

Yesterday, today, tomorrow
refreshing, renewing and revitalising.



Directory TE RĀRANGI INGOA

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

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BANKERS Westpac Banking Corporation

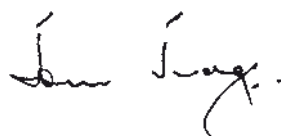
PHOTOGRAPHY BY Te Papa staff photographers, unless otherwise credited

Museum of New Zealand Te Papa Tongarewa Statement of Intent 2007/08, 2008/09, 2009/10

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 2010 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 2007/08, 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 2007



GLENYS COUGHLAN
BOARD MEMBER
1 JULY 2007

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Intentions at a Glance

NGĀ KORONGA Ā-MĀWHITI NOA

1 Outcomes

Te Papa's Mission

Te Papa's major outcome is the achievement of the Museum's Mission, enshrined in section 4 of the Museum of New Zealand Te Papa Tongarewa Act 1992:

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

Te Papa's Intermediate Outcomes

Through its activities, Te Papa seeks to contribute to the Government's priorities and to realise the Museum's Mission, by achieving the following intermediate 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.

2 Key Priorities

Te Papa's key priorities over the three years 2007/08 to 2009/10 are:

- To be the **recognised kaitiaki (guardian) of choice** for the care and management of New Zealand's artistic, cultural, and natural heritage
- To move towards a programme of **continual renewal**, aimed at ensuring exhibitions are dynamic and relevant, and the Te Papa experience meets the expectations of diverse audiences
- To present and profile each of Te Papa's **five collection areas** in ways that address the needs of general and specialist audiences,

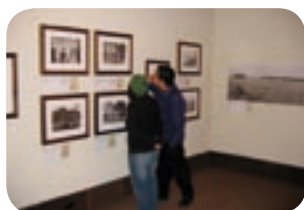
including providing for the particular display requirements of the art collection, while maximising the opportunities afforded by the unified collections

- To develop **partnerships** that contribute to the delivery of the Te Papa experience and benefit organisations and communities nationally and internationally
- To provide a wide range of channels for **accessing the collections and the Te Papa experience** – with a particular emphasis on touring exhibitions and online initiatives – recognising that extending the Museum's reach into the community is a vital aspect of Te Papa's role

- To build the **capability** – people, systems, and processes – required to ensure Te Papa continues to deliver a leading museum experience.

Te Papa is developing a set of performance measures for these priorities and to enable the Museum to assess its contribution to the achievement of its high level outcomes and the Government's priorities of *national identity, economic transformation, and families young and old.*

DOMESTIC TOURING EXHIBITIONS



Courtesy of the Rotorua Museum of Art and History Te Whare Taonga o Te Arawa

A PRIORITY FOR TE PAPA IS TO TOUR COLLECTION-BASED EXHIBITIONS TO INSTITUTIONS ACROSS NEW ZEALAND



Courtesy of Museum of Wellington City and Sea

3 Indicators of Success

Te Papa's key indicators of success for 2007/08 are summarised below. A full set of performance measures for 2007/08 to 2009/10 is included in Part C section (1.2).

	Target/ Budget 2007/08	Target/ Budget 2006/07	Actual 2005/06
Key Indicators of Success			
Number of visits to Te Papa (Cable Street)	1,200,000	1,100,000	1,275,055
% visitors 'satisfied'	90%	90%	96%
Demographic profile of domestic visitors reflects the population	Māori, Pacific, Asian visitor proportions	Māori, Pacific, Asian visitor proportions	Achieved
Net surplus (deficit) before depreciation (\$000)	(242)	(158)	(521)
Other Indicators			
KNOWLEDGE			
Number of articles published	60	50	86
Number of articles that draw on mātauranga Māori	10	N/A	N/A
RELATIONSHIPS			
Number of active relationships with iwi or Māori organisations	15	15	18
Number of Strategic Skill Development Projects initiated by National Services Te Paerangi	35	8	N/A
Number of active partnerships with tertiary or related institutions	8	5	3
ACCESS			
Number of short-term exhibitions	4	6	11
Number of long-term exhibitions – refreshed	3	3	4
Number of long-term exhibitions – new	3 by 2007	3 by 2007	2 as at 30 June 2006
Number of touring exhibitions	4	4	5
Number of items made available on <i>Collections Online</i>	4,000	N/A	N/A
AUDIENCE			
Number of virtual visits to http://tepapa.govt.nz	1,000,000	600,000	824,861
Number of domestic visitors from outside the Wellington region (adult)	280,000	N/A	N/A
% international visitors (adult)	45%	45%	51%
FINANCIAL			
Total operating revenue (\$000)	41,446	42,182	41,754
Revenue Crown (\$000)	20,574	20,574	20,574
Commercial revenue (\$000)	12,691	10,804	10,374
Donations and sponsorship revenue (\$000) ¹	3,400	3,550	3,508
Special Purpose Fund revenue (\$000)	700	700	1,781
Other revenue (\$000) ²	4,081	6,554	5,517
Cost of services (\$000)	41,688	42,340	42,275
Personnel costs (\$000)	22,704	20,835	21,622

1 Donations and sponsorship revenue for 2007/08 includes \$100,000 for donations previously included in Other revenue.

2 Other revenue includes interest, charged-for museum services, publications, and rental income.

PART A

Operating Framework TE ANGA WHAKAHAERE

1 Background

The history of 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's founding concept was developed through an extensive national consultation process and was adopted by the Government in 1990 (and extended in 1991).

Te Papa is committed to being a bicultural organisation and acknowledges the importance of the Treaty of Waitangi and the partnership implicit in the Treaty. Te Papa's bicultural

policy ensures the development of a strong operational partnership between Tangata Whenua and Tangata Tiriti that is active throughout the organisation and at the governance level.

Te Papa opened in February 1998, and since then has attracted more than **thirteen million visitors** including **7.8 million New Zealanders** and **5.2 million international visitors**.

2 Concept, Principles, and Functions

2.1 Concept

Te Papa's concept is founded on the principles of unified collections, the narratives of culture and place, the idea of forum, the bicultural partnership between Tangata Whenua and Tangata Tiriti, and the multidisciplinary approach to delivering a national museum for diverse audiences.

Within this concept, matters of concern to Te Papa are expressed within the framework of:

Papatūānuku – the earth on which we all live

Tangata Whenua – those who belong to the land by right of first discovery

Tangata Tiriti – those who belong to the land by right of the Treaty of Waitangi.

2.2 Principles

Six principles collectively express Te Papa's underpinning values. These principles form part of the criteria for decision making and provide the benchmark against which Te Papa measures the quality of its performance.

TE PAPA IS BICULTURAL

Te Papa values and reflects the cultural heritage and diversity of Tangata Whenua and Tangata Tiriti.

HE TIKANGA RUA A TE PAPA TONGAREWA

E wāriū ana, e whakaata ana a Te Papa Tongarewa i ngā tikanga tuku iho me ngā rerenga kētanga o te Tangata Whenua me te Tangata Tiriti.



ABOVE

Kākā pōria (bird tether pendants)

OPPOSITE

Ngāi Tahu Iwi Resident Kaumātua, Kukupa Tirikatene at the opening of *Mō Tātou, The Ngāi Tahu Whānui Exhibition*

IWI EXHIBITION PROGRAMME



THROUGH THE IWI EXHIBITION PROGRAMME TE PAPA PRESENTS A ROTATING EXHIBITION FOCUSING ON THE HISTORY AND CULTURE OF DIFFERENT IWI





TE PAPA SPEAKS WITH AUTHORITY

All of Te Papa's activities are underpinned by scholarship drawing on systems of knowledge and understanding including mātauranga Māori.

HE MANA TE REO O TE PAPA TONGAREWA

He tino pūkenga e whāriki ana i ngā mahi katoa a Te Papa Tongarewa, e kapo ana i ngā tikanga mātauranga katoa tae atu ki te mātauranga Māori.

