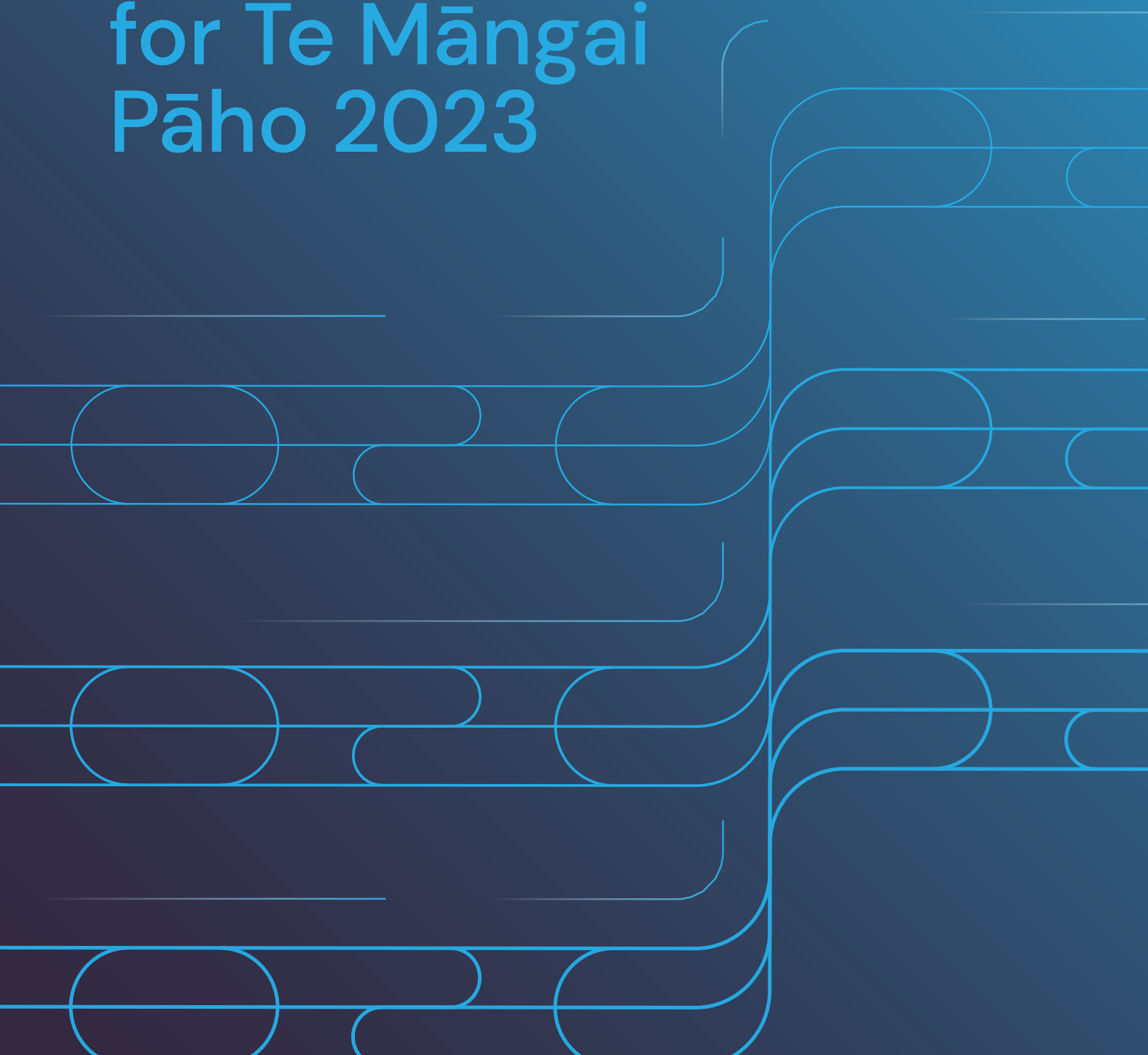




# Briefing to the Incoming Minister for Te Māngai Pāho 2023



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# Tirohanga whānui Overview

## Kia Māhorahora te reo: Māori language - everywhere, every way, everyone, every day

This briefing provides an overview of Te Reo Whakapuaki Irirangi (operating as Te Māngai Pāho) and sets out your role as the Minister responsible for the organisation. It also provides key organisational and budget information. Te Māngai Pāho will provide subsequent briefings on issues of importance to you.

Despite its whakapapa to the Broadcasting Act, Te Māngai Pāho sees itself as a Māori language agency operating in the media, digital, broadcast, social media, iwi radio and music sectors.

Our role is to promote Māori language and culture by funding creators and distributors of Māori language content and Māori cultural initiatives for distribution to audiences via a diverse range of platforms. We also make funds available for archiving Māori language content.

The core function of Te Māngai Pāho is to manage and distribute approximately \$62.6 million (GST exclusive) via funding contracts between the agency and content creators, service providers and platforms.



Te Imurangi Limited, Homestead



# He kōrero mō Te Māngai Pāho

## About us

Te Māngai Pāho was established under the *Broadcasting Amendment Act 1993*, giving life to the Waitangi Tribunal assertion that te reo Māori is a taonga requiring the active protection by the Crown under Te Tiriti o Waitangi.

Te Māngai Pāho was tasked with the specific function of promoting “Māori language and culture” by making funds available for broadcasting, production and archiving of programmes. *Te Ture mō Te Reo Māori 2016/the Māori Language Act 2016* expanded our role to include the ability to fund ‘other activities’ that promote the Māori language and Māori culture.

The legislation sets out matters that Te Māngai Pāho must take into account in relation to funding proposals.



Mahi Tahī Limited, Mātāriki Kāinga Hokinga  
Awareness Campaign

### Our statutory function

The functions of Te Māngai Pāho outlined in the Broadcasting Act 1989 [s.53 B] as follows:

- (1) The primary function of [Te Māngai Pāho] is to promote Māori language and Māori culture by making funds available, on the terms and conditions that it thinks fit, for –
  - (a) broadcasting; and
  - (b) producing programmes for broadcasting; and
  - (c) archiving programmes.
- (2) [Te Māngai Pāho] may also make funds available (on the terms and conditions that it thinks fit and, as far as practicable, in a manner consistent with its primary function) for –
  - (a) transmitting on demand; and
  - (b) producing content for transmitting on demand; and
  - (c) archiving content; and
  - (d) other activities to promote the Māori language and Māori culture.

The Broadcasting Act also provides that the Board of Te Māngai Pāho shall be comprised of not more than five members. All members are appointed by the Minister but *Te Ture mō te Reo Māori 2016*, requires three of the members to be appointed from nominations made by Te Mātāwai.

