



**Kāhu
ki te moa**

**Eagle
versus
moa**

*Kia mārama
Ki te pōwhiri he tangi
he kōwhiri he tangi
he pōwhiri he tangi... he tangi
he tangi he tangi.*

Te kōwhiri

*There's a proverb
that says... he tangi
he tangi he tangi...
he tangi he tangi...
he tangi he tangi.*

**He nunui
raua
Gigantic**

*At least 12
feet of wings
span, 10 feet
tall, 10 feet
wide.*

Museum of New Zealand Te Papa Tongarewa

Te Pūrongo ā Tau | Annual Report 2018/19

In accordance with section 150 of the Crown Entities Act 2004, this annual report of the Museum of New Zealand Te Papa Tongarewa for 2018/19 is presented to the House of Representatives.



Photo credits

Cover:

- Visitors in Te Taiao Nature exhibition, 2019. Photo by Maarten Holl. Te Papa (136316)

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- Te Taiao Nature, 2019. Photo by Maarten Holl. Te Papa (136452)

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- Dame Fran Wilde, Chair. Photo by Simon Woolf, provided courtesy of Dame Fran Wilde.

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- Geraint Martin, Chief Executive. Photo: Kate Whitley. Te Papa.

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- Arapata Hakiwai, Kaihautū. Photo: Michael Hall. Te Papa.

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- Visitors in Te Taiao Nature exhibition, 2019. Photo by Maarten Holl. Te Papa (136302)

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- NZSO at Te Papa Christmas carols, 2018. Photo by Mark Coote. Te Papa (126172)

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- Visitors in Terracotta Warriors: Guardians of Immortality, 2019. Photo by Michael O'Neill. Te Papa (130453)

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- Opening Event of Terracotta Warriors: Guardians of Immortality, 2019. Photo by Jo Moore. Te Papa (129235)

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- Visitors in Te Taiao Nature exhibition, 2019. Photo by Maarten Holl. Te Papa (136294)

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- Curious Creatures and Marvellous Monsters Exhibition Opening, 2018. Photograph by Kate Whitley. Te Papa (111011)
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- Repatriation Pōwhiri, 2019. Photo by Jeff McEwan. Te Papa
- Repatriation Pōwhiri, 2019. Photo by Jeff McEwan. Te Papa

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- Making the Haast's eagle in the workshop, 2019. Photo by Rachael Hockridge. Te Papa

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- Installing Te Taiao Nature, 2019. Photo by Rachael Hockridge. Te Papa (136254)

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- Curious Creatures and Marvellous Monsters Exhibition, 2018. Photograph by Maarten Holl. Te Papa (111300)

Museum of New Zealand Te Papa Tongarewa

Te Pūrongo ā Tau | Annual Report

2018/19





A guide to our Annual Report

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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 2019.

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

Dame Fran Wilde
Chair

Caren Rangi
Chair of Assurance and Risk Committee

Chair's Foreword

As the incoming Chair of Te Papa's Board, it is my pleasure to review a truly momentous year for the museum.

The creation of Te Taiao | Nature has been a multi-year project, and the biggest change to the museum in its history. It opened in May 2019 to widespread acclaim.

Weaving together Western science and maatauranga Māori, the exhibition could only have been created here in New Zealand. Based on extensive research, and drawing richly on the collections, Te Taiao | Nature offers an immersive experience that is also a catalyst for change.

In the words of *The Guardian*: "At a time when museums around the world are struggling with how to become more diverse and inclusive, Te Papa is leading the way."

Exhibitions are, of course, only part of the role of a museum. Preserving the collections, studying them, and making them accessible to the public and researchers is the very core of museum work. During the year we worked with management to see that care of the collections was modernised. Te Papa is now well equipped to continue its role as kaitiaki of these precious treasures, and the knowledge they hold.

In recent years, successive governments have recognised that the Crown's baseline funding for Te Papa was not sufficient to maintain the museum's asset base. In Budget 2019, a permanent increase to Te Papa's baseline funding put us on a more sustainable financial footing, and recognised the important contribution Te Papa makes to the wellbeing of all New Zealanders.

All of this work is achieved through the dedication and skill of staff and I would like to acknowledge Geraint Martin and Arapata Hakiwai for their leadership of the Te Papa team. Geraint will finish his tenure as Chief Executive at the end of 2019 and we wish him all the best for the future.

I would also like to acknowledge Evan Williams, who finished his term as Board Chair in June this year. Evan had chaired the Board since 2015 and left a legacy of successes achieved during his tenure, including the ground-breaking *Gallipoli: The scale of our war*.

It is a privilege to lead Te Papa – and it's exciting! The richness of the collections, the amazing stories we tell, the tough issues we tackle – and the sheer delight we offer for visitors who come for a day of fun, and leave with new insights: all of these make Te Papa a very special place.

And it is a place of very special people. Te Papa has an incredible ability to draw the best from its team – their mātauranga, their passion, and their talent. The staff of Te Papa pour their heart and soul into this place, our place, and with the strength and dedication of te whānau o Te Papa, I know the museum will continue to thrive.



Dame Fran Wilde
Chair



Chief Executive Statement

Te Papa was created by the Crown to be a force for change, something new and different in the world of museums, an entity that would be a forum for the nation, as well as a storehouse of treasures. As Te Papa marks its 21st birthday this year, we see an organisation that has come of age, delivering on the vision of its founders, and having secured a strong platform for the future.

New Zealanders care about Te Papa, they care deeply about the collections we hold, and the issues we deal with. We will always be subject to scrutiny, and we welcome that. As we made changes to our organisation this year, we were transparent about what we wanted to achieve: a museum that is high-performing, sustainable, and in the right shape for the times. I am confident that we have achieved those goals.

The investment made by government in Te Papa this year demonstrates the impact the museum has on the wellbeing of all New Zealanders. This year we continued to invest in the museum's infrastructure, including the highly-specialised systems that protect the collections for future generations. In doing so we deliver on the government's commitment to ensure that all New Zealanders can access their culture and heritage.

The opening of Te Taiao | Nature this year was the culmination of years of work by our team. We knew this would be an exhibition of national significance. And so, as we developed the exhibition, our team travelled across Aotearoa, hearing from New Zealanders about what matters to them. The end result is a powerful experience that celebrates our uniqueness, and calls us to action.

Te Papa has strong and enduring relationships with iwi. Rongowhakaata has been the iwi in residence at Te Papa since 2017, and we are grateful for the knowledge, creativity and grace which Rongowhakaata have shown as we have worked together on a wide range of kaupapa throughout the year.

As well as telling the stories of Aotearoa, Te Papa has the opportunity to tell the stories of the world, with a uniquely New Zealand perspective. That was the case this year, with *Terracotta Warriors: Guardians of Immortality*.

Building on close and long-standing ties in China, Te Papa was able to bring these wonders of the world to New Zealand. Seen by almost two hundred thousand people at Te Papa, the terracotta warriors had a powerful impact on visitors, inspiring

reflections on history, culture, and shared human values. We were delighted to be able to host the exhibition as the flagship event of the China New Zealand Year of Tourism.

I will be stepping down from the Chief Executive role at the end of 2019. It has been a privilege to be part of the team leading Te Papa, and my time at the museum will always be a highlight of my career.

I want to acknowledge my co-leader, Kaihautū Dr Arapata Hakiwai, former Chair Evan Williams, and Board Chair Dame Fran Wilde, along with the leadership team and staff of Te Papa. With a unified, dedicated and talented team, Te Papa is in a strong position for the future.



A handwritten signature in black ink that reads "Geraint Martin". The signature is written in a cursive, flowing style.

Geraint Martin
Chief Executive

Kaihautū Statement

He Maimai Aroha

E ngā mana, e ngā reo, e ngā matā waka tangata. Tēnā koutou katoa. Nei rā taku mihi ki a koutou i runga i ngā kōkiritanga o te wā. He maimai aroha ki te hunga kua wheturangitia, ā, he mauriora tātou ki a tātou anō. Mauriora ki te whai-ao, ki te ao mārama.

Tihei Mauriora!

Tēnā koutou katoa. As the Kaihautū of Te Papa it's been my honour to have worked with many iwi, Māori organizations and cultural heritage agencies on kaupapa regarding arts, culture and identity. Working closely with iwi to tell their histories and stories has been a privilege. This year we have celebrated many achievements. Promoting the mana and authority of Mātauranga Māori, our indigenous Māori knowledge tradition, in the newly opened Te Taiao | Nature exhibition in May 2019 has been a highlight as has been the journey of the *Kura Pounamu* exhibition developed in partnership with Te Rūnanga o Ngāi Tahu.

A special thanks to Rongowhakaata as the iwi in residence over the past year. After welcoming Rongowhakaata to Te Papa on 29 September 2017 with their exhibition *Ko Rongowhakaata: The Story of Light and Shadow. Ruku i te pō, Ruku i te Ao* we have continued to build on our partnership. The Te Kooti symposium organized by the descendants of Te Kooti that explored the legacy of Te Kooti Rikirangi Te Tūruki, the prophet and founder of the Ringatū faith, was held on 8 September. The Te Hā o Rukupo lecture series continued to raise awareness of the history of Rongowhakaata and their whareniui Te Hau ki Turanga. The visit of Te Kura o Manutūke with 140 children, teachers and parents to Te Papa on 4-5 September was memorable with time spent with the learning innovation staff and visiting exhibitions.

On 28-29 September 150 tribal members celebrated the first anniversary of the exhibition at Te Papa including the launch of the *Ko Rongowhakaata* exhibition publication. The Tūhonohono-i-ngā taonga -ā-iwi Te Hau Conference held at Te Poho o Rawiri marae, Kaiti, on 28-30 March 2019 in partnership with Rongowhakaata was another highlight. Rongowhakaata, Tairāwhiti iwi and international

perspectives on cultural heritage development initiatives were shared including marae workshops and a site visit to Orakaiaapu pā, the original site where Te Hau ki Turanga was originally sited. This conference followed the Tūhonohono i ngā taonga-ā-iwi conference held at Te Ahu, Kaitaia, in partnership with Te Rarawa in 2017.

I want to acknowledge the Rongowhakaata Iwi Trust and our Rongowhakaata Pou Tikanga Taharākau Stewart and April Nepia-Sua who have worked tirelessly with and beside our Te Papa whānau over the last year. Welcoming the Chinese delegation to the opening of the Terracotta Warriors exhibition and leading many major kaupapa at Te Papa has been our honour and privilege. In this period we also felt the tragic death of Erica Jones, who had worked at Te Papa as the Rongowhakaata advisor, in a car accident north of Gisborne on 10 November 2018.

The repatriation of Māori and Moriori ancestors held in overseas museums continues to be an important kaupapa for Te Papa and our nation. Over the last year the Karanga Aotearoa Repatriation team have actively worked in collaboration with overseas museums to bring our ancestors home. In July 2018 we welcomed home ancestors from the Cologne Museum, Germany, and the M.H.de Young Memorial Museum, San Francisco and Yale University. This repatriation also included returning a First Nation ancestor provenanced to the Tsetsetse/San Juan Island in Washington State held in Te Papa's care to the Lummi Nation. We also repatriated 120 Māori and Moriori ancestral remains from two large international institutions, the Museum Vrolijk in Amsterdam, Netherlands, and the Charité Institute in Berlin, Germany. We thank the Repatriation Advisory Panel chaired by Professor Pou Temara and the advisory members for their wisdom and guidance of our repatriation programme. I'd like to thank iwi and our many Government agencies for their collective support in this important work.

In this year Te Papa also played a strong supporting role for the Te Matatini ki te Ao Performing Arts Festival held at the Westpac stadium in February 2019. Te Papa hosted the kaumātua and VIPs after the pōwhiri and also provided spaces for kapa haka

rōpu to rehearse and reconnect with their taonga. On Saturday 23 February Te Papa hosted the Halau Merrie of the Monarch winners of Hawaii, as well as the Rongowhakaata Kapa Haka rōpu Tū Te Manawa Maurea, who performed in the Wellington foyer on Sunday 24th. This kaupapa was a celebration of Māori performing arts, language and culture and Te Papa was only too pleased to support it.

The Treaty of Waitangi Settlements is a priority and we continue to work with the cultural agencies to collectively help iwi in their cultural development futures. We know that taonga remain enduring symbols of Māori culture and identity and we are committed to reconnecting them to their communities. Our Matariki Festival was once again a highlight of this year and the 'Taikura: He Kura te Tangata' celebrated 10 years at Te Papa. Through the leadership of Dr Charles Royal we refocused our Matariki festival to ensure that Matariki becomes more of a significant indigenous Aotearoa New Year underpinned with language, culture and ritual. Senior performing groups from around the country converged on Te Papa and this was live streamed and linked to Māori radio stations around New Zealand.

There have been many highlights over the past year. On the International Day of the World's Indigenous Peoples held on 9 August 2018 our international reputation was recognized by the International Council of Museums (ICOM). ICOM published an article on 'Mana Taonga - Power to the People' on their website and Facebook pages detailing Te Papa's unique and innovative bicultural museum practice and Mana Taonga principle of community engagement and empowerment including our Karanga Aotearoa Repatriation Programme. ICOM noted that it was a great example to illustrate the relationship between museums and Indigenous Peoples. The ritual opening of the Oceania exhibition at the Royal Academy of Arts, London, on 29 September 2019, which included closing the streets in Piccadilly for the Māori/Pacific delegation, was another highlight.

In memory of our two founding visionary leaders Dr Cliff Whiting and Dame Cheryl Sotheran we established two scholarships in their memory in



partnership with the Victoria University Museum and Heritage Studies Department. In honouring their legacy we sincerely thank all iwi and organizations that have supported Te Papa over the last year. We could not have done this without your support and affirmation. We want Te Papa to be the best it can be working closely with our communities in everything we do. We look forward to playing our part in the revitalization of te reo Māori and actively supporting the living contemporary culture. We know that the journey continues and we look forward to working with you all.

Finally, we acknowledge the passing of Hema Temara and the immense contribution that she gave to our National Museum after working for over 25 years at Te Papa upholding tikanga, coordinating pōwhiri and supporting the repatriation of ancestors from overseas. Heoi anō rā, ko ngā manaakitanga o ngā tipuna e tiaki, e manaaki, e ārahi pō te ao, ao te pō.

Mauriora,

Dr Arapata Hakiwai
Kaihautū



2018/19 tirohanga whānui – te ekenga ki tā mātou pou tarāwaho hua | 2018/19 overview – performance against our outcomes framework

The framework on the following page maps our legislative mandate and aspirations, as well as setting out our strategic priorities, and provides the framework for the assessment of our performance in 2018/19.

In 2018/19, we introduced a commitment to report on how Te Papa's work contributes to cultural wellbeing, and we have increasingly focused on describing how Te Papa delivers value to New Zealand in line with the four capitals outlined in the Treasury's Living Standards Framework. Acknowledging the Government's plan to expand the national view of current and future wellbeing, we have referenced how Te Papa's work has contributed to wellbeing stocks in human, social, natural and financial/physical wellbeing throughout Part 2: Statement of performance 2018/19.



