

Museum of New Zealand Te Papa Tongarewa

Te Pūrongo ā Tau | Annual Report 2017/18

In accordance with section 150 of the Crown Entities Act 2004, this annual report of the Museum of New Zealand Te Papa Tongarewa for 2017/18 is presented to the House of Representatives.



Photo credits

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Museum of New Zealand Te Papa Tongarewa

Te Pūrongo ā Tau | Annual Report

2017/18





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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 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 2018.

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

Evan Williams
Chair

Abby Foote
Chair of Assurance and Risk Committee

Chair's Foreword

On February 14, 1998, Sir Peter Blake led two children through the doors of Te Papa. Thousands had gathered to be the first to experience this radical new concept: a bicultural institution that incorporates both the national museum and national art collection.

As the biggest single investment in New Zealand culture and heritage, and one of that decade's biggest museum projects globally, Te Papa was the subject of extraordinary scrutiny. From the 35,000 visitors who saw Te Papa on its opening day, to the more than two million who visited in its first year, the experiment was embraced.

Two decades later, Te Papa has secured its place as a touchstone of our national identity. It has truly delivered on its founders' vision, to be a forum for Aotearoa to explore its past, present and future.

And so it is with particular sadness that, as we approached our twentieth anniversary, we marked the passing of both founding Chief Executive Dame Cheryll Sotheran and founding Kaihautū Dr Cliff Whiting. In creating this unique place for all New Zealanders, these two visionaries helped change the way we see ourselves, and our place in the world. As a Board we honour their legacy, which Te Papa has marked with the founding of two new scholarships that bear their names.

The opening in September 2017 of *Ko Rongowhakaata: The Story of Light and Shadow*, was an historic moment for Rongowhakaata iwi, and for Te Papa. At the heart of the exhibition is the meeting house Te Hau ki Tūranga, wrongfully confiscated by the Crown in 1867, and returned to Rongowhakaata in 2012 with the Crown's apology.

Having Rongowhakaata as Te Papa's eighth iwi in residence creates a powerful opportunity to work together, and forge new pathways of reconciliation. As a Board we are honoured to play our part in confronting past wrongs, and working on behalf of New Zealanders to put them right. We are committed to do whatever we can to ensure Rongowhakaata can achieve their aspirations for Te Hau ki Tūranga.

As society, technology, and our audience's expectations change rapidly, Te Papa flexes to stay at the cutting edge. Our current renewal programme is redefining once again what a museum and gallery can offer, and the opening of Toi Art in March 2018 was its first major milestone.

Te Papa is uniquely placed to tell the story of art in New Zealand, and this vast new space offers the chance to do just that. In the words of Prime Minister Jacinda Ardern, who opened Toi Art: "I believe every New Zealander will find something here that speaks to them, something to amaze and challenge them."

This new home for New Zealand art is undoubtedly a game changer, enabling Te Papa to show more of the national collections, and to commission spectacular new works specifically for the space, such as Michael Parekowhai's opening exhibition *Détour*.

Geraint Martin came to Te Papa in July 2017 after a distinguished career in the health sector. As well as his talents as a leader, he brought to Te Papa his deeply-held belief that culture has power to transform the lives of communities. As a Board we congratulate Geraint on all the team have achieved in his first year at Te Papa. With a strong leadership team, and drawing on the talents of a skilled and dedicated staff, Te Papa is well placed for the future.



Evan Williams
Chair

Chief Executive Statement

Museums are a mirror held up to society. In a world of increasing inequality, facing the threat of climate change, Te Papa's role as a forum for national conversations has never been more important. With the collections we care for, and the communities we connect to, we know we can be a catalyst for change.

On opening, Te Papa redefined what a museum and art gallery can be. Renewing Te Papa is an exciting opportunity to break new ground again. The first major milestone in this renewal was the March opening of Toi Art, a new home for the national art collection, and a game changer for art in New Zealand. As one reviewer put it, Toi Art "places Te Papa once again at the centre of our national life as an ideas factory."¹

This year we closed our nature exhibitions to create Taiao | Nature, which will open in 2019. This is a once-in-a-generation investment in science education which will connect millions of people with leading edge research, and the most pressing scientific issues of the day. Blending mātauranga and science, it will celebrate the uniqueness of Aotearoa, inspire a sense of connection, and spark sustainable action.

As we renew our building at this twenty year milestone, we are also renewing some of our

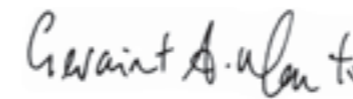
conceptual foundations. We seek to create a new vision for biculturalism at Te Papa, building on all we have achieved in the past, and setting a strong direction for the future. We are excited to work through this with Māori communities and with our own team over the coming year.

While Te Papa continues to be a magnet for visitors, we also have a strong focus on reaching beyond our walls. In February 2018 we began delivering Raranga Matihiko, a new programme that works with museums in Northland, Auckland and Hawke's Bay to bring innovative learning to schools in their region. This three-year contract from the Ministry of Education is specifically focussed on digital equity, bringing cutting-edge learning programmes to students who might otherwise miss out.

Making collections accessible digitally remains a key focus, with millions of people in New Zealand and around the world connecting with Te Papa's collections online. In the last year we accelerated our digitisation programme to share 25,000 never-before-seen collection items with audiences worldwide. Rich new multi-media content on our website is reaching more New Zealanders than ever before, with Matariki content in English and te reo leading the way.

Te Papa has never been about playing safe. New Zealanders expect us to challenge the idea of what a museum and art gallery can be, to stay at the forefront nationally and internationally, and to adapt to changing times.

As we look forward to the next twenty years, we know that with the talent and commitment of our people, and the support of New Zealanders, we have the resources we need for the journey ahead.



Geraint Martin
Chief Executive



¹ <https://www.newsroom.co.nz/2018/06/07/114112/toi-arts-cage-rattling-future>

Kaihautū Statement

He Maimai Aroha

Kei ngā mana, kei ngā reo, kei ngā matā waka tangata. Tēnā koutou katoa. Nei rā taku mihi ki a koutou i runga i ngā āhuatanga o te wā. Ahakoa te nui o ngā kaupapa kua mahia mātou i tēnei tau he kapua pouri i tauwhiro nei i a mātou. Ko te ngarotanga ake o ngā rangatira tuatahi o Te Papa, me kii, ko kahurangi Cheryll Sotheran me tākuta Cliff Whiting. Ko rāua tahi i pupuri te mana whakahaere o Te Papa, ā, na rāua anō i ārahi te waka mai i te tīmatanga. No reira, ko ngā kuru pounamu, ngā motoi kahurangi haere, haere, e moe mai rā. Ko tēnā te pō, Nau mai te ao. Mauriora ki te whai-ao, ki te ao mārāma. Tihei Mauriora!

As the Kaihautū and Māori co-leader of Te Papa I want to thank the mana whenua Te Ātiawa and Ngāti Toa Rangatira, iwi, hapū, whānau and our Māori organizations for your strong support of Te Papa over the last year. We have undertaken many significant kaupapa this year in partnership and collaboration with you and we acknowledge and recognize your tautoko. This year we celebrated our twentieth birthday with festivities including a book launch and panel discussion but it was a time of reflection and memories as we lost our two founding visionary leaders Dr Cliff Whiting, our first Kaihautū, and Dame Cheryll Sotheran, our founding CEO.

These two leaders championed the vision for Te Papa with conviction, courage and commitment. Cliff your mana in the field of Māori arts was without peer and our Rongomaraeroa marae at Te Papa stands as an enduring taonga of the bicultural aspiration for our national museum. Cheryll your unwavering passion for Te Papa to be the best it could be will long be remembered. Honouring your legacy in ways that connect our communities to Te Papa to make a difference in their lives will be advanced and championed.

This year we welcomed the Rongowhakaata tribe of Tūranganui-a-Kiwa to Te Papa as our eighth Iwi Exhibition since we opened in 1998. The Rongowhakaata Iwi Exhibition *Ko Rongowhakaata: The Story of Light and Shadow. Ruku i te pō, Ruku i te Ao* opened on the 29 September 2017 amidst great celebration. For Rongowhakaata to be able to tell their histories and stories for the first time including the pain and suffering from when their tribal meeting house Te Hau ki Tūranga was confiscated by the Crown in 1867 is both significant and vital. We look forward to working in partnership with Rongowhakaata to return Te Hau ki Tūranga back home and to actively assist their cultural heritage development aspirations.

Working with iwi on their Treaty of Waitangi Claims Settlements and reconnecting taonga back to their descendant kin communities has been a focus of the past year. What we do know is that taonga remain enduring symbols of Māori culture and identity and we want to assist iwi in their reconnection to them. This year we have embarked on an ambitious programme for renewing our permanent exhibitions and it's an exciting time for Māori to be actively involved presenting our Mātauranga Māori, our worldviews and our taonga to both ourselves and to the world. Organizing the Tūhonohono i ngā taonga-ā-iwi conference at Te Ahu in the Far North in partnership with Te Rarawa provided great opportunities for iwi and hapū of the far North to share their cultural heritage initiatives. We thank Te Rarawa for making this possible and look forward to our next Tūhono conference in Tūranganui-a-Kiwa in 2019.

Hosting the Iwi Chairs Forum was an honour for Te Papa and we thank Rongowhakaata and Mana Whenua for your organization with this. Once again our Matariki celebration was a great success with a wide range of events showcasing our many Māori

art forms. This year through the leadership of Dr Charles Royal we have refocused our Matariki festival to ensure that it becomes more of a significant indigenous Aotearoa New Year underpinned with language, culture and ritual. As an important part of the celebrations we celebrated 10 years of the 'Taikura: He Kura te Tangata' Kapa Haka. Senior performing groups from around the country converged on Te Papa and this was live streamed and linked to radio stations around New Zealand. We thank Te Māngai Paaho, Te Tumu Paeroa and Te Matatini for your kind sponsorship to make this a memorable occasion.

Finally returning our ancestors from overseas museums remains an important priority and I'd like to thank iwi and our many Government agencies for their active support in this important work. The Karanga Aotearoa Repatriation Programme has shared its knowledge and experience with other Indigenous/First Nation peoples throughout the world and we thank the Repatriation Advisory Panel chaired by Professor Pou Temara for their wisdom and guidance of our repatriation programme.

Heoi anō rā, ko ngā manaakitanga o ngā tīpuna e tiaki, e manaaki pō te ao, ao te pō.

Mauriora,



Dr Arapata Hakiwai
Kaihautū





2017/18 overview – performance against our outcomes framework

In 2016/17, we revised our *Statement of Intent* to align our strategic priorities and aspirations with our Strategic Narrative.

The framework on the following page maps our legislative mandate and aspirations for the next four years, as well as setting out our strategic priorities, and provides the framework for assessment of our performance in 2017/18.



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

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

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



Statement of performance 2017/18

Te Papa has committed to delivery of six strategic priorities in the Strategic Narrative and *Statement of Intent 2017-2021*. This section examines in further detail how we have performed in these areas over the 2017/18 year. Delivery on our legislated mandate through core business is 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.

Te Papa Manukau – creating a Te Papa presence and innovative learning hub in Auckland.

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 2017/18	Actual 2017/18	Actual 2016/17
The number of visits to Te Papa	1.45 million	1.52 million ✓	1.58 million
The percentage of adult visitors surveyed reporting a satisfaction rating of “satisfied” to “extremely satisfied” for overall museum experience during their visit	95%	96.9% ✓	97.8%

This year we have welcomed 1,515,195 visitors to Te Papa, continuing a run of four years in a row to exceed 1.5 million visitors per year. In 2017/18 we continued to progress renewal of long term exhibitions, necessitating closure of parts of the museum.

Despite closure of some exhibition spaces our high visitation has been sustained, partly due to the continuing success of *Gallipoli: The scale of our war*. Still a strong drawcard, especially amongst overseas visitors, it has now been experienced by well over two million visitors, and is a highlight for 50% of our visitors.

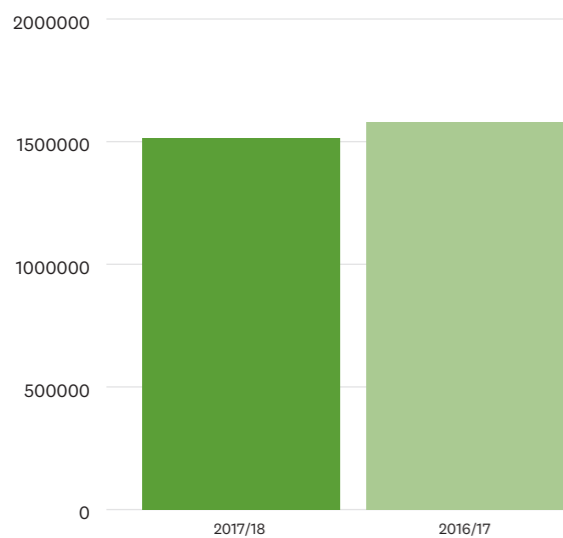
Our visitor numbers have also been sustained due to strong visitation from overseas visitors, particularly in the first half of the year. One in two of our visitors are currently living abroad. The top five countries of origin remain Australia, the United Kingdom, the

United States of America, Germany, and France, with strong growth coming from Asia, in particular China, India and Malaysia.

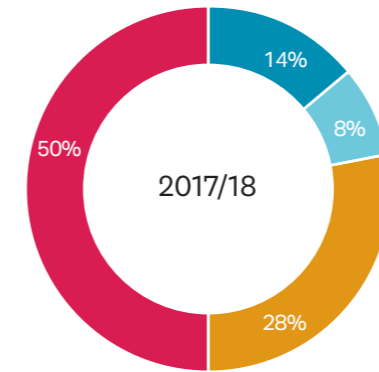
While visitation reduced by 4% compared to the previous year, the opening of our new national art gallery Toi Art softened the impact of the planned closure of Natural History for renewal, in addition to being a success in its own right. Delivering on its manifesto that “Art is for everyone”, more than 191,000 visitors have walked through the gallery since launch. We were particularly pleased to see its appeal amongst local Wellingtonians, giving them a nudge to re-experience Te Papa as a whole.

