

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA  
STATEMENT OF INTENT 2008/09, 2009/10, 2010/11

## Directory TE RĀRANGI INGOA

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## Museum of New Zealand Te Papa Tongarewa

### Statement of Intent 2008/09, 2009/10, 2010/11

In accordance with section 149 of the Crown Entities Act 2004, this Statement of Intent of the Museum of New Zealand Te Papa Tongarewa (Te Papa) for the three years ending 30 June 2011 is presented to the House of Representatives.

The purpose of the Statement of Intent is to promote public accountability. It sets out Te Papa's objectives for the three-year planning period, including in-depth information on priorities for 2008/09, and provides a base against which the Museum's performance can be assessed.

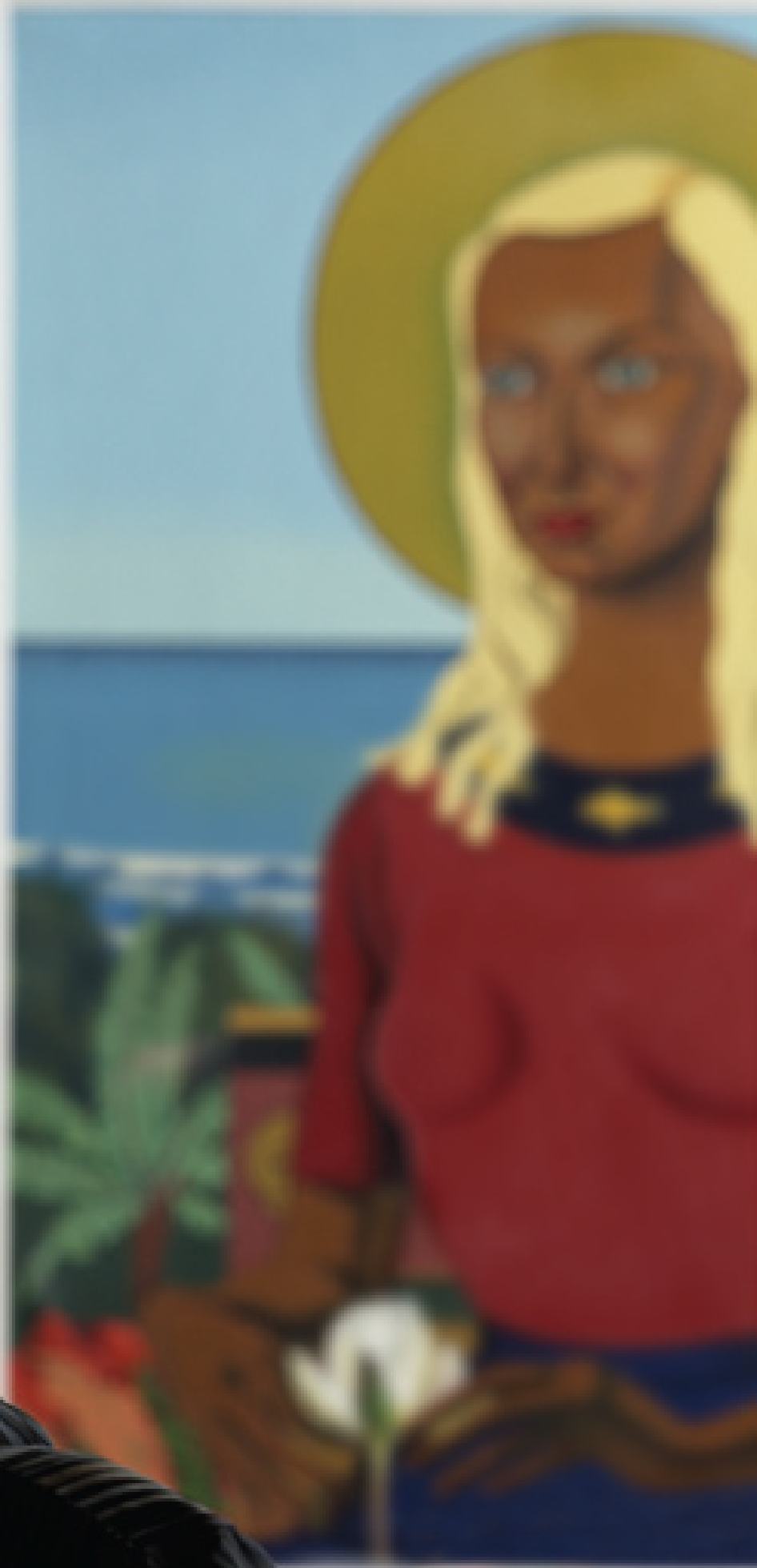
This Statement of Intent reflects engagement between the Board and the Minister for Arts, Culture and Heritage on Te Papa's strategic directions.

John Judge  
**Chairman**  
1 July 2008

Glenys Coughlan  
**Board Member**  
1 July 2008

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Part one

# Summary

# Summary

## The key issues for the next three years are:

- Charting our course in the online world
- Reaching under-represented audiences particularly those from outside Wellington, and from Pacific island communities in New Zealand
- Taking Te Papa outside its walls with Touring exhibitions and programmes
- Continuous renewal enabled through an agreement with government about long-term funding
- Planning the capability for optimal delivery

## The key performance indicators for the next three years are:

- Achieving 80% satisfaction for free experiences and 90% for charged experiences
- Maintaining annual physical visitation at at least 1.2m visits
- A minimum of 280,000 adult domestic visitors are from outside the Wellington region
- Website visitation of 1.5m in 2008/09 growing by 15% per annum
- Developing long-term exhibitions strategy in 2008/09 supported by a research and acquisition plan establishing target level of exhibition delivery in out years including an optimal mix of permanent and short-term exhibitions
- A minimum of four exhibitions tour nationally or internationally each year
- Delivering high quality research and publications against annual research plans
- Implementation of Collections Audit programme
- National Services Te Paerangi supports a minimum of 35 strategic programmes annually
- Achieving the capability work programme to maximise the performance of the organisation

## Te Papa's strategic priorities for the next three years are:

1. Be the recognised **kaitiaki** (guardian) of choice for the care and management of New Zealand's artistic, cultural, and natural heritage.
2. Move Te Papa's business model to support **continuous renewal** of long term exhibitions.
3. **Present art** in a way that meets the needs of the specialist audience as well as general audiences.
4. Focus on **partnerships** that support Te Papa's delivery and benefit communities nationally and internationally.
5. Increase the use of Te Papa's **channels** for delivering outside Wellington.
6. Ensure Te Papa has the **capability** to continue to deliver a leading museum experience.

These will be progressed through the following key initiatives planned for 2008/09:

**Collections** – Preserving New Zealand’s artistic, cultural, and natural heritage for the benefit of current and future generations

- Enhancement of the Collections Database
- Development of the Collections Audit Planning programme to be implemented in 2009/10
- Prepare research for renewal of Mana Whenua Exhibition

**Knowledge** – Increasing and sharing knowledge relating to New Zealand’s artistic, cultural, and natural heritage

- Build Te Papa’s profile as an active and respected member of the research community through journal publications and conference presentations
- Develop and deliver education programmes that meet the needs and expectations of school audiences
- Develop projects with other museums, iwi, and related organisations to support them, including providing assistance to museums in the South Pacific to share knowledge of Pacific collections and specific objects, and ways of conserving and presenting them
- Meeting the needs of government’s science and operational agencies for biosystematic research on selected groups of plants and animals

**Relationships** – Developing and fostering relationships that support Te Papa, and museums and iwi across New Zealand, to improve the services they provide to their communities

- Develop and maintain mutually beneficial strategic relationships and operational projects with tertiary and related institutions, nationally and internationally
- Developing the platform to support the next ten years of Te Papa’s operation including long-term funding arrangements in place and advancing work programme for strengthening organisational capability
- Deliver the Karanga Aotearoa Repatriation Programme
- *Whales | Tohora* exhibition promotes New Zealand by opening at a minimum of two venues in 2008/09

**Access** – Providing access to collections and knowledge of New Zealand’s artistic, cultural, and natural cultural heritage and its place in the world, through inspiring and enriching experiences

- Presenting a high profile exhibition programme in Wellington including successful opening of *Our Space* and an international exhibition about Monet and the Impressionists
- Build longer term strategic and operational planning capability to underpin the creative direction for exhibitions and collections access over the next ten years
- Development of the 20th Century New Zealand History Exhibition
- Maximising access to collections beyond the premises through touring exhibitions and online initiatives

# The environment Te Papa works in and drivers of strategy

In the ten years since Te Papa opened, significant shifts have occurred in the museum world, with new institutions nationally and internationally adopting elements of the Te Papa model that were so innovative in 1998.

The challenge for Te Papa is to remain an international leader, and simultaneously to be, first and foremost, a place for New Zealanders – a symbol of national pride and a reflection of our national identity. As the national museum, Te Papa also has a role in presenting New Zealand to the world, and placing the New Zealand experience within a global context.

Sustainability is a key government priority for the next decade. Te Papa is increasingly seeking to integrate this into operational planning both financially and environmentally and in its exhibition strategies. Sound sustainable management of all Te Papa's assets and resources is essential.

New Zealand is a small country operating and contributing economically in a global environment where complex issues abound – climate change, health challenges, finite natural resources, intellectual property, government relationships and political systems.

Te Papa in its role as a forum for the nation should help engage citizens towards understanding of relevant social issues.

## Growing cultural and ethnic diversity

As evident in the 2006 New Zealand Census, there is an increase in Māori, Asian, and Pacific peoples as a proportion of the population, and, in particular, the rise in Māori and Pacific youth populations. Over time, these changes are leading to the development of a national identity based more strongly on New Zealand as a Pacific nation, but one that accepts immigrants and refugees from all over the world.

An increasing proportion of the population resides in the greater Auckland area, which includes a high proportion of New Zealand's Māori and Pacific peoples' communities. These proportions are increasingly being reflected in other main centres in New Zealand, including Wellington. In addition, New Zealand, like most developed nations, has an aging population.

These changes have implications for both what Te Papa delivers, in terms of reflecting the changing face of New Zealand society, and how the Museum reaches its audiences, including programmes taking the Te Papa experience to communities.

## Increasing demand for history, culture and heritage experiences

Demand is growing across all sectors of our society for information and activities on New Zealand's history, people, land, culture and heritage. This is also linked to an increasing interest in preserving our

history and engagement with important heritage objects and sites. This is expected to increase in the coming years. In addition, local community control of these experiences is expected.

## Growing authority of Maori cultural and political aspirations

Related to this issue is the desire, among iwi, to physically reconnect with their taonga, and the trend towards greater cultural self-determination as seen through the increasing number of iwi cultural centres. This trend is expected to continue, particularly as Māori economic power increases through, for example, the Treaty settlement process.

Te Papa has an important role to play in supporting this and providing access to its collections to complement local initiative.

At an operational level, the Treaty claims environment can affect Te Papa when taonga held by the Museum become the subject of claims.

An emerging issue to which Te Papa may need to respond is that of the increasing interest by iwi in seeking the return of taonga from overseas. Te Papa also has a wider role to play in increasing the knowledge about taonga, and is working in partnership with the Auckland War Memorial Museum to obtain funding to develop an international taonga database. By working with international institutions, Te Papa is also able to forge strong mutually beneficial relationships.

A further issue has gained prominence through the Waitangi Tribunal's inquiry into the indigenous flora and fauna and



cultural intellectual property (Wai 262) claim – the protection of traditional iwi knowledge and practices. Through its Mana Taonga principle, Te Papa seeks to actively involve iwi, hapū, and whānau in decisions relating to the management of taonga and traditional knowledge used by the Museum. However, recommendations arising from the Tribunal's inquiry may affect the way in which Te Papa approaches almost all aspects of its work.

## Rapidly changing digital technologies

ICT in everyday life has become unexceptional and the only rule is that change is constant and rapid. Expectations of digital access to knowledge could challenge the monopoly of museums and similar institutions in telling the nation's stories, and will have significant implications for the way in which museums engage and communicate with audiences. This is affecting how exhibitions are developed and targeted. Users increasingly expect their virtual interactions with institutions to be meaningful and sharable with others and look for ways to add their stories.

## Annual Government Funding

The Government provides approximately fifty-one percent of Te Papa's operating revenue.

The balance of Te Papa's operating revenue, approximately forty-nine percent, comes from retail, hospitality and publishing activities; sponsorship and donations; contracted services, including external

grants; interest; charged-for museum experiences, including short-term exhibitions; and rent.

Sponsorship (including donations) contributes approximately nine percent of Te Papa's operating revenue. A very significant component of this is the Wellington City Council's annually reviewed sponsorship commitment of \$2 million each year.

Cost pressures continue particularly from rapid technological change and labour market pressure. The focus for 2008/09 to 2010/11 is to work with the Ministry of Culture and Heritage and the Treasury to determine the optimum funding model for Te Papa, as a maturing organisation.

## Visitor Trends

Since opening in 1998, Te Papa has achieved high total physical visitation. Within this 10 year period some trends have emerged. There has been an increase in international visitation and a decrease in visits from New Zealanders from outside the Wellington region.

Visitation by New Zealanders from outside the Wellington region appears to have reached a plateau at around twenty percent. A key priority for Te Papa is to build higher New Zealand visitation not only to Te Papa but also by developing ways to take the Te Papa experience to New Zealanders in their communities through collection loans, touring exhibitions, and increasingly the provision of virtual services and experiences. Te Papa's Online Strategy is currently being developed and will be completed during 2008/09.

After significant increases in Te Papa's early years, international visitation has stabilised at approximately fifty-one percent of total visits, representing the largest single visitation group.

With over fifty percent of Te Papa's audience made up of international visitors, the Museum is reliant on New Zealand and Wellington remaining an attractive destination for international tourists.

An emerging issue facing the New Zealand tourism sector, of which Te Papa is a part, is growing public awareness of climate change. It is too early to determine whether this greater awareness will affect travel choices. The international tourist market is also vulnerable to other external factors such as global security, rising fuel costs, and global health scares. Any one factor or a combination of these factors would affect Te Papa's visitation.

## Intellectual Property

Mātauranga Māori is subject to group ownership of intellectual property rights in knowledge or the expression of thought that is passed down from one generation to another, whether in document or other form.

Te Papa is working towards increasing understanding and building core capability in intellectual property management. This is in response to the increasing materiality, complexity and impact of Intellectual Property legislation and the evolving Common Law in our operating environment. Increasing digitisation of imaging, available through Collections Online drives the need for targeted policy and management of this area.

“Demand is growing across all sectors of our society for information and activities on New Zealand's history, people, land, culture and heritage.”

# Responsibilities and Relationships

The national museum goes back to 1865, when the Colonial Museum was established. Te Papa was established by the Museum of New Zealand Te Papa Tongarewa Act 1992, which brought the National Museum and National Art Gallery into a single institution.

Te Papa acts in collaboration with Museums Aotearoa – Te Tari o Nga Taonga o te Motu which is New Zealand's independent peak professional organisation for museums, and those who work in, or have an interest in, museums.

