

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

Te Pūrongo ā Tau | Annual Report 2021/22



In accordance with section 150 of the Crown Entities Act 2004, this annual report of the Museum of New Zealand Te Papa Tongarewa for 2021/22 is presented to the House of Representatives.

Photo credits

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Museum of New Zealand Te Papa Tongarewa

Te Pūrongo ā Tau | Annual Report

2021/22





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Chair's Foreword

When Te Papa was opened almost 25 years ago, it was a moment in time in New Zealand's national identity. In 1998 our bicultural museum, bearing a name in te reo Māori, was a symbol of a new understanding of what it meant to live in these islands.

The celebration in 2022 of the first public holiday for Matariki was another hugely significant way point in our national journey.

Te Papa was honoured to hold the trust of government, the Matariki Advisory Group, mana whenua and iwi Māori, and to celebrate this historic moment here on the national marae, Rongomareoa.

As Professor Pou Temara said in his speech that day: "This is a moment in time. This is a moment that future generations will look upon and say – this is when we came of age."

We know that the journey of healing and reconciliation continues for Aotearoa. There is much to do, and much that Te Papa can contribute to this mahi. But the launch of the Matariki public holiday showed us that we are growing as a nation, and is a source of pride and hope for the future.

Housing New Zealand's taonga is a complicated and highly specialised job. Perhaps no area is more specialised than the Spirit Collections where over 860,000 natural history specimens are preserved



in alcohol. The collection has stringent safety requirements, and for some years Te Papa has been working through the best way to house it for the future.

In recognition of the importance of the collection, Te Papa was allocated \$42.9 million in Budget 2022 to begin creating a new storage and research facility, ensuring these irreplaceable national treasures will be protected for future generations. As a Board we recognise the significance of this investment in care of the collections, and the contribution those collections make to scientific research and biodiversity.

Te Papa's Board was awarded the Leadership in Governance Award in the 2021 Te Hāpai Hapori Spirit of Service Awards.

Te Papa Tongarewa is an excellent example of governance that is reinvigorating bicultural kaupapa. They truly embody a co-leadership model. They understand their role as the forum for the nation – creating a place where Aotearoa New Zealand can understand its past, enrich its present and meet the challenges of the future.

We were delighted to receive the award, alongside others who are dedicated to public service in Aotearoa.

As a Board we are proud to navigate Te Papa through this exciting and demanding part of its journey. We want Te Papa to keep pushing the boundaries to create a new post-colonial model for museums.

Our vision is for a truly Tiriti-based organisation that provides a platform for all cultures and communities.

The overwhelming public embrace of Matariki this year, and the aroha and skill that Te Papa's kaimahi brought to this kaupapa, show us that we are moving energetically in the right direction.

Dame Fran Wilde
Chair





Tumu Whakarae | Chief Executive Statement

In times of uncertainty, we hold on to those things that endure, those pou that are core to who we are.

At the core of Te Papa is our mandate to be a forum for the nation, with an equal focus on the past, present and future. We have the scale and responsibility of being a national institution. We draw strength from our communities and kaimahi, who time and time again demonstrate their commitment to our mahi.

As we moved through another year of disruption due to the Covid-19 pandemic, we have drawn strength and stability from these pou. And in challenging times, we have been able to achieve a lot for Aotearoa.

We re-connected with visitors as people regained the confidence to travel and to gather. In an environment of many constraints, we were able to connect Aotearoa with the world, bringing the ground-breaking *Surrealist Art* exhibition to Aotearoa from the Netherlands, and bringing home tūpuna from collections abroad.

I want to pay particular tribute to our kaimahi who work directly with visitors. Behind masks, checking vaccine passes, managing all the changing settings to keep our manuhiri safe; their resilience and manaakitanga has been extraordinary.

Within the shifting health requirements, our iwi-in-residence partners Rongowhakaata enabled us to close their exhibition *Ko Rongowhakaata: The Story of Light and Shadow*, and return taonga to their homes. As Arapata has noted, the return of the poutokomanawa Te Apaapa-o-te-Rangi was an historic moment for Te Papa. We are grateful for the support of Rongowhakaata through their time at Te Papa, and our connection with the iwi continues to grow.

We are very mindful of the ongoing impact of Covid-19 on the arts, tourism and hospitality sectors. As a large institution, well-supported by government, Te Papa can weather the challenges better than many. We are hugely grateful for the support we have had during this period, enabling us to continue our work for Aotearoa at a time when our commercial revenue has been severely impacted.



Housing the collections is one of our most important duties. The investment of government in a new facility for over 860,000 natural history specimens is a once-in-a-generation opportunity to advance the museum's ability to care for taonga. Thanks to this investment these collections, and the mātauranga and relationships they embody, will continue to enrich and inform Aotearoa.

In June 2022, at the end of the period covered by this report, as a nation we celebrated the first public Matariki holiday. Hosting the Matariki hautapu at Te Papa, and broadcasting it live to the world, was a great honour. It also felt right.

Te Papa is a place where New Zealanders come to understand, explore, and yes, to celebrate ourselves. In the museum, in our community engagements, online – Te Papa is a trusted source. We are grateful every day for that trust, and for the curiosity, energy and aroha that people bring into this place.

As the sun rose on the morning of 24 June 2022, despite all the uncertainties of the world we live in, what I felt was gratitude, and optimism for the future.

Courtney Johnston
Tumu Whakarae | Chief Executive

Kaihautū Statement

Maimai Aroha

Tēnā koutou. He tuku mihi me te maimai aroha ki te hunga kua wheturangitia. E Tā Wira ko koe to mātou heamana o te poari i mua. E Whaea Hokimoana ko koe anō me o mātou kaimahi o mua kua kapohia e te au whakaheke. Tēnā koutou mo a koutou tautoko i ngā tau maha. Haere koutou ki te putahi nui o Rehua, te huihuinga o Matariki. Te Papa acknowledges the passing of great people who have led and worked with us over the years. Sir Wira Gardiner was our former Board Chair, along with whaea Hokimoana Te Rika-Hekerangi of our Karanga Aotearoa Repatriation Advisory Panel who helped return our ancestors from overseas museums. We also farewelled two long serving whānau members who dedicated their lives in the service of Te Papa and our communities - Clayton McGregor and Sue Superville. Moe marire mai koutou.

Te Papa opened in 1998 as a museum *‘for the people, by the people’* and over the last year there have been so many great kaupapa that speak to our foundations and aspirations. The national launch of Matariki as our first indigenous holiday celebration was a seminal moment for our nation that recognised and celebrated mātauranga Māori at the core. This moment in time will forever be remembered as it created a new opportunity to embrace and celebrate our sense of identity and belonging in Aotearoa, NZ.



Since opening Te Papa has celebrated Matariki with our many iwi partners and we want to acknowledge and remember them all. Kaumātua, kuia, tohunga, young and old throughout the motu have been a part of Matariki celebrations at Te Papa, including the

wonderful Taikura kapa haka, that brings together our elders in the spirit of whanaungatanga, mana and celebration. Thank you all for sharing your taonga and knowledge to the world and illuminating our Māori world for others to see and know.

A warm mihi to Rongowhakaata for their aroha, generosity and spirit in helping Te Papa during the challenging covid times. Our Rongowhakaata pou tikanga undertook karakia and brought us together on many occasions and there were many significant kaupapa that Rongowhakaata so kindly shared to the world. The digital capture of *Ko Rongowhakaata* and the events programme have ensured that the history and stories of Rongowhakaata will not be forgotten. The closing of the *Ko Rongowhakaata* exhibition and the return of taonga back to Manutūke in March 2002 was also an important moment. The return of the poutokomanawa Te Apaapa-o-te-Rangi back to Whakatō marae, Manutūke, after it was taken from that marae over 100 years ago, was a highly emotional moment to witness.

The journey to become a respected Treaty based national museum is something that we will continue to work hard on. Working with iwi and our many communities is something that we are fully committed to. Reconciling our past and healing our future continues with the return of our ancestors and the reconnection of taonga back to their people and whenua.

Returning Māori and Moriori ancestors held in distant lands is an important kaupapa that we continue to do and we thank the sage wisdom of our Repatriation Advisory Panel led by Sir Pou Temara. The return of ancestors from Hawai’i and the National Art Gallery of Australia, followed by the repatriation of ancestors from the Natural History Museum in London was significant. Reconnecting taonga to their kin and returning ancestors to their descent kin communities is an obligation and commitment that we make. Tēnā koutou e te iwi mo a koutou tautoko mai.

Mauriora,

Dr Arapata Hakiwai
Kaihautū





2021/22 tirohanga whānui – te ekenga ki tā mātou pou tarāwaho hua | 2021/22 overview – performance against our outcomes framework



Our *Statement of Intent* describes the key areas where we want to achieve long term impact. Our foundations are the basis from which our strategic intentions grow, and underpin all of our work.

Te Tiriti o Waitangi | Treaty Partnership

We will refocus and refresh our bicultural foundation and as a Crown entity seek to become an even more trusted Tiriti/Treaty partner. In the short term, we will pay particular attention to our staff members' current level of understanding and the capability needed to support our operations, policies and practices within the context of Te Ao Māori, extending this to a refreshed bicultural approach across our work that reflects the aspirations of Māori into the future.

Mana taonga me rangahau | Knowledge, care and understanding of the taonga and collections

We continue to emphasise mana taonga as the foundation for care of taonga, recognising the spiritual and cultural connections of taonga with their people through whakapapa and the according rights to iwi to care for their taonga, speak for them and determine their use by Te Papa. This concept is extended to communities' involvement in how we create, collect, conserve and share collections, and carry out research – emphasising the importance of relationships to Te Papa in how we carry out our work.

He whare pakari, he whare kaha, he whare toitū | a strong, vibrant sustainable whare

To carry out our work we need to sustain our whare – through people capability, infrastructure maintenance, care of our assets and commercial opportunities to provide the revenue base, in addition to Crown funding, to deliver our foundations and have greater impact through our strategic intentions.

From our foundations, there are four strategic areas where we have focused in this period:

Te Papa is a forum for the nation

We provide the opportunity for communities of all kinds to engage with societal issues, complex and contentious ideas about life and identity in Aotearoa New Zealand – through exhibition and experience programming, learning, engagement with research and access for communities across the motu through digital platforms.

Te Papa reaches beyond the walls

We proactively reach out beyond the physical museum space in Wellington to maximise opportunities for people to see and learn about collections, and to understand how we can increasingly reflect the experiences and identities of those who do not currently see themselves in the mainstream New Zealand story. Over time we will increase collaboration to ensure communities' voices are heard, and stories told in their own words. We will also work with our Pacific families and neighbours to understand and support their needs.

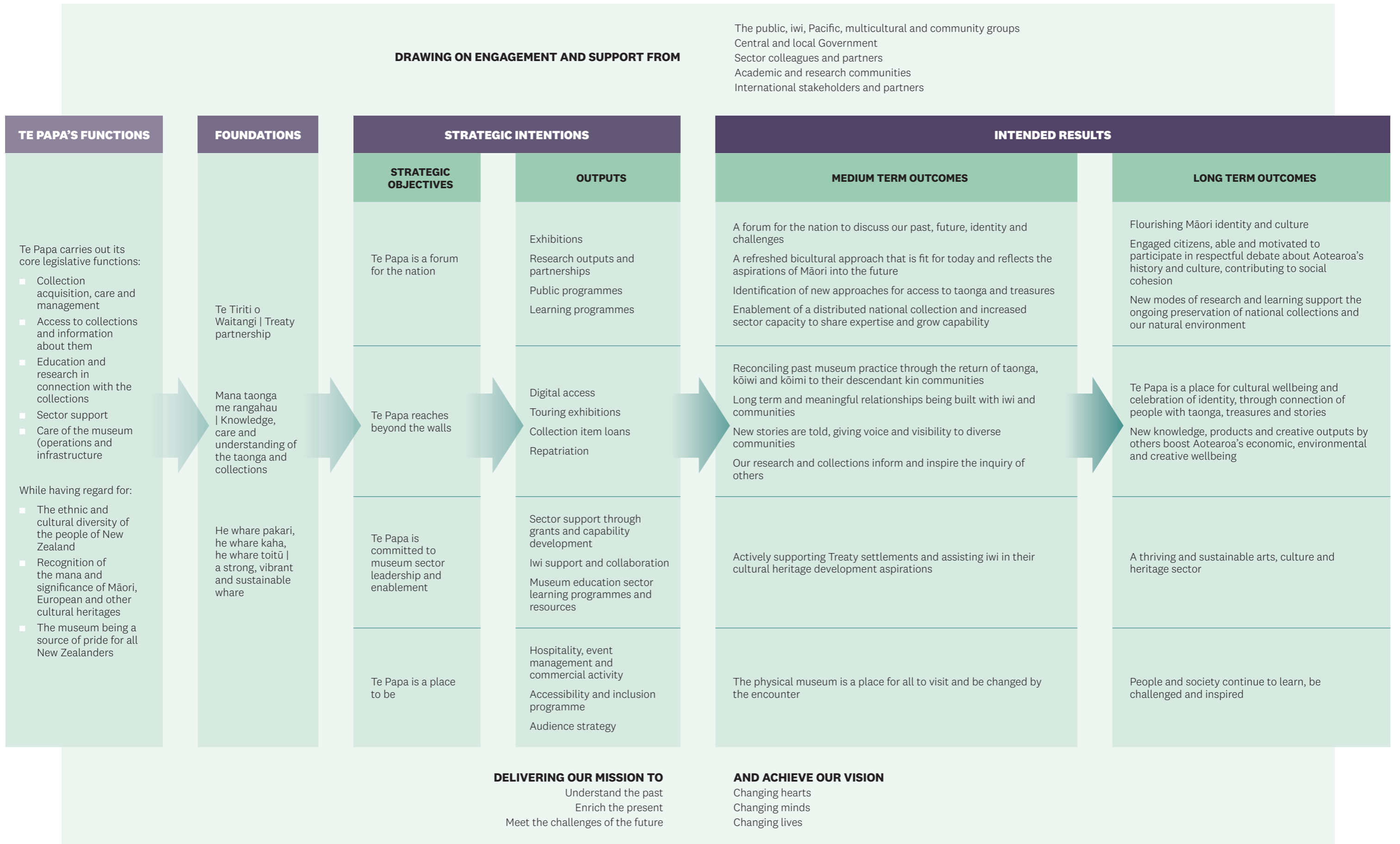
Te Papa is committed to museum sector leadership and enablement

Sector support is one of our mandated core functions. While our usual sector support activity continues, we have continued to prioritise work that assists recovery from the COVID-19 pandemic, and understand the changing needs of museums, galleries and cultural institutions in order to adapt. Key sector initiatives include progressing the Ngākahu National Repatriation Partnership to facilitate networks and understanding of issues around domestic repatriation of kōiwi and kōimi tangata. We also continue to facilitate Te Pū Tiaki Mana Taonga, providing support, advice and professional learning for educators working in community learning spaces such as museums.

Te Papa is a place to be

While we are committed to reaching out to communities we also maintain Te Papa as an iconic visitor destination in Wellington and as a home for all New Zealanders, originating from the national marae Rongomaraeroa. Strategic shifts in this area include improving visitor accessibility and inclusion to ensure everyone experiences manaakitanga and whanaungatanga at Te Papa. Our commercial enterprise ensures those who come to Te Papa for events and hospitality have a high quality experience.

Our outcomes framework





Tauākī o te ekenga 2021/22 | Statement of performance 2021/22

Impact of COVID-19

COVID-19 continued to have an impact on many areas of our operations, particularly as the Omicron variant began circulating in the community. As anticipated, the outbreak negatively affected performance in areas where we engage physically with the community. Visitation to the museum in Wellington did not meet our target for the year, due to reduced travel and caution being exercised by many in visiting public spaces. We did not meet our target for supporting iwi organisations, deliver as many learning hours as expected, and saw a reduction in physical access to collections not on display. In spite of this, we know that COVID-19 has not had any negative impact on people's desire to engage with museum experiences, as we have had our highest ever website visitation, and seen an upswing in many remote delivery areas, such as collection assessments to support touring and loan of collection items, and the number of collection images being downloaded for use across Aotearoa and the world. We also expected to see a reduction in coverage of regions through touring and loans but met the target despite COVID-19 circulating across the motu.

Further commentary about how COVID-19 affected delivery of our outputs is included in relation to each of the foundation and strategic outcome areas.

Our foundations – Te Tiriti o Waitangi | Treaty Partnership

Our obligation and commitment to improve the way we work in line with Te Tiriti o Waitangi has continued through a range of kaupapa. This year we focused on looking at kaimahi skills, capability and capacity by progressing a framework to deliver a learning series on biculturalism, continuing the important work of the Karanga Aotearoa Programme to bring tūpuna and karāpuna home, supporting domestic repatriation through the Ngākahu programme, and some very special experiences celebrating Matariki – expanding our annual programme of activities to include the launch of the public holiday at Te Papa.

As part of the Mātauranga Māori Te Awe Kōtuku initiative, we supported iwi, hapū, whānau and hapori to preserve at-risk mātauranga by continuing taonga conservation workshops, facilitating wānanga, producing a digital record of *Ko Rongowhakaata*

Ruku i te Pō, Ruku i te Ao with Rongowhakaata and filming additional Taikura Kapa Haka performances for broadcast.

By helping these communities to achieve their aspirations, we assist in strengthening wellbeing and identity, with our long term goal of flourishing Māori identity and culture in mind.

Delivering medium term outcomes

- A refreshed bicultural approach that is fit for today and reflects the aspirations of Māori into the future
- Long term and meaningful relationships being built with iwi and communities
- Actively supporting Treaty settlements and assisting iwi in their cultural heritage development aspirations

Contributing to long term outcomes

- Flourishing Māori identity and culture

Biculturalism at Te Papa

In 2021/22 we progressed our discussions about biculturalism at Te Papa, leading to development of a framework and conversations on various bicultural touch points with key stakeholders about Te Tiriti o Waitangi, Mana Taonga and wider landscape impacts.

The initial framework 'Te Whare Mauri Ora' seeks to create a balanced approach akin with our Maihi Māori, Maihi Karauna Te Reo Māori Strategy, but with our uniquely bicultural foundational elements positioned as central to who we are, and in turn, how we can best reflect and develop our bicultural practices.

This grounding work helps us to understand the learning needs of the organisation and where growth and cultural capacity building is required.

We have gone on to create a learning strategy, which has been approved by our co-leaders and endorsed by our leadership team, to continue to a refining, prototyping and engagement phase of learning modules, events, and resources.

The next phase of work will be to enhance this grounding period with accessible tools, resources and structured conversations that can be reflected through our individual roles, responsibilities, and practises.

Iwi in residence

We are grateful for the support of Rongowhakaata Pou Tikanga Taharākau Stewart and April Nepia-Su'a over the last 12 months for guiding us through many kaupapa, including the closing and reopening karakia for our whare following the COVID-19 lockdown in August 2021. Despite the continued challenges posed by COVID-19, Te Papa and Rongowhakaata Iwi Trust were able to achieve the aspirations of Rongowhakaata to farewell their exhibition *Ko Rongowhakaata: Ruku i te Pō, Ruku i te Ao | The Story of Light and Shadow* with karakia in February 2022. Together we then began the process to return more than 100 taonga to the iwi, hapū, whānau and lending institutions at a ceremony at Whakatō Marae. Te Papa was privileged to repatriate Rongowhakaata tūpuna Te Apaapa, a poutokomanawa who was welcomed home with rousing haka and tears, after more than 150 years away from his Marae. We were able to do this with the support of Mana Whenua alongside our staff and management. Our relationship with Rongowhakaata iwi is enduring as we continue with the work to return their whare Te Hau ki Tūranga. The planning and development of

the closing included two Rongowhakaata interns Manu Kārearea in line with the Rongowhakaata aspiration of succession planning in the culture and heritage space.

Mana Whenua

We acknowledge the ongoing spiritual guidance and significant contribution by Te Ātiawa / Taranaki Whānui and Ngāti Toa Rangatira over the past year, from early July at the Matariki Hautapu and the Government's official announcement of the new public holiday and dates for the next 30 years; in their support for Rongowhakaata Pou Tikanga and with the closing return of Ko Rongowhakaata exhibition taonga to Te Tairāwhiti; the national hautapu ceremony to launch the inaugural Matariki Public Holiday; and at the significant repatriation ceremonies for our tūpuna being welcomed back to Aotearoa. We appreciate the care and unwavering commitment which Mana Whenua iwi has shown for our people, our taonga and our whare since Te Papa was created, especially during the recent COVID-19 difficulties, and we will continue to build on our special relationships.

Our foundations – Mana taonga me rangahau | Knowledge, care and understanding of the taonga and collections

Mana Taonga is about people-centred museology – recognising whakapapa relationships between iwi, hapū, whānau and their taonga to acknowledge the centrality of hapori/community experience and stories to the care and understanding of collections.

This emphasis on community inclusion in our practice is especially important as it assists in the reconciliation of Māori communities (iwi, hapū, whānau and beyond) to the collection in order to nurture relationships of significance, as well as moving towards shared authority in the management of taonga and the development of curatorial narratives.

Increasingly, Mana Taonga has become a philosophy that has been adopted as a practice by collection care staff in non-Māori communities, with diverse expressions of Mana Taonga specific to the collection discipline and communities with which the discipline intersects.

Much of this practice occurs within the context of collection care and access; however we seek to apply the principle across our mahi.

Delivering medium term outcomes

- Long term and meaningful relationships being built with iwi and communities
- New stories are told, giving voice and visibility to diverse communities
- Our research and collections inform and inspire the inquiry of others

Contributing to long term outcomes

- Te Papa is a place for cultural wellbeing and celebration of identity through connection of people with taonga, treasures and stories
- People and society continue to learn, be challenged and inspired

Mana Taonga through collection care

Mana Taonga is the foundation for *Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa | Collection Care and Practice Framework*. Here we apply

the standards and uphold mana ōrite within our collecting practices, respectfully managing relationships with descendant kin communities or interest communities, or iwi/hapū/whānau, and applying the most appropriate practices to caring for and making use of our collections.

Collection assessments

This year we introduced a performance measure to capture collection assessments undertaken by our Collection Services team, and provide visibility of the protective measures we take to ensure the safety of collection items/taonga. Assessments involve the application of expert judgement to optimise care for a range of purposes. They can involve conservation condition reporting, or scoping of display, storage and transit requirements for collections items/taonga to ensure their safety while on the move. Assessments support and enable museum activities like loans, acquisitions, deaccessions, collection care projects, exhibitions, and research – all of which help maximise opportunities for people to see and understand the collections. We set a conservative target of 300 assessments in light of possible COVID-19 impacts including reduced loan and touring activity; however we were pleased to support a higher level of activity than expected and were able to complete more than 1,100 assessments this year.

Standards in practice

Our standards framework continues to support a range of key collection care initiatives. This year we successfully delivered our roadmap to address collection storage capacity and systems consistent with our standard to *store collection items/taonga in a manner that ensures their physical, digital and cultural wellbeing*. The majority of investment this year was focused on our Pacific Cultures collections, where additional capacity was created along with the installation of new shelving systems. In supporting our collection storage initiatives, we invited the Acting High Commissioner of Papua New Guinea to name the room, which has been called Sene Ruma Haus Tumbuna Bilas. In addition, we completed phase one of our Natural History cabinet replacement programme, starting with the entomology and mammal collections.

Kaimahi facilitated a range of activities to connect whānau with taonga that they have associations with in support of our standard on mana taonga to *establish and foster connections between taonga and iwi/hapū/whānau to consult on the care and use of their taonga*. These activities include over 50 back-of-house collection viewings, including handover events associated with collection items/taonga acquired across all disciplines. Kaitiaki



Taonga Collection Managers also supported activities happening externally, such as the wānanga held at Hongoeka Marae, led by the Haumanu Collective. Haumanu Collective has been working with Te Papa over many years and the hui was held to help prepare for 2022's inaugural Matariki celebrations and to share the puoro kaupapa with the Hongoeka whānau of several generations.