## Organisation

The Board is responsible for setting the agency's goals and overall direction; making policies and decisions about its content funding; ensuring the agency has the personnel, systems and resources to carry out its role; and ensuring that it complies fully with its legal and other obligations.

Te Māngai Pāho currently has a complement of four out of five Board members. Two board members are appointed directly by you, the Minister for Māori Development, and two are appointed by you from nominations provided by Te Mātāwai.

It is also the Minister's responsibility to appoint the Chair and Deputy Chair. **Details of all Board members are set out in Annex 1.**

Te Māngai Pāho has a kaimahi complement of 17, including the Chief Executive who is appointed by the Board. **Details of all kaimahi are set out in Annex 1.**



**Dr Eruera Prendergast-Tarena**

*Ngai Tahu, Ngāti Porou,  
Te Whānau-ā-Apanui*  
**Chair**

12 January 2014 –  
5 March 2025



**Paraone Gloyne**

*Ngāti Raukawa*  
**Deputy Chair**

10 July 2019 –  
5 March 2025



**Tamalene Painting**

*Ngāpuhi*  
**Board Member**

1 July 2020 –  
30 June 2024



**Brian Morris**

*Ngāti Kahungunu,  
Rongowhakaata*  
**Board Member**

5 September 2024 –  
5 March 2026

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## Key contacts

The following provides key initial contacts related to your responsibilities as Minister.



**Dr Eruera Prendergast-Tarena**

**Toihau** | Board Chair

Board matters, including but not limited to the agency's goals and overall direction.



**Larry Parr**

**Kaihautū** | Chief Executive  
[larry@tmp.govt.nz](mailto:larry@tmp.govt.nz) 021 290 0183

Responsible for the overall organisational leadership of Te Māngai Pāho ensuring the effective management of the agency and its operations.



## What we do

As a Māori language agency, Te Māngai Pāho supports the overarching goals of Te Whare o te Reo Mauriora. 'Kia Mauri Ora te Reo – kia rere, kia tika, kia Māori.'

In our *Statement of Intent 2023–2028*, we updated our vision to align to the Maihi Karauna – 'Kia māhorahora te reo: Māori language – everywhere, every way, everyone, every day.'

### Our major outcome:

#### **Kia kaingākauria te reo Māori me te ahurea Māori e Aotearoa whānui.**

Māori language and culture is embraced by all New Zealanders.

We have also set a number of short and intermediate goals to help us achieve these goals.

### Our key focus areas:



Encourage, develop and nurture Māori creative talent and capability.



Encourage creativity, innovation and excellence in the production of Māori content.



Grow audiences and engagement with high quality, easily accessible Māori language content.

There are a number of strategy documents that set out the goals and intentions of Te Māngai Pāho:

- [Maihi Karauna Strategy](#) – the Crown's strategy for te reo Māori revitalisation 2019–2023
- [Statement of Intent \(SOI\) 2023–2028](#) – our strategic goals for the next 5 years
- [Statement of Performance Expectations \(SPE\) 2023/24](#) – our annual performance measures

## Our operating principles

**Ko te reo te take!** – we exist for and expect all we do contributes to te reo Māori.

**Whakaōrite whiwiringa** – we provide equality of access and opportunity.

**Ngā whāinga** – we have clear targets and strategies to measure performance.

**Mahi whanokē** – we value innovative and disruptive initiatives that promote te reo Māori.

**Matatika** – we will treat all applicants impartially and with honesty and equity.

**Pūtea whaihua** – we seek innovative but efficient use of resources.

**Mārama pū** – we are clear and accountable in all that we do.

## Our funding processes

Our funding is distributed via direct and contestable funding rounds. In the 2023/24 financial year, Te Māngai Pāho has a budget of \$62.6 million (excl GST) to distribute.

Te Māngai Pāho is the primary agency tasked with funding Māori language content. We have a responsibility to ensure that we fund content that meets the growing need for quality te reo Māori content. Our focus is on promoting the development of good-quality content that can be easily repurposed for audiences on multiple platforms and to meet the increasing demand for content anywhere, any time, on any device.

In partnership with other language and broadcast funding agencies, Te Māngai Pāho must ensure it responds to the everchanging media landscape. Audiences no longer predominantly watch linear television, and so we must adapt to include new and emerging platforms and explore innovative avenues to create and deliver relevant, engaging and informative content.

## Our funding streams and budget

Te Māngai Pāho funds content for television, radio, digital, social media, music and other initiatives. Up until the current financial year, Te Māngai Pāho funded Whakaata Māori \$19 million for the content it produces; Whakaata Māori now receives that funding directly from Te Puni Kōkiri.

### Our funding is allocated against the following streams of content:

<b>Diverse Content</b> \$38.1 million	<b>Māori Music</b> \$1.5 million	<b>Māori Radio</b> \$16 million	<b>Industry Support</b> \$7 million
60% of funding allocated is through contestable funding rounds for Māori language and culture content for television, digital, film and other diverse content platforms. Contestable funding rounds are created and content creators are invited to apply for funding to create Māori content for television, film, digital and other diverse audiences.	A range of waiata reo Māori tracks, album projects, platform and artist support and specialist funding rounds are administered. The success and quality of Māori Music continues to grow with projects such as Waiata Anthems and support of new and emerging artists.	Te Māngai Pāho direct funds 21 Māori radio stations across Aotearoa New Zealand. These stations are broadcast on frequencies reserved for the promotion of Māori language and culture. Platform funding is allocated for content production and growing audience engagement. Funding is also made available to supplement core funding and diversify their operations and transmission costs.	Funds are made available for industry support and capacity building. A mix of contestable and direct funded initiatives are administered through this funding stream. Kaupapa supported by this funding stream includes events such as Matariki, Te Wiki o te reo Māori and Waitangi Day. Archiving of funded content at Ngā Taonga Sound & Vision is also provided by this allocation.

## Key events

In the last quarter of 2023/24, we will celebrate our 30-year anniversary. We are developing initiatives for 2024 to mark the occasion and celebrate 30 years of promoting te reo Māori and ahurea Māori.

Kaupapa	Description	Dates
Our 30-year anniversary	Promotion of funded Māori language and culture content	January – December 2024

## Upcoming accountability reporting

Reports	Description	Dates
Annual report	Bilingual reports (Māori and English) provided to Parliament on the performance of Te Māngai Pāho for 2022/23	November 2023
Quarterly report	Quarterly reports are emailed to the Minister's office directly	31 January 2024 30 April 2024 31 July 2024 31 October 2024
Māori Affairs Select Committee (MASC)	Appearance of the Board Chair and Chief Executive before the Māori Affairs Select Committee for the annual review	February/March 2024
Letter of Expectations	A formal letter provided by the Minister setting out in a timely manner their expectations over the coming year	March/April 2024
Statement of Performance Expectations (SPE)	Sets out our budget, goals and performance measures for the 2024/25 financial year.	May/June 2024





# Te aronga rautaki

## Our strategic direction

Our strategies help us manage funding decisions and provide our sector strategic direction informed by data and community feedback. This section will detail key strategies and data analysis that Te Māngai Pāho has created to support our funding.