MISSION

To understand the past, enrich the present and meet the challenges of the future

FUNCTIONS

Control and maintain the museum

Collect works of art and items relating to history and the natural environment

Act as an accessible national depository for collections

Develop, conserve and house securely the collections

Exhibit or make available for exhibition by other public art galleries, museums and allied organisations, material from collections

Conduct research into any matter relating to collections or associated areas of interest and assist others in such research

Provide an education service in connection with collections

Disseminate information relating to collections and any other matters relating to the museum and its functions

Co-operate with and assist other NZ museums in establishing a national service and in providing appropriate support to other institutions and organisations holding objects or collections of national importance

Co-operate with other institutions and organisations that have similar objectives

Endeavour to make the best use of the collections in the national interest

Design, construct and commission any building or structure required by the museum

READ MORE
SEE OVERLEAF
Museum of New Zealand Te Papa Tongarewa Act 1992

A

VALUES

Hiranga

Excellence

Manaakitanga

Community Responsibility

Mātauranga

Knowledge & Learning

Kaitiakitanga

Guardianship

Whanaungatanga

Relationships

PHILOSOPHIES

Mana Taonga

Museology

Learning

VISION

Changing hearts, changing minds, changing lives

ASPIRATIONS

Audiences

Inspire a sense of wonder and excitement in audiences of all ages
Connect with new audiences across New Zealand and around the world

The Role of Museums

Revitalise and extend our core museum work
Be a centre of innovation for museums and galleries

Sustainable Business

Invest in developing our people and assets for the future
Create a sustainable financial model
Nurture innovation across the organisation

Learning

Activate lifelong learning everywhere
Connect and communicate with new audiences and partners

Māori Peoples & Identity

Support Māori development
Enable Māori cultural contributions to wider New Zealand society

Aotearoa New Zealand in the Pacific

Be one of the leading Pacific cultural institutions in the world

Society & the Wider World

Be a safe place for challenging conversations

READ MORE
SEE OVERLEAF
Te Papa's Strategic Narrative

B

STRATEGIC PRIORITIES 2017-2021

Business Growth

Providing robust and sustainable financial foundations for Te Papa's future

Exhibition Renewal

Revitalising our physical spaces, our exhibitions, our systems and capabilities

Digital

Creating powerful digital experiences, relevant to and connected with our audiences, wherever they are

Core Business

Caring for & providing access to our national collections
Learning programmes
Research
Supporting museums, galleries & iwi across New Zealand

Iwi Engagement

Contributing to Māori development and enabling Māori contributions to New Zealand society and culture

Take a Lead in Important National Conversations

Taking a lead in creating safe places for difficult conversations

Te Papa Manukau

Creating a Te Papa presence and innovative learning hub in Auckland

THE OUTCOMES WE ARE SEEKING TO ACHIEVE

- Expanded offerings and experiences
- Boosted capacity for innovation
- Access to new revenue streams
- Infrastructure is sound and fit for purpose
- Te Papa attracts and retains creative and talented staff

- More people come to Te Papa
- Exhibitions and experiences reflect New Zealand's cultural traditions and history and New Zealand's place in the world
- Increased debate and discussion on challenging issues, led by Te Papa

- Increased access to the national collections, regardless of visitors' location
- More meaningful engagement with the national collections for visitors

- Improved resilience to natural hazards
- Continued care and safe storage of the national collections
- Greater access to learning experiences
- Ongoing research and leadership in academic forums
- Ongoing assistance and collaboration with museums, galleries and iwi

- Enhanced enactment of Mana Taonga
- Support provided for post-settlement activity
- Continued partnerships with iwi in relation to exhibition delivery and experiences

- More debate and engagement on challenging issues
- People are empowered and inspired to have a positive impact on New Zealand's future
- People have a deepening understanding and insight into complex issues facing New Zealand and the world

- Expanded reach and access to the national collections
- Diverse communities are actively engaged and empowered

WHAT SUCCESS LOOKS LIKE

BY THE NUMBERS:

- Increased visitation to Te Papa and touring exhibitions
- More events/initiatives are led by Te Papa to encourage debate
- Increased social media presence
- Digital metrics show more people are viewing collection items and accessing research led by Te Papa
- Increased requests for access to the national collections and Te Papa's knowledge and expertise for research purposes and to build capability across New Zealand's museums and galleries
- Greater demand for experiences behind the scenes
- More people participate in learning programmes
- Sustained financial position

BY IMPACT:

- Visitors report an increased sense of inclusiveness, identity, satisfaction, fun and transformative learning
- Te Papa is recognised internationally as a world-leader in innovative museology and digital initiatives
- Partnerships with iwi generate trust and demonstrable improved outcomes for Māori
- Te Papa is recognised internationally as an active agent in shaping the world's understanding of the Pacific
- The national collections are safe when in storage and on display
- Active steps are taken to mitigate risks posed by natural hazards
- Growth in partnerships and collaboration to improve access and quality of experiences on offer at Te Papa and museums and galleries supported by Te Papa
- An enlivened cultural sector, led by Te Papa

READ MORE
SEE OVERLEAF
Te Papa's Statement of Performance Expectations (12 month view)

C

Contributing to Cultural Sector Strategic Framework medium-term sector shifts:

Fostering inclusive New Zealand identity

Supporting Māori cultural aspirations

Front footing transformative technology

Improving cultural asset sustainability

Measuring and maximising public value



Sector outcomes

Create

Preserve

Engage

Excel



Tauākī o te ekenga 2018/19 | Statement of performance 2018/19

In 2018/19 we continued to build on delivery of five strategic priorities from our Strategic Narrative and *Statement of Intent 2017-2021*. This section examines in further detail how we have performed in these areas over the 2018/19 year. Delivery on our legislated mandate through core business has been strengthened by increased focus on:

Digital – creating powerful digital experiences, relevant to and connected with our audiences wherever they are.

Taking a lead in important national conversations – creating safe spaces for difficult conversations.

Iwi engagement – contributing to Māori development and enabling Māori contributions to New Zealand society and culture.

Exhibition renewal – revitalising our physical spaces, our exhibitions, our systems and capabilities.

Business growth – providing robust and sustainable financial foundations for Te Papa's future.

The Museum of New Zealand Te Papa Tongarewa Act 1992, *Strategic Narrative and Statement of Performance Expectations* can be read at the following links:

- A http://legislation.govt.nz/act/public/1992/0019/latest/DLM260204.html?search=ts_act%40bill%40regulation%40deemedreg_te+papa_resel_25_a&p=1
- B <https://www.tepapa.govt.nz/about/what-we-do/annual-reports-and-key-documents>
- C <https://www.tepapa.govt.nz/about/what-we-do/annual-reports-and-key-documents#Statement%20of%20Performance%20Expectations>



Our visitors

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The number of visits to Te Papa	1.45 million	1,548,646 ✓	1.52 million
The percentage of adult visitors surveyed reporting a satisfaction rating of “satisfied” to “extremely satisfied” for overall museum experience during their visit	95%	95.5% ✓	96.9%

This year we have welcomed 1,548,646 visits to Te Papa, exceeding 1.5 million visits per year for the fifth year in a row.

Visitation has increased year-on-year by 2% – despite closure for renewal of the popular Nature spaces for most of the financial year. The increase is driven by new exhibitions and content which has reminded and enticed visitors to Te Papa. We have been particularly pleased to see a 15% increase in locals from Wellington City and Region.

Toi Art continues to be a huge success. With 597,613 visits this financial year it continues to deliver on its

manifesto that “art is for everyone”, and has been a key driver in re-motivating Wellington City residents to visit Te Papa.

Toi Art hosted our summer blockbuster, *Terracotta Warriors: Guardians of Immortality*. With almost 200,000 visitors, averaging at 1,500 visitors per day, the exhibition has performed in the top five of Te Papa’s short term ticketed exhibitions. Its strong appeal to New Zealanders and our international audience drove visitation to Te Papa and to Wellington.

Gallipoli: The scale of our war continues to be a major drawcard. Now in its fourth year, *Gallipoli* has

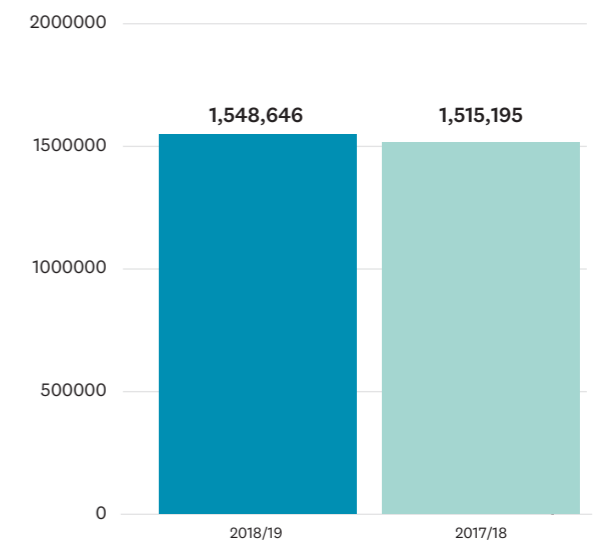
been experienced by over 2.6 million visitors and is a highlight for 45% of our visitors. *Gallipoli* is a particular favourite amongst our overseas visitors, and in December had its highest visitation by overseas visitors ever.

The opening of Te Taiao | Nature on 11 May has sustained our strong visitation as we head into low season and the last two months of the financial year. With over 190,000 visitors already, it has provided Wellington City and Region residents with another reason to visit Te Papa. The response to Te Taiao | Nature has been extremely positive, with evidence that visitors have been inspired to take action and make a positive change in their lives: 84% of visitors surveyed have given it a satisfaction score of at least 8 out of 10, almost 6 in 10 said that they had learnt something new and almost 2 in 10 said that Te Taiao | Nature has inspired them to make a change in their life.

Te Papa continues to appeal to a broad cross-section of society, but is particularly relevant amongst those aged under 35 irrespective of whether they are New Zealanders or internationals. One in two of our visitors are currently living abroad. The top

five countries of origin remain Australia, the United Kingdom, Germany, the United States of America, and France, with strong growth from the Netherlands.

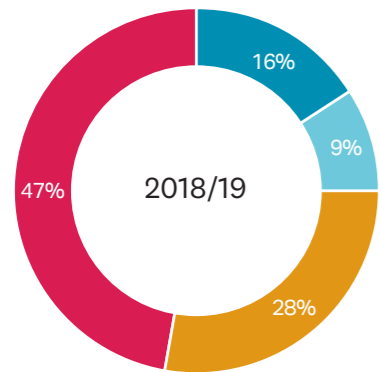
Total visitors to Te Papa for the previous two years¹



Base: All visits to the museum at Cable Street, Wellington
Source: Te Papa’s front door people counting camera

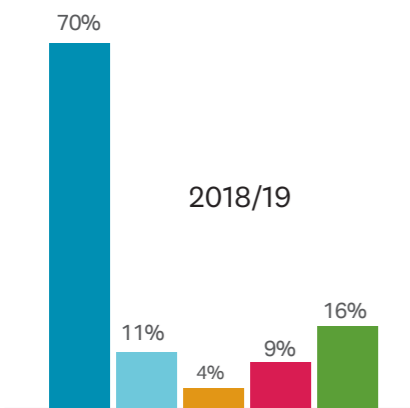
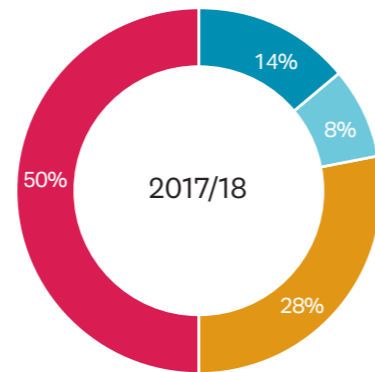
¹ Includes visitors to the museum at Cable Street, Wellington only.

About our visitors



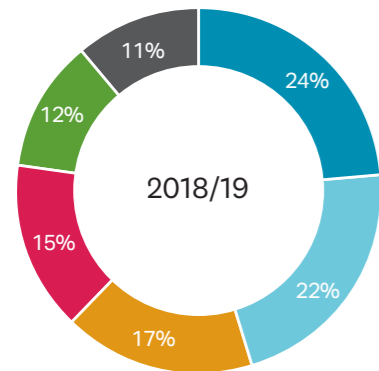
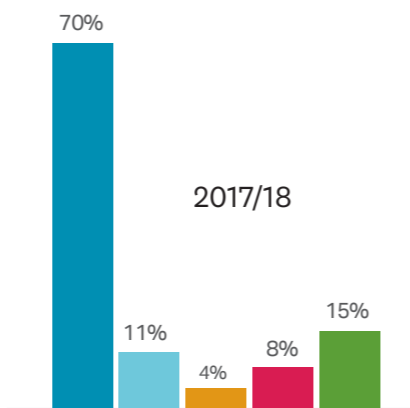
Where (all visitors)

- Wellington City
- Wellington Region
- Rest of New Zealand
- Overseas



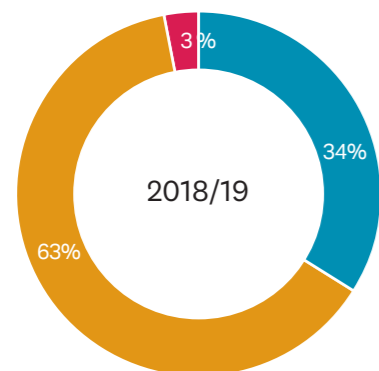
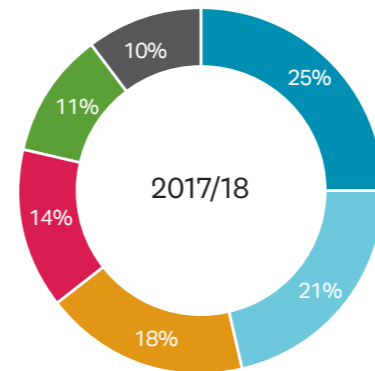
Ethnicity (domestic visitors)

- NZ European
- Māori
- Pacific Islander
- Asian
- Other



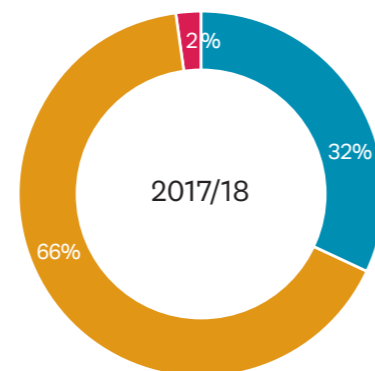
Age (domestic visitors)

- 15-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65+



Gender (domestic visitors)

- Male
- Female
- Other



Commitment to cultural wellbeing | whakarauora

Te Papa's primary purpose is to connect people, taonga and stories. Te Papa does this in a range of ways – acquiring and caring for collections and taonga, which are used to enhance understanding of New Zealand culture, history, art and the natural environment, providing access to collections, delivering learning programmes, and facilitating and producing research in connection with the collections. In delivering its mandated functions, Te Papa connects people with their own culture and others', having regard to the ethnic and cultural diversity of our people and ensuring "Our Place" is a source of pride for all New Zealanders.

Access to our culture is critical to individual and community wellbeing. Additionally, access to experiences reflecting a diverse range of other communities' culture and world views is a key factor in improved social cohesion, a component of social capital. In 2018/19, we committed to nurturing cultural wellbeing through:

- Provision of tours and learning programmes in te reo Māori
- Staff participation in te reo and tikanga learning experiences
- Community input and engagement through outreach activity, development of exhibitions

and experiences, research activity and care of collections

- Facilitation of iwi and community access to taonga and knowledge
- Making te reo Māori visible across the museum
- Involving communities in curatorial practice and collecting, by acting with their informed consent and endorsement
- Co-collecting initiatives
- Assisting iwi claimant groups to realise cultural redress provisions of Treaty settlements

We tracked performance in this area through a series of indicators, outlined below.

Visitors tell us about the positive impact participation in exhibitions, experiences and programmes has had on them

Exhibition content, design and experiences provided at Te Papa and online have prompted a range of comments, expressing emotional impact, new learning and inspiration for making change elsewhere in people's lives, as well as reported respect for different cultures:

- 'This is making me so happy!' (5-year-old, *Curious Creatures and Marvellous Monsters* exhibition)²
- 'This is a truly remarkable museum ... All the exhibitions are fascinating and superbly presented. I must, however, reserve special thanks to those who prepared and presented the

² Sourced from Te Papa Host report.

Gallipoli exhibition ... I have visited several WWI exhibitions and read widely ... This exhibition, without a doubt, is the best I have seen. Even now ... I am nearly in tears.' (visitor to *Gallipoli: The scale of our war* exhibition)

- 'At the Lincoln Uni gym ... all reps are counted in te reo now, forwards and backwards!' (blog comment in response to Te Wiki o Te Reo Māori video series featuring pronunciation tips)³
- "Seeing the actual terracotta warriors. Was amazing"; "The craftsmanship, delicate preservation, sense of historic capability..."; "The skill involved in making the warriors, purely the scale is mind blowing that they were fired so many years ago and survived"; "The audioguide was excellent; very thoughtful and thought inducing. The pacing of the exhibition was great, leading up to the warriors themselves, and giving context, then showing how things changed in the subsequent dynasties." (visitors to *Terracotta Warriors: Guardians of Immortality*)⁴

Exhibitions and programmes seek opportunities for co-curation and participatory knowledge development

Co-curation and participatory knowledge development were strong features of the creation of Te Taiao | Nature. *Terracotta Warriors: Guardians of Immortality* included work with members of the Chinese community on programming to support the exhibition, and co-creation with students from

Wellington High School formed the basis of the community response area of the Tony Fomison exhibition in Toi Art.

Te Taiao | Nature:

- saw collaboration with Te Rūnanga o Makaawhio and Tūwharetoa artists to express mātauranga concepts;
- features videos from schools in Tokelau on climate-change action on the atolls;
- includes filmed activity from conservation groups around New Zealand;
- includes a digital debate space – developed with social science researchers from Victoria University and Manatū Taonga; and
- features the Climate Converter, providing the opportunity for visitors to pledge an action to combat climate change, which is made visible to others in the space and is supported by a post-visit email that provides resources to support that pledge, including links to related government websites.

Iwi and communities have access to taonga for loan and through back of house visits

In 2018/19 more than 300 visits to collections not on exhibition were provided, to iwi and community groups as well as researchers, artists, fashion and design students and international visitors among others.

Iwi and communities are consulted and informed consent and endorsement is sought when developing proposals for collecting taonga

In March 2019, *Te Āporotanga*, a Mere Pounamu and whakapapa chart connected to Whakatōhea, were offered for auction. Te Papa were approached by Whakatōhea and worked in collaboration with them to secure *Te Āporotanga* as part of Te Papa's collection.

Exhibition labels and resources include te reo Māori

Renewal of the natural history space provided the opportunity for development of a more integrated, innovative approach to presenting fully bilingual content – in all graphics and digital products – with a strong focus on accessible typography. This content is presented in various ways – side by side, via onscreen 'language toggles' and audio, and more. In dialogue and exhibition labels, English and Māori are interspersed in a way that represents the way New Zealanders increasingly speak. We have also produced an online introduction to key Māori concepts in the exhibitions, including a pronunciation guide. In Toi Art, teachers have been seen taking photos of the bilingual labels.

