

**Annual Report**  
2019–20

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Whakataūāki projected  
on the wall at Te Papa

Ko tōku reo,  
tōku whakakai  
marihi

My language is my  
precious adornment

## Compliance information

### DIRECTIONS FROM THE MINISTER

Te Taura Whiri i te Reo Māori did not receive any formal directions from the Minister for Māori Development in 2019-20 (nil 2018-19).

### ACTS IN BREACH OF STATUTE

Te Taura Whiri i te Reo Māori cannot act in a way that is contrary to, or outside the authority of, an act of parliament. Te Taura Whiri i te Reo Māori has not performed any ultra vires transactions (transactions beyond its legal powers) (section 19 of the Crown Entities Act 2004).

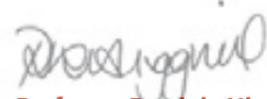
### PERMISSION TO ACT

Under the Crown Entities Act 2004, a member who has an interest in a matter relating to a Crown entity must not vote or take part in any discussion or decision of the board or any committee relating to that matter. However, the Chair of a Crown entity may exempt one or more board members from this requirement if it is in the public interest to do so (section 68(6) of the Crown Entities Act 2004). No exemptions were granted in 2019-20 (nil 2018-19).

### MINISTER FOR MĀORI DEVELOPMENT HON WILLIE JACKSON

Nei rā te mihi kau ana ki a koe,

We are pleased to present you with the annual report of Te Taura Whiri i te Reo Māori for the year ending 30 June 2020.



**Professor Rawinia Higgins**

Toihau/Chairperson



**Charisma Rangipunga**

Toihau Tuarua/Deputy Chairperson

Te Kāwanatanga o Aotearoa

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## He Kupu nā te Toihau A Word from the Chairperson

He mihi maioha tēnei e rere atu ana ki a koutou i tēnei wā korokē. Tēnā tātau i ō tātau mate tini whāioio, rātau e piata tonu kei te poho o Ranginui, haere, haere, haere atu rā. Rātau ki a rātau, ā, ko tātau te hunga ora e mau tonu nei i ō rātau wawata, nō reira, tēnā tātau katoa.

‘Ko tāku taonga, ko tōku reo.  
Ko tōku reo, ko tāku taonga.  
My language is my treasure,  
my treasure is my language.’

The foundations of Te Whare o Te Reo Mauriora | The House of Language Revitalisation were laid by generations of Māori language advocates, protesters and leaders from whose actions our organisation was created.

As the lead agency for Te Maihi Karauna or Crown side of our whare, we are focused on encouraging all New Zealanders to enter. On Te Maihi Māori side of our whare, Te Mātāwai has been actively supporting whānau Māori and communities to join us. Once manuhiri are inside Te Whare o Te Reo Mauriora, it is our job to ensure they are supported and given the means to help us revitalise te reo Māori. The good news is that many are already inside, often drawn in by our annual Te Wiki o te Reo Māori celebrations, which this year saw us reach more New Zealanders than ever before. Others entered through our public sector agencies whose language plans are weaving te reo throughout their mahi.

Our next challenge is to keep them in our whare for the rest of the year and every year after that. Already we know this is happening with demand and waiting lists for te reo courses higher than ever before. More agencies and some private sector companies are taking a structured approach to te reo and drafting their own language plans, while the mainstream media has increasingly embraced te reo. Te Taura Whiri i te Reo Māori has the supports in place to help.<sup>1</sup>

The world changed during Paengawhāwhā (March-April) 2020 as the coronavirus pandemic or mate korona sent Aotearoa into an unprecedented Level 4

lockdown or nationwide rāhui. New Zealanders were no longer able to hold tangihanga for loved ones, our borders closed and people were instructed to stay home and stay away from others. By the end of the first week of lockdown, our whare had mobilised some of our country’s leading language experts into a rapid response te reo translation team. They continue to ensure the All-of-Government response to COVID-19 is carried out in our nation’s first language.

Māori New Zealanders, who are at risk due to age (native speakers are largely our community’s oldest and youngest) and underlying health conditions, have proactively responded to the coronavirus threat and its social, tikanga and economic impacts. Iwi across the country have stepped up. Supporting COVID-19 messaging that speaks to Māori communities and keeps all New Zealanders safe has been, and continues to be, a focus for the Commission.

As the whare responsible for revitalising te reo Māori in New Zealand, we are humbled to see that, in our darkest times, te reo Māori is helping to revitalise New Zealand. Te reo Māori plays a central role in the Crown’s response to coronavirus or as our translators named it: mate korona.

In the first weeks of lockdown, our people used te reo to help New Zealanders make sense of rules that seemed at odds with so many things we hold close. We acknowledged that while our tikanga may have changed forever, our values had not. Manaakitanga was still about kindness, respect and caring for others, but during lockdown the best way to show manaaki

to other people was by staying at home and staying away. Manaakitanga then meant calling our loved ones from afar to make sure they were OK. Manaakitanga meant buying what we needed at the supermarket, not buying so much there was nothing left for others.

Heartbreakingly, manaakitanga also meant burying our loved ones without tangihanga and funerals. We pay tribute to those families across Aotearoa who kept the rest of us safe as they farewelled those closest to them during lockdown. We remember our raukura, Dr Huirangi Waikerepuru – te reo visionary, warrior and navigator – who was laid to rest under the shadow of Taranaki Maunga during Level 4 lockdown.

Our whare is one like no other. Our aim is for our whare to house millions as New Zealanders continue to see te reo as part of their national identity. It is a virtual whare because te reo is about communication whether it is in a book, a Māori Minecraft world or an online language course. It is a whare that rings with the voices of young Māori people, representing future generations who speak and love the language of their tīpuna: Ko tāku taonga, ko tōku reo. Ko tōku reo, ko tāku taonga. My language is my treasure, my treasure is my language.

**Professor Rawinia Higgins**  
Chair | Toihau

<sup>1</sup> Departments must have a language plan in place by 30 June 2021 CAB MCR-18-MIN-002.



## He Kōrero nā te Tumuaki

### From the Chief Executive

E ōku rangatira, tēnā koutou katoa.

The past year has tested our whare (and others') like no other. The word unprecedented was an often-used adjective but entirely appropriate to describe 2019-20. I would like to add a few others to the mix, including resilient, resourceful, innovative and committed. These words sum up the effort of my work colleagues in a year like no other. Another word sums up the year: pride. That is what I feel when I look back at the achievements in an 'unprecedented' year.

We began the year with Te Maihi Karauna in place, public and private sector organisations lining up for language planning support, a new Te Maihi Karauna Events Fund to disburse, a new operating and business model, skilled new staff and strong Board support, and eagerness to finally and fully carry out the leadership role allocated to us by the Māori Language Act 2016.

Te Wiki o te Reo Māori 2019 was led superbly by Te Toko business unit with a strong mix of online initiatives and community events. Once again, the statistics evidenced an increase in participation and engagement on the previous year - kia kaha te reo Māori.

Six months of regional wānanga with rangatahi came to a climax in the second week of December 2019 with the Rā rangatahi national conference in Manukau, South Auckland. This initiative celebrated The International Year of Indigenous Languages and provided us with important information on how to engage rangatahi in te reo Māori revitalisation. More importantly, it gave us intelligence on how to meaningfully include rangatahi in our business going forward. The success of this initiative was a triumph for the collaboration with our partners Te Mātāwai, Te Māngai Pāho and Te Puni Kōkiri - he toa takitini kē.

Our busiest week of the year included a meeting of the Polynesian Languages Forum attended by representatives from Tahiti, Hawai'i, Samoa, Fiji and Ngā Kuki Airani. This was followed, that evening, by a stunning Ngā Tohu Reo Māori 2019. Our international guests celebrated with us the success of our Māori

language champions from all sections of the community. Each award winner was celebrated with waiata and haka as Tāmaki Makaurau turned it on for a live audience of 500 people and an online audience of tens of thousands - ko te reo kia rere.

Buoyed by a strong start to the financial year, it soon became clear to our team that because of COVID-19 we would have to find a new way to do our work. We moved from working in an office to working at home in a virtual whare. In addition, our tikanga needed to be expressed in a way that ensured the safety of our people. This, however, was not the biggest disruption to our business - many of our partners had their attention diverted from te reo Māori to the management of the Government's response to the COVID-19 pandemic.

Te Hiringa, the business unit that provides language planning support to organisations, was particularly affected by the pandemic response. As the team was working actively with around twenty-six organisations, it was, understandably, confident of exceeding its target of fifteen government organisations with language plans. The arrival of COVID-19 and the subsequent lockdown put paid to that. The team members can, however, hold their heads high as they found innovative ways and means to get close to their annual goal despite the circumstances - E kore au e hoki i te waewae tūtuki noa.

Prior to the COVID-19 lockdown, the first training wānanga for translators and interpreters was held at Pito-one, Wellington. With over sixty registrations,

Te Amo business unit expected 40 percent of the participants would go on to sit the Toi Reo Māori written and oral examinations. The pandemic response put an end to that, and this innovative bunch were forced to find another way to deliver the training wānanga and supervise the final examinations. They moved efficiently to an online solution that led to the biggest cohort of new translators ever - ka mate kāinga tahi, ka ora kāinga rua.

The achievements listed above would be outstanding in any year let alone one like 2019-20. As head of operations, my foremost concern during this time was (and still is) te oranga or the wellbeing of the people who are the heart of our organisation - our staff and their whānau. We developed a wellbeing framework to guide us and put the achievement of hard business outcomes to the side. This focus was rewarded with the achievements outlined in this report. Therefore, I offer my heartfelt thanks to my team of language champions who do themselves, their whānau and te reo Māori justice year in and year out with their resilience, resourcefulness, innovation and commitment.

Finally, to our wonderful Toihau and her Board of staunch language advocates - thank you for your faith and support. We cannot do what we do without your belief in us.

Kia kaha te reo Māori!

**Ngahiwi Apanui**  
Tumuaki | Chief Executive

## COVID-19 Te Mate Korona

The COVID-19 pandemic carved its way into the history of our country in March 2020 as Aotearoa headed into a nationwide lockdown.

Our whare learned to adapt to an environment that was both uncertain and unprecedented.

At all times, we have been guided by our Te Whare Tapa Whā<sup>2</sup> approach, which is focused on our people's wellbeing. This meant the week before lockdown our most vulnerable staff members were fully equipped and working from home, while our daily all-staff hui turned into an online Zui as we trialled remote working for all.

**COVID-19 changed our country forever as we learnt to do things differently.**

**While this has meant challenges for our organisation, our staff have worked tirelessly and, despite a global pandemic, productivity remained high and our morale was healthy.**

We have welcomed the opportunity to work alongside our colleagues and friends across the public sector and throughout iwi and Māori communities to keep our people safe, informed and prepared.

<sup>2</sup> A model of the four dimensions of wellbeing developed by Sir Mason Durie in 1984 to provide a Māori perspective on health. The four dimensions are: taha tinana (physical wellbeing) taha hinengaro (mental wellbeing), taha wairua (spiritual wellbeing) and taha whānau (family wellbeing).



Māori Language Week 2019  
parade – Maungakiekie

# Ngā Mea Hirahira o te Tau 2019-20

## Highlights of 2019-20

### Played a key role

in the  
**All-of-Government  
response to COVID-19**  
by providing  
communication advice

State sector agencies completed  
**12 NEW LANGUAGE PLANS**



**4** research projects completed  
**4** in progress



**514**  
NEW WORDS  
CREATED

and entered into the  
new word database

**Mobilised  
leading te reo  
experts  
into a rapid response  
COVID-19  
translation team**

Helped support whānau  
during the COVID-19  
lockdown by investing  
in an

**online  
te reo  
series**

aimed at parents  
and caregivers of  
primary and secondary  
school students

More than

**10**

**Māori sector  
agency  
collaboration  
projects,**



including Te Maihi Māori  
partner Te Mātāwai

Established  
Te Reo  
Revitalisation  
Communications  
Group

comprised of  
representatives  
from across Te Maihi  
Karauna

Te Wiki o te Reo  
Māori engaged with  
more New Zealanders  
than ever before

with more than

**18,000**

people registering for

**7 language  
parades.**



Social media  
engagement  
reached more than

**1 MILLION**

people: a **70%**  
average increase  
on the 2018 event.



