



**BROADCASTING STANDARDS AUTHORITY
STATEMENT OF INTENT 2008-2011
TE MĀNA WHANONGA KAIPĀHO
TAUĀKĪ WHAKAMAUNGA ATU 2008-2011**

TABLE OF CONTENTS

Statements from the BSA and the Minister	2
Introduction	3
Key initiatives	3
Part 1: Strategic Issues 2008 - 2011	4
1. Our environment	5
2. What we do	6
3. Outcome and Impacts	6
4. What we will achieve	8
5. Organisational health and capability	10
6. Reporting to the Minister	12
7. Key measures	12
Part 2: Measuring Performance 2008 - 2009	13
Forecast income statement	15
Forecast statement of movements in equity	16
Forecast balance sheet	17
Forecast cash flow statement	18
Notes to the forecast financial statements	19
Forecast statement of service performance	22
Output Class 1: Complaints determination	22
Output Class 2: Broadcasting codes	24
Output Class 3: Stakeholder information	25
Forecast output and expenditure summary	27
Directory	28

STATEMENTS FROM THE BSA AND THE MINISTER

30 May 2008

This Statement of Intent is produced in accordance with sections 141 and 142 of the Crown Entities Act 2004.

As required by that Act, this statement covers:

- key background information about the Broadcasting Standards Authority (the BSA) and its operating environment
- the nature and scope of the BSA's functions and intended operations
- impacts, outcomes and objectives
- operating intentions
- how we report to Government
- the organisational health and capability of the BSA

- forecast financial statements and forecast statement of service performance.

The BSA is looking forward to a year in which we enhance our communications, especially in the area of providing information about our research. We will also continue to undertake our core business of complaints determination and stakeholder outreach and improve on these services wherever possible.

The forecast financial statements contained in this document have been authorised for issue by the board of the BSA. There is no intention to update the forecast financial statements subsequent to presentation.



Joanne Morris, OBE
Chair



Tapu Misa
Member



Diane Musgrave
Member



Paul France
Member

In accordance with section 149 of the Crown Entities Act 2004 I agree to lay this Statement of Intent of the Broadcasting Standards Authority for the three years ended 30 June 2011 before the House of Representatives.



Hon Trevor Mallard
Minister of Broadcasting

INTRODUCTION

This Statement of Intent (SOI) provides information about the outcomes the BSA will pursue, and how we intend to do this, over the next three years.

The SOI is divided into two main parts. The first part describes our broad environment and how we are addressing various issues over three years. The second part provides detailed information on our activities over the next year.

KEY INITIATIVES

For the first year of this Statement of Intent, ending 30 June 2009, our focus will be on the following areas:

- Continue to produce timely, well-reasoned and fair decisions on formal complaints, written in plain language.
- Commission and publish qualitative research on children's media use, exposure and response and a study on an aspect of 'reality' television.
- Maintain a programme of action for our community advisory panel.
- Publish research on public expectations of classification and warning systems; and co-publish a study of perceptions of violent content in entertainment genres.
- Work to improve our communications, including a focus on publicising our research more effectively and reviewing our key communication resources.
- Publish two new practice notes interpreting broadcasting Code issues.
- Support a specific media literacy project.

**PART 1:
STRATEGIC ISSUES
2008 - 2011**

1. OUR ENVIRONMENT

The broadcasting environment has always been one of change, both in the programming that broadcasters present and the technology they employ. However, the very nature of 'broadcasting' as we know it is currently being transformed. 'Convergence' – a process which involves the breaking down of historical barriers between different sections of the media – is changing broadcasting in a fundamental way.

One result is that the traditional areas of the media, including television and radio, are now transmitting their content in additional ways, such as via the internet and mobile devices. Providers operating principally online and via mobile phones, in turn, are searching for sustainable business models that will enable them to compete for audience share and advertising revenue.

Alongside these changes, media markets continue to fragment, meaning that audiences may choose from more content options than ever before.

Convergence has already affected the environment in which the BSA works. The definition of 'broadcasting' in the Broadcasting Act 1989 does not include some newer forms of distribution, meaning that these areas are excluded from the BSA's jurisdiction and, indeed, from any formal content regulation.

In early 2008 the Ministry for Culture and Heritage, which oversees the government's broadcasting policy, released a public discussion paper that sought the public's views on the future of content regulation in New Zealand. The paper was partly based on future-themed research previously co-commissioned by the Ministry and the BSA.

This discussion paper was just one part of a wide-ranging review of digital broadcasting. The wider review encompasses a range of issues, from market definitions and cross-media ownership, to spectrum allocation.