Te Papa continues to appeal to a broad cross-section of society, but is increasing relevant amongst those aged under 35, irrespective of whether they are New Zealanders or international visitors.

Total visitors to Te Papa² for the previous two years

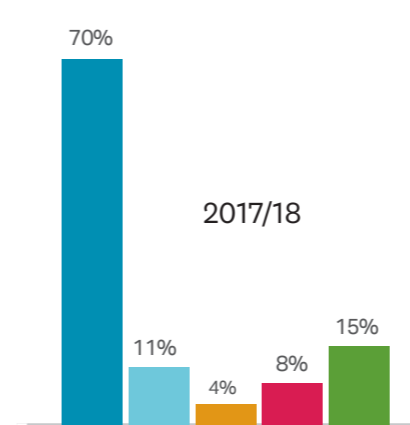
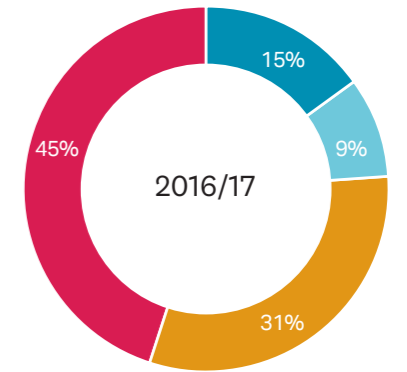


About our visitors



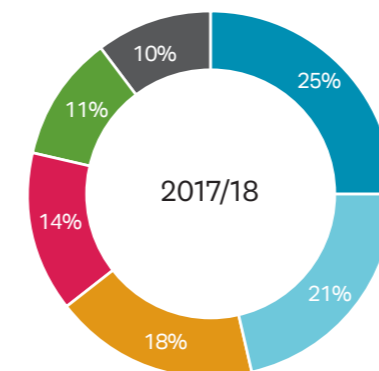
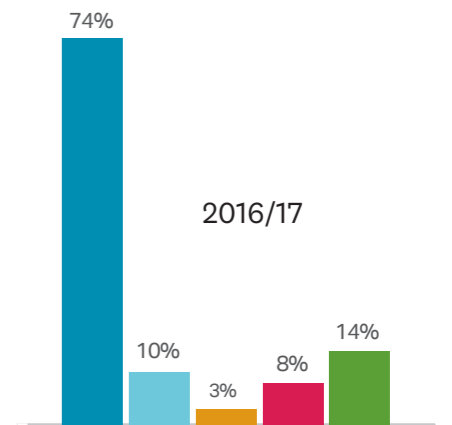
Where (all visitors)

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



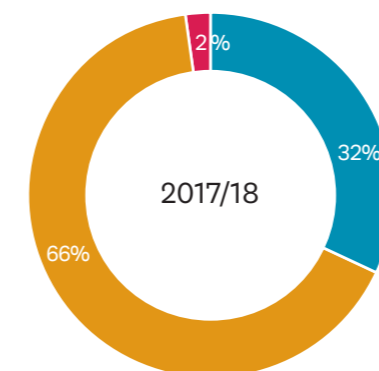
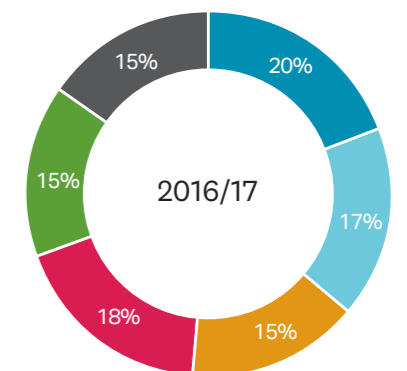
Ethnicity (domestic visitors)³

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



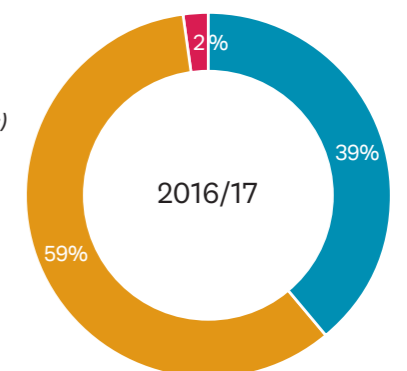
Age (domestic visitors)

- 16-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65+



Gender (domestic visitors)

- Male
- Female
- Other



² Includes visitors to the museum at Cable Street, Wellington only.

³ Percentage numbers reflect some visitor identification with more than one ethnic group.



Digital

Performance measures	Target 2017/18	Actual 2017/18	Actual 2016/17
The number of visits to Te Papa's websites	2.1 million	3.1 million ✓	3.0 million
The number of unique users per month on Facebook who have seen content from, or associated with, Te Papa	400,000	780,115 ✓	803,230 (averaged per month)
The total number of collections made available through Collections Online	820,000	821,215 ✓	789,854

Digital technologies and platforms are increasingly underpinning delivery of Te Papa's core business. As well as making the national collections and 'Our Place' accessible to people regardless of their physical location, online access allows knowledge to be developed, provides new and exciting experiences, and opportunities to preserve information for future generations.

Contributing to long term outcomes:

- Expanded offerings and experiences
- Boosted capacity for innovation
- More people come to Te Papa
- Increased access to the national collections, regardless of visitors' location
- Greater access to learning experiences
- Diverse communities are actively engaged

Online visitation

Measuring online visitation is important to us, as websites are a key channel for sharing collections, stories and knowledge about New Zealand's history, art and natural environment.

Strong performance in this area has been due to investment in optimisation of our platforms and creation of accessible, high quality editorial content, promoted through search engine optimisation and social media.

Key achievements in online performance include:

- Visitation across all platforms of 3.1 million
- An increase of visitation by 27% to the Te Papa website and blog
- An increase in unique page views by 650% to the 'read, watch, play' section of our website
- A year-on-year increase of 45% from local unique users to our main website, and an increase of 20% from unique users in Auckland
- 235,000 unique page views to our Matariki content, representing an increase of 84% from the previous year and cementing Te Papa's position as one of the best online sources for information about Matariki.

We also continued to invest in sustainable digital exhibition platforms, with that investment this year returning value in more affordable and faster digital interactive development using Te Papahiko, the digital experience development system developed in-house at Te Papa, which halves the cost of interactive development. Te Papahiko enabled the cost-effective development of visitor interactives for *Ko Rongowhakaata: The Story of Light and Shadow* and Portrait Wall, a large touchscreen interface that provides rich information and interpretation for the 33 portraits in Toi Art's exhibition *Tūrangawaewae: Art & New Zealand*.

Increasing digital access to collections

In 2017/18 Te Papa made a step change in opening up greater access to the collections, investing in state-of-the-art digitisation equipment and resourcing a programme of rapid digitisation of selected collections to ensure that significantly more collection items accessible to visitors and that these are easily found online no matter where a visitor is.

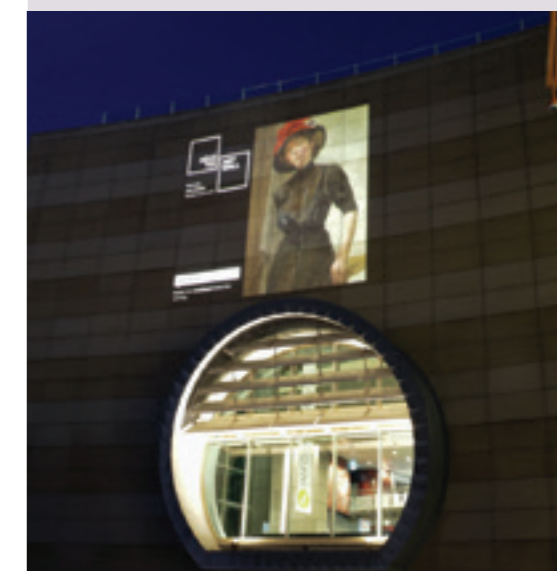
Strong performance contributing to our desired outcome of increasing access to collections is indicated by:

- 25,000 collection items digitised (imaged) in 2017/18, compared with 3,100 in 2016/17

- Growth in visits to Collections Online of 13% in 2017/18
- More than 480,000 people visiting the website to access collection information and images
- Over 16,000 images downloaded by visitors for use in a range of interesting ways, including education and knowledge exchange, learning, research and new forms of creativity.

An in-depth example of innovative work to develop and enhance collection access and impact through digital media - Art Wall

In 2017/18 Art Wall was projected onto the temporary hoardings while the new art galleries were being built, and onto the exterior of the building. Art Wall enabled us to trial new approaches to rapid-prototyping of digital products, provide access to the art collection while the works were inaccessible, and test an idea that could provide even more access after the new galleries opened. The experiment made 600 works available for browsing, and during the four month test period people viewed art works nearly 20,000 times. Nearly 5,000 people selected artworks to project large on the temporary gallery walls for all to see, with comments about why the art spoke to them and what their connection or reaction was. Art Wall is now a core component of Toi Art, continuing to provide new ways for people to actively engage with and share much more of the art collection than we could ever display in the exhibitions.



Partnership with EQC

The long-standing EQC and Te Papa partnership delivers earthquake preparedness learning to school groups through the Earthquake Encounters programme that encourages students to Fix, Fasten and Don't Forget. During 2017/18 a new programme was developed using a purpose-built Minecraft simulation model, ShakerMod, trialled with schools and launched to the public in May 2018. An article in The Dominion Post on 5 June reported positive comments from a Wellington school that tested the programme - not only did it raise the children's awareness of earthquake risks, but some took the learnings home to share with family, which is one of the project goals. ShakerMod is now part of Te Papa's Learning programme as well as being available to download from the website.

Mahuki - innovation and commercial leadership in the culture and heritage sector

In 2017/18 Te Papa committed to reporting on innovation events and impact across New Zealand's creative and technology sectors. Mahuki engaged 2,917 people across 34 events across New Zealand through the launch of new programs Magnitude 7, a seed program that helps people develop their ideas using the latest in agile and design thinking, and Roiata, a business capability program for product based businesses such as arts, ceramics, jewellery and so on. Te Papa's relationship with the Pacific Business Trust grew with over 50 Pasifika entrepreneurs participating, including three Pasifika teams selected to participate in the accelerator program. Mahuki has actively involved 26 individual regionally based culture and heritage institutions in our programs.

External recognition of Mahuki's impact is evidenced through its selection as one of four Callaghan Innovation backed accelerator programs and invitation to join the global INCO network of accelerators headquartered in France. Mahuki's support for innovation in the museum sector was also showcased at Parliament through the Digital 5 nations event.





Contributing to long term outcomes:

- Increased debate and discussion on challenging issues, led by Te Papa
- People have a deepening understanding and insight into complex issues facing New Zealand and the world
- Diverse communities are actively engaged and empowered

Whakatū Wāhine Suffrage 125 commemorations.

We have worked with a group of young feminists to design educational and public programmes and have facilitated conversations that have canvassed the impact of pornography on young women’s lives, period poverty, self-image, race and feminism, class and feminism, gender identity and toxic masculinity and its connection to teen male suicide rates.

We now have work underway to research and test a digital platform that is safe, trusted, inclusive, engaging and can reach a diverse, national audience to progress our work on providing a safe space for challenging conversations. Using the programme for Whakatū Wāhine Suffrage 125 as a test, we have trialled platforms and approaches, including understanding the weaknesses of social media and have developed a draft model of what a genuinely inclusive discussion looks like. This work has allowed us to extend the reach of our conversations, and to continue this topical campaign into 2018/2019.

Te Tiriti o Waitangi Webinars

The Learning Innovation team collaborated with the Waitangi Treaty Museum to produce a two-part webinar series broadcast from Waitangi and Te Papa, with 36 individual schools participating.

The Te Papa webinar, based around the *Rā Maumahara: New Zealand Wars* exhibition, featured a conversation hosted by educator Laura Jones with curator Matiu Baker and many interesting and challenging questions emerged from the participants. Questions such as ‘Why did the Crown not have the Treaty prepared before they landed in NZ?’, ‘How were Maori ‘tricked’ into signing the Treaty?’, and ‘Why did the English settlers want the land so badly?’ were discussed.

The discussions sparked by many of these questions have been continued within education programmes and spread beyond the context of the Treaty, and connections and comparisons made to the land wars, and Gallipoli.

Taking a lead in important national conversations

Performance measure	Target 2017/18	Actual 2017/18	Actual 2016/17
Total activity stimulating national conversations realised	3	3 ✓	New measure

In 2017/18 we undertook three challenging conversation campaigns across a range of channels. This is a new area of focus for Te Papa and will continue to be developed to encourage debate and discussion, with impact being monitored.

Art and Wellness

In May, we facilitated a weekend of events that explored how the relationship between art and health can offer diverse and dynamic settings for expressive restorative, educational, and therapeutic benefits.

Events included a panel discussion, and an art and mindfulness participatory workshop series that addressed the underrepresented positive affect of art on society.

Participants experienced an intensely personal and often challenging immersive discussion about what it means to maintain health and wellness in today’s society. We worked with artist Tiffany Singh and other wellness practitioners over four months to be in a place where we could initiate a conversation that was safe and inclusive for all participants.



Empowering lifelong learning

Performance measures	Target 2017/18	Actual 2017/18	Actual 2016/17
Total reach of learning programmes and products	40,000	122,019 ✓	New measure

This year we have continued to grow and develop what we offer to New Zealanders from formal education groups, to families and adult learners, with a focus on lifelong learning and public programming to make real gains towards our desired outcome for more meaningful engagement with the national collections.

