

Office of Te Minita Whanaketanga Māori

Chair
Cabinet Business Committee

TE AO PĀPĀHO KI TUA: PROGRESSING THE MĀORI MEDIA SECTOR SHIFT

Proposal

1. This Paper seeks the Cabinet Business Committee's agreement in principle to a two-stage approach for progressing the Māori Media Sector Shift.

Executive Summary

2. The New Zealand media sector is experiencing a significant shift driven by audience demand for quality content that is delivered in a platform agnostic and on-demand environment. The Māori media sector is impacted by this emerging reality and needs to adjust its functional interdependencies to better position itself to respond to the new environment. The unique emphasis of the Māori media sector is its focus on te reo Māori revitalisation.
3. On 2 September 2019, Cabinet agreed to targeted engagement on two high level options for the future Māori media sector:
 - 3.1. **OPTION A: Te Kāhui Tauawhi** – a hybrid model that creates a single entity with up to seven regional hubs, providing the sector with both a single unified entity and a strong connection with communities and iwi
 - 3.2. **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.
4. Cabinet invited me to report back to the Cabinet Economic Development Committee with a preferred option, including indicative costings, on 6 November 2019.
5. Te Kāhui Tōpū has the scale to be a strong nationally co-ordinated model progressing a coherent strategy across the Māori media sector. Te Kāhui Tauawhi has many of the advantages of Te Kāhui Tōpū with the added advantage of supporting a strong regional presence and building long-term capability and capacity to support the digital media ecosystem.
6. During September and October 2019, Te Puni Kōkiri undertook engagements with the Māori media sector stakeholders and te reo Māori entities on the two high level options.

There was widespread recognition of the challenges facing the sector and of the necessity for a shift. While there were diverging views about the best way forward, merit was identified in taking a two-stage approach to the Māori Media Sector Shift, with an initial focus on achieving the core elements of a strategic shift and a second stage that would complete structural and institutional arrangements.

7. While there was no strong preference expressed by the sector for either option during the recent engagements, I consider that Option A – Te Kāhui Tauawhi most closely aligns with a vision for the future Māori media sector that will best achieve the outcomes that will underpin a future proofed shift.
8. I am seeking the Committee's agreement in principle to the adoption of a two-stage approach to progress the Māori Media Sector Shift, involving:
 - 8.1. **Stage One:** a focus on creating an enabling environment for the future Māori media sector. The Crown provides a policy and funding environment that enables and incentivises the Māori media sector to be collaborative, agile, audience-focused, enabling of te reo revitalisation, and creating quality, engaging content.
 - 8.2. **Stage Two:** a focus on the organisational and structural elements of Te Kāhui Tauawhi to ensure the clarity of roles and responsibilities are refined.
9. The adoption of such a staged approach will directly contribute to the increased focus on quality content creation, improved collaboration to aggregate governance and production excellence, and a strengthened skill, training, and capability pipeline. I believe that, by adopting such an approach, we can maintain momentum for the shift and provide the sector with a clear, future focused direction.
10. I propose to commission further work to inform the cost implications of the proposed shift which will need to be further refined and tested. It goes without saying that the cost of doing nothing will result in an unsustainable position for Māori television and Iwi radio, and further emphasise the current limitations of the funding mandate of Te Māngai Pāho.
11. In order to provide stability to the Māori media sector, I consider it is important for the Government to confirm that existing funding for the sector will be maintained during the transition period. I also seek support from Cabinet to provide the necessary assurance to the sector that funding during the transition will be to progressively enable the step change we are seeking to achieve.
12. I intend to establish a Technical Advisory Group to develop the detail of the transition and implementation plan for the shift. On matters of strategic alignment between the Māori Media Sector Shift and Strengthening Public Media work programmes, I propose that the chief executives of Te Puni Kōkiri and the Ministry for Culture and Heritage will engage as and when is needed.
13. I will report back to Cabinet in April 2020 with an update on the Māori Media Sector Shift.

Background

Origins of the Māori Media Sector Shift

14. The New Zealand media sector is experiencing a significant shift driven by audience demand for quality content that is delivered in a platform agnostic and on-demand

environment. The Māori media sector is impacted by this emerging reality and faces the need to adapt to major changes in digital technology, audience behaviours, data analytics, and business models. This context is also informed by a strategic objective to ensure that the unique features of the Māori media sector – including the focus on te reo Māori and kaupapa Māori content told through Māori eyes and voices – are retained and contribute to Aotearoa New Zealand identity.

