STATEMENT OF PERFORMANCE
EXPECTATIONS 2015/16

TE TAURA WHIRI I TE REO MĀORI

MĀORI LANGUAGE COMMISSION
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Statement from the Commissioners

We are pleased to present our Statement of Performance Expectations (SPE) for 2015/16. This document describes:

• the activities that Te Taura Whiri i te reo Māori intends to undertake during the 2015/16 financial year
• the ways in which we will measure our performance
• the forecast results – both financial and non-financial – that we intend to achieve during the year

This SPE will be formally reported on in the Annual Report.

Te Awanuiārangi Black
Acting Deputy Chairman
Board of Te Taura Whiri i te Reo Māori
24 June 2015

Katarina Edmonds
Commissioner
Board of Te Taura Whiri i te Reo Māori
24 June 2015
PART ONE – STATEMENT OF PERFORMANCE EXPECTATIONS (Non-financial)

Vote: Māori Development and output class

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

1. Promotion of the Māori Language – for initiatives to revitalise and develop the Māori language in New Zealand, including the promotion of the Māori language

2. Māori Language Research – for research and development projects that support the revitalisation of the Māori language.

The funding is intended to contribute to the achievement of the following impacts for Vote: Māori Development:1

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

The output class Māori Language Research has been granted an exemption2 from end of year performance reporting under section 15D(2)(b)(iii) of the Public Finance Act 1989. Accordingly, this output class is integrated with the other activities and services performed by Te Taura Whiri i te Reo Māori.

Areas of key focus for 2015/16 and 2016/17

The Statement of Intent (SOI) 2014–18 prioritised the following activities and services as our key areas of focus for the period covered by the SOI:

- aligning our strategic direction and operations to the Māori Language Strategy 2014 (MLS 2014), including:
  - developing a matrix of language vitality indicators
  - developing a monitoring and reporting framework for Māori language programmes offered throughout the state sector
  - reporting against both the matrix and the framework
- implementing recommendations for a national Māori language research agenda
- building and maintaining collaborative relationships with other key stakeholders in the Māori language sector
- implementing an internal evaluation framework to measure the impact of our services on the growth and health of te reo Māori and on support for dialects
- improving the delivery of our services to customers using modern technology

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2 In the Vote: Māori Development appropriation documentation.
improving our ability to tell our performance stories
continuing to deliver our key services in community funding, language development, policy and research, and stakeholder engagement (business as usual).

Specific activities for 2015/16 and 2016/17

During these two years we will continue to align our strategy and operations with the MLS 2014 and other government priorities by undertaking the following activities, in addition to our business as usual services.

Research and policy
1. Implement the recommendations from the research undertaken on *Stakeholder engagement national research agenda for the regeneration and revitalisation of te reo Māori*.
2. Manage the four continuing projects from the initial phase of the research and development unit through to completion:
   o *Measure the health of the Māori language in homes and communities*
   o *Measure the value of the Māori language and culture to the New Zealand economy*
   o *Evaluate the impact of language regeneration and revitalisation workshops and their role in community-led language regeneration and revitalisation*
   o establish the scholarships programme based on the research priorities identified by stakeholders in item 1 above – carried forward from the 2014/15 year.
3. Publish the initial version of the matrix of language indicators.
4. Publish the first annual report on the planning and reporting for Māori language programmes across the state sector.
5. Work with the other state sector agencies involved with the Māori language to scope, agree and implement a rolling programme of evaluations of all Māori language programmes and services.
6. Scope, design and run a survey on New Zealanders’ attitudes to te reo Māori and report on the results.
7. Continue to make new research and policy publications available via the e-library.

Community funding
8. Implement a new funding management system, including modules for online applications and contracts management.
9. Scope and implement a consolidated funding programme (Mā te Reo and Community Based Language Initiatives – CBLI) driven by new criteria identified in the stakeholder research (item 1 in research and policy above).
10. Undertake a desktop review of the programmes run by Te Ataarangi (He Kāinga Kōrerrero and He Kura Whānau Reo).
11. Implement the framework to improve the evaluation of the impacts of community funding programmes on the members of the communities involved.
Language development

12. Review the Toi Reo Māori framework for training and examining interpreters and translators, including scoping a revised training model.
13. Scope options for making the corpus of language resources more widely available to support quality and appropriate use of the language.
14. Scope options for He Pātaka Kupu 2 – the next generation of the monolingual dictionary.
15. Develop and socialise guidelines for bilingual signage with government, local government and business and through the New Zealand media.
16. Scope the new version of Te Matatiki – the dictionary of contemporary Māori words.

Stakeholder engagement

17. Undertake a comprehensive review of all our promotional campaigns, events and resource material.
18. Review the rationale, format and target audience for our quarterly publication, He Muka.
19. Replace our four existing websites\(^3\) with a single, integrated website using modern technology, to enable us to improve our engagement with our stakeholders. The new site will be operative from late June 2015 to support Te Wiki o te Reo Māori and be completed by August 2015.
20. Develop an organisational information/digital strategy to inform our digital, ICT and information planning and management and recognise the increasing role of social media in the revitalisation of te reo Māori.

Corporate services

21. Finalise arrangements for our accommodation for the next three years.
22. Implement a new electronic filing system to improve our ability to manage our information, and investigate options for an electronic document management system.
23. Undertake a value for money review of all existing ICT systems and infrastructure.

Performance framework

Diagrams

Figure 1 (taken from the SOI 2014–18\(^4\)) shows the key elements of our performance framework – in particular, the alignment between:

- our vision and mission/purpose
- our three outcomes
- the five key result areas from the MLS 2014

\(^3\) [www.tetaurawhiri.govt.nz](http://www.tetaurawhiri.govt.nz), the Kōrero Māori site [www.koreroMāori.co.nz](http://www.koreroMāori.co.nz), the Mā te Reo site supporting our funding applications [www.ma-tereo.co.nz](http://www.ma-tereo.co.nz) and the new website for He Puna Whakarauora [http://whakarauora.org.nz](http://whakarauora.org.nz)

• our output class and activities/services
• our inputs.

Figures 2 to 6 show how the key performance measures relate to specific activities and activities delivered by Te Taura Whiri i te Reo Māori.
Figure 1: Outcomes Framework - from the SOI 2014–18

TE WAWATA MĀTĀMUA - VISION
Kia haruru a Aotearoa whānui i tō tātou reo taketea. The landscape of Aotearoa will resonate with our indigenous language.

TE KAUPAPA MĀTĀMUA - MISSION/PURPOSE
Kō te tautoko i te tōi nui tonu kia ora ai te reo Māori, he reo kōrero, he reo tipu. To support people so that the Māori language is a living and developing language.

PUTANGA 1 - OUTCOME 1
He reo ora te reo Māori, e whakaata ana i te noho ki Aotearoa me ōna tikanga katoa. Te reo Māori is a living language that reflects life and culture in Aotearoa.

PUTANGA 2 - OUTCOME 2
Kia māori noa te Whērōtrotanga te reo Māori, tō kōrero mai. Te reo Māori becomes an ordinary means of communication in the home.

