



He kōhatu, he tangata, he taonga

2008-2009

Pānui Whāinga | Statement of Intent

**MĀORI**  
TELEVISION

  
**TE REO**

## Acceptance of the Statement of Intent 2008-2009

This Statement of Intent has been prepared in accordance with the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003, covering the period from 1 July 2008 to 30 June 2009.

Pursuant to relevant sections of the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003, the responsible Ministers and the Chairman of Te Pūtahi Paoho have accepted this Statement of Intent.



Tuwhakairiora Williams  
Chairman – Te Pūtahi Paoho  
Date: 7 August 2008



Hon Parekura Horomia  
Minister of Māori Affairs  
Date: 7 August 2008



Hon Dr Michael Cullen  
Minister of Finance  
Date: 7 August 2008

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

## Matakite Vision

Whakaata Māori, hē pourewa pāpāho  
taketake kei ngā taumata o te ao.  
Māori Television is a world-class  
indigenous broadcaster.

## Koromakinga

### Mission

Ki te whakapau kaha ki te whakaora i te reo Māori me ngā tikanga,  
ma te tū motuhake, toitū momoho o Whakaata Māori hei pourewa  
pāpāho whakaaturanga.  
To make a significant contribution to the revitalisation of tikanga  
Māori and reo Māori by being an independent, secure and  
successful Māori Television broadcaster.

The front cover evokes the creation of a taonga (treasure) – "He kōhatu, he tangata, he taonga" (a rock, a person, a treasure). A toki-pou-tangata sits at the base of a slab of pounamu out of which a koro has been hewn.

It suggests that from this rock, using this tool, a new taonga has been created – the tohu that stands proudly within the two channel brands of Māori Television.

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## Chairman's Overview

Māori Television has been established as one of a number of important initiatives to promote and revitalise the Māori language. The board and management of Māori Television acknowledge this responsibility as being at the core of Māori Television's purpose and are committed to ensuring that its efforts are maximized for the advancement of the language.

In accordance with section 26 (1)(a) of the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003 I am pleased to present the Statement of Intent 2008-2009 for Māori Television.

The Statement of Intent sets out the broad strategies and outcomes that Māori Television will pursue, as agreed between joint reporting ministers, the Minister of Māori Affairs and Minister of Finance, Te Pūtahi Paoho (Māori Television Service Electoral College), and Māori Television. It should be noted that this Statement of Intent is pitched at a strategic level. It does not provide details of the outputs that the Government will purchase from Māori Television. These are covered in Māori Television's annual Output Plan.

## Māori Language Strategy

Māori Television will continue its contribution to the achievement of the goals of the Māori Language Strategy. A key initiative undertaken during the 2007-2008 year was the launch of a second channel – named Te Reo – which prioritises the broadcast of Māori language during prime time by endeavouring to broadcast in 100 percent Māori language. Te Reo has been established to cater to the needs of Māori Television's core audience, those being fluent Māori language speakers and second language learners. This initiative is seen as one that will strongly promote the use of Māori language, particularly in the home, and is tangible evidence of the organisation's commitment to achieving the goals of the Māori Language Strategy.

Māori Television is promoting the development of research to measure the effectiveness of the Māori Language Strategy, with specific emphasis on the contribution being made by Māori Television.

## Māori Broadcasting and e-Media Outcomes Framework

Television and other technological developments are having significant impacts on traditional methods of television broadcasting. The proliferation of digital television channels, internet broadcasting developments and a raft of other new technologies are giving audiences more and more information and entertainment options to choose from. Māori Television supports the view that for broadcasters to counter the impact of fragmenting audiences they must embrace these new technologies.

Māori Television is also strongly supportive of utilising new technologies to deliver its programmes to as wide an audience as possible. The development of the Māori Broadcasting and e-Media Outcomes Framework is supported by Māori Television as a means to future proof the role of Māori broadcasting, ensure the continued presence of Māori language and culture in the digital environment and, primarily, ensure that Māori language and culture is widely available and accessible to everyone.

Māori Television has implemented stages one and two of its digital plan to develop digital capability. The launch of Te Reo and the presence of both channels on the Freeview platform are direct results of this strategy.

Stage three of the digital plan will be commenced, however further additional funding is required for completion of the plan. Transmission of Te Reo channel via the Freeview DTT platform and full implementation of Māori Television's internet strategy have been placed on hold.

## Enhance, Expand, Internationalise

The four years since Māori Television's launch in 2004 has been a period of intensive and rapid development. Progress achieved to firmly establish Māori Television has been pleasing, as has the contribution Māori Television continues to make to achieve the goals of the Māori Language Strategy.

The major outcomes that the organisation will continue to pursue for the 2008-2011 term are to:

- Significantly contribute to te reo and tikanga Māori being increasingly valued, embraced and spoken;
- Develop as an independent national Māori television broadcaster that is successful with an assured future.

The organisation's specific focus for this period to ensure continued development is summarised in the term 'enhance, expand and internationalise':

### Enhance

Māori Television will strengthen Māori language programming, consolidate its operations, and focus on quality, excellence and consistency.