The Museum of New Zealand Te Papa Tongarewa Act 1992 provides 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.*

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

- Control and maintain the museum
- Collect works of art and items relating to history and the natural environment
- Be an accessible national depository for collections of art and items relating to history and the natural environment
- Develop, conserve and house securely the collections of art and items relating to history and the natural environment
- Exhibit, or make available for exhibition by other public art galleries, museums, and allied organisations, such material from its collections as the Board determines
- Conduct research into matters relating to the collections or associated areas of interest and to assist others in such research
- Provide an education service in connection with its collections

- Disseminate information relating to its collections, and to any other matters relating to the Museum and its functions
- Co-operate with and assist other New Zealand museums in establishing a national service, and in providing appropriate support to other institutions and organisations holding objects or collections of national importance
- Co-operate with other institutions and organisations having objectives similar to those of the Board
- 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, the Board must (under section 8):

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

## Accountability framework and relationship with government

Central government involvement in cultural heritage is primarily through its ownership of national institutions – Te Papa, the National Library and Archives New Zealand.

The Minister is accountable to Parliament for the funding and performance of Te Papa and the obligations of Te Papa under the Crown Entities Act.

The government department with primary responsibility for monitoring the Crown's interests in the cultural sector is the Ministry of Culture and Heritage with a mandate to achieve the outcomes: *The most efficient use of public resources to maximise understanding and appreciation of, access to, and participation in New Zealand culture, and to promote the enhancement of New Zealand's cultural identity.*

Te Papa is an autonomous Crown entity under the Crown Entities Act 2004 and established by the Museum of New Zealand Te Papa Tongarewa Act 1992. Te Papa must carry out its statutory functions using funds for that purpose provided primarily, but not exclusively, by parliamentary appropriation through Vote: Arts, Culture and Heritage, administered by the Ministry.

Te Papa receives grants, bequests, gifts, and contributions from private individuals and organisations for scientific research projects and collection acquisitions) and values the generous sponsorship it receives.

Te Papa's Memorandum of Understanding (MOU) with the Minister, is negotiated by the Ministry and the Board on an annual basis. The MOU specifies the outputs to be provided, these being a range of museum services, including administration, management and service functions associated with the discharge of its statutory functions, and any additional agreed commitments.

In addition, there are a set of specific Outcomes, which the Board has agreed to advance, using its best endeavours.

# Government Outcomes and Priorities

The government's vision is for a sustainable prosperous New Zealand, secure in its identity and proud of its achievements. Accordingly, Government priorities comprise:

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

In seeking to develop a coherent definition for “culture” as applied to particular activities supported by government for specific reasons, the Ministry of Culture and Heritage provisionally agreed the following statement: *Culture is a set of objects, practices and knowledge that enable people to affirm and develop identity, by celebrating, reflecting on and critically examining our way of life.*

The definition seeks to encompass the activities supported by government in the fields of the arts, broadcasting, history, heritage and sport; and to indicate how these activities relate to the wider well-being of communities or the nation and refer to both the production and consumption of cultural work.

## Long-term Culture and Heritage sector outcomes

In supporting cultural activities, government has sought to bring about certain positive outcomes. These outcomes have been articulated, with varying degrees of explicitness, by different administrations, but it is clear that their underlying ideas have formed government's involvement in culture over many years. This involvement recognises that culture is important in its own right,

and that it also makes a positive contribution to a range of other important government objectives.

Te Papa is a key provider of cultural experiences, and through its activities and in pursuit of its Mission, aims to strengthen New Zealanders' sense of who they are, and to place the New Zealand experience in a global context. Te Papa also works actively with communities in undertaking its activities, and contributes to the sustainability of museums across New Zealand through the activities of National Services Te Paerangi. Through these activities, Te Papa contributes to New Zealand's economic well-being.

The long-term outcomes sought by government from its support for culture can be summarised as being:

### Insight and enrichment

Cultural activities provide experiences that are intrinsically satisfying and rewarding, and that directly enhance quality of life. They provide means of self-expression, which reflect the different characteristics of our communities, and help us to understand one another better. Cultural activities offer us insight and enrichment that can help us question conventional ideas and re-examine our social history.

### Strong communities and social prosperity

An informed understanding of our unique culture and heritage helps build strong communities. People confident in their own sense of history and heritage, and respectful and tolerant of that of others, can better achieve a cohesive society and a range of social goals.

### A sense of nationhood

Our culture helps define New Zealand as a dynamic and creative nation with a unique place in the world. At a time of increasing globalisation, we must be part of the

international community, while maintaining a strong national identity. It is particularly important that we promote the value of our own culture – the things that make us different – in order to claim a place on the world stage.

### Economic prosperity

Our creative talent and our cultural and creative industries contribute to economic prosperity. Cultural activities provide more than just pleasure and enjoyment – they employ people, generate income, add value and boost GDP and export earnings, encourage tourism and suggest new approaches and solutions. They are helping transform the New Zealand economy into one characterised by skill and innovation and by knowledge-based and value-added industries.

## Te Papa's Outcomes

Through its activities, Te Papa seeks to contribute to the Government's priorities and to realise the Museum's mission, by focusing on the following outcomes:

**Collections** – Preserving New Zealand's artistic, cultural, and natural heritage for the benefit of current and future generations

**Knowledge** – Increasing and sharing knowledge relating to New Zealand's artistic, cultural, and natural heritage

**Relationships** – Developing and fostering relationships that support Te Papa, and museums and iwi across New Zealand, to improve the services they provide to their communities

**Access** – Providing access to collections and knowledge of New Zealand's artistic, cultural, and natural cultural heritage and its place in the world, through inspiring and enriching experiences

“Cultural activities provide more than just pleasure and enjoyment – they employ people, generate income, add value and boost GDP and export earnings, encourage tourism and suggest new approaches and solutions.”

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**HQUAKES**

Part two

# Strategies

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# How Te Papa will perform its functions, conduct its operations to achieve desired impacts

Te Papa achieves its specific outcomes, contributes to Government’s priorities and delivers on its Mission through a range of strategic initiatives and services undertaken solely or in collaboration with a range of national and international organisations.

The following high level strategy map provides an overview of the four Outcomes sections: Collections, Knowledge, Relationships and Access.

Each section provides specific detail about 2008/09 initiatives, respective operating objectives and the key non-financial performance measures through which Te Papa intends to make a wide range of positive impacts as it delivers on its Mission and its legislative mandate.

## Strategy map

Outcome	Initiative areas	Projects and work streams
<b>1: Collections</b> – Preserving New Zealand’s artistic, cultural, and natural heritage for the benefit of current and future generations.	1: Enhancing Collections	<ul style="list-style-type: none"> <li>■ Collections Development – Acquisition Strategy</li> <li>■ Condition of Collections</li> <li>■ Collections Information Management</li> <li>■ Collections Audit Planning</li> <li>■ Collections Online acceleration project</li> </ul>
	2: Art	<ul style="list-style-type: none"> <li>■ Increasing research and publication activities</li> <li>■ Deliver Rita Angus enrichment programme</li> <li>■ Delivering One Day Sculpture Project</li> </ul>
	3: Natural History and Bio-Diversity	<ul style="list-style-type: none"> <li>■ Research and publications</li> <li>■ Taxonomy – developing leading edge museum techniques</li> <li>■ Contribution to exhibitions and public education programmes</li> </ul>
	4: Mātauranga Māori	<ul style="list-style-type: none"> <li>■ Iwi Exhibitions</li> <li>■ Mana Whenua Long Term Exhibition research programme</li> <li>■ Collections research – provenance of taonga</li> </ul>
	5: History & Pacific Cultures	<ul style="list-style-type: none"> <li>■ Leveraging in-bound international exhibitions – supplementary segments</li> <li>■ Progressing development of C20th Exhibition</li> <li>■ NZ Fashion Design project</li> <li>■ Tangata o le Moana book project</li> </ul>
	6: Intellectual Property	<ul style="list-style-type: none"> <li>■ Improving management practice for IP owned by Te Papa</li> <li>■ Improving management practice for IP owned by third parties</li> <li>■ Building internal capability in copyright practice</li> </ul>

Outcome	Initiative areas	Projects and work streams
<b>2: Knowledge</b> – Increasing and sharing knowledge relating to New Zealand’s artistic, cultural, and natural heritage.	1: Building our research and scholarship capability	<ul style="list-style-type: none"> <li>■ Scholarship:                             <ul style="list-style-type: none"> <li>• Increasing Te Papa’s profile about its activities, journal and online publications, conference presentations</li> <li>• Maintain a group of honorary research associates</li> </ul> </li> <li>■ Knowledge: Enhance audience engagement through creative application and dissemination of new knowledge through a wide number of channels and contexts</li> <li>■ Research:                             <ul style="list-style-type: none"> <li>• Maintain existing and develop new research networks, partnerships and contracts, including in international arena</li> <li>• Securing research and project funding from external sources</li> </ul> </li> </ul>
	2: Creating a Dynamic Research Hub	<ul style="list-style-type: none"> <li>■ Contracted Biosystematic Research</li> <li>■ Pacific Museums Project</li> </ul>
	3: Supporting Communities through National Services Te Paerangi	<ul style="list-style-type: none"> <li>■ Strategic Programmes – responding to sector needs and supporting best practice</li> <li>■ Strategic Research projects – to address key sector issues, including Health Audit</li> <li>■ Guidance and Assistance – Museum Development Officer Service</li> <li>■ Regional and Iwi Development Grants</li> <li>■ Contributing to the New Zealand Tourism Strategy 2015</li> </ul>
	4: Supporting Programmes in the Education System	<ul style="list-style-type: none"> <li>■ School programmes – curriculum and exhibitions linked</li> <li>■ Teacher Professional Development Courses</li> <li>■ StoryPlace Programmes</li> <li>■ Discovery Centres</li> <li>■ Online Learning Resources</li> <li>■ Adult and Tertiary Programmes</li> <li>■ NSTP support and action plan for delivery of sector training and development services</li> </ul>
	5: Supporting Self-Directed Learners	<ul style="list-style-type: none"> <li>■ Service Efficiency</li> <li>■ Increasing resources</li> <li>■ NZ Interloan Scheme</li> </ul>

Outcome	Initiative areas	Projects and work streams
<b>3: Relationships – Developing and fostering relationships that support Te Papa, and museums and iwi across New Zealand, to improve the services they provide to their communities.</b>	1: Fostering Relationships that support Te Papa	<ul style="list-style-type: none"> <li>■ Accountability relationships</li> <li>■ Strategic Alliances</li> <li>■ Sponsors</li> <li>■ Friends of Te Papa</li> </ul>
	2: Improving effectiveness through strengthened relationships with Regional and Metropolitan museums, International Counterparts	<ul style="list-style-type: none"> <li>■ Regional and Metropolitan Museums- support for Museum Sector Strategy (2005)</li> <li>■ Blue Water Black Magic – ownership interest on Project Control Group</li> <li>■ International counterparts – utilising our CAMD participation to access knowledge and best practice</li> <li>■ Scottish Emigration Museum project</li> </ul>
	3: Relationships with Iwi and Maori	<ul style="list-style-type: none"> <li>■ Establish Agreements</li> <li>■ Karanga Aotearoa Repatriation Programme</li> </ul>
	4: Contributing Te Papa skills to support others initiatives	<ul style="list-style-type: none"> <li>■ International Out-going touring (Brand NZ)</li> <li>■ Develop Treaty Training Space</li> <li>■ On-line delivery of Treaty 2 U</li> <li>■ Kereru Discovery project – Citizen Science</li> </ul>

Outcome	Initiative areas	Projects and work streams
<b>4: Access – Providing access to collections and knowledge of New Zealand's artistic, cultural, and natural cultural heritage and its place in the world through inspiring and enriching experiences.</b>	1: Development and delivery of an efficient, dynamic and relevant Exhibitions Strategy to meet the needs of diverse audiences	<ul style="list-style-type: none"> <li>■ Development of Ten year Exhibitions Strategy</li> <li>■ Continual Renewal</li> <li>■ Facilities and Space Planning</li> <li>■ Long Term Funding Plan and Sponsorship Strategy</li> </ul>
	2: The Te Papa Experience	<ul style="list-style-type: none"> <li>■ Short Term Exhibitions</li> <li>■ Augmenting Exhibitions</li> <li>■ Community Gallery</li> <li>■ Sculpture Programme</li> <li>■ Long Term Exhibitions</li> <li>■ Events</li> <li>■ Te Papa Press</li> <li>■ Te Papa Tours</li> <li>■ Customer Services</li> </ul>
	3: Giving New Zealanders access to objects and stories of national and International significance	<ul style="list-style-type: none"> <li>■ National Touring Exhibitions</li> <li>■ Inbound Touring Programme</li> <li>■ Collection Loan Management</li> </ul>
	4: Technology – Providing Access Online	<ul style="list-style-type: none"> <li>■ Expanding Collections Online</li> <li>■ Increasing use of access channels</li> <li>■ Collaborating with other institutions</li> <li>■ Supporting Education sector outcomes</li> </ul>
	5: Cultural Tourism, Marketing and Customer Research	<ul style="list-style-type: none"> <li>■ Visitor and Market Research (VMR)</li> <li>■ Cultural Tourism and Marketing</li> </ul>



## OUTCOME 1: Collections

– Preserving New Zealand’s artistic, cultural, and natural heritage for the benefit of current and future generations

# Strategic Initiatives

### 1: Enhancing Collections

**Description:** Te Papa collects significant items and information relating to its mission to document, illustrate, and explore the natural and cultural heritage of New Zealand, and those parts of the world that have contributed to New Zealand’s heritage.

Te Papa collects these items and information to:

- Capture the imagination of New Zealanders and international visitors (including virtual visitors) by giving physical and visual presence to the concepts, values, ideas, and information that Te Papa disseminates through all media
- Provide a permanent repository for artworks, objects, taonga, and items from the natural environment that collectively comprise our cultural and natural heritage
- Form part of the record of scholarship, mātauranga Māori and Pacific cultures
- Provide a resource for the people of New Zealand

Te Papa’s Collection Development Policy provides the framework for acquiring items for the Museum’s collections. The Acquisitions Strategy supports this policy and establishes acquisition priorities over a three-year period. The strategy is reviewed annually.

This initiative focuses on :

- **Collections Development – Acquisition Strategy:** Te Papa receives a \$3 million Government Capital Grant for collections development each year. In addition, a number of special purpose

funds are available for acquisitions that meet specified conditions or criteria. It also provides guidance on kaitiakitanga, acquisition procedures and exclusions, deaccession and disposal, and conflicts of interest. The Acquisitions Strategy is aligned with Te Papa’s scholarship and mātauranga Māori effort (The Core Projects Strategy), and supports the broad range of visitor experience products and services. Detailed collecting priorities are established in annual acquisitions plans, which identify specific acquisition opportunities to be pursued in line with this strategy. These plans cover all collections areas (Art, Natural History, New Zealand History and Heritage, Pacific, and Taonga Māori) and are reviewed and updated annually.