### Our Outcomes Framework

#### Our vision:

#### Kia māhorahora te reo:

Māori language – everywhere, every way, everyone, every day

#### Our major outcome:

#### Kia kaingākauria te reo Māori me te ahurea Māori e Aotearoa whānui.

Māori language and culture is embraced by all New Zealanders.

#### Our intermediate outcome:

#### Tokomaha ake ngā tāngata o Aotearoa e kōrero ana i te nui ake o te reo Māori.

More New Zealanders speaking more te reo Māori.

#### Short Term or annual outcome:

#### Ia tau ka neke te tohu waenga o tauine KoPA ki te taha matau mā te 2%.

An annual 2% shift to the right of the midpoint on the KoPA continuum.

#### Our key focus areas:



#### Ngā Kaiwaihanga – Creators

Encourage, develop and nurture Māori creative talent and capability.

- Fund initiatives that encourage innovative high quality Māori content
- Provide opportunities for content creators to grow



#### Ngā Kaupapa – Content

Encourage creativity, innovation and excellence in the production of Māori content.

- 60% of all content funded is for fluent Māori audiences
- 30% of content funded is for innovative new platforms



#### Ngā minenga – Audiences

Grow audiences and engagement with high quality, easily accessible Māori language content.

- Increase cumulative audience for Māori content across all platforms
- Right-shift the population along the KoPA model by 2%

## Our values

The values that underpin our approach remain unchanged:

### Ngā Tikanga – Motivation

Ko ngā tikanga Māori tepūtake o ā mātou mahi katoa.

Tikanga Māori are fundamental to everything we do. Revitalisation of te reo Māori is the reason we exist; tikanga must underpin our decisions and interactions.

### Mahi Tahī – Collaboration

Ka noho a Te Māngai Pāho hei whākōkī mahi tahī.

We accept that our success requires collaboration. While accepting our distinctiveness as individuals, we collaborate to maximise our collective contribution.

### Te Hiranga – Excellence

E whāia ana mātou kia eke kairangi i roto i ā mātou mahi katoa.

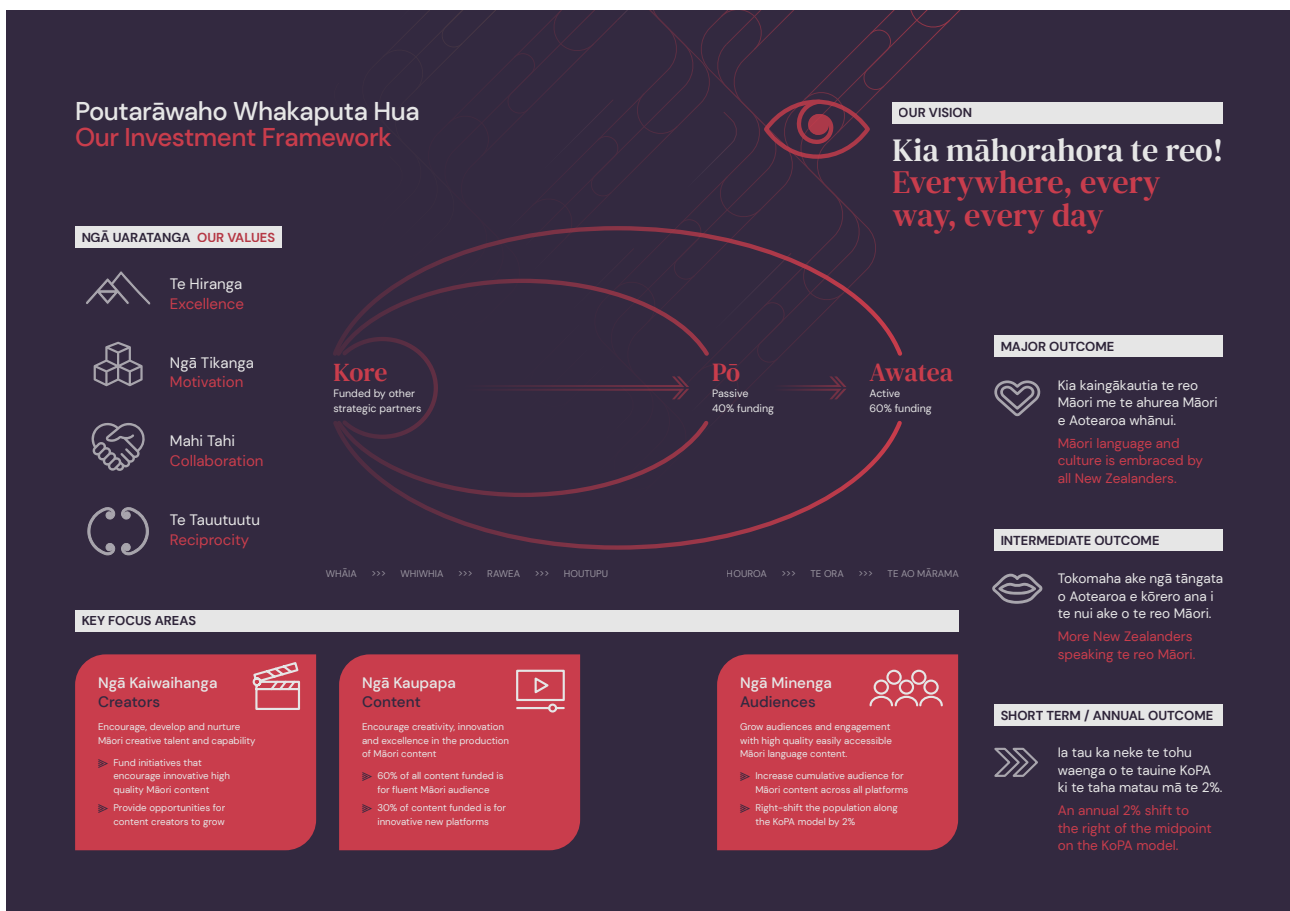
We strive for excellence in all that we do. That requires us to be creative, innovative, bold and responsible.

### Te Tauutuutu – Reciprocity

Ko ngā here tauutuutu e arahi ana i ā tātou hononga ā-tāngata, ā-rapunga hoki.

Reciprocal obligations guide our relationships. We accept the need for openness and honesty in all engagements.

## Our Investment Framework



## KoPA Model

Te Māngai Pāho has a responsibility to ensure its funding has wide audience potential and contributes to the status of te reo Māori. Te Māngai Pāho works closely with Te Taura Whiri i te Reo Māori to understand its impact on te reo Māori. It understands that Te Māngai Pāho and the media sector’s greatest impact on te reo Māori is to the status of the language.

