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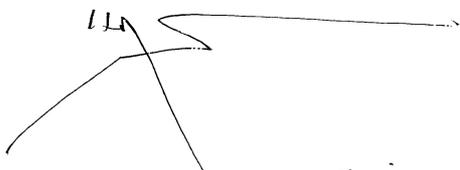
Museum of New Zealand Te Papa Tongarewa Statement of Intent 2011/12, 2012/13, 2013/14

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In accordance with section 149 of the Crown Entities Act 2004, this Statement of Intent of the Museum of New Zealand Te Papa Tongarewa (Te Papa) for the three years ending 30 June 2014 is presented to the House of Representatives.

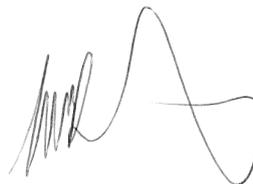
The purpose of this Statement of Intent is to promote public accountability. It sets out Te Papa's intentions for the three-year planning period, including its planned outputs for 2011/12, and provides measures for reporting on the Museum's performance.

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



Sir Wira Gardiner KNZM

Chairman
20 June 2011



Christopher Parkin CNZM

Board Member
20 June 2011

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Introduction

The Museum of New Zealand Te Papa Tongarewa and its Board were established by an Act of Parliament in July 1992. Te Papa opened to the public on 14 February 1998 and since then has welcomed more than 18 million people to the Museum and consistently achieves over 1.3 million visitors each year. Our narrative-based, interdisciplinary, and interactive approach has attracted international attention, as has our commitment to biculturalism.

Te Papa engages with New Zealand's diverse population in a unique way that provides a forum where all New Zealanders can engage with their history, national pride and identity. In addition to creating exhibitions, Te Papa provides education and public programmes and works to preserve and research the national collection. The Museum's online presence and touring exhibitions allow people all over the country and internationally to access and enjoy both collections and research.

In many respects, Te Papa has outperformed initial expectations, especially in terms of overall visitor numbers, international profile, and impact on domestic and international tourism to Wellington. As a key tourism and visitor attraction, Te Papa makes an important economic contribution while also serving as a catalyst and forum for research and creativity. Te Papa provides a stimulating, inspiring experience which gives New Zealanders and international visitors an understanding of the wider world.

Envisioning the Future

Our challenge is ongoing – to remain true to the community, and relevant in an ever-changing world. To this end, Te Papa is committed to refreshing its strategic vision and direction, and is now developing a ten-year strategy. This *Envisioning the Future* exercise will focus on streamlining our delivery of services, working efficiently and improving the quality of services wherever possible. It is a process that involves all Te Papa's staff, stakeholders, and audiences.

It is expected that 2011/12 will be a transition year as we work on translating the aspiration of the vision now being developed into actual programmes and activities. Where possible, the results of planning to date are incorporated into this Statement of Intent. A ten-year development plan and master plan for using Te Papa's facilities and space will be the key outcome. The new vision and strategic plan will roll out into planning for the 2012/13 year, and the next Statement of Intent will set out these changes in more detail.

This Statement of Intent describes the activities to be carried out over the period 2011/12-2013/14. It is in three parts. Part One describes our place within the cultural sector; Part Two sets out our longer-term goals, specific activities, and performance measures; and Part Three describes the investments we will make and our planned revenue.

Part 1: Statutory Responsibilities and Accountability

Accountability framework and relationship with government

Te Papa was established by the Museum of New Zealand Te Papa Tongarewa Act 1992 and is an autonomous Crown entity under the Crown Entities Act 2004. Te Papa preserves, protects, acquires and provides access to collections that are part of New Zealand's artistic, cultural, and natural heritage. As the national museum, Te Papa takes a leadership role in coordinating and providing assistance to other organisations with shared goals.

Museum of New Zealand Te Papa Tongarewa Act 1992

The Museum of New Zealand Te Papa Tongarewa's purpose is defined by its Act:

... as 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.

The Museum of New Zealand Te Papa Tongarewa Act defines Te Papa's functions as to:

- collect works of art and items relating to history and the natural environment
- be an accessible national depository for collections of art and items relating to history and the natural environment
- develop, conserve and house securely the collections of art and items relating to history and the natural environment
- exhibit, or make available for exhibition by other public art galleries, museums, and allied organisations, such material from its collections as the Board determines
- conduct research into matters relating to the collections or associated areas of interest and to assist others in such research
- provide an education service in connection with its collections
- disseminate information relating to its collections, and to any other matters relating to the Museum and its functions
- co-operate with and assist other New Zealand museums in establishing a national service, and in providing appropriate support to other institutions and organisations holding objects or collections of national importance
- co-operate with other institutions and organisations having objectives similar to those of Te Papa
- make best use of the collections in the national interest
- design, construct and commission any building or structure required by the Museum.

In performing its functions Te Papa must:

- have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand's cultural life and the fabric of New Zealand society
- 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.

Consultation and reporting to the Minister

Te Papa must carry out its statutory functions using funds for that purpose provided primarily, but not exclusively, by Parliamentary appropriation through Vote: Arts, Culture and Heritage (the Museum Services output class). The Minister for Arts, Culture and Heritage is accountable to Parliament for funding and performance of Te Papa and for its obligations under the Crown Entities Act. Vote funds are administered and monitored by the Ministry for Culture and Heritage.

The Ministry for Culture and Heritage is the government department with primary responsibility for managing the Crown's interests in the cultural sector. It aims to achieve the government's sector goal of ***New Zealand's distinctive culture enriches our lives.***

In addition to the Statement of Intent, the Minister and Te Papa negotiate an annual Memorandum of Understanding (MOU) which specifies, amongst other things, reporting requirements. These cover a range of museum services, including:

- administration
- management and service functions associated with the discharge of the Museum's statutory functions and;
- any additional agreed commitments.

During the course of the year, Te Papa reports regularly on progress against these outputs to the Minister, with results summarised in the Annual Report. There is an ongoing dialogue with the Minister and the Ministry to ensure that the Minister is fully informed of all significant risks, achievements and developments.

Cultural Sector

Te Papa aligns its outcomes and outputs with the government's outcomes for the cultural sector, which are:

- cultural activity flourishes in New Zealand (Create)
- our culture and heritage can be enjoyed by future generations (Preserve)
- engagement in cultural activities is increasing (Engage)

These are outlined in more detail in the Ministry for Culture and Heritage Statement of Intent. Te Papa works closely with partners in the cultural sector to achieve these shared goals, with the main focus on the sector outcomes of '*Our culture and heritage can be enjoyed by future generations (Preserve)*' and '*Engagement in cultural activities is increasing (Engage)*'. The sector outcome of '*Cultural activity flourishes in New Zealand (Create)*' relates more directly to organisations which fund the creation of artistic content. Te Papa's role is primarily to assist with the preservation and showcasing of cultural content rather than the creation of it.

Cultural sector partners

By collaborating with organisations and communities, Te Papa contributes to sector outcomes. Te Papa works with the Department of Internal Affairs, through the National Library of New Zealand and Archives New Zealand, in areas of mutual interest. These national institutions have a common responsibility for collecting, preserving and providing access to the nation's art, culture and heritage collections. Te Papa will continue to work collaboratively with the Department to achieve a joint understanding of the needs of users, improve sharing of standards and interoperability, and support each other in developing shared capability.

Within Te Papa, the National Services Te Paerangi team will continue to work with museums, galleries, iwi (tribes), and related organisations to build capability and skills. Te Papa is exploring how it can work more closely with Creative New Zealand to achieve shared goals in sector training and with regard to the Venice Biennale. Te Papa lends and tours objects and

exhibitions throughout New Zealand and internationally, furthering research and sharing knowledge and its collections. Recent examples are the partnerships between the City Gallery Wellington and Te Papa to stage the Oceania exhibitions, the touring Rita Angus and Brian Brake exhibits, and the Paperskin tapa exhibition developed and toured with the Queensland Art Gallery. Strong relationships and innovative partnerships with universities and Crown Research Institutes further Te Papa's scientific research goals.

Auckland War Memorial Museum, Canterbury Museum, Otago Museum and Te Papa are working on a series of initiatives that will see increased sharing of systems, knowledge and training across all New Zealand's museums. These include exploring performance measures that could apply across the New Zealand museum sector; museum insurance; and joint exhibitions. Te Papa and the Auckland War Memorial Museum have begun a series of reciprocal professional exchanges and development opportunities. These partnerships complement National Services Te Paerangi's delivery of specialist speakers, workshops, training, networking opportunities, and expert exchanges.

Part 2: Outcomes, Outputs and Performance Measures

Strategic Planning – Envisioning the Future

Te Papa is committed to developing a new long-term strategy to help guide us through the next 10 years. Reassessing our core values and vision for the future is both a timely and necessary first step in this process. Work is well advanced on a Vision Map which determines our main strategic priority areas and will form the basis for all future strategic and business planning from the 2012–13 financial year onwards.

A key outcome of our strategic planning process will be the development of a master plan. This will be broader than traditional museum plans, which primarily focus on overall interpretive planning. Master planning at Te Papa will review the total spatial usage and needs of Te Papa's Cable and Tory Street sites, and will result in a Facility Master Plan and Asset Management Plan. An implementation strategy for a refreshed visitor experience will be part of the master plan.

At the same time, work will begin to develop a new planning framework and approach for the 2012/13 year. This will lead to an internal corporate plan and Statement of Intent, and a ten-year Development Plan. As the visioning process milestones are met, performance measures will be revised to reflect the balanced scorecard approach to performance reporting. These performance measures will identify new indicators, measures, and targets that reflect what success looks like in this new environment.