Key outputs that enabled us to work toward expanded experiences, more meaningful engagement and improved reach to diverse communities include:

- Delivery of our increasingly popular Virtual Excursions, which connect learners across New Zealand to Te Papa and its collections using digital technologies, and give access to Te Papa's collection stores. This provides a unique opportunity for learners to glimpse behind the scenes of a national museum in a way that could not be offered in a physical sense.
- Commencement of a three year, \$3.3 million contract for the Ministry of Education as part of their Digital Technologies for All Equity Fund initiative. Te Papa are the lead contract holder for this work and have partnered with MTG Hawke's Bay, Te Kōngahu Museum of Waitangi and Tamaki Paenga Hira Auckland War Memorial Museum to deliver this programme. Through the use of digital technologies, learners who have had limited digital learning opportunities will be inspired and motivated to tell stories about their past and present, and to envisage the future.

- Collaborative work with students from Wellington High School in support of Toi Art provided new opportunities for students to gain deeper access to collections and explore complex issues. Students were initially invited to act as an advisory group but their engagement provided a source of rich input informing exhibition design, audience interactions and public programming opportunities. Interaction with collections has enabled students to develop their critical thinking skills and explore their personal responses to the art of Tony Fomison, which examines a range of themes such as isolation, marginalisation, people who occupy the fringes of society, and identity.

The popularity of online teaching and learning resources has been a further indicator of successful performance, particularly in relation to Matariki. This year we performed well above our target in relation to our key metric for total reach of learning programmes and products. This is primarily due to engagement with online resources and has led to the revision of our target for the 2018/19 year.

Contributing to long term outcomes:

- Increased debate and discussion on challenging issues, led by Te Papa
- Expanded offerings and experiences
- More meaningful engagement with the national collections
- Greater access to learning experiences
- People have a deepening understanding and insight into complex issues facing New Zealand and the world
- Diverse communities are actively engaged and empowered



Caring for collections, increasing physical access and sharing knowledge

Performance measure	Target 2017/18	Actual 2017/18	Actual 2016/17
The number of visits to collections not on exhibition	100-200 visits	468 ✓	New measure
The percentage of new collection items acquired in accordance with Te Papa's Collection Policy	100%	100% ✓	New measure

Te Papa is mandated to develop, conserve and securely house collections of art and items relating to history and the natural environment. The collections form the basis for all of Te Papa's core functions: conducting research, providing an education service, making collections available for exhibition by other art galleries, museums and allied organisations and ensuring collections are accessible. Te Papa is also charged with making the best use of the collections in the national interest.

To ensure the appropriate care and management of collections, Te Papa maintains a Collections Strategy and Policy, underpinned by internationally benchmarked procedures. A central collections information management system tracks information about collection items/taonga. Appropriate cultural protocols are adhered to as required, and taonga are held in environments in which risks are identified and actively mitigated.

In 2017/18, collections continued to be acquired, managed and cared for in accordance with Te Papa's Collection Policy and Strategy. Key deliverables and outputs that demonstrate the ongoing care of our national collections throughout the ongoing and busy process of displaying and de-installing exhibitions, sharing collections with other museums and galleries, and acquiring new taonga for the national collections include:

- Completion of over 380 condition reports and 230 remedial conservation treatments
- Over 3,000 taonga either installed for or removed from display and returned to storage, and creation of over 250 bespoke crates or storage trays

- 296 acquisition proposals assessed, comprising over 24,000 objects⁴
- Negotiation of 36 exhibition loans, comprising 348 items
- Negotiation of 38 research loans, comprising 1,081 items

Throughout 2017/18 we have had 67 loans (including 396 items) on display in 45 institutions across New Zealand and overseas, continuing our commitment to maximise physical as well as digital access to the collections for as many people as possible. This is a particular area of focus to ensure collections are shared across a range of New Zealand regions – in addition to exceeding the target to share collection items through touring and loans across the country, a further four regions had long-term ongoing loans in place from previous financial years, bringing our overall coverage to 13 of New Zealand's 16 regions (over 80% of the country).

Contributing to long term outcomes:

- Infrastructure is sound and fit for purpose
- Improved resilience to natural hazards
- Continued care and safe storage of the collections
- Increased access to the national collections, regardless of visitors' location
- Ongoing assistance and collaboration with museums, galleries and iwi
- Diverse communities are actively empowered and engaged

Seismic protection

Continuing on from our efforts and learnings last year as a result of the November 2016 earthquake, Te Papa has continued to install further seismic protection measures, to ensure the collections remain safe. This has included adding strapping and netting to secure objects within the Pacific collection, and re-housing the small sculpture collection, nesting and securing the objects to the shelves, and creating custom boxes and crates to assist both storage and handling.

Visits to collections

This year we have provided access to the collections not currently on display to over 440 groups, or over 2,400 people. These visits have included a range of groups including researchers, artists and their relatives, staff from overseas museums and school groups, with the length of visits varying from an hour through to multiple days.

⁴ A full list of collection items acquired in 2017/18 is available on our website: www.tepapa.govt.nz.



Te Papa touring exhibitions shown around New Zealand

Performance measures	Target 2017/18	Actual 2017/18	Actual 2016/17
The number of regions where Te Papa's collections are shared through touring and loans	10	11 ✓	13

More than 188,000 people visited Te Papa-developed exhibitions toured throughout New Zealand in 2017/18, a reflection of ongoing efforts to enable communities across New Zealand to engage with our nation's collections and stories.

New Zealand touring exhibitions included:

- *Bug Lab*, created in partnership with Weta Workshop. Over 90,000 people have visited the exhibition at Auckland Zoo since opening in December 2017
- *Peter Snell: Medal Winning Magic* hosted by Whanganui Regional Museum, in the city where Sir Peter Snell achieved a new world mile record of 3 minutes 54 seconds at Cooks Gardens in 1962

- *Whiti Te Ra | The Story of Ngāti Toa Rangatiria*, co-created by Te Papa and Ngāti Toa, on display at Pataka Museum + Art in the heartland of Ngāti Toa until May 2022
- *Road to Recovery: Disabled Soldiers of WWI* opened at the National Army Museum in Waiouru on ANZAC day
- *Lego - Wonders of the World*, toured in partnership with TEG and Brickman of Australia to Hamilton, Auckland War Memorial Museum and Tauranga following a successful summer run in Wellington at Te Papa.

Contributing to long term outcomes:

- Ongoing research and leadership in academic forums
- More meaningful engagement with the national collections for visitors
- People have a deepening understanding and insight into complex issues facing New Zealand and the world
- Diverse communities are actively engaged and empowered

International touring exhibitions

We have continued to extend our reach beyond New Zealand, with more than 400,000 people visiting Te Papa exhibitions around the world - from Calgary to Paris, Shanghai to Melbourne throughout 2017/18.

Te Papa's blockbuster natural history exhibition *Whales | Tohorā* completed a 10 year back to back tour to North American venues in Calgary Canada on 20 June 2018. Over 3 million people have visited the exhibition over the span of this extraordinarily successful 10 year run. The whale skeletons themselves, with the blessing of iwi, have travelled over 37,000 kilometres to be displayed at 16 venues.

At every venue, the exhibition has gained high praise from visitors, museum colleagues and critics alike and provided a platform for progressing Te Papa's strategic objectives in other ways: helping to progress the repatriation of the largest single collection of kōiwi in discussion with the American Museum of Natural History, sharing our bicultural world view and ground-breaking cetacean science, iwi voice and a profound message of conservation for these magnificent enigmatic mammals. The exhibition now moves to Sydney to be shown at the Australian Museum, en route back home.

Other international exhibition highlights include:

- *Picturing Asia Double Take - The Photography of Brian Brake and Steve McCurry* in Shanghai, in partnership with the Asia Society Hong Kong and made possible by the gift of the Brian Brake Collection to Te Papa by Wai-man Lau
- *Kura Pounamu: Treasured Stone of Aotearoa*, presented in partnership with Ngāi Tahu at the Musée du quai Branly - a recipient of critical acclaim in the French media and achieving 90,000 visitors in the 2017/18 year
- *Bug Lab* exhibition launched its international tour at Melbourne Museum, Australia opening on 23 June 2017. 102,650 people visited the exhibition over its three month season and is booked to tour to international locations through to September 2021.



THEA Award - Gallipoli: The scale of our war

Te Papa's *Gallipoli: The scale of our war* exhibition was awarded a THEA (Themed Entertainment Award) for outstanding achievement for a museum exhibit on a limited budget. THEA awards are internationally recognized as a symbol of excellence. Other winners this year included the new Smithsonian National Museum of African American History and Culture.

The Awards Committee cited the brilliance of the exhibition's emotional connection and the ingenious presentation of the sculptured figures crafted 2.5 times human scale and in hyperreal detail.

Research at Te Papa

Performance measures	Target 2017/18	Actual 2017/18	Actual 2016/17
The number of articles published in <i>Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa</i>	8	6 ⁵	New measure

Te Papa is mandated under the Museum of New Zealand Te Papa Tongarewa Act 1992 to carry out and assist others in research related to the national collections and associated areas. Research outputs and their contribution to our long term strategic outcomes in relation to engagement with collections and knowledge development continue to be a core area of focus and closely linked to collection care and management.

In 2017/18 we enhanced our reputation as a globally significant research institution through dissemination of new knowledge from our five core collection areas in academic publications, conference papers and other scholarly presentations both in New Zealand and internationally.⁶ Several new species were discovered, including a giant fossil penguin, a new species of leaf hoppers from Northland, and staff successfully germinated a seed to propagate a threatened orchid.

Tuhinga 28 included an article about the 'ahu 'ula and mahiole of Kalani'ōpu'u, which were returned to Hawaii in a moving loan ceremony in 2016. It includes an abstract translated into Hawaiian, a first for *Tuhinga*, and a Hawaiian response, which reflects our vision of being one of the leading Pacific cultural institutions in the world.

Conal McCarthy's history of Te Papa's first twenty years was published to acclaim by Te Papa Press in February 2018, accompanied by a well-attended panel discussion on the anniversary date at which past and present staff looked back. The quality of products delivered by Te Papa Press continues to be reflected in award nominations:

- *Ten x Ten: Art at Te Papa*, edited by Athol McCredie, was long-listed for the Ockham New Zealand Books in 2018 and shortlisted for the Mary Egan Publishing Award for Best Typography, in the 2018 PANZ Book Design Awards.
- *The New Zealand Art Activity Book* by Helen Lloyd was shortlisted for the Edify Award for Best Educational Book in the 2018 PANZ Book Awards.

⁵ *Tuhinga* 28 included 6 articles and was published in September 2017. During the 2017/18 year, a further 8 articles for *Tuhinga* 29 were completed but publication was deferred to July 2018.

⁶ A full list of publications and presentations produced by Te Papa staff in 2017/18 is available on our website: www.tepapa.govt.nz.

Sector support – how we have assisted and collaborated with sector colleagues across the country

Performance measures	Target 2017/18	Actual 2017/18	Actual 2016/17
The number of museums and galleries supported by Te Papa	225-240	240 ✓	New measure
The number of partnerships and workshops with museums and galleries including iwi	50	52 ✓	75
The percentage of museums, galleries and iwi that would recommend engagement with Te Papa to others	90%	90% ✓	92%

Support and advice for our sector colleagues is a core function for Te Papa, set out in the Museum of New Zealand Te Papa Tongarewa Act 1992. Throughout the year we continued to support regional museums and galleries by providing professional development opportunities and advice on collection care and management to 240 museums and galleries across New Zealand.⁷

Examples include:

- Support for and participation in the Middle North Island Curators' Hui. Partnership with National Services Te Paerangi (NSTP) ensures that the annual hui is a sustainable professional development opportunity, developed by and reaching curators at a wide range and size of regional institutions across a wide geographical area, from Kāpiti to Rotorua. The hui allowed Te Papa to participate in collegial curatorial support and professional development, contributing to professional knowledge and development. This is one of a number of region-specific groups that NSTP partners with to assist targeted professional development.
- Work with Hokitika Museum to assess the museum's collections needs prior to their proposed museum redevelopment. Museum staff approached NSTP to support this work within the framework of the Expert Knowledge Exchange programme, recognising the importance of the assets they hold and the need to plan and make informed decisions about requirements for collection care.



⁷ A list of our partnerships and workshops delivered during 2017/18 can be found on our website: www.tepapa.govt.nz.

Iwi engagement

Performance measures	Target 2017/18	Actual 2017/18	Actual 2016/17
The number of iwi supported by Te Papa	25-35	46 ✓	New measure ⁸
The number of international institutions from which repatriations are completed each year	2	3 ✓	4

Our Strategic Narrative and *Statement of Intent 2017-2021* outline our commitment to prioritise engagement with iwi: contributing to Māori development and enabling Māori contributions to New Zealand society and culture. Examples of how we have actively worked towards realising this strategic objective and see genuine impact throughout 2017/18 are provided below.

Treaty Settlements and Iwi Relationships

Te Papa continues to connect and maintain its relationships with iwi through the Treaty Settlement process. Relationship instruments and protocols have been progressed throughout the period, with a particular highlight the development and implementation of the Whakaaetanga Tiaki Taonga, a relationship agreement developed by Culture and Heritage agencies to support iwi and their taonga aspirations. The agencies involved in this collaborative way of working with iwi are the Department of Internal Affairs (including the National Library and Archives New Zealand) Ministry for Culture and Heritage, Heritage New Zealand and Te Papa. Some Culture and Heritage agencies come under the Whakaaetanga Tiaki Taonga, and some have their own agreements – the constant element is the relationship approach, which is that agencies will work collaboratively to assist iwi to realise their cultural aspirations.