Online content supporting te reo Māori continued to be delivered and proved to be extremely popular:

- Web content for Te Wiki o Te Reo Māori drew around 18,000 visits to the website and blog. Last year's Māori activity book continues to have nationwide impact – it received 7,500 hits over the week from classrooms, homes, and libraries right around the country (30% Auckland, 13% Christchurch, 12% Wellington).
- The blog⁵ introduction to Agile terminology in te reo Māori, including pronunciation guide and poster, has been adopted by Spark, NZ Post, Auckland Council, the Department of Internal Affairs, Digital NZ, and Deloitte: 'This description ... in te reo is so perfect it gave me goose-bumps ... Ka rawe Te Papa!'⁶ The blog received 2,650 unique page views between 30 July (date published) and 30 September.

Collection items are acquired in accordance with Te Papa's Collection Policy

All acquisitions made during 2018/19 were authorised in accordance with Corporate Governance delegations, with reference to both the Collection



Policy 2018/19 and the collecting priorities highlighted in the Collection Strategy 2018–2023.⁷ Expert assessment on each proposed acquisition is given from the curatorial and collection services teams to guide decision making.

Community capability enhanced through outreach activity, including through shared work plans with iwi, workshops and knowledge exchange

- Three new bilingual videos on caring for taonga in the home were created to share online during the Te Matatini festival. These are amongst the most popular video content Te Papa has ever shared.
- Victoria University and Massey University design students were mentored in game development through their work on two simple interactives for Te Taiao | Nature
- Plans are afoot to connect students in Tokelau with tamariki in Aotearoa New Zealand, with a focus on environmental topics.



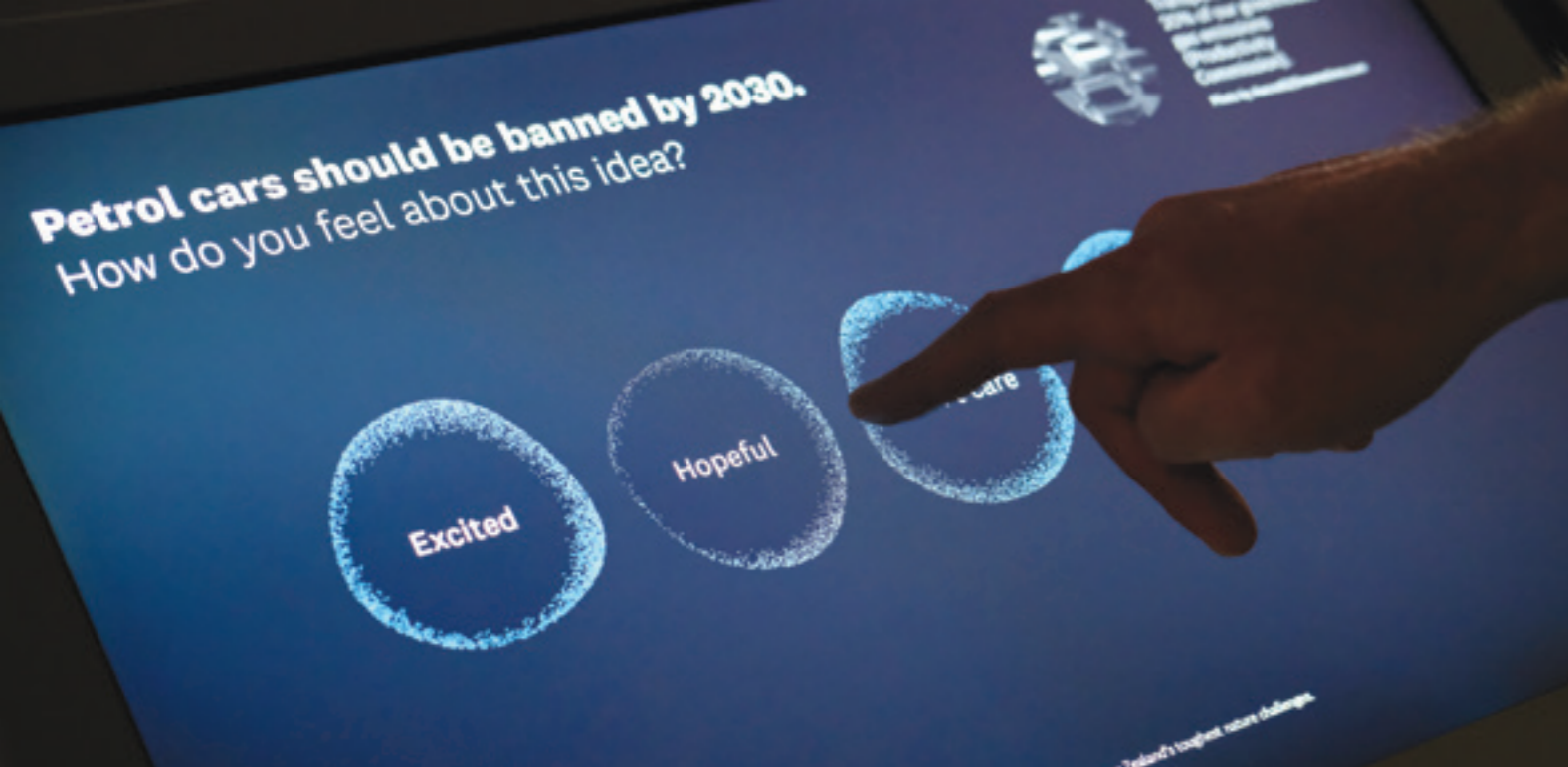
³ <https://blog.tepapa.govt.nz/2018/09/11/four-tips-to-help-your-te-reo-during-maori-language-week/>

⁴ Sourced from visitor exit survey.

⁵ <https://blog.tepapa.govt.nz/2018/07/30/the-language-of-agile-methodology-in-te-reo-maori-being-kakama/>

⁶ Sourced from Twitter

⁷ The Collections Policy and Collections Strategy are available to read on Te Papa's website: <https://www.tepapa.govt.nz/about/collections/our-collections-policy>



Digital

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The number of visits to Te Papa's websites	2.8 million	3,356,350 ✓	3.1 million
Reach and impressions through social media platforms	540,000	1,630,358 (708,929 paid reach) (average per month)	New measure ⁸
The number of collection items that are accessible to the public	840,000	846,571 ✓	New measure

Digital technology and platforms are a key mechanism for sharing collections, learning and other resources, research and information – helping fulfil our mandate to deliver education and research in connection with collections and contributing to human capital stocks.

Te Taiao | Nature

Te Taiao | Nature features bold uses of digital technology to connect with our audiences and, in turn, connect them to our natural world. Key focuses are on facilitating interaction and immersion (including in 'future worlds'), bringing specimens to life, supporting cross-platform content, providing data and analytics to measure success and inform improvements, and connecting visitors to real-world opportunities to take action.

Of particular note are:

- **The Current:** A large-scale data visualisation asking for visitor responses to big environmental questions (on-floor and online), with data logged at data.govt.nz for anyone to access – an exciting and experimental form of exhibit-based research, which might even inform policy in the long-term.
- **Let's Collaborate:** partnering with Te Papa, a mobile website that connects visitors to real conservation opportunities in their region.
- **Climate Converter:** A gesture-based immersive world that lets visitors take virtual action against climate change and make personal pledges. They can also opt into an email for support to enact their pledge in the real world.
- **Mauri Activator:** A huge participatory projection

⁸ In 2017/18 we measured the 'number of unique users per month on Facebook who have seen content from, or associated with, Te Papa'. The actual result was 780,115 against a target of 400,000.

that asks visitors to boost the mauri – the abundance of nature – by working together.

- Digital labels that bring specimens to life, empower visitors to uncover information they're interested in, and support fully bilingual content.

Maximising opportunities to see and learn about taonga

Maximising access to the collections remains a critical area of focus for Te Papa, to enable visitors to engage with and learn about taonga regardless of where they live. Digital records and access channels are one of our most important tools to enable this to happen. In 2018/19, we surpassed our target of having 840,000 collection items available to the public. This is a significant portion of the collections, the total size of which numbers approximately 2.2 million. Not all of these are intended for display – the collection includes approximately 1.1 million natural history specimens used primarily for research, 700,000 stamps used primarily for reference and 200,000 film negatives in the photography collection, which are used primarily for their images. The number of collection items that are now accessible to the public now represents some 38% of the total collection.

In 2018/19, a decision was made to defer plans to establish Te Papa Manukau. Along with sharing collections through online channels, we continue to provide a range of ways for people to engage with taonga in person, whether through national and international touring exhibitions, loans, or facilitation of on-site visits to collection items held in storage.



Raranga Matihiko – expanding access to digital learning experiences for children

A key offer of the Te Papa Learning team is Raranga Matihiko | Weaving Digital Futures. This programme provides equity and access to digital technology learning through the rich context of the museum. Funded by the Ministry of Education through the Digital Technology for All Equity Fund, the programme is delivered to learners from decile 1–3 schools and all kura within the regions of Wellington, Northland, Auckland and the Hawke's Bay with Te Papa leading the contract. Over the course of the last year, the learning team have worked with 206 classes, approximately 5,500 students totalling over 85,000 learning hours. Not only is this programme showcasing to schools how museums can complement their class programme, it is highlighting the value of partnerships between museums as we learn and work together. Schools, teachers and students are providing positive feedback on the programme and independent evaluation is finding that weaving digital technology learning through the authentic context of the museum environment is having lasting impact in schools.





In-person engagement with taonga

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The number of visits to collections not on exhibition	300	350 ✓	468
The number of visitors attending guided tours	20,000	44,057 ✓	New measure
The number of New Zealand regions where Te Papa's collections are shared through touring and loans	10	12 ✓	11

Te Papa exhibitions around New Zealand

Bug Lab continued its successful season at the Auckland zoo with 23,000 visitors seeing the exhibition its last two months before it headed off to North America. During the exhibition's nine months in Auckland it was seen by 120,129 visitors. *Bug Lab* opened at the Discovery Place Science in Charlotte, North Carolina, starting a fully subscribed tour over the next three years of North America. *Bug Lab* is an exhibition developed in partnership with Te Papa and Weta Workshop.

Pacific Sisters: Fashion Activists, an exhibition developed and exhibited in Toi Art, made its way to the Auckland Art Gallery. The exhibition was worked on closely with the Sisters and Te Papa, with 36,194 visitors taking the opportunity to visit during its Auckland season.

Kura Pounamu: Our Treasured Stone was exhibited at the Canterbury Museum, its first Aotearoa venue since the exhibition returned from an international tour of China and Paris. A collaborative exhibition between Te Papa and Ngāi Tahu, it features 216 taonga from the collection, and was viewed by 373,856 visitors during the exhibition's five month season in Christchurch.

Remembering Rodin, an exhibition drawing on Te Papa's iconic sculpture collection opened at the Tauranga Art Gallery in January and has since travelled to exhibit at the Millennium Art Gallery, continuing its tour of the south in the next financial year to the Eastland Southland Art Gallery in Gore and the Ashburton gallery.

A new domestic touring exhibition was launched at The Millennium Gallery in Blenheim. *Buller's Birds* is a development from the previous *Buller's Birds: The art of Keulemans and Buchanan*. This time the works are reproductions and are combined with specimens from the recently dismantled natural history exhibition.

Whiti Te Rā! The Story of Ngāti Toa Rangatira continues on display with changing taonga at Pataka Museum + Art in an ongoing collaboration with Ngāti Toa Rangatira.

Road to Recovery: Disabled soldiers of WWI ended a seven month season at the National Army Museum in Waiouru.

Brickman Wonders of the World continued its domestic tour to Baypark Arena in Mt Maunganui. Over 18,000 visitors attended this paid exhibition during its three week season during the July school holidays. The exhibition then travelled to the South Island to the Air Force Museum of New Zealand with over 10,000 visitors attending during the four weeks over Christmas. The year-long tour of this exhibition to venues throughout New Zealand during the school holiday periods commenced at Te Papa in December 2017 and finished in Christchurch in January 2019, achieving a total visitation of 187,975. This exhibition has returned back to Australia to Te Papa's Joint Venture Partner, Brickman Exhibitions.

International touring exhibitions

2019 saw the final season of the *Whales | Tohorā* exhibition after eleven years of touring. Eleven shipping containers brought the specimens home in June, using our strategic partners Mainfreight Air and Sea who had shipped the exhibition to the United States in 2008. The specimens are now taking a well-earned rest back in the storerooms under the expert care of collection staff. Final figures gave an attendance of 3,150,000 visitors at 17 international venues and a net contribution to Te Papa of over \$4.5 million.

As *Whales* returned home *Bug Lab* entered the United States with a first showing at Discovery Place Charlotte, North Carolina in November with a captivated audience of 71,606 seeing the exhibition during its five month season.

After a successful showing in the south it has travelled up to Chicago and the prestigious Field Museum of Natural History where it opened in late June. Supplemented by extraordinary live bugs, the exhibition will continue there until April 2020. *Bug Lab* will continue its North American tour with bookings through to 2023.

Visitation to touring exhibitions over 2018/19

Total visitors to NZ domestic venues in 2018/19

580,486

Total visitors to international venues in 2018/19

166,149

Sector support

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The number of museums and galleries supported by Te Papa	235	271 ✓	240
The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others ⁹	90%	92% ✓	90%

The National Services Te Paerangi team is a mechanism by which Te Papa works in partnership with the broader cultural sector to contribute to a thriving arts and cultural sector across Aotearoa New Zealand.

National Services Te Paerangi support has continued to be an important avenue to enable communities to shape their own cultural identity, with our advisory service, workshop, grants and expert knowledge exchange programmes meeting self-identified needs for organisations caring for taonga. Over the financial year National Services Te Paerangi worked with 271 cultural organisations and cultural sector agencies reaching communities that at times find it difficult

to access cultural institutions. Meeting communities in their location and assisting in meeting locally identified objectives makes a strong contribution to building social connection via networks and promoting a sense of belonging.

Significant National Services Te Paerangi projects in the financial year include building capability of cultural organisations in the Canterbury region in partnership with Canterbury Museum, supporting the Southland Regional Heritage digitisation initiative Project Ark, and supporting the domestic repatriation of kōiwi tangata from New Zealand museums to source communities via the New Zealand Repatriation Network.



⁹ Based on a survey sent to 477 people or organisations who utilised National Services Te Paerangi's services in 2018/19, with a response rate of 20.5% and margin of error of 9% at a 95% confidence level. The survey was carried out using Survey Monkey

Empowering learning

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
Total reach of learning programmes and products	95,000	159,921 ✓	122,019

The Te Papa Learning team offers curriculum support programmes for kura and schools in the Wellington region, and nationally via our virtual explorer programmes and Raranga Matihiko. The Te Papa Learning team delivered rich and authentic learning experiences to 24,611 learners across 372 individual programmes, and reached learners from Waitangi to Gore, either face to face or through virtual experiences. In total we delivered to more than 1,100 learners from Māori medium schools – representing approximately 64% of all Māori medium learners in the region.

Our most popular programming continues to be for *Gallipoli: The scale of our war*. However this looks to be eclipsed by Te Taiao | Nature, which has seen more than 2,000 learners through in the first two months since opening.

Te Papa Learning aspires to become the go-to resource for lifelong learning for all New Zealanders, and to be the leading centre for museum and informal learning, setting best practice and new standards. To this end, the 2018/19 year has seen the team increase its focus on delivering to both the New Zealand Curriculum and Te Marautanga o Aotearoa, and giving equal weight to te ao Māori in all our programmes. We have continued to innovate our programmes, by connecting the technology rich opportunities that define our learning lab – Hīnātore with our context and content rich gallery programming.

An example of this is the popular Gallipoli Perspectives programme where learners explore the exhibition *Gallipoli: The scale of our war* and use digital technologies to create and share their own perspectives on the Gallipoli campaign based on their experience of the exhibition.

Highlights of the year have included:

- the highly encouraging evaluation results of the Raranga Matihiko programme,
- our successful outreach into schools of the EQC sponsored Earthquake Encounters programme where over 1,000 learners had the opportunity to delve into the forces that shape Aotearoa, and explore the impacts of earthquakes through our Minecraft based earthquake simulation mod,
- the exceptionally busy first months of Te Taiao | Nature – with 2,373 learners hosted in the first two months of opening,
- Our collaboration with Pataka, The Dowse and Expressions galleries to offer rich, innovative and exciting cross curricula opportunities to learn about Matariki, its traditions, the movement of stars throughout the year, and to produce a creative expression of what Matariki means for each learner.

Taking a lead in important national conversations

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The number of conversations initiated by Te Papa to encourage kōrero on difficult issues of national importance	3	3 ✓	3

Te Papa is uniquely placed to facilitate discussions about culture and identity and expose people to new and different ideas and perspectives. As a forum for debate about challenging issues from the past and present and how these impact the future, Te Papa contributes to improved social cohesion through enhancing respect and providing a platform for many cultures and voices.

