

STATEMENT of INTENT

FOR THE FOUR YEARS ENDING
30 JUNE 2027

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RNZ Music digital journalist for TAHI Evie Orpe interviewing SWIDT at the Pacific Music Awards.
Photo: RNZ Liam Brown

From the Board

Radio New Zealand, Te Reo Irirangi o Aotearoa (RNZ), has been telling New Zealanders' stories, informing and entertaining them for nearly a century.

We approach our landmark birthday in 2025 with a renewed vigour and focus thanks to a major funding boost. It allows us to reimagine our strategic approach and create a sustainable business plan.

This is important. We play a vital role in delivering news, information and entertainment while supporting the broader sector. Our media system and democracy is strengthened by our contribution.

We are determined to take advantage of this opportunity to protect what audiences love now, strengthen many areas and innovate to engage with more people. We are ambitious about what can be done to help modernise RNZ and develop our people.

We want to be New Zealand's public media cornerstone. It will require investment in our infrastructure, content, people, collaboration and research. RNZ needs to understand more about audiences to deliver what they need and reflect who they are.

The beating heart of our commitment to serve the public interest remains our Charter. At a time of much change in society, our natural environment and across media, RNZ's dedication to it has never been more important. It is what makes us different. It drives our objectives, which are reflected in the strategy on a page in this Statement of Intent (SOI).

We are driven by a new and ambitious goal: to reach 80% of New Zealanders each month by 2027. We recognise achieving this means a greater commitment to embracing digital media and leveraging its potential for expansion.

This is an exciting time for RNZ. But we need to continue to adapt to ensure we deliver for New Zealanders. We are committed to ensuring a thriving RNZ enters its second century delivering outstanding public media that matters.

For and on behalf of the Board of Radio New Zealand 29 June 2023.



Dr JIM MATHER
Chair



JANE WRIGHTSON
Audit and Risk Chair

Our strategy

TE WHĀINGA TĀHUHU OUR VISION

Outstanding public media that matters.

TE PŪTAKE – OUR PURPOSE

We strengthen Aotearoa and the Pacific through informative, challenging and entertaining content.

NGĀ WAIARO – ATTITUDES

Building an inclusive and constructive RNZ culture.

BE BOLD

EXTEND MANAAKITANGA

BETTER EVERY DAY

NGĀ PAETAE RAUTAKI STRATEGIC OBJECTIVES (SOI)

- Foster a strong national identity through trusted content
- Innovate to create new audience experiences
- Play an essential role in fostering freedom of thought and expression
- Reflecting the diverse communities of Aotearoa
- Embedding the principles of Te Tiriti o Waitangi
- Creating sustainability of our people, finances and the planet
- Maintain our vital lifeline utility role



Challenges *and* opportunities in the operating environment

Media face profound challenges. In the broader sector there is fierce competition for revenue and audiences while the industry continues to be disrupted by the pace of digital change.

Misinformation and disinformation are constant threats, helping to undermine people's trust in media. Externally, we have been buffeted by an ongoing series of crises including the pandemic and major weather disasters which have stretched our resources.

In preparing this SOI and its strategic plan, RNZ's board identified factors it believed would be key in the short, mid and long term.

1 / CHARTER

RNZ's Charter review was side-lined by the project to create the new public media entity.

If revived this presents an opportunity to reflect some of the good work done on the project and the original select committee process; to modernise and make the Charter more relevant.

2 / CLIMATE CHANGE

It stands out as the most significant factor in future planning due to its potential to affect all spheres of human activity. New Zealanders have witnessed this first-hand in recent years with deadly catastrophic weather events causing billions of dollars in damage.

One of RNZ's key roles is to be a lifeline utility – we provide trusted information which helps keep people safe. The increasing intensity of weather events has thrown this into stark relief. Traditional forms of delivery like AM have shone but it is expensive to maintain and requires long-term investment. Moreover, we have a key journalistic role to play in detailing climate change's impact on society.

3 / TRUST IN MEDIA

Public trust in media organisations and political institutions is declining around the world.