PUTANGA 3 - OUTCOME 3
Kia kaha ake te tākiri mai a Aotearoa nui tonu ki te reo Māori, kia māori noa te reo. More New Zealanders engage with te reo.

Māori Language Strategy 2014 - Key result areas
- Te mana o te reo - Increasing the status of the Māori Language in New Zealand society
- Te ako i te reo - Increasing the number of whānau Māori and other New Zealanders who can speak Māori
- Te mārama pū ki te whakaora reo - Increasing critical awareness about Māori language revitalisation
- Te kouranga o te reo - Supporting the quality and appropriate use of the Māori language, and iwi dialect maintenance
- Te kōrero tanga o te reo - Increasing the use of Māori language among whānau Māori and other New Zealanders, especially in the home.

TE TUTUKINGA MATUA - Te whakatairanga i te reo Māori
OUTPUT CLASS - Promotion of the Māori language
- Ngā mahi kaupapa-herenga, rangahau Policy and research
- Te whakawhanake reo Language development
- Te tuku pātea ki te hāporo Community funding
- Te mahi tahi ki ngā rangapū reo Māori Stakeholder engagement

TE TARI - Ōna whakahao, ōna aheinga Organisational management and capability
**Organisational overview – Te Taura Whiri i te Reo Māori**

**Vision:**
Kia haruru a Aotearoa whānui i tō tātou reo taketake

The landscape of Aotearoa will resonate with our indigenous language

**Mission/Purpose:**
Ki te tautoko i te iwi nui tonu kia ora ai te reo Māori, hei reo kōrero, hei reo tipu

To support people so that the Māori language is a living and developing language

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**Figure 2: Top level organisational model**

**Input class**

- Te kōrerotanga o te reo – increasing the use of the Māori language among whānau Māori and other New Zealanders, especially in the home

- Te kōrero tanga o te reo – increasing the use of the Māori language among whānau Māori and other New Zealanders, especially in the home

**Activity measures**

- Level of media commentary (sampled during specific periods of the year) that is positive towards Māori language revitalisation

- The number of people accessing the e-library at He Puna Whakarauora to gather information about Māori language revitalisation

- The range of resources (including dictionaries, words lists and glossaries) which are available to learners and speakers of the Māori language

**Key activity measures**

- Percentage of Whakamātauria Tō Reo Māori exams achieving Level 3 proficiency

**Attributes**

- Percentage of customers who report that resources produced are helpful

**Output class – Promotion of the Māori Language**

**Key milestones are met for delivery of:**

- Matrix of language vitality indicators

- Annual report on planning of Māori language programmes

- Rolling programme of evaluations

- Survey on New Zealanders’ attitudes to te reo Māori

- Number discussion and research papers on the Māori language, number of downloads

**Contributed by**

- Stakeholder engagement

- Events, promotional campaigns, public relations, electronic media communications/media

- Review of all promotional campaigns and resources

- Percentage of customers who report that resources produced are helpful

- Number of threads on Twitter or Facebook pages administered by Te Taura Whiri i te Reo Māori >80% in te reo

**Contribution**

- Percentage of households where Māori language is spoken

- The number of people engaged in Māori language courses

- The number of Māori language speakers

**Key milestones**

- Review of Toi Reo Māori framework – milestones

- Scoping projects for He Pātaka Kupu and corpus resource – milestones

- Percentage of Whakamātauria Tō Reo Māori exams achieving Level 3 proficiency

**Outputs**

- Implement new funding management system

- Using results of research programme to inform funding criteria and working relationships

- Desktop review of major programmes

- Stories of whānau language development

- Inputs – funding, expertise, networks, systems

**Attribution**

- Community funding

- Mā te Reo, HRK, CBLI

**MLS Key result areas**

- Research and policy

- Research programme

- Policy work – matrix, evaluation of state sector ML programmes

- Stakeholder engagement

- Events, promotional campaigns, public relations, electronic media communications/media

**Māori Key result areas**

- Language development

- Exams, training, certification; dictionaries, lexicography; technical advice; access to translators & interpreters

**Vision:**
Kia haruru a Aotearoa whānui i tō tātou reo taketake

The landscape of Aotearoa will resonate with our indigenous language

**Mission/Purpose:**
Ki te tautoko i te iwi nui tonu kia ora ai te reo Māori, hei reo kōrero, hei reo tipu

To support people so that the Māori language is a living and developing language

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Te reo Māori is a living language that reflects life and culture in Aotearoa
Te reo Māori becomes an ordinary means of communication in the home
More New Zealanders engage with te reo Māori

Community funding
Mā te Reo, HKK, CBLI

Research and policy
Research programme
Policy work – matrix, evaluation of state sector ML programmes

Stakeholder engagement
Events, promotional campaigns, public relations, electronic media communications/media

Language development
Exams, training, certification; dictionaries, lexicography; technical advice; access to translators & interpreters

Inputs
– funding, expertise, networks, systems

Inputs
– research grants, scholarships, purchasing expertise, policy advice, relationships with other ML agencies

Inputs
– events management, sponsorship, commercial strategy, expertise, systems

Inputs
– international/exam standards, training courses, systems, dictionaries, new words list, corpus, language expertise, list of certified translators/interpreters
How we will measure our performance

Outcome measures

In addition to the performance measures listed in the tables on the following pages, we measure our performance against our outcomes and the key result areas of the MLS 2014. These measures are specified in our SOI 2014–18:

- percentage of households where Māori language is spoken
- the number of people engaged in Māori language courses
- the number of Māori language speakers
- the number of people accessing the e-library of He Puna Whakarauora to gather information about Māori language revitalisation
- level of media commentary that is positive towards Māori language
- the range of resources available to learners and speakers of Māori language.

SPE measures

The performance measures shown in the following tables for each of the activity areas are a mixture of:

- milestone targets for work being done to review existing services and develop new ones
- operational measures (effectiveness indicators, service management indicators and activity trends) focusing on the delivery of our business as usual activities.

Policy and research

Estimated total expenditure:
2014/15 – $2,451,770
2015/16 – $2,617,981

Te Taura Whiri i te Reo Māori funds research, development and innovations that support the revitalisation of the Māori Language and provides robust and appropriate advice on issues affecting the Māori language, including ways in which public policy can enhance outcomes for te reo Māori. In particular, work undertaken in this area is focused on creating good data and evidence-based information that can be used to support informed decision-making and further developing language revitalisation theory in a New Zealand context.
The establishment of the research unit, He Puna Whakaraupare, took longer than was forecast in the SOI 2013–16, meaning that the confirmation and publication of the Māori Language research agenda was deferred to the 2014/15 financial year and the completion of the initial phase of research projects continues during 2015/16 and 2016/17.