TE PAPA ACKNOWLEDGES MANA TAONGA

Te Papa recognises the role of communities in enhancing the care and understanding of collections and taonga.

E TAUTOKO ANA A TE PAPA TONGAREWA I TE MANA TAONGA

Kei tēnā nohonga tāngata ā rātou tikanga tiaki me ā ratou māramatanga ki ā rātou kohinga me ā rātou taonga.

TE PAPA IS A WAHAROA

Te Papa is a gateway to New Zealand's natural and cultural heritage and provides a forum in which to explore and reflect on our national identity.

HE WAHAROA A TE PAPA TONGAREWA

Ko Te Papa Tongarewa te waharoa ki ngā tikanga tuku iho me te taiao o Niu Tīreni, he wāhi hei wetewete, hei titiro arorau ki tō tātou tuakiri.

TE PAPA IS COMMITTED TO EXCELLENT SERVICE

Te Papa seeks to meet the needs and expectations of its audiences and communities.

E KAINGĀKAU ANA TE PAPA TONGAREWA KI TE WHAKARITE RATONGA KAIRANGATIRA

E whai kaha ana Te Papa Tongarewa ki te whakarite i ngā hiahia me ngā tumanako o ngā whakaminenga me ngā rōpu-ā-iwi.

TE PAPA IS COMMERCIALY POSITIVE

Te Papa seeks to achieve successful financial outcomes and offers experiences and products that contribute to the sustainability of the Museum.

E WHAI HUA ANA NGĀ TAUHOKOHOKO A TE PAPA TONGAREWA

E whai ana a Te Papa Tongarewa kia tika ngā whakapaunga moni, kia pai ngā whakaaturanga, kia whai tikanga ana hua, hei tautoko i ana mahi katoa.

2.3 Functions

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

- Controlling and maintaining a museum
- Developing collections
- Making collections accessible
- Caring for the collections
- Creating exhibitions
- Conducting research into matters relating to the collections
- Providing an education service
- Providing an information service

- Providing national services in partnership with other museums
- Forming partnerships with other organisations
- Optimising the use of the collections
- Providing buildings 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.



Black tunnelweb spider, *Porrhothele antipodiana*

REFRESHMENT

TE PAPA HAS COMMENCED A MAJOR PROGRAMME TO REFRESH THE LONG-TERM EXHIBITIONS DEVELOPED FOR OPENING IN 1998



3 Governance, Accountability, and Management

3.1 Governance

The governing board of Te Papa is a Crown entity. Under the Crown Entities Act 2004, Te Papa is a statutory entity, being a body corporate established under the Museum of New Zealand Te Papa Tongarewa Act 1992.

Te Papa is an autonomous Crown entity, so must have regard to government policy when directed to by its responsible Minister. Under the Museum's Act, the Minister may not direct Te Papa in relation to cultural matters.

The Board must carry out its statutory functions using funds provided primarily, but not exclusively, by parliamentary appropriation through Vote: Arts, Culture and Heritage.

The responsible Minister appoints the members of the Board.

As at 30 June 2007, the Board comprised:

John Judge BCom, FCA, CHAIRMAN

John Allen LLB

Glenys Coughlan MBA, MA

John Henderson PhD

Bob Harvey QSO, JP

Josephine Karanga BEd, Dip Tchg

Mark Solomon

Lorraine Wilson QSM, JP, MA, FTCL, ANZLA

In 2006, four new members were appointed to the eight-member Te Papa Board, and John Judge, a Board member since 2000, was appointed Chairman. The new members are established in their roles, and collectively bring a wealth of experience from the commercial, academic, and cultural spheres.

The terms of two members, Mark Solomon and Josie Karanga, both appointed in 2001, expire in July 2007.

3.2 Accountability

The Crown Entities Act 2004 requires Board members to comply with the Board's collective duties, their individual duties as members, and any directions made by the responsible Minister. The collective duties are owed to the responsible Minister and the individual duties are owed to the responsible Minister and the Museum.

Te Papa must report annually to Parliament on its performance against its Statement of Intent. In addition, Te Papa provides quarterly reports to its Minister on progress towards achieving performance targets.

As well as complying with reporting, notification, and approval requirements set out in the Crown Entities Act 2004 and the Museum of New Zealand Te Papa Tongarewa Act 1992, Te Papa has agreed to consult with the responsible Minister, as appropriate, concerning issues and factors that may impact on the Museum's current and ongoing operations.

3.3 Management

As at 30 June 2007, Te Papa's senior management comprised:

Dr Seddon Bennington PhD, CHIEF EXECUTIVE

Vacant, KAIHAUTŪ

Paul Brewer LVO, MA (Hons), Cert PR, DIRECTOR MARKETING AND COMMUNICATIONS

Gisella Carr MBA, BA, DIRECTOR FUNDS DEVELOPMENT

Dr Carol Diebel PhD, DIRECTOR NATURAL ENVIRONMENT/PAPATŪĀNUKU

Arapata Hakiwai MA, DIRECTOR MĀTAURANGA MĀORI

Leona Kenworthy DIRECTOR PEOPLE AND STRATEGY

Jonathan Mane-Wheoki MA, Dip FA (Hons), BA, ATCL, DIRECTOR ART AND COLLECTION SERVICES

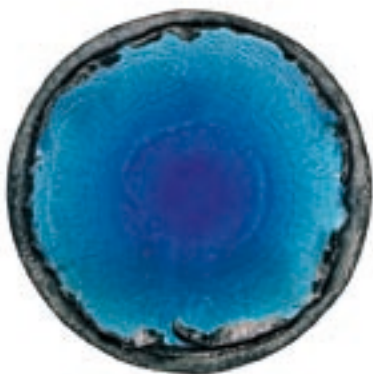
Dr Claudia Orange OBE, PhD, DIRECTOR HISTORY AND PACIFIC CULTURES

Jette Sandahl Mag Art (Denmark), DIRECTOR EXPERIENCE

Kevin Tso BCA, CA, DIRECTOR COMMERCIAL

Nicola Varuhas BCA, CA, Dip CM, ICSA, DIRECTOR CORPORATE SERVICES

Tracy Puklowski MA (Hons), Dip Mus Stud, GENERAL MANAGER NATIONAL SERVICES TE PAERANGI



Len Castle (born 1924), New Zealand. Bowl from *The Ocean III* (from the series *The Magma Flows, The Magma Cools on its way to the Ocean*), 1991

THE TOWER GALLERY



THE TOWER GALLERY PRESENTS A PROGRAMME OF EXHIBITIONS FROM TE PAPA'S COLLECTIONS AND FROM MUSEUMS ACROSS THE WORLD



Organisational Structure



4

Alignment with Government Priorities and Outcomes

4.1 Government Priorities

The Government has identified three priorities for the next decade:

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

Through the provision of museum services, Te Papa makes a significant contribution to the government priority of **national identity**:

All New Zealanders to be able to take pride in who and what we are, through our arts, culture, film, sports and music, our appreciation of our natural environment, our understanding of our history and our stance on international issues.

This priority can be expressed in terms of the following sub-themes:

- Who we are
- What we do
- Where we live
- How we are seen by the world.



Tānoa fai'ava (kava bowl), 1990s

Te Papa does this by seeking to realise the Museum's Mission – *to be a forum for the nation to present, explore, and preserve the heritage of its cultures and knowledge of the natural environment in order to better understand and treasure the past, enrich the present, and meet the challenges of the future.*

Te Papa is the repository for the nation's collections of art and items relating to history and the natural environment, providing a vital and living resource for research and for the development of programmes that illustrate, interpret, and explain New Zealand's artistic, cultural, and natural heritage.

