

**The Museum of  
New Zealand  
Te Papa Tongarewa  
is a forum for the  
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explore and  
preserve the  
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the challenges  
of the future.**

**Museum of New Zealand  
Te Papa Tongarewa  
Statement of Intent  
2006/2007 to 2008/2009**



# Museum of New Zealand Te Papa Tongarewa Statement of Intent 2006/07, 2007/08, 2008/09

In accordance with section 149 of the Crown Entities Act 2004, this Statement of Intent of the Museum of New Zealand Te Papa Tongarewa for the three years ending 30 June 2009 is laid before the House of Representatives.

The purpose of the Statement of Intent is to promote public accountability by setting out Te Papa's objectives for the three-year planning period, including in-depth information on priorities for 2006/07, and providing a base against which the Museum's performance can be assessed.

This Statement of Intent reflects engagement between the Board and the Minister for Arts, Culture and Heritage on Te Papa's strategic directions.



John Judge, Chairman  
1 July 2006



Mark Solomon, Board Member  
1 July 2006

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# Mission



The Museum of New Zealand Te Papa Tongarewa Act 1992 (section 6) establishes the Museum of New Zealand Te Papa Tongarewa (Te Papa). It enshrines in its Purpose (section 4) Te Papa's Mission statement:

**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. *Ka tū te Whare Taonga o Aotearoa Te Papa Tongarewa hei wānanga mō te motu, ki te whakāra, ki te hōpara, ki te whakapūmau i ngā tikanga maha, me ngā mōhiotanga mō te ao tūturu, kia whai mana ai ēnei mōhiotanga, mai neherā, kia mau pakari ai mō nāianei, whai ki te wā kei mua.***

# Intentions at a Glance

## Tā Mātou Koromakinga

**Te Papa's major outcome** is the achievement of the Museum's Mission, enshrined in section 4 of the Museum of New Zealand Te Papa Tongarewa Act 1992: *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.*

### 1. Te Papa's Intermediate Outcomes

Te Papa's four intermediate outcomes are:

**Collections** – New Zealand's cultural and natural heritage is preserved for the benefit of current and future generations

**Knowledge** – The store of knowledge related to New Zealand's cultural and natural heritage is increased

**Experience** – Diverse audiences, nationally and internationally, gain a greater understanding of New Zealand through access to inspiring, rich, and informed experiences

**Community** – The cultural and economic life of New Zealand communities is enhanced through engagement with Te Papa

### 2. Strategic Priorities

Across the three-year planning period 2006/07 to 2008/09 Te Papa's strategies priorities are:

1. **Delivering a major programme of refreshments** within the core free experience – the long-term exhibitions
2. **Ensuring a strong emphasis on scholarship**, including mātauranga Māori
3. **'Being out there'** – Te Papa in the community
4. **Providing access to collections and knowledge online** – Te Papa in homes and schools everywhere

A priority for 2006/07 is:

5. Implementing the outcomes of the triennial review of **National Services Te Paerangi**

### 3. Key Indicators of Success

Te Papa's key indicators of success for the three years 2006/07 to 2008/09 are:

1. A minimum of 1.1 million visits each year
2. A demographic profile of visitors broadly reflecting the adult New Zealand population
3. A visitor satisfaction level of at least ninety percent
4. A minimum of fifty peer-reviewed and popular articles published each year
5. Eight strategic skill development projects initiated by National Services Te Paerangi each year
6. Active relationships maintained with a minimum of ten iwi or Māori organisations each year
7. A minimum of four exhibitions on tour nationally or internationally each year

#### 4. Target Levels of Performance

	Target/ Budget 2006/07	Target/ Budget 2005/06	Actual 2004/05
<b>Audience</b>			
Number of Visits to Te Papa (Cable Street)	1,100,000	1,100,000	1,264,291
Number of Virtual Visits to <a href="http://tepapa.govt.nz">http://tepapa.govt.nz</a>	600,000	500,000	612,916
% International Visitors (Adult)	45%	35%	52%
% Domestic Visitors from outside the Wellington Region (Adult)	35%	35%	41%
% Visitors 'Satisfied'	90%	90%	96%
<b>Services</b>			
Number of Short-Term Exhibitions	6	6	8
Number of Long-Term Exhibitions – New	3 by 2007	3 by 2007	1
Number of Long-Term Exhibitions – Refreshed	3	2	3
Number of Touring Exhibitions	4	3	5
Number of Events	550	550	714
Number of Education Programmes	600	400	581
Number of Articles Published	50	30	61
Number of Active Relationships with Iwi or Māori Organisations	15	10	17
Number of Strategic Skill Development Projects Initiated by National Services Te Paerangi	8	N/A	N/A
<b>Financial</b>			
Total Operating Revenue (\$'000)	42,182	40,703	41,391
Revenue Crown (\$'000)	20,574	20,577	18,228
Commercial Revenue (gross) (\$'000)	10,804	9,905	9,816
Sponsorship Revenue (\$'000)	3,550	3,550	3,960
Special Purpose Fund Revenue (\$'000)	700	611	2,159
Other Revenue (\$'000) <sup>1</sup>	6,554	6,060	7,228
Cost of Services (\$'000)	42,340	41,381	39,107
Net Surplus (Deficit) before Depreciation (\$'000)	(158)	(678)	2,284

<sup>1</sup> Other revenue includes interest, charged-for museum services, publications, and rental income.

# Part A: Operating Framework

## Te Anga Whakahaere

The history of the national museum goes back to 1865, when the Colonial Museum was established. Te Papa was established by the Museum of New Zealand Te Papa Tongarewa Act 1992, which brought the National Museum and National Art Gallery into a single institution. Te Papa's founding concept was developed through an extensive national consultation process and was adopted by the Government in 1990 (and extended in 1991). Te Papa opened in February 1998, and since then has attracted more than **11.7 million visitors** including **7 million New Zealanders** and **4.7 million international visitors**.

### 1. Concept, Principles, and Functions

#### 1.1 Concept

Te Papa's concept is founded on the principles of unified collections, the narratives of culture and place, the idea of forum, the bicultural partnership between Tangata Whenua and Tangata Tiriti, and the multidisciplinary approach to delivering a national museum for diverse audiences.

Within this concept, matters of concern to Te Papa are expressed within the framework of:

**Papatūānuku** – the earth on which we all live

**Tangata Whenua** – those who belong to the land by right of first discovery

**Tangata Tiriti** – those who belong to the land by right of the Treaty of Waitangi

#### 1.2 Principles

Six principles collectively express Te Papa's underpinning values. These principles form part of the criteria for decision making and provide the benchmark against which Te Papa measures the quality of its performance.

##### **Te Papa is Bicultural**

Te Papa values and reflects the cultural heritage and diversity of Tangata Whenua and Tangata Tiriti.

##### **He Tikanga Rua a Te Papa Tongarewa**

*E wāriū ana, e whakaata ana a Te Papa Tongarewa i ngā tikanga tuku iho me ngā rerenga kētanga o te Tangata Whenua me te Tangata Tiriti.*

##### **Te Papa Speaks with Authority**

All of Te Papa's activities are underpinned by scholarship drawing on systems of knowledge and understanding including mātauranga Māori.

##### **He Mana te Reo o Te Papa Tongarewa**

*He tino pūkenga e whāriki ana i ngā mahi katoa a Te Papa Tongarewa, e kapo ana i ngā tikanga mātauranga katoa tae atu ki te mātauranga Māori.*

##### **Te Papa Acknowledges Mana Taonga**

Te Papa recognises the role of communities in enhancing the care and understanding of collections and taonga.

##### **E Tautoko Ana a Te Papa Tongarewa i te Mana Taonga**

*Kei tēnā nohonga tāngata ā rātou tikanga tiaki me ā ratou māramatanga ki ā rātou kohinga me ā rātou taonga.*

##### **Te Papa is a Waharoa**

Te Papa is a gateway to New Zealand's natural and cultural heritage and provides a forum in which to explore and reflect on our national identity.

##### **He Waharoa a Te Papa Tongarewa**

*Ko Te Papa Tongarewa te waharoa ki ngā tikanga tuku iho me te taiao o Niu Tīreni, he wāhi hei wetewete, hei titiro arorau ki tō tātou tuakiri.*

##### **Te Papa is Committed to Excellent Service**

Te Papa seeks to meet the needs and expectations of its audiences and communities.

##### **E kaingākau ana Te Papa Tongarewa ki te Whakarite Ratonga Kairangatira**

*E whai kaha ana Te Papa Tongarewa ki te*

*whakarite i ngā hiahia me ngā tumanako o ngā whakaminenga me ngā rōpu-ā-iwi.*

### **Te Papa is Commercially Positive**

Te Papa seeks to achieve successful financial outcomes and offers experiences and products that contribute to the sustainability of the Museum.

### ***E Whai Hua Ana ngā Tauhokohoko a Te Papa Tongarewa***

*E whai ana a Te Papa Tongarewa kia tika ngā whakapaunga moni, kia pai ngā whakaaturanga, kia whai tikanga ana hua, hei tautoko i ana mahi katoa.*

## **1.3 Functions**

The Museum of New Zealand Te Papa Tongarewa Act 1992 (section 7(1)) sets out the principal functions of Te Papa's Board.

These are summarised as:

- Controlling and maintaining a museum
- Developing collections
- Making collections accessible
- Caring for the collections
- Creating exhibitions
- Conducting research into matters relating to the collections
- Providing an education service
- Providing an information service
- Providing national services in partnership with other museums
- Forming partnerships with other organisations
- Optimising the use of the collections
- Providing buildings required by the Museum

In performing its functions, the Board must (under section 8):

- 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

- Endeavour to ensure both that the Museum expresses and recognises the mana and significance of Māori, European and other major traditions and cultural heritages and that the Museum provides the means for every such culture to contribute effectively to the Museum as a statement of New Zealand's identity
- Endeavour to ensure that the Museum is a source of pride for all New Zealanders

## **2. Governance and Management**

### **2.1 Governance**

The governing board of Te Papa is a Crown entity. Under the Crown Entities Act 2004, Te Papa is a statutory entity, being a body corporate established under the Museum of New Zealand Te Papa Tongarewa Act 1992.

Te Papa is an autonomous Crown entity, so must have regard to government policy when directed to by its responsible Minister. Under the Museum of New Zealand Te Papa Tongarewa Act 1992, the Minister may not give a direction to Te Papa in relation to cultural matters.

The Board must carry out its statutory functions using funds provided primarily, but not exclusively, by parliamentary appropriation through Vote: Arts, Culture and Heritage.

The responsible Minister appoints the members of the Board.

As at 30 June 2006, the Board comprised:

**Dr Roderick S Deane** PhD, BCom (Hons), FCA, FCIM, FNZIM, Chairman [Term expires 30 June 2006]

**John Judge** BCom, FCA [Chairman from 1 July 2006]

**Emeritus Professor Judith Binney** DCNZM, MA (Hons), FRSNZ [Term expired 30 June 2005 (rolled over)]

**Glenys Coughlan** MBA, MA [Term expired 30 June 2005 (rolled over)]

**David Gascoigne** DCNZM, CBE, LLM [Term expires 30 June 2006]

**Josephine Karanga** BEd, Dip Tchg  
[Term expires 31 July 2007]

**Jenny May** TTC, MInstD, BA (Hons)  
[Term expires 30 June 2006]

**Mark Solomon** [Term expires 31 July 2006]

The terms of two members, Emeritus Professor Judith Binney DCNZM and Glenys Coughlan, expired on 30 June 2005, and have been rolled over in accordance with section 32(3) of the Crown Entities Act 2004.