Kaimahi travelled the length of Aotearoa, and met our standard to *handle and transit collection items/taonga in a manner that ensures their physical and cultural wellbeing*, as they packed and transited two waka back to Te Papa ready for display from the Hihiaua Cultural Centre in Whangārei, returned taonga back to Gisborne from the *Ko Rongowhakaata* exhibition, and successfully installed the *Kura Pounamu* exhibition at Otago Museum.

Most items on display require some form of support to mitigate seismic risk and to ensure design and conservation goals are met. This relates to our standard to *display collection items/taonga or loan items in a safe and accessible manner, while ensuring their physical and cultural wellbeing*. In an example of this in practice, small supports such as magnets were used to hang artworks in the Robin White exhibition, and expertly colour-matched to ensure the integrity of the artwork and intent of the artist, which remains paramount to our practice. We also used 3D scanning to create replica items so that mounts could be shaped and laser-cut to precise fit, while at the same time limiting handling of fragile collection items/taonga such as moa egg specimens.

We are using software in relation to integrated pest management that supports our standard to *measure risk and apply mitigation measures to reduce damage and loss of collections and collection items/taonga*. We have access to technical pest data whereby we can create graphs of the activity seen within selected bait traps. This data is used to establish a clearer picture of what is baseline pest activity and seasonal variation, compared to higher than usual activity which may indicate an infestation.

Nearly 70 conservation treatments were completed in conjunction with exhibitions, loans and a prioritised treatment programme supporting our standard to *perform conservation assessments and treatments on individual collection items/taonga to enhance their longevity, use or cultural integrity*. This year we identified and started a programme of conservation of photographs and paper-based collections. Treatment has been completed on 38 items as part of this project, including a group of 21 works on paper by artist Toss Woollaston.

We continue to acquire and register collection items/taonga into the collection, with more than 20,000 registration records created, supporting our standard

to *register collection items/taonga, recording core information so they can be identified, located and managed*.

Research was carried out as part of planning a complex treatment project to restore a Regency-era silk patent net gown from our History Textiles collection. This supports our standard to *support research activities in relation to care of collections to discover and share new knowledge*. The dress had been documented as being in poor condition and had been deconstructed in the 1990s to separate lace and embellishments from a perished silk net foundation. This research has enabled the reconstruction of a garment that can now be correctly interpreted and exhibited.

Research was also conducted on the materials and methods of Rita Angus to inform a better understanding of her artistic practice. This included elemental analysis of paint media using X-ray fluorescence spectroscopy.

Collections Acquisition Strategy

This year we refreshed our collecting priorities and drafted *He Rautaki Rangahau mō ngā Kohinga Collections Acquisition Strategy 2022 – 2027*. This strategy has been crafted around eight higher level thematic ranges, with a series of strategic measures under each range. The thematic ranges are:

- Tangata Whenua Moriōri | Tchakat Henu
- Tangata Tiriti | Human History
- Pacific Cultures
- Asian Aotearoa
- Te Taiao | Nature
- Art, Design and Decorative Arts
- Photography
- Performance Arts and Intangible Cultural Heritage.

Asian New Zealand Histories and Cultures and *Performance Art and Intangible Cultural Heritage* thematic ranges are new. They set out a strategic commitment to develop our collections in relation to people of Asian descent who live in Aotearoa New Zealand, and to respond to an aspect of contemporary performance-based arts practice that is not currently well-represented in our collections.

Mana Taonga in action through acquisition

This year we were honoured to acquire a collection of garments, photographs, books and postcards from Lya Riley. Lya was born in Vienna in 1921, the only child of a middle-class Jewish family. When German forces marched into Austria in March 1938 a range



of antisemitic legislation was introduced, and Lya and her mother Eugenie were among the 117,000 Jews who left Austria between 1938 and 1940. Lya's father Emil stayed in Vienna, and in 1942 was deported to Minsk and murdered at Maly Trostenets. Lya immigrated to New Zealand after the war and, together with her husband Bill Riley, built a new life in Dunedin. The objects collected represent Lya's childhood, experiences of war, work, and family life.

Te Papa curators worked closely with Lya and her family over many months to shape the collection in line with our Mana Taonga commitment, and ensure it was interpreted appropriately. In June 2022 Te Papa staff hosted Lya and her whānau for a very special handover event, with five generations in attendance.

Rangatahi working with collections

This year, eight Taita College students created an advertising campaign promoting Collections Online in collaboration with Te Papa and advertising agency VMLY&R.

VMLY&R initiated the *Te Ara Mahi* creative work experience programme after identifying a lack of diversity in Aotearoa's design and advertising industries. Te Papa saw the opportunity to connect with Māori and Pasifika audiences with the voices of local rangatahi using Collections Online.

Supported by our kaimahi, the students used Collections Online to access cultural taonga and collection images to tell their story as a basis for their

campaign, and worked with VMLY&R's strategy and creative teams to create street posters promoting the collections.

The campaign appeared in posters throughout Wellington City and Lower Hutt over October and November 2022, through social media posts, a blog on the Te Papa website and a press release which was picked up by The Dominion Post, Stuff and shared by the Ministry of Education.

Taita College's Vika Tupou's "Turtle" is a homage to natural taonga and her culture: *"The turtle is symbolic in Polynesia and it was culturally relatable to me. [The work experience was] so different from what I imagined it would be. I thought it would be boring but it was a creative and fun experience that we all liked doing. I would totally do it again and I hope others get to do it too,"* Vika says.

"I'm so proud of our students. I often talk about magic moments and without a doubt, we've seen magic with what they've produced. It's pretty cool to see them in their element and [it's evidence that] we're living and breathing whanaungatanga. We're a family here [at Taita College] and we hope to provide our students with the community connections and the tools to see them flourish." – Taita College Principal Karen Morgan.

Our thanks go to Taita College students Latoya Edwards-Roper, Chaquita King-Fuimaono, Junior Misa, Ema Pasikala, Hunter Robinson, Jaspreet Singh, Monique Taylor, and Vika Tupou, for helping us to share the collections in such a vibrant and meaningful way.

Te Papa Press

Te Papa Press published eight titles this year across taonga Māori, Pacific cultures, art and children's books, all featuring taonga from the collections. Most of these were written by or included contributions from Te Papa curators. Four titles were exhibition catalogues: *Ngā Tai Whakarongorua | Encounters* allowed readers and visitors to get up close to our ever-popular portrait wall; *Surrealist Art | He Toi Pohewa and Rita Angus: An Artist's Life* accompanied major exhibitions, and sold out just days before the exhibitions closed; and *Robin White: Something is Happening Here* was published prior to the opening of the exhibition and has received excellent review coverage, with interest expected to outlast the exhibition.

Robin White and several other books, notably *Hei Taonga mā ngā Uri Whakatipu | Treasures for the Rising Generation* and *Dressed*, have attracted positive media coverage. *Dressed* topped this year's awards when Claire Regnault picked up the Best Illustrated Non-Fiction Book at the 2022 Ockham Awards in May. There was a double win for *Nature—Stilled* (Best Book and Best Illustrated Non-Fiction Book at the 2021 PANZ Book Design Awards). *Whiti: Colossal Squid of the Deep* and *Lost Gold* both won at the 2021 Whitley Awards for Zoological Literature. *Why is That Spider Dancing?* won Best Children's Book at the 2022 MAPDA Awards, while *Hei Taonga* was highly commended.

Various programmes and events continue to enable visitors to engage closely with our books. In June *Lāuga: Understanding Samoan oratory* received a very impressive launch on Rongomaraeroa with dignitaries and members of the Samoan community marking the occasion. Over the Easter weekend, Suzy Cato did two live readings of *Whiti: Colossal Squid of the Deep* to children at the museum as part of a school holiday programme.

Research

Research at Te Papa is a critical cornerstone that supports our acquisition process, our in-depth understanding of the collections we hold and our ability to share and connect with communities. We continue to work closely with communities and our collections to unlock stories of history, restitution, and empowerment.

This year our Head of New Zealand and Pacific Histories and Cultures presented at the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Summit 2022 in Brisbane, Australia on Kabi Kabi Country. The paper focused on the Aboriginal and Torres Strait Islands taonga collections in our International History and Pacific Cultures Collections. In 2019, we signed a Memorandum of Understanding with the AIATSIS and this presentation continues that important relationship and commitment to collaboration.

Our Manager Iwi Development and two of our Natural History Curators worked with Te Whānau a Iritekura to collect the skeleton of a spade-toothed whale that came ashore at Waipiro Bay in late 2017. Spade-toothed whales are the least-known whales in the world - only six individuals have ever been recorded (five of them from New Zealand), and there is no record of them ever having been seen alive at sea.

In April, research carried out by our Manager Collection Care Practice and one of our Science Researchers was published in the Journal of the American Institute for Conservation (JAIC). The article 'Identification of mammal skins present in an Ngoni garment from Malawi using mitochondrial DNA analysis' is the culmination of collaborative mahi previously presented at the American Institute for Conservation conference in Chicago in 2017.

Our Mātauranga Māori Curator and Research Scientist are currently working together and with the Perth Museum in Scotland to DNA provenance the world's only known kahu kākāpō (kākāpō feather cloak). This will be done using a combination of our existing database of kākāpō DNA mapping, and also a comparative DNA analysis of harakeke (New Zealand flax) varieties which we compiled last year. We have worked with the conservators at the British and Perth Museums in order to preserve the kahu kākāpō, which has included the gathering of 10 feather samples and some strands of broken pōkinikini (flax strands) from the body of the cloak. The samples have all successfully cleared customs and are currently at Te Papa awaiting testing, which will be done in house.

Our international repatriation project has entered its 10th year. The project aims to raise awareness and understanding about the importance of repatriation and to assist repatriation practitioners and researchers in their efforts to bring ancestral remains home from overseas institutions. Based at the Australian National University, the Australian Research Council-funded project has contributed greatly to growing developments in repatriation across the world.

This year we have worked on our next publication focusing on the sale and trade of ancestral remains, further development and teaching of our post graduate course 'Repatriation: Principles, policy, practice', and the creation of our digital archive and website.

Repatriation of Te-Apaapa-o-te-Rangi

In March 2022 the pou whakairo Te-Apaapa-o-te-Rangi (Te Apaapa) was returned home to Ngāti Tīmata o Ngāti Maru of Whakatō Marae. In November 2021, a request for the repatriation was received from the marae, and provenance research commenced to determine how Te Apaapa came to be in the collection at Te Papa. Research indicated Te Apaapa was likely to have been removed from Whakatō Marae without permission, and arrangements were made to formally deaccession the taonga from the collection and make the journey home to take its place as the poutokomanawa of Te Mana o Tūranga.

This type of research and deaccessioning practice is critically important to uncovering and reckoning with the unethical decisions and harmful impacts of colonial museums' past collecting activity, and work together with iwi and hapū to find opportunities for reconciliation and restitution. We will be continuing to actively work with source and descendant communities in the future to reconnect people with their taonga, and understand how we can support their cultural development aspirations.



Our foundations – he whare pakari, he whare kaha, he whare toitū | a strong, vibrant and sustainable whare

An essential part of our mahi is focused on ensuring our capital assets are well cared for, and our revenue base is sustained. In 2021/22 we completed lift upgrades, replaced over 100 fan coil units, progressed exterior joint and window sealing, fire remediation works, and began upgrading security camera technology to support our aspiration for great visitor experiences and the safe care of collections.

As Te Papa is funded in part by Government, commercial opportunities are a critical aspect of our ability to remain financially sustainable. Tākina, a brand new Convention and Exhibition Centre, is being built in Wellington to sustain the economic development of Wellington by increasing the number of business events and visitation to the city. It is a unique purpose built GreenStar sustainable conference and exhibition venue over three floors and will open in July 2023.

Te Papa signed a management agreement with Wellington City Council in November 2021 for the operation of Tākina. We will be providing event services including venue hire, food and beverage, audio visual and other supporting services under a new brand, Tākina Events. We are also supporting the Council with the development of the Tākina exhibition programme, providing unique visitor experiences.

Providing services through Tākina gives us the opportunity to work with other organisations and local suppliers to support their sustainability and growth in turn. Collaborating with the Council will enable us to grow our revenue to support museum activity.

This year, our project team has been focused on the delivery of the implementation plan including service improvement, procurement, recruitment, exhibition programming, sales and marketing, and the development of a pathways programme to offer opportunities and career progression to rangatahi, in partnership with mana whenua.

Delivering medium term outcomes

- The physical museum is a place for all to visit and be changed by the encounter

Contributing to long term outcomes

- People and society continue to learn, be challenged and inspired

New facility development

Te Papa delivered a Better Business Case (BBC) during the year for a replacement facility to house the Spirit Collection Area, part of our Natural History collection. The Spirit Collection Area stores the largest collection of Aotearoa and Southern Ocean fish anywhere in the world, and is globally significant. The BBC was supported through Budget 22 with the project now looking to deliver an Implementation Business Case to joint Ministers by June 2024.

This will be a significant project for Te Papa, providing the opportunity to improve access, collaborative research and kaitiakitanga, in line with the mana taonga principle to connect source communities with their taonga. These collections provide a vital understanding and documentation of Aotearoa's biodiversity, and are a critical resource for generating new knowledge, supporting biosecurity work and providing information to react to the biological effects of climate change. The project will not only secure the collection but also provide a platform for our future strategic aspirations in relation to new knowledge development, and strengthened iwi and community relationships.

Strategic objective – Te Papa is a forum for the nation

Te Papa is uniquely placed as a forum that connects people, taonga and stories at a local and national level. The collections, programming and experiences provide opportunities to draw in communities of all kinds and our resources provide the jumping off point for learning and new knowledge development through research, access and often reuse – for example, through Collections Online image downloads. This combination of repository and accessibility supports New Zealanders to critically engage with our history and future, along with questions and reflections on identity and belonging.

Delivering medium term outcomes

- A forum for the nation to discuss our past, future, identity and challenges
- A refreshed bicultural approach that is fit for today and reflects the aspirations of Māori into the future
- Long term and meaningful relationships being built with iwi and communities

Contributing to long term outcomes

- Flourishing Māori identity and culture
- Engaged citizens, able and motivated to participate in respectful debate about Aotearoa's history and culture, contributing to social cohesion
- New modes of research and learning support the ongoing preservation of national collections and our natural environment
- Te Papa is a place for cultural wellbeing and celebration of identity, through connection of people with taonga, treasures and stories
- People and society continue to learn, be challenged and inspired

Matariki – a national celebration

We have celebrated Matariki at Te Papa for over 20 years. This year we were honoured and privileged to host the official launch of Matariki as a public holiday in Aotearoa in partnership with Te Arawhiti | the Office for Māori Crown Relations, Te Māngai Pāho and Manatū Taonga | Ministry for Culture and Heritage.

Over the last two decades, Te Papa has been uplifting knowledge of and celebrations around Matariki as a

way of preserving and protecting Mātauranga Māori, te reo me ona tikanga and to connect with iwi Māori.

This year the new public holiday signalled a new direction and moment in our nation's cultural maturity and identity. Te Papa hosted a national hautapu ceremony live broadcast around the world, a week full of events, an on the floor experience sharing Mātauranga about Matariki, a marketing campaign and collateral to raise awareness and a rich learning programme for tamariki. We are proud that Rongomaraeroa was the place that the nation could pause and reflect on Mātauranga Māori via the ritual of the hautapu ceremony. Over this time Te Papa was thankful to our enduring relationships with Professor Rangī Mātāmua, Te Matapunenga, Mana Whenua Iwi, Te Arawhiti, Manatū Taonga and Te Māngai Pāho alongside our vibrant contemporary Māori and Pasifika arts and performing practitioners.

Matariki pātaka nui, Matariki pātaka kōrero

'Matariki gatherer of food and great conversations'

E tika ana te mahi a Te Papa Reo ki te whakawhānui i te kaupapa o Matariki, kia eke ngā kōrero ki te paewai o te rangi. E tika ana te mahi a Te Papa Reo kia hāngai ngā hua o Matariki ki ngā kaimahi o Te Papa. E tika ana te mahi a Te Papa Reo ki te whakatinana i ngā mātāpono o te Mana Taonga, kia whakatairanga te reo Māori me ōna tikanga. E tika ana te mahi a Te Papa Reo hei painga mō te katoa.

Te Papa Reo was an eight week learning series on Matariki for staff here at Te Papa. 'Te Hōtaka Matariki' was a kaupapa Māori approach created under the guidance of professor Rangī Mātāmua (Māori Astronomer and Matariki expert) in collaboration



with the Learning Specialist kaupapa Māori team. The aim was to raise awareness and understanding of the significance of Matariki, its history, story, waiata, karakia, takaro, whakapapa and associated reo and tikanga. 'Te Hōtaka Matariki' is enhancing Mana Taonga in practice.

At the end of the learning series, staff shared hakari/food and kōrero ruri/poems. We hope to continue this kaupapa and encourage our kaimahi to share Matariki kōrero with their whānau and community in years to come.

E te ruānuku, e Rangī, pūrena ana te ngākau i te aroha, nō mātou, nō tātou te mangari ki te noho tahi ki ōu rekereke, nō reira, kei te toki ngao tū, ngao pae, ngao Matariki, tēnei ka mihi. Kei ōku hoa mahi, anō te pai, te ātaahua, te noho tahi i runga i te whakaaro kotahi. Kua renarena te taukāea o te reo me ōna tikanga, kua mahuta mai te kaupapa o Matariki ki te pae, kua ora anō a Te Papa Reo. Kāti au i kōnei.

Learning with Te Papa

This year we saw a significant reduction in the numbers of learners coming to Te Papa due to COVID-19 circulating amongst communities; however 2021/22 has been busy for the Learning Team at Te Papa as we have invested resources into new

areas of growth and support. We have boosted our kaupapa Māori learning capacity to support ākonga in Māori Medium settings and to enhance our ability to delivery on te ao Māori concepts right across our programming.

While there were fewer schools visiting Te Papa, we have continued to offer virtual excursions of our usual programmes, and we have made these free for schools to ensure learners could still benefit from museum-based learning. We have also used the opportunity to design a learner and teacher focused resource hub which we expect to be ready for testing in the first half of 2022/2023. The hub will maximise the existing content of Te Papa's website and package it with additional teacher support so it is easier to find and use in the classroom, initially focusing on content that supports the Aotearoa New Zealand Histories Curriculum.

We have also been working hard to support teachers in delivering Aotearoa New Zealand Histories, drawing on museum collections. Ngā Kupenga Rauipi a Tāwhaki | The nurturing nets of Tāwhaki delivers meaningful professional learning and development to schools and kura that is localised, cross-disciplined in focus and aimed at kaiako, whānau and ākonga in early childhood settings, schools and kura.



We have partnered with Evaluation Associates | Te Huinga Kākākura Mātauranga to deliver this work through workshops in and with culture and heritage sites across Aotearoa. The workshops have proved popular and highlighted the need of teachers to understand histories, cultural capability and use of taonga to tell stories. We anticipate that we will continue into next year delivering more of these.

"Excellent coverage of a range of content areas, well structured with thoughtful movement breaks. Being able to access the artifacts/galleries in Te Papa meant we were immersed in interactive experiences, which made the work come to life. The pace of the individual aspects of the coverage was well-judged. Nothing dragged! Awesome work team."

Pōneke Deputy Principal

"An amazing way to open my thinking and understanding of how to use museum 'artefacts' as a teaching point, and to not take things at face value. It was a rich and diverse learning experience for me and left me with a lot of wonderings (good ones) and really opened my eyes on how to integrate museum based learning experiences into my teaching."

Pōneke Across Kahui Ako Lead

We have also been providing support to culture, heritage and environment sector kaiako through Te Pū Tiaki Mana Taonga – a community-based network of educators with a focus on local stories, history and placed-based education. Te Pū Tiaki Mana Taonga has reformed from the MEANZ (Museum Education Association of New Zealand). Te Pū Tiaki Mana Taonga, with the support of Te Papa, has secured funding from Manatū Taonga | Ministry for Culture and Heritage to deliver a programme of professional learning for educators working in the sector.

The need for professional support for culture and heritage education teams became clear in COVID-19 lockdown, when large groups, schools and early childhood centres were unable to visit museums, galleries and other culture and heritage spaces. The Association received an overwhelming number of requests for help from educators who were battling to adapt to the new needs of schools. The project will build educators' capability to be responsive and adaptable and work to share their institution's taonga with schools and kura, and support educators to be able to develop and lead learning programmes in COVID-compatible ways. All training resources created will remain freely available to the committee after the projects end. We began delivery of this work in September 2021 and to date it has been received very positively by the sector.

The Raranga Matihiko programme, funded by the Ministry of Education, was created to support equity in education, access to rich digital technology learning and equity in access to experiences. The project was led by Te Papa in collaboration with our partners Waitangi Treaty Grounds, MTG Hawke's Bay, Auckland Museum, Waikato Museum and Auckland Art Gallery. The programme ran from January 2018 to December 2021, working with students, whānau and teachers through programmes created specifically for each class. The programme brought students into the museum for two days and through this work highlighted how museums can support class curriculum and make a difference for learners.



The final research concluded “*Raranga Matihiko is a highly effective and responsive learning system. Its success is the result of positive museum-school relationships built over time; collaboration between museums and museum facilitators; quality programme design that integrates digital technologies with local curriculum, taonga, and histories; expert co-facilitation that models Treaty partnership and caters for both Māori and English-medium settings; and proactive removal of equity barriers to school and student participation.*”

Dr Melanie Riwai-Couch, Evaluation Associates.

The programme’s success has been recognised worldwide, including being acknowledged as one of the top 100 Global Education Initiatives by HundRed.org, and through international publications including the ICOM Best Practice Journal Edition. It leaves a legacy of resources on culture and heritage-based practice and a booklet on the key principles that were the foundation of the programme, ensuring that others have access to this information.



Key performance indicators from our Statement of Performance Expectations

Performance measures	Target 2021/22	Actual 2021/22	Actual 2020/21
Collections are developed in accordance with policy and strategy	100%	100% ✓	100%
Collections preserved by minimal cases of irreparable damage ¹ occurring as a result of public access and handling by staff	< 4	0 ✓	0
The number of collection assessments completed	300	1,141 ✓	New measure
The number of physical collection access requests supported by the practice of Mana Taonga	70	36 ✗	188
The number of peer reviewed research outputs and conference presentations	90	98 ✓	109
The number of Natural History research collaborations	25	56 ✓	50
The number of Humanities research collaborations	4	5 ✓	7
Total learning hours delivered	40,000	28,266 ✗	65,351

¹ For the purposes of reporting this measure, irreparable damage means the collection item is no longer exhibitable or can no longer be used as intended. Where damage to a small part of the item is irreparable but the item as a whole remains exhibitable/usable, this is not reported as irreparable damage when reporting on this measure.



Strategic objective – Te Papa reaches beyond the walls

Investing in multiple ways for people to interact with Te Papa experiences and the national collections continued to show benefit this year. In particular, we saw an extremely positive trend in online visitation, with the highest ever number of visits to our websites. We also saw an increase in the number of collection images downloaded, indicating ongoing demand for engagement with the collections.

In addition to providing online access, we reached out into communities to maximise opportunities for people to see the collections. We also continued the vital work to bring home tūpuna and karāpuna from international museums through the Karanga Aotearoa Repatriation Programme – important mahi to promote reconciliation and healing of the damage caused by past museum practice.

Delivering medium term outcomes

- Identification of new approaches for access to taonga and treasures
- Reconciling past museum practice through the return of taonga, kōiwi and kōimi to their descendant kin communities
- Long term and meaningful relationships being built with iwi and communities
- New stories are told, giving voice and visibility to diverse communities

Contributing to long term outcomes

- Te Papa is a place for cultural wellbeing and celebration of identity, through connection of people with taonga, treasures and stories
- New knowledge, products and creative outputs by others boost Aotearoa's economic, environmental and creative wellbeing
- People and society continue to learn, be challenged and inspired

Reaching out to communities

We began collaborating with Ryman Healthcare near the end of the year to offer their residents a chance to experience *Rita Angus: New Zealand Modernist* virtually. This was an opportunity for residents from around the country to join one of our tour guides on a special guided tour of Angus' work before opening hours. Using a hand-held camera and a Zoom account, the tour not only showcased Angus' iconic art pieces, but gave visitors a sense of being in the exhibition themselves by being able to walk, step-by-step, through the gallery. Residents tuned into the tour from the comfort of their own homes and some even gathered together in their village's cinema.

