



Te Māngai Pāho

Māori Broadcasting
Funding Agency

Te Māngai Pāho Statement of Intent 2005-2008

VISION & MISSION OF TE MĀNGAI PĀHO



Te Māngai Pāho

Māori Broadcasting
Funding Agency

VISION

*Ahakoā kei whea,
Ahakoā āwhea,
Ahakoā pēwhea,
Kōrero Māori!*

**Māori language – everywhere,
every day, in every way!**

MISSION

*Tuhia te hā o Te Reo Māori ki te rangi,
e kaha ai te mapu o te manawa ora,
e rekareka ai te taringa whakarongo,
e waiwai ai, te karu mātakitaki.*

**Bringing the joy of Māori language
to all listeners and viewers.**

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STATEMENT OF INTENT

2005 - 2008

Presented to the House of Representatives
Pursuant to section 41 E of the Public Finance Act 1989

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JOINT STATEMENT BY THE MINISTER OF MĀORI AFFAIRS AND THE CHAIR OF THE BOARD OF TE MĀNGAI PĀHO

We are pleased to present Te Māngai Pāho's Statement of Intent for 2005-08.

This document sets out the medium term objectives for Te Māngai Pāho, the environment in which it operates and the strategies it has developed to respond to the challenge of meeting these objectives. The Statement of Intent also sets out how Te Māngai Pāho will be accountable for the resources entrusted to it for its activities and statutory functions in the 2005/06 financial year.

Te Māngai Pāho seeks positive outcomes for Māori language and culture and national identity through broadcasting. The Māori broadcasting landscape is shifting and there are increasing opportunities for programme makers and broadcasters. Most of all, there are increasing choices for the viewing and listening audience to be informed, educated and entertained either in te reo Māori, or from a Māori perspective.

To achieve this in television, Te Māngai Pāho works productively with the Māori Television Service, the mainstream broadcasters and the independent television production community and will continue to build these relationships.

This year, in radio, a two year project commences to address the key infrastructure needs of iwi radio, following the Government's investment in the future of iwi radio broadcasting.

Over the past year Te Māngai Pāho has continued to strengthen its internal systems and procedures to support its on-going programme funding role.

Over the next three years, Te Māngai Pāho will initiate the development of a wider information base which will inform and assist with evaluating funding decisions.

International experience shows that language revitalisation is a daunting task. We acknowledge the size of this endeavour and believe that broadcasting has a vital role to play. We look forward to working with all our stakeholders towards a shared outcome for the benefit of all New Zealanders.



Hon Parekura Horomia
Minister of Māori Affairs



Harawira Tiri Gardiner
Te Māngai Pāho Board Chair

CHIEF EXECUTIVE'S OVERVIEW

This is our second Statement of Intent under an outcomes framework. We have refined our strategies and objectives to show how these connect with and contribute to our outcomes.

Te Māngai Pāho embraces the challenge, in its funding decisions, of aligning the interests of the broadcasters, (both radio and television) with the outcomes sought by this entity so that the resulting broadcast outcome attracts and retains as wide an audience as possible.

To do this, we plan to enhance the evaluative tools at our disposal to properly inform our funding decisions and more generally, to assess the extent to which our broadcasting interventions are having a positive impact on the revitalisation of Māori Language and Māori culture. This is a key focus for the period covered by this Statement of Intent.

We also intend to be cognisant of the trends in broadcasting and broadcasting technology and of international experience and discussion of language revitalisation models and developments. We intend to work with other agencies in both the Māori language and the broadcasting sectors to ensure that there is synergy from our collective efforts.

Considerable effort has been applied to improving our internal processes and risk management strategies. Over the next year we will be looking to provide stakeholders with clear purchasing policies and to consolidate our capability to serve Māori broadcasting.

The first anniversary of the establishment of the Māori Television Service provided an opportunity to celebrate the success of the station to date. It is encouraging to see the growth in the Māori broadcasting production community and the vitality that is shown in Māori radio, television and music.

I have enjoyed my introduction to Māori broadcasting and would like to take this opportunity to thank all those in the industry who have provided me with such a valuable insight to this vibrant sector. I look forward to working with you all in the future and to the continued role that Te Māngai Pāho has in the sector. I would like to thank the Board of Te Māngai Pāho for their counsel and advice and also the staff of Te Māngai Pāho for their continued support and enthusiasm.



John Bishara
Chief Executive



PART A

OUTCOMES, STRATEGIES & OBJECTIVES

INTRODUCTION

Purpose and Scope

Our annual Statement of Intent (SOI) informs Parliament, Māori, the wider public and our industry stakeholders about:

- the outcomes we wish to pursue for the promotion of Māori language and Māori culture;
- the activities we will undertake to pursue our outcomes and the performance standards expected of us; and
- how we will use funds appropriated by the Crown and other resources to carry out our activities to agreed standards.

Accordingly, the SOI 2005-2008 is made up of two main parts:

The first part broadly describes the environment within which Te Māngai Pāho operates and, taking this into account, the strategic direction the Board has set for the agency. The strategic direction is articulated in the form of three intermediate outcomes Te Māngai Pāho will seek to achieve for promoting Māori language and culture, fostering Māori television, radio broadcasting, Māori music and strengthening national identity.

The second part of the SOI is specific to the 2005/06 year and includes the forecast financial statements (and Statement of Responsibility) and the Statement of Output Objectives. These establish the overall performance and financial accountabilities of the Board and its agency for the coming year.

SOI Development

In developing this, our second outcomes focused Statement of Intent (SOI), we have considered and re-confirmed the outcomes, strategies and approaches detailed in our Outcome Framework. We have also developed our understanding of, and further explained, the linkages within the framework.

ABOUT OUR AGENCY

Successive governments have acknowledged that te reo Māori is a taonga (treasure) warranting its active protection and support. This commitment led to Te Māngai Pāho's establishment in 1993 under the Broadcasting Amendment Act. Consistent with this focus on te reo Māori, Te Māngai Pāho's statutory role is to:

- promote the Māori language and Māori culture by making funds available, on such terms and conditions, as it thinks fit, for broadcasting and the production of programmes to be broadcast [s.53(B)].

Te Māngai Pāho primarily meets its statutory obligations by funding te reo Māori and tikanga Māori programmes and music for television and radio broadcast. To ensure that actual broadcast outcomes are achieved, Te Māngai Pāho:

- currently funds 21 iwi radio stations to deliver between six and eight hours of Māori language content each day;
- supports the Māori Television Service and TVNZ with direct funding for their respective in-house Māori language programmes; and
- supports independently made Māori language programmes commissioned for television and radio.

While Te Māngai Pāho is a broadcasting sector agency in terms of where and which industry it funds it is, above all else, a Māori language sector agency in terms of why it funds.

AGENCY STRUCTURE & GOVERNANCE

OUR KEY STAKEHOLDERS

Te Māngai Pāho is a Crown Entity funded by Parliament (through Vote: Māori Affairs) and is accountable for its conduct and performance to the Minister of Māori Affairs.

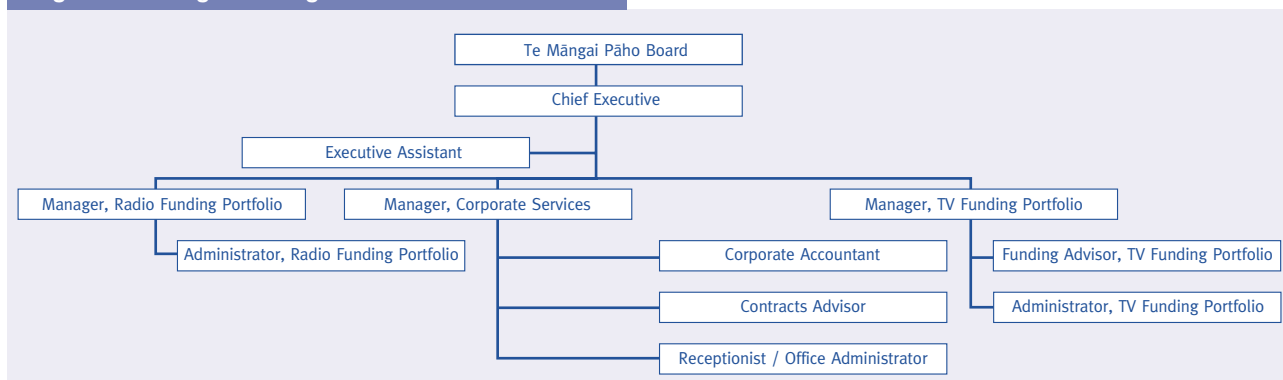
Te Māngai Pāho is governed by a board appointed by the Minister of Māori Affairs. The Board's governance role is to: set the agency's goals and overall direction; make policies and decisions about its programme funds; ensure the agency has the personnel, systems and resources to carry out its role; and ensure the agency complies fully with its legal and other obligations.

The Board employs a chief executive and ten other staff to carry out Te Māngai Pāho's operations (see diagram 1 below). The core work of the agency staff is to manage just over \$50 million (GST exclusive) in funding contracts between the agency and various programme makers and broadcasters.