### Expand

Māori Television will expand opportunities to increase accessibility to programming via website broadcasts and other technologies as funding becomes available.

### Internationalise

Māori Television will build on opportunities created as a result of the inaugural World Indigenous Television Broadcasting Conference, which it hosted in March 2008, to build its international reputation as an indigenous broadcasting leader. Specifically, Māori Television will lead development of the World Indigenous Television Broadcasters Network, which is aimed at developing collaborative relationships between broadcasters in order to increase audience, provide better access to resources, transfer and share knowledge and strategy, and provide strategic international leadership.

The period ahead will see the organisation continue its development as a professional, well established and successful indigenous broadcaster that promotes te reo and tikanga Māori, and which strives for quality, innovation and excellence.

## Two-Channel Strategy

The development of Māori Television as a multi-channel broadcaster will result in more Māori language on air, particularly during prime time. The organisation's two-channel strategy with Māori Television broadcasting in 100 percent Māori language from 4pm to 8pm, followed by Te Reo channel in 100 percent Māori language from 8pm to 11pm, will deliver Māori language programming to the nation for an unprecedented seven hours every week day.

As a result, both channels combined will deliver a total of approximately 70 percent Māori language during prime time. Specific Māori language goals for both channels are outlined on page 11. This two-channel strategy is enabling the organisation to better meet the needs of the core fluent audience, those who want uninterrupted Māori language households and committed second language learners.

## Key Strategic Initiatives

Six key strategic initiatives for the 2008-2009 year have been identified. These initiatives, the majority of which were identified in 2007-2008, will significantly enhance our ability to achieve our vision, mission statement, and the major and intermediate outcomes being targeted. These initiatives are set out on pages 11-12 and are an important area of focus for the board and management.

## Programming

The 2008-2011 term will see the organisation focus on enhancing its current programme offerings, particularly the delivery, quality and consistency of Māori language programmes, and the further development of appropriate programming initiatives, such as ANZAC Day, that enrich New Zealand society, culture and heritage.

Primarily, however, key objectives are the successful establishment of Te Reo channel and the consolidation of programming schedules for both channels. This focus is unlikely to result in significantly increased broadcast hours over the next two years.

For the 2008-2009 year both channels will achieve total broadcast hours of 4,319, an increase of 515 hours on 2007-2008 (see page 11 for further details).

## Conclusion

The 2007-2008 year was a significant period of development for the organisation. During that time Māori Television became a member of the Freeview consortium, launched a second channel to become a multi-channel broadcaster, and positioned the organisation as a world leader in indigenous broadcasting through its successful hosting of the inaugural World Indigenous Television Broadcasting Conference.

Each of these initiatives will serve to support the organisation to continue to achieve its statutory objectives, broadcast more Māori language and culture to as wide an audience as possible, and further develop as a broadcaster with an assured future.

The support of reporting ministers Hon Dr Michael Cullen and Hon Parekura Horomia and the board of Te Pūtahi Paoho (Māori Television Service Electoral College) is acknowledged as a key factor in progress achieved during the 2007-2008 year.

Both the board and management of Māori Television remain committed to further ongoing development of the organisation to ensure that it continues to contribute to achieving the goals of the Māori Language Strategy.



Garry Muriwai  
Chairman

## Part One: Purpose and Scope

### 1.0 Purpose and Scope

Māori Television develops a Statement of Intent (SOI) each year to provide Parliament, Māori and the public with information about the outcomes we intend to pursue over the next three years.

This SOI has two components:

#### Part 1

The first part outlines Māori Television's statutory responsibilities and its contribution to achievement of the Māori Language Strategy. It also describes the operating environment and the associated strategies and outcomes that we have developed to achieve our objectives.

#### Part 2

The second part provides the forecast financial statements for the 2008-2009 financial year.

### 1.1 About Māori Television

Māori Television is a statutory corporation and was formally established by the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003. The Act can be accessed at our website [www.maoritelevision.com](http://www.maoritelevision.com).

Māori Television launched on 28 March 2004. A second channel, named Te Reo, was launched by Māori Television on 28 March 2008 and aims to provide 100 percent Māori language programming.

Māori Television has two distinct reporting stakeholders who exercise both independent and joint powers. The Government is one stakeholder, and these interests are represented by the Minister of Māori Affairs and the Minister of Finance.

Māori are the second stakeholder and these interests are specifically represented by Te Pūtahi Paoho (Māori Television Service Electoral College), an entity which was established by the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003 to provide partnership with the Ministers. A list of organisations

represented on Te Pūtahi Paoho can be found at our website [www.maoritelevision.com](http://www.maoritelevision.com).

As well as emphasizing our primary function of promoting te reo me ngā tikanga Māori, the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003 also requires that we:

- Provide a high quality, cost-effective Māori television service, in both Māori and English, that informs, educates and entertains a broad viewing audience, and in doing so, enriches New Zealand's society, culture and heritage.
- Broadcast mainly in te reo Māori during prime time and a substantial proportion at other times.
- Have regard in our programming to the needs and preferences of children participating in te reo Māori immersion education and all people learning te reo Māori.
- Provide broadcast services that are technically available throughout New Zealand and practically accessible to as many people as is reasonably possible.
- Foster development of the broadcasting capacity of Māori Television through appropriate training and education.