**27 new candidates**  
added to the translators and  
interpreters register



Led and provided **secretarial support**  
for Te Papa Kōrero<sup>3</sup> and Te Tokomatu  
(previously known as the Senior Official  
Governance Group)

Hosted  
**9**  
regional hui  
rangatahi



across Aotearoa that  
culminated in a two-day  
Raranga.Tahi Summit  
attended by  
**394 rangatahi**



**10 Level Finder  
Examination**

sittings held and  
an online examination  
prototype developed

Supported regular  
te reo translations in the  
mainstream news media



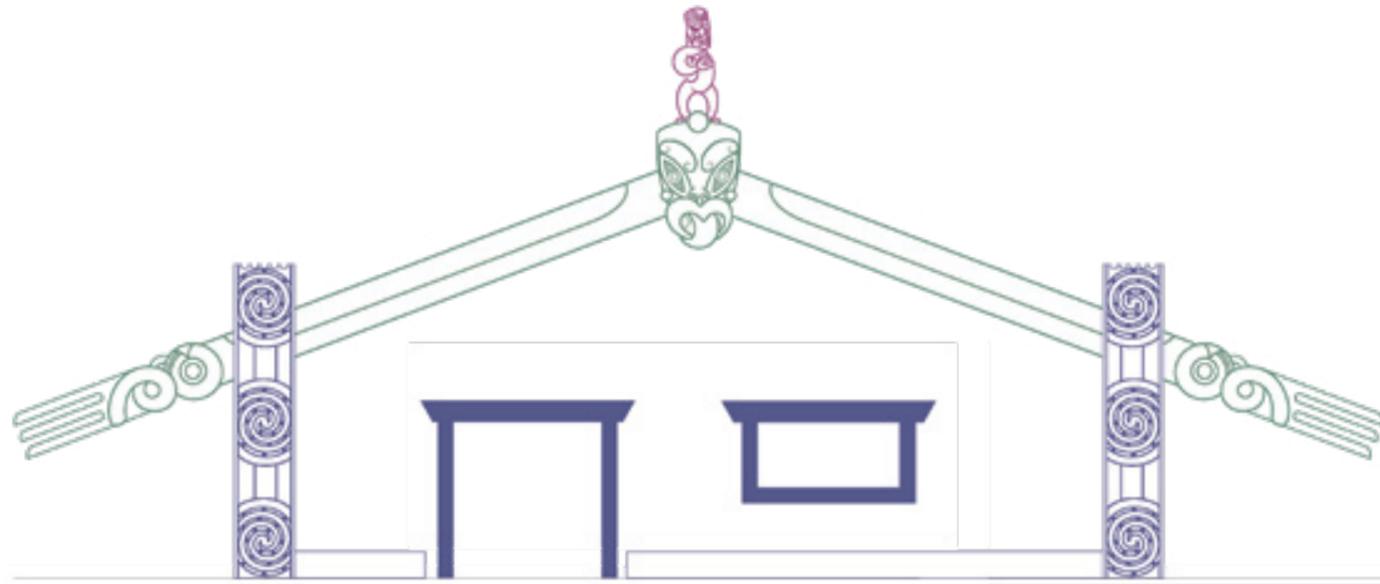
Reconvened and hosted **Te Vaka Leo**,  
the Polynesian Languages Forum  
an International Year of Indigenous  
Languages event

<sup>3</sup> Chief Executive forum for te reo Māori sector agencies.

# Te Taiao Rangatiranga Authorising Environment

Te Maihi Karauna

Te Whare o te Reo Mauriora –  
a partnership for the revitalisation  
of te reo Māori



## Vote information

Te Taura Whiri i te Reo Māori is funded from Vote: Māori Development under the following output class:

1. Whakarauora Reo mō te Motu (National Māori Language Revitalisation) – supporting the revitalisation of the Māori language at a national level; and the administration of Te Taura Whiri i te Reo Māori.

This appropriation is intended to achieve the effective promotion, protection and revitalisation of the Māori language through the:

- ongoing operation of Te Taura Whiri i te Reo Māori
- delivery of a research programme supporting Māori language revitalisation
- Te Maihi Karauna (Crown Te Reo Māori strategy)
- other statutory functions that Te Taura Whiri i te Reo Māori is required to perform.

# Statement of Performance Expectations

Our Statement of Performance Expectations (SPE) specifies objectives, measures and outputs to be achieved for a given year. The 2019–20 financial year is the third year of the Statement of Intent 2017–2021. This year, we completed a new Statement of Intent 2020–2024, which we will report on in future. This new Statement of Intent aligns to the goals and aspirations of Te Maihi Karauna.

We share responsibility for the achievement of these outcomes with our partner agencies from across the public sector, including our Te Maihi Karauna partners: Te Puni Kōkiri, Te Māngai Pāho, Māori Television, the Ministry of Education, the Ministry for Culture and Heritage and the Department of Internal Affairs. We also partner with Māori and iwi represented by Te Mātāwai, Māori organisations, broadcasters and Māori education providers.

# Te Whakatairite ki te Tauākī Whakamaunga Atu

## Reporting against the Statement of Intent

HIGH-LEVEL OBJECTIVES	FOCUS AREAS	OBJECTIVES	PROGRESS
<b>He Kaha Te Whare o Te Reo Mauri Ora: The Crown-Māori partnership is a strength</b>	Supporting and sustaining the partnership between the Crown and Māori to revitalise the Māori language	<ul style="list-style-type: none"> <li>- Coordinate and influence government agencies with specific te reo Māori functions in working towards our shared vision under Te Maihi Karauna and in support of Te Maihi Māori</li> <li>- To leverage the strength and influence of the state sector through Te Maihi Karauna to support revitalisation by creating an environment in which Te Maihi Māori can succeed</li> <li>- To begin to normalise te reo Māori in a systematic way across wider New Zealand to provide support for the greater use of te reo Māori in more domains</li> </ul>	<p>Te Taura Whiri i te Reo Māori is positioned to lead in the coordination of the implementation of Te Maihi Karauna by:</p> <ul style="list-style-type: none"> <li>- taking on the secretariat role for Te Papa Kōrero</li> <li>- refreshing Te Maihi Karauna implementation plan for 2020-23</li> <li>- implementing the Shared Research Agenda and jointly commissioning He Ara Poutama - the construction of a quantitative predictive model based on data from a range of te reo Māori learning contexts. This predictive model will inform and assist with planning decisions regarding the revitalisation of te reo Māori.</li> </ul>
<b>He Kaha Te Mana o Te Reo Māori: The status and recognised value of te reo Māori is a strength</b>	Building the status and visibility of te reo Māori to encourage its use throughout New Zealand	<ul style="list-style-type: none"> <li>- Increase wider use of te reo Māori by ensuring both Te Maihi Māori and Te Maihi Karauna are strongly supported by visible promotions</li> <li>- Improve the quality of Māori learned through formal teaching</li> <li>- Improve access for agencies seeking translation and interpretation services</li> <li>- Improve the standard of Māori language used by providing more formal assessment</li> <li>- Increase New Zealanders' support for revitalising te reo Māori, creating a more positive environment for use and learning</li> </ul>	<ul style="list-style-type: none"> <li>- This year saw 6000 more people register for Te Wiki o Te Reo Māori parades in advance, which was an increase from 12,000 to 18,000.</li> <li>- Increased investment in a multi-channel digital campaign saw online engagement exceed targets, while kanohi ki te kanohi engagement with communities across Aotearoa saw a 42% increase in web impressions.</li> <li>- Our translator development continued through COVID-19 lockdown, and we had our most successful pass rate: twenty-six passed the written exam, and eighteen passed the oral (interpreter) exam.</li> <li>- We adapted the Level Finder Examinations to provide greater efficiencies. We then further adapted the examination to provide support during lockdown through an online process.</li> </ul>
<b>He Kaha Te Kete Kōrero: The resources available to support te reo Māori learning and development are a strength</b>	Generating new resources, maintaining existing resources and providing better access to support the learning, use and quality of te reo Māori	<ul style="list-style-type: none"> <li>- Language-planning resources for organisations are helpful, easy to find and easy to use</li> <li>- Demonstrate the contribution that research we have commissioned has made to acquisition, quality (at any level), critical awareness, status, and use and frequency of use of te reo Māori</li> <li>- Ensure te reo Māori is able to deal with modern needs</li> </ul>	<ul style="list-style-type: none"> <li>- The majority of our surveyed stakeholders are very satisfied with the tools and resources provided by Te Taura Whiri i te Reo Māori.</li> <li>- We commissioned 'He kura mō ngā mokopuna', which was an online acquisition resource to support language learners through COVID-19 lockdown. Over the course period, the resource was accessed by thousands of viewers.</li> <li>- We are working with the Public Services Commission to develop guidance on titles within the Public Sector and a common lexicon for job titles and job descriptions.</li> </ul>
<b>He Kaha Te Taura Whiri i te Reo Māori: The operational effectiveness of Te Taura Whiri i te Reo Māori is a strength</b>	Ensuring the effective and efficient operation of Te Taura Whiri i te Reo Māori to deliver the best support for revitalisation	<ul style="list-style-type: none"> <li>- Establish Te Taura Whiri i te Reo Māori as a collaborative leader across government and wider New Zealand promoting revitalisation in practical and effective ways to support Te Maihi Māori through Te Maihi Karauna</li> <li>- Meet and exceed expected standards for financial accounting and reporting</li> <li>- Establish Te Taura Whiri i te Reo Māori as an effective public opinion leader in wider New Zealand to increase support for revitalisation and the status of the Māori language</li> </ul>	<ul style="list-style-type: none"> <li>- We are now the secretariat for Te Papa Kōrero. We have developed the new Te Maihi Karauna implementation plan and are consulting with lead agencies and other agencies such as Te Arawhiti, Statistics New Zealand and the Education Review Office.</li> <li>- We have expanded our social media marketing and engagement to promote language revitalisation in the home and the workplace in response to COVID-19.</li> <li>- Ngā Tohu Reo Māori Awards 2019 had an increased reach, exceeding 500,000 social media users across various platforms, comprehensive coverage on television and radio as well as more than 15,000 tuning in to a livestream hosted by Māori Television.</li> </ul>

# Te Anga Putanga Outcomes Framework

## TE WAWATA MĀTĀMUA - VISION

Kia haruru a Aotearoa whānui i tō tātou reo taketake

All New Zealand will resonate with our indigenous language

(A Māori-speaking nation)

## KAUPAPA MĀTĀMUA - MISSION

- Give effect to the status of the Māori language as an official language
- Promote te reo Māori as an ordinary means of communication and a living language
- Lead coordination of the implementation of Te Maihi Karauna

## NGĀ HUA - RESULTS

1. An environment is established in which iwi and Māori can best succeed through Te Maihi Māori.
2. State sector, private sector and wider community organisations are enabled to help to revitalise te reo Māori.
3. All New Zealanders value the Māori language as a part of who we are and what makes us a nation, and it is a language for everyone to enjoy and celebrate.

The performance measures for these outcomes are specified first in our Statement of Intent 2017/18-2020/21, pages 16-19, and in our Statement of Performance Expectations 2019-20, page 6. The high-level objectives are arranged in the table on the left.

# Ngā Pūngao Puta Reporting against the Statement of Performance Expectations

## He Kaha te Whare o te Reo Mauri Ora

Supporting and sustaining the partnership between Māori and the Crown to revitalise the Māori language.

In 2019-20 we will do this by: leading the coordination of the implementation of Te Maihi Karauna to achieve the Crown's revitalisation goals.

MEASURES	PAST TRENDS			2019-20 PERFORMANCE			
	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	MEASURES	ACTUAL	VARIANCE	LINK TO OUTCOMES FRAMEWORK
<b>SUPPORTING ACTIVITY</b>							
<b>1) Lead coordination of the implementation of Te Maihi Karauna:</b>  Continue to build on constructive relationship with Te Mātāwai to express the spirit of partnership of Te Whare o te reo Mauri Ora.	New measure in 2019-20			1.1) To co-lead with Te Mātāwai the implementation of the evaluative framework for Te Whare o te Reo Mauri Ora, including an action plan.	Met	Nil	An environment in which iwi and Māori can best succeed through Te Maihi Māori.
	New measure in 2019-20			1.2) At least one joint public event with Te Mātāwai.	3	2	
<b>2) Lead coordination of the implementation of Te Maihi Karauna:</b>  Increase cross-agency collaboration in te reo Māori revitalisation to effect greater integration within te reo Māori sector.	New measure in 2019-20			1.3) Implement the shared research agenda.	Met	Nil	State sector, private sector and wider community organisations are enabled to help revitalise te reo Māori.  Establish Te Taura Whiri i te Reo Māori as an effective public opinion leader in wider New Zealand to increase support for revitalisation and the status of te reo Māori.  An environment in which iwi and Māori can best succeed through Te Maihi Māori.
	New measure in 2019-20			1.4) Manage and provide leadership and support for the Senior Officials Governance Group (SOGG) and Te Papa Kōrero.	Met	Nil	
	New measure in 2019-20			1.5) Establish Te Reo Revitalisation Communications group to ensure promotion of te reo Māori and consistency of messages about revitalisation across all agencies with a leading role.	Met	Nil	
	New measure in 2019-20			1.6) Successful delivery of all first wave Maihi Karauna initiatives with Te Māngai Pāho and Te Puni Kōkiri.	Met	Nil	

‘Ka pū te ruha, ka hao te rangatahi  
– As an old net withers another is remade’



Te Korou Whangataua and Juneea Silbery facilitating a masterclass workshop at the rangatahi hui in Manukau, Auckland

In approving the final Te Maihi Karauna Strategy and Implementation Approach on 14 December 2018, Cabinet [MCR-18-MIN-0012 refers] noted<sup>4</sup> that Te Taura Whiri i te Reo Māori will:

- coordinate and monitor the implementation of Te Maihi Karauna; and
- support language planning.