Signing of the Relationship Agreement between Te Papa and Ngāi Tahu

In October, Te Papa and Te Rūnanga o Ngāi Tahu signed a relationship agreement in Christchurch. The purpose of the agreement is to acknowledge the history of the relationship between Te Papa and Ngāi Tahu; to build on and develop an enduring relationship regarding Ngāi Tahu taonga and identity,

Contributing to long term outcomes:

- Support provided for post-settlement activity
- Ongoing assistance and collaboration with museums, galleries and iwi
- Enhanced enactment of mana taonga
- Continued partnerships with iwi in relation to exhibition delivery and experiences
- Diverse communities are actively empowered and engaged

culture and heritage aspirations; to formalise the agreement made by the parties; and to enter into the agreement in good faith, agree to act in good faith and work fairly, reasonably and honourably towards each other with respect to the commitments identified in the agreement.

Tawhito Whenua

A pivotal piece of work completed with Ngāti Toa Rangatira is the display of the mere pounamu, Tawhito Whenua at Parliament. The significance of displaying Tawhito Whenua at Parliament for Ngāti Toa acknowledges Ngāti Toa's mana whenua rights in Te Whanganui-ā-Tara. The display of the Tawhito Whenua was advanced during the tribe's Treaty Settlement negotiations. In 2012, post Ngāti Toa's settlement, Te Papa agreed to assist the iwi by agreeing to the long term loan and display of the mere pounamu and in line with the museum's principle of mana taonga. On 28 June, the installation and blessing ceremony for Tawhito Whenua took place at Parliament in the presence of Ngāti Toa Iwi Leaders, Kaumātua, approximately 100 tribal members, Ministers of the Crown, Crown officials and Te Papa staff.

By realising this aspiration with Ngāti Toa, Te Papa has met a key initiative identified in the Ngāti Toa Rangatira relationship agreement signed at the conclusion of the *Whiti Te Rā Story of Ngāti Toa Rangatira* exhibition in March 2017.

Opening of Ko Rongowhakaata Iwi Exhibition

On Friday 29 September approximately 450 Rongowhakaata iwi members attended the karakia and opening blessing of the Ko Rongowhakaata iwi exhibition. The significance of this date acknowledged the 144th anniversary of the passing of Rāharuhi Rukupo, Master Carver of Te Hau ki Tūranga whare. Also on this day, Rongowhakaata conducted a pōwhiri in front of Te Hau ki Tūranga for approximately 200 manuhiri and invited guests. A formal pōwhiri had not been held in front of Te Hau ki Tūranga for almost 20 years. Mana Whenua iwi partners, Te Ātiawa and Ngāti Toa were also in attendance to support the aspirations of Rongowhakaata iwi and Te Papa at this momentous occasion.

As part of the Rongowhakaata Iwi in Residence programme, Taharakau Stewart and Thelma Karaitiana were appointed into the Rongowhakaata Pou Tikanga roles at Te Papa. The purpose of the roles is to bring Rongowhakaata to life within Te Papa for the duration of the Ko Rongowhakaata exhibition. At the end of March 2018, Thelma's time at Te Papa concluded and in June we welcomed April Nepia-Sua into the role.



Iwi support in communities

Care of taonga in communities is supported by Te Papa through practical and strategic mechanisms. We supported 46 iwi in 2017/18 by delivering care of taonga workshops in marae settings, on care of textiles and paper-based taonga through to support of iwi-led hui and wananga and expert advice⁹. Some highlights of our work this year include:

Tūhonohono

The kaupapa and objectives for the 2017 Tūhonohono I nga Taonga a Iwi conference was to hui 'in locations specific to iwi kaupapa ensuring optimal accessibility by the locals and to enhance local knowledge.' The programme reflected the ambitions and achievements of Northland Iwi with presenters from the cultural community hub Te Ahu to the remote marae based initiative Mitimiti on the Grid that endeavoured to improve the lives of locals by working with organisations and businesses to provide free internet coverage. This conference was developed in response to an increase in requests for information regarding whare taonga, iwi cultural centre development, repatriation of taonga, the development of taonga databases and the storage of iwi archives.

Raglan marae workshop – mana taonga in action

Mana taonga doesn't just relate to the collection here at Te Papa, it's also a mechanism by which we can work with communities outside of the institution. A marae based workshop focusing on care of collections and led by Rangī Te Kanawa (Te Papa) and Vicki-Anne Heikell (Alexander Turnbull Library) was held in Raglan with the local iwi, Tainui Awhiro. Iwi representative, Angeline Greensill was made aware of National Service Te Paerangi's work to support iwi in care of taonga at a presentation made during the Cultural Mapping Wānanga held in Hamilton, and in mid-2017 she met with the various agencies in the culture and heritage sector to see how Tainui Awhiro could best care for their taonga, which includes an extensive archival collection. This workshop ensured better understanding of how to care for and store taonga with significance to this iwi. Rangī has this beautiful quote, 'Harakeke is in our whakapapa ...'. The way Rangī weaves her kupu, mātauranga and her mahi connects her to whānau, hapū and iwi. These connections are essential to our work with iwi.

⁸ Previously combined as 'The number of museums, galleries and iwi supported by National Services Te Paerangi'. In 2016/17, the combined actual number was 308.

⁹ A full list of iwi support in 2017/18 is provided on our website: www.tepapa.govt.nz.

International Recognition for Te Papa's innovative Bicultural Museum practice

The international reputation of Te Papa as a leading bicultural museum continues to be reaffirmed in symposia and conferences nationally and internationally. Recently in recognition of the importance of the International Day of the World's Indigenous Peoples held on 9 August ICOM (International Council of Museums) approached the Kaihautū to ask our permission to include an article co-written by the Kaihautū in 2014 titled 'Mana Taonga – Power to the People'. This article detailed Te Papa's journey of transformation from the old to the new museum practice highlighting Te Papa's innovative biculturalism and mana taonga principle of community engagement and empowerment. The ICOM board thought that uploading this article on their website would be a good example to illustrate the relationships between museums and Indigenous Peoples.

The Kaihautū was also the keynote speaker at the 'SWICH' conference held at Cambridge University on 11-13 July 2018. SWICH connects museums of ethnography and world cultures across ten countries and the conference was part of the SWICH network – "Sharing a world of inclusion, creativity and heritage" which was funded by the European Union's Creative Europe programme. Presentations and panel discussions explored how museums are tackling legacies of empire and colonialism. With many European museums reflecting and contemplating their past practices and reimagining a better future that connects and had relevance and value with their communities the Kaihautū presented Te Papa's bicultural journey and museum practice. Clearly, Te Papa continues to evoke respect and admiration for the courage and commitment in setting a path that challenged and still challenges outdated museum practices and traditions.

Karanga Aotearoa Repatriation Programme (Karanga Aotearoa)

The history of seeking the repatriation of Māori ancestral remains housed in overseas institutions stems from the 1800s, when these tūpuna were taken from wāhi tapu (sacred repositories) and traded to various overseas institutions. Through the work of Maui Woodbine Pomare (1942 – 1995), Council Chair of the National Museum in the 1980s, New Zealand's national museum became one of the first institutions in the world to change its museum practice from seeing ancestral remains as exhibition objects, to offering them dignity and respect by implementing tikanga Māori practice.

In 2017/18, the programme actively worked in collaboration with three international institutions to repatriate 17 Māori and Moriori ancestral remains, and provided educational seminars highlighting the importance of repatriation to Māori and Moriori communities.

Institutions we worked with included the De Young Museum in San Francisco, the Yale Peabody Museum of Natural History in Connecticut (USA), and the Rautenstrauch-Joest-Museum of World Cultures Cologne (Germany).

Te Papa Returns Ancestors to Rapa Nui and to Washington State.

In January 2018 Te Papa, in collaboration with Canterbury Museum, repatriated a Rapa Nui ancestor who came to Aotearoa New Zealand as part of the Oldman Collection shortly after World War Two, and in June 2018 an ancestor with provenance to Tsetesetse (San Juan Island) in Washington State (USA) was welcomed home by the Lummi Nation. Both ancestors were warmly received with dignity and grace by their communities of origin.





Te Papa was delighted to host the Rt Hon Jacinda Ardern, Prime Minister, and Hon Grant Robertson, Associate Minister for Arts, Culture and Heritage at the opening of Toi Art. The Prime Minister officially opened the new gallery space on 16 March 2018, marking the completion of phase one of Te Papa's exhibition renewal programme.

Exhibition renewal

Performance measure	Target 2017/18	Actual 2017/18	
Art exhibition space renewed and reopened by 30 June 2018	By 30 June 2018	Opened to the public on 17 March 2018	✓

Toi Art

Te Papa completed the first phase of exhibition renewal with the opening of Toi Art – a \$8.4 million, 20-month project comprising significant construction across levels 4 and 5 of the museum that increased the footprint for art from 3,175m² to 4,140 m². Completion of the project is significant as the new flexible spaces will accommodate temporary exhibitions, significant art installations, and extensive collection exhibitions, plus a range of education experiences, performance art, in-gallery music programmes, and hospitality and commercial opportunities – contributing to our intention to offer expanded offerings and experiences and more meaningful ways to interact with the collections

Art is for everyone

The new art gallery was opened by the Prime Minister on 16 March 2018 at an event attended by 800 invited guests, and was followed by a public opening weekend on 17 and 18 March 2018 that included three temporary exhibitions, two collection exhibitions, and a range of free public programmes and events designed to encompass Te Papa's philosophy that 'art is for everyone'. The launch was highly successful with visitor numbers for the opening weekend totalling 15,500. Visitor numbers have sustained, with over 191,000 visitors as at 30 June 2018. Prior to the opening of Toi Art, 30% or less of museum visitors included a visit to the art spaces as part of their experience. This has now increased to a consistent 45% of all museum visitors since the new galleries opened.

Contributing to long term outcomes:

- Expanded offerings and experiences
- 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
- More meaningful engagement with the national collections
- Enhanced enactment of mana taonga
- Continued partnerships with iwi in relation to exhibition delivery and experiences
- 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
- Diverse communities are actively engaged and empowered

Broadening the definition of 'art'

One of the strategic commitments for art at Te Papa is to become a world-leading forum and hub for engaging with art and design in New Zealand and the Pacific. With a particular focus on cross-cultural presentation that is grounded in the museum's foundation of biculturalism, Toi Art launched with 10 new commissions by contemporary artists and five major exhibitions that showcase the national art collection, and Aotearoa New Zealand and Pasifika contemporary art practice:

- *Détour* an ambitious installation by leading contemporary New Zealand artist Michael Parekowhai



- *Pacific Sisters: Fashion Activists*, a comprehensive retrospective of the work of the Auckland based Māori and Pacific artists collective
- *Lisa Walker: I want to go to my bedroom but I can't be bothered*, a retrospective of the practice of the internationally acclaimed Wellington-based jeweller, Lisa Walker
- *Tūrangawaewae: Art and New Zealand*, an exhibition that addresses questions of identity and cross-cultural exchange
- *Kaleidoscope: Abstract Aotearoa*, which explores how the exploration of colour, shape, and pattern have captured imaginations in the Pacific.

Toi Art's multi-disciplinary exhibitions are a diverse presentation of visual art, performance, fashion, film, dance and music that incorporate over 400 artworks. The diversity in the displays is informed by Toi Art's philosophy that 'art is for everyone', and includes areas specifically designed for creative response to exhibitions and quieter spaces to allow for reading and reflection.

A world-class art experience

The success and positive impact of this first phase of exhibition renewal is indicated by positive media commentary with observations from industry professionals: 'Te Papa's 20th anniversary art exhibition is bursting with energy, personalities and ideas... what this funky show delivers is a set of assertive curatorial positions that place Te Papa once again at the centre of our national life as an ideas factory.'¹⁰ From the national press: 'New Toi Art gallery at Te Papa stuns visitors.'¹¹ And from our younger generation of visitors: 'It's just so cool, when I walked in I was like 'what?'' (Tasman Eyles, 11).¹²

The success of Toi Art has also extended beyond the museum walls with an online reach through the Toi Art website that has seen 21,247 sessions/visits (against a target of 6,500) and 33,478 unique page views in the first three months since opening.

Toi Art was also a proud partner of the 2018 New Zealand Festival and the gallery launch in March was included in the festival's visual arts programme.



¹⁰ Hamish Coney, Newsroom, June 8 2018 <https://www.newsroom.co.nz/@viewingroom/2018/06/07/114112/toi-arts-cage-rattling-future>

¹¹ Melissa Nightingale, NZ Herald, 16 March 2018 https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=12014145

¹² Melissa Nightingale, NZ Herald, 16 March 2018 https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=12014145



Natural History

Excellent progress has been made on the renewal of the natural history zone Taiao | Nature, which is on track to open in early 2019. Development has been supported by successful sponsorship bids of almost \$3 million dollars, including from the Lottery Projects of National Significance Fund, EQC, Lion Foundation, Pub Charity, and Our Land and Water national science challenge – a reflection of the community’s broad support for the project. De-installation of our previous exhibitions is complete, and the new space is taking shape, using recycled and sustainable materials as much as possible.

The new zone, which integrates mātauranga Māori and science, celebrates the uniqueness of Aotearoa New Zealand’s natural world and inspires a sense of connection with it. It takes a bold stand, opening up conversation around challenging environmental topics and ultimately prompting sustainable action beyond the exhibition space, with the inclusion of space for public programming around the exhibition themes.

The project team has lived by Te Papa’s philosophy of mana taonga in their collaboration and co-creation with iwi/communities – including the people of Mahitahi/Bruce Bay and Tokelau – with a raft of external experts, and with many members of the public through ongoing audience testing. An international interpretive review towards the end of 2017 assessed the concept as ‘excellent’ for its innovative, interactive audience-centred approach and powerful mix of physical and digital experiences. The concept was also positively received from an accessibility perspective by a large focus group of people with disabilities.



