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17 April 2024

Hon Willie Jackson  
Minister of Broadcasting, Communications and Digital Media  
Parliament Buildings  
**WELLINGTON 6160**

By email: [w.jackson@ministers.govt.nz](mailto:w.jackson@ministers.govt.nz)

cc: Leauanae Laulu Mac Leauanae, Secretary for Culture and Heritage and Chief Executive Manatū Taonga, Ministry for Culture and Heritage  
cc: Cameron Harland, Chief Executive, NZ On Air

Tēnā koe Minister

**RE: DRAFT 2023/24 STATEMENT OF PERFORMANCE EXPECTATIONS AND RESPONSE TO LETTER OF EXPECTATIONS**

Please find attached NZ On Air's 2023/24 draft Statement of Performance Expectations (SPE) for your feedback. The SPE reflects the expectations outlined in your Letter of Expectations dated 20 March 2023 and this letter details how we are addressing these expectations.

We note the Government's overarching objectives for the remainder of this term are supporting New Zealand families and businesses through difficult economic conditions, accelerating our economic recovery, and laying foundations for the future, and providing strong and responsible leadership as we rebuild from Cyclone Gabrielle.

As New Zealand's primary public media funder, NZ On Air's vision of connecting and reflecting Aotearoa remains clearly aligned with your expectations as we focus on the recovery, regeneration and revitalisation of the sector underpinned by a continuing focus on increasing resilience and value, making use of commercial disciplines and prudent financial management.

We address the specific points from your Letter of Expectations below:

**Enduring expectations**

Regarding the updated enduring expectations set out in your letter:

- **Supporting a unified, value-based government for all New Zealanders including ensuring 'no surprises'**  
We have and will continue to engage with other government agencies on cross-agency initiatives and inform Manatū Taonga, Ministry for Culture and Heritage in a timely manner of any controversial matters or matters of significance.
- **Supporting future-focused Māori Crown relations, including supporting the Maihi Kararuna and pursuing further opportunities for partnership with Māori entities and businesses**  
As you would expect authentic Māori Crown relations is a priority for our staff. We are working with partners to ensure a sustainable and authentic approach is taken by the agency towards internally and externally focused programmes and will follow guidelines set out by Maihi Karauna and Te Arawhiti. We are also refreshing our external te rautaki Māori for content funding and will consult widely with the Māori screen sector on this. To inform this refresh we have undertaken an analysis over time of Māori content and funding and released our findings in March.

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- **Taking active steps to reduce greenhouse gas emissions, improve energy efficiency and reduce waste outputs**

NZ On Air has begun work to gather baseline data on our greenhouse gas emissions and to establish reporting mechanisms that identify and quantify our emissions. This will enable us to better understand our emissions profile and to develop strategies to improve energy efficiency and reduce waste. We continue to support initiatives to identify and reduce emissions and waste in the sectors we support.

### **Sector Specific Expectations**

You ask us to support Manatū Taonga's *Strategic Framework for a Sustainable Media System* and in particular:

- A thriving, vibrant and sustainable media system that is growing revenue, is a strong contributor to New Zealand's economic and social wellbeing and is resilient and adaptable to future trends.
- An independent trusted media system that reflects New Zealand's values and serves the public interest.
- A diverse media system that contains many different voices, creating a range of content, that supports social cohesion and accounts for the uniqueness of New Zealand communities.

NZ On Air provided input into the development of this Framework and the objectives outlined above reflect what we are seeking to achieve. Please refer to our SPE, particularly our updated Investment Strategy, on how our work over the 2023/24 year and beyond will contribute to these objectives. NZ On Air also provided input into Manatū Taonga's *Long-term Insights Briefing* and look forward to working with them and others to deliver on its objectives.

In addition, NZ On Air provided input into the *Social Cohesion Strategy*, which acknowledges the important role of the cultural sector in strengthening social cohesion in Aotearoa New Zealand.

Our impact across all these strategies is magnified by our work alongside and in collaboration with the other arms of the public media system. Our investments in the media and music sectors underpin thousands of jobs and careers and maintain a vibrant domestic sector that services growing international demand.

### **Entity Direction**

You also ask us to demonstrate strategic and organisational leadership by:

- Continuing to support the production of diverse local content and boost reach to underserved audiences, including Māori, Pacific, regional, children and young audiences;
- Collaborating with the sector to maximise NZ On Air's contribution to public media outcomes Supporting officials to progress a review of the Broadcasting Act to modernise NZ On Air's mandate and settings;
- Considering different delivery platforms to reach new and different audiences as well as supporting diversity of content and voices, and media plurality; and
- Maintaining investment frameworks to support high-quality decision-making.

In 2022 NZ On Air consulted with stakeholders to develop a strategy on how we can best serve audiences, particularly underserved audiences, and ensure a vibrant and sustainable media ecosystem within an environment of change.

Feedback from stakeholders helped us to identify where we could best adjust our focus which has resulted in us updating our Investment Strategy to focus on four pou being insights, capability, creation, and discoverability.

These pou are included in the attached draft 2023/24 SPE. During 2023/24 we will begin implementing changes in line with these pou. We will also be updating our performance measures, and these will be outlined in our new Statement of Intent next year. In the meantime, we are confident that this focus and our work to deliver it will meet both your sector specific expectations and entity direction.

Regarding the specific expectations set out in your letter where these are not covered above:

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### **Continuing to support diverse local content and boost reach to underserved audiences**

We will continue to support a wide range of diverse content with a view to how best to reach under-served audiences. Our ongoing research programme has a strong focus on diversity in the screen sector and on-screen, which will help to inform funding decisions in the future.

### **Collaborating with the sector**

We will continue to work closely with the NZ Film Commission and Te Māngai Pāho on co-funding of projects, and wherever possible acting jointly to further the interests of the sector. Our work continues to be supported by collaborating with others in the public media space to maximise outcomes, demonstrating sector leadership, and informing our work.

### **Supporting officials with a review of the Broadcasting Act**

We will work with officials to modernize the Broadcasting Act to modernize our settings and mandates to better meet the needs of diverse New Zealand audiences and provide the basis for a healthy media ecosystem.

### **Consideration of different delivery platforms reaching new and different audiences**

Our research activities and work on improving data to inform our decisions will enable us to consider opportunities and merits of different delivery platforms. We are already using targeted funding rounds to identify opportunities and will monitor the impacts as funded projects are completed.

### **Maintaining robust investment frameworks**

As we continue to work in a rapidly evolving media landscape, we will continue to maintain robust decision-making and investment processes putting in place additional resources to deal with volume as necessary.

### **Information management practices**

We are committed to completing the areas of work identified in independent review and will keep your officials updated on progress.

### **Governance expectations**

The Board will continue to oversee performance and strategic direction. This includes a regular assessment of risk as well as ensuring our policies and procedures comply with relevant legislation.

We are committed to an annual review of our performance and governance practices as a Board and will have a report to your officials by December 2023 along with a matrix of skills on the Board.

I can confirm that the Board is aware of its obligations to act in a politically impartial manner, irrespective of political interests, and can assure you that both the *Code of Conduct for Crown Entity Board Members* and *He Ārahitanga Pōtitanga Whānui General Election Guidance 2023* have been read and understood by me and all board members. We also look forward to working with Manatū Taonga in the development of a monitoring agreement.

Once we receive your feedback on our draft 2023/24 SPE we will update it, as needed, ready for tabling in the House.

Nāku noa, nā



Dr. Ruth Harley  
**CHAIR**

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