Figure 3 shows how the policy and research activities and their outcomes and measures (shown on the following table) link to the wider organisational outcomes framework.
SOI Outcomes

Te reo Māori is a living language that reflects life and culture in Aotearoa

Te reo Māori becomes an ordinary means of communication in the home

More New Zealanders engage with te reo Māori

Te reo Māori is a living language that reflects life and culture in Aotearoa

More New Zealanders engage with te reo Māori

Level of media commentary sampled during specific periods of the year that is positive towards Māori language revitalisation

The number of people accessing the e-library at He Puna Whakarauora to gather information about Māori language revitalisation

The number of people engaged in Māori language courses

The number of Māori language speakers

Percentage of households where Māori language is spoken

Te kōrerotanga o te reo – increasing the use of the Māori language among whānau Māori and other New Zealanders, especially in the home

Te kōtiroto o te reo – increasing the number of whānau Māori and other New Zealanders who can speak Māori

Te mara a te reo – increasing critical awareness about Māori language revitalisation

Te kounga o te reo – supporting the quality and appropriate use of the Māori language, and iwi dialect maintenance

Te kōrerotanga o te reo – increasing the use of the Māori language among whānau Māori and other New Zealanders, especially in the home

Te mara a te reo – increasing the status of the Māori language in New Zealand society

Te mana o te reo – increasing the number of whānau Māori and other New Zealanders who can speak Māori

Te kōrerotanga o te reo – supporting the quality and appropriate use of the Māori language, and iwi dialect maintenance

ML Key result areas

Contribution

Attribution

Policy programme

Research programme

Inputs – grants for research projects, scholarships, purchasing expertise, policy advice, relationships with other ML agencies, resource library

Global

Activity measures

Activity measures

Activity measures

Activity measures

13 | Page
| Effectiveness indicators | | | | | | | |
| Development and use of the research and discussion papers in the e-library | New measure | 200 downloads | N/A | N/A | Four papers have been loaded to the Te Taura Whiri website. However, there is no capacity to monitor downloads of individual documents on the current website. This data will not be able to be monitored until the new website is in place (from the beginning of 2015/16). | Documents accessed ≥1,200 times | Documents accessed ≥1,600 times | Te mārama pū ki te whakaora reo |

<p>| Service management indicators | | | | | | | |
| Key milestones of the approved research and development programme are delivered on schedule | New measure | Milestones met | Milestones met | Te mārama pū ki te whakaora reo |
| Delivery of matrix of language vitality indicators | New measure | Milestones and reporting schedule | Milestones and reporting schedule | Te mārama pū ki te whakaora reo |
| Delivery of annual report on the planning, reporting for state sector Māori language programmes | New measure | Milestones and reporting schedule | Milestones and reporting schedule | Te mārama pū ki te whakaora reo |
| Delivery of a rolling programme of evaluations of Māori language programmes and services | New measure | Programme scoped by December 2015 | Programme implemented 2016/17 | Te mārama pū ki te whakaora reo |
| Delivery of a survey on New Zealanders’ attitudes to te reo Māori | New measure | Survey scoped and designed by 30 June 2016 | Survey run by Dec 2016; reported by 31 Mar 2017 | Te mana o te reo |</p>
<table>
<thead>
<tr>
<th>RESEARCH AND POLICY MEASURES</th>
<th>PAST TRENDS</th>
<th>2014-15 PERFORMANCE</th>
<th>FORECAST 2015-16</th>
<th>FORECAST 2016-17</th>
<th>ALIGNMENT TO MLS 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011-12 Actual</td>
<td>2012-13 Actual</td>
<td>2013-14 Actual</td>
<td>Forecast</td>
<td>Performance to Q3 2014/15</td>
</tr>
<tr>
<td>Establishing the scholarships programme (to increase national interest and engagement)</td>
<td>New measure</td>
<td>By April 2015</td>
<td>N/A</td>
<td>N/A</td>
<td>April 2015 deadline will not be met. Will be an early focus for 2015/16, based on the research agenda received April 2015.</td>
</tr>
<tr>
<td>Completing research contracts for phase 1 of the research unit development</td>
<td>New measure</td>
<td>By April 2015</td>
<td>Phase 1 of the research unit development included five projects: 2 completed - website/portal and research agenda report; 1 under contract; 1 RFP in process; 1 in direct negotiations</td>
<td>Complete the remaining three projects by due dates</td>
<td>Complete the remaining three projects by due dates</td>
</tr>
</tbody>
</table>

Activity trends

| Number of discussion and research papers provided to Māori language stakeholders | New measure | 4 | 4 | 0% | Met forecast. Four papers have been published on the Te Taura Whiri website | 300 | 400 | Te mārama pū ki te whakaora reo |

The five projects in phase 1 of the research unit development are (titles of projects in italics):

- **Stakeholder engagement national research agenda for the regeneration and revitalisation of te reo Māori** – final report received 30 April 2015
- **Create a research portal** – website operative from mid 2014; the initial tranche of research material is being loaded during the fourth quarter of 2014/15.
- **Measure the health of the Māori language in homes and communities** – results to be published 1 February 2017
- **Measure the value of the Māori language and culture to the NZ economy** – results to be published 1 February 2016
- **Evaluate the impact of language regeneration and revitalisation workshops and their role in community-led language regeneration and revitalisation** – results to be published 20 February 2017.
Language development

Estimated total expenditure:
2014/15 – $1,065,206
2015/16 – $726,477

Te Taura Whiri i te Reo Māori provides a range of language development activity, intended to maintain the linguistic and cultural integrity of the language. Specifically, we:

- provide responses to queries about the use of the language
- set standards for the development of new words
- ensure glossaries and dictionaries are updated so that the language includes modern terms and concepts
- maintain a corpus (a database of linguistic examples against which usage can be checked and validated)
- set standards for the expert training of translators and interpreters, testing and certifying their proficiency
- provide opportunities for staff of organisations, students and members of the public to test their proficiency in te reo Māori.

Figure 4 shows how the language development activities and their outcomes and measures (shown on the following table) link to the wider organisational outcomes framework.

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5 The decrease in the forecast expenditure for 2015/16 is the result of ceasing to use contractors to fill staff vacancies as the team now has a full complement of staff.
**Figure 4: Language development model**

**Language development**

- Te reo Māori becomes an ordinary means of communication in the home
- More New Zealanders engage with te reo Māori
- Te reo Māori is a living language that reflects life and culture in Aotearoa

**Contribution**

- Te kōrero tanga o te reo – increasing the use of the Māori language among whānau Māori and other New Zealanders, especially in the home
- Te mārama pō ki te whakaaro reo – increasing critical awareness about Māori language revitalisation
- Te mana o te reo – increasing the status of the Māori language in New Zealand society
- Te kounga o te reo – supporting the quality and appropriate use of the Māori language, and iwi dialect maintenance

**Attribution**

- Te ako o te reo – increasing the number of whānau Māori and other New Zealanders who can speak Māori
- The number of people accessing the e-library at He Puna Whakaraeuru to gather information about Māori language revitalisation
- The number of people engaged in Māori language courses
- The number of Māori language speakers