In 2017, Te Māngai Pāho adopted the KoPA (formerly ZePA) model which measures the changes in attitudes and behaviours towards te reo Māori. This model was peer reviewed by Stats NZ to ensure it is robust and comprehensive. The KoPA model comprises three major states or zones:

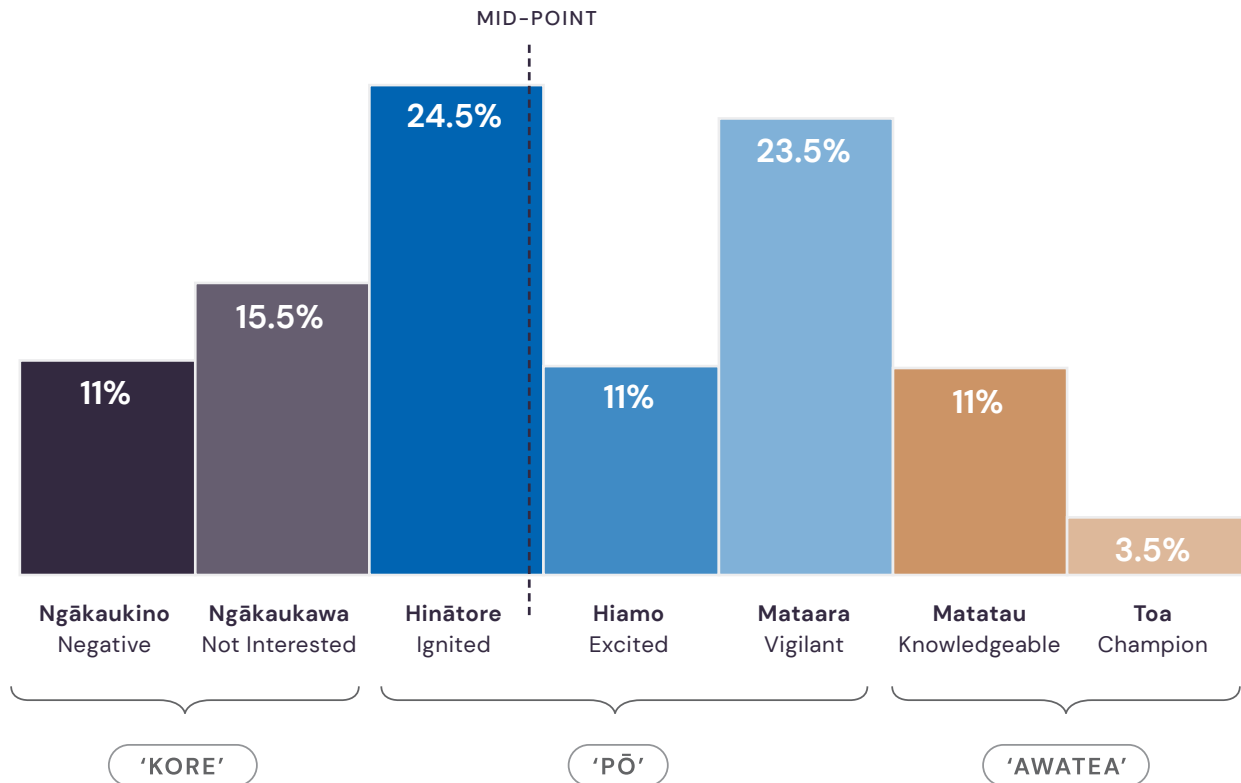
- **Kore (Zero)** – in which there is no use and no receptivity towards Māori language.
- **Pō (Passive)** – in which an individual is accommodating of Māori language.
- **Awatea (Active)** – in which the individual actively strives to advance the Māori language.

The population has been segmented along a language and cultural behaviour continuum. On the left are those who have little to no knowledge and negative opinions on te reo Māori. On the right are people who are active promoters and users of te reo Māori. Everyone in the population sits somewhere along this continuum. Our objective is to right-shift the population along the KoPA continuum. The content we fund and promote contributes to people’s awareness, understanding and attitudes towards the language.

We work with platforms, broadcasters and other key stakeholders who also contribute to right-shifting the New Zealand population.

Recently, other agencies have also recognised the value of the KoPA model and are starting to explore its use. The biggest impediment to language acquisition is societal attitudes. In language planning terms societal attitudes impact the status of the language. The impact of Te Māngai Pāho funding initiatives is primarily on status. While the KoPA model is a high-level indicator of status, it can also be considered an indicator of the overall health of the reo Māori revitalisation ecosystem.

### KoPA model segmentation 2023



## Funding Impact Model

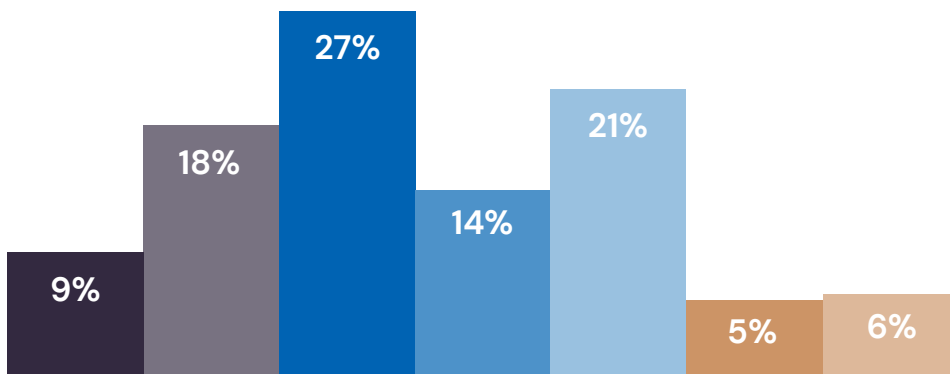
Te Māngai Pāho has recently developed a bespoke tool that fuses data sourced from the Niensens' Audience Surveys with the KoPA model to better understand audiences for specific content. At this stage the model is only available for linear television content but it will expand to include online audiences in the near future. The tool enables us to understand where on the KoPA continuum audiences for content sit. This is an innovative new tool and will help our content creators better understand their audiences and their attitudes to te reo Māori.

It will enable us to have conversations with content creators about the impact their content has on te reo Māori.