Te Māngai Pāho's key stakeholder groups include:

- **Ministers, particularly the Minister of Māori Affairs** who through his agent, Te Puni Kōkiri, has lead responsibility for public policy on Māori broadcasting and Māori language and assesses the performance of Crown entities funded through Vote: Māori Affairs;
- **Other Māori Language Sector Agencies:** including Te Taura Whiri i te Reo Māori (the Māori Language Commission), Te Pouaka Whakaata Māori (the Māori Television Service) and the Ministry of Education, which all contribute to the Government's Māori language strategy and goals to 2028;
- **Māori Broadcasting Industry Groups:** principally Te Whakaruruhau o Ngā Reo Irirangi Māori (the iwi radio industry body) and Ngā Aho Whakaari (the association of independent Māori television producers), who promote the aspirations, needs and concerns of iwi broadcasters and Māori language programme makers;
- **Broadcasting Sector Agencies:** including NZ on Air, the Ministry for Culture and Heritage and public service broadcasters; and
- **Radio and Television Producers and Broadcasters:** including Māori radio stations, the Māori Television Service, Television New Zealand and other broadcasters and independent producers of Māori radio and television programmes and music.

Diagram 1: Te Māngai Pāho Organisational Chart



OUR OPERATING ENVIRONMENT

Given Te Māngai Pāho's heritage as a Māori language sector agency and a broadcasting sector agency, it must be cognisant of trends and developments impacting on both sectors. As a Crown Entity, Te Māngai Pāho must also be mindful of Government's wider strategic policy objectives and the aspirations of Māori and how these shape the environment in which the agency operates. Some of the major trends, developments and directions of this environment are summarised below:

Māori Language & Education

In 2001 a nationwide survey (*A Survey of the Health of the Māori Language in 2001, Te Puni Kokiri 2002*) of almost 5,000 Māori adults aged 15 years and over found that:

- 9% of Māori adults can speak Māori 'well' or 'very well', and of those 42% are aged 55 years and over.
- 58% of the Māori population are unable to speak Māori beyond a 'few words or phrases', and of those 53% are under the age of 35 years.
- Overall, less than one in five people speak to others mainly in Māori (for more than half the time). Māori adults are most likely to speak Māori to children.
- Te reo Māori use is limited in household and community situations. In the community, Māori language use is highest in those contexts where Māori people are predominant, most commonly: at the marae, at other hui, at religious activities.
- One in ten Māori adults had taken part in formal Māori learning during the twelve months prior to the survey.
- 63% of the Māori adults surveyed, who were responsible for the schooling of children under the age of 15, had children who had been learning Māori in some way.
- Some 76% of Māori adults have access to a Māori radio station. Nearly 55% of Māori adults listen to Māori radio.

In short:

There is a core group of proficient speakers who are able to nurture the language, there is a willingness by Māori to learn or improve their language skills and there is considerable scope for Māori broadcasting to contribute to this revitalisation.

Māori Broadcasting Industry

- The iwi radio network has matured to become the predominant deliverer of reo Māori programme hours for broadcast, although it faces critical infrastructure needs.
- The Māori Television Service creates unprecedented opportunities for te reo Māori and kaupapa Māori television programme makers, although the Māori television production sector is still very much in a fledgling state. Independent production is affected by the commissioning policies of the Māori Television Service.
- There are insufficient numbers of Māori language speakers with technical, production and/or presentation skills to meet broadcasting industry demands.
- The industry is prone to rapidly changing technologies, increasingly sophisticated audience demands and limited scope for securing revenue outside of government.
- Māori programme makers and broadcasters have a passion and commitment to their craft, language and culture that contributes to the sustainability of the industry, despite difficulties presented by factors above.
- There is optimism within the industry that a real niche exists in the global market for indigenous stories and storytelling.

Broadcasting Sector

The government has released “Building a Strong and Sustainable Public Broadcasting Environment for New Zealand - A Programme of Action”. The document outlines priorities to guide public broadcasting policy over the next six years. (Released 3 February 2005.)

The impact of globalisation is felt, seen and heard most graphically in broadcasting. Global media ownership and new digital technologies can reduce the viability and specific local focus of New Zealand programming unless we actively preserve and develop the capacity to reflect ourselves.

- The New Zealand broadcasting environment is predominantly commercial, with a high dependence on advertising revenue. Such dependence on generating commercial revenue influences broadcaster behaviour, in that the needs of viewers as consumers are given greater emphasis than those of viewers as citizens.
- Internationally, New Zealand is radically light-handed in its regulatory policy for broadcasting. The government currently has limited options for promoting commonly accepted principles and standards for public broadcasting, or for securing desired forms of content from the broadcasting sector as a whole.
- Pay television is growing rapidly and now has a base in approximately 40 percent of New Zealand households. Its multi-channel, digital services and content selection (dominated by commercial, global-sourced programmes) are currently leading viewer expectations about programming choice. Pay television now adds valuably to the choice enjoyed by viewers. Nevertheless, the principle of universal access to a comprehensive service is central to the concept of public broadcasting. To make this a reality in the digital age, the government needs to ensure that its public broadcasters develop digital and other services in the near future.
- New Zealand has developed a great number of commercial radio stations, but, arguably, without comparable diversity in content, formats, or local character. If the government wishes to encourage universal access to information and entertainment through radio, further polices will be needed to support diversity of content and regional variety.

Government Goals

- The government has identified six Key Government Goals to guide the Public Sector in Achieving Sustainable Development. These can be found at www.dpmc.govt.nz. Three of the goals are particularly relevant to our business:
 - Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi.
 - Grow an Inclusive, Innovative Economy for the Benefit of All
 - Improve New Zealanders' Skills.
- Government has also developed, in consultation with Māori, *Te Rautaki Reo Māori - The Māori Language Strategy*¹ the vision for which is:

**He Reo E Kōrerotia Ana, He Reo Ka Ora
A spoken language is a living language**

This vision reflects:

- the Māori language is a taonga (a treasure) guaranteed to Māori people by the Treaty of Waitangi and that Māori people will lead the revitalisation of the Māori language
- the importance of Māori language use in a range of situations
- the central role of whānau in transmitting the Māori language to new generations within homes and communities
- the importance of the goodwill and support of all New Zealanders for the Maori language; and
- the importance of the generation of language growth over the next twenty-five years.

- Government's *Building a Strong and Sustainable Public Broadcasting Environment for New Zealand - A Programme of Action* indicates that the single vision that is at the heart of the government's broadcasting policy is:

**New Zealand Broadcasting - a shared space,
informing and enriching a changing society.**

A set of goals underlies this vision and the Programme of Action. These goals are to:

- Reflect public broadcasting principles
- Strengthen public broadcasting as a key element in the broadcasting "mixed economy"
- Maintain a healthy private broadcasting and production sector
- Provide a foundation for community and regional broadcasting.

¹ Te Manatu Taonga Ministry for Culture and Heritage. (2005). Statement of Intent 2005-2009

Māori

The Hui Taumata 2005 recognised that the Māori-ness or cultural dimensions of Māori is as important as developing the wealth and health of Māori.

In particular, it was acknowledged that:

- for any society, knowledge is power, and that revitalisation of identity, language and culture was a strong platform for future building.
- a strong Māori cultural base was an asset in improving outcomes for rangatahi, and that an increased sense of collective responsibility as well as increased investment in effective systems was urgently called for.

The Wider Environment

- Government-funded Māori initiatives continue to attract intensive political, media and mainstream scrutiny, particularly if projects fail. Despite this, there is broad acceptance that Māori language and Māori culture are integral to New Zealand's national heritage and identity.
- There are renewed calls to re-instil the spirit of *public service* in Public Service Broadcasting, an ethos wholly consistent with Māori language broadcasting.

HOW WE WILL RESPOND TO OUR OPERATING ENVIRONMENT

Māori Language and Education

We will respond to the needs of Māori language speakers and learners with various levels of expertise, by funding a range of programmes in the appropriate genre targeted at a range of relevant age groups.

Māori Broadcasting Industry

We will continue to promote strengthening of the Māori broadcasting industry by facilitating training and infrastructure maintenance programmes that enhance industry capability and encouraging industry to use best practice approaches throughout their business.

Broadcasting Sector

We will maintain our awareness of industry developments and issues through our involvement with industry groups and other mainstream sector groups whose activities impact on the Māori broadcasting industry.

Government

We will work with the Minister of Māori Affairs and relevant government agencies and entities to ensure that together our efforts are co-ordinated and aligned with Government goals.

Māori

We will:

- Work with iwi organisations as the governors of iwi radio stations and the kaitiaki of language and broadcasting assets in their rohe, in particular to maintain the quality of language being broadcast.
- Take into consideration the diversity of Māori audiences in terms of language skills, programming preferences, age and gender when making programme and broadcast funding decisions for radio and television.

Wider Environment

We will continue to promote accountability, transparency and quality in all areas of our business.