- **Condition of Collections** – Being able to demonstrate that Te Papa’s collections are housed securely in environmentally controlled conditions and that we are meeting all external compliance, auditing and risk management requirements are essential for us to be recognised as kaitiaki of choice. Natural Environment collections in particular must be housed securely in environmentally controlled conditions, and must be able to meet MAF compliance standards when importing specimens from overseas, or transferring them on loan to other agencies within New Zealand.
- **Collections Information Management** – Te Papa’s collections include approximately two million items, spanning works of art, cultural and historical objects, archival material, taonga, and items from the natural environment, all of which require specialist care and management. The collection management system provides the catalogue to underpin

collection care and knowledge, manage core collection processes and support efficient exhibitions development. It also provides a solid platform and the functionality to enable online access to collections information. Ongoing development of the KE EMU collections management system means that Te Papa is able to audit and monitor its collections, to implement risk management policies, to provide client services, and to provide compliance information. Increasing use of electronic data also means that collection users can be more self-reliant, reducing staff time needed on loans or visitor access. The principle benefits to the scientific community and public are that the collections are increasingly accessible to visiting researchers and to those who need electronic information. Over time, more and more collection data will also become available directly through Collections Online.

- **Collections Audit Planning** – Te Papa’s collection management and conservation policies establish the standards of professional excellence and cultural care applied to the collections to enable their display, use, and preservation. During 2008/09 we will develop the blueprint for the iterative comprehensive Audit Programme across all collections areas which will be implemented with effect 2009/2010.
- **Collections Online** – During 2008/09 a Collections On-line acceleration project integrates a number of activities to create rich extended text content in KE EMU for Te Papa’s most significant collections items, and to increase imaging of objects. This will involve all of Te Papa’s collections and will complement the audit programme.

#### Key operating objectives for 2008/09

**Develop collections in accordance with the Collections Development Policy and Acquisitions Strategy**

**Maintaining collections in optimal conditions for their long term preservation**

**Minimising damage to collections**

#### Key performance measures

- **Ninety-five percent** of new collection items are acquired in accordance with the policy and procedural guidelines for acquisitions. (Previous year’s target 95%)

- All collection areas, except the Spirit Collection store and Archaeozoology store, are maintained at 20°C (winter) and 22°C (summer) +/- 1°C and 52% relative humidity (RH) +/- 7% at least 95% of the time

- **No irreparable loss or damage** is caused to the collections as a result of handling by staff each year

- No more than **four instances of irreparable damage** to collection items occur as a result of public access each year

Key operating objectives for 2008/09	Key performance measures
<b>Collections Audit Planning:</b> Enhancing our standards of professional excellence and cultural care applied to the collections through the development of an Audit Programme.	<ul style="list-style-type: none"> <li>■ Blueprint developed during 2008/09 for the Audit Programme to be implemented in 2009/2010</li> </ul>
<b>Increasing the number of collections registered to KE EMu</b>	<ul style="list-style-type: none"> <li>■ At least 10,000 backlog collection lots databased by 30 June 2009</li> </ul>
<b>Increasing text and image content, and the ease of browsing of Collections Online</b>	<ul style="list-style-type: none"> <li>■ Collections Online visitation numbers increase 100% over 2007/08</li> </ul>

## 2: Art

**Description:** Te Papa is respected nationally and internationally, both as a centre for collections of New Zealand art and its art heritage, and as a source of research and knowledge in these disciplines. For art, Te Papa's long-term strategy is to be the international centre for New Zealand and Polynesian art and providing opportunities for innovative contemporary arts practice. Over the coming years, Te Papa will put in place the building blocks required to achieve this strategy.

For 2008/09, this initiative focuses on:

- Rita Angus. During the 2007/08 year, Te Papa commenced a programme of activity around the celebration of Rita Angus which will deliver in 2008/09 a high profile short-term exhibition, a biography and a symposium. The exhibition will tour nationally in the latter part of 2008.
- Staging the James Luna's *One Day Sculpture Project* which is a significant and ambitious project addressing a current, vital strand of contemporary sculptural practice concerned with

temporary site responsive and ephemeral practices. This project invites a native American artist to meet Māori artists and explore first nation notions of cultural identity. A major part of this project is the participation and engagement of institutions with the type of practices that by their nature challenge the permanence of traditional sculpture. The *One Day Sculpture Project* offers an ideal opportunity for an institution like Te Papa to engage with, and contribute to, the development of these practices alongside our museum and gallery colleagues.

Key operating objectives for 2008/09	Key performance measures
<ul style="list-style-type: none"> <li>■ Increasing our research and publication activities</li> </ul>	<ul style="list-style-type: none"> <li>■ The Art Book published April 2009</li> <li>■ 2000 copies sold in 2008/09</li> </ul>
<ul style="list-style-type: none"> <li>■ Delivering Rita Angus programme</li> </ul>	<ul style="list-style-type: none"> <li>■ One exhibition opened</li> <li>■ One symposium held</li> </ul>
<ul style="list-style-type: none"> <li>■ Participating in the One Day Sculpture project</li> </ul>	<ul style="list-style-type: none"> <li>■ Successfully hosted international symposium in late March 2009</li> </ul>

## 3: Natural History and Biodiversity – Identifying and documenting New Zealand's natural resources

**Description:** Te Papa's natural history collections representing the animals and plants of New Zealand, its adjacent seas, and related material from further afield are used for research, teaching, museum exhibitions and public education programmes.

Te Papa is respected nationally and internationally, both as a centre for collections of New Zealand's natural heritage, and as a source of knowledge and experience about the New Zealand natural environment. The Natural Environment team participates with other museums, government organisations, individuals and universities in science research projects as diverse as taxonomy,

cultural knowledge, evolution, molecular ecology and systematics.

Closely aligned with scientific research, environment and conservation agencies, Te Papa works to develop, care for and promote biodiversity and the Natural Environment through identifying and documenting New Zealand's natural resources. Te Papa's outputs directly support the work of DOC, ERMA and BioSecurity New Zealand in their roles.

New Zealand's insular biogeographic setting, coupled with wide climatic variation, dynamic geological history, and heterogenous landscape, has produced complex natural patterns of biodiversity. Analyses of plant and vertebrate diversity, has led to recognition of the New Zealand region as one of twenty-five global biodiversity hotspots. Presently there is little information on more than 95 percent of the species that constitute New Zealand's endemic terrestrial

biodiversity and hence decisions about conservation management and resource use are largely made without solid research validation.

New species are continually being discovered from New Zealand; species new to our region, but known from elsewhere, as well as species new to science.

For 2008/09, this initiative focuses on:

- **Research and publications:** In 2008/09 Te Papa will deliver outputs against research on marine algae, flowering plants, ferns, feather lice, spiders, molluscs, land snails, crustacea, marine mammals and vertebrate fossils, as well as historical bicultural research on Maori fish hooks. This work will complement externally funded research.
- **Taxonomy – Developing Leading edge Museum techniques:** One of the major roles of the taxonomist

is to identify species and provide baseline information for application by ecologists, fisheries biologists, biogeographers, industry and the public. Accurate identification of species is essential to any study of their ecology, relationships, life history or population biology and to any attempt to improve our knowledge and understanding of

environments, particularly if the effects of human activities on these. Accurate identification is also necessary to identify species of possible commercial potential that could benefit New Zealand's economy. Images have always been of fundamental importance in taxonomy and for the documentation of natural history specimens. In recent years, however,

digital photography and other imaging techniques have transformed the way in which we take and portray images. The Natural Environment Imaging team is developing methods and technologies for imaging biological specimens – particularly types, which are those specimens of special importance in acting as name bearers – as well as other collection items.

#### Key operating objectives for 2008/09

#### Key performance measures

Delivering high quality research and publications against 2008/09 Natural Environment Research Plan	<ul style="list-style-type: none"> <li>■ 20 papers and one book chapter on the biosystematics of marine algae, ferns, flowering plants, marine mammals, fossil vertebrates, marine invertebrates, lice and spiders submitted to refereed journals for publication by 30 June 2009</li> <li>■ Three conference presentations and one workshop given on the above groups by 30 June 2009</li> </ul>
Advancing the qualifications of the Natural Environment team	<ul style="list-style-type: none"> <li>■ Ph.D and M.Sc progress reported from thesis advisors and deadlines met at university</li> </ul>
Providing specialist expertise and content to contribute to public education programmes	<ul style="list-style-type: none"> <li>■ At least 10 popular articles, eight website articles, six community talks, three floor talks and 15 back of house tours delivered by 30 June 2009</li> </ul>
Providing specialist expertise and content to contribute to exhibitions development	<ul style="list-style-type: none"> <li>■ Delivery of Colossal Squid exhibit to deadline in 08/09</li> </ul>

## 4: Mātauranga Māori

**Description:** Te Papa's Mātauranga Māori Strategy guides how the Museum approaches the care and management of mātauranga Māori (including mātauranga provided to Te Papa by iwi) and informs the development of all Museum outputs.

Accordingly, during 2008/09 Te Papa will continue to protect and maintain the integrity of mātauranga Māori by ensuring that the highest standards of care, use, and management expected for taonga held in the collections are applied. In addition, Te Papa will support the retention and preservation and evolution of, mātauranga Māori.

A key priority over 2008/09 to 2009/10 is working with iwi to present Te Papa's **Iwi Exhibition Programme**. Each exhibition focuses on the history and culture of a different iwi, and is presented for approximately two and a half years within the long-term *Mana Whenua*.

For 2008/09 this initiative focuses on:

- **Iwi Exhibitions:** Te Papa will be working with Tainui to develop an exhibition.
- **Mana Whenua Long Term Exhibition:** Te Papa will undertake extensive research to support the renewal of the Mana Whenua exhibition space.

- **Collections Research:** Research activity will include undertaking inventories in particular areas in the mātauranga Māori collection; undertaking an audit on archaeological collection items to validate provenance of taonga; using imaged feather and feather nodule databases to identify the bird species in taonga Maori. This work will contribute to the scholarly content on a planned future publication about Te Papa's cloak collection

#### Key operating objectives for 2008/09

#### Key performance measures

<ul style="list-style-type: none"> <li>■ Progressing exhibition development – mātauranga Māori</li> </ul>	<ul style="list-style-type: none"> <li>■ Ongoing programme of iwi exhibitions assured</li> <li>■ Mana Whenua Long Term Exhibition renewal strategy supported through timely and quality research</li> </ul>
<ul style="list-style-type: none"> <li>■ Expanding knowledge of collections through research</li> </ul>	<ul style="list-style-type: none"> <li>■ Verification and input of c100 records of taonga and feathers on KE EMu by August 2008</li> </ul>

## 5: History and Pacific Cultures

**Description:** History and Pacific Cultures' specialist areas for the provision of curatorial and collections expertise focus on New Zealand history, international history, NZ Post, costume & textiles, Pacific and Te Papa's archives. While they provide direct input and effort into the operating objectives to enhance collections, they have special objectives to deliver outcomes for their specialist area and in support of other outcomes across the organisation through:

- Specialist contributions to the core free exhibition programme: concept development, research, writing, quality assurance, lectures, Front-of-House and Back-of-House talks, and for Tower Gallery programmes and community outreach activities, scholarly research, writing and publication.
- Expertise to support Events, Learning & Leisure, Discovery Centres

For 2008/09, this initiative focuses on:

- **Leveraging in-bound international exhibitions** through the development of supplementary segments – Augmenting touring packages with locally developed and relevant content provides an opportunity to showcase collection items which in themselves might not warrant a specific exhibition.
- **Twentieth Century Exhibition project** – continue work to scope and research the content and explore wider opportunities around the Twentieth Century Exhibition concept.
- **NZ Fashion Design project** – to position Te Papa as an acknowledged kaitiaki for New Zealand fashion design through the achievement of several outputs – A book on New Zealand Fashion Design planned for publication in 2009, associated archives development, targeted acquisitions, expansion of the Collections On-line fashion category, events developed in 2009/10 and out years and long-term research to feed

into a major exhibition in 2010 and out years. The proposed publication would be the first serious reference book on New Zealand fashion designers and fashion history. Retail sector interest is high.

- **Tangata o le Moana project** – A publication of this working title is part of a strategy to enhance Te Papa's role as kaitiaki of Pacific taonga and knowledge. It would be the first illustrated book to trace the 1000 year history of Pacific peoples' arrivals and settlement in New Zealand. It would draw on the extensive research behind the existing Te Papa exhibition. This proposal is viewed as an excellent opportunity to fill a major gap in publications on Pacific Islanders in New Zealand. The publication will support the continual renewal activities for the Tangata o le Moana exhibition.

### Key operating objectives for 2008/09

- Progressing the development of the C20th Exhibition project
- Building historical appreciation and knowledge of Pacific Communities and their taonga

### Key performance measures

- Exhibition developed to schedule
- Tangata o le Moana book project progressed to schedule

## 6: Intellectual Property

**Description:** Te Papa is both the owner of intellectual property (IP) and the user of third-party-owned intellectual property and needs to manage this to both benefit Te Papa and protect the rights of others.

Some non-Western traditions assert group ownership of traditional knowledge or the expression of thought that is passed down from one generation to another. Mātauranga Māori is one of these. Mātauranga Māori means the knowledge and understanding founded on tikanga Māori (custom, culture and protocol), whether in document or other form. Internationally there is a growing awareness of indigenous peoples' claims to knowledge, cultural expression (or folklore) and genetic resources. The NZ Copyright Act currently has no express provisions for the protection of mātauranga Māori however Te Papa has developed internal policies and practices

that give guidance on how staff should manage taonga and related knowledge.

This initiative focuses on :

- improving our management practice for intellectual property owned by Te Papa
- improving our management practice for intellectual property owned by third parties
- building internal capability in copyright practice.

An audit of copyright ownership in Te Papa's permanent collection is underway. An audit of the copyright held in Te Papa's corporate records (which includes creative works such as audiovisual footage, images, animations and research generated by exhibitions) will also be carried out. This will be enabled by the planned implementation of an electronic document and records management system.

For creative works where the intellectual property is owned by Te Papa, planning and consideration is needed to develop the terms and conditions under which these works may be reused and/or released to the general public. Te Papa must consider various drivers during this process including its corporate principle to be commercially positive, and its strategic priority of providing a wide range of channels for accessing the collections and the Te Papa experience. This may involve considering Creative Commons licenses.

For those creative works where the IP is owned by third parties Te Papa continues to have a duty of care to protect the rights of third party intellectual property owners, including artists and iwi. Over the next few years Te Papa will be working to align intellectual property requirements and guardianship methodologies with long-term strategic planning, the development and delivery of the Technology Strategic Plan and the Ten Year Exhibitions Strategy.

### Key operating objectives for 2008/09

- Improving management practice for intellectual property owned by Te Papa
- Improving management practice for intellectual property owned by third parties

### Key performance measures

- Corporate Records Electronic Document Management System – procedure and ability to record Intellectual Property Licences completed
- IP Ownership audit of Te Papa's Permanent Collections – 800 IP owners identified and entered into Collection Management Database per year
- 150 non-commercial museum-use licences from copyright owners of works in Te Papa's permanent collection successfully negotiated

## OUTCOME 2: Knowledge

– Increasing and sharing knowledge relating to New Zealand’s artistic, cultural, and natural heritage

# Strategic Initiatives

### 1: Building our Research and Scholarship capability

This initiative focuses on:

#### SCHOLARSHIP:

- Increasing the profile of Te Papa’s research activities and ensuring Te Papa is an active member of the research community by publishing articles, for example, in popular and refereed journals and online publications, and presenting at conferences.
- Maintaining a group of honorary research associates to enrich Te Papa’s knowledge and care of the collections

#### KNOWLEDGE:

- Disseminating new knowledge through a range of media and forums, including national and international peer-reviewed journals, popular publications, books, online publications, conference

presentations, the Te Papa experience, including exhibitions, publications, events, learning programmes, and online initiatives.

