for Māori Development, the Minister of Finance and the Co-chairs of Te Mātāwai, on behalf of Te Mātāwai, before making decisions. This will also include reporting to the Ministers and the Co-chairs of Te Mātāwai.<sup>1</sup>

There are two standing committees of the board – remuneration and audit and risk. A Conflicts Register is maintained for all board members.

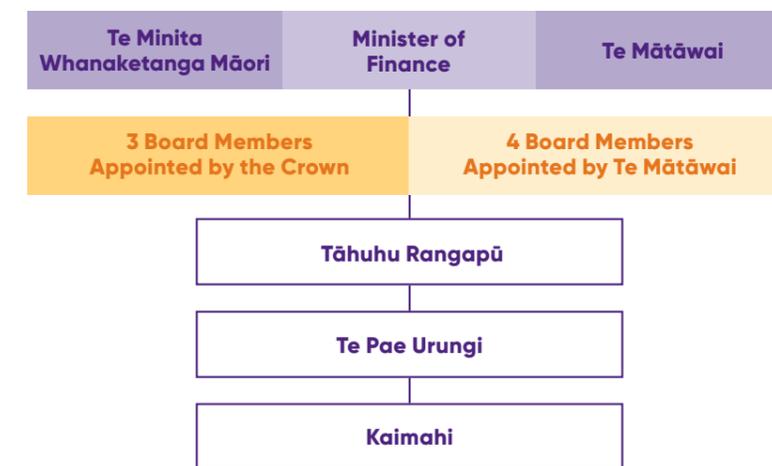
### For the next three years, we will focus on:

- Monitoring the achievement of outcomes to show the impact we can make on the revitalisation of te reo Māori me ngā tikanga Māori across our communities

- Growing the governance skills of our directors
- Maintaining robust corporate governance systems and policies
- Providing clear reports to funders that highlight any risks and risk mitigation strategies where required
- Creating a positive workplace culture for all staff and providing opportunities to support the use of te reo Māori me ngā tikanga Māori.

<sup>1</sup>Section 30

## Governance Structure



### Tāhuhu Rangapū

There are 151 staff within Māori Television, including a senior management team led by the Tāhuhu Rangapū. The Tāhuhu Rangapū reports to the board on the operations of Māori Television including reporting on any key funding requirements, risks and budget. The Tāhuhu Rangapū manages and reports risks through to the board's audit and risk committee.

### Te Pae Urungi

Supporting the Tāhuhu Rangapū in managing operations, a senior leadership team Te Pae Urungi has overall responsibility for designated work areas, which are: Content, Finance Administration, Operations and Technology, People, Language and Culture.

# Te Whakakitenga

## 'Kia ora te iwi Māori':

- Kia ora te ao Māori.
- Kia ora ngā tikanga Māori.
- Kia ora te reo Māori.
- Kia manawanui, kia uara mai ngā tāngata katoa o Aotearoa ki ngā tirohanga Māori.
- Kia 95% te nui o te reo Māori i ngā kaupapa ka pāhotia ki te hongere o Te Reo, ā, kia 70% te nui o te reo Māori i ngā kaupapa ka pāhotia i te wā e kaha mātakitaki ana ngā apataki.

Ko tā mātau he tautoko i te whakakitenga whānui kia ora a Aotearoa, inā rā, kei konei mātau ki te tūhono i ngā tāngata katoa ki te ao Māori. Ko te wāhi ki a Whakaata Māori, ko te kōkiri i te horanuku o te ao pāpāho kia whānui, kia hōhonu te aronga me te auahatanga, otirā, kia tautokona te ora o te reo Māori me ngā tikanga Māori.

# Our Vision

## 'Māori are thriving', which means:

- Te ao Māori is thriving
- Tikanga Māori is thriving
- Te reo Māori is a thriving language
- Māori perceptions are valued by all New Zealanders
- 95% te reo content broadcasted for the Te Reo Channel, and 70% te reo content broadcasted during prime time

We contribute to the broader vision that all of New Zealand is thriving, because we are here to connect all people to te ao Māori. Māori Television is providing a fundamental role in pioneering a holistic, innovative Māori media landscape that supports the revitalisation of te reo Māori me ngā tikanga Māori.



# Kia Eke Panuku!

Ko Te Huapae tā Whakaata Māori rautaki kia angitu. Ko tāna he whakaatu i ō mātau wawata me ngā putanga e kaingākauria nei mātau. He mea whakatūāpapa te anga nei ki te wawata, 'kia ora te iwi Māori'. Ka mutu, ka ora ana te iwi, ka ora anō ko te reo me ngā tikanga. Waihoki ka te wāriutia e ngā tāngata o Aotearoa ngā tirohanga Māori.

E hāngai ana ō mātau wawata kawatau i te anga Tai Ōhanga me ngā whāinga kua whakaritea e Te Whare o Te Reo Mauri Ora. Ko tā Te Huapae: Kia Eke Panuku! he whakaatu i ngā whāinga pae tata ki ngā whāinga pae tawhiti e hiahia nei mātau ki te whakatutuki, me te āhua o tā mātau ine i tērā whakatutukihanga.

Ko tā mātau mahi, he tūhono atu i te iwi ki te ao Māori mā te whakapāho i ngā kaupapa rawe e rekareka ai, e whakaawetia ai te hunga mātakitaki. E toru ngā putanga matua e whāia nei e mātau, ā, e hāngai ana ki ngā kāhui e toru nei:

## 1

### Ngā Apataki

Ko tā mātau, he whakaaweawe, he whakarekareka, he whakakaha i te hunga mātakitaki kia hono ai rātau ki te ao Māori, waihoki, ki te reo Māori me ngā tikanga Māori.

## 2

### Ngā Āpiti

Ka tautokohia ō mātau āpiti kia tutuki ai ā rātau mahi whakarauora i te reo Māori me ngā tikanga Māori mā te tuku i ngā rauemi reo me te taunaki i tā rātau hono atu ki ā rātau apataki.

## 3

### Ngā Kaimahi

Ka whakatinana mātau i tā mātau i kī ai, nō reira ka tautokohia ngā kaimahi katoa ki te whakatakoto mahere mō te reo, ki te ako, ki te whakapakari hoki i a rātau. Otirā, ka poua ngā tikanga Māori ki ā mātau mahi katoa.

Ko Te Huapae te tūāpapa e whakaatu ai ka pēhea te ine i ngā mahi e mōhio ai hoki he aha ngā whakataua ka whai ake. Ehara i te mea ka ine noa iho i ngā mahi me ngā putanga - ka kohikohia hoki ngā raraunga kōunga e mōhio ai mātau te ara ki te angitu i roto i ngā whakahaere whānui o te ao pāpāho Māori.

# Our Plan for Success

Te Huapae is Māori Television's plan for success. It represents our vision and the outcomes that we seek to achieve. The framework is grounded in the vision 'kia ora te iwi Māori' or Māori are thriving, which means te reo me ngā tikanga is thriving and Māori perspectives are valued by all New Zealanders.

Our vision aligns with the expected outcomes outlined in the Living Standards Framework and objectives determined by Te Whare o te Reo Mauri Ora. Te Huapae: Our Plan for Success sets out the short-to long-term strategic outcomes we want to achieve and how these will be measured.

Our role is to connect people to te ao Māori by creating Māori content that excites and inspires our audiences. Te Huapae's framework identifies three core stakeholder groups, and the high-level strategic outcomes we are delivering for each of them:

## 1

### Apataki (Audiences)

We engage audiences so they feel inspired, excited and empowered to connect with te ao Māori, and included in te reo me ngā tikanga Māori.

## 2

### Āpiti (Partners)

We enable partners to play their part in revitalising te reo me ngā tikanga Māori effectively, by providing te reo resources and helping them reach their audiences.

## 3

### Kaimahi (Staff)

We lead by example, so we support all staff with language planning, learning and professional development. We embed tikanga into the way we work.

Te Huapae provides a robust foundation from which performance can be tested and measured as decisions are made. It is not just about measuring activities or outcomes - it is also about collecting quality data to understand what creates success for the wider Māori media sector.

# Ngā Mahi

Ko Whakaata Māori te hongere kaha o ngā hongere katoa ki te whakatairanga i ngā whakaaturanga nō Aotearoa i te wā e nui ana ngā kaimātakitaki. Ka waihangatia e mātau ngā hōtaka reo Māori katoa, reo-rua anō hoki, i ngā momo whānui pēnei i te kawepūrongo, ngā mahi a Rēhia, ngā āhuatanga ngahau me te noho a te iwi i tana taiao, ngā taumāhekeheke hākinakina me ngā hōtaka tamariki.

<b>556</b>	Hāora, he kaupapa nō Aotearoa.
<b>263</b>	Hāora, he kaupapa mā te hunga matatau.
<b>110</b>	Hāora, he kaupapa mā te hunga ko te reo Mōari te reo tuarua.
<b>183</b>	Hāora, he kaupapa mā te hunga kei te ako tonu i te reo.
<b>1,192</b>	Ngā whakaaturanga nō Aotearoa ka whakapāohotia i ngā wā e nui ana ngā kaimātakitaki.
<b>95%</b>	kaupapa reo Māori ka pāhotia i te hongere o Te Reo, ā, e 51% ngā kaupapa reo Māori ka pāho i Whakaata Māori i te wā e nui ana ngā kaimātakitaki.

# Our Offerings

Māori Television creates and showcases more locally produced shows during prime time than any other broadcaster. We create both fluent and bilingual programming across many genres including news and current affairs, entertainment and lifestyle, cultural and sporting events, along with children’s programming.

<b>556</b>	Hours of locally made content
<b>263</b>	Hours of fluent content
<b>110</b>	Hours of second language content
<b>183</b>	Hours of receptive content
<b>1,192</b>	Local content showcased during prime time
<b>95%</b>	Te reo content broadcasted during prime time on the Te Reo Channel, and 51% te reo content broadcasted during prime time on the Māori Television Channel

## Ahakoia ngā āhuatanga o te wā, kei te ū a Whakaata Māori ki te whakatutuki i ngā mahi hei whakatinana i te wawata nui o tā mātou rautaki.

### Kia ora te iwi Māori.

#### Te Hongere o Whakaata Māori

Ko tā Whakaata Māori he whakapāho i ngā hōtaka e pāhekoheko mai ai, e whakaaweawetia ai ngā tāngata katoa o tēnei motu kia tūhono ai ki te reo me ngā tikanga Māori. Ka whakapāho atu ki tōna 720,000 tāngata i Aotearoa i ia wiki, e whiriwhiritia ana a Whakaata Māori kia kitea ai te tirohanga Māori ki ngā take Aotearoa me ngā take ao whānui.

#### Whakaata Māori Pae Tonoata

Mā tā mātau pae tukutuku me tā mātau taupānga reorua, e āhei ai tā ngā apataki mātakitaki i ngā hōtaka a Whakaata Māori ahakoa te wāhi, ahakoa te wā, ahakoa te matihiko. Tau atu, tau mai, e 5,572 hāora te roa o ngā kaupapa ka whakairia ki te pae tukutuku.

#### Te Hongere o Te Reo

Ko tā te hongere o Te Reo he pāho i ngā hōtaka reo Māori anake. Arā, ko ngā pūrongo o te wā, ko ngā pūrongo whitake, ko ngā whakawhitihiti kōrero, ko ngā hākinakina me ngā hōtaka tamariki. Ko Te Reo anake te hongere, i Aotearoa nei, e whakapāhotia ai ngā hōtaka reo Māori anake.

#### Te Ao Māori News (ā-ipurangi)

Ko Te Ao Māori News te hōtaka kawepūrongo Māori e noho mātāmua ana ki Aotearoa nei, e whakapāho ana i ngā karere o te wā ki ngā apataki, ka puta ana. Ko te whāinga matua a Te Ao Māori News, he tūhonohono atu ki ngā hapori o te motu e kitea ai tā te Māori titiro ki tōna ao.

