

Irirangi Te Motu
NZ On Air



HE WHAKAKITENGA MATUA

Statement of Intent

2024–2028

HE RĀRANGI TAKE

Contents

HE TAUĀKĪ NĀ TE POARI From the Board	1
MŌ MĀTOU About us	2
TĀ MĀTOU ANGA RAUTAKI Our Strategic Framework	3
TŌ MĀTOU TŪĀPAPA Our Environment	6
TĀ MĀTOU MAHERE HAUMI Our Investment Strategy	9
Ā MĀTOU POU E WHĀ Our Four Pou	10
Ā TATOU WHĀINGA RAUTAKI Our Strategic Objectives	11
Ā MĀTOU WHĀINGA HAUMI MĒ NGĀ MĀTĀPONO Our Investment Goals and Principles	12
WHĀTAUA TŌ MĀTOU PĀPĀTANGA Measuring our Impact	14
TĀ MĀTOU TŪ ME TE PITO MATA Organisational Excellence, Health and Capability	16

FRONT COVER

Friends Like Her
Great Southern
Television
ThreeNow and
Three

INSIDE COVER

Relentless
Fire Fire
TVNZ +

HE TAUĀKĪ NĀ TE POARI

From the Board

The cultural importance of seeing and hearing stories and songs that reflect who we are, and our place in the world is immense. Those stories and songs have the ability to connect us, create social cohesion, entertain and inform us and importantly, reflect and develop our identity and culture.

We are a small nation, punching above our weight in the quality of songs and media content that not only entertain audiences in Aotearoa, but travel globally. We consider ourselves to be in service to the audiences of Aotearoa. That includes a commitment to content celebrating Māori language and culture and content for the breadth of diversity of New Zealand's population.

This Statement of Intent, for the period July 2024 to June 2028, sets out how we will deliver on the requirements set out in the Broadcasting Act 1989. Prior to preparing this document, we have spent time as a Board and staff considering fundamentals such as our Vision and Purpose, our strategic objectives, and how we can better reflect and embrace the unique relationship with Māori expressed in Te Tiriti o Waitangi. Following a transitional period we have now adopted a new Investment Strategy. Through this document and our annual Statements of Performance Expectations we articulate what we will do and the outcomes we hope to deliver to the audiences of Aotearoa New Zealand.

We couldn't deliver anything without the talents and creativity of the screen, music and media sectors and we increasingly see our role as supporting and uplifting these creators and ensuring their work is discovered. We also have new responsibilities, to administer the Games Development Sector Rebate, which we hope will not only achieve the growth objectives for the games sector, but also provide new opportunities for partnership between games development and the music and screen sectors.

The four years ahead may well turn out to be as unpredictable as the last four have been. However we are confident, optimistic and open to change. We have a clear plan rooted firmly in all that we have learned collectively about how best to support quality public media content audiences can engage with. We have a funding model that is flexible, meaning we can change direction quickly if we have to. And we have a Board and staff who passionately believe in the kaupapa, and who will work tirelessly to deliver what we've promised.



DR RUTH HARLEY, CNZM OBE
Chair

We have a clear plan rooted firmly in all that we have learned collectively about how best to support quality public media content audiences can engage with.

Young Riders S4
Greenstone TV
YouTube



MŌ MĀTOU

About us

NZ On Air | Irirangi Te Motu (the Broadcasting Commission) is an Autonomous Crown Entity established under the Broadcasting Act 1989. NZ On Air's primary function is to reflect and develop New Zealand identity and culture by promoting (funding) programmes about Aotearoa New Zealand and New Zealand interests, and promoting Māori language and Māori culture.

The core function of NZ On Air is to manage and distribute public funds via funding contracts between the agency and content creators, service providers and platforms.