OUTCOMES WE WILL PURSUE

Major Outcome

Successive governments have recognised the value of culture and heritage for individuals, wider communities and for the country as a whole.¹ The current Government recognises that the Māori language is a taonga guaranteed to Māori by the Treaty of Waitangi and is committed to supporting the revitalisation of the Māori language.²

Te Māngai Pāho seeks to contribute directly and meaningfully to the revitalisation of te reo Māori (the Māori language) and tikanga Māori (Māori culture) among whānau, hapū, iwi and other New Zealanders.

Accordingly, we have developed an Outcome Framework that culminates in the Major Outcome we seek:

Kia tū noa te reo Māori, kia piki te arokā mō ngā uara, ngā tikanga me ngā whakaaro Māori, i roto o Aotearoa.

Normalisation of Māori language and greater awareness of Māori values, practices and views within Aotearoa.

This outcome aligns clearly with Government's strategic policy goals and Māori aspirations for te reo.

For the Major Outcome to be achieved:

- A focus on restoring Māori language among Māori people must be a “first principle” to ensure the sustainable and proper guardianship of te reo Māori;
- The key platforms for Māori language broadcasting to Māori, namely the iwi radio network and the Māori Television Service, must deliver quality Māori language outcomes appropriate to the needs of their audiences;
- The appropriate level of support must be provided by other national broadcasters for Māori language and cultural content within their programme schedules in order that te reo Māori and tikanga Māori programmes are accessible to wider audiences; and
- The Māori independent production industry must also be supported in order that the demand for Māori programmes be adequately met and the programmes must be vibrant, diverse and of high quality.

These requirements are reflected in the following statements of Intermediate Outcomes that Te Māngai Pāho will pursue and contribute to. The Intermediate Outcomes are critical because they will drive our short to medium-term funding policy, management and operational decisions.

Intermediate Outcomes

The Intermediate Outcomes to which Te Māngai Pāho will contribute to are:

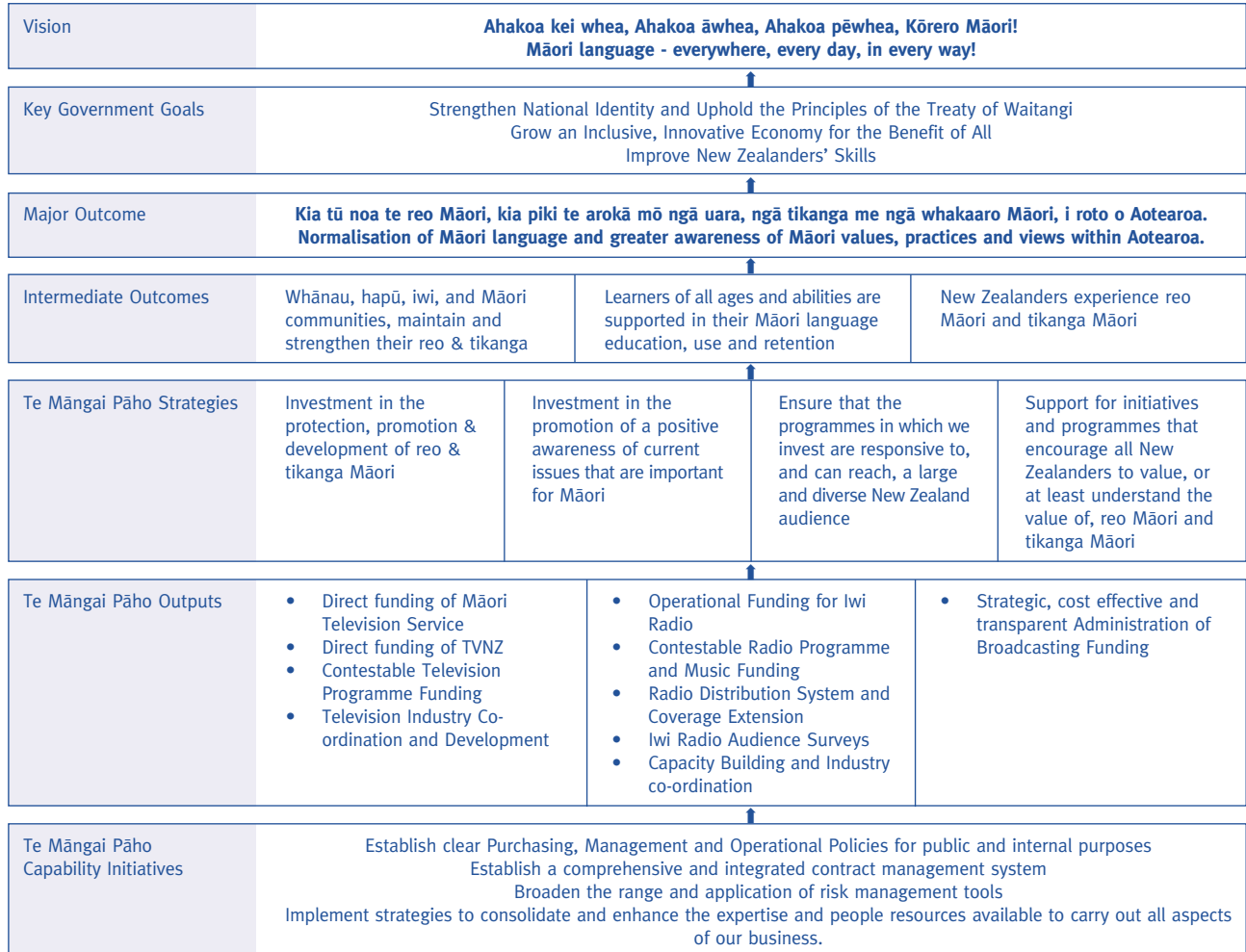
- Whānau, hapū, iwi, and Māori communities, maintain and strengthen their reo & tikanga.
- New Zealanders experience reo Māori and tikanga Māori.
- Learners of all ages and abilities are supported in their Māori language education, use and retention.

¹ Te Manatu Taonga Ministry for Culture and Heritage. (2005). Statement of Intent 2005-2009

² Te Puni Kokiri 2003. (2003). Te Rautaki Reo Māori - The Māori Language Strategy

OUR OUTCOME FRAMEWORK

We will contribute to the Intermediate Outcomes through the four strategies listed in our Outcome Framework below:



OUR STRATEGIES

Investment in the protection, promotion and development of reo and tikanga Māori

What We Will Do

We will work together with iwi radio to promote and celebrate hapū and iwi identity at a local level, and with the Māori Television Service to engage audiences at a national level on matters and issues important to Māori. In both contexts, we will endeavour to ensure that programmes:

- comprise a substantive measure of quality reo and/or convey relevant aspects of tikanga Māori
- are produced and broadcast in a manner that informs, entertains and educates people of all ages and abilities, across a diverse group of domains.

Why We Will Do It

Government recognises that the Māori language is a taonga guaranteed to Māori by the Treaty of Waitangi and is committed to supporting the revitalisation of the Māori language.³

Te Māngai Pāho seeks to contribute directly and meaningfully to the revitalisation of te reo Māori (the Māori language) and tikanga Māori (Māori culture) among whānau, hapū, iwi and other New Zealanders.

Whānau, hapū, iwi, and Māori communities play an important role in the long term sustenance, ownership and use of te reo Māori and tikanga Māori. One way to strengthen reo Māori and tikanga Māori is by enabling it to be seen and heard in more homes and places in New Zealand. Radio and television broadcasting provides a cost effective way for taking reo Māori and tikanga Māori to all New Zealanders.

Contribution

This strategy contributes to all three of our intermediate outcomes and is directly linked to *goal 1, Strengthening Language Skills; goal 2, Strengthening Language Use; and goal 4, Strengthening Community Leadership, of Te Rautaki Reo Māori - The Māori Language Strategy.*

How We Will Do It

We will continue to support the aims of iwi radio and ensure sufficient targeted resourcing for Māori Television to achieve a sustainable and attractive programme schedule for their audiences. In carrying out this role we will give particular focus to programmes and broadcasts that support the efforts of learners of the language, including students enrolled in Māori language education.

Over the next three-five years we will ensure that:

- pākeke and kaumātua support for Māori programming is reflected in our annual purchasing priorities for television and radio
- we fund quality reo Māori and tikanga Māori programmes to be broadcast on television and radio
- we purchase core operational production and broadcast capability and reo Māori content from iwi radio stations and purchase national programmes to be broadcast on iwi radio (and on the internet)
- our annual purchase priorities include Māori language learning programmes for all age groups and reo Māori programmes of interest to rangatahi
- the programmes we fund promote the use of reo Māori across a diverse range of interactions and domains.

³ Te Puni Kōkiri 2003 (2003). Te Rautaki Reo Māori - The Māori Language Strategy.

Investment in the promotion of a positive awareness of current issues that are important for Māori

What We Will Do

We will facilitate the development of television and radio programmes that provide Māori perspectives on, and insights into, current affairs and topical issues. These will take the form of documentaries, news and current affairs programmes that cater for various levels of fluency.