Te Papa Foundation

The Te Papa Foundation was launched in Wellington in December 2016. The projected FYE18 income is \$2,055,684. This takes the total Foundation donations, gifts and bequests secured from FY17 to FY21 to \$4,301,765 against expenditure of \$528k, a Return on Investment of \$8:1.

The Te Papa Foundation was launched in London on 20 April 2018 at a function hosted by the New Zealand High Commissioner, Sir Jerry Mateparae, and with guest speaker the Prime Minister, the Right Honourable Jacinda Ardern. Five new London based Trustees have been appointed to the Foundation: Anton Oliver, Kent Gardner, Tania Bearsley, Dr Julie Maxton and Whaea Esther Jessop. They join the Foundation's current joint Chairs Dayle, Lady Mace and Alastair Carruthers, and Trustees Aloysius Teh, Kylie Archer and Lyndsey Partridge.

The Te Papa Foundation is pleased to be partnering with some of London's most prestigious cultural institutions to offer London based Te Papa Foundation supporters the opportunity to experience unique, behind the scenes experiences and support the Foundation at the same time. Our first event is with the Royal Academy on 26 September 2018 for a private preview of the Oceania exhibition.

Our next event will be hosted by the Royal Society in February 2019 which coincides with the start of the 250th anniversary of Captain Cook's voyage that resulted in the first interactions between Europeans and Māori. This event will showcase their collection of manuscripts and instruments relating to the Cook / Banks expeditions.

Business growth

Te Papa took over the catering contract at Parliament in December 2017. The operation at Parliament has historically catered for people within the Parliamentary precinct or events sponsored by Members of Parliament and includes four outlets: Oliver's kiosk in Bowen House, Copperfield's Café, Bellamy's restaurant, Pickwick's bar, the internal catering to all meeting rooms and two large event spaces which includes the Grand Hall within the original Parliament building and the Banquet Hall in the Beehive. The Speaker of the House has recently agreed to allow external clients to book events in The Grand Hall, Banquet Hall, Members' Lounge and have external customers in Bellamy's restaurant which has given us the potential to develop the business at Parliament. We have a sales and marketing plan in place for the 2018/19 year to maximise the opportunities to grow the business including a webpage for Bellamy's, and we are also working with key stakeholders to communicate the new opportunities for events and dining within Parliament. Bellamy's restaurant received a very positive review in the Weekend Dominion Post, with five stars awarded each for food and service.

Contributing to long term outcomes:

- Access to new revenue streams

Te Papa Manukau

Work continued throughout 2017/18 toward this strategic priority for Te Papa, which has a number of complementary objectives: including expanding access to collections, education and community development. The Otara Papatoetoe local board of the Auckland Council has offered a site within Hayman Park, Manukau. Te Papa has committed to developing an investment plan and business case in 2018/19 to establish a facility on this site for consideration in the 2019/20 Budget round. Te Papa has recently convened a partners meeting in Auckland to update parties from Manukau, local and central government agencies and other Auckland cultural institutions and received strong support from attendees.

Financial statements 2017/18

Cost of Service Statement

for the year ended 30 June 2018

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 2018 \$000	Budget 2018 \$000	Actual 2017 \$000
Museum services			
Operating			
Revenue - Crown	29,574	29,574	29,574
Revenue - commercial and other	31,684	30,049	27,945
Costs	(71,875)	(68,396)	(64,246)
Operating deficit	(10,617)	(8,773)	(6,727)
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 2018 \$000	Budget 2018 \$000
Capital contribution from the Crown*	3,000	3,000
Expenditure on collections	3,662	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 \$662k higher than 2017/18 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 2018 \$000	Budget 2018 \$000
Capital contribution from the Crown*	10,000	10,000
Expenditure on capital works	9,209	12,888

* 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 2018

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 50 to 81, that comprise the statement of financial position as at 30 June 2018, 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 45.

In our opinion:

- the financial statements of Te Papa and group on pages 50 to 81:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2018; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards; and
- the performance information on pages 15 to 45:
 - presents fairly, in all material respects, Te Papa and group's performance for the year ended 30 June 2018, including:
 - for each class of reportable outputs:
 - its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and

- its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year; and
 - what has been achieved with the appropriations; and
 - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure.
- complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 16 October 2018. 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.

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

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

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

- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.
- We obtain sufficient appropriate audit evidence regarding the financial statements and the performance information of the entities or business activities within 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 and pages 82 to 95, 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 and group.



S B Lucy
Audit New Zealand
On behalf of the AuditorGeneral
Wellington, New Zealand

Statement of Comprehensive Revenue and Expenses

for the year ended 30 June 2018

	Note	Consolidated		Museum		
		Actual 2018 \$000	Actual 2017 \$000	Actual 2018 \$000	Budget 2018 \$000	Actual 2017 \$000
Revenue						
Revenue from the Crown	3	29,574	29,574	29,574	29,574	29,574
Interest revenue		840	1,123	840	883	1,123
Other revenue	3.1	30,082	25,393	30,082	28,666	25,393
Donated revenue		1,140	1,749	762	500	1,429
Total revenue	3.2	61,636	57,839	61,258	59,623	57,519
Expenditure						
Personnel costs	4	30,879	28,088	30,879	27,235	28,088
Other expenses	5	24,459	22,841	24,457	26,330	22,839
Total expenditure		55,338	50,929	55,336	53,565	50,927
Earnings before depreciation and amortisation						
		6,298	6,910	5,922	6,058	6,592
Depreciation and amortisation expenses	7,8	16,539	13,319	16,539	14,831	13,319
Net deficit		(10,241)	(6,409)	(10,617)	(8,773)	(6,727)
Other comprehensive revenue and expenses						
(Loss)/Gain on collection revaluation	13	(5,227)	20,574	(5,227)	-	20,574
Gain on property, plant and equipment revaluation	13	-	47,696	-	-	47,696
Financial assets at fair value	13	(146)	(323)	(146)	-	(323)
Total other comprehensive revenue and expenses		(5,373)	67,947	(5,373)	-	67,947
Total comprehensive revenue and expenses		(15,614)	61,538	(15,990)	(8,773)	61,220

Comparative information has been restated, refer to Note 3.

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 2018

	Note	Consolidated		Museum		
		Actual 2018 \$000	Actual 2017 \$000	Actual 2018 \$000	Budget 2018 \$000	Actual 2017 \$000
Balance at 1 July		1,402,194	1,328,467	1,401,876	1,334,885	1,328,467
Total comprehensive revenue and expenses for the year		(15,614)	61,538	(15,990)	(8,773)	61,220
Reserve movements on impairment/disposals		(283)	(1,174)	(283)	-	(1,174)
Other reserve movements		(380)	363	(2,044)	-	363
Capital contribution from the Crown		13,000	13,000	13,000	13,000	13,000
Balance at 30 June	13	1,398,917	1,402,194	1,396,559	1,339,112	1,401,876

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 2018

Note	Consolidated		Museum		
	Actual 2018 \$000	Actual 2017 \$000	Actual 2018 \$000	Budget 2018 \$000	Actual 2017 \$000
Assets					
Current assets					
Cash and cash equivalents	919	1,931	903	712	1,713
Receivables	2,906	2,420	2,906	1,638	2,420
Investments	6	400	-	-	-
Prepayments	681	638	681	1,598	638
Inventories	1,160	1,056	1,160	1,058	1,056
Publications work in progress	155	36	155	90	36
Total current assets	6,221	6,081	5,805	5,096	5,863
Non-current assets					
Investments	6	15,365	13,702	16,056	18,529
Property, plant and equipment	7	436,586	436,586	396,168	435,066
Collections	9	946,821	946,542	929,406	947,614
Intangible assets	8	5,090	4,885	4,276	4,885
Total non-current assets	1,403,862	1,406,194	1,401,920	1,345,906	1,406,094
Total assets	1,410,083	1,412,275	1,407,725	1,351,002	1,411,957
Liabilities					
Current liabilities					
Payables	10	3,227	3,674	5,595	3,674
Provisions	11	860	200	-	200
Revenue in advance		4,247	3,301	3,274	3,301
Employee entitlements	12	2,726	2,751	2,787	2,751
Total current liabilities	11,060	9,926	11,060	11,656	9,926
Non-current liabilities					
Employee entitlements	12	106	155	234	155
Total non-current liabilities	106	155	106	234	155
Total liabilities	11,166	10,081	11,166	11,890	10,081
Net assets	1,398,917	1,402,194	1,396,559	1,339,112	1,401,876
Equity					
Contributed capital	13	506,898	493,898	506,898	493,898
Restricted reserves	13	2,482	2,854	819	2,854
Property, plant and equipment revaluation reserve	13	232,514	232,797	186,276	232,797
Collection revaluation reserve	13	863,799	869,026	848,452	869,026
Financial assets at fair value reserve	13	133	279	-	279
Accumulated losses	13	(206,909)	(196,660)	(204,970)	(196,978)
Total equity	1,398,917	1,402,194	1,396,559	1,339,112	1,401,876

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 2018

	Consolidated		Museum		
	Actual 2018 \$000	Actual 2017 \$000	Actual 2018 \$000	Budget 2018 \$000	Actual 2017 \$000
Cash flows from operating activities					
Receipts from the Crown	29,574	29,574	29,574	29,574	29,574
Interest revenue	82	1,200	82	883	1,200
Receipts from other revenue	29,789	24,952	29,590	29,188	24,732
Payments to suppliers	(24,306)	(26,259)	(24,305)	(29,355)	(26,257)
Payments to employees	(30,486)	(27,767)	(30,486)	(25,497)	(27,767)
Goods and services tax (net)	(37)	439	(37)	-	439
Net cash from operating activities	4,616	2,139	4,418	4,793	1,921
Cash flows from investing activities					
Purchase of property, plant and equipment	(17,147)	(20,162)	(17,147)	(17,973)	(20,162)
Purchase of collections	(3,661)	(2,027)	(3,661)	(3,000)	(2,027)
Purchase of intangible assets	(1,396)	(1,340)	(1,396)	(2,549)	(1,340)
Movement in investments	3,576	9,059	3,976	5,500	9,059
Net cash from investing activities	(18,628)	(14,470)	(18,228)	(18,022)	(14,470)
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	(1,012)	669	(810)	(229)	451
Cash and cash equivalents at the beginning of the year	1,931	1,262	1,713	941	1,262
Cash and cash equivalents at the end of the year	919	1,931	903	712	1,713

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 2018

Reconciliation of net deficit to net cash from operating activities

	Consolidated		Museum	
	Actual 2018 \$000	Actual 2017 \$000	Actual 2018 \$000	Actual 2017 \$000
Net Deficit	(10,241)	(6,121)	(10,617)	(6,439)
Add/(less) non cash items:				
Depreciation and amortisation expense (refer Notes 7,8)	16,539	13,319	16,539	13,319
Donated assets income	(700)	(1,328)	(522)	(1,228)
Other revenue	(1,037)	367	(1,037)	367
Interest reinvested	(793)	-	(793)	-
Other expenses	624	-	624	-
Total non-cash items	14,633	12,358	14,811	12,458
Add/(less) items classified as investing or financing activities:				
(Gains)/Losses on disposal of property, plant and equipment	47	11	47	11
(Increase) in fair value of investments	(156)	-	(156)	-
Total items classified as investing or financing activities	(109)	11	(109)	11
Add/(less) movements in statement of financial position items:				
(Increase) in receivables	(486)	(748)	(486)	(748)
(Increase)/Decrease in inventories	(223)	164	(223)	164
(Increase) in prepayments	(43)	(175)	(43)	(175)
(Decrease) in payables	(447)	(3,588)	(447)	(3,588)
Increase/(Decrease) in revenue in advance	946	(253)	946	(253)
(Decrease)/Increase in employee entitlements	(74)	321	(74)	321
Increase in provisions	660	170	660	170
Net movements in working capital items	333	(4,109)	333	(4,109)
Net cash from operating activities	4,616	2,139	4,418	1,921

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 Tahī Limited and Mahuki Limited. Te Papa's ultimate parent is the New Zealand Crown. Mahuki Tahī 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 2018, and were approved by the Board on the 16th of October 2018.

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).

Standards issued and not yet effective and not early adopted

In January 2017, the External Reporting Board issued 2016 Omnibus Amendments to PBE Standards, pursuant to section 12(a) of the Financial Reporting Act 2013. The amendments apply to PBEs with reporting periods beginning on or after 1 January 2017. Te Papa has applied these amendments where appropriate in preparing its 30 June 2018 financial statements. The two standards most likely to impact Te Papa have been listed below.

Financial instruments

In January 2017, the External Reporting Board issued PBE IFRS 9 Financial Instruments. This replaces PBE IPSAS 29 Financial Instruments: Recognition and Measurement. PBE IFRS 9 is effective for annual periods beginning on or after 1 January 2021, with earlier application permitted. The main changes under the standard are:

- New financial asset classification requirements for determining whether an asset is measured at fair value or amortised cost.
- A new impairment model for financial assets based on expected losses, which may result in the early recognition of impairment losses.
- Revised hedge accounting requirements to better reflect the management of risks.

Te Papa has reviewed the standard and no changes were required in the 30 June 2018 financial year.

1 Statement of accounting policies (continued)

Impairment of Revalued Assets

In April 2017, the External Reporting Board issued Impairment of Revalued assets, which now clearly scopes in revalued property, plant and equipment into the impairment accounting standards. Previously, only property, plant and equipment measured at cost were scoped into the impairment accounting standards.

Under the amendment, a revalued asset can be impaired without having to revalue the entire class-of-asset to which the asset belongs. Te Papa has applied this standard in preparing its 30 June 2018 financial statements, no material adjustments have been made in implementing this standard.

