

In Confidence

Office of Te Minita Whanaketanga Māori

Chair, Cabinet Māori Crown Relations: Te Arawhiti Committee

TE AO PĀPĀHO – MĀORI MEDIA SECTOR SHIFT: HIGH LEVEL OPTIONS

Proposal

1. This paper seeks Cabinet Māori Crown Relations: Te Arawhiti Committee's agreement to:
 - 1.1. Refine the wording of the vision and outcome statements to guide the Māori Media Sector Shift
 - 1.2. Release three high level options for the future of the Māori media sector for feedback through targeted engagement with the sector.

Executive Summary

2. It is well acknowledged that the Māori media sector has an important role in revitalising te reo Māori and connecting people to their communities. It also has great potential to contribute to telling the stories of Aotearoa New Zealand to the international stage, enhancing our international brand and authentic point of difference. In future, the sector will need sufficient mana not only to treat with government, and media partners domestically, but also to build partnerships with indigenous networks and other media organisations overseas.
3. The Māori media sector is currently faced with a number of issues. There are legislative constraints on its ability to adapt to emerging technologies and rapidly changing audience expectations. Separate organisations are running siloed operations, have low production budgets, low audience shares, and are unable to invest adequately in workforce development.
4. [REDACTED] S.9(2)(f)(iv) we have a rare opportunity to align the roles of both sectors for greater impact. The workstreams will be aligned closely and jointly can contribute to the implementation of the Maihi Karauna strategy and build an enhanced sense of national identity.
5. In April 2019, Cabinet agreed to a vision statement and series of outcomes for the future of the Māori media sector. After further engagement with leaders within the sector, I now seek to make some minor adjustments to these statements. I propose an amendment so that the vision now makes a stronger statement about supporting the 'use' of te reo Māori, rather than its 'normalisation'.

6. The amended vision statement needs to be supported by two proposed additional outcome statements. The first makes a stronger link to language revitalisation theory. The second provides an outcome for the protection of Māori interests in content, while successfully balancing this with appropriate access and use.
7. In April 2019, Cabinet agreed to a series of design principles to address these issues and build a Māori media sector for the future that is modern, agile and best serves its audiences [CAB-19-MIN-0168].
8. Based on these design principles, and after engagement with key stakeholders, I have developed a series of high level options for future models:
 - A. Te Kāhui Tauawhi – a hybrid model that creates a single entity with seven regional media hubs, providing the sector with both a single unified entity and a strong connection with communities and iwi. It would be designed to work in close alignment with the broader public media sector.
 - B. Te Kāhui Tōpū – a centralised model that creates a single governance board for the sector, a new multimedia entity and simplified funding and accountability lines. It would also be designed to work in close alignment with the broader public media sector.
 - C. Te Kāhui Whanake – a growth model in which the design of the Māori media sector would be shaped to ensure its best mutual impact alongside the development of the broader public media sector. I would collaborate with the Minister of Broadcasting, Communications and Digital Media to achieve this. This option does not preclude officials from reporting back other creative ideas and models that arise during engagement with the sector.
9. I am seeking Cabinet's agreement to engage with the sector on these high level options during September 2019. Simultaneously, I will undertake financial modelling to estimate the indicative costs of each option. I propose to report back to Cabinet with a preferred option for the future of the Māori media sector on 6 November 2019.
10. The critical success factors for any future model will include access to enhanced audience research and insights, the ability to adapt with advancing technology, and access to adequate funding.
11. The future sector will need a coherent and forward-looking strategy for all its operations. This Paper includes some proposed principles for workforce development and the curation and archiving of content, which could inform future strategy development, as well as related government workstreams.

Background

Shifting the Māori media sector to achieve its best impact

12. On 12 April 2019, Cabinet agreed to the publication of an overview, *Te Ao Pāpāho ki Tua | Māori Media Sector Shift – An Overview of the Current State of the Sector* as at 29 March 2019 [CAB-19-MIN-0168]. The report was based on desktop research, engagement with stakeholders, focus groups with kaumātua and rangatahi media consumers, and 1,046 public survey responses.

13. The overview report showed that the Māori media sector has achieved a number of successes throughout its history, but now needs up to date policy and legislation for the digital age. There are specific issues around siloed operations across different organisations, the production of low budget programming for low audience shares, and a lack of investment in workforce development.
14. For the purposes of this Paper, the Māori media sector agencies are the organisations funded by government with the primary purpose of promoting te reo Māori and Māori culture. These are Māori Television Service, Te Māngai Pāho and Te Whakaruruhau o Ngā Reo Irirangi Māori on behalf of Iwi radio.

Cabinet's previous decisions – vision, outcomes and design principles

15. Cabinet invited the Minister to report back to the Cabinet Economic Development Committee with high level options for the future of the Māori media sector. It agreed a guiding vision statement and three outcomes for the Māori media sector, some adjustments to which are proposed below in paragraphs 24 and 25.
16. Cabinet also agreed to a set of design principles to inform the design of the future state of the Māori media sector, which should be:
 - 16.1. Centred on audience needs
 - 16.2. Enabling of the revitalisation of te reo Māori me ngā tikanga Māori
 - 16.3. Collaborative
 - 16.4. Agile
 - 16.5. Nurturing of a creative and capable workforce
 - 16.6. Able to protect taonga while enabling appropriate use
 - 16.7. Well aligned with the broader public media sector
 - 16.8. Well-resourced and efficient.

Sector and public engagement

17. Te Puni Kōkiri undertook a series of stakeholder engagements over February and March 2019. A snapshot of Te Puni Kōkiri's engagement is included at Appendix A. Te Puni Kōkiri then hosted a sector wānanga on 12 June 2019 with leaders from across the sector and relevant government departments to help develop high level options for the future of the sector.