#### RESEARCH:

- Maintaining and developing new research networks and partnerships in New Zealand and in the international arena
- Securing research and project funding from external sources to enable Te Papa to increase its understanding of the collections and contribute to the objectives of the Museum and other parties

Knowledge underpins all Te Papa’s activities, providing an essential input into the development of the Te Papa experience, including exhibitions, publications, events, learning programmes, and online initiatives. Our scholarship endeavours and a wealth of organisational

knowledge provide a rich feedstock of expertise and opportunities to develop and deliver a diverse range of enrichment services. Seminars, lectures, slide shows, panel discussions, floor talks and guided talks.

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

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

#### Key operating objectives for 2008/09

##### SCHOLARSHIP

- Build Te Papa’s profile as an active and respected member of the research community

##### KNOWLEDGE

- Enhance audience engagement through the creative application of new knowledge

#### Key performance measures

- 60 published scholarly and popular articles (Previous year’s target: 60)
- 10 conference presentations (Previous year’s target: 10)
- 10 articles scholarly or popular articles draw on Mātauranga Māori (Previous year’s target: 10)
- Five active research partnerships (Previous year’s target: five)
- Three podcasts released from the Te Papa website

### 2: Creating a dynamic research hub

**Description:** Te Papa is supported and collaborates with other organisations to undertake significant research projects about cultural history and the Natural Environment.

Te Papa is respected nationally and internationally, both as a centre for collections of New Zealand’s natural heritage, and as a source of knowledge and experience about the New Zealand natural environment. The Natural

Environment Directorate participates with other museums, government organisations, individuals and universities in science research projects as diverse as taxonomy, cultural knowledge, evolution, molecular ecology and systematics. Contracted Science Projects attract significant external funding which is the only way in which Te Papa could undertake scholarly work in some areas and develop its capability. Operational funding from the grants also enables Te Papa to carry out collection development, buy equipment, preservative and storage tanks, and undertake professional development

that would otherwise be unaffordable within Te Papa’s own budget.

In the cultural history realm, the History and Pacific Cultures team works to build the record of scholarship through researching matters relating to the collections or associated areas of interest and to assist others in such research. A project is in the initial planning stages involving Te Papa and the Pacific Co-operation Foundation with the objective of providing assistance to museums in the South Pacific to share knowledge of Pacific collections and specific objects, and ways

of conserving and presenting them. This project has the support of VUW Museum Studies, Pacific Islands Museums Association (PIMA) and Fulbright NZ.

Accordingly – for 2008/09, this initiative area will focus on two main streams of work:

#### **Contracted Biosystematic Research:**

Te Papa secures external funding to carry out biosystematic research on selected groups of plants and animals in order to meet both the research needs of the Government funding agencies and the internal needs of Te Papa. All contributions support our role as a science hub for NZ biodiversity. Other new applications may be submitted in the course of the year. Confirmed Key projects are:

- *Defining New Zealand's Land Biota* investigates plant groups within New Zealand's flora that have been identified by user agencies (DoC, MAF, ERMA, etc) as priorities for research because of their importance for biodiversity, biosecurity or biotechnology. The project is a subcontract with Landcare Research, and is part of a much larger programme of outcome based initiatives research funded by FRST.
- *EEZ Fishes* conduct biosystematic research on the fishes of New Zealand's EEZ, with the main outputs being descriptions of new, rare and existing species in scientific journals, culminating in a guidebook to the complete NZ fish fauna after June 2012. The project is part of an OBI funded contract with NIWA.
- *Taxonomy of Ross Sea Fishes* is funded through Ministry for Fisheries and will develop Te Papa's collection of Antarctic fishes in order to underpin taxonomic

research and new biodiversity knowledge about the fauna of the Ross Sea region. Antarctica and the adjacent Southern Ocean are important to New Zealand for political, historical, climatological and biological reasons. Biodiversity knowledge is considered critical by the NZ government to achieve the goals of the *Biodiversity Strategy* (2000) and protect and enhance the marine environment. However, *New Zealand's Environmental Strategy for the Ross Sea* (2001) has identified that lack of knowledge concerning the region's marine environment is creating significant management difficulties. Furthermore, recent expansion of fishing into the area has heightened the need to understand human impacts on Ross Sea ecosystems.

- *Biodiversity highways and biogeographic origins* is funded by a Marsden grant and will develop and carry out underwater sampling and analyses of seamount fishes and their habitats along the Lord Howe Rise, in collaboration with researchers at the University of Auckland and international partners in the Deep Australia programme.
- *Databasing Te Papa's feather lice* will add collection information from 35,000 slides and 8,000 vials of spirit-preserved specimens into KE Emu. The work is funded through the DoC managed TFBIS fund and results will be accessible through Collections Online.

**Pacific Museums Project:** Te Papa seeks to increase NZ Pacific Islanders' support of Te Papa and involve them in associated projects, expand knowledge of sections of the Pacific Collection as well as build closer association with museums in Island nations through staff exchanges or

internships. By October 2008, we will be submitting an application for funding for this project from NZAID. If successful, the project will be initiated by 31 March 2009 with the intention of having the first internship or placement in the Pacific by 30 June 2009. This work is being developed in collaboration with National Services Te Paerangi.

#### **Why we are doing this:**

- The principal benefit to Te Papa undertaking this contracted research is that it enables us to employ additional research scientists to generate a critical mass of expertise, particularly in Botany and Fish, to produce Knowledge outputs and to achieve Collection Development, Collection Management and Information objectives. This includes managing and developing world class collections with improved identification and databasing of the relevant plant and animal groups, delivery of conference presentations, and production of scientific papers that enhance Te Papa's reputation for scholarship. Benefits to the New Zealand and greater scientific community include better understanding of these plant and animal groups, thus contributing to aspects of the *Biodiversity Strategy*, *Biosecurity Strategy* and other priorities identified by Government agencies such as the Department of Conservation and Crown Research Institutes.
- Through building closer associations with Pacific Island Nation Museums, we will build Pacific regional museum capability, increase knowledge of Pacific Collection objects and increase Pacific Islanders' support and involvement in Te Papa.

#### **Key operating objectives for 2008/09**

Increasing scientific and scholarly publications

Enhancing Te Papa's national and international reputation for scholarship

Contributing to government Biodiversity goals through building taxonomical capability

Building closer association with museums in Island nations through the Pacific Museums Project

#### **Key performance measures**

Three papers on the biosystematics of the plant groups *Plantago*, *Uncinia* and *Asplenium*, and one paper on a priority fish group, submitted to refereed journals for publication by 30 June 2009.

One botanical conference presentation and one fish identification workshop provided for end-users by 30 June 2009.

Species descriptions, keys and illustrations prepared for 15 species of EEZ fishes. Loans and/or collection access provided as required to overseas taxonomic experts to enable completion of research papers on EEZ and Ross Sea fishes.

First Pacific Museums Project placement by 30 June 2009

### 3: Supporting Communities through National Services Te Paerangi (NSTP)

**Description:** Te Papa aims to strengthen the sector by providing practical and strategic help to museums and iwi throughout New Zealand. Services can be provided to museums, art galleries, whare taonga, tribal museums, cultural centres, marae, historic places, heritage sites, science centres, interpretive centres, open air museums, or exhibition centres.

This initiative focuses on:

- **Strategic Programmes** – Enhancing and supporting best practice and developing practical and strategic skills. Programmes include the New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa and targeted training and workshops.

- **Strategic Research Projects** – Determining how to address some of the key issues facing the museum sector, such as collaborating with local authorities, support for Pacific Island Museums and ensuring New Zealand's national collections are cared for effectively.
- **Guidance and Assistance** – Museum Development Officers provide a direct channel for the museum sector to access Te Papa's expertise, advice and support including face-to-face.
- **Museum and Iwi Development Grants** – Funding medium- to long-term projects that assist the initiating institutions to become stronger and more effective, by accessing professional expertise, and professional development opportunities. NSTP grants to support museum and iwi are the Museum and Iwi Development Grant and the Helping Hands Grant.

- **Contributing to the New Zealand Tourism Strategy 2015** – during 2008/09 National Services Te Paerangi will contribute to implementing the strategy, particularly collaborating with the Department of Conservation and Interpretation NZ in the interpretation workstream.

#### Why we are doing this:

National Services Te Paerangi's work directly supports positive community outcomes around the importance of arts, culture and recreation to local communities, including as articulated in Long Term Council Community Plans 2006-2016 and the sectors ability to support tourism and economic development outcomes.

Key operating objectives for 2008/09	Key performance measures
Develop projects with other museums, iwi, and related organisations	<ul style="list-style-type: none"> <li>■ A minimum of 35 strategic programmes are initiated by National Services Te Paerangi each year (35)</li> <li>■ A minimum of <b>eight institutions or clusters</b> are supported in undertaking the New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa each year (Eight)</li> <li>■ A minimum of 20 sector-initiated Museum and Iwi Development Projects commence each year. (20)</li> <li>■ All Museum and Iwi Development projects (and Helping Hands Grants) meet agreed outcomes and performance criteria</li> </ul>
Contributing to economic development through delivering on designated cultural tourism action areas in the NZ Tourism Strategy 2015 implementation plan	<ul style="list-style-type: none"> <li>■ All commitments met as specified in the implementation plan</li> </ul>

### 4: Supporting Programmes in the Education System

**Description:** Te Papa resources and supports programmes in the Education System through a range of services-centralised and decentralised, in-house and through digital channels. A full range of products and services are designed to meet specific needs across the education spectrum ranging from Early Childhood (ECE), Primary and Secondary Sector and Tertiary through to the facilitation of museum sector vocational courses sitting within the National Qualifications Framework.

Curriculum linked programmes related to exhibitions will be delivered to 16,000 students across the school and tertiary sector.

**Te Papa's Education Team provides the following:**

- **School Programmes:** Improving our

services as a prime learning resource for schools through providing unique and interactive education programmes which are curriculum-linked and designed to complement classroom activities.

- **Teacher Professional Development Courses:** Offering programmes for teachers aligned to collection strengths and teacher needs.
- **StoryPlace programmes:** Maintaining the programmes of StoryPlace theme changes linked with the Early Childhood Curriculum.
- **Discovery Centres:** Continuing to encourage children to explore, create, enquire and have fun through the delivery of exhibits and a range of structured activities with the four child-focused areas – *PlaNē Pasifika*, *Te Huka a Tai*, *NatureSpace*, and *Inspiration Station*. Facilitating access to Tai Awatea /Knowledge Net, subject specific books and other research tools.

- **Online Learning Resources:** Improving our provision of a range of self-guided and teachers' resources to support structured and self-directed learning, through the continued development of online initiatives including collaborations with the Ministry of Education

- **Adult and Tertiary Programmes:** Maintaining a range of structured programmes, tours, and events that present rich learning opportunities for adult visitors as well as those in tertiary education.

**Through National Services Te Paerangi, Te Papa will:**

- Assess all National Services Te Paerangi resources to determine the best support for the delivery of sector training and development services to enhance career pathways across the sector and devise an implementation plan as appropriate.

## Key operating objectives for 2008/09

- Develop and deliver education programmes that meet the needs and expectations of school audiences
- Developing opportunities for aligning NSTP resources and training with sector Unit Standards
- Supporting education outside Te Papa

## Key performance measures

- A teacher satisfaction rating of 'good' to 'excellent' of at least 90% of programme delivery
- 600 education programmes (previous year's target: 800)
- Five resources and/or training opportunities formally aligned with Unit Standards
- 300,000 web visits to online education resources

## 5: Supporting Self- Directed Learners

**Description:** Beyond their role in complementing the formal education system, museums have a unique role to play in delivering programmes which enrich and support learning at every stage of people's lives. Museums allow visitors of all ages to control their own level of enquiry and use curiosity, observation and activity to delve into exhibited subjects.

Through its Learning Centre, Te Papa provides a range of lifelong learning experiences associated with exhibitions and collections-based scholarship and mātauranga Māori. A focus of the Centre is to increase access to learning experiences by, for example, developing online education products for audiences outside

Te Papa that will provide opportunities for self-directed learning by school, education groups and the general public.

Self-directed learners also have access to the full range of products and services specifically designed to support programmes in the Education System from early Childhood to Tertiary and Adult.

Te Papa's Te Aka Matua Library and Information Services provide library research opportunities and information for visitors and staff. Te Papa offers programmes, floor talks, front and back of house tours and events that present rich learning opportunities for adult visitors as well as those in formal learning. A visual and information-rich environment about collections and other topics supporting self-directed learning can be accessed through Te Papa's website.

This initiative focuses on:

- Increasing resources: Securing an increased range of resources to complement Te Papa's activities and programmes through fostering partnerships with libraries in similar national and international organisations
- NZ Interloan Scheme – Explore options to improve on current performance standards as a Charter Library delivering interloan services to a range of customers.

## Key operating objectives for 2008/09

- Provide an efficient library based information service to the staff and public of Te Papa

## Key performance measures

- User satisfaction 90% satisfied with service
- Library open 100% of advertised opening hours

## OUTCOME 3: Relationships

– Developing and fostering relationships that support Te Papa, and museums and iwi across New Zealand, to improve the services they provide to their communities

# Strategic Initiatives

### 1: Fostering Relationships that support Te Papa

**Description:** The Government (through Minister of Arts, Culture and Heritage and the Ministry for Culture and Heritage) is our principal stakeholder as both owner of Te Papa and the purchaser of Te Papa's services (the government involves other agencies such as the Treasury and SSC to support managing their interest in Te Papa). Other significant strategic relationships are with iwi, sponsors – particularly the founding corporate partners and associates, educational

institutions, including schools, universities, international/national museums/arts organisations, various industry groups and suppliers, allied government organisations with research and education aims including SSC, NIWA, the Ministry of Education. E-Business partners including Microsoft and Telstra Clear.

This initiative focuses on :

- **Accountability Relationships:** Working closely with the Ministry of Culture and Heritage, to make the improvements that both parties agree are necessary to strengthen Te Papa for the next decade,

and develop a long-term financial strategy and plans.

- **Strategic Alliances** – Developing new, and fostering existing, relationships with universities, research institutions, central government agencies, local government (in particular the Wellington City Council) and education bodies. Te Papa will continue to work to share its knowledge and expertise, and secure the intellectual and other resources required to deliver the Museum's services.



- **Sponsors:** Maintaining sponsor relationships and to establish a Te Papa Foundation to encourage individual giving alongside the programme of corporate sponsorship and partnerships.