All state sector agencies are required to develop a Māori language plan that is also reflected in accountability documents. With a year to go until the 30 June 2021 deadline, it is timely to check on progress and see what support is needed. Language plans provide valuable reference points for distinct and collective contributions towards language revitalisation. Over time, they provide a rich picture of the nature and extent of the conditions needed for te reo Māori to thrive as a living language.

The first wave of Te Maihi Karauna initiatives 2019–20 were delivered on time and embody crucial scaffolding needed to fortify Te Whare o te Reo Mauriora.

<sup>4</sup> This recognised the leadership (in coordinating the implementation of Te Maihi Karauna strategy) role of Te Taura Whiri i te Reo Māori effected through Te Ture mō te Reo Māori 2016.

## Rangatahi Hui

More young people excited about te reo Māori

More children and young people learning te reo Māori

Young people are a priority group for Te Maihi Karauna because the enduring revitalisation of te reo Māori cannot happen without them.

This major Te Whare o te Reo Mauriora initiative focuses entirely on rangatahi. We worked alongside Te Mātāwai, Te Māngai Pāho, Māori Television and Te Puni Kōkiri to engage young people from across Aotearoa. Through regional hui and a national summit, we looked at the future development of te reo Māori and asked young people to help us understand how innovation can help drive te reo revitalisation. The hui rangatahi comprised:

- regional rangatahi hui that were made up of a variety of workshops held in Porirua, Feilding, Rotorua, Ohakune, Wairoa, Manukau, Christchurch, Dunedin and Whangārei where 364 rangatahi aged twelve to eighteen years registered to attend

- a two-day Raranga.Tahi National Summit that hosted more than 400 rangatahi from around the country and included a series of interactive masterclasses run by leading influencers. The summit’s theme was ‘To hear and to honour the voices of rangatahi’.

Rangatahi told us they are excited to contribute to the revitalisation of te reo Māori, and those from remote communities were grateful to be included as they said rural voices are often missed out. While most see te reo Māori as a national language for all New Zealanders, rangatahi warn that a ‘one size fits all’ approach will not work as revitalisation faces several unique challenges.

Young people also told us the main barrier that stops them from learning and speaking te reo is confidence: the fear of getting things wrong, offending others or looking stupid.

## Shared Research Agenda

*Whakanui - create the conditions for te reo Māori to be valued by Aotearoa whānui as a central part of national identity*

*Whakaako - create the conditions for te reo Māori to be learned by Aotearoa whānui*

*Whakaatu - create the conditions for te reo Māori to be seen, read, heard and spoken by Aotearoa whānui*

Our Shared Research Agenda provides us with the evidence needed to guide our approach in creating the necessary conditions for te reo Māori to thrive.

Working collaboratively keeps our relationships strong within Te Whare o te Reo Mauriora. The Shared Research Agenda sets collaborative research priorities, builds an evidence base of collective impact and helps inform policy changes for Te Maihi Māori and Te Maihi Karauna goals.

The Shared Research Agenda group is comprised of one representative each from:

- Te Mātāwai
- Māori Television Service
- Te Māngai Pāho

- Te Taura Whiri i te Reo Māori
- Te Puni Kōkiri
- Ministry of Education

Four shared research projects were completed or commissioned in 2019-20:

1. Literature review of Best Practice in Language Planning at the Macro level (completed)
2. He ara poutama mō te reo Māori (Māori Pathways model) is a collaborative project with the Ministry of Education and Te Mātāwai, and it will be completed by June 2021. Outcomes will include:
  - construction of a quantitative predictive model based on data from a variety of te reo Māori learning contexts
  - development of a te reo Māori pathways model to assist in planning, resourcing and policy decisions
  - identification of the drivers of language acquisition, proficiency and transmission of te reo Māori within the home and community contexts.
3. A synthesis of current research identifying what is already known about te reo Māori acquisition and revitalisation (completed)



Māori Language Week 2019 – Christchurch Airport

4. ZePA<sup>5</sup> Model Segmentation that looks to set up a framework of questions to classify respondents into the ZePA model and include cultural attitudes (completed)

## Implementation of Te Maihi Karauna

*Whakanui - create the conditions for te reo Māori to be valued by Aotearoa whānui as a central part of national identity*

*Whakaako - create the conditions for te reo Māori to be learned by Aotearoa whānui*

*Whakaatu - create the conditions for te reo Māori to be seen, read, heard and spoken by Aotearoa whānui*

The evaluation framework of the Implementation of Te Maihi Karauna aims to inform te reo Māori sector of progress being made with Te Maihi Karauna. We interviewed those agencies with significant influence and public-facing products and services. Other agencies were invited to take part in a short survey.

<sup>5</sup> A learning continuum for te reo Māori that comprises three major states: Zero, Passive and Active.

We investigated how:

- agencies understood Te Maihi Karauna, including its intent, requirements and implications
- respondents were progressing with developing their own language plans or other contributions, such as the promotion of Te Maihi Karauna with sector stakeholders
- we could support respondents who were yet to complete a language plan or initiate other contributions.

Respondents were genuinely interested in sharing and learning from the experiences of other organisations. Some were keen on practical tips such as measuring impact and language-plan development. While others questioned how agencies could better work together to support the normalisation of te reo Māori, extend their reach into homes and communities and create safe domains where people can confidently acquire and speak te reo Māori.

The report will be published in the next financial year.

# Ngā Pūngao Puta Reporting against the Statement of Performance Expectations

## He Kaha te Mana o te Reo Mauri Ora

MEASURES	PAST TRENDS			2019-20 PERFORMANCE			
	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	MEASURES	ACTUAL	VARIANCE	LINK TO OUTCOMES FRAMEWORK
<b>SUPPORTING ACTIVITY</b>							
<b>3) Relationships: Foster relationships both domestically and internationally to support te reo Māori aspirations</b>	New measure 2019-20			2.1) Up to two meetings of the Polynesian Languages Forum	2	Nil	State sector, private sector and wider community organisations are enabled to help revitalise te reo Māori.
	New measure 2019-20			2.2) A hui reo for Polynesian languages	Met	Nil	
	New measure in 2017-18	9	6	2.3) Fifteen new language plans <sup>6</sup> completed in the Public Service	12 <sup>7</sup>	-3	
	New measure in 2017-18	3	5	2.4) Five new language plans completed in the private sector	3 <sup>8</sup>	-2	
		New measure in 2018-19	6	2.5) Ten organisations with existing language plans report they are satisfied with the support and resources provided by Te Taura Whiri i te Reo Māori in the implementation of their plans.	10	Nil	
		Combined the 2.3) and 2.4) results above. Establishment of language planning approach under Te Maihi Karauna and implementation of eight to twelve plans in agencies <sup>9</sup>			15	3	
<b>4) Promotion: More major Māori Language Week events supported  Increase the participation and online engagement in Māori Language Week  Carry out a social marketing campaign that includes high- value market research about attitudes towards te reo Māori</b>	New measure 2019-20			2.6) Ten major Māori Language Week events supported	13	3	All New Zealanders value the Māori language as a part of who we are and what makes us a nation, and it is a language for everyone to enjoy and celebrate.
	New measure in 2018-19: 25% <sup>10</sup>			2.7) A 20% increase in participation, registrations and social media reach against baseline data for initiatives led by Te Taura Whiri i te Reo Māori	63%	43%	
	New measure 2019-20			2.8) A successful social marketing campaign completed against agreed criteria	Met	Nil	

<sup>6</sup> The language plan target increased from eight in the previous year to twenty: fifteen in the public service and five in the private sector. This was in line with the Cabinet paper directive that departments must have a language plan in place by 30 June 2021 CAB MCR-18-MIN-002.

<sup>7</sup> Actual achievement was affected by COVID-19. There were seven plans in place by 31 March 2020.

<sup>8</sup> Actual achievement was affected by COVID-19. There were three plans in place by 31 March 2020.

<sup>9</sup> This measure is from Vote: Māori Development.

<sup>10</sup> This refers to the 2018-19 Facebook like increases of 25 percent. This was the lowest of the exceeded range percentages of social media measures.



## 2019 | INTERNATIONAL YEAR OF Indigenous Languages

### 1. Te Vaka Leo (Polynesian Languages) Forum

**Purpose:** To support the 2019 International Year of Indigenous Languages and foster international relationships to support reo Māori aspirations as one of the first wave initiatives for Te Maihi Karauna.

Te Vaka Leo is a platform for Polynesian representatives to share and exchange experiences affecting the revitalisation of their respective indigenous languages. Formalised at the Leo Polenekia held in Hawai'i 15-19 May 1993, its theme 'O Ke Alelo Ka Hoe Uli' (the tongue is the steering paddle) reflects the current aim of the First Wave project in the revitalisation of te reo Maori. Te Vaka Leo aims 'to affirm our determination to find ways in which we can cooperate in ensuring that our languages survive and flourish into the next millennia'. Initial discussions covered education, resources, lexical development and the use of technology in language revitalisation.

We hosted Te Vaka Leo in December 2019 with eleven participants from Hawai'i, French Polynesia, Fiji, Samoa, Cook Islands and Aotearoa presenting status reports on their respective languages. Officials from UNESCO, the Ministry for Culture and Heritage and the Ministry for Pacific Peoples observed throughout the day-long event, which was held in Auckland. Participants formalised a five-year strategic plan as well as a revised draft of the forum's original aims.

### 2. Language plans

The public sector is a priority audience in Te Maihi Karauna strategy as the sector has an influential role in creating conditions for te reo Māori to thrive as a living language.

#### RĀNGAI TŪMATANUI | PUBLIC SECTOR

All public sector agencies are required to develop Māori language plans that are also reflected in their accountability documents, annual reports and strategic intentions. Plans are required by 30 June 2021 [MCR-18-MIN-0012 refers].

Language planning is a structured and deliberate approach to language revitalisation that will boost an organisation's capability while also implementing Te Maihi Karauna. While agencies need to draw on their existing capability and baseline funding, they are encouraged to seek our support and advice.

Twelve public sector agencies and three private companies registered language plans with us in 2019-20. This is short of the twenty planned for (fifteen public agencies and five private agencies) as a direct result of agencies turning their attention to managing the COVID-19 risk and the impact it would have on them.

#### ENTITIES WITH LANGUAGE PLANS

##### Public Service Departments

- Inland Revenue Department
- Ministry for Māori Development
- New Zealand Customs Service

##### Departmental Agencies

- Social Investment Agency

##### Crown Entities

- New Zealand Transport Agency
- Tertiary Education Commission
- Tourism New Zealand

##### Wider State Sector - School Boards of Trustees and Tertiary Education Institutions

- Te Aho o Te Kura Pounamu
- Te Whare Wānanga o Awanuiārangi

##### Local Government

- Wairoa District Council
- Wellington City Council

##### Private Sector Companies

- Ernst & Young Tahī
- Spark

##### Arts and Culture Organisations

- Auckland Festival Trust
- Ngā Taonga Sound & Vision (New Zealand Archive of Film, Television and Sound)
- SOUNZ Centre for New Zealand Music
- Te Matatini Society Inc.

##### Other Organisations

- Royal New Zealand College of General Practitioners

### 3. Te Wiki o Te Reo Māori

9-15 SEPTEMBER 2019

More New Zealanders valuing te reo me ngā tikanga Māori as part of our national identity

More use of te reo Māori in the home on the marae, and in the communities

Te Wiki o te Reo Māori 2019 engaged with more New Zealanders than ever before, both online and on land. A multi-channel social media campaign saw digital targets exceeded. Language parades were held in cities across the country, while a wide variety of other community-run initiatives engaged thousands of New Zealanders, both young and old.