It is crucial that RNZ prizes and demonstrably upholds editorial independence and freedom from partisan influences so we can deliver trusted, accurate, and independent news and current affairs. This plays an important role in the democratic process.

4 / AUDIENCE SHIFTS

Live radio listening is weakening in line with international trends, especially with younger people. Audiences expect content to be delivered across multiple platforms. In addition, our population mix continues to change.

These factors present a unique set of considerations. Our radio audience is incredibly loyal but continues to grow older and smaller. As mentioned above, radio is a lifesaver during times of emergency; it continues to be a great companion when the going is better. Meanwhile, audiences are embracing digital experiences. We will need to strike the right investment balance to maximise the benefit of both.

5 / CHANGING MEDIA LANDSCAPE

Digital disruption and the increasing influence of large multi-national platforms are driving contraction and consolidation. Commercial media organisations are finding it increasingly difficult to fund local content in the way they have in the past. Competition for revenue is fierce.

RNZ's independent, non-commercial and inherently local focus means we can maintain partnerships to produce and share content, ensuring more Kiwis receive diverse and valued local content.

6 / TE TIRITI O WAITANGI

RNZ's guiding legislation is silent on Te Tiriti o Waitangi but we can seize the opportunity ourselves.

RNZ will embed Te Tiriti through the development of a new Rautaki Māori.

7 / RETAINING, SUPPORTING AND DEVELOPING KAIMAHI

It has been a rollercoaster few years for our kaimahi, with the demands of the pandemic, natural disasters and project to create ANZPM. More broadly, the employment market remains very tight.

We will continue to focus on people's wellbeing, a safe and inclusive workplace culture, and their development. We will also look to work with others in the industry to help develop kaimahi.

8 / FUNDING

RNZ is privileged to receive taxpayer funding and with the recent boost can look to the future with more certainty.

RNZ will continue to focus on managing its future costs within its revenue streams as per its legislative commitment.

9 / TECHNOLOGICAL DEVELOPMENTS

Technology has already revolutionised the broader sector, how people consume content and where. Content can be spread quicker and further than before, but it has also proved damaging to trust.

Over the coming decade, new technology will again disrupt media production, distribution, discovery and consumption. AI, for example, is already raising difficult questions, not only for traditional outlets, and it could create dramatic changes in the world of search and advertising. It makes it more important that RNZ invests in understanding audiences and providing trusted content. Misinformation and disinformation need strong foes.

10 / COLLABORATION

RNZ has been a leader in this area for some time but the forces at play in the wider market will place more importance on how it is approached.

We have an opportunity to work closely, where it makes sense, with other media outlets, creators and funders to ensure our media system is strong and reflective of Aotearoa.

First Up presenter Nathan Rarere



Our role *and* functions

The purpose of our Public Broadcasting Service is set out in the Radio New Zealand Act 1995, specifically section 8 which sets out the Charter. RNZ serves the public interest by delivering on the Charter.

RNZ wants to strengthen Aotearoa and the Pacific through informative, challenging and entertaining content.

We take seriously our responsibilities to deliver on the Charter. It demands that we reflect and celebrate New Zealand's arts, languages and culture.

It means using a range of research, platforms and resources to understand, reflect and reach different audiences. RNZ delivers through a variety of methods including AM, FM and shortwave frequencies, satellite, terrestrial television and mobile and digital platforms via a suite of websites and apps.

Our lifeline utility function means we play an essential role in providing trusted information during national emergencies. These have occurred with unerring frequency in recent years.

Finally, we are interested in the strength of the wider media sector, valuing how we smartly collaborate and partner with others.

Our range of experiences include:

- **RNZ DIGITAL** provides news and analysis, entertainment, award-winning podcasts and on-demand access to our content. This includes rnz.co.nz, our apps, third-party platforms and material for rangatahi under the Tahī brand.
- **RNZ NATIONAL** provides live news, current affairs, feature documentaries, entertainment, the arts and music. It reflects and gives voice to a diverse range of people and issues.
- **RNZ CONCERT** brings music in stereo through a network of FM transmitters and digital satellite. Its repertoire features classical, jazz and special interest pieces. It brings further focus to New Zealand's performing arts and culture.