## 2.2 Management

As at 1 July 2006 Te Papa's senior management comprised:

**Dr Seddon Bennington** PhD, Chief Executive

**Te Taru White** MBA, BSc (Hons), Kaihautū

**Paul Brewer** LVO, MA (Hons), Cert PR,  
Director Marketing and Communications

**Gisella Carr** MBA, BA, Director Funds  
Development

**Dr Carol Diebel** PhD, Director Natural  
Environment/Papatūānuku

**Arapata Hakiwai** MA, Director Mātauranga  
Māori

**Leona Kenworthy** Director People and  
Strategy

**Jonathan Mane-Wheoki** MA, Dip FA (Hons),  
BA, ATCL, Director Art and Collection Services

**Dr Claudia Orange** OBE, PhD, Director  
History and Pacific Cultures

**James Te Puni** MBA (Distinction), Dip Māori,  
Director Māori Strategy

**Kevin Tso** BCA, CA, Director Commercial

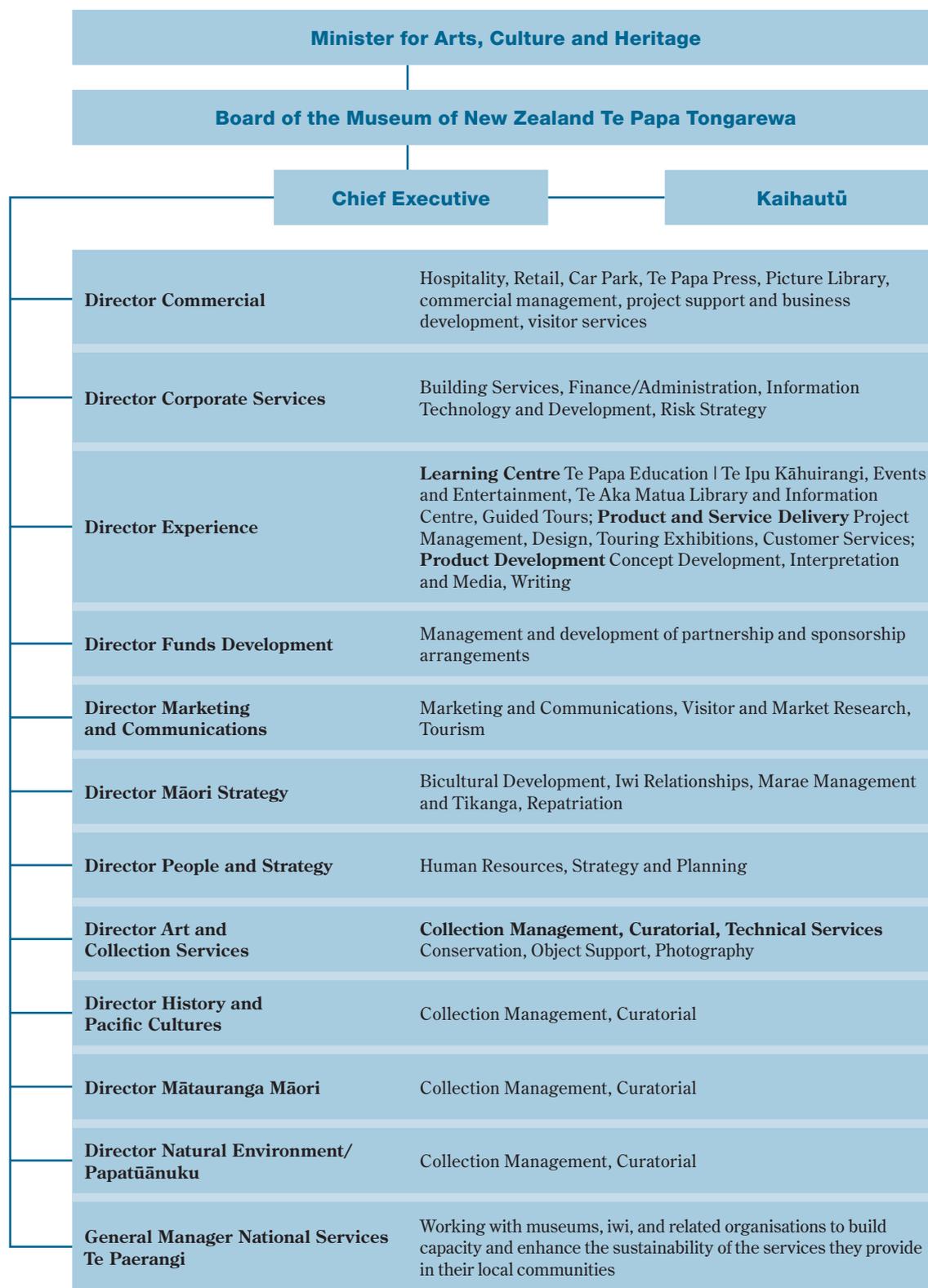
**Raewyn Smith-Kapa** Dip Arts Admin  
(London), Acting Director Experience

**Nicola Varuhas** BCA, CA, Dip CM, Director  
Corporate Services



**Te Papa's  
six corporate  
principles  
collectively  
express the  
Museum's  
underpinning  
values.**

## 2.3 Organisational Structure



### 3. Accountability and Alignment with Government Priorities

#### 3.1 Accountability

Under the Crown Entities Act 2004, Board members must comply with the Board's *collective duties*, their *individual duties* as members, and any directions made by the responsible Minister. The *collective duties* are owed to the responsible Minister and the *individual duties* are owed to the responsible Minister and the Museum.

Te Papa must also report annually to Parliament on its performance against its Statement of Intent. In addition, Te Papa provides quarterly reports to its Minister on progress towards achieving performance targets.

#### 3.2 Alignment of Te Papa's Outcomes with Government Priorities

##### Government Priorities

The Government has identified three priorities for the next decade:

- Economic transformation
- Families – young and old
- National identity

Te Papa contributes to the Government's priorities by providing Museum Services. Te Papa is a focus for New Zealanders – a symbol of national pride and a reflection of our national identity.

Te Papa makes a significant contribution to the key government priority:

**National identity** – *All New Zealanders to be able to take pride in who and what we are, through our arts, culture, film, sports and music, our appreciation of our natural environment, our understanding of our history and our stance on international issues.*

Te Papa also contributes to the government priority of economic transformation through partnerships with whānau, hapū, iwi, and Māori organisations, and the activities of

National Services Te Paerangi (which works with museums, iwi, and related culture and heritage organisations to build capacity and the sustainability of the services they provide to their communities).

##### Sector Outcomes

Through its involvement in culture and heritage, the Government seeks to achieve the following outcomes (as set out in the Ministry for Culture and Heritage's *Statement of Intent 2006/07*):

- Insight and enrichment
- Economic prosperity
- A sense of place
- Strong communities

##### Te Papa's Outcomes

Te Papa is committed to being a bicultural organisation and acknowledges the importance of the Treaty of Waitangi and the partnership implicit in the Treaty. Te Papa's bicultural policy ensures the development of a strong operational partnership between Tangata Whenua and Tangata Tiriti that is active throughout the organisation and at the governance level.

The major outcome Te Papa is seeking to achieve is the realisation of the Museum's Mission, enshrined in section 4 of the Museum of New Zealand Te Papa Tongarewa Act 1992:

*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.*

Through its activities, Te Papa seeks to contribute to the Government's goals by achieving the following intermediate outcomes:

**Collections** – New Zealand's cultural and natural heritage is preserved for the benefit of current and future generations

**Knowledge** – The store of knowledge related to New Zealand's cultural and natural heritage is increased

**Experience** – Diverse audiences, nationally and internationally, gain a greater understanding of New Zealand through access to inspiring, rich, and informed experiences

**Community** – The cultural and economic life of New Zealand communities is enhanced through engagement with Te Papa

In addition to these outcomes, Te Papa, Archives New Zealand Te Rua Mahara o te Kāwanatanga, and the National Library of New Zealand Te Puna Mātauranga O Aotearoa have made a commitment to working together in areas of mutual interest, recognising the common role the three national collecting institutions have in preserving and providing access to the nation's culture and heritage collections and resources. This relationship also recognises the contribution each makes to the

Government's priority of strengthening national identity. It is envisaged that this collaborative commitment will be formalised over the next twelve months.

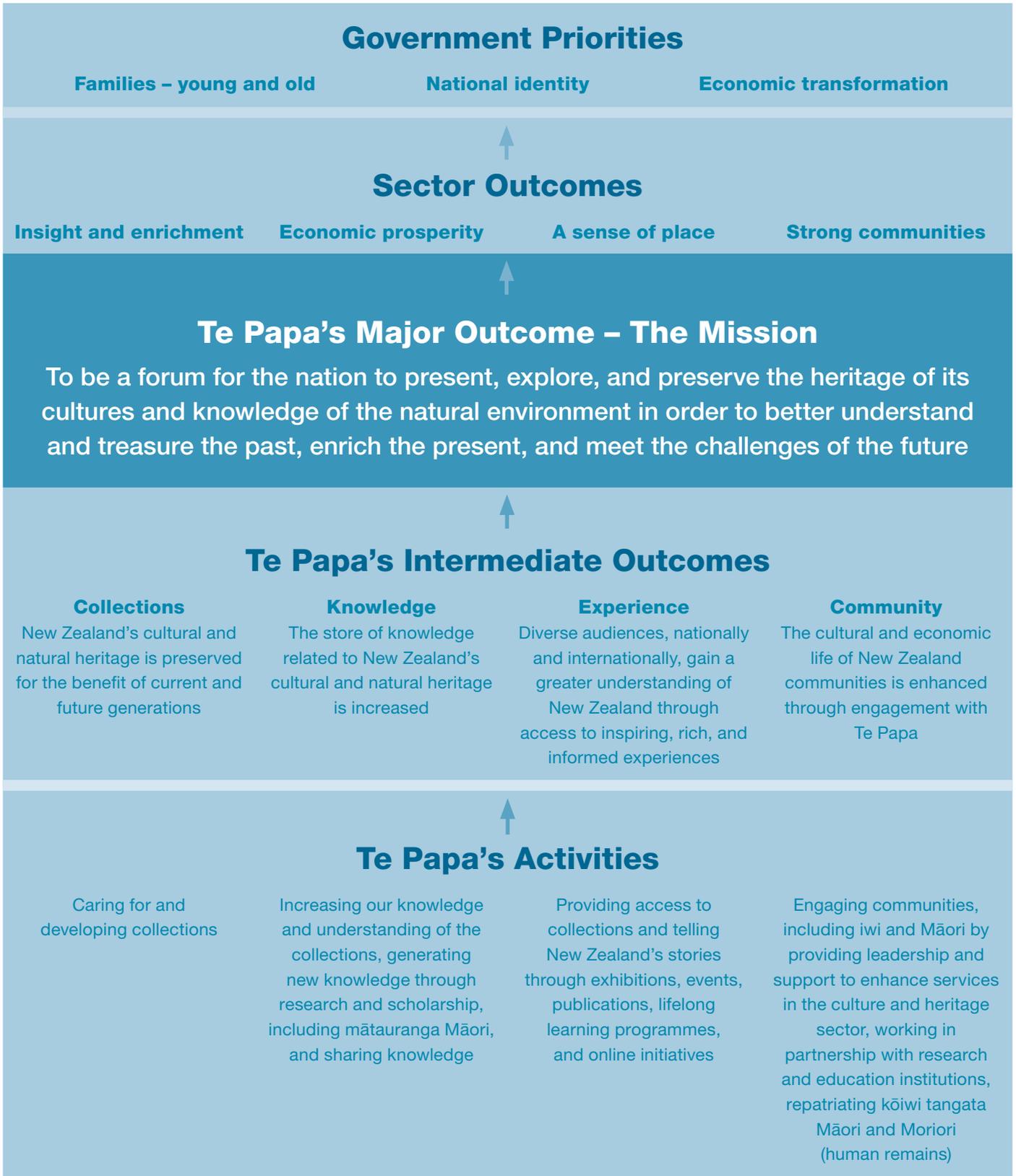
The institutions have a common interest in realising the objectives set out in the Government's Digital Strategy (May 2005), particularly the goal of *unlocking New Zealand's stock of content*, but also ensuring that their respective sectors have the *capability* to maximise the opportunities digital technologies offer.

The relationship between Te Papa's strategies and outcomes, the sector's outcomes, and the Government's goals, is shown in the diagram that appears on the next page.



**Te Papa is  
a focus for  
New Zealanders –  
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### 3.3 Alignment of Te Papa's Outcomes, the Sector's Outcomes, and the Government's Priorities



# Part B: Strategic Framework

## Te Anga Rautaki

### 1. Environment

Five external factors are likely to influence Te Papa over 2006/07 to 2008/09.