#### POPULAR CULTURE

Rangatahi are a Te Maihi Karauna priority group charged with a crucial role in revitalising te reo. Te Wiki o te Reo Māori 2019 saw many successful initiatives targeting rangatahi and younger audiences. The *Waiata Anthems* compilation album marked twenty years since the controversial and, ultimately, historic decision by Hinewehi Mohi to sing the national anthem in te reo at the 1999 Rugby World Cup final in London. Debuting at Number One in the New Zealand charts, *Waiata Anthems* brought together the country's leading musicians and was sponsored by several organisations, including Te Taura Whiri i te Reo Māori.

#### AOTEAROA TANGA

Te Wiki o te Reo Māori parades stopped traffic in Whangārei, Hamilton, Gisborne, Wellington and at three separate events across Auckland. With 18,000 people pre-registering (an increase of 6000) it is estimated that close to 30,000 marched in parades. Popular with schools, libraries, early childhood centres and government agencies, the parade saw more businesses and community organisations take part in 2019.

Parades bring together New Zealanders from various ethnic and sector backgrounds in celebration of our shared national language. The ethnic diversity of rangatahi people marching in the Wellington parade was conspicuous, with many from migrant communities who are already speakers of more than one language. These anecdotal observations embody the concept of Aotearoa tangā, and the third result in Te Anga Putanga, Outcomes Framework<sup>11</sup>: 'All New Zealanders value the Māori language as part of who we are and what makes us a nation, and it is a language for everyone to enjoy and celebrate.'

#### AMBASSADORS

The ambassadors in 2019 had a greater impact than in previous years as they were also engaged in a series of humorous videos that were the Commission's best-performing creative video on Facebook for the week. The Cocka-Tumeke campaign, featuring a cockatoo, highlighted the reality that most New Zealanders struggle to speak more than a handful of te reo Māori words.

#### NATIONWIDE IMPACT

Across Aotearoa, businesses, media outlets, schools, community groups, libraries and state sector agencies engaged thousands by launching hundreds of their own initiatives, ranging from a Māori Minecraft world to a trilingual nature app combining te reo Māori, Mandarin and English.

The challenge moving forward is to accept that while attitudes have changed in the thirty-two years since Māori became an official language, our strategies must focus collectively on behaviour change, not just attitude change. How can we change behaviour to ensure that the next generation of New Zealanders are speakers of te reo Māori? A critical piece of the solution remains the Commission's digital strategy, and the thinking behind this has formed a significant focus throughout the first half of 2019.



<sup>11</sup> See page 13 of the framework.

In 2019, our Ngā Tohu Reo Māori winners were:

Ngāti Kahungunu Iwi Incorporated IWI   TRIBE	Piki Studios MĀTAURANGA-WHĀNUI   EDUCATION (OPEN)	Air New Zealand TE WIKI O TE REO MĀORI   MĀORI LANGUAGE WEEK	Dr Ruakere Hond KIA KAHA TE REO MĀORI - TE TOHU MANA HAUTŪTANGA   TRANSFORMATIVE LEADERSHIP AWARD
Smith Whānau WHĀNAU   FAMILY	Mana Tohu Mātauranga o Aotearoa (NZQA) KĀWANATANGA   GOVERNMENT	Scotty Morrison TE TOHU KŌRURENGA HAU   CULTURE CHANGE	Pūkana KIA KAHA TE REO MĀORI - TE TOHU MANA HAUTŪTANGA   TRANSFORMATIVE LEADERSHIP AWARD
Te Reo o Wainene o Tua HAPORI   MĀORI COMMUNITY	Fush PAKIHI   BUSINESS	Waiata Anthems TE TOHU HUIA TE REO   SUPREME	Rahera and Waihoroi Shortland TE TOHU ORANGA ANGITU   LIFETIME ACHIEVEMENT
Waiata Anthems AOTEAROTANGA   NEW ZEALAND COMMUNITY	Waiata Anthems TE MAHI TOI, TE MAHI WHAKANGAHAU   ARTS AND ENTERTAINMENT	Kahurangi Naida Glavish KIA KAHA TE REO MĀORI - TE TOHU MANA HAUTŪTANGA   TRANSFORMATIVE LEADERSHIP AWARD	
Maimoa Music RANGATAHI   YOUTH	Te Wānanga o Raukawa Central Pulse HĀKINAKINA   SPORTS	Justin Lester KIA KAHA TE REO MĀORI - TE TOHU MANA HAUTŪTANGA   TRANSFORMATIVE LEADERSHIP AWARD	
Te Wānanga o Aotearoa MĀTAURANGA-KAUPAPA MĀORI   EDUCATION (MĀORI)	Punarau Media Limited NGĀ MAHI PĀPĀHO   BROADCASTING AND MEDIA		

#### 4. Māori Language Awards

More New Zealanders valuing te reo me ngā tikanga Māori as part of our national identity

More use of te reo Māori in the home, on the marae and in the communities

The fifteenth annual Ngā Tohu Reo Māori Awards honoured the nation's top te reo Māori initiatives and innovators. Our Te Maihi Māori partner, Te Mātāwai played a key role in the awards from our selection panel to the awards dinner. A two-month-long selection process culminated in an awards dinner held at the Cordis Hotel, Auckland. Ngā Tohu Reo Māori reached thousands of people across a range of digital platforms. Comprehensive coverage on television and radio saw more than 15,000 tuning in to a livestream hosted by Māori Television. This year, a record number of twenty categories sponsored by twelve organisations highlighted the growth in our te reo Māori sector. The country's premier te reo Māori event, the awards are funded by external sponsorships.

‘Ko tōku reo tōku ohooho,  
ko tōku reo tōku mapihi maurea

– My language is my awakening,  
the window to my soul.’

‘Kia kaha te reo Māori  
– Let's make the  
Māori language strong.’

# Ngā Pūngao Puta Reporting against the Statement of Performance Expectations

## He Kaha te Kete Kōrero

MEASURES	PAST TRENDS			2019-20 PERFORMANCE			
	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	TARGET	ACTUAL	VARIANCE	LINK TO OUTCOMES FRAMEWORK
<b>SUPPORTING ACTIVITY</b>							
<b>5) Resources:</b>  Promote the development of quality resources for a wide range of audiences	New measure 2018-19			3.1) Develop new resources for Māori Language Week	Met	Nil	All New Zealanders value the Māori language as a part of who we are and what makes us a nation, and it is a language for everyone to enjoy and celebrate.
	New measure 2018-19			3.2) Continue to develop new resources and refine existing language planning resources	Met	Nil	
	New measure 2019-20			3.3) In all, 80% of recipients surveyed reported that resources produced to support the promotion and use of te reo Māori are helpful	91%	11%	Language planning resources for organisations are helpful, easy to find and easy to use.
<b>6) Training, examination and registration of translators and interpreters:</b>  Maintain statutory role of registering translators and interpreters and promote further registrations by promotion and the provision of training	33%	175%	45%	3.4) An increase of 20% of registered translators and interpreters	47% <sup>12</sup>	27%	Improve the quality of Māori learned through formal teaching.
<b>7) Supporting te reo Māori Corpus:</b>  Develop and promote new words and terms to allow te reo Māori to be used in all domains	New measure 2019-20			3.5) A total of 500 new words developed and recorded in Te Taura Whiri i te Reo Māori new words database	514	14	Ensure te reo Māori is able to deal with modern needs.
<b>8) Research:</b>  Promote a joint strategy on conducting and commissioning research for the revitalisation of te reo Māori	New measure 2019-20			3.6) Provide the Minister with initial advice by the end of the 2019-2020 year on an aligned research agenda reaching both Crown agencies and public service agencies, such as Te Puni Kōkiri, Te Māngai Pāho and the Department of Statistics.	Met	Nil	Demonstrate the contribution that research we have commissioned has made to acquisition, quality (at any level), critical awareness, status, and use and frequency of use of te reo Māori.
<b>Develop protocols for data sharing and information</b>	New measure 2019-20			3.7) At least two joint research projects with Te Mātāwai	2	Nil	
	100%	100%	100%	3.8) 100% <sup>13</sup> of research funding allocated is in accordance with the agreed funding criteria. <sup>14</sup>	100%	Nil	
<b>9) Language proficiency:</b>  Develop and test an online prototype te reo Māori proficiency test to support the public sector	New measure 2019-20			3.9) A more efficient approach to Level Finder Examinations developed and tested in anticipation of increased demand as a result of language planning by agencies	Met	Nil	Improve the standard of Māori language used by providing more formal assessment.
	8	7	11	3.10) A minimum of ten Level Finder Examinations to be held throughout the year.	10 <sup>15</sup>	Nil	
	New measure 2019-20			More than 20% increase in the number of Level Finder and Translator/Interpreter examinations	-8% <sup>16</sup>	28%	
<b>10) Public enquiries:</b>  Establish the mechanism to respond efficiently and effectively to te reo Māori enquiries	New measure 2019-20			3.11) A total of 90% of enquiries received are responded to within ten working days.	100%	10%	

<sup>12</sup> An increase of twenty-seven new translators and/or interpreters in 2019-20.

<sup>13</sup> 100% refers to the approved funding for the year.

<sup>14</sup> This measure is from Vote: Māori Development.

<sup>15</sup> Five scheduled examinations were cancelled due to COVID-19 Alert Level 4.

<sup>16</sup> Calculated based on the prior year actual of eleven Level Finder Examinations and two translator/interpreter examinations.



## 1. Whakamātauria Tō Reo Māori

Medium-term priorities:  
More people highly proficient in te reo Māori

Whakamātauria Tō Reo Māori are the National Māori Language Proficiency Examinations. We administer these via the Level Finder Examinations (LFE). They are open to individuals and organisations wishing to test their Māori language proficiency against the Whakamātauria Tō Reo Māori framework. The LFE provides a general indicator of candidates' ability to aurally recognise words as well as their knowledge of vocabulary and grammar.

In 2019-20:

- ten LFE sittings were completed (eleven in 2018-19) in Wellington, Hamilton, Invercargill and Auckland
- a total of 122 candidates sat the LFE
- five scheduled sittings were cancelled due to COVID-19.

The Level Finder Assessment (LFA) prototype tool that was developed this year is a basic te reo Māori proficiency precursor test to the LFE. This tool was developed in conjunction with the New Zealand Council for Educational Research. The assessment provides a better insight into where a candidate is placed on the Level 1-2 spectrum. This indicates what is needed from a candidate to progress levels, as opposed to the LFE, which caters to candidates who already have some level of reo Māori ability. Further work will be done to develop options for ways the LFA tool could be rolled out in the public sector.

## 2. Commissioning Research

Whakanui - create the conditions for te reo Māori to be valued by Aotearoa whānui as a central part of identity

Whakaako - create the conditions for te reo Māori to be learned by Aotearoa whānui

Whakaatu - create the conditions for te reo Māori to be seen, read, heard and spoken by Aotearoa whānui

Five joint research projects have been commissioned as part of the Shared Research Agenda Group:

- I. Practice in Language Planning at the Macro Level - A Literature Review. Undertaken in conjunction with Te Mātāwai, which has already completed a micro-level review
- II. Understanding the positive contribution of kapa haka to the wellbeing of New Zealand society - Te Matatini
- III. Te Reo Māori Journeys - Understanding future demand and supply of te reo Māori provision, goods and services
- IV. Te Wānanga o Raukawa Pulse Netball embraces te reo as part of the team's founding culture, and this project measured the benefits of a high-profile sports franchise promoting te reo. Key findings are that:
  - A measurable increase has been seen in the value, status and use of te reo Māori in the three years the franchise has been in partnership with Te Wānanga o Raukawa.
  - Attitudes and behaviours towards te reo me ngā tikanga Māori have improved within the team and management. This positive engagement with te reo Māori has also led to improved attitudes amongst supporters.
  - Te reo Māori has become an integral component of Te Wānanga o Raukawa Pulse Netball identity and is expressed in the thinking and practice of players and management. Team members believe that as their confidence and use of te reo Māori has grown, there has also been a positive effect on team unity and behaviour, which has contributed to their success.
  - The franchise has extended the visibility of te reo Māori into domains where it previously had low to no visibility.

V. He Ara Poutama mō te Reo Māori (Māori Pathways model) was undertaken in conjunction with the Ministry of Education and Te Mātāwai with expected completion by June 2021. The project outcomes will include:

- construction of a quantitative predictive model based on data from a range of te reo Māori learning contexts
- development of a te reo Māori pathways model to assist in planning, resourcing and policy decisions
- identification of the drivers of language acquisition, proficiency and transmission of te reo Māori within the home and community contexts.