15. The sector now needs modern legislation that enables a strong tūāpapa (foundation), including operational policy, structure and functions that reflect this changing environment. Together these elements will enable the sector to front-foot issues around siloed operations, low production budgets, low audience shares, and a lack of investment in workforce development.
16. On 18 October 2018, Cabinet noted that I am undertaking work to explore the most effective and efficient way of funding and producing te reo and tikanga Māori content, and structuring the Māori media sector, to achieve the best outcomes [CAB-18-MIN-0479].
17. 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 (Te Whakaruruhau) on behalf of Iwi radio. The creation of Māori Television Service and Iwi radio was derived from Waitangi Tribunal claims linked to the protection of te reo Māori and in response to the negotiations regarding spectrum allocation.

Cabinet's previous decisions

18. 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. The future sector should be centred on audience needs, enabling of the revitalisation of te reo Māori me ngā tikanga Māori, collaborative, agile, nurturing of a creative and capable workforce, able to protect taonga while enabling appropriate use, well aligned with the broader public media sector, and well-resourced and efficient.
19. On 2 September 2019, Cabinet agreed to an amended vision statement and five outcomes for the future Māori media sector [CAB-19-MIN-0448.01]. Cabinet also agreed to targeted engagement on two high level options for the future Māori media sector and invited me to report back to the Cabinet Economic Development Committee with a preferred option, including indicative costings, on 6 November 2019.

High level options for the future Māori media sector

20. In August 2019, I identified two high level options for the future Māori media sector for engagement with the sector:
 - 20.1. **OPTION A: Te Kāhui Tauawhi** – a hybrid model that creates a single entity with up to seven regional hubs, providing the sector with both a single unified entity and a strong connection with communities and iwi
 - 20.2. **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.

21. Both Te Kāhui Tauawhi and Te Kāhui Tōpū would have a single governance board appointed by the Crown and Te Mātāwai, and a single Māori Multimedia Entity (MME). The MME would combine the Māori Television Service with the funding functions of Te Māngai Pāho. In Te Kāhui Tōpū, the MME would also include Iwi radio, while in Te Kāhui Tauawhi it will provide functions to support Iwi radio. In both options, the MME would include back-office support for its operations, including data insights and strategy development, and would commission content from independent producers and others. It may produce limited content in-house such as news and current affairs.
22. In addition to the new MME, Te Kāhui Tauawhi would also include up to seven regional hubs that would commission and distribute local content. The centre and the hubs would be able to exchange local and national content.
23. Te Kāhui Tōpū has the scale to be a strong nationally co-ordinated model progressing a coherent strategy across the Māori media sector and to create partnerships with other key organisations on the national and international scenes. It also overcomes the problem of silos between separate organisations, and in doing so may create efficiencies. However, this more centralised model risks muting iwi, regional and local voices in Māori media, unless the MME develops strategies to support these voices.
24. Te Kāhui Tauawhi has many of the advantages of Te Kāhui Tōpū with the added advantage of supporting a strong regional presence and building long-term capability and capacity to support the digital media ecosystem.
25. Both options have the potential to support the achievement of all three 2040 outcomes sought in the Maihi Karauna strategy. However, the nationally centralised entity under Te Kāhui Tōpū may have less of a natural focus on supporting reo-ā-iwi compared to the regional focus of Te Kāhui Tauawhi.

Engagement on High Level Options

26. During September and October 2019, the Māori Media Sector Shift Advisory Panel and Te Puni Kōkiri undertook engagement with the Māori media sector and te reo Māori entities on the two high level options.¹ Several entities and hui participants also provided written feedback on the high level options.
27. Detailed summaries of the key themes of the engagements are attached as Appendix A.
28. In summary, the engagements demonstrated a clear acknowledgement from the Māori media sector that it needs to be able to respond to the changing media environment. However, there were diverging views about the best way forward.
29. Among Māori media sector and te reo Māori entities, there was general support for the direction of the shift. Te Māngai Pāho and the Māori Television Service indicated a willingness to move into a media sector that is platform agnostic, audience led, enables quality content, supports reo revitalisation, builds the pipeline of skill and talent, captures

¹ Te Puni Kōkiri held seven regional hui with Iwi radio licence holders and broadcasters in Auckland, Gisborne, Hamilton, Kerikeri, Rotorua, Wellington, and Whanganui. Attendees included representatives of 18 out of the 21 Crown-funded Iwi radio stations, 15 out of the 29 Iwi radio licence holders, and 4 out of the 7 independent Iwi radio stations. Individual hui were held with Te Mātāwai, Te Māngai Pāho, Te Taura Whiri i te Reo Māori, the Māori Television Service, and members of Ngā Aho Whakaari. I also met with the Executive and other members of Te Whakaruruhau o Ngā Reo Irirangi Māori.

relevant data and analytics, and establishes the necessary intellectual property protections. Both entities emphasised the importance of providing stability during the transition period.

