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Museum of New Zealand Te Papa Tongarewa

Statement of Performance Expectations 2026/27

Directory ***Te rārangi ingoa***

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Museum of New Zealand Te Papa Tongarewa

Statement of Performance Expectations 2026/27

This *Statement of Performance Expectations* of the Museum of New Zealand Te Papa Tongarewa (Te Papa) is for the year ending 30 June 2027.

The purpose of this *Statement of Performance Expectations* is to promote public accountability. It reflects Te Papa's proposed performance targets and forecast financial information, and it is produced in accordance with section 149E of the Crown Entities Act 2004.

The *Statement of Performance Expectations* is a partner document to the *Statement of Intent 2026-2030*, which provides more information about the context of the Museum's work and its long-term strategic intentions.

The Board acknowledges responsibility for the preparation of this *Statement of Performance Expectations* which reflects the forecast performance and financial position of Te Papa for the 2026/27 financial year.

Christopher Swasbrook
Chair
25 June 2026

Jamie Tuuta
Board member
25 June 2026

Introduction

In December 2025, Te Papa released the *Statement of Intent 2026–2030*, setting the medium-term direction for the years ahead. This Statement of Performance Expectations marks the first step in bringing those ambitions to life, laying the groundwork for the priorities, outcomes, and impacts we've committed to achieving.

Over the next four years, Te Papa will focus on strengthening its international presence—inviting more visitors to Wellington and sharing extraordinary new experiences with the world. We are also deepening our commitment to long-term sustainability, ensuring the museum and its collections are protected and thriving for generations to come. The first year will be one of transition and preparation, as we consolidate steps to improve the financial sustainability of the museum and reset our baseline expectations for future growth.

At the same time, our core purpose remains steadfast. We will continue to be a source of pride for New Zealanders, offering collections and experiences that resonate with communities across the motu. Our partnerships with iwi, hapū, and hapori Māori remain central to who we are—upholding our responsibilities under Te Tiriti o Waitangi and honouring its mana. These relationships guide us in ensuring Te Papa is, and continues to be, a place of belonging and tūrangawaewae for all peoples of Aotearoa New Zealand.

Courtney Johnston
Tumu Whakarae | Chief Executive
25 June 2026

Arapata Hakiwai
Kaihautū
25 June 2026

Part 1: What Te Papa will deliver in 2026/27 and how performance will be assessed

Te Papa's performance context includes:

- strategic objectives set out in the *Statement of Intent 2026-2030*
- the functions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992
- the Minister's letter of expectations
- *Amplify: A Creative and Cultural Strategy for New Zealand*, which includes actions and supporting activities that Te Papa contributes to.

Statement of Intent 2026-2030

The medium-term priorities for Te Papa are:

1. **Belonging and connection** – a museum where every New Zealander sees themselves and feels at home.
2. **Extraordinary exhibitions and experiences** – fresh and compelling exhibitions and experiences that inspire visitors and future generations.
3. **Cultural leadership with global reach** – leading domestically and internationally to share Aotearoa New Zealand's stories with the world.
4. **Partnerships with Māori** – working with Māori to honour Te Tiriti and serve their aspirations, both within Aotearoa New Zealand and abroad.
5. **Sustaining Te Papa for generations** – safeguarding taonga and collections for future generations.

By focusing work programmes to these priorities, Te Papa seeks to achieve five impacts:

- **Contributing to a stronger national identity and belonging** – New Zealanders see themselves and their cultures and communities reflected, strengthening pride, inclusion and social cohesion.
- **Inspiring and facilitating learning for future generations** – people gain knowledge, creativity and inspiration, and are motivated to care for te taiao, our natural world.
- **Protecting taonga and knowledge for future generations** – taonga, collections, and stories are safeguarded, better cared for, and more accessible across Aotearoa and the world.
- **Honouring Te Tiriti and elevating indigenous cultures globally** – ensure Te Ao Māori culture and values are reflected within the museum and stories we tell and preserve.
- **Being a sustainable, world-class national museum** – Te Papa is financially and environmentally sustainable, efficient, internationally recognised and delivers value for Aotearoa New Zealand.

Legislative context

Te Papa is New Zealand's national museum, entrusted with the acquisition, care, management and display of collections across art, history, culture and the natural environment. The collections reflect New Zealanders' shared history and national identity, and as such, provide the unique point of difference from which Te Papa delivers all other functions – from maximising opportunities for access to collections, education, research and sector support as well as operational and infrastructural work to support the delivery of these functions.

Te Papa's core legislative functions can be grouped into six broad areas:

- collection acquisition, care and management
- display and loan of collection items for exhibit
- access to collections and information about them
- education and research in connection with the collections
- sector support
- operations and infrastructure

Government priorities

Te Papa will contribute to the Government's priorities for efficiency and effectiveness by delivering services cost-effectively. Commercial revenue streams and partnership opportunities will continue to be areas of focus for growth, leveraging sources of funding outside of Government to support Te Papa in delivering the core services described in the Museum of New Zealand Te Papa Tongarewa Act 1992 and the strategic intentions described in the *Statement of Intent 2026-2030*. Continuing to facilitate and grow access to the collections and taonga cared for by Te Papa will also be a key focus area, in addition to increasing the awareness of Te Papa as a 'must do' tourism destination to promote growth in international visitation. Construction of the Biodiversity Research Centre continues through this financial year.

Te Papa supports the aspirations of *Amplify: A Creative and Cultural Strategy for New Zealand* and contribute to its actions and outcomes, as outlined in the outcomes and impact framework on page 9.

Operating environment

As described in the *Statement of Intent 2026-2030*, Te Papa is navigating challenges that have impacted its operating costs, including a soft tourism market, slow economic conditions, rising costs and an international geopolitical environment that is contributing to uncertainty. In 2026/27, following a review of its operating model and costs, Te Papa will be embedding a new workforce structure and using the first year of the *Statement of Intent* to rationalise and reexamine baseline performance to prepare for future growth and reposition Te Papa as a world class 'must do' visitor destination known for outstanding exhibitions and experiences.

As a result, this year the continuing long term non-financial performance measures that track service delivery (quantitative measures) focus on maintaining levels of delivery and achieve conservative growth where possible. However, a new focus has been introduced on impact measures intended to demonstrate performance to the outcomes described in the *Statement of Intent*. These measures balance quantitative service delivery measurement with qualitative understanding of what has changed for audiences and stakeholders as a result of what Te Papa delivers to the public. They include understanding how well learning programmes deliver their intended learning outcomes, measuring how well Te Papa helps strengthen New Zealanders' sense of belonging and identity and the extent to which Te Papa is helping to empower people to care for the environment.

Refer to page 10 for further information about selection of measures and related disclosures.