Te Papa will be consulting internally and externally throughout this process, and expect that the final strategic plan will be informed by consultation with stakeholders. We look forward to discussing our plans over the coming year.

Values

The first step in the *Envisioning the Future* process was reassessing Te Papa's core values to ensure they capture what is important to us. Our values describe what we stand for and how we will work together. When we live up to them, we show leadership, enhance the mana of the Museum of New Zealand Te Papa Tongarewa, and manifest the mana of the land and its people. Te Papa is a bicultural organisation operating within a dynamic, pluralist society. All Te Papa's outputs are informed by its commitment to biculturalism, whilst acknowledging the value and significance of all the cultures of Aotearoa New Zealand.

Te Papa has confirmed its values as:

Mātauranga | Knowledge & learning – we actively seek and share knowledge, value intellectual rigour, learn from our experiences and mistakes, and promote questioning and debate among ourselves and our communities.

Whanaungatanga | Relationships – caring for each other: we work collaboratively with colleagues, both internally and externally, respecting and honouring each other's mana (integrity), expertise, and perspectives.

Kaitiakitanga | Guardianship – caring for our collections: we care for and promote access to our collections, acknowledging that we hold them in trust for all New Zealanders and nourishing the whakapapa relationships between taonga and their communities.

Manaakitanga | Community responsibility – caring for our communities: we welcome, include, inspire, respond to, and collaborate with our communities, championing the importance of culture, heritage, and natural history.

Hiranga | Excellence – we aspire to be first-class, professional, innovative, ground-breaking, relevant, engaging, and commercially successful.

Context for vision

Changing Hearts, Changing Minds, Changing Lives

Over the next ten years, New Zealand and the world will have to grapple with the implications of a growing population; increasing demands on our sources of water, food and energy; the environment; the migration and movement of peoples; conflict; and developments in digital technologies. This presents opportunities and challenges for Te Papa as a forum for discussion, learning and debate, through our exhibitions, research, events, tours, education programmes and publications. Art, History, Pacific, Māori, and Natural Environment all provide lenses to explore these issues.

We can change hearts through inspiring emotion. We can change minds through sharing knowledge and learning. And through changing hearts and minds we can change lives.

Vision Map

The vision map begins with a small number of broad strategic statements that identify Te Papa's different perspectives. These recognise that Te Papa seeks to balance its social, academic and economic responsibilities and provides a balanced approach where there are multiple priorities. These perspectives reflect Te Papa's external impact on the nation and internal focus on developing the organisation. These are:

- a. Why we are here and who we are here for
- b. What we do that is so special
- c. How we need to develop and invest
- d. What we must achieve for the future

The vision map perspectives (addressing why are we here and who are we here for, and what we do that is unique) are externally focused and form the basis of the outcomes in the diagram overleaf. The statements which address how we need to develop and invest and what we must achieve for the future are internally focused and are therefore addressed in Part 3: Health and Capability.

The vision map headlines describe the outputs that Te Papa will provide which are outlined in the Statement of Service Performance. The main measures of Te Papa's success are set out after the outcome framework diagram. These may change in the next Statement of Intent as a result of feedback from the consultation process.

Strategic Framework

The relationship between the government's outcomes and Te Papa's outcomes and outputs is set out in the Strategic Framework diagram (below). Te Papa will refine its impacts over the coming year and will report against these in the 2011/12 Annual Report. Te Papa's outcomes map to two of the three Ministry outcomes, *Engage* and *Preserve*.

Government's goal for the cultural sector	New Zealand's distinctive culture enriches our lives <i>Connecting our taonga, our people, our place in the world</i>		
Ministry for Culture and Heritage Cultural Sector outcomes	Cultural activity flourishes in New Zealand Create	Our culture and heritage can be enjoyed by future generations Preserve	Engagement in cultural activities is increasing Engage
Te Papa vision	Changing Hearts, Changing Minds, Changing Lives		
Te Papa outcomes	Engage New Zealanders and international audiences will engage with Te Papa through Te Papa's research, events, education programmes and exhibitions in many locations and online.	Preserve Te Papa's collections will be developed and cared for to the highest possible standards so future generations of New Zealanders can enjoy and learn from them. Relevant communities and individuals will be involved in management of the collections, and will contribute to knowledge about collections. Research on collections will be undertaken and shared.	
Te Papa strategies	<p>Access all Areas Te Papa will reach out to the nation, sharing its collections, skills and knowledge with the diversity of communities right across New Zealand.</p> <p>The Treasury Taonga (treasures), within the guardianship of Te Papa, and the communication of its scholarship and mātauranga Māori (Māori knowledge) to the world will be at the heart of its activities.</p> <p>Forum for the Future As a cultural and intellectual leader, Te Papa will signpost pathways to the future by initiating, hosting and engaging in debates that explore a wide range of contemporary issues.</p> <p>Sharing Authority Mana Taonga Te Papa will share decision-making with iwi (tribes) communities and individuals with respect to management and understanding of their taonga (treasures).</p> <p>Connecting with People Te Papa will be a waharoa (entranceway), making learning a playful and entertaining experience. Te Papa will set the highest possible standards for an integrated experience.</p> <p>Saving The Planet Te Papa will engage and excite by conducting leading edge research and by modelling environmentally responsible practices that are smart, accessible, and inspiring.</p>		

Main output measures

	2008/09 actual	2009/10 actual	2010/11 projected	2011/12	2012/13 – 2013/14
Visits to Te Papa’s Cable Street site	1.5 million	1.4 million	1.35 million	1.35 million	1.4 million
Percentage of adult domestic visitors indicating they have learned something new about New Zealand during their visit (to increase visitor understanding)*	99%	69%	80%	75%	75%
Visits to the Te Papa website	2.5 million	2.4 million	3 million	3 million	3 million
Exhibitions toured to New Zealand venues	4	6	6	6	6
Peer reviewed papers and popular articles published (as well as those including mātauranga Māori)	83	80	91	70	70
Active relationships appropriately maintained with iwi or Māori organisations (to increase understanding of and access to taonga Māori)**	<15	44	95	35	40

* Fluctuations in this measure reflect changes to the wording of the survey question. The 2010/11 figure is higher due to the opening of the New Zealand history exhibition, *Slice of Heaven*.

** The high figure for relationships with iwi for 2010/11 is due to an extensive stakeholder survey carried out during the year.

Relationship of Sector Outcomes to Annual Outputs

Key activities contribute to achieving Te Papa’s vision and also map to the Culture and Heritage Sector’s Outcomes to *Create*, *Preserve*, and *Engage*.

Te Papa’s key outcomes are to Preserve and Engage. The primary services (outputs) we provide are exhibitions, events, education programme, and debates. People all over New Zealand and the world can enjoy and benefit from these services, whether they are in the Te Papa building in Wellington, visiting a touring exhibition in a regional or international centre, participating in an education video conference at a rural school, or tapping into online resources. In order to provide many of these services, Te Papa must continue building and caring for its collections, and developing knowledge around them to share with both general and specialised audiences.

Forecast Service Performance

Te Papa’s performance measures are used to assess progress toward its goals and objectives.

The measurements take account of quality, quantity, and coverage. Quality measures reflect a standard of delivery, customer satisfaction, or demand for Te Papa products and services. Coverage measures the accessibility of Te Papa products and services geographically and demographically. This applies to physical visitors, tours, internet-based offerings, and services which are provided outside of Wellington.

Some of Te Papa’s measures, particularly of quantity, reflect external demand for Te Papa’s products and services. Demand measures provide a proxy for both quality and quantity since the number of people who choose to use Te Papa products and services is partly determined by the quality of their experience and Te Papa’s reputation. These measures are used mainly for

visitation and Te Papa's revenue-generating commercial activities. For this reason, Te Papa surveys the total number of visitors and interviews them to monitor the quality of their visit.

The annual output levels provided are for 2011/12 – 2013/14. Some changes in the main measures and output levels are expected as the organisation implements the results of its envisioning process.

Access all Areas: Te Papa will reach out to the nation, sharing its collections, skills and knowledge with the diversity of communities right across New Zealand.

Te Papa offers a mix of long and short-term exhibitions, and a vibrant events programme. The Museum also has a legislated function to co-operate with other museums, and provide a national service. To support this outcome, Te Papa operates National Services Te Paerangi, loans extensively from its collections, and tours exhibitions which disseminate Te Papa's collections and knowledge while also supporting other museums' exhibition programmes.

Te Papa's lending and touring programme reaches a large proportion of the population and provides access to audiences who would not normally visit Te Papa. The Museum faces challenges in meeting the costs associated with sending exhibitions offshore, particularly with increasing freight costs and fluctuating exchange rates, but aims to have one new exhibition tour internationally every three years.

Te Papa's outputs in this area reflect the importance of visitors and participants as a measure of the success of exhibitions and programmes. Delivering them requires collaboration with a range of organisations and communities, with particular emphasis on cross-cultural relationships within New Zealand and internationally.