30. Te Mātāwai and Te Taura Whiri i te Reo Māori, meanwhile, were largely concerned with the relationship of the two options to Te Whare o te Reo Mauri Ora, the Maihi Māori, and the Maihi Karauna. I consider that these matters can largely be addressed in the review of Te Ture mō te Reo Māori 2016. It will be important to ensure that the Crown's stewardship role in supporting the implementation of the Māori Language Strategy and Te Whare o te Reo Mauri Ora can be achieved through the Māori Media Sector Shift.
31. Ngā Aho Whakaari acknowledged that change is required and feel it is already making changes relevant to the shift. However, they did not support either option, and advocated for a stronger emphasis on content production. I note that support for content creators is largely organised in relation to funding norms currently set by NZ On Air, Te Māngai Pāho, the New Zealand Film Commission, and some third party funders. I consider this is an area where funding investment could significantly drive collaboration and a greater emphasis on quality content.
32. Iwi licence holders and radio broadcasters, including Te Whakaruruhau, indicated no strong preference for either Te Kāhui Tauawhi or Te Kāhui Tōpū. However, they were particularly concerned that Te Kāhui Tōpū will compromise their independence and ability to tell local stories to local audiences. Iwi radio emphasised that the transition to digital platforms is already happening in many places, but that stations face challenges in trying to resource both terrestrial and digital transmissions. Similarly, while Iwi radio are wary of forced collaboration, many stations emphasised that they are collaborating already. Te Whakaruruhau supports incentivising collaboration and innovation, and consider that this will likely lead to greater cooperation by Iwi radio at the operational, governance, and management levels.
33. I consider that the mixed reaction from Iwi radio indicates the level of neglect that they have felt over a long period of time. Iwi radio has made a significant contribution to developing the pool of talent that has often sustained Māori Television, supported te reo Māori programming, and contributed towards skill capability across the sector. I believe that the shift offers an opportunity to work with Iwi radio to incentivise collaboration, contribute towards local content and skills training, and share professional and governance expertise.
34. There is a fear amongst Iwi radio that strategic considerations I am proposing in this paper are designed to rationalise their role in the sector. I recognise where this fear comes from but I underline that this is not the case. It is evident to me that a lack of strategic collaboration between Iwi radio contributes to the very real concern of being unable to gain uplift in the digital media market and fuels a suspicion that any Crown actions are going to be to the detriment of the sector.
35. Finally, there was a clear message from across the sector that inadequate and inequitable (compared to the public media sector) resourcing is a major barrier for the Māori media sector, with associated impacts on staff retention and workforce development. The sector believes that more funding will be required for the shift to be effective, particularly in improving te reo Māori outcomes. [REDACTED]

9(2)(g)(i)

Feedback from the Māori Media Sector Shift Advisory Panel

36. In October 2019, I received a memorandum from the Māori Media Sector Shift Advisory Panel outlining their collective view on the engagements and on opportunities to progress the shift. In particular, the panel:
- 36.1. emphasised the importance of adequately funding the sector, both during the transition period (to provide stability and to ensure the sector retains skilled workforce) and into the future. The panel recommended that future content funding is at least equitable with the public media sector and that the Crown should explore additional funding to ensure the development of quality te reo Māori programming
 - 36.2. called for the introduction of an outcome-focused framework with standardised measures across the sector. The panel noted that improved data collection throughout the sector, supported by data analytics, are critical to ensure ongoing audience-centred content development and to ensure funding is directed to targeted content
 - 36.3. called for the development of a new framework for archiving, which enables efficient access to content while protecting taonga, along with increased funding for the digitisation of content from Iwi radio and Ngā Taonga Sound and Vision, and enabling access to archives with Māori content, including archives held by TVNZ, the Māori Television Service, and Radio New Zealand
 - 36.4. recommended that the Crown enable and resource the sector to develop a workforce development strategy to attract and retain the skilled workforce required to support the future sector
 - 36.5. recommended that the Crown strengthen the existing requirements for public broadcasting entities to broadcast te reo Māori content
 - 36.6. noted that the compressed timeframes and process for the engagements and the shift more generally had created frustration within the sector, which may give rise to litigation. The panel suggested that an acknowledgment of these concerns and the adoption of a staged approach to the shift would help to rebuild trust and may help to mitigate the risk of litigation.
37. I have asked officials to take this feedback into account as we develop the detail of the future state for further consultation and engagement with the sector.