The results of the consultation process and any alterations to the way media content is regulated in New Zealand will need to be worked through carefully. Given that technology and the demands of the marketplace will continue to evolve, any revised system of media regulation will need to be both robust and adaptable.

Changes to the broadcasting environment occupy much of our forward thinking but we are aware that while there are a wide range of entertainment options now on offer, a significant proportion of viewers are still engaging predominantly with television and radio in their daily lives. Televisions still dominate most living rooms and radio remains a powerful media force. Therefore, it is important that broadcasting standards and the way they are put into practice remain both relevant and fair.

2. WHAT WE DO

The BSA is a quasi-judicial tribunal established by the Broadcasting Act 1989. We are an Independent Crown Entity, also subject to the Crown Entities Act 2004.

The current functions of the BSA relate to aspects of radio and television content regulation outlined in section 21 of the Broadcasting Act. They are principally to:

- receive and determine complaints about alleged breaches of codes of broadcasting practice, referred by complainants following decisions made by broadcasters
- receive and determine complaints concerning privacy where the complainant has chosen to refer the complaint directly to the Authority
- receive and determine complaints that election programmes have breached the codes of broadcasting practice
- encourage broadcasters to develop codes of broadcasting practice, and to approve those codes
- publish research and advisory opinions on matters relating to broadcasting standards and ethical conduct in broadcasting.

Members are appointed by the Governor-General on the advice of the Minister of Broadcasting. Members have two key roles: governance of the BSA and quasi-judicial decision making on complaints.

Conflicts of Interest

A conflict of interest declaration is included on each meeting agenda and a conflicts register is maintained. Members are required to withdraw from the consideration of any complaint in which they have an interest or a potential conflict.

Each member signs a Declaration of Interest form annually.

3. OUTCOME AND IMPACTS

Our vision, which is our interpretation of the most important outcome for broadcast content regulation in New Zealand society, is that:

Fair broadcasting is fostered for all New Zealanders.

Kia tōkeke tonu te whakatupu i te pāhotanga, mā ngā tāngata katoa o Aotearoa.

Our mission, how we marshal our activities to achieve our vision, is that we will:

Support fairness and freedom in broadcasting through impartial complaints determination, effective research and informing stakeholders.

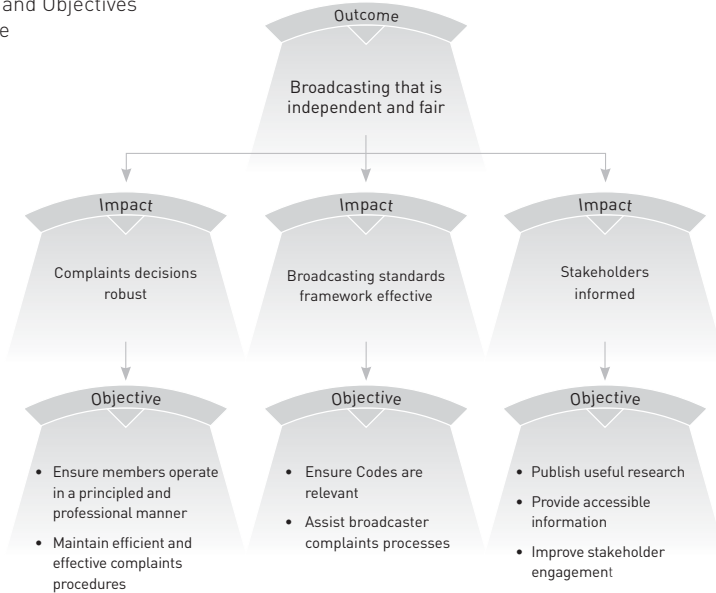
Ka tautoko i te pono me te rangatiratanga i roto i te pāhotanga mā te whakatau tōkeke i ngā whakapae, mā te rangahau hāngai tonu, mā te taute i te hunga whai pānga.

Our values of *fairness*, *integrity* and *respect* inform our approach to the quasi-judicial role of determining complaints, and to the role we play in helping to improve understanding between broadcasters and audiences.

Outcome

The Crown Entities Act requires us to outline the specific impacts, outcomes or objectives that we seek to achieve or to which we intend to contribute.

Fig. 1: BSA Outcome, Impacts and Objectives Structure



The key outcome we seek to influence in the broadcasting sector is:

Broadcasting that is independent and fair.

Two aspirations underpin our efforts to contribute to this outcome.

- Freedom of expression for broadcasters and their audiences in delivering and accessing programme content is supported
- Public awareness of broadcasting issues is fostered.