To achieve this outcome Te Papa focuses on the following outputs:

Exhibitions at Te Papa

Te Papa's master planning exercise will address refreshment of long term exhibitions, many of which are now over ten years old, and maintaining a short-term programme to ensure repeat visits:

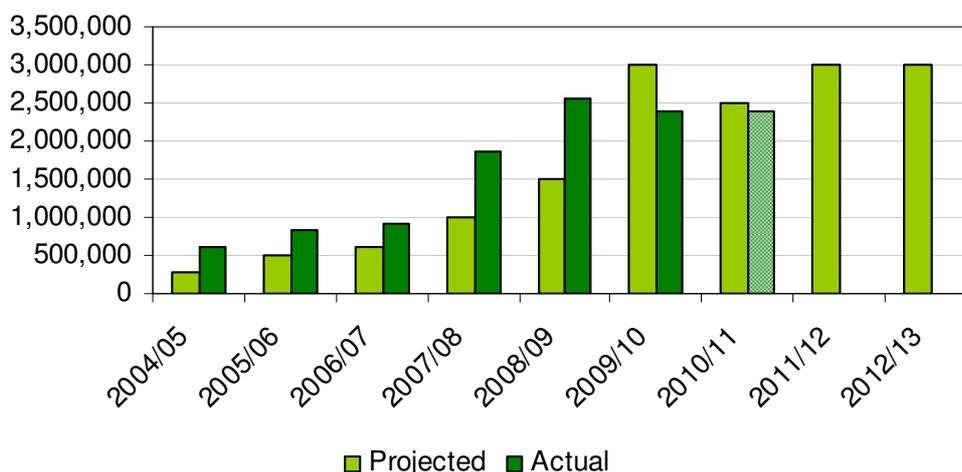
- *Long Term Exhibitions:* The long term exhibitions provide a comprehensive core experience for all visitors, and cover Te Papa's five collection areas (art, history, Mātauranga Māori, natural environment and Pacific). The exhibitions ideally have a life of ten to fifteen years with segmental refreshment and updating within that time frame.
- *Short-term Exhibitions:* Te Papa presents a range of short term exhibitions, including the VISA Platinum sponsored gallery.
- *The Iwi Exhibition Programme:* This programme gives iwi (tribal groups) the chance to present their taonga (Māori cultural treasures) and stories in a national forum. Iwi work collaboratively with Te Papa to design the exhibitions for the iwi gallery. Each exhibition is open for around two years. The Iwi Exhibition Programme is an important expression of mana taonga – the role of communities in the understanding and care of collections. This concept underpins Te Papa's guardianship of all taonga. The Tainui Waka Alliance iwi exhibition will open in September 2011.
- *Community Gallery:* Te Papa's Community Gallery tells the stories of the many communities that make up New Zealand. Every 18 months to two years, another community is given the opportunity to present its story: to date, the Chinese, Dutch, Indian, Italian, and Scottish communities have featured. Te Papa develops each exhibition in close cooperation with the chosen community. The current exhibition is *The Mixing Room: Stories from young refugees in New Zealand*.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Short term exhibitions presented to increase understanding of New Zealand's place in the world	8	7	8

Access to Collections

Te Papa is committed to actively using its collections. This means ensuring that organisations and individuals have several ways to access and utilise the collections. Te Papa provides **physical access** (often to back-of-house collection stores) for researchers, tertiary education groups, whānau, special interest groups, public tours, and staff from other organisations who wish to borrow items. **Online access** to information about Te Papa's collections and exhibitions is steadily increasing as more information is made available and more people use the internet as a research and information tool.

Number of Virtual Visits to Te Papa



Visits to the Te Papa website in 2008/09 were particularly high. This reflected the enormous international interest in the acquisition and preparation for exhibition of the Colossal Squid, and the use of the website as the primary vehicle for communication about this exhibit.

Collections Online (object images and information provided via Te Papa's internet site) enables online visitors to explore and learn about the collections, all around New Zealand and the world. Even more online visitors will be attracted as we improve the information they can find in Collections Online by:

- creating new records in the collections database, for new collection items or for collection items not previously registered;
- upgrading current records to create connections (by entering associated people and places) and adding more images. Copyright clearance may need to be obtained from owners or iwi to allow images to be published on Collections Online;
- creating narrative context by adding 'stories' about the collection items.

We have introduced a new measure for repeat visitation to Collections Online which aims to track how valid and useful it is as a source of information. The target of 10% is based on international standards.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Visits to the Te Papa website (to meet contemporary culture and trends)	3,000,000	3,000,000	3,000,000
Visits to Collections Online (indicating ease of access to collections and knowledge by a geographically spread audience)	1,200,000	1,200,000	1,200,000
Repeat visitors to Collections Online	new measure	>10% of visitors are return visitors	>10% of visitors are return visitors
Visits to <i>OurSpace</i> (to utilise new technologies and reach younger audiences)	At least 650,000	At least 650,000	At least 650,000

OurSpace is a multimedia interactive exhibition space that uses technology, photographic images, and video footage to explore New Zealand's national identity. The interface is user-directed and draws on popular online technologies.

The television series *Tales from Te Papa* is another avenue Te Papa uses to give as many people as possible access to its collections. These short segments, featuring items from the collection, can be viewed on public television, the Te Papa website, and YouTube. An ongoing partnership with TVNZ 7 and Vero has made it possible to continue developing *Tales from Te Papa*, and an education resource was launched early in April. This initiative has been very successful; with more targeting to schools, the opportunities for our taonga and their stories to be spread throughout the nation are being enhanced.

Domestic Touring Exhibitions

These enable New Zealand audiences to share the Te Papa experience and are designed for both traditional and new museum audiences, especially those less able to visit Te Papa in Wellington. This year, it is planned that *Rita Angus: Selected Works*; *Brian Brake: Lens on the World*; *Drawn From Italy: Mantegna to Kauffmann*; *Painting the View: Constable, Turner and British Landscape Painters 1760-1860*; *17th Century Dutch Prints* and *Kupe Sites* will tour to Auckland, Hamilton, Rotorua, Palmerston North, Nelson, Christchurch, Oamaru, Gore, and Invercargill. This schedule is subject to change as venues are added.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Number of exhibitions toured to New Zealand venues (to increase access for New Zealanders)	6	6	6
Number of regions Te Papa touring exhibitions visit (to provide broader access ¹)	7	7	7

International Touring Exhibitions

Te Papa exhibitions tour internationally as a way of providing a waharoa (gateway) to New Zealand's natural and cultural heritage for overseas audiences. International touring enhances Te Papa's international reputation and develops relationships with major overseas museums, enabling the sharing of expertise and creating potential for future exhibition exchanges. This year, *Whales/Tohorā* will continue its successful North American tour in Chicago and Ottawa, and *E Tū Ake: Standing Strong* will open at the Quai Branly museum in Paris.

¹ Te Papa uses the Statistics NZ definition of a region. There are currently 16 regions in New Zealand.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Number of international exhibitions toured every three years	1	2	2

Lending Programme

Each year, Te Papa lends approximately 1,700 items to 100 other institutions nationally and internationally. The loans programme assists other museums, galleries and researchers to create exhibitions and carry out research. It follows best international guidelines on matters such as negotiations, loan agreements, and facility reports. One request may cover a number of items, and for natural environment loans, each lot usually has many specimens.

Loans to other organisations

Year	Loans for Research	Loans for Exhibitions	Total number of requests approved	Total number of items lent
2000/01	2580	442	128	3022
2001/02	1013	273	110	1286
2002/03	1132	137	71	1269
2003/04	887	244	81	1131
2004/05	1256	181	75	1437
2005/06	2008	234	71	2242
2006/07	441	158	78	599
2007/08	932	246	85	1178
2008/09	1791	165	96	1956
2009/10	1155	184	90	1339
2010/11 (<i>estimated</i>)	<i>3100</i>	<i>260</i>	<i>115</i>	<i>3360</i>

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Percentage of Te Papa's collection loans provided within the date agreed (to ensure quality of service)	100%	100%	100%

National Services Te Paerangi

Te Papa works to strengthen the sector by providing practical and strategic help through formal and informal advice to museums, galleries and iwi throughout New Zealand. National Services Te Paerangi is the team within Te Papa that leads this work, developing partnerships, cross-sector initiatives and joint work-plans with other institutions and agencies to effectively share resources. Best practice is supported and skills developed through targeted training, workshops and the New Zealand Museums Standards Scheme. Museums, galleries and iwi can access support, advice and expertise through the Museum and Iwi Development Officer service, grants programmes, the 0508 helpline, hardcopy and online resources, the provision of placements and internships, and access to experts in the field.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Workshops, including targeted workshops on caring for taonga, delivered by National Services Te Paerangi (to support and provide expertise for museums, galleries and iwi)	44	44	44
Projects developed by National Services in partnership (to support museums, galleries and iwi)	45	45	45
Museum and Iwi Development Officer visits made by National Services (to provide expertise to museums, galleries and iwi)	140	140	140

The Treasury: Taonga (treasures), within the guardianship of Te Papa, and the communication of its scholarship and mātauranga Māori (Māori knowledge) to the world will be at the heart of its activities.

Te Papa’s collections and knowledge must be well cared for and accessible. Investing in collections and research enables us to build knowledge and reach diverse audiences through exhibitions, publications, and other channels.

Te Papa uses several performance measures to ensure that it acquires items that meet its policies, stores them properly, and makes them more accessible. New knowledge is also shared through the Te Papa experience, including exhibitions, events, learning programmes, and online initiatives, both at Te Papa and with communities outside of Wellington. These are measured in other sections.

Developing Collections

Te Papa receives a \$3 million Government Capital Grant for collection development each year. In addition, a number of special purpose funds are available for acquisitions that meet specified conditions or criteria. Te Papa follows best practice principles of acquisition, kaitiakitanga, de-accessioning and disposal, and declaring conflicts of interest. Te Papa’s responsibility of kaitiakitanga (guardianship) for its collection requires not only international standards of care and preservation, but also strong relationships in keeping with the Mana Taonga principle. The Acquisitions Strategy is aligned with Te Papa’s scholarship and mātauranga Māori priorities, and supports the broad range of visitor experience products and services. Detailed collecting priorities are established in the annual acquisitions plan, which covers all collections areas (Art, Natural Environment, History, Pacific, and Taonga Māori).