- **Friends of Te Papa:** Membership of the Friends of Te Papa scheme provides Te Papa with real support, both financially and in raising awareness of Te Papa, its collections, and staff. An exclusive programme of special events for Friends, including private viewings of exhibitions and lectures. Invitations

to special exhibition previews. Discounted entry to Te Papa exhibitions and for purchases of goods and services. A free two-monthly newsletter, Open Eyes, which contains the latest news from Te Papa and articles about out exhibitions.

### Key operating objectives for 2008/09

- Developing platform to support the next ten years of Te Papa's operation
- Develop and maintain mutually beneficial strategic relationships and operational projects with tertiary and related institutions, nationally and internationally

### Key performance measures

- Long term funding arrangements in place
- Advance work programme for strengthening organisational capability
- A minimum of **eight active partnerships** are maintained with tertiary and related institutions each year (eight)

## 2: Improving Effectiveness through strengthened relationships with Regional and Metropolitan museums, and International Counterparts

**Description:** Te Papa is part of a national and international community of museums, art galleries and heritage organisations. To ensure our ongoing effectiveness, to deliver on our mandate as the National Museum of New Zealand and mission to be a forum for the nation meeting the challenges of the future, we need to remain a dynamic and flexible organisation. By adopting 'best international practice' we position ourselves to contribute effectively nationally and be respected internationally. By being responsive to opportunities to explore different ways of delivering experiences to New Zealanders we truly deliver on our national mandate.

This initiative comprises four main streams:

- **Regional and Metropolitan Museums** – contributions to sector meetings, bodies and projects: The first national museums strategy, *A Strategy for the Museum Sector in New Zealand*, was released in April 2005 by Museums Aotearoa (the museum sector peak professional body). The strategy aims to provide an organising principle

around which to develop strategies and programmes to promote the care of, and access to, collections across the country. It recognises the collective responsibility to ensure collections are cared for and made accessible. During 2008/09 National Services Te Paerangi will be supporting activities and providing funding to assist the sector to achieve the outcomes of the Museum Sector Strategy (2005)

- **Blue Water Black Magic** – In 2001, Team New Zealand gifted NZL32, Black Magic to Te Papa to be the guardian of this America's Cup-winning national treasure. Generous contributions from public, private and charitable donors means the fundraising target for the tribute exhibition has been reached and construction can begin and is scheduled to open at the New Zealand National Maritime Museum in 2008/09. An association with this significant exhibition in Auckland is consistent with Te Papa's emphasis on outreach. During 2008/09 Te Papa's involvement will be maintained to:
  - ensure exhibition development meets high standards
  - ensure that sponsor recognition is achieved in accordance with contracts.
- **International Counterparts** – Increasingly, in its role as the national museum of New Zealand, Te Papa is developing alliances with international

institutions, including museums, galleries, and research organisations. Te Papa is a member of the Council of Australasian Museum Directors (CAMD). CAMD is an independent, non-government organisation and brings together the leaders of the major national, State and regional museums in Australia and New Zealand. It provides a forum for the sharing of information and ideas amongst members.

- In 2008/09 Te Papa will draw on the collective knowledge, experience and benefits of participation in this wider Australasian forum, as we undertake long term strategic planning to inform successful management strategies for the next five to ten year period.
- Te Papa, the National Library and Archives New Zealand will work together to participate in the **Scotland's' Scottish Emigration Museum** project to provide an online collection of Scots migration-related resources.

### Why we are doing this:

This activity supports Te Papa's strategic priority to develop partnerships with national and international benefits and National Services Te Paerangi's strategic priority of Encouraging and Facilitating Collaboration.

### Key operating objectives for 2008/09

Supporting the sector to achieve the aims and operational viability of Museums Aotearoa and the outcomes of the Museum Sector Strategy (2005)

Ensure the Blue Water Black Magic exhibition project is progressed to schedule

### Key performance measures

- Provide direct support to Museums Aotearoa
- Sponsor recognition packages as contracted by Te Papa on behalf of the project are achieved.

### 3: Relationships with Iwi and Māori

**Description:** Te Papa's **Iwi Relationship Strategy** guides the operational approach to developing and managing iwi participation at Te Papa. The range of relationships Te Papa enters into with iwi includes exhibition development, repatriation of kōiwi tangata, research related to taonga, and loans, events, commercial projects, and collection acquisitions. Some relationships may require a formal agreement. **Partnerships with Iwi and Māori** contribute to the delivery of the Te Papa experience and benefit organisations and communities nationally and internationally. This initiative comprises work to give effect to

#### one of Te Papa's core principles – Mana Taonga.

For 2008/09 work will focus on two key project areas:

- **Establish Agreements:** Te Papa will engage with iwi to establish processes for iwi involvement in the ongoing care and management of taonga held at Te Papa, consistent with Te Papa's Mana Taonga principle. A key focus is developing written agreements with iwi in relation to the care of specific taonga including Te Hau ki Turanga (whareniui on display at Te Papa).
- **Karanga Aotearoa Repatriation Programme** – On the Government's behalf, Te Papa delivers a programme

to repatriate kōiwi and tangata (Māori and Moriori ancestral remains) from overseas public institutions to New Zealand. The programme, Karanga Aotearoa (the call of our homeland), aims to promote the dignified treatment of kōiwi held overseas, and, ultimately, to call those tipuna (ancestors) back home. The focus for 2008/09 and beyond is to consolidate the programme's research base and to undertake further physical repatriations. Te Papa is in discussion with over twenty institutions across the United States, Europe, and Australia that are known to hold kōiwi, and with numerous iwi that are awaiting the return of provenanced tipuna.

Key operating objectives for 2008/09	Key performance measures
Strengthen Te Papa's relationships with iwi and Maori by developing partnerships	<ul style="list-style-type: none"> <li>■ Active relationships are formed with a minimum of 15 iwi or Maori organisations each year. (Previous years target: 15)</li> </ul>
Improving process for the care and management of taonga	<ul style="list-style-type: none"> <li>■ Standard management agreement developed</li> </ul>
Deliver the Karanga Aotearoa Repatriation Programme in accordance with agreed policy and tikanga standards	<ul style="list-style-type: none"> <li>■ A minimum of five repatriations are completed (including a minimum of one domestic repatriation), each year. (Previous years target: five)</li> <li>■ A minimum of five overseas institutions formally consent to Te Papa's repatriation requests, each year. (Previous years target: five)</li> </ul>

### 4: Contributing Te Papa skills to support other initiatives

**Description:** Te Papa makes available expertise under contract to support projects.

This initiative comprises :

- **International Out-going tours (Brand NZ)** – International touring exhibitions maximise the return on investment in our own temporary exhibition programme and are important for reciprocity in the international touring market from which Te Papa sources high profile exhibitions. It also provides an excellent opportunity to showcase culture and the natural environment leveraging off the success of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*. Following its presentation at Te Papa, **Whales | Tohorā** embarks on an international tour in August 2008 and will be travelling to a number of international venues, commencing with Washington DC opening in October 2008. Te Papa is also exploring the feasibility of touring an adapted version of **Mauri Ora – Māori Treasures from the Museum of New Zealand Te Papa Tongarewa** to Europe in 2009/10, following its successful season at Tokyo National Museum in early 2007.

- **TREATY 2 U** – TREATY 2 U brings the story of the nation's founding document to all New Zealanders through a unique nationwide touring exhibition in a state of the art truck. The exhibition includes replicas of the original Treaty documents, and provides insights to the Treaty of Waitangi through sight, sound, video, cartoons, and animated graphics. Launched in January 2006, during 2006 and 2007 the TREATY 2 U exhibition truck travelled the length of New Zealand and provided information about the Treaty to around 60,000 people. The exhibition was presented by three organisations with leading roles in looking after New Zealand's treasures – Museum of New Zealand Te Papa Tongarewa, Archives New Zealand and the National Library of New Zealand – and was supported by the State Services Commission (SSC) Treaty Information Unit. This project enabled these three flagship institutions to work together to take the Treaty's significance out to our communities. In 2007 further funds were obtained from Government through Te Puni Kokiri and the ASB Community Trust to complete a tour of Auckland Secondary Schools over 2007 and 2008. The study of the Treaty is mandatory in the school curriculum. During 2008/09 we will continue the touring programme, locating it in venues instead of the

truck. The TREATY 2 U team have produced educational material to complement the exhibition content.

- **Develop Treaty Training Space** – A fixed exhibition to replace Poringi – during 2008/09 we will be working on the implementation of a project to support the Treaty2 U exhibition in replica as a replacement for the mezzanine section of the Signs of a Nation space within Te Papa. The exhibition would also make available a very credible teaching context and revenue generating training tool to offer to government departments and special groups. Duplication of existing material would require minimal capital commitment.
- **On-Line delivery of TREATY 2 U** – During 2008/09 we will be exploring options to produce as a Podcast or CDROM, a TREATY 2 U module to be used as corporate training product. While this is the target market, the module would have wider appeal for the general public.
- **Kereru Discovery project** – Citizen Science Model : The Kereru Discovery Project began in 2006 and is a partnership of Te Papa, Wellington Zoo, Victoria University, Karori Wildlife Sanctuary and DoC. During 2008/09, through this project (which has a two-five year timeline) we will be continuing

to take science into the community and leveraging effectiveness through partnerships with these other high-profile organisations outside

the museum sector. The citizen science model is shown to be highly effective in Australia and the USA, providing empowering opportunities

for both adults and children to work alongside real scientists to build social capital assisting the preservation of biodiversity and healthy ecosystems.

Key operating objectives for 2008/09	Key performance measures
Maximising access to collections beyond the premises	■ Whales Tohora opens in a minimum of two venues in 2008/09
Kereru Citizen Science Model Discovery project	■ Securing funding to support participation in out-years

## OUTCOME 4: Access

– Providing access to collections and knowledge of New Zealand’s artistic, cultural, and natural cultural heritage and its place in the world, through inspiring and enriching experiences

# Strategic Initiatives

### 1: Development of an Exhibitions Strategy to meet the needs of diverse audiences

**Description:** Te Papa has been operating for ten years and is moving to a state of continual change to the standing exhibitions and needs to respond to demographic changes within its audiences, changing audience expectations, the expansion of knowledge, changing operational, cost and funding drivers. Continual renewal is a key strategy for ensuring New Zealanders continue to visit, diversifying and expanding existing audiences and for rebuilding visitor numbers from, in particular, New Zealanders from outside the Wellington region.

This initiative comprises four streams of work to ensure that a significant proportion of the collections is displayed through the short- and long-term exhibition programmes and planned conservation changes. The mix of provision also includes short-term exhibitions derived from its own collections and the collections of national and international museums and galleries, further augmented by back-of-house experiences, such as tours, and by meeting people’s requests to access collections in storage.

- **Development of a Ten Year Exhibitions Strategy** – Te Papa Board and Senior Management will develop an Exhibitions Strategy covering a 10 year period (approximately) to provide the basis for the planning, procurement and funding of exhibitions and this strategy will be linked to other strategies where appropriate, including national touring exhibitions.
- **Continual Renewal** – A major shift for Te Papa is to continue to renew long-term exhibition spaces each year. Over the next three years, subject to funding, selected exhibitions will be replaced, refreshed, or developed, including major exhibitions developed for touring.
- **Facilities and Space Planning** – The development of a ten year Exhibitions Strategy will require detailed and precise space planning methodology if efficiencies are to be maximised. In addition, we need to consider the space requirements in the longer term, the mix of short and longer term exhibitions and possibly expansion. Te Papa is continuing to assess needs and opportunities in the context of planning for the Waitangi Park/ Transition Building. Planning will take into account all other options for meeting Te Papa’s long-term space requirements. Developmental work at the Natural Environment facility at Tory St will need to be progressed to ensure it meets all functional requirements

and sustainability parameters.

- **Long Term Funding Plan and Sponsorship Strategy** – The development of a ten year Funding Plan based on our Strategic Planning and integrated with other strategies and plans will align and provide a detailed projection of operational expenditure, exhibitions and other capital projects. Matching revenue projections will underpin the expenditure planning, and guide sponsorship effort and inform the Funding Policy to be developed in conjunction with The Treasury and the Ministry for Culture and Heritage (MCH).

#### Why we are doing this:

In order to deliver on our mandate and continue to provide enriching experiences we will need to present and profile each of Te Papa’s **five collection areas** in a planned, cost effective and integrated way while addressing the needs of general and specialist audiences.

Compared with similar Australasian museums Te Papa raises a greater proportion of income from non-government sources and has the lowest cost per visit per annum. Nonetheless Te Papa is heavily reliant on Crown funding to deliver culturally focused public goods. In a rapidly changing social and economic context, Te Papa must be entrepreneurial in leveraging all resources.

Key operating objectives for 2008/09	Key performance measures
<b>Exhibition Strategy</b>	■ Ten year Exhibition Strategy and programme approved
Build longer term strategic and operational planning capability to underpin the creative direction for exhibitions and collections access over the ten years.	■ Domestic outbound touring exhibitions content developed in collaboration with the market.

## Key operating objectives for 2008/09

**Facilities and Space Planning**

Develop a long term facilities and space planning capability closely aligned with strategic direction and capacity

**Funding Policy and Plan**

Develop a long term integrated Funding Strategy which supports the strategic mix and direction mapped in the Ten Year Exhibition Strategy

## Key performance measures

- Facilities and Space planning is closely integrated with Exhibition strategy – and Capital Asset Management practice
- Tory St upgrade completed
- Ten year plan for capital funding and exhibition strategy based on Te Papa's strategic priorities developed

## 2: The Te Papa Experience

**Description:** Te Papa delivers a mix of both long and short term exhibitions in addition to a varied and vibrant programme of special interest and community engagement events. Te Papa's Core Projects Strategy focuses on aligning collection development and research activity with planning for product development outputs. It provides a framework seeking to ensure Te Papa's research effort is strategic and aligned to the organisations principles, and that visitor experience products and services (exhibitions, publications, events, learning programmes, and commercial products) meet established standards of excellence underpinned by scholarship and matauranga Maori. The five Core Project themes are :

- The people of New Zealand/Tangata Whenua, Tangata Tiriti
- The Land
- The Sea
- Creativity and Innovation
- Global Perspectives

A regular programme of high calibre exhibitions, with national appeal, provides important economic benefits to the Wellington community. Te Papa borrows collection items from other institutions and private collections in order to enhance exhibitions and to increase subject and scientific knowledge.

This initiative covers **nine key** priority areas for 2008/09

**Short-term Exhibitions**

- A major retrospective of work by renowned New Zealand artist, **Rita Angus** to coincide with the centenary of Angus' birth in 1908 will open in July 2008. The exhibition will include over 150 works from Te Papa's collections augmented by works from public collections and many private lenders.
- **E Tu Ake – Standing Strong Exhibition** E Tu Ake – Standing Strong Exhibition explores customary concepts, especially rangatiratanga, through both customary and contemporary taonga. This project builds on the research

work undertaken for the Mauri Ora exhibition which opened at the Tokyo National Museum in 2007.

- **Colours:** The Eyelights South programme is a series of collections based on textiles and fashion. **Colours** explores the concept of colour in fashion and is scheduled to open for 12 months from September 2008.