In relation to broadcasting regulation, the first aspiration acknowledges the rights of broadcasters to impart information, and the right of the public to receive it, as enshrined in the Bill of Rights Act 1990. This also

acknowledges that broadcasters are the first arbiters of their programming, delivered with the intention to satisfy their audiences. The BSA (unlike a censorship body) is mainly a ‘second tier’ review organisation, with determination powers relevant only after broadcasts have taken place.

The second aspiration acknowledges the right of the public both to protest and to influence broadcaster decisions. Fair broadcasting is assisted by informed contributions from interested and different parties.

Our ‘impacts’ (specific contributions that the BSA can make to this outcome) are separated into three categories as illustrated (Fig. 1) each with specific objectives.

4. WHAT WE WILL ACHIEVE

Complaints determination

Our processes for determining complaints have been developed over the past two decades and we constantly challenge ourselves to refine and improve these systems. The targets we have set for ourselves in relation to this area are designed to balance the right of complainants to a fair and timely service with realistic timeframes that ensure complaints are dealt with thoroughly and thoughtfully.

We have an ongoing strategy for measuring stakeholder satisfaction with our systems and service. In the past two years we have surveyed broadcasters (2006) and complainants (2007). No stakeholder surveys are timetabled for this year so instead we intend to examine a particular aspect of complaint determination – how we apply the Bill of Rights in our decision making.

Freedom of expression underpins the broadcasting system in New Zealand and any decision about a possible breach of standards must be weighed against the Bill of Rights, most notably the right to freedom of expression contained in section 14. We will review our approach to the Bill of Rights and will implement any relevant or necessary changes to our process.

The Broadcasting Act creates an initially self-regulating system for most complaints. Except for complaints over election programmes or directly referred privacy complaints, complainants must first have their complaint considered by the broadcaster concerned. The experience with the broadcaster can have a significant effect on the complainant's overall experience of the process. This year we have increased our targets around supporting broadcasters in complaint determination, specifically providing for more meetings with

broadcasters of all sizes. We hope improved communication between broadcasters and the BSA will lead to a more efficient and consistent overall process.

Broadcasting Codes

We have four Codes of Broadcasting Practice: Free-to-Air Television, Pay Television, Radio and Election Programmes. Each Code is reviewed at least once every five years to ensure it remains relevant.

Last year the Free-to-Air and Radio Codes were reviewed. The Election Programmes Code was also rewritten because of changes to the Broadcasting Act made in conjunction with the Electoral Finance Act 2007.

There are no Codes due for review this year and so our work in the next twelve months will concentrate on publishing and promoting those three recently revised Codes. Each newly revised Code will be published in both English and Te Reo Māori.

We will endeavour to ensure all broadcasters understand their obligations under the Codes and because 2008 is an election year we intend to pay special attention to promotion of the Election Programmes Code.

As in past years we will continue to put out practice notes on aspects of Code interpretation. These explain the BSA's likely approach to various standards issues.

Stakeholder Information

Research

All our research flows from the research strategy we developed in 2006:

- To publish broad-based, innovative and practical research which adds to publicly available knowledge about a variety of broadcast and media content issues
- To be continuously curious about, and informed of, New Zealanders' views about broadcasting standards and related matters

- To consider longitudinal research where possible to maximise the value of the data and the consistency of the research programme
- To use research to measure stakeholder satisfaction.

We have a medium to long-term plan that lists areas of key research interest and specific projects. This is reviewed and refined each year to make the best use of any findings from completed projects or to take account of new imperatives and changes in our operating environment.

Over the past few years we have invested significant resources towards our research goals and are very proud of the results. However, as a small organisation with a limited budget we cannot continue such an ambitious programme indefinitely.

The one major project we will complete is a qualitative study that flows from the findings of our children's media use, exposure and response quantitative research, which was published in May 2008.

A second smaller research project will examine a broadcasting standards aspect of 'reality' television. Reality television programmes are often the subject of complaints to the BSA and we are particularly interested to see how taking part in such a show affects participants, principally in light of the privacy and fairness standards from the Codes of Practice.

Privacy will also feature in a think-piece we intend to complete during the course of the year. We will publish two other studies previously completed:

- the qualitative study on perceptions of violent content in entertainment genres undertaken in early 2008 in partnership with the Office of Film and Literature Classification, and

- a study of public expectations of classification and warning systems.

Our partnership with the Office of Film and Literature Classification last year was very successful and we will continue to seek partnerships with other organisations wherever feasible in order to maximise the use of our research finances.

We will also continue to involve our stakeholders wherever practicable when we plan and commission research.

Accessible Information

Over the next twelve months we intend to put an emphasis on the promotion of our research. This will ensure we capitalise on our past investment in this area.