**Activities**

- Licensing
- Technical advice
- Proficiency testing
- Lexicography

**Licensing**

- Suitably skilled people are certified as translators / interpreters
- Businesses and the public are able to identify skilled translators and interpreters
- Those seeking technical advice on the use of the Māori language receive quality information in a timely manner
- Level of media commentary (sampled during specific periods of the year) that is positive towards Māori language
- The number of people engaged in Māori language courses
- The number of Māori language speakers
- Number of training sessions
- Toi Reo Māori interpreter and translator exams – number of exams, sitters and pass rate
- Te Puna Whakaraeuru Te Reo Māori (Level Finder Examinations) – number of sitters
- Percentage of queries about the Māori language that are responded to within 5 calendar days
- Percentage of letters achieving Level 3 (moderate proficiency)
- Number of new entries/edits/deletions to Māori language glossaries and lexicon
- Scoping for Te Matatiki 2

**Outputs**

- Te reo Māori includes modern terminology and concepts
- The range of resources (including dictionaries, words lists and glossaries) which are available to learners and speakers of the Māori language
- The number of new entries/edits/deletions to Māori language glossaries and lexicon
- Scoping for Te Matatiki 2

**Inputs**

- International exam standards, training courses, systems, dictionaries, new words list, corpus, language expertise, list of certified translators/interpreters

**KEY:** Solid lines show links between outcomes; dotted lines show links to measures (in dotted boxes)
<table>
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<tr>
<th>LANGUAGE DEVELOPMENT MEASURES</th>
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<th>FORECAST 2015-16</th>
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<td>2013-14 Actual</td>
<td>Forecast</td>
<td>Performance to Q3 2014/15</td>
</tr>
<tr>
<td>Effectiveness indicators</td>
<td></td>
<td></td>
<td></td>
<td>New measure</td>
<td>Scoping report – by 31 March 2016</td>
</tr>
<tr>
<td>Review the framework (training standards and criteria, and examinations) for Toi Reo Māori</td>
<td></td>
<td></td>
<td>New measure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scoping reports for: He Pātaka Kupu 2 and options for making the corpus records more widely available</td>
<td></td>
<td></td>
<td>New measure</td>
<td></td>
<td></td>
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<tr>
<td>Develop guidelines for bilingual signage</td>
<td></td>
<td></td>
<td>New measure</td>
<td></td>
<td></td>
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<tr>
<td>Develop new copy of contemporary words dictionary Te Matatiki</td>
<td></td>
<td></td>
<td>New measure</td>
<td></td>
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<tr>
<td>Service management indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Percentage of external queries about the Māori Language that are responded to within 5 calendar days</td>
<td>New measure</td>
<td>94%</td>
<td>95%</td>
<td>84%</td>
<td>(12%)</td>
</tr>
<tr>
<td>Output trends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of external queries about the Māori language received</td>
<td>351</td>
<td>395</td>
<td>288</td>
<td>300</td>
<td>206</td>
</tr>
<tr>
<td>LANGUAGE DEVELOPMENT MEASURES</td>
<td>PAST TRENDS</td>
<td>2014-15 PERFORMANCE</td>
<td>FORECAST 2015-16</td>
<td>FORECAST 2016-17</td>
<td>ALIGNMENT TO MLS 2014</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Analysis of queries (by type of enquirer, location, type of query and intended use of information)</td>
<td>New measure</td>
<td>No target but provides a picture of the workload</td>
<td>Year to Date 50% of requests (102) have been received from public sector agencies; 44% (90) from private sector agencies or individuals and 7% (14) have been internal.</td>
<td>No target but provides a picture of the workload</td>
<td>Te kounga o te reo</td>
</tr>
<tr>
<td>Number of new entries/edits/deletions to Māori language glossaries and lexicon (total and by category)</td>
<td>2,266 total 5 new 2,385 total 149 new 2,423 total 230 new 2,000 total ≥ 230 new 1,694 total 65 new</td>
<td>(15%) total (72%) new</td>
<td>On track to exceed forecast for total edits Creation of new words is in response to demand only. Unlikely to achieve forecast</td>
<td>Maintain or improve trend</td>
<td>Te kounga o te reo</td>
</tr>
<tr>
<td>Number of Whakamātauranga Tō Reo Māori (Level Finder Examinations) examinations set, number of sitters</td>
<td>5 exams 4 exams 5 exams</td>
<td>Maintain or improve trend 4</td>
<td>(20%)</td>
<td>Maintain or improve trend</td>
<td>Te kounga o te reo; Te mana o te reo</td>
</tr>
<tr>
<td>Percentage of sitters achieving Level 3 (moderate proficiency)</td>
<td>52% 50% 66%</td>
<td>Maintain or improve trend 75%</td>
<td>N/A</td>
<td>On track for full year</td>
<td>Maintain or improve trend</td>
</tr>
<tr>
<td>Toi Reo Māori translator exam - number of exams, sitters and pass rate</td>
<td>1 exam 1 exam 1 exam</td>
<td>Maintain or improve trend N/A N/A</td>
<td>Exam is scheduled for early Q4</td>
<td>Maintain or improve trend</td>
<td>Te kounga o te reo; Te mana o te reo</td>
</tr>
<tr>
<td></td>
<td>3 sitters 9 sitters 15 sitters</td>
<td>N/A N/A N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0% 22% 20%</td>
<td>N/A N/A N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toi Reo Māori interpreter exam - number of exams, sitters and pass rate</td>
<td>1 exam 1 exam 1 exam</td>
<td>Maintain or improve trend N/A N/A</td>
<td>Exam is scheduled for early Q4</td>
<td>Maintain or improve trend</td>
<td>Te kounga o te reo; Te mana o te reo</td>
</tr>
<tr>
<td></td>
<td>3 sitters 4 sitters 4 sitters</td>
<td>N/A N/A N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0% 25% 0%</td>
<td>N/A N/A N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Community funding

Estimated total expenditure:
2014/15 – $7,062,246
2015/16 – $9,683,066

Te Taura Whiri i te Reo Māori supports whānau, hapū, iwi and Māori language community-driven initiatives to revitalise the language through the following funds: Mā te Reo, He Kāinga Kōrerorero and CBLI. We manage funding proposals/applications and subsequent contracts and seek to build relationships with Māori language stakeholders, providers and other funders working with the sector.

The intention of our funding activities is that Māori have multiple opportunities to apply for and receive appropriate levels of support. A core principle of home and community-based language development is that initiatives designed, controlled and run by communities tend to be more successful than those developed independently of communities and later imposed on them. The role of Te Taura Whiri i te Reo Māori is to support, but not lead, community initiatives.

Figure 5 shows how the community funding activities and their outcomes and measures (shown on the following table) link to the wider organisational outcomes framework.