Following on from the success of the first tour, we continued working with Ryman to arrange tours in other parts of the museum, including virtual visits to *Gallipoli: The Scale of Our War*, *Toi Art*, and *Te Taiao | Nature*.

Chinese languages in Aotearoa

Our Chinese Languages in Aotearoa project concluded this year. Four videos, 17 written stories, six illustrations, and a zine were produced, by and for people of diverse Chinese heritages in Aotearoa. This high-impact project gave speakers of various Chinese languages in Aotearoa a platform to share personal stories about their often complex relationships with their heritage languages, and how these have influenced their identity. All the creative work, including the film making and editing was done by individuals of diverse Chinese backgrounds. The project was led by our Curator Asian New Zealand Histories, and is part of our wider Asian New Zealand Histories programme of work.

The videos have been viewed over 7,500 times on YouTube, and thousands more on Facebook. Our online project hub, which includes stories, interviews and illustrations have been viewed over 4,000 times, and the zine downloaded 151 times.

Feedback on social media has reinforced the positive impact of the project on people's sense of identity:

"Watching that video gave me massive nostalgia, I haven't heard Hakka since I left home 10 years ago!"

"Me too. It's my mother's language - one I just about understood but can't articulate. I speak (rustily) Cantonese, Mandarin, understand Hokkien & eternally trying to learn French....."

"As a Hokkien speaker trying to reclaim my half-forgotten mother-tongue, this piece has so much hope and juicy stuff to ruminate on. 'There is a future for minority languages': interpreter Henry Liu on Hakka"

"Honoured to share my Cantonese linguistic journey, part of @Te_Papa Museum's Chinese Languages in #Aotearoa #NZ project. I don't take for granted my Hong Kong Chinese #cultural #heritage and my relationship with #Cantonese language. #Diversity #identity #NewZealand #languages"

"Thanks for your leadership in promoting the 'other' Chinese languages spoken in New Zealand"



Sharing collections with Aotearoa through touring exhibitions and loans

Despite several alert level changes and the COVID-19 outbreak across the motu, we achieved our target to reach 10 of Aotearoa's 16 regions across our touring and loans activity. These are just some examples of collections that were able to be seen outside of Wellington this year.

- One significant poupou (wall post) was loaned to MTG Hawke's Bay for their *Kuru Taonga: Māori Art* exhibition (15 July 2021 – 15 July 2025) which shows the history of people and places of Ngāti Kahungunu, telling the stories of their time and the events that shaped Te Matau-a-Māui into the region of Hawkes Bay.
- Three works were loaned for *Declaration: A Pacific Feminist Agenda* (Auckland Art Gallery, 26 March 2022 – 31 July 2022, which brought together 12 prominent artists from across the Pacific whose works set a feminist agenda by bringing to the fore the most pressing issues of our times: climate change and resilience, tino rangatiratanga (sovereignty), activism and social justice.
- A Fragment of Homer's *Odyssey* was loaned to the Teece Museum of Classical Antiquities for their *Ancient Epic – Modern Classic* exhibition (16 June 2022 – 16 December 2022) in recognition of the 100th anniversary of the publication of James Joyce's novel *Ulysses*. Joyce's 1922 novel was inspired by the ancient Greek epic poem *The Odyssey*, composed by the poet Homer almost

two thousand years prior. This exhibition will celebrate the publication of one of the greatest novels of the 20th century, by bringing it into the light alongside one of the greatest poems of the ancient world.

Our touring exhibitions reached seven regions this year in Aotearoa, along with two international venues in Canada and the United States. Visitor attendance was over 75,000 across Aotearoa and 200,000 across North America.

In addition to perennial favourites such as *Kupe's Sites*, three new exhibitions *Tatau*, *Rita Angus: New Zealand Modernist* and *Colossal Squid: Freaky Features!* were launched. With two exhibitions each from Matauranga Maori, art, Pacific and one science exhibition, our touring exhibitions are moving towards a true representation of the breadth of curatorial work at Te Papa as well as the diversity of the collections. Both the *Colossal Squid* and *Rita Angus* exhibitions have quickly proved popular and have been booked by venues for a number of years to come.

One of our touring highlights this year was held in a special location – Te Kura Kaupapa Māori o Ngā Mokopuna. It was our first time presenting an exhibition in a school with *Kupe's Sites* and Te Kura's first formal exhibition for their community.

Internationally, *Bug Lab* was extremely popular with a petition to extend the season received by their management from the staff at the Ontario Science Centre. Unfortunately prior commitments meant that it couldn't be extended and *Bug Lab* is now on show at the California Academy of Sciences in San Francisco.

Repatriation from the Natural History Museum (NHM) in London

Shortly after Karanga Aotearoa was established in 2003 it engaged with the Natural History Museum in London, England with regard to the repatriation of 300 Māori and Moriori ancestral remains housed in its institution. In March 2018 an initial agreement was approved by their Board of Trustees for 111 karāpuna and two tūpuna to return home to Aotearoa and Rēkohu.

In late June 2022 the delegation led by Māui Solomon, Chair of the Hokotehi Moriori Trust and supported by Susan Thorpe (Repatriation Researcher) and Te Arikirangi Mamaku-Ironside (Repatriation Coordinator) ceremonially uplifted the 113 Moriori and Māori ancestral remains and began their journey home.

On arrival at Te Papa, a very special repatriation pōwhiri and reconciliation ceremony was held on Ronogmaraeroa. The ancestors returned from

the Natural History Museum in London were joined by those 200 Moriori ancestral remains uplifted from Otago University, Tūhura Otago Museum, Canterbury Museum and the Auckland War Memorial Museum. The final karāpuna was received from the Whanganui Regional Museum on the day of the repatriation pōwhiri. Following the repatriation pōwhiri the Ta Ara a Nunuku Reconciliation Ceremony provided an opportunity for all institutions present (including Te Papa) to make a sincere apology to the imi Moriori (Moriori people) for the collection, trade and theft of their ancestral remains by academic institutions and museums. At the end of the ceremony, Moriori representatives Māui Solomon, Kiwa Hammond and Whaea Ngāroimata Grace LesGros responded to the apologies with manawareka, enduring kindness, humility, resilience and fortitude.

Karanga Aotearoa Repatriation Programme

Tukuna mai ki ahau he kapunga oneone
*Provide me with a handful of soil from my homeland
so I may feel the spirit of my ancestors and weep.*

He Maimai Aroha

Tēnei te mihi atu i runga i te mamaenui me te whakaaronui ki tērā kuia a Hokimoana Te Riki-Hekerangi, ā, taua kuia kua hāpaitia i ngā tikanga hei manaaki rātou o te pō, rātou o te wahi ngaro. Moe mai rā e kui

In March 2022 the kuia of the Repatriation Advisory Panel, Nanny Hokimoana-Te Rika Hekerangi gently returned to her tūpuna. Hokimoana was a valued member of the panel and ensured all returning tūpuna and karāpuna were warmly offered respect through karanga, waiata tangi and aroha mutunga kore. Moe mai rā e te kuia o te ngākau māhaki.

The remaining members of the repatriation expert panel include Professor Sir Pou Temara (Heamana – Chair), Professor Sir Derek Lardelli, Haami Piripi, Te Kanawa Pitiroi, Aroha Mead and Dr Arapata Hakiwai in his position as Te Papa's Kaihautū. For this period Rongowhakaata Pou Tikanga Papa Taharākau Stewart and Kōkā April Nepia-Su'a continued in their advisory role on the expert group.

Leading the repatriation programme as Pou Whakahaere Kaupapa Pūtere (Head of Repatriation) is Te Herekikie Herewini who joined Karanga Aotearoa in October 2007, Repatriation Coordinator Te Arikirangi Mamaku-Ironside who joined the programme in 2008 and Repatriation Researcher Susan "Ūana" Thorpe who returned to the role in early 2020.

Re-opening the borders

The COVID-19 pandemic continued to challenge the programme in how it implements both its domestic and international mahi.

With the re-opening of Aotearoa New Zealand's borders in early 2022, the National Gallery of Australia in Canberra (Australia) and the Department of Hawai'ian Affairs (Hawai'i) returned kōiwi tangata in late May 2022. The kanaka Māoli (indigenous Hawai'ian) delegation led by Mehanaokala Hind came to Te Papa with a dual purpose, one to kako'o (tautoko) the return of the Māori ancestor and secondly to receive their ōiwi kūpuna (ancestral remains) housed at Canterbury Museum. Te Papa dutifully hosted these respective repatriation ceremonies on Rongomaraeroa on 29 May 2022.

Return of Kōimi T'chakat (Skeletal Remains)

Karanga Aotearoa continues to work in partnership with the Hokotehi Moriori Trust in preparation for the national return of karāpuna (Moriori ancestral remains) to Rēkohu in a number of years. Of the three steps in the plan, step one was completed this year as close to 200 Moriori ancestral remains were uplifted from domestic institutions and placed in the care of Te Papa's wāhi tapu. Step two is to secure the safe return of all kōimi t'chakat from international institutions, and the final step is to receive the karanga from the Hokotehi Moriori Trust for their Moriori ancestors to return home to a dedicated wāhi t'chap (sacred repository) created for their long term rest and care.

Online visitation

Online visitation significantly exceeded our expectations this year, proving that demand for Te Papa experiences remains high despite COVID-19 disruption. Unsurprisingly, Matariki content was particularly popular as the launch of the public holiday generated curiosity and interest in ways to celebrate the new year.

High visitation was supported by increased digitization and copyright clearances making more high-quality content available through Collections Online, increased image download and reuse, and ongoing popularity of evergreen content. We are also seeing increased use of content from across our sites as we create subject based web hubs, where we pull together related digital content to a single place to highlight active areas of research, or hidden gems, such as Dinosaurs and Fossils.

Matariki

Matariki content pages on the website were a significant driver to overall visitation numbers, adding around 150,000 extra visits to the website in June 2022. Matariki pages were viewed over half a million times, with one page in particular being of interest to New Zealanders, 'Matariki star facts' which was visited approximately 143,000 times. Matariki activity books, available in English and te reo Māori, and learning resources proved popular - downloaded nearly 30,000 times. An updated bilingual video on YouTube titled 'How to find the Matariki star cluster' was viewed around 30,000 times on Te Papa platforms and was picked up and reused by several major news platforms.

Some selected comments from our website survey, responding to the question "What are you using Te Papa's website for today?":



"As part of my Te Reo revitalization journey"

"I am looking for resources that celebrate Matariki to display on our front window at mahi in Dargaville; we are a not for profit organisation that runs youth mentoring programmes, provides whanau support and advocacy and is a community hub that is used by many groups such as MOE, Justice of the Peace, grandparents raising grandchildren etc."

"I work at a Special Needs School and our students are learning about Matariki. We are giving each student a star to make and find out what their star represents"

"Looking for matariki printables for our fun day at the marae"

"Learning about different cultures for a better understanding and enhanced interactions."

"Because I googled and this came up first and I trust Te Papa"

"To create awareness of what Matariki is and how to celebrate. My Nana is Māori and she would tell us of the Māori new year during our mid winter Christmas festivities"

"Read, talk to my grandchildren of Indian descent born here about this."

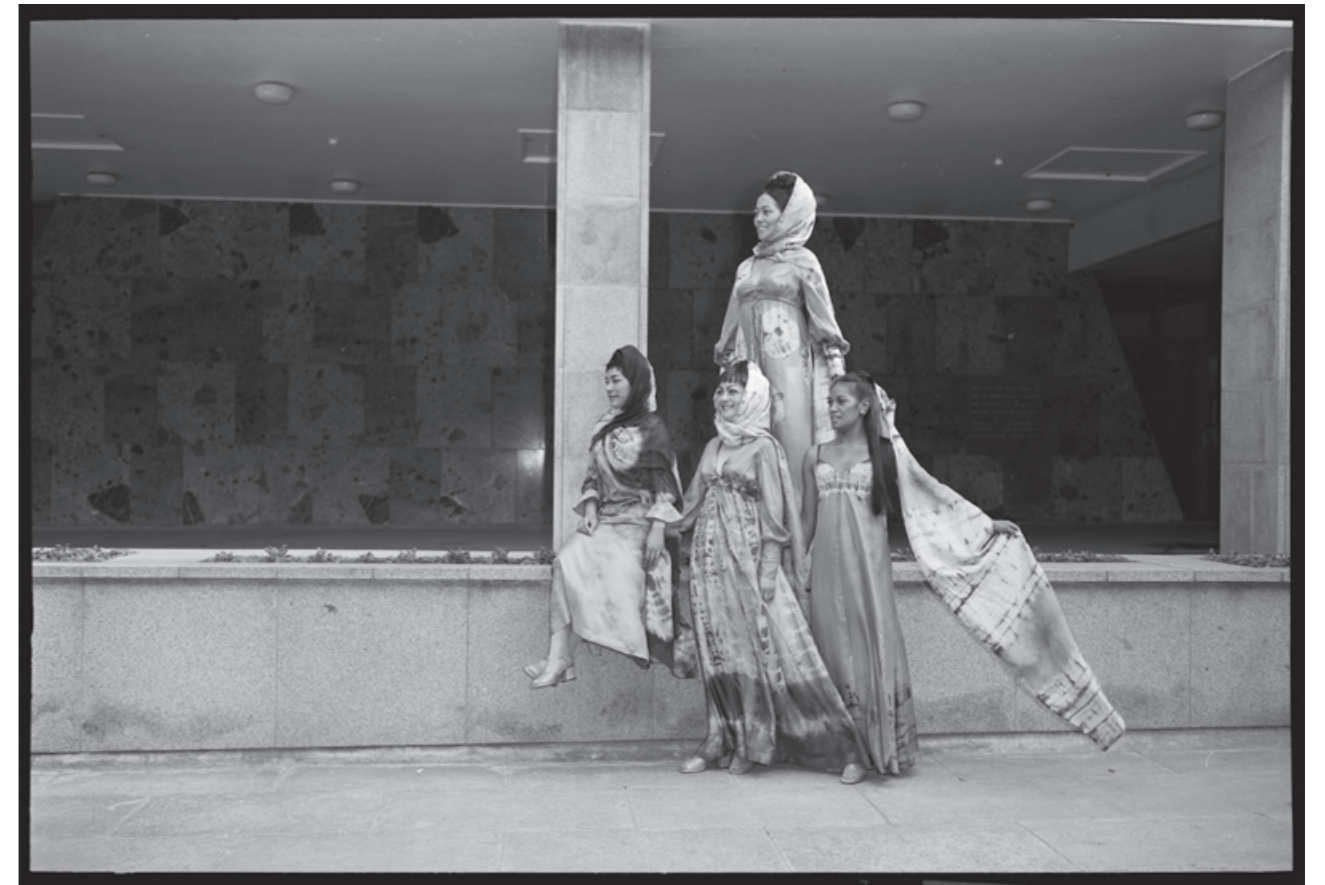
"To find out more about Matariki, we do a mid winter Christmas weekend away with families and this year we're doing it over Matariki weekend and we want to acknowledge that. All of us are immigrants/non-Māori or Pacifica"

One of our objectives is to reach more Māori and Pacific audiences by providing experiences and resources of value to these communities. We continue to mark te reo and Pacific language weeks, and activity books remained popular with combined downloads of over 13,000.

We also monitored visitation to Collections Online by an optional survey, in which website visitors were able to self-identify as Māori and/or Pasifika. In 2021/22 16% of visitors identified as Māori and 9% as Pasifika, compared to 16.5% (Māori) and 8% (Pasifika) of Aotearoa's population - indicating the relevance of these resources.

Digitisation and image download

This year we secured a substantial Lottery Grant of more than \$775,000 for a two year project to conduct film-base identification, rehouse, database, and digitise the Spencer Digby / Ronald D. Woolf collection - boosting our digitisation efforts to encourage broad and remote access to collections.



One of the photographs digitised through the Lottery Grant-funded Spencer Digby/Ronald D. Woolf project. Māori Theatre performers Huia Brown, Alice Unawai, Dixie Yates (back), Sue Hansen, 1970. Spencer Digby Studios. Roll film negative, 60 x 90 mm. Gift of Ronald Woolf, 1975. F.016334

This fascinating photographic archive spans decades of Aotearoa life and portraiture. It is huge in volume, vulnerable in its condition, and with digitisation and cataloguing work has the potential to unlock countless stories, connections and histories that are currently hidden. The collection has significant value to academics and historians, and also to educators, students, creatives, and families researching personal histories. Catalogued and digitized images are flowing through to Collections Online and are contributing to the increase in numbers of collection items accessible to the public.

Overall image download exceeded our target for the year, and once again we saw a wide range of reasons for access and reuse, from study and research to community projects and exploration of identity. International art project, Paris Collage Collective contributed to the high number of downloads. Paris Collage Collective have been using Te Papa collections for their weekly digital photo-collaging challenges since 2018. In 2021 we partnered with them on a competition in parallel with the exhibition *Surrealist Art: Masterpieces from Museum Boijmans Van Beuningen*. Te Papa curators selected images from the collection to use as the basis of the challenge, and selected 25 artworks from the resulting 600 submissions, which were then highlighted on Te Papa's website.

When visitors download an image we invite them to share their reason for using it. Here are some examples from this year.

"Using the image in a Year 13 history class looking at Colonialism in the Pacific"

"I am doing some community engagement as part of a riparian planting project - we are giving away titoki trees and seeds"

"I write articles that explore my Samoan cultural heritage."

"I work at a preschool and we are currently looking at geography and crystallization through volcanic activity and I will be telling a mat time story featuring the pink and white terraces"

"Image for a presentation to mental health clinicians on testing for illicit substances in secure settings."

"I'm going to look at it from time to time and smile"

"Image for a poster on the topic of Wairua in mental health care - presented to clinicians at workplace."

"To send to my 4yr old nephew in lockdown"

"I am wanting to use this Drua Canoe image to teach and carry the knowledge of why it is important to keep Children and vulnerable people safe."

Key performance indicators from our Statement of Performance Expectations

Performance measures	Target 2021/22	Actual 2021/22	Actual 2020/21
The number of visits to Te Papa's websites	3.3 million	3,906,951 ✓	3,570,189
The number of images downloaded from Collections Online	25,000	37,487 ✓	31,443
The number of New Zealand regions where Te Papa's collections are shared through touring and loans	10	10 ✓	11
The number of collection items that are accessible to the public	902,540	912,733 ✓	890,314
The number of international institutions from which repatriations are completed	2	3 ✓	2



Strategic objective – Te Papa is committed to museum sector leadership and enablement

Mātauranga Māori Te Awe Kōtuku initiatives

Throughout 2021/22 we continued our mahi in support of the Mātauranga Māori Te Awe Kōtuku programme established by Manatū Taonga | Ministry for Culture and Heritage. We delivered taonga conservation and endangered mātauranga wānanga, recorded Taikura Kapa Haka and progressed the virtual capture of *Ko Rongowhakaata: Ruku i te Pō, Ruku i te Ao | The Story of Light and Shadow*.

Taonga conservation wānanga

Rongowhakaata

In support of Rongowhakaata taonga conservation two paid interns, Ngā Manu Kārearea, were taken on to participate and learn about the process of caring for taonga from both a tikanga Māori perspective and a museology perspective. They spent time in both Gisborne and Wellington, working on the deinstallation and the return of the taonga to Gisborne and other institutions. Two wānanga were held at Te Papa and Manutūkē, where conservators/experts shared their mātauranga with uri of Rongowhakaata about the care of taonga from the exhibition and from the environment (paru, toetoe, kākahu) so that Rongowhakaata can maintain the cultural practices of taonga care into the future.

The wānanga held at Te Papa was attended by 15 members of Rongowhakaata. The wānanga was led by Textiles Conservator Rangī Te Kanawa who helped to identify damage to the integrity of the textiles, storage techniques and best practices. Feedback from Rongowhakaata was overwhelmingly positive with an enthusiastic uptake for the next wānanga in Manutūkē.

Parihaka

This project has been in partnership with the Govett-Brewster Gallery and Pukeariki Museum, who are storing portrait photographs of the Parihaka Marae that have been going through renovations funded through the Provincial Growth Fund. The fund is supporting by paying for the costs of the conservation framing and the time of people to work on the reinstall. In January, four wāhine reinstalled the portrait photographs on the walls of Te Niho o Te Āti Awa. This kaupapa was guided by the kuia of the marae, Maata Wharehoka. The next part of

the process will be to support the marae in creating storage for the overflow of photographs and taonga.

Endangered mātauranga wānanga series

Hinaki revival wānanga

Between January 2021 and October 2022, Matthew McIntyre-Wilson led a series of wānanga held along the Whanganui awa for the revival of hinaki making practices. These wānanga have been documented and captured with photography that will be used for future development in hinaki making practices, along with a 15-minute video and technical manual to capture the work and outcomes.

This project supports the revitalisation of hinaki and kupenga making. Whānau of the region are able to spend time in these intensive wānanga on a consistent timeline. One of the major outcomes of this project is that there will be members of whānau groups invested in hinaki making and continuing this practise.

Ngā Taonga Tuku Iho – film series

From October 2021, a series of five videos have been developed investigating the current revival of mātauranga Māori in connection with museums and archival institutions. These videos provide a platform for practitioners to share and give insight into their practices, including interviewees and kaupapa from Te Papa, Ngā Taonga Sound & Vision, the Henare Matua Collection at EIT and with artist Keri-Mei Zagrobelna. The kaupapa is being led by a crew that is majority Māori, queer and wāhine. The project aims to provide audiences with an understanding of taonga and their revival that breathes hā and mauri back into these taonga tawhito, and investigates knowledge and clues that might help connect audiences with taonga that tell their own stories as well as how to revive and use that knowledge in a contemporary context.

Virtual capture

Taikura Kapa Haka

Similar to 2021, the Taikura virtual capture continues to be a great success in 2022 within iwi, hapū, and whānau. This year, filming started in March and so far we have been around to six extraordinary rōpū. This year has been heavily impacted by COVID-19, resulting in many postponements of filming dates. We continue to follow precautions that limit the spread of the virus whilst with each rōpū.

This kaupapa continues to be a great highlight for all involved and is something that the kaumatua really look forward to, saying “it’s good for their hauora to have a celebration of their mātauranga.”

This year we engaged Māoriland Productions to undertake the filming. They are a charitable trust who develop young Māori film makers with the skills and experience to grow within the film industry.

The Taikura videos were released during the Matariki celebration period, in-lieu of the pre-COVID annual in-person performances. This year's theme continues to be the mātauranga within the waiata, as well as Matariki in line with the new public holiday.

Ko Rongowhakaata: Ruku i te Pō, Ruku i te Ao | The Story of Light and Shadow

Rongowhakaata Iwi Trust and Te Papa partnered with Te Herenga Waka Victoria University of Wellington to assess iwi aspirations for the protection, storage, preservation and access to the mātauranga from both the *Ko Rongowhakaata* iwi exhibition and Te Hau ki Tūranga from a virtual perspective. The outcomes of this initiative have included an online virtual capture and tour of *Ko Rongowhakaata*, a Rongowhakaata Data in Technology Forum, autonomous and considered data storage, collection, protection and access system hardware and software. The initiative is now working towards the scanning of individual taonga and layering iwi kōrero virtually alongside the taonga from varied mediums and perspectives. The next iwi exhibition to be captured with Ngāti Toa Rangatira is *Whiti te Rā!* currently on display at Pataka Museum.

Museum Hardship Fund

The Museum Hardship Fund was established in 2020 to assist the heritage sector in its recovery from the impacts of COVID-19. It was given a boost in 2022 due to the successful distribution of the fund and confidence in its ability to provide relief for the ongoing challenges faced by the sector. An additional \$1 million will be injected to extend the fund for another year, providing a further two funding rounds for 2022-2023.

News on the continuation of funding was well received by existing recipients of the fund, who speak of its crucial impact to surviving the pandemic and the opportunity it offered to pivot their focus to reflect the circumstances.