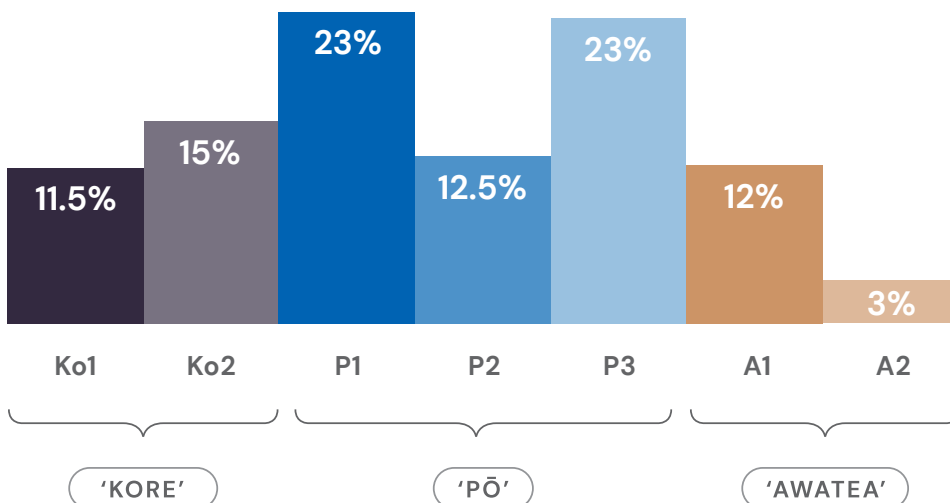
The model has challenged some of our own assumptions. The example below provides a comparison of the audience for the coverage of Te Matatini in February 2023 with the KoPA segmentation of the population of Aotearoa. Somewhat surprisingly, a significant number of the audience for Te Matatini were in the Kore and Pō segments of KoPA, which indicates that even those who have little to no reo capacity and generally more negative attitudes towards Māori language and culture still engage with and enjoy Māori content such as kapa haka.

The development of the model is ongoing and Te Māngai Pāho expects to share a more robust version of the tool with the sector in the 2024/25 financial year.

### Te Matatini National Festival audience segmentation



### Segmentation of New Zealand as a whole (2022)



## Te Ara Waihanga

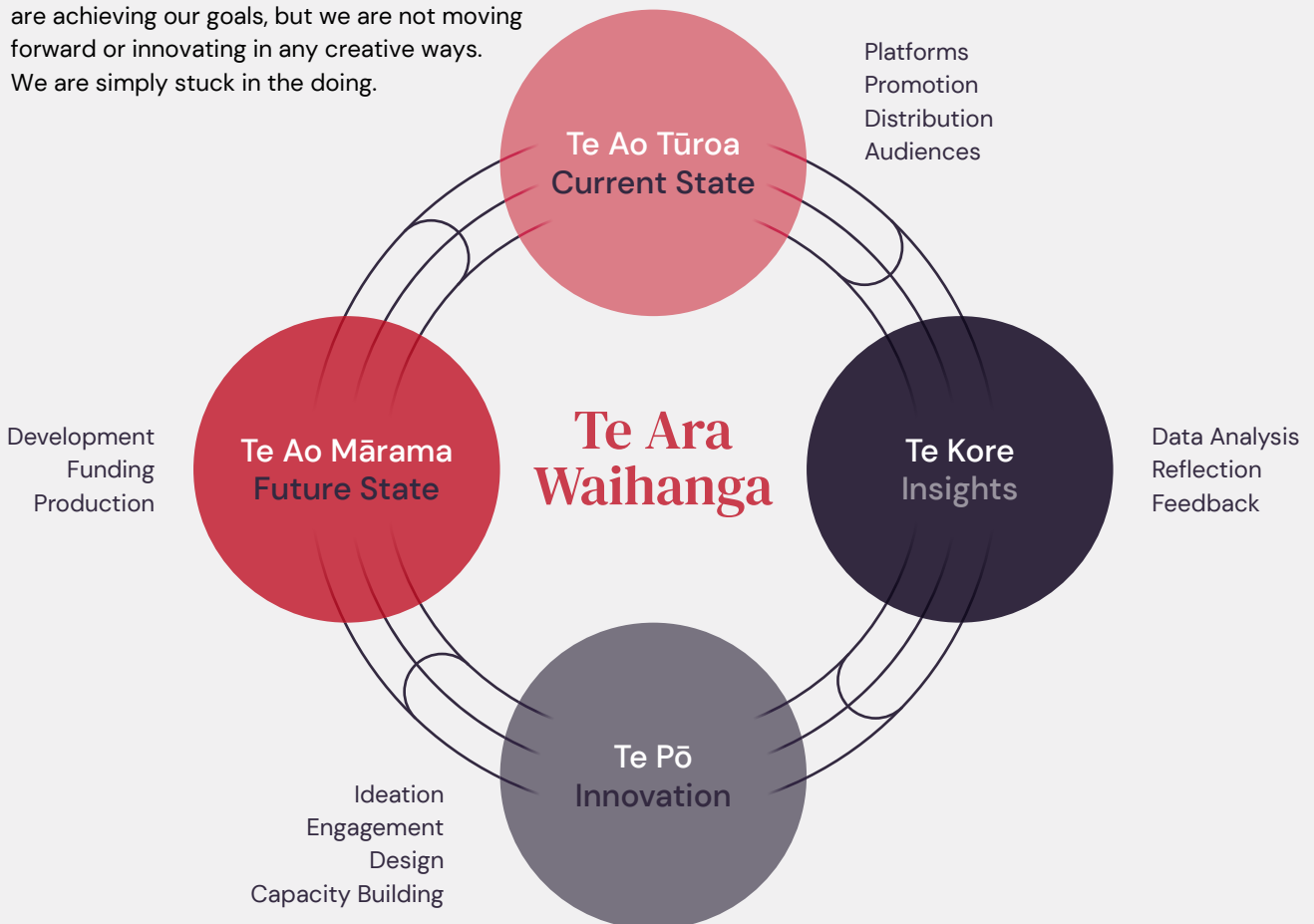
Introduced in our *Statement of Intent 2023-2028*, Te Ara Waihanga is an innovative framework that will assist our engagement and collaboration with the Māori media sector. It will support the sector to adopt a data-led approach to transformation.

The beauty of the tool is that it can be deployed for a whole of sector exercise; a single funding domain; or a project. For example, the existing news and current affairs model for both mainstream and Māori audiences is under pressure. Te Māngai Pāho has begun a Te Ara Waihanga process to engage with producers and platforms to re-imagine Māori news and current affairs.

The four sections of Te Ara Waihanga are detailed below:

**Te Ao Tūroa** – this is our current situation. It is also where we eventually tend to lose track of what we are doing and why we are doing it. It’s where we are achieving our goals, but we are not moving forward or innovating in any creative ways. We are simply stuck in the doing.

