

# Hon Kris Faafoi

Minister of Justice  
Minister for Broadcasting and Media  
Minister of Immigration



10 MAR 2021

Dr Ruth Harley CNZM  
Chair  
Broadcasting Commission  
PO Box 9744  
WELLINGTON 6011

Tēnā koe Dr Harley

## LETTER OF EXPECTATIONS 2021/22

This letter sets out my expectations for the Broadcasting Commission (NZ On Air) in 2021/22. Its purpose is to assist the Board to develop its Statement of Performance Expectations (SPE) for 2021/22 and other strategic planning documents. I expect you to ensure your entire board is aware of the expectations contained in this letter. The expectations contained in my Post Budget Letter of Expectations and Screen Production Fund Expectations 2020/21 letter also remain in force.

### *Enduring letter of expectations*

The enduring letter of expectations<sup>1</sup> remains in effect, and I would like to emphasise four enduring expectations in particular:

- Ensuring no surprises
- Supporting future-focussed Māori Crown relations, including supporting Maihi Karauna
- Ensuring your workplaces and leadership teams are diverse and inclusive
- Taking active steps to reduce greenhouse gas emissions, improve energy efficiency, and reduce waste outputs.

I reiterate that 'no surprises' refers to the expectation that you will inform me in a timely manner about matters of significance within my portfolio, particularly where these matters may be controversial or become the subject of public debate.

### *Sector priorities*

Building on the foundations laid in the first term, the Government has identified three overarching priorities:

- Keeping New Zealanders safe from COVID-19
- Accelerating our economic recovery
- Laying the foundations for a more sustainable and equitable future.

To achieve these, three priority outcomes have been identified for the cultural sector:

- Economic recovery – the sector is economically stable, sustainable and adapting to a post COVID-19 environment, and makes a positive contribution to wider COVID-19 economic recovery

<sup>1</sup> Refer to <https://ssc.govt.nz/resources/enduring-letter-of-expectations-to-statutory-crown-entities-2019/>

- Vibrant, innovative sector – the sector collaborates, adapts and innovates in new ways, enhancing the quality, equity and relevance of content, knowledge, products and services
- Better access and participation - New Zealanders have access to and participate in diverse and rich cultural experiences.

NZ On Air has an important role in contributing to these, both independently and in collaboration with others. To that end, I expect you to prioritise the timely delivery of initiatives funded through the significant Government investment into the sector. I further expect you to ensure existing baseline expenditure is aligned with Government priorities and is delivering value for money.

I also expect NZ On Air to continue to work with the Ministry on the monitoring and evaluation of COVID response funded initiatives as required.

### ***Entity direction***

#### *Public media outcomes and the future of public media*

The Government continues to endorse the public media outcomes, provided in the appendix. It is committed to strengthening the role of public media and Māori media to achieve its public media outcomes, ensuring public media is fit for the future and is able to thrive amid the changing media landscape.

The Government's Strong Public Media programme was paused in 2020 as a result of reprioritisation in the response to COVID-19. Work on the Strong Public Media programme has resumed, including completing of the detailed business case to test the viability of establishing a new public media entity. If Cabinet agrees to establish a new public media entity, my expectation is that the entity would be operational in 2023.

I would like to thank NZ On Air for its contribution to this programme to date. It is my expectation that NZ On Air will continue to actively engage with officials to progress the Strong Public Media programme, while also optimising its contribution to the achievement of the public media outcomes.

#### *Public Interest Journalism Funding*

I have appreciated NZ On Air's collaboration with Ministry officials at every stage in the development of the fund for public interest journalism: the original conception; the development of guiding principle leading to Cabinet's recent approval of \$55 million over three years; in agreeing the scope of consultation that will refine the eligibility criteria and operation of the fund; and final implementation.