“The funding has allowed us to operate the museum without stressing about financing key operational costs. It has given us breathing room and allowed us to concentrate on delivering the museum experience we want to offer, including/especially in relation to exposing the museum to a more local audience.”

Picton Historical Society.

The grant will provide much hope for those who have yet to apply, with round two recipient MAVTech noting:

“The grant has had the very positive effect of galvanising volunteer energies, offsetting the negative outlook created by the covid containment measures which had required continuing suspension of the museum’s opening hours.”

In what has been described as an extremely difficult time nationwide, some have managed to see the light at the end of the tunnel with the pandemic serving as the catalyst for positive change:

“This funding has set in play some projects which will transform user access to the collection and lift our performance to a fully professional level.”

Adam Art Gallery Te Pataka Toi, Te Herenga Waka Victoria University of Wellington.

Others were able to protect and showcase their collections with the additional resource. Thames Museum reported that the fund

“enabled us to upgrade the Museum’s flooring, install CCTV, adjust gallery lighting to enhance displays, carry out much need[ed] repairs to guttering and other plumbing tasks. These actions provided a huge lift to volunteer morale, a greater sense of security and a better visitor experience.”

National Services Te Paerangi delivered two more rounds of funding this year, allocating a total of \$1.4 million to help 91 museums, galleries, iwi, hapū or whanau groups caring for taonga and collections. In addition to the two previous rounds, a total of 110 organisations have benefited from this fund with a total distribution of \$2.6 million to date.



Ngākahu Repatriation Partnership

The Ngākahu Repatriation Partnership was pleased to welcome a new Kaiarahi/Project Lead in August 2021. A highlight for the programme during this period was the interment ceremony of the remains belonging to Major Walter Vernon Hereford. Ngākahu supported Te Awamutu Museum to complete the necessary provenance research to locate Hereford's descendants and provided funding to complete the physical return according to the family's wishes. The ceremony was a well-considered blend of tikanga and Anglican liturgy which also accommodated COVID-19 restrictions. This unique repatriation case study has been published as an online resource in our Repatriation Collection Management Guide.

Ngākahu continues to support the New Zealand Repatriation Research Network to meet. These hui are opportunities for museums to share what they have been working on, seek support from their colleagues and identify ways to collaborate. In early 2022 our Kaiarahi took on the chair position and delivered an online meeting for network members in May. Ngākahu also purchased subscriptions to provenance research tools for the Repatriation Research Network, including ancestry.com and Archsite.

Operating during a global pandemic has presented its own challenges for the programme, but it was quick to adapt and has presented a number of online offerings to build repatriation capability and awareness. One workshop focused on building participants' skill and confidence in dealing with the media and the other demonstrated how to use the collection management software Vernon to best care for sensitive records.

The programme also continues to check in with museums to see how their work is progressing in this area. A survey was conducted with those museums that participated in the 2018 survey, which was designed to understand what repatriation-related work they had completed since 2018, to understand barriers they are facing, their forward plans and when they anticipate they might complete the repatriation of human remains in their care. There were 103 institutions that responded and a report of the results was prepared for Manatū Taonga.

National Services Te Paerangi

We continued working with museums, galleries and iwi through core service delivery and grants awarded across Aotearoa by National Services Te Paerangi. Satisfaction with these services was particularly high this year with 95.6% recommending engagement with Te Papa as a result.

Key performance indicators from our Statement of Performance Expectations

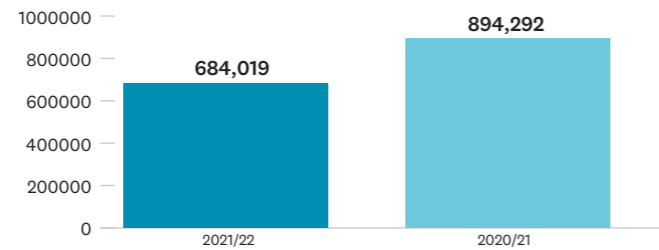
Performance measures	Target 2021/22	Actual 2021/22	Actual 2020/21
The number of museums, galleries and cultural organisations supported by Te Papa	300	414 ✓	634
The percentage of museums, galleries and iwi that recommend engagement with Te Papa ² to others	90%	95.6% ✓	85.2%
The number of iwi organisations supported by Te Papa	40	38 ✗	49
The number of Museum Hardship Fund grants awarded	40	56 ✓	New measure
The number of regions where museums, galleries, iwi, hapū and cultural organisations have successfully applied for funding from the Museum Hardship Fund	10	15 ✓	New measure

² Feedback was gathered via SurveyMonkey. The sample size of the survey was 68, with a response rate of 29%. The margin of error was ± 9%.



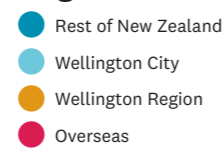
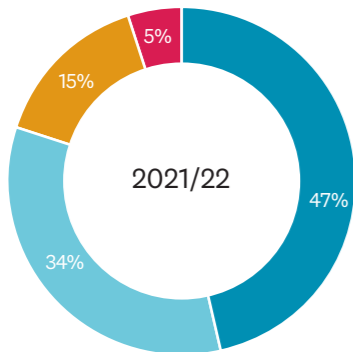
Strategic objective – Te Papa is a place to be

Total visitors to Te Papa for the previous two years³

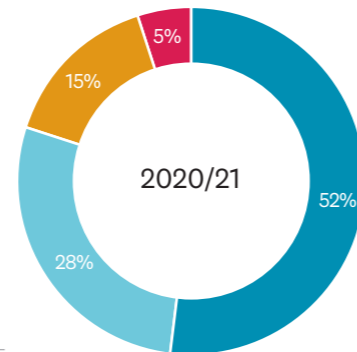


About our visitors

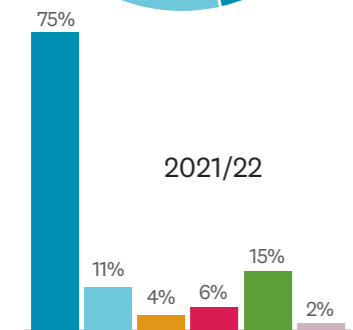
Origin (all visitors)



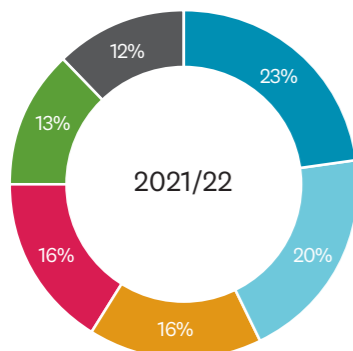
Source: Te Papa VPI exit survey



Ethnicity (domestic visitors)

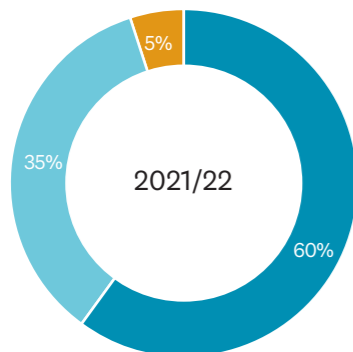


Age (domestic visitors)

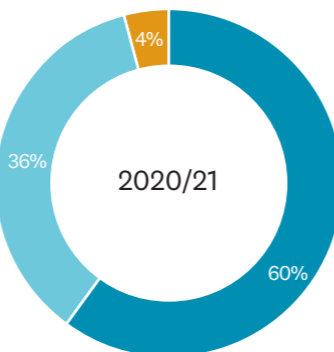
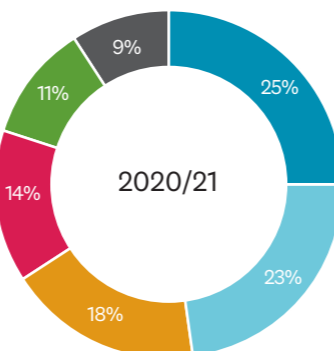
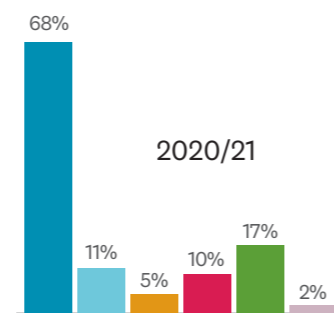


Source: Te Papa VPI exit survey

Gender (domestic visitors)



Source: Te Papa VPI exit survey



³ Base: All visits to the museum at Cable Street, Wellington. Source: Te Papa's front door people-counting camera. For logistic reason, under Alert Level 2 visitors are clicker-counted by Front of House staff.

For the second consecutive year, restrictions on Aotearoa's borders to international tourists significantly hit Te Papa. Visitation in 2021/22 was also negatively impacted by the museum's temporary closure between August and September, COVID-19 related measures, and the extended lockdowns in Auckland and other North Island regions. Overall, we have welcomed 684,019 visits to the museum, missing the target set for the financial year (900,000 visits) by 24%.

Compared to previous years, visitation was particularly low during summer. In contrast, visitor numbers aligned with our expectations during school and public holidays. July, April, and June were the busiest months of the year.

Although we had to close our doors for 22 days during the year, the local market was resilient. The number of visitors from Wellington City in 2021/22 was close to pre-COVID years. In comparison, the number of domestic visitors from the wider Wellington region and the rest of the country decreased significantly.

The number of visitors from overseas was lower than last year but steadily increased from April 2022. In previous years, between 45% and 50% of the museum's total visitation was, on average, made up of international visitors. For the second consecutive year, this audience was dramatically reduced with only 5% of total visitation from overseas.

Despite all the challenges, our programme had plenty of exciting and thought-provoking content for our visitors. Toi Art continues to be a space for diverse experiences aimed at multiple audiences, from art lovers to families. This year, we hosted a mix of experimental and traditional experiences in the art gallery, always inspired by our guiding principle that "art is for everyone".

In line with our ambition to bring the best international art to New Zealand, the first project in the Toi Art space in 2021/22 was the blockbuster *Surrealist Art: Masterpieces from Museum Boijmans Van Beuningen*. The variety and the quality of the art on show attracted, surprised, and thrilled almost 75,000 visitors. Local and domestic art lovers had a once-in-a-lifetime opportunity to admire the works of Surrealist masters in person. Tours, themed dinners, special events, and exclusive soirees further enhanced audiences' experience. The other major international attraction was the temporary installation *The Web of Time* by Japanese artist Chiharu Shiota: an invitation for visitors to embark on a personal journey through time and space.

Our art gallery also entertained our audiences with the best New Zealand contemporary art. In partnership with the Royal Academy of Arts, London,

Delivering medium term outcomes

- A forum for the nation to discuss our past, future, identity and challenges
- The physical museum is a place for all to visit and be changed by the encounter

Contributing to long term outcomes

- Te Papa is a place for cultural wellbeing and celebration of identity, through connection of people with taonga, treasures and stories
- A thriving and sustainable arts, culture and heritage sector
- People and society continue to learn, be challenged and inspired

we developed and hosted *Rita Angus: New Zealand Modernist*, an immersive and comprehensive retrospective of 40 years of one of the country's most iconic artist's work. The exhibition had well over 100,000 visits between December and April. Another major retrospective, *Robin White: Something is Happening Here* opened in June.

In partnership with Tāwhiri and Aotearoa New Zealand Festival of the Arts, we hosted Lisa Reihana's *In Pursuit of Venus [infected]*, one of several incredible artworks that have represented New Zealand at the Venice Biennale and the first time the artwork has been shown in Aotearoa. Our partnership with Tāwhiri was also an opportunity to host *Destination Mars*, an immersive and interactive show targeted at young visitors and families. The show entertained more than 30,000 visitors over the summer, helping to bring tourists to Wellington.

Iwi-in-residence exhibition *Ko Rongowhakaata: The Story of Light and Shadow* closed after more than four years and over one million visits. The exhibition explored the land, people, and stories of Rongowhakaata through inspiring taonga, innovative contemporary art, and powerful stories.

Matariki: The Māori New Year was the last project to open at Te Papa during 2021/22. With a dynamic programme of events and a temporary exhibition designed to celebrate this important time for Aotearoa, the Matariki programme positively contributed to attracting audiences to the museum. The Matariki weekend alone saw more than 15,000 people coming to Te Papa to be part of our Māori New Year celebrations.

We had more than 220,000 visits to *Gallipoli: The Scale of Our War*, which continues to be a drawcard and the favourite exhibition space of our visitors. After seven years at Te Papa, this exhibition is still

one of the highlights of the Te Papa experience for 34% of our visitors.

Te Taiao | Nature has had more than 1.6 million visits since its opening in May 2019, and is consistently the most visited exhibition space in the museum. This year it had over 350,000 visits, and it continues to engage New Zealanders with stories about the natural environment and climate change. The audience response to Te Taiao | Nature has been extremely positive. The exhibition is particularly appreciated for its interactive features and displays, which make the experience entertaining and informative for children and adults alike.

Understanding impact on our audiences

To measure the impact of our exhibitions, we use an evaluation strategy based on our Audience Impact Model (AIM), a tool specifically designed to help us set goals and understand audience response. AIM enables us to place audiences at the centre of our thinking and forces us to create experiences meant to impact visitors, giving us an understanding of the value of on the floor experiences, beyond numbers coming through the door.

We employ quantitative and qualitative research methodologies based on surveys, interviews, field observations, and direct feedback to collect insights into our visitors' reactions, connections, learning and actions. AIM allows us to design meaningful and enriching experiences for a wide range of visitors and learn from the ways people respond.

Since 2019 we have been progressively rolling out AIM across an increasing number and range of exhibitions, from piloting the model in 2019/20 to testing the model in a limited number of exhibitions in 2020/21. This year, we evaluated seven programmes using AIM - we identified success, learned where we can improve our content, opened an ongoing dialogue with our visitors, and assessed and compared results over time to inform future programming decisions.

The impact of both *Rita Angus: New Zealand Modernist and Surrealist Art* went beyond pure aesthetic appreciation. Visitors left with a better understanding of the artists and the historical context they lived in and with a newfound knowledge of how politically and socially committed art can be. *Feathermania* made visitors reflect on the short-lived nature of trends and values in fashion, while the abstract journey through *The Web of Time*

inspired visitors to reflect on life and the important role that numbers and dates play in it. The Matariki programme strongly resonated with our audiences, making visitors feel connected to their own identity or with others.

The more we use the model, the more we learn about our audiences. AIM is helping us to create a new relationship based on meaning and impact with visitors and stakeholders. The idea behind this approach is that our success as a museum is not limited to quantitative dimensions such as visitor numbers. In line with our vision of changing hearts, minds, and lives, we aspire to offer relevant content for people, making them reflect, participate, and, possibly, take action.⁴

Hospitality

Commercial opportunities are an important part of our work to supplement funding from government. Our hospitality offerings including venue hire and catering, plus retail and food outlets, were all impacted by COVID-19, including closure of the museum, and implementation of restrictions to maintain public safety. As a result we saw some constraints on visitor experience along with reduced revenues and visitation.

While 28 events had to be cancelled or postponed, we did see a strong uptake of free events on offer from April to June, indicating an increasing desire to get 'back to normal'. Revenue generated by our venues business was reduced by around 50%; however we were able to pivot and adjust the service model to continue to run the business in line with COVID-19 restrictions.

In our visitor services space we experienced a reduction of expected revenue, totalling more than \$1 million across car parking, museum tour and locker hire revenue, plus additional pressures to cover COVID-19 related leave as well as staffing to service new safety measures such as vaccine pass scanning.

With the world opening up again we are hopeful of a strong recovery and appreciative of additional funding received from government, which has helped to ease many pressures this year.

Building sustainability

Over the last four years we have invested resource and effort into reducing our carbon emissions through smarter energy choices and more environmentally friendly infrastructure through capital projects and maintenance. This year

our target to reduce emissions by 5% proved unachievable as we have now exhausted initiatives to reduce gas and electricity consumption. We

have engaged advisors to seek further operating efficiencies and continue to consider options to improve our sustainability.

Key performance indicators from our Statement of Performance Expectations

Performance measures	Target 2021/22	Actual 2021/22	Actual 2020/21
The number of visits to Te Papa	900,000	684,019 ✗	894,292
The percentage of adult visitors surveyed reporting a satisfaction rating of "satisfied" to "extremely satisfied" for overall museum experience during their visit ⁵	95%	96.4% ✓	96.5%
The percentage of exhibitions that meet or exceed their impact objectives based on Te Papa's Audience Impact Model	70%	100% ✓	80%
Total carbon emissions by sources: electricity, gas, waste and water ⁶	5% reduction	0.13% reduction ✗	0.25% reduction



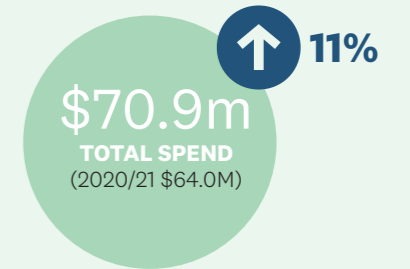
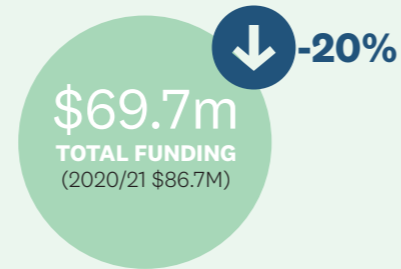
⁵ The sample size for this survey was 4,496 with a response rate of 53%. The margin of error was ± 2%.

⁶ Te Papa was certified by Toitū Envirocare as a 'Toitū carbonreduce certified organisation' for 2021/22. The level of assurance given in the certification period 1 July 2021 to 30 June 2022 by Toitū for Te Papa was categorised 'reasonable'. The carbonreduce programme is based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and ISO 14064-1:2018 Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals. Consumption data (via supplier invoice) is provided to Toitū on a monthly basis and the totals are converted into carbon emissions tonnage. There is both scientific and estimation uncertainty inherent in greenhouse gas emission quantification as the scientific knowledge and estimation processes involved in calculating emissions continue to evolve, as do assurance and reporting standards.

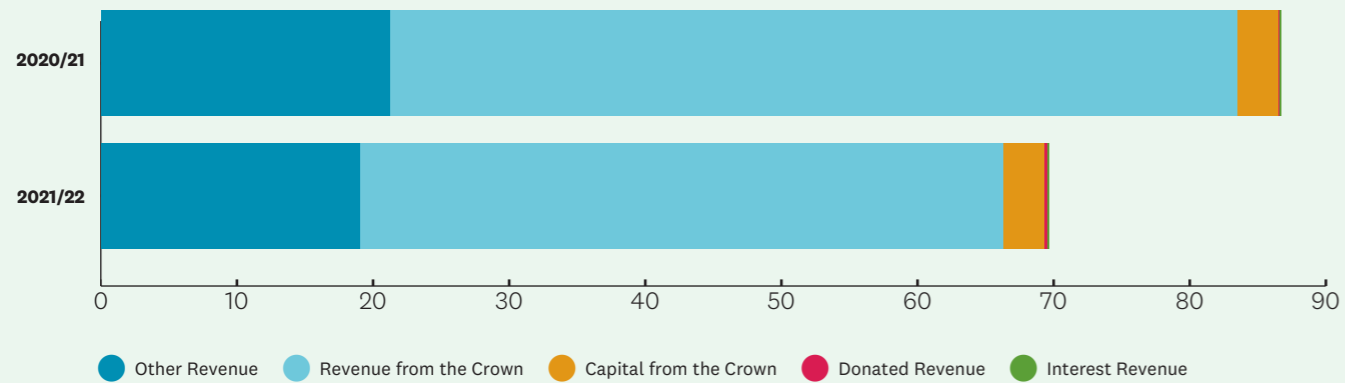
⁴ For more information on AIM, go to: <https://tepapa.atlassian.net/wiki/spaces/NR/pages/454131717/Audience+Impact+Model>

He paku tirohanga ki te taha pūtea | A snapshot of our financials

This provides a snapshot of the flow of cash into Te Papa, and how that was spent.



Where did our funds come from? \$(m)

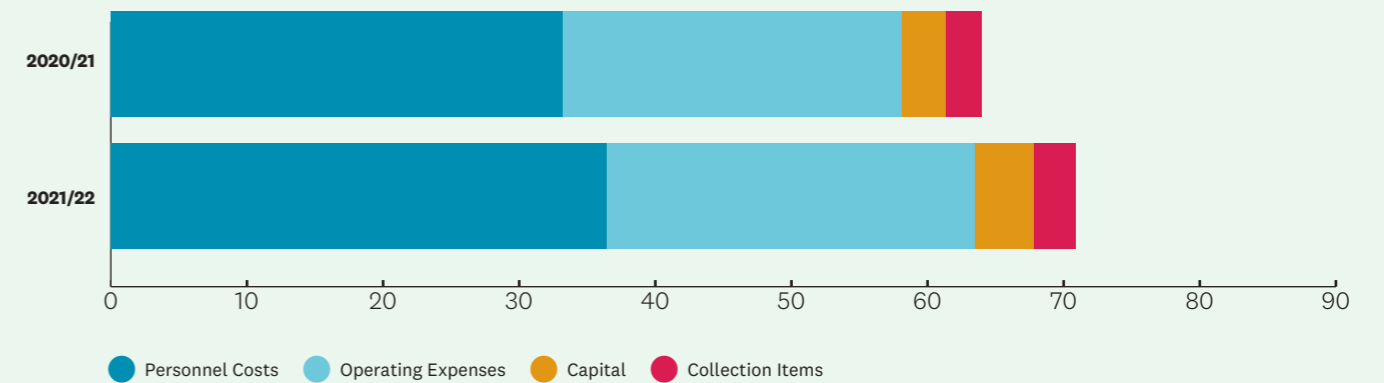


Crown COVID-19 funding was the main driver of funding change in 2021/22

Te Papa received a one-off additional \$18m in Crown funding in 2020/21 to offset the anticipated impact of COVID-19. Commercial revenue streams were still impacted by COVID-19 in 2021/22, with revenues being \$2m lower than 2020/21.

	2021/22 \$(m)		2020/21 \$(m)	
Other Revenue	\$19.0	27%	\$21.2	24%
Revenue from the Crown	\$47.3	68%	\$62.3	72%
Capital from the Crown	\$3.0	4%	\$3.0	3%
Donated Revenue	\$0.2	0%	\$0.1	0%
Interest Revenue	\$0.2	0%	\$0.1	0%
Total	\$69.7		\$86.7	

Where did we spend our funds? \$(m)



COVID-19, Supply Chain and Surrealist Art exhibition were the main drivers of spend change in 2021/22

Te Papa spend in 2021/22 was impacted by the uncertainty of conferences, events and audience programmes going ahead through periodic changes in alert levels, which often led to delays in delivery and rescheduling into future months. Supply chain delays also impacted the ability to commence planned works. After having no international exhibition in 2020/21, there was a comparative increase in costs to deliver the Surrealist Art exhibition.

	2021/22 \$(m)		2020/21 \$(m)	
Personnel Costs	\$36.4	51%	\$33.2	52%
Operating Expenses	\$27.1	38%	\$24.9	39%
Capital	\$4.3	6%	\$3.2	5%
Collection Items	\$3.1	4%	\$2.7	4%
Total	\$70.9		\$64.0	

What assets are we managing?



Cost of Service Statement

Mō te tau i eke i te 30 o Pipiri 2022 | for the year ended 30 June 2022

Output Summary

Museum services are defined as controlling and maintaining a museum, developing collections, making those collections accessible, caring for those 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.

Output class summary	Actual 2022 \$000	Budget 2022 \$000	Actual 2021 \$000
Museum services			
Operating			
Revenue - Crown	46,862	46,141	61,140
Revenue - commercial and other	21,381	22,856	22,732
Costs	(82,187)	(87,442)	(82,195)
Operating surplus (deficit)	(13,944)	(18,445)	1,677
Non-departmental output expenses			
Museum services - operating	46,862	46,141	61,140

Non-departmental capital expenditure - collections

This appropriation is limited to capital expenditure for the acquisition of collection items.