---

6 The 2015/16 figure includes unspent budget for CBLI carried forward from 2014/15.
Figure 5: Community funding model

**Community funding**

- Te reo Māori becomes an ordinary means of communication in the home
- More New Zealanders engage with te reo Māori
- Te reo Māori is a living language that reflects life and culture in Aotearoa

**Contribution**

- Māori language stakeholders have multiple opportunities to apply for targeted funding

**Attribution**

- Funding proposal / application management
- Funding contract management
- Funding relationships

**Māori language stakeholders**

- Mihi o te reo – increasing the number of whānau Māori and other New Zealanders who can speak Māori
- Te kākāpō o te reo – increasing the number of people engaged in Māori language courses
- Te kākāpō o te reo – increasing the number of Māori language speakers

**SOI outcomes**

- Te reo Māori is a living language that reflects life and culture in Aotearoa
- Te reo Māori becomes an ordinary means of communication in the home

**MLS Key result areas**

- Outcome measures
- Activity measures

**Activity outcomes**

- The number of people accessing the e-library at He Puna Whakarauara to gather information about Māori language revitalisation
- Level of media commentary sampled during specific periods of the year that is positive towards Māori language

**Key**

- Solid lines show links between outcomes; dotted lines show links to measures (in dotted boxes)

**Inputs**

- funding, expertise, networks, systems

---

Te reo Māori is a living language that reflects life and culture in Aotearoa. Māori language stakeholders have multiple opportunities to apply for targeted funding. Communities drive initiatives to revitalise te reo Māori and develop skills to progress their own language initiatives. Government funding shows demonstrable return on investment.

New consolidated funding programme is driven by criteria identified from the research programme – milestones.

Level of media commentary sampled during specific periods of the year that is positive towards Māori language.

The number of people accessing the e-library at He Puna Whakarauara to gather information about Māori language revitalisation.

Percentage of households where Māori language is spoken.

Integrated working relationships (public and private) extend opportunities for language outcomes.
<table>
<thead>
<tr>
<th>COMMUNITY FUNDING MEASURES</th>
<th>PAST TRENDS</th>
<th>2014-15 PERFORMANCE</th>
<th>FORECAST 2015-16</th>
<th>FORECAST 2016-17</th>
<th>ALIGNMENT TO MLS 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011-12 Actual</td>
<td>2012-13 Actual</td>
<td>2013-14 Actual</td>
<td>Forecast</td>
<td>Performance to Q3 2014/15</td>
</tr>
<tr>
<td>Effectiveness indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New consolidated funding programme, driven by criteria identified through the research programme</td>
<td></td>
<td></td>
<td></td>
<td>New measure</td>
<td>Criteria identified and implemented by 30 June 2016</td>
</tr>
<tr>
<td>Major funding programmes achieve desired results</td>
<td></td>
<td></td>
<td></td>
<td>New measure</td>
<td>Desktop review of Te Ataarangi programmes by 30 Sept 2015</td>
</tr>
<tr>
<td>Recipients of funded services improve their language proficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Stories of progress from He Kāinga Kōrerorero and He Kura Whānau Reo</td>
</tr>
<tr>
<td>Service management indicators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding management system is fit for purpose</td>
<td></td>
<td></td>
<td></td>
<td>New measure</td>
<td>Implement application module by 15 July 2015; contract management module by December 2015</td>
</tr>
</tbody>
</table>
### Output trends

The number of Mā te Reo/CBLI applications, $ applied for, number of grants approved and $ approved

<table>
<thead>
<tr>
<th>Community Funding Measures</th>
<th>PAST TRENDS</th>
<th>2014-15 Performance</th>
<th>FORECAST 2015-16</th>
<th>FORECAST 2016-17</th>
<th>ALIGNMENT TO MLS 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011-12 Actual</td>
<td>2012-13 Actual</td>
<td>2013-14 Actual</td>
<td>Performance to Q3 2014/15</td>
<td>Variance</td>
</tr>
<tr>
<td>New measure</td>
<td>Maintain or improve trend</td>
<td>185 applications (including 7 strategic grant applications) were received requesting $7,750,275. Of the 185 applications received, 96 applications worth $3,011,835 were approved funding.</td>
<td>Maintain or improve trend</td>
<td>Maintain or improve trend</td>
<td>Te ako i te reo; Te kōrerorero o te reo</td>
</tr>
<tr>
<td>New measure</td>
<td>No forecast set - descriptor only</td>
<td>Examples of funding support include Māori stage at Polyfest in Auckland, a Wānanga Reo in Dunedin, a Language Plan for Te Iwi o Ngāti Koata, Fish factsheets to be produced in te reo by NZ Landcare Trust, a mobile app for intermediate te reo speakers</td>
<td>No forecast set - descriptor only</td>
<td>No forecast set - descriptor only</td>
<td>Te ako i te reo; Te kōrerorero o te reo</td>
</tr>
<tr>
<td>The percentage of Mā te Reo/CBLI applicants and successful contractors who are:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New measure</td>
<td>46%</td>
<td>≥ 40%</td>
<td>49%</td>
<td>23%</td>
<td>37 out of 75 of successful providers to MTR Round 14 had applied for the first time. (Note that several providers made multiple applications.)</td>
</tr>
<tr>
<td>Repeat applicants (those with &gt; 4 years' support since Round 10)</td>
<td>New measure</td>
<td>19%</td>
<td>≥ 20%</td>
<td>19% (7%)</td>
<td>14 out of 75 MTR Round 14 successful providers had received funding for &gt;4 years since Round 10.</td>
</tr>
</tbody>
</table>
**Stakeholder engagement**

Estimated total expenditure:
2014/15 – $1,025,764
2015/16 – $966,135

One of the principal responsibilities of Te Taura Whiri i te Reo Māori is to promote the use of te reo as a living language and as an ordinary means of communication. To do so, we use a variety of tools to engage with Māori language stakeholders including:

- managing events and promotional campaigns – Te Wiki o te Reo Māori, Ngā Tohu Reo Māori and specific targeted campaigns
- creating and distributing resources to support the events and campaigns
- working with the media and key stakeholders
- using electronic and social media to engage with key stakeholders.

In particular, Te Taura Whiri i te Reo Māori is creating a new integrated website, encompassing all of the functionality and content from the previous four separate websites - [www.tetaurawhiri.govt.nz](http://www.tetaurawhiri.govt.nz), [www.koreroMāori.co.nz](http://www.koreroMāori.co.nz), [www.ma-tereo.co.nz](http://www.ma-tereo.co.nz) and [www.whakarauora.org.nz](http://www.whakarauora.org.nz). The new site will be operative from June 2015 to support Te Wiki o te Reo Māori 2015 and fully working by August 2015.

In addition, both the MLS 2014 and the Minister for Māori Development expect us to collaborate with others within the Māori language sector on issues of mutual interest, including research priorities, monitoring and reporting on Māori language programmes and developing the matrix of language vitality indicators.