#### 1.1 Visitation and Demographic Trends

Since opening in 1998, Te Papa has achieved consistently high visitor numbers, far in excess of projections. Visitor numbers and demographics have been relatively consistent over the Museum's eight years of operation.

The key variances over 1998/99 to 2005/06 have been an increase in international visitors and a reduction in visits from New Zealanders from outside the Wellington region.

From 1998/99 to 2005/06 the number of international visitors to the Museum has increased to over fifty percent of total visits, and contributed to an increase in international tourists visiting Wellington. The international market is, however, vulnerable to change as a result of several factors, including the global security situation, rising fuel costs, and global health scares.

Te Papa is continuing to implement strategies to address the reduction in visitation from New Zealanders from outside the Wellington region, and this is a key strategic priority. Specific initiatives are set out in Part B, section 2.2.

Te Papa is also conscious of shifts in New Zealand's demographic profile, including the increase in the proportion of the population residing in the greater Auckland area, the increase in Māori and Asian and Pacific peoples as a proportion of the population, and New Zealand's aging population. These factors are taken into account in the context of Te Papa's long-term planning.

#### 1.2 Digital Environment

Digital technologies, including the Internet, provide new opportunities and challenges for Te Papa and like institutions to increase access to collections.

Te Papa is committed to playing a leading role in meeting the objectives set out in the

Government's Digital Strategy, in particular, the goal of *unlocking New Zealand's stock of content*.

To achieve these objectives there is a strong imperative for collaboration and partnership between agencies and sectors that have not previously worked together. In the online environment, institutional boundaries become less important as people seek to draw information from a wide range of sources.

Key strategies for addressing these challenges include:

- Enhancing online access to Te Papa's collections and knowledge through a new service launched in 2005/06, *Collections Online*
- Expanding the functionality of the New Zealand Museums website (<http://nzmuseums.co.nz>) to lower the barriers for museums in achieving a web presence and enhancing access to their collections
- Working closely with national collecting institutions, Archives New Zealand Te Rua Mahara o te Kāwanatanga and the National Library of New Zealand Te Puna Mātauranga O Aotearoa, on initiatives aimed at ensuring interoperability and access to New Zealand's culture and heritage collections now and in the future
- Collaborating with other institutions across government and the cultural sector on projects aimed at increasing access to culture and heritage materials and resources online

These initiatives are discussed further in Part B, section 2.2.

#### 1.3 Treaty of Waitangi Environment

The Treaty of Waitangi environment affects Te Papa, particularly when taonga held by the Museum become the subject of claims. Te Papa is adopting a proactive approach to the claims environment, with key strategies including:

- Ensuring information about taonga is comprehensive and provides a sound basis for engaging with iwi

- Ensuring Te Papa is a kaitiaki (guardian) of choice among iwi
- Developing agreements with iwi about the long-term care and management of significant taonga

### 1.4 Sector Developments

In April 2005, Museums Aotearoa, the museum sector's professional body, launched *A Strategy for the Museum Sector in New Zealand*, the first national museums strategy. Te Papa is committed to assisting the sector and working collaboratively with Museums Aotearoa to meet the strategy's outcomes and priorities.

In April 2006, National Services Te Paerangi and Museums Aotearoa signed a memorandum of understanding identifying areas of common interest on which the two organisations will work together and each party's roles and responsibilities.

Having reviewed its services in 2005/06, National Services Te Paerangi will implement a new strategy in 2006/07 to shift its emphasis towards more effective and responsive methods of service delivery. The strategy is discussed further in Part B, section 2.2.

### 1.5 Legislative Change

Changes to State sector legislation, including the Crown Entities Act 2004, which came into force on 1 January 2006, and amendments to the State Sector Act 1988, have had only a minor impact on Te Papa's operations.

Over 2005/06, a comprehensive review of governance and accountability processes was completed. Te Papa is incorporating new planning and reporting provisions under the Crown Entities Act 2004 into its compliance documents, including this Statement of Intent.

Te Papa is adopting the New Zealand equivalents of the International Financial Reporting Standards for the 1 January 2007 changeover.

## 2. Priorities and Strategies

### 2.1 Priorities

Within the context of its Mission, Te Papa's major outcome, and the intermediate outcomes set out in Part A, section 3.2, the Museum's strategic priorities for 2006/07 to 2008/09 are:

- **Delivering a major programme of refreshments** within the core free experience – the long-term exhibitions – while maintaining a high-quality programme of short-term exhibitions in The TOWER Gallery
- **Ensuring a strong emphasis on scholarship**, including mātauranga Māori, to build the knowledge that enables Te Papa to speak with authority
- **'Being out there'** – Te Papa in the community – through partnerships (including with iwi and Māori), the activities of National Services Te Paerangi, and national and international touring exhibitions
- **Providing access to collections and knowledge online** – Te Papa in homes and schools everywhere

In addition, a key priority for 2006/07 is:

- Implementing the outcomes of the triennial review of the **National Services Te Paerangi** programme and delivery mechanisms

### 2.2 Strategies

Te Papa's priorities and strategies for achieving outcomes in the areas of Collections, Knowledge, Experience, and Community over 2006/07 to 2008/09 are set out below.

The principal activities contributing to the achievement of the Museum's outcomes include:

- Caring for and developing collections
- Increasing our knowledge and understanding of the collections, generating new knowledge through research and scholarship, including mātauranga Māori, and sharing knowledge
- Providing access to collections and telling New Zealand's stories through exhibitions,

# Collections

One of Te Papa's strategic priorities for 2006/07 to 2008/09 is to provide access to collections and knowledge online.



Collections Online allows people to search Te Papa's collections through the Museum's website at <http://collections.tepapa.govt.nz>

From Te Papa's Art collection, *Mrs Humphrey Devereux* 1771 by John S Copley. Gift of the Greenwood family, 1965.

From Te Papa's History collection, Claret jug made by silversmith Nathan Salomon, circa 1865.

events, publications, lifelong learning programmes, and online initiatives

- Engaging communities, including iwi and Māori, by providing leadership and support to enhance services in the culture and heritage sector, working in partnership with research and education institutions, and repatriating kōiwi tangata Māori and Moriori (human remains)

### Collections

Over the next three years, Te Papa will complete a major refurbishment of its Tory Street research and collection storage facility. This will ensure Te Papa has the facilities to meet work demands, provide the highest level of safety and security for the long-term care and management of the collections, and increase collection storage capacity.

### Knowledge

Te Papa has identified ‘ensuring a strong emphasis on scholarship, including mātauranga Māori’ as a key strategic priority, recognising that this is essential for building the knowledge that enables Te Papa to speak with authority. Key strategies for achieving a strong knowledge generation culture at Te Papa include:

- Strengthening existing, and developing new, research networks and partnerships and securing additional funding for research projects – such projects enhance our understanding of

the collections and generate new knowledge used by Te Papa and the community

- Increasing the profile of research and scholarship activities, including, for example, books, articles in popular and refereed journals, online publications, and conference presentations
- Maintaining a group of honorary research associates to enrich our knowledge, and the care, of the collections – recognising the strong and mutually beneficial relationship between esteemed individuals and the Museum

### Experience

#### Experiences

#### *Long-Term Exhibition Refreshment Programme*

The Museum’s key priority over the next three years is to deliver a major programme of refreshments in the core free experience – the long-term exhibitions. Te Papa will concurrently undertake several major exhibition projects, requiring the organisation to change how it operates and staff in key areas to change how they work.

Over the next three to five years, several exhibitions developed for the opening of Te Papa in 1998 will be refreshed or replaced and exhibitions will be developed in spaces not previously used. This will include:

Level 2		Opens
<i>The Time Warp</i>	Whole exhibition change	2007/08
Discovery Centre <i>NatureSpace</i>	Refreshment	2007/08
Level 4		Opens
<i>Mana Pasifika</i> , including the Discovery Centre <i>PlaNet Pasifika</i>	Whole exhibition change	2007/08
Cook – in the Ellipse	New exhibition	2009/10
Rongomaraeroa (Te Papa’s Marae)	Refreshment	2009/10
<i>Mana Whenua</i> , including the Discovery Centre <i>Te Huka a Tai</i>	Whole exhibition change	2009/10
Twentieth century history – replacing existing exhibitions, <i>On the Sheep’s Back</i> and <i>Made in New Zealand</i>	New exhibition	2009/10

In 2006/07, Te Papa will establish dedicated project teams to develop and deliver each exhibition project. It is anticipated that the priority accorded to the refreshment programme will require other activities to be reprioritised, and this will occur over 2006/07.

Te Papa will continue its Community Gallery and Iwi Exhibition programme with the opening of the fifth Iwi Exhibition, *Mō Tātou, The Ngāi Tahu Whānui Exhibition*, in **July 2006** and the delivery of the Scottish Community Exhibition in **mid-2007**.

### ***Exhibition Programme***

As well as refreshing the core free experience, Te Papa must continue to deliver a short-term exhibition programme capable of driving national visitation and encouraging repeat visitors from Wellington city and the region.

The TOWER Gallery is the principal space for presenting high-quality charged-for exhibitions. Te Papa aims to present two major international touring exhibitions each year, and from 2006/07 will augment the programme by presenting one exhibition each year that draws almost exclusively on Te Papa's collections.

In 2006/07, Te Papa will deliver *Constable: impressions of land, sea and sky*, the result of a partnership with the National Gallery of Australia. Support from the government Indemnity Programme for Touring Exhibitions, and the generosity of institutional and private lenders, has enabled this major exhibition of works by British artist John Constable to travel to New Zealand.

In addition to The TOWER Gallery programme, in October 2006, Te Papa will deliver the second phase of the new long-term exhibition *Toi Te Papa Art of the Nation*. The exhibition will occupy the whole of Level 5 and be refreshed regularly. The exhibition will occasionally include focus sections, for example, of the work of a single artist or group of artists or on a

particular topic. *Toi Te Papa Art of the Nation* will be Te Papa's largest exhibition, profiling works of art, decorative art objects, and taonga to tell the story of the development of European and Māori art traditions.

Complementing *Toi Te Papa Art of the Nation* is the programme of short- and long-term installations in the Level 6 Sculpture Terrace. Through this programme, Te Papa will commission and present significant new works by leading practitioners, and present a dynamic short-term programme of contemporary sculptural works.

In 2006/07, Te Papa will install a major new commissioned work by New Zealand artists Bill Culbert and Ralph Hotere in the Core/Ihonui, extending from the Wellington Foyer on Level 2 to the ceiling of Level 6. Te Papa is also planning a series of site-specific commissioned artworks for *Te Ara a Hine* (the internal entrance to Rongomaraeroa, Te Papa's Marae), which will change every three years.

A programme of short-term exhibitions will continue on Level 6, focusing on three-dimensional works; in the Ilott Gallery on Level 4, primarily works on paper; and in the Eyelights Gallery primarily textiles and fashion.

### ***Learning Centre***

Through its Learning Centre Te Papa provides a range of lifelong learning experiences associated with exhibitions and collections-based scholarship, including mātauranga Māori. A focus of the Centre is to increase access to learning experiences by, for example, developing online education products for audiences outside Te Papa, providing opportunities for self-directed learning by school and education groups, and developing technology-related initiatives such as video-conferencing events.<sup>2</sup>

In 2006, Te Papa signed a memorandum of understanding with the Ministry of Education.

<sup>2</sup> Te Papa's Learning Centre includes the four Discovery Centres and *StoryPlace*, Events and Entertainment, Te Aka Matua Library and Information Centre, and Te Papa Education | Te Ipu Kāhuirangi.

Through this alliance, Te Papa will develop its capability as an education resource provider for teachers and schools and, through joint projects, will increase the education community's access to the Museum's collections. In 2006/07, the parties will implement the first annual work plan setting out collaborative initiatives.

## Access

### *Touring Exhibitions*

In the 2005 Budget, Te Papa received additional capital funding from the Government to implement a sustained programme of international touring exhibitions. The international programme sits within the wider context of Te Papa's touring programme, a key aim of which is to enhance access to the Museum's collections and the Te Papa experience for communities and audiences nationally and internationally.