Te Papa also contributes to the government priority of **economic transformation**:

Working to progress our economic transformation to a high income, knowledge based market economy, which is both innovative and creative and provides a unique quality of life to all New Zealanders.

In particular, to the sub-theme of *innovative and productive workplaces, underpinned by high standards in education, skills and research.*

Te Papa does this by:

- Being a part of the creative industries and the creative city movement – which aim to build creative capital and influence innovation and productivity across other sectors within the economy
- Being a major player in the tourism market in Wellington and New Zealand

- Generating new knowledge (and intellectual property) that supports New Zealand's economic base, for example in the Natural Environment area
- Contributing research and scholarship that supports education across the primary, secondary, and tertiary sectors, and providing a place where curriculum and learning is enhanced by practical exploration
- Developing partnerships and supporting museums and other culture and heritage organisations, and iwi, hapū, whānau, and Māori organisations to build capacity and enhance the sustainability of the services they provide in their local communities.

Te Papa also contributes to the government priority of **families – young and old**:

All families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge based economy.

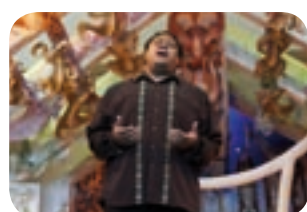
In particular, Te Papa contributes to the sub-themes of:

- Strong families
- Healthy confident kids.

Te Papa does this by:

- Providing opportunities for families across the generations to interact and learn together in an environment that addresses different needs, learning styles, expectations, and interests

COMMUNITY EXHIBITION PROGRAMME



IN AUGUST 2007, TE PAPA OPENS THE FIFTH IN ITS PROGRAMME OF COMMUNITY EXHIBITIONS, *THE SCOTS IN NEW ZEALAND*





Maker unknown, *Jesus at the Well*, c. 1640

- For young people, engendering a sense of pride and confidence in who they are, how they express their sense of their unique 'New Zealandness', and how they define their place in an increasingly interconnected world.

4.2 Sector Outcomes

Through its involvement in culture and heritage, the Government seeks to achieve the following long-term outcomes (as set out in the Ministry for Culture and Heritage's Statement of Intent 2007/08):

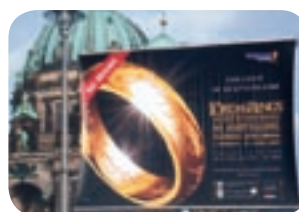
- Insight and enrichment
- Strong communities and social prosperity
- A sense of nationhood
- Economic prosperity.

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.

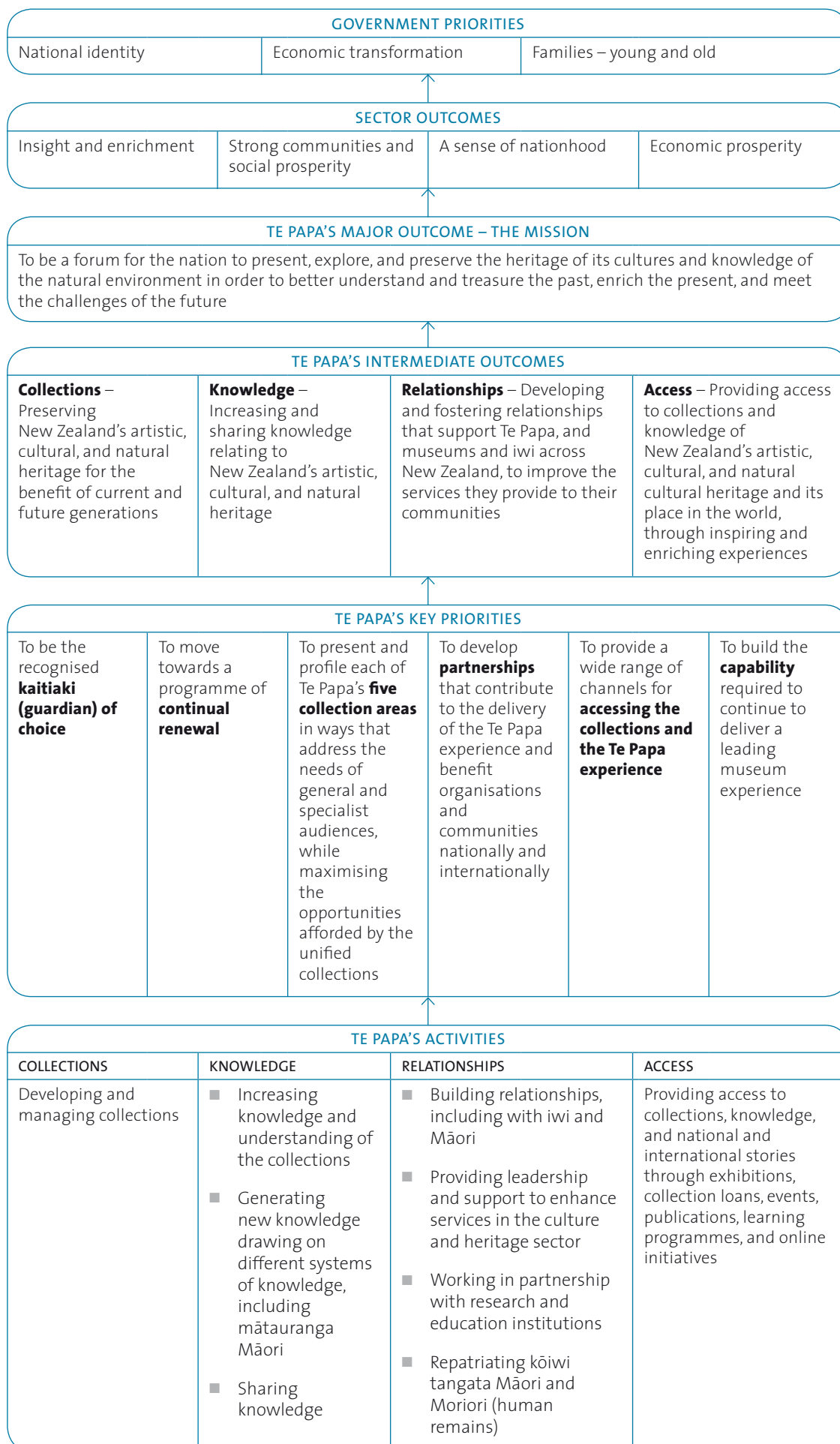
INTERNATIONAL TOURING EXHIBITIONS



IN 2008 TE PAPA WILL LAUNCH *WHALES | TOHORĀ: EYE TO EYE* – THE FIRST IN A PROGRAMME OF INTERNATIONAL TOURING EXHIBITIONS



Alignment of Te Papa's Outcomes with the Sector's Outcomes and the Government's Priorities



PART B

Strategic Framework TE ANGA RAUTAKI

1 Operating Environment

The following factors are likely to influence Te Papa over the three years 2007/08 to 2009/10.

1.1 Visitor Trends

Since opening in 1998, Te Papa has achieved consistently high visitation, and visitor numbers and demographics have been relatively constant.

The two principal variances over the period 1998/99 to 2006/07 have been an increase in international visitation and a decrease in visits from New Zealanders from outside the Wellington region.

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.

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. However, with international visitation at over fifty percent, any downturn in inbound tourism would have an adverse impact on visitor numbers. The international tourist market is also vulnerable to other external drivers such as the global security situation, rising fuel costs, and global health scares. Any one factor or a combination of these factors would affect Te Papa's visitation.

The Museum is also reliant on New Zealand and Wellington remaining an attractive destination for international tourists.

Visitation from New Zealanders from outside the Wellington region appears to have reached a plateau at approximately twenty percent. A key priority for Te Papa is to rebuild New Zealand visitation, which decreased from approximately 670,000 in 1998/99 to 250,000 in 2005/06.