Dovetailing with this initiative we will review two of our principal communication tools, namely our website and 0800 number, and will develop a plan for making any necessary or constructive improvements.

In the past three years we have researched media literacy, supported a media education website and undertaken projects through our Community Advisory Panel (CAP) with a media literacy aim. Media literacy is the ability to access and understand media in order to use it effectively. We will continue that work this year through the tasks that arise from consultation with CAP and by supporting an outside project that encourages media literacy.

These activities will all be in keeping with our media literacy strategy which will be finalised this year.

Stakeholder Engagement

Our Community Advisory Panel (CAP) is made up of ten people from different and diverse communities around the country. We consult with the CAP regularly and from that consultation create a workplan.

The CAP consultation also helps to inform our research programme.

Last year the workplan identified key messages concerning broadcasting standards that needed to be more effectively communicated to certain parts of the community. This included promotion of the 'watershed' (the commencement of Adults Only time at 8:30pm on free-to-air television) among caregivers.

We have been very pleased with the resources that have flowed from the CAP workplan, including posters, advertisements and even a fridge magnet.

This year we intend to build upon the CAP's earlier work, delivering another public awareness campaign that communicates messages that arise from the CAP consultation.

Of course, we will continue our other ongoing communication and consultation work. This includes direct discussion with interested organisations and people, public speaking and participation in conferences, and providing useful information in a variety of forms and languages.

5. ORGANISATIONAL HEALTH AND CAPABILITY

Health

Our most valuable asset is our people. This is not sentiment, it is a fact.

We are proud to foster a collaborative organisation that values the input of all participants.

We enjoy and encourage a positive, flexible culture, and have a clear appreciation of governance and management distinctions.

Our personnel policies are formally recorded in a policy manual, including a commitment to being a good employer and providing

equal employment opportunities (given the constraints of a very small entity comprising specialist staff). We do not permit harassment or discrimination of any type.

Our prime employment criterion is selection based on merit. When hiring, we advertise vacancies carefully, and balance interviewing personnel so an appropriate mix of gender, age and professional expertise is represented.

In employment, we support flexible hours, where possible, and working from home where necessary. We are sensitive to the needs of caregivers.

We currently have no Māori representation at board or staff level but we partly mitigate this by co-opting Māori membership on specific complaints, and commissioning advice as and when required.

Capability

We are one of the smallest Crown Entities (see BSA Organisation at *Fig. 2*). Our small size creates both opportunities and challenges; it allows us to be nimble and adaptable but it also means we are less able to easily absorb unexpected or increased demands on workload.

To function at a high level we need: complaints numbers and complexity to remain at manageable levels; staffing to remain stable; staff to be highly productive; healthy synergies between board, management and staff; state sector compliance requirements to take account of the fact that our size limits our capacity to respond; and adequate funding. Simultaneous changes to more than one of these factors will challenge the quality of service delivery.

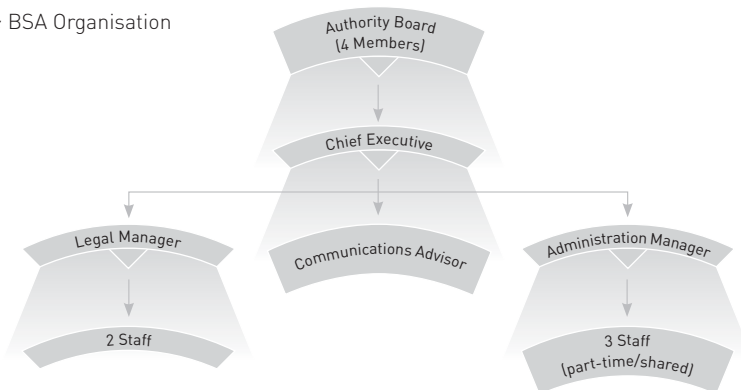
We have a simple but effective risk management framework. Our board and senior managers formally consider, at least every six months and more often if required, key risks and the steps we take to mitigate them.

Capability Objectives

To enhance our capability over the next three years we will maintain and develop policies which ensure that:

Objectives	Measures
Members continue to be knowledgeable both about their duties of governance and their quasi-judicial powers, and how to discharge these successfully.	Governance and quasi-judicial questions included in annual board self-assessment, with training given as required. Discussions on topics of governance take place on average every second board meeting.
Staff recruitment, training and retention policies focus on attracting and retaining skilled, flexible, knowledgeable and diverse team players.	Full-time staff turnover no more than one-third (two people) per annum.
Staff possess the tools, information and training necessary to perform to a high and multi-functional level.	Each staff member has a professional development plan.
Office space and equipment is safe and well-maintained.	Annual capital expenditure and maintenance programmes as approved by board.