One of the strategic priorities of Te Papa's public programme is to provide a forum for/and lead nationally important difficult conversations. This was a particular emphasis for the following three programmes in 2018:

Te Kooti: Ngā Reo o Te Motu | Te Kooti: Voices from the Iwi

Te Papa and descendants of Te Kooti hosted a day-long public symposium exploring the legacy of Te Kooti Rikirangi Te Tūruki, 19th century resistance fighter, prophet, writer and founder of the Ringatū faith. *Te Kooti: Ngā Reo o Te Motu – Voices from the Iwi* included speakers from Ngāti Tūwharetoa, Ngāti Maniapoto-Waikato and Ngāti Awa, who challenged the myths surrounding Te Kooti and shared kōrero about his positive influence. The symposium was a joint initiative between Ngā Uri o Te Kooti and Te Tira Whakaari Trust.

Comments from participants:

- “Thank you very much for organising such an awesome event! Events like the Te Kooti Symposium are so precious for New Zealanders, and particularly for Māori, to hear regional stories delivered by direct descendants of hāpu and iwi who sheltered Te Kooti on his journeys. The stories shared are so valuable to our national identity, and in terms of broadening our understanding of our complex history.”
- “I thought this was a totally phenomenal event: a powerful, terrific, important moment – of bringing groups of people together. Of listening, of hearing, of feeling a history that is living. It is an event I will remember always. Warmest congratulations and thanks to all who worked to make it possible.”
- “It was an incredible day – really appreciated that Te Papa created a space for such rich korero. Definitely showed me another side to Te Kooti, as I had only really heard about his involvement in the deaths of some of my tipuna. Also loved that there was a wahine MC (Puawai was great) and the performance from Maisey Rika, so that there was a strong female presence on the day too. Ka pai – more events like this please.”

Following the symposium, Te Tira Whakaari, a charitable trust representing the descendants of Te Kooti, secured funding to distribute the footage from the symposium to a wider audience.



Young Feminist Hui

In the six months leading up to the 125 Suffrage commemoration, Te Papa worked with a collective of young feminists from Wellington colleges to co-develop an event to commemorate this milestone. The resulting programme was a day-long hui in September curated by the feminists. The group selected topics that resonated with their peers, and that they felt they couldn't discuss at school. The Young Feminist Hui surfaced a number of nationally important conversations around contemporary feminist issues, including modern masculinity, pornography and feminism in the media. The event was oversubscribed, had enormous reach (generating over 35,000 reach via Facebook and 1,100 responses) and generated significant media interest, including an article in *Salient* with a circulation of 16,000. Importantly, it also created an actively engaged group of young feminists who want to continue these discussions with Te Papa as the forum.

Comments from participants:

- “Thank you for the most thoughtful and constructive discussion on feminism I have been part of for ages”
- “Valued the talk about modern masculinity as it was a different approach to feminism and an approach I knew least about”
- “I found the talks about porn and toxic masculinity particularly excellent as they fuelled a lot of interesting discussion and debate.”
- “Amazed by the calibre of the speakers and the young women who put this together. It was an inclusive, welcoming event and it gave me a lot of hope for the future. Would love to continue the conversation – not a high school student but here is my email in case others are interested.”



Remembering Armistice: The Influenza Pandemic Panel Discussion

In order to explore the Armistice through a different lens and highlight the influenza pandemic as a nationally important aspect of Armistice commemoration, Te Papa hosted a panel discussion in November exploring the social impact of the influenza pandemic in New Zealand (including on Māori communities) and Samoa. The panel had a particular focus on the impact of the influenza pandemic on Samoa, where the NZ military administration allowed a ship called the SS *Talune* to travel from New Zealand carrying influenza, resulting in the death of an estimated 8,500 (over a quarter) of Samoa's population.

The discussion began with a screening of *The Ship of Death*, a documentary exploring the impact of the SS *Talune's* arrival on Samoa's history, and was followed by a kōrero between Professor Linda Bryder, Professor Meihana Durie and Tuki Laumea (director of *The Ship of Death*). It was a powerful discussion, followed by a highly charged question and answer session involving Dame Luamanuvao Winnie Laban and other audience members. The event highlighted the need for more in-depth discussion of the complicated history between Samoa and New Zealand and how Te Papa could continue to be the forum for this.

Nature debate – leading to positive action

Te Papa has a key role to play in educating visitors about New Zealand's natural history and advocating for the protection of our natural capital for future generations. Te Taiao | Nature tackles pressing topics around the state of our environment: pests, freshwater quality, ocean health, and climate change – all connected to the National Science Challenges. It does this in a way that inspires and empowers positive action, rather than dwells on the issues.

We've achieved this by showcasing inspiring success stories, including of everyday New Zealanders

taking conservation action, through videos crowd-sourced from right around the country. Connecting visitors to similar opportunities for action is key, as in the Let's Collaborate website. A small portion of visitors connect to the website from the gallery, but a whopping 40% of them go on to take real action.

Interest in our approaches has been high among other GLAM organisations – national and international – that are in the process of renewal, demonstrating Te Papa's leadership role in the sector.



Local professional perfumer Francesco van Eerd worked with Te Papa's experts to surprise and delight visitors with a pop up perfumery at Wellington airport, ahead of the opening of Te Taiao | Nature.



Iwi engagement

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The number of iwi supported by Te Papa	40	34 ¹⁰ ✗	46
The number of community projects and workshops run by National Services Te Paerangi in partnership with museums, galleries and iwi	50	66 ✓	52
The number of international institutions from which repatriations are completed	2	2 ✓	3

Rongowhakaata Iwi in Residence

Te Papa supports the Iwi in Residence programme by assisting the Rongowhakaata Pou Tikanga to discuss, develop, pursue and implement initiatives of value for the iwi. During the year Te Papa welcomed April Nepia-Su'a as Rongowhakaata Pou Tikanga, working alongside Taharākau Stewart.

During the first year of their residency Rongowhakaata Pou Tikanga hosted iwi groups from Te Tairāwhiti including Manutūke School, Whakatō Kohanga Reo, and a roopu of Muriwai weavers. The visits provided an opportunity for descendants to reconnect with their whare Te Hau ki Tūranga and to experience the *Ko Rongowhakaata* exhibition.

Ko Rongowhakaata public programmes included *Te Hā o Rukupō | Rukupō Talks*. These are a series of

kōrero which provide an insight into the struggles and history of Te Hau ki Tūranga, and to discuss the future of the whare and what this means for the people of Rongowhakaata. *Te Hā o Rukupō Talks* will continue until Rongowhakaata end their residency.

Celebrations for the first year anniversary of the *Ko Rongowhakaata* exhibition in September 2018 were attended by 150 iwi representatives. The celebrations included a day-long symposium, the launch of the *Ko Rongowhakaata* exhibition publication and a celebratory dinner.

Te Matatini ki te Ao

In February 2019, the Wellington region hosted Te Matatini ki te Ao National Kapa Haka competition. Te Papa assisted Mana Whenua iwi at the pōwhiri at

¹⁰ Ability to support iwi was impacted by vacancy within the Ngā Manu Atarau team in 2018/19.

Waitangi Park to welcome thousands of performers and supporters to Wellington. Te Papa also facilitated the presence of Kupe's Punga (Anchor stone), currently cared for as part of the national collection, to act as a mauri at both the pōwhiri and onsite at the stadium for the duration of the competition.

Te Papa was honoured to host many roopu, including Rongowhakaata, who whakapapa to taonga cared for by Te Papa, to visit and spend time with these taonga and reconnect with them in meaningful ways during this significant time. Te Papa concluded the festival with a special performance in the Wellington Foyer from Tū Te Manawa Maurea, whose bracket included kōrero about Te Hau ki Tūranga.

During the competition Te Papa had a presence at the stadium, sharing information about work and services provided to iwi throughout Aotearoa. There was also a retail offering from the Te Papa Store, including a digital 'taonga wall' where the public could browse and select taonga from the collection to display on the wall. A highlight of the stall was the presentation of a series of videos, in te reo Māori, about *How to care for your Taonga*, created by teams across Te Papa.

Tūhonohono i ngā Taonga ā-iwi: Te Hau

The Tūhonohono i ngā Taonga ā-iwi conference at Te Poho o Rawiri in Tūranganui a Kiwa was organised in partnership with the Rongowhakaata Iwi Trust. This provided great opportunities for iwi and hapū in the East Coast region to share their cultural heritage initiatives.

The focus of the conference was the journey of Te Hau ki Tūranga, the world's oldest whare whakairo (carved house) and to share the kaupapa of kaitiakitanga (guardianship). Iwi experts who spoke at Tūhonohono shared insights and experience to build on the body of knowledge that Rongowhakaata is developing on the repatriation, restoration and protection of taonga. We thank Rongowhakaata Iwi Trust for making this possible.

Mana Taonga in action – connecting iwi with taonga

Tukuna of Whakatōhea Mere Pounamu

In early April 2019, Te Papa received a request for assistance from the Whakatōhea Māori Trust Board to acquire a mere pounamu with connections to the Whakatōhea iwi. The taonga is of special significance to the iwi, as it is part of Whakatōhea history dating back to 1831. *Te Aporotanga* is the name that has been given to the mere pounamu by Te Riaki Amoamo, a direct descendant of Te Awanui, the son of Te Aporotanga who was a chief of Whakatōhea descent and was known for his prowess with weaponry.

The iwi supported Te Papa in purchasing the taonga for the national collection and together will begin discussions about a taonga management agreement, access by the iwi to the taonga, and potential display options of the mere within the Whakatōhea rohe.

Te Papa staff travelled to Cordy's auction house in Auckland to collect the taonga, transported it to Opotiki for a pōwhiri and overnight for the mere pounamu back in its rohe and then travelled to Wellington with two descendants and iwi representatives.

The Kaihautū alongside the Pou Tikanga Rongowhakaata and Te Papa staff, welcomed the descendants and taonga upon arrival to the museum, to acknowledge their connection to the taonga and receive it into the national collection.

The successful acquisition of the mere pounamu provides the Whakatōhea iwi around the country with an opportunity to connect first hand with *Te Aporotanga*. The fact that the taonga has returned home and will not be lost in private ownership for another 100 years, is a significant accomplishment for the iwi and Te Papa.

Collaboration on Te Taiao | Nature

The development of Te Taiao | Nature provided an opportunity for Te Papa to work in collaboration with iwi throughout Aotearoa. Iwi shared mātauranga and kōrero about the natural environment and celebrated the uniqueness of their rohe, as well as their relationships to the whenua and the natural world. Two examples of this include the entrance to the exhibition where Maui's first footfall at Mahitahi in the rohe of Kāti Mahaki ki Makaawhio, is acknowledged.

The Active Land segment of the exhibition features the story of Ngatoroirangi and the arrival of geothermal activity to Aotearoa. This experience is expressed in words, design and diorama by Ngāti Tūwharetoa.

Te Taiao | Nature presents mātauranga Māori alongside scientific knowledge, and Te Papa is honoured to be able to share these iwi kōrero alongside many others.

The karakia and opening was led by Rongowhakaata, Mana Whenua and the iwi who shared their kōrero within the exhibition. Rongowhakaata Pou Tikanga Taharākau Stewart and April Nepia-Su'a taught a specially composed Taiao haka to school children across Wairarapa and Wellington, to perform at the opening day. As well, Rongowhakaata planted a white kaka beak and a totara tree in the gardens at Te Papa to commemorate the special occasion.

Various other iwi were also involved in crucial ways: Rangitāne, whose precious moa egg and necklace lie at the heart of Te Kōhanga | Nest, Whanganui around content related to their awa, and more.





Karanga Aotearoa Repatriation Programme (Karanga Aotearoa)

First Nation and Indigenous Peoples throughout the world have long advocated for the return of their ancestors held in the care of overseas museums. Often these calls haven't been answered leaving pain, anguish and a deep sense of grief for the living descendant communities. The Karanga Aotearoa Repatriation Programme has been undertaking the repatriation of Māori and Moriori tīpuna and karapuna since 2003. With strong support from iwi, Moriori and the New Zealand Government we are now able to bring the ancestors home and return them to their people and whenua. Reconciling our nation's colonial history and healing our past is an important dimension of the repatriation process, as is restoring the health, well-being and vitality of culture and identity. The repatriation of Māori and Moriori ancestors long held in overseas museums and universities restores dignity and respect to our people.

The history of seeking the repatriation of Māori ancestral remains housed in overseas institutions started largely with the work of the late Maui Pomare, former Chair of the National Museum Council in the 1980s. Maui influenced New Zealand's National Museum to become one of the first institutions in the world to change its museum practice by setting up a wāhi tapu for the tīpuna and showing respect to the ancestors. As we continue this spiritual journey to return ancestors held in distant lands we know that forming good relationships with governments, officials, museums and their staff is a critical dimension to enable this to happen.

The trade of ancestral remains started with the early voyages of James Cook to New Zealand in 1769 and since that time hundreds of kōiwi tangata have left Aotearoa and Rēkohu (Chatham Islands). Scientists, fossickers, collectors, museum directors and natural history enthusiasts collected, traded, sold and exchanged these ancestors to the world. Over the last year the Karanga Aotearoa Repatriation team worked in partnership and collaboration with overseas institutions to return ancestors. In July 2018 we repatriated ancestors held in the care of the Cologne Museum, Germany, the M.H.de Young Memorial Museum, San Francisco and Yale University, as well as returning a First Nation ancestor provenanced to the Tsetsetse/San Juan Island in Washington State held in the care of Te Papa.

In May 2019 we also repatriated 120 Māori and Moriori ancestral remains from two large institutions in Europe – the Museum Vrolijk in Amsterdam, Netherlands, and the Charité Institute in Berlin, Germany. At the official handover ceremony the Dean of the Charité Institute expressed these sentiments – *“These human remains, ostensibly collected for scientific purposes, were used as part of a wider ideological focus on ethnicity and ‘racial hygiene’. This was and remains ethically unacceptable and represents a serious violation of the human dignity of these indigenous ancestors. Charité wishes to issue an unreserved apology to their descendants.”*

These ancestors were welcomed home onto Te Papa's Rongomaraeroa marae where they will be cared for before undertaking their final journey home among their people. High level discussions were also held in Berlin and at the Natural History Museum in London regarding future repatriations. Through Karanga Aotearoa's research, scoping and networking it estimates that at least 1,200 Māori and Moriori ancestral remains were taken overseas from 1769, and over 600 of these have been returned to Aotearoa New Zealand since the programme was established in 2003. Karanga Aotearoa continues its work to repatriate a further 600 Māori and Moriori ancestral remains housed in international institutions.

An important dimension to the Karanga Aotearoa Repatriation Programme is the expert advice and guidance of members of the Repatriation Advisory Panel: Professor Pou Temara (Chair), Whaea Hokimoana Te Rika-Hekerangi, Professor Derek Lardelli, Aroha Mead, Alfred Preece, Haami Piripi, Te Kanawa Pitiroi and Dr Arapata Hakiwai (Kaihautū). We sincerely thank the Repatriation Advisory Panel for their strong guidance, wisdom and direction. We also acknowledge the small but dedicated Karanga Aotearoa Repatriation Team of Te Herekiekie Herewini (Head of Repatriation), Dr Amber Aranui (Senior Researcher) and Te Arikirangi Mamaku (Repatriation Coordinator) for their hard work over the last year. Finally, we acknowledge and pay tribute to Hema Temara (Ngāi Tūhoe) who sadly passed away during this period after working for Te Papa for over 25 years upholding tikanga at Te Papa and supporting the Repatriation Programme.

Caring for collections

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The percentage of collection items acquired in accordance with Te Papa's Collection Policy	100%	100% ✓	100%
Collections preserved by minimal cases of irreparable damage occurring as a result of public access and handling by staff	< 4	0 ✓	New measure
Completion of a plan to create a more focused collection in line with Te Papa's Collection Strategy (including deaccession)	By 30 June 2019	Draft completed June 2019 ✓	New measure



Te Papa is charged with holding and caring for precious taonga on behalf of the nation, in partnership with iwi and communities in accordance with our mana taonga principle. Our kaitiakitanga obligations are ones we take seriously, recognising that the national collections are the invaluable physical record of our culture, history and natural environment and a significant asset for New Zealand. In addition, the research, data, information and exhibitions that are physical manifestations of our stories are assets contributing to New Zealand's physical and human capital stocks.

Te Papa has developed Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa | Collection Care and Practice Framework. It defines our approach to and expectations of collection care across all five disciplines: Art, History, Pacific Cultures, Natural History, and Mātauranga Māori. In implementing this framework, we continue to manage our collections responsibly, sustainably, and continue to meet our statutory obligations. Most importantly the Framework provides a set of common standards defining how we proceed with collection care going into the future.

A draft Collections Research Policy was created and agreed to by Te Papa's Executive Leadership Team in June 2019. The policy uses the existing research strategies within each discipline to dictate the focus of the collection development and deaccessioning for all the collections in the future.