- **RNZ PACIFIC** features innovative, comprehensive and independent news and programming to the Pacific region via shortwave radio and online. It provides an essential source of life-saving information during natural disasters or breakdowns in local services. RNZ Pacific is also available via satellite for relay and use by other broadcasters.
- **RNZ ASIA** is a new pilot service focused on delivering independent news for Asian New Zealanders.

RNZ is a **collaborator**, with this seen most strongly via its **content sharing** programme. Under this, RNZ content is available to other media partners, from small independently-owned outlets to New Zealand's largest. For many, it is a crucial service which provides written, audio and visual material, they could not create themselves.

RNZ also works closely with other public media entities, independent content makers and funders like NZ On Air, Te Māngai Pāho, TVNZ, Whaakata Māori and the Pacific Media Network.

The above are important to RNZ achieving its goals, but the changing operating environment means it needs to keep adapting to meet Charter and audience expectations.

How we will deliver *the strategy* and measure success

RNZ has one reportable class of output which is the delivery of Public Broadcasting Services, which is funded through vote: Arts Culture and Heritage¹.

RNZ also receives other funding relating to third-party contracts tied to specific content delivery.

The purpose of our Public Broadcasting Service is set out in the Radio New Zealand Act 1995, specifically section 8 which sets out the Charter. RNZ serves the public interest by delivering on the Charter.

Our strategic goals and priorities are designed to enhance this. It means our main measures can be viewed through audiences' awareness of and engagement with RNZ's content, platforms and kaimahi, and the value they place in these experiences.

Specifically, we have adopted a two-pronged approach first developed by the BBC. This measures 'experienced value' (usage) and 'perceived value' (appraisal) for each long-term goal.

All figures are produced annually. Where it refers to a "new reported measure", RNZ has collected data annually for at least the last four years. However, the data was not used publicly. Targets are to be reached by 2027.

Our operations will be focused on delivering three distinct phases of work over the period of this SOI:

MODERNISE, STRENGTHEN AND BEGIN TO TRANSFORM RNZ

GROW AND DEEPEN CHARTER AND AUDIENCE IMPACT

DEEPEN INNOVATION, COLLABORATE, AND EXCEL

In addition to this SOI, RNZ prepares an annual Statement of Performance Expectations which provides specific outputs, targets and measures that support the longer-term plan. RNZ has an annual reporting framework which allows monitoring agencies to measure and assess achievement against these. The board is accountable to Ministers for RNZ's performance. The Treasury and Ministry of Culture and Heritage act on their behalf.

¹ RNZ Pacific and some AM transmission costs are funded directly, and the bulk of RNZ's services are funded through NZ On Air.

