



Statement of Intent

He Whakakitenga Matua

2026 - 2030



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Front Cover Image: *Secrets at Red Rocks*, Libertine Pictures

From the Board | He Tauāki Nā Te Poari

This Statement of Intent covers the years 2026–2030 and sets out how we will meet our responsibilities under the Broadcasting Act 1989. It explains our priorities, how these align with Government priorities, and how we invest public funding. Alongside our annual Statement of Performance Expectations, it shows what we plan to deliver and the outcomes we seek for audiences.

We work in partnership with creators and platforms across the screen, music, and media sectors, and we support the growth of the games sector. While the environment is subject to ongoing change, we have a clear direction, a flexible approach, and a strong commitment to delivering both cultural and economic value for New Zealand.



Andrew Caisley
Chair

30 June 2026

About Us | Mō Mātou

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.

For more than 30 years, NZ On Air has worked with creatives and media platforms to fund quality public media for audiences in Aotearoa New Zealand. Our role is to make sure New Zealand stories, music, and perspectives continue to be heard in a media environment where overseas content is widely available and at low cost.

Under the Broadcasting Act, the content we fund serves broad reach and targeted audiences, including those spelt out in the Broadcasting Act as being 'underrepresented', and content that reflects te reo Māori and Māori culture. Funded content also travels the globe, contributing to positive impressions about our nation, its culture and communities. Importantly, our funding also contributes economically, both by providing a solid foundation for the content creation and media sectors in New Zealand, and creating opportunities to earn weightless export income through the quality stories, songs and games created.

Alongside funding local screen content and music, we support public media platforms such as RNZ and services like captioning and audio description. We invest in new and emerging creatives and carry out research to guide our funding and support the sectors we work with.

We also administer the Games Development Sector Rebate (GDSR), which supports the growth and international ambition of our local game development studios.

This Statement of Intent also embraces the ambitions of the Government's strategy *Amplify: A creative and cultural strategy for New Zealand*, recognising that our agency will be a key contributor to the outcomes set out in the strategy. The three goals of *Amplify* that we have referenced in our strategy are: Investing for Maximum Impact, Nurturing Talent and Reducing Barriers to Growth.

Strategic Context | Horopaki Rautaki

Our stories and songs shape who we are, how we see ourselves, and how we connect. In a rapidly changing media environment, ensuring New Zealand content is made, found and celebrated is both our greatest challenge and our most important opportunity.

The media landscape is evolving at pace. New technologies and platforms have transformed how audiences find and experience content, opening new pathways for our creators to reach audiences here and around the world. Where once a New Zealand story might reach only a domestic audience, today's platforms mean a story rooted in this land can also resonate globally. The same is true of music – local music is shared on the global streaming platforms, creating symbiosis between local and global success.

New Zealand's creative industries are not just culturally vital, but economically significant. Research published in 2025 showed 73% of New Zealanders agree NZ-made content shapes national identity, while the total value of the screen sector output is \$3billion.¹ *Amplify's* vision to grow New Zealand's creative economy, lift the international profile of our creative work, and build sustainable pathways for creators, maps directly onto what NZ On Air does every day. We see a real opportunity to work in partnership to realise that vision, using our funding, relationships, and expertise to amplify New Zealand voices at home and abroad.

The structural pressures on local media remain real. Local broadcasters and independent producers continue to navigate intense competition from global platforms for advertising revenue and audiences. This compresses the investment available for New Zealand content and reduces the volume of local commissions. Helping audiences discover the content we fund, across whatever platforms they use, remains a central focus. We know that local content doesn't just happen; it requires active investment, smart partnerships, and deliberate promotion to cut through in a crowded environment.

The domestic Screen Production Rebate (SPR) continues to be a valuable complement to NZ On Air funding, allowing our investment to go further and enabling producers to pursue more ambitious projects. Increasingly, our most exciting local stories are being conceived with both New Zealand and global audiences in mind.

