



RADIO NEW ZEALAND LIMITED

STATEMENT OF INTENT

For the Four Years Ending 30 June 2023

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CHAIR'S INTRODUCTION

It is my pleasure to present RNZ's Statement of Intent for the next four years up to June 2023.

RNZ is connecting with more New Zealanders than ever before, both through our own trusted on-air and online services and by sharing high-quality content with other media outlets.

Our revised Statement of Intent expresses both our ambition and our confidence in RNZ's capacity to further lift performance and create even greater value for the New Zealand public.

At a time when the commercial media face increasing headwinds, New Zealand more than ever needs an independent, commercial-free multimedia public broadcaster.

RNZ's unique role is to provide New Zealanders with a successful, innovative and forward-looking service that connects and informs all New Zealanders and, in doing so, strengthens our democracy. Under our Charter, RNZ has a responsibility to contribute to tolerance and understanding and to be an information lifeline in times of crisis. We take these obligations seriously, as was clear in the wake of the Christchurch atrocity in March 2019 when New Zealanders again looked to us to provide reliable and comprehensive information.

We have now developed a more ambitious strategy centred on the goal of forming lifelong relationships with all the people of Aotearoa. This will necessitate the creation of new forms of content for new audiences on their platforms of choice. RNZ must also continue to encourage a diversity of staff and output if we are to keep pace with the nation's changing demographics. We will continue to be the benchmark for public service broadcasting and to be a partner with other media interested in engaging with us for the benefit of the public.

We are pleased that the Government recognises the value RNZ brings to the New Zealand media sector. Prudent financial management will continue to be a cornerstone of our planning, as will our commitment to developing RNZ's highly capable staff. Modernising our operations and investing in improved technology will remain a priority. Our long-term strategy is founded on co-operative, constructive strategic planning between the governing Board and a talented management team. The Board and senior management remain convinced that the delivery of intelligent, high quality news, information and entertainment to an increasingly discriminating audience remains our competitive advantage and is critical to the continuing success of RNZ. The RNZ board looks to the future with a great deal of confidence.

For and on behalf of the Board of Radio New Zealand - 27 September 2019



.....
Dr Jim Mather
Chair



.....
Melissa Clark-Reynolds
Deputy Chair

ABOUT RADIO NEW ZEALAND – LEGISLATIVE FRAMEWORK

Radio New Zealand (RNZ) is a Crown owned entity and its function and operations are primarily governed by the Radio New Zealand Act 1995 and the Radio New Zealand Amendment Act which has applied since April 2016. The Act includes the Radio New Zealand Charter which sets out Radio New Zealand's purpose, function and operating principles.

RNZ CHARTER

PURPOSE:

1. As an independent public service broadcaster, the public radio company's purpose is to serve the public interest.
2. Freedom of thought and expression are foundations of democratic society and the public radio company as a public service broadcaster plays an essential role in exercising these freedoms.
3. The public radio company fosters a sense of national identity by contributing to tolerance and understanding, reflecting and promoting ethnic, cultural, and artistic diversity and expression.
4. The public radio company provides reliable, independent, and freely accessible news and information.

DELIVERY:

5. In achieving its purpose, the public radio company must endeavour to provide services of the highest quality, which —
 - (a) are predominantly and distinctively of New Zealand:
 - (b) inform, entertain, and enlighten the people of New Zealand:
 - (c) are challenging, innovative, and engaging:
 - (d) foster critical thought, and informed and wide-ranging debate:
 - (e) stimulate, support, and reflect the diversity of cultural expression, including drama, comedy, literature, and the performing arts:
 - (f) stimulate, support, and reflect a wide range of music, including New Zealand composition and performance:
 - (g) reflect New Zealand's cultural identity, including Māori language and culture:
 - (h) provide awareness of the world and of New Zealand's place in it:
 - (i) provide comprehensive, independent, accurate, impartial, and balanced regional, national, and international news and current affairs:
 - (j) provide programmes which balance special interest with those of wide appeal, recognising the interests of all age groups:
 - (k) contribute towards intellectual and spiritual development:

- (l) include an international service to the South Pacific in both English and Pacific languages:
- (m) take account of services provided by other broadcasters:
- (n) take advantage of the most effective means of delivery:
- (o) preserve and archive broadcasting material of historical interest

PRINCIPLES OF OPERATION:

- (1) The public radio company must, in fulfilling its Charter, exhibit a sense of social responsibility by—
 - (a) having regard to the interests of the community in which it operates; and
 - (b) endeavouring to accommodate or encourage those interests when able to do so.
- (2) The public radio company must, in fulfilling its Charter, ensure that it is not influenced by the commercial interests of other parties.
- (3) The public radio company must, in fulfilling its Charter, ensure that it operates in a financially responsible manner and, for this purpose, that it—
 - (a) prudently manages its assets and liabilities; and
 - (b) endeavours to ensure—
 - (i) its long-term financial viability; and
 - (ii) that it acts as a successful going concern.

LIFELINE UTILITY

Radio New Zealand (RNZ) is also a designated Civil Defence Lifeline Utility in accordance with the Civil Defence Emergency Management Act 2002. This places extra social and legislative responsibilities on RNZ in the event of a Civil Defence emergency.

RNZ has a statutory duty to ensure that it can function during an emergency and it is required to maintain appropriate systems for the dissemination of emergency-related information.

RNZ - WHAT WE DO

It has never been more important that New Zealand has a strong, independent, well-resourced public broadcaster to keep people reliably informed, support democratic engagement, counter misinformation and fake news and reflect and celebrate local culture and diversity.

With the media sector going through a period of significant upheaval, commercial media businesses are struggling to maintain revenue and audiences, and we are now seeing some clear signs as to how this is impacting on the New Zealand media eco-system:

- increasing consolidation and rationalisation of local services
- decline in the quality and range of journalism, particularly in the regions
- New Zealand media businesses being sold to overseas owners
- blurring of the lines between advertorial and editorial reporting
- lower levels of higher quality (and higher cost) local content
- increasing emphasis on mass-appeal programming at the expense of special interest and niche audiences
- rising influence of large multi-national programme providers, news services, social media and content platforms
- decline in formal training for new employees to the industry.

It is difficult for governments to mitigate the impact of these trends or to avoid the commercially-motivated responses to them. But RNZ has the ability to counter-balance many of these developments through quality local content and by being a source of trusted, independent news. RNZ plays a critical role in promoting an informed democracy and enhancing national identity.

RNZ - OUR SERVICES

RNZ's one key output is the production and distribution of exceptional content that meets our Charter responsibilities and achieves our objective of creating an informed and connected nation.

RNZ's current portfolio includes the following individual branded services:

A. RNZ NATIONAL
RNZ National is a nationwide radio network providing news, current affairs, feature documentaries and entertainment programmes, including music programmes featuring both New Zealand and international artists. Many of the quality programmes featured on RNZ National are not available on commercial radio because they are not considered commercially viable.
B. RNZ CONCERT
RNZ Concert brings fine music in stereo to all New Zealanders, through a network of FM transmitters and digital satellite. Musical, dramatic and performing arts comprise the core of RNZ Concert's broadcasts, with a repertoire featuring mainly classical music but also including jazz and special interest music.
C. RNZ PACIFIC
RNZ Pacific broadcasts innovative, comprehensive and independent news and programming of interest to the Pacific region via shortwave radio, and online. This service is also available via satellite for relay and use by broadcasters within the Pacific and beyond. It provides an essential source of information in the event of natural disasters or breakdowns in local communication services.
D. RNZ PARLIAMENTARY RADIO AND PROCEEDINGS
Follow Parliament live, when the House is sitting, through the AM Network or audio live stream online. This coverage is also televised live on Freeview, with the audio provided by RNZ.
E. RNZ ONLINE
Via its website, rnz.co.nz , and a range of mobile apps, RNZ provides a portal to all of its content, allowing users access to live streaming services for RNZ National, RNZ Concert and RNZ International, up to the minute news and analysis, as well as on-demand access to RNZ's vast collection of current and back catalogue of programming.
F. RNZ NEWS AGENCY & CONTENT SHARING
RNZ is the trusted backbone of collaborative journalism in New Zealand. RNZ content is made available to more than 30 other media partners ranging from small independently-owned regional newspapers and websites through to most of New Zealand's major commercial media businesses. Without RNZ support via the sharing of written, audio and visual material, many of these smaller outlets would not survive to keep telling the stories that are important to their communities.