Figure 6 shows how the stakeholder engagement activities and their outcomes and measures (shown on the following table) link to the wider organisational outcomes framework.
Figure 6: Stakeholder engagement model

Stakeholder engagement

Te reo Māori becomes an ordinary means of communication in the home

More New Zealanders engage with te reo Māori

Te reo Māori is a living language that reflects life and culture in Aotearoa

Te kōrero tanga o te reo – increasing the use of the Māori language among whānau Māori and other New Zealanders, especially in the home

Te ako i te reo – increasing the number of whānau Māori and other New Zealanders who can speak Māori

Te mārama pū ki te whakairi reo – increasing critical awareness about Māori language revitalisation

Te mana o te reo – Increasing the status of the Māori language in New Zealand society

Te kounga o te reo – supporting the quality and appropriate use of the Māori language, and iwi dialect maintenance

Te kōrerotanga o te reo – increasing the use of the Māori language among whānau Māori and other New Zealanders, especially in the home

Contribution

Attribution

Promotion of the Māori language – including Te Wiki o te Reo Māori, Ngā Tohu Reo Māori, other campaigns, general communications

Media / stakeholder relations

Customer interaction via website/social media

Key events and contributions to revitalising te reo Māori are celebrated

The general public and media are aware of the importance of te reo Māori to all aspects of life in Aotearoa

Strong collaborative relationships are built with others working in the Māori language sector

Social media and electronic interaction plays an increasingly positive role in the revitalisation of te reo Māori

Te Tauroa Whiri i te Reo Māori advice, resources and research is accessible to all

Inputs – events management, sponsorship, relationship building, communications strategy, expertise, systems

Percentage of households where Māori language is spoken

The number of people engaged in Māori language courses

The number of Māori language speakers

Level of media commentary (sampled during specific periods of the year) that is positive towards Māori language

The range of resources (including dictionaries, word lists and glossaries) which are available to learners and speakers of the Māori language

25 | Page
## STAKEHOLDER ENGAGEMENT MEASURES

<table>
<thead>
<tr>
<th>Effectiveness indicators</th>
<th>PAST TRENDS</th>
<th>2014-15 PERFORMANCE</th>
<th>FORECAST 2015-16</th>
<th>FORECAST 2016-17</th>
<th>ALIGNMENT TO MLS 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of all promotional campaigns and resources</td>
<td>2011-12 Actual</td>
<td>2012-13 Actual</td>
<td>2013-14 Actual</td>
<td>Performance to Q3 2014/15</td>
<td>Variance</td>
</tr>
<tr>
<td>New measure</td>
<td>80%</td>
<td>84%</td>
<td>Maintain or improve trend</td>
<td>89%</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of customers who report that resources produced to support the acquisition of te reo Māori are helpful.</td>
<td>New measure</td>
<td></td>
<td></td>
<td>Results of SurveyMonkey on TWRM resources undertaken in Sept 2014.</td>
<td></td>
</tr>
<tr>
<td>Service management indicators</td>
<td>Number of relationships with key stakeholders which are formalised (eg by Heads of Agreement, MOU, a commitment to formal meetings, establishing a working party).</td>
<td>New measure</td>
<td>3</td>
<td>3</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Number of threads (&gt;6 posts in thread) on Twitter or Facebook pages administered by Te Taura Whiri i te Reo Māori which are over 80 percent in te reo.</td>
<td>New measure</td>
<td>600</td>
<td>861</td>
<td>44%</td>
</tr>
</tbody>
</table>

Note that the definition of a thread will be defined more exactly for 2015/16 and outyears than for 2014/15.
### Stakeholder Engagement Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of resources to support the acquisition and use of te reo Māori delivered to customers (physical delivery and online resources downloaded).</td>
<td>522,475</td>
<td>309,600</td>
<td>347,660</td>
<td>320,000</td>
<td>120,816</td>
<td>(62%)</td>
<td>On track for full year. Downloads are increasing and expected to continue to do so as Te Wiki o te reo Māori 2015 resources become available from May.</td>
<td>320,000</td>
<td>320,000</td>
<td>Te mana o te reo; Te kounga o te reo; Te mārama pū ki te whakaora reo</td>
</tr>
<tr>
<td>Profiles of followers of Te Taura Whiri i te Reo Māori in social media.</td>
<td>New measure</td>
<td>No forecast set</td>
<td>15,418</td>
<td>0%</td>
<td>Includes follows and likes on one Twitter account and two Facebook pages.</td>
<td>Maintain or improve trend</td>
<td>Maintain or improve trend</td>
<td>Te mana o te reo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of unique pageviews on new integrated website</td>
<td>New measure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Note that the existing websites are not able to produce a consolidated figure for the number of pageviews so an estimate of the 2014/15 figure cannot be used as a basis for future performance.</td>
<td>TBC</td>
<td>TBC</td>
<td>Te mana o te reo</td>
</tr>
</tbody>
</table>
PART TWO - STATEMENT OF PERFORMANCE EXPECTATIONS (Financial)

The financial projections shown as forecasts for 2014/15 on each of the following prospective financial statements have not been audited (as the column headings indicate).

The Minister for Māori Development is the responsible minister for Te Taura Whiri i te Reo Māori.

Statement of Responsibility

The prospective statements for Te Taura Whiri i te Reo Māori for the year ending 30 June 2016 contained in this report have been prepared in accordance with section 142 of the Crown Entities Act 2004.

The Corporate Services Manager of Te Taura Whiri i te Reo Māori acknowledges that in signing this statement, he accepts responsibility for the prospective financial statements contained in this report.

The financial performance forecast to be achieved by Te Taura Whiri i te Reo Māori for the year ending 30 June 2016 that is specified in the Prospective Financial Statements is as agreed with the Minister for Māori Development who is the Minister responsible for the financial performance of Te Taura Whiri i te Reo Māori.

The performance for each class of outputs forecast to be achieved by Te Taura Whiri i te Reo Māori for the year ending 30 June 2016 that is specified in the Statement of Performance Expectations is agreed with the Minister for Māori Development who is responsible for the Vote administered by Te Taura Whiri i te Reo Māori.

We certify that the information contained in this report is consistent with the appropriations contained in the Estimates for the year ending 30 June 2016 and laid before the House of Representatives under section 13 of the Public Finance Act 1989.

Poia Rewi
Acting Chief Executive
24 June 2015

Tuehu Harris
Corporate Services Manager
24 June 2015
Introduction

For the year ending 30 June 2016 Te Taura Whiri i te Reo Māori expects to receive from the Crown:

- $9.501 million for the promotion of the Māori language in New Zealand, including $6.317 million to support Mā te Reo, He Kāinga Kōrerorero and CBLI. These initiatives aim to support iwi, hapū and whānau to build their capacity in te reo Māori.
- $2.000 million for research and development projects that support the revitalisation of the Māori language

Statement of significant underlying assumptions

Reporting entity

These are the prospective financial statements of Te Taura Whiri i te Reo Māori, an autonomous crown entity established under the Māori Language Act 1987.

Te Taura Whiri i te Reo Māori is a Tier 2 public benefit entity, as defined under the External Reporting board Accounting Standards Framework.

The prospective financial statements have been prepared in accordance with Section 142 of the Crown Entities Act 2004 and are consistent with generally accepted accounting practice and comply with the requirements of the applicable International Public Sector Standards.

The purpose of the prospective financial statements is to facilitate parliamentary consideration of the appropriation for, and planned performance of, Te Taura Whiri i te Reo Māori. They have been compiled on the basis of government policies and assume that the functions and duties of Te Taura Whiri i te Reo Māori will remain consistent with those set out in the Māori Language Act 1987.

The statements may not be appropriate for purposes other than those described.