#### Te reo Māori i ngā wāhanga matua o te rā

Ko tōna 152 hāora ka whakapāhotia e mātau i ia wiki. E 7,900 katoa ngā hāora – e 5,700 ki te hongere o Whakaata Māori, e 2,200 ki te hongere o Te Reo. Ko tōna 1,400 ngā hāora ka pāhotia ki te pae tukutuku hei mātakitaki mā ngā apataki ao te pō, pō te ao.

Kia titiro ki te whānuitanga o te rārangi hōtaka i ngā wā e haumako ana ngā kaimātakitaki, ko tōna 70 ōrau e kōrero Māori ana i ngā hongere e rua. Ko tōna 51 ōrau ki te hongere o Whakaata Māori, ā, ko tōna 95 ōrau ki te hongere o Te Reo.

## Despite current conditions, Māori Television is proactively and boldly taking a stance towards capitalising on key opportunities that represent a contribution to achieving our strategic vision.

### Māori are thriving - Kia ora te iwi Māori

#### Māori Television Channel

The Māori Television Channel broadcasts programmes that engage and inspire all New Zealanders to connect with te reo Māori me ngā tikanga Māori and currently reaches circa 720,000 New Zealanders per week. Our audiences choose the Māori Television Channel for authentic Māori perspectives on local and global issues.

#### Māori Television Video-on-Demand Platform

Our dual-language website and mobile application provide audiences with the ability to watch Māori Television content anywhere, anytime and on any device. We make available 5,572 hours of on-demand content per year.

#### Te Reo Channel

The Te Reo Channel provides fluent Māori language programming and includes the latest news, views, infotainment, chat, sports and children's shows. Te Reo is the only channel in New Zealand to broadcast entirely in te reo Māori.

#### Te Ao Māori News Online Platform

Te Ao is New Zealand's leading Māori news platform, bringing audiences the latest news as it unfolds. Te Ao Māori News focuses on delivering a more inclusive approach to Māori news by connecting directly with our communities and incorporating our unique Māori perspectives into our news.

#### Te Reo Māori During Prime Time

We broadcast an average of 152 hours per week: 7,900 hours in total – 5,700 on the Māori Television Channel and 2,200 on the Te Reo Channel. A minimum of 1,400 hours of programme content will be available online for on-demand viewing at any time.

Over the entire schedule during prime time, there is 70% te reo Māori spoken across both channels combined: at least 51% on the Māori Television Channel and at least 95% on the Te Reo Channel.



# Te Horanuku o te wā

## Ngā wero



### Pūtea

He nui tonu ngā wero ā-pūtea mā Whakaata Māori. E ai ki ngā nekehanga o te CPI mai i te tau 2008, e whakapaetia ana kua heke te tapeke o te puna pūtea ka riro i a Whakaata Māori mā te 4.2 miriona tāra, tērā i te nama i whakapaetia i te tau 2008.

Ko te nuinga o ngā pūtea ka whakapaua ki ngā utu whakahaere. Me te aha, ia tau ka piki ngā utu nā runga i te āhua o te CPI te PPI rānei.



### Ngā Haurokurokutanga

Ahakoā e wānanga tonu ana te rūnanga o te kāwanatanga i te aranga whakamua mō te rāngai pāpāho Māori, kei te koke tonu a Whakaata Māori ki te whakatutuki i ngā whāinga matua. Me te aha, e whakatairanga ana i ngā kaupapa papai rawa atu e mau tonu ana ki te mauri o te reo me ngā tikanga Māori.

E koke tonu ana mātau i te ara e tutuki ai tā te Kāwanatanga i whakakite ai mō te rāngai pāpāho Māori, arā, kia mahi tahi, kia kaha ake te hapori pāpāho Māori ki te whakaputa i ngā kōrero tuku iho e pupuri nei ki te tuakiri o Aotearoa.

Ko tā Whakaata Māori he tuari atu i ngā kaupapa e ngāwari ana te whakairi ki ngā momo paepāho katoa - ki te pouaka whakaata, ki te pae tukutuku, ki ngā taupānga me ngā pae pāpāho papori.



### Whakangungu Pūkenga

He mea nui te whakawhanake i ngā kaimahi e tino ora ai te rāngai pāpāho Māori. Ko te mate kē, torutoru noa iho ngā huarahi hei ako i te tangata kia mau i a ia ngā pūkenga e tika ana mō ngā tūranga mahi.

Kei te anga whakamua tonu mātau i roto i ēnei āhuatanga mā te whakawhirinaki atu ki ngā āpiti matua e eke panuku ai

mātau ki ngā taumata e tika ana. Kia whakatairangatia ngā mahi ka puta i ō mātau pūkenga - i runga i te whakaaro Māori.

Me kaha tā mātau whakamahere i te reo me ngā tikanga Māori. Kia kawea i runga i te kounga, kia whai wāhi hoki ai ngā kaimahi me ngā rangatahi ki te whakawhanake i a rātau anō, kia whāia te ara mahi, kia tipu ko ngā pūkenga o te hunga ka whakakapi i ngā tūranga ā tōna wā.



### Taupuni Pāpāho

Ka nui rawa atu te pirangitia o ngā taupuni pāpāho, ā, me uaua ka kitea ēnei momo wāhi ki Tāmaki me Aotearoa whānui tonu. E toru ngā taupuni matua kei Tāmaki nei, ā, kua tāpuia ngā mea e rua mō ngā tau 10 kei mua i te aroaro, kua tāpuia te wāhi tuatoru mō ngā tau e whā, ā, kei reira hoki te whiringa kia roa ake.

Te mutunga iho, i ngā marama 18, kua kua riro ētahi hinonga e hia nei miriona tāra, nā te korenga o ngā taupuni pāpāho. I ēnei marama tata nei kua noho mātau ki te

ōta kōrero i ēnei take ki a Netflix me ētahi atu kamupene.

Mā te whakarite i ngā taupuni reo Māori ka tautokotia te ora o te rāngai Māori me te ao pāpāho o te motu whānui, kia tutuki tonu ngā whāinga matua.

Mō te āhua ki te taha matihiko, kei te whanake tonu ngā hanganga. E rongo ana i ngā uauatanga nā te iti noa iho o te pūtea ka whakapaua ki ēnei mahi. Hāunga tērā kei te whai tonu mātau i te ara tika, e noho haumarū tonu ai ā mātau pāhotanga.

# The Current Landscape

## Challenges



### Funding Disparity

Māori Television continues to face a number of financial challenges. Based on Consumer Price Index (CPI) movements since 2008, we estimate that Māori Television receives \$4.2 million less funding than was envisaged in 2008.

The majority of our cost base is made up of transmission, digital and personnel costs, which continue to increase year-on-year by either CPI or Producer Price Index (PPI).



### Sector Uncertainty

As Cabinet continues to consider options on the future of the Māori media sector, Māori Television has not stopped forging ahead to achieve our strategic outcomes. In doing so we continue to showcase and create excellent Māori content which enlivens te reo me ngā tikanga Māori.

We continue to realise the Government's vision to build a collaborative and capable Māori media community that tells Māori stories in Māori ways and enriches New Zealand's national identity.

Importantly, Māori Television provides content that is platform agnostic so that it is freely accessed through various platforms across television, website, mobile applications and social media forums.



### Talent Pipeline

A cohesive Māori media workforce is crucial to maintain a thriving Māori media sector, yet there is a lack of existing workforce learning pathways available to ensure we have the right skills and talent.

We are taking a leadership role in this space and collaborating with key partners to ensure we deliver the successful outcome

of a highly skilled Māori workforce, showcasing authentic Māori stories and perspectives.

Te reo me ngā tikanga Māori per planning and professional and leadership development for our current staff and rangatahi is critical to providing pathways into employment and achieving the ongoing succession of a thriving Māori workforce.



### Inadequate Infrastructure

Studio space is a highly sought-after asset in Auckland and throughout Aotearoa. Of the three large studios available in Auckland, two are booked out for the next 10 years and the third has a four-year booking with the option to extend.

This means that over the past 18 months several multi-million-dollar projects have been lost due to the lack of adequate studio space. The shortage of film studio infrastructure has been brought into sharp focus in recent months with enquiries from Netflix and others.

Creating te reo Māori studio space that not only supports the Māori sector but also the wider national and international media industry will ensure Māori Television's strategic outcomes continue to be met.

IT and digital infrastructure throughout the Māori media sector is not currently where it needs to be. Funding constraints have meant our ability to invest in the future-proofing of our infrastructure has been limited, yet we continue to provide innovative, cost-effective solutions, ensuring our content is protected.

## Ngā Huarahi Hou



### Matihiko

E akiaki ana i ngā whakatipuranga e whai ake nei, nā te mea ko rātau kei te pokapū o te ao whakarauora reo.

Ka tāea e mātau tēnei whakaputanga mā te poipoi i ngā rangatahi kia whai wāhi mai rātau ki te waihanga me te tātaki kaupapa e hāngai ana ki ngā kaimātakitaki o ēnei wā nei.

E eke ai tēnei whakaputanga ki te angitu, me ū ngā kaikawepūrono ki te tuari i ngā kaupapa mā ngā pae rongorau; ā-pouaka whakaata, ā-ipurangi, ā-pae papori, kia whānui ake te toronga ki ngā apataki.

Kua timata tā mātau koke whakamua i te ao matahiko. E rere ana ngā pūrongo i te pouaka whakaata me te ipurangi anō hoki. Kia ngāwari te tūhonohono mai a te hunga mātakitaki ahakoa

te wāhi, ahakoa te wā me te āhua o te hangarau e whakamahia ana. Kua piki te kaute ki te 57% ngā kaimātakitaki, ā, kua piki te kaute ki te 32% ngā apataki e mātakitaki ana i te ipurangi. Mēnā ka whakakotahitia ēnei tauanga kua 36% te pikinga o te kaute mō te hunga e mātakitaki ana i te pouaka whakaata, mā te ipurangi hoki.

Kua tutuki te aronga tuatahi kia panonitia te waitohu ki Te Ao Māori News.

Ko te aronga tuarua, i timata i te tau 2020 i raro i ngā whakahaere hou. E arotahi ana ki te whakawhānui i ngā whakaputanga mō ngā apataki mā te whakapiki i te kounga o ngā mahi kawepūrono, kia whakakaha ake i ngā hononga ki te hapori me te mahi tahi me ētahi atu whakahaere pērā i ngā irirangi ā-iwi.



### Whakawhanake Mahi

E haere tonu ana ngā mahi hei whakawhanake, hei tautoko hoki i ngā momo hōtaka whakangungu pūkenga i te ao pāpāho. Anei ngā whāinga matua e whai ake nei:

- Kia whanake ngā āheitanga ki ngā apataki, kia whai wāhi atu ki ngā ratonga mātauranga me ngā irirangi ā-iwi
- Kia kaha ake te whanaungatanga i waenganui i a Whakaata Māori me ngā kaiwaihanga kaupapa e noho motuhake ana ki ō rātau ake whare pāpāho.
- Kia kaha te kōrerotia o te reo Māori, i ia rā, i ia rā.

- Kia waihangaia he hōtaka whakangungu i ngā kaikawe pūrongo rongorau, tae atu ki te noho tauira mai ki te whai wheako, whai pūkenga i roto i ngā mahi pāpāho, hei whakawhanake i ngā pūkenga o ngāi Māori. Kia kaua e whāiti te titiro ki ngā tūranga kawepūrono me te kōkiri pāhotanga, engari kia whai wāhi hoki ki ētahi atu whakahaere ki Whakaata Māori pēnei i te taha pūtea, i te pūmanawa tangata, i te tuku kōrero, waihoki te whakarite i te ara ki ngā tūranga kaiwhakahaere.

- Kia waihangaia mai he tohu whare wānanga hei tō mai i te rangatahi Māori.



### Ngā Āpiti

He ao mahi ngātahi te ao pāpāho, ā, mā te whakawhirinaki atu ki ngā āpiti e tika ana, ka wātea mai te āheinga ki te mahi tahi, ki te whakawhānui kaupapa me te whakangao pūtea.