**Augmenting Exhibitions**

- Te Papa currently borrows approximately 1,000 items from 100 lenders each year. During 2008/09 Te Papa will be working to maintain the highest standards in our professional centralised practice to manage incoming items on loan from third party collections, which contribute to Te Papa Exhibitions and our research. Our practice involves processes to cover negotiations and loan agreements, risk management, safety and security.

**Community Gallery**

- During 2008/09 Te Papa will be exploring options to use the Community Gallery to promote social inclusion and diversity more broadly.

**Sculpture Programme**

- Te Papa operates a programme of site specific artist's projects throughout the building. In particular, there are two dedicated spaces that showcase site responsive contemporary practice – the Level 6 Sculpture Terrace and Te Ara a Hine. Te Ara a Hine is essentially a long term installation refreshed through the addition of sculptural works. In 2008/09, the Level 6 Sculpture Terrace will be refreshed with two new installations by Ronnie Van Hout and Seung Yul Oh.

**Long Term Exhibitions**

- **OurSpace:** The TimeWarp exhibition closed in 2008 to make way for the development of OurSpace which is an interactive multi-media environment. This new experience is scheduled to open in September 2008 as part of the Day Two Exhibition Refreshment programme.

- **Twentieth Century History of New Zealand Exhibition** is under development with the intention that it will become a core component of the free experience on Level 4. This is part of the Day Two Exhibition Refreshment programme.
- **Colossal Squid:** The successful thawing of the world's largest intact Colossal Squid in April 2008 attracted unprecedented national and international interest and has presented Te Papa with a significant opportunity to develop a highly popular display for international visitors and the New Zealand public to appreciate. Work is underway to appropriately display this by late 2008.
- The regular rotation of the art collection will continue with regular changes in the *Contemporary Focus* and *Collection Focus* segments of the exhibition in **Toi Te Papa Art of the Nation**.

**Events**

- During 2008/09 our Events team will continue with the creation and rollout of Events products to complement the exhibition programme, Opening and Closing Events, with the objectives of adding to the visitor experience to enhance Te Papa's reputation for scholarship and value. The Art After Dark series of seven evening lecture events has become very popular. It is an important component of our programme of events and has significantly increased visitation to Te Papa on the Thursday evenings it runs. The Science Express takes place in Te Papa on the first Thursday of every month, supported by GNS Science and the Royal Society of New Zealand, Wellington Branch. This series of events provides stimulating science discussion on current and controversial topics. Events provide a useful forum for the wider community. Special Days and Partnerships provide a focus to celebrate, enhance and profile significant national days, festivals and iconic institutions – e.g Waitangi Day, Anzac Day, Chinese New Year, Matariki, RNZ Ballet, NZSO and WOW.

### Te Papa Press

- During 2008/09 we will continue to explore options to leverage the capital investment in exhibitions through the publication of exhibition-specific scholarly research. Through an enriching and high quality range of specialist and popular books and publications, Te Papa Press provides opportunities for an enduring and deeper cultural experience e.g Toi Ora, based on the catalogue produced by the Tokyo National Museum for the Mauri Ora exhibition in 2007.

### Te Papa Tours

- The international demand for guided tours of Te Papa has increased constantly over the last 5 years. The Qualmark score increased from 84% in 2006 to 93% in 2007 and visitor research has showed 99% satisfaction rate with the Introducing Te Papa Tour. The engagement with disabled and migrant communities supports Te Papa's strategic partnership focus with Wellington City Council. Throughout 2008/09 Te Papa Tours will research the international student tourism market to examine

opportunities around the Asian student market.

### Customer Services

- Te Papa's Customer Services team supports our corporate principle of being committed to Excellent Service. It also supports our key priority to provide a wide range of channels for accessing the collections and the Te Papa Experience. Te Papa Hosts are the public face and brand of Te Papa to ensure Te Papa continues to deliver a leading museum experience.

### Key operating objectives for 2008/09

### Key performance measures

Presenting a high profile short term exhibition programme in Wellington	<ul style="list-style-type: none"> <li>■ Rita Angus exhibition achieves minimum visitor satisfaction target of 80%</li> <li>■ E Colours Exhibition opens in September 2008</li> </ul>
Meeting all our borrowing practice standards – documented loan agreements, risk management, safety and security	<ul style="list-style-type: none"> <li>■ <b>No irreparable loss or damage</b> is caused to objects on loan to Te Papa as a result of handling by staff each year</li> <li>■ No more <b>than four instances of irreparable damage</b> to items on loan to Te Papa occur as a result of public access each year</li> </ul>
Refreshment of Sculpture Terrace Exhibition Spaces	<ul style="list-style-type: none"> <li>■ Two installations open on time to expected satisfaction levels</li> </ul>
Successful opening of Our Space	<ul style="list-style-type: none"> <li>■ Opens on time and achieves 80% youth satisfaction levels</li> </ul>
Building on public interest in the Colossal Squid	<ul style="list-style-type: none"> <li>■ Colossal Squid installation opens to public and receiving high visitation</li> </ul>
Producing an enriching and high quality range of specialist books and scholarly publications	<ul style="list-style-type: none"> <li>■ Six publications by Te Papa Press in 2008/09</li> </ul>
Maximise visitation to, and engagement with, the Te Papa experience	<ul style="list-style-type: none"> <li>■ Visitation is maintained at a minimum of <b>1,200,000 visits each year</b> (Previous target: 1,200,000)</li> </ul>
Ensure Te Papa's audiences reflect New Zealand's demographic profile	<ul style="list-style-type: none"> <li>■ The <b>demographic profile</b> of adult domestic visitors to Te Papa broadly reflects that of the adult population</li> </ul>
Attract audiences from across New Zealand and internationally	<ul style="list-style-type: none"> <li>■ A minimum of <b>35% of adult domestic visitors</b> are from outside the Wellington region</li> <li>■ A minimum of <b>280,000 adult domestic visitors</b> are from outside the Wellington region</li> <li>■ A minimum of <b>45% of adult visitors</b> are from overseas</li> </ul>
Provide an experience that 'satisfies' Te Papa's visitors	<ul style="list-style-type: none"> <li>■ An adult visitor <b>satisfaction rating of 'good' to 'excellent' of at least 90%</b> is maintained</li> </ul>
Provide an experience that contributes to visitors' understanding of New Zealand	<ul style="list-style-type: none"> <li>■ 75% of visitors indicate their <b>awareness or understanding</b> of New Zealand's history, culture, or environment is enhanced by their Te Papa experience</li> </ul>

### 3: Giving New Zealanders access to objects and stories of National and International significance

**Description:** This initiative enables New Zealand and international audiences to share in the Te Papa experience by presenting high calibre international exhibitions; developing Te Papa exhibitions that tour nationally and internationally; and through the outgoing collection loans programme.

#### National Touring Exhibitions

Te Papa has identified as a key priority the need to strengthen the domestic touring programme of collection-based exhibitions to communities across New Zealand.

- In 2008/09 and 2009/10, Te Papa will continue national tours of the exhibitions *Innocents Abroad – Touring the Pacific through a Colonial Lens* and *New Zealand on Ice – Our Role in Antarctica* (developed under contract from Antarctica New Zealand).
- In 2008/09, Te Papa is planning to tour the Rita Angus exhibition

to New Zealand art galleries and museums. Te Papa is also building the option of domestic touring into planning for the sixth Iwi Exhibition and future Community Gallery exhibitions.

- National Touring TREATY 2 U – During 2008/09 this exhibition will commence touring out of the truck to museums.

#### Inbound Touring Programme

Continued high visitation is driven in part by a vibrant inbound touring exhibition programme.

- *Monet and the Impressionists* – From February through May 2009, Te Papa will host an exhibition of 52 major Impressionist works, drawn primarily from the collection of the Museum of Fine Arts (Boston), and including 24 paintings by Claude Monet. This is the first significant Monet exhibition to be staged in New Zealand in 23 years. High-profile projects of this nature have consistently attracted nationwide visitation and the economic impacts provide considerable benefit for the regional community.

#### Collection Loan Management

The highest standards in our professional practice will be maintained to manage the lending of collection items to other public art galleries, museums, and allied organisations. We currently lend approximately 1,700 items to 100 Borrowers annually. Our practice involves processes to cover negotiations and loan agreements, facility reports, correspondence, and statistics relating to the loan processes and also includes information and research on outgoing items loaned.

#### Why we are doing this:

Developing and enhancing the domestic touring programme will assist in fulfilling our mission and will meet the audiences that are unable to visit Te Papa in person. A continual programme of high calibre exhibitions with national appeal provide important economic benefits to the community – including consumption of local goods and services, providing a tourist attraction, source of jobs for local residents and arguably contribute as a secondary incentive for new businesses or individuals to locate in an area.

#### Key operating objectives for 2008/09

National Touring Exhibitions

High quality, high volume response International in-bound Touring Programme

Collection Loan Management

#### Key performance measures

- A minimum of four exhibitions tour nationally during 2008/09 (Previous target: four)
- A Te Papa touring exhibition will be presented in a minimum of five regions across New Zealand
- Monet Exhibition achieves 90% visitor satisfaction
- **All approved loan requests** through Te Papa's collection loans programme are provided to the borrowing institution within the time frame agreed in the letter of approval

### 4: Technology – Providing Access Online

**Description:** Te Papa has identified as a key strategic priority the leveraging of technology to provide new services aimed at increasing access to collections, knowledge, and expertise. An Online Strategy is in development and will consider issues of target online visitation and mutual reinforcement between the physical and online impacts.

The key areas and objectives are:

- Expanding the depth of content for individual collection items available through **Collections Online**. Providing a further layer of in-depth information will enhance physical or virtual visits to the Museum.

- **Increasing the use of access channels** such as webcasts and podcasts to extend Te Papa's accessibility to and by a wider range of audiences.
- **Collaborating with other institutions** across government and the cultural sector on projects aimed at increasing access to culture and heritage materials and resources online
- Building our capability to **support education sector outcomes** using Te Papa's website. This site provides access to information about Te Papa's resources, services, and collections.

#### Why we are doing this:

Services from almost all businesses and government services are no longer bound by time and location. The objectives set out in the Government's *Digital Strategy*,

in particular, the goal of *unlocking New Zealand's stock of content* require Te Papa, Archives New Zealand, and the National Library of New Zealand to work together in innovative ways, especially in relation to the content and capability themes. Within the context of this collaborative commitment, the three agencies have identified digital technologies as a particular focus. In the online environment, institutional boundaries are less important, as people seek to draw information from a range of sources, making coordination essential.

As a result of these imperatives, the three agencies are working towards the following outcome for which they acknowledge they have a shared responsibility: *New Zealanders can seamlessly access the nation's art, culture, and heritage collections online.*

Key operating objectives for 2008/09	Key performance measures
Developing an Online Strategy	<ul style="list-style-type: none"> <li>Online Strategy completed and implementation plan developed</li> </ul>
Expanding access channels	<ul style="list-style-type: none"> <li>Te Papa website visitation target of 1.5 million visits per annum in 08/09, including 500,000 visits for Collections Online, increasing 15% per annum in following years</li> </ul>

## 5: Cultural Tourism, Marketing and Customer Research

**Description:** This initiative area focuses on interventions and activities targeted at understanding our customers, and meeting needs and expectations across our key segment areas. Broadly, Te Papa/s customers are drawn from the tourism, leisure and education segments.

In 2007, Te Papa celebrated its 10th birthday. Strategic planning encompassing the next ten year phase is underway to ensure we continue to meet customer needs and expectations and build our market penetration. Marketing our services requires us to understand our existing and potential customers. To maintain our existing customer base means we must understand their current and future needs and what will keep them coming back. To reach previously untapped customers requires the identification and development of new approaches and channels including through a range of new technologies.

### Visitor and Market Research (VMR)

Broadly, VMR analyses and understands Te Papa's current and potential visitors and external market so that Te Papa can be customer focused, deliver the total visitor experience, and retain its current customer base while developing new customer segments. VMR produces and analyses visitation data, providing practical, timely and relevant information that is utilised by almost all Te Papa's business units for strategic planning and development, exhibition and events development, evaluation and refreshment as well as measuring Te Papa's performance against stated targets and standards. VMR's work is integrated into Te Papa's exhibition process and provides timely, reliable and accurate information.

Around 30% of VMR's annual work programme involves undertaking a number of high priority visitor and market projects. These projects are designed to investigate, understand and derive solutions to issues concerning Te Papa's visitation – both international and domestic, exhibitions; products; events; customer and commercial services and

outlets and marketing. A minimum of 4 Research projects will be completed within the 2008/09 financial year.

### Cultural Tourism and Marketing

The value of cultural tourism to the New Zealand economy is reinforced by a recent report that 25% of international visitors visit museums. Te Papa was cited as a major draw card. Te Papa, through National Services Te Paerangi directly contributes to the NZ Tourism Strategy 2015 implementation plan.

Te Papa's international visitation makes up approximately 50% of Te Papa's total visitation ie 650,000 of 1.3 million visits per year. In addition to contributing to Te Papa's overall general visitation, these visitors contribute significantly to commercial revenues. Tourism Marketing activity focuses on capturing tour group business and organised itineraries through to free independent travellers, who travel in a less structured way. Te Papa's activities are aligned to that of Positively Wellington Tourism and Tourism New Zealand.

Key operating objectives for 2008/09	Key performance measures
Completion of agreed research projects	<ul style="list-style-type: none"> <li>Minimum of four research projects</li> </ul>
Supporting the Te Papa brand through well positioned and targeted commercial services and outlets	<ul style="list-style-type: none"> <li>Maintain high levels of brand awareness amongst visitors measured by annual Commercial Customer Satisfaction Survey</li> <li>Customer satisfaction levels maintained at a minimum of 7.5 in all commercial outlets</li> </ul>







Part three

# Capability – people, process and technology

# Capability – people, process and technology

Continuous transformation in order to adapt and respond to the external environment is a critical capability.

Museums are viewed widely now as part of the “creative” economy alongside other creative industries such as the performing arts, architecture, video, film and photography, radio and television design, music and advertising. Museums share an overlapping workforce with these areas and, in many different ways, underpin their creative output. The potential role of museums, in the knowledge and the creative economy, has magnified by the rapid advance of the internet into businesses and homes. Over the past 10 years, the Museum of New Zealand Te Papa Tongarewa has built a world class museum consistently achieving high visitation. This level of excellence can be attributed to the high calibre of skilled museum staff delivering world class products and services domestically and internationally.

At the same time Te Papa must, because it is a crown entity, continue to meet government’s increasing expectations of public sector management. Te Papa also needs to be an active and credible player in the public sector and management labour markets as well as the creative economy labour markets.

Te Papa’s workforce is characterised by ethnic diversity and peaks in both short-service and long-service leading to some more tailored approaches to workforce development.

## Direction

Some of the major **external factors** and trends that have a direct influence on building capability at Te Papa are the diversity of life and culture in New Zealand, an ageing population, changing employee values, a mobile, global workforce, labour and skill shortages, leadership demands, technology opportunities/challenges and higher levels of complexity and change in organisations. These issues pose challenges now and in the future at both a strategic and operational level, and will continue to impact the work environment.