While increasing visits by New Zealanders is important, Te Papa is also developing ways to take the experience to New Zealanders in their communities through collection loans, touring exhibitions, and increasingly the provision of virtual services and experiences. Further information is included in Part B section (2.3).

1.2 Demographic and Social Trends

Te Papa is conscious of shifts in the New Zealand demographic evident in the 2006 New Zealand Census. These include the increase in Māori, Asian, and Pacific peoples as a proportion of the population, and, in particular, the rise in Māori and Pacific youth populations and greater ethnic diversity overall. Over time, these changes may lead to the development of a national identity that is based more strongly on New Zealand as a Pacific nation.

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. 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. There are also implications for Te Papa as an employer.



ABOVE

Pākē puakarimu (moss fibre raincape)

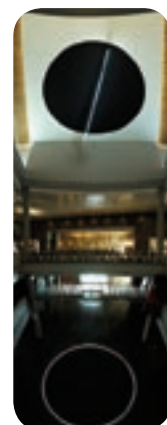
OPPOSITE

Maddie Leach, New Zealand, *My Blue Peninsula*, 2006. Installed on the outer court of the Sculpture Terrace 3 November 2006 to 10 June 2007

ART



TE PAPA'S LONG-TERM STRATEGY IS TO BE THE RECOGNISED NATIONAL CENTRE FOR NEW ZEALAND ART, INCLUDING MĀORI ART



VOID, 2006 by Bill Culbert and Ralph Hotere.



1.3 Treaty of Waitangi Environment and Māori Aspirations

As a bicultural organisation, Te Papa must be proactive in responding to the Treaty of Waitangi.

At an operational level, the Treaty claims environment can affect Te Papa when taonga held by the Museum become the subject of claims. This raises the prospect of iwi, hapū, or whanau seeking the return of taonga from the Museum's collections.

Related to this issue is the desire among iwi to physically reconnect with their taonga and the trend towards greater cultural self-determination (seen through the increasing number of iwi cultural centres or tribal museums). This trend is expected to continue, particularly as Māori economic power increases through, for example, the Treaty settlement process, and may lead to further requests for repatriation of taonga held by Te Papa.

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 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 these issues, and more generally, the management of its collections.

1.4 Sector Developments

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). Since releasing the strategy, Museums Aotearoa has launched a process to consider how the concept of the distributed national collection – the central transforming idea within the strategy – might be grasped and implemented by the sector.

The concept, as articulated in 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.

While this concept is not likely to directly affect Te Papa, the Museum is committed to assisting the sector and Museums Aotearoa to achieve the outcomes identified in the strategy. Through the activities of National Services Te Paerangi, Te Papa also works in partnership with museums to enhance their services, for example, collection care, management, and access.

1.5 Technological Developments

There has and continues to be a sea change in the way in which people live their lives as a result of technological developments. This includes increasing use of information and communications technologies and the Internet, which has led, among other things, to greater connectedness between people locally and globally.

Building on websites and the Internet as a delivery medium, technologies such as webcasting and podcasting create new ways in which to reach audiences. These new technologies extend the definition of a visitor to include those who may not make a physical visit to the Museum, but who access information, services, or a Te Papa experience through one or more of these means.

Recent developments include the increasing trend towards user-generated content and online social networking, with the advent of services such as Flickr™, Wikipedia, MySpace, and YouTube *Broadcast Yourself™*.



Margaret Butler, New Zealand, *La Nouvelle Zélande*, 1938

MAURI ORA – MĀORI TREASURES FROM THE MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA



AS PART OF A CULTURAL EXCHANGE, TE PAPA PRESENTED MAURI ORA – MĀORI TREASURES FROM THE MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA AT TOKYO NATIONAL MUSEUM



These trends challenge the monopoly of museums and similar institutions in telling the nation's stories, and have significant implications for the way in which museums engage and communicate with audiences. They are affecting how exhibitions are developed and targeted. Users increasingly expect a high level of interactivity and look for ways to add their stories.

Consistent with a strong focus on using information and communications technologies to extend the Museum's reach, Te Papa is also committed to playing a leading role in meeting the objectives set out in the Government's *Digital Strategy* (2005), in particular, the goal of unlocking New Zealand's stock of content.

1.6 Towards a Shared Outcome with Archives New Zealand and the National Library of New Zealand

Te Papa, Archives New Zealand Te Rua Mahara o te Kāwanatanga, and the National Library of New Zealand Te Puna Mātauranga o Aotearoa are committed to working together in areas of mutual interest, recognising the common role the three national institutions have in collecting, preserving and providing access to the nation's art, culture, and heritage collections and resources. This relationship also recognises the contribution each institution makes to the Government's priorities of strengthening national identity, as well as economic transformation, by supporting New Zealand's knowledge-based economy.

Within the context of this collaborative commitment, the three agencies have identified digital technologies as a particular focus. Digital technologies

provide new opportunities for increasing access to collections and present new challenges. In the online environment, institutional boundaries are less important, as people seek to draw information from a range of sources, making coordination essential.

The *Digital Strategy* sets out the Government's goals and objectives for creating a digital future for all New Zealanders, using the power of information and communications technology (ICT) to enhance all aspects of our lives. The strategy focuses on three key themes: content, connection, and capability.

Te Papa, Archives New Zealand, and the National Library of New Zealand recognise that meeting the goals set out in the strategy, and in the *Draft New Zealand Digital Content Strategy* (December 2005) developed by the National Library of New Zealand, will require them to work together in innovative ways, in particular in relation to the *content* and *capability* themes. Several other government strategies are also relevant, in particular, the Ministry of Education's *E-Learning Strategy*.

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.

The three agencies recognise their differing levels of capacity and capability and that they are at different stages in implementing digital technologies and making their own collections accessible. Therefore, each has developed individual objectives and targets for contributing to this outcome that are relevant to their organisation.



Humphrey Ikin, New Zealand, *Red Stave Chair*, 1997



The institutions have agreed to increase cooperation in the following areas:

1. **STANDARDS AND INTEROPERABILITY** – Selection, evaluation, and promotion of standards and protocols for developing and making digital collections accessible – both sector-specific, and cross-sector
2. **CROSS-SECTOR COLLABORATION** – Encouraging and supporting coordination and cooperation across the archives, library, museum, and gallery sectors, and the development of partnerships with related sectors and private enterprise
3. **CAPABILITY** – Supporting initiatives aimed at developing the capability of the archives, library, museum, and gallery sectors to manage and make accessible digital collections
4. **UNDERSTANDING USER NEEDS** – Research into user expectations and requirements – both specialist audiences, such as the education sector, and the public
5. **ACCESS** – Supporting and/or developing initiatives aimed at aggregating and enhancing access to the nation’s culture and heritage collections.

The three agencies have developed a collaborative agreement that outlines a prioritised programme of actions in each of these areas.

It is expected that over the coming years, the agencies will develop a set of intermediate outcomes and measures by which to assess the contribution being made to the outcome set out above.

For Te Papa’s target, refer to Part C section (1.2).

2 The Next Three Years – Key Priorities and Strategies

The celebration of Te Papa’s tenth birthday in 2008 provides an opportunity to reflect on the Museum’s achievements to date and to chart a path for the future. Te Papa is entering a new phase in its development that is characterised by:

- The need to reinvest in the organisation’s capability and physical assets
- The need to implement a programme of continual renewal in the core free experience – the long term exhibitions – developed for opening in 1998
- The increasing expectations and opportunities arising from new technologies, for example, using the Internet to deliver information, knowledge, and services

- As the national museum, the need to continue to deliver a leading museum experience in Wellington, while enhancing access to the collections and the Te Papa experience for communities across New Zealand.

In the nearly 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, at the same time, 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.