Why We Will Do It

New Zealand is increasingly multi-cultural. In order to live and work together in harmony it is important that all groups within New Zealand understand and appreciate the perspectives of others. One way for all New Zealanders to gain an increased understanding and appreciation of Māori viewpoints is to provide programmes that explore and explain Māori perspectives and insights. Such programmes are also expected to have the added benefit of developing stronger Māori to Māori connections.

Contribution

This strategy contributes to all three of our intermediate outcomes.

How We Will Do It

We will continue to promote awareness of current Māori issues by funding documentaries, debates, news and current affairs programmes that traverse current issues, diverse Māori view points and historical contexts.

Over the next three-five years we will ensure that:

- our annual purchase priorities include news, current affairs and documentary programmes for television and radio that reflect Māori perspectives and insights
- our annual purchase priorities provide for coverage of significant events important to Māori and of interest to all New Zealanders, including:
 - Waitangi day
 - Matariki celebrations
 - National Māori sporting fixtures
 - National cultural festivals and events
 - National language events and competitions.

Ensure that the programmes in which we invest are responsive to, and can reach, a large and diverse New Zealand audience.

What We Will Do

We will play a pivotal role in supporting windows of opportunity for Māori and all other New Zealanders to access quality reo Māori and tikanga Māori programmes in their own homes.

Why We Will Do It

Te reo Māori and tikanga Māori can enrich our identity, society and culture. For this to occur, all New Zealanders must have opportunities to experience reo Māori and tikanga Māori. They must also have access to Māori programmes and programme choices that are of an international standard.

Contribution

This strategy contributes to all three of our intermediate outcomes and is directly linked to *goal 5, Strengthening Recognition of the Maori Language, of Te Rautaki Reo Māori -The Māori Language Strategy.*

How We Will Do It

We will, within our statutory brief, support the Māori programming efforts of iwi broadcasters, Māori and mainstream national broadcasters in order that New Zealanders enjoy universal access to quality Māori programming. We will also continue to support the development and consolidation of the Māori screen production industry to ensure the ongoing provision of such programmes.

Over the next three-five years we will ensure that we:

- work actively with the iwi radio and Māori television industries to help address skill and infrastructure gaps in areas critical to the production and effective broadcast of quality Māori programmes to a wide New Zealand audience.
- establish and/or support mechanisms for managing and ensuring the quality of Māori language programme content in funded productions.
- recognise and support meritorious productions which may be initially destined for mainstream national television.
- enhance our methods of investigation and research about the appeal, accessibility and reach of Māori programmes to all New Zealanders and how this can be improved over time.

Support for initiatives and programmes that encourage all New Zealanders to value, or at least understand the value of, reo Māori and tikanga Māori

What We Will Do

We will facilitate the production of television and radio programmes that attract as wide an audience as possible and present interesting and entertaining material that incorporates a Māori perspective or view on matters and issues to which the majority of New Zealanders can relate. These programmes will cater for various levels of familiarity or fluency with te reo Māori. Through our funding priorities and decisions we will encourage programme makers and broadcasters to take this approach with as many genre as possible, including documentaries, news, current affairs, drama and children's programmes.

We will also work collaboratively with other agencies and entities in the sector to develop a shared understanding of the value of, and approach to, the promotion of reo Māori and tikanga Māori to all New Zealanders.

Why We Will Do It

Some Māori and non-Māori already value Māori language and culture as part of New Zealand's heritage. For New Zealand to maximise the benefits that Māori language and culture, (our nation's point of difference), can make nationally and internationally, there is a need for more New Zealanders to make an attitudinal shift toward accepting and supporting bi-culturalism. The first step toward such acceptance and support is an increased understanding of the value of reo Māori and tikanga Māori.

Contribution

This strategy contributes to all three intermediate outcomes and is directly linked to *goal 5, Strengthening Recognition of the Māori Language*, of *Te Rautaki Reo Māori -The Māori Language Strategy*.

How We Will Do It

We will fund programmes that promote, explain and/or raise awareness and appreciation of the benefits that New Zealand as a whole gains from reo and tikanga Māori.

Over the next three-five years we will ensure that:

- our annual purchase priorities include programmes that promote the value of reo Māori and tikanga Māori
- we work in a co-ordinated way with NZ on Air in terms of programme purchasing. In particular, we will look to ensure that our purchasing policies are aligned and complimentary
- we work closely with the Māori Television Service (MTS), who have a specific long-term objective to “Significantly contribute to te reo and tikanga Māori being increasingly valued and embraced”. In particular, we will support the production of in-house television programmes by MTS, such as news, sport, current affairs and light entertainment. We will also support the direct acquisition by MTS of local and overseas programming and, where appropriate, the reversioning or sub-titling of those programmes into te reo Māori.
- we strengthen our relationships with other agencies, entities and groups working in the sector including Te Puni Kōkiri, the Ministry for Culture and Heritage, Te Taura Whiri i te Reo Māori (Māori Language Commission), the Screen Co-ordination Group, and the Ministry of Education
- we are responsive to information provided by our industry advisory groups eg. the Television Advisory Group and the Radio Review Team.

MEASURING OUR PERFORMANCE

Outcome Measures

In our 2004/05 Statement of Intent we committed to testing and confirming the outcomes we had articulated before subscribing to relevant measures and measuring systems. To this end we have worked with entities that share a direct stake in achieving Māori language outcomes, particularly Te Puni Kōkiri, Te Taura Whiri i te Reo Māori (Māori Language Commission) and the Māori Television Service, over the last year to identify scope for collaboration and rationalisation of effort around outcome measurement and evaluation.

We believe the indicators listed below will provide a starting point for measuring intermediate outcomes and together provide an indication of the state of the major outcome.

Intermediate Outcome	Ideal Indicator
<p>Whānau, hapū, iwi, and Māori communities, maintain and strengthen their reo & tikanga</p>	<ul style="list-style-type: none"> • number of people (by iwi affiliation) able to converse in Māori about a lot of everyday things. (Census) • % of Māori who speak to others mainly in Māori (for half or more of the time): <ul style="list-style-type: none"> • in their household • at the marae • at other hui • at religious activities • in the workplace • at sports • while shopping • while socialising. <p><i>(Survey of the Health of the Maori Language)</i></p>
<p>Learners of all ages and abilities are supported in their Māori language education, use and retention.</p>	<ul style="list-style-type: none"> • % of Māori who are participating in learning te reo Māori <i>(Survey of the Health of the Maori Language)</i> • % of New Zealanders who are participating in learning te reo Māori <i>(Ministry of Education)</i> • % of Māori who speak Māori (different levels and places) <i>(Survey of the Health of the Maori Language)</i> • % of Maori and non-Maori who believe it is right that Maori speak Māori in front of people who might not understand what they are saying <i>(Survey of Attitudes, Values and Beliefs towards the Maori Language)</i>

Intermediate Outcome	Ideal Indicator
New Zealanders experience reo Māori and tikanga Māori	<ul style="list-style-type: none"> • % of Māori and non-Māori that ‘really want to be involved in things to do with the Māori culture’ (<i>Survey of Attitudes, Values and Beliefs towards the Maori Language</i>) • % of New Zealanders who access Māori broadcasting (extent, level etc) • % of New Zealanders who value reo Māori as part of New Zealand society (<i>Survey of Attitudes, Values and Beliefs towards the Maori Language</i>) • number of Māori words used in New Zealand English (<i>Victoria University</i>)

Strategy Impact

We will continue to collect the following information that measures our operational performance and strategy impact:

Strategy	Key Information for Performance Measurement
Protecting, promoting and developing reo and tikanga Māori	<ul style="list-style-type: none"> • Programme hours - protecting, promoting and developing reo and tikanga Māori • Māori language content quantity and quality • Audience Information (via broadcasters)
Promoting an awareness of current Māori issues	<ul style="list-style-type: none"> • Programme hours - news, current affairs, documentaries, debates • Māori language content quantity and quality • Audience Information (via broadcasters)
Ensuring that our programmes cater for diverse audiences and are as widely accessible to all New Zealanders as possible	<ul style="list-style-type: none"> • Audience Information (via broadcasters)

Strategy	Key Information for Performance Measurement
<p>Encouraging all New Zealanders to value, or at least understand the value of, reo Māori and tikanga Māori</p>	<ul style="list-style-type: none"> • Programme hours - promoting value of reo Māori and tikanga Māori • Audience Information (via broadcasters)

ENSURING OUR CAPABILITY TO PERFORM

As identified last year, our capability needs have continued to change as the Māori broadcasting sector has evolved and government's Māori language objectives have been clarified and confirmed.

To give proper effect to our statutory role we are required to have - or have access to - the core administrative capabilities of a funding agency, the relationship management capabilities of an inter-sectoral agency, and the strategic awareness and evaluation capabilities of a policy ministry. In addition, we must be wholly responsive to Māori values, norms and aspirations in going about all facets of our work.