## 3. Toi Reo Māori

Medium-term priorities:  
More people highly proficient in te reo Māori

Registering Māori language translators and interpreters is a statutory role we have carried out since our inception. This is comprised of three face-to-face preparatory wānanga followed by an examination. COVID-19 lockdown rules saw the process redesigned within a week. The remaining two wānanga and the examination were all held via Zoom or Zui. In spite of challenging circumstances, examination results this year were exceptional:

- twenty-eight candidates sat the written examination, and twenty-six candidates passed (93 percent pass rate; 54 percent in 2018-19)
- eighteen candidates sat the oral examination, and fifteen candidates passed (83 percent pass rate; 63 percent in 2018-19).

Candidates felt that they benefited from the training provided, particularly the internal assessments leading into the main examinations. A growing pool of registered translators and interpreters augurs well for the future and will lead to higher quality use of te reo Māori.

# Ngā Pūngao Puta Reporting against the Statement of Performance Expectations

## He Kaha Te Taura Whiri i te Reo Māori

MEASURES	PAST TRENDS			2019-20 PERFORMANCE			LINK TO OUTCOMES FRAMEWORK
	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	TARGET	ACTUAL	VARIANCE	
<b>SUPPORTING ACTIVITY</b>							
<b>11) Manage staffing and logistic needs arising from review and Te Maihi Karauna role</b>  <b>Implement changes arising from 2019 review and Budget 2019</b>  <b>Manage space and infrastructure requirement</b>  <b>Ensure staff are consulted with effectively under our working principles document Te Whakapuakanga</b>	New measure 2019-20			4.1) Recruit suitable staff for all vacancies and review and manage other HR processes as required	Met	Nil	Ensuring the effective and efficient operation of Te Taura Whiri i te Reo Māori to deliver the best support for revitalisation
	New measure 2019-20			4.2) Required changes in structure are implemented by 1 October 2019.	Met	Nil	
	New measure 2019-20			4.3) The action plan from the findings of the staff engagement survey is implemented.	Met	Nil	
<b>12) Further improve financial management</b>				4.4) Maintain good ratings or achieve better from Audit New Zealand			
Audit focus areas:							
- Management control environment	Good	Good	Very Good		Very Good	Nil	Meet and exceed expected standards for financial accounting and reporting
- Financial information systems and controls	Good	Good	Good		Very Good	Nil	
- Service performance information and associated systems and controls	Good	Good	Good		Good	Nil	

# Te Taiao e Mahi nei Mātou Our Operating Environment

‘He whare tū i te wā he kai nā te ahi;  
he whare tū i te pā he tohu nō te rangatira

—A prepared house shows leadership.  
An unprepared house is asking for trouble.’

Being prepared for the future means learning from the past. The last pandemic to hit Aotearoa, saw thousands of lives lost. Many Māori communities were decimated. In her Level 4 announcement, Prime Minister Jacinda Ardern warned: ‘We want to do all we can to make sure history is not repeated.’

Our organisation has been determined to show leadership, to be prepared and, importantly, to demonstrate manaakitanga.

We provided our staff with the necessary tools to work from home, with planning beginning before New Zealand went into lockdown.

A reorganisation took place at the beginning of the financial year because of ongoing funding secured in Budget 2019. This resulted in a rejuvenated organisational structure underpinned by reduced senior layers. Permanent appointments were made to strengthen the core areas of our business, and recognition was given to our long-term fixed-term employees with permanent job security.

## Staff profile

Our people are crucial to both our vision and mission: to make te reo Māori an ordinary means of communication for all New Zealanders. To achieve this, we implemented a variety of measures to ensure our staff were continually learning and innovating while involved in challenging and satisfying work.

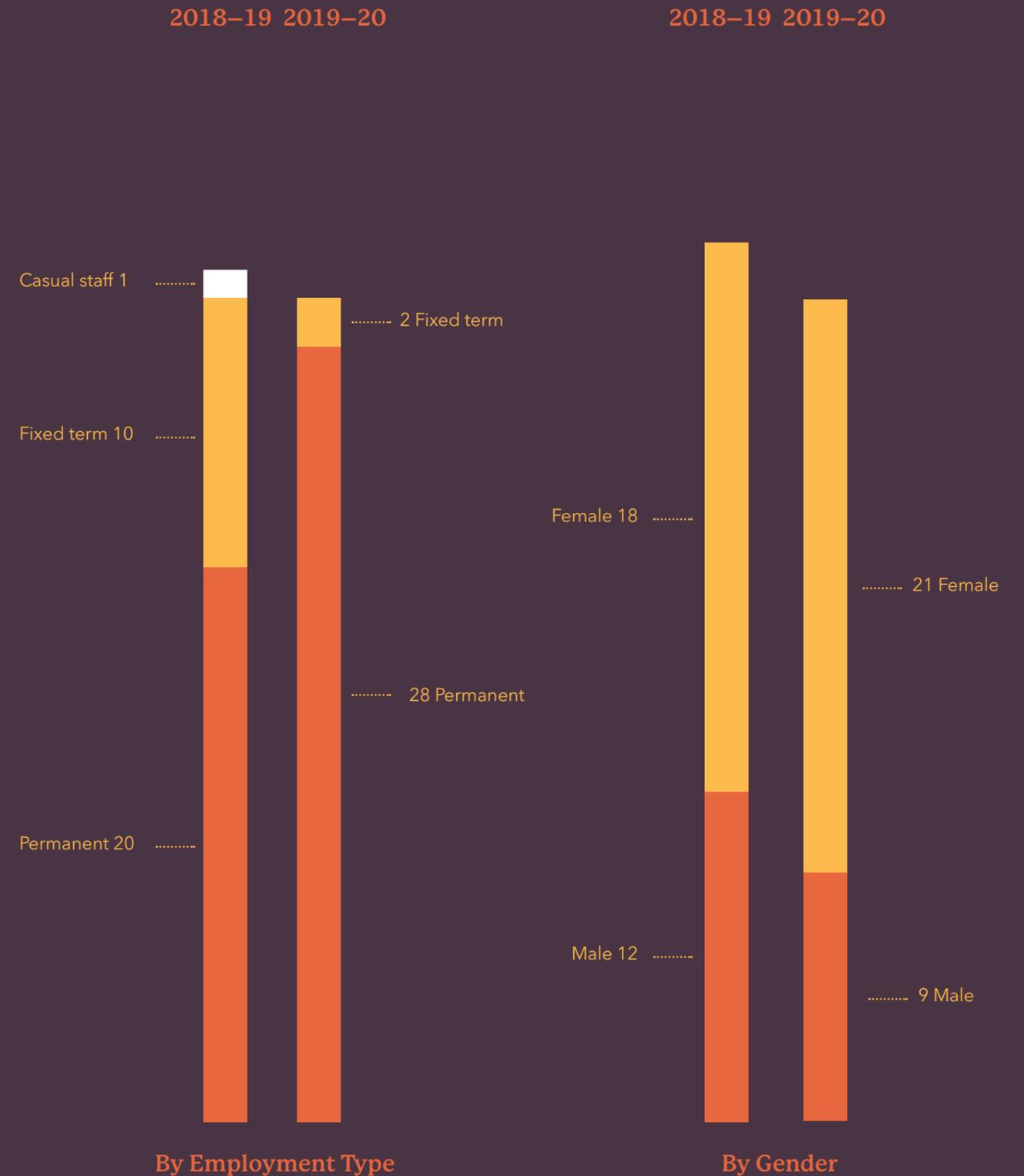
Our staff are predominantly Māori (83.3 percent) and mostly female (70 percent). We are also ethnically diverse with Vietnamese, Malaysian, Pākehā, Cook Island and Sāmoan heritage represented amongst other staff.

The Māori language is a key competency requirement. Fifteen staff have a proficiency of Level 3 or more of the Level Finder Examination (LFE) and three staff have the Translator’s Licence – Toi Reo Māori. We aim to have 100 percent of our staff achieve LFE Level 3 by 2021: we are halfway there already.

The average age of staff is 43.6 years, just under the average age of staff in the public service at 44.4 years. The median length of service is 2.29 years.

# Organisational Health and Capability

OUR STAFF PROFILE AT 30 JUNE FOR  
THE LAST TWO FINANCIAL YEARS



Vacancies (in recruitment)	1	11
Staff with a disability	-	-



Te Taura Whiri i te Reo Māori staff with Māori Language Week ambassador The Rt Hon Dame Patsy Reddy (Governor-General)

## Compliance with the 'Good Employer' Obligations

The workforce activities carried out by Te Taura Whiri i te Reo Māori for the last financial year are measured against the following categories. These reflect the elements of 'The Good Employer' set out in section 118 of the Crown Entities Act 2004.

### 1. GOOD AND SAFE WORKING CONDITIONS

Te Taura Whiri i te Reo Māori continues to commit to creating and ensuring a safe and healthy work

environment for all staff. A safe and healthy work environment means staff enjoy what they do and make a concerted effort to achieve the organisational goals.

A safe and healthy work environment reduces the risk of injury and illness. Our health and safety committee is represented by each business group in the organisation as well as trained floor wardens. More than 43 percent of staff are trained and certified first-aid responders. Staff are supported in first-aid certification and civil defence training. Our preparedness for an earthquake or other civil emergency is maintained, and emergency grab bags are supplied to all staff.

We encourage staff to call out inappropriate workplace

behaviour, using relevant policies and procedures we have in place. We encourage courageous conversations to take place in a safe environment so conflict can be resolved. We use tools that promote respect and tolerance and help staff understand differing working styles.

We are committed to remunerating staff fairly, and we use a mixture of collective and individual employment agreements.

The collective and individual agreements allow for an annual salary review for all staff whose performance meets organisational expectations. There is also a performance payment for staff whose performance exceeds expectations. Due to COVID-19 and in line with the guidelines received from the Public

Service Commission (formerly known as the State Services Commission), only increases under the collective employment agreement were made in 2019–20. Staff who achieve Level 3 or higher in the LFE receive an annual te reo allowance based on their level of proficiency.

Te Taura Whiri i te Reo Māori uses the benchmarks of the public sector market relativities to remunerate staff. We recognise that we generally pay our staff over 42.1 percent of the reported average hourly wage (\$33.33) for the June 2020 quarter as reported by Statistics NZ Quarterly Employment Survey (QES) Labour Market at June 2020.

An internal analysis of the gender pay gap for 2020 shows a gap range between only 1.95 percent and 17.4 percent when comparing comparable tier groups, roles and pay bands. We will develop a gender pay gap policy with the aim of continuing to minimise the gender pay disparity.

### 2. EQUAL EMPLOYMENT OPPORTUNITIES PROGRAMME

Te Taura Whiri i te Reo Māori has been committed to diversity in the workplace throughout the 2019–20 period. Our recruitment policy reflects our commitment to equal employment opportunities, and we have demonstrated this in our actual recruitment of new staff to the business.

Te Taura Whiri i te Reo Māori has a well-balanced workforce of differing ages: 33 percent of staff are under the age of thirty, 27 percent are between thirty-one and fifty and 40 percent are fifty-one and over.

All staff have remote access to our organisational systems and file servers and are able to work from home or other bases as required, subject to agreement with their manager. We have specific whānau-friendly policies that enable flexible working arrangements and working

from home. During the pandemic, our IT infrastructure performed extremely well with no reported outages during the enforced lockdown.

### 3. IMPARTIAL RECRUITMENT SELECTION

Our attraction and retention initiatives focus on employees with good levels of Māori language proficiency and specialist technical skills. Selection of new staff is undertaken by using panel interviews and asking behavioural questions. Panels include human resources, management and staff representatives and, in some cases, external people. All prospective staff progress through a stringent recruitment process that includes a written test, psychometric evaluation and an interview with the chief executive. Appointed candidates receive written offers and employment agreements prior to starting work and induction in the first few weeks of appointment. During the course of the year, we recruited six new staff compared with two in 2019–20.

### 4. RECOGNISES INVOLVEMENT OF MĀORI STAFF AND MĀORI VALUES

Due to the nature of our business, there is a high representation of Māori among the staff (83.3 percent), and, therefore, Māori have significant input in the development and design of the key accountability documents that set out our strategic intentions, annual implementation plans and policies. These documents are underpinned by our values: Whaitaketanga (relevance), Mana (integrity) and Kairangi (excellence). The values are supported by Te Whakapuakanga – our definition of the behaviour we want from each other and the behaviour our leadership staff are expected to model prefaced on kaupapa Māori. As a result of COVID-19, we implemented a framework for staff

health and wellbeing based on the Whare Tapa Whā model developed by Sir Mason Durie.