Both Māori Television channels are funded by the Government in acknowledgement of the Government's commitment to promoting and protecting te reo Māori and tikanga Māori.

The Government's Māori broadcasting funding agency, Te Māngai Pāho, is the major provider of funding for programmes produced for Māori Television. Te Māngai Pāho provides direct funding for internally produced programmes and indirect funding for commissioned programmes.

The Government has provided direct funding for Te Reo channel.

Māori Television also receives both direct and indirect funding from New Zealand On Air.

## 1.2 Contribution to Government Priorities

Māori Television, together with Te Reo channel, will contribute to key government priorities through:

### i) National Identity:

Māori Television will contribute to this goal through the principle function of promoting te reo Māori me ngā tikanga Māori through the provision of a high quality, cost-effective Māori television service, in both English and Māori, that informs, educates and entertains a broad viewing audience, and in doing so, enriches New Zealand's society culture and heritage. In addition, Māori Television will ensure that broadcast services for both channels are technically available throughout New Zealand and practically accessible to as many people as possible.

Māori Television provides inclusive television for all New Zealanders. Its schedule comprises at least 80 percent locally made programming, in both te reo Māori and English, covering a range of genre including arts, culture, film, sports, music, New Zealand's environment and history, and issues of relevance to all New Zealanders. By broadcasting New Zealand programming that informs, educates and entertains, and through its commitment to provide high quality public value broadcasting for all New Zealanders, Māori Television is contributing to the nationhood building of our country.

### ii) Economic Transformation:

Māori Television is supporting the development and growth of Māori and non-Māori in the broadcasting sector through commitment to the development of the independent production community and the Māori Television workforce.

### iii) Families – Young and Old:

Māori Television provides New Zealanders with a wide range of informative and educational programming via free-to-air television. This includes programmes which enable viewers to increase their skills and knowledge of te reo Māori and tikanga Māori.

A copy of the Government's goals can be found at [www.dpmc.govt.nz/dpmc/publications/government-priorities.html](http://www.dpmc.govt.nz/dpmc/publications/government-priorities.html).

## 1.3 Contribution to Māori Language Strategy

Māori Television is committed to ensuring that both channels contribute to the achievement of the Māori Language Strategy. Māori Television has developed its strategic plan to support the Māori Language Strategy, to fulfil its statutory responsibilities, and to achieve its business objectives.

Māori Television is guided by the vision of the Māori Language Strategy which targets 2028 for te reo Māori to be widely spoken by Māori; that it will be in common use among whānau; and that all New Zealanders will appreciate the value of the Māori language to New Zealand society. The launch of Te Reo channel is a key strategic initiative to provide further support to the achievement of the Māori Language Strategy.

Both channels support the goals of the Māori Language Strategy by:

- i) Broadcasting te reo Māori throughout its schedules (Goal 2 of the Māori Language Strategy).
- ii) Broadcasting levels of te reo Māori suitable for a wide audience, including tamariki, rangatahi, pākeke and kaumātua (Goal 2).
- iii) Broadcasting language learning programmes (Goal 3).
- iv) Broadcasting via free-to-air UHF to 90 percent of the population, and via the free-to-air Freeview satellite and terrestrial platforms (Goal 5).
- v) Ensuring that programming broadcast on Māori Television is inclusive and accessible to all New Zealanders (Goal 5).
- vi) Achieving an average monthly cumulative audience target of 1.4 million individuals per month watching Māori Television during the 2008-2009 financial year (Goal 5).

Māori Television is working in partnership with Te Puni Kōkiri, Te Taura Whiri i te Reo Māori and Te Māngai Pāho to ensure the goals of the Māori Language Strategy are met.

The Government's Māori Language Strategy can be found at [www.tpk.govt.nz](http://www.tpk.govt.nz).



It should be noted that Māori Television's strategic plan incorporates business objectives to ensure the organisation's viability and future. Effectively managing the organisation with a business approach will ensure long-term success.

## 1.4 Māori Broadcasting and e-Media Outcomes Framework

Māori Television supports the principles of the recently developed Māori Broadcasting and e-Media Outcomes Framework. Māori Television is committed to working with key stakeholders to ensure Māori language and culture are well positioned for best advantage in the digital age.

In this way, Māori Television will further support the goals of the Government's Māori Language Strategy.

## 1.5 Governance and Management

Māori Television has a board of seven directors who are responsible for the governance of the organisation. It also has a Chief Executive who reports to the board and is responsible for implementing board decisions and for Māori Television's operations.

Māori Television's organisational structure delivers to the requirements of both channels. The organisation is divided into the following divisions:

### Reo and Tikanga

The Reo and Tikanga department is responsible for the organisation's reo Māori strategy, tikanga advice and guidance, and for its people development and resource objectives.

### Programming

The Programming department is responsible for Māori Television's programming strategy, including Te Reo channel. This department drives the schedule structure, programme production, commissioning and acquisition, and on-air promotions.

### News and Current Affairs

The News and Current Affairs department provides daily news, weekly current affairs and a weekly half-hour of discussion on current issues by kaumātua and the country's best practitioners of te reo Māori. This

department is also responsible for Māori Television's election coverage programming.