Pathway Forward

The future Māori media sector: preferred option

38. Cabinet's vision for the future Māori media sector is for "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".
39. In practice, I believe this means that the future Māori media sector will be audience-focused, enabling of te reo revitalisation, and creating quality, engaging content that is informed by data analytics. It will be developing and growing skill, knowledge and capability to meet current and future needs, and negotiating and enabling access and content sharing arrangements with other entities.

40. It is clear that audiences want more quality, local content. As such, I consider that the role of the entity or entities at the centre of the Māori media sector should be to provide the enabling environment for the production and distribution of authentic and engaging local content.
41. While there was no strong preference expressed by the sector for either option during the recent engagements, I consider that Option A – Te Kāhui Tauawhi most closely aligns with a vision for the future Māori media sector and will best achieve the outcomes that we are seeking to future proof the sector.

A staged approach to the Māori Media Sector Shift

42. I am seeking the Committee's agreement in principle to the adoption of a two-stage approach to progress the Māori Media Sector Shift, involving:
- 42.1. **Stage One:** a focus on creating an enabling environment for the future Māori media sector. The Crown provides a policy and funding environment that enables and incentivises the Māori media sector to be collaborative, agile, audience-focused, enabling of te reo revitalisation, and creating quality, engaging content.
 - 42.2. **Stage Two:** a focus on the organisational and structural elements of Te Kāhui Tauawhi to establish clear roles and responsibilities.
43. In order to achieve the step change we are seeking for the Māori media sector, I consider that a staged approach to the shift is necessary. A staged approach will provide greater clarity and purpose for the role of a centralised MME for the sector, including its funding role, while also incentivising the regional elements of the shift. The staged approach will directly contribute to the increased focus on quality content creation, improved collaboration to aggregate governance and production excellence, and a strengthened skill, training, and capability pipeline. I believe that, by adopting such an approach, we can maintain momentum for the shift and provide the sector with a clear, future focused direction.
44. A diagram setting out the indicative timeframes for the Māori Media Sector Shift is attached as Appendix B.

Stage One

45. I propose that Stage One of the shift would focus on creating an enabling environment for the future Māori media sector with a particular emphasis on enabling a supported operational transition. To support the outcomes we are seeking to achieve with the shift, this stage would focus on:
- 45.1. commissioning quality content
 - 45.2. aggregating content for distribution
 - 45.3. supporting a production, training and skills development pipeline for the sector
 - 45.4. developing a Māori news service
 - 45.5. developing a robust data and analytics base

- 45.6. centralising access to national archives (National Archival and Library Institutions and TVNZ) to preserve the memory and enable a strong emphasis on New Zealand stories.
46. At a structural level, this stage would involve merging the core elements of the Māori media sector (Te Māngai Pāho and the Māori Television Service) into a new MME to improve operational efficiency. Champions of the shift amongst Iwi radio would also be given the opportunity to lead the way by prototyping models for the regional hubs.

Stage Two

47. I propose that Stage Two of the shift would focus on the organisational and structural elements of Te Kāhui Tauawhi to ensure the clarity of roles and responsibilities are refined. This would involve providing incentives across the Māori media sector to increase their contribution to developing local content, increasing the utilisation of content for reo revitalisation, and extending the sector's reach to audience share through radio and digital platforms. This stage would also involve the creation of up to seven regional hubs in total, informed by the experience of the prototype hubs established in Stage One.

Priority areas

48. Before the implementation of any structural or longer-term changes under the staged approach, there are a number of priority areas where progress towards implementing the shift can begin now, including:
- 48.1. incentivising increased collaboration
 - 48.2. shifting to quality and audience-driven content
 - 48.3. creating content that can be accessed in a range of ways (platform agnostic)
 - 48.4. enhancing data and analytics to enable more informed decisions around content creation
 - 48.5. improving access to archived content and its ability to be repurposed
 - 48.6. scoping solutions for workforce development to ensure the future of the sector.
49. In terms of content, there is scope to build on changes that have already started, with a focus on quality, audience-driven content rather than quantity. I note, for example, that the Māori Television Service has recently developed an outcomes framework that focuses on the creation of content that meets the needs of its audience and makes a tangible difference to te reo Māori revitalisation, and has also conducted research into the viewership habits of rangatahi to support the achievement of these outcomes. Similarly, I believe that the sector should be encouraged to create content that is able to be accessed in a range of ways (platform agnostic). [REDACTED]
- 9(2)(g)(i)
50. Māori media and te reo Maori entities currently conduct their own research with individual budgets. As a result, the data that is collected can be bespoke and of limited value to others. I consider there is scope for a more deliberate approach to research and data analytics for the evaluation of impact towards te reo revitalisation and to better inform

audience behaviour and choice. There will be a growing need to create a comprehensive platform for data analytics to aid investment decisions in the Māori media sector. [REDACTED]