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 2017/18 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 the majority of the trustees independent of Te Papa. The effect and considerations are disclosed in note 6.

1 Statement of accounting policies (continued)

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 \$435,967.

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 2018 \$000	Actual 2017 \$000
Revenue		
	378	320
Donated revenue		
2.1	275	288
Goods and services received in kind		
Expenditure		
	2	2
Other expenses		
2.1	275	288
Goods and services provided by Te Papa		
Net surplus for the year		
	376	318
Represented by:		
Current assets		
	16	218
Cash and cash equivalents		
	400	-
Investments		
Non-current assets		
	1,663	-
Investments		
	279	100
Collections		
Total assets		
	2,358	318
Equity		
	1,663	-
Restricted reserves		
	695	318
Accumulated funds		
Total equity		
	2,358	318

2.1 Goods and services provided by Te Papa

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

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

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

	Actual 2018 \$000	Actual 2017 \$000
Personnel related services provided to Te Papa Foundation	190	177
Other goods and services provided to Te Papa Foundation	85	111
Total goods and services provided to Te Papa Foundation	275	288

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 2018 \$000	Actual 2017 \$000
Commercial revenue	18,314	16,462
Exhibition revenue	2,302	1,673
Other grants received	1,942	932
Other revenue	2,293	2,373
Rental income	203	204
Net foreign exchange gains	1	3
Sponsorship revenue	5,027	3,746
Total other revenue	30,082	25,393

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.

Other revenue for 2016/17 has been reduced by \$288k to reflect a consistent treatment in relation to revenue and expenditure in kind that had been provided to the Te Papa Foundation.

3.1 Other revenue (continued)

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 2018 \$000	Actual 2017 \$000
Less than one year	143	196
Greater than one year and less than five years	41	184
Total non-cancellable operating leases	184	380

Te Papa leases part of the Tory Street building to the Wellington City Council. The current lease was renewed on 2nd February 2013. 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

Exchange and non-exchange revenue

	Actual 2018 \$000	Actual 2017 \$000
Non-exchange revenue		
Revenue from the Crown	29,574	29,574
Donated revenue	762	1,429
Other grants received	427	7
Total non-exchange revenue	30,763	31,010
Exchange revenue		
Interest revenue	840	1,123
Commercial revenue	18,314	16,462
Exhibition revenue	2,302	1,673
Other grants received	1,515	925
Other revenue	2,293	2,373
Net foreign exchange gains	1	3
Rental income	203	204
Sponsorship revenue	5,027	3,746
Total exchange revenue	30,495	26,509
Total revenue	61,258	57,519

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 2018 \$000	Actual 2017 \$000
Salaries and wages	30,091	27,096
Defined contribution plan employer contributions	801	743
(Decrease)/Increase in employee entitlements	(13)	249
Total personnel costs	30,879	28,088

In the 2018 financial year, Te Papa provided personnel services of \$190K (2017: \$177K) to Te Papa Foundation (Note 2.1). These amounts are included within the total personnel costs disclosed above.

	Actual 2018 No:	Actual 2017 No:
Total remuneration paid or payable (excluding employer contributions to Kiwi Saver and GSF)		
Salary Band		
\$100,000 - \$110,000	10	9
\$110,001 - \$120,000	14	11
\$120,001 - \$130,000	8	9
\$130,001 - \$140,000	4	4
\$140,001 - \$150,000	5	5
\$150,001 - \$160,000	6	2
\$160,001 - \$170,000	-	3
\$170,001 - \$180,000	1	2
\$180,001 - \$190,000	2	2
\$190,001 - \$200,000	2	1
\$200,001 - \$210,000	1	-
\$210,001 - \$220,000	-	3
\$220,001 - \$230,000	1	1
\$230,001 - \$240,000	2	1
\$300,001 - \$310,000	1	-
\$430,001 - \$440,000	-	1
\$480,001 - \$490,000	1	-
Total employees	58	54

During the year end 30 June 2018, 6 (2017: 9) employees received compensation and other benefits in relation to cessation totalling \$196,270 (2017: \$352,417).

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 2018 \$000	Actual 2017 \$000
Administrative and general office expenses	1,405	1,619
Advertising and public relations	878	1,012
Building and exhibition operating costs	8,067	7,761
Computer and IT costs	2,404	1,807
Consultancy	2,036	1,612
Cost of commercial goods sold	6,268	5,558
Fees to auditor;		
- fees to Audit New Zealand for audit of financial statements	119	108
Inventories written off	33	4
Loss on disposal of assets	49	11
Other expenses (including Board Fees)	1,807	1,690
Donations and koha	6	7
Training and travel	1,300	1,539
Goods and services provided to Te Papa Foundation (Note 2.1)	85	111
Total other expenses	24,457	22,839

Board member remuneration

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

	Actual 2018 \$000	Actual 2017 \$000
Evan Williams (Chairperson)	33.0	33.0
Wendy Lai (term completed July 16, 2017)	-	1.4
Philip Carter (term completed July 16, 2017)	-	1.4
Dayle Mace	16.5	16.5
Paul Majurey	16.5	16.5
Sir Peter Gluckman	16.5	16.5
Dame Fran Wilde	16.5	16.5
Soana Pamaka	16.5	16.5
Sir Rob Fenwick (appointed July 16, 2017)	16.5	15.1
Abby Foote (appointed July 16, 2017)	16.5	15.1
Total board member remuneration	148.5	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 (2017: \$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 as available for sale financial assets with any gains or losses recognised in other comprehensive revenue and expense. Interest is subsequently accrued and added to the investment balance.

	Actual 2018 \$000	Actual 2017 \$000
Current portion		
Term deposits	-	-
Total current portion	-	-
Non-current portion		
Shares	140	137
Milford Asset Management	13,126	18,212
Equity Investments in Mahuki Participants	436	180
Total non-current portion	13,702	18,529
Total investments	13,702	18,529

There is no impairment provision for investments (2017: nil)

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

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 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.

7 Property, plant and equipment (continued)

	Land \$000	Non-residential Buildings \$000	Land Improvements \$000	Land Equipment \$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 2016	109,020	258,801	4,468	19,150	4,231	263	8,392	7,477	447,698		
Additions	-	322	-	1,237	1,282	1	259	345	14,553		17,999
Asset transfers	-	5,038	-	134	119	2	23	(8,838)	1,276		1,276
Revaluation	7,630	20,777	-	-	-	-	-	-	28,407		28,407
Other asset adjustments	-	-	-	-	-	-	-	-	-	-	-
Disposals	-	(4,536)	-	(61)	(1,168)	-	(2)	-	(5,767)		(5,767)
Balance at 30 June 2017	116,650	280,402	4,468	20,460	4,464	266	8,672	41,039	13,192		489,613
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)
Revaluation	-	-	-	-	-	-	-	-	-		-
Eliminate on revaluation	-	-	-	-	-	-	-	-	-		-
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	6,151	501,321
Accumulated Depreciation											
Balance at 1 July 2016	-	15,078	333	14,381	2,620	111	6,859	26,710	-	-	66,092
Depreciation expense	-	7,526	168	1,418	887	29	258	1,965	-	-	12,251
Eliminate on disposal	-	(4,536)	-	(51)	(1,158)	-	(2)	-	-	-	(5,747)
Eliminate on revaluation	-	(19,288)	-	(2)	-	-	-	-	-	-	(19,290)
Other asset adjustments	-	1,220	-	(8)	-	-	-	29	-	-	1,241
Balance at 30 June 2017	-	-	501	15,738	2,349	140	7,115	28,704	-	-	54,547
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
Eliminate on disposal	-	(110)	-	(276)	(28)	-	-	(4,076)	-	-	(4,490)
Impairment losses	-	290	-	-	-	-	-	-	-	-	290
Eliminate on revaluation	-	-	-	-	-	-	-	-	-	-	-
Other asset adjustments	-	(20)	-	(940)	-	-	-	-	-	-	(960)
Balance at 30 June 2018	-	10,064	651	15,966	3,339	168	7,433	27,114	-	-	64,735
Carrying amounts											
At 30 June 2016	109,020	243,723	4,135	4,769	1,611	152	1,533	9,186	7,477		381,606
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	6,151	436,586

7 Property, plant and equipment (continued)

The total amount of property, plant and equipment in the course of construction is \$6,151,000 (2017: \$13,193,000). Within that amount \$2,341,000 (2017: \$8,044,000) relates to property and facility-related projects and \$3,420,000 (2017: \$4,625,000) relates to the renewal of exhibitions.

There are no items of property, plant and equipment (2017: \$nil), that have been pledged as security and there are no restrictions on any of these items (2017: \$nil).

Capital commitments and operating leases

	Actual 2018 \$000	Actual 2017 \$000
Capital commitments		
Property, plant and equipment	7,099	7,772
Intangibles	213	-
Total capital commitments	7,312	7,772

Operating leases as lessee

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

	Actual 2018 \$000	Actual 2017 \$000
Less than one year	255	255
Greater than one year and less than five years	637	891
Greater than 5 years	-	-
Total non-cancellable operating leases	892	1,146

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 2016	7,262	825	8,087
Additions	64	2,187	2,251
Asset transfers	1,276	(1,276)	-
Other asset adjustments	-	-	-
Disposals	-	-	-
Balance at 30 June 2017	8,602	1,736	10,338
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	-	-	-
Eliminate on revaluation	-	-	-
Disposals	(131)	-	(131)
Balance at 30 June 2018	10,549	1,054	11,603
Accumulated Amortisation			
Balance at 1 July 2016	4,432	-	4,432
Amortisation expense	1,021	-	1,021
Eliminate on disposal	-	-	-
Other asset adjustments	-	-	-
Balance at 30 June 2017	5,453	-	5,453
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
Carrying amounts			
At 30 June 2016	2,830	825	3,655
At 30 June 2017	3,149	1,736	4,885
At 30 June 2018	4,036	1,054	5,090

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	Mātaraunga Māori	Natural History	Philatelic	Pacific and International	Photography	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance at 1 July 2016	192,142	9,482	55,425	256,695	135,978	141,000	95,409	37,654	923,785
Acquisitions	964	-	175	294	283	-	70	241	2,027
Donated assets	118	-	463	7	637	-	-	3	1,228
Revaluation increase / (decrease)	-	(4,265)	29,985	-	846	-	-	(5,992)	20,574
Balance at 30 June 2017	193,224	5,217	86,048	256,996	137,744	141,000	95,479	31,906	947,614
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

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.
Mātaraunga Māori	30/6/2016	These items are valued based on current domestic sales based on catalogues from reputable auction houses. The valuation for the Mātaraunga Māori collection was undertaken by Dunbar Sloane as independent valuer in 2016.
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	30/6/2016	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 2016.
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 2018 \$000	Actual 2017 \$000
Creditors	2,294	1,936
Accrued expenses	758	1,617
Other payables	175	121
Total payables	3,227	3,674

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 2018 \$000	Actual 2017 \$000
Provision for organisational change	779	-
Employee provisions	81	200
Total provisions	860	200

Provision for organisational change

The Te Papa Board approved a formal proposal for change which was announced on 4 May 2018. The consultation on the proposal for change commenced immediately after the formal announcement was made and concluded on 11 July 2018. The structure to be deployed as a result of the consultation was announced on 2 August 2018. The transition plan and associated payments are expected to be completed by the end of December 2018. The Provision for organisational change represents the estimated total cost of redundancy payments and other associated costs arising from the change.

Employee provisions

During the year, provision was made for a medical retirement and an exit settlement. The 2017 employee provisions of \$200K were fully utilised in the 2018 financial year.

Contingencies

Te Papa has no contingent liabilities or contingent assets (2017: \$nil).

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.

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 2018 were: 1 year 1.77%; 2 years 1.96%; 3 years plus; 2.31% and long term salary inflation rate of 3.1% (2017: discount rates used were: 1 year 1.97%; 2 years 2.36%; 3 years plus; 3.92% and long term salary inflation rate of 3.1%). The discount rates were referenced to the New Zealand Government bond yield curve published 31 May 2018.