### Operations

The Operations department is responsible for the day-to-day running of the Māori Television facility, including maintaining broadcasting equipment, transmission of both channels, information technology, presentation and programme receipt and storage.

### Sales, Marketing and Communications

The Sales, Marketing and Communications department is responsible for the development of Māori Television's commercial capability, brand and programme marketing and corporate communications.

### Finance and Administration

The Finance and Administration department covers all aspects of financial and contractual management, and general administrative support for Māori Television.

### Kaunihera Kaumātua

A council of elders representing iwi provides advice to the organisation on matters of tikanga, kaupapa and kawa. This is an independent council which sits outside the formal organisational structure. The council represents Māori Television's core value of supporting the principles and practices of tikanga and kaupapa Māori.

## 2.0 Operating Environment

The operating environment of Māori Television is shaped by a number of factors in the state sector, the broadcasting industry, the Māori language sector and society. These factors will continue to have a direct effect on the priorities and performance of Māori Television. They also directly influence the outcomes that we will continue to pursue.

### 2.1 Forces and Trends

Forces and trends affecting Māori Television include:

#### Māori

- Increasing numbers of people fluent in te reo Māori.
- Positive attitudes among Māori towards revitalisation of te reo Māori.

- An increasing Māori population and the percentage of New Zealanders who identify themselves as Māori.
- An increase in the diversity of the Māori population and a predominantly young Māori population.
- Māori growth as significant contributors to the New Zealand economy.
- Improving levels of educational participation and high achievement by Māori.

#### Industry

- A highly competitive market for television audiences.
- Rapidly-changing television studio and broadcasting technology.
- The introduction of digital television technology and the transition from analogue to digital.
- The Māori television production community continuing to grow its capacity and expertise.

#### State sector

- Māori Language Strategy.
- Māori Broadcasting and e-Media Outcomes Framework.
- Māori Potential framework focussed on 'Māori Succeeding as Māori'.
- Broad acceptance that reo and tikanga Māori are integral to New Zealand's national heritage and identity.

## 3.0 Mission Statement, Outcomes and Strategies 2008-2011

### 3.1 Mission Statement

Kia toitū motuhake a Whakaata Māori hei pourewa pāpāho i ngā kaupapa, whakaaturanga hei whakaaraa i ngā tikanga, hei whakaora hoki i te reo Māori.

Māori Television's mission is to make a significant contribution to the revitalisation of tikanga Māori and reo Māori by being an independent, secure and successful Māori television broadcaster.

### 3.2 Major Outcomes

Māori Television has determined that it will achieve this mission statement by continuing to implement the major outcomes, as specified in its Statement of Intent 2007-2008, which remain current and relevant. Those major outcomes are to:

- Significantly contribute to te reo and tikanga Māori being increasingly valued, embraced and spoken.
- Develop as an independent national Māori television broadcaster that is successful with an assured future.

Each of these objectives is interconnected by the following central element that is recognised by Māori Television as representative of the core value of the channel:

- Support the principles and practices of tikanga and kaupapa Māori.

### 3.3 Intermediate Outcomes

Māori Television will achieve its major outcomes through the implementation of the following intermediate outcomes:

#### Intermediate Outcome One

- Māori Television broadcasts a range of high quality programmes.

Māori Television is committed to consolidating the quality of its programme offerings on both channels. Continued enhancements will be made to the Māori Television channel schedule, while specific focus will be on establishing Te Reo channel and incrementally improving programming quality and variety.

#### Intermediate Outcome Two

- Māori Television appeals to a broad audience.

Māori Television will produce, commission and acquire programming that reflects life in Aotearoa New Zealand, meets the viewing needs of and attracts all New Zealanders, and which fulfils its public service responsibility to enrich New Zealand society, culture and heritage. Māori Television will maintain its focus on providing quality public service broadcasting, in both reo

Māori and English, which contributes to national identity and pride.

#### Intermediate Outcome Three

- Māori Television is well-positioned for the digital future.

Māori Television recognises the impact of digital technology developments and is implementing a digital strategy to ensure the organisation is well-positioned to capitalise on the opportunities this development brings. Māori Television will consider every opportunity, as and when funding becomes available, to broadcast language and culture on every viable platform. This approach aligns with the objectives of the Maori Broadcasting and e-Media Outcomes Framework.

#### Intermediate Outcome Four

- Māori Television has strong relationships and effective engagement with iwi Māori.

Māori Television acknowledges the critical role that Māori play in transmission of the language from generation to generation. Māori Television will continue to strengthen its relationships with Māori to foster language usage and uptake, ensure that the dialectal and cultural diversity of Māori is reflected in its programming, and safeguard and enhance the cultural integrity of our programming.

#### Intermediate Outcome Five

- Reo and tikanga Māori, and corporate objectives, are successfully integrated and aligned.

The challenge to implement corporate objectives and disciplines that are aligned with tikanga Māori is a unique aspect of Māori organisations. We will continue our work with the guidance, advice and support of the Māori Television Kaunihera Kaumātua to successfully achieve this integration.