The international touring programme provides an opportunity to develop new, and strengthen existing, relationships, as well as to enhance the recognition of the Te Papa brand among the international museum community. This is essential to securing major blockbuster exhibitions, which form a significant component of The TOWER Gallery programme of short-term exhibitions.

The first international touring exhibition developed under the programme is *Whales from the South Pacific* (working title), which will open at Te Papa in September 2007, before embarking on an international tour in 2008.

As part of a cultural exchange, in early 2007, Te Papa will tour an exhibition of taonga Māori to Tokyo National Museum. This follows the presentation of *Splendours of Japan – Treasures from the Tokyo National Museum* at Te Papa in March and April 2006. Te Papa is working closely with key government agencies, including the Ministry of Foreign Affairs and Trade and Ministry for Culture and Heritage, to ensure

maximum advantage is achieved from the exhibition's presence in Japan.

In 2006/07, as part of the Government's Cultural Diplomacy International Programme, Te Papa will deliver an exhibition presenting contemporary New Zealand. It will travel to four cities in China from early 2007.

### *Online*

Te Papa's *Atarau Programme* provides the strategic framework for leveraging digital technologies and the Internet to enhance access to the Museum's collections and strengthen the Museum's ability to capture, manage, and deliver information and knowledge. The *Atarau Programme* supports the objectives of the Government's Digital Strategy by providing access to information and knowledge relating to the Museum's collections.

As part of the programme, in September 2005 Te Papa launched a new service for providing access to 'collections online' to take Te Papa's collections and knowledge into homes and schools everywhere. *Collections Online* allows visitors to search the collections through the Museum's website, drawing on information recorded in Te Papa's collection information system. It provides a further layer of in-depth information to support a physical or virtual visit to the Museum.

A key priority for Te Papa is to continue to build the number of objects available in *Collections Online*.

Over 2006/07, Te Papa will also make collections information available through *Matapihi*, an initiative of the National Digital Forum, which is operated by the National Library of New Zealand Te Puna Mātauranga o Aotearoa and provides access to pictures, sounds, and objects from archives, galleries, libraries, and museums.<sup>3</sup>

Te Papa continues to play a role in national collaborative initiatives, including the National Digital Forum.

<sup>3</sup> The National Digital Forum is an initiative of Archives New Zealand Te Rua Mahara o te Kāwanatanga, the National Library of New Zealand Te Puna Mātauranga O Aotearoa, and Te Papa. It is a coalition of organisations with an interest and a role in developing and preserving digital natural and cultural heritage resources.

# Community

A key aim of the touring exhibition programme is to enhance access to the Museum's collections and the Te Papa experience for communities and audiences nationally and internationally.



*TREATY 20: A Touring Exhibition*, a collaboration between Te Papa, the National Library of New Zealand, and Archives New Zealand, supported by the State Services Commission Treaty Information Unit, completed a thirty-six venue national tour, attracting over 36,000 visits.

### ***Blue Water Black Magic***

Over 2006/07, Te Papa will support the New Zealand National Maritime Museum to deliver *Blue Water Black Magic*, an exhibition to be presented in an extension to the Hall of Yachting in the National Maritime Museum's premises on Auckland's Hobson Wharf. The exhibition will centre on *NZL 32 Black Magic*, the yacht with which New Zealand won the America's Cup in 1995 and that Team New Zealand gifted to Te Papa in 2001.

The exhibition will provide a high-quality, interactive, engaging exhibition celebrating New Zealand yachting, teamwork, innovation, and success. It will also pay tribute to Sir Peter Blake's life and achievements.

### **Audience**

As referred to in Part B, section 1.1, following initial high levels of visitation to Te Papa from New Zealanders from outside the Wellington region, the trend has been a declining number of visits, both as a percentage of total visits (from forty-one percent in 1998/99 to nineteen percent in 2004/05) and in numbers of visitors (from 361,673 in 1998/99 to 242,112 in 2004/05).

Key strategies that will continue to be implemented over the next three years, include:

- Refreshing the core free experience developed for Te Papa's opening in 1998
- Presenting a high-quality short-term exhibition programme in The TOWER Gallery capable of drawing visitors from across New Zealand
- Promoting the Te Papa experience in key regional markets in conjunction with Positively Wellington Tourism and Tourism New Zealand

Over 2006/07 Te Papa will also explore initiatives to increase the number of local and regional visitors.

The international tourist market remains critical to Te Papa, with over fifty percent of visitors from overseas. Te Papa maintains and builds its international reputation using marketing

initiatives in key international and emerging markets, including initiatives in collaboration with Tourism New Zealand, and by enhancing the profile of Te Papa's brand with activities such as touring exhibitions.

In addition to attracting visitors from outside the Wellington region, the Museum is committed to taking the Te Papa experience to communities across New Zealand through touring exhibitions and collection loans.

Continuing to attract Māori and ethnic communities is critical to achieving the Museum's Mission of being a forum for the nation. Programming is vital to make sure many communities see their stories in the exhibitions, events, and entertainment and education programmes.

### **Community**

#### **Strategic Relationships, Including with Iwi and Māori**

Te Papa develops relationships with organisations on collaborative projects that draw on the resources and expertise of external partners and extend the Museum's reach into the community.

Te Papa's iwi relationships contribute significant value across the Museum's activities, and include working in partnership with iwi to manage taonga, pursue commercial, cultural, and research opportunities, and develop new products and experiences, and as part of developing Rongomaraeroa as a marae for all people.

The focus of Te Papa's iwi relationship activity over 2006/07 to 2008/09 will be maintaining and developing relationships through the Iwi Exhibition Programme, partnership projects, and the Karanga Aotearoa Repatriation Programme.

Te Papa's Iwi Exhibition Programme provides an opportunity to develop strong and enduring relationships with iwi, and includes the development of an exhibition presented within the long-term exhibition *Mana Whenua*. In July 2006, Te Papa will welcome Ngāi Tahu as the

fifth iwi partner. For the duration of the exhibition *Mō Tātou, The Ngāi Tahu Whānui Exhibition*, Ngāi Tahu kaumātua will be resident at Te Papa and Ngāi Tahu kawa will prevail on Rongomaraeroa.

Other key priorities or initiatives include developing and establishing effective agreements with iwi for the ongoing management of taonga, including natural environment specimens.

### **National Services Te Paerangi**

In 2005/06, National Services Te Paerangi reviewed its structure and operations following the triennial review of programme priority areas completed in October 2005 and Museums Aotearoa's release of *A Strategy for the Museum Sector in New Zealand* in April 2005.

As a result, a new five-year strategy has been adopted. Central to the strategy is a shift in emphasis towards more effective and responsive methods of service delivery. The purpose of National Services Te Paerangi, however, remains unchanged. Through its programmes, National Services Te Paerangi works with museums, iwi, and related organisations to build capacity and enhance the sustainability of the services they provide in their local communities.

In place of the four programme priority areas that informed activities for the three years to 2005/06, National Services Te Paerangi will direct its support towards two key areas over 2006/07 to 2008/09:

- *Strategic Skill Development Programmes*  
Projects initiated by National Services Te Paerangi in response to the sector's needs, as identified through the triennial review undertaken in 2005/06 and regular training needs analyses, with an emphasis on enhancing and supporting best practice and developing practical and strategic skills.

Programmes include the *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa*, targeted training and workshops, the *He*

*Kāhui Kākākura Strategic Leadership Programme* (developed and delivered in conjunction with Victoria University of Wellington), and touring case studies.

- *Regional and Iwi Development Projects*  
Projects initiated by the sector supported by National Services Te Paerangi. They emphasise medium- to long-term strategic objectives, with benefits likely to accrue not only to the initiating institution(s), but also the broader sector and region. This contestable funding replaces the previous regional partnership projects, and has a renewed emphasis on their demonstrating benefit and accountability.

Communicating and implementing the new strategy will be the main priority for National Services Te Paerangi in 2006/07.

Other key priorities include:

- Establishing support positions to encourage and facilitate collaboration and reduce barriers to effective working relationships between museums and iwi
- Developing and implementing new funding strands to support regional and iwi development projects
- Expanding the functionality of the New Zealand Museums website (<http://nzmuseums.co.nz>) to enable museums, iwi, and heritage organisations to increase people's access to their collections through the website's hosting of images and information about objects and taonga, and to lower the barriers to museums achieving a web presence

### **Karanga Aotearoa Repatriation Programme**

On the Government's behalf, Te Papa delivers a programme to repatriate kōiwi tangata Māori and Moriori (human remains) from overseas public institutions and domestically to whānau, hapū, and iwi.

Over the next three years the programme's focus is to continue to build the research base, while maintaining a consistent number of

repatriations (including, for the three-year period, a minimum of five repatriations each year, with a minimum of one domestic repatriation each year).

As part of the programme, Te Papa is continuing a series of national wānanga to engage iwi and Māori in discussions on issues relevant to the programme, such as the long-term management of unprovenanced kōiwi tangata. A panel of external experts, the Repatriation Advisory Group, provides high-level guidance and advice on the programme and acts as a link between Te Papa and iwi.

### 3. Capability

This section sets out how the Museum's organisational health and capability will be managed. Capability encompasses what Te Papa needs in terms of access to leadership, people, culture, relationships, processes and technology, and physical assets and structures

to deliver the outputs required to achieve its objectives and the outcomes.

In March 2005, the State Services Commission Te Komihana o Ngā Tari Kāwanatanga published *Development Goals for the State Services*. The goals and associated programmes seek to improve the State Services, recognising that 'effective State Services [are] integral to the country's economic and social performance'.<sup>4</sup> The overall goal for the State Services is a 'system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders'.

Te Papa is committed to contributing to the high-level development goals established for the State Services, which are to be an employer of choice and achieve excellent State servants and to have networked State servants, coordinated State agencies, accessible State services, and trusted State services.



**Organisational development is a major strategic priority, recognising that people are critical to enabling Te Papa to achieve its outcomes.**

<sup>4</sup> [http://ssc.govt.nz/upload/downloadable\\_files/Development\\_Goals\\_Brochure.pdf](http://ssc.govt.nz/upload/downloadable_files/Development_Goals_Brochure.pdf)

### 3.1 Governance

Changes in Board membership, including the Chairman, may affect the setting of strategic direction at the governance level. A key priority for management will be to ensure new members are provided with a robust induction programme and receive the necessary support to govern the Museum effectively.

### 3.2 Organisational Development

Organisational development is a major strategic priority, recognising that people are critical to enabling Te Papa to achieve its outcomes and enhance the delivery of the Museum's services.

#### Our People

Te Papa has a diverse, multidisciplinary workforce, comprising, at 1 July 2006, 370 permanent and 200 casual employees, equating to approximately 423 full-time equivalent employees. See Te Papa's organisation chart and a list of senior management in Part A, section 2.2 and 2.3.

Te Papa's workforce ranges from highly specialised staff in curatorial and museum-specific roles to highly mobile staff in corporate and commercial areas. This presents challenges when recruiting and retaining staff.

Staff turnover for 2005/06 was approximately thirty-six percent. However, turnover varies significantly across different areas of the business. Turnover is relatively low among staff in museum-specific roles, and higher in more mobile corporate roles. Turnover is higher again in commercial and front of house roles, largely because this workforce is younger and working to supplement incomes rather than in careers.

Te Papa has a relatively high rate of unionisation, with approximately one-third of staff belonging to a union. In 2006 Te Papa negotiated a new collective employment agreement, covering staff in the fourth tier and below, with the Service and Food Workers Union, which has 221 members.

### Te Papa as a Good Employer

In accordance with section 118 of the Crown Entities Act 2004, Te Papa operates a personnel policy that complies with the principle of being a good employer.