	Actual 2022 \$000	Budget 2022 \$000
Capital contribution from the Crown*	3,000	3,000
Expenditure on collections	3,139	3,000

* The appropriation capital contribution received by Te Papa equals the government's actual expenses incurred in relation to the Heritage and Cultural Sector Capital appropriation, which is a required disclosure from the Public Finance Act 1989. Actual expenditure of \$139k higher than 2021/22 appropriation represents a timing difference given the specific nature of some acquisitions. Collection acquisition expenditure matches appropriations over a longer time horizon.

Assessment of performance	Actual standard of performance	Budget standard of performance
Collections are developed in accordance with policy and acquisition strategy	100%	100%

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

Independent Auditor's Report

To the readers of the Museum of New Zealand Te Papa Tongarewa and group's financial statements and performance information for the year ended 30 June 2022

The Auditor-General is the auditor of the Museum of New Zealand Te Papa Tongarewa (Te Papa) and group. The Auditor-General has appointed me, Matthew Geddes, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information, including the performance information for appropriations, of Te Papa and group on his behalf.

Opinion

We have audited:

- the financial statements of Te Papa and group on pages 54 to 89, that comprise the statement of financial position as at 30 June 2022, the statement of comprehensive revenue and expenses, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements including a summary of significant accounting policies and other explanatory information; and
- the performance information of Te Papa and group on pages 17 to 45, and 48.

In our opinion:

- the financial statements of Te Papa and group on pages 54 to 89:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2022; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the performance information on pages 17 to 45, and 48:
 - presents fairly, in all material respects, Te Papa and group's performance for the year ended 30 June 2022, including:
 - for each class of reportable outputs:
 - its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and
 - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year; and

- what has been achieved with the appropriations; and
- the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure.
- complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 13 April 2023. This is the date at which our opinion is expressed.

The basis for our opinion is explained below, and we draw your attention to inherent uncertainties in the measurement of greenhouse gas emissions. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Emphasis of matter – Inherent uncertainties in the measurement of greenhouse gas emissions

Te Papa and Group has chosen to include a measure of its greenhouse gas (GHG) emissions in its performance information. Without modifying our opinion and considering the public interest in climate change related information, we draw attention to page 45 of the performance information, which outlines the uncertainty in the reported GHG emissions. Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emissions factors and processes to calculate or estimate quantities of GHG sources is still evolving, as are GHG reporting and assurance standards.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board for the financial statements and the performance information

The Board is responsible on behalf of Te Papa and group for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. The Board is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board is responsible on behalf of Te Papa and group for assessing Te Papa and group's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of Te Papa and group, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to Te Papa and group's statement of performance expectations and relevant Estimates and Supplementary Estimates of Appropriation 2021/22.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Te Papa and group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information within Te Papa and group's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Te Papa and group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Te Papa and group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

- We obtain sufficient appropriate audit evidence regarding the financial statements and the performance information of the entities or business activities within Te Papa and group to express an opinion on the consolidated financial statements and the consolidated performance information. We are responsible for the direction, supervision and performance of Te Papa and group audit. We remain solely responsible for our audit opinion.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 16, 46 to 47, 53, and 90 to 104, but does not include the financial statements and the performance information, and our auditor's report thereon.

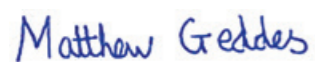
Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of Te Papa and group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with or interests in Te Papa or any of its subsidiaries.



Matthew Geddes
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Tauākī ahumoni 2021/22 | Financial statements 2021/22

Statement of responsibility

The Board and management are responsible for the preparation of the annual financial statements, and the statement of performance and the judgements used therein.

The Board and management are responsible for any end-of-year performance information provided by the Museum of New Zealand Te Papa Tongarewa under section 19A of the Public Finance Act 1989.

The Board and management are responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance of the integrity and reliability of the financial statements and statement of performance.

In the opinion of the Board and management, the annual financial statements and statement of performance fairly reflect the financial position and operations of the Museum of New Zealand Te Papa Tongarewa for the year ended 30 June 2022.

In accordance with the Crown Entities Act 2004, we approve this Annual Report on behalf of the Board.



Dame Fran Wilde
Chair



Caren Rangī
Chair of Tikanga Haumarū

Te tauākī whiwhinga, whakapaunga whānui | Statement of Comprehensive Revenue and Expenses

Mō te tau i eke i te 30 o Pipiri 2022 | for the year ended 30 June 2022

	Note	Consolidated		Museum		
		Actual 2022 \$000	Restated Actual 2021 \$000	Actual 2022 \$000	Budget 2022 \$000	Restated Actual 2021 \$000
Revenue						
Revenue from the Crown		46,862	61,140	46,862	46,141	61,140
Interest revenue		615	533	571	350	466
Other revenue	3	19,463	21,362	19,162	22,106	21,590
Donated revenue		1,314	1,032	1,648	400	676
Total revenue	3	68,254	84,067	68,243	68,997	83,872
Expenses						
Personnel costs	4	36,604	33,547	36,604	37,303	33,547
Other expenses	5,21	29,912	31,456	29,901	32,639	31,443
Total expenses		66,516	65,003	66,505	69,942	64,990
Earnings before depreciation and amortisation						
		1,738	19,064	1,738	(945)	18,882
Depreciation and amortisation expenses	8,9	15,682	17,205	15,682	17,500	17,205
(Deficit)/Surplus		(13,944)	1,859	(13,944)	(18,445)	1,677
Other comprehensive revenue and expense						
(Loss)/Gain on collection revaluation	14	(27,841)	68,041	(27,841)	-	68,030
Gain on property, plant and equipment revaluation	14	58,133	-	58,133	-	-
Financial assets at fair value	14	(1,024)	(398)	(856)	-	(324)
Total other comprehensive revenue and expense		29,268	67,643	29,436	-	67,706
Total comprehensive revenue and expense		15,324	69,502	15,492	(18,445)	69,383

Explanations of significant variances against budget are detailed in note 18.

The accompanying notes form part of these financial statements.

Te tauākī nekeneke tūtanga | Statement of Changes in Equity

Mō te tau i eke i te 30 o Pipiri 2022 | for the year ended 30 June 2022

	Note	Consolidated		Museum		
		Actual 2022 \$000	Restated Actual 2021 \$000	Actual 2022 \$000	Budget 2022 \$000	Restated Actual 2021 \$000
Balance at 1 July		1,503,751	1,430,414	1,500,986	1,534,159	1,427,769
Total comprehensive revenue and expenses for the year		15,324	69,502	15,492	(18,445)	69,383
Reserve movements on impairment/disposals		(249)	(318)	(249)	-	(318)
Other reserve movements		(382)	1,153	(84)	-	1,152
Capital contribution from the Crown		3,000	3,000	3,000	3,000	3,000
Balance at 30 June	14	1,521,444	1,503,751	1,519,145	1,518,714	1,500,986

Explanations of significant variances against budget are detailed in note 18.

The accompanying notes form part of these financial statements.

Te tauākī tūnga pūtea | Statement of Financial Position

I te 30 o Pipiri 2022 | as at 30 June 2022

	Note	Consolidated		Museum		
		Actual 2022 \$000	Restated Actual 2021 \$000	Actual 2022 \$000	Budget 2022 \$000	Restated Actual 2021 \$000
Assets						
Current assets						
Cash and cash equivalents		4,342	7,171	4,227	3,235	6,948
Receivables	6	1,614	2,134	1,607	1,485	2,122
Investments	7	25,000	24,000	25,000	16,500	24,000
Prepayments		1,094	2,274	1,094	1,513	2,274
Inventories		1,615	1,585	1,615	1,614	1,585
Publications work in progress		(66)	11	(66)	46	11
Total current assets		33,599	37,175	33,477	24,393	36,940
Non-current assets						
Investments	7	11,031	11,825	9,275	9,629	9,642
Property, plant and equipment	8	494,933	447,772	494,933	445,166	447,772
Collections	10,21	992,901	1,016,825	992,568	1,047,888	1,016,492
Intangible assets	9	996	1,564	996	1,281	1,564
Total non-current assets		1,499,861	1,477,986	1,497,772	1,503,964	1,475,470
Total assets		1,533,460	1,515,161	1,531,249	1,528,357	1,512,410
Liabilities						
Current liabilities						
Payables	11	3,432	3,227	3,432	2,948	3,227
Provisions	12	-	-	-	-	-
Revenue in advance		4,672	4,384	4,760	3,949	4,398
Employee entitlements	13	3,673	3,551	3,673	2,508	3,551
Total current liabilities		11,777	11,162	11,865	9,405	11,176
Non-current liabilities						
Employee entitlements	13	239	248	239	238	248
Total non-current liabilities		239	248	239	238	248
Total liabilities		12,016	11,410	12,104	9,643	11,424
Net assets		1,521,444	1,503,751	1,519,145	1,518,714	1,500,986
Equity						
Contributed capital	14	528,898	525,898	528,898	528,898	525,898
Restricted reserves	14	3,135	3,516	1,769	2,890	1,853
Property, plant and equipment revaluation reserve	14	323,330	265,710	323,330	276,646	265,710
Collection revaluation reserve	14	893,980	921,972	893,969	934,024	921,960
Financial assets at fair value reserve	14	(1,275)	(251)	(1,040)	(190)	(184)
Accumulated surplus/(deficit)	14	(226,624)	(213,094)	(227,781)	(223,554)	(214,251)
Total equity		1,521,444	1,503,751	1,519,145	1,518,714	1,500,986

Explanations of significant variances against budget are detailed in note 18.

The accompanying notes form part of these financial statements.

Te tauākī kapewhiti | Statement of Cash Flows

Mō te tau i eke i te 30 o Pipiri 2022 | for the year ended 30 June 2022

	Consolidated		Museum		
	Actual 2022 \$000	Actual 2021 \$000	Actual 2022 \$000	Budget 2022 \$000	Actual 2021 \$000
Cash flows from operating activities					
Receipts from the Crown	47,286	62,284	47,286	46,279	62,284
Interest revenue	201	138	201	350	138
Receipts from other revenue	18,805	21,411	19,211	22,368	21,282
Payments to suppliers	(27,053)	(24,942)	(27,054)	(32,639)	(24,942)
Payments to employees	(36,394)	(33,164)	(36,394)	(37,303)	(33,164)
Goods and services tax (net)	(135)	147	(135)	-	147
Net cash from operating activities	2,710	25,874	3,115	(945)	25,745
Cash flows from investing activities					
Receipts from sale of property, plant and equipment	13	-	13	-	-
Purchase of property, plant and equipment	(4,352)	(3,197)	(4,352)	(10,019)	(3,197)
Purchase of collections	(3,139)	(2,785)	(3,139)	(3,000)	(2,705)
Purchase of intangible assets	(61)	(36)	(61)	(160)	(36)
Movement in investments	(1,000)	(24,000)	(1,297)	9,500	(24,000)
Net cash from investing activities	(8,539)	(30,018)	(8,836)	(3,679)	(29,938)
Cash flows from financing activities					
Capital contribution from the Crown	3,000	3,000	3,000	3,000	3,000
Net cash from financing activities	3,000	3,000	3,000	3,000	3,000
Net decrease in cash and cash equivalents	(2,829)	(1,144)	(2,721)	(1,624)	(1,193)
Cash and cash equivalents at the beginning of the year	7,171	8,315	6,948	4,859	8,141
Cash and cash equivalents at the end of the year	4,342	7,171	4,227	3,235	6,948

Explanations of significant variances against budget are detailed in note 18.

The accompanying notes form part of these financial statements.

Te tauākī kapewhiti | Statement of Cash Flows (continued)

Mō te tau i eke i te 30 o Pipiri 2022 | for the year ended 30 June 2022
Reconciliation of (deficit)/surplus to net cash from operating activities

	Consolidated		Museum	
	Actual 2022 \$000	Restated Actual 2021 \$000	Actual 2022 \$000	Restated Actual 2021 \$000
(Deficit)/surplus	(13,944)	1,859	(13,944)	1,677
Add/(less) non cash items:				
Depreciation and amortisation expense (refer Notes 8,9)	15,682	17,205	15,682	17,205
Donated assets income	(1,431)	(562)	(1,428)	(562)
Other revenue	(1,188)	653	(891)	653
Interest reinvested	(286)	(378)	(238)	(310)
Other expenses	863	532	851	521
Total non-cash items	13,640	17,450	13,976	17,507
Add/(less) items classified as investing or financing activities:				
Losses on disposal of property, plant and equipment	11	37	11	37
Losses on deaccession of collections	650	7,030	650	7,030
Total items classified as investing or financing activities	661	7,067	661	7,067
Add/(less) movements in statement of financial position items:				
Decrease/(Increase) in receivables	520	(919)	515	(919)
Decrease/(Increase) in inventories	47	(39)	47	(39)
Decrease/(Increase) in prepayments	1,180	(1,155)	1,180	(1,155)
Increase in payables	205	592	205	592
Increase in revenue in advance	288	1,119	362	1,115
Increase in employee entitlements	113	316	113	316
Decrease in provisions	-	(416)	-	(416)
Net movements in working capital items	2,353	(502)	2,422	(506)
Net cash from operating activities	2,710	25,874	3,115	25,745

Explanations of significant variances against budget are detailed in note 18.

The accompanying notes form part of these financial statements.

1 Te tauākī kaupapa-herekaute | Statement of accounting policies

HE HINONGA PŪRONGORONGO | REPORTING ENTITY

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

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

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

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

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

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

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

The financial statements for Te Papa are for the year ended 30 June 2022, and were approved by the Board on 13 April 2023.

TE TŪĀPAPA O NGĀ WHAKATAKATAKA | BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the year.

Statement of Compliance

The financial statements of Te Papa have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice ("NZ GAAP").

The financial statements have been prepared in accordance with and comply with Tier 1 PBE accounting standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Standard early adopted

No standards have been early adopted.

Standards issued and not yet effective and not early adopted

PBE IPSAS 41 Financial Instruments

PBE IPSAS 41 replaces PBE IFRS 9 Financial Instruments and is effective for the year ending 30 June 2023, with earlier adoption permitted. Te Papa has assessed that there will be little change as a result of adopting the new standard, as the requirements are similar to those contained in PBE IFRS 9. Te Papa does not intend to early adopt the standard.

PBE FRS 48 Service Performance Reporting

PBE FRS 48 replaces the service performance reporting requirements of PBE IPSAS 1 Presentation of Financial Statements and is effective for the year ending 30 June 2023, with earlier adoption permitted. Te Papa has not yet determined how application of PBE FRS 48 will affect its statement of performance. It does not plan to early adopt the standard.

1 Te tauākī kaupapa-herekaute | Statement of accounting policies (continued)

TE WHAKARĀPOPOTO I NGĀ KAUPAPAHERE TĀPUA | SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a particular note are outlined below.

Foreign currency transactions

Foreign currency transactions (including those subject to forward exchange contracts) are translated into NZ dollars (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Cash and cash equivalents

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

Derivative financial instruments

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

Revenue in advance

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

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

Goods and services tax (GST)

Items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

Te Papa is exempt from the payment of income tax in terms of section 20 of the Museum of New Zealand Te Papa Tongarewa Act 1992. The wholly owned subsidiary Mahuki Tahī Ltd is subject to income tax, but for the 2022 financial year does not have any income tax obligations. Accordingly, no charge for income tax has been provided for.

Critical accounting estimates and assumptions

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

The estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- Useful lives and residual values of property, plant and equipment - refer to Note 8
- Useful lives of intangible assets - refer to Note 9
- Fair value of land and buildings - refer to Note 8
- Fair value of the collections - refer to Note 10
- Retirement and long service leave - refer to Note 13

1 Te tauākī kaupapa-herekaute | Statement of accounting policies (continued)

Critical judgements in applying accounting policies

Te Papa has exercised the following critical judgements in applying accounting policies:

- Other grants received - refer to note 3

The judgements are prefaced by the wording “Te Papa must exercise judgement when”.

Consolidation of the Foundation

The Group financial statements include the Te Papa Foundation as a controlled entity. The Foundation is a controlled entity under PBE IPSAS 35 for financial reporting purposes but is an independent charitable trust, with 4 of 6 trustees independent of Te Papa. The effect and considerations are disclosed in note 2.

Basis of consolidation

The consolidated financial statements are prepared by combining the financial statements of all the entities that comprise the Group, being Te Papa and its controlled entities. Consistent accounting policies are employed in the preparation and presentation of the consolidated financial statements.

In preparing the consolidated financial statements all material intercompany balances and transactions, and unrealised profits arising within the group are eliminated in full.

The subsidiary companies have the same reporting period as Te Papa.

2 Subsidiary companies consolidation balances

Mahuki Tahī Limited (wholly owned) subsidiary invested in selected participants in the Mahuki programme. The subsidiary’s only significant balance related to those investments which at the conclusion of the 2019 programme were valued at \$635,967. In 2020, Mahuki Tahī Limited implemented a divestment programme to relinquish the shareholdings in the Mahuki programme participants. As a consequence, Mahuki Tahī Limited no longer has significant assets. The decision to implement the divestment programme created a constructive obligation to divest the shareholdings and a provision for the value of the investments was created. At 30 June 2022 \$271,567 (2021: \$251,567) has been divested and \$364,400 (2021: \$384,400) remains in the provision. Work to divest the remaining investments is ongoing, and the only transactions in Mahuki Tahī Limited in the 2021/22 related to the divestment programme. Refer to Note 7.

Controlled entities consolidation balances

The Te Papa Foundation balances have been disclosed below rather than including them in the remaining notes for simplicity of presentation.

Te Papa receives grants from the Te Papa Foundation, which is an independent charitable trust, but deemed to be a controlled entity for financial reporting purposes. In 2022, Te Papa received \$553k (2021: \$224k) in grants from the Te Papa Foundation. \$543k (2021: \$204k) of these grants were effectively received at arm’s length, as they related to independent donations to the Foundation with specific outcomes required. The remaining \$10k in grants were received to support the Rita Angus exhibition.

2 Subsidiary companies consolidation balances (continued)

	Note	Actual 2022 \$000	Actual 2021 \$000
Revenue			
Interest revenue		45	67
Use of bequest funds		297	-
Donated and fundraising revenue		149	356
Goods and services received in kind	2.1	164	161
Expenditure			
Grants		553	224
Other expenses		12	13
Goods and services provided by Te Papa	2.1	164	161
Net surplus for the year		(74)	186
Other comprehensive revenue and expenses			
Gain on collection revaluation		-	11
Financial assets at fair value		(167)	(75)
Total comprehensive revenue and expenses		(241)	122
Represented by:			
Current assets			
Cash and cash equivalents		115	223
Art Pieces held for distribution		80	80
Accrued Revenue		8	11
Non-current assets			
Investments		1,756	2,183
Art Pieces		253	253
Total assets		2,212	2,750
Equity			
Reserves		1,142	1,606
Accumulated funds		1,070	1,144
Total equity		2,212	2,750

2.1 Goods and services provided by Te Papa

Te Papa provides goods and services to Te Papa Foundation in order to promote the Foundation and to attract funds and gifts to the Foundation. These services include and are not limited to:

- Day to day administration of the Foundation
- Donor/patron acquisition and stewardship
- Development and delivery of campaigns, appeals and Foundation stakeholder engagement opportunities and events

The costs of providing these goods and services are recognised in Te Papa's Financial Statements under Personnel Costs (Note 4) and Other Expenses (Note 5). Therefore, the related Foundation expenditure and revenue items disclosed above have been eliminated on consolidation.

	Actual 2022 \$000	Actual 2021 \$000
Personnel related services provided to Te Papa Foundation	121	119
Other goods and services provided to Te Papa Foundation	43	42
Total goods and services provided to Te Papa Foundation	164	161

3 Ngā whiwhinga | Revenue

Accounting Policies

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

Funding from the Crown

Te Papa is partially funded by the Crown. This funding is restricted in its uses for the purpose of Te Papa meeting the objectives specified in the Statement of Intent.

Te Papa considers there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

Other grants received

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

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

Donated assets

Where a physical asset is gifted to or acquired by Te Papa for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue. The fair value of donated assets is determined by either a market assessment of current value, or by an independent valuation by a registered valuer.

Provision of goods and services

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

Interest revenue

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

Sponsorship in kind

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

3.1 Ētahi atu whiwhinga | Other revenue

	Actual 2022 \$000	Actual 2021 \$000
Commercial revenue	10,991	14,519
Exhibition revenue	2,031	779
Other grants received	1,444	1,531
Other revenue	939	1,186
Rental income	198	194
Net foreign exchange gains	48	-
Sponsorship revenue	3,511	3,381
Total other revenue	19,162	21,590

Commercial revenue consists of event management, retail and hospitality activities and car parking. Sponsorship revenue recognises cash and in-kind goods or services supplied to Te Papa by sponsors.

Rental Income - Operating leases as lessor

Accounting Policy

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease receipts under an operating lease are recognised as revenue on a straight-line basis over the lease term.

The future aggregate minimum lease amounts to be received under non-cancellable operating leases are as follows:

	Actual 2022 \$000	Actual 2021 \$000
Not later than one year	196	143
Later than one year and not later than five years	310	181
Total non-cancellable operating leases	506	324

Te Papa leases part of the Tory Street building to the Wellington City Council. The current lease was renewed on 2 February 2022. Te Papa leases part of the Cable Street building to the Wellington Free Kindergarten Association. The current lease expires on 7 February 2025 with two 5 year rights of renewal.

There are no restrictions placed on Te Papa by any of its leasing arrangements.

3.2 Whiwhinga tapeke | Total revenue

Exchange and non-exchange revenue	Actual 2022 \$000	Actual 2021 \$000
Non-exchange revenue		
Revenue from the Crown	46,862	61,140
Donated revenue	1,648	676
Other grants received	-	55
Total non-exchange revenue	48,510	61,871
Exchange revenue		
Interest revenue	571	466
Commercial revenue	10,991	14,519
Exhibition revenue	2,031	779
Other grants received	1,444	1,476
Other revenue	939	1,186
Net foreign exchange gains	48	-
Rental income	198	194
Sponsorship revenue	3,511	3,381
Total exchange revenue	19,733	22,001
Total revenue	68,243	83,872

Non-exchange grants are categorised as those where there are no obligations in substance associated with the grant. If such an obligation exists, the grant is categorised as exchange revenue.

4 Utu kaimahi | Personnel costs

Accounting Policy

Salaries and Wages

Salaries and wages are recognised as an expense as employees provide services.

Superannuation Schemes

Defined contribution schemes

Employer contributions to Kiwi Saver and the Government Superannuation Fund (GSF) are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

	Actual 2022 \$000	Actual 2021 \$000
Salaries and wages	35,670	32,459
Defined contribution plan employer contributions	821	772
Increase in employee entitlements	113	316
Total personnel costs	36,604	33,547

In the 2022 financial year, Te Papa provided personnel services of \$121K (2021: \$119K) to Te Papa Foundation (Note 2.1). These amounts are included within the total personnel costs disclosed above.

Total remuneration paid or payable that is or exceeds \$100,000:
(excluding employer contributions to Kiwi Saver and GSF)

	Actual 2022 No:	Actual 2021 No:
Salary Band		
\$100,000 - \$110,000	14	10
\$110,001 - \$120,000	8	8
\$120,001 - \$130,000	11	11
\$130,001 - \$140,000	2	2
\$140,001 - \$150,000	4	3
\$150,001 - \$160,000	3	3
\$160,001 - \$170,000	6	6
\$180,001 - \$190,000	1	1
\$190,001 - \$200,000	1	1
\$210,001 - \$220,000	2	1
\$220,001 - \$230,000	1	-
\$230,001 - \$240,000	1	2
\$240,001 - \$250,000	3	3
\$270,001 - \$280,000	1	1
\$400,001 - \$410,000	-	1
\$430,001 - \$440,000	1	-
Total employees	59	53

During the 2022 financial year, 4 (2021: 6) employees received compensation and other benefits in relation to cessation of employment totalling \$174,700 (2021: \$80,969).

Cessation payments include payments in lieu of notice, redundancy, cessation leave, dependent payments and one-off payments.

This figure does not include any payments made for medical retirement or retirement.