The speed at which the organisation responds to the desired changes will be affected by competition for skilled national and international resources, and prioritisation of funding. To achieve operational excellence Te Papa must work towards closing the gaps with the proposed people, process and technology programmes.

To maintain and build on our world class reputation it is appropriate for Te Papa to be positioning itself to respond to current and future challenges. Integral to that success is ensuring Te Papa has the **capability** to deliver a leading museum experience over its second 10 years. To support the strategic direction and a challenging work programme going forward, Te Papa is working within finite resources to re-build and re-align capability needs to deliver a significant work programme.

## Our key focus areas for delivering capability over the next 1-3 years are:

Government and Te Papa have agreed that to maintain the value of the Crown investment in Te Papa, additional funding is needed to support planned capability building projects.

- Build leadership/direction, and support creativity and innovation
- Ensure a diverse highly skilled and motivated workforce that is focused on and committed to the delivery of world class products and services
- Promote a strong learning environment and partnerships that support Te Papa to achieve our strategic direction
- Invest in the infrastructure through technology to deliver services, which improve the alignment of our business systems and processes
- Sound financial and risk management practices
- Enhanced stakeholder engagement
- Biculturalism

## Summary of Key Initiatives and objectives

There is a need to have a number of key streams of concurrent and consequential activity in the people and strategy work programme. Work is required that reflects the organisation as an entity, work which reflects the employee life cycle and work that intentionally builds our environment. Achieving the People and Strategy work programme will be an iterative process that balances the demands of expected outcomes and results, work programme and the funding available.

### KEY INITIATIVE 1: FURTHER DEVELOPMENT OF THE REMUNERATION PROJECT

Remuneration ranges at Te Papa have not been reviewed or adjusted against the public sector market since 2004. Overall the market has moved significantly in the last four years. A project has commenced to define and communicate appropriate market stances that will allow Te Papa to attract and retain staff in a range of job families and individual positions. Further work is required to ensure that the desired market position, strategy and the policy for movement through the salary range/s is appropriately set to enable the recruitment and retention of staff to meet Te Papa’s business needs.

### KEY INITIATIVE 1.1: COLLECTIVE EMPLOYMENT CONTRACT NEGOTIATIONS

The negotiation of a new collective employment contract between Te Papa and the Service and Food Workers Union commences in October 2008. The completion of the remuneration project will form part of the development of the overall strategy for these negotiations.

### KEY INITIATIVE 2: PERFORMANCE DEVELOPMENT SYSTEM

The re-development of the new remuneration system and the business planning process will impact on our current approach to performance management. A better alignment between individual/team performance with the organisation’s overall business strategy

will ensure we are a focused and high performing organisation. This project involves developing a performance management methodology and process that addresses clear links between the organisation strategy and the HR work programme. This includes good measurement practice and behavioural indicators and measures. The rewards for employees are greater career success, job satisfaction, and a higher level of employability.

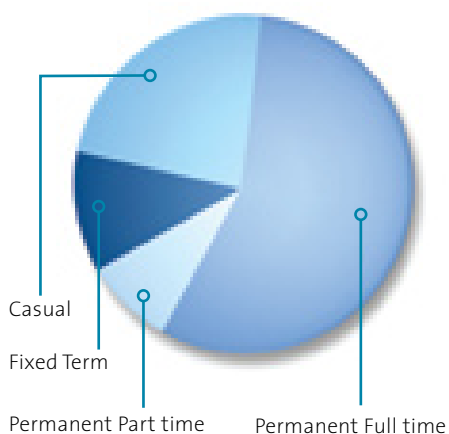
### KEY INITIATIVE 3: LEVERAGING TECHNOLOGY – HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

There are a range of opportunities for improvement through better leveraging of technology to address the speed and delivery costs of human resources services at Te Papa. The enhanced management of employee data tracking and analysis will improve employee information and therefore assist with management reporting and decision making.

## Employee Profile

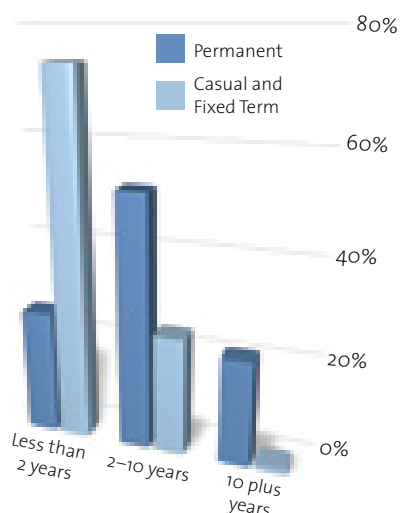
Te Papa's employee profile as at 30 April 2008 is:

### EMPLOYEES BY TYPE



Employees by type	Individuals	%	FTE	%
Permanent Full time	295	56.1	295	68.4
Permanent Part time	46	8.7	28.3	6.6
Fixed Term	62	11.8	54	12.5
Casual	123	23.4	54.3	12.6
<b>Total</b>	<b>526</b>		<b>431.6</b>	

### SERVICE



Service	Permanent	Casual and Fixed Term
Fewer than 2 years	25.8%	74.0%
Between 2 and 10 years	52.2%	24.6%
More than 10 years	22.0%	1.1%

Additionally, the recruitment performance management and remuneration functions have been identified for process redesign and automation.

### KEY INITIATIVE 4: LEARNING AND DEVELOPMENT

Establishing a targeted learning and development framework is critical to maintaining our status as world class museum. Museums are dynamic workplaces with skills that range from creative innovators, knowledge workers, project managers, and high end intellectual skills. Te Papa is moving into a new phase of organisational development and a review of the current and future capability needs will both safeguard the current skills, identify the gaps and plan for the future. Building on the current management and leadership skills, project, financial and risk management skills are areas already identified as part of this work programme.

### KEY INITIATIVE 5: BUSINESS PLANNING AND REPORTING FRAMEWORK

Te Papa has commenced work on a full description of activities and is currently updating the output structure where required to better reflect the services provided. Our next step is to update the business planning processes to provide a stronger link between business and financial planning, thereby establishing a more direct link between Te Papa's priorities and output appropriations. Increasing the visibility of activity, priority and expenditure decisions will provide a robust platform – not just for Te Papa as a whole – but for individual business units, at a level beyond the delivery of the work programme.



Installation at *Toi Te Papa*



**Part four**  
**Prospective**  
**Financial**  
**Statements**

# Introduction

Te Papa's Statement of Intent covers the period 1 July 2008 to 30 June 2011. The financial information contained in the Statement of Intent is a forecast for the purposes of Financial Reporting Standard (FRS) 42.

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

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

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

information services, and providing national services in partnership with other museums.

The prospective financial statements were authorised for issue on 20 June 2008 by the Board of the Museum of New Zealand Te Papa Tongarewa. Te Papa is responsible for the prospective financial statements presented, including the assumptions underlying the prospective financial information and all other disclosures.

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

## Statement of Significant Assumptions

Te Papa has made a number of assumptions in the preparation of the financial forecasts included in the Statement of Intent. The most significant of these assumptions are outlined below.

1. Annual government operating and capital funding levels are consistent with those agreed in the 2008 Budget.
2. Interest income on cash holdings is calculated at seven percent. Interest income declines as the current levels of cash holdings are used to fund the proposed capital programme.
3. A consistent level of donations income has been assumed.
4. Forecasts for commercial revenues are influenced by visitor numbers.
5. Te Papa bases forecasts for commercial revenue on historical performance and current trends. The costs associated with delivering the forecast levels of commercial revenues are also based on historical performance and current trends.
6. Museum service levels are outlined in Part B of this Statement of Intent. Te Papa's forecast cost of services reflects increasing cost pressures associated with delivering these services.
7. The prospective financial statements assume that forecast increases in personnel costs in out years are able to be partially absorbed through realising operating efficiencies in other costs of services. This may prove challenging.
8. Te Papa is undertaking a programme of capital spending aimed at refreshing or replacing exhibitions that were developed for the opening of the Museum in 1998. A redevelopment of the Museum's Tory Street research and collection storage facility is also in progress. Projected costs and timing of expenditure for these developments are based on project plans and quotations current when these forecasts were prepared.
9. Te Papa currently holds funds in trust for the *Blue Water Black Magic* exhibition to be developed at the New Zealand National Maritime Museum in Auckland. For the purpose of the prospective cash flow statement, it is assumed that this funding (including interest earned on the cash held) will be distributed in late 2008/09.

# Statement of Accounting Policies

Te Papa is required to prepare financial statements in accordance with generally accepted accounting practice "GAAP".<sup>1</sup> This forecast financial information has been prepared in accordance with NZ GAAP as appropriate for public benefit entities.

The principal accounting policies adopted in the preparation of the prospective financial statements are set out below.

## Reporting Entity

These are the prospective financial statements for the Museum of New Zealand Te Papa Tongarewa. Te Papa is designated as a public benefit entity for financial reporting purposes.

Te Papa is a crown entity established by the Museum of New Zealand Te Papa Tongarewa Act 1992. Te Papa's financial statements are prepared under the Crown Entities Act 2004, the Museum of New Zealand Te Papa Tongarewa Act 1992 and the Financial Reporting Act 1993.

## Measurement Base

The measurement base is historical cost modified by the revaluation of certain assets and liabilities as identified in this statement of accounting policies.

The accrual basis of accounting has been used unless otherwise stated. These financial statements are presented in New Zealand dollars rounded to the nearest thousand.

## Statement of Compliance

The prospective financial statements have been prepared in accordance with the applicable financial reporting standards, which include NZ GAAP and other

standards as appropriate for public benefit entities.

The budget figures for 2007/08 are those approved by the Board at the beginning of the financial year and disclosed in Te Papa's Statement of Intent 2007/09 to 2009/10. The budget figures have been prepared in accordance with New Zealand GAAP and are consistent with the accounting policies adopted by the Board for the preparation of the financial statements at this time.

## Estimations and Judgements

The preparation of financial statements in conformity with NZ IFRS requires judgements, estimates, and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Estimates, associated assumptions, and judgements that have significant effect on the prospective financial statements with risk of material adjustment are discussed in the Statement of Significant Assumptions.

## Revenue

### SALE OF GOODS AND SERVICES

Revenue earned by Te Papa 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. Revenue from the supply of services is recognised at balance date on a straight-line basis over the specified period for the services, unless an alternative method better represents the stage of completion of the transaction.

Crown revenue received for operating purposes is recognised as revenue when earned. Crown funding received as a capital injection is accounted for in the Statement of Movements in Equity.

## INTEREST

Interest income is accrued using the effective interest rate method. The effective interest rate exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this rate to the principal outstanding to determine interest income each period.

## RENTAL INCOME

Rental income is recognised in the Statement of Financial Performance on a straight-line basis over the term of the lease.

## DONATED OR SUBSIDISED ASSETS

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as revenue in the Statement of Financial Performance.

## Special Purpose Funds

The entity receives grants, bequests, gifts, and contributions from private individuals and organisations for scientific research projects and collection acquisitions. These are recognised as revenue where they are discretionary once received. In some instances, these funds are subject to restrictions on use. In these cases, such funds are held within equity as restricted revenue reserves, and the funds are held in separate bank accounts until used.

Where a transfer is subject to conditions that, if unfulfilled, require the return of the transferred resources, the entity recognises a liability until the condition is fulfilled.

## Foreign Currency Translation

Transactions in foreign currencies are initially translated at the New Zealand rate of exchange ruling at the date of the transaction. 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 Statement of Financial Performance.

<sup>1</sup> Te Papa adopted New Zealand equivalents to IFRS from 1 July 2007, in line with the programme for New Zealand IFRS adoption by the Crown.

Non-monetary assets and liabilities measured at historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies and measured at fair value are translated into New Zealand dollars at the exchange rate applicable at the fair value date. The associated foreign exchange gains or losses follow the fair value gains or losses to either the Statement of Financial Performance or directly to equity.

## Inventory

Inventories are valued at the lower of cost (calculated using the first-in, first-out method) and net realisable value. Where inventories are acquired at no cost, or for nominal consideration, the cost shall be the current replacement cost at the date of acquisition.

## Property, Plant and Equipment, and Collections

Items of property, plant and equipment, and collections are initially recorded at cost. When an asset is acquired for no or nominal consideration, the asset will be recognised initially at fair value, where fair value can be reliably determined, with the fair value of the asset received, less costs incurred to acquire the asset, also recognised as revenue in the Statement of Financial Performance.

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

Revaluations are carried out for several classes of property, plant, and equipment to reflect the service potential or economic benefit obtained through control of the asset. Revaluation is based on the fair value of the asset, with changes reported by class of asset.

Classes of property, plant and equipment that are revalued, are revalued at least every five years, and collections at least every three years, or whenever the carrying amount differs materially to fair value. Unrealised gains and losses arising from changes in the value of property, plant and equipment, and collections are recognised as at balance date. To the extent that a gain reverses a loss previously charged to the Statement of Financial Performance for the asset class, the gain is credited to the Statement of Financial Performance.

Otherwise, gains are credited to an asset revaluation reserve for that class of asset. To the extent that there is a balance in the asset revaluation reserve for the asset class, any loss is debited to the reserve. Otherwise, losses are reported in the Statement of Financial Performance.

Accumulated depreciation at revaluation date is eliminated against the gross carrying amount so that the carrying amount after revaluation equals the revalued amount.

Realised gains and losses arising from disposal of property, plant and equipment, and collections are recognised in the Statement of Financial Performance in the period in which the transaction occurs. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to retained earnings.

## Depreciation

Depreciation is provided on a straight-line basis so as to allocate the cost or valuation of an item of property, plant, and equipment, less any estimated residual value, over its useful life. As the residual value of collections is estimated to be equivalent to the carrying value of the asset, these are not depreciated. Typically, the estimated useful lives of different classes of property, plant, and equipment are as follows:

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

Plant and equipment	5 to 50 years
Scientific equipment	10 years
Security equipment	10 years
Trust and reserve assets	5 years

## Intangible Assets

Intangible assets are initially recorded at cost. Intangible assets with finite lives are subsequently recorded at cost less any amortisation and impairment losses. Amortisation is charged to the Statement of Financial Performance on a straight-line basis over the useful life of the asset. Typically the useful lives of the assets are as follows:

Software	3 years
Project information system	5 years

Realised gains and losses arising from disposal of intangible assets are recognised in the Statement of Financial Performance in the period in which the transaction occurs.

## Impairment

The carrying amounts of property, plant, and equipment; collections; and intangible assets with finite lives are reviewed at least annually to determine whether there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Financial Performance, unless the asset is carried at a revalued amount, in which case any impairment loss is treated as a revaluation decrease.

## Goods and Services Tax

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



## Taxation

Te Papa is exempt from the payment of income tax in terms of section 20 of the Museum of New Zealand Te Papa Tongarewa Act 1992. Accordingly, no charge for income tax has been provided for.

## Leases

Operating lease payments, where the lessor substantially retains all the risks and rewards of ownership, are recognised in a systematic manner over the term of the lease. Leasehold improvements are capitalised and the cost is amortised over the unexpired period of the lease or the estimated useful life of the improvements, whichever is shorter. Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

## Financial Instruments

### CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, cash in transit, bank accounts, and deposits with a maturity of no more than three months from date of acquisition.