E kaha tonu ana tā mātau whakawhanaunga atu ki ētahi atu whakahaere pērā i a RNZ, i a TVNZ me Te Whare o te Reo Mauri Ora. Ki konei renarena ai te taukaea i waenganui i ēnei rōpū, kia whāia hoki te ara e tutuki ai ngā whāinga me ngā whakakitenga mō te katoa.

He whakakotahi i ētahi kaupapa hei tuari mā tēnā mā tēnā:

- Mā Te Whare o te Reo Mauri Ora, Te Māngai Pāho me Ngā Taonga Sound & Vision, e whakaemi ngā raraunga Māori.
- Ka mahi tahi ki ngā reo irirangi ā-iwi ki te whakaputa, me te whakapāho tahi i ētahi kaupapa.
- E rapu ana i ētahi huarahi whakangao pūtea, e hāneanea ai ngā whakahaere katoa.



### Kia Hihiri

Ko te wawata matua; 'Kia ora te iwi Māori'.

Nō reira me whai whakaaro ki ngā tāngata katoa, ahakoa pēhea rā te matatau o tō rātau reo.

Me whai whakaaro hoki mātau ki ngā momo apataki e mātakitaki ana i a Whakaata Māori. Me hāngai pū ā mātau kaupapa ki ngā tini kaupapa e hiahia ana e rātau. Me whai whakaaro hoki ki te āhua o te ora o te reo, me pēhea e whakatahuritia ai te hunga mātakitaki kia huri mai ō rātau aroaro.

- Me kaha te arotake i ngā pāhotanga, ngā kaupapa here me ngā tukanga e hāngai ana ki ngā anga putanga, ā, me ērā e tautoko ana hoki i te whakatutukihanga o ngā whāinga reo e hāngai ana ki ngā apataki, me te toro ki ngā pae pāpāho rongorau.

- Kia kaha te hōmiromiro i ngā kaupapa. Me aro ki ngā rangatahi, ngā kaupapa reo Māori katoa, ngā kaupapa whakangahau me ngā kaupapa nō te hapori.

- Kia kaha te whakawhirinaki atu ki te hunga e tika ana, kia hāpai i te whāinga o te rautaki matihiko.



### Ngā Raraunga Me Ngā Whakakitenga

E mahi tahi ana mātau ki ngā āpiti reo Māori ki te whakaputa i ētahi rangahau me ētahi taupānga hei ine i ngā raraunga (me ngā waiaro o te tangata) kia mōhio ai mātau e pēhea ana te ora o te reo. Mā konā ka kitea te huarahi e tika ana kia whāia, me ngā rautaki hei whakakaha i te ora o te reo ki roto i ā mātau mahi.

He kaupapa tēnei e whai wāhi atu ai mātau ki te toro atu ki te

hapori Māori, kia mārama ki ngā matea, ki ngā tōmina mō ngā momo kaupapa e pirangitia ana ki te whakapāho. He aha hoki te ara e rata mai ai te tangata ki te whakamahi i te reo.

Ko te wāhanga tuatahi o te rautaki he toro atu ki te hunga rangahau, kia 5,000 - 10,000 ngā Māori e puta ai ētahi raraunga kounga e pā ana ki ngā panonitanga mō ngā waiaro me ngā whanonga o te tangata.

## Opportunities



### Digital First

We engage the next generation because they are critical to language revitalisation.

We achieve this outcome through involving and nurturing our rangatahi in the creation and acquisition of engaging, entertaining and relevant content.

Critical to the success of this outcome is the Digital First transformation of the newsroom, enabling content to be consumed across multiple platforms: linear, online and social.

We have begun to move forward with the next stage of the journey to Digital First: Māori news anywhere, anytime, on any device. These changes signal the road ahead for News,

Current Affairs and Operations, which saw a 57% increase in audience engagement and a 32% increase in online content when compared with the previous financial year. This is a combined growth in reach of 36%. Phase one, including rebranding of Māori news content to Te Ao, is now complete.

Phase two began in early 2020 under new leadership. It's focus is on driving the delivery of our strategic audience outcomes. We are doing this by providing more relevant content, improving journalism standards, strengthening connections with communities, and greater collaboration with iwi radio and other media organisations.



### Workforce Development

Work is under way to progress and support the development pipeline for production training and skills for the Māori media sector. This includes:

- Developing better partnership opportunities with education providers and iwi radio
- Improving relationships with independent content creators and production houses
- Demonstrating the increased everyday use of te reo Māori

- Creating a fit-for-purpose video journalism pilot training programme, including cadetship and internship programmes, to increase the skills of Māori. This will cover not only journalism and broadcasting-specific skills but also those required in other professions such as finance, human resources and strategic communications, while ensuring there are pathways into leadership roles as well
- Co-developing a proposed University degree initiative aimed at rangatahi Māori.



### Collaborative Partnerships

Broadcasting is a highly collaborative industry and the right partnerships open opportunities for co-design, co-production and co-investment.

We continue to strengthen our relationships across the industry including with RNZ, TVNZ and production houses, as well as with Te Whare o te Reo Mauri Ora partners to implement our shared vision and outcomes.

This includes amalgamating content for distribution by: Working with

- Te Whare o te Reo Mauri Ora, Te Māngai Pāho and Ngā Taonga Sound & Vision, to aggregate all reo Māori and Māori content
- Working with iwi radio partners to co-produce and share content
- Seeking investment to enable us to provide secure, flexible and fit-for-purpose technology infrastructure.



### Dynamic Agility

The vision that we work towards is: 'Māori are thriving'. This means catering for the full spectrum of te reo Māori speakers, from those who may not know any te reo Māori words to those who may speak te reo Māori as their first language.

To enable us to remain relevant to a diverse and growing audience who value te reo Māori me ngā tikanga Māori, a dynamic content approach is required. This means:

- Regular review of content procurement policies and processes to align with the outcomes framework and support the achievement of te reo outcomes that are audience-centric and platform agnostic
- Regular updating of content priorities with a focus on rangatahi, fluent, entertainment and community-based content
- Ensuring we have the right people in the right place to lead our Digital First approach.



### Data-driven Insights

We are working with te reo partners to deliver a research panel and data analytics programme that evaluates the impact towards te reo revitalisation and to better inform initiatives and content decisions by understanding audience preferences and behaviours.

This initiative will engage with Māori and our community to understand their needs and desires around content, as well as the best way of engaging and encouraging the use of te reo. The first phase of this project is to establish an audience research panel of 5,000 to 10,000 Māori to enable rich insight and to measure behavioural change.

# Ngā Apataki

Kei te ipurangi kē te nuinga o ngā apataki e mātakitaki ana i ngā hōtaka, kei te ao matihiko.

Ko tō rātau hiahia kia ngāwari te hono atu ki ngā hōtaka ahakoa te wāhi, ahakoa te wā, ahakoa rā hoki te pūrere e whakamahia ana. Nō reira kua whakatika mātau ki te rangahau i ētahi huarahi aua e puta ai ā tātau kōrero ki ngā apataki. Nā runga anō hoki i ngā hurihanga o te ao, te whanake o te taupori, ka nui kē atu ngā taringa, ngā whatu me ngā ngākau hei whakaohoho, nō reira me hāngai ā mātau kaupapa ki ngā nekehanga o te ao hurihuri e noho nei tātau.

Inā hoki te whānui o ngā momo paepāho e tūhonohono nei ā mātau apataki ki te ao, ko Kūkara tērā, ko te Pukamata, ko Netflix, ko Spotify, ko Amazon, ko Apple me Disney. Nō reira me whai whakaaro mātau ki ēnei momo nekeneke, kia whirinaki atu ki ēnei pakihī nui o te ao.

Me whakapau i te kaha ki te whakawhānui i ngā huarahi e puta ai ā mātau kaupapa ki ao, mēnā hoki he pūtea whiwhi kei reira hei whāngai i te tahua, ka whāia. Manohi anō, me pūmau tonu mātau ki tō mātau mana Māori motuhaketanga i te ao, kia whakapūmautia tō mātau Māoritanga me te whakaaro Māori.

|| **Kei te tipu haere te taupori, kei te kanorau haere hoki, nō reira he nui atu ngā taringa, ngā karu, me ngā ngākau hei hao mā roto i ā mātau kaupapa.**



# Audience Overview

Media consumption and engagement is becoming increasingly digital and our audiences expect content to be accessible anywhere, anytime, on any device.

This means we must explore innovative and creative ways to tell stories and reach our audiences. As our population is growing and diversifying, which means there are more ears, eyes and hearts to capture through our content, we are continually evolving to remain relevant and accessible to our changing nation.

Our audiences are sourcing content through increasingly expanding global platforms from multi national companies such as Google, Facebook, Netflix, Spotify, Amazon, Apple and Disney. Given the current media landscape, it's more important now than ever before to focus on building platform relationships with companies like these in our efforts to drive the distribution of diverse content and grow revenue streams.

At the same time, however, we must continue to hold a distinctive place on the international stage by maintaining authenticity in our uniquely Māori way.

|| **As our population is growing and diversifying, which means there are more ears, eyes and hearts to capture through our content...**



# Ko wai ā mātau apataki?

**Ui mai ki au, 'He aha te mea nui o te ao?'**

**Māku e kī atu, he tangata, he tangata, tangata.**

I whakataukitia ēnei kupu e Meringaroto nō Te Aupōuri, ka mutu e iri mai ana i ngā pātū o Whakaata Māori hei whakaū i te whakaaro, ko te tangata kei te pokapū o ngā mahi katoa. Ko ā mātau kaupapa, ko tā mātau waitohu,

me ngā tini whanaungatanga ka tūhonohono i te muka herenga tangata ki te ao Māori. E kite ana i roto i ngā pāhotanga kapa haka, ngā whakaaturanga me ngā pakipūmeka, ko mātau te kūaha ki te ao Māori.



# Who are Our Audiences?

**Ui mai ki au, 'He aha te mea nui o te ao?'**

**Māku e kī atu, he tangata, he tangata, tangata.**

If you ask, 'What is the most important thing in the world?'

I will say: It is people, it is people, it is people.

This whakatauki (proverb) was first uttered by Meringaroto of Te Aupōuri.

Her words now adorn the walls of Māori Television as a reminder that people are at the centre of our mahi. Our content, our brand and our relationships are all about people and serving their desire to connect to te ao Māori. Through our extensive kapa haka coverage, drama, comedy and factual documentaries, we provide the gateway to the Māori world.



# Ngāi Māori & Ngāi Tauwiwi

Ka pai ngā pāhotanga a Whakaata Māori mō ngā tāngata katoa e noho ana i Aotearoa. Ka mutu, he mahi nui tā mātau ki te pikau i te whāinga matua o te Maihi Karauna kia 85 ōrau hemihemi ngā tāngata e whakaaro nui ana ki te reo Māori hei reo matua mō te whenua nei. Ka kitea i roto i ā mātau hōtaka tā te Māori titiro ki tōna ao Māori. Me te aha, ka taea e ngā Māori e noho ana ki tāwāhi te mātaki i ngā tini kaupapa o te kāinga. Hei āpiti atu ki tērā, ka rongu ngā iwi tauhou i te reo Māori e rere ana, ki te mātakitaki i ngā āhuatanga o te ahurea Māori, kia kitea te noho a te Māori ki tōna whenua.

Ka whakanuia e te iwi Māori me Ngāi Tauwiwi ngā momo kaupapa ā-motu pērā i te rā o Waitangi, i te rā whakanui i ngā hōia i haere ki ngā pakanga nui o te ao. Me te aha, he nui ngā whakaaturanga, ngā rua mahara me ngā pakipūmeka e whai pānga ana ki ngā iwi katoa. Heoi anō tā mātau he whakakotahi i ā mātau apataki katoa, ahakoa ko wai, ahakoa nō hea, kia puta ai ētahi pūrakau e kōrero ana mō te kotahitanga o ngā iwi e noho ana ki Aotearoa nei.

Kia kitea ai hoki ngā kiriata poto e whakaohoho nei i te hinengaro pākiki, kia tūhono mai ngā reanga tamariki ki ngā tini kaupapa o te wā.