Statement of significant accounting policies


Measurement system

The prospective financial statements have been prepared on a historical cost basis unless otherwise stated. The accounting policies have been applied consistently to all periods presented in the prospective financial statements.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollar.

The functional currency of Te Taura Whiri i te Reo Māori is New Zealand dollars.
Revenue

Te T aura Whiri i te Reo Māori derives revenue through the provision of outputs to the Crown, for services to third parties and interest on its deposits. Such revenue is recognised when earned and is reported in the financial period to which it relates. Revenue is measured at the fair value of consideration received.

Specific accounting policies

Financial assets

Cash and cash equivalents include cash on hand, cash in transit, bank accounts and deposits with a maturity of no more than three months from date of acquisition.

Investments are stated at the lower of cost and net realisable value. Any write-downs are recognised in the Statement of Comprehensive Income.

A provision for impairment of receivables is established when there is objective evidence that Te T aura Whiri i te Reo Māori will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset’s carrying amount and the estimated realisable value.

Physical assets

Physical Assets which consist of leasehold improvements, motor vehicles, furniture and fittings, office equipment and EDP equipment, are initially recorded at cost.

Where an asset is acquired for nil or nominal consideration the asset will be recognised initially at fair value, as at the date of acquisition.

Depreciation

Depreciation is provided on a straight line basis on all physical assets so as to allocate the cost of the assets over their useful lives with no residual value. The estimated economic useful lives and associated depreciation rates of classes of assets are:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Useful Life (years)</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasehold Improvements</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td>Furniture and Fittings</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td>EDP Equipment</td>
<td>4</td>
<td>25%</td>
</tr>
<tr>
<td>Software Development</td>
<td>4</td>
<td>25%</td>
</tr>
</tbody>
</table>

Intangible assets

Computer software that is not integral to the operation of the hardware is recorded as an intangible asset on the basis of the costs incurred to acquire and bring to use the specific software and amortised on a straight line basis over a period of four years. Costs associated with maintaining computer software are recognised as an expense when incurred.
Financial instruments

Te Taura Whiri i te Reo Māori is party to financial instruments in the form of bank accounts, accounts receivable, accounts payable and accruals as part of everyday operations. These are reflected in the Statement of Financial Position at their fair value. Revenues and expenses in relation to financial instruments are recognised in the Statement of Financial Performance.

All foreign exchange transactions are translated at the rates of exchange applicable in each transaction. Te Taura Whiri i te Reo Māori does not carry any balances in foreign currencies.

Goods and services tax

The Financial Statements are recorded on a GST exclusive basis with the exception of accounts receivable and accounts payable which are stated with GST included.

Commitments

Future payments are disclosed as commitments at the point a contractual obligation arises to the extent that they are equally unperformed obligations. Commitments relating to employment contracts are not disclosed.

Leases

Te Taura Whiri i te Reo Māori leases office premises and office equipment. As all the risks and ownership are retained by the lessor, these leases are classified as operating leases. Operating lease costs are expensed in the period in which they are incurred.

Taxation

Te Taura Whiri i te Reo Māori is exempt from income tax under Section 15 of the Second Schedule of the Māori Language Act 1987.

Provision for employment entitlements

Annual leave is recorded on an actual entitlement basis at current rates of pay.

Statement of cash flows

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which Te Taura Whiri i te Reo Māori invests as part of its day-to-day cash management.

Operating activities include all activities other than investing and financing activities. The cash inflows include all receipts from the sale of goods and services and other sources of revenue that support operating activities of Te Taura Whiri i te Reo Māori. Cash outflows include payments made to employees, suppliers and for taxes.

Investing activities are those activities relating to the acquisition and disposal of current and non-current securities and any other non-current assets.
Financing activities are those activities relating to changes in equity and debt capital structure of Te Taura Whiri i te Reo Māori and those activities relating to the cost of servicing the equity capital of Te Taura Whiri i te Reo Māori.

**Cost allocation**

Te Taura Whiri i te Reo Māori has determined the cost of outputs using the cost allocation system outlined below.

*Criteria for direct costs*

Direct costs are those costs that are directly attributed to an output.

*Criteria for indirect costs*

Indirect costs and corporate overheads are those costs that cannot be attributed in an economically feasible manner to a specific output, and are allocated to outputs on the basis of budgeted full time equivalents (FTEs) attributable to each output.

*Changes in accounting policies*

All revenue received, irrespective of source and usage has been included in the prospective financial statements. This differs from previous years’ treatment where some revenue was treated as agency funds.
Financial statements

**Prospective statement of comprehensive income**
For the year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>2014/15 Budget $</th>
<th>2014/15 Estimated Actuals $</th>
<th>2015/16 Forecast $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating revenue from Crown</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating appropriation</td>
<td>3,204,000</td>
<td>3,204,000</td>
<td>3,204,000</td>
</tr>
<tr>
<td>Mā Te Reo Fund - monitoring and evaluation</td>
<td>250,000</td>
<td>250,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Research and development (R&amp;D)</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Community-Based Language Initiatives</td>
<td>1,460,960</td>
<td>1,460,960</td>
<td>1,480,960</td>
</tr>
<tr>
<td>Total operating revenue from Crown</td>
<td>6,914,960</td>
<td>6,914,960</td>
<td>6,934,960</td>
</tr>
<tr>
<td>Grants revenue from Crown</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mā Te Reo fund</td>
<td>2,250,000</td>
<td>2,250,000</td>
<td>2,250,000</td>
</tr>
<tr>
<td>He Kāinga Kōrerorero</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>CBLI - Te Kura Whānau Reo</td>
<td>836,040</td>
<td>836,040</td>
<td>836,040</td>
</tr>
<tr>
<td>Total grants revenue from Crown</td>
<td>4,586,040</td>
<td>4,586,040</td>
<td>4,586,040</td>
</tr>
<tr>
<td>Finance revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>125,000</td>
<td>350,303</td>
<td>350,303</td>
</tr>
<tr>
<td>Other revenue</td>
<td>120,000</td>
<td>166,764</td>
<td>166,764</td>
</tr>
<tr>
<td>Total finance revenue</td>
<td>245,000</td>
<td>517,067</td>
<td>517,067</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>11,746,000</td>
<td>12,018,067</td>
<td>12,038,067</td>
</tr>
</tbody>
</table>