Although each of these services has an established format and an existing audience, changes in technology, audience preferences and New Zealand demographics mean RNZ will continually refresh, adapt and evolve its content across all its services to ensure it continues to meet the needs of the audience and optimises our Charter performance.

CHALLENGES AND OPPORTUNITIES IN THE OPERATING ENVIRONMENT

Media organisations in New Zealand operate in a competitive and challenging environment. The impact of digital disruption and evolving audience expectations is having a significant impact on the media landscape. These developments are creating both challenges and opportunities for RNZ.

1 PUBLIC TRUST IN MEDIA IS BEING QUESTIONED

- Public trust in media organisations and political institutions is declining in New Zealand and around the world.
 - RNZ's independence from commercial and partisan influences allows it to deliver trusted, accurate, and independent news and current affairs, and play an important role in the New Zealand democratic process.

2 THE NEW ZEALAND MEDIA SECTOR IS CONTRACTING AND CONSOLIDATING

- Digital disruption and the increasing influence of large multi-national platforms (eg. Facebook, Google, Amazon and Apple.) is driving contraction and consolidation in the New Zealand media environment.
- Commercial New Zealand media organisations are finding it increasingly difficult to fund unique New Zealand content in the way they have in the past.
 - By being independent, non-commercial and inherently local, RNZ can fill the gaps that commercial media are being forced to vacate.
 - There are also further opportunities for RNZ to partner with other media organisations to share content and enhance delivery of credible news and information to New Zealanders.

3 NATIONAL AND INTERNATIONAL TRENDS INDICATE A LONG TERM DECLINE IN LIVE RADIO AUDIENCES.

- Live radio listening audiences remain strong but are expected to decline over time in line with international trends, especially with younger audiences.
 - RNZ's traditional radio audiences have remained very loyal. This is helping RNZ maintain its radio base at a high level and shows there is still a strong demand for this service, despite the increasing competition for their attention from other newer alternatives.

OFFSETTING THIS DECLINE IN RADIO IS A RAPID GROWTH IN AUDIENCES FOR NEW DIGITAL MEDIA

- Audiences now expect content to be delivered in new ways – often across multiple digital platforms.
 - Online audiences for rnz.co.nz continue to grow rapidly.
 - Average age of RNZ's online audience is younger and more diverse

THE NEW ZEALAND POPULATION CONTINUES TO CHANGE

- New Zealand society is becoming more culturally diverse.
- Geographically Auckland continues to be New Zealand's high growth area.
- The proportion of the New Zealand population with Maori, Pacific Island or Asian heritage is growing.
 - These new sectors provide opportunities for RNZ to expand the size and diversity of its audience.
 - New content (eg. Podcasts, increased use of video) and new forms of delivery (eg. Apps, games, on demand programmes) provide the means to attract new audiences.

RNZ has developed its strategic objectives and planning in response to both the challenges and the opportunities presented by these trends.

RNZ – OUR CONTRIBUTION TO THE WELLBEING OF NEW ZEALANDERS AND THEIR FAMILIES

Domain	Civic engagement and governance	
Impact(s) description	Who are affected?	Magnitude of impact
A media system that keeps people reliably informed, supports democratic engagement, counters misinformation and fake news	<p>Four main groups will be affected:</p> <p>Individuals. RNZ engages with people as citizens, not consumers. Individuals who connect with our trusted content will be equipped with credible information on important issues.</p> <p>Over 1 million New Zealanders per week will benefit but also NZ as a whole as RNZ stimulates democratic and civic engagement.</p> <p>Regional communities will also benefit as growing and sustaining local news is a key driver of the plan.</p> <p>The Pacific region: RNZ Pacific's trusted service to a vast region will be enhanced and will further strengthen NZ's influence and standing among Pacific nations as an informed democracy.</p>	<p>RNZ'S plans to grow both the size and diversity of its audiences, with up to 50% of New Zealanders being regular users of RNZ.</p> <p>The News Service will provide \$10m of value a year to the news media sector.</p> <p>An expanded RNZ Pacific is a cost-effective means to enhance NZ's standing in the Pacific.</p>