Fig. 2: BSA Organisation



6. REPORTING TO THE MINISTER

As required by law, complaints determination is performed by BSA members fully independent of the Minister of Broadcasting and government. Our status as an Independent Crown Entity means that no consultation with the Minister is undertaken when determining complaints. Neither is the Minister consulted about code reviews, research or communications activities except by way of intentions signalled in this SOI.

We provide the Minister with quarterly reports about performance against operational targets set out in this SOI, summaries of complaint decisions published in the quarter, and forecasts of our projected year-end financial performance.

We also sign a Memorandum of Understanding with the Minister which the Ministry for Culture and Heritage holds on the Minister's behalf. The Ministry is responsible for drafting all replies to parliamentary questions and ministerial correspondence. The BSA can withhold information from the Minister or the Ministry in accordance with s134 of the Crown Entities Act.

Our staff consults with the Ministry for Culture and Heritage on operational matters when appropriate.

7. KEY MEASURES

We plan to achieve five key goals in order to ensure our financial and non-financial success over the three year period ending 30 June 2011. We will report on these measures in our annual report.

Goals	Measures
<i>Non-financial</i>	
1: Maintain quality of the complaints determination processes.	At least one external review on a complaints process is commissioned, completed and reported to the board at least every two years. No more than one issued decision is successfully appealed to the High Court in each financial year.
2: Each broadcasting code of practice is reviewed at least once every five years.	Each code review completed within 18 months of commencement.
3: Five year research plan adhered to (and reviewed annually).	Research projects commissioned and published according to plan.
4: Communications strategy executed (and reviewed annually).	Communications targets met.
<i>Financial</i>	
5: Apply funding from the Crown and the broadcasting levy to activities described in the prospective financial statements.	Compliance reviewed by board half-yearly.

**PART 2:
MEASURING
PERFORMANCE
2008 - 2009**

The following statements provide targets, budgets and performance measures for the year ended 30 June 2009, in accordance with s142 of the Crown Entities Act.

- Forecast income statement
- Forecast statement of movements in equity
- Forecast balance sheet
- Forecast cash flow statement
- Notes to the forecast financial statements, including summary of significant accounting policies and the statement of key assumptions.
- Forecast statement of service performance

Taking into account our small size, there are no other relevant performance measures which need to be devised or disclosed.

FORECAST INCOME STATEMENT

For the year ending 30 June 2009

	2009 Forecast \$	2008 Forecast \$
REVENUE FOR ALL CLASSES OF OUTPUTS		
Crown Revenue	609,000	608,889
Broadcasting Levy	723,060	707,716
Interest Income	35,000	64,000
Other Income	1,200	860
TOTAL REVENUE	1,368,260	1,381,465
LESS EXPENDITURE (Note)		
Output 1 - Complaints Determination	901,874	907,836
Output 2 - Broadcasting Codes	69,333	51,447
Output 3 - Stakeholder Information	497,142	636,210
TOTAL EXPENDITURE	1,468,349	1,595,493
NET DEFICIT for the year	(100,089)	(214,028)
Note: Expenditure consists of:		
Members' Fees & Staff Remuneration	789,344	699,510
Depreciation	48,740	51,218
Audit Fees	18,250	16,880
Other Expenditure for Activities and Overheads	612,015	827,885
	1,468,349	1,595,493

The statements of accounting policies and assumptions form an integral part of and should be read in conjunction with these forecast financial statements

FORECAST STATEMENT OF MOVEMENTS IN EQUITY

For the year ending 30 June 2009

	2009 Forecast \$	2008 Forecast \$
NET DEFICIT for the year	(100,089)	(214,028)
PLUS PUBLIC EQUITY 1 July	200,560	414,588
PUBLIC EQUITY 30 June	100,471	200,560

The statements of accounting policies and assumptions form an integral part of and should be read in conjunction with these forecast financial statements

FORECAST BALANCE SHEET

As at 30 June 2009

	2009 Forecast \$	2008 Forecast \$
CURRENT ASSETS		
Cash & Bank & Short-Term Deposits	264,275	297,222
Trade and Other Receivables	18,801	6,000
GST Receivable	19,100	19,666
	302,176	322,888
LESS CURRENT LIABILITIES		
Accounts Payable & Accruals	250,729	184,887
Employee Entitlements	28,867	36,072
	279,596	220,959
WORKING CAPITAL	22,580	101,929
PLUS NON-CURRENT ASSETS – Property, Plant and Equipment	77,891	98,631
NET ASSETS	100,471	200,560
Represented by PUBLIC EQUITY	100,471	200,560

The statements of accounting policies and assumptions form an integral part of and should be read in conjunction with these forecast financial statements