Te Whare o te Reo Mauri Ora

18. Te Ture mō Te Reo Māori 2016 created a partnership for the revitalisation of te reo Māori between the Crown and iwi and Māori, represented by the statutory entity Te Mātāwai. The partnership is conceptualised as Te Whare o te Reo Mauri Ora – a house with two Maihi, or in this instance strategies – which comes together in partnership for the revitalisation of te reo Māori. The Crown has a Maihi Karauna strategy for its role in the revitalisation of te reo Māori, while Te Mātāwai has the Maihi Māori strategy.

19. In the course of developing the options in this Paper, I have engaged with Te Mātāwai. Te Puni Kōkiri also met to seek input from representatives of the Board of Te Mātāwai, with whom the Crown has a statutory relationship to work in partnership for the revitalisation of te reo Māori.

[REDACTED]

S.9(2)(f)(iv)

20. [REDACTED]

21. [REDACTED]

Proposed refinement to vision and outcomes

22. Cabinet agreed in April 2019 to vision and outcomes statements for the future of the Māori media sector. These statements currently refer to the role of the Māori media sector as the 'normalisation' of te reo Māori.
23. We have received further feedback from sector leaders and from an expert Advisory Panel established by Te Puni Kōkiri that these statements should say 'use' of te reo Māori rather than 'normalisation'. This would make a clearer link to language revitalisation theory by capturing the contribution the Māori media sector makes to supporting the use of te reo Māori and the maintenance of the corpus of Māori words and iwi dialects.
24. I therefore recommend that Cabinet should agree to a refined vision statement as follows, with the new elements shown in italics:
- 24.1. "a collaborative and *capable* Māori media community that promotes *and demonstrates* the ~~normalisation~~ *use of te reo Māori me ngā tikanga*, promotes te ao Māori, and tells Māori stories *in Māori ways*".
25. Revisions and additions to the outcome statements are proposed to make the link to language revitalisation theory, and to address the concern expressed by stakeholders about archiving and intellectual property. The proposed amendments are marked below, with additions in italics:
- 25.1. Te reo Māori ~~has status~~ *is valued* as a means of everyday mass communication
- 25.2. Larger and broader audiences engage with Māori perspectives, stories, music and experiences
- 25.3. Māori media connects people regionally, nationally and internationally

25.4. *The learning, use, critical awareness and corpus of te reo Māori are supported by quality media content*

25.5. *The protection of Māori interests in content is balanced with appropriate access and use.*

Functions of the future Māori media sector

Functional features of the new sector

26. Based on the Terms of Reference agreed by Cabinet for the Māori Media Sector Shift [CAB-18-MIN-0479 refers] and the design principles agreed by Cabinet in April 2019, Te Puni Kōkiri held wānanga and other engagements with the sector, the Advisory Panel and Te Mātāwai to identify the required functions of the future Māori media sector.
27. The common themes emerging from the engagement is that the design of the future sector needs to incorporate these functional features:
 - 27.1. Coherent, united governance – most likely through a single governance entity with mana and a range of relevant expertise
 - 27.2. Strategy development to deliver on the vision and outcomes, which is based on analytics, insights and intelligence
 - 27.3. Direct funding of operational costs, rather than channelling operational funding via one entity to another
 - 27.4. A mature attitude to risk in the contestable funding of innovative content and sustainable, high-trust funding models
 - 27.5. Investment in iwi and community media initiatives in order to continue connecting communities and supporting reo-ā-iwi
 - 27.6. Entertaining and informing audiences while exposing them to high quality reo Māori content
 - 27.7. Staying ahead of the game and moving nimbly with technological advances, including the advent of 5G and beyond. The sector will have to be flexible in order to meet audiences on the platforms they want to use.

Rights and retention

28. It is important to balance the protection of mātauranga Māori with appropriate access to archival material for research and repurposing. This includes ensuring the access, protection, and use of mātauranga-ā-iwi and taonga tuku iho held by Government agencies, which are stated in the formal agreements signed by iwi as a result of Treaty settlements.
29. The Waitangi Tribunal discusses the Crown's obligations to Māori when it controls mātauranga Māori in its report on the Wai 262 inquiry, *Ko Aotearoa Tēnei*. I am currently leading the development of a whole-of-government approach to these issues. Officials are currently developing advice on how the government should approach Wai 262 issues, including in relation to 'taonga works and mātauranga Māori' and the Waitangi Tribunal's discussion on current government policy and practice in relation to those matters. I expect to return to Cabinet for approval of my draft approach to the Wai 262 issues in November 2019.

30. In the meantime, it is useful to set out some high-level curation principles to guide the Māori media sector in its approach to the storage and use of mātauranga Māori. These principles reflect issues that are strongly relevant to the Government's response to Wai 262, as well as the National Archiving and Library Institutions (NALI) work and the review of the Copyright Act 1994. They are:
- 30.1. Future-proofing – ensuring new publicly funded content is created to be archive-ready and existing content is digitised for storage and repurposing
 - 30.2. Availability – ensuring new publicly funded content is easily available and affordable for non-commercial purposes or for whānau, hapū, iwi or Māori community imperative
 - 30.3. Mana enhancing – ensuring that the use of archived content maintains the mana and integrity of the original material and mātauranga Māori contained within
 - 30.4. Enduring interests – acknowledging that whānau, hapū and iwi interests in material are enduring and do not expire with copyright
 - 30.5. Kaitiakitanga – recognising the importance of kaitiaki relationships with taonga and mātauranga Māori
 - 30.6. Balancing interests – balancing the rights of intellectual property holders (e.g. creators) and whānau, hapū, iwi and community interests through contracts and licences.