<p>| <strong>EXPENSES</strong>              |                  |                             |                   |
| Operating expenses        |                  |                             |                   |
| Amortisation              | 37,879           | 12,744                      | 17,744            |
| Depreciation              | 75,461           | 45,126                      | 63,418            |
| TTWh operating expenses   | 1,508,265        | 1,890,232                   | 1,796,432         |
| CBLI operating expenses   | 2,084,727        | 304,474                     | 3,280,095         |
| R&amp;D operating expenses    | 3,102,068        | 1,598,770                   | 1,574,064         |
| TTWh personnel            | 2,007,154        | 1,975,075                   | 2,190,817         |
| CBLI personnel            | 55,000           | 10,587                      | 130,800           |
| R&amp;D personnel             | 198,225          | 181,938                     | 354,250           |
| Total operating expenses  | 9,068,779        | 6,018,946                   | 9,407,619         |
| Contract expenses (net)   |                  |                             |                   |
| Mā Te Reo fund            | 2,300,000        | 3,250,000                   | 2,250,000         |
| He Kāinga Kōrerorero      | 1,500,000        | 1,500,000                   | 1,500,000         |
| CBLI - Te Kura Whānau Reo | 836,040          | 836,040                     | 836,040           |
| Total contract expenses   | 4,636,040        | 5,586,040                   | 4,586,040         |
| Total Expenses            | 13,704,819       | 11,604,986                  | 13,993,659        |</p>
<table>
<thead>
<tr>
<th></th>
<th>2014/15 Budget $</th>
<th>2014/15 Estimated Actuals $</th>
<th>2015/16 Forecast $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating surplus</td>
<td>($1,908,819)</td>
<td>1,413,081</td>
<td>($1,955,592)</td>
</tr>
<tr>
<td>Contracts surplus</td>
<td>($50,000)</td>
<td>($1,000,000)</td>
<td>$0</td>
</tr>
<tr>
<td>Total operating surplus/(deficit)</td>
<td>($1,958,819)</td>
<td>413,081</td>
<td>($1,955,592)</td>
</tr>
</tbody>
</table>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.
Prospective statement of financial position
As at 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>2014/15 Budget $</th>
<th>2014/15 Estimated Actuals $</th>
<th>2015/16 Forecast $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>5,152,800</td>
<td>7,700,222</td>
<td>7,726,917</td>
</tr>
<tr>
<td>Debtors and other receivables</td>
<td>75,000</td>
<td>60,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Mā te Reo agency fund investment account</td>
<td>4,769,800</td>
<td>4,035,000</td>
<td>4,355,000</td>
</tr>
<tr>
<td>Prepayments</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>GST receivable</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>9,997,600</td>
<td>11,795,222</td>
<td>12,156,917</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mā te Reo agency fund investment account</td>
<td>100,000</td>
<td>150,000</td>
<td>-</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>129,930</td>
<td>59,272</td>
<td>145,854</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>497,891</td>
<td>16,935</td>
<td>99,191</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>727,821</td>
<td>226,207</td>
<td>245,045</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>10,725,421</td>
<td>12,021,429</td>
<td>12,401,962</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors and other payables</td>
<td>3,484,663</td>
<td>3,646,444</td>
<td>4,250,058</td>
</tr>
<tr>
<td>Mā te Reo agency fund investment account</td>
<td>900,000</td>
<td>220,000</td>
<td>900,000</td>
</tr>
<tr>
<td>GST payable</td>
<td>-</td>
<td>496,000</td>
<td>-</td>
</tr>
<tr>
<td>Employee entitlements</td>
<td>240,000</td>
<td>-</td>
<td>240,000</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>4,624,663</td>
<td>4,362,444</td>
<td>5,390,058</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mā te Reo agency fund investment account</td>
<td>3,969,800</td>
<td>3,689,000</td>
<td>3,455,000</td>
</tr>
<tr>
<td>Employee entitlements</td>
<td>12,000</td>
<td>12,000</td>
<td>12,000</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>3,981,800</td>
<td>3,701,000</td>
<td>3,467,000</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>8,606,463</td>
<td>8,063,444</td>
<td>8,857,058</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>2,118,958</td>
<td>3,957,985</td>
<td>3,544,904</td>
</tr>
<tr>
<td><strong>OWNER’S EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brought forward</td>
<td>4,077,778</td>
<td>3,544,904</td>
<td>3,957,985</td>
</tr>
<tr>
<td>Current year earnings</td>
<td>($1,958,819)</td>
<td>413,081</td>
<td>($1,955,592)</td>
</tr>
<tr>
<td><strong>Total Crown equity</strong></td>
<td>2,118,959</td>
<td>3,957,985</td>
<td>3,544,904</td>
</tr>
</tbody>
</table>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.
### Statement of changes in equity
For the year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>2014/15 Budget $</th>
<th>2014/15 Estimated Actuals $</th>
<th>2015/16 Forecast $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Crown equity at 1 July</strong></td>
<td>4,077,778</td>
<td>3,544,904</td>
<td>3,957,984</td>
</tr>
<tr>
<td>Surplus Comprehensive Income</td>
<td>($1,958,819)</td>
<td>413,081</td>
<td>($1,955,592)</td>
</tr>
<tr>
<td><strong>Total Comprehensive Income</strong></td>
<td>($1,958,819)</td>
<td>413,081</td>
<td>($1,955,592)</td>
</tr>
<tr>
<td><strong>Total Crown equity at 30 June</strong></td>
<td>2,118,959</td>
<td>3,957,985</td>
<td>2,002,392</td>
</tr>
</tbody>
</table>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.
Statement of cash flows
For the year ended 30 June 2016

<table>
<thead>
<tr>
<th></th>
<th>2014/15 Budget $</th>
<th>2014/15 Estimated Actuals $</th>
<th>2015/16 Forecast $</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH FLOWS FROM OPERATING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash was provided from (applied to)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from Crown revenue</td>
<td>11,501,000</td>
<td>11,501,000</td>
<td>11,521,000</td>
</tr>
<tr>
<td>Interest received</td>
<td>125,000</td>
<td>350,303</td>
<td>350,303</td>
</tr>
<tr>
<td>Receipt from other revenue</td>
<td>142,934</td>
<td>366,227</td>
<td>153,721</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>($8,678,431)</td>
<td>($6,547,892)</td>
<td>($9,889,625)</td>
</tr>
<tr>
<td>Payments to employees</td>
<td>($2,235,379)</td>
<td>($2,365,259)</td>
<td>($2,435,867)</td>
</tr>
<tr>
<td>Payment of GST</td>
<td>518,665</td>
<td>56,307</td>
<td>496,000</td>
</tr>
<tr>
<td>Net cash flow from operating activities</td>
<td>1,373,789</td>
<td>3,360,686</td>
<td>195,532</td>
</tr>
<tr>
<td>CASH FLOWS FROM INVESTING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash was provided from (applied to)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of property, plant and equipment</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>($617,500)</td>
<td>($56,975)</td>
<td>($168,838)</td>
</tr>
<tr>
<td>Purchase of intangible assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net cash flows from investing activities</td>
<td>($617,500)</td>
<td>($56,975)</td>
<td>($168,838)</td>
</tr>
<tr>
<td>CASH FLOWS FROM FINANCING ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash was provided from (applied to)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital contributions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mā Te Reo Investment Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net cash flows from financing activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net (decrease)/ increase in cash and cash equivalents</td>
<td>756,289</td>
<td>3,303,711</td>
<td>26,694</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td>4,396,511</td>
<td>4,396,511</td>
<td>7,700,222</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of year</td>
<td>5,152,800</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Represented by: Cash &amp; cash equivalents</td>
<td>5,152,800</td>
<td>7,700,222</td>
<td>7,726,916</td>
</tr>
</tbody>
</table>

The accompanying accounting policies and notes to the financial statements form an integral part of these financial statements.