FORECAST CASH FLOW STATEMENT

For the year ending 30 June 2009

	2009 Forecast \$	2008 Forecast \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash will be provided from:		
Grants, Broadcasting Levy, and Other Income	1,320,459	1,335,244
Interest Received	35,000	64,000
Net GST Received	566	3,385
Cash will be disbursed to:		
Payments to Members and Employees	(796,549)	(685,375)
Payments to Suppliers & Others	(564,423)	(976,650)
Net GST Paid	-	-
Net Cash From Operating Activities	(4,947)	(259,396)
CASH FLOWS FROM INVESTING ACTIVITIES		
Cash will be disbursed to:		
Purchase of Fixed Assets – Property, Plant and Equipment	(28,000)	(50,832)
Net Cash Flows from Investing Activities	(28,000)	(50,832)
NET DECREASE IN CASH HELD	(32,947)	(310,228)
PLUS OPENING CASH AS AT 1 JULY	297,222	607,450
YEAR END CASH & BANK & SHORT-TERM DEPOSITS AS AT 30 JUNE	264,275	297,222

The statements of accounting policies and assumptions form an integral part of and should be read in conjunction with these forecast financial statements

NOTES TO THE FORECAST FINANCIAL STATEMENTS

REPORTING ENTITY

The Broadcasting Standards Authority was established by the Broadcasting Act 1989 which sets out its functions and responsibilities. The BSA is an Independent Crown Entity in terms of the Crown Entities Act 2004.

STATEMENT OF COMPLIANCE AND MEASUREMENT BASIS FOR PREPARATION

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP) and comply with the New Zealand equivalents to the International Financial Reporting Standards (NZ IFRS), and its interpretations as appropriate to public benefit entities. For the purposes of complying with NZ GAAP the BSA is designated as a public benefit entity.

The forecast financial statements comply with FRS – 42 and the Crown Entities Act 2004. The information in the forecast financial statements may not be appropriate for purposes other than the requirements of the Act.

The financial statements also comply with the Public Finance Act 1989 and the Crown Entities Act 2004.

The financial statements have been prepared on the historical cost basis except where assets and liabilities are stated as being at fair value.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1. Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation. No allowance is made for impairment losses because the future economic benefit of these assets is not directly related to their ability to generate net cash inflow.

2. Depreciation

Depreciation of property, plant and equipment is provided on a straight-line basis, at rates which will write off the assets to their residual value over their useful lives:

Office Equipment	5 years
Furniture & Fittings	5 years
Leasehold Improvements.....	5 years
Photocopier.....	3 years
Computer Equipment	3 years

Artworks are fully depreciated in the year of purchase.
A nil residual value has been applied to all assets.

The residual value, depreciation method, and useful life of the assets are reviewed at the end of each financial year.

3. Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost less any provision for impairment.

4. Operating leases

Payments made under operating leases are recognised in the income statement on a straight-line basis over the term of the lease. Lease incentives received are recognised in the income statement over the lease term as an integral part of total lease expenses.

5. Taxation

- a) Income tax: The BSA is exempt from the payment of income tax in accordance with Section 33 of the Broadcasting Act 1989.
- b) FBT: FBT is payable on all fringe benefits.
- c) GST: The financial statements are prepared GST exclusive except for accounts receivable and accounts payable which are GST inclusive.

6. Financial instruments

The BSA is a party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short-term deposits with a maturity date of no more than 3 months from the date of acquisition, accounts payable, and trade and other receivables.

As at balance date there are no known significant concentrations of credit risks.

For financial instruments the carrying amount in the balance sheet is adjusted to fair value if the carrying value is not a reasonable approximation of fair value. All revenues and expenses in relation to financial instruments are recognised in the income statement.

7. Provision for employee entitlement

Annual leave is recognised as a cost on an entitlement basis and unused accumulated sick leave is recognised as a cost on an expected usage basis. Both costs are calculated using present values.

8. Revenue

Revenues are derived and recognised as follows:

Crown revenue consists of a grant from the government. This grant is recognised when it is received.

The Broadcasting Levy is recognised upon receipt of the payment from the broadcaster.

Interest is derived from held-to-maturity investments and is recognised on an accrual basis.

Other income is recognised at the time the services are rendered.

9. Statement of cash flows

Cash comprises cash on hand and demand deposits. Demand deposits include short-term deposits in which the BSA invests as part of its day-to-day cash management.

Operating activities include cash received from all income sources other than interest and record the cash payments made for the supply of goods and services and payments to employees.

Investing activities are those activities relating to the acquisition and disposal of long-term and other investments.

Financial activities comprise the change in equity and borrowings of the entity.