Workforce development

31. The future Māori media sector will need a capable workforce in a range of disciplines, ranging from journalism to technical roles. It will need to fill current skill gaps as well as anticipating future needs arising from the move to digital platforms and audience preferences. It will need to collaborate on a workforce development strategy in partnership with the public media and education institutions. For example, opportunities may exist to establish a centre of vocational excellence (COVE).
32. Based on feedback received through engagement, the strategy should be based on the following principles.
- 32.1. Progressive – developing clear pathways from kura or school into the workforce, and for career progression
 - 32.2. Manaakitanga – providing pastoral care and mentorship tailored to individuals to retain and grow the workforce
 - 32.3. Incentivising – so the industry provides opportunities for on-the-job learning and mentoring
 - 32.4. Agility – supporting the industry to adapt to emerging skill gaps and new technologies
 - 32.5. Flexibility – providing qualifications that recognise formal study and on-the-job training
 - 32.6. Evidence-based – using evidence and regular review to ensure the workforce development strategy remains relevant.

Strengthening Iwi radio within the future model

33. I consider that the current arrangements for Iwi radio are unsustainable and in need of updating. Te Puni Kōkiri heard from Te Whakaruruhau o Ngā Reo Irirangi Māori, which represents 20 of the 21 Crown-funded Iwi radio stations, that the \$500,000 provided annually to each station is inadequate, and that much of the infrastructure is ageing. The key policy decisions pertaining to the Iwi radio network date from the 1990s.
34. I want to enable the Iwi radio network to be agile and to make the best use of its resources. Regardless of the eventual preferred model for the Māori media sector, I will be looking to broker a future discussion with Te Whakaruruhau o Ngā Reo Irirangi Māori and iwi that hold the licence agreements for Iwi radio frequencies, including for the seven stations not funded by the Crown. These discussions will aim to discover:
 - 34.1. Whether we have the right number of Iwi radio stations in the right locations to best serve audiences
 - 34.2. Whether some Iwi radio stations could join up, and whether this would create a smaller network of stations that are better resourced and optimally located to serve audiences
 - 34.3. What support Iwi radio stations need for their ongoing migration to digital services
 - 34.4. What language revitalisation outcomes Iwi radio should contribute to the Maihi Karauna and Maihi Māori
 - 34.5. How shared services could support operational efficiencies.
35. Te Whakaruruhau o Ngā Reo Irirangi Māori has stated that it opposes the rationalisation of Iwi radio stations. However, I consider that any serious attempt to shift the Māori media sector requires a discussion that explores the above points.
36. It should be acknowledged that Iwi radio performs several important functions. It connects communities and provides them with local content. It provides services in remote areas where digital services are not yet ubiquitous. Its role in te reo Māori revitalisation is to expose communities to their own iwi dialects, and thus promote their use.

High level options for the future Māori media sector

37. After reflecting on the results of engagement with the sector and the public, and working from the design principles previously agreed by Cabinet, I have identified three high level options for the future. These are described below, and more detail on options A and B are outlined in Appendix B. These draw on public and sector engagement and the data in the previously published overview of the sector paper. One constraint in building these options has been limited data and insights about audience preferences.
38. Te Puni Kōkiri has compiled an initial assessment of these three high level options, showing the degree to which each option aligns with the design principles previously

Option A for sector engagement: Te Kāhui Tauawhi – Hybrid model

Description

39. In Te Kāhui Tauawhi, there would be a single governance board, which would be appointed by the Crown and Te Mātāwai, and a single Māori Multimedia Entity (MME). It would be funded through Vote: Māori Development and the funding managed by Te Puni Kōkiri. Its ultimate accountability would be to the Minister for Māori Development.
40. It would include seven regional multi-media hubs that would commission and distribute local content. The centre and the hubs would be able to exchange local and national content.

Analysis

41. Te Kāhui Tauawhi has many of the advantages of Te Kāhui Tōpu (centralised model, discussed below) with the added advantage of a strong regional presence. It creates a single, coherent MME with both strong national and authentic regional voices. It can therefore overcome silos that presently exist and has the scale to collaborate with other media organisations at the national and international level. This option is the second preferred option of Te Whakaruruhau o Ngā Reo Irirangi Māori.
42. While a hybrid agency might create efficiencies through the consolidation of existing agencies and governance boards, the establishment and maintenance of regional hubs represents a new additional cost.

Contribution to te reo Māori revitalisation

43. This model has both broad and local audience reach. The entity potentially will have the capability to support the achievement of all three 2040 outcomes sought in the Maihi Karauna strategy: 85 per cent of New Zealanders valuing te reo Māori as a part of national identity; one million or more New Zealanders having the confidence to speak about at least basic things in te reo Māori; 150,000 Māori aged over 15 using te reo Māori at least as much as English. I expect it could support the promotion of reo-ā-iwi. It may also support the goals of the Maihi Māori strategy, including language planning in homes and communities.

Option B for sector engagement: Te Kāhui Tōpū – Centralised model

Description

44. Te Kāhui Tōpū would essentially have the same governance arrangements as Te Kāhui Tauawhi, discussed above.
45. The MME would combine Iwi radio and Māori Television Service with the funding functions of Te Māngai Pāho. It would require back-office support for these operations, including data insights and strategy development. It would not have the regional hubs that Te Kāhui Tauawhi has.

46. The new MME would commission content from independent producers and others. It may produce limited content in-house such as news and current affairs. This clear delineation would mitigate any perceived conflict of interest in the MME having both a content production and funding role.
47. The MME would provide one portal for easy access to all content. This could be supported by a range of platforms, including new media, emerging media, and linear television and radio services while the demand for them remains.