### LOANS AND RECEIVABLES

Loans and receivables are initially recognised at fair value and are subsequently measured at amortised cost using the effective interest rate method, less any provision for impairment. Loans and receivables issued with duration less than twelve months are recognised at their nominal value, unless the effect of discounting is material. Allowances for estimated irrecoverable amounts are recognised when there is objective evidence that the asset is impaired. Interest, impairment losses, and foreign exchange gains and losses are recognised in the Statement of Financial Performance.

### OTHER FINANCIAL ASSETS

Other financial assets are classified as available-for-sale financial assets. These are non-derivatives that are either designated in this category or not classified in any of the other categories. Available-for-sale financial assets are initially recorded at fair value plus transaction costs. They are subsequently recorded at fair value with any resultant fair value gains or losses recognised directly in equity except for impairment losses, any interest calculated using the effective interest method and, in the case

of monetary items, foreign exchange gains and losses resulting from translation differences due to changes in amortised cost of the asset. These latter items are recognised in the Statement of Financial Performance. At de recognition, the cumulative fair value gain or loss previously recognised directly in equity is recognised in the Statement of Financial Performance.

Fair values of quoted investments recognised as available-for-sale financial assets are recorded at the bid price at balance date on the New Zealand Exchange Limited (NZX). Regular way purchases and sales of all financial assets are accounted for at trade date. Regular way transactions are those under a contract whose terms require delivery within the time frame established by regulation or marketplace convention. If the market for a financial asset is not active, fair values for initial recognition and, where appropriate, subsequent measurement are established by using valuation techniques. At each balance date, an assessment is made whether there is objective evidence that a financial asset or group of financial assets is impaired.

### PAYABLES

Payables are recognised when Te Papa becomes obliged to make future payments resulting from the purchase of goods and services.

## Employee Benefits

Employee entitlements to salaries and wages, annual leave, long service leave, sick leave, and other similar benefits are recognised in the Statement of Financial Performance when they accrue to employees. Employee entitlements to be settled within twelve months are reported at the amount expected to be paid. The liability for long-term employee entitlements is reported as the present value of the estimated future cash outflows.

## Other Liabilities and Provisions

Other liabilities and provisions are recorded at the best estimate of the expenditure required to settle the obligation. Liabilities and provisions to be settled beyond twelve months are recorded at their present value.

## Statement of Cash Flows

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

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

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

## Cost Allocation

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

## Contingent Liabilities

Contingent liabilities and contingent assets are recorded in the Statement of Contingent Liabilities and Contingent Assets at the point at which the contingency is evident. Contingent liabilities are disclosed if the possibility that they will crystallise is not remote. Contingent assets are disclosed if it is probable that the benefits will be realised.

## Changes in Accounting Policies

These prospective financial statements prepared in accordance with NZ GAAP. There have been no changes in accounting policies since Te Papa made the transition to NZ IFRS. The effect of the transition to NZ IFRS is explained in Te Papa's 2007/08 Statement of Intent.

## Prospective Output Costs

for 2008/09 to 2010/11

	PROSPECTIVE			ESTIMATED ACTUAL 2007/08 \$000	BUDGET 2007/08 \$000
	2008/09 \$000	2009/10 \$000	2010/11 \$000		
<b>Museum Services Output Costs</b>					
Operating	47,317	48,133	47,473	44,591	40,764
Capital	15,943	10,517	9,000	19,823	24,600
	63,260	58,650	56,473	64,414	65,364
<b>Museum Services Revenue</b>					
Operating	45,778	46,933	46,273	40,123	40,195
Capital	10,000	9,000	9,000	10,000	10,000
	55,778	55,933	55,273	50,123	50,195

## Prospective Statement of Financial Performance

for 2007/08 to 2010/11

	NOTE	PROSPECTIVE			ESTIMATED	BUDGET
		2008/09 \$000	2009/10 \$000	2010/11 \$000	ACTUAL 2007/08 \$000	2007/08 \$000
<b>Revenue</b>						
Crown Revenue		23,574	23,574	23,574	20,574	20,574
Commercial Revenue		13,624	13,795	14,188	12,110	12,758
Donations and Sponsorship		3,460	3,410	3,510	3,842	3,400
Other Revenue		5,120	6,154	5,001	3,597	3,463
Special Purpose Funds Revenue		–	–	–	–	–
<b>Total Operating Revenue</b>		<b>45,778</b>	<b>46,933</b>	<b>46,273</b>	<b>40,123</b>	<b>40,195</b>
Cost of Services		47,317	48,133	47,473	44,591	40,764
Special Purpose Funds Expenditure		–	–	–	–	–
<b>Net (Deficit)/ Surplus before Depreciation and Amortisation</b>		<b>(1,539)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(4,468)</b>	<b>(569)</b>
Depreciation and Amortisation	1	13,741	14,679	16,425	10,799	11,502
<b>Net Deficit for the Year</b>		<b>(15,280)</b>	<b>(15,879)</b>	<b>(17,625)</b>	<b>(15,267)</b>	<b>(12,071)</b>

### NOTE

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

## Prospective Statement of Movements in Equity

for 2008/09 to 2010/11

	NOTE	PROSPECTIVE			ESTIMATED ACTUAL 2007/08 \$000	BUDGET 2007/08 \$000
		2008/09 \$000	2009/10 \$000	2010/11 \$000		
Equity at Beginning of the Year		972,987	963,954	957,075	977,561	977,561
Net Operating Deficit		(15,280)	(15,879)	(17,625)	(15,267)	(12,071)
Total Recognised Revenues and Expenses for the Year		(15,280)	(15,879)	(17,625)	(15,267)	(12,071)
Crown Capital Injection		10,000	9,000	9,000	10,000	10,000
Disbursements of Funds Held in Trust		(3,753)	–	–	693	–
Equity at End of the Year	2, 4	963,954	957,075	948,450	972,987	975,490

## Prospective Statement of Financial Position

as at 30 June 2009 to 30 June 2011

	NOTE	PROSPECTIVE			ESTIMATED	BUDGET
		30 JUNE 2009 \$000	30 JUNE 2010 \$000	30 JUNE 2011 \$000	ACTUAL 30 JUNE 2008 \$000	30 JUNE 2008 \$000
<b>Equity</b>						
Capital	3(a)	426,838	435,838	444,838	420,591	419,898
Accumulated Losses	3(b)	(139,142)	(155,021)	(172,646)	(123,862)	(120,666)
Asset Revaluation Reserve	3(c)	116,101	116,101	116,101	116,101	116,101
Collection Revaluation Reserve	3(d)	557,900	557,900	557,900	557,900	557,900
Restricted Revenue Reserves	3(e)	2,242	2,424	2,242	2,242	2,242
Available-for-Sale Revaluation Reserve	3(f)	15	15	15	15	15
<b>Total Equity</b>		<b>963,954</b>	<b>957,075</b>	<b>948,450</b>	<b>972,987</b>	<b>975,490</b>
<i>Represented by:</i>						
<b>Current Assets</b>						
Cash and Cash Equivalents		11,638	8,921	7,721	22,873	15,868
Loans and Receivables		2,297	2,297	2,297	2,297	2,297
Other Financial Assets		10	10	10	10	10
Inventory – Current		1,200	1,200	1,200	1,200	1,200
Publications Work in Progress		100	100	100	100	100
<b>Total Current Assets</b>		<b>15,245</b>	<b>12,528</b>	<b>11,328</b>	<b>26,480</b>	<b>19,475</b>
<b>Non-Current Assets</b>						
Property Plant and Equipment		355,321	347,909	337,234	356,369	365,877
Collections		604,000	607,000	610,000	601,000	601,000
Intangible Assets		988	1,238	1,438	738	738
<b>Total Non-current Assets</b>		<b>960,309</b>	<b>956,147</b>	<b>948,722</b>	<b>958,107</b>	<b>967,615</b>
<b>Total Assets</b>		<b>975,554</b>	<b>968,675</b>	<b>960,050</b>	<b>984,587</b>	<b>987,090</b>
<i>Less</i>						
<b>Current Liabilities</b>						
Accounts Payable		4,000	4,000	4,000	4,000	4,000
Employee Entitlements		2,000	2,000	2,000	2,000	2,000
Other Liabilities		5,400	5,400	5,400	5,400	5,400
<b>Total Current Liabilities</b>		<b>11,400</b>	<b>11,400</b>	<b>11,400</b>	<b>11,400</b>	<b>11,400</b>
<b>Non-current Liabilities</b>						
Employee Entitlements		200	200	200	200	200
<b>Net Assets</b>		<b>963,954</b>	<b>957,075</b>	<b>948,450</b>	<b>972,987</b>	<b>975,490</b>

## Prospective Statement of Cash Flows

for 2008/09 to 2010/11

	PROSPECTIVE			ESTIMATED	BUDGET
	30 JUNE 2009 \$000	30 JUNE 2010 \$000	30 JUNE 2011 \$000	ACTUAL 30 JUNE 2008 \$000	30 JUNE 2008 \$000
<b>Cash Flows from Operating Activities</b>					
<i>Cash was provided from:</i>					
Government Grants	23,574	23,574	23,574	20,574	20,574
Sale of Goods and Services	13,015	13,186	13,579	11,321	11,969
Donations and Sponsorship	3,430	3,410	3,510	3,842	3,400
Special Purpose Funds Revenue	–	–	–	–	–
Interest Income	609	609	609	1,250	1,250
Other Revenue	5,120	6,154	5,001	3,597	3,463
	45,778	46,933	46,273	40,584	40,656
<i>Cash was disbursed to:</i>					
Payments to Employees	25,133	24,961	25,097	21,999	22,944
Payments to Suppliers	22,184	23,172	22,376	17,105	17,767
Disbursement of Funds Held in Trust	3,753	–	–	(693)	–
Special Purpose Funds Expenditure	–	–	–	–	–
<b>Net Cash Flows from Operating Activities</b>	<b>(5,292)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>2,173</b>	<b>(55)</b>
<b>Cash Flows from Investing Activities</b>					
<i>Cash was provided from:</i>					
Sale of Property, Plant and Equipment	–	–	–	–	–
<i>Cash was disbursed to:</i>					
Purchase of Property, Plant and Equipment	12,443	7,017	5,500	16,323	21,100
Purchase of Intangible Assets	500	500	500	500	500
Purchase of Collections	3,000	3,000	3,000	3,000	3,000
	15,943	10,517	9,000	19,823	24,600
<b>Net Cash Flows Used in Investing Activities</b>	<b>(15,943)</b>	<b>(10,517)</b>	<b>(9,000)</b>	<b>(19,823)</b>	<b>(24,600)</b>
<b>Cash Flows from Financing Activities</b>					
<i>Cash was provided from:</i>					
Capital Grant for General Purposes	10,000	9,000	9,000	10,000	10,000
<b>Net Cash Flows from Financing Activities</b>	<b>10,000</b>	<b>9,000</b>	<b>9,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(11,235)</b>	<b>(2,717)</b>	<b>(1,200)</b>	<b>(7,650)</b>	<b>(14,655)</b>
<b>Add Opening Cash Brought Forward:</b>					
Cash and Cash Equivalents	22,873	11,638	8,921	30,523	30,523
<b>Closing Cash Carried Forward</b>	<b>11,638</b>	<b>8,921</b>	<b>7,721</b>	<b>22,873</b>	<b>15,868</b>
<b>Represented by:</b>					
Cash and Cash Equivalents	11,638	8,921	7,721	22,873	15,868
	11,638	8,921	7,721	22,873	15,868

# Notes to the Prospective Financial Statements

## 1: Cost of Services is spread over the following activities:

	PROSPECTIVE			ESTIMATED ACTUAL 30 JUNE 2008 \$000	BUDGET 30 JUNE 2008 \$000
	30 JUNE 2009 \$000	30 JUNE 2010 \$000	30 JUNE 2011 \$000		
Experience	11,190	11,445	11,179	12,999	7,565
Commercial	10,439	11,415	11,635	9,459	10,213
Marketing and Communications	2,689	2,906	2,873	2,362	2,302
Art and Collection Services	2,890	2,766	2,651	2,644	2,644
History and Pacific Cultures	1,063	1,063	1,063	879	879
Mātauranga Māori	907	929	984	733	733
Natural Environment	2,917	2,203	2,191	1,599	1,570
National Services Te Paerangi	978	978	978	910	844
People and Strategy	3,072	2,806	2,572	1,721	1,721
Corporate Services	9,868	9,937	9,799	9,753	9,700
Other	1,304	1,685	1,548	1,532	2,593
<b>Cost of Services</b>	<b>47,317</b>	<b>48,133</b>	<b>47,473</b>	<b>44,591</b>	<b>40,764</b>

## 2: A reconciliation of Equity is as follows:

	PROSPECTIVE			ESTIMATED ACTUAL 2007/08 \$000	BUDGET 2007/08 \$000
	2008/09 \$000	2009/10 \$000	2010/11 \$000		
(a) Capital					
Opening Balance	420,591	426,838	435,838	409,898	409,898
Plus Crown Capital Injection	10,000	9,000	9,000	10,000	10,000
Less return of Capital	(3,753)	–	–	693	–
Closing Balance	426,838	435,838	444,838	420,591	419,898
(b) Accumulated Losses					
Opening Balance	(123,862)	(139,142)	(155,021)	(108,595)	(108,595)
Net Operating Deficit	(15,280)	(15,879)	(17,625)	(15,267)	(12,071)
Closing Balance	(139,142)	(155,021)	(172,646)	(123,862)	(120,666)
(c) Asset Revaluation Reserve					
Opening Balance	116,101	116,101	116,101	116,101	116,101
Revaluations	–	–	–	–	–
Closing Balance	116,101	116,101	116,101	116,101	116,101
(d) Collection Revaluation Reserve					
Opening Balance	557,900	557,900	557,900	557,900	557,900
Revaluations	–	–	–	–	–
Closing Balance	557,900	557,900	557,900	557,900	557,900

	PROSPECTIVE			ESTIMATED ACTUAL 2007/08 \$000	BUDGET 2007/08 \$000
	2008/09 \$000	2009/10 \$000	2010/11 \$000		
(e) Restricted Reserves					
Opening Balance	2,242	2,242	2,242	2,242	2,242
Movement	–	–	–	–	–
Closing Balance	2,242	2,242	2,242	2,242	2,242
(f) Available-for-Sale Revaluation Reserve					
Opening Balance	15	15	15	15	15
Available-for-Sale Gains	–	–	–	–	–
Closing Balance	15	15	15	15	15
Total Public Equity at End of the Year	963,954	957,075	948,450	972,987	975,490

The asset and collection revaluation reserves arise on the revaluation of land and buildings and collections.

The restricted revenue reserves arise on funds received that are subject to restrictions in use.

The available-for-sale revaluation reserve arises on the revaluation of available-for-sale financial assets.

### 3: Te Papa's prospective financial statements for the three years ending 30 June 2011 comply with Financial Reporting Standard No. 42: Prospective Financial Statements.



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