5 Ngā whakapaunga taha whakahaere | Other expenses

	Actual 2022 \$000	Actual 2021 \$000
Administrative and general office expenses	1,968	983
Advertising and public relations	556	470
Building and exhibition operating costs	13,242	11,191
Computer and IT costs	2,959	2,649
Consultancy	1,555	541
Cost of commercial goods sold	4,252	5,008
Fees to auditor;		
- fees to Audit New Zealand for audit of financial statements	144	124
Inventories written off	1	101
Loss on disposal of assets	786	7,511
Other expenses (including Board Fees)	3,634	2,168
Donations and koha	15	11
Training and travel	746	644
Goods and services provided to Te Papa Foundation (Note 2.1)	43	42
Total other expenses	29,901	31,443

Board member remuneration

The total value of remuneration paid or payable to each Board member during the year was:

	Actual 2022 \$000	Actual 2021 \$000
Hon.Dame Fran Wilde (Chairperson)	33.0	30.3
Caren Jane Rangī	16.5	15.1
Prof. Jacinta Ruru	16.5	15.1
James Daniels	16.5	15.1
Jackie Lloyd	16.5	15.1
Cameron Harland	16.5	15.1
Andy Lowe	16.5	15.1
Prof. Dame Juliet Gerrard	16.5	15.1
Total board member remuneration	148.5	136.0

There have been no other payments made to committee members appointed by the Board who are not Board members during the financial year.

Te Papa has effected Directors' and Officers' Liability Insurance cover during the financial year in respect of the liability and costs of Board members and employees.

No Board members received compensation or other benefit in relation to cessation (2021: \$nil).

6 Ngā nama kia utua mai | Trade receivables

Accounting Policy

Short-term receivables are recorded at the amount due, less an allowance for credit losses. Te Papa applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables.

In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation.

Breakdown of receivables and further information

	Actual 2022 \$000	Actual 2021 \$000
Receivables (gross)	1,739	2,253
Less: Allowance for credit losses	(132)	(131)
Receivables	1,607	2,122
Receivables comprise:		
Receivables from the sale of goods and services (exchange transactions)	1,607	2,122
Receivables from grants (non-exchange transactions)	-	-

The expected credit loss rates for receivables at 30 June 2022 and 1 July 2021 are based on the payment profile of revenue on credit over the prior 2 years at the measurement date and the corresponding historical credit losses experienced for that period. The historical loss rates are adjusted for current and forward-looking macroeconomic factors that might affect the recoverability of receivables. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

The allowance for credit losses at 30 June 2022 and 1 July 2021 was determined as follows:

30 June 2022	Receivable past days due				Total
	Current	More than 30 days	More than 60 days	More than 90 days	
Expected credit loss rate	0.0%	0.0%	0.0%	84.1%	
Gross carrying amount (\$000)	1,328	94	160	157	1,739
Lifetime expected credit loss (\$000)	-	-	-	132	132

1 July 2021	Receivable past days due				Total
	Current	More than 30 days	More than 60 days	More than 90 days	
Expected credit loss rate	0.0%	0.0%	0.0%	87.3%	
Gross carrying amount (\$000)	1,958	132	13	150	2,253
Lifetime expected credit loss (\$000)	-	-	-	131	131

The movement in the allowance for credit losses is as follows:

	Actual 2022 \$000	Actual 2021 \$000
Opening allowance for credit losses as at 1 July	131	3
Increase in loss allowance made during the year	1	142
Receivables written off during the year	-	(14)
Balance at 30 June	132	131

7 Ngā mahi haumi | Investments

Accounting Policy

Bank term deposits

Bank term deposits are initially measured at the amount invested. Interest is subsequently accrued and added to the investment balance. A loss allowance for expected credit losses is recognised if the estimated loss allowance is not trivial.

Funds under management

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

	Actual 2022 \$000	Actual 2021 \$000
Current portion		
Term deposits	25,000	24,000
Total current portion	25,000	24,000
Non-current portion		
Shares	169	162
Milford Asset Management	9,106	9,480
Equity Investments in Mahuki Participants	364	384
Provision for Divestment in Mahuki Participants	(364)	(384)
Total non-current portion	9,275	9,642
Total investments	34,275	33,642

Provision for Divestment in Mahuki Participants

Mahuki Tahi Limited (wholly owned) subsidiary invested in selected participants in the Mahuki programme. The subsidiary's only significant balance related to those investments which at the conclusion of the 2019 programme were valued at \$635,967. In 2020, Mahuki Tahi Limited implemented a divestment programme to relinquish the shareholdings in the Mahuki programme participants. As a consequence, Mahuki Tahi Limited no longer has significant assets. The decision to implement the divestment programme created a constructive obligation to divest the shareholdings and a provision for the value of the investments was created. At 30 June 2022 \$271,567 (2021: \$251,567) has been divested and \$364,400 (2021: \$384,400) remains in the provision. Work to divest the remaining investments is ongoing.

Milford Asset Management

Milford Asset Management Group have been engaged to invest surplus funds on behalf of Te Papa in the passive bond market. The securities acquired are in accordance with legislation governing Te Papa and other government organisations.

Investments in controlled entities

The consolidated financial statements include the financial statements of The Museum of New Zealand Te Papa Tongarewa, the ultimate parent of the Group, and its controlled entity, being Te Papa Foundation.

8 Te whare, te utauta, te taputapu | Property, plant and equipment

Accounting Policy

Property, plant and equipment consists of the following asset classes: land, non-residential buildings, land improvements, furniture and fittings, plant & equipment, motor vehicles, computer hardware and exhibitions.

Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation and impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Revaluations

Land and buildings are revalued with sufficient regularity to ensure that the carrying amount does not differ materially from fair value and at least every 3 years. A valuation was undertaken for land and buildings as at 30 June 2022, 2 years since the previous valuation as there has been significant movement in the costs of construction since the last valuation.

Land and building revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to a property, plant and equipment revaluation reserve in equity.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from fair value. If there is evidence supporting a material difference, then the off-cycle asset classes are revalued.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Te Papa and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Property, plant, and equipment is initially recognised at cost. Where an asset is acquired through a non-exchange transaction, it is recognised at fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to the accumulated surplus/(deficit) within equity.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Te Papa and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the statement of comprehensive revenue and expenses as they are incurred.

Depreciation

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

• Non-residential Buildings (including components)	5 to 150 years	(0.67% to 20%)
• Land improvements	5 to 50 years	(2% to 20%)
• Furniture and Fittings	3 to 30 years	(3.33% to 33%)
• Plant and Equipment	3 to 25 years	(4% to 33%)
• Computer Hardware	3 to 10 years	(10% to 33%)
• Exhibitions	1.5 to 15 years	(6.67% to 66%)
• Motor vehicles	5 to 10 years	(10% to 20%)

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

8 Te whare, te utauta, te taputapu | Property, plant and equipment (continued)

Impairment of property, plant and equipment

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value, less costs to sell, and value in use.

Value in use is the present value of an asset's remaining service potential. It is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable service amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

Critical accounting estimates and assumptions

Estimating useful lives and residual values of property, plant and equipment

At each balance date, the useful lives and residual values of property, plant and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates or property, plant and equipment requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by Te Papa and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the surplus or deficit, and carrying amount of the asset in the statement of financial position. Te Papa minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programs;
- review of second-hand market prices for similar assets; and
- analysis of prior asset sales.

Te Papa has not made significant changes to past assumptions concerning useful lives and residual values.

Estimating the fair value of land and buildings

The most recent valuation of land and buildings was performed by independently contracted registered valuer, W.Nyberg of CBRE Limited. The valuation is effective as at 30 June 2022. The total fair value is \$474,526,000.

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. The total fair value is \$132,930,000.

Specialised buildings are valued at fair value using depreciated replacement cost (optimised). Market based evidence and significance of the property were considered in determining the fair value of buildings. The total fair value is \$341,596,000.

8 Te whare, te utauta, te taputapu | Property, plant and equipment (continued)

	Land \$000	Non-residential Buildings \$000	Land Improvements \$000	Plant and Equipment \$000	Computer Hardware \$000	Motor Vehicles \$000	Furniture and Fittings \$000	Exhibitions \$000	WIP \$000	Total \$000
Cost or valuation										
Balance at 1 July 2020	130,019	305,603	4,471	21,824	4,765	317	9,954	47,867	3,172	527,992
Additions	-	394	-	655	557	-	118	-	1,473	3,197
Asset transfers	-	3,055	-	344	-	-	14	48	(3,461)	-
Other asset adjustments	-	286	-	(286)	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-
Disposals	-	(668)	-	(1,969)	(363)	-	-	-	-	(3,000)
Balance at 30 June 2021	130,019	308,670	4,471	20,568	4,959	317	10,086	47,915	1,184	528,189
Balance at 1 July 2021	130,019	308,670	4,471	20,568	4,959	317	10,086	47,915	1,184	528,189
Additions	-	515	-	1,016	629	-	112	8	2,072	4,352
Asset transfers	-	1,211	-	256	9	-	192	-	(1,668)	-
Other asset adjustments	-	5	-	-	2	-	-	-	-	7
Revaluation	2,911	37,611	-	-	-	-	-	-	-	40,522
Disposals	-	(506)	-	(44)	(109)	(2)	-	(1,421)	-	(2,082)
Balance at 30 June 2022	132,930	347,506	4,471	21,796	5,490	315	10,390	46,502	1,588	570,988
Accumulated Depreciation										
Balance at 1 July 2020	-	2,052	948	18,119	4,067	183	8,053	33,596	-	67,018
Depreciation Expense	-	11,227	144	1,303	454	25	294	2,597	-	16,044
Other Asset Adjustments	-	280	-	(280)	-	-	-	-	-	-
Eliminate on revaluation	-	-	-	-	-	-	-	-	-	-
Eliminate on disposal	-	(351)	-	(1,933)	(361)	-	-	-	-	(2,645)
Balance at 30 June 2021	-	13,208	1,092	17,209	4,160	208	8,347	36,193	-	80,417
Balance at 1 July 2021	-	13,208	1,092	17,209	4,160	208	8,347	36,193	-	80,417
Depreciation Expense	-	10,469	143	1,184	517	25	299	2,416	-	15,053
Other Asset Adjustments	-	-	-	-	-	-	-	-	-	-
Eliminate on revaluation	-	(17,611)	-	-	-	-	-	-	-	(17,611)
Eliminate on disposal	-	(243)	-	(40)	(109)	(2)	-	(1,410)	-	(1,804)
Balance at 30 June 2022	-	5,923	1,235	18,353	4,568	231	8,646	37,199	-	76,055
Carrying amounts										
At 30 June 2020	130,019	303,551	3,523	3,705	698	134	1,901	14,271	3,172	460,974
At 30 June 2021	130,019	295,462	3,379	3,359	799	109	1,739	11,722	1,184	447,772
At 30 June 2022	132,930	341,683	3,236	3,443	922	84	1,744	9,303	1,588	494,933

8 Te whare, te utauta, te taputapu | Property, plant and equipment (continued)

The total amount of property, plant and equipment in the course of construction is \$1.588m (2021 : \$1.184m). Within that amount \$668k (2021: \$841k) relates to property and facility-related projects.

There are no items of property, plant and equipment (2021: \$nil), that have been pledged as security and there are no restrictions on any of these items (2021: \$nil).

Capital commitments and operating leases

	Actual 2022 \$000	Actual 2021 \$000
Capital commitments		
Property, plant and equipment	697	496
Total capital commitments	697	496

Operating leases as lessee

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

	Actual 2022 \$000	Actual 2021 \$000
Not later than one year	319	282
Later than one year and not later than five years	638	-
Total non-cancellable operating leases	957	282

Te Papa leases 3,348m² of warehousing space at 1 Jepsen Grove in Upper Hutt. The current lease expires on 19 June 2025 with two, 3 year rights of renewal.

9 Ngā hua whakawairua | Intangible assets

Accounting Policy

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use by Te Papa are recognised as an intangible asset. Direct costs include the software development and employee costs.

Staff training, costs associated with maintaining computer software and the maintenance of Te Papa's website are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised through the statement of comprehensive revenue and expenses.

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

Acquired computer software	2-10 years	(10% to 50%)
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Impairment of intangible assets

Refer to the policy for impairment of property, plant and equipment in Note 8. The same approach applies to the impairment of intangible assets.

Critical accounting estimates and assumptions

Estimating the useful lives of intangible assets

In assessing the useful lives of intangible assets, a number of factors are considered, including:

- the period of time the asset is intended to be in use;
- the effect of technological change on systems and platforms; and
- the expected timeframe for the development of replacement systems and platforms

An incorrect estimate of the useful lives of intangible assets will affect the amortisation expense recognised in the surplus or deficit, and the carrying amount of the intangible assets in the statement of financial position.

9 Ngā hua whakawairua | Intangible assets (continued)

Movements for each class of intangible asset are as follows:

	Intangibles \$000	WIP \$000	Total \$000
Cost or valuation			
Balance at 1 July 2020	10,997	22	11,019
Additions	16	14	30
Asset transfers	6	-	6
Disposals	-	-	-
Balance at 30 June 2021	11,019	36	11,055
Balance at 1 July 2021	11,019	36	11,055
Additions	-	61	61
Asset transfers	96	(96)	-
Disposals	(15)	-	(15)
Balance at 30 June 2022	11,100	1	11,101
Accumulated Amortisation			
Balance at 1 July 2020	8,330	-	8,330
Amortisation expense	1,161	-	1,161
Eliminate on disposal	-	-	-
Balance at 30 June 2021	9,491	-	9,491
Balance at 1 July 2021	9,491	-	9,491
Amortisation expense	629	-	629
Eliminate on disposal	(15)	-	(15)
Balance at 30 June 2022	10,105	-	10,105
Carrying amounts			
At 30 June 2020	2,667	22	2,689
At 30 June 2021	1,528	36	1,564
At 30 June 2022	995	1	996

There are no restrictions over the title of Te Papa's intangible assets, nor are any intangible assets pledged as security for liabilities.

10 Kohikohinga taonga o Te Whare o Te Papa Tongarewa | Collections

Accounting Policy

Te Papa's collections are recorded at cost or valuation, with the exception of the Natural History collections, which are shown at replacement cost. Collection valuations are programmed annually to ensure that each class of collections is valued once every three years. Acquisitions to collections between revaluations are recorded at cost. In years that a collection is not valued, Te Papa assesses whether there has been any significant and/or material movement in value that would require a change in stated value and discloses whether there has been any assessed change. Refer to note 14.3 for the accounting policy relating to collection revaluations.

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.

10 Kohikohinga taonga o Te Whare Taonga o Te Papa Tongarewa | Collections (continued)

	Art	Te Aka Matua Library	History	Mātauranga Māori	Natural History	Philatelic	Pacific and International	Photography	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance at 1 July 2020	224,077	4,950	78,504	249,705	145,697	111,299	98,809	39,183	952,224
Acquisitions	1,575	-	128	360	417	8	73	145	2,706
Donated assets	56	-	12	2	150	19	4	319	562
Other asset adjustments	-	-	(343)	-	-	305	-	38	-
Revaluation increase / (decrease)	63,533	-	-	-	-	4,497	-	-	68,030
Deaccessions	-	-	-	-	-	-	(7,030)	-	(7,030)
Balance at 30 June 2021	289,241	4,950	78,301	250,067	146,264	116,128	91,856	39,685	1,016,492
Balance at 1 July 2021	289,241	4,950	78,301	250,067	146,264	116,128	91,856	39,685	1,016,492
Acquisitions	2,112	-	243	248	361	-	109	66	3,139
Donated assets	599	-	20	16	408	-	360	26	1,429
Other asset adjustments	-	-	-	-	-	-	-	-	-
Revaluation increase / (decrease)	-	-	500	(17,400)	-	-	(10,942)	-	(27,842)
Deaccessions	-	-	(500)	(150)	-	-	-	-	(650)
Balance at 30 June 2022	291,952	4,950	78,564	232,781	147,033	116,128	81,383	39,777	992,568

10 Kohikohinga taonga o Te Whare Taonga o Te Papa Tongarewa | Collections (continued)

Collection	Last revalued	Valuation basis/methodology
Art	30/06/2021	Based on current market values, some items are valued on a sample basis (such as prints and photos). Some art works are valued in foreign currency and then translated into NZ\$ where the market is international. Other items are valued based on the market for similar items with values drawn from auction and dealers' catalogues. The valuation for the Art works, paintings, works on paper, sculpture and collected archives collections was undertaken by Dunbar Sloane and Hamish Coney as an independent valuer in 2021.
Te Aka Matua Library	30/06/2020	These are variously valued using a combination of market values, replacement cost, sampling and comparative values. The valuation for the Library collection was undertaken by Dunbar Sloane as an independent valuer in 2020.
History	30/06/2020	Where possible these are valued with reference to current market values obtained from auction catalogues. Some items of irreplaceable historical significance are valued by comparison with other similarly irreplaceable items. The valuation for the History collection was undertaken by Dunbar Sloane as independent valuer in 2020, with the exception of the Numismatics collection (coins and medals) which was valued by Mowbray Collectables Ltd as an independent valuer in 2020.
Mātauranga Māori	30/06/2022	These items are valued based on current domestic sales based on catalogues from reputable auction houses. The valuation for the Mātauranga Māori collection was undertaken by Dunbar Sloane Ltd and Hamish Coney as independent valuers in 2022.
Natural History	30/06/2020	Botanical, Invertebrates and Vertebrates are divided into lots and then valued on the basis of estimated replacement costs. Some specimens were given a commercial value based on current auction sales and dealers' catalogues. Archaeozoological items are valued based on an estimated replacement cost of archaeological excavations. Valuation of the Botanical, Vertebrate and Invertebrate Collections is performed via an internally developed model based on the expected replacement costs. The model has been independently validated by an accredited valuer of similar collections for the Australian Government. A number of items within the Botanical, Vertebrate and Invertebrate collections that have commercial value have been valued in 2020 by Dunbar Sloane as an independent valuer.
Philatelic	30/06/2021	The market value of this collection has been valued based on reputable stamp catalogues and references. Bulk items were sampled. The valuer noted that if Te Papa was to release items to the market, that this would have a negative impact on these valuations. Te Papa does not intend to release collection items to the market. The valuation for the Philatelic collection was undertaken by Mowbray Collectables Ltd as an independent valuer in 2021.
Pacific and International	30/06/2022	Based on international and local sales drawn from auction sales and dealers' catalogues. The valuation for the Pacific and International collections was undertaken by Dunbar Sloane Ltd and Andrew Pendergrast as independent valuers in 2022.
Photography	30/06/2020	Based on market values drawn from auction sales and dealers' catalogues. The valuation for the Photography collection was undertaken by Dunbar Sloane as an independent valuer in 2020.

In the 2022 financial year, there was an internal assessment as to whether there was any significant and/or material movement in value in the collections not independently valued. This assessment, utilising a detailed questionnaire covering changes in collection markets, the status of significant creators or collection holdings, and the care of the collections was undertaken by the relevant Curatorial Heads and coordinated through the Collection Development Committee. It was determined that there was no significant and/or material movement in value in the collections not independently valued. This assessment included any known impact of COVID-19.

11 Ngā nama kia utua atu | Payables

Accounting Policy

Short-term payables are recorded at the amount payable.

	Actual 2022 \$000	Actual 2021 \$000
Creditors	1,448	1,340
Accrued expenses	1,982	1,883
Other payables	2	4
Total payables	3,432	3,227

All payables are considered exchange transactions.

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms.

12 Pūtea penapena | Provisions

Accounting Policy

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

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

Provisions

There are no provisions (2021: \$nil).

Contingencies

Te Papa has no quantifiable contingent liabilities or contingent assets (2021: \$nil).

Te Papa has an unquantifiable contingent liability relating to likely, but unidentified amounts owing under the Holidays Act.

13 Ngā whakawhiwhinga kaimahi | Employee entitlements

Accounting Policy

Short-term employee entitlements

Employee entitlements that are expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service are measured based on accrued entitlements at current rates of pay.

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

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

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

Long-term employee entitlements

Employee entitlements that are not expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service, such as retirement and long service leave, have been calculated on an actuarial basis.

The calculations are based on:

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

Presentation of employee entitlements

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

Critical accounting estimates and assumptions

Two key assumptions used in calculating this liability include the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability.

Expected future payments are discounted using forward discount rates derived from the yield curve of New Zealand Government Bonds. The discount rate used have maturities that match, as closely as possible, the estimated future cash outflows. The salary inflation factor has been determined after considering historical salary inflation patterns.

The discount rates used for 2022 were: 1 year 3.34%; 2 years 3.70%; 3 years plus; 4.29% and long term salary inflation rate of 3.01% (2021: discount rates used were: 1 year 0.38%; 2 years 0.81%; 3 years plus; 3.08% and long term salary inflation rate of 3.08%).

	Actual 2022 \$000	Actual 2021 \$000
Current portion		
Accrued salaries and wages	835	781
Annual leave	2,592	2,409
Sick leave	47	29
Retirement and long service leave	199	332
Total current portion	3,673	3,551
Non-current portion		
Retirement and long service leave	239	248
Total non-current portion	239	248
Total employee entitlements	3,912	3,799

14 Te tūtanga | Equity

Accounting Policy

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

- contributed capital;
- restricted reserves;
- property, plant and equipment revaluation reserve;
- collection revaluation reserve;
- financial assets at fair value reserve; and
- accumulated surplus/(deficit)

Capital management

Te Papa's capital is its equity, which comprises accumulated funds and other reserves. Equity is represented by net assets.

Te Papa is subject to financial management and accountability provisions of the Crown Entities Act 2004, which imposes restrictions in relation to borrowing, acquisition of securities, issuing guarantees and indemnities and the use of derivatives. No indemnities have been provided any member, office holder, or employee beyond those provided by standard insurance policies or employment contracts in the 2021/22 Financial Year.

Te Papa has complied with the financial management requirements of the Crown Entities Act 2004 during the year.

Te Papa manages its equity as a by-product of prudently managing revenues, expenses, assets, liabilities, investments, and general financial dealings to ensure Te Papa effectively achieves its objectives and purpose, while remaining a going concern.

Breakdown of equity and further information:

	Actual 2022 \$000	Actual 2021 \$000
Contributed capital		
Balance at 1 July	525,898	522,898
Capital contribution	3,000	3,000
Balance at 30 June	528,898	525,898
Restricted reserves		
Balance at 1 July	1,853	701
Net movement	(84)	1,152
Balance at 30 June	1,769	1,853
Property, plant and equipment revaluation reserve		
Balance at 1 July	265,710	266,628
Revaluations	58,133	-
Use of asset class revaluation reserve for disposed assets	(249)	(318)
Transfer to accumulated surplus/(deficit) on disposal	(264)	(600)
Balance at 30 June	323,330	265,710
Collection revaluation reserve		
Balance at 1 July	921,960	860,960
Revaluations	(27,841)	68,030
Transfer to accumulated surplus/(deficit) on deaccession	(150)	(7,030)
Balance at 30 June	893,969	921,960
Financial assets at fair value reserve		
Balance at 1 July	(184)	140
Net change in fair value	(856)	(324)
Balance at 30 June	(1,040)	(184)
Accumulated surplus/(deficit)		
Balance at 1 July	(214,251)	(223,558)
Net surplus	(13,944)	1,677
Property, plant and equipment & collection revaluation reserve transfer on disposal	414	7,630
Balance at 30 June	(227,781)	(214,251)
Total equity	1,519,145	1,500,986

14.1 Restricted reserves

Accounting Policy

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

	Actual 2022 \$000	Actual 2021 \$000
Restricted reserves consists of:		
- Trusts and bequests (non-exchange transactions)	843	1,024
- Project funding (exchange transactions)	926	829
Total restricted reserves	1,769	1,853

No other reserves are subject to restrictions on distribution.