	Actual 2018 \$000	Actual 2017 \$000
Current portion		
Accrued salaries and wages	382	449
Annual leave	2,005	1,944
Sick leave	39	34
Retirement and long service leave	300	324
Total current portion	2,726	2,751
Non-current portion		
Retirement and long service leave	106	155
Total non-current portion	106	155
Total employee entitlements	2,832	2,906

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 2018 \$000	Actual 2017 \$000
Contributed capital		
Balance at 1 July	493,898	480,898
Capital contribution	13,000	13,000
Balance at 30 June	506,898	493,898
Restricted reserves		
Balance at 1 July	2,854	2,487
Net movement	(2,035)	367
Balance at 30 June	819	2,854
Property, plant and equipment revaluation reserve		
Balance at 1 July	232,797	186,275
Revaluations	-	47,696
Transfer to reserves on impairment/disposal	(283)	(1,174)
Balance at 30 June	232,514	232,797
Collection revaluation reserve		
Balance at 1 July	869,026	848,452
Revaluations	(5,227)	20,574
Balance at 30 June	863,799	869,026
Financial assets at fair value through other comprehensive revenue and expense reserves		
Balance at 1 July	279	602
Net change in fair value	(146)	(323)
Balance at 30 June	133	279
Accumulated losses		
Balance at 1 July	(196,978)	(190,247)
Net deficit	(10,617)	(6,727)
Transfers (to)/from other reserves	(9)	(4)
Balance at 30 June	(207,604)	(196,978)
Total equity	1,396,559	1,401,876

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 2018 \$000	Actual 2017 \$000
Restricted reserves consists of:		
- Trusts and bequests (non-exchange transactions)	808	2,108
- Project funding (exchange transactions)	11	746
Total restricted reserves	819	2,854

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 2018 \$000	Actual 2017 \$000
Property, plant and equipment revaluation reserves consists of:		
Land	80,218	80,218
Buildings	141,676	141,959
Other	10,620	10,620
Total property, plant and equipment revaluation reserves	232,514	232,797

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 2018 \$000	Actual 2017 \$000
Collection revaluation reserves consists of:		
Art (including Ceramics)	182,895	158,383
Te Aka Matua Library	2,353	2,353
History	83,562	83,562
Mātarauanga Māori	234,951	234,951
Natural History	133,138	133,138
Philatelic	102,167	131,906
Pacific and International	94,710	94,710
Photography	30,023	30,023
Total collection revaluation reserves	863,799	869,026

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 2018 \$000	Actual 2017 \$000
<i>Board Members</i>		
Remuneration	149	149
Full-time equivalent members	0.7	0.7
<i>Leadership Team</i>		
Remuneration (including employer contributions to Kiwi Saver and GSF)	2,269	2,576
Full-time equivalent members	8.1	10.0
Total key management personnel remuneration	2,418	2,725
Total full-time equivalent personnel	8.8	10.7

Key management personnel include all Board members, the Chief Executive, Kaihautu, and the Leadership team, a total of 18 (2017: 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 entered into by Te Papa for any organisation in which management personnel have declared an interest in 2017/18 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 2018 \$000	Actual 2017 \$000
Loans and receivables		
Cash and cash equivalents	903	1,713
Term deposits	-	-
Debtors and other receivables	2,906	2,420
Total loans and receivables	3,809	4,133
Financial assets available for sale		
Investments	13,702	18,529
Total financial assets available for sale	13,702	18,529
Financial liabilities measured at amortised cost		
Payables (excluding revenue in advance, taxes payable and grants received subject to conditions)	3,227	3,674
Total financial liabilities - measured at amortised cost	3,227	3,674

15.2 Fair value hierarchy

Accounting Policy

Investments are classified as available-for-sale. Available-for-sale investments are held at fair value if this can be reliably measured. If the equity instruments are not quoted in an active market and their fair value cannot be reliably measured, the available-for-sale investment is carried at cost, less accumulated impairment. Gains and losses arising from changes in fair value of available-for-sale assets are recognised directly in equity. On disposal the cumulative net gain or loss is transferred to the statement of comprehensive income. Income is recognised in the income statement when the right to receive payment is established.

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 2018 \$000	Actual 2017 \$000
Financial assets	13,702	18,529
Shares - Quoted market price	140	137
Investments (Milford Asset Management) - Quoted market price	13,126	18,212
Other Investments - non observable inputs	436	180

15.3 Financial instrument risks

Accounting Policy

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

Market risk

Price risk

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

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

Sensitivity analysis

The equity investments are publicly traded. If the share price at 30 June 2018 had fluctuated by plus or minus 5% (2017: 5%), the effect would have been an increase/decrease to equity, by \$6,998 (2017: \$6,842).

Cash flow interest rate risk

Te Papa's on call account is subject to changes in the market interest rates.

Sensitivity analysis

As at 30 June 2018 Te Papa held cash and cash equivalents at call totalling \$902,679 (2017: \$1,712,749) which were at floating rates. A movement in the interest rate of plus or minus 1% has an effect on interest income of \$9,027 (2017: \$17,127).

Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Te Papa sells goods and services that require it to enter into and settle transactions denominated in USD, AUD and CAD. Te Papa holds bank accounts in all three of these currencies with a NZ financial institution. The balances held at the end of the year were as follows:

	Actual 2018 \$000	Actual 2017 \$000
USD	245	250
AUD	15	-
CAD	-	-

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

Sensitivity analysis

As at 30 June 2018, the USD bank balance comprises funds to be settled and translated at the rate per Te Papa's forward foreign exchange contracts. Therefore, if the NZD had weakened/strengthened by 5% against the USD, there would be no impact to the deficit for the year. If the NZ dollar had weakened/strengthened by 5% against the other two currencies held, with all other variables held constant, the deficit for the year would have been less than \$1K higher/lower. This movement is attributable to foreign exchange gains/losses on translation of closing foreign bank balances.

15.3 Financial instrument risks (continued)

Credit risk

Credit risk is the risk that a third party will default on its obligation to Te Papa, causing Te Papa to incur a loss. Te Papa invests surplus cash with registered banks and limits the amount of credit exposure to any one institution. Te Papa's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents, net receivables and term deposits (note 6). There is no collateral held as security against these financial instruments. Te Papa has no significant concentrations of credit risk, as it has a small number of credit customers and only invests funds with registered banks with specified Standard and Poor's credit ratings.

Te Papa does not have any significant credit risk exposure to a single counterparty or any group of counterparties having similar characteristics due to the large number of customers included in Te Papa's customer base. The credit risk on cash at bank, short term investments and foreign exchange dealings is limited as Te Papa spreads its business amongst a number of AA+ rated counterparties. The credit risk relating to cash at bank and short term investments is insured by the Government deposit guarantee scheme up to a maximum of \$1,000,000 per depositor per guaranteed institution.

Liquidity risk

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

Te Papa manages liquidity risk by continuously monitoring forecast and actual cash flow requirements. Te Papa has strict guidelines around target levels of available cash to ensure obligations are met.

Contractual maturity analysis of financial liabilities

The table below analyses Te Papa's financial liabilities into relevant maturity groupings based on the remaining period at balance sheet date to the contractual maturity date.

	Less than 6 months \$000
2018	
Creditors and other payables (note 10)	3,227
2017	
Creditors and other payables (note 10)	3,674

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 2018

	Actual 2018 \$000	Budget 2018 \$000	Variance to budget \$000
Revenue			
Revenue from the Crown	29,574	29,574	-
Interest income	840	883	(43)
Other revenue	30,082	28,666	1,416
Donated revenue	762	500	262
Total revenue	61,258	59,623	1,635
Expenditure			
Personnel costs	30,879	27,235	3,644
Other expenses	24,457	26,330	(1,873)
Total expenditure	55,336	53,565	1,771
Earnings before depreciation and amortisation	5,922	6,058	(136)
Depreciation and amortisation expenses	16,539	14,831	1,708
Net deficit	(10,617)	(8,773)	(1,844)
Other comprehensive revenue and expenses			
Gain on collection revaluation	(5,227)	-	(5,227)
Gain on property, plant and equipment revaluation	-	-	-
Financial assets at fair value	(146)	-	(146)
Total other comprehensive revenue and expenses	(5,373)	-	(5,373)
Total comprehensive revenue and expenses	(15,990)	(8,773)	(7,217)

Other revenue was favourable to budget mainly due to increased commercial revenue as a result of the addition of the Parliamentary Service Catering Contract during the year.

Personnel costs were higher than budgeted for the following reasons:

- increased Commercial activity required greater levels of staffing
- the impact of the provision for the organisational change is reflected in personnel costs
- decisions were made to grow internal capability for some activity traditionally sourced from the private sector, which increased personnel costs

Operating Expenses were lower than budgeted for the following reasons:

- decisions were made to grow internal capability for some activity traditionally sourced from the private sector, which decreased operating costs

Depreciation was under-budgeted for 2017/18. 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 2018) which were not budgeted for.

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 2017/18*.

Museum of New Zealand Te Papa Tongarewa Act 1992

The Act defines Te Papa's purpose as:

A forum for the nation to present, explore and preserve the heritage of its cultures and knowledge of the natural environment in order to:

- better understand and treasure the past;
- enrich the present; and
- meet the challenges of the future.

Te Papa's principal functions are to:

- collect works of art and items relating to history and the natural environment
- be an accessible national depository for

collections of art and items relating to history and the natural environment

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

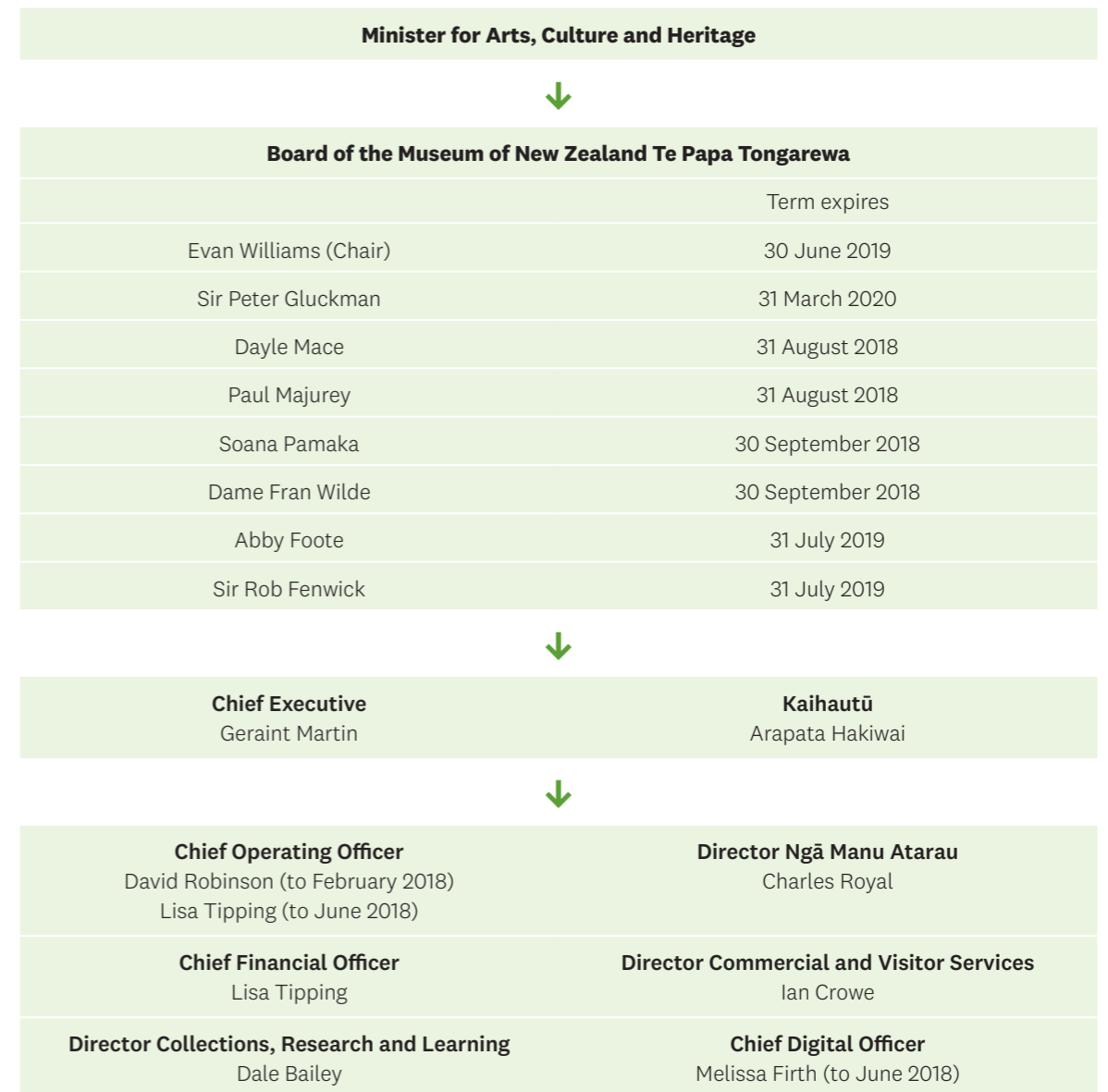
In performing its functions Te Papa must:

- have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand's cultural life and the fabric of New Zealand society
- endeavour to ensure both that the Museum expresses and recognises the mana and significance of Māori, European and other major traditions and cultural heritages, and that the Museum provides the means for every such culture to contribute effectively to the Museum as a statement of New Zealand's identity
- endeavour to ensure that the Museum is a source of pride for all New Zealanders.

Governance and management

Organisational structure

This diagram sets out our governance and leadership structure for the year ending 30 June 2018. In the second half of the 2017/18 year a review of Te Papa's organisation structure was carried out. Changes resulting from the review will take effect in the 2018/19 year.



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 independent 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 2017/18:

- Abby Foote (Chair)
- Dame Fran Wilde
- Evan Williams (Board Chair)

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: <ul style="list-style-type: none"> ■ hiranga (excellence) ■ mātauranga (knowledge and learning) ■ kaitiakitanga (guardianship) ■ manaakitanga (community responsibility) ■ whanaungatanga (relationships) 	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 provided to the people that can influence our service delivery and 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.

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

2017/18 was the third year of receiving the Government's allocation of \$10 million (\$40 million over 4 years) for the purpose of refreshing infrastructure. This capital development work has helped to address deferred maintenance and enable Te Papa to continue to protect the national collections and ensure visitor experiences remain of a high quality. Work completed in 2017/18 included upgrades to:

- fire compliance through construction of the art gallery;
- building management systems that monitor and control temperature and humidity;
- electrical systems and power supply;
- air supply plant;
- power generation to the spirit collection area in the Tory Street buildings;
- storage and radio transmission systems to improve emergency management capability;
- back of house reconfiguration.

Work that was progressed but is still ongoing includes upgrades to:

- lighting control systems and light fittings;
- bathrooms;
- heating, ventilation and air conditioning;
- exterior joint sealing;
- lifts and escalators;
- seismic restraining of services;
- seismic strengthening.

Renewal of core infrastructure assets will remain a priority during 2018/19 and beyond, and Te Papa has committed to continuing discussions and collaboration with the Ministry for Culture and Heritage. Te Papa does not have financial capacity to fund outstanding core infrastructure upgrades or future renewal of core infrastructure to expected levels without further capital contribution from the Government. Funding beyond 2018/19 for this purpose was not approved in Budget 2019. Without this funding Te Papa cannot commit to continuing to progress the renewal of core infrastructure assets.