### 5. OPPORTUNITIES FOR EMPLOYMENT DEVELOPMENT AND PROMOTION AND EXIT

All staff are encouraged to undertake professional development to support them in their roles, and writing professional development plans with the manager is part of setting objectives for the year. Staff development costs for 2019–20 were \$37,846 (\$50,262 in 2018–19) and 1.3 percent of the salary spend (1.6 percent in 2018–19).

During the year, eleven staff resigned. The overall staff turnover was 20 percent (21 percent in 2018–19).

### 6. RECOGNITION OF THE EMPLOYMENT REQUIREMENTS, AND THE CULTURAL DIFFERENCES, OF ETHNIC OR MINORITY GROUPS

We foster an inclusive environment that respects and values all staff members from different cultural and ethnic backgrounds. We have zero tolerance of bullying or harassment of any kind. Information on what constitutes bullying is available to all staff as part of our human resources policies and procedures and in Worksafe New Zealand's publication *Preventing and Responding to Bullying at Work* (Worksafe 2017). All staff have access to an employee assistance programme, and an independent counsellor makes frequent office visits.

### 7. RECOGNITION OF THE EMPLOYMENT REQUIREMENTS OF WOMEN

Women make up 70 percent of all staff, 40 percent of the Board, 40 percent of the Senior Leadership Team and 40 percent of all People Leaders. We provide an environment

for work–whānau balance that enables women to contribute at all levels of the organisation. Coaching and mentoring is encouraged to support leadership potential.

## 8. RECOGNITION OF THE EMPLOYMENT REQUIREMENTS OF PERSONS WITH DISABILITIES

There were no staff with disabilities in 2019–20 (nil 2018–19).

## TE TAURA WHIRI I TE REO MĀORI STAFF AND COVID-19

The world changed during Paengawhāwhā (March–April) 2020 as the coronavirus pandemic sent Aotearoa into an unprecedented Level 4 lockdown or, as many called it, a nationwide rāhui. As a country, our response was ‘to go hard and go early’, which meant rethinking the way we worked, lived and played.

Our Senior Leadership Team began meeting to consider our response to the crisis in early March. A week before lockdown, all staff took part in a work-from-home trial, and those staff most at risk from contracting COVID-19 were required to work-from-home. By the time lockdown Level 4 was enforced on Wednesday, 25 March 2020, all staff were fully operational and working from home. An organisational tradition of beginning each day with a staff karakia continued throughout lockdown with the first Zui Karakia held on Friday, 20 March 2020. All staff meetings have been held virtually since Level 4. As lockdown levels have eased, it has become routine to ensure meetings are available online as well as in person.

COVID-19 poses greater risks for Māori New Zealanders, particularly the elderly and those with underlying health conditions. The Senior Leadership Team recognised the wellbeing of staff as its priority and

increased meetings from once a week to once a day and developed multiple strategies and policies, such as:

- Childcare Policy: This reduced the daily work hours of staff who had preschool and/or school aged children to ensure they were able to balance the demands of work with parenting and reduce stress.
- Te Whare Tapa Whā Wellbeing Framework: This strengths-based kaupapa Māori framework with six core kaupapa (principles) enabled the Senior Leadership Team to focus effort around wellbeing rather than haumarū or safety. Haumarū is but one component of wellbeing, and Te Whare Tapa Whā looked to address safety in a holistic, kaupapa-based manner.
- Counselling Support: Staff were encouraged to seek the support and assistance of counselling, if desired, which would be fully funded by the organisation to ensure staff wellbeing remained a central focus.
- Providing computer and office equipment: This enabled staff to work remotely.

## TE TAURA WHIRI I TE REO MĀORI MAHI

Even in unprecedented times, meeting our Statement of Performance Expectation targets and ensuring the delivery of our projects remained a priority. In addition to the challenges faced with staff working from home, our staff were also engaged in additional work outside the Statement of Performance Expectation relating directly to COVID-19 responses as highlighted below:

- Toi Reo Māori: Traditionally delivered via face-to-face hui, COVID-19 saw the need for the Toi Reo Māori (translator and interpreter examination) project team to rescope the

project within a week and deliver training hui, tests and examinations using online technology for the first time.

- Government Response Centre Translations: A team of registered translators were utilised to coordinate translations of the Government’s COVID-19 messaging, which also saw the creation of new Māori terms.
- An online learning programme Kura Reo Mokopuna for Kōhanga Reo and primary schools was supported during the lockdown. Scheduled daily lessons were conducted online by a range of te reo Māori experts over an eight-week period. See the Facebook page here: <https://www.facebook.com/kuramongamokopuna/>

## CONCLUSION

Though the lockdown proved to be a difficult time for all, individually and collectively, our people were able to remain responsive and resilient to any new challenges. This ensured that the work of Te Taura Whiri i te Reo Māori was completed to a high standard, and, most importantly, that our people felt supported and their wellbeing was prioritised in these extraordinary times.

## Governance



Te Taura Whiri i te Reo Māori is governed by a Board of Commissioners, consisting of five members appointed by the Minister for Māori Development. At 30 June 2020, the Commissioners were:

- Dr Rawinia Higgins
- Charisma Rangipunga
- Jeremy Tatere MacLeod
- Wayne Panapa

Commissioner Hinerangi Edwards three-year term expired, and her last day was 11 June 2020. We would like to express our gratitude to Hinerangi for her invaluable contribution over the past three years.

## Looking Forward

This year was a year of disruption for Te Taura Whiri i te Reo Māori and the whole of New Zealand. The coronavirus has led to the largest mass exercise in remote working in global corporate history, with office blocks and factories silent across the world. The COVID-19 disruption has also created opportunities for Te Taura Whiri i te Reo Māori to look at te reo Māori as a vehicle for national identity and unity, demand for our service, adapting our current operating model and focusing on collaborative effort.

Te Maihi Karauna has set a clear direction for what will be achieved by 2040:

1. New Zealanders value te reo Māori as a key element of national identity.
2. New Zealanders have the ability and confidence to talk about at least basic things in te reo Māori.
3. Māori aged fifteen and over use te reo Māori as much as English.



(Top Right) Te Taura Whiri i te Reo Māori staff with Māori Language Week ambassador Pere Wihongi

(Top) Rangatahi hui in Manukau, Auckland

(Bottom) Māori Language Week 2019 parade – Whangārei

As leaders of the Crown's Māori language strategy, we, as individuals and as an organisation, are agile and innovative and committed to and focused on bringing more New Zealanders into our whare reo Māori (house of Māori language) - whare reo mauri ora (house of the vibrant living language). This whare is both metaphorical and virtual and is aligned through technology to the ever-changing world we live in.

Te Taura Whiri i te Reo Māori is exploring opportunities to deliver better products and services through online tools to create strong networks and relationships, effective communications, timely delivery of advice and support and collaborative

environments. The number of New Zealanders who value te reo Māori has increased significantly since the establishment of Te Taura Whiri i te Reo Māori. Today, te reo Māori is heard regularly on mainstream television and radio; it is becoming increasingly normalised. The challenge is to convert the perceived value into greater use of the language. This will require increased collaborative support not only from the government agencies but also from across New Zealand society.

Over the next four years, we will strengthen Te Maihi Karauna to support Te Whare o Te Reo Mauriora, focus on increasing the number of New Zealanders who value te reo

Māori, create and promote resources to support planning for and the use of te reo Māori, and ensure the quality of te reo Māori is maintained.

We are committed to working with both government and private agencies to build robust online and manual systems, processes and infrastructure for the acquisition, use, assessment and evaluation of te reo Māori. The government has many levers across multiple agencies that can better align to improve outcomes for te reo Māori, the wellbeing of Māori through te reo Māori, and the wellbeing of all New Zealanders utilising te reo Māori to enhance our nation's culture and identity. It's an exciting time!

# Te Tauākī Whakahaere Pūtea Statement of Financial Performance

## Vote: Māori Development and Output Class

Te Taura Whiri i te Reo Māori is funded from Vote: Māori Development under the following appropriation:

**1: Whakarauora Reo mō te Motu (National Māori Language Revitalisation)** – supporting the revitalisation of the Māori language at a national level; and the administration of Te Taura Whiri i te Reo Māori.

The funding is intended to achieve the effective promotion, protection and revitalisation of the Māori language through:

- ongoing operation of Te Taura Whiri i te Reo Māori
- delivery of a research programme supporting Māori language revitalisation
- Te Maihi Karauna (Crown te reo Māori strategy)
- other statutory functions that Te Taura Whiri i te Reo Māori is required to perform.

The funding is also intended to contribute to the achievement of the following impacts for Vote: Māori Development<sup>17</sup>:

- Māori are protecting, sustaining and growing their reo, taonga, mātauranga and tikanga
- Māori are sustainably growing and developing their resources
- Māori are acquiring skills and knowledge.

The 2019/20 Estimates of Appropriation require Te Taura Whiri to report on three performance measures. The reporting against those performance measures is included within our reporting against the Statement of Performance Expectations on pages 11 to 33.

Total funding is shown in the table below.

**Table 1: 2019–20 actual and budgeted income by source**

	2019-20 Actual \$	2019-20 Budget \$	Variance \$
Appropriation: National Māori Language Revitalisation <sup>18</sup>	7,664,000	6,664,000	1,000,000
<b>Total revenue - Crown</b>	<b>7,664,000</b>	<b>6,664,000</b>	<b>1,000,000</b>
Other revenue	827,471	330,000	497,471
<b>Total revenue</b>	<b>8,491,471</b>	<b>6,994,000</b>	<b>1,497,471</b>

<sup>17</sup> Vote: Māori Development, *The Estimates of Appropriations 2018–19* – Māori Affairs Sector, B.5, Vol 8, page 4

<sup>18</sup> The appropriation revenue received by Te Taura Whiri equals the Government's actual expenses incurred in relation to the appropriation, which is a required disclosure under the Public Finance Act.

## Independent Auditor's Report

To the readers of the financial statements and performance information of Te Taura Whiri i te Reo Māori for the year ended 30 June 2020

The Auditor-General is the auditor of Te Taura Whiri i te Reo Māori (Māori Language Commission)(Te Taura Whiri). The Auditor-General has appointed me, Stephen Lucy, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information, including the performance information for an appropriation, of Te Taura Whiri on his behalf.

### OPINION

We have audited:

- the financial statements of Te Taura Whiri on pages 46 to 61 that comprise the statement of financial position as at 30 June 2020, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements including a summary of significant accounting policies and other explanatory information; and
- the performance information of Te Taura Whiri on pages 11 to 33 and 42.

In our opinion:

- the financial statements of Te Taura Whiri on pages 46 to 61:
  - present fairly, in all material respects:
    - › its financial position as at 30 June 2020; and
    - › its financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.
- the performance information on pages 11 to 33 and 42:
  - presents fairly, in all material respects, the performance of Te Taura Whiri for the year ended 30 June 2020, including:
    - › for each class of reportable outputs:
      - its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and
      - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year; and
    - › what has been achieved with the appropriation; and
    - › the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure.
  - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 16 December 2020. This is the date at which our opinion is expressed.

The basis for our opinion is explained below and we draw attention to the impact of COVID-19 on Te Taura Whiri. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

### EMPHASIS OF MATTER - IMPACT OF COVID-19

Without modifying our opinion, we draw attention to the disclosures about the impact of COVID-19 on Te Taura Whiri as set out in note 19 to the financial statements and on pages 12 to 13, 20 to 21, 23 and 28 to 31 of the performance information.

### BASIS FOR OUR OPINION

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### RESPONSIBILITIES OF THE BOARD FOR THE FINANCIAL STATEMENTS AND THE PERFORMANCE INFORMATION

The Board is responsible on behalf of Te Taura Whiri for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. The Board is responsible for such internal control as it determines is necessary to enable them to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board is responsible on behalf of Te Taura Whiri for assessing the ability of Te Taura Whiri to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of Te Taura Whiri, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

### RESPONSIBILITIES OF THE AUDITOR FOR THE AUDIT OF THE FINANCIAL STATEMENTS AND THE PERFORMANCE INFORMATION

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance

information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the statement of performance expectations for Te Taura Whiri and relevant Estimates, Supplementary Estimates and Addition to the Supplementary Estimates of Appropriations 2019/20.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of Te Taura Whiri.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information within the framework used by Te Taura Whiri for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of Te Taura Whiri to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures

in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Te Taura Whiri to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

#### OTHER INFORMATION

The Board is responsible for the other information. The other information comprises the information included on pages 2 to 10, 34 to 41, and 45, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### INDEPENDENCE

We are independent of Te Taura Whiri in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in Te Taura Whiri.