| WHAT WE WILL DO (LONG TERM GOALS SOI) | HOW WE WILL DO IT | EXPERIENCED MEASURE | TARGET | PERCEIVED MEASURE | TARGET |
|--|--|---|---|---|---|
| FOSTER A STRONG NATIONAL IDENTITY THROUGH TRUSTED CONTENT | Deliver trusted, relevant and valued content and experiences for audiences. | Percentage of population that agree RNZ's content is distinctly New Zealand.^ | New reported measure* 65% | Percentage of the population that agree that RNZ is an organisation you can trust.+ | New reported measure 55% |
| | Continue increasing audience reach. | Grow percentage of New Zealanders that have consumed RNZ content in a month. | 80% | Number of complaint decisions upheld by the BSA or Media Council against the fairness, balance and accuracy standards. | Five or fewer |
| INNOVATE TO CREATE NEW AUDIENCE EXPERIENCES | Improve audience diversity through delivery of new content and digital initiatives. | In-depth case study or studies of select new content and platform initiatives. | New measure Benchmark to be established. | New Zealanders that consume RNZ's content agree that it is challenging, innovative and engaging. ^ | New reported measure 70% |
| | | Grow percentage of New Zealanders that have consumed RNZ content in a month. | 80% | Percentage of New Zealanders who think RNZ provides a valuable service for them + | 65% |
| EMBED THE PRINCIPLES O TE TIRITI O WAITANGI | Develop a new Rautaki Māori that sets out how we will embed the principles. | New Rautaki Māori is approved by the board and operationalised through specific initiatives. | Rautaki in place; initiatives completed. | New measure Survey of stakeholder groups. | Develop and implement survey of relevant Te Tiriti stakeholder groups to establish benchmark. |
| | | Percentage of internal commissioning budget targeted on Māori content. | 50% | | |
| | | Continue improving kaimahi cultural capability to improve content and commissioning practice. | All staff offered Tiaki I te reo training, with 50% undertaking it. | | |
| | | Ensure all staff have access to Te Tiriti workshops. | 60% trained. | | |
| | | Increase trained Māori kaimahi by maintaining the Henare Te Ua internship programme. | At least two internships secured. | | |
| PLAY AN ESSENTIAL ROLE IN FOSTERING FREEDOM OF THOUGHT AND EXPRESSION | Editorial standards and practice demonstrate commitment to freedom of expression in accordance with content codes. | Percentage of population that agree RNZ provides fair and balanced information.^ | New reported measure 58% | Percentage of the population that agree that RNZ is an organisation you can trust. + | New reported measure 58% |
| | | | | Number of complaint decisions upheld by the BSA and Media Council against the fairness, balance and accuracy standards. | Five or fewer |

| WHAT WE WILL DO (LONG TERM GOALS SOI) | HOW WE WILL DO IT | EXPERIENCED MEASURE | TARGET | PERCEIVED MEASURE | TARGET |
|--|---|---|---|--|------------------------------------|
| CREATE SUSTAINABILITY FOR OUR PEOPLE, FINANCES AND THE PLANET | Enable the transformation of RNZ in a strategic and sustainable way. | Complete a smart three-year business plan with measurable goals and objectives. | Final business plan prepared and provided to monitoring agencies. | | |
| | | Cost efficiency | 85% or more of expenditure incurred through production and distribution of content. | | |
| | | Ebitda | Positive Ebitda | | |
| | Planet: Improve sustainability planning and embed in organisation. | Climate emissions framework agreed. | Carbon neutral by 2027. | | |
| | People: Strengthen constructive and inclusive organisational culture. | Kaimahi engagement reflected through culture survey. | +70% people engagement. | | |
| REFLECTING THE DIVERSE COMMUNITIES OF AOTEAROA | Ensure a diverse range of voices, views and forms of cultural expression are present in what we do. | Benchmark diversity of sources. | New measure Benchmark established in year one to identify target. | Percentage of the population that agree that RNZ reflects NZ's cultural diversity. [^] | New reported measure 60% |
| | | Number of content sharing partnerships and collaborations. | More than 60 | | |
| | | In-depth case study or studies of select new content and platform initiatives. | New measure Benchmark established in year one to identify target. | | |
| MAINTAIN OUR CIVIL DEFENCE LIFELINE UTILITY | Maintain adequate investment in infrastructure and people to ensure NZers are provided with critical information at times of high need. | Maintain 'always on' services. | AM, FM, shortwave and rnz.co.nz are available 99% of the time. RNZ lifeline services are activated as and when events occur. Up to date MOU in place with NEMA. | Percentage of population that agree RNZ is an essential service, there when needed. [^] | 60% |

NOTE: all figures are produced annually. Where it refers to a "new reported measure", RNZ has collected data annually for at least the last four years. However, the data was not used publicly. Targets are to be reached by 2027.

+ Base = All New Zealanders 18+

[^] Base = All New Zealanders 18+ experienced RNZ on any platform in the previous 12 months.

Organisational wellbeing and capability

RNZ recognises the importance of our people, planet and financial sustainability. RNZ plans to invest in its kaimahi, systems and technology to support its future delivery. This is reflected in both the measurement table above and in the chart below.