Part 2: Te Papa’s non-financial performance measures and targets 2026/27 (output class: Museum Services)

Priority	*How performance will be assessed*	*2024/25 Actual*	*2025/26 Target*	*2026/27 Target*
Belonging and connection	1. Collections are developed in accordance with policy and strategy[1]	100%	100%	100%
	2. The number of museums, galleries and whare taonga sharing their collections on *Kōtuia ngā Kete*[2]	89	7 new organisations	7 new organisations
	3. The percentage of surveyed New Zealanders who agree Te Papa strengthens their sense of belonging and identity	n/a - new measure	n/a – new measure	Increase agreement from prior year[3]
Extraordinary experiences	4. The number of visits to Te Papa	1,044,088	1,060,000	1,100,000
	5. The number of visits (engaged sessions)[4] to Te Papa’s websites	3,998,670	3,500,000	2,000,000
	6. The number of New Zealand regions where Te Papa’s collections and curated exhibitions and experiences are shared through touring and loans	11	10	10
	7. The number of new and/or redeveloped exhibition spaces at Te Papa	n/a – new measure	n/a – new measure	4
	8. The number of exhibitions touring venues outside of New Zealand	n/a – new measure	n/a – new measure	1
	9. Monitor learning outcomes from museum learning at Te Papa[5]	n/a – new measure	n/a – new measure	90% of surveyed teachers agree or strongly agree that Te Papa provides high quality learning opportunities
	10. Total learning hours delivered	34,165	35,000	35,000
	11. The percentage of adult visitors surveyed reporting a satisfaction	97%	95%	95%

[1] Te Papa’s Collections Policy can be accessed online: https://www.tepapa.govt.nz/about/collections/our-collections-policy
[2] The baseline from February 2024 is 79.
[3] The percentage of surveyed New Zealanders who agreed that Te Papa strengthens their sense of belonging and identity in 2025 was 59% (n = 1,348)
[4] ‘Engaged sessions’ is defined as a website visit (session) combined with ONE of the following a) Duration: user stays on page for 10+ seconds, OR b) user clicks to a second page in the same Te Papa website.
[5] This measure assesses learning outcomes based on teacher satisfaction scores following participation in Te Papa learning programmes.

Priority	*How performance will be assessed*	*2024/25 Actual*	*2025/26 Target*	*2026/27 Target*
	rating of "satisfied" to "extremely satisfied" for overall museum experience during their visit			
	12. The percentage of surveyed New Zealanders who agree Te Papa empowers New Zealanders to care for the environment	n/a – new measure	n/a – new measure	Increase agreement from prior year[6]
Cultural leadership with global reach Partnerships with Māori	13. The number of peer reviewed research publications	53	45	45
	14. The number of titles published by Te Papa Press	n/a – new measure	n/a – new measure	4
	15. The number of physical collection access requests by researchers	186	100	100
	16. The number of physical collection access requests supported by the practice of Mana Taonga	81	80	80
	17. Mana Taonga is considered for all acquisition and deaccession proposals	n/a – new measure	n/a – new measure	100%
	18. The number of international institutions from which repatriations are completed[7]	1	1	2
	19. The number of domestic repatriations completed by Te Papa to iwi[8]	n/a – new measure	n/a – new measure	1
	20. The number of engagements supporting museums, galleries and cultural organisations[9]	1,011	700	700
	21. The number of engagements supporting iwi organisations	75	30	30
	22. The number of regions where museums, galleries, iwi, hapū and cultural organisations have received support from National Services Te Paerangi	15	10	10
	23. The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	96.8%	90%	90%
	24. Collections[10] preserved by minimal cases of irreparable damage	0	< 4	< 4

[6] The percentage of surveyed New Zealanders who agreed that Te Papa empowers New Zealanders to care for the environment in 2025 was 25% (n = 1,428)
[7] This measure relates to the repatriation of kōiwi tangata and kōimi t'chakat.
[8] This measure relates to the repatriation of kōiwi tangata and kōimi t'chakat.
[9] 'Engagements' include face to face workshops, professional development sessions, Zui (Zoom hui) and sustained (more than 30 minutes) email consultation or advice.
[10] Collection care and management is governed by Te Papa's *Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa | Collection Care and Practice Framework*. The framework defines Te Papa's approach to, and

Priority	*How performance will be assessed*	*2024/25 Actual*	*2025/26 Target*	*2026/27 Target*
Sustaining Te Papa for generations	occurring as a result of public access and handing by staff			
	25. The number of collection assessments completed[11]	1,660	1,400	1,400
	26. The number of collection items that are accessible to the public[12]	1,030,270	1,043,000	1,127,700
	27. The Biodiversity Research Centre meets key delivery milestones	n/a New measure in 2025/26	Report progress annually	Achieved

expectations of, collection care across all five disciplines: Art, History, Pacific Cultures, Natural History and Mātauranga Māori.

[11] Te Papa's Collection Services team undertake assessments for a range of purposes. They may involve humanities and natural history collection items/taonga, or items that have been loaned to another institution. Assessments are undertaken for the purpose of applying expert judgement to optimise care. Assessments can involve conservation condition reporting, or scoping of display, storage and transit requirements for collections items/taonga. Assessments support and enable museum activities like loans, acquisitions, deaccessions, collection care projects, exhibitions, and research.

[12] This includes collections on physical display as well as access to collections online. The total size of collections cared for by Te Papa is approximately 2.2 million, not all of which are intended for display. The collection includes approximately 1.1 million natural history specimens, which are used primarily for research, 700,000 stamps used primarily for reference, and 200,000 film negatives in the photography collection, which are used primarily for their images.