These policies, which are accessible to all employees, address the following matters:

- (a) Good and safe working conditions
- (b) An equal employment opportunities (EEO) programme
- (c) The impartial selection of suitably qualified persons for appointment
- (d) Recognition of:
  - (i) The aims and aspirations of Māori
  - (ii) The employment requirements of Māori
  - (iii) The need for involvement of Māori as employees
- (e) Opportunities for the enhancement of the abilities of individual employees
- (f) Recognition of the aims and aspirations and employment requirements, and the cultural differences, of ethnic or minority groups
- (g) Recognition of the employment requirements of women
- (h) Recognition of the employment requirements of persons with disabilities

Te Papa is in the planning stages of implementing an organisation-wide EEO strategy and has initiatives in place recognising the employment requirements of its diverse staff. These include:

- A robust recruitment policy that ensures Māori and women are involved in the recruitment process
- A comprehensive anti-harassment policy and harassment prevention strategy with training for all employees
- An internal Māori network
- A permanent kaiako (te reo Māori teacher) on staff
- Extended leave provisions to enable staff to manage home emergencies or care for dependants

- An onsite school holiday programme for employees' children
- Involvement in Coachcorp – a Sport and Recreation New Zealand programme to enable employees to take paid time off work to coach school sports teams

### Our Strategies

The major human resource challenge facing Te Papa is maintaining staff morale in a time of significant re-prioritisation, specifically, the identification of the refreshment of the core free experience as Te Papa's key priority.

Other challenges include developing the expertise required to replace long-serving staff with specialist skills, continuing to ensure Te Papa is an employer of choice in a tight labour market, and ensuring staff achieve a positive work-life balance.

Recognising these drivers, Te Papa has implemented strategies to support employees in the workplace. Planned strategies include:

- Creating a new senior management position – Director People and Strategy – whose role it will be to influence leadership and culture change
- Reviewing and updating remuneration ranges regularly to ensure Te Papa is paying market salaries
- Linking targeted training and development to organisational priorities
- Rolling out 360-degree assessment to all managers, leading to the preparation of individual development plans
- Holding regular staff forums in which staff can interact with each other and ask questions of the Chief Executive and Kaihautū
- Implementing an integrated Human Resource Management Information System, so Te Papa can collect, analyse, and report employee information

### 3.3 Bicultural Organisation

Te Papa is a bicultural organisation. This means cultural considerations are integrated into business processes. Critical to the success of this approach, is ensuring a high level of bicultural capability across the organisation. The Museum's *Bicultural Capability Programme* seeks to develop staff competency in:

- Tikanga
- Te reo Māori
- Treaty of Waitangi, Te Tiriti o Waitangi

Bicultural training is available to all staff.

A challenge for the coming year is to identify the levels of bicultural capability required by different staff groups, and develop focused training to achieve those desired levels.

Strategies to further the Museum's bicultural development objectives over the forthcoming planning period include:

- Developing a competency or standard and related training on the principles of biculturalism and diversity and implementing those principles in the workplace
- Using the new Human Resource Management Information System to collect, analyse, and report information about organisational bicultural competency, skills, and diversity
- Developing mechanisms to raise awareness among external audiences of Te Papa's bicultural principle and operating framework

# Experience

Te Papa presents a diverse and changing programme of exhibitions, events and lifelong learning programmes.



From October 2006, *Toi Te Papa Art of the Nation* will be Te Papa's largest exhibition, profiling works of art, decorative art objects, and taonga to tell the story of the development of European and Māori art traditions.

*The Big O.E.* 2006 by Michael Parekowhai, a major new commissioned work, opened on the Level 6 Sculpture Terrace in April 2006.

In April 2006, Te Papa opened *Blood, Earth and Fire: Whāngai Whenua Ahi Kā: The Transformation of Aotearoa New Zealand*, the first major new long term exhibition developed since Te Papa opened in 1998.

### 3.4 Technology

Te Papa continues to evolve its technology environment to ensure systems deliver an up-to-date visitor experience, support the Museum's seven-day-a-week operation, and provide a sound platform for delivering key information.

The front of house visitor experience utilises touch-screen kiosks, computer-based interactive displays, audio-visual displays, and mobile exhibition guides in the form of handheld computers.

Behind the scenes, high-speed servers and networking components have been designed for continuous operation. Hewlett Packard desktops, monitors, notebooks, and printing solutions are used across the Museum and implemented in a standardised, locked-down environment, achieving a prudent mix of security, reliability, and functionality to the public and staff.

Key strategies to enhance the Museum's systems infrastructure over the forthcoming planning period include:

- Integration of the Museum's collection information system, KE EMu, across the organisation, ensuring information management practices and processes are streamlined and meet international museum standards
- Te Papa's website at <http://tepapa.govt.nz> –
  - Capitalise on the website's national and international reach as the primary information delivery tool by addressing the needs of users from the education, research, tourist, family, and culture and heritage sectors
  - Provide additional e-commerce facilities to allow the increasing number of Te Papa Store purchases to be handled more effectively and to enable e-commerce in other areas of the website
- Knowledge Management – Develop a shared view of information across the organisation by shifting to an electronic records and

information management environment.

This includes implementing a new intranet and contact management, electronic records, and document management systems

- Mobility and Wireless – Implement wireless networking technologies across front and back of house areas to deliver information to staff, business clients, and the public using a range of mobile devices

### 3.5 Physical Assets

Te Papa is not funded for depreciation on its capital assets (including buildings, exhibitions, and other infrastructure), resulting in the Museum reporting a net deficit each year. The Government does, however, provide annual capital funding of \$6 million for asset refreshment and replacement. The Government recognises that this level of funding is not sufficient for the Museum to fund major or unforeseen capital expenditure items, so Te Papa may request additional capital funding as the need arises.

In the 2005 Budget, the Government allocated an additional \$12 million in capital funding spread across the six financial years from 2005/06 to enable Te Papa to complete a major programme of refreshments to the core free experience. This funding is also contributing to the development of a sustained programme of international touring exhibitions.

Te Papa has sound risk management practices enabling it to continue to secure favourable insurance premiums for a building located in the Wellington region.

Since late 2004, Te Papa and the Wellington Waterfront Limited have been discussing the Transition Building proposed for development to the east of Te Papa as part of Waitangi Park. Given its proximity to the Museum, Te Papa believes the Transition Building presents a unique opportunity for expanding the Museum's public space.

Te Papa's vision for the Transition Building is to develop gallery space focused on the concept of

‘the contemporary’, primarily contemporary art, but including contemporary ideas, popular culture, Māori and Pacific art, and fashion and design. Te Papa has indicated its interest in acquiring or occupying one or two floors of the proposed four-floor building, while retaining the right to occupy the whole building in the future. Discussions are ongoing.

### 3.6 Operating and Capital Budgets

Te Papa’s operating budget for 2006/07 is \$42.340 million, funded by \$20.574 million from the Government and \$14.350 million from Te Papa’s sponsorship and commercial activities. The balance comprises special purpose funds and revenue derived from interest, donations, exhibitions, and other charged-for museum products and services.

Net self-generated revenue (including sponsorship and commercial revenue) after commercial business costs are deducted is budgeted at approximately \$6 million each year.

In 2006/07, Te Papa is budgeting an operating deficit before depreciation of \$0.158 million. In 2007/08 and 2008/09, Te Papa is budgeting an operating deficit of \$447 and \$2,205 respectively.

Including depreciation, the deficit is projected to be approximately \$11.660 million in 2006/07, \$12.500 million in 2007/08, and \$13.500 million in 2008/09.

#### Revenue

##### Government Revenue

Overall, the Government provides approximately sixty-two percent of net operating revenue. Annual operating funding of \$20.574 million includes \$0.444 million to implement a programme to repatriate kōiwi tangata Māori and Moriori on the Government’s behalf. Capital funding of \$9 million each year includes \$6 million for refreshment and replacement and \$3 million for collection acquisitions.

##### Self-Generated Revenue

Te Papa generates approximately thirty-seven percent of its net operating budget by developing partnerships and providing commercial services that contribute revenue. While few opportunities exist to significantly increase commercial and sponsorship revenues, Te Papa seeks to achieve year-on-year improvements in each of its businesses and continually seeks innovative approaches to fundraising.

##### Commercial

Te Papa’s commercial businesses operate to enhance the visitor experience with value-added products and services, generate revenue required to deliver the Te Papa experience, and develop recognition of Te Papa’s brand, nationally and internationally. Te Papa’s commercial businesses include hospitality (Catering/Functions, Espresso, Te Papa Café, and Venue Hire), retail (Te Papa Store, and Te Papa Kids’ Store), Te Papa Press, the Picture Library, the car park, and commercial products such as audio guides.

Commercial businesses contribute approximately eight percent of the Museum’s net operating revenue. Te Papa continually seeks opportunities to increase its revenue-generating capacity through new commercial ventures, extending existing product ranges, and ongoing business improvement.

In 2006/07, Te Papa will focus on developing its retail and hospitality businesses, following significant capital investment over the previous two years for refurbishing Te Papa Café, Espresso, Te Papa Store, Kids’ Store, and function venues.

##### Sponsorship

Sponsorship contributes approximately eleven percent of Te Papa’s net operating revenue, so is a significant source of funding. The Wellington City Council continues to make a considerable contribution to Te Papa, with its annually reviewed sponsorship commitment of \$2 million each year.

The focus for 2006/07 to 2008/09 is to pursue new partnership opportunities, including those associated with Te Papa’s short-term exhibition

and events programme and related products such as publications.

In 2006/07 Te Papa will launch a major new fundraising initiative, an individual giving programme through the Te Papa Foundation. It is expected that 2006/07 will see the foundation's establishment.

### Cost of Services

The cost of providing the Museum's services is \$42.340 million.

The major cost pressures on Te Papa's budget include payroll and the cost of securing international touring exhibitions, which form a critical component of The TOWER Gallery programme of, primarily, charged-for exhibitions.

Payroll costs comprise approximately fifty percent of Te Papa's operating budget. In 2004, Te Papa implemented an organisation-wide remuneration strategy, which resulted in increases totalling \$0.600 million each year. Te Papa is committed to reviewing ranges regularly and implementing increases accordingly. The tight labour market is also contributing to wage pressures as evidenced through the recent collective employment agreement negotiations.

There is continuing pressure on the costs associated with delivering a high-quality short-term exhibition programme capable of driving

visitation and, consequently, visitation-dependent revenues. Increases continue to occur in freight and insurance costs and fees for international touring exhibitions. Te Papa seeks to address these problems, in part, by working in partnership with other institutions to share the costs of bringing major exhibitions to Australasia and fostering positive relationships with insurers and the Government in the context of the Indemnity for Touring Exhibitions Programme.

### Working Capital

To mitigate the risks associated with a significant portion of the Museum's operating revenue being 'at risk' and to manage day-to-day cash flows, the Museum seeks to maintain a level of working capital that would enable it to sustain its operation in the short term under adverse conditions.

To provide Te Papa with appropriate incentives to maximise returns from its commercial operations, the Government has agreed that the Museum may maintain surplus third party revenues, up to a maximum of \$4 million, to fund enhancements to existing museum services. Te Papa will consult the Government before using these funds for, in particular, new initiatives that could have implications for the Government as the Museum's owner and principal funder.



**In October 2006  
Te Papa will open the  
new long-term  
exhibition *Toi Te Papa  
Art of the Nation.***

# Part C: Measuring Performance

## Te Ine Whakatutukinga

### 1. Non-Financial Performance

#### 1.1 Measuring Non-Financial Performance

Owing to the specialised nature of Te Papa's activities, Te Papa continually refines the process for identifying appropriate measures for key objectives and goals. Target levels of performance have been developed for the four outcome areas of Collections, Knowledge, Experience, and Community.

Te Papa's setting of targets is informed by several factors, including available resources and anticipated or actual changes in the external and internal environments. Performance levels also take into account the level of business risk associated with not meeting a given objective. For example, a failure to achieve visitation targets may adversely affect Te Papa's relationship with commercial partners for whom exposure to a wide audience is a key driver of their investment.

Quality is measured in terms of Te Papa's six corporate principles:

- Te Papa is Bicultural *He Tikanga Rua a Te Papa Tongarewa*
- Te Papa Speaks with Authority *He Mana te Reo o Te Papa Tongarewa*
- Te Papa Acknowledges Mana Taonga *E Tautoko Ana a Te Papa Tongarewa i te Mana Taonga*
- Te Papa is a Waharoa *He Waharoa a Te Papa Tongarewa*
- Te Papa is Committed to Excellent Service *E kaingākau ana Te Papa Tongarewa ki te Whakarite Ratonga Kairangatira*
- Te Papa is Commercially Positive *E Whai Hua Ana ngā Tauhokohoko a Te Papa Tongarewa*

These principles are reflected in Te Papa's policy guidelines for decision making. They form the criteria against which Te Papa measures quality standards for all its activities, including the development of the Te Papa experience (through exhibitions, events, publications, and lifelong learning programmes), the implementation of a capital works programme, and the products offered by its commercial businesses.