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Percentage of items acquired in accordance with Te Papa policy and procedure	100%	100%	100%

Care and Management of Collections

Te Papa seeks to ensure that collections are housed securely in environmentally controlled conditions and meet all external compliance, auditing and risk management requirements. We have identified that when exhibiting and/or working with collections, on occasion, they may be damaged. As a result, we have measures to record, track and review such incidences. We have measures to track and review any handling or display incidents that may compromise the care of collections.

Natural Environment collections must also be able to meet various biosecurity compliance standards (such as CITES, the Convention on International Trade in Endangered Species of Wild Fauna and Flora, and New Zealand Biosecurity requirements) when specimens are imported from overseas or transferred on loan to other institutions. The new PC1 measure is a key standard that needs to be met in order to lend and borrow physical botanical specimens to and from other herbaria.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Quality of care and preservation of Te Papa's collection demonstrated by no irreparable losses or damage caused as a result of handling by staff	0	0	0
Te Papa's collection preserved by minimal cases of irreparable damage occurring as a result of public access	<4	<4	<4
External MAF inspections for botany PC1 (Physical Containment Level 1) facility are passed	new measure	Achieved	Achieved

Research and Publications

Te Papa is committed to increasing the profile of its research activities and ensuring it participates actively in the research community. It does this by publishing in popular and refereed journals and in online publications, and by presenting at conferences. Te Papa measures its contribution to scholarly knowledge through an output of publications and research (including books, academic and non-academic articles, presentations and workshops) that support exhibitions and collections or cover specific areas of interest.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Major publications by Te Papa Press for specialist and non-specialist audiences (giving access to collections and knowledge)	2	2	2
Number of peer reviewed papers and popular articles (as well as those including mātauranga Māori ²)	70	70	70
o Peer reviewed (to meet academic quality standards)	36	36	36
o Popular (to appeal to a diverse audience)	34	34	34
o Papers that include mātauranga Māori	8	8	8
Conference presentations delivered	15	15	15

² Mātauranga Māori in a traditional context means the knowledge, comprehension or understanding of everything visible or invisible that exists across the universe. Mātauranga Māori is holistic and encompasses all situations where Māori concepts, values, themes, or perspectives are apparent.

Sharing Authority | Mana Taonga: Te Papa will share decision-making with iwi (tribes), communities and individuals with respect to management and understanding of their taonga (treasures).

Partnerships with iwi and Māori contribute to the delivery of the Te Papa experience, and benefit organisations and communities nationally and internationally. They give effect to the concept underlying one of Te Papa’s core principles – Mana Taonga and being bicultural.

By developing and maintaining relationships with iwi, Te Papa is able to engage with a growing population that is young and spread across all areas of New Zealand. Iwi relationships are also critical for building knowledge (mātauranga Māori) about taonga, providing collection access to associated iwi, and generating respect and reciprocity. Te Papa provides back-of-house tours to groups and individuals who wish to view their taonga and collection items, as well as training and support for those who want to care for their taonga at home or on their marae.

Iwi participation is guided by Te Papa’s iwi relationship strategy. The range of relationships Te Papa enters into with iwi relates to:

- taonga, and research related to taonga
- collection acquisitions
- exhibition development
- repatriation of kōiwi tangata
- loans, events and commercial projects

The Karanga Aotearoa Repatriation Programme works to return toi moko (preserved tattooed heads) and kōiwi tangata (skeletal remains) from overseas institutions. Māori and Moriori believe that through the return of kōiwi tangata and toi moko to their homelands, the dead and their living descendants will retrieve their dignity. Repatriated kōiwi tangata and toi moko are held at Te Papa until enough information is known to return them to their communities. As part of the process of domestic repatriation, each iwi (tribe) is given a research report containing provenance information such as the kōiwi tangata’s museological and collection history, archaeological records and maps, and related mātauranga Māori. The Karanga Aotearoa Repatriation Programme is currently consulting with iwi on options for kōiwi tangata which cannot be provenanced.

To achieve this outcome Te Papa focuses on the following outputs:

- increasing understanding of and access to taonga Māori
- training and resources for iwi on the care of taonga, and on digital photography
- relationships with iwi through exhibitions
- iconic Māori cultural events, such as Matariki, and performing artists
- repatriation of kōiwi tangata.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Active relationships ³ appropriately maintained with iwi or Māori organisations (to increase understanding of and access to taonga Māori)	30	35	40
Repatriation from international institutions completed each year (as part of relationships with iwi)	5	5	5
Overseas institutions formally consent to Te Papa’s repatriation request each year	5	5	5

³ An active relationship is defined as one where there has been a significant level of activity in, for example, exhibition development, partnership projects, provision of expertise and advice, repatriation projects and other activities.

Connecting with People: Te Papa will be a waharoa (entranceway), making learning a playful and entertaining experience. Te Papa will set the highest possible standards for an integrated experience.

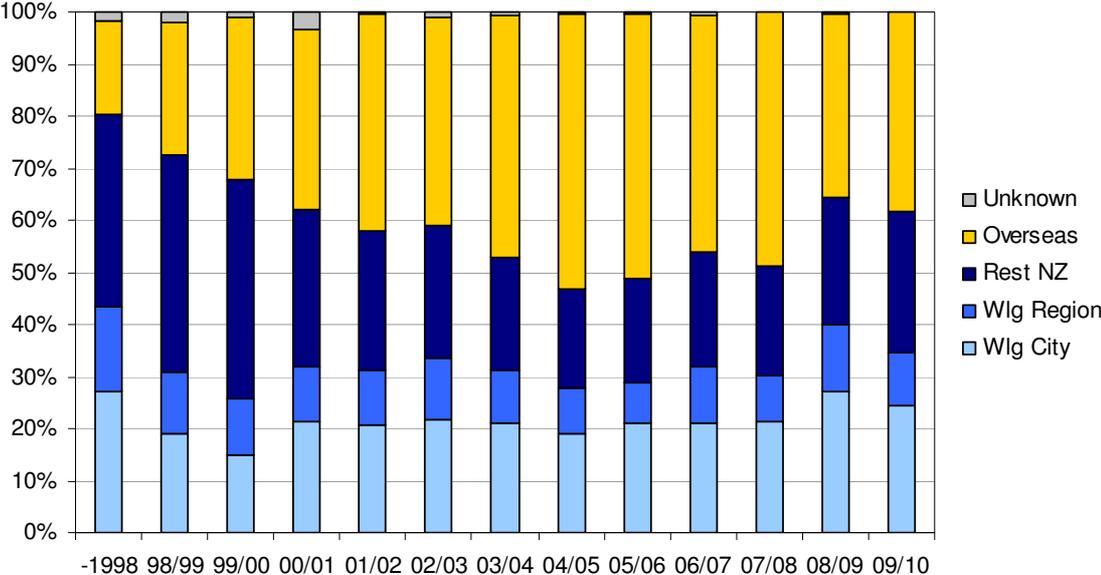
Te Papa’s visitor experience is unique. Its continuing popularity is testament to the success of a visitor focused, entertaining approach to learning. Formal and informal education programmes and events are a core part of Te Papa’s legislated functions and the mainstay of meeting the needs and expectations of audiences.

One of the challenges facing Te Papa is to provide exceptional experiences for visitors, including refreshing exhibitions, while meeting the increasing needs of an expanding collection with rising costs and static funding. Te Papa’s continued success relies on addressing this challenge and ensuring that it has the capability to deliver on its strategic direction and work programme.

Over the last three to five years Te Papa’s visitor demographics have been changing to a more traditional museum going profile. From the opening of Te Papa and for some time after, visitors reflected the New Zealand population in the proportion of male to female, and Māori to Pākehā visitors, and across age groups and education levels. More recently, Te Papa’s visitors are more likely to be female, older, and tertiary educated, while visitation by men, lower socio-economic groups, and those with less formal education has declined. For Te Papa the challenge of relevance, nationally and internationally, remains as important now as it was in its planning period of the 1980s and 1990s.

The chart below shows patterns of visitation based on origin. Visitor numbers from overseas are the most variable, due to external factors such as decreased international travel as a result of the recession. This trend can be seen over the last two years, with a related increase in domestic visitation, as people holidayed within New Zealand rather than travelling overseas. High profile, short term exhibitions are an important driver of domestic visitation, since the very high New Zealand visitation following the opening of Te Papa in 1998.