Music is where New Zealand's cultural identity has always punched above its weight, but the pathway for local artists onto commercial radio playlists and global streaming platforms remains difficult. International superstars dominate the airwaves and algorithms, making it harder for homegrown talent to break through without targeted support. NZ On Air's music funding plays an essential role in giving New Zealand artists a fair shot - and in ensuring New Zealand listeners can find and fall in love with music that reflects their own lives and experiences.

¹ Source: Lights, Camera, Impact – The role of screen production in shaping NZ's economy and culture – research by NZIER and Verian, 2025.

New Zealand's game development sector is growing in ambition and capability. The Game Development Sector Rebate, introduced in 2024, has helped catalyse this momentum — and NZ On Air is committed to supporting the sector as it matures and finds its place in a competitive global industry.

As Aotearoa New Zealand becomes increasingly diverse, it matters more than ever that New Zealanders can see themselves reflected in the stories we fund. NZ On Air is committed to ensuring authentic content is made by, for, and about the communities that make up modern New Zealand - not just as a funding principle, but as a measure of whether we're doing our job well. We invest in creators from those communities and in building their capability over time. Our challenge - and our commitment - is to reach all New Zealanders on the platforms they use, with content that is genuine, relevant, and meaningful to them.

NZ On Air works alongside other public funders and media partners to support a strong public media system. Our Mahi Tahī initiative, developed in collaboration with Te Māngai Pāho and the NZ Film Commission, reflects our shared commitment to maximising the impact of public investment in New Zealand's creative sector.



Earth Ovens with Temuera Morrison, Earth Oven Productions

Our Strategy | Tā Mātou Rautaki

Our strategy is built on five interconnected pillars that guide investment decisions, operational priorities, and sector engagement. It is grounded in our statutory function and aligned with *Amplify*.

TĀ MĀTOU ANGA RAUTAKI

Our Strategic Framework





Our Vision
TĀ MĀTOU KITENGA
New Zealanders connected through our stories and songs



Our Purpose
TĀ MĀTOU KORONGA
To reflect and develop New Zealand's identity and culture

<p>Our Pillars Ā MĀTOU POU</p>					
<p>ENGAGE Audiences discover, value and enjoy diverse New Zealand content</p>	<p>ENABLE Invest in the people and skills that power New Zealand's creative future</p>	<p>RESPOND Ensure funding models are adaptive, fit-for-purpose and accessible</p>	<p>INFORM Deliver trusted insights that enable New Zealand content to flourish</p>	<p>ELEVATE Increase the ambition, scale, and global reach of New Zealand content</p>	
<p> Our Goals Ā MĀTOU WHĀINGA</p>	<p>Increase audience connection with local content through:</p> <ul style="list-style-type: none"> • investment in a strong and diverse slate of content; and • strategic discoverability plans across all funded content. 	<p>Strengthen and diversify the creative talent pipeline by:</p> <ul style="list-style-type: none"> • supporting quality content creation at different budget levels; and • supporting career pathways and skills development. 	<p>Reduce barriers to accessing funding by:</p> <ul style="list-style-type: none"> • streamlining processes; and • adapting to emerging formats and industry needs. 	<p>Position NZ On Air as the authoritative source for local audience and industry insights by:</p> <ul style="list-style-type: none"> • collecting, analysing and publishing content performance data, audience intelligence, and sector trends; and • using insights to guide strategic funding decisions and industry wide strategies. 	<p>Increase the quality and ambition of funded content by:</p> <ul style="list-style-type: none"> • encouraging co-investment and co-production to scale local content with international ambition; and • supporting partnership pathways to support local and international success.

Our five pillars, *Engage*, *Enable*, *Respond*, *Inform* and *Elevate*, and associated goals, guide the agency in its work and ensure we are responsive to the sectors we support and the audiences we serve.