Te Papa's framework for scholarship, including mātauranga Māori has been developed to ensure Te Papa's activities are consistent with its statutory and conceptual foundations, including the six corporate principles.

Quantitative and qualitative targets are measured using a range of means, including visitor and market research, which measures visitor numbers, satisfaction, and demographics.

Te Papa undertakes summative evaluation studies of its short- and long-term exhibitions to answer the following questions:

- Has the exhibition been successful?
- Did the exhibition meet its communication, behavioural,<sup>5</sup> and other objectives?
- Did the exhibition attract its intended target audience?

Te Papa also uses a range of research and evaluation methods to measure whether objectives are being achieved and to inform the ongoing development of the Museum's services.

<sup>5</sup> Behavioural objectives include visitor responses to the exhibition such as looking, smiling, and laughing at, or moving towards exhibitions, opening drawers, or discussing exhibitions with others.

## 1.2 Non-Financial Performance Objectives for 2006/07 to 2008/09

### Collections

Preserving New Zealand's cultural and natural heritage for the benefit of current and future generations

#### Caring for Collections

Te Papa's collection management and conservation policies establish the standards of professional excellence and cultural care applied to the collections to enable their display, use, and preservation.

#### Developing Collections

Te Papa's Collection Development Policy provides the framework for acquiring items for the Museum's collections, which encompass works of art, historical objects, archival material, taonga, and items from the natural

environment. The Acquisitions Strategy supports this policy and establishes acquisition priorities over a three-year period. The policy is reviewed annually.

Te Papa collects significant cultural property and information relating to its Mission to document, illustrate, research, and explore the natural and cultural heritage of New Zealand and the parts of the world that have contributed to its identity. It does this to:

- Capture the imagination of New Zealanders by exploring our natural and cultural heritage
- Give physical and visual presence to the concepts, values, ideas, and information that Te Papa disseminates to users by all media
- Form part of the record of scholarship, including mātauranga Māori
- Provide a resource for research



**Te Papa continually assesses the overall satisfaction of visitors with the Museum.**

Objectives	Goals	Target Level of Performance		
		2006/07	2007/08	2008/09
<b>1.1 Caring for Collections</b> Collections are managed and preserved for the enjoyment and education of current and future generations	<b>Goal 1:</b> Minimise damage to collections	<b>No irreparable loss or damage</b> is caused to the collections or objects on loan to Te Papa as a result of handling by staff		
		No more than <b>four instances of irreparable damage</b> to collection items occur as a result of public access each year		
	<b>Goal 2:</b> Manage collection items in a culturally appropriate manner	The handling of taonga is in accordance with established tikanga standards <sup>1</sup>		
	<b>Goal 3:</b> Maintain collections in optimal conditions for their long-term preservation	The environmental conditions (temperature and relative humidity) in collection stores are maintained within agreed parameters		
<b>1.2 Developing Collections</b> Collections are developed to enable the Museum to document, illustrate, and explore New Zealand's natural and cultural heritage	<b>Goal 1:</b> Develop collections in accordance with the Collection Development Policy and Acquisitions Strategy <sup>2</sup>	<b>Ninety-five percent of new collection items</b> are acquired in accordance with the policy and procedural guidelines for acquisitions <sup>3</sup>		

<sup>1</sup> Tikanga standards include procedures for accessing Māori collection stores and wāhi tapu, not standing on or stepping over taonga, and iwi-specific tikanga requirements for particular taonga.

<sup>2</sup> Collection Development Policy and Acquisitions Strategy establish the guiding principles, outcomes, strategic directions, and priorities for Te Papa's collection development programme.

<sup>3</sup> The guidelines for acquisitions establish the procedures for acquiring items (by donation, purchase, field collection, or bequest) and the acquisition proposal process (including alignment with the Collection Development Policy and Acquisitions Strategy and matters such as conservation and collection management requirements and copyright).

## Knowledge

Contributing to the store of knowledge relating to New Zealand’s cultural and natural heritage

### Scholarship, Including Mātauranga Māori

Te Papa’s Core Projects Strategy establishes the framework for aligning research programmes, collection development priorities, and the development of visitor experience products, including exhibitions, events and entertainment, and lifelong learning programmes, which build on Te Papa’s Mission and Concept.

The core project themes are:

- The People of New Zealand/Tangata Whenua, Tangata Tiriti *Ngā Iwi o Aotearoa/Tāngata Whenua, Tāngata Tiriti*
- The Land *Te Whenua*
- The Sea *Te Moana*
- Creativity and Innovation *Te Auahatanga me ngā Mahi Hou*
- Global Perspectives *Ngā Tirohanga ā-Ao*

Te Papa’s Mātauranga Māori Strategy guides how the Museum approaches the care and management of mātauranga Māori, including that provided to Te Papa by iwi, and informs the development of all Museum outputs.

### Research Partnerships

The quality of Te Papa’s scholarship activities can be measured, in part, by the Museum’s ability to attract research funding from external agencies, including the Foundation for Research, Science and Technology, and by the willingness of related organisations’, including iwi and Māori, to engage in research partnerships or joint ventures with Te Papa.

### Sharing Knowledge

Te Papa makes accessible knowledge created through its scholarship, including mātauranga Māori activities, using a range of media and forums, including publication in national and international peer-reviewed journals, popular publications, books, online publications, and conference presentations.

Objectives	Goals	Target Level of Performance		
		2006/07	2007/08	2008/09
<b>2.1 Scholarship, including Mātauranga Māori</b> Increasing our knowledge and understanding of the collections, and generating new knowledge through research and scholarship	<b>Goal 1:</b> Engage in research that contributes to the Museum’s outputs	All research projects are <b>aligned to objectives</b> established within the Core Projects Strategy (research and product development) and meet agreed standards of excellence		
	<b>Goal 2:</b> Engage in research partnerships with related organisations on projects that contribute to Te Papa’s outputs and generate knowledge used by Te Papa and the community	A minimum of <b>five research partnerships</b> with external organisations that contribute to Te Papa’s objectives are undertaken each year		
<b>2.2 Sharing Knowledge</b> Sharing knowledge gained through scholarship, including mātauranga Māori activities	<b>Goal 1:</b> Make knowledge accessible in a range of forms and for a range of audiences and raise the profile of Te Papa’s research nationally and internationally	A minimum of <b>50 peer-reviewed and popular articles</b> are published in New Zealand-based and international journals and publications each year <i>[Target increased from 30 peer-reviewed and popular articles in 2005/06, reflecting projected performance levels]</i>		
		Te Papa Press publishes a minimum of <b>six publications</b> each year		
		A minimum of <b>10 scholarly papers</b> are presented at conferences each year		

# Knowledge

Ensuring a strong emphasis on scholarship, including mātauranga Māori is essential for building the knowledge that enables Te Papa to speak with authority.



A key objective for Te Papa is to increase the knowledge and understanding of the collections, and generate new knowledge through research and scholarship, including through partnerships with external organisations.

## Experience

Attracting and engaging diverse audiences by providing inspiring, informed, and rich experiences underpinned by scholarship, including mātauranga Māori

### Experiences

Te Papa presents a diverse and changing programme of exhibitions, events, and lifelong learning programmes.

The core free experience comprises nineteen long-term exhibitions, including the four Discovery Centres (*PlaNet Pasifika*, *Te Huka a Tai*, *NatureSpace*, and *Inspiration Station*), *StoryPlace*, Rongomaraeroa (Te Papa's marae), *Bush City*, and *The Time Warp*. In addition, Te Papa offers short-term exhibitions, derived from its collections and the collections of national and international museums and galleries. Te Aka Matua Library and Information Centre on Level 4 is open to visitors seven days a week.

Te Papa Education | Te Ipu Kāhuirangi offers curriculum-linked and exhibition-based school programmes, which include significant bicultural content for mainstream and te reo Māori education providers.

Through its events and entertainment programme, Te Papa provides a vibrant and enriched experience that attracts repeat visitors and provides a focus for the Museum as a forum in which people can explore issues relating to New Zealand's identity.

## Access

Te Papa seeks to ensure that a significant proportion of its collections are displayed through the short- and long-term exhibition programmes and planned conservation changes. Access to collections is also provided through back of house experiences, such as tours, and by meeting people's requests to access collections in storage.

Te Papa seeks to enable New Zealand and international audiences to share in the Te Papa experience by developing exhibitions that tour nationally and internationally, through the collection loans programme, and by making information accessible through the Internet.

Te Aka Matua Library and Information Centre and Te Papa's website (<http://tepapa.govt.nz>) provide virtual visitors with access to information about Te Papa's resources, services, and collections. Te Papa's website provides resources to general and specialist audiences, including schools.

## Audience

Through visitor and market research (including random exit interviews with visitors aged at least sixteen), Te Papa collects demographic and other information, including visitor origin, gender, ethnicity, and age. Through this research, Te Papa assesses the overall satisfaction of visitors with the Te Papa experience. Information about Te Papa's visitors informs the development and timing of programmes and products and assists Te Papa to develop its commercial businesses.

Objectives	Goals	Target Level of Performance		
		2006/07	2007/08	2008/09
<b>3.1 Experiences</b> Telling New Zealand's stories through exhibitions, events, entertainment, and lifelong learning programmes, and providing a forum for debate	<b>Goal 1:</b> Present a diverse and dynamic programme of exhibitions, events, talks, and visitor entertainment programmes	A minimum of <b>three long-term exhibitions</b> are refreshed, including major commissions <sup>1</sup>	Target level of performance to be established	
		A minimum of <b>three new long-term exhibitions</b> are delivered by 2007	Target level of performance to be established	
		A minimum of <b>six short-term exhibitions</b> are presented each year		
		A minimum of <b>550 events and visitor entertainment activities</b> are offered each year, including Discovery Centre activities, cultural performances, floor talks, lecture series, and the programme of events in Soundings Theatre		
	<b>Goal 2:</b> Develop and deliver education programmes that meet the needs and expectations of audiences	A minimum of <b>20 core curriculum-linked programmes</b> are offered each year <i>[Target increased from 10 core curriculum-linked programmes in 2005/06, reflecting projected performance levels]</i>		
		A minimum of <b>600 education programmes</b> are delivered to school audiences each year, including curriculum-linked, generic cross-curricular, and exhibition-related programmes <i>[Target increased from 400 education programmes in 2005/06, reflecting projected levels of performance]</i>		
		A minimum of <b>18,000 visitors</b> participate in pre-school education programmes offered by <i>StoryPlace</i> each year <i>[Target increased from 12,000 visitors participating in pre-school education programmes in 2005/06, reflecting projected levels of performance]</i>		

Objectives	Goals	Target Level of Performance		
		2006/07	2007/08	2008/09
<b>3.2 Access</b> Making the Te Papa experience and collections accessible	<b>Goal 1:</b> Maximise access to collections	A minimum of <b>15,000 visitors</b> participate in front and back of house tours each year		
	<b>Goal 2:</b> Increase access to information about Te Papa's collections and services	A minimum of <b>600,000 visits</b> to the Te Papa website each year <i>[Target increased from 500,000 website visitors in 2005/06, reflecting projected performance levels]</i>  The <b>number of collection items</b> available for viewing through <i>Collections Online</i> increases each year <i>[New target introduced for 2006/07]</i>		
	<b>Goal 3:</b> Maximise access to Te Papa's collections beyond the premises	<b>All approved loan requests</b> through Te Papa's collection loans programme are provided to the borrowing institution within the time-frame agreed in the letter of approval  A minimum of <b>four exhibitions tour</b> nationally or internationally <sup>2</sup>		
<b>3.3 Audience</b> Ensuring Te Papa appeals to its diverse audiences	<b>Goal 1:</b> Maximise visitation to Te Papa	Visitation is maintained at a minimum of <b>1.1 million visits</b> <sup>3</sup>		
	<b>Goal 2:</b> Ensure Te Papa's audiences reflect New Zealand's demographic profile	The <b>demographic profile</b> of adult domestic visitors to Te Papa broadly reflects that of the adult New Zealand population		
	<b>Goal 3:</b> Attract audiences from across New Zealand and internationally	A minimum of <b>35% of adult domestic visitors</b> are from outside the Wellington region  A minimum of <b>45% of adult visitors</b> are from overseas <i>[Target increased from 35% in 2005/06, reflecting projected level of performance based on visitation trends]</i>		
	<b>Goal 4:</b> Provide an experience that 'satisfies' Te Papa's visitors	An adult visitor <b>satisfaction rating of 'good' to 'excellent'</b> of at least <b>90%</b> is maintained <sup>4</sup>		

<sup>1</sup> Refreshment of an exhibition includes replacing segments or redeveloping existing segments, but does not include regular conservation changes of exhibition items. Refreshment also includes the commissioning of new works or installations for exhibition spaces.