9(2)(g)(i)

51. I also consider that especially meaningful progress can be made in the short term in digitising archival content. In the 2017/18 financial year, Te Māngai Pāho purchased 610 hours of television archiving and 500 hours of radio archiving from Ngā Taonga Sound & Vision for \$575,000. However, there remains a considerable backlog of video and audio material in various archives awaiting digitisation. Additional funding to accelerate the digitisation of archival content will help improve access to this material for repurposing.

9(2)(g)(i)

Funding the Māori Media Sector

52. I propose to commission further work to inform the cost implications of the proposed shift which will need to be further refined and tested. It goes without saying that the cost of doing nothing will result in an unsustainable position for Māori television and Iwi radio, and further emphasise the current limitations of the funding mandate of Te Māngai Pāho.
53. My proposed approach to the shift and any decisions made concerning the Minister of Broadcasting, Communications and Digital Media's Strengthening Public Media work programme need to be factored in as the shift progresses.
54. In order to provide stability to the Māori media sector and to enable it to retain its skilled workforce, it is important for the Government to confirm that existing funding for the sector will be maintained during the transition period.
55. While I note that any proposed increases in funding will be subject to regular Budget processes, I also seek support from Cabinet to provide the necessary assurance to the sector that funding during the transition will be provided to progressively enable the step change we are seeking to achieve.
56. I intend to convey my expectations to the sector that any additional funding during the transition period will be specifically targeted at incentivising the shift to the future state of the Māori media sector. [REDACTED]

9(2)(f)(iv)

Technical Advisory Group

57. To support the design and implementation of the staged approach to the shift, I intend to convene a Technical Advisory Group to develop in detail the transition and implementation plan. The Technical Advisory Group will be led by Te Puni Kōkiri and comprise a small number of independent experts and officials from a wide range of agencies who will attend as and when required depending on their expertise and the work programme.
58. The role of the Technical Advisory Group will be to provide detailed advice on matters such as cost modelling, the role of the centralised MME, options to incentivise the shift, the development of a clear transition plan, and options to progress the shift in the priority areas outlined in paragraph 48. I would also expect the group to provide advice on other issues, including:

- 58.1. *Māori news and current affairs:* [REDACTED] There is strong potential for a Māori news service at the centre of the Māori media sector, drawing on local content from the regions
- 58.2. *Intellectual property:* In September, Cabinet agreed [CAB-19-MIN-0168] to high-level curation principles to guide the Māori media sector in its approach to the storage and use of mātauranga Māori. While issues related to intellectual property will largely be picked up in the Wai 262 and Copyright Act review work programmes, I consider that the centre of the Māori media sector can play a role in enabling adequate protection in the content production space, and to strengthen the sector in doing so.

Strengthening Public Media

59. Concurrent with this project the Minister of Broadcasting, Communications and Digital Media is leading a project on broader strategic objectives for public media. Both projects have overlaps and mutual goals. My officials will continue to work with officials from the Ministry for Culture and Heritage to identify how opportunities for collaboration can best be achieved.
60. On matters of strategic alignment between the Māori Media Sector Shift and the Strengthening Public Media work programmes, I propose that the chief executives of Te Puni Kōkiri and the Ministry for Culture and Heritage will engage as and when is needed.

Next steps

61. I will report back to Cabinet in April 2020 with an update on the progress of the Māori Media Sector Shift including the work of the Technical Advisory Group and further engagement with key stakeholders. This will include further detail about the staged approach, the role of the MME, and the transition plan for the shift.

Consultation

62. 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, the Ministry for Cultural 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.

Financial Implications

63. This Paper does not have any immediate funding implications. I propose that any future financial implications will be addressed through regular Budget processes.

Legislative Implications

64. There are no proposals for legislative change in this Paper. However, giving effect to the Māori Media Sector Shift as we move towards the future state will likely require amendments to the Māori Television Act 2004, Te Ture mō te Reo Māori 2016, and Part 4A of the Broadcasting Act 1989.