Medium term outcomes and impact framework

Priority	Outcomes	Impacts	Performance assessment		Contribution to sector outcomes
Belonging and Connection A museum where every New Zealander sees themselves and feels at home.	• Te Papa is a source of pride and belonging for all New Zealanders. • Exhibitions and experiences and collections reflect the diversity of the people, cultures and communities of Aotearoa. • Research and collections deepen understanding of New Zealand identity, culture and the natural environment. • Te reo Māori, mātauranga Māori, and tikanga Māori are woven throughout the museum, reflecting the mana of Māori as tangata whenua of New Zealand. • Pacific languages, knowledge systems, and cultural practices are amplified across the museum through collaboration with Pacific communities, reflecting New Zealand's place within the broader Pacific.	**Contributing to stronger national identity and belonging** New Zealanders see themselves and their cultures and communities reflected, strengthening pride, inclusion, and social cohesion.	• Public engagement through visitation metrics and satisfaction surveys. • Assessment of how effectively Te Papa fosters representation, belonging, and engagement among communities.	Year 1 performance measures 1-3 Expected out year measures: monitor existing measures for improvement	**Amplify 2030 target:** A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030
Extraordinary Exhibitions and Experiences Fresh and compelling experiences that inspire visitors and future generations.	• More people from Aotearoa and around the world engage with New Zealand stories and experiences through Te Papa. • International recognition for Te Papa contributes to increased international tourism. Visitors and New Zealanders gain new knowledge, inspiration, and fresh perspectives through trusted information about Aotearoa New Zealand's environment, history, culture, and identity. • People are inspired to care for and protect te taiao, securing a collective commitment and action for a thriving natural environment.	**Inspiring and facilitating learning for future generations** People gain knowledge, creativity, and inspiration, and are motivated to care for te taiao, our natural world.	• Growth in international and repeat visitation. • Contribution to tourism growth and GDP. • Public trust in information and resources from Te Papa. • Learner engagement through programme metrics and impact data. • Regular exhibition turnover and increased delivery of new programmes. • Growth in collection access. • Growth in community action for the wellbeing of te taiao. • Amplify action 1.4 – grow cultural tourism.	Year 1 performance measures 4-12 Expected out year measures: monitor existing measures for improvement; tourism growth and GDP contribution	**Amplify 2030 targets:** A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030
Cultural Leadership with Global Reach Leading here and abroad to share Aotearoa New Zealand's stories with the world.	• Aotearoa New Zealand's cultures and knowledge are celebrated and shared on the world stage, strengthening our international presence. • Skills capability developed and retained to support a thriving sector and ensure museums, galleries and whare taonga across Aotearoa are equipped to serve their communities • Indigenous knowledges and leadership within museum practice is role modelled and benefits for international museum practice are extended beyond New Zealand. • New local and global knowledge development through impactful research and thought leadership. • Repatriation fosters redress and reconciliation.	**Protecting taonga and knowledge for future generations** Taonga, collections, and stories are safeguarded, better cared for, and more accessible across Aotearoa and the world.	• Research outputs and partnerships. • Growth in regional and international coverage of touring exhibitions and loans. • Strengthened satisfaction with sector support and collaboration. • Growth in sector support and collaboration. • Increased visibility in international forums. • Amplify action 1.6 – partner with creative and cultural sector. • Amplify action 1.7 – economic benefit for regions.	Year 1 performance measures 13 - 23 Expected out year measures: monitor existing measures for improvement; growth in international visibility; iwi in residence success measures; growth in utilisation of te reo and tikanga across services	**Amplify 2030 targets:** The economic contribution of the arts and creative sectors grows to at least $22 billion (of GDP), with a focus on cultural exports and tourism by 2030. A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030
Partnerships with Māori Working with Māori to honour Te Tiriti and serve their aspirations, both within Aotearoa New Zealand and abroad.	• Te reo, tikanga and mātauranga Māori are visible and heard across Te Papa, supporting the living embodiment and expression of Māori identities and culture. • Diverse Māori audiences grow, with stronger connections and participation across all Te Papa offerings. • Taonga are appropriately cared for in accordance with Mana Taonga. • Whānau, hapū, and iwi Māori have a national platform at Te Papa to tell their stories, pursue their aspirations and engage all New Zealanders.	**Honouring Te Tiriti and elevating Indigenous leadership** Ensure Te Ao Māori culture and values are reflected within the museum and the stories we tell and preserve.	• Iwi, hapū and hapori Māori satisfaction with partnership. • Increase in partnerships between iwi, hapū and hapori Māori with Te Papa. • Iwi in residence programme achieves success measures as determined by iwi. • Mana Taonga collection care requirements met. • Treaty Settlement and whakaaetanga obligations met. • Growth in experiences and services delivered in te reo and in accordance with tikanga. • Amplify action 1.6 – partner with Māori.		**Amplify 2030 target:** A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030
Sustaining Te Papa for Generations Safeguarding taonga and collections for future generations.	• Te Papa is financially sustainable, with increased revenue and efficient operations that further maximise public value. • More resources allocated towards exhibitions, visitor experiences and investing in and caring for collections. • Positive impacts on te taiao through operational decision making and investment decisions. • National collections and taonga are invested in, protected, cared for, and made more accessible for future generations. • A diverse, highly capable and motivated workforce that consistently delivers excellence.	**Being a sustainable, world-class national museum** Te Papa is financially and environmentally resilient, efficient, and internationally recognised, delivering value for New Zealand.	• Taonga and collections cared for appropriately and maintained for future generations. • Completion of Te Papa Biodiversity Research Centre. • Delivery of Papatūānuku strategic action plan. • Growth in capital investment in visitor experience and collection storage projects. • Amplify action 1.2 - leverage alternative funding sources. • Close out of deferred maintenance projects and ongoing maintenance of building plant and infrastructure. • Financial sustainability strategy in place.	Year 1 performance measures 24-27 Expected outyear measures: monitor existing measures for improvement	**Amplify 2030 target:** The economic contribution of the arts and creative sectors grows to at least $22 billion (of GDP), with a focus on cultural exports and tourism by 2030.

PBE FRS 48 commentary

Non-financial performance measures are selected on the basis that they provide accountability and visibility of performance to the mandated functions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992 and the strategic intentions set out in the *Statement of Intent*. The majority of performance measures have been retained from prior years to provide comparability of actual performance and consistent understanding of the core mahi that Te Papa delivers.

New measures

Several new measures have been introduced to provide visibility of developing outcome areas.

The selection of all performance measures is based on the extent to which they:

- Describe the relevant aspects of our work that deliver the functions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992
- Reflect core service delivery for which Te Papa receives public funding through Vote: Arts, Culture and Heritage
- Demonstrate progress towards meeting the strategic intentions set out in the *Statement of Intent*

In December 2025 Te Papa published a new Statement of Intent for 2026-2030, establishing new priority areas for impact over the next four years. New performance measures have been introduced to better understand impact aligned to key outcome areas, to improve qualitative understanding of performance and provide greater visibility of the services Te Papa delivers.

New measure	Target	Related disclosure information
3. The percentage of surveyed New Zealanders who agree Te Papa strengthens their sense of belonging and identity	Increase agreement from prior year	The data source for this measure is an annual brand research report carried out by Verian, based on an online panel survey of New Zealanders. Results are post-weighted to be representative of the New Zealand population (18 years and over) with regards to age, gender, region and nationality.
7. The number of new and/or redeveloped exhibition spaces at Te Papa	4	The measure demonstrates a commitment to regularly refreshing and updating exhibition spaces in the museum. The data source for this measure is completed exhibition projects which have been opened to the public within the financial year.
8. The number of exhibitions touring venues outside of New Zealand	1	This measure reflects ongoing work to increase the reach of Te Papa exhibitions beyond New Zealand. The data source for the measure is signed contracts for display with venues outside of New Zealand within the financial year.
9. Monitor learning outcomes from museum learning at Te Papa	90% of surveyed teachers agree or strongly agree that Te Papa provides high quality learning opportunities	Data is gathered from teachers who are invited to complete a Likert-scale feedback form via QR code immediately after completion of a learning programme, including both English and Māori medium settings. As this is a new measure, year one will be used to understand baseline data to inform future improvement.