14.2 Property, plant and equipment revaluation reserves

Accounting Policy

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

	Actual 2022 \$000	Actual 2021 \$000
Property, plant and equipment revaluation reserve consists of:		
Land	96,498	93,587
Buildings	216,179	161,470
Other	10,653	10,653
Total property, plant and equipment revaluation reserve	323,330	265,710

14.3 Collection revaluation reserve

Accounting Policy

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

	Actual 2022 \$000	Actual 2021 \$000
Collection revaluation reserves consists of:		
Art (including Ceramics)	246,428	246,428
Te Aka Matua Library	2,086	2,086
History	75,628	75,128
Mātauranga Māori	209,307	226,707
Natural History	137,377	137,377
Philatelic	106,664	106,664
Pacific and International	79,565	90,507
Photography	37,063	37,063
Total collection revaluation reserve	894,118	921,960

14.4 Financial assets at fair value reserve

Accounting Policy

This reserve comprises the cumulative net change of financial assets classified as fair value through other comprehensive revenue and expense. Currently this comprises funds under management with Milford Asset Management Group (see note 16.2).

15 Ngā whakawhitiwhiti ki ngā rōpū whai pānga mai | Related party transactions

Te Papa is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect Te Papa would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Refer to notes 2 and 7 for related party disclosures relevant to Te Papa and the Te Papa Foundation, and the Mahuki subsidiary companies.

Key management personnel compensation

	Actual 2022 \$000	Actual 2021 \$000
Board Members		
Remuneration	149	136
Full-time equivalent members	0.6	0.6
Leadership Team		
Remuneration (including employer contributions to Kiwi Saver and GSF)	2,308	2,269
Full-time equivalent members	8.0	8.0
Total key management personnel remuneration	2,457	2,405
Total full-time equivalent personnel	8.6	8.6

Key management personnel include all Board members, the Chief Executive, Kaihautu, and the Leadership team, a total of 16 (2021: 16).

The full-time equivalent for Board members has been determined based on the frequency and length of Board meetings and the estimated time for Board members to prepare for meetings.

All related party transactions have been entered into by Te Papa for any organisation in which management personnel have declared an interest in the 2022 financial year have been conducted under normal trading terms and conditions.

An analysis of Board member remuneration is provided in note 5.

16 Ngā taputapu whakanao pūtea | Financial instruments

16.1 Financial instrument categories

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

	Actual 2022 \$000	Actual 2021 \$000
Financial assets measured at amortised cost		
Cash and cash equivalents	4,227	6,948
Term deposits	25,000	24,000
Debtors and other receivables	1,607	2,122
Total Financial assets measured at amortised cost	30,834	33,070
Financial assets at fair value through other comprehensive revenue and expense		
Investments	9,275	9,642
Total financial assets at fair value	9,275	9,642
Financial liabilities measured at amortised cost		
Payables (excluding revenue in advance, taxes payable and grants received subject to conditions)	3,432	3,227
Total financial liabilities - measured at amortised cost	3,432	3,227

16.2 Fair value hierarchy

Accounting Policy

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

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

The following table analyses the basis of the valuation of classes of financial instruments measured at fair value in the statement of financial position:

	Actual 2022 \$000	Actual 2021 \$000
Financial assets	9,275	9,642
Shares - Quoted market price	169	162
Investments (Milford Asset Management) - Quoted market price	9,106	9,480

16 Ngā taputapu whakanao pūtea | Financial instruments (continued)

16.3 Financial instrument risks

Accounting Policy

Te Papa's activities expose it to a variety of financial instrument risks, including market risk, credit risk, and liquidity risk. Te Papa has policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market risk

Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. Te Papa's equity investments are exposed to price risk because they are listed investments.

Te Papa's equity investments are held for strategic purposes as opposed to generating a financial return.

Sensitivity analysis

The equity investments are publicly traded. If the share price at 30 June 2022 had fluctuated by plus or minus 0.5% (2021:0.5%), the effect would have been an increase/decrease of \$845 (2021: \$813).

Fair Value interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. Te Papa's exposure to fair value interest rate risk is limited to its bank deposits that are held at fixed rates of interest. Te Papa does not actively manage its exposure to fair value interest rate risk.

Cash flow interest rate risk

Cash flow interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates. Investments and borrowings issued at variable interest rates expose Te Papa to cash flow interest rate. Te Papa's investment policy requires a spread of investment maturity dates to limit exposure to short-term interest rate movements. Te Papa currently has no variable interest rate investments and has no borrowings.

Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Te Papa sells and purchases goods and services from overseas that require it to enter into and settle transactions denominated in foreign currencies. Te Papa holds small balances of USD, CAD and AUD with a NZ financial institution in order to settle transactions in foreign currencies when necessary. As a result of these activities, exposure to currency risk arises.

Te Papa manages future dated foreign currency risks arising from contractual commitments and liabilities by entering into forward foreign exchange contracts to manage the foreign currency risk exposure.

Sensitivity analysis

As at 30 June 2022, if the NZ dollar had weakened/strengthened by 5% (2021: 5%) against all off the foreign currencies held, with all other variables held constant, the surplus/(deficit) for the year would have been:

- \$19,569 (2021: \$19,936) lower if the NZ dollar had weakened
- \$20,547 (2021: \$20,933) higher if the NZ dollar had strengthened

This movement is attributable to foreign exchange gains/losses on translation of the foreign-denominated bank account balances.

Credit risk

Credit risk is the risk that a third party will default on its obligation to Te Papa, causing Te Papa to incur a loss.

Te Papa is exposed to credit risk from cash and term deposits with banks, receivables, and derivative financial instrument assets. For each of these, the maximum credit exposure is best represented by the carrying amount in the statement of financial position.

Risk management

For receivables, Te Papa reviews the credit quality of customers before granting credit. It continues to monitor and manage receivables based on their ageing and adjusts the expected credit loss allowance accordingly. There are no significant concentrations of credit risk. Due to the timing of its cash inflows and outflows, Te Papa invests surplus cash with registered banks with a Standard and Poor's credit rating of at least A2 for short-term investments and A for long-term investments. Te Papa invests funds and enters into derivative financial instruments only with registered banks that have a Standard and Poor's credit rating of at least A2 for short-term investments and A for long-term investments. Te Papa's investments in term deposits are considered to be low-risk investments. The credit ratings of banks are monitored for credit deterioration.

16.3 Financial instrument risks (continued)

Security

No collateral or other credit enhancements are held for financial assets that give rise to credit risk.

Credit risk exposure by credit risk rating grades, excluding receivables

The gross carrying amount of financial assets, excluding receivables, by credit rating is provided below by reference to Standard and Poor's credit ratings.

	Actual 2022 \$000	Actual 2021 \$000
Cash at bank and term deposits		
AA-	29,227	30,948
Total cash at bank and term deposits	29,227	30,948

Liquidity risk

Management of Liquidity risk

Liquidity risk is the risk that Te Papa will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash and the ability to close out market positions.

Te Papa manages liquidity risk by continuously monitoring forecast and actual cash flow requirements.

Contractual maturity analysis of financial liabilities

Creditors and other payables (note 11) are expected to be settled within 6 months of balance date.

Te Papa has foreign exchange forward contracts in place at 30 June 2022 for US\$340,000 with a face value of NZ\$503,340 (2021: US\$407,000, NZ\$602,325). These contracts are matched to contractual obligations and US\$280,000(NZ\$413,667) will be settled by June 2023 and US\$60,000(NZ\$89,673) will be settled by September 2023.

17 He āhuatanga i pā i muri i te rā whakaatu tūnga pūtea | Events after the balance sheet date

There were no significant events after the balance date.

18 He whakamārama mō ngā tīhoinga tawhiti i te pūtea i whakaritea | Explanation of significant variances against budget

The budget figures are derived from the Statement of Performance Expectations as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board for the preparation of these financial statements.

The table below outlines the statement of comprehensive revenue and expenses with subsequent explanation as to the material variances between actual and budget result.

Te tauākī whiwhinga, whakapaunga whānui | Statement of Comprehensive Revenue and Expenses

Mō te tau i eke i te 30 o Pipiri 2022 | for the year ended 30 June 2022

	Actual 2022 \$000	Budget 2022 \$000	Variance to budget \$000
Revenue			
Revenue from the Crown	46,862	46,141	721
Interest income	571	350	221
Other revenue	19,162	22,106	(2,944)
Donated revenue	1,648	400	1,248
Total revenue	68,243	68,997	(754)
Expenses			
Personnel costs	36,604	37,303	(699)
Other expenses	29,901	32,639	(2,738)
Total expenses	66,505	69,942	(3,437)
Earnings before depreciation and amortisation	1,738	(945)	2,683
Depreciation and amortisation expenses	15,682	17,500	(1,818)
Surplus/(deficit)	(13,944)	(18,445)	4,501
Other comprehensive revenue and expense			
Loss on collection revaluation	(27,841)	-	(27,841)
Gain on property, plant and equipment revaluation	58,133	-	58,133
Financial assets at fair value	(856)	-	(856)
Total other comprehensive revenue and expense	29,436	-	29,436
Total comprehensive revenue and expense	15,492	(18,445)	33,937

Interest income

Due to the impact of COVID-19, and a consequential decrease in operating and capital spend, Te Papa had more cash on hand to invest in short term deposits, resulting in an increase in planned interest revenue.

Other revenue

Te Papa based its budget for revenue on a COVID-19 scenario that assumed a level of activity experienced towards the end of the 2020/21 financial year. This scenario did not reflect the level of lockdowns in Auckland and arrival of the Omicron variant that significantly interrupted business activity. Consequently, commercial and other revenues were lower than budget.

Donated revenue

The level of donated collection items and accessioning of completed field collections was greater than anticipated.

Other expenses

2021/22 was a year characterised by supply chain delays, a tight labour market and high levels of conservatism relating to audience engagement related activities. This impacted the ability to deliver significant parts of Te Papa's work programme and consequently costs were lower than budgeted. Commercial events were also impacted, and those costs related to the delivery of commercial activity were lower than budgeted.

Depreciation and amortisation expenses

Depreciation was under budget as there were delays in planned capital works in both 2020/21 and 2021/22 that were anticipated to have a depreciation impact in the 2022 financial year.

Other comprehensive revenue and expenses

Movements in other comprehensive items are subject to external forces, which are outside the control of Te Papa, and therefore are not budgeted for.

18 He whakamārama mō ngā tīhoinga tawhiti i te pūtea i whakaritea | Explanation of significant variances against budget (continued)

Te tauākī tūnga pūtea | Statement of Financial Position

I te 30 o Pipiri 2022 | as at 30 June 2022

	Actual 2022 \$000	Budget 2022 \$000	Variance to budget \$000
Assets			
Current assets			
Cash and cash equivalents	4,227	3,235	992
Receivables	1,607	1,485	122
Investments	25,000	16,500	8,500
Prepayments	1,094	1,513	(419)
Inventories	1,615	1,614	1
Publications work in progress	(66)	46	(112)
Total current assets	33,477	24,393	9,084
Non-current assets			
Investments	9,275	9,629	(354)
Property, plant and equipment	494,933	445,166	49,767
Collections	992,568	1,047,888	(55,320)
Intangible assets	996	1,281	(285)
Total non-current assets	1,497,772	1,503,964	(6,192)
Total assets	1,531,249	1,528,357	2,892
Liabilities			
Current liabilities			
Payables	3,432	2,948	484
Revenue in advance	4,760	3,949	811
Employee entitlements	3,673	2,508	1,165
Total current liabilities	11,865	9,405	2,460
Non-current liabilities			
Employee entitlements	239	238	1
Total non-current liabilities	239	238	1
Total liabilities	12,104	9,643	2,461
Net assets	1,519,145	1,518,714	431
Equity			
Contributed capital	528,898	528,898	-
Restricted reserves	1,769	2,890	(1,121)
Property, plant and equipment revaluation reserve	323,330	276,646	46,684
Collection revaluation reserve	893,969	934,024	(40,055)
Financial assets at fair value reserve	(1,040)	(190)	(850)
Accumulated surplus/(deficit)	(227,781)	(223,554)	(4,227)
Total equity	1,519,145	1,518,714	431

18 He whakamārama mō ngā tīhoinga tawhiti i te pūtea i whakaritea | Explanation of significant variances against budget (continued)

Current assets

Variation to budget for current assets has been shaped largely by the ongoing impact of COVID-19. Cash and current investment balances are higher due to a reduction in spend across both the operating and capital programme. Prepayments are lower due to the impact of the Surrealist Art exhibition, where a significant portion of costs which were incurred in 2020/21 were released to coincide with the timing of the exhibition.

Non-Current assets

An out of cycle revaluation of the land and buildings was required in 2021/22, as COVID-19 had significantly impacted building replacement costs, and this revaluation was not budgeted for, while changes in collections due to revaluations are not budgeted for.

Current liabilities

The international touring exhibition Bug Lab was sold into future venues in North America in 2022 and 2023, reflecting an increase in revenue received in advance, as well as some venues due to be exhibiting this in 2020/21 postponing due to the pandemic. These venues have rescheduled for later dates and their prepaid exhibition fees remain recognised in revenue in advance. Increases in annual leave liabilities have occurred due to the reluctance of kaimahi to take annual leave in the COVID-19 environment.

Equity

Variations to budget for equity represent the net effect of the variations described above.

Te tauākī kapewhiti | Statement of Cash Flows

Mō te tau i eke i te 30 o Pipiri 2022 | for the year ended 30 June 2022

	Actual 2022 \$000	Budget 2022 \$000	Variance to budget \$000
Cash flows from operating activities			
Receipts from the Crown	47,286	46,279	1,007
Interest revenue	201	350	(149)
Receipts from other revenue	19,211	22,368	(3,157)
Payments to suppliers	(27,054)	(32,639)	5,585
Payments to employees	(36,394)	(37,303)	909
Goods and services tax (net)	(135)	-	(135)
Net cash from operating activities	3,115	(945)	4,060
Cash flows from investing activities			
Receipts from sale of property, plant and equipment	13	-	13
Purchase of property, plant and equipment	(4,352)	(10,019)	5,667
Purchase of collections	(3,139)	(3,000)	(139)
Purchase of intangible assets	(61)	(160)	99
Movement in investments	(1,297)	9,500	(10,797)
Net cash from investing activities	(8,836)	(3,679)	(5,157)
Cash flows from financing activities			
Capital contribution from the Crown	3,000	3,000	-
Net cash from financing activities	3,000	3,000	-
Net decrease in cash and cash equivalents	(2,721)	(1,624)	(1,097)
Cash and cash equivalents at the beginning of the year	6,948	4,859	2,089
Cash and cash equivalents at the end of the year	4,227	3,235	992

Cash flows from operating activities

That receipts from other income were lower than anticipated reflects the performance to budget for other revenue, and the lower payments to suppliers reflects the disruption to the 2021/22 work programme due to COVID-19.

Cash flows from investing activities

Purchase of property, plant and equipment was impacted by the reduction in the capital programme, and the movement in investments represents the impact of a lower level of anticipated spend, as investments were not called upon to fund activity.

19 KOWHEORI-19 | COVID-19

Impact of COVID-19

New Zealand went into a national lockdown in August 2021 with Auckland and parts of upper Te Ika a Maui remaining in various forms of level 3 lockdown until early December 2021.

Impact on operations

Te Papa's commercial revenue streams are somewhat dependent on the ability of people domiciled in Auckland being able to travel. This led to postponements and delays in the delivery of conferences and large events, and the level of revenue generated was 25% (\$3.574M) lower than 2021.

Valuation of land and buildings

In 2020, as a result of COVID-19, Te Papa's property valuer included a significant market uncertainty statement in their valuation for land and non-specialised buildings as at 30 June 2020. A revaluation of land and buildings as at 30 June 2022 has been completed, and the valuer has indicated that there is not a significant market uncertainty as a result of COVID-19.

Valuation of collections

For collections valued between 2020 and 2022, the independent valuers took any COVID-19 impact into account in their valuations. Fair value assessments completed by Te Papa for collections not independently valued also took any COVID-19 impact into account.

Receivables impairment

While the COVID-19 pandemic reduced the ability of some debtors to pay, Te Papa has not experienced any material impact in relation to collection of receivables.

20 Reporting timeframes

Te Papa was required under section 156(3)(b) of the Crown Entities Act 2004 to complete the audited financial statements and statements of performance by 31 December 2022. The timeframe was not met because Audit New Zealand was unable to complete the audit within this timeframe due to an auditor shortage and the consequential effects of COVID-19 including lockdowns.

21 Prior period error correction

The financial statements for the year ended 30 June 2021 had not recognised the deaccession and gifting to the Bishop Museum of a Hawaiian mahiole (helmet) and ahu'ula (cloak) from the Pacific Collection. The two collection items had an estimated value of \$7.03M.

Correction of the error in the 30 June 2022 financial statements has resulted in the following restatements to comparative numbers for the year ended 30 June 2021:

Consolidated	Before Adjustment \$000	Correction of Error \$000	Restated \$000
Statement of Comprehensive Revenue and Expenses			
Expenses			
Other Expenses	24,426	7,030	31,456
Earnings before depreciation and amortisation	26,094	7,030	19,064
Statement of Changes in Equity			
Total comprehensive revenue and expenses for the year	76,532	(7,030)	69,502
Balance at 30 June	1,510,781	(7,030)	1,503,751
Statement of Financial Position			
Non-current assets			
Collections	1,023,855	(7,030)	1,016,825
Total assets	1,522,191	(7,030)	1,515,161
Equity			
Collection revaluation reserve	929,002	(7,030)	921,972
Total equity	1,510,781	(7,030)	1,503,751

Ka pēhea mātou e mahi ai, ā mātou tāngata, tā mātou āheinga | How we operate and our people and capability

The people and capability that enable us

Our people are a critical component of our *Statement of Intent* foundation **He whare pakari, he whare kaha, he whare toitū | a strong, vibrant sustainable whare.** We are committed to the principle and practice of equal employment opportunities and the identification and elimination of barriers that cause or perpetuate inequality in employment opportunities. We regularly review our workforce profile and the way we work to make sure we are a diverse and inclusive organisation.

Te Papa’s workforce profile

The number of employees at Te Papa in 2021/22 was as follows

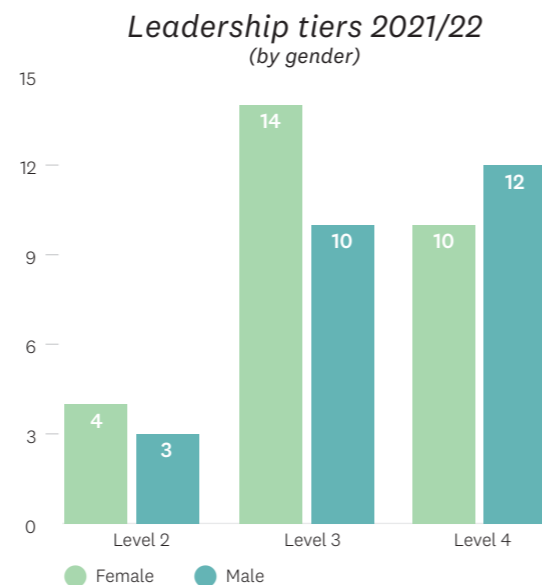
EMPLOYMENT STATUS	Full-time (head count)	Part-time (head count)*	Total (head count)	FTE (full-time equivalents)
Permanent	325	36	361	341.39
Fixed-term	40	16	56	45.92
TOTAL	365	52	417	387.31
Casual			190	
TOTAL HEAD COUNT			607	

* Less than 30 hours per week

Gender profile

We actively seek to capture the gender profile of our employees at the commencement of employment, and we have adopted the StatsNZ classification for gender identity⁶. Our workforce is 58% female, 41.4% male and 0.7% another gender. The gender ratio for female/male has remained static over the past few years, with no noticeable change.

In addition to the gender profile for the organisation, detailed below is our gender profile by leadership tier.⁷



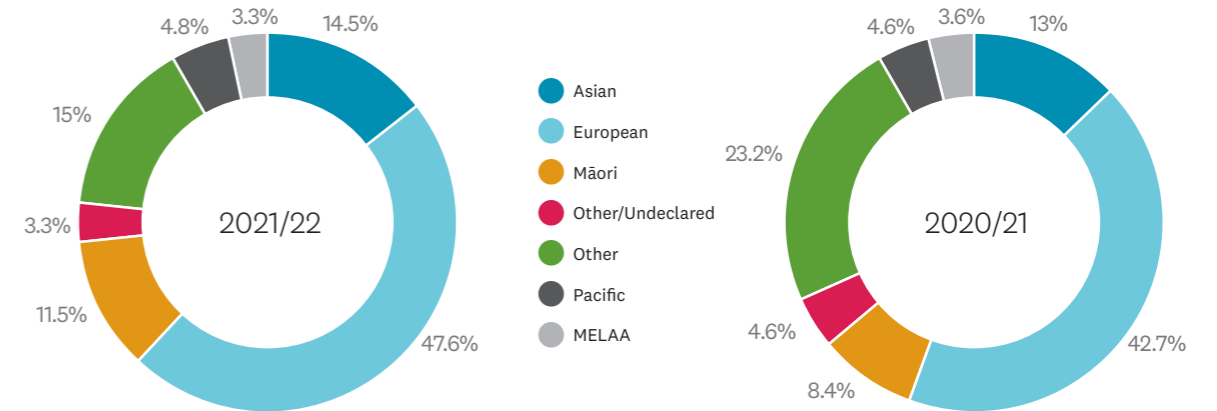
Age profile

The average age of our workforce is 39.86 years (39.46 years in 2020/21), which is younger than the public sector average of 44 years.⁸ The age range of our staff is 16 to 80 years and reflects both the diverse nature of activities Te Papa undertakes, and the workforce needed to enable them.

⁷ As per StatsNZ Statistical standard for gender, sex, and variations of sex characteristics – April 21
⁸ Based on staffing as at 30 June 2022.
⁹ Public Service Commission Workforce Data: Age Profile as at 30 June 2021

Ethnicity profile

We have actively sought to capture ethnicity data to report at StatsNZ Level 1 ethnicity classifications,⁹ to reduce the number of unreported data over the past year. A change in the timing of our data capture and a review of our existing classifications has led to a positive increase in target workforce groups.



Disability

We remain committed to valuing the diversity of our employees. Currently there is insufficient data to enable a useful disability profile to be declared as this information is voluntary.

Diversity statistics, as at June 2022

The following table shows statistics for groups that have been identified as diversity targets within the public sector.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Women	56.0%	56.2%	57.0%	57.5%	56.5%	57.3%	58.0%
Maori	10.5%	10.1%	9.4%	10.3%	8.4%	8.4%	11.5%
Pacific Peoples	3.1%	3.6%	3.7%	4.0%	4.2%	4.6%	4.8%

Gender pay gap¹⁰

Detailed below is pay gap by gender. Our gender pay gap has reduced considerably in comparison to earlier years. Over the past year, Te Papa has taken steps to reduce this gap by setting controls around starting salaries and minimum salary rates, transparency around remuneration information, improved recruitment practices (such as diversity of interview panels, targeted advertising channels and unconscious bias base understanding through quarterly review of trends and forecast data analysis). The Te Papa Gender Pay Gap has reduced quite significantly in the last year which is primarily due to the increase in the base minimum rate for all employees.

As at 30 June	2017	2018	2019	2020	2021	2022
Te Papa Gender Pay Gap	12.09%	17.5%	20.45%	21.59%	19.71%	10.5%
Te Papa Gender Pay Gap (excluding casuals)	Not available	Not available	Not available	1.39%	1.34%	-3.38%
New Zealand Gender Pay Gap ¹¹	9.40%	9.20%	9.30%	9.50%	9.1%	9.20%

¹⁰ As defined by StatsNZ, ethnicity is a hierarchal classification, with Level 1 classifications being the least detailed - capturing major ethnic groups in 6 categories and one other/undeclared category.
¹¹ Te Papa has calculated the gender and ethnic pay gap using the median hourly earnings, as recommended by the Human Rights Commission and Stats NZ.
¹² As published by Stats NZ, June quarter, Median Pay Gap

Ethnic Pay Gaps

Detailed below is our ethnic pay gaps. We will be developing an Action Plan in 2022 to meet Kia Toipoto/Closing Gender, Māori, Pacific and Ethnic Pay Gaps and continuing steps to promote inclusive practice and a culture of equality and greater opportunity for all.