Visitors by origin



To achieve this outcome Te Papa focuses on the following outputs:

- high quality education programmes, on and off site
- a range of experiences including events, which are marketed to attract diverse audiences including youth and non-traditional visitors
- services and products for specific market segments and under-represented audiences

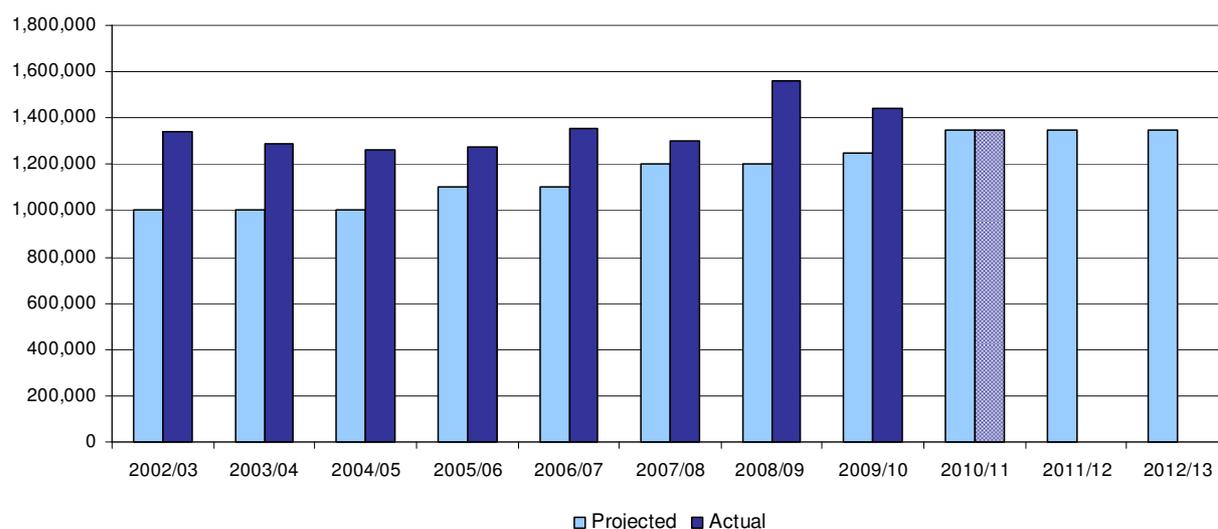
In response to the diversity of people in New Zealand, Te Papa develops its services in a way that will attract new audiences and incorporate new channels of communication. Some recent examples include:

- *The Mixing Room: Stories from young refugees in New Zealand* is a contemporary look at the experiences of young refugees using art, film, poetry, performance and new digital media.
- *Matariki Festival (Māori New Year)*: More than 70,000 people visited Te Papa over the 18 days of the Matariki Festival 2010, and around 10,000 watched Matariki events online.
- Video conferences for education programmes, whereby Te Papa shares expert knowledge with schools around the country

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Visits to Te Papa Cable Street per year	1,400,000	1,350,000	1,350,000
Adult domestic visitors from outside the Wellington region (to show Te Papa's success in attracting visitors from around New Zealand.)	314,000 (22%)	350,000 (26%)	350,000 (26%)
The age, ethnicity and gender profile of domestic visitors is similar to the general population (to demonstrate audience coverage)	Achieved	Achieved	Achieved
Percentage of adult domestic visitors indicating they have learned something new about New Zealand during their visit (to increase visitor understanding)	75%	75%	75%
Percentage of adult visitors reporting a satisfaction rating of 'good' to 'excellent' (measures the quality of the museum experience)	95%	95%	95%
Adult visitors from overseas	562,500 (45%)	550,000 (40%)	550,000 (40%)

The chart overleaf shows visitor numbers over a ten year period. In the past, targets were regularly exceeded, but they are now more ambitious. Visitor numbers depend on a number of factors, including international tourism arrivals and exhibition offerings. Visitor numbers were particularly high in 2008/09 due to the *Monet and the Impressionists* and the *Colossal Squid* exhibitions. It is expected that visitor numbers for 2010/11 will be around 1.35 million, slightly fewer than the 1.4 million projected.

Visits to Te Papa (Cable St)



Education and Events Programme

Te Papa supports formal education through programmes which are delivered in-house and through digital channels. Curriculum-linked programmes related to collections and exhibitions are designed to meet the needs of early childhood, primary, secondary and tertiary students. Meanwhile, Te Papa’s events programme showcases New Zealand and international talent for visitors, and is a key driver for visitation. Events range from children’s activities to scholarly lectures to cultural performances.

Te Papa delivers:

- *School Programmes:* Interactive education programmes and video conferences are curriculum-linked and designed to complement classroom activities.
- *Teacher Professional Development Courses:* Teacher workshops either at Te Papa or via video conference are developed to match collections, the curriculum, and teacher needs.
- *Story Place and Early Childhood Centre programmes:* These provide a rich learning environment for early childhood development.
- *Discovery Centres:* These encourage children to explore, create, and enquire through a range of activities in four areas at Te Papa- *Planet Pacifika*, *Te Huka a Tai*, *Nature Space*, and *Inspiration Station*. They provide access to online resources and other research tools.
- *Online Learning Resources:* A range of teachers’ resources supports structured and self-directed learning. Many of them are produced in collaboration with the Ministry of Education.
- *Adult and Tertiary Programmes:* Structured programmes and tours present learning opportunities for adult visitors as well as those in tertiary education.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Percentage of teachers who rate education programmes as 'good' to 'excellent'	95%	95%	95%
Educator-led programmes and Discovery Centre National School Outreach Projects delivered	600	600	600
Events held at Te Papa (to provide a richer visitor experience)	new target	300	300
Curators floor talks (to share curatorial knowledge)	new target	25	25

Saving the Planet: Te Papa will engage and excite by conducting leading edge research and by modelling environmentally responsible practices that are smart, accessible, and inspiring.

Te Papa’s natural environment team is carrying out research that adds to knowledge about New Zealand’s environment, past and present. Much of this work is helping to describe New Zealand’s biodiversity in the oceans and on the land, past and present. For example:

- Research on fossil vertebrates is helping us to understand what used to live in New Zealand. New Zealand has lost 25 percent of its pre-human bird fauna, such as moa, since human colonisation. Research on the collections is helping to document these human interactions and providing new information for wildlife managers working on threatened species recovery programmes.
- Fish curators and researchers are working on projects in the Ross Sea, the deep ocean and the New Zealand Exclusive Economic Zone. Specimens collected for the National Fish Collection are adding to a growing understanding the biodiversity of the world’s oceans.
- Marine mammal experts are researching poorly understood species such as the beaked whales and pygmy whales.
- The botany team’s research programme includes describing new species, updating previous taxonomic treatments of particular plant groups, and studying the evolution of New Zealand’s plants.

Environmental responsibility

Te Papa has worked hard over the years to make the Museum as environmentally friendly as possible, and will continue to do so.

Extensive energy efficiency measures have been carried out. The result has been a downward trend in energy consumption despite enlarged gallery space and increased use of Te Papa as a venue – both of which have required more electrical equipment. Energy savings since opening have resulted in greenhouse gas emissions being reduced by almost 14,000 tonnes of CO² equivalents. Other sustainability initiatives include water conservation, an extensive recycling programme, and the use of environmentally friendly building and cleaning products. (Te Papa uses plain water and microfibre cloths for general cleaning wherever possible.)

Te Papa has won a number of awards for energy management and strives to achieve international best practice for galleries, museums, and exhibition areas in matters of sustainability. The Museum has benchmarked status under the Green Globe Company Standard and carries out an environmental action plan in line with the requirements of this programme.

New measures track energy use and measure that the organisation is meeting common standards.

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Electricity consumption does not increase	New measure	Achieved	Achieved
Green Globe Standard maintained	New measure	Achieved	Achieved

Forum for the Future: As a cultural and intellectual leader, Te Papa will signpost pathways to the future by initiating, hosting and engaging in debates that explore a wide range of contemporary issues.

Te Papa seeks to engage with a wide audience that reflects the changing New Zealand population, new media, and contemporary culture. Exhibitions, research and events aim to challenge, inform and inspire visitors.

These outputs complement and are measured in the Outcome 'Customer Focus':

- Delivering a range of events and exhibitions that engage with different audience and community groups
- Providing a community hub for debates and presentations

Recent examples of activities in this area include:

- *The Mixing Room: Stories from young refugees in New Zealand* is a contemporary look at the experiences of young refugees using art, film, poetry, performance and new digital media.
- *Treaty Debate Series*: These public debates have been held at Te Papa since 2005 and contribute to national discussion about the Treaty of Waitangi.
- *E Tu Ake: Standing Strong* explores the concept of tino rangatiratanga (the ability to choose one's own destiny). This exhibition shows ancestral Māori treasures from alongside contemporary works, reflecting the artistic depth and political aspirations of Maori and highlights the role of Māori in finding global solutions for the challenges of natural resource management and environmental sustainability.
- New Zealand Music Month forums for musicians and those planning or engaged in a musical career.
- *Science Express* forums providing stimulating science discussion on current and controversial topics, from autism to nanotechnology.
- *Art After Dark: Toi o te Pō* provides visitors with an opportunity to share with staff and other specialist's expert knowledge about the art collections and special exhibitions.

Part 3: Our Investments: Organisational Health and Capability and Forecast Financial Statements

Overview

Since opening in 1998, the Te Papa has built an internationally-recognised museum that consistently attracts high levels of visitors. Its success can be attributed to the high calibre of skilled museum staff delivering world-class products and services domestically and internationally. The Museum has been a pioneer in bicultural management and provides a model for the public service, as well as for national and international museums and galleries.

With the appointment of Michael Houlihan as the Chief Executive in August 2010, Te Papa has embarked on a comprehensive strategic planning process (Envisioning the Future). Over the next six months consultation with staff, stakeholders and the public will clarify the main strategic areas Te Papa needs to focus on, and define programmes of activity and measures of success.

Operating Environment

Some of the major external factors and trends that directly influence Te Papa's operations and capability and will be considered as part of the strategic planning process are:

- greater cultural and household diversity, with particular growth in Asian, Māori and Pacific populations
- the increasing concentration of New Zealand's population north of Taupo
- greater competition for leisure time
- the impact of the Christchurch earthquake on a fragile economic recovery
- continuing uncertainty about the global economic situation
- decreasing international tourist arrivals
- technology opportunities and challenges, especially the rise of the internet as an information, entertainment and socialising medium and the accompanying rise of mobile and personal technologies
- the movement of environmental conservation from an abstract idea to mainstream household behaviour
- changing employee values
- a mobile, global workforce
- labour and skill shortages
- higher levels of complexity and change in organisations.