ABOVE

West Coast bush wētā, *Hemideina broughi* (female)

OPPOSITE

NORFANZ scientists and crew sort the catch aboard the RV *Tangaroa*. Copyright NORFANZ Founding Parties

FISH DISCOVERIES

TE PAPA SCIENTISTS DISCOVER A NEW SPECIES OF FISH, ON AVERAGE, ONCE EVERY THREE WEEKS



Copyright NORFANZ Founding Parties



2.1 Financial Planning Assumptions

OPERATING AND CAPITAL BUDGETS

Te Papa's operating budget for 2007/08 is \$41.446 million, funded by \$20.574 million from the Government, and \$20.872 million from self-generated revenues. In 2007/08 Te Papa is budgeting a deficit of \$(0.242 million), and for 2008/09 and 2009/10, Te Papa is budgeting to break even before depreciation is accounted for.

After accounting for depreciation, Te Papa is projecting to report a deficit of approximately \$(12.742 million) in 2007/08, \$(14.000 million) in 2008/09, and \$(14.500 million) in 2009/10.

In 2007/08 Te Papa is budgeting for a reduction in revenue of \$0.736 million from 2006/07, attributable to, primarily, there being no charged for short-term exhibitions, and a reduction in interest income as working capital is applied to Te Papa's capital programme. In developing its budget, after providing for forecast increases in personnel costs, Te Papa has reduced other operating budgets.

Further information on financial planning assumptions is included in Part C section (2) *Prospective Financial Statements*.

REVENUE

GOVERNMENT REVENUE

Overall, the Government provides approximately fifty percent of operating revenue. Annual operating funding of \$20.574 million includes \$0.444 million to implement a programme to repatriate kōiwi tangata Māori and Moriori on the Government's behalf. Annual capital funding of \$9.000 million includes \$6.000 million

for refreshment and replacement and \$3.000 million for collection acquisitions.

In 2007/08, the Government will provide Te Papa with total funding of \$30.574 million. This includes an additional \$1.000 million of capital funding agreed in the 2005 Budget as part of a phased \$12.000 million injection.

SELF-GENERATED REVENUE

The balance of Te Papa's operating revenue, approximately fifty percent, comes from commercial activities; sponsorship and donations; special purpose funds, including external research grants; interest; charged-for museum experiences, including short-term exhibitions; publications; and rent. Of these sources, sponsorship and commercial activities account for the largest portion, contributing approximately thirty-nine percent of Te Papa's operating revenue.

Few opportunities exist to significantly increase commercial and sponsorship revenues. However, Te Papa seeks to achieve year-on-year improvements in each of its businesses and continually seeks innovative approaches to fundraising.

Commercial

Te Papa's commercial businesses operate to:

- Enhance the visitor experience with value-added products and services
- Generate revenue required to support Te Papa's services
- Develop recognition of Te Papa's brand, nationally and internationally.

Te Papa's commercial businesses include hospitality (ICON® Catering, Functions, Espresso, Te Papa Café, and Venue Hire), retail (Te Papa Store, Te Papa Kids' Store, Exhibition Stores, and Wholesaling), Te Papa Press, the Picture Library, the car park, and commercial products such as audio guides.

Commercial businesses contribute approximately thirty-one percent of the Museum's operating revenue. Te Papa actively pursues opportunities to increase its revenue-generating capacity through new commercial ventures, extending existing product ranges, and ongoing business improvement.

In 2007/08, Te Papa will focus on building the profitability of the functions/catering business in particular, by attracting a higher number of large functions and conferences; extending the new wholesaling business and developing a broader range of Museum-related merchandise; and promoting the new cultural experience product, *Taonga MataOra*, which is aimed at the tourist and conference market.



ABOVE

Putona (shell trumpet), 19th century

OPPOSITE

Te Kawerau a Maki and Te Papa sign a management agreement in relation to a Bull Sperm Whale (December 2006) gifted to Te Papa by the iwi

TE KAWERAU A MAKI WHALE AGREEMENT SIGNING



CONSISTENT WITH ITS MANA TAONGA PRINCIPLE, TE PAPA SEEKS TO INVOLVE IWI IN THE ONGOING CARE AND MANAGEMENT OF TAONGA





Taonga Mata Ora combines fine dining from ICON® Catering with authentic and dynamic cultural performances from Māori and Pacific Island communities. The experience offers guests an evening of distinctive New Zealand fare, in food and wine and culture in the unique setting of Te Papa's marae. The product will enhance the visitor experience at Te Papa, showcase Maoritanga and Pasifika, provide international visitors with an experience that would be a cultural highlight of their visit to New Zealand, meet demand in the Wellington tourism market for cultural experience products, and provide a value-added product to enhance Te Papa's commercial operations.

Sponsorship

Sponsorship (including donations) contributes approximately eight percent of Te Papa's operating revenue, so is a significant source of funding. The Wellington City Council continues to make a considerable contribution to Te Papa with its annually reviewed sponsorship commitment of \$2.000 million each year.

The focus for 2007/08 to 2009/10 is to maintain existing founding partnerships; pursue new opportunities, including those associated with



James Crowe Richmond, England/New Zealand, *Ngatapa Te Kooti's Pa*, c. 1869

Te Papa's short-term exhibition and events programme and related products such as publications; and to progress a major new initiative, the Te Papa Foundation (an individual giving programme).

COST OF SERVICES

The cost of providing the Museum's services is \$41.688 million.

Te Papa's infrastructure will be a key priority as there is pressure on the Museum's operating budget in the areas of personnel, organisational capability, technology, and general increases in the cost of delivering the Museum's services.

Personnel costs (including Commercial) comprise approximately fifty-four percent of Te Papa's operating budget. Te Papa is committed to reviewing salary ranges regularly and implementing increases; however, this is not achievable within the Museum's existing operating budget. The tight labour market is also contributing to wage pressures. For Te Papa, this is leading to difficulty in recruiting and retaining suitable staff.

Te Papa has also identified the need to place greater emphasis on, and investment in, organisational development initiatives aimed at improving business performance. This includes better use of technology and related tools, and training and professional development aimed at improving individual performance. To begin to address these issues, in 2007/08, Te Papa has allocated \$0.250 million to commence an organisation-wide capability review.

WORKING CAPITAL

To mitigate the risks associated with a significant portion of the Museum's operating revenue being 'at risk' and to

manage day-to-day cash flows, the Museum seeks to maintain a level of working capital that will enable it to sustain its operation in the short term should adverse conditions prevail.

To provide Te Papa with appropriate incentives to maximise returns from its commercial operations, the Government has agreed that the Museum can maintain surplus third-party revenues, up to a maximum of \$4.000 million, to fund improvements to existing museum services. Te Papa will consult the Government before using these funds for new initiatives that could have implications for the Government as the Museum's owner and principal funder.

Te Papa's working capital has increased over recent years. However, to progress two major capital projects (the major refreshment programme of the long-term exhibitions and the redevelopment of the Museum's Tory Street research and collection storage facility) Te Papa will be drawing on its working capital in 2007/08. Note that this funding will not cover all costs associated with completing these projects in the out years, and the programme may need to be re-phased over a longer period.

2.2 Key Priorities

Given this context, Te Papa's key priorities for the next three years are:

- To be the **recognised kaitiaki (guardian) of choice** for the care and management of New Zealand's artistic, cultural, and natural heritage
- To move towards a programme of **continual renewal**, aimed at ensuring exhibitions are dynamic and relevant, and the Te Papa experience meets the expectations of diverse audiences

EDUCATION



TE PAPA EDUCATION |
TE IPU KĀHUIRANGI
OFFERS CURRICULUM-
LINKED AND EXHIBITION-
BASED PROGRAMMES



- To present and profile each of Te Papa's **five collection areas** in ways that address the needs of general and specialist audiences, including providing for the particular display requirements of the art collection, while maximising the opportunities afforded by the unified collections
- To develop **partnerships** that contribute to the delivery of the Te Papa experience and benefit organisations and communities nationally and internationally
- To provide a wide range of channels for **accessing the collections and the Te Papa experience** – with a particular emphasis on touring exhibitions and online initiatives – recognising that extending the Museum's reach into the community is a vital aspect of Te Papa's role
- To build the **capability** – including people, systems, and processes – required to ensure Te Papa continues to deliver a leading museum experience.