<sup>2</sup> Achieving this target means at least four exhibitions are on tour (that is, open at new venues) within New Zealand or internationally.

<sup>3</sup> A 'visit' is measured as a person of any age entering Te Papa's main entrances, as recorded by electronic and manual counters.

<sup>4</sup> Customer satisfaction is measured on a 0–10 point rating scale where 6/10 to 10/10 represents 'good' to 'excellent' and a 'satisfied' Te Papa experience.

## Community

Contributing to the cultural, natural, and economic life of New Zealand communities and securing community involvement in Te Papa

### Relationships with Iwi and Māori

Strong relationships with iwi and Māori assist Te Papa to:

- Speak with the authority that arises from scholarship and mātauranga Māori
- Fulfil responsibilities to iwi regarding the care and management of taonga held at Te Papa
- Recognise the position of iwi and Māori as Tangata Whenua and respond with appropriate processes and initiatives
- Fulfil its commitment to the Treaty of Waitangi
- Develop mutually beneficial opportunities and relationships in a range of areas

Te Papa's Iwi Relationship Strategy provides a conceptual basis and guides the operational approach to effectively developing and managing iwi participation at Te Papa. The range of relationships Te Papa enters into with iwi includes exhibition development, repatriation of kōiwi tangata, taonga-related research and loans, events, commercial projects, and collection acquisitions. Some relationships may require a formal agreement regulating aspects of the relationship.

### National Services Te Paerangi

National Services Te Paerangi works with museums, iwi, and related organisations to build capacity and enhance the sustainability of the services they provide in their local communities.

Over 2006/07 to 2008/09, National Services Te Paerangi will direct its support towards two key areas:

- Strategic Skill Development Programmes
- Regional and Iwi Development Projects

### Strategic Relationships

Through mutually beneficial strategic alliances and relationships with tertiary education institutions and organisations with similar interests, Te Papa will share its knowledge and expertise, and secure the intellectual and other resources required to deliver the Museum's services.

### Karanga Aotearoa Repatriation Programme

Following the adoption of government policy in 2003, Te Papa, on the Government's behalf, delivers a programme to repatriate kōiwi tangata Māori and Moriori from overseas public institutions and domestically to whānau, hapū, and iwi within New Zealand. The programme comprises a research component and an ongoing programme of international and domestic repatriations.

Objectives	Goals	Target Level of Performance		
		2006/07	2007/08	2008/09
<p><b>4.1 Relationships with Iwi and Māori</b></p> <p>Ensuring the participation and involvement of iwi and Māori in the Museum</p>	<p><b>Goal 1:</b> Strengthen Te Papa's relationships with iwi and Māori by developing partnerships</p>	<p>Active relationships are formed with a minimum of <b>15 iwi or Māori organisations</b> each year<sup>1</sup>  <i>[Target increased from 10 active relationships in 2005/06, reflecting projected level of performance]</i></p>		
		<p>All active relationships with iwi and Māori organisations <b>meet identifiable outcomes</b> of value to Te Papa and its partner</p>		
<p><b>4.2 National Services Te Paerangi</b></p> <p>Working with museums, iwi, and related organisations to build their capacity and the sustainability of the services they provide in their local communities for the benefit of all New Zealanders</p>	<p><b>Goal 1:</b> Develop regional and national projects with other museums, iwi, and related organisations within the established programme areas of:</p> <ul style="list-style-type: none"> <li>• Strategic Skill Development Programmes</li> <li>• Regional and Iwi Development Projects</li> </ul>	<p>A minimum of <b>eight strategic skill development projects</b> are initiated by National Services Te Paerangi each year  <i>[New target introduced in 2006/07, following a review of the operation of the service]</i></p>		
		<p>A minimum of <b>five institutions or clusters</b> are supported in undertaking the <i>New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa</i> each year  <i>[New target introduced in 2006/07, following a review of the operation of the service]</i></p>		
		<p>A minimum of <b>eight sector-initiated Regional and Iwi Development projects</b> commence each year  <i>[New target introduced in 2006/07, following a review of the operation of the service]</i></p>		
		<p>All Regional and Iwi Development projects <b>meet agreed outcomes</b> and performance criteria</p>		
<p><b>4.3 Strategic Relationships</b></p> <p>Working with related institutions to share knowledge and expertise</p>	<p><b>Goal 1:</b> Develop and maintain mutually beneficial strategic relationships and operational projects with tertiary and related institutions, nationally and internationally</p>	<p>A minimum of <b>five projects</b> are developed and delivered in partnership with tertiary and related institutions each year  <i>[Target increased from three projects in 2005/06, reflecting projected level of performance]</i></p>		
<p><b>4.4 Karanga Aotearoa Repatriation Programme</b></p> <p>Repatriating kōiwi tangata Māori and Moriori from overseas institutions and domestically</p>	<p><b>Goal 1:</b> Deliver a repatriation programme in accordance with agreed policy and tikanga standards</p>	<p>A minimum of <b>five repatriations</b> are completed, including a minimum of one domestic repatriation, each year<sup>2</sup>  <i>[Target redefined for 2006/07, from completing three domestic and two international repatriations]</i></p>		

<sup>1</sup> An 'active relationship' is one where there has been a significant level of activity, for example, in exhibition development, partnership projects, the provision of expertise, repatriation, or the care and management of taonga.

<sup>2</sup> A completed repatriation occurs with the return of kōiwi tangata Māori and Moriori from an international institution to Te Papa or from Te Papa to an iwi or a hapū. A repatriation may involve multiple kōiwi tangata and international repatriations may involve multiple institutions.

## 2. Prospective Financial Statements

### 2.1 Introduction

The purpose of the prospective financial statements is to facilitate Parliament's consideration of Te Papa's planned performance. Use of this information for other purposes may not be appropriate. Readers are cautioned that actual results are likely to vary from the information presented and the variations may be material.

### 2.2 Significant Assumptions

The prospective financial statements have been prepared on the basis of assumptions about future events that Te Papa reasonably expects to occur made when this information was prepared.

Annual government operating and capital funding levels are consistent with those agreed in the 2006 Budget. Te Papa's significant streams of self-generated revenue include commercial operations (Te Papa Café, Espresso, Catering/Functions, Te Papa Store, Te Papa Kids' Store, Te Papa Press, the Picture Library, and the car park), sponsorship, and short-term exhibitions. Forecasts for self-generated revenue are based on historical performance and current trends.

Te Papa's forecast cost of services is based on existing cost structures associated with delivering the objectives and goals outlined in section Part C, section 1.2, and forecast commercial costs associated with delivering forecast revenues.

### 2.3 Prospective Output Costs for 2006/07 to 2008/09

	2006/07	2007/08	2008/09
<b>Museum Services Output Costs</b>			
Operating	42,340,013	41,301,899	41,546,538
Capital	18,151,422	14,621,598	11,916,809
	<b>60,491,435</b>	<b>55,923,497</b>	<b>53,463,347</b>
<b>Museum Services Revenue</b>			
Operating	42,182,096	41,301,452	41,544,333
Capital	15,500,000	10,000,000	10,000,000
	<b>57,682,096</b>	<b>51,301,452</b>	<b>51,544,333</b>

## Prospective Financial Statements

### 2.4 Prospective Statement of Financial Performance for 2006/07 to 2008/09

	2006/07	2007/08	2008/09
<b>Revenue</b>			
Crown Revenue	20,574,000	20,574,000	20,574,000
Commercial Revenue	10,803,900	11,048,971	11,411,045
Capital Fundraising	3,550,000	3,550,000	3,550,000
Other Revenue	6,554,196	5,428,481	5,309,288
Special Purpose Funds Revenue	700,000	700,000	700,000
<b>Total Operating Revenue</b>	<b>42,182,096</b>	<b>41,301,452</b>	<b>41,544,333</b>
Cost of Services <sup>1</sup>	41,640,013	40,601,899	40,846,538
Special Purpose Funds Expenditure	700,000	700,000	700,000
<b>Net Surplus (Deficit) before Depreciation</b>	<b>(157,917)</b>	<b>(447)</b>	<b>(2,205)</b>
Depreciation	11,500,000	12,500,000	13,500,000
<b>Net Deficit for the Year</b>	<b>(11,657,917)</b>	<b>(12,500,447)</b>	<b>(13,502,205)</b>

<sup>1</sup> The Government provides funds for capital expenditure by way of a capital injection as presented in the Statement of Financial Position and does not fund Te Papa for depreciation.

### 2.5 Prospective Statement of Movements in Equity for 2006/07 to 2008/09

	2006/07	2007/08	2008/09
<b>Public Equity at Beginning of the Year</b>	<b>875,845,854</b>	<b>879,687,937</b>	<b>877,187,490</b>
Net Operating Deficit	(11,657,917)	(12,500,447)	(13,502,205)
Asset Revaluation Reserve Movement	0	0	0
Collection Revaluation Reserve Movement	0	0	0
<b>Total Recognised Revenues and Expenses for the Year</b>	<b>(11,657,917)</b>	<b>(12,500,447)</b>	<b>(13,502,205)</b>
Crown Capital Injections	15,500,000	10,000,000	10,000,000
<b>Public Equity at End of the Year</b>	<b>879,687,937</b>	<b>877,187,490</b>	<b>873,685,285</b>

## Prospective Financial Statements

### 2.6 Prospective Statement of Financial Position as at 30 June 2006 to 30 June 2009

	30 June 2007	30 June 2008	30 June 2009
<b>Current Assets</b>			
Cash and Bank	17,086,888	12,474,457	10,577,720
Special Purpose Funds Deposits	1,578,000	1,563,000	1,563,000
Special Purpose Funds Investments	550,000	550,000	550,000
Accounts Receivable	780,000	780,000	780,000
Inventories	1,000,000	1,000,000	1,000,000
	<b>20,994,888</b>	<b>16,367,457</b>	<b>14,470,720</b>
<b>Non-Current Assets</b>			
Fixed Assets	274,137,177	273,264,161	268,680,970
Collections	589,713,000	592,713,000	595,690,723
	<b>863,850,177</b>	<b>865,977,618</b>	<b>864,371,693</b>
<b>Total Assets</b>	<b>884,845,065</b>	<b>882,344,618</b>	<b>878,842,413</b>
<b>Current Liabilities</b>			
Accounts Payable	2,857,128	2,857,128	2,857,128
Employee Entitlements	1,166,000	1,166,000	1,166,000
Other	1,000,000	1,000,000	1,000,000
	<b>5,023,128</b>	<b>5,023,128</b>	<b>5,023,128</b>
<b>Non-Current Liabilities</b>			
Employee Entitlements	134,000	134,000	134,000
	<b>134,000</b>	<b>134,000</b>	<b>134,000</b>
<b>Public Equity</b>			
Capital – Opening Balance	394,398,000	409,898,000	419,898,000
Accumulated Losses	(92,605,146)	(104,263,063)	(116,763,510)
Current Year Net Profit (Deficit)	(11,657,917)	(12,500,447)	(13,502,205)
Crown Capital Injection			
– Capital	12,500,000	7,000,000	7,000,000
– Collection Development	3,000,000	3,000,000	3,000,000
Asset Revaluation Reserve	574,053,000	574,053,000	574,053,000
	<b>879,687,937</b>	<b>877,187,490</b>	<b>873,685,285</b>
<b>Total Liabilities and Equity</b>	<b>884,845,065</b>	<b>882,344,618</b>	<b>878,842,413</b>