As at 30 June	All Org		Permanent/Fixed Term Only	
	2022	2021	2022	2021
Māori	-16.70%	-9.77%	-2.63%	-0.5%
Pacific Peoples	16.16%	25.68%	30.12%	26.78%
Asian	18.80%	28.35%	25.91%	26.65%

Leveraging the talents of our diverse workforce

As a comparatively small organisation we regularly monitor our workforce diversity to ensure that we are reflective of our audiences and communities. Our four year workforce plan has a range of activities to help maintain and increase our diversity in areas aligned to our strategic direction and priority audiences.

We continue to work in a way that draws on the backgrounds, experiences and skills of our kaimahi to ensure we have multiple perspectives and multiple disciplines in the design, testing and delivery of our work and services.

COVID-19 Response

We continue to refine and adapt our ability to work with COVID-19. Our long established remote working infrastructure allows a third of our workforce to carry on as normal. For the remaining two thirds of our workforce, our people leaders continue to build resilience into their resourcing and business plans to cope with fluctuating staff levels.

Te Papa as a good employer

We recognise the importance of having a range of activities that deliver our obligations against the seven key elements of being a good employer, and acknowledge that the ongoing review of these activities and active employee engagement is critical to our success. Our activities undertaken over 2021/22 are summarised below.

Leadership, accountability and culture

- We continue to run Staff Engagement Surveys quarterly with all employees to gauge our overall organisational health, culture and progress on changes based on this feedback.
- We run quarterly sessions to ensure our leaders can track our progress against key milestones

and have the information and skills to be high performing in their management and leadership roles.

- Our performance process focuses on managers having at least fortnightly conversations. The process includes key performance objectives, a development plan, a competency framework and a formal end of year review.
- We have leadership expectations and leadership competencies to help guide and grow our leaders.
- We are now running our own nine month people leadership programme. This programme (Impactful Leadership |Kaiārahi Whaitake) has been made available to the wider GLAM (Galleries, Libraries, Archives and Museums) sector. We continue to run our emerging leaders programme to make sure we maintain our bench strength across people and thought leadership.
- We have developed a series of short practical skills sessions for our kaimahi to refresh and hone their skills in leadership topics.
- We have used cross functional teams to tap into internal expertise and to ensure we keep challenging ourselves in terms of performance outcomes and delivery to our stakeholders and audiences.
- We continue to incorporate Te Ao Māori into our core processes and build our capability as a Treaty partner.

Recruitment, selection and induction

- We continually update our tools and resources to reflect legislative change and reflect current best practice. Te Papa offers one on one support, coaching and training to support managers to stay ahead of changes and impacts in recruitment and selection.
- We capture, through our e-recruitment system, information related to the candidates' demographics, such as nationality and disability to ensure our processes are fair and equitable.

- Robust, merit-based recruitment and selection processes remain in place.
- We continue to use a range of recruitment tools and advertising to attract a diverse pool of candidates, targeting specialised sectors and advertising channels.
- Rigorous methods of selection continue to be used, such as assessment centres and testing for critical roles.
- Our blended learning induction programme helps staff understand our operating context, tikanga, the diversity of our business and a chance to make connections across the organisation.

Employee development, promotion and exit

- Development opportunities are actively encouraged through project work, acting in other roles, secondments (both within the organisation and across the wider museum and/or public sector) and mentoring and coaching.
- We continue to grow our internal talent and have had several senior roles filled from within.
- Te reo Māori and waiata practice are available to all staff.
- We continue to encourage and promote exit interviews with departing employees in order to capture key themes for reporting to senior management and improving our employee experience.
- We continue to add modules to our Learning Management System which enables greater access to learning across the organisation and helps monitor key training requirements and progress.

Flexibility and work design

- We have in place a flexible working arrangement policy, so that our employees can easily request changes to their working arrangements – be it for childcare reasons, remote working or compressed working hours to undertake personal projects where practical. We continue to have regular Quiet Time for kaimahi to work without meetings, interruptions or calls.
- There is remote technology access to all Te Papa technology systems and applications, which provides staff greater flexibility in their working arrangements.
- There is a child-care centre on site, with Te Papa employees being given priority to the waitlist.
- We are actively monitoring and managing our employees' annual leave balances to ensure they are managing their hours and workloads for their own wellbeing.
- A programme of work remains in place to review all policies.

Remuneration, recognition and conditions

- Our remuneration reward and review policy remains based on market and performance principles.
- There are a range of non-financial rewards available for managers to reward staff demonstrating Te Papa values, or exceptional pieces of work.
- Transparent, equitable and gender-neutral job evaluation practices are in place.
- Domestic leave is available, in addition to sick leave.
- Twenty days' paid parental leave is available to qualifying staff, or a child-care subsidy of \$3,500 on return to work.
- We continue to explore how we can enhance our culture of recognition and feedback.

Harassment and bullying prevention

- We remain committed to taking allegations of bullying and harassment seriously and investigating these thoroughly through impartial investigations.
- Bullying and harassment incidents are monitored closely through employee assistance programme data, Staff Engagement Survey and management reporting.
- We have updated our bullying and harassment policy and channels for people to speak up. We are developing an organisational wide training programme to be rolled out to staff including online learning to ensure all new staff receive the same training.
- We work closely with the union to better understand and support employees who have raised allegations.
- Employee code of conduct and relevant policies are easily accessible.

Safe and healthy environment

- We continue to monitor and support our employees' health and wellbeing by providing an employee assistance programme and Wellness Wednesday (based on Te Whare Tapa Whā, a holistic health view of the four dimensions of wellbeing) which is available to all staff. Additional support is put in place in the event of heightened stress such as bereavement, change process support and resilience training.
- We have started monthly wellbeing seminars on a range of topics including maintaining wellbeing in times of uncertainty, building personal resilience and an overview of mental health
- We have in place health monitoring and

prevention initiatives (i.e. foot care and vision care policies), and promote self-ownership through self-assessed ergonomic workstation assessments.

- We continue to provide ergonomic equipment to assist people with disabilities and special requirements and provide access to on-site massage services.
- A health and safety policy is in place, with active and trained Health & Safety committee participation.

- Practical skills training is provided for a number of areas, including first aid, civil defence, mental health first response and emergency response and evacuation.
- Reduced group premiums are available to all staff for medical insurance, with onsite visits held on a quarterly basis. Additional wellbeing events are also co-ordinated and/or with employee input and participation.
- Annual flu vaccination programme is offered to all staff.

How we operate

Accountability and legislation

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 also has responsibilities under the Public Finance Act 1989.

Accountability

Te Papa's Board must carry out its statutory functions using funds provided primarily, but not exclusively, by parliamentary appropriation through Vote Arts, Culture and Heritage. The Minister for Arts, Culture and Heritage is accountable to Parliament for the funding and performance of Te Papa and for its obligations under the Crown Entities Act.

The Board's authority and accountability are based on three key documents:

- the Museum of New Zealand Te Papa Tongarewa Act 1992
- the *Statement of Intent*
- the Letter of Expectations between the Chair of the Board and the responsible Minister.

This annual report is the official record against targets and budgets set out in the *Statement of Intent 2020-2024* and the *Statement of Performance Expectations 2021/22*.

Museum of New Zealand Te Papa Tongarewa Act 1992

The Act defines Te Papa's purpose 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.

Te Papa's principal functions are 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
- cooperate 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:

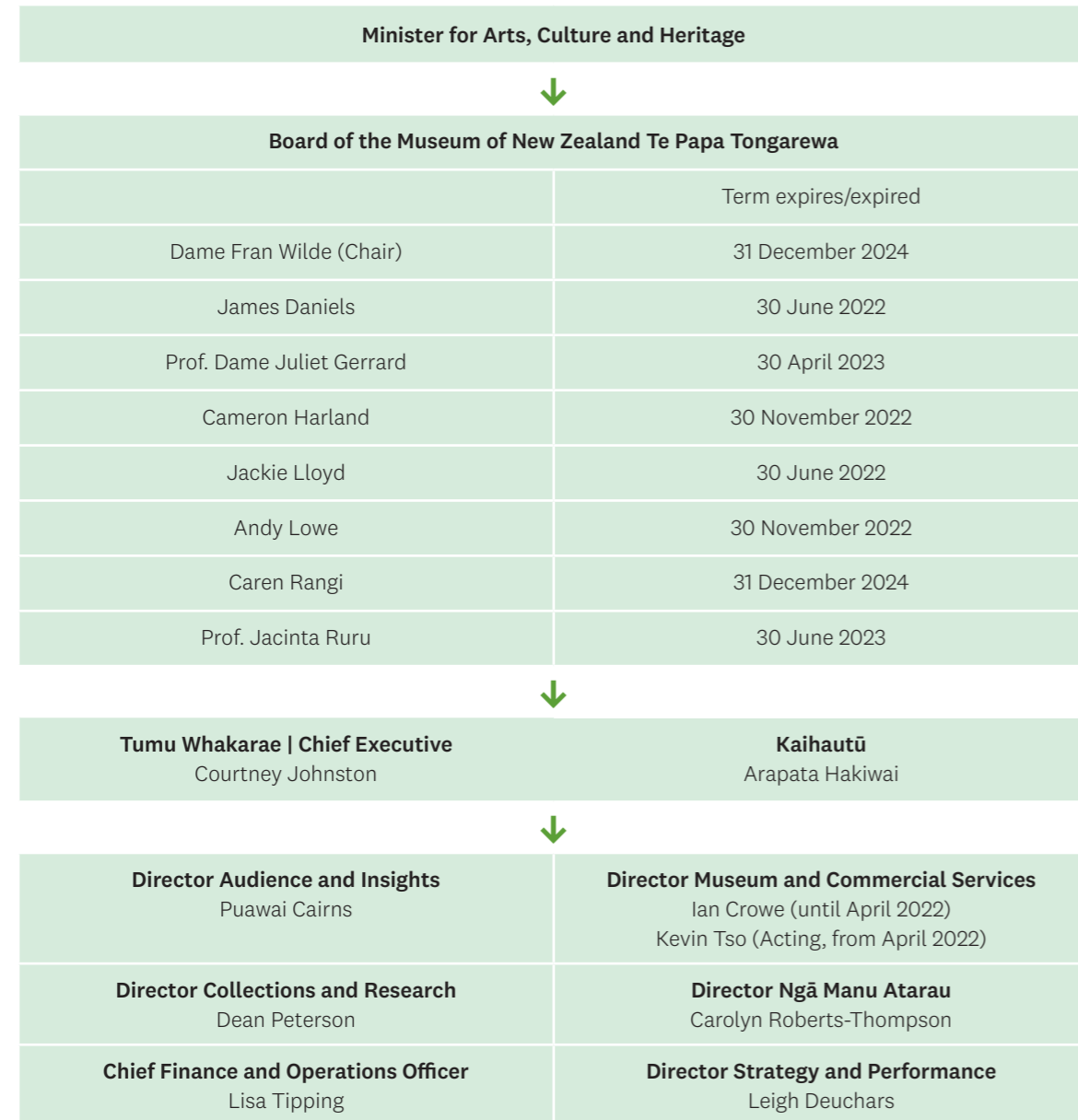
- have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand's cultural life and the fabric of New Zealand society
- endeavour to ensure both that the Museum expresses and recognises the mana and significance 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.



Governance and management

Organisational structure

This diagram sets out our governance and leadership structure for the year ending 30 June 2022.



Governance at Te Papa

The Board is responsible for the organisation’s overall performance in accordance with relevant statutes and the parameters established with the Minister for Arts, Culture and Heritage. The Museum of New Zealand Te Papa Tongarewa Act 1992 and the Crown Entities Act 2004 specify Te Papa’s functions and the matters that must be taken into account when performing these functions. The Board takes an active role in ensuring that Te Papa responds to changes in the legislative or regulatory environment in a timely way, as well as monitoring and acting on

changes in governance practices. The Board carries out an annual self-evaluation of its governance practices and performance, and reports the outcome to the Minister for Arts, Culture and Heritage.

Board Committees

The Board has three subcommittees. Tikanga Haumaru (previously Assurance and Risk Committee (ARC)) was established during 2007/2008. It provides assurance and assistance to the Board on Te Papa’s risk management, financial management practices, control and compliance framework,

and external accountability responsibilities. The following Board members comprised Tikanga Haumaru in 2021/22:

- Caren Rangī (Chair)
- Andy Lowe
- Dame Fran Wilde (Board Chair)

Tikanga Tangata (previously People and Organisational Culture Committee) was established in September 2019 to provide oversight of:

- People and Culture strategy, frameworks and key policies;
- the performance and remuneration of the CEO and Kaihautū;
- succession planning for the Executive Team and other key roles; and
- compliance with legislative and regulatory requirements relating to employment, leave and remuneration.

The following Board members comprised this committee in 2021/22:

- Jackie Lloyd (Chair)
- Cameron Harland
- Dame Fran Wilde (Board Chair)

Te Komiti ki te Ao Marama, established in July 2020, is tasked with:

- contributing to, discussing and uplifting Te Papa’s ongoing journey as a bicultural museum and Tiriti/Treaty based organisation;
- being a forum for thought leadership inviting external expertise, including importantly from iwi, to uplift Te Papa’s thinking and perspectives.

The following Board members comprised this committee in 2021/22:

- Prof. Jacinta Ruru (Chair)
- James Daniels
- Prof. Dame Juliet Gerrard

Principles of corporate governance

The Board and management are focused on corporate governance practices that inform robust, timely, evidence-based decision-making. The following table using the Office of the Auditor-General’s guidelines provides a framework for our assessment and continuous improvement processes.

In order to ensure Te Papa has...	we...	so that...
a clear strategic direction	have established key priorities for the Museum, as reflected in our <i>Statement of Intent 2020-2024</i>	our stakeholders are clear how we intend to achieve our vision of: <ul style="list-style-type: none"> ■ Changing hearts ■ Changing minds ■ Changing lives.
an enabling leadership and culture	underpin our work through our values: <ul style="list-style-type: none"> ■ Whanaungatanga Teamwork ■ Manaakitanga Respect ■ Auahatanga Creativity 	our people, across all levels of the organisation, deliver enduring results in support of Aotearoa New Zealand’s culture and heritage aims, and demonstrate these values through their behaviour and decisions.
monitoring and review systems that inform good decision-making	have a robust, holistic infrastructure in place that includes regular review by our Minister, our monitoring agency (Manatū Taonga the Ministry for Culture and Heritage), Audit New Zealand, our Board, our Executive, our staff and our visitors on our performance	timely information and evidence-based recommendations are utilised in service delivery to support our achievement of longer-term aims.
effective risk management and internal controls that support good governance	have a Board subcommittee (Tikanga Haumaru), with representation from Audit New Zealand, and key executive staff, who meet regularly to review our internal controls and areas of key risks	risk and mitigation strategies are well understood by our stakeholders, and are appropriately managed at the right levels, and policies, procedures and monitoring practices are updated accordingly.

Bicultural policy

Te Papa is a bicultural organisation, and as such, the Board acknowledges the importance of Te Tiriti o Waitangi/the Treaty, particularly the partnership implicit in the Treaty. The Board endorses the principle of a single Board that includes representation of both Tangata Whenua and Tangata Tiriti to govern the Museum. The Board has a formal bicultural policy, which states that:

Biculturalism at Te Papa is the partnership between Tangata Whenua and Tangata Tiriti recognising the legislative, conceptual, and Treaty framework within which the Museum operates as well as reflecting international developments. This framework provides the mandate for the Museum to express and celebrate the natural and cultural diversity of New Zealand. It acknowledges the unique position of Māori in Aotearoa New Zealand and the need to secure their participation in the governance, management and operation of the Museum of New Zealand Te Papa Tongarewa.

Code of conduct

Te Papa has a code of professional conduct that applies to all employees, contractors, consultants, associates and volunteers. The code is consistent with the International Council of Museums (ICOM) *Code of Ethics for Museums* and the *Code of Ethics and Professional Practice* issued by Museums Aotearoa.

Conflicts of interest

Conflicts of interest are actively managed to ensure the Board's business is carried out in an open, frank and impartial manner to produce the best result for Te Papa. Board members and senior staff provide an annual declaration of interests and are required to advise any changes to their declaration of interests as they occur. Te Papa maintains a register, which is updated regularly.

Crown revenue

Te Papa's baseline funding from the Crown is \$43.474 million per year to support the ongoing maintenance of the museum's buildings, and refresh of exhibitions.

In 2021/22, Te Papa also received funding from the Crown to deliver:

- Museum Hardship Fund: \$1.6 million
- Museums Aotearoa: \$0.4 million
- Mātauranga Māori Te Awe Kōtuku Initiative: \$1.39 million
- Ngakahu National Repatriation Programme: \$0.12 million
- Te Tahua Whakakaha Capability Fund: \$0.3 million

Of the total \$47.285 million received, \$46.862 million was recognised as revenue in 2021/22 with \$0.423 million carried forward into 2022/23.

Non-Crown revenue

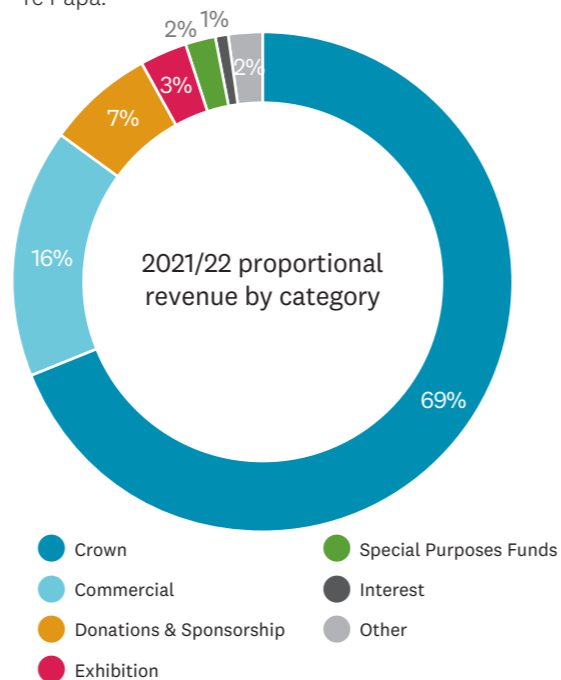
Te Papa earned \$21.381 million (2020/21: \$22.732 million) from non-Crown sources, contributing 31% (2020/21: 27%) of total revenue.

Te Papa's biggest non-Crown revenue category is commercial, which includes corporate functions, food and retail outlets, car parking and tours at the Museum along with national and international touring exhibitions.

These activities provide essential revenue to support activities that are free of charge to the public.

The hospitality and retail operations generate a significant proportion of non-Crown revenue, 16% of total revenue in 2021/22 (2020/21: 17%). This means these operations are integral to our financial sustainability.

Te Papa will continue to seek innovative and cost-effective ways to support the core activities of Te Papa.



Kuputaka | Glossary

Many te reo Māori language terms are used throughout this document. Simple translations have been used throughout the text to enable understanding, and fuller translations are provided below.

Ākonga A student or learner.

Hapū A sub-tribe. Most iwi are comprised of two or more hapū.

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

Kaitiaki Guardian or custodian. One who looks after something of value.

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

Kōiwi tangata Human remains. Te Papa does not consider kōiwi tangata to be collection items. Te Papa negotiates with overseas museums for the return of Māori and Moriori human remains and works closely with iwi for their return home. Kōiwi tangata are treated with the utmost respect at all times.

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

Manaakitanga Manaakitanga is looking after and caring for others including their physical, psychological and mental well-being. Te Papa recognises that manaakitanga is an important value and whether they are hosts or guests will show our respect in every possible way.

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

Mātauranga Māori is a dynamic and evolving system of knowledge used by tangata whenua to explain, interpret and understand the world in which they live. It is framed by whakapapa (genealogy) and whanaungatanga (relationships) between all things and is evidenced through kōrero-ā-whānau, āhapū, ā-iwi (narratives and history of whānau, hapū and iwi), karakia (prayer/incantation), waiata (songs) and knowledge arising from interaction with Te Ao Tū Tonu (the universe) and Te Ao Tūroa (the natural environment/world). Te Papa works closely with Māori to share knowledge and experiences.

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

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

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

Toi moko Preserved tattooed Māori heads. Also referred to as mokomokai.

Whānau Family or extended family.

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



Ō matou hoa | Our partners

Te Papa thanks the people of New Zealand and many organisations, iwi and individuals for their generous support. Te Papa's primary funding comes from the New Zealand Government via the Ministry for Culture and Heritage.



We acknowledge the invaluable support and active contributions of the following partner organisations during the year:

Our Partners

Absolutely Positively Wellington City Council Me Heke Ki Pōneke

Wellington City Council (WCC) – Founding and Destination Partner since Te Papa's inception, and major strategic partner for our creative events. Supporting Te Papa aligns with a number of Council strategies. We make Wellington a more vibrant place to live by contributing to residents' quality of life, their prosperity, identity and the opportunities available to them. Our visitor attractions bring people to the city from around the country and overseas, placing Te Papa at the heart of Wellington's positively 'cool' vibe and helping cement the city's reputation as New Zealand's arts and culture capital.

Toka Tū Ake EQC

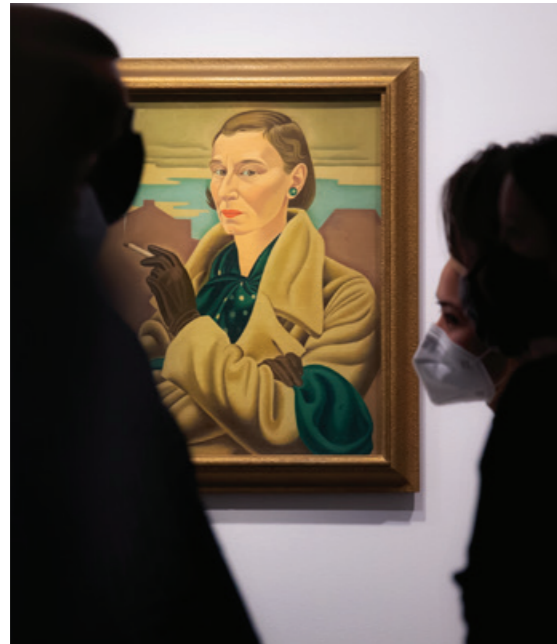
The Earthquake Commission (EQC) – Founding Corporate Partner for over 20 years. EQC co-sponsors the Te Taiao | Nature *Whakarūaumoko* | *Active Land* exhibition and *Quake Braker* | *Te Whakangāwari Rū* exhibition. EQC is a key supporter of Te Papa Learning and public programmes designed to inform and motivate visitors and school groups to learn more about natural hazard preparedness and resilience.



GNS Science – Founding Corporate Associate for over 20 years. GNS co-sponsors the Te Taiao | Nature *Whakarūaumoko* | *Active Land* exhibition and *Quake Braker* | *Te Whakangāwari Rū* exhibition, and is also a supporter of *Bush City*. GNS Science provides Te Papa with valuable in-kind scientific expertise and loans of scientific objects for exhibition displays.

Ō matou hoa | Our partners

Exhibition partners



We are extremely grateful to our generous sponsors for making this exhibition possible:

Rita Angus-New Zealand Modernist Rita Angus: He Ringatoi Hou o Aotearoa



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Te Taiao | Nature

Te Papa acknowledges and thanks our Te Taiao | nature partners:

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Ko Rongowhakaata: The Story of Light and Shadow/ Ruku i te Pō, Ruku i te Ao

Te Papa gratefully acknowledges Rongowhakaata as our iwi in residence and co-creator of this exhibition, and the support of exhibition partners:



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Gallipoli: The scale of our war

Developed by Te Papa in partnership with Weta Workshop. Te Papa also acknowledges the continued support of our exhibition equipment partners.



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Bug Lab

Developed by Te Papa in partnership with Weta Workshop.



Kura Pounamu: Our Treasured Stone

Exhibition developed by Te Papa, working closely with Te Rūnanga o Ngāi Tahu.



Te Rūnanga o NGĀI TAHU

Rita Angus- New Zealand Modernist Touring Rita Angus: He Ringatoi Hou o Aotearoa



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Wana Ake Festival





Te rārangī ingoa | Directory

Museum of New Zealand Te Papa Tongarewa (Te Papa)
55 Cable Street
PO Box 467
Wellington 6140
New Zealand

Telephone +64 4 381 7000
Website www.tepapa.govt.nz

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