Last year we developed a three year capability development plan that will culminate in us having:

- established and implemented a Funding Framework that places additional focus on programmes to support learners and users of te reo Māori
- developed a greater understanding of how programme proposals will promote Māori language and culture, and demonstrably contribute to desired outcomes
- implemented robust contract monitoring systems and procedures
- made greater investment in research and analysis
- developed closer relationships with the market
- enhanced our risk management and industry development capabilities, particularly to reflect the fledgling status of the Māori television industry and programme production industry, and the risks associated with this stage of industry development.

Over the last year we have:

- progressed the development of a full contract management database to improve milestone tracking and reporting and the accuracy, storage and retrieval of contract information;
- broadened the range and application of risk management tools employed by Te Māngai Pāho as part of its funding allocation, contract administration and monitoring systems.

In 2005/06 we will:

- review the Board and staff complement, in light of the increase over recent years in the levels of funding being managed, to ensure they appropriately reflect the risks being managed, the core functions undertaken and the relationships to be maintained.
- enhance our presence on the industry “shop floor”, to provide real time assurance as required to stakeholders, Board and management
- implement integrated IT based tools that will enhance our contract and risk management procedures.

We believe our capability development plan is consistent with the State Service Commission's recently released *Development Goals for the State Services*,⁴ which has as an Overall Goal ‘A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders’ and six more specific Development Goals (listed below). In particular we see strong alignment between our plan and Development Goals 2, 3, 5 and 6.

Development Goals:

1. **Employer of Choice** - ensure the State Services is an employer of choice attractive to high achievers with a commitment to service.
2. **Excellent State Servants** - develop a strong culture of constant learning in the pursuit of excellence.
3. **Networked State Services** - use technology to transform the provision of services for New Zealanders.
4. **Co-ordinated State Agencies** - ensure the total contribution of government agencies is greater than the sum of its parts.
5. **Accessible State Services** - enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State Services.
6. **Trusted State Services** - strengthen trust in the State Services, and reinforce the spirit of service.

4 State Services Commission (2005). Development Goals for the State Services. Wellington. Retrieved 4 April 2005 from <http://www.ssc.govt.nz>.

KEY FUNDING AREAS FOR THE NEXT THREE YEARS

Our key funding areas for the next three to five years are discussed in the following section.

Television

Key areas for television funding are as follows:

- **Direct Funding of Māori Television Service (MTS)**

Te Māngai Pāho will allocate up to 40% of its total television funding to Māori Television Service for 2005/06. This represents a renewal of the commitment to support the Māori Television Service.

The direct funding provides specifically for the production of in-house television programmes by MTS, such as news, sport, current affairs, and light entertainment. It also funds the direct acquisition by MTS of local and overseas programming and, where appropriate, funding for the reversioning or sub-titling of those programmes into te reo Māori.

A contract with MTS will be entered into in 2005/06 to establish the accountabilities and performance targets for the direct funding provided by Te Māngai Pāho.

The commitment of direct funding in out-years will be determined during the course of the coming year between the respective Boards, in consultation with independent production industry representatives.

- **TVNZ Direct Funding**

Te Māngai Pāho will set aside \$5.1m in direct funding for TVNZ in 2005/06 as part of a multi-year Memorandum of Understanding between Te Māngai Pāho and TVNZ. This funding ensures the continued delivery of programmes that have established a strong audience following, namely *Te Karere*, *Waka Huia* and *Marae*. Importantly, these programmes also secure a quality Māori presence on mainstream national television.

In the out years Te Māngai Pāho will explore scope for TVNZ to directly meet the costs of these productions in order to free up its own funds for new programme opportunities.

- **Contestable Funding for Independent Productions**

A contestable funding pool will be available through a series of scheduled funding rounds. Independent producers will be able to bid for programme funding within either genre-specific or open rounds, and also according to the destination of programmes (either MTS or other national broadcasters).

The priority genres for Te Māngai Pāho include Tamariki and Rangatahi targeted programmes, and programmes which demonstrate and promote the use of te reo Māori in new domains and in everyday settings.

Te Māngai Pāho must also give proper consideration to the challenges unique to making programmes with significant Māori language content. Compared to mainstream programming there are additional costs borne by producers in making Māori language programmes. Yet the commissioning policies of the Māori Television Service place greater fiscal constraints on these productions than the mainstream. While recognising the imperatives driving Māori Television Service, from a funder and industry development perspective this is a particular area where we wish to encourage joint consideration of options in the coming year.

- **Industry Co-ordination and Development**

Te Māngai Pāho will work with Māori television industry groups to facilitate the two-way flow of information between the Māori television industry and Te Māngai Pāho.

Ngā Aho Whakaari, representing Māori television producers, is an important vehicle for facilitating an industry-led response to critical skill and infrastructure gaps within the Māori production community. Te Māngai Pāho is willing to support Ngā Aho Whakaari's efforts to do so.

In addition, Te Māngai Pāho has convened an industry advisory group to provide a forum for the views of producer representatives (including Ngā Aho Whakaari), Māori Television Service as broadcaster and Te Māngai Pāho as funder.

Radio

Key areas for radio funding are as follows:

- **Funding the Operation of Iwi Radio**

Te Māngai Pāho will operate a two-tiered approach to funding 21 recognised iwi stations in 2005/06. Operational funding will be provided to 13 of the 21 iwi stations on the basis that they broadcast an eight hour minimum requirement for Māori language content within an eighteen hour window.

For the remaining eight stations, operational funding will be provided on the basis that they broadcast six hours minimum of daily Māori language content within an eighteen hour window.

This will represent a 12% increase in the quantity of Māori language broadcast by the iwi stations compared to the volume contracted for 2004/05.

- **Contestable Programme Funding**

Te Māngai Pāho will also allocate funding for radio programme production and event broadcasts. Iwi stations and programme makers will submit bids for the development and broadcast of programmes that will be available for use by all iwi stations.

Programmes will be selected on the basis of their relevance and likely audience appeal, (and therefore uptake by the iwi network stations), their Māori language content and quality, or Māori cultural relevance, as applicable.

- **Other Radio-Oriented Activities**

Other radio activities and initiatives planned include:

- Māori language music CD funding;
- radio programme distribution and switching (Punga.net);
- broadcast capability upgrade funding (iwi radio stations);
- capacity building (skill development) funding;
- coverage extension;
- industry liaison.

The driving factor in Te Māngai Pāho's support for iwi radio is the role it can play in the revitalisation of the Māori language.

Audience research shows that the iwi stations capture a significant share of the Māori listening audience. These stations play a connective role and a unifying voice in their communities. To maintain and build this role, the stations (and Te Māngai Pāho in making funding decisions) need to be mindful of the expectations of listeners with differing te reo skills, and cater for the preferences of different age groups within their audiences.

Decisions around radio programme funding need to be mindful of these issues, as well as Te Māngai Pāho's own objectives, in determining the emphasis and mix of programmes.

Looking ahead for the radio sector, there are a number of developments on the horizon. Firstly, the Government has provided additional funding to upgrade the broadcast capability of the iwi stations. Te Māngai Pāho will oversee the phased rollout of this upgrade process.

There have been suggestions of greater engagement with the industry representative body, Te Whakaruruhau o Ngā Reo Irirangi Māori.

Te Māngai Pāho will work with the various organisations involved to the extent that these matters are taken forward.

PRIORITIES FOR THE YEAR AHEAD - 2005/06

The coming year will be the first in the period to which this Statement of Intent relates.

Details of the specific outputs that we plan to deliver are provided in Part B of this document (see pages 29 to 41 for our Statement of Forecast Service Performance). In addition, we want to provide readers with some sense of the more significant projects and initiatives we will undertake this year.

The significant projects and initiatives we will undertake in 2005/06 are:

Overall

- To develop a programme funding approach, centred around the Māori language and learners, for both Māori television and radio.
- To continue to enhance our contract management arrangements with a range of pre, mid and post contract management policies, tools and systems.
- To collaborate with other entities with a view to establishing efficient and operable research and evaluation mechanisms for measuring Māori language outcomes achieved through broadcasting (and aligned interventions).

Television - specific

- To review our funding regime for programmes sourced from the independent production industry to ensure efficient, effective and sustainable production of quality programmes.
- To work with Māori television industry representatives to establish industry capacity building and development initiatives.
- To continue to work with the Māori Television Service, Ngā Aho Whakaari and the Māori Television Industry Advisory Group to simplify and strengthen our television funding contracts.

Radio - specific

- To work with Te Puni Kōkiri and Te Whakaruruhau o Ngā Reo Irirangi Māori to review the use of Māori radio funding and the medium to long-term resourcing needs for iwi radio.
- To work with the Te Whakaruruhau o Ngā Reo Irirangi Māori and the Māori Music Coalition to simplify and strengthen our radio and music funding contracts.
- To renew a funding agreement with Te Whakaruruhau o Ngā Reo Irirangi Māori for the maintenance of Punga.net services for iwi radio stations.



PART B

FORECAST FINANCIAL STATEMENTS

STATEMENT OF RESPONSIBILITY

The forecast financial statements of Te Māngai Pāho for the year ending 30 June 2006 contained in this report have been prepared in accordance with Section 34A of the Public Finance Act 1989.