New measure	Target	Related disclosure information
12. The percentage of surveyed New Zealanders who agree Te Papa empowers New Zealanders to care for the environment	Increase agreement from prior year	The data source for this measure is an annual brand research report carried out by Verian, based on an online panel survey of New Zealanders. Results are post-weighted to be representative of the New Zealand population (18 years and over) with regards to age, gender, region and nationality.
14. The number of titles published by Te Papa Press	4	This measure provides visibility of a key output for sharing information about collections, research and information about art, mātauranga Māori, the natural environment, New Zealand and Pacific cultures. The data source is titles published within each financial year.
17. Mana Taonga is considered for all acquisition and deaccession proposals	100%	Collection acquisition and deaccession processes require details of mana taonga consideration to be recorded in the collections management system maintained by Te Papa.
19. The number of domestic repatriations completed by Te Papa to iwi	1	The measure will be met when repatriation of kōiwi tangata and kōimi t'chakat to iwi or imi has been completed.

Updated measures

The majority of performance measures have been retained from previous years as they provide ongoing assurance that Te Papa is delivering its legislated functions under the Museum of New Zealand Te Papa Tongarewa Act 1992 and a view of longitudinal performance; however, some targets have been adjusted to reflect external factors and planned work programmes.

The changes are outlined below:

Measure	Change made
4. The number of visits to Te Papa	Target increased to reflect expected improvement in international tourism. The increase is moderate due to international geopolitical issues that could affect tourism (impact uncertain).
5. The number of visits (engaged sessions) to Te Papa's websites	This measure has been adjusted to better reflect meaningful engagement with Te Papa web content. This change has been made to acknowledge significant recent increase of AI-driven automated activity and bots. The introduction of 'engaged sessions' means that website visitation is counted toward the target when a website visit (session) occurs combined with ONE of the following a) Duration: user stays on page for 10+ seconds, OR b) user clicks to a second page in the same Te Papa website.
18. The number of international institutions from which repatriations are completed	Target increased to reflect planned activity in 2026/27.

26. The number of collection items that are accessible to the public	Target increased to reflect ongoing work to increase availability of collections online.
27. The Biodiversity Research Centre meets key delivery milestones	Minor change in wording from prior year ('Ensure the Biodiversity Research Centre is delivered within the approved budget'). Assurance that the project remains on track and within budget is obtained through monthly project control meetings and bi-monthly governance group meetings, informed by advice from an independent Quantity Surveyor.

Alignment with legislation

The table below provides more detailed information about how performance measures align to the functions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992.

Museum of New Zealand Te Papa Tongarewa Act 1992 ***S7(1) Principal functions***	***Relevant measures (Te Papa output class: Museum Services)***	***Vote: Arts, Culture and Heritage*** ***Estimates measure***
S7(1)(a) control and maintain the museum	All measures	✗
S7(1)(b) collect works of art and items relating to history and the natural environment	1. Collections are developed in accordance with policy and strategy	✓ Heritage and Culture Sector Capital
S7(1)(c) act as an accessible national depository for collections of art and items relating to history and the natural environment	4. The number of visits to Te Papa	✓ Crown output class M4: Museum Services
	5. The number of visits to Te Papa's websites	✓ Crown output class M4: Museum Services
	11. The percentage of adult visitors surveyed reporting a satisfaction rating of "satisfied" to "extremely satisfied" for overall museum experience during their visit	✓ Crown output class M4: Museum Services
	15. The number of physical collection access requests by researchers	✗
	16. The number of physical collection access requests supported by the practice of Mana Taonga	✗
	25. The number of collection assessments completed	✗
	26. The number of collection items that are accessible to the public	✗

Museum of New Zealand Te Papa Tongarewa Act 1992 ***S7(1) Principal functions***	***Relevant measures (Te Papa output class: Museum Services)***	***Vote: Arts, Culture and Heritage*** ***Estimates measure***
S7(1)(d) develop, conserve and house securely the collections of art and items relating to history and the natural environment	1. Collections are developed in accordance with policy and strategy	✓ Heritage and Culture Sector Capital
	24. Collections preserved by minimal cases of irreparable damage occurring as a result of public access and handing by staff	✓ Crown output class M4: Museum Services
	25. The number of collection assessments completed	×
S7(1)(e) exhibit, or make available for exhibition by other public art galleries, museums and allied organisations, such material from its collections as the Board determines	4. The number of visits to Te Papa	✓ Crown output class M4: Museum Services
	6. The number of New Zealand regions where Te Papa's collections and curated exhibitions and experiences are shared through touring and loans	✓ Crown output class M4: Museum Services
	7. The number of new and/or redeveloped exhibition spaces at Te Papa	×
	8. The number of exhibitions touring venues outside of New Zealand	×
	11. The percentage of adult visitors surveyed reporting a satisfaction rating of "satisfied" to "extremely satisfied" for overall museum experience during their visit	✓ Crown output class M4: Museum Services
	25. The number of collection assessments completed	×
	26. The number of collection items that are accessible to the public	×
S7(1)(f) conduct research into matters relating to the collections or associated areas of interest and to assist others in such research	13. The number of peer reviewed research publications	×
	15. The number of physical collection access requests by researchers	×
S7(1)(g) provide an education service in connection with its collections	9. Monitor learning outcomes from museum learning at Te Papa	×
	10. Total learning hours delivered	×

Museum of New Zealand Te Papa Tongarewa Act 1992 ***S7(1) Principal functions***	***Relevant measures (Te Papa output class: Museum Services)***	***Vote: Arts, Culture and Heritage*** ***Estimates measure***
	26. The number of collection items that are accessible to the public	×
S7(1)(h) disseminate information relating to its collections, and to any other matters relating to the Museum and its functions	6. The number of New Zealand regions where Te Papa's collections and curated exhibitions are shared through touring and loans	✓ Crown output class M4: Museum Services
	8. The number of exhibitions touring venues outside of New Zealand	×
	14. The number of titles published by Te Papa Press	×
	26. The number of collection items that are accessible to the public	×
S7(1)(i) co-operate with and assist other New Zealand museums in establishing a national service, and in providing appropriate support to other institutions and organisations holding objects or collections of national importance	2. The number of museums, galleries and whare taonga sharing their collections on *Kōtuia ngā Kete*	×
	20. The number of engagements supporting museums, galleries and cultural organisations	✓ Crown output class M4: Museum Services
	21. The number of engagements supporting iwi organisations	×
	22. The number of regions where museums, galleries, iwi, hapū and cultural organisations have received support from National Services Te Paerangi	×
	23. The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	✓ Crown output class M4: Museum Services
S7(1)(j) co-operate with other institutions and organisations having objectives similar to those of Te Papa	2. The number of museums, galleries and whare taonga sharing their collections on *Kōtuia ngā Kete*	×
	6. The number of New Zealand regions where Te Papa's collections and curated exhibitions and experiences are shared through touring and loans	✓ Crown output class M4: Museum Services