As a public media funding agency, we have spent more than 30 years working directly with the creative community and broadcast platforms in the delivery of quality public media in service to Aotearoa New Zealand's audiences. Our primary function is to ensure New Zealand stories, songs and perspectives are not crowded out of a media landscape where excellent foreign content is easily and cheaply acquired. The Broadcasting Act requires us to specifically ensure content is available for local audiences, with an emphasis on delivering to communities that have been historically underrepresented

in media, including women, rangatahi and tamariki, persons with disabilities, ethnic and other minorities. NZ On Air's role is to ensure media reflects the many different interests and perspectives of an increasingly diverse Aotearoa New Zealand.

In addition, we fund local music, vital public media platforms including national broadcaster RNZ, and Able for captioning and audio description. We provide funding to new and emerging creatives to support a vibrant and sustainable sector, and commission and gather research and insights to inform our funding strategies and assist the sectors we support.

The core function of NZ On Air is to manage and distribute public funds via funding contracts between the agency and content creators, service providers and platforms. Performance of the agency overall is reported to the Minister for Media and Communications through Manatū Taonga | The Ministry for Culture and Heritage. In addition, we administer the Game Development Sector Rebate Scheme (GDSR). Performance of the scheme is reported to the Minister for the Digital Economy and Communications through the Ministry of Business, Innovation and Employment.

TĀ MĀTOU ANGA RAUTAKI

Our Strategic Framework



Our Purpose

TĀ MĀTOU KORONGA

To reflect and develop the identity and culture of Aotearoa New Zealand



Our Vision

TĀ MĀTOU KITENGA

New Zealanders connected through our stories and songs



Our Te Tiriti O Waitangi Commitment

TŌ MĀTOU KAWENGA KI TE TIRITI O WAITANGI

MANA TAURITE
– EQUITY

WHAKAMARUMARUTIA
– ACTIVE PROTECTION

KŌWHIRINGA
– OPTIONS

MAHI TAHI
– PARTNERSHIP

Insights
RESEARCH
& DATA



Capability
DEVELOPMENT
& TRAINING



Our Investment Goals

Ā MĀTOU WHĀINGA HAUMI

Our goals and the impacts we seek are:

Valued

Diverse

Discoverable

Our
Investment
Strategy

Discoverability
DISTRIBUTION
& DISCOVERY



Creation
OUR STORIES,
OUR VOICES



Our Values

Ā MĀTOU WHANONGA POONO

KAITIAKITANGA – GUARDIANSHIP

MANAAKITANGA – CARE

MĀIA – COURAGE



Wet Denim
NZ On Air Music
Showcase



TŌ MĀTOU TŪĀPAPA Our Foundation

Our stories and songs are at the heart of who we are and where we are from, and Irirangi Te Motu | NZ On Air is dedicated to enabling content that connects us and develops the unique culture of Aotearoa New Zealand.

We are a multi-cultural nation, built on a bi-cultural foundation. Like a braided river, our diverse streams follow their own paths but are unified by the one river and one future. Braided rivers, He Awa Whiria, are a distinctive element of the Aotearoa New Zealand landscape. We see them as the perfect way to represent the mahi of Irirangi Te Motu | NZ On Air, underpinning our vision to have content flowing to serve all audiences.



TĀ MĀTOU KORONGA Our Purpose

Kia huritao me te whakapakari ake
i te tuariki me te ahurea o Aotearoa

To reflect and develop the identity and
culture of Aotearoa New Zealand



TĀ MĀTOU KITENGA Our Vision

Mā ngā pūrākau me ngā waiata e
hono mai ngā tāngata o Aotearoa

New Zealanders connected
through our stories and songs



TŌ MĀTOU KAWENGA KI TE TIRITI O WAITANGI

Our Te Tiriti O Waitangi Commitment

As an Autonomous Crown Entity, we acknowledge Te Tiriti o Waitangi as foundational to our identity as a country and the relationship with Māori at its heart. We acknowledge Māori right to tino rangatiratanga and will seek to integrate into our mahi the following principles of Te Tiriti o Waitangi:

MANA TAURITE – EQUITY

Equitable outcomes for Māori creatives and audiences

WHAKAMARUMARUTIA – ACTIVE PROTECTION

Encouragement of te reo Māori and Tikanga Māori both within the agency and in funded content

KŌWHIRINGA – OPTIONS

The right of choice for Māori to engage with te ao Māori and te ao Pākehā

MAHI TAHI – PARTNERSHIP

Partnership with Māori stakeholders and Iwi to ensure mutually beneficial outcomes for all audiences

Our Rautaki Māori (Māori Strategy) embodies these principles and will be reviewed annually to provide an ongoing demonstration of our commitment to honouring the intent of Te Tiriti o Waitangi.



HE AWA WHIRIA

Our Commitment to Equity and Representation

We celebrate the rich tapestry of cultures within our country through our model of He Awa Whiria, the braided river. We are committed to serving the many audiences outlined in the Broadcasting Act and those represented in the changing face of Aotearoa New Zealand. We embrace and celebrate an inclusive and multi-cultural society, as evidenced by our Equity and Representation Strategy, fostering connection at every opportunity.



Ā MĀTOU WHANONGA POONO

Our Values

We will be guided in all our mahi by the values of:

MANAAKITANGA – CARE

We put people first, treating everyone with mana and respect. We are inclusive, supportive and empathetic.

KAITIAKITANGA – GUARDIANSHIP

We understand the responsibility of enabling and nurturing creativity and content creators.

We ensure the taonga we fund authentically reflect and serve Aotearoa.

We are professional and transparent in our decision-making.

MĀIA – COURAGE

We will take purposeful risks in the advancement of our purpose; we are brave and act with integrity when we make hard decisions and we have the confidence to lead change where it is needed.

TŌ MĀTOU TŪĀPAPA**Our
Environment**

Aotearoa New Zealand’s media environment continues to transform, driven by demographic and technological changes. Audiences have an ever-growing choice of services and content with new platforms continually entering the market. But with the increasing content availability also come challenges. Local media platforms are struggling in the face of increased competition for advertising revenue from international operators, undermining their ability to invest in local content. This is impacting the viability of some in the independent production sector, and we are concerned that over time New Zealand audiences will have less opportunity to access quality local stories.

Audiences moving away from traditional local broadcasters means that local content is increasingly hard to access and find. Ensuring audiences can discover the content we fund is a significant focus of our investment strategy. Continuing to track changing audience behaviour, and using this to inform what content we fund for different platforms and how it is promoted, is vital to ensure our funded content has the best chance of being discovered and enjoyed.

Continued disruption in the sector is likely to lead to a reduction in investment

in local content as local platforms seek to right themselves for declining revenues. These reductions will likely include direct commissions, support for NZ On Air or Screen Production Rebate supported content by way of license fees and the cessation of internally produced content, all impacting on audience choice.

The ethnic make-up of our nation is also changing and as such NZ On Air must ensure that authentic content is delivered by, for and about the various audiences that make up Aotearoa New Zealand. We have

a vital role in supporting creators who reflect the communities and stories they are depicting, and we invest in growing this capability.

NZ On Air plays a key role in the public media fabric, alongside other funders such as Te Māngai Pāho (TMP) and the NZ Film Commission (NZFC), as well as local platform partners. Our challenge is to reflect all New Zealanders and to reach them on platforms they use, with authentic and meaningful content they want to engage with.

The ethnic make-up of our nation is also changing and as such NZ On Air must ensure that authentic content is delivered by, for and about the various audiences that make up Aotearoa New Zealand.



Te Hokinga Mai:
The Return
Black Iris
Māori +



The Kids Of Kōrero Lane 2
Attitude Pictures
TVNZ + and Attitude Live
on YouTube

TĀ MĀTOU MAHERE HAUMI

Our Investment Strategy

The audiences of Aotearoa New Zealand sit at the heart of our purpose. While the strategies to reach them may change as technology, platforms and services change, our job of supporting creators to bring to life the stories and songs of Aotearoa remains vital to reflecting and developing our culture and identity as New Zealanders.