The Chief Executive acknowledges, in signing this statement, that he is responsible for the forecast financial statements contained in this report.

The financial performance forecasts to be achieved by Te Māngai Pāho for the year ending 30 June 2006, specified in the Statement of Forecast Service Performance, are agreed with the Board of Te Māngai Pāho and its Responsible Minister.

The performance for each class of outputs forecast to be achieved by Te Māngai Pāho for the year ending 30 June 2006 is as specified in a separate output plan also agreed between the Board of Te Māngai Pāho and the Responsible Minister.

We certify that the information contained in this report is consistent with the appropriations contained in the Estimates for the year ending 30 June 2006 that are being laid before the House of Representatives under section 9 of the Public Finance Act 1989.



Signed
John Bishara
Chief Executive



Counter signed
Thomas Hood
Manager Corporate Services

STATEMENT OF FORECAST SERVICE PERFORMANCE

Te Māngai Pāho receives operational funding through Vote: Māori Affairs. The description of the output classes through which Te Māngai Pāho receives operational funding follows:

Non-Departmental Output Class 03 - Māori Television Broadcasting

The Minister of Māori Affairs will purchase this class of outputs from Te Māngai Pāho to:

- promote Māori Television broadcasting;
- promote capability in the Māori television broadcasting and production sector; and
- purchase programmes to be broadcast on television.

Performance measures for this class of outputs will be included in the following documents:

- Te Māngai Pāho's 2005-08 Statement of Intent,
- The 2005/06 Output Plan; and
- The 2005/06 Memorandum of Understanding with the Minister of Māori Affairs.

Outputs will be provided within the appropriated sum of \$ 40.3 million (exclusive of GST).

Te Māngai Pāho will deliver four outputs through this output class. A description, the cost and performance measures of these outputs are described below.

Output 1 - Direct Funding of Māori Television Service

DESCRIPTION	PERFORMANCE MEASURES
<p>Direct funding of Māori Television Service is for:</p> <ul style="list-style-type: none"> - the production of in-house television programmes by MTS, (e.g. news, sport, current affairs and light entertainment). - direct acquisition by MTS of local and overseas programming and reversioning or sub-titling of selected programmes into te reo Māori. 	<p><i>Quantity of Broadcast Time Purchased</i></p> <ul style="list-style-type: none"> • Purchase approximately 650 broadcast hours from Māori Television Service.

DESCRIPTION	PERFORMANCE MEASURES	
	Quantity of Television Programmes to be purchased according to genre	
	<ul style="list-style-type: none"> Purchase the following hours according to genre: 	
	Programme Genre	2005/06 Annual Programme Hours Sought
	Tamariki	0
	Rangatahi	100
	Whanau	120
	Documentary	6
Pakeke	156	
Drama/Movies	0	
Sports	60	
News/Current Affairs	208	
Total Programme Hours		650
Quantity of Māori language		
<ul style="list-style-type: none"> The Te Reo Māori content of direct funded Māori Television Service programming will be 60%. 		
Quality of Māori language		
<ul style="list-style-type: none"> Quality will be measured by two six monthly reviews by Te Taura Whiri i te Reo Māori (Māori Language Commission) to confirm whether a selection of programmes broadcast have met Te Taura Whiri i te Reo Māori quality indicator framework. 		

Cost: \$16.1 million (exclusive of GST).

Output 2 - Direct Funding of TVNZ

DESCRIPTION	PERFORMANCE MEASURES
Direct Funding of TVNZ for specific programmes that promote Māori language and culture.	<p>Quantity of Broadcast Time Purchased</p> <ul style="list-style-type: none"> Purchase approximately 146 hours from TVNZ.

DESCRIPTION	PERFORMANCE MEASURES										
	<p>Quantity of television programmes to be purchased according to genre</p> <ul style="list-style-type: none"> Purchase the following hours according to genre: 										
	<table border="1"> <thead> <tr> <th>Programme Genre</th> <th>2005/06 Annual Programme Hours Sought</th> </tr> </thead> <tbody> <tr> <td>Documentary</td> <td>38</td> </tr> <tr> <td>Magazine</td> <td>42</td> </tr> <tr> <td>News/Current Affairs</td> <td>66</td> </tr> <tr> <td>Total Programme Hours</td> <td>146</td> </tr> </tbody> </table>	Programme Genre	2005/06 Annual Programme Hours Sought	Documentary	38	Magazine	42	News/Current Affairs	66	Total Programme Hours	146
	Programme Genre	2005/06 Annual Programme Hours Sought									
	Documentary	38									
	Magazine	42									
News/Current Affairs	66										
Total Programme Hours	146										
<p>Quantity of Māori language</p> <ul style="list-style-type: none"> The Te Reo Māori content of direct funded TVNZ programming will be 60%. 											
<p>Quality of Māori language</p> <ul style="list-style-type: none"> Quality will be measured by two six monthly reviews by Te Taura Whiri i te Reo Māori (Māori Language Commission) to confirm whether a selection of programmes broadcast have met Te Taura Whiri i te Reo Māori quality indicator framework. 											
<p>Cost: \$5.1 million (exclusive of GST).</p>											

Output 3 - Contestable Television Programme Funding

DESCRIPTION	PERFORMANCE MEASURES
A contestable funding pool for programmes which promote Māori language and culture.	<p>Quantity of Broadcast Time Purchased</p> <ul style="list-style-type: none"> Purchase approximately 452 hours through contestable funding.

DESCRIPTION	PERFORMANCE MEASURES																						
	<p>Quantity of television programmes to be purchased according to genre</p> <ul style="list-style-type: none"> Purchase the following hours according to genre: <table border="1"> <thead> <tr> <th>Programme Genre</th> <th>2005/06 Annual Programme Hours Sought</th> </tr> </thead> <tbody> <tr> <td>Tamariki</td> <td>100</td> </tr> <tr> <td>Rangatahi</td> <td>120</td> </tr> <tr> <td>Educational</td> <td>80</td> </tr> <tr> <td>Documentary</td> <td>26</td> </tr> <tr> <td>Magazine</td> <td>80</td> </tr> <tr> <td>Drama/Movies</td> <td>6</td> </tr> <tr> <td>General Entertainment</td> <td>26</td> </tr> <tr> <td>Comedy</td> <td>6</td> </tr> <tr> <td>Sports</td> <td>8</td> </tr> <tr> <td>Total Programme Hours</td> <td>452</td> </tr> </tbody> </table>	Programme Genre	2005/06 Annual Programme Hours Sought	Tamariki	100	Rangatahi	120	Educational	80	Documentary	26	Magazine	80	Drama/Movies	6	General Entertainment	26	Comedy	6	Sports	8	Total Programme Hours	452
Programme Genre	2005/06 Annual Programme Hours Sought																						
Tamariki	100																						
Rangatahi	120																						
Educational	80																						
Documentary	26																						
Magazine	80																						
Drama/Movies	6																						
General Entertainment	26																						
Comedy	6																						
Sports	8																						
Total Programme Hours	452																						
	<p>Quantity of Māori language</p> <ul style="list-style-type: none"> The Te Reo Māori content of contestably funded programming will be 60%. <p>Quality of Māori language</p> <ul style="list-style-type: none"> Quality will be measured by two six monthly reviews by Te Taura Whiri i te Reo Māori (Māori Language Commission) to confirm whether a selection of programmes broadcast have met Te Taura Whiri i te Reo Māori quality indicator framework. 																						

Cost: \$19.0 million (exclusive of GST).

Output 4 - Television Industry Co-ordination and Development

DESCRIPTION	PERFORMANCE MEASURES
Māori television industry groups, including Ngā Aho Whakaari, will be funded to facilitate the two-way flow of information between the Māori television industry and Te Māngai Pāho.	<ul style="list-style-type: none"> • Enter into an agreement with Ngā Aho Whakaari for Ngā Aho Whakaari to facilitate a two way flow of information between the Māori television industry and Te Māngai Pāho. • Selected industry representatives agree that the industry groups consulted by Te Māngai Pāho have facilitated the effective flow of information between Te Māngai Pāho and the Māori television industry.
Cost: \$0.1 million (exclusive of GST).	

Summary for Non-Departmental Output Class 03

OUTPUT	DESCRIPTION	COST \$M (EXCLUSIVE OF GST)
Output 1	Direct Funding of MTS	\$16.1
Output 2	Direct Funding of TVNZ	\$5.1
Output 3	Contestable Funding	\$19.0
Output 4	TV Industry Co-ordination	\$0.1
Total Cost for Non-Departmental Output Class 03		\$40.3m

Non-Departmental Output Class 04 - Māori Radio Broadcasting

The Minister of Māori Affairs will purchase this class of outputs from Te Māngai Pāho to:

- promote Māori Radio broadcasting;
- promote capability in the Māori radio broadcasting sector;
- support the operational costs of iwi radio stations; and
- purchase programmes to be broadcast on radio.

Performance measures for this class of outputs will be included in the following documents:

- Te Māngai Pāho's 2005-08 Statement of Intent,
- The 2005/06 Output Plan; and
- The 2005/06 Memorandum of Understanding with the Minister of Māori Affairs.