To meet these challenges, Te Papa must develop outstanding people, process and technology programmes that allow it to engage creatively with its audiences. Scholarship and research are cornerstones of the future development of Te Papa's collections and exhibitions, and the identification of research and scholarship priorities is a key part of the visioning process. Organisational initiatives include a comprehensive review of organisational policy and procedures, improved information management and reporting, and implementing a management development programme. These changes are planned for implementation over the next two to three years.

Key focus areas and work streams for delivering capability

In Touch: Te Papa will be aware that communication is two-way, and built on trust and transparency

Engagement and partnership with our communities and stakeholders is crucial to Te Papa's success. We are proud of the relationships that we have with iwi, the wider museum sector, funders, sponsors and communities. We seek to gain a better understanding of our visitors and stakeholders through rigorous visitor studies, and by maintaining and building strong relationships with all our partners. The organisation needs to foster open communication, seek feedback and be transparent about the opportunities and challenges that it faces in fulfilling its mandate.

Te Papa has embarked on a comprehensive stakeholder consultation process with all of these groups as part of resetting the strategic direction and we are looking forward to robust discussions. These discussions will be incorporated into the redeveloped strategic plan.

Internally, the Museum is looking to improve communication within and across the organisation. The strategic planning process has been, and will continue to be, a key focus area for discussions and engagement with staff.

Our Story: Te Papa will be a persuasive and inspiring advocate on its own behalf.

We need to be able to tell the story of the difference that Te Papa makes by measuring and describing Te Papa's economic, social and cultural contribution. Te Papa's economic contribution has been measured in millions of dollars for 'business as usual' and in tens of millions for major international exhibitions. Exhibitions and events that take place front of house, and research underway behind the scenes all help to build understanding and awareness of our natural and cultural heritage. Te Papa needs to more fully understand how this affects the continuing use, transmission and preservation of tikanga (customs) and traditions.

Understanding our audiences is crucial to meeting their needs. To this end, Te Papa will continue refining its visitor analysis to improve and deepen understanding of visitor's motivations and the impact that Te Papa has on them. Visitor research shows that Te Papa attracts a broad demographic, and we target exhibitions and events to ensure we continue to remain relevant to all our audiences. Recording and analysing the quantity and depth of visitor attendance and engagement will help improve services.

Te Papa needs to raise its profile with and engage existing and new audiences by multiple routes - from traditional marketing channels to curatorial talks and research publications to social media - with a goal of developing passionate advocates for the Museum. Board members, staff and stakeholders all have a role to play in raising Te Papa's profile and developing philanthropic and commercial opportunities.

Te Papa is an ambassador for New Zealand internationally. International touring exhibitions provide an insight into New Zealand's natural and cultural heritage, and promote NZ Inc overseas. The Te Papa brand is crucial in supporting the Museum's financial and non-financial success and in securing its reputation in New Zealand and internationally. Brand awareness surveys verify that Te Papa's brand has very high recognition. Te Papa will work to better understand how the brand can be utilised and redevelop our brand and communications strategy.

Te Papa will be working to develop measures for these goals over the coming year.

Keep Fit: Te Papa recognises that every experience is an opportunity for shared learning and that its future will depend on developing the capability of its staff.

Te Papa's workforce is characterised by a range of professions, skills, and people: researchers, designers, conservators, hospitality and corporate staff, and more. There is significant ethnic diversity. Many Te Papa staff share an affinity and skills with the creative economy – including the arts, architecture, video, film and photography, radio and television, design, music, and advertising industries. As Te Papa faces national and international competition for skilled personnel in the labour market, it must remain an active and credible player in the public sector and management labour markets – as well as in the labour market for staff who have skills in delivering creative output. Our staff development must take into account this wide range of skills, talents, and backgrounds.

Developing the talents of existing staff is a priority. Several important work streams are aiming to transform Te Papa into a learning organisation with a strong ethos of continuous improvement, business excellence, and high ethical standards. Reviewing Te Papa's strategic direction and leveraging its performance to date are central to building this capability, and will ensure Te Papa continues to provide a world-class museum experience.

In particular, opportunities to learn from both experience and international best practice will be provided for managers at second and third tiers. Most managers at third tier and above have access to the resources of the Leadership Development Centre. The Museum's commitment to learning, along with its distributed decision-making processes, will enhance succession planning and senior management development and capability for the future of Te Papa. As the new strategic plan and performance measurement framework emerge, specific, targeted professional development plans for all managers will be developed to support the implementation of new strategies. Supporting managers in this way will have positive effects throughout the organisation.

Building Sustainable Leadership: Te Papa will be flexible, nimble and proactive in its systems, processes and decision-making

As discussed above, Te Papa is working to develop the skills and utilise the talents of its workforce. The Museum has a talented and high performing team, but can do more to improve processes and systems to ensure they are efficient and effective. Incorporating lessons into business practice as we learn them and sharing experience and best practice will help us to achieve this.

Project Management

During 2009 Te Papa conducted an organisation-wide capability audit of its project management and governance processes. As a result, a project management Centre of Excellence has been established to implement better project planning, delivery and governance mechanisms across Te Papa and to lead capability building in these areas. This focused approach will enhance co-ordination of project delivery and improve resource allocation, which over the next 12 - 24 months will provide operational efficiencies.

Financial Sustainability

Te Papa's financial model is based on its ability to generate external revenue to complement the Crown's funding.

From 2011/12, the government has agreed to transfer \$6 million of current capital funding to operational funding in recognition of the cost of depreciation. While this does not alter the level

of funding provided overall, it will allow Te Papa to better plan for the costs of replacing assets. To address this deficit, as reflected in the forecast financial statements, during 2011/12 Te Papa will develop a financial strategy based on the results of the strategic planning process. This will ensure the Museum moves to a financially sustainable position.

Planning for sustainable replacement of assets will be informed by the Capital Asset Management Plan, due to be completed in 2011/12. Te Papa is now working to improve asset management by identifying the organisation's present and future requirements. In the first stage of this analysis, Te Papa's asset management capabilities were reviewed at several levels. This highlighted the need for some changes in process and resources, which will be implemented over the next three years to equip Te Papa to meet its future needs.

Digital Vision: Te Papa will become known worldwide for the innovative application of digital technology to the realisation of its vision for the future.

Over the last decade, the role of museums and what is required of them have changed significantly. In part, this reflects the rapid rise of the internet as an information, entertainment and socialising medium. Associated trends include the ubiquity of mobile and personal technologies and audience involvement in the co-creation of content.

Integrating digital interactives and web-based activities into exhibition programming is now standard practice for museums around the world. Te Papa has been a world leader in the use of interactive technology and aims to increase its responsiveness to visitor needs and current new media trends. The Museum is now creating a strategy to guide it toward greater integration of digital technology into museum practice.

Te Papa is planning to develop strategic objectives for the digital vision as part of the wider Te Papa envisioning process and creating a digital current state analysis that helps create a shared understanding of Te Papa digital outputs, projects, and initiatives.

In Business: Te Papa will be commercially positive, entrepreneurial by nature and disciplined with its business processes

Te Papa has a range of commercial activities including functions, conference facilities, carparking, shops and cafés. All provide essential revenue to support activities which are free of charge. Commercial services are affordable, operated to a high standard and efficient. The functions business hires out facilities and provides catering services to clients for events ranging from conferences to weddings. Te Papa Press operates as a commercial business, publishing the results of research on the collections and related themes. In each of these businesses, the goal is to achieve both the Museum's mission for audiences and to generate a net return to support museum programmes.

While Te Papa has an excellent track record of growing commercial revenue, in the current economic environment, some Te Papa businesses have found it more difficult to maintain and increase this contribution. Risks include a possible decline in international tourist spending in the stores, reduced ability of corporations and individuals to support sponsorships, and tighter budgets for organisations holding conferences and functions.

Sponsorship and fundraising are important components of the exhibition programme and also extend to other areas of the Museum. Te Papa receives generous grants, bequests, gifts and contributions from private individuals and organisations for scientific research projects and collection acquisitions. It also has a number of mutually beneficial partnerships with corporate and government organisations and philanthropic trusts. Some sponsors are long term partners,

(some partnerships have been in place for over ten years) while others sponsor shorter term specific exhibitions, projects and events. Te Papa will carefully maintain current sponsor partnerships, and develop new relationships and partnerships based on a clearly articulated value proposition. Board members will have an active role in seeking additional funding and sponsorship.