Analysis

48. The benefit of this model is that it has the scale to be a strong national voice with a coherent strategy for Māori media. The MME would be an organisation with sufficient scale to create partnerships with other key organisations on the national and international scenes. Te Kāhui Tōpū also overcomes the problem of silos between separate organisations, and in doing so may create efficiencies.
49. Creating a centralised model risks muting iwi, regional and local voices in Māori media, unless the MME develops strategies to support these voices.

Contribution to te reo Māori revitalisation

50. The single entity created under this model operates at a national level and can therefore develop a strategic approach to supporting te reo Māori revitalisation through broadcasting and media. Like Te Kāhui Tauawhi, the entity potentially will have the capability to support the achievement of all three 2040 outcomes sought in the Maihi Karauna strategy.
51. The nationally centralised entity may have less of a natural focus on supporting reo-ā-iwi than other models. It may be less directly connected with iwi and communities than some of the other models. This could be mitigated by specific provision in the new entity's strategy for working closely with Te Mātāwai to support the implementation of the Maihi Māori, with its focus on communities and homes.

Option C for sector engagement: Te Kāhui Whanake – Growth model

Description

52. [REDACTED] S.9(2)(f)(iv)
[REDACTED] It would be based on the agreed design principles, and would draw on the analytical work already done towards the Māori Media Sector Shift. Its ultimate aim is to create the most effective possible ecosystem for meeting the goals of both public and Māori media sectors.
53. Key elements that could be considered include:
 - 53.1. How there might be more joined-up governance of the public and Māori media sectors, [REDACTED] S.9(2)(g)(i)
[REDACTED]
 - 53.2. How funding could be more effectively used and distributed across both sectors
 - 53.3. How back-office functions for both sectors could be shared more effectively

53.4. Whether there is scope for shared platforms or the sharing of content.

Analysis

54. This option provides the greatest freedom to grow the Māori media sector and public media sector (as shown in Appendix B) alongside each other for best impact. This option does not preclude officials from seeking and reporting back on other creative ideas and models that arise during engagement with the sector.

Contribution to te reo Māori revitalisation

55. This model has a broad potential audience reach for the promotion of te reo Māori, including the potential to engage receptive non-Māori audiences through the public media sector. It can therefore contribute to the achievement of all three goals of the Maihi Karauna strategy. It could be designed to support iwi and community language revitalisation efforts, as per the Maihi Māori.

Other options considered

56. Officials considered three other options, but do not recommend them for sector engagement. These are as follows.

56.1. Te Kāhui Ruirui – a distributed model that enables iwi or community media clusters to be funded directly by government, allowing them to determine what content and platforms will best serve their communities.

56.2. Te Kāhui Tauhokohoko – an enterprise model that creates a single entity in which both the Crown and iwi would invest, and which would be expected to provide a commercial return.

56.3. Te Kāhui Aotearoa – an Aotearoa Inc. model that brings together all publicly funded broadcasting within the paradigm of a Māori-Crown partnership.

57. Te Kāhui Ruirui is not recommended for sector engagement. Of all the options considered, officials have assessed it as having the least alignment with the design principles.

58. Te Kāhui Tauhokohoko is also not recommended as officials are concerned that it will potentially compete with the public media sector and te reo Māori revitalisation may be constrained due to its commercial imperative.

59. Te Kāhui Aotearoa may have some significant advantages in terms of increasing the scale, reach and effectiveness of public media. [REDACTED]

S.9(2)(f)(iv)

Financial implications

60. The Māori media sector and its audiences expect the sector to be better resourced in the future. Before reporting to Cabinet with a preferred option, I will undertake financial modelling to estimate the indicative costs of each option. This will help to

advise Cabinet on the financial implications and likely impacts on future budgets. This will include advice on the scaling of each option.

61. The initial analysis of Te Puni Kōkiri is that Option A (Te Kāhui Tauawhi) is the most expensive of the three, as it involves the establishment of an organisation with a regional outreach, while Option B (Te Kāhui Tōpū) may create some administrative efficiencies.

Māori rights in spectrum allocation, 5G and future technologies

62. The fifth generation of cellular network technology, or 5G, promises much faster download speeds, greatly enhancing the experiences of audiences seeking content through online and mobile technology. Successive governments have, in different ways, recognised the Māori interest in radio spectrum as each new generation of technology has arrived. Māori interests include economic development and the role of new technologies in the revitalisation of te reo Māori.
63. I am part of the Ministers' group for 5G, and have been briefed on the ongoing discussions between officials and Māori stakeholders.¹ [REDACTED] S.9(2)(f)(iv)
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Complementary roles for Māori media and the broader public media sector

64. The Minister of Broadcasting, Communications and Digital Media [REDACTED] S.9(2)(f)(iv)
- [REDACTED]
- [REDACTED]. This is a rare opportunity to align the roles of both sectors for greater impact in entertaining and informing the population, revitalising Māori language and culture, and telling the story of Aotearoa New Zealand.

Principles for coordinating the development of Māori media and public media sectors

65. Below I propose a set of principles to guide both workstreams and how they will dovetail together. These are based on the engagements my officials have undertaken, and on the strategic goals set out in the Maihi Karauna.
- 65.1. Where possible, both sectors should partner towards achieving the audacious goals set out in the Maihi Karauna strategy.
- 65.2. Where possible, both sectors should collaborate to:
- 65.2.1. Investigate shared training and workforce development
 - 65.2.2. Investigate shared marketing and promotion
 - 65.2.3. Develop and share content.

¹ NZ Māori Council, Ngā Kaiwhakapūmau i te Reo Māori and Graham Everton as claimants to the Waitangi Tribunal; Te Huarahi Tika Trust, which was established to enable Māori to purchase 3G spectrum.