# Māori and Non-Māori

Our content is for all New Zealanders and we play a vital role in contributing to the Maihi Karauna goal of at least 85% of New Zealanders valuing te reo Māori as a key part of their national identity.

Through our uniquely Māori content, all New Zealanders have the opportunity to get an 'insider's view' of te ao Māori, while also connecting Māori around the world to stories and events from home. In addition, our international audiences gain insights into the language, culture and the Māori way of being in Aotearoa New Zealand.

Both Māori and non-Māori audiences relate to key national events, such as Waitangi Day and Anzac Day, as well as to relevant factual pieces including documentaries and repurposed archival footage that tell stories of our shared national identity.

Informative and entertaining short-form digital content connects younger audiences to significant events happening around us. This is how we bring our audiences together.



## Kaikōrero Matatau

Kei te haere tonu ngā mahi waihanga kaupapa i te reo Māori mā te whakapaoho i ngā momo hōtaka e tino kounga nei te kōrerotia o te reo, kia tika, kia rere, kia Māori. E mōhio ana mātau kua 40 tau hemihemi nō te timatanga o ngā mahi whakarauora i te reo, ka mutu nā runga anō i ngā whakahaere ā-pūtea, me ōna here katoa, ko te nuinga o ngā hōtaka i waihangatia mā ngā tamariki, ā, kua noho mai ko ngā pakipūmeka, ngā hōtaka ako reo me ngā kawepūrongo hei mātakitaki mā ngā pakeke. Nā, ko ā mātau whāinga pae tata kia whānui ake ngā momo hōtaka reo Māori mā ngā pakeke. I ngā tau tata nei kua puta mai ko Rere te Whiu, ko Whiua te Pātai me ngā momo hōtaka whakangahau i te tangata pērā i a Pukuhohe. E pirangi ana mātau kia ngāwari te wairua, kia ngahau

hoki ngā hōtaka. Nō reira ka arotahi mātau ki te whakawhānui i te puna hōtaka hei whakangahau, hei whakaratarata i ngā apataki. E ai ki ngā raraunga o te ao, e kaha ana tā te tangata tūhono atu ki ngā momo ipāho e kōrero ana mō ngā kaupapa katoa, me te aha e kite ana i tētahi whārua nui i te korenga o ētahi pakihere rokiroki reo Māori. Ka whakahaerehia e mātau ētahi pakihere rokiroki e whakatairanga ana i te reo Māori i tua atu i te marae me te akomanga. Ka kōrerotia ngā kaupapa huhua, te aroha, te piritahi tētahi ki tētahi, te mahi pakihē, ngā take ā-iwi, ngā take o te ao whānui, ngā kōrero mō ngā iwi taketake, ngā tōrangapū, te taiao, te pūtaiao, te ture, te ao pūoro, ngā kiriata me te ao whatu pūeru.

## Fluent Speakers

We will continue to create content in te reo Māori by providing shows that offer a high level of fluency, rich and diverse language, as well as technical excellence.

We recognise that after 40 years of Māori language revitalisation efforts, industry capability and financial limitations have resulted in a variety of fluent Māori language content targeted largely at children.

Adult content is limited to factual documentaries, educational language series, news and current affairs. Our recent targeted content for fluent-speakers has been comedy and lifestyle, combined with educational pieces, such as Rere te Whiu, Whiua te Pātai and gameshows such as Pukuhohe.

We recognise our audiences need to relax and feel entertained; therefore, our priority is to continue to expand our fluent content range into comedy, drama and lifestyle entertainment.

Global trends towards deep and insightful podcasts highlight the gap in the market for fluent Māori language podcasts. We are set to deliver a podcast series that showcases te reo Māori beyond the marae and classroom, with edgy topics that include current trends in relationships, business, local and global issues, indigenous insights, environment, science, law, music, politics, fashion, lifestyle and entertainment.



|| **Ko ngā pakihere rokiroki hōhonu puta noa i te ao kei te tipu haere, nō reira he āputa mō ngā pakihere rokiroki mā te hunga matatau ki te reo.**

**Global trends towards deep and insightful podcasts highlight the gap in the market for fluent Māori language podcasts.**

||

# Te Hunga Ako i te Reo

Kei te tipu te hiahia ki te ako i te reo Māori. Kua poka ngā akomanga puta noa i te motu, me te aha, he nui hoki te hunga kei ngā rārangi e tataria ana ki te uru ki ngā akoranga.

Ko tā Whakaata Māori he whakakapi i ngā whāwhārua mā te whakapāho i ngā hōtaka ako i te reo ki ngā paepāho katoa, ahakoa te wāhi, ahakoa te wā, me te hangarau e whakamahia ana. Nō te whakarewatanga o Whakaata Māori kua para mātau i te huarahi e whai wāhi mai ai ngā apataki ki te ako i te reo. Ko ngā hōtaka pērā i a Kōrero Mai, i a Ako, i a Ōpaki anō hoki.

Ka haere tonu tā mātau ako i te hunga mātakitaki, kia āta whāngai i te reo ki a rātau.

Ka whakairia ngā hōtaka ki te pae tukutuku, ki ngā taupānga me ngā pae pāpori. Ka whakaaturia ngā momo hōtaka e kitea ai ngā huarahi ako i te reo, ngā terenga poto me ngā hōtaka e whakatairanga ana i ngā wheako o te tangata, i ngā piki, i ngā heke me ngā rautaki e mairangatia ai te angitū.

Kua whakaturengia te ako i te hītori o Aotearoa ki ngā kura tuatahi me ngā kura tuarua, nō reira e tika ana kia waihangatia ētahi rauemi e tautoko ana i te ako o te hītori ki ngā kura. Ka whirinaki atu mātau ki ētahi tāngata whai pānga i te ao mātauranga kia pai ai tā mātau kōkiri i ēnei kaupapa, kia hāngai ki te marautanga o ako hītori ki Aotearoa nei.

||  
**Ka haere tonu tā mātau ako i te hunga mātakitaki, kia āta whāngai i te reo ki a rātau.**

||

# Māori Language Learners

A surge of interest in te reo Māori has seen unprecedented demand for language classes with hundreds on waiting lists across the nation. As educational institutions struggle to meet these demands, we can fill a significant gap in the market by delivering accessible language learning content and learning tools across our platforms, available anywhere, anytime, on any device.

Since our inception, Māori Television has paved the way in delivering instructional, educational and entertaining content such as Kōrero Mai, Ako, and Reo Ōpaki.

We will continue to educate our audiences by providing bite-size learning content that caters to our viewers.

This will include platform-agnostic short-form learning series, as well as factual series sharing the lives and experiences of a cross-section of society whose members will shine a light on the highs and lows of their language journey, and how they've overcome the challenges in learning through using te reo Māori in their daily lives.

With New Zealand History now compulsory in primary and secondary schools here, the opportunity to develop resources relevant to local history is even more important.

We will build stakeholder relationships in the education sector to support the demand for tools that facilitate the learning and delivery of the national history curriculum.

||  
**We will continue to educate our audiences by providing bite-size learning content that caters to our viewers.**

||

## Te whakatipu tamariki kōrero Māori (ngā pakeketanga katoa)

E ora ai te reo, he mea nui te tukunga iho o te reo i tētahi reanga ki tētahi reanga.

E ū ana mātau ki te ora o te reo me te mōhio hoki, arā kē ngā wero o te whakatipu tamariki kōrero Māori.

Ka kaha tā mātau tautoko i ngā whānau mā te whakatairanga i ngā kaupapa whānui e hāngai ana ki ngā reanga katoa o te whānau.

## Whānau Raising Children in Te Reo Māori (across all ages)

Inter-generational language transmission is vital to the survival of te reo Māori.

We are committed to te reo Māori and recognise that the pathway towards choosing to raise children in te reo Māori involves numerous challenges.

We will support whānau by sharing multi-generational stories that inspire learning. We will ensure it is relevant and relatable, across a wide range of genres to entertain the whole whānau.



# Ngā Mokopuna me ngā Tamariki

Ko Tamariki Hā tētahi huinga hōtaka hei whakangahau i te hunga tamariki. Ka whakapāhotia ki te ipurangi, ki te pouaka whakaata hei ngā ata. Hei ngā ahiahi ka pāhotia ngā momo pakīwaituhi pērā i a Pipi Mā hei ako i ngā tamariki, ko Te NūTube hoki tērā me te whakaaturanga kōrero pūrākau e kīia nei ko He Paki Taonga i a Māui. Ko te wawata ia kia whānui ake ngā momo hōtaka pēnei nei, kia neke atu ki te 30 ōrau ngā whakaaturanga mā ngā tamariki.

Ko te whāinga pae tata kia waihangā i tētahi hōtaka whakahirahira hei whakangahau i te hunga tamariki. Mā ngā tamariki te kaupapa nei e kawē, mā rātau anō ngā kōrero e taki. Ka huri haere rātau ki ngā hapori o te motu, kia whanake tō rātau whakapono ki a rātau anō kia tū kaha ai hoki rātau hei māngai mō Whakaata Māori.

## Rangatahi (15 – 24 te pakeke)

Haurua te taupori Māori he rangatahi. Ko tō rātau reanga e whakaaweawe nei i ngā nekehanga o te ao matihiko. Ka waihangatia e mātau ētahi hōtaka rangatahi, mō te rangatahi, mā te rangatahi, e pārekareka ana ki ngā tāngata katoa.

I te tau 2019 i whakarewaina e mātau te pūtahi e kīia nei ko TUKU HQ. Arā noa atu ngā momo kaupapa ka kōrerotia i tēnei hōtaka. He taumata kōrero ka wānanga i ngā take katoa e hāngai ana ki te rangatahi; te whanaungatanga, te tuakiri, me tētahi wāhanga e aro ana ki te ao pūoro, arā, ko Bathroom Jams. E pīrangī ana mātau ki te whakawhānui i ēnei momo hōtaka.

E haere tonu ana tā mātau whakatōmene i te ao o te ipurangi me ōna āhua katoa, he ara e rere ai te reo me ngā tikanga ki ētahi ao kē, kia reo rumaki ai.

# Mokopuna and Tamariki

Hā is a curation of entertaining, engaging content for our younger audiences. Alongside our online platform, these shows are broadcast on our linear channels in the mornings and afternoons with re-versioned, animated and educational Māori language shows such as *Pipi Mā* and *Te NūTube*, as well as traditional pūrākau like *He Paki Taonga i a Māui*. We will continue to build and expand on this, with at least 30% of our content targeted at younger viewers.

Our next step is to create a flagship children's entertainment show with Māori Television Tamariki champions as presenters and performers. This will lead to a roadshow in which our key presenters engage directly with our communities, strengthening trust and developing a sense of ownership of Māori Television among whānau and tamariki.

## Rangatahi (15 – 24 year olds)

Rangatahi make up half of the current Māori population. Their generation are pioneering the growth in digital media engagement. We will deliver uniquely curated rangatahi content through a Māori lens, by rangatahi, for rangatahi, enjoyed by everyone.

In 2019, we launched our rangatahi hub TUKU HQ, with a variety of youth-targeted content that includes a rangatahi panel exploring serious issues such as relationships and identity, as well as the musical talent show *Bathroom Jams*. We will continue to build momentum in this area and expand TUKU.

We continue to explore augmented reality content opportunities to take te reo Māori me ngā tikanga Māori into a more immersive direction.



# Kaupapa Reo Māori

Ko te reo Māori me ngā tikanga te tūāpapa o ā mātau kaupapa me ā mātau mahi katoa. Ko Mauri Ora, te rautaki reo Māori.