2.3 Strategies

In order to achieve the priorities set out above, Te Papa will be pursuing the following strategies.

Priority One – Kaitiaki (Guardian) of Choice

To be the recognised kaitiaki (guardian) of choice for the care and management of New Zealand's artistic, cultural, and natural heritage.

Te Papa has identified as a key priority being the recognised kaitiaki (guardian)

of choice for the care and management of New Zealand's artistic, cultural, and natural heritage. While this concept has particular resonance for taonga Māori, it applies equally across all collection areas, for example, art works, natural environment specimens, and Pacific material.

To be the kaitiaki of choice, Te Papa must:

- Develop and foster relationships with iwi, hapū, whānau, and other individuals and communities
- Provide a high level of cultural and physical care for taonga and treasures
- Ensure information about taonga and treasures is comprehensive and meets international standards, providing a sound basis for engaging with communities
- Ensure communities have access to their taonga and treasures
- Consistent with Te Papa's Mana Taonga principle, actively involve communities in decisions relating to the care, management and presentation of taonga and treasures – including through formal agreements
- Where appropriate, acknowledge that ownership might rest with an external community and not with the Museum
- Work with and support iwi to establish cultural centres through the work of National Services Te Paerangi.

These strategies will be worked on progressively over the coming years.

Priority Two – Exhibition Renewal

To move towards a programme of continual renewal, aimed at ensuring exhibitions are dynamic and relevant, and the Te Papa experience meets the expectations of diverse audiences.

A major shift for Te Papa is to move from an opening phase to a position where continual renewal of the long-term exhibitions is the norm. The exhibitions that opened with the Museum in 1998 are approaching ten years old. To keep them up to date and relevant, Te Papa must implement a rolling programme that sees a portion of the experience refreshed each year.

Over 2006/07 Te Papa completed planning for a major renewal programme that aims to replace exhibitions that have reached the end of their useful lives, and is a precursor to moving towards a programme of continual renewal in the core free experience.



Model burekalou (spirit house), 19th century, Fiji



To date, one project has been completed (a segmental change to the Discovery Centre, *NatureSpace*). Table 1 below shows exhibitions that will, subject to funding, be replaced, refreshed, or developed over the next three years, including major exhibitions being developed for touring.

Continual renewal is a key strategy for ensuring New Zealanders continue to visit and for rebuilding visitor numbers from, in particular, New Zealanders from outside the Wellington region.

Priorities Three and Five – Access to Collections and the Te Papa Experience

To present and profile each of Te Papa’s five collection areas in ways that address the needs of general and specialist audiences, including providing for the particular display requirements of the art collection, while maximising the opportunities afforded by the unified collections.

To provide a wide range of channels for accessing the collections and the Te Papa experience – with a particular emphasis on touring exhibitions and online initiatives – recognising that extending the Museum’s reach into the community is a vital aspect of Te Papa’s role.

Within the concept of the unified collections, Te Papa is looking for ways to deliver experiences that not only address the Museum’s broad audience, but also speak to specialist groups that may be interested in a particular collection area. For art, Te Papa’s long-term strategy is to be the recognised national centre for New Zealand art, including Māori art, and further, to be the international centre for Polynesian art. Over the coming years, Te Papa will put in place the building blocks required to achieve this strategy.



ABOVE

Crown Lynn Ltd, Vase, c. 1950

OPPOSITE

TREATY 2 U visits Christchurch on its nation tour. Courtesy of Graham Langton (Archives New Zealand) *TREATY 2 U* Tour Host/Kai Arahi 2006

Table 1

LEVEL	MILESTONE	TYPE	OPENING DATE
1	<i>Bush City</i> Kiosk	New exhibition (small)	2007/08
2	<i>OurSpace</i> (working title) – replaces <i>The Time Warp</i>	Whole exhibition replacement	2008/09
4	Scottish Community Exhibition (<i>The Scots in New Zealand</i>)	Segmental change	2007/08
	<i>Tangata o le Moana</i> (including the Discovery Centre <i>PlaNet Pasifika</i> , and <i>On the Sheep’s Back</i>) – replacement of <i>Mana Pasifika</i>	Whole exhibition replacement	2007/08
	Rongomaraeroa	Segmental refreshment	2008/09
	Sixth Iwi Exhibition	Segmental change	2008/09
	Twentieth Century History – replaces <i>Made in New Zealand</i>	New exhibition (large)	2008/09
	<i>Mana Whenua</i> (including Cook/Poringi)	Whole exhibition replacement	2009/10
	<i>Te Huka a Tai</i> (Discovery Centre)	Whole exhibition replacement	2009/10
Touring	<i>Whales Tohorā: Eye to Eye</i>	International touring exhibition	2007/08

TREATY 2 U – A TOURING EXHIBITION



FOLLOWING TWO SUCCESSFUL NATIONAL TOURS, *TREATY 2 U* WILL TOUR SECONDARY SCHOOLS ACROSS THE AUCKLAND REGION OVER 2007/08





As well as ensuring the Museum is dynamic and continues to attract visitors, a key goal for the organisation is to enhance access to the Te Papa experience. This is vital if Te Papa is to be a truly national institution. Key priorities include taking the Te Papa experience to New Zealanders in their communities through domestic touring exhibitions, and providing new ways for people to access knowledge, information, and experiences.

Technology is a key enabler of access. Te Papa is committed to using the Internet and online technologies to extend the Museum's reach. Although technology provides significant opportunities, Te Papa needs to consider how to use technology to best advantage – to generate efficiencies as well as creating new experiences and services.

In addition to these priorities, as an institution with a long history and a life that will extend far into the future, and with growing collections, it is important that as part of its planning, the Museum considers its long-term space requirements. Te Papa is continuing to assess the opportunity presented by the proposed development of a new building to the east of Te Papa as part of the Waitangi Park precinct. Planning will take into account other options for meeting Te Papa's long-term space requirements.

A key focus for Te Papa in 2008 will be presenting a festival of events that celebrate Te Papa's tenth anniversary year. This will include several new exhibitions developed as part of a major programme to refresh the long-term exhibitions and short-term exhibitions and events with a New Zealand focus.

SHORT-TERM EXHIBITIONS

The TOWER Gallery is the principal space for presenting high-quality charged-for exhibitions. Te Papa aims to present major international touring exhibitions augmented by exhibitions drawn from Te Papa's collections. The TOWER Gallery programme is critical to attracting national visitors and encouraging repeat visitors from Wellington city and the region.

In June 2007, Te Papa opened *The Poisoners! Solve the Murder if You Dare*, a natural environment-focused exhibition framed as a murder mystery. The exhibition features many unusual items from Te Papa's extensive natural environment collection, and includes non-New Zealand specimens, such as scorpions, a monocled cobra, a timberwolf, a hippo skull, and the giant squid model last displayed in *Ocean Planet* (2000).

Whales | Tohorā: Eye to Eye, an exhibition developed by Te Papa for international touring, will follow *The Poisoners!* in late 2007. The exhibition makes use of Te Papa's internationally significant cetacean (mammals, such as the whale, that live in the sea like fish) collections to explore scientific and cultural perspectives on these marine giants.

This will be followed by a major retrospective of work by renowned New Zealand artist, Rita Angus to coincide with the centenary of Angus' birth in 1908. The exhibition will include over 150 works from Te Papa's collections augmented by works from public collections and many private lenders. A catalogue and a major publication from Te Papa Press on the artist's life and work commissioned from Jill Trevelyan will support the exhibition.