Museum of New Zealand Te Papa Tongarewa Act 1992 ***S7(1) Principal functions***	***Relevant measures (Te Papa output class: Museum Services)***	***Vote: Arts, Culture and Heritage*** ***Estimates measure***
	20. The number of engagements supporting museums, galleries and cultural organisations	✓ Crown output class M4: Museum Services
	21. The number of engagements supporting iwi organisations	×
	22. The number of regions where museums, galleries, iwi, hapū and cultural organisations have received support from National Services Te Paerangi	×
	23. The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	✓ Crown output class M4: Museum Services
S7(1)(k) endeavour to make best use of the collections in the national interest	3. The percentage of surveyed New Zealanders who agree Te Papa strengthens their sense of belonging and identity	×
	6. The number of New Zealand regions where Te Papa's collections and curated exhibitions and experiences are shared through touring and loans	✓ Crown output class M4: Museum Services
	12. The percentage of surveyed New Zealanders who agree Te Papa empowers New Zealanders to care for the environment	×
	17. Mana Taonga is considered for all acquisition and deaccession proposals	×
	26. The number of collection items that are accessible to the public	×
S7(1)(l) design, construct and commission any building or structure required by the Museum	27. The Biodiversity Research Centre meets key delivery milestones	×

Museum Services	**2026/27**	**2025/26 Budgeted**
Revenue	42,701,000	43,569,000
Expenditure	81,396,000	80,878,000

Part 3: How Te Papa is funded

Each year Te Papa receives approximately 50% of its funding from the Crown, with the remainder from self-generated sources of revenue (detailed below).

Crown Funding

The Crown contributes funding through *Vote: Arts, Culture and Heritage* under the *Museum Services* output class. Te Papa's monitoring department is the Ministry for Culture and Heritage.

Te Papa receives Crown funding to support New Zealand's national museum in developing collections and making them accessible, caring for them, creating exhibitions, conducting research into matters relating to collections, providing education and information services, and providing national services in partnership with other museums.

In 2026/27 Te Papa will receive:

- $42.701m for the provision of the national museum and associated services; and
- $3.0m of capital for the acquisition of collection items; and
- $44m of capital for the Biodiversity Research Centre

Te Papa's baseline funding for the provision of national museum and associated services is $42.701m per annum.

The services Te Papa provides under the output class Museum Services are collection care and management, collection access through multiple channels, research, sector leadership, iwi support, commercial services and events, and provision of learning and public programmes. People all over New Zealand and the world can enjoy and benefit from these services, whether they are at Te Papa in Wellington, visiting a touring exhibition in a regional or international centre, or tapping into online resources.

A $3m Government Capital Grant for collection development is provided annually. Te Papa uses this grant, in addition to several special-purpose funds, to collect items that have, or might grow to have, iconic value for New Zealand and which document, illustrate and explore the natural and cultural heritage of New Zealand and those parts of the world that have contributed to our identity.

Te Papa does not propose to supply any class of outputs in the financial year that is not a reportable class of outputs.

Non-Crown Revenue

In 2026/27, it is estimated that Te Papa will need to earn approximately 50% of its total revenue from non-Crown sources.

- ~$32.5m from Commercial and International Visitor Entry Charges
- ~$6.1m from Exhibition revenue, Investments & Other
- ~$2.4m from Sponsorship

Te Papa's largest non-Crown revenue category is commercial, which includes corporate functions, food and retail outlets, car parking and tours at the museum, along with the recently introduced International Visitor Entry Charge (IVEC).

Te Papa's commercial revenue is affected by current economic conditions, with the most significant commercial revenue stream, corporate functions, also being affected by the reduction in both Private & Public Sector spend. This has been reflected in the prospective financial statements.

Prospective Financial Outcome

Te Papa is forecasting a $12.4m deficit after depreciation for 2026/27. This reflects that Te Papa does not generate sufficient funding to cover the required capital investments to maintain its buildings and exhibition / experience assets. Work is underway to ensure our long-term financial sustainability, including reviewing, broadening, and deepening revenue streams.

Part 4: Prospective Financial Statements

The Museum of New Zealand Te Papa Tongarewa

Prospective Statement of Comprehensive Revenue and Expenses
for the years ended 30 June

	Consolidated Budget 2027 $000's	Consolidated Budget 2026 $000's	Consolidated Actual 2025 $000's	Museum Budget 2027 $000's
Revenue				
Crown funding	42,701	43,569	43,837	42,701
Investment income	2,144	2,400	3,063	2,144
Commercial revenue	32,549	30,029	24,011	32,549
Sponsorship revenue	2,450	2,349	3,269	2,450
Other exhibition revenue	2,389	2,444	2,485	2,389
Other revenue	1,599	1,868	8,418	1,599
Philanthropic revenue	250	200	203	-
Total revenue	**84,082**	**82,859**	**85,286**	**83,832**
Cost of Commercial Goods Sold	8,505	7,426	7,860	8,505
Gross margin	**75,577**	**75,433**	**77,426**	**75,327**
Expenses				
Salaries and wages	47,204	47,550	47,484	47,204
Building operating expenses	10,246	10,558	10,323	10,246
Exhibition operating expenses	4,825	4,378	4,074	4,825
Advertising and general office expenses	3,053	2,833	2,271	3,053
Consultant expenses	726	773	93	726
Training and Travel expenses	1,362	1,545	1,116	1,362
IT Maintenance and support expenses	3,500	3,605	3,097	3,500
Restructuring expenses	-	928		
Other expenses	1,975	1,282	2,846	1,825
Total expenses	**72,891**	**73,452**	**71,304**	**72,741**
Earnings before depreciation and amortisation	**2,686**	**1,981**	**6,122**	**2,586**
Depreciation and amortisation	15,000	15,000	14,715	15,000
Net deficit	**(12,314)**	**(13,019)**	**(8,593)**	**(12,414)**
(Loss)/Gain on collection revaluation	-	-	(30,457)	-
Financial assets at fair value	-	-	541	-
Total other comprehensive revenue and expenses	-	-	**(29,916)**	-
Total comprehensive revenue and expenses	**(12,314)**	**(13,019)**	**(38,509)**	**(12,414)**

The Museum of New Zealand Te Papa Tongarewa
Prospective Statement of Changes in Equity
for the years ended 30 June

	Consolidated Budget 2027 $000's	Consolidated Budget 2026 $000's	Consolidated Actual 2025 $000's	Museum Budget 2027 $000's
Balance at 1 July	**1,665,586**	**1,661,012**	**1,639,916**	**1,662,939**
Total comprehensive revenue and expense for the year	(12,564)	(13,019)	(38,509)	(12,414)
Other reserve movements	-	-	(311)	-
Capital contribution	47,000	3,000	3,000	47,000
Balance at 30 June	**1,700,022**	**1,650,993**	**1,604,096**	**1,697,525**