Domain	Cultural Identity	
Impact(s) description	Who are affected?	Magnitude of impact
People seeing and hearing the different faces, languages & cultures of NZ reflected in the media.	<p>A key role of the expanded RNZ is to explore, share and showcase NZ's unique cultures, languages, and arts, music and entertainment.</p> <p>Those include audiences who will engage with this rich content;</p> <p>And also the artists themselves who often lack a cost-effective means to reach large audiences.</p> <p>Bilingual rnz.co.nz</p> <p>Expanded language services representing NZ population e.g. Te Reo, sign language, Tongan, Samoan, Mandarin, Hindi</p>	<p>RNZ's audiences – which will grow to 1 in two people (2.4m people) a week under this plan.</p> <p>Raising awareness of NZ music, arts and culture will be worth a minimum of \$10m a year to the cultural sector.</p>

Domain	Social Connections	
Impact(s) description	Who are affected?	Magnitude of impact
<p>RNZ's purpose is to create a connected and informed Aotearoa.</p> <p>Providing individuals, communities and the nation with credible information that serves as a shared currency for constructive discussion, social engagement and community building.</p>	<p>Individuals, families and communities throughout NZ.</p> <p>RNZ's mission is to develop lifelong relationships with the all people of Aotearoa.</p>	<p>RNZ plans to grow both the size and diversity of its audiences to 1-in-2 (2.4m people) New Zealanders a week.</p> <p>An expanded RNZ Pacific is a cost-effective means to enhance NZ's standing in the Pacific.</p>

Domain	Knowledge and skills	
Impact(s) description	Who are affected?	Magnitude of impact
<p>An expanded RNZ will boost its training and development of a new generation of reporters, producers, presenters and digital editors.</p>	<p>An annual intake of trainees/interns and interns.</p> <p>Strategic partnership with the tertiary providers.</p> <p>These will work across RNZ and in time will also be able to be recruited by the wider media industry.</p>	<p>Trainees/interns representative of all regions, ethnicities and languages.</p>

Domain	Safety	
Impact(s) description	Who are affected?	Magnitude of impact
<p>RNZ has a statutory responsibility to be an information lifeline in times of natural disaster or civil emergency. This requires attention to our resilience, presence in the regions, ability to report from the regions, 24/7 staffing.</p>	<p>All New Zealanders affected by a natural disaster – providing reliable guidance and safety information and keeping the rest of the country (and world) reliably informed.</p> <p>Range and durability of broadcast and other platforms, and capability to supply other media (including overseas outlets) with credible content during a crisis.</p>	<p>As was evident during the Christchurch and Kaikoura earthquakes, and the mosque massacre in 2019, New Zealanders look to RNZ and radio during times of crisis for life-saving information.</p> <p>A regional network of multimedia enhances RNZ's ability to be an information lifeline.</p>

ORGANISATIONAL HEALTH AND CAPABILITY

RNZ recognises the importance of organisational health and capability.

We aim to achieve this through:

- Developing a healthy and engaged, high performing and effective organisational culture.
- Ongoing emphasis on equal opportunities, health and wellbeing at work.
- Supporting and encouraging diversity and equal employment opportunities, gender pay parity and flexible work practices.
- Continuing to review and improve our policies and procedures to ensure fair treatment of all staff.
- Accountable leadership.

The main standards used for achieving our goals are:

- Operating a fair and transparent remuneration system that recognises and rewards high performance.
- Developing, coaching and supporting our staff to ensure they have opportunities to progress and do their best work.
- Maintaining safe working conditions with up to date health and safety policies.
- Seeking and acting on employee feedback, through exit surveys and staff cultural and engagement surveys.
- Feedback and development programmes for senior leaders.