He mea whakarite tēnei rautaki i runga i ngā tikanga e rima mō te whakatakoto mahere reo, arā, ko te:

- Mārama Pū** Ka tautoko mātau mā te panoni i ngā waiaro kia mārama, kia maioha hoki ki te reo Māori mā te whakakōrero i te hiranga me te uara o te reo Māori i Aotearoa i waenganui i ā mātau kaimātaki. E mōhio nei mātau ko te oranga o te reo kei roto i te kōrero a ngā whānau i te kāinga me ngā hapori, nō reira ko ā mātau kaupapa e miramira nei i tēnei.
- Mana** Mā ō mātau toronga ā-ao, e whakanui nei, e whakatairanga nei, e whakaatu nei hoki mātau i te hāngai o te reo Māori i ō tātau oranga o ia rā, o ia rā. Ko tā mātau kia uaratia te reo Māori me ngā tikanga Māori e ā mātau apataki.
- Ako** Ko ā mātau kaupapa e tautoko ana i ngā apataki i ō rātau tūāoma ako i te reo mā te whakaatu i te reo Māori i ngā horopaki tini, mā te whakapāho hoki i ngā kaupapa e tautoko ana i te akotanga o te reo.
- Kōrero** E whakanui nei mātau i tō mātau taiao tautoko i ā mātau apataki me tā rātau whakamahi i te reo Māori i ia rā, i ia rā mā te whakaatu e taea nei te whakamahi i te reo me ngā tikanga i ngā horopaki e taunga nei rātau. E tautoko nei mātau i ngā whānau e whakatipu nei i ō rātau tamariki ki te reo Māori mā te whakapāho kaupapa e waihangatia ai he taiao reo Māori i ngā kāinga o ā mātau apataki.
- Puna Kōrero** Ka whakapāho mātau i ngā kaupapa reo Māori, tikanga Māori pae-pāho tini e āpiti nei ki te puna rauemi e tipu haere nei, e whakatauiria ana i te reo Māori kounga, i ngā uara Māori anō hoki.

Tuakiri	Tupu	Tuku
Ka whakaatu ā mātau kaupapa i te uara o te reo Māori me ngā tikanga Māori i te tuakiri ā-motu o Aotearoa.	Ka tautoko ā mātau kaupapa i te tipuranga me te whakarauoratanga o te reo Māori me ngā tikanga.	E tika ana, e kounga ana, e Māori motuhake ana te tuku i te reo me ngā tikanga.

# Te Reo Māori Content

Te reo Māori me ngā tikanga is the foundation of all our work and our content. Mauri Ora, our strategy for te reo Māori, informs our approach.

We recognise the five key elements of language planning in how we support our audiences and contribute to language revitalisation through our content:

- Critical Awareness** To raise awareness among our audiences about the history of language and cultural decline and the endangered status that has led to revival efforts in Aotearoa New Zealand.
- Status** To celebrate, promote and ensure our audiences value te reo Māori me ngā tikanga Māori.
- Acquisition** To ensure that our content supports our audiences who are learning te reo Māori me ngā tikanga Māori.
- Use** To make sure that te reo me ngā tikanga Māori is seen, read, heard and spoken in all our work and content.
- Corpus** To provide te reo me ngā tikanga Māori resources and create content that is high quality, correct, authentic and instilled in Māori values.

Tuakiri Identity	Tupu Growth	Tuku Expression
Our content shows the value of te reo me ngā tikanga Māori as part of our national identity in Aotearoa New Zealand.	Our content supports the growth and revitalisation of Māori language and culture.	Our content is accurate, high quality, frequent and uniquely Māori in its expression of language and culture.



He mea nui kia mārama ki te ranga waihanga kaupapa te reo me ngā tikanga Māori e pai ai tā rātau whakatairanga i te ao Māori, ahakoa pēhea nei te taumata o tō rātau reo. He mea nui hoki kia ako tonu ā mātau kaimahi, me ngā āpiti, i te reo, kia rere Māori te reo i mua, i muri hoki i te kāmera. Kia noho mātāmua te reo i roto i ngā tukanga waihanga kaupapa, ā, kia tautokotia rātau e ō rātau kaiwhakahaere.

Ko tā mātau kawenga matua ki ā mātau āpiti me ngā kaituku pūtea, he ū ki te kounga o te reo i roto i ā mātau hōtaka katoa. Me eke te kaute ki te 4 i te 5 i roto i ngā aromatawai mō te kounga o te reo, ka whakahaerehia i ia marama. E eke ai mātau ki tēnei taumata me piki ake te taumata o te reo e rere ana i te mahi. Me whai mahere reo Māori ngā tumu whakaputa e kite ai mātau, e noho ana ko te reo Māori te reo e kawea ana i ngā whakaaro i a rātau e waihanga hōtaka ana.

**Ko ngā whāinga matua mō te reo e whai ake nei:**

**50%** hemihemi ngā kaupapa taketake ka whakawhāitihia ki te hunga matatau ki te reo.

**30%** hemihemi ngā kaupapa ka whakawhāitihia ki ngā tamariki mokopuna me ngā apataki rangatahi.

**Waihoki, ka tautoko mātau i ō mātau āpiti kia whai wāhi rātau ki te whakarauora i te reo me ngā tikanga Māori. Ka tuari mātau i ētahi rauemi reo e ngāwari ake ai tā rātau toro atu ki ō rātau apataki. Ka tutuki tēnei whāinga mā te waihanga i ngā kaupapa e hāngai ana ki ngā putanga e taurite ana.**

To showcase te ao Māori through our content, it is important that those involved in the content creation and promotion process are familiar and confident in te reo Māori me ngā tikanga Māori, regardless of their level of fluency. It is also vital that our people and partners are actively involved in learning te reo Māori and further developing their knowledge so that te reo Māori flows beyond the camera lens across the whole content creation process, and managers support their teams to do so as well.

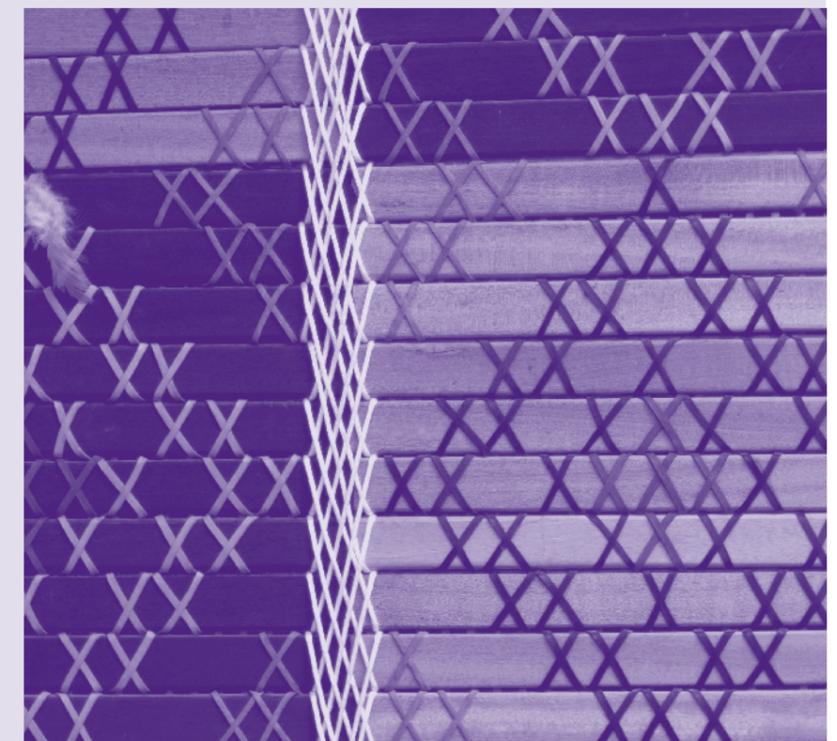
We are accountable to our stakeholders and funders by ensuring a high standard and quality of te reo Māori across our content with the expectation that we achieve a minimum score of 4 out of 5 for monthly external Māori language quality assessments. To achieve this, we will improve workflows and standards for internal language assessments.

**In addition, our Māori language content targets are:**

**50%** of our original content presenters be fluent in te reo Māori.

**30%** of our content will be for younger viewers, encompassing our tamariki, mokopuna and rangatahi audiences.

**Also, we enable our partners to play their part in revitalising te reo me ngā tikanga Māori effectively by providing te reo resources and helping them reach their audiences. We will do this by creating content that is relevant to our shared outcomes and assist them in reaching their audiences.**



# Te Whakakitenga mō te Rāngai Pāpāho Māori

Kia titiro whakamua ki te anamata o te taiao pāpāho Māori, he wāhi e whakanui nei, e whakakotahi nei i te tangata, me ngā tini pūkenga kei a rātau. Ko ngā pūkōrero, ko ngā kaiwhakaari, ko ngā kaipāpāho irirangi, ko ngā kaiwhakataki kōrero i te pouaka whakaata, ko ngā pūkōrero i te ao matihiko, ko ngā kaiwhakaputa pukapuka anō hoki. Me whānui te aro ki ngā pae katoa o te ao pāpāho e whakatairanga ana i te rere o te reo Māori.

Ko te wāhi ki a Whakaata Māori i roto i tēnei hapori he noho hei toa reo Māori, ki te whakatinana i te rere o te reo me ngā tikanga. Kia puta ngā kōrero tuku iho e hāngai pū ana ki te tuakiri o Aotearoa ki te ao whānui.

Kia whānui ake ngā taupuni mahi me ngā momo hangarau ka whakamahia e tutuki ai ngā tini kaupapa. Kia whakatūria he hōtaka whakangungu i ngā pūkenga e whai wāhi mai ai ngā rangatahi ki te mahi i te ao pāpāho. Ā tōna wā, ko rātau ka noho ki ngā tūranga matua, ka kawē i te kaupapa ki te pae tawhiti. Ka mutu, kia ora te reo, kia ora hoki te tikanga mō tātau me ngā whakatipuranga e kainamu mai ana.

Ko tā Whakaata Māori he aro pū ki te taha hinengaro, te taha tinana me te taha wairua o te kaupapa e rewa ai ko te whakaaro Māori, te whakaaro auaha e eke panuku ai ngā whāinga whakarauora i te reo me te tikanga mō ngā tāngata katoa e noho ana ki Aotearoa nei.

# Our Vision for the Future Māori Media Sector

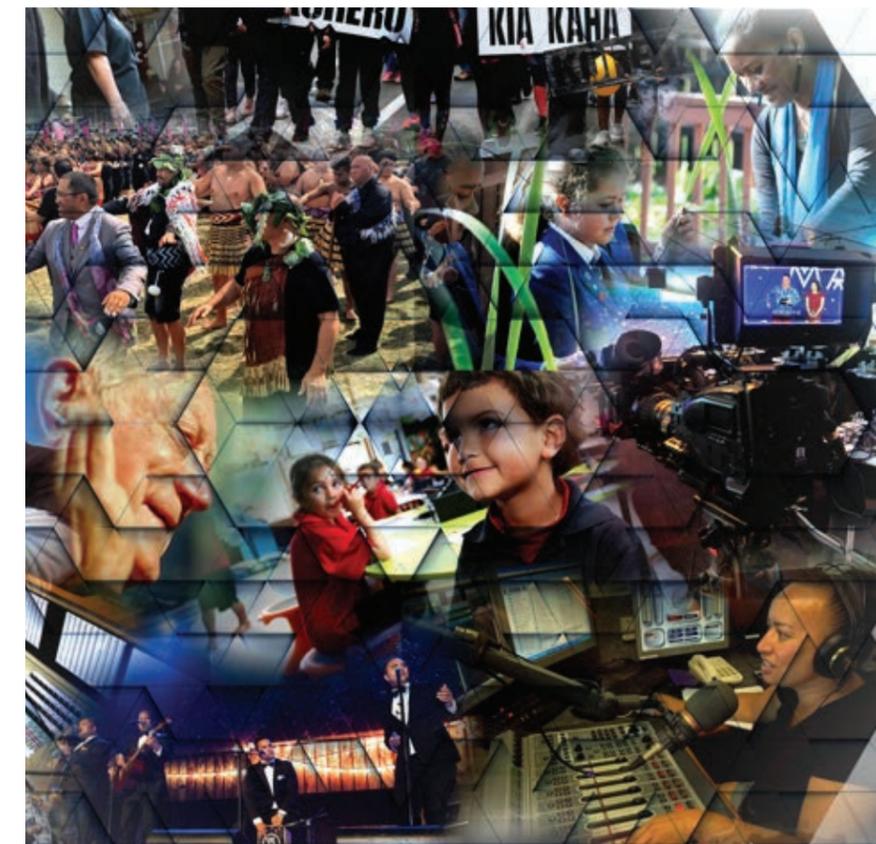
The future of Māori media is a collaborative and capable community of storytellers who are skilled across a wide variety of disciplines such as theatre, film, radio, television, print, music and digital platforms that promote the revitalisation of te reo.