- 65.3. Where cooperation is not possible or desirable, there should be clearly defined roles to avoid duplication and ensure effective use of public funding.

Next steps

Publicity

66. I intend to issue a media statement when the Cabinet Paper is released. I will also ensure there is supporting supplementary information for answering frequently asked questions, and will share this with other relevant Ministers.

Further engagement and preferred option

67. If Cabinet agrees, I will engage with the sector on the high level options during September 2019. I will report back to Cabinet on 6 November 2019 with a preferred option and its likely financial implications.

Risks and mitigations

68. [REDACTED] S.9(2)(g)(i)

Consultation

69. The following agencies have been consulted in the development of this Paper: Te Māngai Pāho, the Māori Television Service, Te Taura Whiri i te Reo Māori, The Treasury, Ministry for Culture and Heritage, the Department of Internal Affairs, Te Arawhiti and the Ministry of Business, Innovation and Employment, as have Te Mātāwai and Te Whakaruruhau o Ngā Reo Irirangi Māori. The Department of the Prime Minister and Cabinet has been informed.

Legislative Implications

70. There are no proposals for legislative change in this Paper. However, giving effect to any of the options in this Paper would require amendment to the Māori Television Act 2004 and Te Ture mō te Reo Māori 2016. Option B would also require amendment to Part 4A of the Broadcasting Act 1989.

Impact Analysis

71. A Regulatory Impact Analysis is not required for this Paper.

Human Rights

72. This Paper makes no proposals that are inconsistent with the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

Disability Perspective

73. The Maihi Karauna strategy provides direction for the future development of content and media platforms. It notes that 'broadcasting, digital and education initiatives will be relevant in engaging those with disabilities, and could link with community

initiatives, such as the Māori Deaf community's development of Māori concepts in New Zealand Sign Language'.

Proactive Release

74. Subject to Cabinet approval, I intend to release this Cabinet Paper and the attached appendices, with appropriate redactions, as soon as possible to support targeted engagement.

Recommendations

75. The Minister for Māori Development recommends that the Cabinet Māori Crown Relations: Te Arawhiti Committee Committee:
1. **note** the key functions required of the future Māori media sector
 2. **note** that on 12 April 2019, Cabinet agreed [CAB-19-MIN-0168] to a set of design principles to inform the design of the future state of the Māori media sector, which should be:
 - a. Centred on audience needs
 - b. Enabling of the revitalisation of te reo Māori me ngā tikanga Māori
 - c. Collaborative
 - d. Agile
 - e. Nurturing of a creative and capable workforce
 - f. Able to protect taonga while enabling appropriate use
 - g. Well aligned with the broader public media sector
 - h. Well-resourced and efficient
 3. **agree** to amend the vision statement for the future Māori media sector from that previously agreed by Cabinet, to the following:
 - a. "a collaborative and capable Māori media community that promotes and demonstrates the use of te reo Māori me ngā tikanga, promotes te ao Māori, and tells Māori stories in Māori ways"
 4. **agree** to amend the outcomes for the Māori media sector from that previously agreed by Cabinet, to the following:
 - a. Te reo Māori is valued as a means of everyday mass communication
 - b. Larger and broader audiences engage with Māori perspectives, stories, music and experiences
 - c. Māori media connects people regionally, nationally and internationally
 - d. The learning, use, critical awareness and corpus of te reo Māori are supported by quality media content
 - e. The protection of Māori interests in content is balanced with appropriate access and use

5. **note** that the following principles for curation and archiving are useful to guide the Māori media sector in its approach to the storage and use of mātauranga Māori and reflect issues that are strongly relevant to the Government's response to Wai 262, as well as the National Archiving and Library Institutions (NALI) work and the review of the Copyright Act 1994:
- a. Future-proofing – ensuring new publicly funded content is created to be archive-ready and existing content is digitised for storage and repurposing
 - b. Availability – ensuring new publicly funded content is easily available and affordable for non-commercial purposes or for whānau, hapū, iwi or Māori community imperative
 - c. Mana enhancing – ensuring that archived content maintains the mana and integrity of the original material and mātauranga Māori contained within
 - d. Enduring interests – acknowledging that whānau, hapū and iwi interests in material are enduring and do not expire with copyright
 - e. Kaitiakitanga – recognising the importance of kaitiaki relationships with taonga and mātauranga Māori
 - f. Balancing interests – balancing the rights of intellectual property holders (e.g. creators) and whānau, hapū, iwi and community interests through contracts and licences
6. **note** that the Māori media sector will need to develop a workforce development strategy in partnership with the public media and education sectors, the guiding principles of which should be:
- a. Progressive – developing clear pathways from kura or school into the workforce, and for career progression
 - b. Manaakitanga – providing pastoral care and mentorship tailored to individuals to retain and grow the workforce
 - c. Incentivising – so the industry provides opportunities for on-the-job learning and mentoring
 - d. Agility – supporting the industry to adapt to emerging skill gaps and new technologies
 - e. Flexibility – providing qualifications that recognise formal study and on-the-job training
 - f. Evidence-based – using evidence and regular review to ensure the workforce development strategy remains relevant
7. **agree** to release the following high level options for the future of the Māori media sector for engagement with the Māori media sector and further sector engagement:
- OPTION A: Te Kāhui Tauawhi – a hybrid model that creates a single entity with seven regional media hubs, providing the sector both a single unified entity and a strong connection with communities and iwi

OPTION B: Te Kāhui Tōpū – a centralised model that creates a single governance board for the sector, a new multimedia entity and simplified funding and accountability lines

OPTION C: Te Kāhui Whanake – a growth model in which the design of the Māori media sector would be shaped collaboratively to ensure its best mutual impact alongside the development of the broader public media sector.