S B Lucy  
Audit New Zealand  
On behalf of the Auditor-General  
Wellington, New Zealand

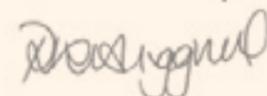
## Statement of Responsibility

The Board is responsible for the preparation of the financial statements and statement of performance of Te Taura Whiri i te Reo Māori and the judgements made in them.

We are responsible for end-of-year performance information provided by Te Taura Whiri i te Reo Māori under Section 19A of the Public Finance Act 1989.

The Board of Te Taura Whiri i te Reo Māori has the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the financial reporting.

In the Board's opinion, these financial statements and statement of performance fairly reflect the financial position and operations of Te Taura Whiri i te Reo Māori for the year ended 30 June 2020.

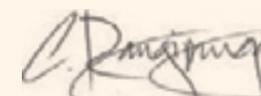


**Professor Rawinia Higgins**

Toihau/Chair

Board of Te Taura Whiri i te Reo Māori

16 December 2020



**Charisma Rangipunga**

Toihau Tuarua/Deputy Chair

Board of Te Taura Whiri i te Reo Māori

16 December 2020



## Statement of comprehensive revenue and expense

For the year ended 30 June 2020

2018-19 Actual	Notes	2019-20 Actual	2019-20 Budget
\$		\$	\$
<b>REVENUE</b>			
<b>Operating revenue from Crown</b>			
6,404,000		7,664,000	6,664,000
<b>6,404,000</b>		<b>7,664,000</b>	<b>6,664,000</b>
<b>Other revenue</b>			
115,259		113,198	120,000
254,101	2	307,544	210,000
-		406,729	-
<b>369,360</b>		<b>827,471</b>	<b>330,000</b>
<b>6,773,360</b>		<b>8,491,471</b>	<b>6,994,000</b>
<b>EXPENDITURE</b>			
<b>Operating expenses</b>			
3,427,675	3	3,165,875	3,871,902
174,335	7, 8	165,693	217,111
3,391,167	4	3,642,198	3,742,716
<b>6,993,176</b>		<b>6,973,766</b>	<b>7,831,729</b>
<b>(219,817)</b>		<b>1,517,706</b>	<b>(837,729)</b>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.  
Explanations of major variances against budget are provided in note 16.

## Statement of financial position

As at 30 June 2020

2018-20 Actual	Notes	2019-20 Actual	2019-20 Budget
\$		\$	\$
<b>Assets</b>			
<b>Current assets</b>			
5,163,198	5	6,047,950	4,073,148
4,742	6	467,738	-
44,529		33,942	(10,000)
34,470		23,959	-
<b>5,246,939</b>		<b>6,573,589</b>	<b>4,063,148</b>
<b>Non-current assets</b>			
236,653	7	335,556	307,500
129,556	8	53,442	357,309
<b>366,210</b>		<b>388,998</b>	<b>664,809</b>
<b>5,613,147</b>		<b>6,962,587</b>	<b>4,727,957</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
296,434	9	198,262	450,000
303,157	10	233,499	295,000
<b>599,591</b>		<b>431,761</b>	<b>745,000</b>
<b>Non-current liabilities</b>			
4,686	10	4,251	5,000
<b>4,686</b>		<b>4,251</b>	<b>5,000</b>
<b>604,277</b>		<b>436,012</b>	<b>750,000</b>
<b>5,008,870</b>		<b>6,526,575</b>	<b>3,977,957</b>
<b>5,008,870</b>		<b>6,526,575</b>	<b>3,977,957</b>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.  
Explanations of major variances against budget are provided in note 16.

## Statement of changes in equity

For the year ended 30 June 2020

2018-19 Actual \$		2019-20 Actual \$	2019-20 Budget \$
3,227,758	General funds	5,008,870	4,815,686
2,000,928	Capital contributions Mā te Reo Fund	-	-
<b>5,228,686</b>	<b>Total Crown equity at 1 July</b>	<b>5,008,870</b>	<b>4,815,686</b>
(219,817)	Surplus/(deficit) from operations	1,517,706	(837,729)
<b>(219,817)</b>	<b>Total surplus/(deficit)</b>	<b>1,517,706</b>	<b>(837,729)</b>
(2,000,928)	Capital contributions Mā te Reo Fund	-	-
2,000,928	Transfer to general funds	-	-
-	<b>Total other movements</b>	-	-
<b>5,008,870</b>	<b>Total Crown equity at 30 June</b>	<b>6,526,576</b>	<b>3,977,957</b>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.  
Explanations of major variances against budget are provided in note 16.

## Cash flow statement

For the year ended 30 June 2019

2018-19 Actual \$	Note	2019-20 Actual \$	2019-20 Budget \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Cash was provided from (applied to)</b>			
6,404,000	Receipts from Crown revenue	7,664,000	6,664,000
115,259	Interest received	113,198	50,000
250,402	Receipt from other revenue	251,276	210,000
(3,363,760)	Payments to suppliers	(3,729,859)	(3,805,204)
(3,409,323)	Payments to employees	(3,235,968)	(3,718,412)
217,951	Payment of GST	10,586	60,000
<b>214,529</b>	<b>Net cash flow from operating activities</b>	<b>1,073,235</b>	<b>(539,616)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Cash was provided from (applied to)</b>			
(141,609)	Purchase of property, plant and equipment	(188,483)	(250,000)
(10,784)	Purchase of intangible assets	-	(50,000)
<b>(152,393)</b>	<b>Net cash flows from investing activities</b>	<b>(188,483)</b>	<b>(300,000)</b>
62,136	Net (decrease)/increase in cash and cash equivalents	884,752	(839,616)
5,101,062	Cash and cash equivalents at beginning of period	5,163,198	4,912,764
5,163,198	Cash and cash equivalents at end of period	6,047,950	4,073,148
<b>5,163,198</b>	<b>Represented by: Cash and cash equivalents</b>	<b>6,047,950</b>	<b>4,073,148</b>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.  
Explanations of major variances against budget are provided in note 16.

# Notes to the financial statements

## 1. Statement of accounting policies

### 1.1 Reporting entity

Te Taura Whiri i te Reo Māori – the Māori Language Commission is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled and operates in New Zealand. The relevant legislation governing the operation of Te Taura Whiri i te Reo Māori includes the Crown Entities Act 2004 and the Māori Language Act 2016. The ultimate parent of Te Taura Whiri i te Reo Māori is the New Zealand Crown.

Our primary objective is to provide services to the New Zealand public. We do not operate to make a financial return.

Te Taura Whiri i te Reo Māori has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements for Te Taura Whiri i te Reo Māori are for the year ended 30 June 2020, and were approved by the Board on 16 December 2020.

### 1.2 Basis of preparation

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the year.

#### STATEMENT OF COMPLIANCE

The financial statements of Te Taura Whiri i te Reo Māori have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The financial statements have been prepared in accordance with Tier 2 PBE accounting standards. We are eligible to apply Tier 2 accounting standards as our expenses are less than \$30 million.

These financial statements comply with PBE Standards Reduced Disclosure Regime.

#### PRESENTATION CURRENCY AND ROUNDING

The financial statements are presented in New Zealand dollars.

### 1.3 Summary of significant accounting policies

#### REVENUE

The specific accounting policies for significant revenue items are explained below:

#### Funding from the Crown

Te Taura Whiri i te Reo Māori is primarily funded from the Crown. The recognition of non-exchange revenue from grants depends on whether the grant comes with any stipulations imposed on the use of a transferred asset.

Stipulations that are ‘conditions’ specifically require the grant recipient to return the inflow of resources received if they are not used in the way stipulated, resulting in the recognition of a liability that is subsequently recognised as non-exchange revenue as and when the ‘conditions’ are satisfied.

Stipulations that are ‘restrictions’ do not specifically require the grant recipient to return the inflow of resources received if they are not utilised in the way stipulated, and therefore do not result in the recognition of a non-exchange liability, which results in the immediate recognition of non-exchange revenue.

The funding Te Taura Whiri i te Reo Māori receives is restricted in its use for the purpose of meeting the objectives specified in its founding legislation and the scope of the relevant appropriations of the funder.

Te Taura Whiri i te Reo Māori considers there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

The fair value of revenue from the Crown has been determined to be equivalent to the amounts due in the funding arrangements.

#### Sponsorship revenue

Sponsorship revenue received relates to sponsorship for Māori Language Week and Māori Language Awards and is classed as non-exchange revenue.

#### Interest revenue

Interest revenue is recognised using the effective interest method.

#### Provision of services

Services provided to third parties on commercial terms are exchange transactions. Revenue from these services is recognised in proportion to the stage of completion at balance date.

#### LEASES

##### Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

#### CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, deposits held on call with banks, and other short-term highly liquid investments with original maturities of three months or less.

#### RECEIVABLES

Short-term receivables are recorded at their face value, less any provision for impairment. A receivable is considered impaired when there is evidence that Te Taura Whiri i te Reo Māori will not be able to collect the amount due. The amount of the impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected.

#### INVESTMENTS

##### Bank term deposits

Investments in bank term deposits are initially measured at the amount invested.

#### PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consists of the following asset classes: leasehold improvements, furniture and fittings, IT equipment and office equipment.

All asset classes are measured at cost, less accumulated depreciation and impairment losses.

##### Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Te Taura Whiri i te Reo Māori and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant and equipment is initially recognised at its cost.

##### Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

##### Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Te Taura Whiri i te Reo Māori and the cost of the item can be measured reliably.

##### Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of

major classes of property, plant and equipment have been estimated as follows:

Leasehold improvements	20.0% straight line (SL)
Furniture and fittings	20.0% SL
Office equipment	20.0% SL
IT equipment	20.0% SL

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year-end.

#### INTANGIBLE ASSETS

##### Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include software development, employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with development and maintenance of our website are recognised as an expense when incurred.

##### Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Acquired computer software	25.0% SL
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#### NON-CASH-GENERATING ASSETS

Te Taura Whiri i te Reo Māori does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

##### Impairment of property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not

be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

#### PAYABLES

Short-term payables are recorded at their face value.

#### EMPLOYEE ENTITLEMENTS

##### Short-term employee entitlements

Employee benefits that are due to be settled within twelve months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date.

##### Long-term employee entitlements

Employee benefits that are due to be settled beyond twelve months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

##### Presentation of employee entitlements

Annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within twelve months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

#### SUPERANNUATION SCHEMES

##### Defined contribution schemes

Obligations for contributions to KiwiSaver and the State Sector Retirement Savings Scheme are accounted

for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

#### EQUITY

Equity is composed of one general fund; the prior year included a Capital contribution of the remainder of Mā te Reo Fund. Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- contributed capital;
- accumulated surplus/(deficit); and
- fair value through other comprehensive revenue and expense reserves.

#### GOODS AND SERVICES TAX

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

#### INCOME TAX

Te Taura Whiri i te Reo Māori is a public authority and consequently is exempt from the payment of income tax. Accordingly, no provision has been made for income tax.

#### BUDGET FIGURES

The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

#### COST ALLOCATION

Te Taura Whiri i te Reo Māori have only one output class, but different outputs/objectives as stated in the Statement of Performance Expectations.

Revenue and Expenses for the year have been split across the main objectives/outputs as outlined in our Statement of Performance Expectations for 2019-20.

Direct costs are those costs directly attributed to an objective/output. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific objective/output. Direct costs are

charged directly to objectives/outputs. Indirect costs are charged to objectives/outputs based on cost drivers and related activity or usage information.

### 1.4 Critical accounting estimates and assumptions

In preparing these financial statements, Te Taura Whiri i te Reo Māori has made estimates and assumptions concerning the future.

These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

#### ESTIMATING USEFUL LIVES AND RESIDUAL VALUES OF PROPERTY, PLANT AND EQUIPMENT

At each balance date, the useful lives and residual values of property, plant and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by Te Taura Whiri i te Reo Māori and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the surplus or deficit, and carrying amount of the asset in the statement of financial position. Te Taura Whiri i te Reo Māori minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programmes;
- review of second-hand market prices for similar assets; and
- analysis of prior asset sales.

Te Taura Whiri i te Reo Māori has not made significant changes to past assumptions concerning useful lives and residual values.

### 1.5 Critical judgements in applying accounting policies

Management has exercised the following critical judgements in applying accounting policies:

#### LEASES CLASSIFICATION

Determining whether a lease agreement is a finance lease or an operating lease requires judgement as to whether the agreement transfers substantially all the

risks and rewards of ownership to Te Taura Whiri i te Reo Māori.