10. Cost of outputs

The cost of outputs, as reported in the Forecast Statement of Service Performance, is the total cost of services allocated to each of the output classes of the BSA.

The BSA cost allocation policy is that direct costs are charged directly to the output class, and indirect costs are charged to the significant output class based on estimated usage.

11. Statement of key assumptions

The forecast financial statements are based on assumptions concerning the future and estimates which may vary from the information presented. The variations may be material, especially if income from the Broadcasting Levy decreased due to a significant drop in broadcasters' revenue.

FORECAST STATEMENT OF SERVICE PERFORMANCE

For the year ending 30 June 2009

See Outcomes Structure at *Fig 1*. (page 7)

OUTPUT CLASS 1: COMPLAINTS DETERMINATION

Description

Decision making on formal complaints lodged under the Broadcasting Act is undertaken by the board, with legal and administrative support provided by staff. Decisions are subject both to judicial review and appeal to the High Court.

Objective: Ensure members operate in a principled and informed manner

This objective primarily relates to members' quasi-judicial responsibilities. Measures for these activities are constant across financial years.

Members discharge responsibilities to the highest professional standards and in accordance with natural justice. Members are required to adhere to a strict conflict of interest policy. The board reviews its own performance annually and undergoes relevant training when it deems necessary.

Outputs	Measures
Convene ten formal board meetings by 30 June 2009 in order that due process for complaints determination is followed.	10/10 meetings formally recorded.
Declare, decide and record conflicts of interest formally at each meeting.	Conflicts register maintained.
Undertake an annual board self-assessment exercise.	Board self-assessment completed and recommendations actioned by 30 June 2009.
Minimise threats to the integrity of the complaints regime by issuing soundly reasoned decisions.	No more than one issued decision is successfully appealed to the High Court by 30 June 2009. In the event of a successful appeal, any relevant advice or direction given by the Court is implemented into the appropriate procedures and practice notes.
Ensure procedural fairness by applying the principles of natural justice.	No judicial review of BSA decisions finds a breach of natural justice in complaint determination procedures by 30 June 2009.
Review the approach the BSA takes in applying the Bill of Rights.	Review completed by 30 April 2009. Relevant findings are applied to the BSA's processes.

Objective: Maintain efficient and effective complaints procedures

Efficient and effective complaints management assists confidence in the system.

Outputs	Measures
Acknowledge formal complaints in writing within 3 working days.	100% of complaints acknowledged in 3 working days.
Ensure complaints are placed on the agenda of the next board meeting following receipt of final correspondence (agenda closes one week before tape-copying day).	100% of processed complaints on next board agenda.
Issue completed decisions within 20 working days after board meeting at which decision is made.	95% of complaints decisions issued within 20 working days.
Ensure only complaints involving complex issues or procedures, or where further information is required from the parties, require more than one board meeting for consideration.	95% of non-complex complaints require one board meeting for decision.

Objective: Assist broadcaster complaints processes

It is in the public interest that complainants have their complaints dealt with professionally by broadcasters. Broadcast organisations that receive the majority of complaints have resources and well-developed processes in place to meet their broadcasting standards obligations. Advice on processes from the BSA is therefore rarely required. However, to ensure the robustness and consistency of the overall complaints process there is value in an ongoing dialogue with these broadcasters.

Smaller broadcasters and those which rarely encounter formal complaints sometimes need specific support and tailored information.

Outputs	Measures
Twice-yearly meetings with the two broadcasters from which the BSA receives the most referred complaints in the preceding year (in 2007-08 this was TVNZ and MediaWorks NZ).	Two meetings with TVNZ and MediaWorks NZ by 30 June 2009.
At least once-yearly meetings with broadcasters from which the BSA receives a significant number of referred complaints (for the next twelve months Radio NZ, The Radio Network, SKY TV and Māori TV).	At least one meeting with Radio NZ, The Radio Network, SKY TV and Māori TV by 30 June 2009.
Once-yearly meetings with five smaller-sized broadcast organisations to discuss and advise on complaints process matters.	Five meetings with various broadcasters by 30 June 2009.

Output 1 Cost:

Personnel	\$554,911
Direct Operating	\$114,700
Overhead	\$232,263
	<hr/>
	\$901,874
% of total budget	61%

OUTPUT CLASS 2: BROADCASTING CODES

Description

The Codes of Broadcasting Practice underpin the complaints system. Each Code is reviewed at least once every five years to ensure it provides relevant guidance for both broadcasters and complainants.

Practice notes are designed to assist broadcasters and complainants understand the approach the BSA is likely to take in considering issues about standards.