8. **note** that the Minister for Māori Development will be looking to broker a future discussion with Te Whakaruruhau o Ngā Reo Irirangi Māori and the iwi that hold the licence agreements for Iwi radio frequencies, to discuss the optimal future positioning of Iwi radio
9. **note** that Te Puni Kōkiri will undertake financial modelling to estimate the likely costs of each option, in order to provide advice on a preferred option
10. [REDACTED] S.9(2)(g)(i)
11. **note** that the Minister for Māori Development and the Minister of Broadcasting, Communications and Digital Media will work closely to align their work on Māori media and public media for greater impact in entertaining and informing the population, revitalising Māori language and culture, and telling the story of Aotearoa New Zealand
12. **agree** that the following principles should guide the coordination of the public media sector and Māori media sectors:
 - a. Where possible, both sectors should partner towards achieving the audacious goals set out in the Maihi Karauna strategy
 - b. There is considerable scope for the public media sector and Māori media sector to work in partnership on:
 - i. Training and workforce development
 - ii. Marketing and promotion
 - iii. Development and sharing of content
 - c. Where cooperation is not possible or desirable, there should be clearly defined roles to avoid duplication and ensure effective use of public funding
13. **invite** the Minister for Māori Development to report back to the Cabinet Economic Development Committee with a preferred option including indicative costings on 6 November 2019.

Authorised for lodgement

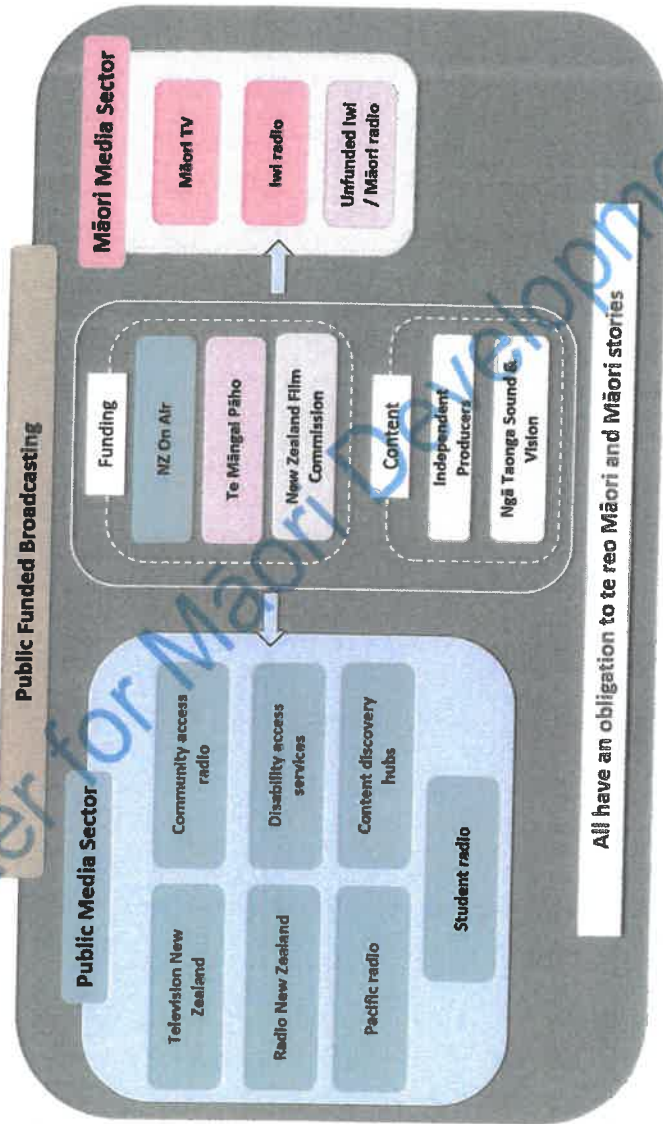
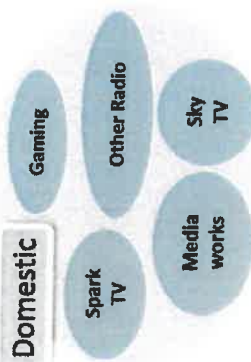
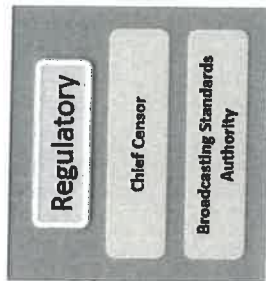
Hon Nanaia Mahuta
Te Minita Whanaketanga Māori

SNAPSHOT OF ENGAGEMENT

1 February - 6 March 2019

<p>MĀORI MEDIA SECTOR STAKEHOLDERS</p> 	<p>84 Letters sent to stakeholders</p> <p>95 Māori media sector survey links sent to independent producers</p>	<p>26 Submissions received</p>	<p>6 Written submissions</p> <p>20 Online surveys completed</p>
<p>DEDICATED WEB PAGE</p> 	<p>755 Māori Media Sector Shift website views</p>	<p>1046 Public submissions received</p>	<p>133 Online surveys completed</p> <p>2 Written submissions</p> <p>911 Event surveys completed</p>
<p>AUDIENCE</p> 	<p>24 Targeted engagements across ...</p> <p>12 locations</p>	<p>84 Kaumātua</p>	<p>109 Rangatahi</p>

Broadcasting Ecosystem



Te Kāhui Tauawhi - Hybrid

In the Te Kāhui Tauawhi - Hybrid model there would be a single Governance Board with members appointed by the Crown and Te Mātāwai responsible for the Māori Multimedia Entity (MME). Ultimate accountability would be to the Minister for Māori Development.