Research at Te Papa

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
The number of peer reviewed research outputs and conference presentations	75	82 ✓	New measure

The curatorial teams at Te Papa produced a total of 82 peer reviewed research outputs and conference presentations this year. Along with these papers, eight peer reviewed books were published. Highlights include: *TATAU: a History of Samoan Tattooing* by Sean Mallon (Pacific Cultures Senior Curator) and Sebastien Galliot; *The New Photography: New Zealand's first-generation contemporary photographers* by Athol McCredie (Photography Curator) and *Women Now: The Legacy of Female Suffrage* by Bronwyn Labrum (Head of New Zealand History and Pacific Cultures).

Supporting and delivering research and improved understanding of New Zealand's natural history helps preserve natural capital stocks, build human capital through new insights, and prepare for a sustainable future. In 2018/19 we continued collaborating with a wide range of agencies, including commencement of some new projects. We were pleased to work with

Manaaki Whenua in botany and entomology, NIWA on a continued collaboration to describe the fishes of the EEZ, the Department of Conservation on bird conservation biology, and internationally with the NWO – Netherlands Research Council and University of Copenhagen on New Zealand endemic bird dietary shift and *Plantago* systematics respectively.

We also collaborated with Kaupapa Taiao Trust – a whanau run trust to facilitate knowledge exchange between Mātauranga Māori and other scientific specialists around the management of a taonga site in South Westland. The project was funded by MBIE under its Vision Mātauranga Capability Fund.

We continued to support students from New Zealand and international universities, supporting new knowledge development and expertise across all disciplines, from entomology to birds, invertebrates, molluscs and botany.



Exhibition renewal

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
Natural History exhibition space renewed and reopened by 30 June 2019	By 30 June 2019	Te Taiao Nature opened on 11 May 2019 ✓	New measure
Completion of seismic strengthening/bracing in the Natural History exhibition space	By 31 January 2019	January 2019 ✓	New measure

Te Taiao | Nature

Te Taiao | Nature – Te Papa's biggest and most ambitious development to date – successfully opened on 11 May 2019, with the goal of sparking curiosity in the natural world and action to protect it. This new, immersive exhibition zone comprises three exhibitions: Te Ika Whenua | Unique NZ, Whakarūaumoko | Active Land, and Ngā Kaitiaki | Guardians. It's already had a huge impact on visitors, our partners, and the wider museum sector.

Te Taiao | Nature has set a new benchmark for natural history exhibitions. It tackles tough environmental topics, combines mātauranga (Māori knowledge) and science in way not seen before, and offers many opportunities for audience interaction and contribution. It's also Te Papa's first fully bilingual natural history show.

Early visitor research demonstrates:

- strong visitation: 77,300 people over the first month, 213,046 in the first 3 months (33% over target);
- an increase in young people to the museum as a whole – 15% more 15–44 year olds came to Te Papa in May to July this year compared to last year;
- strong satisfaction rates; and
- a strong sense of fascination, connection with, and compassion towards nature among our visitors: 16% are leaving inspired to make a change in behaviour to protect the environment – our ultimate goal.

Media reception has also been remarkable: an article focused on the exhibition's combination of mātauranga and science, and iwi collaborations supporting that, made the *The Guardian's* international edition alongside globally important political stories.



Toi Art

Toi Art enjoyed a year of high visitation with 700,000 visitors through the changing programme of temporary exhibitions. The depth of engagement that audiences enjoyed was exemplified in two exhibition that opened in August 2018, *Curious Creatures and Marvellous Monsters* and *Tony Fomison: Lost in the Dark*.

Designed to appeal to younger teen and adult audiences *Tony Fomison* explored the artist's fascination with subjects that sat at the edges of society in images that are haunting, and reflect on vulnerability and the frailties of the human condition. A group of art students from Wellington High assisted the curator, Chelsea Nichols, with the interpretation of this exhibition as part of their studies for the year. For most of the teens this was a life changing

experience, recognising that their feelings and opinions about art, anxiety and otherness were valued and valid was profound, and led to many expressing a desire to pursue a career in the arts as a result of the experience.

The companion exhibition *Curious Creatures and Marvellous Monsters* was designed as a serious art exhibition for 7-12 year olds, but attracted mass appeal particularly with intergenerational audiences. The exhibition encouraged engagement with high quality of art works through a series of fun and quirky devices such as little fairy doors low on the wall, instructions to move or wiggle like the creatures depicted, as well as other tactile, sensory and auditory experiences. The quality of the feedback about the exhibition was overwhelming with some local residents attending the exhibition on a weekly basis with their families.

Business growth

Performance measures	Target 2018/19	Actual 2018/19	Actual 2017/18
Completion of an ongoing sustainable funding model for Te Papa, in collaboration with the Ministry for Culture and Heritage	By 30 June 2019	May 2019 ✓	New measure
Total CO ₂ by sources: electricity, gas, waste and water	8% reduction	2.75% reduction ¹¹ ✗	New measure
Completion of seismic strengthening required to deliver the chillers and cooling towers replacement project	By 30 November 2018	March 2019 -	New measure
Investment plan and business case completed for Te Papa Manukau	By 31 December 2018	Indicative Business Case completed December 2018 ¹² ✓	New measure

Te Papa is an asset to New Zealand's financial and physical capital as both the national museum and a tourist and commercial destination contributing to national and regional economic growth. A significant part of our asset profile includes the buildings and associated infrastructure that enable us to house the collections safely and host visitors who want to

engage with taonga, exhibitions and experiences. In 2018/19 we continued to work hard to address our programme of deferred maintenance, improve our environmental sustainability efforts and provide quality products and services through our commercial enterprises.

Sustainability contributing to efficiency

In December 2018, Te Papa was awarded Certified Emissions Measurement and Reduction Scheme (CEMARS) certification. Throughout 2018/19, a range of initiatives have been in place to progress our commitment to environmental sustainability, and savings have been seen in a number of areas:

- 47% reduction in power consumption for lighting due to the replacement of old and inefficient light fittings with LED fittings.
- A more efficient and quieter heating, ventilation and air conditioning (HVAC) system including environmentally compliant refrigerant in the Cable Street building HVAC system due to replacement of chillers and water cooling towers.



¹¹ During the year extended running of the heating, ventilation and air conditioning (HVAC) system was required due to the commissioning of the new water chillers and water cooling towers. This led to increased gas usage as the HVAC system was operating for longer hours than usual over a period of three months. Reduction targets for electricity, waste and water were exceeded but overall were offset by the increased gas consumption.

¹² As noted, no further work is planned to progress Te Papa Manukau.

- In December 2017 Te Papa contracted Enviro-Mark to assist with the establishment of a carbon emissions base line and reduction programme. Carbon emission reduction targets will continue beyond 2018/19.
- Reduction of waste going to landfill by 35% as a result of recycling initiatives.

Infrastructure management and replacement

Facilities fixed asset data is being captured and maintained in a register, enabling completion of a 15 year forecast for asset replacement. Major infrastructure projects completed or in progress during 2018/19 include:

- Replacement of water chillers and water cooling towers
- Replacement of the Electronic Warning and Information System component of the Fire Alarm System
- Upgrade of lighting control, generator control and filtration systems
- Conversion to LED lighting
- Alucobond panel replacement and exterior joint sealing
- Lift and escalator upgrades
- Seismic restraining services and upgrades to building elements at the Tory Street site to increase the NBS rating
- Security camera upgrades
- Building management system upgrades at the Tory Street and Cable Street sites

Commercial activity contributing to non-Crown revenue

This year saw strong performance in venues sales, with 920 individual events held at Te Papa. Increased revenue year on year has been primarily driven by using Amokura Gallery for large one off events. The continued development of our café and Circa products throughout the year (such as a new menu

format at Circa, including a pre-theatre dining option) has also positively impacted our average spends in all outlets at Te Papa.

In the 2017/18 year, Te Papa took over the catering contract at Parliament. In 2018/19 we have continued the development of the business at Parliament, following the approval by the Speaker to allow external clients to hold events at Parliament without being sponsored by a Member of Parliament in the banquet, grand halls and recently some of the smaller meeting rooms. Bellamy's restaurant was refurbished during the summer and we have successfully developed a calendar of events to increase the diners in the restaurant. Currently 60% of the diners are external. The Parliament contract has made a positive financial contribution in 2018/19.

Te Papa Tours has seen significant growth in the 2018/19 financial year. The prices of our tour products were adjusted at the start of the financial year to bring them in line with market rates. Our current prices are fixed for two years, through to June 2020.

Te Papa Tours has a strong relationship with the cruise ship market. For the 2018/19 high season period we saw a steep rise in pre-booked tours off the cruise ships, due to the increase in the number of cruise ships coming to Wellington (increasing from 81 to 111 ships) and the total passenger load for these cruise ships increasing from 166,000 to 233,000 passengers.

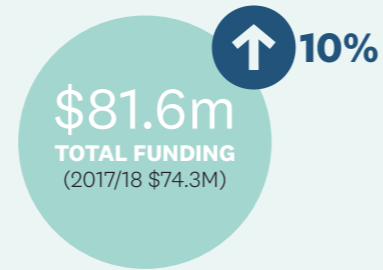
Te Papa Tours also introduced a new tour product for cruise ship passengers this financial year, the Kapu Ti tour. This tour product was well received, with strong bookings and a flow on effect to our café, as this tour includes an added food component.

This financial year, Te Papa Tours was able to secure a packaged deal with a new inbound operator, AAT Kings. AAT Kings have signed on to a 60 minute highlights tour and a three course meal at our café.

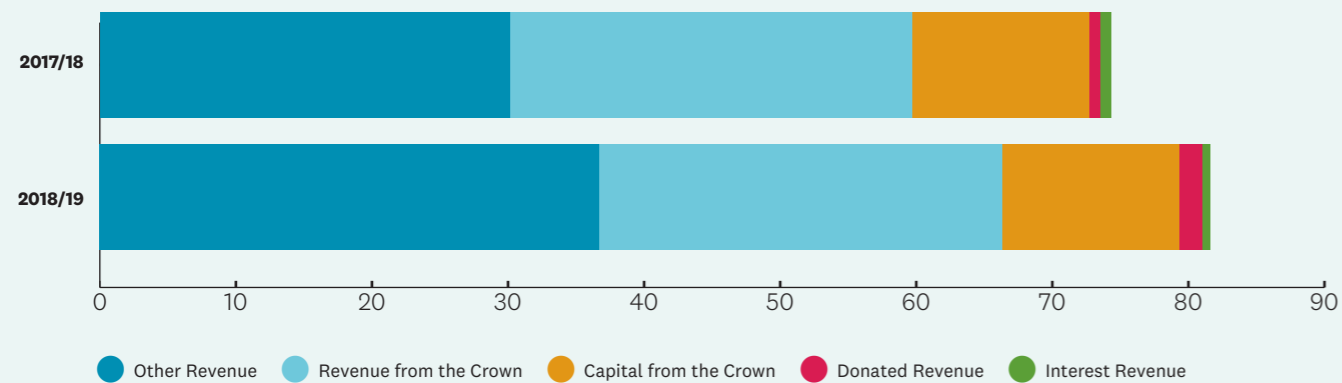
Bookings for our high end tour product, the Taonga Māori tour grew, increasing from 111 tours in the last financial year to 170 tours this financial year. This product is highly valued in the high end luxury tourism market and we expect to continue to see growth.



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



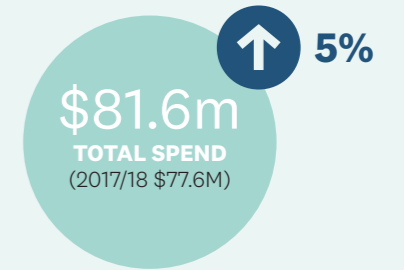
Where did our funds come from? \$(m)



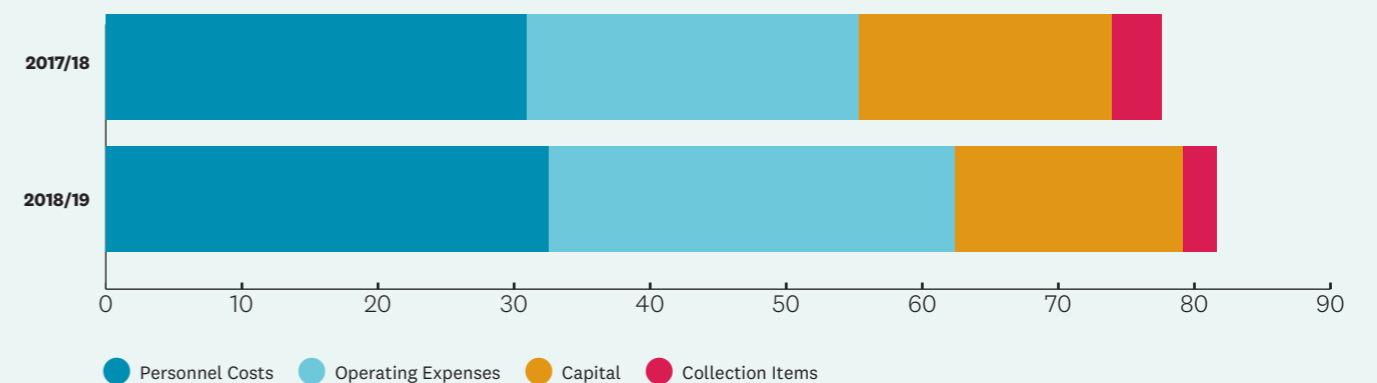
Other revenue was the main driver of revenue growth in 2018/19.

The success of the Terracotta Warriors exhibition, elevated levels of sponsorship in Te Taiao, along with strong performances in Venues, Tours and Retail businesses contributed to a 22% increase in other revenue

	2018/19 \$(m)		2017/18 \$(m)	
Other Revenue	\$36.7	45%	\$30.1	41%
Revenue from the Crown	\$29.6	36%	\$29.6	40%
Capital from the Crown	\$13.0	16%	\$13.0	17%
Donated Revenue	\$1.7	2%	\$0.8	1%
Interest Revenue	\$0.6	1%	\$0.8	1%
Total	\$81.6		\$74.3	



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

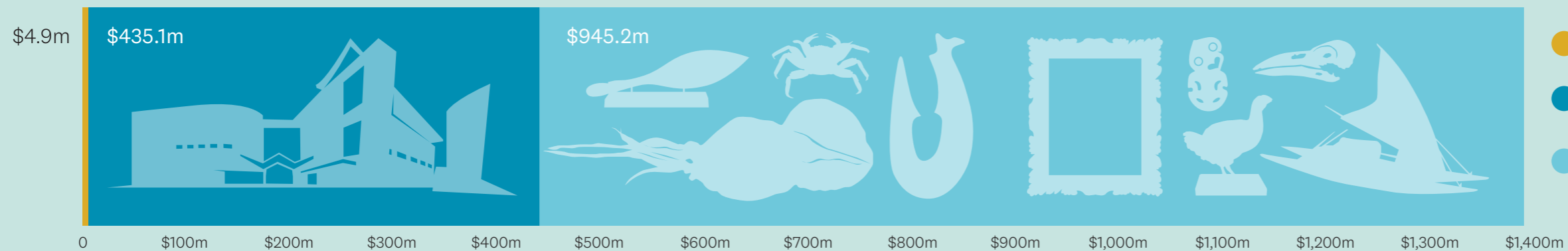


Supporting revenue growth was the main driver of increased spend in 2018/19.

More than half the increased spend in 2018/19 related to supporting revenue growth.

	2018/19 \$(m)		2017/18 \$(m)	
Personnel Costs	\$32.5	40%	\$30.9	40%
Operating Expenses	\$29.9	37%	\$24.4	31%
Capital	\$16.7	20%	\$18.6	24%
Collection Items	\$2.5	3%	\$3.7	5%
Total	\$81.6		\$77.6	

What assets are we managing?



Intangibles	2018/19 \$4.9m 0.5%	2017/18 \$5.0m 0.5%
Facilities	2018/19 \$435.1m 31%	2017/18 \$436.6m 31%
Collections	2018/19 \$945.2m 68%	2017/18 \$946.8m 68%

Tauākī ahumoni 2018/19 | Financial statements 2018/19

Cost of Service Statement

for the year ended 30 June 2019

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 2019 \$000	Budget 2019 \$000	Actual 2018 \$000
Museum services			
Operating			
Revenue – Crown	29,574	29,574	29,574
Revenue – commercial and other	38,895	32,375	31,684
Costs	(79,662)	(72,167)	(71,875)
Operating deficit	(11,193)	(10,218)	(10,617)
Non-departmental output expenses			
Museum services – operating	29,574	29,574	29,574

Non-departmental capital expenditure – collections

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

	Actual 2019 \$000	Budget 2019 \$000
Capital contribution from the Crown*	3,000	3,000
Expenditure on collections	2,496	3,000

* The appropriation capital contribution received by Te Papa equals the government's actual expenses incurred in relation to the appropriation, which is a required disclosure from the Public Finance Act 1989. Actual expenditure of \$504k lower than 2018/19 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%

Non-departmental capital expenditure – capital works

This appropriation is limited to capital expenditure at Te Papa. It is to be applied to renewal and improvement of Te Papa's assets.