The Museum of New Zealand Te Papa Tongarewa
Prospective Statement of Financial Position
as at 30 June

	Consolidated Budget 2027 $000's	Consolidated Budget 2026 $000's	Consolidated Actual 2025 $000's	Museum Budget 2027 $000's
Assets				
Current assets				
Cash and cash equivalents	41,051	11,619	5,729	40,841
Debtors and other receivables	3,003	3,702	4,167	3,003
Investments	25,000	30,000	35,000	25,000
Prepayments	1,663	1,644	1,325	1,663
Inventories	2,082	2,540	2,322	2,082
Publications WIP	18	(25)	(61)	18
Total current assets	**72,817**	**49,480**	**48,482**	**72,607**
Non-current assets				
Investments	15,154	12,480	15,044	12,742
Property, plant and equipment	580,803	529,413	536,736	580,803
Collections	1,043,618	1,070,948	1,019,234	1,043,493
Intangible assets	686	227	686	686
Total non-current assets	**1,640,261**	**1,613,068**	**1,571,700**	**1,637,724**
Total Assets	**1,713,078**	**1,662,548**	**1,620,182**	**1,710,331**
Liabilities				
Current liabilities				
Creditors and other payables	5,184	3,166	5,677	5,184
Provisions	-	-	43	-
Revenue in advance	3,623	3,625	5,340	3,623
Employee entitlements	3,626	4,331	4,653	3,626
Total current liabilities	**12,433**	**11,122**	**15,713**	**12,433**
Non-current liabilities				
Employee entitlements	373	434	373	373
Total non-current liabilities	**373**	**434**	**373**	**373**
Total liabilities	**12,806**	**11,556**	**16,086**	**12,806**
Net assets	**1,700,272**	**1,650,992**	**1,604,096**	**1,697,525**
Equity				
General funds	665,376	583,048	580,798	665,376
Other reserves	1,034,646	1,067,944	1,023,298	1,032,149
Total Equity	**1,700,022**	**1,650,992**	**1,604,096**	**1,697,525**

The Museum of New Zealand Te Papa Tongarewa
Prospective Statement of Cash Flows
for the year ended 30 June

	Consolidated Budget 2027 $000's	Consolidated Budget 2026 $000's	Consolidated Actual 2025 $000's	Museum Budget 2027 $000's
Cash flows from operating activities				
Receipts from crown revenue	42,701	43,569	43,618	42,701
Interest received	2,144	2,400	2,701	2,144
Receipts from other revenue	39,087	36,740	37,099	38,987
Payments to suppliers	(34,042)	(33,177)	(31,054)	(34,042)
Payments to employees	(47,204)	(47,550)	(46,862)	(47,204)
Goods and services tax (net)	-	-	(87)	-
Net cash from operating activities	**2,686**	**1,982**	**5,415**	**2,586**
Cash flows from investing activities				
Receipts from sale of property, plant and equipment	-	-	6	-
Purchase of property, plant and equipment	(52,633)	(8,597)	(17,716)	(52,633)
Purchase of intangibles	(326)	(100)	(14)	(326)
Purchase of collections	(3,000)	(2,000)	(2,879)	(3,000)
Movements in investments	-	5,000	7,661	-
Net cash from investing activities	**(55,959)**	**(5,697)**	**(12,942)**	**(55,959)**
Cash flows from financing activities				
Capital contribution from Crown	47,000	3,000	3,000	47,000
Net cash from financing activities	**47,000**	**3,000**	**3,000**	**47,000**
Net increase in cash and cash equivalents	**(6,273)**	**(715)**	**(4,527)**	**(6,373)**
Cash and cash equivalents at the beginning of the year	47,324	12,334	10,256	47,214
Cash and cash equivalents at the end of the year	**41,051**	**11,619**	**5,729**	**40,841**

Statement of Accounting Policies

The prospective financial statements have been prepared on the basis of the significant accounting policies, which are expected to be used in the future for reporting historical financial statements. The significant accounting policies used in the preparation of these forecast financial statements are summarised below.

Reporting entity

The Group consists of The Museum of New Zealand Te Papa Tongarewa (Te Papa), The Te Papa Foundation (the Foundation), Mahuki Tahi Limited and Mahuki Limited. Te Papa's ultimate parent is the New Zealand Crown. Mahuki Tahi Ltd and Mahuki Ltd are Crown subsidiary companies wholly owned by Te Papa. Te Papa and its subsidiary companies comprise the "Museum" entity in this report. The Foundation is a Charitable Trust, which is required to be consolidated with the Museum entity for financial reporting purposes only. The Foundation and the Museum are operated independently.

Te Papa is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled and operates in New Zealand. The relevant legislation governing Te Papa's operations includes the Crown Entities Act 2004 and the Museum of New Zealand Te Papa Tongarewa Act 1992.

The Museum of New Zealand Te Papa Tongarewa Act 1992 sets out the principal functions of Te Papa's Board. These functions include controlling and maintaining a museum, developing collections and making those collections accessible, caring for the collections, creating exhibitions, conducting research into matters relating to the collections, providing education and information services and providing national services in partnership with other museums.

In performing these functions, Te Papa must have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand's cultural life and the fabric of New Zealand society. Te Papa must also endeavour to ensure that the Museum is a source of pride for all New Zealanders.

Te Papa's mission states that "the Museum of New Zealand Te Papa Tongarewa is a forum for the nation to present, explore, and preserve the heritage of its cultures and knowledge of the natural environment in order to better understand and treasure the past, enrich the present, and meet the challenges of the future."

Te Papa seeks to achieve successful financial outcomes and does this by offering experiences and products that contribute to the sustainability of the Museum, but Te Papa does not operate to make a financial return.

Accordingly, Te Papa has designated itself as a public benefit entity (PBE) for financial reporting purposes.

These prospective financial statements are for the Museum of New Zealand Te Papa Tongarewa. They are for the year ending 30 June 2027 and were approved by the Board on 25 June 2026.

Basis of preparation

These prospective financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

These prospective financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004, for the purpose of providing information on Te Papa's operating intentions and financial position, against which it must report and be formally audited at the end of the financial year. This includes the requirement to comply with New Zealand generally accepted accounting practice ("NZ GAAP").

The information in these prospective financial statements may not be appropriate for purposes other than those described.

These prospective financial statements have been prepared in accordance with PBE-FRS 42: Prospective Financial Statements. These forecast financial statements comply with Public Sector PBE accounting standards. The forecast financial statements have been prepared in accordance with Tier 1 PBE accounting standards.

Te Papa does not intend to update the prospective financial statements subsequent to the publication of these statements.

Presentation currency and rounding
These prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars ($000).