The MME would be responsible for the functions of iwi radio, Māori Television, Te Māngai Pāho and provide back-office support, strategy development, data, insights, analytics, reporting, promotion, financial reporting, contract management and strategic relationships etc. Regional multimedia hubs will be established that report to the MME and provide local content, regional data and insights to inform strategy and approach.

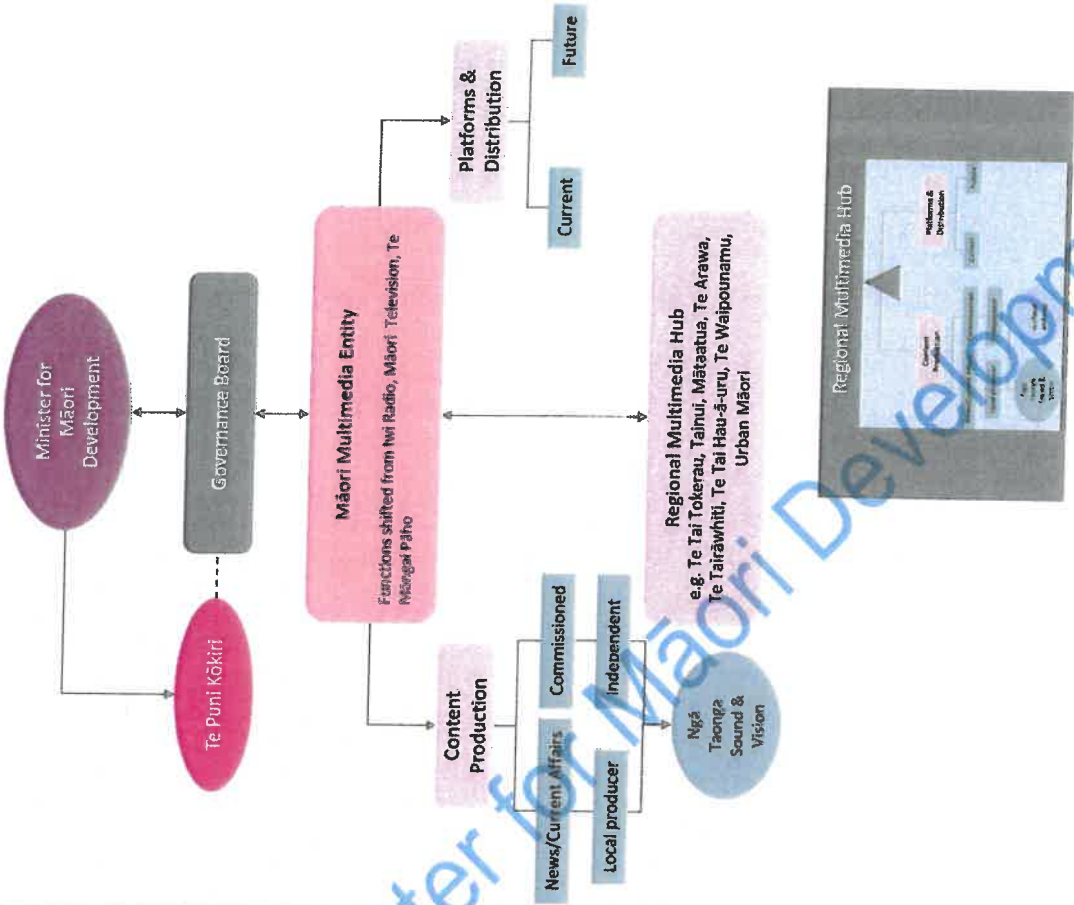
The MME would be funded through Vote Māori Development and disbursement managed by Te Puni Kōkiri.

The MME could commission content from independent producers and others. It may produce limited content in-house such as news and current affairs. All the content that is purchased should be archive ready and platform agnostic. Content can be created at the centre and in the regional hubs and shared both ways and with broader networks (e.g. public media and international). The MME would have an enhanced relationship with Ngā Taonga Sound & Vision for the archiving of all new content. There is potential for the MME to support iwi and local archiving aspirations.

There would be a range of platforms through a single portal for the content to be distributed including linear television, linear radio, online and interactive (social, gaming etc.).

The MME would have the potential to drive a workforce pipeline at national level or regional level with education institutions.

Note: Te Taura Whiri i Te Reo Māori remains a separate entity responsible for the promotion of te reo Māori



Te Kāhui Tōpū - Centralised



In the Te Kāhui Tōpū Centralised model there would be a single Governance Board with members appointed by the Crown and Te Mātāwai responsible for a Māori Multimedia Entity (MME). Ultimate accountability through Vote Māori Development would be to the Minister for Māori Development.



The MME would be responsible for the functions of iwi radio, Māori Television, Te Māngai Pāho and provide back-office support, strategy development, data, insights, analytics, reporting, promotion, financial reporting, contract management and strategic relationships.



The MME funding would be disbursed and managed by Te Puni Kōkiri.



The MME could commission content from independent producers and others. It may produce limited content in-house such as news and current affairs. All content that is purchased should be archive ready and platform agnostic. The MME would have an enhanced relationship with Ngā Taonga Sound & Vision for the archiving of all new content.