Outputs will be provided within the appropriated sum of \$11.0 million (exclusive of GST) and interest income of \$0.6 million (exclusive of GST), a total of \$11.6 million (exclusive of GST).

Te Māngai Pāho will deliver four outputs through this output class. A description, the cost and performance measures for these outputs are described below.

Output 1 - Operational Funding for Iwi Radio

DESCRIPTION	PERFORMANCE MEASURES		
Operational funding to iwi stations to broadcast programmes.	Broadcast Time Secured		
	Te Māngai Pāho will secure an eighteen hour window each day from the 21 recognised iwi radio stations to ensure that their contracted te reo hours reach prime time audiences.		
	<ul style="list-style-type: none"> • 137,970 hours of broadcast window secured from 21 iwi radio stations. 		
	Number of Stations	Hours Per Day	Annual Broadcast Window Secured
21	18	137,970	
	Māori language content of secured broadcast time		
	<ul style="list-style-type: none"> • Eight hours per day of te reo Māori purchased from 13 iwi stations, to be broadcast within the broadcast window secured. (See Table opposite). 		

DESCRIPTION	PERFORMANCE MEASURES		
	<ul style="list-style-type: none"> Six hours per day of te reo Māori purchased from 8 iwi stations, to be broadcast within the broadcast window secured (See Table below). <p>Summary of Māori Language Hours Purchased</p>		
	Māori language Hours per day	Number of Stations	Annual Māori language Broadcast Hours
	8	13	37,960
	6	8	17,520
	Total	21	55,480
<p>Quality of Māori language</p> <ul style="list-style-type: none"> Quality will be measured by two six monthly reviews by Te Taura Whiri i te Reo Māori (Māori Language Commission) to confirm whether a selection broadcast recordings have met Te Taura Whiri i te Reo Māori quality indicator framework. 			
Cost: \$6.7million (exclusive of GST).			

Output 2 - Contestable Radio Programme and Music Funding

DESCRIPTION	PERFORMANCE MEASURES	
Contestable Funding will be provided for the promotion of Māori language and culture through radio programme production, event broadcasts and music CDs.	Purchase of programming for national broadcast by distribution to iwi radio stations via the Punga.net network within the broadcast window	
	Programme Genre	2005/06 Annual Programme Hours Sought within the broadcast window
	News/Current Affairs	959
	Open	68
	Sports Show	52
Youth/Music	780	
Documentaries	130	
Outside Broadcasts	60	
Sports Casting	260	
Total Programme Hours	2,309	

DESCRIPTION	PERFORMANCE MEASURES	
	Quantity of music CD albums, CD Singles to be purchased in 2005/06	
	Annual Target	
	Music CD's	3 CD Singles 6 CD Albums
	Midnight to dawn reo content Te Māngai Pāho will make available through the Punga.net system a midnight to dawn programme with reo Māori content for uptake by the 21 iwi stations outside the broadcast window.	
	Programme Genre	2005/06 Annual Programme Hours Sought outside the broadcast window
	Kaumātua (midnight to dawn)	1,560
	Total Programme Hours	1,560
	Quality of Māori language	
	<ul style="list-style-type: none"> Quality will be measured by two six monthly reviews by Te Taura Whiri i te Reo Māori (Māori Language Commission) to confirm whether a selection of programmes broadcast and music produced have met Te Taura Whiri i te Reo Māori quality indicator framework. 	
	Cost: \$2.4 million (exclusive of GST).	

Output 3 - Radio Distribution System and Coverage Extension

DESCRIPTION	PERFORMANCE MEASURES
<p>Funding for a contract to manage the distribution service (Punga.Net) which will be available to iwi radio stations for the purposes of sending and receiving programmes from each other and independent programme makers.</p> <p>This output also includes provision for funding (according to priority) of the means for extension or enhancement of stations' transmission coverage.</p>	<p><i>Distribution Service</i></p> <ul style="list-style-type: none"> • A contract renewed to provide for the management of the Punga.net service. • Feedback from iwi radio stations will indicate that Punga.net service delivery has been satisfactory. <p><i>Coverage Extension Prioritisation</i></p> <ul style="list-style-type: none"> • A project will be completed to identify priority areas for coverage extension / enhancement.
<p>Cost: \$0.6 million (exclusive of GST).</p>	

Output 4 - Capacity Building and Industry Co-ordination

DESCRIPTION	PERFORMANCE MEASURES
<p>Funding (according to priority and technical assessments) will be provided to enhance the broadcasting capability of selected iwi stations.</p> <p>This output also includes provision for the Iwi Radio industry representatives, Te Whakaruruhau, to be contracted to, among other tasks, oversee the Radio Industry Capacity Building programme, and promote and facilitate greater co-ordination between the industry and Te Māngai Pāho.</p>	<ul style="list-style-type: none"> • A technical benchmark to be established for broadcasting requirements of iwi stations. • A priority plan and timetable for the rollout of the upgrade process to be established. • All approved broadcasting enhancement plans have appropriate technical sign-off. • All installations are in accordance with the approved plan and receive appropriate technical sign-off. • Selected industry representatives are satisfied with the management of the broadcasting capability upgrade programme. • Enter into agreements with Te Whakaruruhau for the oversight of the Radio Industry Capacity Building Programme and to promote and facilitate coordination between the radio industry and Te Māngai Pāho. • Selected industry representatives agree that Te Whakaruruhau has facilitated effective co-ordination between Te Māngai Pāho and the members of Te Whakaruruhau and are satisfied with the management of the Radio Industry Capability Building Programme.
<p>Cost: \$1.9 million (exclusive of GST).</p>	

Summary for Non Departmental Output Class 04

OUTPUT	DESCRIPTION	COST \$M (EXCLUSIVE OF GST)
Output 1	Operational Funding for Iwi Radio	\$6.7
Output 2	Contestable Radio Programme and Music Funding	\$2.4
Output 3	Radio Distribution System and Coverage Extension	\$0.6
Output 4	Capacity Building and Industry Co-ordination	\$1.9
Total Cost for Non-Departmental Output Class 04		\$11.6m

Non-Departmental Output Class 05 - Administration of Māori Broadcasting

The Minister of Māori Affairs will purchase this class of outputs from Te Māngai Pāho so that Te Māngai Pāho can:

- meet its statutory functions, including the management and disbursement of funds to promote Māori language and culture;
- pursue the outcomes in the 2005-08 Statement of Intent;
- deliver the outputs in the 2005/06 Output Plan; and
- meet the 2005/06 Memorandum of Understanding with the Minister of Māori Affairs.

Performance measures for this class of outputs will be included in the following documents:

- Te Māngai Pāho's 2005-08 Statement of Intent,
- The 2005/06 Output Plan; and
- The 2005/06 Memorandum of Understanding with the Minister of Māori Affairs.

Outputs will be provided within the appropriated sum of \$ 1.6 million (exclusive of GST) and interest income of \$ 0.4 million, a total of \$ 2.0 million (exclusive of GST).

Te Māngai Pāho will deliver one output through this output class. A description, the cost and performance measures of this output is described below.

Output 1 - Administration of Māori Broadcasting

DESCRIPTION	PERFORMANCE MEASURES
<p>To fund the administrative activities of Te Māngai Pāho including meeting accountability requirements, consultation obligations and the provision of programme purchase and contract management services.</p>	<p><i>Accountability for policies, decisions and performance</i></p> <ul style="list-style-type: none"> • Te Māngai Pāho's Statement of Intent will be tabled in Parliament and available for interested parties at the beginning of the financial year. <p><i>Purchase decisions</i></p> <ul style="list-style-type: none"> • All purchase decisions made by the Board will be in accordance with the approved policies (detailed in the Request for Proposals - RFPs). • All purchase decisions made by the Board will be in accordance with the provisions of the Broadcasting Act 1989 and Te Māngai Pāho's policies. • All completed applications received by Te Māngai Pāho by the published deadlines will be considered by the Board within one month following the deadline. • Te Māngai Pāho will notify all applicants by letter as soon as practicable and by press release where appropriate to the general public. • Te Māngai Pāho will hold funding clinics in 2005/06 to promote understanding of Te Māngai Pāho's funding requirements and improve the quality of proposals received.