We also acknowledge the need to uplift creators, to ensure content for our audiences is created by, for and about them. This means being more purposeful in ensuring the growth and development of our Māori creators and production businesses, as well as other important communities such as Pasifika, Pan-Asian, youth, the rainbow community, and persons with disabilities.



Ā MĀTOU
POU E WHĀ

Our Four Pou

Our four pou point to the interconnected nature of our funding ecosystem.



Creation

The **Creation** pou is focused on quality and diverse content investments and increasing our connections with other funding organisations to get the maximum impact from our collective funding.

Our **Scripted and Non-Fiction** content streams sit within Creation. This funding provides a large variety of content at different budget levels, genres and topics across a diverse range of platforms. It also includes investment in content development to support high-quality production applications. We also partner with TMP to co-fund Māori content for both Māori and general audiences. Projects are also able to access NZ On Air funding alongside the New Zealand Screen Production Rebate, which enables us to support screen productions with larger international ambitions. **Music funding** also sits within this pou. NZ On Air funds singles and multi-song projects through both open and restricted application rounds, and encourages Scripted and Non-Fiction funding applications to include NZ music in their requested budgets. This is designed to increase the audience reach of local music whilst lifting the quality of funded content.



Insights

The **Insights** pou addresses the need for increasing investment in research and evidence to better inform our funding decisions, help us address skills gaps in the industry and support structured creative career pathways. Our Insights mahi also helps the sector understand changing audience behaviour and barriers to access and discovery. Investment in this area includes *Where Are The Audiences*, Diversity Reports and other commissioned research and data capture.



Capability

Capability acknowledges the need to fund and design initiatives to better support emerging creatives, particularly those who create content for minority and underserved audiences. Within this pou we are also tasked with administering the Game Development Sector Rebate scheme to support the development and growth of this sector.



Discoverability

Discoverability acknowledges the need for promotion across a range of platforms so audiences know about and can access funded content. Included in Discoverability is the closed funding stream for supported **Platforms** that provide a wide range of local public media. This includes RNZ, Pacific Media Network, Samoa Capital Radio, regional access radio stations and the Student Radio Network. Also funded is Able, providing captioning and audio description for audiences with hearing or vision impairment, as well as content discovery platforms NZ On Screen and AudioCulture.

Ā TATOU WHĀINGA RAUTAKI

Our Strategic Objectives

NZ On Air's Investment Strategy (2023) acknowledges the importance of data and audience research to inform our funding strategies and the sectors we support, the need to invest in the development of creators and the promotion of content, alongside our core function of funding the production of quality public media content.

Our four investment pou are based on core strategic objectives



Invest in the stories and songs of Aotearoa that matter to audiences by:

- funding a **diversity** of content made by, for and about our cultures and communities
- investing in local content that audiences engage with and enjoy
- committing to providing **equitable** outcomes for Māori audiences, content and creators.



Adapt to the needs and preferences of the audiences we serve by:

- investing in research to grow our **understanding** of local audiences
- **analysing** insights as an evidence base to inform funding strategies and decisions
- regularly **reflecting** on, reviewing and refining funding strategies and processes.



Support creative excellence and career pathways by:

- investing in **developing** content to achieve high quality outcomes
- funding initiatives to better support and grow emerging creatives
- **growing** industry capability and capacity through development, skills and support initiatives.



Enable local audiences to watch and listen to local content by:

- ensuring that funded content is **distributed** and easily accessible in the places where audiences are
- investing in the marketing and **promotion** of funded songs and stories to increase discoverability
- celebrating and showcasing our creative excellence to increase awareness of funded content.

ASHY
NZ On Air Music Showcase



Ā MĀTOU WHĀINGA HAUMI
MĒ NGĀ MĀTĀPONO

Our Investment Goals and Principles

Our assessment frameworks are designed to deliver funding outcomes that meet our strategic goals. They are robust and ensure rigour in assessment and decision making, and transparent to ensure applicants have sufficient information to submit quality proposals.