Regulatory Impact Assessment

65. A Summary Regulatory Impact Assessment (RIA) has been prepared and attached to this Cabinet Paper. A Quality Assurance Panel with a representative from the Treasury Regulatory Quality Team has reviewed the Regulatory Impact Assessment “Māori Media Sector Shift” produced by Te Puni Kōkiri and dated 19 November 2019. The Panel considers that it **meets** the Quality Assurance criteria.
66. The RIA is a summary impact assessment as the policy development process is still at an early stage. The RIA is clear, concise, identifies the problem definition and the opportunity. It considers two options with an analysis supporting the preferred option and has been consulted on. Future reports-back and Regulatory Impact Assessments will provide more detailed designs of the preferred option, its expected costs and benefits, as well as clear implementation, monitoring and evaluation plans.
67. I note my concern that the preparation of a Summary Regulatory Impact Assessment at this early stage of this process could be construed by the Māori media sector as pre-determination at a time when I am proposing further engagement with the sector, particularly through the work of the Technical Advisory Group.

Human Rights and Gender

68. This Paper makes no proposals that are inconsistent with the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.
69. There are no gender implications.

Treaty Implications

70. Many of the entities involved in the sector were established as a response to historical Treaty of Waitangi claims relating to te reo Māori. It is important to ensure that Treaty obligations to te reo Māori continue to be recognised and upheld.
71. 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.

72.

[REDACTED]

9(2)(g)(i)

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’.

Publicity

74. 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.

Proactive Release

75. Subject to Cabinet approval, I intend to release this Cabinet Paper and the appendices on the Te Puni Kōkiri website within 30 days of Cabinet approval.

Recommendations

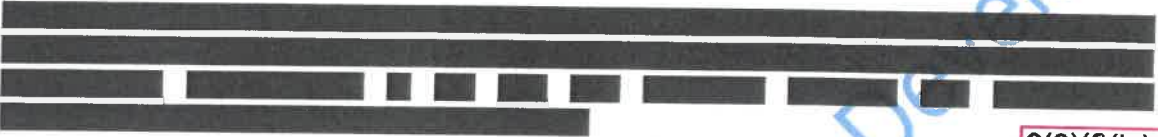
The Minister for Māori Development recommends that the Cabinet Business Committee:

1. **note** that on 2 September 2019, Cabinet:
 - 1.1. agreed to targeted engagement on two high level options for the future Māori media sector:
 - 1.1.1. **OPTION A: Te Kāhui Tauawhi** – a hybrid model that creates a single entity with up to seven regional hubs, providing the sector with both a single unified entity and a strong connection with communities and iwi
 - 1.1.2. **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
 - 1.2. invited me to report back to the Cabinet Economic Development Committee with a preferred option, including indicative costings, on 6 November 2019
2. **note** that my preferred option for the future Māori media sector is Option A – Te Kāhui Tauawhi

AND

agree in principle that a staged approach should be taken to progressing the Māori Media Sector Shift, involving:

- 2.1. **Stage 1:** a focus on creating an enabling environment for the future Māori media sector. The Crown provides a policy and funding environment that enables and incentivises the Māori media sector to be collaborative, agile, audience-focused, enabling of te reo revitalisation, and creating quality, engaging content.
 - 2.2. **Stage 2:** a focus on the organisational and structural elements of Te Kāhui Tauawhi to ensure the clarity of roles and responsibilities are refined.
3. **note** that it will be important to maintain momentum towards the future state through working on the following key areas:
 - 3.1. incentivising increased collaboration
 - 3.2. shifting to quality and audience-driven content

- 3.3. creating content that can be accessed in a range of ways (platform agnostic)
- 3.4. enhancing data and analytics to enable more informed decisions around content creation
- 3.5. improving access to archived content and its ability to be repurposed
- 3.6. scoping solutions for workforce development to ensure the future of the sector.
4. **agree** that existing funding levels of the Māori media sector will be maintained during the transition period and that any proposed increases will be subject to normal Budget processes
5. 
6. **note** that a Technical Advisory Group will be established to develop in detail the transition and implementation plan for the shift 9(2)(f)(iv)
7. **invite** the Minister for Māori Development to report back to this committee in April 2020 with an update on the Māori Media Sector Shift.

Authorised for lodgement

Hon Nanaia Mahuta
Te Minita Whanaketanga Māori
____/____/2019