#### Intermediate Outcome Six

- Grow industry skills, capacity and relationships.

Strengthening Māori capacity within the television industry remains a key requirement for the future of Māori Television. Skill levels amongst industry personnel are increasing, however focus will remain on building capacity to the level required to ensure sustainability

for the organisation. Māori Television will implement a comprehensive training and development plan to fully develop television craft and technical training skills, strengthen managerial and supervisory skills, and grow proficiency and fluency of staff in te reo Māori.

Māori Television acknowledges its reliance on the Māori production sector for the supply of creative, high quality Māori and English language programming. Māori Television will support the growth of this sector by providing clear and early identification of its schedule requirements, ensuring an efficient and equitable commissioning process, and continuing to strengthen partnerships.

#### Intermediate Outcome Seven

- Commercial opportunities are maximised.

The Māori Television channel will continue to maximise the revenue opportunities that are available to it, however the organisation remains committed to ensuring that its revenue objectives do not compromise its public value service.

Te Reo channel is advertising-free.

### 3.4 Strategies

Māori Television has achieved significant progress in the four years since launching. It has been a period of intensive growth that has resulted in the organisation establishing a strong and solid platform for further long-term development.

In order to continue to achieve its vision, mission, and major and intermediate outcomes Māori Television will implement a strategy over the next three years that is centred on a three-tier plan:

- **Enhance** – Māori Television will focus on consolidating operational progress made to date, strengthening its Māori language programming, and delivering quality, excellence and consistency of performance. Specific focus will be on consolidation and enhancement of programming schedules for both channels.
- **Expand** – Māori Television will face the digital future by seeking to be on every viable platform. Māori Television is committed to expanding accessibility

to its programmes and will progressively develop its internet and website presence and capability as funding becomes available.

Of immediate priority is a focus on firmly establishing its current two-channel strategy.

- **Internationalise** – In order to deliver to its vision statement, Māori Television will continue to build an international reputation as an indigenous broadcast leader. Māori Television believes that the establishment of the World Indigenous Television Broadcasters Network, which was a key outcome of the World Indigenous Television Broadcasting Conference in March 2008, will contribute to the development of indigenous broadcasting and provide significant benefits. Māori Television will take a leadership role in developing and establishing this network.

### 3.5 Key Outputs

Māori language content and broadcast hours are key outputs for Māori Television. The following minimum language and broadcast targets have been identified for delivery in each of the next three years:

#### Māori Language

- During prime time (refer to 3.7) the Māori Television channel will broadcast a minimum of 50 percent Māori language programming.
- The Māori Television channel will broadcast a minimum of 60 percent Māori language across the entire schedule.
- Te Reo channel will endeavour to broadcast 100 percent Māori language across its entire schedule.
- The combined Māori language content during prime time for both channels will be 70 percent.

#### Broadcast Hours

- Māori Television will achieve a minimum of 3,224 hours of broadcast for the 2008-2009 financial year.
- Te Reo will achieve a minimum of 1,095 hours of broadcast for the 2008-2009 financial year.
- Both channels will achieve a total of 4,319 broadcast hours.

The organisation's focus on consolidation of its rapid progress, delivering quality and achieving excellence, are not expected to result in significantly increased hours over the next three year period.

### 3.6 Key Strategic Initiatives 2008-2009

To support the achievement of the major and intermediate outcomes, Māori Television has identified the following key strategic initiatives for the period ahead:

- **Māori Language Strategy** – Māori Television is committed to active participation in the achievement of the Māori Language Strategy. Māori Television will continue to proactively engage with the lead organisations, Te Taura Whiri i te Reo Māori and Te Puni Kōkiri, to ensure our contribution is part of a co-ordinated and effective collaboration with all other Māori language revitalisation organisations.
- **Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003** – Undergoing review in 2008, Māori Television is working with stakeholders to ensure that the Act provides for the ongoing development of Māori Television as an independent national Māori broadcaster of reo Māori and English programmes and operating within a highly competitive and rapidly developing industry.
- **UHF Management Right** – Secure long-term extension of the UHF Management Right. Retention and long-term renewal of the UHF Management Right is critical to the future sustainability and development of Māori Television. Accordingly, it is a key term of reference for the review of the Māori Television Service Act 2003, which was due to commence in May 2008.
- **Expanding Accessibility** – Aligned with its digital strategy and the Maori Broadcasting and e-Media Outcomes Framework, Māori Television will commence development of its website to increase programming accessibility to domestic and international audiences.
- **Establish two-channel strategy** – The organisation will focus on the delivery of programme schedules for both channels that meet the needs of, and

enhance the viewing experience of the core fluent Māori-speaking audience and the general audience. Over the long-term audience research to measure viewer satisfaction, enhance programme delivery and schedules, and monitor progress will be regularly undertaken.

- Measuring Success – Māori Television is investigating comprehensive research options that can provide a higher level of specific measurement of its effectiveness in terms of language revitalisation. It is anticipated that this research will be incorporated into our role as a significant contributor to the Māori Language Strategy.

The successful achievement of these strategic initiatives will significantly enhance the realisation of Māori Television's major and intermediate outcomes, and key outputs.