ENGAGE: Audiences discover, value and enjoy diverse New Zealand content

NZ On Air's primary function is to reflect and develop New Zealand identity and culture through the funding of content. This includes funding broad reach content and content that might not otherwise be made commercially for targeted audiences. The make-up of New Zealand demographically continues to change, as do viewing habits and interests. Accordingly, we must ensure that not only do we fund a slate of content that speaks to the various communities within New Zealand, but we must also seek to ensure those audiences are aware of that content.

Our success measures for this pillar relate to enabling the production of screen and music content, both broad reach and targeted audiences, as identified in our Act, and the degree to which audiences engaged with and valued the content.

This pillar complements the *Amplify* strategy and, in particular, to "Explore initiatives to support increased investment in and access to local screen content; to grow the contribution of the screen industry to New Zealand's economy and ensure it reflects and develops our cultural identity".

Action 3.6

ENABLE: Invest in the people and skills that power New Zealand's creative future

In order to fund content that audiences can discover, value and enjoy, it is vital that we enable the development and growth of the creators who make that content. Traditionally, NZ On Air's main role in workforce development has been to fund content at different budget levels, allowing creatives to develop and hone their skills on lower budgets and move forward. We have also invested in various capability initiatives, often in collaboration with other funding agencies. We will judge our success in this area by the level of investment attributed to capability initiatives.

The *Amplify* strategy asks the sector and funding agencies to "Improve the sustainability of key creative and cultural sector infrastructure, with a focus on institutions that support the talent pipeline by providing career entry and early mid-career opportunities." (Action 2.4).

RESPOND: Ensure funding models are adaptive, fit-for-purpose and accessible

Responding to the needs of the sector whilst also acknowledging the changing viewing and listening habits of audiences sits at the heart of this pillar. As a funding agency, we place high importance on meeting with stakeholders regularly, understanding their challenges and opportunities and responding to these. This means ensuring content is created for audiences where they consume it and staying abreast of changing consumption trends.

We must also ensure that as much of our funding goes to the creation of content as possible, that decisions are communicated quickly and transparently, and that funds are paid quickly.

Our success measures will include the level of trust our stakeholders have in us, efficiency in operations and how successful the GDSR is seen in enabling Game Sector growth.

This pillar speaks directly to the Amplify action to “Streamline and simplify central government funding for the creative and cultural sectors to make accessing government funding easier and less resource intensive.” (Action 1.1)

INFORM: Deliver trusted insights that enable New Zealand content to flourish

NZ On Air prides itself on the research work that we commission to inform funding decisions and the sector. Our *Where Are The Audiences Research*, running since 2014, is used extensively within and well beyond the sectors we support. Deep-dive research into audience segments, including children, Māori and Youth audiences, has also been instrumental in many of the strategies employed to ensure content is relevant and discovered by these audiences. Increasingly, we have been growing our internal audience data capability, which in turn has assisted greatly in determining funding allocations, especially to returning series. We also maintain open and frequent communication with the sectors we support, whether that be through our own communication channels or at events and other hui.

Success in this area includes ensuring we continue to commission quality research that informs both NZ On Air and the broader industries we support, as well as the degree to which our stakeholders believe we engage well and communicate effectively.

The *Amplify* strategy suggests that agencies “Develop a research programme to strengthen the evidence base for the creative and cultural sectors, to ensure funding and policy decisions are well informed and demonstrate the sector’s value to decision-makers”. (Action 1.5) Research into the cultural and economic benefits of the screen sector in 2025 was a recent example of this type of research, and we expect to undertake similar work in the future.

ELEVATE: Increase the ambition, scale, and global reach of New Zealand content

Changes that allowed NZ On Air funds to sit along the SPR have seen a marked increase in the ambition and scale of local productions, but we acknowledge that accessing international finance and distribution can be difficult. Under this pillar, we are signalling that NZ On Air has a role to play in encouraging and assisting in co-investment and co-production.