Risks posed by unsecured ongoing funding for core infrastructure upgrades and future renewal of core infrastructure are outlined in Te Papa's *Statement of Performance Expectations 2018/19* and have been disclosed to the Ministry for Culture and Heritage and the Minister.



Non-Crown revenue

Te Papa earned \$29.574 million in funding from the Government in 2017/18. Te Papa also earned \$31.685 million from non-Crown sources, contributing 52% of total revenue.

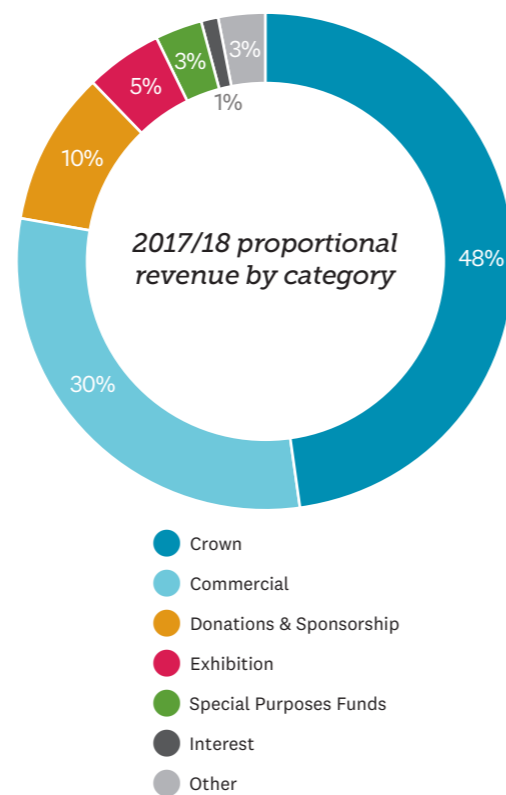
Te Papa's biggest non-Crown revenue category is commercial, which includes corporate functions, food and retail outlets, car parking and tours at the Museum, along with national and international touring exhibitions. These activities provide essential revenue to support activities that are free of charge to the public.

The hospitality and retail operations generate a significant proportion of non-Crown revenue, 30% of total revenue in 2017/18. 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.

New Zealand Business Number implementation

Te Papa continues to consider ways in which the implementation of the New Zealand Business Number (NZBN) can be incorporated into future system updates. While no systems were scheduled for updates in 2017/18 that provided an opportunity to incorporate the NZBN, assistance has been provided to the NZBN Registrar on request via regular survey responses.



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 profile to make sure it maintains a diverse and inclusive workforce.

Te Papa's workforce profile

The number of employees at Te Papa in 2017/18 was as follows.¹³

EMPLOYMENT STATUS	Full-time (head count)	Part-time (head count)*	Total (head count)	FTE (full-time equivalents)
Permanent	282	37	319	302.27
Fixed-term	50	11	61	55.82
TOTAL	332	48	380	358.09
Casual			234	
TOTAL HEAD COUNT			616	

* Less than 30 hours per week

Gender profile

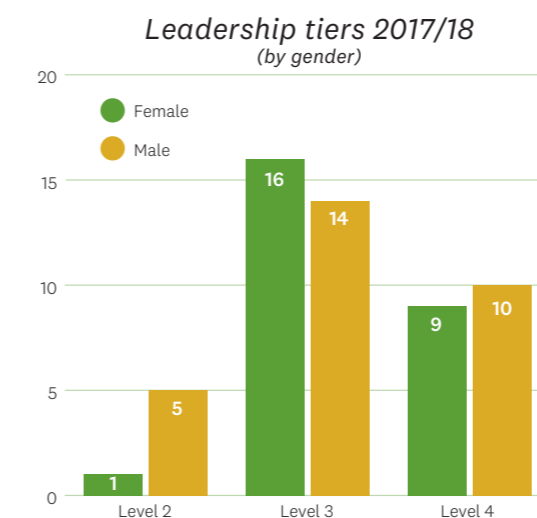
Te Papa's workforce is 57% female and 43% male – this gender ratio has remained relatively static for the past two financial years.

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 38.9 years (39.7 years in 2016/17), which is younger than the public sector average of 44.5 years.¹⁵

The age range of Te Papa staff is 17 to 76 years. (Note: Te Papa now only has 4.9% of employees who have chosen not to declare their age, an equivalent to 4.9% in 2016/17 and 7% in 2015/16.)

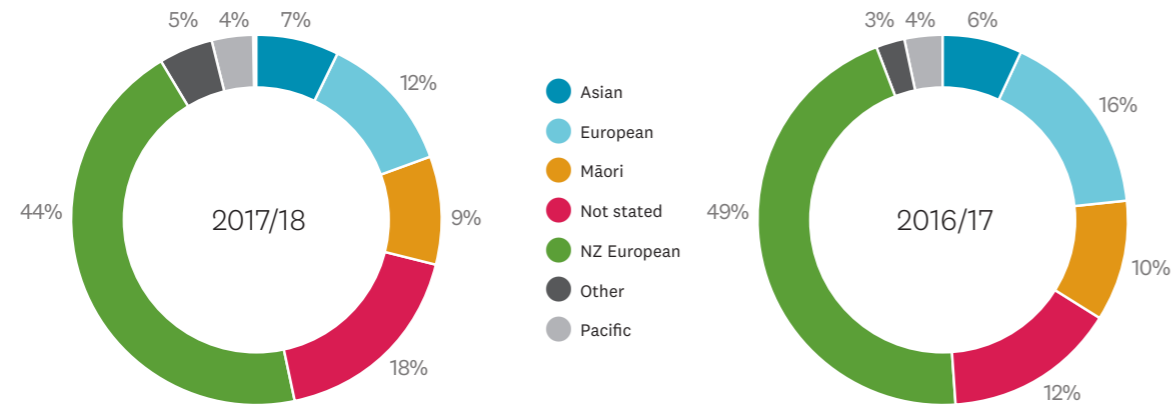


¹³ Permanent staff numbers have reduced over the year as key exhibition and infrastructure renewal work has been completed. Fixed term and casual staff numbers have increased in response to flexible demands needed from commercial activity and continued exhibition and infrastructure renewal, digital and innovation programmes.

¹⁴ Based on staffing as at 30 June 2018.

¹⁵ State Services Commission Human Resource Capability Survey 2017.

Ethnicity profile



Disability

Te Papa remains committed to valuing the diversity of its employees. Capturing disability information began in 2016/17 and remains voluntary. Currently there is insufficient data to enable a useful disability profile to be declared.

Equal Employment Opportunity (EEO) target group statistics, as at June 2018

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

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

Gender pay gap¹⁶

Detailed below is pay gap by gender. Te Papa is making good progress in reducing the gender pay gap. Te Papa continues to refine its understanding of the reasons behind the differences, and will continue to implement action and monitor progress to address areas of concern.

	2017/18	2016/17	2015/16
Te Papa Gender Pay Gap	11.75%	12.09%	15.84%
New Zealand Gender Pay Gap	12.5%	12%	11.8%

Leveraging the talents of Te Papa's workforce

A contributor to Te Papa's success is its diverse and inclusive workforce. The backgrounds and experiences of Te Papa's staff bring multiple perspectives beyond that of gender, age, ethnicity and disability. In comparatively small organisations like Te Papa's the movement of a single staff member

can have an impact on our workforce profile. This is why for some time Te Papa has been tapping into the ideas, stories and experiences of all of its staff to renew and refresh itself, engage its audiences in new ways and challenge the traditional view of what a museum is. Te Papa's consultative and co-create approach to working brings a richness to organisational thinking and delivery.



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

Te Papa as a good employer

Te Papa recognises the importance of having a range of activities that measure 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 2017/18 are summarised below.

Leadership, accountability and culture

- Te Papa completed an organisational wide exercise looking at the culture needed to keep the museum thriving for the next 20 years. This work led to the co-creation of a programme of activity to continue to build on our strengths and areas for improvement including refreshed values, updated competency framework, new tools and resources.
- We continue to run twice-yearly 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.
- We have continued to run a Senior Leadership Programme with the New Zealand Leadership Institute, focused on shared leadership across the organisation.
- 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 continued to refine our Leadership Expectations with new resources and as part of our culture work ran workshops on honing our leader's ability to Lead With Values.
- 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 had two Senior Leaders selected to participate in the Leadership NZ programme during 2017 and 2018. This programme is unique in its focus on developing and enhancing the quality of leaders within Aotearoa within a deliberate diversity construct.
- New senior leaders selected over the last year continue to undergo a comprehensive leadership assessment process prior to appointment. This ensures we have the leadership capability required.
- We have a new programme of work, comprising a number of streams, focused on improving clearer leadership accountabilities in decision making, governance and sustainable business decisions.

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.
- A wider range of recruitment tools and advertising are being used to attract a more diverse pool of candidates, targeting specialised sectors, advertising channels and speed recruitment for our casual intakes.
- Rigorous methods of selection continue to be used, such as assessment centres and testing.
- 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.

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.
- We completed a New Ways of Working project, which involved creating additional work areas and spaces to change how our staff work interact with each other, thus enhancing our ability to work more collaboratively and flexibly when we need to.

- 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 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 in place.
- ACC workplace cover remains in place, which allows Te Papa to pay ACC payments to injured employees immediately following an injury.

Glossary

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.

Learning One of Te Papa's three philosophies. People learn in different ways, and Te Papa provides a range of experiences to meet visitors' different learning needs and styles. For staff, Te Papa will provide a supportive learning environment. The ability of staff to meet visitor needs will be developed through an appreciation of differences and openness to new ideas and providing time for reflection on events, outcomes, practices, and processes.

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 One of Te Papa's three philosophies, mana taonga recognises that taonga, which includes objects, narratives, languages, as well as all forms of cultural expression have mana; that taonga have whakapapa relationships with their source communities, as well as connections to the environment, people and places. Mana taonga recognises the authority derived from these relationships and the innate spiritual values associated with them. Respecting and expressing knowledge, worldviews and learning systems including matauranga 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. Museology is one of Te Papa's three philosophies.

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 also value and acknowledge the support of the following organisations:

Our Partners

Absolutely Positively Wellington City Council

Me Heke Ki Pōneke

Wellington City Council (WCC) – Founding and Destination Partner. The WCC has supported Te Papa for 20 years. Te Papa aligns with a number of the Council's 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 more than 20 years EQC supported Te Papa's Awesome Forces and Quake Braker exhibitions until their closure in April 2018. This support will continue with the new Active Land exhibition due to open in 2019. The EQC schools fund enables Te Papa's Learning team to inspire and motivate learners through special earthquake preparedness activities and challenges that can be shared with family members. In 2017/18 this support enabled the development and launch of a purpose-built *ShakerMod* earthquake simulation experience for the popular Minecraft video game.



GNS Science – Founding Corporate Associate of Te Papa for over 20 years, co-sponsor of the Awesome Forces and Quake Braker exhibitions

alongside EQC. GNS Science also provides Te Papa with valuable in-kind support in the form of staff time, scientific expertise and loans of scientific objects for exhibits.



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

Exhibitions: Permanent

Te Papa's exhibition programme was made richer thanks to the generous support of our partners.



Toi Art Gallery (opened March 2018)

We acknowledge the support of the following organisations with the Gallery renewal project:

Absolutely Positively Wellington City Council

Me Heke Ki Pōneke



Te Papa acknowledges the support of the following in-kind partners:



Exhibitions: Temporary – long and short term

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

(opened September 2017)

RONGOWHAKAATA IWI TRUST

Rongowhakaata, Te Papa's eighth iwi in residence, worked closely with Te Papa to create this long-term exhibition, mounted with support from the following organisations:

Absolutely Positively Wellington City Council

Me Heke Ki Pōneke



United Way Worldwide, on behalf of the generosity of FedEx.

Gallipoli: The scale of our war

(opened April 2015)

Developed by Te Papa, working in partnership with Weta Workshop.



The exhibition was generously supported of the NZ Lottery Grants Board and our Founding Partner, Wellington City Council.

Absolutely Positively Wellington City Council

Me Heke Ki Pōneke



Te Papa acknowledges the support of the following exhibition in-kind partners:



Rugby Legends

(June–October 2017)

Te Papa acknowledges the support of the exhibition partners:



Brickman Wonders of the World

(Dec 2017–Feb 2018)

LEGO-based exhibition, brought to Te Papa in partnership with Brickman Exhibitions Ltd (BME), then toured to Hamilton, Auckland & Tauranga.



Touring Exhibitions

Bug Lab (Melbourne, Auckland) Exhibition developed by Te Papa in partnership with Weta Workshop.



Whales Tohora

(North American venues)

This exhibition was made possible through the support of the New Zealand Government. Te Papa acknowledges the support of the Smithsonian Institution.



Absolutely Positively Wellington City Council

Me Heke Ki Pōneke

Destination Partner



International Logistics Partner

Events / Festivals

Matariki 2018

Te Papa was pleased to work 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 in delivering Taikura Kapa Haka 2018:



Education Programmes

Hīnātore | Learning Lab

Te Papa gratefully acknowledges the support of the following organisations:



Raranga Matihiko | Digital Technologies for All

New, 3-year programme for school groups developed in partnership with the Ministry of Education, and delivered with support from Tranzit and Eat My Lunch.



Te Papa gratefully acknowledges receipt of a Google Grant for teacher professional development workshops in relation to digital technology.



Mahuki–Innovation Hub

Te Papa gratefully acknowledges our Mahuki supporters:

CallaghanInnovation

New Zealand's Innovation Agency
Key Strategic Partner

Deloitte. Private

Accounting Partner for Mahuki

MorrisonKent | Lawyers

Legal Partner for Mahuki

Te Papa gratefully acknowledges the following supporting organisations:



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Charitable Trust supporting Te Papa



Te rārangī ingoa | Directory

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

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



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