### 3.7 Prime Time

Māori Television's prime time hours for the general audience (ie Māori and non-Māori) have been reviewed and adjusted to align with the industry prime time hours of 6.00pm to 10.30pm daily.

### 3.8 Target Audience

Māori Television is one of a number of government initiatives developed to revitalise and promote te reo Māori. We acknowledge the central role that Māori play in leading the revitalisation of the language, along with the need to encourage all New Zealanders to embrace te reo Māori as a taonga.

Māori Television is targeting:

- Fluent Māori, particularly whānau in their central role as transmitters of te reo Māori to new generations. By broadcasting directly into whānau settings, Māori Television can position te reo as a normal everyday part of life and can provide educational and entertainment opportunities for the delivery and acquisition of the language.
- Non-fluent Māori who are learning the language. Through the use of learning devices and bilingual programming Māori Television can support language learners seeking higher levels of fluency.

- Non-Māori New Zealanders with an interest in te ao Māori (the Māori world). Through our strategy to be an inclusive broadcaster and by broadening our viewer base, Māori Television can play a key role in strengthening recognition of the status of te reo Māori.

### 3.9 Accountability and Performance Measurement

Māori Television measures its accountability and performance against its overarching goal and mission to make a significant contribution to the revitalisation of tikanga Māori and reo Māori by being an independent, secure and successful Māori television broadcaster. Accountability and performance measurements to gauge the success of Māori Television for the 2008-2009 year are as follows:

Performance Goal	Rationale	Mechanism	Target
Promote Māori language and culture by providing a television service that informs, educates and entertains a broad viewing audience	In accordance with section 8(2) of Māori Television Service Act 2003	Broadcast hours	Broadcast 4,319 hours of programming.
Broadcast a substantial proportion of programmes in the Māori language	In accordance with section 8(2) of Māori Television Service Act 2003	Percentage of Māori language spoken across Māori Television schedule  Percentage of Māori language spoken across Te Reo schedule  Percentage of Māori language spoken during prime time on Māori Television  Percentage of Māori language spoken across Māori Television and Te Reo schedules during prime time	60% spoken Māori language across broadcast schedule  100% spoken Māori language across broadcast schedule  50% spoken Māori language during prime time  70% spoken Māori language across broadcast schedules during prime time
Viewership	A measure of the number of viewers being exposed to te reo and tikanga Māori	AGB Nielsen Media Research cumulative ratings	Average cumulative audience of 1.4 million viewers per month (based on updated AGB Nielsen Media Research methodology)
Provide broadcast services to as many people as practicable	In accordance with section 8(2) of Māori Television Service Act 2003	Transmission coverage	90% of population via free-to-air UHF  100% of country via free-to-air Satellite
Financial targets are achieved	Māori Television is a well-managed organisation	Māori Television annual budget	100% of budgets achieved

## 4.0 Capability

Māori Television's capability includes:

- Our people – first and foremost.
- Our resources, including our studio and other production facilities.
- The production and programming capabilities developed in four years of operation.
- The systems, policies and procedures we have in place to manage our business.
- The creativity and professionalism of our independent production community.

### 4.1 Key Capability Issues

The key capability issues for Māori Television are:

- i) More people with technical production and post-production skills and especially those with te reo Māori proficiency. An industry-wide shortage of suitably qualified people with these skills exists.
- ii) Ongoing independent production community development.

### 4.2 Strengthening Capability

In order to strengthen our capability, we intend to implement the following over the next three years:

- i) A human resource strategy and related training programmes to meet our current and medium-term people needs;
- ii) Improved alignment with Te Māngai Pāho, Ngā Aho Whakaari and the independent production community.

## Part Two: Financial Statements

### 5.0 Statement of Forecast Service Performance

#### 5.1 Non-Departmental Output Class

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

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

- Enable Māori Television to meet its statutory functions, including the promotion of te reo me ngā tikanga Māori through the provision of a high quality, cost effective Māori television service, in both Māori and English, that informs, educates and entertains a broad viewing audience and, in so doing, enriches New Zealand's society, culture and heritage.
- Pursue the outcomes in its 2008-2009 Statement of Intent.
- Support the operational costs of Māori Television.
- Purchase and produce programmes to be broadcast on Māori Television.

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

- Māori Television 2008-2009 Output Plan.

Outputs will be provided within the appropriated sum of \$16.539 million (exclusive of GST) along with production funding from Te Māngai Pāho, advertising revenue and other income.

#### Output 1 – Television Service Operations

Māori Television will deliver two outputs through this output class. A description, the cost and performance measures for each output are described below:

##### Description

To support the operational costs of Māori Television so that it can meet its statutory functions.

##### Performance Measures

###### Quantity

Broadcast 4,319 hours of programming for the year, 80 percent of which will be original programmes.

Broadcast programmes mainly in te reo Māori.

Broadcast at least five hours per week of programming for children participating in te reo Māori immersion education, a substantial proportion of which will be in te reo Māori.

###### Quality

Two six monthly reviews by Te Taura Whiri i te Reo Māori (Māori Language Commission) confirm that a selection of programmes broadcast during the general prime time meet its quality indicators framework.