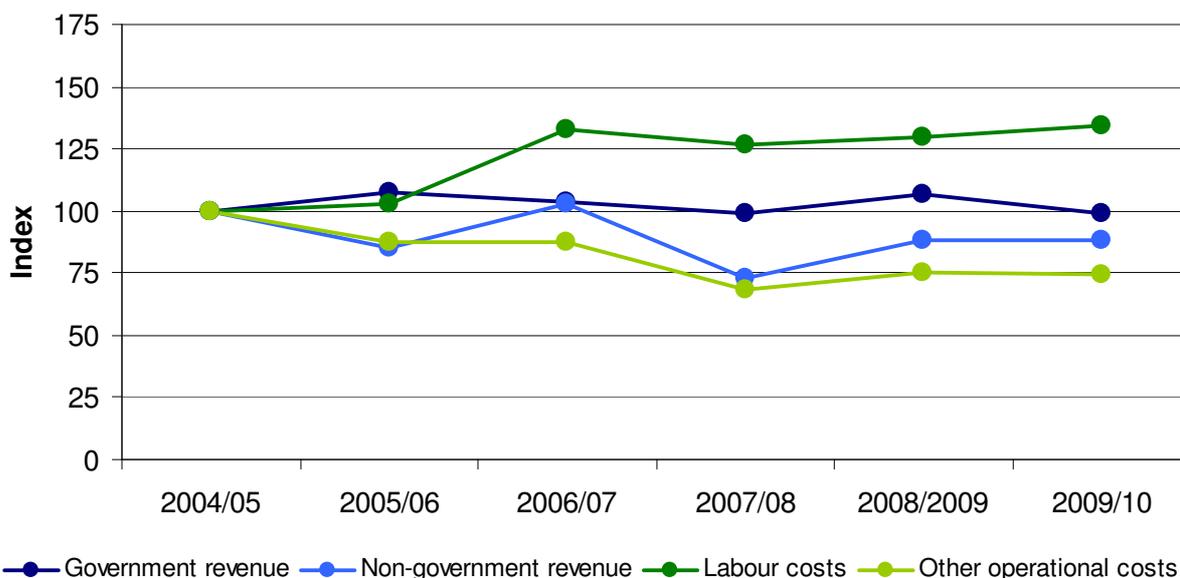
To achieve this outcome Te Papa focuses on the following outputs:

- successful commercial products and services
- maintain Te Papa’s brand strength through customer satisfaction
- sponsorship and fundraising

Performance Measure	2010/11 target (previous year)	2011/12 output level	2012/13-2013/14 output level
Percentage of revenue is derived from non-Crown sources (not including depreciation funding which will be transferred to operational in 2011/12)	>=50%	>=50%	>=50%
Continued sponsorship of the exhibitions in the Level 4 short term gallery to support the quality of visitor experience	Achieved	Achieved	Achieved
Customer satisfaction levels in all commercial enterprises as part of quality of visitor experience (scale is from 1 to 11)	7.5	8	8

Te Papa has faced increasing labour costs in real terms over the last ten years, while revenue from the Crown has been largely static in real terms.⁴ In response, Te Papa has successfully grown its real non-Crown revenue (mainly through commercial revenue) and reduced real non-labour costs, as shown in the diagram below. It is expected that these trends will continue as Te Papa responds to rising costs and funding constraints.

Te Papa Real Revenue and Costs
Deflated by PPI

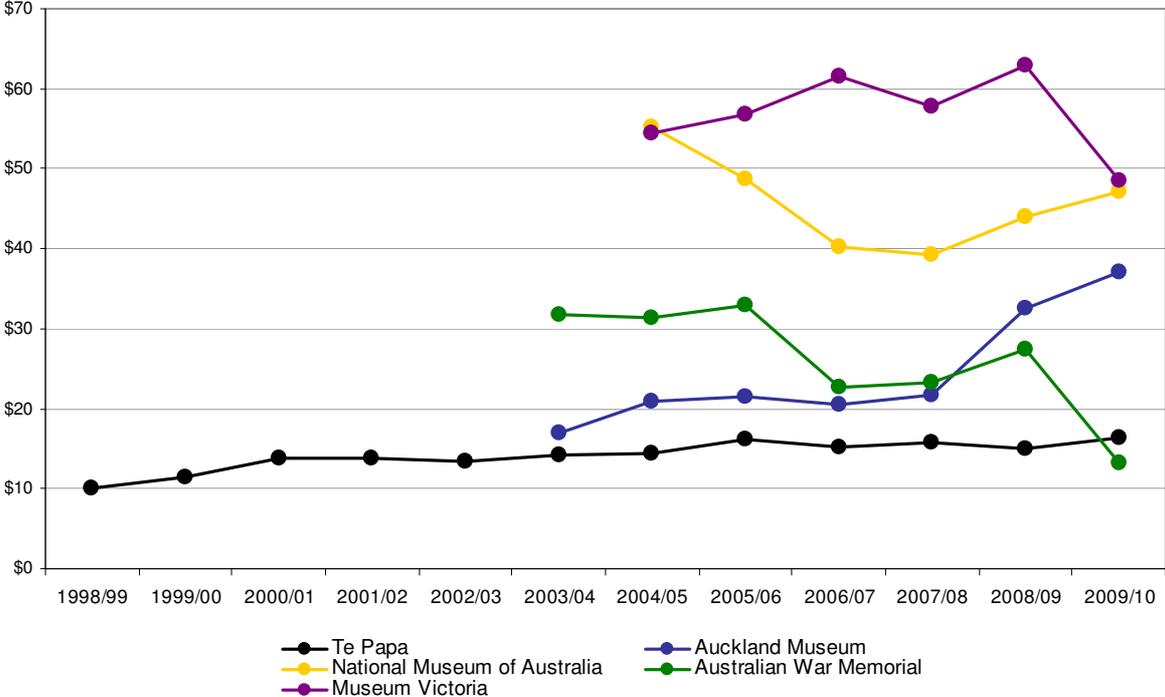


⁴ PPI refers to the Producer Price Index (Statistics NZ) and the financial data is from Te Papa annual reports.

Within these constraints, Te Papa must continue to provide its main offerings without economic barrier to the visitor. The master planning exercise will examine the most effective and efficient use of space and resources in Te Papa and generate a long-term plan which includes refreshment of exhibitions, an essential driver of visitor numbers. Te Papa will continue to deliver touring exhibitions, collaborate with and support other museums, and provide digital access to collections and exhibitions.

With funding currently static, priorities have been set to ensure that the value of the government investment is maintained and performance is enhanced. For Te Papa, important cost effectiveness indicators relate to reaching audiences at a reasonable cost to government. Te Papa compares its cost effectiveness with similar museums by relating government revenue to physical visitors. Compared with similar organisations, the data suggests that Te Papa provides a high level of physical access per Government dollar invested and that this has been the case for over a decade of operation.⁵ Te Papa intends to at least maintain or improve on this measure. In the chart below, lower government funding for Museum Victoria and the Australian War Memorial Museum is apparent, as is a slight decrease in the Auckland War Memorial Museum’s visitor numbers. Te Papa’s data also reflects slightly lower visitor numbers than previous years.

Government Funding per Visitor (NZD)



The Capital Asset Management and Facilities Plan will contribute to the assessment of Te Papa’s capability needs for its second decade. This capability is essential to meet the Museum’s responsibilities for collection management (conservation, documentation and safe storage), research and access.

Te Papa is committed to following best practice in its accountabilities and to addressing practices, policies and procedures which have been found to be in need of improvement. An Assurance and Risk Committee made up of board members and senior management monitors this accountability. The focus for the current year is procurement and project management.

⁵ Visitors refer to physical visits to Te Papa’s Cable Street site. Government Revenue has been calculated to be comparable by allowing for depreciation and exchange rates where applicable. The data has been sourced from annual reports.

Prospective Financial Statements

Introduction

Te Papa's Statement of Intent covers the period 1 July 2011 to 30 June 2014. The financial information contained in the Statement of Intent is a forecast for the purposes of International Financial Reporting Standard (IFRS) 42.

The financial information contained in the Statement of Intent has been prepared to assist Parliament consider Te Papa's planned performance. It may not be appropriate to use this information for other purposes.

The prospective financial statements are based on assumptions as to future events that Te Papa reasonably expects to occur at the time this information was prepared. The actual results may vary from the information presented and this variation may be material.

Te Papa is a Crown entity established by the Museum of New Zealand Te Papa Tongarewa Act 1992. The principal functions of Te Papa as set out in this Act include controlling and maintaining a museum, developing collections and making those collections accessible, caring for the collections, creating exhibitions, conducting research into matters relating to the collections, providing education and information services, and providing national services in partnership with other museums.

The prospective financial statements were authorised for issue on 26 May 2011 by the Board of the Museum of New Zealand Te Papa Tongarewa. Te Papa is responsible for the prospective financial statements presented, including the assumptions underlying the prospective financial information and all other disclosures.

It is not intended that this printed material will be updated.

Statement of Significant Assumptions

Te Papa has made a number of assumptions in preparing the financial forecasts included in the Statement of Intent. The most significant assumptions are:

1. Annual government operating and capital funding levels are consistent with those agreed in the 2011 Budget.
2. Interest income on cash holdings is calculated at 5 percent. Interest income declines as the current levels of cash holdings are used to fund the proposed capital programme.
3. A consistent level of donation income has been assumed.
4. Forecasts for commercial revenues are influenced by visitor numbers. Te Papa is assuming visitor numbers of 1.35 million in 2011/12 and subsequent years.
5. Te Papa bases forecasts for non-Crown revenue on confirmed contracts, historical performance and current trends. The costs associated with delivering the forecast levels of non-Crown revenues are also based on historical performance and current trends.
6. The lasting effects of the global financial crisis are unknown and have not been quantified within these prospective statements.
7. Museum service levels are outlined in Part 2 of this Statement of Intent. Te Papa's forecast cost of services reflects increasing cost pressures associated with delivering these services.
8. The prospective financial statements assume no increase in personnel costs; any increases in personnel costs in out years are to be absorbed through realising operating efficiencies in other costs of services.
9. Te Papa is undertaking a programme of capital spending aimed at refreshing or replacing exhibitions that were developed for the opening of the Museum in 1998. Projected costs and timing of expenditure for these developments are based on project plans and quotations current when these forecasts were prepared.
10. During 2011 Te Papa will be developing a detailed asset management plan which will inform future planned maintenance and capital replacement costs. As this work is still underway the results cannot yet inform changes to these forecasts.
11. Te Papa periodically undertakes revaluations for its Collections and Land & Buildings. The forecast numbers do not include any impacts resulting from future revaluations.