Critical accounting estimates and assumptions
In preparing these prospective financial statements, Te Papa has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The most significant of these are outlined below:

Revenue – Crown	Funding from Crown is as per the current funding agreement.
Revenue - Commercial	Forecast revenue is based on estimated fee paying functions held in the museum and in the operation of Tākina, the Wellington Convention Centre. Retail sales and café turnover is estimated based on historical spend patterns, but with reduced levels of visitation to the museum.
Personnel costs	The forecast takes into account current establishment levels and incorporates expected personnel changes over the 12 month period.
Building operating costs	Forecasted costs reflect the expected costs taking into consideration current and expected incremental costs to maintain the museum and the storage facility to ensure that the collection items are housed under the appropriate environmental conditions and that museum visitation is enjoyed in a comfortable and safe environment.
Depreciation	The depreciation charge for the period is based on the current asset base and additions capitalised during the year without any significant changes in useful lives of assets.
Asset revaluations – Building assets and the collections	Te Papa assets are revalued on a three year cycle by independent valuers. The assets are stated at their most recent valuation plus additions since the valuation. The latest valuation dates are: • June 2026 – Building assets, Library, History, Natural History and Photography • June 2025 – Mātauranga Māori, Pacific & International Ethnology • June 2024 – Art and Philatelic
Financial assets	Consists of a low risk investment portfolio managed by a reputable and professional investment fund management organisation.
Capital	Te Papa is undertaking a programme of capital spending aimed at replacing existing exhibitions and core building infrastructure assets. This capital spend is funded from internally generated surpluses.

Standards issued and not yet effective

There are no standards issued and not yet effective for 2026/27.

Significant accounting policies

Consolidation of the Foundation

The Group financial statements include the Te Papa Foundation as a controlled entity. The foundation is a controlled entity under PBE IPSAS 35 for financial reporting purposes but is an independent charitable trust, with the majority of the trustees independent of Te Papa.

Basis of consolidation

The consolidated financial statements are prepared by combining the financial statements of all the entities that comprise the group, being Te Papa and its controlled entities. Consistent accounting policies are employed in the preparation and presentation of the consolidated financial statements.
In preparing the consolidated financial statements all material intercompany balances and transactions, and unrealised profits arising within the group are eliminated in full.
The subsidiary companies have the same reporting period as Te Papa.

Revenue

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

Funding from the Crown

Te Papa is partially funded by the Crown. This funding is restricted in its uses for the purpose of Te Papa meeting the objectives specified in the *Statement of Intent*.
Te Papa considers there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

Other grants received

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Te Papa must exercise judgement when recognising grant revenue to determine if the conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract.

Donated assets

Where a physical asset is gifted to or acquired by Te Papa for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue.

Provision of goods and services

Revenue from the supply of goods and services is measured at the fair value of the consideration received. Revenue from the supply of goods is recognised when the significant risks and rewards of ownership have been transferred to the buyer. Services provided to third parties on commercial terms are recognised as revenue in proportion to the stage of completion at balance date.

Interest revenue

Interest revenue is recognised by accruing, on a time proportion basis, the interest due for the investment.

Sponsorship in kind

Sponsorship in kind is where an asset or service is provided by a third party in exchange for branding association or other non-cash benefits provided by Te Papa. This occurs through open market negotiations, and the fair market value of the asset/service provided is recognised as revenue to Te Papa, with an equal value recognised as the expense incurred in providing the associated benefits.

Foreign currency transactions

Foreign currency transactions (including those subject to forward exchange contracts) are translated into NZ dollars (the functional currency) using the spot exchange rates at the dates of the transactions.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Cash and cash equivalents
Cash and cash equivalents include cash on hand, deposits held at call with domestic banks and other short-term, highly liquid investments, with original maturities of three months or less and which are subject to an insignificant risk in changes in value.

Derivative financial instruments
In accordance with its foreign exchange management policy, Te Papa does not hold or issue derivative financial instruments for trading purposes. Te Papa has not adopted hedge accounting.

Leases - *Operating leases*
An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the statement of comprehensive revenue and expenses as a reduction of rental expense over the lease term.

Investments
Investments in bank deposits are initially measured at the amount invested.
After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method.

Funds under management are initially measured at the amount invested. They are subsequently measured at fair value and any gains or losses are recognised in other comprehensive revenue and expenses. Interest is subsequently accrued and added to the investment balance.

Property, plant and equipment
Property, plant and equipment consists of the following asset classes: land, non-residential buildings, land improvements, furniture and fittings, plant and equipment, motor vehicles, computer hardware and exhibitions.
Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation and impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Revaluations
Land and buildings are revalued with sufficient regularity to ensure that the carrying amount does not differ materially from fair value and at least every 3 years.
Land and building revaluation movements are accounted for on a class-of-asset basis.
The net revaluation results are credited or debited to an asset revaluation reserve in equity.
The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from fair value. If there is evidence supporting a material difference, then the off-cycle asset classes are revalued.

Additions
The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Te Papa and the cost of the item can be measured reliably.
Work in progress is recognised at cost less impairment and is not depreciated.
Property, plant, and equipment is initially recognised at cost. Where an asset is acquired through a non-exchange transaction, it is recognised at fair value as at the date of acquisition.

Disposals
Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset and are reported net in the statement of comprehensive revenue and expenses. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds.

Subsequent costs
Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Te Papa and the cost of the item can be measured reliably.
The costs of day-to-day servicing of property, plant, and equipment are recognised in the statement of comprehensive revenue and expenses as they are incurred.

Depreciation
Depreciation is accounted for on a straight-line basis on all property, plant and equipment other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their remaining useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

• Non-residential buildings (including components)	1 to 150 years	(0.67% to 100%)
• Land improvements	5 to 50 years	(2% to 20%)
• Furniture and fittings	2 to 30 years	(3.33% to 50%)
• Plant and equipment	1 to 50 years	(2% to 100%)
• Computer hardware	1 to 20 years	(5% to 100%)
• Exhibitions	1 to 20 years	(5% to 100%)
• Motor vehicles	3 to 10 years	(10% to 33%)
• Library	10 to 50 years	(2% to 10%)

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter. Books held in the library are planned to be held indefinitely and so are depreciated to a residual value. See the note below for the addition of Library to property, plant and equipment.

Impairment of property, plant and equipment

Property, plant and equipment that has a finite useful life is reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.
Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.
If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the statement of comprehensive revenue and expense.
The reversal of an impairment loss is recognised in the statement of comprehensive revenue and expenses.
Where an impairment loss is recognised against an asset that has previously been revalued, the loss will be recognised first against the revaluation reserve with any excess being recognised in comprehensive revenue and expenses.

Intangible assets

Software acquisition and development
Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.
Costs that are directly associated with the development of software for internal use by Te Papa are recognised as an intangible asset. Direct costs include the software development and employee costs. Staff training, costs associated with maintaining computer software and costs associated with the maintenance of Te Papa's website are recognised as an expense when incurred.