- **Te Kore** – in Te Kore we can reflect and make sense of the landscape and reconnect with what is important to us. This is where new potential emerges, but we must be careful because it is also where we can get stuck in ideas.
- **Te Pō** – this is the space of creativity, where we can turn dreams into reality. Sometimes it will come in a lightbulb moment, sometimes it will be a more gradual process. But this is the space where you have to have the time and space to dream and prepare.
- **Te Ao Mārama** – Finally we move into the phase where we can make things happen. The pathway forward is clear, and we can share our ideas with those who can help us realise them – platforms, funders, and other creators.



# 4

# Te wāhi ki te Minita Minister's role

While Te Māngai Pāho is an autonomous Crown Entity under the Crown Entities Act 2004, and operates with a degree of independence, we must have regard to government policy when directed by you. Since as our responsible Minister, you are accountable to Parliament for ensuring Te Māngai Pāho carries out its functions properly and efficiently.

The key matters we engage on and for which you are responsible are:

- Oversight and management of the Crown's interest in, and relationship with, Te Māngai Pāho.
- The appointment, re-appointment and removal of Board members ensure Te Māngai Pāho has an effective governance.
- To participate in setting the strategic direction and annual performance expectations of Te Māngai Pāho.
- The review of Te Māngai Pāho performance and results.
- To manage any risks on behalf of the Crown.

Some decision-making under the functions of Te Māngai Pāho, such as content funding decisions which are made by the Board, are undertaken independently of Ministerial control or oversight. However, Te Māngai remains accountable to the Minister for the overall functioning and delivery of agency responsibilities.

## Meeting Frequency

Te Māngai Pāho provides quarterly reports on financial and service performance measures and any key issues that may be relevant. Traditionally meetings with the Minister have been held following delivery of these quarterly reports or on an "as required basis". We would welcome continuing that practice should you consider it appropriate.

## Governance

The Board of Te Māngai Pāho is accountable to you as Minister. A "no surprises" relationship is critical for you as the responsible Minister.

This means you can expect the Board to:

- be conscious of possible implications of their decisions and actions for wider government policy issues;
- advise the responsible Minister of issues that may be discussed in the public arena or that may require a Ministerial response, preferably ahead of time or otherwise as soon as possible; and
- inform the Minister in advance of any major strategic initiative.

## Appointments

Brian Morris was appointed to the Board of Te Māngai Pāho by Minister for Māori Development Willie Jackson on 5 September 2023. Brian previously served as a board member from 11 December 2015 to 30 June 2019. The Minister also confirmed the reappointments of our Chair and Deputy Chair, Dr Eruera Tarena and Paraone Gloyne, who will both serve 18-months terms commencing on 5 September 2023. The current Board members are: Dr Eruera Prendergast-Tarena (Toihau) Ministerial Appointee; Paraone Gloyne (Toihau Tuarua) - Te Mātāwai Nominee; Tamalene Painting (Board Member) Te Mātāwai Nominee; and Brian Morris (Board Member) Ministerial Nominee (replaces Kim Ngarimu).

There is a vacancy for the appointment of a further Te Mātāwai nominee. We look forward to working with Te Mātāwai and the Minister to fill that vacancy with the appropriate skill set.





# He ara whakamua Pathway forward

## Our advice for the first 100 days

Within the first 100 days of office, we will work with you on:

### Annual report

Our [Annual Report 2022/23](#) was due to be tabled in Parliament in late November 2023.

### Planning

As Minister, you provide us with a *Letter of Expectations* for the new financial year. Ideally, we will receive this early in the planning cycle for the 2024/25 financial year.

### Te Māngai Pāho Board members

There are currently four of five members on our Board. We will work with you as the Minister to appoint the final member for us to have a full complement and ensure we can carry out our duties. A full complement of Board Members is important as it enables the Board to function effectively and ensures that managing absences and potential conflicts of interest do not impact on the timeliness of Board decisions.

### Key collaborations

Te Māngai Pāho seeks to collaborate closely with our colleague agencies in the te reo Māori space: Te Taura Whiri i te Reo Māori, Whakaata Māori, Te Mātāwai and Te Puni Kōkiri. We also have a good working relationship with agencies in the wider media sector: NZ On Air and the NZ Film Commission.

## Opportunities and challenges

Te reo Māori is recognised as a taonga under Article Two of the Treaty of Waitangi and the Crown has a responsibility under Article One to safeguard this taonga. The establishment of Te Māngai Pāho 30 years ago attests to this commitment.

Despite some vocal criticism there has been a measurable positive shift in sentiment towards Māori language and culture.

This section summarises the opportunities and challenges we see for te reo Māori and media sectors.

- **Matariki** – Aotearoa has embraced Matariki and more and more New Zealanders are seeking opportunities to participate in the occasion.
- **Te Matatini** – The audience data points to significant engagement from non-Māori audiences. In the first half of 2024 the Regional Kapa Haka competitions will be held.
- **Time limited funding** – Te Māngai Pāho has \$16 million of time limited funding. Some very difficult decisions will need to be made if that funding is not continued. Te Māngai looks forward to working with the Minister to address this matter.
- **Judicial review** – An unsuccessful applicant for Te Māngai Pāho funding has issued Judicial Review proceedings against Te Māngai Pāho. Te Māngai Pāho has engaged senior legal advice to defend the matter and will keep the Minister advised of any developments. If the matter goes to a hearing it will be in the second quarter of 2024.



# Ngā āpitihanga Annexes

## Annex 1: Te Māngai Pāho Board and Kaimahi

### Te Māngai Pāho Board as at October 2023



**Dr Eruera Prendergast-Tarena**

*Ngai Tahu, Ngāti Porou, Te Whānau-ā-Apanui  
Toihau*

*12 January 2014 – 5 March 2025*

Eruera joined the Board of Te Māngai Pāho in 2014 and was appointed Chair in November 2016. Eruera brings a strong background in te reo, tikanga and language revitalisation to the Board, as well as extensive strategic management skills and academic leadership. Eruera is Executive Director for Tokona te Raki: Māori Futures Collective, a centre for indigenous social innovation based in Ōtautahi/Christchurch. He has worked across multiple divisions of Te Rūnanga o Ngāi Tahu and has extensive experience facilitating collaborative partnerships, cross-disciplinary teams and projects. A graduate of Te Panekiretanga Centre for Excellence in te reo Māori, Eruera studied Māori oral traditions for his master's degree and received the Fulbright / Ngā Pae o te Māramatanga Scholar Award in 2013. He was a First Nations Future Fellow at Stanford University in 2011 and was awarded his PhD in 2015 for his study of indigenous organisations, their design and how they balance culture and commerce. Eruera has recently received a NEXT Foundation Fellowship to develop an indigenous innovation framework. Most important, Eruera is the father of four tamariki raised in te reo who are his driving force in language revitalisation efforts and his reality check on how younger generations engage with te reo content and how they choose to express themselves and their culture through te reo.