ASSESSING OUR PERFORMANCE

RNZ has one reportable class of output which is the delivery of Public Broadcasting Services (M8¹), which is funded through two votes in the appropriations, one via NZ On Air for RNZ (\$42.36 million²) and one via the Ministry for Culture and Heritage for the RNZ International service (\$1.9 million).

The purpose of the broadcasting output is as defined in the Charter.

RNZ also receives other Government funding of \$1.2 million relating to third party contracts for coverage of Parliament.

In addition to this Statement of Intent, each year RNZ prepares a Statement of Performance Expectations which provides specific annual outputs, targets and measures that support the longer term strategic priorities.

RNZ has an agreed annual reporting framework which allows monitoring agencies to measure and assess achievement against strategic priorities and objectives.

¹ M8 refers to the indicator for The Estimates and Appropriations for the Government of New Zealand (Maori, Other Populations and Cultural Sector Vote). Crown Entities Act, S136 (1) defines output classes "that is directly funded (in whole or in part) by the Crown in accordance with the appropriations...."

² RNZ also receives other Crown funding for specific purposes, eg transmission of Parliament and production of some programmes.

KEY OBJECTIVES	HOW PERFORMANCE WILL BE ASSESSED
<p><u>ATTRACT AND RETAIN DIVERSE AUDIENCES</u></p> <ul style="list-style-type: none"> • DEVELOP LIFELONG RELATIONSHIPS WITH ALL THE PEOPLE OF NEW ZEALAND • REFLECT CHANGING ETHNIC MIX, GEOGRAPHIC SPREAD AND MEDIA CONSUMPTION PREFERENCES OF POPULATION • FOCUS ON AUDIENCE SECTORS UNDER-SERVED BY COMMERCIAL MEDIA 	<p>REGULAR SURVEYS AND ANALYSIS OF AUDIENCES</p>
<p><u>PROVIDE A PUBLIC BROADCASTING SERVICE THAT IS IMPORTANT TO, AND VALUED BY, NEW ZEALANDERS</u></p> <ul style="list-style-type: none"> • CONTRIBUTE TO AN INFORMED DEMOCRACY • PROVIDE AN INDEPENDENT TRUSTED MEDIA SOURCE • NEW ZEALANDERS BELIEVE RNZ PROVIDES A VALUABLE SERVICE 	<p>VALUES INDICES SURVEYS MEASURING ATTITUDES OF ALL NEW ZEALANDERS TOWARDS RNZ, PUBLIC BROADCASTING, TRUST IN MEDIA.</p>
<p><u>PRODUCE AND BROADCAST A DIVERSE AND UNIQUE RANGE OF SERVICES</u></p> <ul style="list-style-type: none"> • <u>REMAIN STRONG IN RADIO</u> • <u>BE AS STRONG IN DIGITAL AS RADIO</u> • <u>DIVERSE RANGE OF SERVICES</u> • <u>MEET CHARTER REQUIREMENTS</u> 	<p>THE TYPE AND RANGE OF PROGRAMMES RNZ PROVIDES VIA ITS VARIOUS RADIO STATIONS, WEBSITES, APPS AND THIRD PARTY CONTENT SHARING ARRANGEMENTS.</p>
<p><u>MAKE OUR SERVICES AVAILABLE WHERE, WHEN AND HOW AUDIENCES WANT</u></p> <ul style="list-style-type: none"> • USE MOST EFFECTIVE MEANS OF ACCESS • RANGE OF DELIVERY CHOICES • RESILIENCE • AVAILABLE IN TIMES OF EMERGENCY 	<p>THE RANGE OF ALTERNATIVE ACCESS POINTS AND DEVICES THAT AUDIENCES CAN USE TO LISTEN, READ AND WATCH RNZ'S PROGRAMMES, EITHER VIA LIVE BROADCAST OR ON DEMAND.</p>