	Actual 2019 \$000	Budget 2019 \$000
Capital contribution from the Crown*	10,000	10,000
Expenditure on capital works	7,880	9,100

* The appropriation capital contribution received by Te Papa equals the government's actual expenses incurred in relation to the appropriation, which is a required disclosure from the Public Finance Act 1989. Expenditure on capital works includes IT and property infrastructural replacements at the Cable and Tory Street sites.

Assessment of performance

	Actual standard of performance	Budget standard of performance
Delivery of capital asset plan	Delivered against plan	Delivered against plan

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 2019

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, Stephen Lucy, 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 52 to 84, that comprise the statement of financial position as at 30 June 2019, 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 15 to 40, and 46 to 47.

In our opinion:

- the financial statements of Te Papa and group on pages 52 to 84:
 - present fairly, in all material respects:
 - the financial position as at 30 June 2019; and
 - the 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 Standards; and
- the performance information on pages 15 to 40, and 46 to 47:
 - presents fairly, in all material respects, Te Papa and group's performance for the year ended 30 June 2019, including:
 - for each class of reportable outputs:
 - standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and

- 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 17 October 2019. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. 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.

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 Appropriations 2018/19.

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 their 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 the 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 the 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 3 to 14, 41 to 45 and 86 to 99, 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 (Revised): 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.



S B Lucy
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Statement of Comprehensive Revenue and Expenses

for the year ended 30 June 2019

	Note	Consolidated		Museum		
		Actual 2019 \$000	Actual 2018 \$000	Actual 2019 \$000	Budget 2019 \$000	Actual 2018 \$000
Revenue						
Revenue from the Crown	3	29,574	29,574	29,574	29,574	29,574
Interest revenue		654	840	551	864	840
Other revenue	3.1	36,666	30,082	36,666	31,011	30,082
Donated revenue		1,755	1,140	1,678	500	762
Total revenue	3.2	68,649	61,636	68,469	61,949	61,258
Expenditure						
Personnel costs	4	32,544	30,879	32,544	28,129	30,879
Other expenses	5	29,931	24,459	29,845	28,299	24,457
Total expenditure		62,475	55,338	62,389	56,428	55,336
Earnings before depreciation and amortisation						
		6,174	6,298	6,080	5,521	5,922
Depreciation and amortisation expenses	7,8	17,273	16,539	17,273	15,739	16,539
Net deficit		(11,099)	(10,241)	(11,193)	(10,218)	(10,617)
Other comprehensive revenue and expenses						
(Loss)/Gain on collection revaluation	13	(5,417)	(5,227)	(5,417)	-	(5,227)
Gain on property, plant and equipment revaluation	13	-	-	-	-	-
Financial assets at fair value	13	(106)	(146)	(93)	-	(146)
Total other comprehensive revenue and expenses		(5,523)	(5,373)	(5,510)	-	(5,373)
Total comprehensive revenue and expenses		(16,622)	(15,614)	(16,703)	(10,218)	(15,990)

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

for the year ended 30 June 2019

	Note	Consolidated		Museum		
		Actual 2019 \$000	Actual 2018 \$000	Actual 2019 \$000	Budget 2019 \$000	Actual 2018 \$000
Balance at 1 July		1,398,917	1,402,194	1,396,559	1,407,214	1,401,876
Total comprehensive revenue and expenses for the year		(16,622)	(15,614)	(16,703)	(10,218)	(15,990)
Reserve movements on impairment/disposals		(1,540)	(283)	(1,540)	-	(283)
Other reserve movements		451	(380)	451	-	(2,044)
Capital contribution from the Crown		13,000	13,000	13,000	13,000	13,000
Balance at 30 June	13	1,394,206	1,398,917	1,391,767	1,409,996	1,396,559

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of Financial Position

as at 30 June 2019

	Note	Consolidated		Museum		
		Actual 2019 \$000	Actual 2018 \$000	Actual 2019 \$000	Budget 2019 \$000	Actual 2018 \$000
Assets						
Current assets						
Cash and cash equivalents		2,903	919	2,851	344	903
Receivables		2,226	2,906	2,214	3,131	2,906
Investments	6	439	400	-	-	-
Prepayments		940	681	940	1,038	681
Inventories		1,420	1,160	1,420	1,235	1,160
Publications work in progress		52	155	52	77	155
Total current assets		7,980	6,221	7,477	5,825	5,805
Non-current assets						
Investments	6	11,650	15,365	9,933	13,972	13,702
Property, plant and equipment	7	436,191	436,586	436,191	441,694	436,586
Collections	9	945,169	946,821	944,927	955,293	946,542
Intangible assets	8	3,884	5,090	3,884	2,194	5,090
Total non-current assets		1,396,894	1,403,862	1,394,935	1,413,153	1,401,920
Total assets		1,404,874	1,410,083	1,402,412	1,418,978	1,407,725
Liabilities						
Current liabilities						
Payables	10	3,952	3,227	3,945	2,951	3,227
Provisions	11	112	860	112	0	860
Revenue in advance		3,613	4,247	3,613	2,732	4,247
Employee entitlements	12	2,840	2,726	2,840	3,144	2,726
Total current liabilities		10,517	11,060	10,510	8,827	11,060
Non-current liabilities						
Employee entitlements	12	135	106	135	155	106
Total non-current liabilities		135	106	135	155	106
Total liabilities		10,652	11,166	10,645	8,982	11,166
Net assets		1,394,222	1,398,917	1,391,767	1,409,996	1,396,559
Equity						
Contributed capital	13	519,898	506,898	519,898	509,680	506,898
Restricted reserves	13	2,365	2,482	702	768	819
Property, plant and equipment revaluation reserve	13	230,974	232,514	230,974	232,146	232,514
Collection revaluation reserve	13	858,382	863,799	858,382	881,145	863,799
Financial assets at fair value reserve	13	27	133	40	-	133
Accumulated losses	13	(217,424)	(206,909)	(218,229)	(213,743)	(207,604)
Total equity		1,394,222	1,398,917	1,391,767	1,409,996	1,396,559

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of Cash Flows

for the year ended 30 June 2019

	Consolidated		Museum		
	Actual 2019 \$000	Actual 2018 \$000	Actual 2019 \$000	Budget 2019 \$000	Actual 2018 \$000
Cash flows from operating activities					
Receipts from the Crown	29,574	29,574	29,574	29,574	29,574
Interest revenue	131	82	106	75	82
Receipts from other revenue	36,145	29,789	36,096	30,681	29,590
Payments to suppliers	(30,494)	(24,306)	(30,442)	(27,594)	(24,305)
Payments to employees	(32,949)	(30,486)	(32,949)	(30,670)	(30,486)
Goods and services tax (net)	45	(37)	45	-	(37)
Net cash from operating activities	2,452	4,616	2,430	2,066	4,418
Cash flows from investing activities					
Receipts from sale of property, plant and equipment	6	-	6	-	-
Purchase of property, plant and equipment	(14,891)	(17,147)	(14,890)	(13,713)	(17,147)
Purchase of collections	(2,441)	(3,661)	(2,495)	(898)	(3,661)
Purchase of intangible assets	(203)	(1,396)	(203)	(3,000)	(1,396)
Movement in investments	4,061	3,576	4,100	2,000	3,976
Net cash from investing activities	(13,468)	(18,628)	(13,482)	(15,611)	(18,228)
Cash flows from financing activities					
Capital contribution from the Crown	13,000	13,000	13,000	13,000	13,000
Net cash from financing activities	13,000	13,000	13,000	13,000	13,000
Net (decrease)/increase in cash and cash equivalents	1,984	(1,012)	1,948	(545)	(810)
Cash and cash equivalents at the beginning of the year	919	1,931	903	889	1,713
Cash and cash equivalents at the end of the year	2,903	919	2,851	344	903

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of Cash Flows (continued)

for the year ended 30 June 2019

Reconciliation of net deficit to net cash from operating activities

	Consolidated		Museum	
	Actual 2019 \$000	Actual 2018 \$000	Actual 2019 \$000	Actual 2018 \$000
Net Deficit	(11,099)	(10,241)	(11,193)	(10,617)
Add/(less) non cash items:				
Depreciation and amortisation expense (refer Notes 7,8)	17,273	16,539	17,273	16,539
Donated assets income	(1,472)	(700)	(1,455)	(522)
Other revenue	(756)	(1,037)	(754)	(1,037)
Interest reinvested	(523)	(793)	(445)	(793)
Other expenses	(1,096)	624	(1,136)	624
Total non-cash items	13,426	14,633	13,483	14,811
Add/(less) items classified as investing or financing activities:				
Losses on disposal of property, plant and equipment	994	47	996	47
(Increase) in fair value of investments	(52)	(156)	(52)	(156)
Total items classified as investing or financing activities	942	(109)	944	(109)
Add/(less) movements in statement of financial position items:				
(Increase)/Decrease in receivables	680	(486)	692	(486)
(Increase) in inventories	(157)	(223)	(157)	(223)
(Increase)/Decrease in prepayments	(259)	(43)	159	(43)
Increase/(Decrease) in payables	158	(447)	(259)	(447)
Increase/(Decrease) in revenue in advance	(634)	946	(634)	946
(Decrease)/Increase in employee entitlements	143	(74)	143	(74)
Increase/(Decrease) in provisions	(748)	660	(748)	660
Net movements in working capital items	(817)	333	(804)	333
Net cash from operating activities	2,452	4,616	2,430	4,418

The accompanying notes form part of these financial statements.

1 Statement of accounting policies

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 2019, and were approved by the Board on the 17th of October 2019.

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

In line with the Financial Statements of the Government, Te Papa has elected to early adopt PBE IFRS 9 Financial Instruments.

PBE IFRS 9 replaces PBE IPSAS 29 Financial Instruments: Recognition and Measurement. Information about the adoption of PBE IFRS 9 is provided in Note 18.

Standards issued and not yet effective and not early adopted

Standards and amendments, issued but not yet effective, that have not been early adopted are:

Amendment to PBE IPSAS 2 Statement of Cash Flows

An amendment to PBE IPSAS 2 Statement of Cash Flows requires entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. This amendment is effective for annual periods beginning on or after 1 January 2021, with early application permitted. Te Papa does not intend to early adopt the amendment.

1 Statement of accounting policies (continued)

PBE IPSAS 41 Financial Instruments

The XRB issued PBE IPSAS 41 Financial Instruments in March 2019. This standard supersedes PBE IFRS 9 Financial Instruments, which was issued as an interim standard. It is effective for reporting periods beginning on or after 1 January 2022. Although Te Papa has not assessed the effect of the new standard, it does not expect any significant changes as the requirements are similar to PBE IFRS 9.

PBE FRS 48 Service Performance Reporting

PBE FRS 48 replaces the service performance reporting requirements of PBE IPSAS 1 and is effective for reporting periods beginning on or after 1 January 2021. Te Papa has not yet determined how application of PBE FRS 48 will affect its statement of performance.

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 foreign exchange 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 Tahi Ltd is subject to income tax, but for the 2018/19 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 7
- Useful lives of intangible assets – refer to Note 8
- Fair value of land and buildings – refer to Note 7
- Fair value of the collections – refer to Note 9
- Retirement and long service leave – refer to Note 12

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 all trustees independent of Te Papa. The effect and considerations are disclosed in note 6.

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

The Mahuki Tahi Limited (wholly owned) subsidiary invests in selected participants in the Mahuki programme. The subsidiary's only significant balance relates to these investments which amounts to \$635,967.

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.

	Note	Actual 2019 \$000	Actual 2018 \$000
Revenue			
Interest revenue		103	-
Donated revenue		77	378
Goods and services received in kind	2.1	249	275
Expenditure			
Other expenses		86	2
Goods and services provided by Te Papa	2.1	249	275
Net surplus for the year		94	376
Represented by:			
Current assets			
Cash and cash equivalents		52	16
Investments		439	400
Accrued Revenue		12	-
Non-current assets			
Investments		1,717	1,663
Collections		242	296
Total assets		2,462	2,358
Current liabilities			
Creditors and accrued expenses		7	-
Total liabilities		7	-
Equity			
Restricted reserves		1,663	1,663
Financial assets at fair value reserve		(13)	-
Accumulated funds		805	695
Total equity		2,455	2,358

2.1 Goods and services provided by Te Papa (continued)

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 2019 \$000	Actual 2018 \$000
Personnel related services provided to Te Papa Foundation	189	190
Other goods and services provided to Te Papa Foundation	60	85
Total goods and services provided to Te Papa Foundation	249	275

3 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.

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 Other revenue includes:

	Actual 2019 \$000	Actual 2018 \$000
Commercial revenue	21,781	18,314
Exhibition revenue	3,945	2,302
Other grants received	2,043	1,942
Other revenue	2,651	2,293
Rental income	201	203
Net foreign exchange gains	16	1
Sponsorship revenue	6,029	5,027
Total other revenue	36,666	30,082

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 payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the statement of comprehensive revenue and expenses as a reduction of rental expense over the lease term.

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

	Actual 2019 \$000	Actual 2018 \$000
Less than one year	166	143
Greater than one year and less than five years	199	41
Total non-cancellable operating leases	365	184

Te Papa leases part of the Tory Street building to the Wellington City Council. The current lease was renewed on 2nd February 2019. Te Papa leases part of the Cable Street building to the Wellington Free Kindergarten Association. The current lease expires on 7th February 2020 with two 5 year rights of renewal.

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

3.2 Total revenue (continued)

Exchange and non-exchange revenue

	Actual 2019 \$000	Actual 2018 \$000
Non-exchange revenue		
Revenue from the Crown	29,574	29,574
Donated revenue	1,678	762
Other grants received	117	427
Total non-exchange revenue	31,369	30,763
Exchange revenue		
Interest revenue	551	840
Commercial revenue	21,781	18,314
Exhibition revenue	3,945	2,302
Other grants received	1,926	1,515
Other revenue	2,651	2,293
Net foreign exchange gains	16	1
Rental income	201	203
Sponsorship revenue	6,029	5,027
Total exchange revenue	37,100	30,495
Total revenue	68,469	61,258

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 Personnel costs

Accounting Policy

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

	Actual 2019 \$000	Actual 2018 \$000
Salaries and wages	31,637	30,091
Defined contribution plan employer contributions	770	801
(Decrease)/Increase in employee entitlements	137	(13)
Total personnel costs	32,544	30,879

In the 2019 financial year, Te Papa provided personnel services of \$189K (2018: \$190K) to Te Papa Foundation (Note 2.1). These amounts are included within the total personnel costs disclosed above.

	Actual 2019 No:	Actual 2018 No:
Total remuneration paid or payable (excluding employer contributions to Kiwi Saver and GSF)		
Salary Band		
\$100,000 – \$110,000	8	10
\$110,001 – \$120,000	11	14
\$120,001 – \$130,000	5	8
\$130,001 – \$140,000	5	4
\$140,001 – \$150,000	3	5
\$150,001 – \$160,000	5	6
\$160,001 – \$170,000	2	-
\$170,001 – \$180,000	2	1
\$180,001 – \$190,000	2	2
\$190,001 – \$200,000	2	2
\$200,001 – \$210,000	-	1
\$210,001 – \$220,000	-	-
\$220,001 – \$230,000	1	1
\$230,001 – \$240,000	1	2
\$240,001 – \$250,000	1	-
\$260,001 – \$270,000	1	-
\$270,001 – \$280,000	1	-
\$300,001 – \$310,000	-	1
\$480,001 – \$490,000	1	1
Total employees	51	58

During the financial year 18/19, 17(2018: 6) employees received compensation and other benefits in relation to cessation totalling \$975,850. (2018: \$196,267).

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

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

5 Other expenses

	Actual 2019 \$000	Actual 2018 \$000
Administrative and general office expenses	2,555	1,405
Advertising and public relations	1,023	878
Building and exhibition operating costs	12,279	8,067
Computer and IT costs	2,657	2,404
Consultancy	886	2,036
Cost of commercial goods sold	7,459	6,268
Fees to auditor; - fees to Audit New Zealand for audit of financial statements	119	119
Inventories written off	3	33
Loss on disposal of assets	24	49
Other expenses (including Board Fees)	1,302	1,807
Donations and koha	13	6
Training and travel	1,465	1,300
Goods and services provided to Te Papa Foundation (Note 2.1)	60	85
Total other expenses	29,845	24,457

Board member remuneration

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

	Actual 2019 \$000	Actual 2018 \$000
Evan Williams (Chairperson)	33.0	33.0
Caren Jane Rangī (appointed January 1, 2019)	8.3	-
Jacinta Ruru (appointed January 1, 2019)	8.3	-
Dayle Mace	16.5	16.5
Paul Masurey (term completed December 31, 2018)	9.6	16.5
Sir Peter Gluckman	16.5	16.5
Dame Fran Wilde	18.2	16.5
Soana Pamaka (term completed December 31, 2018)	8.3	16.5
Sir Rob Fenwick	16.5	16.5
Abby Foote	16.5	16.5
Total board member remuneration	151.7	148.5

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 (2019: \$nil).