Amortisation
The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset

is derecognised. The amortisation charge for each period is recognised through the statement of comprehensive revenue and expenses.

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

- Acquired computer software 2-10 years (10% to 50%)

Impairment of intangible assets

Refer to the policy for impairment of property, plant and equipment. The same approach applies to the impairment of intangible assets.

Collections

Te Papa's collections are recorded at cost or valuation, with the exception of the Natural Environment collections, which are shown at replacement cost. Collection valuations are programmed annually to ensure that each class of collections is valued once every three years. Acquisitions to collections between revaluations are recorded at cost.

The net revaluation results are credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expenses but is recognised in the surplus or deficit. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised through the statement of comprehensive revenue and expenses will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expenses.

In the Board's opinion, as the collections tend to have an indefinite life and are generally not of a depreciable nature, depreciation is not applicable.

Payables

Short-term payables are recorded at their face value.

Provisions

Te Papa recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in "finance costs".

Revenue received in advance

Te Papa receives grants from organisations for specific research projects and specific exhibitions. Under PBE IPSAS funds are recognised as revenue when the conditions of the contracts have been met. A liability reflects funds that are subject to conditions that, if unfulfilled, are repayable until the condition is fulfilled.

Te Papa also receives operational revenue in advance. This is included as a liability in the statement of financial position.

Employee entitlements

Short-term employee entitlements

Employee entitlements that Te Papa expects to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned, but not yet taken at balance date, and sick leave.

Te Papa recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent Te Papa anticipates it will be used by staff to cover those future absences.

A liability and expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis.
The calculations are based on:

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

Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Superannuation schemes - *Defined contribution schemes*

Employer contributions to Kiwi Saver and the Government Superannuation Fund (GSF) are accounted for as defined contribution superannuation schemes and are recognised as an expense in the statement of comprehensive revenue and expenses as incurred.

Goods and services tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables which are presented on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.
The net amount of GST recoverable from, or payable to, the IRD is in included as part of receivables or payables in the statement of financial position.
The net GST paid to, or received from, the IRD, including the GST relating the investing or financing activities, is classified as net operating cash flow in the statement of cash flows.

Income tax

Te Papa is exempt from the payment of income tax in terms of section 20 of the Museum of New Zealand Te Papa Tongarewa Act 1992. Accordingly, no charge for income tax has been provided for.

Equity

Equity is measured as the difference between total assets and liabilities. Equity is disaggregated and classified into the following components:

- contributed capital;
- restricted reserves;
- property, plant and equipment revaluation reserve;
- collection revaluation reserve
- financial assets at fair value reserve; and
- accumulated losses.

Restricted reserves

Te Papa receives bequests and donations from private individuals for collection acquisitions and organisations for scientific research projects. Where they are discretionary, they are recognised as revenue once received.
Where the funds are subject to restrictions on use, such funds are identified as restricted reserves.

Property, plant and equipment revaluation reserve

The result of revaluations are credited or debited to an asset revaluation reserve for each class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the statement of comprehensive revenue and expenses. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the statement of comprehensive revenue and expenses is recognised first in the statement of comprehensive revenue and expenses up to the amount previously expensed, and then credited to the revaluation reserve for the class of asset.

Collections revaluation reserve

The result of revaluations are credited or debited to an asset revaluation reserve for collections. Where this results in a debit balance in the collections revaluation reserve, this balance is expensed in the statement of comprehensive revenue and expenses. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the statement of comprehensive revenue and expenses is recognised first in the statement of comprehensive revenue and expenses up to the amount previously expensed, and then credited to the collections revaluation reserve.

Financial assets at fair value

This reserve comprises the cumulative net change of financial assets classified as fair value through other comprehensive revenue and expense. Currently this comprises funds under management with Milford Asset Management Group.

Financial Instruments

For those instruments recognised at fair value in the statement of financial position, fair values are determined according to the following hierarchy:

- Quoted market price (level 1) – Financial instruments with quoted prices for identical instruments in active markets.
- Valuation technique using observable inputs (level 2) – Financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.
- Valuation techniques with significant non-observable inputs (level 3) – Financial instruments valued using models where one or more significant inputs are not observable.

Glossary

Iwi An iwi is a Māori tribe descended from a common named ancestor or ancestors, and is usually comprised of a number of hapū.

Kaitiakitanga To care for, look after, guard and protect. This encompasses wise management, spiritual and cultural care and protection. Te Papa acknowledges that it holds collections in trust for the people of Aotearoa New Zealand and the responsibility to protect and care for them for present and future generations. Te Papa acknowledges and respects the whakapapa (genealogical) relationships between taonga and their communities and the knowledge that arises from them.

Mana Authority, power and prestige. Mana refers to an extraordinary power, essence or presence that may be inherited through genealogical connections, or acquired through actions. Te Papa should show leadership and act with integrity at all times.

Mana taonga One of Te Papa's philosophies, Mana taonga recognises that taonga, which includes objects, narratives, languages, as well as all forms of cultural expression have mana; that taonga have whakapapa relationships with their source communities, as well as connections to the environment, people and places. Mana taonga recognises the authority derived from these relationships and the innate spiritual values associated with them. Respecting and expressing knowledge, worldviews and learning systems including mātauranga Māori - the views, explanations and perspectives of the nature of the world, as known and informed by Māori, is an important dimension of mana taonga. The principle is an empowering one that enables Te Papa to acknowledge the richness of cultural diversity and to design and disseminate models of cooperation, collaboration and co-creation that shares authority and control with iwi and communities, whilst recognising, embracing and representing the changing demographics of Aotearoa New Zealand.

Museology Best practice in museum development and implementation. Te Papa's unique and world-leading museology recognises the role of communities in enhancing the care and understanding of the collections and taonga, which in turn drives our approach and access to research. Collections are seen as part of living cultures that provide a gateway to understanding how other people live and uniquely view their world. Te Papa works in collaboration with communities and individuals to deliver exhibitions and experiences that are current, meaningful and relevant nationally and globally.

Tangata whenua The indigenous or first people of the land. Māori are regarded as the tangata whenua of Aotearoa, New Zealand.

Taonga Treasure or property that holds value. Taonga embraces any cultural items of significance or value and can include a diverse range of material, from the most highly prized tribal taonga - such as ancestral carvings, personal ornaments, garments, and weaponry - to 'worked' material such as fragments of flaked stone from archaeological excavations, bird bone, mammal bones, and shell. Language, waiata (songs) and karakia (incantations, prayers) are also regarded as important taonga.

Whānau Family or extended family.

Whanaungatanga Relationships. Whanaungatanga embraces whakapapa (genealogy) and focuses on relationships, and support people give to each other. Te Papa works collaboratively with colleagues and communities, internally and externally, respecting and honouring others' mana (integrity), expertise and perspectives.

Te Kāwanatanga o Aotearoa
New Zealand Government