Māori Television's role within this community is to continue to champion and demonstrate the use of te reo me ngā tikanga, and tell Māori stories in Māori ways – in New Zealand and globally.

To ensure the future viability of this vision for Māori media, we will develop new studio spaces and fit-for-purpose technologies and establish training programmes that present real and rewarding career pathways for rangatahi into broadcasting.

Above all else, this will make sure our stories, our reo, our tikanga and our unique perspectives will continue for future generations.

Māori Television is pioneering a holistic, innovative new Māori media landscape that will play a unique role in supporting the revitalisation of te reo me ngā tikanga Māori for all New Zealanders.



# Te Aronga Whakamua

## Mā mua ka kite a muri, mā muri ka ora a mua

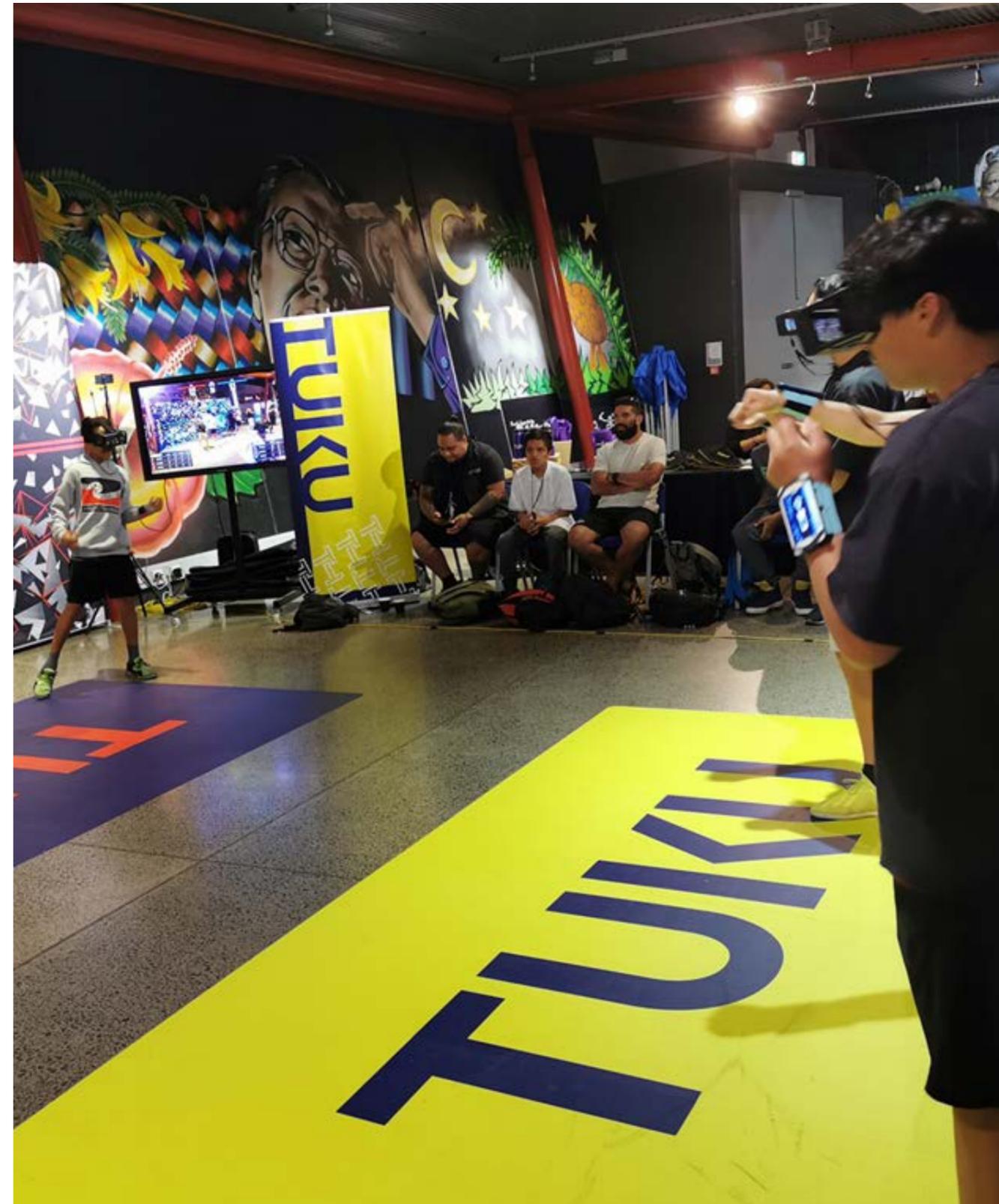
Ahakoā e piki haere ana ngā waiaro mō te reo me ngā tikanga, e mōhio ana mātau he nui tonu ngā mahi kei mua i te aroaro hei whakawhanake i te reo kia eke ki taumata kē atu i Aotearoa nei, me te ao whānui. Ko te reo Māori te take i motuhake ai te iwi Māori i ētahi atu iwi puta noa i te ao, nō reira ko tā Whakaata Māori he whakakaha ake i te reo e kite ai te ao i tō tatau rongomaiwhiti.

# Future Thinking

## Mā mua ka kite a muri, mā muri ka ora a mua

Using the past to ensure the future thrives

Generally, there has been uplift in attitudes towards te reo me ngā tikanga across the motu. However, there is always more that can be done to capture this momentum and inspire New Zealanders to learn te reo Māori. With te reo me ngā tikanga Māori continuing to grow in prominence, Māori Television is well positioned to stimulate growth and understanding of New Zealand's unique culture on the world stage. Our difference remains our greatest strength.



# Ngā Putanga Matua

E toru ngā putanga matua e whāia nei e mātau, ā, e hāngai ana ki ngā kāhui e toru nei:

Ka tautoko mātau i ngā putanga mō ngā **Kaimahi**

Ka tautoko mātau i ngā putanga mō ngā **Āpiti kanorau.**

Ka tautoko mātau i ngā putanga mō ngā **Apataki.**

## **Ka ine mātau i tō mātau angitu i roto i ā mātau whāinga mā ngā angitutanga me ngā tirohanga o ā mātau hunga whaipānga e toru, ngā Kaimahi, ngā Āpiti, ngā Apataki:**

- Mō ā mātau **Kaimahi:** Ka whai mātau kia whakatauiria i te ara mā ngā rautaki reo, mā te ako me te whakapiki pūkenga, mā te hāpai tikanga hoki i roto i ā mātau mahi.
- Mō ā mātau **Apataki:** Ka tūhonohono ki ngā Apataki e ohooho ai, e hikaka ai, e whakamanatia ai rātau kia tūhonohono ki te ao Māori, kia whai wāhi hoki ki te reo me ngā tikanga Māori.
- Mō ngā **Āpiti:** Ka hāpai tika mātau i ā mātau āpiti i ā rātau mahi whakarauora i te reo me ngā tikanga Māori.

17 katoa ngā putanga mō ā mātau rōpū whaipānga ka haurapatia, ka inea hoki mā te whakarewanga o te papatohu ka whakataki, ka tātari hoki i ngā raraunga o ā mātau whakatutukitanga. Ka pūrongo mātau i te papatohu nei hei te 1 o Hongongoi 2020.

## **Ko ngā putanga matua 17 ka inea e whai ake nei:**

# Priority Outcomes

In working towards our vision, Māori Television strives to achieve high-level, long-term outcomes for our three core stakeholder groups:

We support outcomes for **Staff**

We support outcomes for diverse **Partners**

We support outcomes for our **Audiences.**

## **We measure our success in working towards our vision based on the success and views of our three core stakeholder groups – our Staff, our Partners, and our Audience:**

- For our **Staff:** We aim to lead by example, so we support all staff with language planning, learning and professional development, and embed tikanga into the way we work
- For our **Audience:** We engage audiences so they feel inspired, excited and empowered to connect with te reo Māori, and included in te reo me ngā tikanga Māori
- For our **Partners:** We enable partners to effectively play their part in revitalising te reo me ngā tikanga Māori

There are 17 priority outcomes across our stakeholder groups which will be tracked and measured with the launch of a dashboard that presents and analyses data on the progress we are making. We will report on this dashboard from 1 July 2020.

## **The 17 priority outcomes will be measured as follows:**



## 1.1 Ngā Putanga Kaimahi

**Ka ine mātau i ngā putanga mō ā mātau kaimahi mā te pātai i ēnei pātai e toru:**

- 1 Kei te mauri ora te reo hei reo tuatahi i ia rā, i ia rā mō ā mātau kaimahi?
- 2 Kei te whakatutuki ngā kaimahi i ā rātau whāinga reo ake?
- 3 Ko Whakaata Māori he wāhi e hiahia nei ngā tāngata whaimana hei wāhi mahi mō rātau?

### Pātai 1

Kei te mauri ora te reo hei reo tuatahi i ia rā, i ia rā mō ā mātau kaimahi?

### Ka pēhea tā mātau whakautu i tēnei pātai?

- Mā te whai haere i ngā whakatutukitanga takitahi o ngā Whāinga Reo Takitahi
- He patapatai kaimahi

### Pātai 2

Kei te whakatutuki ngā kaimahi i ā rātau whāinga reo ake?

### Ka pēhea tā mātau whakautu i tēnei pātai?

- Mā te whai haere i ngā whakatutukitanga takitahi o ngā Whāinga Reo Takitahi

### Pātai 3

Ko Whakaata Māori he wāhi e hiahia nei ngā tāngata whaimana hei wāhi mahi mō rātau?

### Ka pēhea tā mātau whakautu i tēnei pātai?

- He ine ngatahanga
- He ine PIIQ – hei whakamārama: PIIQ he taputapu ka whakamahia e mātau hei whakamāmā i te hātepe arotake paearu mahi

I ngā marama 12 kua pahure kua ine hoki mātau i te whakamahinga o te reo Māori mā roto i ētahi patapatai e rua, nō roto i te rautaki hou, me te tuku kaupapa atu anō mā ngā kaimahi. Nā tēnei kua taea e mātau te ine tūāpapa i te reo Māori e whakamahia ana e ngā kaimahi kia taea ai te ine i tā mātau whanaketanga i

taua tūāpapa. Kei te hiahia mātau kia mauri ora, kia kauanuanutia hoki tā mātau kaupapa, he wāhi e hiahia nei te hunga whaimana hei wāhi mahi mō rātau, e whakapuare huarahi rangatira, huarahi ako kia tōia ai, kia puritia ai hoki ngā pūmanawa.

## 1.1 Staff outcomes

**We measure our outcomes for kaimahi by asking three questions:**

- 1 Is te reo Māori flourishing as a primary language of day to day use amongst staff?
- 2 Are staff meeting their own te reo Māori language Goals?
- 3 Is Māori Television a place where great people want to work?

### Question 1

Is te reo Māori flourishing as a primary language of day to day use amongst staff?

### How do we answer this question?

- Tracking achievement of Individual Language Plan Goals achieved
- Kaimahi survey

### Question 2

Are staff meeting their own te reo Māori Language Goals??

### How do we answer this question?

- Tracking achievement of Individual Language Plan Goals achieved

### Question 3

Is Māori Television a place where great people want to work?

### How do we answer this question?

- Staff Satisfaction score
- PIIQ Performance Score – note: PIIQ is the tool we use to facilitate our performance review processes

Over the last 12 months we have also been measuring everyday use of te reo Māori through two kaimahi surveys, introduced a new te reo strategy, and delivered other initiatives with our kaimahi. This work has put us in a position to take a baseline reading of te reo Māori use among staff so that we can measure our progress

against this baseline. We want to be a thriving and respected kaupapa Māori organisation: a place where great people want to work, that provides esteemed career pathways, and professional development opportunities to attract and retain talent.