Objective: Ensure codes are relevant

No Code reviews are timetabled for this year. Because a general election is being held this year, awareness and comprehension of the Election Programmes Code is especially important.

Outputs

All codes reflect both official languages of New Zealand – English and Te Reo Māori .

Broadcasters understand their responsibilities under the Election Programmes Code of Broadcasting Practice.

Produce at least two new practice notes on an aspect of code interpretation

Measures

All newly reviewed codes are printed in both English and Te Reo Māori .

The Election Programmes Code is promoted to all relevant broadcasters in the BSA's database.

Two new practice notes published by 30 June 2009.

Output 2 Cost:

Personnel	\$ 50,743
Direct Operating	\$ 2,000
Overhead	\$ 16,590
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	\$ 69,333
% of total budget	5%

OUTPUT CLASS 3: STAKEHOLDER INFORMATION

Description

It is important for us, our stakeholders and the integrity of the standards regime, that a variety of material is available to inform opinion. Such material ranges from commissioning and publishing formal research to providing simple, effective information on complaints processes.

Stakeholder information is not one-way: we also need to ensure that we have access to a variety of voices, particularly so members can have a clear appreciation of the diversity of community views.

Objective: Publish useful research

Research on topics relevant to broadcasting standards provides information about community attitudes and behaviour.

Outputs	Measures
Commission qualitative research on issues identified by the 2007 children's media use, exposure and response study.	Relevant tendering and commissioning procurement processes recommended by the Office of the Auditor General followed. Findings published by 30 June 2009.
Commission a study of an aspect of 'reality' television relating to broadcasting standards issues.	Relevant tendering and commissioning procurement processes recommended by the Office of the Auditor General followed (if over \$50k). Draft is peer reviewed and recommendations are addressed (if over \$50k). Commissioned by 30 June 2009.
Commission and publish a think-piece on privacy.	Piece is published by 30 April 2009.
Produce a paper examining Māori issues in relation to broadcasting standards.	Paper is published by 30 April 2009.
Publish jointly with the Office of Film and Literature Classification the qualitative research on perceptions of violent content in entertainment genres undertaken in early 2008.	Published by 31 December 2008.
Publish the findings of the media literacy study of public expectations of classification and warning systems undertaken in 2008.	Findings published by 31 March 2009.

Objective: Provide accessible information

Effective information on broadcasting standards processes and issues assists New Zealanders to understand their media environment. An informed and media-literate public is better able to control their engagement with all forms of broadcasting content.

Outputs	Measures
Improve publicity and promotion of BSA research.	Demonstrate meaningful coverage of BSA research in at least three significant New Zealand publications and at least one key international publication.
Review the BSA's website and 0800 number and plan any necessary or useful improvements.	Website and 0800 number are reviewed by 31 December 2008. Findings from review are used to develop a plan for improvements to these services.
Publish decisions on BSA website within 10 working days of sign-off by Chair.	100% of decisions published within 10 working days.
Publish <i>BSA Quarterly</i> .	4 editions published by 30 June 2009.
Develop a comprehensive media literacy strategy.	Strategy in place by 30 September 2008.
Partner with or support a project that encourages media literacy.	A media literacy project receives BSA partnership or support by 30 June 2009.

Objective: Improve stakeholder engagement

Outputs	Measures
Create and deliver a public awareness campaign arising from issues identified by the Community Advisory Panel.	Campaign designed and delivered by 30 June 2009.
Meet formally with broadcaster associations annually.	BSA board meet at least once with Television Broadcasters' Council and Radio Broadcasters Association by 30 June 2009. Areas of cooperation agreed.

Output 3 Cost:

Personnel	\$183,691
Direct Operating	\$230,500
Overhead	\$ 82,951
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	\$497,142
% of total budget	34%

FORECAST OUTPUT AND EXPENDITURE SUMMARY

For the year ending 30 June 2009

	Forecast Income	Forecast Expenditure
Complaints	834,639	901,874
Codes	68,413	69,333
Stakeholders	465,208	497,142
TOTALS	\$1,368,260	\$1,468,349

DIRECTORY

MEMBERS

Joanne Morris, OBE	of Wellington, Chair
Tapu Misa	of Auckland
Diane Musgrave	of Auckland
Paul France	of Opuā

STAFF

Dominic Sheehan	Chief Executive
Christina Sophocleous	Legal Manager
Julie Bath	Administration Manager
Matthew Dearing	Legal Advisor
Patricia Windle	Legal Advisor
Kate Baker	Communications Advisor
Zhao Xiaofeng	Administrator (part-time)
Margaret Giannotti	Administrator (part-time)
Trish Cross	Receptionist (shared with NZ On Air)

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