###### Cost

\$13.526 MILLION (excl GST)

#### Output 2 – Transmission coverage

##### Description

Provide broadcast services that are technically available throughout New Zealand and are accessible to as many people as is reasonably and economically possible.

##### Performance Measures

###### Quality

Provide free-to-air terrestrial transmission coverage to at least 90% of New Zealand's population.

Provide free-to-air satellite transmission coverage throughout as much of New Zealand as is technically and economically feasible.

###### Cost

\$3.013 MILLION (excl GST)

## 5.2 Funding

### a) Projected Funding from Vote Māori Affairs:

	2008/2009	2009/2010	2010/2011
GST inclusive	\$18.606m	\$20.221m	\$18.687m
GST exclusive	\$16.539m	\$17.974m	\$16.611m

### b) Projected Funding (Direct) from Te Māngai Pāho:

	2008/2009	2009/2010	2010/2011
GST inclusive	\$18.135m	\$18.135m	\$18.135m
GST exclusive	\$16.120m	\$16.120m	\$16.120m

### c) Projected Indirect Funding from Te Māngai Pāho and Others:

	2008/2009	2009/2010	2010/2011
GST inclusive	\$22.488m	\$22.488m	\$22.488m
GST exclusive	\$19.990m	\$19.990m	\$19.990m

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

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

	2008/2009	2009/2010	2010/2011
Advertising Income	\$1.840m	\$2.250m	\$2.876m
Interest Income	\$0.475m	\$0.395m	\$0.502m
<b>Total (GST exclusive)</b>	<b>\$2.315m</b>	<b>\$2.645m</b>	<b>\$3.378m</b>



### 5.3 Statement of Projected Financial Position

	2008/2009	2009/2010	2010/2011
<b>Public Equity</b>			
Opening Equity	\$16.828m	\$16.841m	\$17.918m
Add Surplus/ Deficit	\$0.013m	\$1.077m	(\$0.653m)
Closing Equity 30 June	\$16.841m	\$17.918m	\$17.265m
Represented by:			
<b>Current Assets</b>			
Cash Bank & Short Term Deposits	\$5.570m	\$7.473m	\$7.072m
Programme Rights	\$3.157m	\$3.565m	\$4.041m
Receivables & Other Current Assets	\$2.570m	\$2.607m	\$2.659m
<b>Total Current Assets</b>	<b>\$11.297m</b>	<b>\$13.645m</b>	<b>\$13.772m</b>
<b>Property Plant &amp; Equipment (at Book Value)</b>	<b>\$8.581m</b>	<b>\$7.645m</b>	<b>\$6.679m</b>
Total Assets	\$19.878m	\$21.290m	\$20.451m
<b>Current Liabilities</b>	<b>\$3.037m</b>	<b>\$3.372m</b>	<b>\$3.186m</b>
<b>Term Liabilities</b>	<b>\$0.000m</b>	<b>\$0.000m</b>	<b>\$0.000m</b>
<b>Net Assets Employed</b>	<b>\$16.841m</b>	<b>\$17.918m</b>	<b>\$17.265m</b>

## 5.4 Statement of Projected Financial Performance

	2008/2009	2009/2010	2010/2011
<b>Television Operations</b>			
<b>Income</b>			
Crown Appropriation	\$16.539m	\$17.974m	\$16.611m
Programme Funding	\$16.120m	\$16.120m	\$16.120m
Advertising Revenue	\$1.840m	\$2.250m	\$2.876m
<b>Total Income</b>	<b>\$34.499m</b>	<b>\$36.344m</b>	<b>\$35.607m</b>
<b>Deduct Expenditure</b>			
Operational	\$13.730m	\$14.473m	\$14.989m
Programme Production & Acquisition	\$21.231m	\$21.189m	\$21.773m
<b>Surplus/(Deficit) from Television Operations</b>	<b>(\$0.462m)</b>	<b>\$0.682m</b>	<b>(\$1.155m)</b>
<b>Interest</b>			
Interest Earned	\$0.475m	\$0.395m	\$0.502m
Interest Expense	\$0.000m	\$0.000m	\$0.000m
<b>Surplus/(Deficit) from Interest</b>	<b>\$0.475m</b>	<b>\$0.395m</b>	<b>\$0.502m</b>
<b>Surplus/(Deficit) for the Period</b>	<b>\$0.013m</b>	<b>\$1.077m</b>	<b>(\$0.653m)</b>