Judgement is required on various aspects that include, but are not limited to, the fair value of the leased asset, the economic life of the leased asset, whether or not to include renewal options in the lease term, and determining an appropriate discount rate to calculate the present value of the minimum lease payments. Classification as a finance lease means the asset is recognised in the statement of financial position as property, plant and equipment, whereas for an operating lease no such asset is recognised.

Te Taura Whiri i te Reo Māori has exercised its judgement on the appropriate classification of equipment leases, and has determined that lease arrangements are operating leases.

## 2. Other revenue

2018-19 Actual \$		2019-20 Actual \$
5,587	Other revenue	51,174
-	- COVID-19 Funding	406,729
240,000	Sponsorship received	247,500
8,514	Sales - other	8,870
<b>254,101</b>	<b>Total other revenue</b>	<b>714,273</b>

## 3. Personnel costs

2018-19 Actual \$		2019-20 Actual \$
3,007,658	Salaries and wages	2,962,432
299,783	Other employment expenses	167,519
101,881	Defined contribution plan employer contributions	106,017
18,353	Increase/(decrease) in employee entitlements	(70,093)
<b>3,427,675</b>	<b>Total personnel costs</b>	<b>3,165,875</b>

Employer contributions to defined contributions plans include contributions to KiwiSaver and the State Sector Retirement Savings Scheme.

## 4. Operating expenses

2018-19 Actual \$		2019-20 Actual \$
63,620	Fees to Audit New Zealand for audit of financial statements	59,900
209,919	Travel	232,473
78,147	Advertising	120,183
938	Consultancy	7,458
1,445,817	Administration	1,275,510
1,306,289	Contractors	1,479,259
22,703	General expenses	14,791
31,583	Printing costs	47,305
232,151	Rent	405,318
<b>3,391,167</b>	<b>Total other expenses</b>	<b>3,642,198</b>

## 5. Cash and cash equivalents

2018-19 Actual \$		2019-20 Actual \$
124,824	Cash at bank and on hand	50,928
5,038,374	Cash equivalents - call account	5,997,022
<b>5,163,198</b>	<b>Total cash and cash equivalents</b>	<b>6,047,950</b>

The carrying value of short-term deposits with maturity dates of three months or less approximates their fair value.

## 6. Receivables

2018-19 Actual \$		2019-20 Actual \$
4,742	Receivable (gross)	467,738
4,742	<b>Total receivables</b>	467,738
	Total receivables comprises:	
4,742	Receivables from the sale of goods and services (exchange transactions)	467,738
	Receivables from sponsorship (non-exchange transactions)	
<b>4,742</b>	<b>Total receivables</b>	<b>467,738</b>

Te Taura Whiri i te Reo Māori is not exposed to any concentrations of credit risk other than from the Crown.

2018-19 Actual \$		2019-20 Actual \$
	Debtors and other receivables	
4,742	Not past due	467,738
	- Past due 31-60 days	-
	- Past due 61-90 days	-
	- Past due > 91 days	-
<b>4,742</b>	<b>Balance at 30 June</b>	<b>467,738</b>

7.

## Property, plant and equipment

Movements for each class of property plant and equipment are as follows:

	Leasehold Improvements \$	Furniture and Fittings \$	IT Equipment \$	Office Equipment \$	Total \$
<b>Cost of valuation</b>					
Balance at 1 July 2018	566,102	240,748	459,437	11,786	1,278,073
Balance at 1 July 2019	566,102	240,748	454,997	13,872	1,275,719
Additions	169,943	2,160	16,380	-	188,483
Disposals	-	-	-	-	-
<b>Balance at 30 June 2020</b>	<b>736,045</b>	<b>242,908</b>	<b>471,377</b>	<b>13,872</b>	<b>1,464,202</b>
<b>Accumulated depreciation</b>					
Balance at 1 July 2018	439,435	207,342	295,895	11,786	954,458
Balance at 1 July 2019	479,435	216,234	331,368	12,029	1,039,066
Depreciation expense	42,832	9,252	37,077	417	89,579
Elimination on disposal	-	-	-	-	-
<b>Balance at 30 June 2020</b>	<b>522,268</b>	<b>225,487</b>	<b>368,445</b>	<b>12,447</b>	<b>1,128,645</b>
<b>Carrying amounts</b>					
At 1 July 2018	126,667	33,406	163,543	-	323,616
At 30 June and 1 July 2019	86,667	24,514	123,629	1,843	236,653
<b>Balance at 30 June 2020</b>	<b>213,777</b>	<b>17,422</b>	<b>102,932</b>	<b>1,426</b>	<b>335,556</b>

There are no restrictions on Te Taura Whiri i te Reo Māori property, plant and equipment, nor any property, plant and equipment pledged as security for liabilities. A review of property, plant and equipment was undertaken in 2019–20 and no impairments were found.

8.

## Intangible assets and WIP

	Acquired Software \$	Total \$
<b>Cost of valuation</b>		
Balance at 1 July 2018	401,101	401,101
Balance at 30 June 2019	411,885	411,885
Additions	-	-
Disposals	-	-
<b>Balance at 30 June 2020</b>	<b>411,885</b>	<b>411,885</b>
<b>Accumulated depreciation</b>		
Balance at 1 July 2018	195,842	195,842
Balance at 30 June 2019	282,329	282,329
Depreciation expense	76,113	76,113
Disposals	-	-
<b>Balance at 30 June 2020</b>	<b>358,442</b>	<b>358,442</b>
<b>Carrying amounts</b>		
At 1 July 2018	205,259	205,259
At 30 June and 1 July 2019	129,556	129,556
<b>Balance at 30 June 2020</b>	<b>53,443</b>	<b>53,443</b>

There are no restrictions over title of Te Taura Whiri i te Reo Māori intangible assets, nor any intangible assets pledged as security for liabilities. A review of software was undertaken in 2019–20 and no impairments were found.

## 9. Payables

2018-19 Actual		2019-20 Actual
\$		\$
217,383	Creditors	170
79,051	Accrued expenses	198,092
<b>296,434</b>	<b>Total cash and cash equivalents</b>	<b>198,262</b>

Trade creditors and other payables are non-interest bearing and are normally settled on 30-day terms. The carrying value of creditors and other payables approximates their fair value.

## 10. Employee entitlements

2018-19 Actual		2019-20 Actual
\$		\$
<b>Current portion</b>		
52,874	Accrued salaries and wages	78,497
139,796	Annual leave	155,003
110,487	Other	-
<b>303,157</b>	<b>Total current portion</b>	<b>233,499</b>
<b>Non-current portion</b>		
4,686	Long service leave	4,251
<b>4,686</b>	<b>Total non-current portion</b>	<b>4,251</b>
<b>307,843</b>	<b>Total employee entitlements</b>	<b>237,750</b>

## 11. Commitments

2018-19 Actual		2019-20 Actual
\$		\$
8,103	Not later than one year	6,490
10,746	Later than one year and not later than five years	6,228
<b>18,849</b>	<b>Total non-cancellable operating leases</b>	<b>12,718</b>
226,125	Not later than one year	418,791
475,431	Later than one year and not later than five years	461,820
<b>701,556</b>	<b>Total non-cancellable accommodation lease commitments</b>	<b>880,611</b>

The future aggregate minimum payments to be paid under non-cancellable: 1) operating leases, 2) contract and 3) accommodation lease commitments are as follows:

A new accommodation lease was signed on 25 February 2016 for a term of six years. The lease start date was 1 August 2016 when the Commission relocated to level 11. An additional lease was signed on 8 August 2019 for part of level 9.

## 12. Related party transactions

2018-19 Actual		2019-20 Actual
\$		\$
<b>Board Members</b>		
78,525	Remuneration	78,300
0.93	Full-time equivalent members	0.79
450	Committee member	6,300
<b>Leadership Team</b>		
675,978	Remuneration	895,009
4.00	Full-time equivalent personnel	4.58
<b>754,953</b>	<b>Total key management personnel remuneration</b>	<b>979,609</b>
<b>4.93</b>	<b>Total full-time equivalent personnel</b>	<b>5.37</b>

Te Taura Whiri i te Reo Māori is wholly owned by the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect that Te Taura Whiri i te Reo Māori would have adopted in dealing with the party at arm's length in the same circumstances.

Further, transactions with other government agencies and Crown Entities are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

No Board members received compensation or other benefits outside their board fees in relation to consultation contracts.

## 13. Board member remuneration

2018-19 Actual		2019-20 Actual
\$		\$
28,800	Dr Rawinia Higgins (Toihau)	28,800
11,475	Charisma Rangipunga (Deputy Chair)	13,500
12,037	Charlie Tepana	3,375
12,938	Wayne Panapa	13,500
13,275	Hinerangi Edwards	13,500
-	Jeremy MacLeod	5,625
<b>78,525</b>	<b>Total Board member remuneration</b>	<b>78,300</b>
<b>Committee Members</b>		
450	Darren Beatty	6,300
<b>78,975</b>	<b>Total Board and Committee member remuneration</b>	<b>84,600</b>

There have been no payments made to committee members appointed by the Board who are not Board members during the financial year.

Te Taura Whiri i te Reo Māori has provided a deed of indemnity to Directors for certain activities undertaken in the performance of Te Taura Whiri i te Reo Māori functions.

Te Taura Whiri i te Reo Māori has taken out Directors' and Officers' Liability and Professional Indemnity insurance cover during the financial year in respect of the liability or costs of Board members and employees. No Board members received compensation or other benefits in relation to cessation (2017-18: \$nil).

## 14. Employee remuneration

2018-19 Actual	Total Remuneration Paid or Payable \$'000	2019-20 Actual
1	100-109	-
1	110-119	4
2	120-129	3
-	130-139	1
-	140-149	-
2	150-159	-
1	160-169	-
-	170-179	1
-	180-189	-
-	190-199	1
1	200-209	-
-	210-219	-
-	220-229	-
-	230-239	1
<b>8</b>	<b>Total employees paid over \$100,000</b>	<b>11</b>

During the year ended 30 June 2020, 3 (2019: 3) employees received compensation and other benefits in relation to cessation totalling \$41,293 (\$99,529).

## 15. Financial instruments

2018-19 Actual \$		2019-20 Actual \$
<b>Financial assets measured at amortised cost</b>		
5,038,374	Cash and cash equivalents	5,997,022
4,742	Receivables	467,738
<b>5,043,116</b>	<b>Total financial assets measured at amortised cost</b>	<b>6,464,761</b>
<b>Financial liabilities measured at amortised cost</b>		
296,434	Payables (excluding income in advance, taxes payable and grants received subject to conditions)	198,262
<b>296,434</b>	<b>Total financial liabilities measured at amortised cost</b>	<b>198,262</b>

## 16. Explanation of significant variance against budget

Explanations for significant variations from the organisation's budgeted figures in the Statement of Performance Expectations are listed below.

### Statement of comprehensive income

#### TOTAL REVENUE

Total revenue was \$1.497 million more than budgeted mainly due to the increase in appropriations and for COVID-19 funding. These were not in the original budget.

#### TOTAL EXPENDITURE

Total expenditure was under budget by \$0.859 million mainly due to lower personnel costs than what was budgeted. Personnel costs were budgeted based on thirty-nine full-time equivalents for the financial year compared to thirty actual full-time equivalents. Due to COVID-19 the Public Service Commission advised that there were to be no increases in staff performance payments for 2019/20 financial year. Te Taura Whiri i te Reo Māori followed this advice.

### Statement of financial position

#### CASH AND BANK

Cash and bank were more than budgeted by \$1.974 million, partly due to receiving the increase in appropriations and lower expenditure in personnel costs.

## 17. Contingencies

There are no contingent liabilities at reporting date (2018-19: \$nil). There are no contingent assets at reporting date (2018-19: \$nil).

## 18. Events after the balance date

There were no significant events after the balance date.

## 19. COVID-19<sup>19</sup>

All Te Taura Whiri i te Reo Māori staff were able to work from home during the period of lockdown, so there was minimal disruption to the normal day-to-day operations undertaken by Te Taura Whiri i te Reo Māori staff.

Te Taura Whiri i te Reo Māori is funded by the Crown, so there were no adverse impacts on the revenue during the year.

Te Taura Whiri i te Reo Māori received additional revenue from Te Puni Kōkiri for the translation of COVID-19 responses into te reo Māori and the development of online learning resources in te reo Māori during the lockdown.

Te Taura Whiri i te Reo Māori looked for online solutions to provide training that resulted in cost savings from the normal face-to-face training modules that are held. The Maihi Karauna Event Fund also resulted in cost savings due to the cancellation of events that Te Taura Whiri i te Reo Māori would normally support.

<sup>19</sup> Refer to further information on non-financial COVID-19 impacts in the Statement of Service Performance