Prospective Output Costs

	Estimated Actual	Budget	PROSPECTIVE		
	30 June 2011	30 June 2011	30 June 2012	30 June 2013	30 June 2014
	\$000	\$000	\$000	\$000	\$000
Museum Services Output Costs					
Operating	46,877	49,630	47,397	48,322	47,689
Capital	11,540	12,870	8,240	12,051	12,242
	58,417	62,500	55,637	60,373	59,931
Museum Services Revenue					
Operating	47,106	49,286	53,397	54,298	53,181
Capital	9,000	9,000	3,000	3,000	3,000
	56,106	58,286	56,397	57,298	56,181

Prospective Statement of Comprehensive Income

	Estimated Actual	Budget	PROSPECTIVE		
	30 June 2011 \$000	30 June 2011 \$000	30 June 2012 \$000	30 June 2013 \$000	30 June 2014 \$000
Income					
Revenue from Crown	24,074	23,574	29,574	29,574	29,574
Fundraising and Donations	4,352	4,048	4,002	4,002	4,002
Other - Rent	136	183	228	228	228
Other Revenue	17,321	20,443	17,876	18,775	17,655
Interest	1,223	1,038	1,717	1,719	1,722
Total Income	47,106	49,286	53,397	54,298	53,181
Expenses					
Personnel	25,175	25,967	25,464	25,778	26,044
Repairs and Maintenance	312	356	277	277	277
Operating	21,386	23,307	21,652	22,263	21,364
Loss on disposal of fixed assets	4	-	4	4	4
Depreciation and amortisation expenses	13,249	12,660	13,249	13,249	13,249
Finance Costs	-	-	-	-	-
Total Expenses	60,126	62,290	60,646	61,571	60,938
Net Deficit for the Year	(13,020)	(13,004)	(7,249)	(7,273)	(7,757)
	-	-	-	-	-
Other Comprehensive Income					
Total Comprehensive Income	(13,020)	(13,004)		(7,273)	(7,757)

Prospective Movements in Equity

	Estimated	Budget	PROSPECTIVE		
	Actual				
	30 June 2011 \$000	30 June 2011 \$000	30 June 2012 \$000	30 June 2013 \$000	30 June 2014 \$000
Equity at Beginning of the Year	1,123,265	1,123,265	1,119,245	1,114,996	1,110,723
Net Operating Deficit	(13,020)	(12,555)	(7,249)	(7,273)	(7,757)
Total Recognised Revenues and Expenses for the Year	(13,020)	(12,555)	(7,249)	(7,273)	(7,757)
Crown Capital Injection	9,000	9,000	3,000	3,000	3,000
Equity at End of the Year	1,119,245	1,119,710	1,114,996	1,110,723	1,105,966

Prospective Financial Position

	Estimated Actual	Budget	PROSPECTIVE		
	30 June 2011	30 June 2011	30 June 2012	30 June 2013	30 June 2014
	\$000	\$000	\$000	\$000	\$000
Equity					
Capital	447,898	447,898	450,898	453,898	456,898
Accumulated Losses	(157,618)	(157,602)	(164,867)	(172,140)	(179,897)
Asset Revaluation Reserve	152,205	152,205	152,205	152,205	152,205
Collection Revaluation Reserve	674,078	674,527	674,078	674,078	674,078
Restricted Revenue Reserves	2,682	2,682	2,682	2,682	2,682
Total Equity	1,119,245	1,119,710	1,114,996	1,110,723	1,105,966
<i>Represented by:</i>					
Current Assets					
Cash and Cash Equivalents	21,544	19,642	22,304	19,226	15,477
Loans and Receivables	2,183	2,183	2,183	2,186	2,183
Other Financial Assets	647	647	647	647	647
Inventory - Current	1,218	1,218	1,218	1,218	1,218
Publications Work in Progress	145	145	145	145	145
Total Current Assets	25,737	23,835	26,497	23,422	19,670
Non-Current Assets					
Property Plant and Equipment	372,101	379,305	363,972	359,654	355,527
Collections	730,907	726,070	733,777	736,647	739,517
Intangible Assets	1,441	1,441	1,691	1,941	2,193
Total Non-current Assets	1,104,449	1,106,816	1,099,440	1,098,242	1,097,237
Total Assets	1,130,186	1,130,651	1,125,937	1,121,664	1,116,907
<i>Less:</i>					
Current Liabilities					
Accounts Payable	4,788	4,788	4,788	4,788	4,788
Employee Entitlements	2,722	2,722	2,722	2,722	2,722
Other Liabilities	3,053	3,053	3,053	3,053	3,053
Total Current Liabilities	10,563	10,563	10,563	10,563	10,563
Non-Current Liabilities					
Employee Entitlements	378	378	378	378	378
Net Assets	1,119,245	1,119,710	1,114,996	1,110,723	1,105,966

Prospective Cash Flows

	Estimated	Budget	PROSPECTIVE		
	Actual				
	30 June 2011 \$000	30 June 2011 \$000	30 June 2012 \$000	30 June 2013 \$000	30 June 2014 \$000
Cash Flows from Operating Activities					
<i>Cash was provided from:</i>					
Government Grants	24,074	23,574	29,574	29,574	29,574
Sale of Goods and Services	12,526	14,575	11,586	11,808	11,902
Donations and Sponsorship	4,352	4,048	4,002	4,002	4,002
Interest Income	1,223	1,038	1,717	1,719	1,722
Other Revenue	4,931	6,051	6,518	7,195	5,981
	47,106	49,286	53,397	54,298	53,181
<i>Cash was disbursed to:</i>					
Payments to Employees	25,175	25,967	25,464	25,778	26,044
Payments to Suppliers	21,702	23,662	21,934	22,545	21,646
Net Cash Flows from Operating Activities	229	(343)	5,999	5,975	5,491
Cash Flows from Investing Activities					
<i>Cash was provided from:</i>					
Sale of Property, Plant and Equipment	4	-	4	4	4
<i>Cash was disbursed to:</i>					
Purchase of Property, Plant and Equipment	6,077	12,240	4,874	8,685	8,876
Purchase of Intangible Assets	500	500	500	500	500
Purchase of Collections	4,967	130	2,870	2,870	2,870
	11,544	12,870	8,244	12,055	12,246
Net Cash Flows Used in Investing Activities	(11,540)	(12,870)	(8,240)	(12,051)	(12,242)
Cash Flows from Financing Activities					
<i>Cash was provided from:</i>					
Capital Grant for General Purposes	9,000	9,000	3,000	3,000	3,000
Net Cash Flows from Financing Activities	9,000	9,000	3,000	3,000	3,000
Net Increase/(Decrease) in Cash Held	(2,311)	(4,213)	759	(3,076)	(3,751)
Add Opening Cash Brought Forward:					
Cash and Cash Equivalents	23,869	23,869	21,558	22,317	19,241
Closing Cash Carried Forward	21,558	19,656	22,317	19,241	15,490
Represented by:					
Cash and Cash Equivalents	21,558	19,656	22,317	19,241	15,490
	21,558	19,656	22,317	19,241	15,490

Notes to Prospective Financials

	Estimated	Budget	PROSPECTIVE		
	Actual				
	30 June 2011 \$000	30 June 2011 \$000	30 June 2012 \$000	30 June 2013 \$000	30 June 2014 \$000
<i>Cost of Services</i>					
Business Group	13,498	15,122	13,893	14,005	14,120
Collections and Research Group	6,594	6,807	6,716	6,841	6,968
Corporate Services Group	9,619	10,738	9,883	9,654	9,729
Experience Group	10,403	10,616	9,888	11,337	10,516
Governance and Finance Group	1,975	2,065	1,998	2,022	2,046
Ngā Manu Atarau	1,895	1,929	1,915	1,940	1,964
Other	2,893	2,353	3,104	2,523	2,346
Cost of Services	46,877	49,630	47,397	48,322	47,689

Reconciliation of Equity

	Budget	Estimated Actual	PROSPECTIVE		
	30 June 2011	30 June 2011	30 June 2012	30 June 2013	30 June 2014
	\$000	\$000	\$000	\$000	\$000
(a) Capital					
Opening Balance	438,898	438,898	447,898	450,898	453,898
Plus Crown Capital Injection	9,000	9,000	3,000	3,000	3,000
Less Return of Capital (Blake)	-	-	-	-	-
Closing Balance	447,898	447,898	450,898	453,898	456,898
(b) Accumulated Losses					
Opening Balance	(144,598)	(144,598)	(157,618)	(164,867)	(172,140)
Net Operating Deficit	(13,020)	(13,004)	(7,249)	(7,273)	(7,757)
Transfer to Restricted Reserves	-	-	-	-	-
Closing Balance	(157,618)	(157,602)	(164,867)	(172,140)	(179,897)
(c) Asset Revaluation Reserve					
Opening Balance	152,205	152,205	152,205	152,205	152,205
Revaluations	-	-	-	-	-
Closing Balance	152,205	152,205	152,205	152,205	152,205
(d) Collection Revaluation Reserve					
Opening Balance	674,078	674,078	674,078	674,078	674,078
Revaluations	-	449	-	-	-
Impairment movement	-	-	-	-	-
Closing Balance	674,078	674,527	674,078	674,078	674,078
(e) Restricted Reserves					
Opening Balance	2,682	2,682	2,682	2,682	2,682
Movement	-	-	-	-	-
Closing Balance	2,682	2,682	2,682	2,682	2,682
Total Public Equity at End of the Year	1,119,245	1,119,710	1,114,996	1,110,723	1,105,966