**Paraone Gloyne**

*Ngāti Raukawa  
Toihau Tuarua*

*10 July 2019 – 5 March 2025*

Paraone Gloyne is a Māori language advocate, teacher, composer, mentor, innovator, an broadcaster, with a focus on language, custom, ceremonial calling, oratory and traditional songs. He has taught for more than 10 years at the national Kura Reo, and tutors at Te Whare Kōrero o Raukawa. Mr Gloyne is a former student, advocate, and support tutor of Te Panekiretanga o te reo Māori (the Institute of Excellence in the Māori language), and works as the Pou Tikanga and Pou Reo Matua at Te Wānanga o Aotearoa campus in Te Awamutu, facilitating the internal Māori language strategy Reo Ora. He was instrumental in the creation of Mahuru Māori, and is the announcer and programmer of Taringa, a bilingual podcast of Te Wānanga o Aotearoa. Mr Gloyne is currently the Chairperson of the Tainui Waka Cultural Trust, delegate for Tainui to the National Committee of Te Matatini, member of the executive committee of Te Ara Wai: Te Whare Taonga Hou o Waipā. He is also the chairperson of the Te Taumatua o Mōtai Tangata Rau, and the Marae Committee of O-Tāwhao and is currently the organisers of the executive group of Te Ahu o Te Reo ki Tainui.



**Tamalene Painting**

*Ngāpuhi*

**Board Member**

*1 July 2020 – 30 June 2024*

Tamalene brings more than 30 years of television and film production experience and knowledge to her role of Te Māngai Pāho Board Member. Throughout her extensive career, she has collaborated with other Māori producers and industry organisations to prioritise capacity building, advocate for Māori working in the screen industry, and create opportunities for authentic Māori programming and storytelling. Part of that process was lobbying for a dedicated Māori channel. Tamalene is Chair of the Committee of Management responsible for managing and growing the assets of her Hokianga based hapū and is part of the taumata at Te Herenga Waka O Orewa, a community-based marae in Silverdale.



**Brian Morris**

*Ngāti Kahungunu, Rongowhakaata*

**Board Member**

*5 September 2023 – 5 March 2026*

Brian returns to Te Māngai Pāho Board after a 4-year hiatus. He has over 20 years' experience in the publishing industry as a company director. As a former principal of Te Aute College and an experienced educator, Brian brings to the Board excellent relationship management skills at the strategic level and well-established networks with iwi. Brian is a fluent speaker of Māori and a Te Taura Whiri i te Reo Māori licensed translator. Throughout his career, Brian has held many positions in iwi organisations, with his most recent role being the Cultural Lead for the Ngā Ara Tipuna – Digital Storytelling Trail in Waipukurau.

## Te Māngai Pāho Kaimahi as at October 2023

### Larry Parr ONZM

*Ngāti Raukawa, Muaūpoko*  
**Kaihautū** | Chief Executive  
[larry@tmp.govt.nz](mailto:larry@tmp.govt.nz)

Born in the Whanganui town of Raetihi, Larry Parr is of Ngāti Raukawa and Muaūpoko descent. After attending St. Stephen's School (Tīpene), Bombay, South Auckland he went to the University of Auckland, graduating with a law degree in 1975. He has an extensive background in film and television production and played a role in several of New Zealand's early film successes. He has dedicated a significant amount of his career to developing Māori involvement in the film industry. Before joining Te Māngai Pāho, Larry was General Manager of Programming at Māori Television. In October 2008, Larry left Māori Television to become Manager of Television Funding at Te Māngai Pāho. He was appointed Kaihautū of Te Māngai Pāho in 2016.

### Lynne Kruse-Parr

*Ngāti Hāmoa*  
**Pou Tuku Pūtea** | Funding Manager  
[Lynne@tmp.govt.nz](mailto:Lynne@tmp.govt.nz)

### Nadia Marsh

*Ngāti Raukawa, Ngāti Maniapoto, Te Rarawa*  
**Mātanga Puoro** | Music Lead and  
Acting Head of Content  
[Nadia@tmp.govt.nz](mailto:Nadia@tmp.govt.nz)

### Wi-Tako James Lennox Love

*Te Ātiawa, Ngāti Kahungunu, Ngāti Mutunga*  
**Pou Pūtea Rangatōpū** | Acting Corporate  
Finance Manager  
[Witako@tmp.govt.nz](mailto:Witako@tmp.govt.nz)

### Jess Tawhiri

*Ngāti Kahungunu, Ngāi Tahu*  
**Kaitohutohu Matua Whakapā** |  
Senior Communications Advisor  
[Jess@tmp.govt.nz](mailto:Jess@tmp.govt.nz)

### Ruth Katene

*Ngā Rauru, Ngāti Ruanui*  
**Kaitohutohu Matua Tuku Pūtea** |  
Senior Funding Advisor  
[Ruth@tmp.govt.nz](mailto:Ruth@tmp.govt.nz)

### Carl Goldsmith

*Ngāti Porou, Te Aitanga-a-Māhaki, Ngāti Kahununu,  
Rangitāne, Ngāti Apa*  
**Kaitohutohu Matua Ārahi Kaupapa** |  
Senior Content Advisor  
[Carl@tmp.govt.nz](mailto:Carl@tmp.govt.nz)

### Ruiha Anderson

*Ngāti Hako, Ngāti Maniapoto, Ngāti Whakaue*  
**Pou Ratonga Rangapū** | Acting Corporate  
Services Manager  
[Ruiha@tmp.govt.nz](mailto:Ruiha@tmp.govt.nz)

### Ngamako Toroa Pomana

*Ngāi Tāmanuhiri, Ngāti Porou*  
**Kaitohutohu Tuku Pūtea** | Funding Advisor  
[Ngamako@tmp.govt.nz](mailto:Ngamako@tmp.govt.nz)

### Rochelle Powers

*Ngāti Maniapoto, Ngāti Kahungunu*  
**Kaitohutohu Matua Tuku Pūtea** |  
Senior Funding Advisor  
[Rochelle@tmp.govt.nz](mailto:Rochelle@tmp.govt.nz)

### Junea Silbery

*Te Rarawa, Ngāti Maniapoto, Ngāi Tahu*  
**Kaitohutohu Matua Ārahi Kaupapa** |  
Senior Content Advisor  
[Junea@tmp.govt.nz](mailto:Junea@tmp.govt.nz)

### Bradley Barber Hyland

*Ngāpuhi, Te Rarawa, Ngāi Tahu*  
**Kaikaute** | Corporate Accountant  
[Bradley@tmp.govt.nz](mailto:Bradley@tmp.govt.nz)

### Moana Marsh

*Ngāti Raukawa, Ngāti Maniapoto*  
**Kaitohutohu Tuku Pūtea** | Funding Advisor  
[Moana@tmp.govt.nz](mailto:Moana@tmp.govt.nz)