## 1.2 Ngā Putanga Āpiti

**Ka inea ngā putanga mō ō mātau āpiti mā te pātai i ngā patai e toru:**

- 1 Kei te whai wāhi a Whakaata Māori ki roto i ngā hapori me ngā kaupapa?
- 2 Kei te hiahia ngā kaupapa āpiti ki te mahi tahi ki a mātau?
- 3 Ka māmā ake te toro a ngā āpiti ki ngā kaupapa reo, tikanga hoki hei tautoko i te ako, nā ā mātau mahi?

### Pātai 1

Kei te whai wāhi a Whakaata Māori ki roto i ngā hapori me ngā kaupapa?

### Pātai 2

Kei te hiahia ngā kaupapa āpiti ki te mahi tahi ki a mātau?

### Pātai 3

Ka māmā ake te toro a ngā āpiti ki ngā kaupapa reo, tikanga hoki hei tautoko i te ako, nā ā mātau mahi?

Mā mātau anō mātau e whakawā kia kite ai mēnā kei te ngata ngā hiahia kua whakatauria e ō mātau āpiti, me tā mātau tautoko i ā rātau kia angitu ai. Ko te pūtahi o ā mātau mahi i te whakarauoratanga o te reo me ngā tikanga Māori ko te whakamāmā i te toro mai a ō mātau āpiti ki ngā kaupapa pāpāho hei whakamahi mā rātau. Ka whakamahi ō mātau āpiti i ngā kaupapa

### Ka pēhea tā mātau whakautu i tēnei pātai?

- He Patapatai Āpiti Matua. He patapatai whai anga hei kohikohi kōrero whakahoki nā ō mātau āpiti matua hei ine i te uaratia o ngā mahi a Whakaata Māori. Ka whai wāhi he wāhanga ngatatanga, tukanga ine toharitescore methods.

### Ka pēhea tā mātau whakautu i tēnei pātai?

- Mā te Patapatai Āpiti Matua: Kei runga ake nei.

### Ka pēhea tā mātau whakautu i tēnei pātai?

- Mā te Patapatai Āpiti Matua: Kei runga ake nei.

ka waihangatia, ka whakapāhotia, ka whakaritea hoki e mātau hei tautoko i ā rātau mahi me ngā kaiako, ngā whānau me ngā kura puta noa i te motu. Ka inea e mātau ō mātau angitutanga i te putanga nei mā ngā whakaaro o ō mātau āpiti ki te whakatinanatanga o tēnei whāinga mā tēhehi Patapatai Āpiti.

## 1.2 Partner outcomes

**We measure our outcomes for our partners by asking three questions:**

- 1 Is Māori Television seen as active in the community and at events?
- 2 Do partner organisations want to work with us?
- 3 Do partners have greater access to te reo me ngā tikanga Māori content to support learning and revitalisation, because of our work?

### Question 1

Is Māori Television seen as active in the community and at events?

### Question 2

Do partner organisations want to work with us?

### Question 3

Do partners have greater access to te reo me ngā tikanga Māori content to support learning and revitalisation, because of our work?

We hold ourselves to account by whether we are living up to our partners' expectations and how we are supporting them to succeed. Central to our role in revitalising te reo me ngā tikanga Māori is improving our partners' access to media content that they can use. Our partners use content that we produce, broadcast

### How do we answer this question?

- Key Partners Survey: Structured survey collecting feedback from key partners to measure the perceived value of Māori Television's contribution. This will include satisfaction and net promoter score methods.

### How do we answer this question?

- Key Partners Survey: As above

### How do we answer this question?

- Key Partners Survey: As above

and make available to support their work with educators, whānau and schools across the country. We will measure our success on this outcome based on our partners' perceptions of whether we are living up to this aspiration, through a Key Partners Survey.

## 1.3 Ngā Putanga Apataki

**Ka inea e mātau ngā putanga mō ā mātau apataki mā te pātai i ēnei pātai e whā:**

- 1 Kei te whakapāho mātau i ngā kaupapa e hiahiatia nei e ā mātau apataki?
- 2 Kei te āwhina mātau i ngā apataki me ngā whānau ki te tūhono, ki te ako hoki i te reo Māori?
- 3 Kei te āwhina mātau ki te whakarewa i te reo o te Māori i Aotearoa?
- 4 Kei te āwhina mātau i te ao Māori kia uaratia, kia mauri ora hoki?

### Pātai 1

Kei te whakapāho mātau i ngā kaupapa e hiahiatia nei e ā mātau apataki?

### Ka pēhea tā mātau whakautu i tēnei pātai?

- Mā ngā waeine apataki maha
  - He Patapatai Tohu Ora
  - He Raraunga Ine Whakatairanga
  - Te nui o ngā pae whakapāho
  - Te rahi o ngā apataki me te pae e whakamahia ana
  - Ngā tūhonotanga whakaata, matihiko, pae pāpori hoki
  - Te tau toharite o te wā mātaki

### Pātai 2

Kei te āwhina mātau i ngā apataki me ngā whānau ki te tūhono, ki te ako hoki i te reo Māori?

### Ka pēhea tā mātau whakautu i tēnei pātai?

- Mā ngā waeine apataki maha
  - Raraunga Tatauranga
  - He Pae Rangahau
  - He Raraunga Ine Whakatairanga

### Pātai 3

Kei te āwhina mātau ki te whakarewa i te reo o te Māori i Aotearoa?

### Ka pēhea tā mātau whakautu i tēnei pātai?

- He Patapatai Pae Rangahau
- He Raraunga Ine Whakatairanga

### Pātai 4

Kei te āwhina mātau i te ao Māori kia uaratia, kia mauri ora hoki?

### Ka pēhea tā mātau whakautu i tēnei pātai?

- Mā ngā waeine apataki maha
  - Ngā Raraunga Tatauranga
  - He Pae Rangahau
  - He Raraunga Ine Whakatairanga

Ka whai mātau ki te tautoko i ngā apataki – Māori mai, tauwi mai – ki te ako i te reo Māori ahakoa tō rātau taumata ako i te reo. Ko tō mātau tūrangā whakapāho ā-motu, he tūrangā hira hei tūhono i ngā tāngata o te motu ki te ao Māori. Ka tutuki tēnei mēnā ka whakapāhotia ngā kaupapa ngahau, whakatūhonohono, hāngai, ngā kaupapa whakahokihoki mai anō i te tangata. Ka kohikohi whakahokinga kōrerotanga mātau i ā mātau apataki kia mārama ai ngā whakaaro ki ngā

kaupapa a Whakaata Māori, ki tana whakatutuki hoki i ēnei whāinga. Ka whai wāhi hoki ko te toro atu ki ngā patapatai taupori whānui, te whakarite Patapatai Pae Rangahau (he patapatai mō tētahi hunga apataki nā Whakaata Māori kia kohia ētahi whakahokinga kōrerotanga hāngai mō ngā putanga reo Māori) me te whakamahi i ngā raraunga Ine Whakatairanga hei kohi kōrero whakahoki i ā mātau apataki me te hāngai o tēnei ki ngā ia o te taupori whānui.

## 1.3 Audience outcomes

**We measure our outcomes for our audience by asking four questions:**

- 1 Are we delivering something that audiences want?
- 2 Are we helping audiences and whānau engage with and learn te reo Māori?
- 3 Are we helping to elevate the voice of Māori in Aotearoa?
- 4 Are we helping te ao Māori to be valued and thriving?

### Question 1

Are we delivering a service that audiences want?

### How do we answer this question?

- Multiple audience metrics:
  - Brand Health Survey
  - Net Promoter Score data
  - Number of distribution platforms
  - Audience size and consumption by platform
  - Consumption across linear, digital and social channels
  - Overall average time spent viewing

### Question 2

Are we helping audiences and whānau engage with and learn te reo Māori?

### How do we answer this question?

- Multiple audience metrics:
  - Census Data
  - Research Panel
  - Net Promoter Score data

### Question 3

Are we helping to elevate the voice of Māori in Aotearoa?

### How do we answer this question?

- Research Panel survey
- Net Promoter Score data

### Question 4

Are we helping te ao Māori to be valued and thriving?

### How do we answer this question?

- Multiple audience metrics:
  - Census Data
  - Research Panel
  - Net Promoter Score data

We aim to support all audience members – Māori and non-Māori – to learn te reo Māori, no matter where they are on their te reo Māori journey. As a national broadcaster we have an important role in connecting people across the country to te ao Māori. We have the best chance of doing this if we provide content that is entertaining, engaging and relevant, and encourages people to come back for more.

We collect feedback from audiences to understand perceptions of Māori Television programming and how it supports these goals. This includes drawing on population-wide surveys, establishing a Research Panel Survey (a survey with a sample of Māori Television audience members to collect more detailed feedback on te reo Māori outcomes) and leveraging Net Promoter Score data to collect feedback from our audiences and understand how this relates to wider population trends.

# Ngā Hua

## Te Taha Pūtea

Kua pateko te tautoko ā-pūtea nō te tau 2008, ā, e hāngai tonu ana ki ngā whakaputanga i te pouaka whakaata. E ai ki ngā nekehanga CPI, e whakapae ana mātou, e \$4.2 miriona tāra kāore i tukua mai ki a Whakaata Māori, tēnā i ngā pūtea i whakapaetia ka tukua mai, i te tau 2008.

Ia tau, ka piki tā mātau pae utu i ngā wāhi pēnei i te whakaputanga, i te whakahoki pūtea, i ngā utu pae matihiko me te utu i ngā kaimahi. Ko te tāmi ahumoni me te whakataetae i te ao ahumahi ngā taupā e kore nei e taea e mātou te whakaputa i ngā kaupapa Māori kounga,

te whakangao ki ngā pae matihiko, me te tautoko i te ara o te Whakawhitinga o te Rāngai Pāpāho Māori.

E kitea ana te rerenga kētanga nui ki te Rāngai Pāpāho Auraki i te utu tauwaenga ki te waihanga i ngā kaupapa Auraki, kua tautokona e Irirangi Te Motu, arā, e \$50,000 te rahi ake i te hōra, tēnā i te pūtea e wātea ana i a Te Māngai Pāho. Hei whakawhānui ake i tēnei rerekētanga nui, ko ngā haora ā-kaupapa me whakaputa e te Rāngai Pāpāho Māori, he 500 haora te rerekē, tēnā i ngā haora me whakaputa e o mātou hoa o te rāngai auraki.

Ahakoā ngā pātari i te wāhi ki te pūtea, ka eke panuku tonu mātou, ā, he rite tonu te rangahau i ngā ara e pai ake ai te ahunga o te pūtea me te tiakihanga o te pūtea.

Ko te tika o te whakarite i ā mātau rauemi, me te tika o te whakahāngai ki ngā putanga i Te Huapae: Kia Eke Panuku, te tauhokonga o ngā kaupapa, te mahi ngātahi ki ngā āpiti me te tauhokonga o ngā rauemi kei a mātau kē.

# Our Outputs

## Funding Challenges

Funding has remained static since 2008 and continues to be aligned with the delivery of linear outputs. Based on CPI movements, we estimate that Māori Television has \$4.2 million less funding than was envisaged in 2008.

The majority of our cost base—transmission, amortisation, digital and personnel costs; continues to increase year-on-year. Inflation and competition in the labour market erodes our ability to produce high-quality Māori content, invest in our digital platforms and support the transition process for the Māori media sector shift.

Disparity within the public broadcasting sector is demonstrated in the average cost of production for mainstream content, funded by NZ on Air, being \$50,000 higher per hour than funding made available through Te Māngai Pāho. Exacerbating this disparity further is the requirement for the current Māori media sector to deliver an additional 500 hours of content in comparison to our mainstream counterparts.

Despite these funding challenges, we continue to 'punch above our weight' and actively investigate opportunities to improve our financial performance and sustainability.

These opportunities include ensuring our resources are right-sized and aligned with the delivery of the priority outcomes outlined in Te Huapae: Our Plan for Success, the commercialisation of content, collaborative partnerships and the commercialisation of available existing resources.