## 5.5 Statement of Projected Cash Flows

	2008/2009	2009/2010	2010/2011
<b>Cash Flows from Operating Activities</b>			
Cash was provided from -			
Crown Appropriation	\$16.539m	\$17.974m	\$16.611m
Other Income	\$1.797m	\$2.214m	\$2.824m
Production Funding	\$16.120m	\$16.120m	\$16.120m
Cash was disbursed to -			
Payments to Suppliers	(\$32.584m)	(\$34.015m)	(\$35.676m)
<b>Net Cash Flows from Operating Activities</b>	<b>\$1.872m</b>	<b>\$2.293m</b>	<b>(\$0.121m)</b>
<b>Cash Flows from Investing Activities</b>			
Cash was disbursed to -			
Purchase of Property Plant & Equipment	(\$1.910m)	(\$0.390m)	(\$0.280m)
<b>Net Cash Flows from Investing Activities</b>	<b>(\$1.910m)</b>	<b>(\$0.390m)</b>	<b>(\$0.280m)</b>
<b>Cash Flows from Financing Activities</b>			
Cash was provided from -			
Borrowings	\$0.000m	\$0.000m	\$0.000m
Cash was disbursed to -			
Repayment of Borrowings	\$0.000m	\$0.000m	\$0.000m
<b>Net Cash Flows from Financing Activities</b>	<b>\$0.000m</b>	<b>\$0.000m</b>	<b>\$0.000m</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(\$0.038m)</b>	<b>\$1.903m</b>	<b>(\$0.401m)</b>
Opening Cash	\$5.608m	\$5.570m	\$7.473m
<b>Closing Cash At 30 June</b>	<b>\$5.570m</b>	<b>\$7.473m</b>	<b>\$7.072m</b>

## 5.6 Statement of Accounting Policies

For the year ending 30 June 2009

### a) Reporting Entity

Māori Television is a statutory corporation established under the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003.

### b) Measurement Base

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

### c) Fixed Assets, Depreciation and Intangibles

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

Computer equipment	3 years
Computer software	3 years
Office equipment	3-10 years
Studio equipment	5 years
Studio fitout	10-80 years
Building soft fitout	5-12 years
Artworks	200 years

Intangibles are initially recorded at cost less amount amortised.

### d) Programme Rights, Inventories, Frequencies and Development

- Frequency Licenses:  
The cost of acquiring frequency licenses are amortised on a straight line basis over the period for the licenses, typically 20 years.
- Research and Development Costs:  
Research expenditure is expensed in the period incurred. Development costs are deferred where there is a clear future benefit to which those

costs are related. Deferred development costs are amortised over future periods in relation to expected future benefits.

- Programme rights are valued at their net cost to Māori Television. These values less amounts amortised or written off are accounted for as programme inventory.
- Programme inventories are amortised on a systematic basis depending on the nature of the programme and within a period not exceeding three years.
- Inventories  
Māori Television holds merchandise such as tee shirts, beanies, caps etc for realisation in the ordinary course of business. Inventories are measured at the lower of cost and net realizable value with the cost of inventories being ascertained by using the first in, first out (FIFO) cost method.

### e) Leases

Operating lease payments, where the lessors effectively retain substantially all the risks and benefits of ownership of the leased items, are included in the Statement of Financial Performance in equal amounts over the leased term.

### f) Foreign Currencies

Transactions denominated in a foreign currency are converted at the exchange rate ruling at the date of the transaction except where forward currency contracts have been taken out to cover specific foreign currency contracts. Where forward foreign currency contracts have been taken out, the transaction is converted at the rate specified in the contract.

At balance date foreign currency monetary assets and liabilities are converted at closing exchange rates and exchange variations arising from these transaction items are included in the Statement of Financial Performance as operating items.

### g) Foreign Exchange Contracts

Foreign exchange contracts taken out as a general hedge are revalued on a monthly basis with any gain or loss included in the Statement of Financial Performance as an

operating item. The cost of foreign currency options are expensed on payment and the market value is included in the Statement of Financial Performance until exercise date.

Foreign exchange contracts taken out to hedge future transactions are accounted for in the period the transaction occurs. Premiums paid for interest rate options are amortised over the period until exercise date. Where interest swap agreements are used, the differential to be paid or received is accrued as interest rates fluctuate. The differential forms part of the interest expense in the Statement of Financial Performance.

#### **h) Employee Entitlements**

Provision is made in respect of liability for annual leave. Annual leave and other entitlements that are expected to be settled within 12 months of reporting date are measured at nominal values on an actual entitlement basis at current rates of pay. Currently there is no provision in our employment contracts for long service leave or retirement leave.

#### **i) Goods and Service Tax (GST)**

The financial statements are prepared on a GST exclusive basis, except where otherwise stated.

#### **j) Broadcasting Services**

The allocation of funds to broadcasting services is treated as expenditure when the allocation is approved and committed against the current year's income and includes funds approved but not paid out at the year end.

#### **k) Cash and Bank and Short Term Deposits**

These investments are recorded at cost.

#### **l) Revenue**

Revenue is recognised as revenue in the Statement of Financial Performance when earned.

#### **m) Financial Instruments**

Māori Television is party to financial instrument arrangements including cash and bank, short term deposits and accounts receivable as part of its every day operations, which are recognised in the Statement of Financial Position. Revenue and expenditure in relation to all financial instruments are recognised in the Statement of Financial Performance. Except for those items covered

by separate accounting policy all financial instruments are shown by estimated fair value.

#### **n) Statement of Cash Flows**

Cash means cash balances on hand, held in bank accounts and on-demand deposits.

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

Investing activities are those activities relating to the acquisition and disposal of fixed assets.

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

#### **o) Commitments**

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

#### **p) International Financial Reporting Standards (IFRS)**

The attached financial statements have been prepared in accordance with IFRS.



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