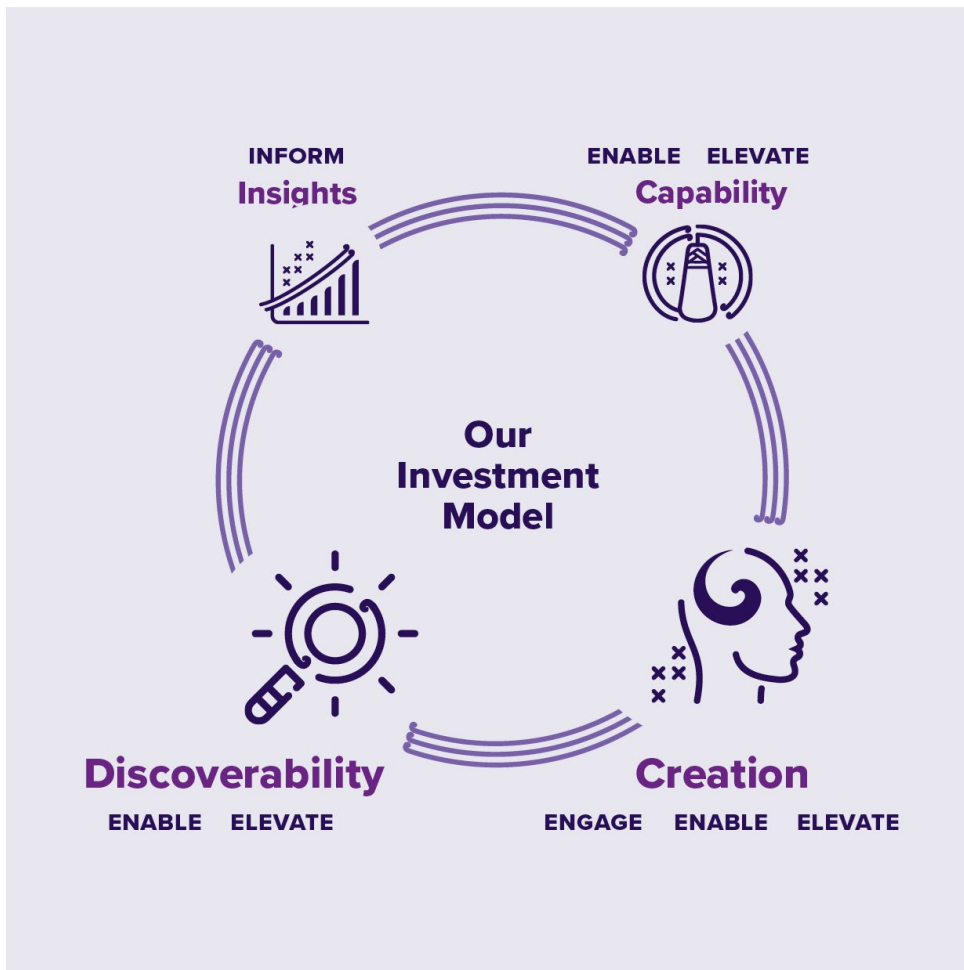
Success in this area includes the degree to which content has international support and finance attached, the number of initiatives that support and encourage content creators to achieve international investment and success and the critical acclaim of funded content.

The *Amplify* strategy requires the Arts and Culture sector to “Grow creative exports and cultural tourism to attract more high-quality foreign direct investment into the sector and facilitate new opportunities for creative career development.” (Action 1.4). This sits at the heart of the Elevate pillar.

Amplify further notes that agencies should “Explore initiatives to support increased investment in and access to local screen content; to grow the contribution of the screen industry to New Zealand’s economy and ensure it reflects and develops our cultural identity”.(Action 3.6)

Funding Streams | Ngā Aho Pūtea

Our funding streams are the delivery mechanism for supporting the outcomes outlined in our Strategic Pillars. Contestable funding rounds are held regularly throughout the year, with applications grouped under the funding streams **Creation**, **Discoverability**, and **Capability**.



Along with a fourth stream, **Insights** (which funds our data and research mahi), these streams allow us to assess applications against similar content, and the allocated budgets are shared with the sector for transparency.