While Journalism Funding builds on NZ On Air's long-established expertise in operating contestable funding programmes and uses NZ On Air's statutory framework as provided for by the Broadcasting Act 1989, it represents a significant increase in the agency's scope and responsibilities. I therefore ask that you keep my officials closely informed of the details of the fund's implementation, leading up to the first

funding round. I also request you to supply information relating to NZ On Air's progress in spending the funding and achieving the outcomes on a quarterly basis. If more timely information is required (such as after a particular funding round or in response to a specific request), I expect you to provide additional reporting and participate in evaluative processes, as necessary.

I also ask that the Journalism Funding be reflected in an amended Statement of Intent and that relevant performance measures and indicators are developed, with the Ministry, to be incorporated into the Statement of Performance Expectations 2021/22.

In addition, my specific expectations for NZ On Air in 2021/22 are that it will:

- continue to support the production of diverse local content and boost reach to under-served audiences, in particular Māori, Pacific, regional, children and young audiences
- collaborate with the sector to maximise NZ On Air's contribution to the public media outcomes
- demonstrate strategic and organisation leadership to the sector while managing through a period of change
- consider different delivery platforms to reach new and different audiences
- maintain robust investment frameworks
- maintain support for New Zealand music
- actively engage with officials to progress the Strong Public Media programme
- operationalise and manage the Premium Productions for International Audiences Fund in line with policy settings and administrative best practice
- ensure the administration and decision-making of the New Zealand Screen Production Fund is in line with policy settings and administrative best practice to optimise the funding's economic and cultural value to New Zealand.

## **Governance**

I expect the Board to continue to oversee the performance and long-term strategic direction of NZ On Air and provide best-practice governance. This includes monitoring NZ On Air's financial wellbeing and long-term viability, and ensuring that NZ On Air has robust risk awareness and management processes in place.

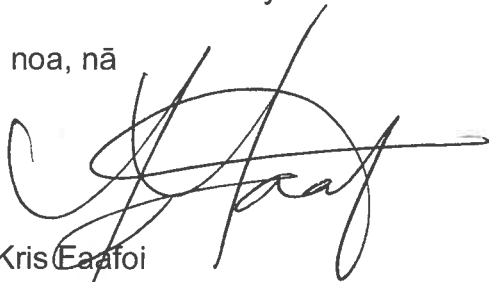
I expect the Board to undertake an independent evaluation of its governance practices and provide me with a report by 30 November 2021, copied to the Ministry. This report should summarise the Board's governance performance and identify areas of improvement. I also expect the Board to work with the Ministry to review its governance manual to ensure policies comply with the Crown Entities Act 2004 and other relevant legislation.

While the Board has the most immediate and direct responsibility for monitoring NZ On Air's performance, I expect it to continue to provide the Ministry, as my agent, with information on performance against planning documents and timely information on risks and opportunities. I have asked the Ministry to focus on the quality of reporting information.

I invite you to respond to this letter outlining the key strategic challenges and opportunities facing NZ On Air and how you intend to respond to the specific expectations contained in this letter.

Finally, I would like to acknowledge the work of your Board and NZ On Air and look forward to a successful year ahead.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'Kris Eddofoi', written over a faint circular watermark or stamp.

Hon Kris Eddofoi  
**Minister of Broadcasting and Media**

cc: Cameron Harland, Chief Executive, Broadcasting Commission

cc: Bernadette Cavanagh, Chief Executive, Ministry for Culture and Heritage

## **Appendix: Public media outcomes**

1. New Zealand audiences choose to access mainstream and targeted content and services that support:
  - their needs and interests as people living in Aotearoa, and which in particular reflect the language and experiences of Māori and Pacific peoples, and other under-served audiences;
  - their ability as New Zealanders to be informed and engaged members of our participative democracy and open civic society; and
  - their access to a range and diversity of content that they value and trust.
2. Public media in New Zealand are:
  - operationally and editorially independent;
  - securely and sustainably funded;
  - able to respond effectively to an evolving operating environment and relevant to changing consumer preferences, in particular younger audiences; and
  - complementary to and collaborative with private media.
3. Public media plays an integral role in contributing to New Zealand being:
  - a connected, informed, cohesive and independent nation;
  - a healthy, participative democracy; and
  - confident in and aware of our unique identity, cultures and languages.