6 Investments

Accounting Policy

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

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

	Actual 2019 \$000	Actual 2018 \$000
Current portion		
Term deposits	-	-
Total current portion	-	-
Non-current portion		
Shares	127	140
Milford Asset Management	9,170	13,126
Equity Investments in Mahuki Participants	636	436
Total non-current portion	9,933	13,702
Total investments	9,933	13,702

There is no impairment provision for investments (2018: nil)

Bank term deposits

The carrying amount of term deposits with maturities less than 12 months approximates their fair value.

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.

Non-current portion

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.

Mahuki Tahi Ltd has acquired shares in selected participants in Mahuki, Te Papa's innovation hub as part of the participation arrangement. These entities are not controlled by Mahuki Tahi Ltd.

7 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.

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

The net revaluation results are credited or debited to an asset revaluation reserve in equity.

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

Additions

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

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

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

Disposals

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

Subsequent costs

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

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

Depreciation

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

• Non-residential Buildings (including components)	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%)

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

7 Property, plant and equipment (continued)

Impairment of property, plant and equipment

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

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

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the statement of comprehensive revenue and expenses.

The reversal of an impairment loss is recognised in the statement of comprehensive revenue and expenses.

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.

Estimating the fair value of land and buildings

The most recent valuation of land and buildings was performed by independently contracted registered valuer, C.W. Nyberg of Darroch Limited. The valuation is effective as at 30 June 2017. The total fair value is \$397,052,000.

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 \$116,650,000.

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 \$280,402,000.

Intangible Work in Progress

For the 2019 financial year, Intangibles Work in Progress has been separately disclosed. Previously, all Work in Progress was reported through Property, Plant and Equipment. Prior year comparisons have been updated to reflect the new separate disclosure.

7 Property, plant and equipment (continued)

	Land \$000	Non-residential Buildings \$000	Land Improve-ments \$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 2017	116,650	280,402	4,468	20,460	4,464	266	8,672	41,039	13,192	489,613
Additions	-	261	-	1,045	480	33	314	90	14,981	17,204
Asset transfers	-	19,054	-	153	69	-	700	2,046	(22,022)	-
Other asset adjustments	-	24	-	(985)	-	-	1	-	-	(960)
Disposals	-	(119)	-	(278)	(28)	-	-	(4,111)	-	(4,536)
Balance at 30 June 2018	116,650	299,622	4,468	20,395	4,985	299	9,687	39,064	6,151	501,321
Balance at 1 July 2018	116,650	299,622	4,468	20,395	4,985	299	9,687	39,064	6,151	501,321
Additions	-	518	3	878	280	28	102	92	14,544	16,445
Asset transfers	-	3,945	-	41	-	-	28	9,194	(13,208)	-
Other asset adjustments	-	(408)	-	(218)	-	-	-	-	-	(626)
Disposals	-	(1,345)	-	(100)	(21)	(42)	(3)	(50)	-	(1,561)
Balance at 30 June 2019	116,650	302,332	4,471	20,996	5,244	285	9,814	48,300	7,487	515,579
Accumulated Depreciation										
Balance at 1 July 2017	-	-	501	15,738	2,349	140	7,115	28,704	-	54,547
Depreciation Expense	-	9,904	150	1,444	1,018	28	318	2,486	-	15,348
Other Asset Adjustments	-	(110)	-	(276)	(28)	-	-	(4,076)	-	(4,490)
Impairment Losses	-	290	-	-	-	-	-	-	-	290
Eliminate on disposal	-	(20)	-	(940)	-	-	-	-	-	(960)
Balance at 30 June 2018	-	10,064	651	15,966	3,339	168	7,433	27,114	-	64,735
Balance at 1 July 2018	-	10,064	651	15,966	3,339	168	7,433	27,114	-	64,735
Depreciation Expense	-	10,087	150	1,440	932	27	350	2,849	-	15,835
Other Asset Adjustments	-	(474)	-	(153)	-	-	-	-	-	(627)
Eliminate on disposal	-	(367)	-	(91)	(17)	(42)	(3)	(35)	-	(555)
Balance at 30 June 2019	-	19,310	801	17,162	4,254	153	7,780	29,928	-	79,388
Carrying amounts										
At 30 June 2017	116,650	280,402	3,967	4,722	2,115	126	1,557	12,335	13,192	435,066
At 30 June 2018	116,650	289,558	3,817	4,429	1,646	131	2,254	11,950	6,151	436,586
At 30 June 2019	116,650	283,022	3,670	3,834	990	132	2,034	18,372	7,487	436,191

7 Property, plant and equipment (continued)

The total amount of property, plant and equipment in the course of construction is \$7.487m (2018: \$6.151m). Within that amount \$7.433m (2018: \$2.341m) relates to property and facilities-related projects.

There are no items of property, plant and equipment (2018: \$nil), that have been pledged as security and there are no restrictions on any of these items (2018: \$nil).

Capital commitments and operating leases

	Actual 2019 \$000	Actual 2018 \$000
Capital commitments		
Property, plant and equipment	748	7,099
Intangibles	0	213
Total capital commitments	748	7,312

Operating leases as lessee

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

	Actual 2019 \$000	Actual 2018 \$000
Less than one year	268	255
Greater than one year and less than five years	402	637
Greater than 5 years	-	-
Total non-cancellable operating leases	670	892

Te Papa leases 3,348m² of warehousing space at 1 Jepsen Grove in Upper Hutt. The current lease expires on 20 June 2022 with three, 3 year rights of renewal.

8 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 7. 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.

Intangible Work in Progress

For the 2018 financial year, Intangibles Work in Progress has been separately disclosed. Previously, all Work in Progress was reported through Property, Plant and Equipment. Prior year comparisons have been updated to reflect the new separate disclosure.

8 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 2017	8,602	1,736	10,338
Additions	41	1,355	1,396
Asset transfers	2,037	(2,037)	-
Other asset adjustments	-	-	-
Disposals	(131)	-	(131)
Balance at 30 June 2018	10,549	1,054	11,603
Balance at 1 July 2018	10,549	1,054	11,603
Additions	105	127	232
Asset transfers	1,153	(1,153)	-
Other asset adjustments	-	-	-
Eliminate on revaluation	-	-	-
Disposals	-	-	-
Balance at 30 June 2019	11,807	28	11,835
Accumulated Amortisation			
Balance at 1 July 2017	5,453	-	5,453
Amortisation expense	1,191	-	1,191
Eliminate on disposal	(131)	-	(131)
Other asset adjustments	-	-	-
Balance at 30 June 2018	6,513	-	6,513
Balance at 1 July 2018	6,513	-	6,513
Amortisation expense	1,438	-	1,438
Eliminate on disposal	-	-	-
Other asset adjustments	-	-	-
Balance at 30 June 2019	7,951	-	7,951
Carrying amounts			
At 30 June 2017	3,149	1,736	4,885
At 30 June 2018	4,036	1,054	5,090
At 30 June 2019	3,856	28	3,884

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

9 Collections

Accounting Policy

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

The net revaluation results are credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit. Any subsequent increase on revaluation that offsets 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.

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.

9 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 2017	193,224	5,217	86,048	256,996	137,744	141,000	95,479	31,906	947,614
Acquisitions	2,414	-	178	380	313	-	315	61	3,661
Donated assets	69	-	23	63	326	-	13	-	494
Revaluation increase / (decrease)	24,512	-	-	-	-	(29,739)	-	-	(5,227)
Balance at 30 June 2018	220,219	5,217	86,249	257,439	138,383	111,261	95,807	31,967	946,542
Balance at 1 July 2018	220,219	5,217	86,249	257,439	138,383	111,261	95,807	31,967	946,542
Acquisitions	1,616	-	171	144	471	-	22	72	2,496
Donated assets	147	-	76	41	1,042	-	-	-	1,306
Revaluation increase / (decrease)	-	-	-	(8,244)	-	-	2,827	-	(5,417)
Balance at 30 June 2019	221,982	5,217	86,496	249,380	139,896	111,261	98,656	32,039	944,927

9 Collections (continued)

Collection	Last revalued	Valuation basis/methodology
Art	30/6/2018	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 Art & Objects as an independent valuer in 2018.
Te Aka Matua Library	30/6/2017	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 independent valuer in 2017.
History	30/6/2017	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 2017.
Mātauranga Māori	30/6/2019	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 as independent valuer in 2019.
Natural History	30/6/2017	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 2017 by Dunbar Sloane as independent valuer.
Philatelic	30/6/2018	The market value of this collection has been valued based on reputable stamp catalogues and references. Bulk items were sampled. The valuation for the Philatelic collection was undertaken by Mowbray Collectables Ltd as an independent valuer in 2018.
Pacific and International	30/6/2019	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 as independent valuer in 2019.
Photography	30/6/2017	Based on market values drawn from auction sales and dealers' catalogues. The valuation for the Photography collection was undertaken by Dunbar Sloane as independent valuer in 2017.

10 Payables

Accounting Policy

Short-term payables are recorded at their face value.

	Actual 2019 \$000	Actual 2018 \$000
Creditors	2,197	2,294
Accrued expenses	1,601	758
Other payables	147	175
Total payables	3,945	3,227

All payables are considered exchange transactions.

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

11 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".

	Actual 2019 \$000	Actual 2018 \$000
Provision for organisational change	112	779
Employee provisions	0	81
Total provisions	112	860

Provision for organisational change

The Te Papa Board approved a formal proposal for change which was announced on 4 May 2018 and implemented across the 2018/19 year. One part of the proposal was delayed to enable wider feedback and consideration. This resulted in the Collection Care and Curatorial Decision Document being issued on 12 December 2018, with the transition plan and associated payments being completed by September 2019. The provision for organisational change represents the estimated total cost of redundancy payments and other associated costs arising from the change.

Employee provisions

The 2018 provisions of \$81K were fully utilised in the 2019 financial year.

Contingencies

Te Papa has no quantifiable contingent liabilities or contingent assets (2018: \$nil). Te Papa has an unquantifiable contingent liability relating to likely, but unidentified amounts owing under the Holidays Act.

12 Employee entitlements

Accounting Policy

Short-term employee entitlements

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

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

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

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

Long-term employee entitlements

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

The calculations are based on:

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

Presentation of employee entitlements

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

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 2019 were: 1 year 1.23%; 2 years 1.03%; 3 years plus; 2.23% and long term salary inflation rate of 2.92% (2018: discount rates used were: 1 year 1.77%; 2 years 1.96%; 3 years plus; 2.31% and long term salary inflation rate of 3.1%).

	Actual 2019 \$000	Actual 2018 \$000
Current portion		
Accrued salaries and wages	396	382
Annual leave	2,076	2,005
Sick leave	50	39
Retirement and long service leave	318	300
Total current portion	2,840	2,726
Non-current portion		
Retirement and long service leave xx	135	106
Total non-current portion	135	106
Total employee entitlements	2,975	2,832

13 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 losses

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.

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 2019 \$000	Actual 2018 \$000
Contributed capital		
Balance at 1 July	506,898	493,898
Capital contribution	13,000	13,000
Balance at 30 June	519,898	506,898
Restricted reserves		
Balance at 1 July	819	2,854
Net movement	(117)	(2,035)
Balance at 30 June	702	819
Property, plant and equipment revaluation reserve		
Balance at 1 July	232,514	232,797
Revaluations	-	-
Transfer to reserves on Impairment/disposal	(1,540)	(283)
Balance at 30 June	230,974	232,514
Collection revaluation reserve		
Balance at 1 July	863,799	869,026
Revaluations	(5,417)	(5,227)
Balance at 30 June	858,382	863,799
Financial assets at fair value through other comprehensive revenue and expense reserves		
Balance at 1 July	133	279
Net change in fair value	(93)	(146)
Balance at 30 June	40	133
Accumulated losses		
Balance at 1 July	(207,604)	(196,978)
Net deficit	(11,193)	(10,617)
Transfers (to)/from other reserves	568	(9)
Balance at 30 June	(218,229)	(207,604)
Total equity	1,391,767	1,396,559

13.1 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 2019 \$000	Actual 2018 \$000
Restricted reserves consists of:		
- Trusts and bequests (non-exchange transactions)	691	808
- Project funding (exchange transactions)	11	11
Total restricted reserves	702	819

No other reserves are subject to restrictions on distribution.

13.2 Property, plant and equipment revaluation reserves

Accounting Policy

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

	Actual 2019 \$000	Actual 2018 \$000
Property, plant and equipment revaluation reserves consists of:		
Land	80,218	80,218
Buildings	140,128	141,676
Other	10,628	10,620
Total property, plant and equipment revaluation reserves	230,974	232,514

13.3 Collection revaluation reserves

Accounting Policy

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

	Actual 2019 \$000	Actual 2018 \$000
Collection revaluation reserves consists of:		
Art (including Ceramics)	182,895	182,895
Te Aka Matua Library	2,353	2,353
History	83,562	83,562
Mātauranga Māori	226,707	234,951
Natural History	133,138	133,138
Philatelic	102,167	102,167
Pacific and International	97,537	94,710
Photography	30,023	30,023
Total collection revaluation reserves	858,382	863,799

13.4 Financial assets at fair value through other comprehensive revenue and expense 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 15.2).

14 Related party transactions and key management personnel

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.

Key management personnel compensation

	Actual 2019 \$000	Actual 2018 \$000
Board Members		
Remuneration	152	149
Full-time equivalent members	0.7	0.7
Leadership Team		
Remuneration (including employer contributions to Kiwi Saver and GSF)	2,185	2,269
Full-time equivalent members	7.6	8.1
Total key management personnel remuneration	2,337	2,418
Total full-time equivalent personnel	8.3	8.8

Key management personnel include all Board members, the Chief Executive, Kaihautu, and the Leadership team, a total of 16 (2018: 18).

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 2018/19 have been conducted under normal trading terms and conditions.

15 Financial instruments

15.1 Financial instrument categories

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

	Actual 2019 \$000	Actual 2018 \$000
Financial assets measured at amortised cost (2018: Loans and Receivables)		
Cash and cash equivalents	2,851	903
Term deposits	-	-
Debtors and other receivables	2,214	2,906
Total Financial assets measured at amortised cost	5,065	3,809
Financial assets at fair value through other comprehensive revenue and expense		
Investments	9,933	13,702
Total financial assets at fair value	9,933	13,702
Financial liabilities measured at amortised cost		
Payables (excluding revenue in advance, taxes payable and grants received subject to conditions)	3,945	3,227
Total financial liabilities – measured at amortised cost	3,945	3,227

15.2 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 2019 \$000	Actual 2018 \$000
Financial assets	9,933	13,702
Shares – Quoted market price	127	140
Investments (Milford Asset Management) – Quoted market price	9,170	13,126
Other Investments – non observable inputs	636	436

16 Events after the balance sheet date

There were no significant events after the balance date.

17 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.

Statement of Comprehensive Revenue and Expenses

for the year ended 30 June 2019

	Actual 2019 \$000	Budget 2019 \$000	Variance to budget \$000
Revenue			
Revenue from the Crown	29,574	29,574	-
Interest income	551	864	(313)
Other revenue	36,666	31,011	5,655
Donated revenue	1,678	500	1,178
Total revenue	68,469	61,949	6,520
Expenditure			
Personnel costs	32,544	28,129	4,415
Other expenses	29,845	28,299	1,546
Total expenditure	62,389	56,428	5,961
Earnings before depreciation and amortisation	6,080	5,521	559
Depreciation and amortisation expenses	17,273	15,739	1,534
Net deficit	(11,193)	(10,218)	(975)
Other comprehensive revenue and expenses			
Gain on collection revaluation	(5,417)	-	(5,417)
Gain on property, plant and equipment revaluation	-	-	-
Financial assets at fair value	(93)	-	(93)
Total other comprehensive revenue and expenses	(5,510)	-	(5,510)
Total comprehensive revenue and expenses	(16,703)	(10,218)	(6,485)

17 Explanation of significant variances against budget (continued)

Interest revenue decreased, as funds were drawn to be invested in exhibition development

Other revenue was higher than budget for the following reasons:

- the success of ticket sales and associated revenues for Terractotta Warriors
- record volumes of conferences and pay-for tours were achieved
- increases in external funds for acquisitions and provision of services
- improved sales in Te Papa stores and carparks

Donated revenue was favourable to budget due to a greater level of donated collections than expected.

Personnel costs were higher than budgeted for the following reasons:

- increased Commercial activity required greater levels of staffing
- the establishment structure determined through the target operating model was larger than budgeted

Operating Expenses were greater than budgeted as increased Commercial activity incurred greater levels of supporting costs

Depreciation was under-budgeted for 2018/19. This was a result of under-estimating the impact of very recent capital expenditure on a suite of assets. Given the level of current and ongoing capital expenditure on maintaining and improving Te Papa's assets, the expected levels of depreciation for the medium term are likely to be higher than in the past.

The movements under Other comprehensive revenue and expenses were due to the revaluations of Collections and Funds under Management (effective date 30 June 2019) which were not budgeted for.

18 Adoption of PBE IFRS 9 Financial Instruments

In accordance with the transitional provisions of PBE IFRS 9, Te Papa has elected not to restate the information for previous years to comply with PBE IFRS 9. Adjustments arising from the adoption of PBE IFRS 9 are recognised in opening equity at 1 July 2018.