The focus on art continues in *Toi Te Papa Art of the Nation*, with regular changes in the *Contemporary Focus* and *Collection Focus* segments of the exhibition. The programme of commissioned works for the Level 6 Sculpture Terrace and Te Ara a Hine will also continue.

In August 2007, Te Papa will open the fifth in its programme of Community Exhibitions presented within the long-term exhibition *Passports. The Scots in New Zealand*, developed with the Scottish community, explores the pervasiveness of Scottish culture and heritage in New Zealand, from early migration and settlement through to the contributions of the Scots to intellectual life, social progress, and economic development.



ABOVE

Canoe carving, 19th century

OPPOSITE

The Prime Minister launches the Cultural Funding Guide on NZLive.com, an initiative of the Ministry for Culture and Heritage, Creative New Zealand, and National Services Te Paerangi

NATIONAL SERVICES TE PAERANGI



NATIONAL SERVICES
TE PAERANGI PROVIDES
PRACTICAL AND STRATEGIC
HELP TO MUSEUMS
AND IWI THROUGHOUT
NEW ZEALAND





Te Papa will also continue the programme of changing exhibitions in the Illott Room, which presents primarily works on paper; the Eyelights Gallery, which presents textiles and fashion; and Level 6, which focuses on three-dimensional works.

TOURING EXHIBITIONS

In December 2007, Te Papa will launch the first in its programme of international touring exhibitions that aims to build on the success of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*. Following its presentation at Te Papa, *Whales | Tohorā: Eye to Eye* will embark on an international tour in June 2008 travelling to up to five international venues.

Te Papa is 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.

Te Papa has also identified as a key priority strengthening the domestic touring programme to include a greater emphasis on touring collection-based exhibitions to institutions across New Zealand.

Over 2007/08 and the out years, 2008/09 and 2009/10, Te Papa will continue national tours of the exhibitions *Innocents Abroad – Touring the Pacific through a Colonial Lens*, *Kupe Sites: Landmarks of a Great Voyager*, and *New Zealand on Ice – Our Role in Antarctica* (developed under contract from Antarctica New Zealand).

Te Papa has also received funding from the ASB Community Trust and the Government to tour the exhibition

TREATY 2 U: A Touring Exhibition to schools in the Auckland region over 2007/08.

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.

LEARNING CENTRE

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 and education groups.³

The focus for 2007/08 is to increase the education sector's opportunity to access Te Papa by implementing:

- A schools membership programme
- Continued development of online initiatives including collaborations with the Ministry of Education
- Further development of evaluation initiatives with teachers to ensure robust peer review of education needs.

ONLINE

Te Papa has identified as a key strategic priority increasing the use of technology to provide new services aimed at increasing access to collections, knowledge, and expertise.

A key focus is to build the number of items accessible through *Collections Online* (<http://collections.tepapa.govt.nz>). *Collections Online* allows visitors to search the collections through the Museum's website, providing a further layer of in-depth information to support a physical or virtual visit to the Museum. Further investment will provide a richer variety of multimedia content, and make visible related or associated collection information.

Other priorities include:

- Increasingly using access channels such as webcasts and podcasts to extend Te Papa's reach and audience for events such as lectures
- Assessing the options for greater use of technology within exhibitions – in particular, those aimed at younger audiences – by, for example, building in higher levels of interactivity and mechanisms for visitors to actively contribute to the experience



Shane Cotton, *Whakapiri Atu te Whenua*, 1993

³ *Te Papa's Learning Centre includes the four Discovery Centres and StoryPlace, Events and Entertainment, Te Aka Matua Library and Information Centre, and New Zealand Education | Te Ipu Kāhuirangi.*

COLLECTIONS ONLINE

COLLECTIONS ONLINE
ALLOWS VISITORS TO
SEARCH THE COLLECTIONS
THROUGH THE
MUSEUM'S WEBSITE



- Collaborating with other institutions across government and the cultural sector on projects aimed at increasing access to culture and heritage materials and resources online (refer to Part B section (1.6)).

BLUE WATER BLACK MAGIC

Over 2007/08, Te Papa will support the New Zealand National Maritime Museum to deliver *Blue Water Black Magic*, an exhibition celebrating the New Zealand yachting story and the life and achievements of Sir Peter Blake.

COLLECTIONS

Over the next two years, Te Papa will complete a major refurbishment of its Tory Street research and collection storage facility. This refurbishment will ensure Te Papa has the facilities to meet work demands and provide the highest level of safety and security for the preservation of the collections.

Over 2007/08, Te Papa will complete a review of the Museum's long-term space requirements for exhibitions,



Opal top shell, *Cantharidus opalus*

collection storage, commercial services, and administration, and will prioritise solutions for meeting the identified needs.

KNOWLEDGE

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.

Key strategies for achieving a strong knowledge generation culture at Te Papa and increasing scholarly outputs include:

- Strengthening existing, and developing new, research networks and partnerships, including 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
- 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 – recognising the strong and mutually beneficial relationship between esteemed individuals and the Museum.

Priority Four – Developing Partnerships

To develop partnerships that contribute to the delivery of the Te Papa experience and benefit organisations and communities nationally and internationally.

IWI AND MĀORI

A key priority over 2007/08 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 exhibition *Mana Whenua*.

Te Papa will also 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.

Other priorities include:

- Supporting relationships arising through the Karanga Aotearoa Repatriation Programme
- Ensuring Rongomaraeroa Marae functions as a marae for all people
- Maintaining a strong relationship with the Mana Whenua iwi in the Wellington region
- Exploring commercial and cultural opportunities in partnership with iwi
- Advancing research and mātauranga Māori objectives.

COMMERCIAL SERVICES



TE PAPA'S COMMERCIAL BUSINESSES ENHANCE THE VISITOR EXPERIENCE AND GENERATE REVENUE REQUIRED TO SUPPORT THE MUSEUM SERVICES



STRATEGIC RELATIONSHIPS AND ALLIANCES

Te Papa is aiming to develop new, and foster existing, relationships with universities, research institutions, government agencies, and education bodies. Increasingly, in its role as the national museum, Te Papa is looking to develop alliances with international institutions, including museums, galleries, and research organisations.

NATIONAL SERVICES TE PAERANGI

The role of Te Papa National Services Te Paerangi is to strengthen the sector by providing practical and strategic help to museums and iwi throughout New Zealand.⁴

In 2006/07 National Services Te Paerangi implemented a new strategy and reviewed the structure and operations of the service. The focus for 2007/08 is to ensure the sector understands the two key streams of activity, *Strategic Skill Development Programmes* and the *Regional and Iwi Development Grants*, and that the activity streams meet the needs of the sector. This will be a particular focus for the Museum Development Officers, newly created positions whose role is to provide on-the-ground support to museums and iwi across the country.

Other priorities include:

- Exploring initiatives aimed specifically at addressing the needs of small museums
- Further developing the Graduates into Museums project (GiM) to include mentoring and internships for the sector

⁴ The definition of museum used by National Services Te Paerangi refers to services provided by a organisations that are referred to as museums, art galleries, where taonga, tribal museums, cultural centres, marae, historic places, heritage sites, science centres, interpretive centres, open air museums, or exhibition centres.

- Expanding the functionality of the New Zealand Museums website (<http://nzmmuseums.co.nz>) to enable museums and iwi to increase access to their collections by hosting images and information about objects and taonga, and to facilitate museums achieving a web presence
- Supporting research into the state of museum leadership and succession planning in New Zealand, and developing strategies to address sector needs
- Developing strategies to improve relationships between museums and local authorities
- Implementing the new Iwi Development Officer role and developing strategies aimed at strengthening relationships between iwi and museums, as well as reducing barriers to iwi participation in the sector
- Assessing the effectiveness of new initiatives, including the 0508 advice line and the Museum Development Officers.