## Prospective Financial Statements

### 2.7 Prospective Statement of Cash Flows for 2006/07 to 2008/09

	30 June 2007	30 June 2008	30 June 2009
<b>Cash Flows from Operating Activities</b>			
Cash was provided from:			
Government Grants	20,574,000	20,574,000	20,574,000
Other Income and Grants	18,397,806	18,424,820	18,774,284
Interest and Dividends Received	1,150,000	850,000	700,000
	<b>40,121,806</b>	<b>39,848,820</b>	<b>40,048,284</b>
Cash was disbursed to:			
Payments to Employees	20,835,328	20,944,510	21,054,971
Payments to Suppliers	19,459,395	18,910,143	18,988,241
<b>Net Cash Flows from Operating Activities</b>	<b>(172,917)</b>	<b>(5,833)</b>	<b>5,072</b>
<b>Cash Flows from Investing Activities</b>			
Cash was provided from:			
Sale of Fixed Assets	15,000	15,000	15,000
	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
Cash was disbursed to:			
Purchase of Fixed Assets	16,068,089	11,621,598	8,916,809
Purchase of Collections	3,000,000	3,000,000	3,000,000
	<b>19,068,089</b>	<b>14,621,598</b>	<b>11,916,809</b>
<b>Net Cash Flows Used in Investing Activities</b>	<b>(19,053,089)</b>	<b>(14,606,598)</b>	<b>(11,901,809)</b>
<b>Cash Flows from Financing Activities</b>			
Cash was provided from:			
Capital Grant for General Purposes	15,500,000	10,000,000	10,000,000
	<b>15,500,000</b>	<b>10,000,000</b>	<b>10,000,000</b>
<b>Net Cash Flows from Financing Activities</b>	<b>15,500,000</b>	<b>10,000,000</b>	<b>10,000,000</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(3,726,006)</b>	<b>(4,612,431)</b>	<b>(1,896,737)</b>
<b>Add Opening Cash Brought Forward:</b>			
Operational – Cash and Bank	19,312,894	15,508,888	10,911,457
Special Purpose Funds – Term deposits	1,350,000	1,427,000	1,411,000
Special Purpose Funds – BNZ Sydney	150,000	151,000	152,000
	<b>20,812,894</b>	<b>17,086,888</b>	<b>12,474,457</b>
<b>Closing Cash Carried Forward</b>	<b>17,086,888</b>	<b>12,474,457</b>	<b>10,577,720</b>
<b>Represented by:</b>			
Operational – Cash and Bank	15,508,888	10,911,457	9,014,720
Special Purpose Funds – Term deposits	1,427,000	1,411,000	1,410,000
Special Purpose Funds – BNZ Sydney	151,000	152,000	153,000
<b>Closing Cash Carried Forward</b>	<b>17,086,888</b>	<b>12,474,457</b>	<b>10,577,720</b>

## Prospective Financial Statements

### Notes to the Prospective Financial Statements

1 Cost of Services is spread over the following categories:

	2006/07	2007/08	2008/09
Experience	8,570,675	7,629,078	7,629,078
Commercial	8,269,528	8,966,915	9,180,736
Communications and Marketing	2,394,731	2,372,731	2,372,731
Customer Services	1,502,744	1,502,744	1,502,744
Art and Collection Services	2,448,982	2,431,906	2,431,906
History and Pacific Cultures	842,311	842,311	842,311
Mātauranga Māori	622,721	622,721	622,721
Natural Environment	1,275,082	1,275,082	1,275,082
National Services Te Paerangi	893,000	893,000	893,000
People and Strategy	1,221,643	1,221,643	1,221,643
Corporate Services	9,890,084	9,306,593	9,306,593
Other	3,708,512	3,537,175	3,567,993
<b>Cost of Services</b>	<b>41,640,013</b>	<b>40,601,899</b>	<b>40,846,538</b>

2 Te Papa's prospective financial statements for the three years ending 30 June 2009 comply with Financial Reporting Standard No. 42: Prospective Financial Statements.

### 3. Statement of Accounting Policies

#### Reporting Entity

These accounting policies are those of Te Papa established by the Museum of New Zealand Te Papa Tongarewa Act 1992. Te Papa's financial statements are prepared under the Public Finance Act 1989, Museum of New Zealand Te Papa Tongarewa Act 1992, and Financial Reporting Act 1993, and in accordance with generally accepted accounting practice (GAAP) in New Zealand.

The prospective financial statements cover the financial years ending 30 June 2007 to 30 June 2009 and have been prepared in accordance with GAAP. Te Papa will apply New Zealand equivalents to International Financial Reporting Standards from the period beginning 1 July 2007, the effects of this change have not been factored into these prospective financial statements.

#### Measurement System

The measurement base is historical cost except for land and buildings, which are valued at fair value according to Financial Reporting Standard (FRS) 3, Accounting for Property, Plant and Equipment; collections, which are recorded at market value or replacement cost; investments in shares, which are recorded at market value; and donated fixed assets, which are recorded at depreciated replacement cost.

#### Accounting Policies

##### Budget Figures

The budget figures are those approved by the Board at the beginning of the financial year and disclosed in Te Papa's Statement of Intent. The budget figures have been prepared in accordance with GAAP in New Zealand and are consistent with the accounting policies adopted by the Board for the preparation of the financial statements.

##### Revenue

Crown revenue received for operating purposes is recognised as revenue when earned. Crown funding received as a capital injection is accounted for in the Statement of Movements in Equity. Other revenue is recognised on an accruals basis in the Statement of Financial Performance.

#### Special Purpose Funds

Special Purpose Funds are bequests, gifts, and contributions from private individuals and organisations for scientific research projects and collection acquisitions. As the entity exercises control over these funds in terms of the Statement of Concepts, receipt of special purpose funds is recognised as revenue and their distribution as an expense.

#### Accounts Receivable

Accounts receivable are stated at their expected realisable value, after providing for doubtful debts. Bad debts are written off in the year they are recognised.

#### Inventory

Inventories are valued at the lower of cost or net realisable value.

#### Investments

Investments in listed companies are recorded at the closing price at balance date on the NZX (formerly the New Zealand Stock Exchange). The resulting unrealised gains or losses are recognised in the Statement of Financial Performance. Premiums or discounts on government stock are amortised over the life of the investment on a yield to maturity basis.

#### Property, Plant and Equipment

Land and buildings are stated at fair value as determined by an independent registered valuer. Fair value is determined using market-based evidence. Land and buildings are revalued at least every five years. Additions between revaluations are recorded at cost. Te Papa revalued its land and buildings in 2002/03, according to values provided by T M Truebridge SNZPI of DTZ New Zealand.

The results of revaluing land and buildings are credited or debited to an asset revaluation reserve for that class of asset. When a revaluation results in a debit balance in the revaluation reserve, the debit balance is expensed in the Statement of Financial Performance.

All other fixed assets are recorded at historical cost. Any write down of an item to its recoverable amount is recognised in the

Statement of Financial Performance. Capital works in progress are recognised as costs are incurred. The total cost of this work is transferred to the relevant asset category on its completion, then depreciated.

### Depreciation

Depreciation is provided on fixed assets (other than freehold land and capital works in progress) on a straight-line basis so as to allocate the cost of assets, less any estimated residual value, over their useful lives. The estimated useful lives are:

Buildings	150 years
Buildings fit-out	5 to 50 years
Commercial activities assets	2 to 15 years
Exhibition equipment and tools	2 years
Film, audio-visual equipment	3 to 4 years
Furniture and fittings	3 to 15 years
Land improvements	5 to 50 years
Long-term exhibitions	3 to 15 years
Miscellaneous equipment	10 years
Motor vehicles	5 years
Office and computer equipment	3 to 5 years
Photography equipment	3 to 4 years
Plant and equipment	5 to 50 years
Project information system	5 years
Scientific equipment	10 years
Security equipment	10 years
Trust and reserve assets	5 years

### Collections

Te Papa's collections have been valued at cost or market value, with the exception of the Natural Environment collections, which are shown at replacement cost. Collections are valued annually, with each class of collections valued once every three years. Acquisitions to collections between revaluations are recorded at cost.

Collections that have values based on foreign currencies are translated each year to ensure no impairment in carrying value, in accordance with FRS 3: Accounting for Property, Plant and

Equipment. This falls outside the requirements of FRS 21: Accounting for the Effects of Changes in Foreign Currency Exchange Rates, where non-monetary assets are required to be valued at historical cost or valuation, but is in place to address the FRS 3 requirement to review assets for impairment. Such translation movements are debited or credited to the collection revaluation reserve.

Upward revaluations of collections are credited to the collection revaluation reserve.

Downward revaluations of the collections are debited to that reserve. Where this results in a debit balance in the collection revaluation reserve this balance is expensed in the Statement of Financial Performance.

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.

### Provision for Employee Entitlements

Provision is made in respect of Te Papa's liability for annual leave and long service leave.

Annual leave has been calculated on an actual entitlement basis at current rates of pay.

Long service leave has been calculated on an actuarial basis based on present value of expected future entitlements.

### Goods and Services Tax

The Statement of Financial Performance, Statement of Movements in Equity, Statement of Cash Flows, Statement of Commitments, and Statement of Contingent Liabilities are exclusive of Goods and Services Tax (GST). The Statement of Financial Position is also exclusive of GST except for accounts payable and accounts receivable, which are GST inclusive. The amount of GST refund due as at balance date is included in current assets.

### Taxation

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.

### **Operating Leases**

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are charged as expenses in the periods in which they were incurred.

### **Financial Instruments**

#### ***Recognised***

Te Papa is party to financial arrangements as part of its everyday operations. These include bank accounts, short-term deposits, accounts receivable, accounts payable, and investments. All revenues and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance. All financial instruments are recognised in the Statement of Financial Position when a contractual obligation has been established. Specific methods and assumptions used are disclosed elsewhere in these policies.

#### ***Unrecognised***

Forward foreign exchange contracts used to hedge future foreign currency receipts are valued at the exchange rates prevailing at year end.

### **Statement of Cash Flows**

*Cash* means cash balances on hand, cash held in bank accounts, demand deposits, and other highly liquid investments in which Te Papa invests as part of its day-to-day cash management.

*Operating activities* include cash received from all income sources of Te Papa and cash payments for the supply of goods and services.

*Investing activities* are activities relating to the acquisition and disposal of current and non-current securities and any other non-current assets.

*Financing activities* comprise the change in equity and debt capital structure of Te Papa.

### **Cost Allocation**

All costs incurred are allocated to Te Papa's single output class: Museum Services.

### **Foreign Currency Translation**

Transactions in foreign currencies are converted at the New Zealand rate of exchange ruling at the date of the transaction except where forward currency contracts have been taken out to cover short-term forward currency commitments. Where short-term currency contracts have been taken out, the transaction is translated at the rate contained in the contract.

Investment balances are expressed in New Zealand currency using rates at balance date. Exchange gains or losses are transferred to the Statement of Financial Performance.

Movements arising from translation of collection valuations are debited or credited to the collection revaluation reserve.

### **Commitments**

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

### **Contingent Liabilities**

Contingent liabilities are disclosed at the point at which the contingency is evident.

### **Changes in Accounting Policies**

Accounting policies have not changed since the date of the last audited financial statements. All policies have been applied on a basis consistent with the previous year.

# Our Partners

## Ō Mātou Hoa

**Te Papa thanks the people of New Zealand and many organisations, iwi, and individuals for their generous support.**

### Founding Partner



### Founding Corporate Partner



### Founding Corporate Associates



### Founding Corporate Sponsor



### Corporate Member



### Founding Donors

Jennifer Gibbs  
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### Iwi partnerships

Te Ati Awa  
Te Aupouri  
Ngāi Tūhoe  
Rongowhakaata  
Ngāti Pikiao  
Ngāti Hinewaka  
Ngāti Toa  
Te Iwi Mōriori

Ngāi Tahu  
Ngāti Kuri  
Whanganui Iwi  
Hipango Whānau  
Te Roopu Haumanu  
Te Aurere  
Toihoukura Tairāwhiti Polytechnic



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