## Te Puni Kōkiri (\$19.264m)

Outcome Area	Priority Outcome	2020/21 Performance Metrics
<b>Staff Outcomes</b>	<p>Te reo Māori flourishes as a primary language of day to day use amongst staff</p> <p>Staff meet their te reo Māori language goals</p>	<ul style="list-style-type: none"> <li>• 50% of staff use te reo Māori every day at work</li> <li>• 80% of staff have a te reo Māori plan</li> <li>• 80% of staff have te reo Māori goals</li> <li>• 80% of staff achieve at least one te reo Māori goal</li> <li>• 70% of staff achieve at least two te reo Māori goals</li> <li>• 60% of staff achieve at least three te reo Māori goals</li> </ul>
<b>Partner Outcomes</b>	<p>Māori Television is seen and is active in the community and at events</p>	<ul style="list-style-type: none"> <li>• Māori Television supports a minimum of 20 community, regional and national events that promote te reo Māori me ngā tikanga Māori</li> </ul>
<b>Audience Outcomes</b>	<p>Audiences can access Māori Television content across diverse platforms</p> <p>Our content is engaging, entertaining and relevant</p> <p>Māori and non-Māori are inspired and enabled to learn te reo Māori</p>	<p><b>Māori Television delivers a minimum of:</b></p> <ul style="list-style-type: none"> <li>• 300 hours of new, high quality and innovative te reo Māori content that is made available across all platforms including digital and linear</li> <li>• 2,000 hours of high quality and innovative te reo Māori content that is made available across all platforms including digital and linear</li> <li>• 300 hours of high quality and innovative te reo Māori content for tamariki and rangatahi audiences that is made available on multiple platforms</li> <li>• 300 hours of high quality and innovative te reo Māori content for te reo Māori learner audiences that is made available on multiple platforms</li> <li>• 300 hours of high quality and innovative te reo Māori content for whānau audiences that is made available on multiple platforms</li> <li>• 300 hours of high quality and innovative te reo Māori news and current affairs content that is made available on multiple platforms</li> <li>• 40% of new content is for fluent te reo Māori speaking audiences</li> <li>• 40% of new content is for second language learner or receptive te reo Māori speaking audiences</li> <li>• 80% of content across all platforms including linear and digital is te reo Māori content</li> <li>• 70% of assessed content is rated 4 or higher using the Te Taura Whiri i te Reo Māori quality-indicator framework</li> <li>• 10% increase in audience engagement across multiple platforms</li> </ul>

## Te Māngai Pāho (\$16m)

Direct (non-contestable) funding	Requirements
Number of hours funded	650 hours
Non-contestable funding available	\$16m
Average per hour per programme	\$24,615

# Forecast Financial Statements

## 1. Statement of Forecast Service Performance

### 1.1 Non-Departmental Output Class

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

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

- Enable Māori Television to meet its statutory functions, including to contribute to the promotion and protection of te reo Māori me ōna tikanga through the provision, in te reo Māori and English, of a high-quality, cost-effective television service that informs, educates, and entertains viewers, and enriches New Zealand's society, culture, and heritage;
- Pursue the outcomes in its 2020 - 2023 Statement of Intent;
- Support the operational costs of Māori Television; and
- Purchase and produce programmes to be broadcast on Māori Television.

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

## 1.2 Funding

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

	2020/21	2021/22	2022/23
	(\$m)	(\$m)	(\$m)
Including GST	22.154	22.154	22.154
Excluding GST	19.264	19.264	19.264

### (b) Projected Direct Programme Funding:

	2020/21	2021/22	2022/23
	(\$m)	(\$m)	(\$m)
Including GST	18.400	18.400	18.400
Excluding GST	16.000	16.000	16.000

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

### (c) Projected Indirect Programme Funding:

	2020/21	2021/22	2022/23
	(\$m)	(\$m)	(\$m)
Including GST	18.400	18.400	18.400
Excluding GST	16.000	16.000	16.000

This funding is not paid to Māori Television, nor is it confirmed funding. It is an estimate of the amount of funding that Te Māngai Pāho, New Zealand on Air and others may make available and pay to independent television production companies on a contestable basis for the purpose of producing programmes for broadcast by Māori Television.

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

	2020/21	2021/22	2022/23
	(\$m)	(\$m)	(\$m)
Advertising & Production Income	0.504	0.793	1.084
Interest Income	0.060	0.055	0.050

## 1.3 Statement of Projected Financial Position

	2020/21	2021/22	2022/23
	(\$m)	(\$m)	(\$m)
<b>PUBLIC EQUITY</b>			
Opening Equity	14.496	12.744	10.992
Add Surplus/ Deficit	(1.752)	(1.752)	(1.752)
Closing Equity 30 June	<b>12.744</b>	<b>10.992</b>	<b>9.240</b>

Represented by:

<b>CURRENT ASSETS</b>			
Cash Bank & Short Term Deposits	2.147	2.131	2.403
Programme Rights	4.379	4.379	4.379
Receivable & Other Current Assets	2.609	1.843	0.790
<b>Total Current Assets</b>	<b>9.135</b>	<b>8.353</b>	<b>7.572</b>

<b>PROPERTY PLANT &amp; EQUIPMENT</b>			
(AT Book Value)	8.872	7.749	6.626
<b>Total Assets</b>			

<b>CURRENT LIABILITIES</b>	4.091	4.091	4.091
<b>NON CURRENT LIABILITIES</b>	1.224	1.093	0.962
<b>NET ASSETS EMPLOYED</b>	<b>12.692</b>	<b>10.919</b>	<b>9.146</b>

## 1.4 Statement of Projected Comprehensive Income

	2020/21	2021/22	2022/23
	(\$m)	(\$m)	(\$m)
<b>INCOME</b>			
Crown Appropriation	19.264	19.264	19.264
Programme Funding	16.000	16.000	16.000
Advertising and Production Revenue	0.400	0.544	0.690
Interest Earned	0.060	0.055	0.050
Other Income	0.104	0.249	0.394
<b>TOTAL Income</b>	<b>35.828</b>	<b>36.112</b>	<b>36.398</b>
<b>EXPENDITURE</b>			
Personnel Costs	14.599	14.745	14.893
Programme Production and Acquisitions	9.200	9.200	9.200
Other Operating Costs	13.781	13.918	14.058
<b>TOTAL Expenditure</b>	<b>37.580</b>	<b>37.864</b>	<b>38.150</b>
Surplus/Deficit	(1.752)	(1.752)	(1.752)
<b>Other Comprehensive Income</b>			
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(1.752)</b>	<b>(1.752)</b>	<b>(1.752)</b>
<b>Surplus/(Deficit) Attributable to:</b>			
Maori Television Service	(1.752)	(1.752)	(1.752)

The above figures are GST exclusive.

The 2020/21 forecast reflects lower transmission costs as a result of the Media Relief Package, offset by costs relating to the ongoing impact of, and our continuing implementation of key learnings from, the COVID-19 crisis, including serving our audiences through additional News & current Affairs content.

## 1.5 Statement of Projected Cash Flows

	2020/21	2021/22	2022/23
	(\$m)	(\$m)	(\$m)
<b>CASHFLOW FROM OPERATING ACTIVITIES</b>			
<b>Cash was provided from -</b>			
Crown Appropriation	19.264	19.264	19.264
Other Income	0.564	0.848	1.134
Production Income			
Production Funding	16.000	16.000	16.000
<b>Cash was distributed to -</b>			
Payment to suppliers	(38.697)	(34.827)	(34.827)
<b>Net Cash Flows from Operating Activities</b>	<b>(2.869)</b>	<b>1.284</b>	<b>1.571</b>

<b>CASH FLOWS FROM INVESTMENT ACTIVITIES</b>			
<b>Cash was distributed to -</b>			
Purchase of Property Plant & Equipment	(1.300)	(1.300)	(1.300)
<b>Net Cash from Investment Activities</b>	<b>(1.300)</b>	<b>(1.300)</b>	<b>(1.300)</b>

<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Net Cash Flows from Financing Activities</b>			
<b>NET INCREASE/DECREASE IN CASH HELD</b>	(4.169)	(0.016)	0.271
Opening Cash	6.316	2.147	2.131
<b>CLOSING CASH AT 30 JUNE</b>	<b>2.147</b>	<b>2.131</b>	<b>2.403</b>

The above figures are GST exclusive.

# Statement of Accounting Policies

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

The projected financial statements are for the three years ending 30 June 2023.

## (a) Reporting Entity

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

The purpose of Māori Television is to contribute to the protection and promotion of te reo Māori and as such the objective is to provide a service to the public of New Zealand as opposed to that of making a financial return. Accordingly Māori Television has designated itself as a Tier 1 public benefit entity (PBE) for financial reporting purposes.

## (b) Statement of Compliance

These financial statements have been prepared in accordance with section 41 of the Māori Television Act 2003, which includes the requirement to comply with New Zealand generally accepted accounting practice ("NZ GAAP").

The financial statements have been prepared in accordance with and comply with Tier 1 PBE accounting standards.

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the period.

## (c) Measurement Base

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

## (d) Changes in Accounting Policy

There have been no changes in accounting policies.

## (e) Functional and Presentation Currency

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

## (f) Forecast Financial Statements - Budget Figures

The budget figures are derived from the Statement of Intent as approved by the board at the beginning of the financial year. The budget figures have been prepared in accordance with PBE accounting

standards, using accounting policies that are consistent with those adopted by Māori Television for the preparation of the financial statements.

## (g) Foreign Currencies

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

At balance date foreign currency monetary assets and liabilities are converted at closing exchange rates and exchange variations arising from these transaction items are included in the surplus or deficit.

## (h) Revenue

Revenue from the Crown

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

### Te Māngai Pāho Production Funding

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

### Other Production Funding

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

### Advertising Revenue

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

### Interest Revenue

Interest revenue is recognised when earned.

## (i) Leases

Operating Leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Māori Television are classified as operating leases.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the surplus or deficit.

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

## (j) Cash and Cash Equivalents

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

## (k) Bank Deposits

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

After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method.

At balance date Māori Television assesses whether there is any objective evidence that an investment is impaired.

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

## (l) Trade and Other Receivables

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

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

The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the

loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account for receivables. Overdue receivables that have been renegotiated are reclassified as current (i.e. not past due).

## (m) Provisions

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

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

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

## (o) Intangibles Software

Acquired computer software 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 Māori Television website are capitalised. Costs associated with the maintenance of the Māori Television website are recognised as an expense when incurred.

**Programme Rights**

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

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

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

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

**(p) Amortisation**

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

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

Website	2 years
Acquired computer software	3 years

**Programme Rights**

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

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

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

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

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

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

**r) Impairment of Non-financial Assets**

Property, plant, equipment and intangibles that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

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

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

**(s) Trade and Other Payables**

Trade and other payables are recorded at fair value.

**(t) Employee Entitlements**

Employee entitlements that Māori Television expects to be settled within 12 months of balance date are measured at undiscounted nominal values based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned, but not yet taken, at balance date.

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

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

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

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

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

Commitments and contingencies are disclosed exclusive of GST.

**(v) Statement of Cash Flows**

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

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

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

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

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

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

**(x) Capital Management**

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

**(y) Interest in Jointly Controlled Entity**

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

**(z) Critical Accounting Estimates and Assumptions**

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

**Property, Plant and Equipment Useful Lives and Residual Value**

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

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

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

**Programme Rights Useful Lives and Residual Value**

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

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

Management has exercised the following critical judgements in applying Māori Television's 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 Māori Television.

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

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

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

**Programme Values**

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

When the following criteria are satisfied, Māori Television derecognises:

- The cost price has been fully amortised.
- The broadcast rights period has expired.
- The number of authorised plays has been reached.

Further that Māori Television:

- Has no rights to any future exploitation of the programme for non-broadcast uses.
- Does not have the right to add the programme to its archive.
- Had no role in its conception or production, and therefore no intellectual property rights.

And that:

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

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



**Te Aratuku Whakaata Irirangi Māori**  
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