### Tia Ward

*Taranaki, Ngāti Maniapoto*  
**Kaitaunaki Puoro** | Music Intern (Fixed Term)  
[Tia@tmp.govt.nz](mailto:Tia@tmp.govt.nz)

## Annex 2: Statement of Performance Expectations 2023/24

These are our performance measures for the current financial year:

### 1. Strategy Impact Measures

Investment in content that grows engagement and promotes right-shift

Collective Strategy Impact Measures	2022/23 KoPA Measurement Survey	2023/24 Target
<b>Right-shift has occurred in the New Zealand population</b>		
The midpoint for the New Zealand population in terms of attitudes and behaviours towards te reo Māori and tikanga Māori has shifted to the right on the KoPA measurement scale.	Midpoint = 24/27 of P1	Midpoint is to the right of the measure
<b>Attitudes: Māori Language and culture valued</b>		
1. Te reo Māori should be valued by all New Zealanders.	49%	49%>=
2. Māori culture should be valued by all New Zealanders.	54%	54%>=
<b>Behaviours: More participation in Māori language and culture activities</b>		
Learning, conversing, teaching te reo Māori and participation in Māori culture activities in the last 12 months. <sup>11</sup>	42%	42%>=
<b>Use: More people speak te reo Māori</b>		
Able to have a conversation about a lot of everyday things in te reo Māori.	6%	6%>=
Frequency of using te reo Māori (Ongoing throughout the day).	5%	5%>=
<b>Awareness: More awareness of Māori culture</b>		
I am better informed on Māori issues.	20%	20%>=
<b>Influence: More people inspired to learn and improve their understanding of te reo Māori and culture</b>		
1. Intention to improve my understanding of te reo Māori.	53%	53%>=
2. I would like to learn more about Māori culture.	37%	37%>=
<b>Te Māngai Pāho Strategy Impact Measures</b>		
<b>Quality Māori language content: Impact of Māori programming – among viewers and listeners of Māori programming<sup>12</sup></b>		
1. My te reo Māori ability has improved.	28%	28%>=
2. My knowledge of Māori culture has improved.	44%	44%>=

## 2. How Performance Will be Assessed and End of Year Reporting Requirements

Assessment of Performance	2022/23		2023/24
	Final Budgeted Standard	Estimated Actual	Budget Standard
All Te Māngai Pāho funding contracts for Māori content creation, content distribution and other activities promote Māori language and culture support the goals of the Maihi Karauna.	100%	100%	100%
Funding is distributed to third parties for Māori content distribution and other activities to promote Māori language and culture.	94%	94%	94%
Percentage increase in audiences for Te Māngai Pāho funded content.	5% or more	<5%	5% or more
Māori language content funded by Te Māngai Pāho achieves a quality standard of at least 90% on the Māori Language Evaluation Framework.	Achieved	Achieved	Achieved

## 3. Investment Performance Measures

	2021/22 Actual	2022/23 Estimated Actual	2023/24 Forecast
<b>Diverse Content</b>			
<b>Audience</b>			
Increase audiences for funded programmes across combined broadcast and digital platforms.	Not Achieved (-1%)	>5%	>5%
<b>Content</b>			
At least 60% of content funded by Te Māngai Pāho is fluent category content (a minimum of 70% Māori language content).	Achieved 68%	Achieved 60%	Achieved 60%
Number of programmes or projects funded for diverse content.	Not Achieved 67	Achieved 70	Achieved 70



	2021/22 Actual	2022/23 Estimated Actual	2023/24 Forecast
<b>Māori Radio</b>			
<b>Audience</b>			
Increase iwi radio listenership across the combined broadcast and digital platforms by >5%.	Not Achieved -4%	Not Achieved +2%	Achieved >5%
<b>Content</b>			
<i>Broadcast quality</i> The on-air content of station broadcasts is assessed as achieving a quality standard of at least 80% based on our agreed Māori Radio Broadcasting Evaluation Framework.  (Quality is assessed on twelve quality aspects, each on a five-point scale where 5 is Excellent and 1 is Poor).	Not Achieved  Average broadcast quality score across the iwi radio network was 72%	Not Achieved 70%	Achieved 80%
<b>Māori Music</b>			
<b>Audience: Greater Reach</b>			
Increase online audiences for te reo Māori music (Streaming). <sup>*3</sup>	Achieved 58%	Achieved 15%	Achieved 15%
<b>Content: Loved Songs</b>			
Number of te reo Māori music spins on radio.	Not achieved 586,116	Not Achieved 600,000	600,000
<b>Creators: New Composers</b>			
Mentorships of composers.	Not achieved 10	Achieved 15	15
<b>Industry Support of Māori Language and Culture</b>			
Number of other initiatives funded.	Achieved 36 other activities	Achieved 20	20
<b>Costs for Māori Language Content</b>			
Total Cost of Diverse Content	\$49.5 m	\$59.0 m	\$38.1 m
Total Cost of Māori Radio	\$15.1 m	\$17.5 m	\$16.0 m
Total Cost of Māori Music	\$1.0 m	\$1.4 m	\$1.5 m
Total Cost of Industry Support	\$2.5 m	\$8.4 m	\$7.0 m
Total Cost of Māori Language Content and Promotion	\$68.1 m	\$86.3 m	\$62.6 m

#### 4. Operational Performance Measures

	2021/22 Actual	2022/23 Estimated Actual	2023/24 Forecast
<b>Performance Measures for Operational Expenditure</b>			
Percentage of funding decisions notified to applicants within 24 hours of Board meeting.	Achieved 100%	Achieved 100%	Achieved 100%
Funding recipients independently reviewed to ensure that reported costs are appropriate, complete and correct.	Not achieved 2 radio and 3 contracts for TV, digital and new media  Reviews initiated but not completed	Achieved 2 platform and 3 content contracts and 1 capacity building contract	Achieved 2 platform, 3 content contracts and 1 capacity building contract
<b>Total Operating Expenditure</b>	<b>\$3.2 m</b>	<b>\$3.6 m</b>	<b>\$4.2 m</b>

\*Note: 1) Taught a word, phrase, or aspect of Maori culture to someone, or shared with others by using te reo in daily conversation, or shared social media content in te reo or about Maori culture, or formally studied at an educational institution, or participated in classes through your workplace, or participated in community evening classes, or participated in a marae based course.

\*Note: 2) Viewers and listeners of Māori programming = viewed content on Whakaata Māori or Te Reo channels, or viewed te reo Māori programmes on other channels in English or te reo, or listened to Māori music or songs, or listened to iwi radio in at least the last 12 months.

\*Note: 3) Target is percentage increase on the previous year achievement and will decrease as the market reaches maturity.