The detail of how this works in practice is set out in our **Investment Model** - a companion document that describes the purpose of NZ On Air investments and how our funding systems work. The Investment Model also contains our eligibility criteria, our investment principles, genre-by-genre guidance, and detailed expectations for platforms, creators, and processes. Together, the Strategic Framework and the Investment Model form the complete picture of our strategy: the Framework sets the direction and defines success, while the Investment Model translates that into operational practice.

Organisational Excellence, Health and Capability | Tā Mātou Tū Me Te Pito Mata

As a small agency, we rely on skilled, adaptable staff who share our values and are committed to our purpose. We take our responsibilities seriously and aim for high standards in how we work and the outcomes we deliver.

We value and support our people through fair recruitment, training, and safe working environments. We are guided by our values:



The infographic is set against a light purple background and is divided into three vertical sections by thin purple lines. On the left, there is a logo consisting of a purple spiral with 'x' marks above it, and two hands holding the spiral. Below the logo, the text reads 'Our Values' in bold, followed by 'Ā MĀTOU WHANONGA POONO' in a smaller font. The three value sections are: 1. **MANAAKITANGA – CARE**: Prioritise people - staff and stakeholders - with respect, inclusivity, empathy. 2. **KAITIAKITANGA – GUARDIANSHIP**: Nurturing creative talent and ensuring funded content authentically reflects Aotearoa, with professionalism and transparency. 3. **MĀIA – COURAGE**: Embrace purposeful risk-taking, act with integrity, and lead change when needed.

We are committed to inclusion and equal opportunity, and we support Te Tiriti o Waitangi, as expressed more fully in our foundational document [Te Ipukarea o Iirangi Te Motu](#). Our [Rautaki Māori](#) (Māori Strategy) embodies the principles of equity, protection, options and partnership and will be reviewed annually as part of our commitment to honouring the intent of Te Tiriti o Waitangi. We embrace and celebrate an inclusive and multicultural society, as evidenced by our [Equity and Representation Strategy](#).

We manage public funds carefully. Strong governance, risk management, and reporting systems help ensure transparency, accountability, and value for money. We consistently use robust investment principles to guide in assessing decisions based upon our statutory requirements and the need to ensure fairness in the expenditure of public funds. Our systems and technology are regularly reviewed to ensure they are secure, efficient, and fit for purpose.

We work efficiently and sustainably, managing costs and reducing emissions where possible. We provide a high-quality, transparent service to the sector and regularly review our work to ensure it meets audience needs and our statutory responsibilities.

We are open and collaborative, working closely with other agencies and the sectors we support. We are guided by our values of:

Details of how we measure our organisational health and capability are set out in our Statement of Performance Expectations.

Measuring our Impact | Whātaua Tō Mātou Pāpātanga

Alongside our Strategic Framework, we have reviewed and updated our measurement framework. Updates to the measurement framework may also reflect the changing media landscape over time. Our measures give a clear picture of how our funding impacts audiences, and a line of sight of how our activities deliver to the overall strategic direction and Government priorities.

The revised measures provide a clearer focus on the *Amplify* Strategy and activities that are within the Agency's control.

The detailed measurement framework sits within our annual Statement of Performance Expectations, and we report on our progress or success against these measures in our Annual Reports, and quarterly to Manatū Taonga.

Our long-term objectives are summarized in the pillars of the Strategic Framework –

ENGAGE: Audiences discover, value and enjoy diverse New Zealand content

ENABLE: Invest in the people and skills that power New Zealand's creative future

RESPOND: Ensure funding models are adaptive, fit-for-purpose and accessible

INFORM: Deliver trusted insights that enable New Zealand content to flourish

ELEVATE: Increase the ambition, scale, and global reach of New Zealand content

We measure our success against these with the Performance measures as published in our annual Statement of Performance Expectations.

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Emerson performs at an NZ On Air Music Showcase