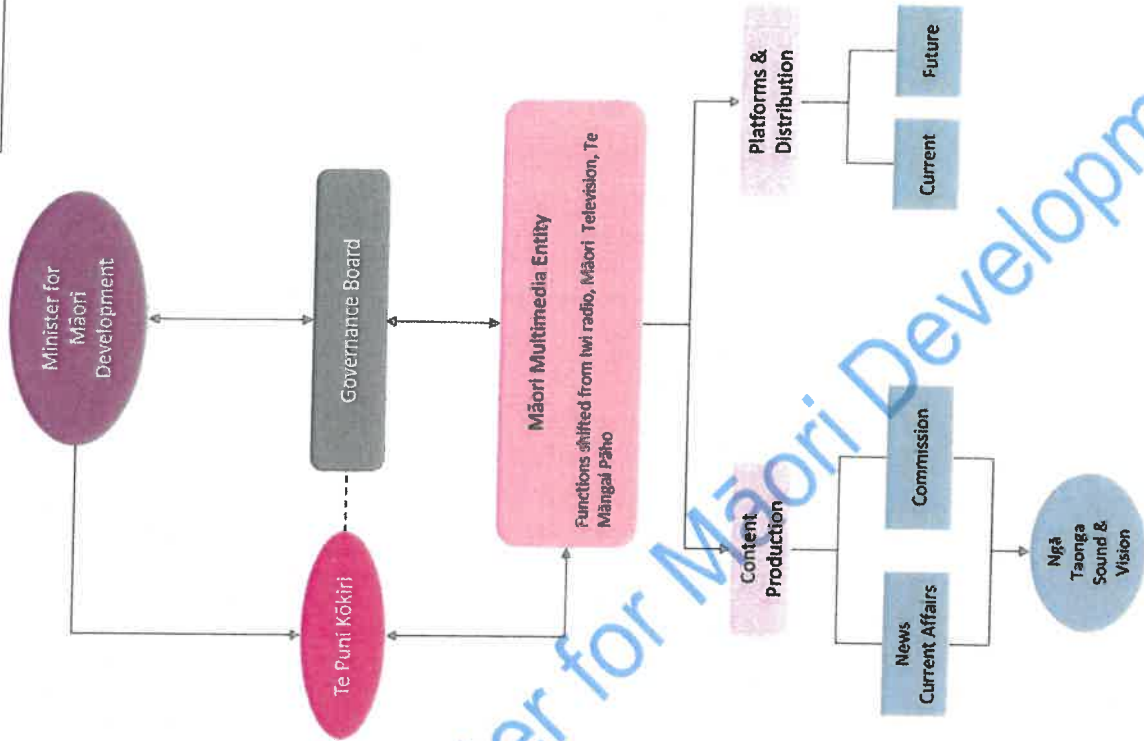


There would be one portal with a range of platforms for the content to be distributed including linear television, linear radio, online and interactive (social, gaming etc.).











The MME would have the potential to drive a workforce pipeline with education institutions and on-the-job training.

Note: Te Taura Whiri i Te Reo Māori remains a separate entity responsible for the promotion of te reo Māori



Potential impact analysis – options A-B

A. Te Kāhui Tauawhi Hybrid Model		B. Te Kāhui Tōpū Centralised Model	
Centred on audience needs			
	<p>Te Kāhui Tauawhi - Hybrid Model is well positioned to develop an audience-focused strategy</p> <p>Has the means to target both national and regional audiences</p> <p>Has sufficient scale to seek out international audiences and partner with overseas players to tell Māori stories</p>	<p>Te Kāhui Tōpū - Centralised Model is well positioned to develop an audience-focused strategy</p> <p>Has sufficient scale to seek out international audiences and partner with overseas players to tell Māori stories</p>	
Enabling of the revitalisation of te reo Māori me ngā tikanga Māori			
	<p>Has both broad and local audience reach</p> <p>Able to support both reo-ā-iwi and national-level reo revitalisation</p> <p>Can support goals of both Maihi Māori and Maihi Karauna</p> <p>Has access to authentic regional and national level content of potential international interest</p>	<p>Can promote a coordinated national approach to te reo Māori revitalisation</p> <p>Potentially contributes to all Maihi Karauna goals</p> <p>As a nationally centralised body, will have less natural focus on supporting reo-ā-iwi – this could be mitigated by specific provision in the strategy</p>	
Collaborative			
	<p>Has the scale to develop collaboration with others (e.g. iwi, public media, government departments, international players)</p> <p>Has strong regional content that may be in demand, and can form the basis of collaboration</p>	<p>Combines organisations that are currently separate</p> <p>Has the scale to develop collaboration with others (e.g. iwi public media, government departments, international players)</p>	
Agile			
	<p>Has the potential to move, shift and respond to new technology and audience demands</p> <p>Not locked into existing platforms e.g. linear television</p>	<p>Has the potential to move, shift and respond to new technology and audience demands</p> <p>Not locked into existing platforms e.g. linear television</p>	
Nurturing of a creative and capable workforce			
	<p>Would need to develop a dedicated workforce development programme including on-the-job training</p> <p>Has the organisational reach to plan for workforce development at both national and regional levels</p>	<p>Would need to develop a dedicated workforce development programme required including on-the-job training</p>	

A Te Kāhui Tauawhi Hybrid Model	B Te Kāhui Tōpū Centralised Model
Able to protect taonga while enabling appropriate use	
 <p>Has scale to develop a comprehensive archiving arrangement with Ngā Taonga Sound & Vision Can support iwi and local archiving programmes</p>	<p>Has scale to develop a comprehensive archiving arrangement with Ngā Taonga Sound & Vision</p>
Well-aligned with the broader public media sector	
 <p>Scale and one voice to influence</p>	<p>Scale and one voice to influence</p>
Well-resourced and efficient	
 <p>Potential efficiencies in combining entities and back-office operations under a single board May need enhanced back-office support i.e., strategy development, marketing, operational policy, etc. Establishing and maintaining regional hubs is an additional cost</p>	<p>Potential efficiencies in combining entities and back-office operations under a single board May need enhanced back-office support i.e., strategy development, marketing, operational policy, etc.</p>