Accounting policies have been updated to comply with PBE IFRS 9. The main update is:

- Note 9 Investments:
- Term deposits: This policy has been updated to explain that a loss allowance for expected credit losses is recognised only if the estimated loss allowance is not trivial.

On the date of initial application of PBE IFRS 9, being 1 July 2018, there is no difference in classification or value of financial instruments in comparison to PBE IPSAS 29. Changes in classification are summarised in note 15.1.

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

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 2017-2021* and the *Statement of Performance Expectations 2018/19*.

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:

- a) collect works of art and items relating to history and the natural environment

- b) be an accessible national depository for collections of art and items relating to history and the natural environment
- c) develop, conserve and house securely the collections of art and items relating to history and the natural environment
- d) exhibit, or make available for exhibition by other public art galleries, museums and allied organisations, such material from its collections as the Board determines
- e) conduct research into matters relating to the collections or associated areas of interest and to assist others in such research
- f) provide an education service in connection with its collections
- g) disseminate information relating to its collections, and to any other matters relating to the Museum and its functions
- h) 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
- i) cooperate with other institutions and organisations having objectives similar to those of Te Papa
- j) make best use of the collections in the national interest
- k) 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 2019. In 2018/19 a review and reorganisation of Te Papa's structure was completed.



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.

Board Committees

The full Board considers matters relating to appointments and remuneration. Te Papa's 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 the ARC in 2018/19:

- Abby Foote (Chair)
- Dame Fran Wilde (Board Chair)
- Evan Williams (Board Chair to 30 June 2019)

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 Strategic Narrative and <i>Statement of Intent 2017-2021</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, reviewed and updated in 2018 with staff input: <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 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 (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 an Assurance and Risk Committee that comprises a subset of our Board, 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 the Treaty of Waitangi, 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.

In 2018/19, we started to review our approach to biculturalism and identify areas where capability needs to be strengthened, to ensure we continue to deliver our work in accordance with our founding bicultural kaupapa. This work will continue through 2019/20.

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.

Investment of Crown funding in Te Papa's infrastructure

2018/19 was the final year of receiving the Government's allocation of \$10 million (\$40 million over 4 years) for the purpose of refreshing infrastructure.

Te Papa's baseline funding from the Crown has been increased by \$12.5 million a year, to support ongoing maintenance of the museum's buildings, and refresh of exhibitions. This increases Te Papa's baseline Crown funding from \$29.574 million to \$42.074 million.

Non-Crown revenue

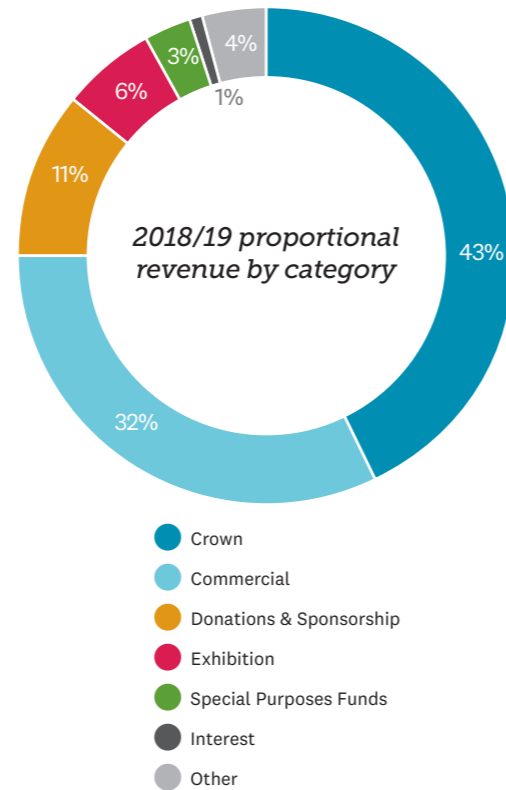
Te Papa earned \$29.574 million in funding from the Government in 2018/19. Te Papa also earned \$38.895 million from non-Crown sources, contributing 57% of total revenue.

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, 32% of total revenue in 2018/19. 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.



The people and capability that enable us

Te Papa is committed to the principle and practice of equal employment opportunities in the recruitment, employment, training and promotion of staff, and to the identification and elimination of barriers that cause or perpetuate inequality in employment opportunities. Te Papa regularly reviews its workforce profile to make sure it maintains a diverse and inclusive workforce.

Te Papa's workforce profile

The number of employees at Te Papa in 2018/19 was as follows.¹³

EMPLOYMENT STATUS	Full-time (head count)	Part-time (head count)*	Total (head count)	FTE (full-time equivalents)
Permanent	295	20	315	297.95
Fixed-term	36	6	42	38.8
TOTAL	315	42	357	336.75
Casual			286	
TOTAL HEAD COUNT			643	

* Less than 30 hours per week



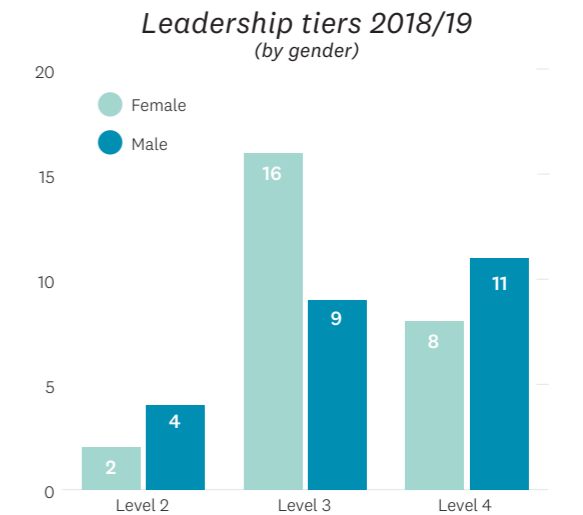
Gender profile

Te Papa's workforce is 57.5% female, 42.3% male, and 0.3% gender diverse. The gender ratio for female/male has remained static over the past few years however this is the first year Te Papa has data for those who identify as gender diverse.

In addition to the gender profile for the organisation, detailed below is our gender profile by leadership tier.¹⁴

Age profile

The average age of Te Papa's workforce is 38.3 years (38.9 years in 2017/18), which is younger than the public sector average of 46 years.¹⁵ The age range of Te Papa staff is 17 to 88 years. (Note: After a targeted drive to capture age data in early 2019, only 2% of Te Papa staff have chosen not to declare their age, down from 4.9% in the previous year).

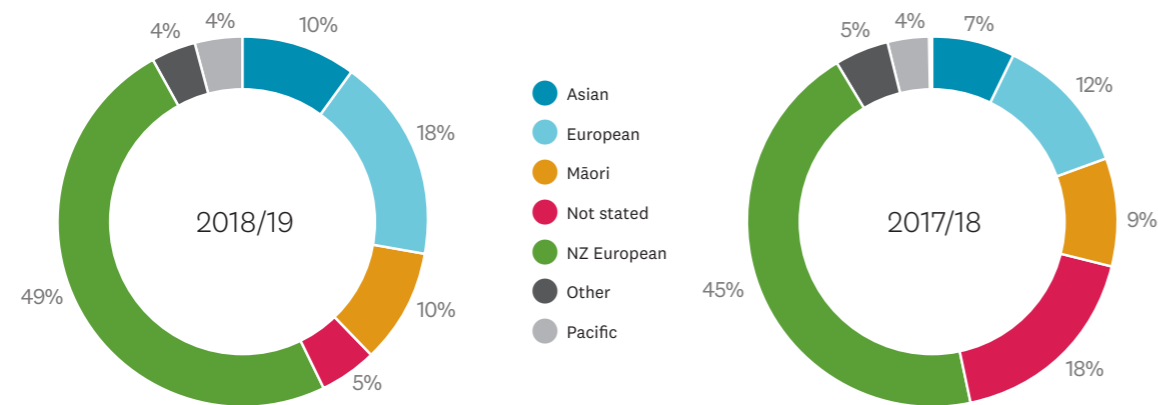


¹³ Fixed term numbers have decreased in response to the close out of exhibition and infrastructure renewal activity and digital and innovation programmes. Casual staff numbers have increased in response to flexible demands needed from commercial activity.

¹⁴ Based on staffing as at 30 June 2019.

¹⁵ State Services Commission Human Resource Capability Survey 2018.

Ethnicity profile



Disability

Te Papa remains committed to valuing the diversity of its employees. Currently there is insufficient data to enable a useful disability profile to be declared as this information is voluntary.

Equal Employment Opportunity (EEO) target group statistics, as at June 2019

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

	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14
Women	57.5%	57%	56.24%	56.02%	56.30%	56.30%
Māori	10.26%	9.42%	10.13%	10.52%	7.96%	9.54%
Pacific peoples	4.04%	3.73%	3.62%	3.06%	3.70%	4.01%

Gender pay gap¹⁶

Detailed below is pay gap by gender. Te Papa has seen a significant increase in its gender pay gap in comparison to prior years. This increased gap is the result of Te Papa's commercial activity expansion, and the employment of a greater number of females into low-skilled positions. This is an area of concern, and Te Papa will undertake further review and investigation into this change over the coming year and aim to put in place a plan to address this.

As at 30 June	2019	2018	2017	2016
Te Papa Gender Pay Gap	20.45%	17.5% ¹⁷	12.09%	15.84%
New Zealand Gender Pay Gap ¹⁸	9.3%	9.2%	9.4%	12.0%

¹⁶ Te Papa has calculated the gender pay gap using the median hourly earnings, as recommended by the Human Rights Commission and Statistics NZ.

¹⁷ This is a correction to the data for 2018 (Te Papa Gender Pay Gap). In reviewing the data for comparison to 2019, there were inconsistencies in the 2018 data. The addition of this missing data has raised the 2018 gender pay gap by 3%. This rise can again be attributed to an increase in commercial activity.

¹⁸ State Services Commission Human Resource Capability Survey 2018, Median Pay Gap.

Leveraging the talents of Te Papa's workforce

As a comparatively small organisation we continue to draw on the backgrounds, experiences and skills of our staff to ensure we have multiple perspectives in the design, testing and delivery of our work. Te Papa's consultative and co-create approach to working brings a richness to organisational thinking and delivery and continues to allow us to engage audiences in new ways and challenge the traditional view of what a museum is.

Te Papa as a good employer

Te Papa recognises the importance of having a range of activities that deliver our obligations against the seven key elements of being a good employer, and acknowledges that the ongoing review of these activities and active employee engagement is critical to our success.

Our activities undertaken over 2018/19 are summarised below.

Leadership, accountability and culture

- We continue to run Pulse / Culture Surveys with all employees to gauge our overall organisational health and culture and have implemented some changes and recommendations based on this feedback.
- In 2018 changes were made to organisational design in order to improve how we work together and deliver better connections to our audiences. Some of the changes were also designed to ensure clearer accountabilities.
- We have continued to run a Leadership Programme to ensure our people have the information and skills to be high performing in their management 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 a member of the Leadership Development Centre, and have supported a number of new managers to undertake full use of the Management in Action programme.
- We have utilised other management programmes across the Public Service to continue to grow our people.
- We have had one Senior Leader selected to participate in the Leadership NZ programme. This programme is unique in its focus on developing

and enhancing the quality of leaders within Aotearoa within a deliberate diversity construct.

- We have continued to improve our governance infrastructure and cross organisational decision making.

Recruitment, selection and induction

- Robust, merit-based recruitment and selection processes remain in place.
- We are continually updating our tools and resources to reflect legislative change and current best practice. One on one support and coaching is available to support managers 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.
- 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 organisational wide induction programme continues helping 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.
- Cultural training programmes, including te reo Māori, tikanga lessons and waiata practice, are available to all staff.
- Te Papa runs a range of internal seminars run by its own internal experts and externals as part of wider knowledge and thought leadership exchange.
- 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.

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, or compressed working hours to undertake personal projects.
- A school holiday learning programme is run on site, with discounts provided for employees' children.
- There is a child-care centre on site, with enrolments now only open to Te Papa employees.
- There is remote technology access to all Te Papa technology systems and applications, which provides staff greater flexibility in their working arrangements.
- 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, not length of service, seniority or cost of living adjustments.
- There are 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.

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 and management reporting.
- 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.
- Te Papa offers an in-house session to continue to build awareness and the skills of our managers and leaders to prevent and respond to any cases raised.

Safe and healthy environment

- We continue to monitor our employees' health and wellbeing by providing an employee assistance programme, 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 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.
- 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, 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.
- ACC workplace cover remains in place, which allows Te Papa to pay ACC payments to injured employees immediately following an injury.



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.

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. 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. We also help to cement the city's reputation as the New Zealand arts and culture capital. Te Papa's appeal to residents and visitors from New Zealand and overseas places us at the heart of Wellington's cultural and arts scene.

The Earthquake Commission (EQC) – Founding Corporate Partner for over 20 years; co-sponsor of the *Awesome Forces* exhibition. EQC made a significant contribution in the last financial year to the exhibition renewal and *Active Land*, opened in May 2019 as part of Te Taiao | Nature. EQC also co-sponsors the *Quake Braker* exhibition. EQC is a key supporter of Te Papa Learning programmes designed to inform and motivate visitors and school groups to learn more about earthquake preparedness and resilience.



GNS Science – Founding Corporate Associate for over 20 years, co-sponsoring the *Awesome Forces* exhibition. GNS Science provides Te Papa with valuable in-kind scientific

expertise and loans of scientific objects for exhibition displays. GNS made a major contribution to the exhibition renewal and *Active Land*, opened in May 2019 as part of Te Taiao | Nature. GNS also co-sponsors the *Quake Braker* exhibition and is a supporter of *Bush City*.



Fuji Xerox has been Te Papa's Print Partner since 2015, providing document expertise and print solutions. Te Papa's reputation for being bicultural, scholarly, innovative and fun aligns with Fuji Xerox's philosophy of being a strong, kind and interesting company.

Exhibitions

Te Taiao | Nature

Te Papa's permanent exhibition renewal opened in May 2019, was enabled and enhanced by the generous support of our partners:

Supported by the New Zealand Government through Ministry for Culture & Heritage	Core Partners Me Heke Ki Pōneke EARTHQUAKE COMMISSION GNS SCIENCE TE PŪ AO	Grant Partners Lotto Pub Charity Limited THE LION FOUNDATION
Exhibition Partners OUR LAND AND WATERS National Science Challenges NIWA Department of Conservation Te Papa Ataturangi	Supporting Partners The MacDiarmid Institute for Advanced Materials and Nanotechnology Manaaki Whenua Landcare Research Resene JNL	

Terracotta Warriors: Guardians of Immortality

Te Papa's gratefully acknowledges our partners' contribution to an outstandingly successful summer exhibition:

In association with CHINA SOUTHERN AIRLINES	Government Partners NEW ZEALAND.COM Ministry for Culture & Heritage CHINA - NEW ZEALAND YEAR OF TOURISM	Destination Partner Me Heke Ki Pōneke
Airline Partner CHINA SOUTHERN AIRLINES	Hotel Partner ACCORHOTELS Feel Welcome	Supporting Partners Waste Management A BUSINESS OF BEING CAPITAL pwc LUNA THE WINE MARTINBOROUGH FUJI XEROX NZME RED WOLF HIGH LEVEL SECURITY

This exhibition was developed by the Museum of New Zealand Te Papa Tongarewa in partnership with Shaanxi Provincial Cultural Relics Bureau 中华人民共和国陕西省文物局, Shaanxi History Museum 陕西历史博物馆, Shaanxi Cultural Heritage Promotion Centre 陕西省文物交流中心, and Emperor Qin Shihuang's Mausoleum Site Museum of the People's Republic of China 秦始皇陵博物院. This exhibition is indemnified by the New Zealand Government.

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

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



Absolutely Positively Wellington City Council
Me Heke Ki Pōneke



United Way Worldwide, on behalf of FedEx.

Gallipoli: The scale of our war

Developed by Te Papa in partnership with Weta Workshop and now extended until April 2022. Te Papa also acknowledges the continued support of our exhibition equipment partners in 2018/19.



Absolutely Positively Wellington City Council
Me Heke Ki Pōneke



Technology Partner



Print Partner for poppies



Projector Partner

Touring Exhibitions

Te Papa acknowledges our touring partners' support:

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Destination Partner



International Logistics Partner

Bug Lab

Developed by Te Papa in partnership with Weta Workshop.



Whales Tohora

Exhibition made possible through support from the NZ Government and the Smithsonian Institution:



Kura Pounamu: Our Treasured Stone

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



Matariki 2019

Te Papa was pleased to collaborate with Wellington City Council and local iwi to achieve coordination of Matariki events across the city.

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Te Papa gratefully acknowledges the support of the following organisations to deliver Taikura Kapa Haka 2019:



Te Papa gratefully acknowledges the following supporting organisations:



Learning Programmes

Hīnātore | Learning Lab

Te Papa gratefully acknowledges our Hīnātore partner and supporters:



Raranga Matihiko | Weaving Digital Futures

Ministry of Education programme for schools, developed by Te Papa, and delivered with the generous support of our partners:



Mahuki – Innovation Hub

Te Papa gratefully acknowledges our Mahuki partners:



Key Strategic Partner



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Legal Partner



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