OUR OBJECTIVES ARE:

- Honouring our commitment to the principles of Te Tiriti o Waitangi.
- Strengthening RNZ's constructive and inclusive organisational culture.
 - Attracting and retaining diverse talent.
 - Supporting and encouraging diversity and equal employment opportunities, gender and ethnicity, pay parity, and maintaining women in leadership.
 - * Investing in our leaders.
 - * Keeping our people safe and supporting their wellbeing.
 - Driving a high performing, learning organisation.
- Maintaining a sustainable RNZ.

OUR INITIATIVES INCLUDE:

- Operating a fair and transparent remuneration framework that recognises and rewards high performance.
- Embedding clear leadership expectations and delivering programmes to support a purpose-led, high-performing organisation.
- Investing in our people's development through the delivery of our technical learning framework, including for practical workplace skills.
- Delivering our Diversity Framework.
- Maintaining safe working conditions with up-to-date health, safety and wellbeing policies and practices.
- Maintaining a comprehensive sustainability programme, including a move to carbon neutral.

MEASUREMENTS:

| CURRENT OBJECTIVES | HOW WE WILL MEASURE PROGRESS | GOALS | SOURCE |
|--|------------------------------|------------------------|--|
| Strengthen RNZ's constructive and inclusive organisational culture | Strengthen staff engagement | +70% people engagement | Through an engagement survey RNZ will score the engagement of its people. |
| | Maintain women in leadership | 50% | Leadership is measured by those people designated as holding leadership roles. |
| | Balanced Gender Diversity | 50% | Employment records. |
| | Reduce Gender Pay Gap | +/-2% | Employment data (off the base of prior year Annual Report results). |
| | Reduce Ethnicity Pay Gap | 5% | |
| <small>NOTE: These measurements also appear in our SPE and will be reviewed regularly.</small> | | | |

Our contribution *to* public media outcomes

GOVERNMENT OUTCOMES:

The Government's Strategic Framework for a Sustainable Media System says independent, well-functioning and resilient media are a critical component of an open, participative democracy and have a vital role in supporting our ways of life in Aotearoa. This includes:

- 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.

As public media RNZ helps create the above by delivering on its Charter and SOI objectives as set out on page 4.

PUBLIC MEDIA ARE:

- Operationally and editorially independent.
- Able to respond effectively to an evolving operating environment and relevant to changing audience preferences.
- Complementary to and collaborative with private media.
- Reflective of New Zealand's values and serve the public interest.
- Resilient, sustainable and deliver trusted information.

TOP LEFT / Voyager Media Awards 2022 Best Junior Reporter winner Samantha Olley (left) with Best Feature Writing – Social Issues winner, Anusha Bradley (right) **TOP RIGHT** / Charlotte Ryan **Music 101** with Arlo Parks **BOTTOM** / The team behind the **Matariki Special** on RNZ National. Photo RNZ/Asia King



Our contribution *to* New Zealanders' wellbeing

RNZ's work aligns with the three levels of the Living Standards Framework:

INDIVIDUAL AND COLLECTIVE WELLBEING

KNOWLEDGE AND SKILLS
CULTURAL CAPABILITY AND BELONGING
ENGAGEMENT AND VOICE
SAFETY

SUBJECTIVE WELLBEING

RNZ contributes to the above through the informative, entertaining and challenging content it produces for New Zealanders. It helps create a sense of belonging by reflecting New Zealand's diversity in the news, culture, language, music and the arts.



OUR INSTITUTIONS AND GOVERNANCE

CIVIL SOCIETY
CENTRAL AND LOCAL GOVERNMENT
INTERNATIONAL CONNECTIONS

Public media play a major role in arming citizens with trusted and accurate information they can use. We are central to engagement with our democracy, in championing freedom of thought and expression and pushing back on misinformation and disinformation. We also do this through our many international connections, including groups like the Public Media Alliance.



THE WEALTH OF AOTEAROA NZ

NATURAL ENVIRONMENT
SOCIAL COHESION
FINANCIAL AND PHYSICAL CAPITAL
HUMAN CAPABILITY

Our services reflect and explore the broad spectrum of life in Aotearoa. These are developed with audiences firmly in mind, contributing to social cohesion and understanding. Our work also helps build knowledge and skill.