Three investment goals
guide our mahi. They are:

Valued

New Zealand audiences value
local content that matters

Diverse

New Zealand audiences value local
content made for a range of communities

Discoverable

New Zealand audiences can find
and appreciate local content

We will consistently use nine investment principles to guide in assessing decisions, based both on Broadcasting Act requirements and the need to manage public funds wisely.

Investment principles NZ On Air will fulfill.

Cultural value

We will prioritise songs and stories that:

- contribute to our rautaki Māori
- support a range of voices and experiences, including those of people from varying ages, races, ethnicities, abilities, genders, religions, cultures, and sexual orientations
- effectively communicate captivating social, cultural, political, or historical aspects of Aotearoa New Zealand
- have strong appeal to audiences who are currently under-served with local content
- ensure that the key creative team has a deep understanding and connection to the stories and songs they wish to create.

Balance

We will continue to balance investment in content intended for both general and priority audiences, however, our primary focus is on public media content that highlights aspects of Aotearoa New Zealand that are less frequently covered in local media.

Risk

We will adopt a generous approach towards creative risk-taking and innovation in funded content while exercising caution when it comes to business risk.

Competition

We will support a range of content and creators, both to encourage multiple views and voices, and to encourage competition for the best ideas.

Value for money

We will use efficient processes and focus on cost-effective content with a reasonable shelf-life that attracts audiences of an appropriate size.

No duplication

We will invest in content and entities that add diversity to content already available and which the market alone cannot support.

Leverage

We will invest in content and entities that attract third-party investment (for market validation and to help offset the cost to the taxpayer). Furthermore, we will strive to leverage other aspects of our mahi, such as opportunities to fund content that brings together local

screen and music goals and partnering with other funding agencies where possible.

Capability

We will give preference to content, creators and entities that are run or supported by capable partners. This approach enables efficient monitoring while maintaining robust accountability for public funds with minimal red tape. It is unlikely that investment support will be extended to unsupported start-ups.

Fairness

We will require accurate, reliable information from all applicants to ensure fair and good decision-making in a contestable environment.

WHĀTAUA TŌ MĀTOU PĀPĀTANGA

Measuring our Impact



Creation

The core part of our mahi is investing in the creation and development of quality content for Aotearoa New Zealand audiences. At an operational level this means funding content that New Zealanders value and funding a diversity of content that appeals to our audiences. We will continue to measure the success of the agency by asking whether New Zealanders believe NZ On Air supports local content important to New Zealanders and whether Aotearoa New Zealand audiences appreciate the diversity of content funded by NZ On Air. We also seek to understand the impact of our funding interventions on audiences and, to that end, seek to measure attitudes towards NZ On Air and towards certain focus areas of funding.



Insights

In many ways the success of our research and insights work will flow through to the success or otherwise of our investments across the other three pou of our investment strategy: Creation, Capability and Discoverability. We will continue to measure our success in leadership by seeking feedback from stakeholders about their satisfaction with the quality of the research, leadership and policy contribution from NZ On Air.



Capability

¹Designing initiatives to better support emerging creatives, particularly those who create content for minority and underserved audiences is increasingly important to ensure audiences feel that content has been created for them. To that end, we will measure the degree to which audiences feel personally represented in New Zealand made content.

¹ Under Capability we also administer the GDSR. We do not measure the impact of this as the Ministry of Business, Innovation and Employment (MBIE) is responsible for this. Instead we measure our efficiency in administering the rebate under Organisational Excellence.



Discoverability

Increasing promotion across a range of platforms so audiences know about and can access local content is more important than ever. Alongside reporting specific outcomes from our investments in discoverability, we will continue to measure annual audience numbers achieved for funded screen and music content on the different platforms they use. (Targets are set annually in the Statement of Performance Expectations.)