DESCRIPTION	PERFORMANCE MEASURES								
	<p><i>Effective Contract Management</i></p> <ul style="list-style-type: none"> • Contracts will be put in place for all successful applicants. • The type and anticipated quantity of contracts managed by Te Māngai Pāho over the course of the financial year will be: 								
	<table border="1"> <thead> <tr> <th>Contract Type</th> <th>2005/06 Annual Forecast Number</th> </tr> </thead> <tbody> <tr> <td>Television</td> <td>130</td> </tr> <tr> <td>Radio</td> <td>90</td> </tr> <tr> <td>Total</td> <td>220</td> </tr> </tbody> </table>	Contract Type	2005/06 Annual Forecast Number	Television	130	Radio	90	Total	220
	Contract Type	2005/06 Annual Forecast Number							
	Television	130							
	Radio	90							
Total	220								
<p><i>Contract Monitoring</i></p> <ul style="list-style-type: none"> • All draft and finalised funding agreements will include Te Māngai Pāho's essential terms and conditions and include clear production milestones, accountabilities and reporting requirements. • Contract monitoring will be undertaken in accordance with agreed procedures. 									
<p>Cost: \$2.0 million (exclusive of GST).</p>									

Summary for Non Departmental Output Class 05

OUTPUT	DESCRIPTION	COST \$M (EXCLUSIVE OF GST)
Output 1	Administration of Māori Broadcasting	\$2.0
Total Cost for Non-Departmental Output Class 05		\$2.0m

FORECAST FINANCIAL STATEMENTS

STATEMENT OF ACCOUNTING POLICIES

For the year ending 30 June 2006

Reporting Entity

These are the forecast financial statements of Te Māngai Pāho, a Crown Entity established under the Broadcasting Act 1989.

The function of Te Māngai Pāho is to promote the Māori language and Māori culture by making funds available for broadcasting and the production of programmes to be broadcast.

In the exercise of this function Te Māngai Pāho will consult from time to time with representatives of Māori interests, broadcasters and others who can, in the opinion of Te Māngai Pāho, assist in the development of funding policies.

Measurement Base

The measurement base adopted is that of historical cost unless otherwise stated.

Accounting Policies

The following accounting policies which materially affect the measurement of financial performance and financial position have been applied:

Budget Figures

The budget figures are those approved by the Board at the beginning of the financial year.

The budget figures have been prepared in accordance with generally accepted accounting practice and are consistent with the accounting policies adopted by the Board for the preparation of the financial statements.

Revenue

Revenue is received from an appropriation by the Crown, for services to third parties and income from investments. Such revenue is recognised as it falls due and is reported in the financial period to which it relates.

Taxation

Income Tax

No income tax liability is incurred in respect of any operations. Te Māngai Pāho is exempt from income tax in accordance with section 53 O of the Broadcasting Amendment Act 1993.

Goods and Services Tax

The financial statements have been prepared on a GST exclusive basis, except for accounts payable and receivable, which are recorded on a GST inclusive basis.

Fringe Benefit Tax

Fringe Benefit Tax is payable on all fringe benefits.

Accounts Receivable

Accounts Receivable is valued at expected realisable value after providing for doubtful and uncollectible debts.

Cash, Bank and Investments

Cash, Bank and Investments are recorded at cost.

Fixed Assets

All fixed assets are recorded at cost less depreciation to date. Any write-down of an item to its recoverable amount is recognised in the Statement of Financial Performance.

Depreciation

Depreciation is provided on a straight-line basis on all fixed assets, at a rate which will write off the cost of the assets over their useful lives, with no residual value. The depreciation rates of major classes of assets have been estimated as follows:

Office Equipment	10-20%
Furniture & fittings	5 - 33%
Computer Equipment	33.3%
Leasehold Improvements	5.5 - 10%
Motor Vehicle	20%

Treatment of the Allocation of Funds

Subject to the following conditions, the allocation of funds to broadcasting projects is treated as expenditure in the year the allocation is made.

Prior to the end of the financial year, the project must have received Board approval and the funding applicant must have received notice of approval in writing. In addition, funding allocations that are date sensitive will be expensed in the financial period to which they relate.

The resulting liability is reduced as the applicant is paid according to the drawdown schedule specified in the production contract.

Financial Instruments

Te Māngai Pāho is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short term deposits, accounts receivable and accounts payable. All financial instruments are recognised in the statement of financial position and all revenue and expenditure in relation to the financial instruments are recognised in the statement of financial performance.

Employee Entitlements

Provision is made in respect of the liability of Te Māngai Pāho for annual leave. The annual leave has been calculated on an actual entitlement basis at current rates of pay.

Leases

Finance Leases

Leases which effectively transfer to Te Māngai Pāho substantially all the risks and benefits incident to ownership of the leased item are classified as finance leases. These leases are capitalised at the lower of the fair value of the asset or the present value of the minimum lease payments. The leased assets and corresponding lease liabilities are recognised in the statement of financial position. The leased assets are depreciated over the period Te Māngai Pāho is expected to benefit from their use.

Operating Leases

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are charged as expenses in the periods in which they are incurred.

Commitments

Future payments are disclosed as commitments at the point when a contractual obligation arises, to the extent that they are equally unperformed obligations. Commitments relating to employment contracts are not disclosed.

Statement of Cash flows

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which Te Māngai Pāho invests as part of its day-to-day cash management.

Operating activities include all activities other than investing and financing activities. The cash inflows include all receipts from the sale of goods and services and other sources of revenue that support the operating activities of Te Māngai Pāho. Cash outflows include payments made to employees, suppliers and for taxes.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise those activities relating to changes in the equity of Te Māngai Pāho.

Comparative Figures

To ensure consistency with the current year's presentation, comparative figures have been restated where appropriate.

Output Cost Statements

The Output Cost Statements, as reported in the Statement of Objectives and Service Performance, report the total funding allocations made for the radio and television outputs for the year ending 30 June 2006. They also report the costs of administrative activities undertaken by Te Māngai Pāho.

Changes in Accounting Policies

There have been no changes in accounting policies since the date of the last audited financial statements. All policies have been applied on a basis consistent with the prior year.

STATEMENT OF PROSPECTIVE FINANCIAL PERFORMANCE

For the three years ending 30 June 2008

	2005 Estimated Actual \$m	2006 Budget \$m	2007 Budget \$m	2008 Budget \$m
REVENUE				
Crown Appropriation	51.3	52.9	53.1	51.6
Other Income	0.5	0	0	0
Interest from Investments	2.4	1.0	0.6	0.6
Total Revenue	54.2	53.9	53.7	52.2
FUNDING EXPENDITURE				
Television	44.8	40.3	40.3	40.3
Radio	10.3	11.6	11.4	9.9
Total funding expenditure	55.1	51.9	51.7	50.2
OPERATING EXPENDITURE				
Administration and consultation	1.8	2.0	2.0	2.0
Total operating expenditure	1.8	2.0	2.0	2.0
Total Expenditure	56.9	53.9	53.7	52.2
NET SURPLUS/(DEFICIT) FOR THE YEAR	(2.7)	0.0	0.0	0.0

The accompanying accounting policies form part of these financial statements.

STATEMENT OF PROSPECTIVE MOVEMENTS IN PUBLIC EQUITY

For the year ending 30 June 2006

	2005 Estimated Position 30 June 2005 \$m	2006 Forecast Position 30 June 2006 \$m
Public Equity brought forward as at 1 July	7.1	4.4
Net surplus/(deficit) for the year	(2.7)	0.0
Total recognised revenues and expenses for the year	(2.7)	0.0
TOTAL PUBLIC EQUITY as at 30 JUNE	4.4	4.4

The accompanying accounting policies form part of these financial statements.

STATEMENT OF ESTIMATED FINANCIAL POSITION

As at 30 June 2005, and

PROSPECTIVE FINANCIAL POSITION

As at 30 June 2006

	2005 Estimated Position 30 June 2005 \$m	2006 Forecast Position 30 June 2006 \$m
PUBLIC EQUITY		
Opening equity 1 July	7.1	4.4
Add surplus/(deficit)	(2.7)	0.0
PUBLIC EQUITY 30 JUNE	4.4	4.4
Represented by:		
ASSETS		
Current Assets		
Cash, bank and short term deposits	28.3	24.2
Receivables	1.0	0.5
Total Current Assets	29.3	24.7
Non-Current Assets		
Fixed Assets	0.2	0.3
Total Non-Current Assets	0.2	0.3
TOTAL ASSETS	29.5	25.0
LIABILITIES		
Current Liabilities		
Accounts payable	0.2	0.3
Funding liabilities	24.9	20.3
Total Current Liabilities	25.1	20.6
TOTAL LIABILITIES	25.1	20.6
NET ASSETS	4.4	4.4

The accompanying accounting policies form part of these financial statements.

STATEMENT OF PROSPECTIVE CASH FLOWS

For the year ending 30 June 2006

	2005 Estimated Actual \$m	2006 Budget \$m
Cash flows from operating activities		
Cash provided from -		
Crown Funding	51.3	52.9
Interest received	2.4	1.0
Other revenues for services provided	0.1	0.2
	53.8	54.1
Cash applied to -		
Payments to suppliers and employees	1.6	1.8
Payments to broadcasters and programme producers	55.0	56.2
GST (net)	0.2	0.1
	56.8	58.1
Net Cash flows from Operating Activities	(3.0)	(4.0)
Cash flows from Investing Activities		
Cash applied to-		
Purchase of fixed assets	0	(0.1)
Net Cash flow from Investing Activities	0	(0.1)
Net Cash Flow from Financing Activities	0	0
Net increase/(decrease) in cash held	(3.0)	(4.1)
Plus Opening cash as at 1 July	31.3	28.3
Closing cash balance as at 30 June	28.3	24.2

The accompanying accounting policies form part of these financial statements.