Detailed operating measures are set out in the annual Statement of Performance Expectations. They are broad to allow us maximum flexibility in a dynamic environment. Results and trends against the measures are reported in each year's Annual Report.

Our performance measures have been in place for many years and provide quality insights into trends across the sector. Given increasing challenges in reaching Aotearoa New Zealand audiences in an authentic and impactful way, we have revised our measurement framework. It now touches on all four areas of our investment strategy and better quantifies the impact of our funding interventions on audiences.



We will measure our impact against our goals of Valued, Diverse and Discoverable content in these ways:

Valued

New Zealand audiences value local content that matters

MEASURED BY

The majority of New Zealanders believe NZ On Air supports local content important for New Zealanders (target 75%)

Diverse

New Zealand audiences value local content made for a range of communities

MEASURED BY

New Zealand audiences appreciate the diversity of content funded by NZ On Air (target 75%)

Discoverable

New Zealand audiences can find and appreciate local content

MEASURED BY

Annual audience targets are achieved for funded screen and music content (targets as set in each annual SPE)



Imposter
Fire Fire
RNZ

TĀ MĀTOU TŪ ME TE PITO MATA

Organisational Excellence, Health and Capability

As a small agency, we rely on our staff being multi-functional and adaptable. We are a values-based organisation that believes passionately in what we do and in the outcomes we seek. We also take the responsibility of what we do and how we do it very seriously.

In fulfilling our statutory remit to the audiences of Aotearoa New Zealand, we strive for organisational excellence as set out below.

We value our people

Recruitment, training and remuneration policies focus on attracting and retaining skilled, flexible, efficient and knowledgeable team players. Staff are committed to the agency and our work. Our office environment and equipment are safe and well-maintained.

We are inclusive

We provide equal employment opportunities for all. Principles are incorporated into our staff selection and management to achieve as representative a workforce as possible within the limits of our small size. Staff demonstrate commitment to Te Tiriti partnership with a focus on upskilling in te reo Māori and tikanga Māori.

We manage risk

We utilise a **risk** framework and report on it to our Audit and Risk Committee and Board on a regular basis. Clear delegations and policies are in place to manage expenditure. Sound financial and non-financial reporting **systems**, including information technology, are maintained and reviewed. Our core systems are constantly monitored as part of our technology roadmap, to ensure they are fit for purpose and use a combination of cloud-based and on-site servers to achieve efficiency and proper safeguards.

Our website is our key outward-facing communication tool and is reviewed and upgraded regularly to ensure it continues to meet transparency goals and stakeholder need.

We are efficient

Our costs are managed prudently to ensure maximum value is delivered to Aotearoa New Zealand audiences whilst ensuring the proper and prudent investment of taxpayer funds. We monitor and manage our emissions appropriately and are seeking to work with our sectors to positively impact emissions more widely. Our assessment processes are fit for purpose, robust and transparent. We provide a quality and efficient service to the industry. We review and reflect on the work we do, ensuring it is delivering on the needs of audiences and our statutory remit.

We are open

We acknowledge that the sharing of ideas and working collaboratively with fellow agencies is beneficial to the sectors we support. We engage meaningfully and often with sectors, both at an individual level and through guilds and other representative bodies, to challenge our thinking and ensure we are meeting audience and industry needs.

The measures we use to assess organisational health and capability are set out in our Statement of Performance Expectations.

CONTACT US

HEAD OFFICE

Level 2, 119 Ghuznee St
PO Box 9744
Wellington
New Zealand

T: +64 4 382 9524

E: info@nzonair.govt.nz

W: www.nzonair.govt.nz

AUCKLAND OFFICE

Unit B1, One Beresford Square
Newton, Auckland
New Zealand



Designed by Māori design experts
Ariki Creative, the radiating patterns
of our kowhaiwhai symbolise the
transmission of stories, culture
and voices.

Irirangi Te Motu
NZ On Air