KARANGA AOTEAROA REPATRIATION PROGRAMME

On the Government's behalf, Te Papa delivers a programme to repatriate kōiwi 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 2007/08 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.

Priority Six – Organisational Health and Capability

To build the capability – including people, systems, and processes – required to ensure Te Papa continues to deliver a leading museum experience.

ORGANISATIONAL DEVELOPMENT

Te Papa has a multidisciplinary workforce that complements its diverse functions. This workforce comprises a mix of full-time, part-time, and casual workers.



ABOVE

Michael Illingworth, *Untitled*, 1971

OPPOSITE

Richard Nunns plays a pūtōrino as part of Te Papa's 2006 Matariki Festival

MATARIKI



TE PAPA CELEBRATES MATARIKI, THE MĀORI NEW YEAR, WITH AN ANNUAL FESTIVAL OF EVENTS AND ACTIVITIES





To ensure that Te Papa is able to achieve its objectives, the Museum requires highly capable staff, motivated and supported by appropriate strategies, policies, and systems. Te Papa must also provide a working environment and culture that fosters creativity, debate, and dialogue, encourages development, and provides effective leadership.

As at 30 June 2007, Te Papa employed 334 permanent employees (including 291 full-time and forty-three part-time workers), 143 casuals, and fifty fixed term staff, equating to 412 full-time equivalents.

Te Papa will develop and implement a three-year Human Resources strategy that seeks to achieve the following outcomes:

- An employment relationship between Te Papa and its staff that is based on trust, respect, and integrity
- A culture that inspires and encourages innovation and creativity and is built on Te Papa's values, including the bicultural principle
- Strong and effective leadership that models the values, sets and articulates the organisational direction, and ensures open channels of communication with staff
- Systems, policies, and processes that operate efficiently and effectively to assist different parts of the organisation to collectively achieve Te Papa's objectives.

Key initiatives will include:

- Developing management capability by implementing a leadership development programme

- Developing a training and development plan linked to Te Papa's strategic direction
- Developing a strategic Equal Employment Opportunities (EEO) plan that recognises the employment requirements of the Museum's diverse staff
- Reviewing human resources policies, processes, and practices to ensure that they are fair and equitable, meet the needs of Te Papa, and ensure Te Papa operates as a good employer in accordance with section 118 of the Crown Entities Act 2004
- Implementing a human resources information system to monitor staff capability and assist in determining key areas of focus
- Reviewing Te Papa's remuneration strategy to ensure it is reliable and transparent and enables the Museum to compete in the labour market and retain valued staff
- Reviewing Te Papa's performance management systems to provide a more consistent approach, to enhance the quality and regularity of feedback for staff, and to encourage professional development opportunities
- Developing recruitment and selection processes that ensure Te Papa can attract and recruit suitable candidates.

BICULTURAL DEVELOPMENT

Critical to realising the key priorities set out in Part B section (2.2) is achieving a high level of bicultural capability and confidence in staff across the organisation. This requires Te Papa to encourage staff to build their skill level.

Te Papa also needs to develop tools and processes that enable cultural considerations to be incorporated as part of the organisation's business as usual.

Te Papa's *Bicultural Capability Programme* seeks to develop staff competency and by providing regular learning opportunities in:

- Tikanga
- Te reo Māori
- Treaty of Waitangi/Te Tiriti o Waitangi
- Collection management practice for taonga
- Bicultural and multicultural awareness and practical implementation.



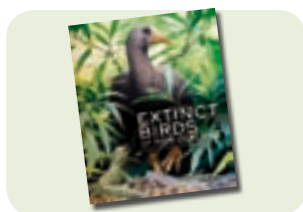
ABOVE

Poi awe (ceremonial ball)

OPPOSITE

Eagle's Complete Trees and Shrubs of New Zealand by Audrey Eagle, published by Te Papa Press in November 2006

TE PAPA PRESS



TE PAPA PRESS PUBLISHES A WIDE RANGE OF SCHOLARLY AND POPULAR TITLES ON ASPECTS OF NEW ZEALAND'S ENVIRONMENT AND CULTURE





EAGLE'S

COMPLETE TREES AND
SHRUBS OF NEW ZEALAND

BOTANICAL PAINTINGS
AND DESCRIPTIONS BY
AUDREY EAGLE

EAGLE'S
COMPLETE TREES
AND SHRUBS OF
NEW ZEALAND
VOLUME ONE
AUDREY EAGLE

EAGLE'S
COMPLETE TREES
AND SHRUBS OF
NEW ZEALAND
VOLUME TWO
AUDREY EAGLE

Strategies to further the Museum’s bicultural development objectives over the forthcoming period include:

- Developing a competency or standard and related training on the principles of biculturalism and diversity and implementing those principles in the workplace
- Using Te Papa’s human resource information management system to collect, analyse, and report information about organisational bicultural competency
- Developing mechanisms to raise awareness among external audiences of Te Papa’s bicultural principle and operating framework.

A key challenge for 2007/08 is to identify the levels of bicultural capability required by different staff groups, and develop focused training to achieve those desired levels.

TECHNOLOGY

Te Papa continues to evolve its technology environment to ensure systems deliver an up-to-date visitor experience, support the Museum’s seven-day-a-week operation, and provide a sound platform for delivering key information.

Key strategies to enhance the Museum’s systems infrastructure over the next three years include:

- **KE EMu** – Further development and integration of the Museum’s collection information system, KE EMu, across the organisation, ensuring information management practices and processes are streamlined and meet international museum standards

- **Te Papa’s website** at <http://tepapa.govt.nz> – Implementation of new functionality aimed at meeting the information needs of diverse audiences and providing a platform for new technologies, as well as enhancing e-commerce facilities
- **Knowledge management** – Shifting to an electronic records and information management environment
- **Mobility and wireless** – Implementing wireless networking technologies across front and back of house.

PHYSICAL ASSETS

The Government provides annual capital funding of \$6.000 million for asset refreshment and replacement. The Government recognises that this level of funding is not sufficient for the Museum to fund major or unforeseen capital expenditure items, so Te Papa may request additional capital funding as the need arises.

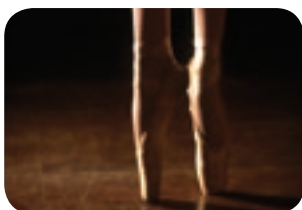
Te Papa has sound risk management practices enabling it to continue to secure favourable insurance premiums for a building located in the Wellington region.

Te Papa has implemented several initiatives aimed at reducing energy consumption, and will continue to seek efficiencies over time.



Matau (fish hook)

EVENTS



EVENTS PROVIDE A VIBRANT AND ENRICHED EXPERIENCE AND ENSURE THAT THERE IS ALWAYS SOMETHING HAPPENING AT TE PAPA



PART C

Performance Framework
TE ANGA WHAKATUTUKINGA

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1 Non-financial Performance

1.1 Measuring Non-financial Performance

Due to the specialised nature of its activities, Te Papa continually refines the process for identifying appropriate measures for key objectives and goals. Te Papa has developed target levels of performance for the four output areas of *Collections, Knowledge, Relationships, and Access*.

Several factors inform Te Papa's setting of targets, for example, available resources and anticipated or actual changes in the external and internal environments. Performance levels also take into account the level of business risk associated with not meeting a given objective. For example, a failure to achieve visitation targets may adversely affect Te Papa's relationship with commercial partners for whom exposure to a wide audience is a key driver of their investment.

Quality is measured in terms of Te Papa's six principles:

- **TE PAPA IS BICULTURAL** *He Tikanga Rua a Te Papa Tongarewa*
- **TE PAPA SPEAKS WITH AUTHORITY** *He Mana te Reo o Te Papa Tongarewa*
- **TE PAPA ACKNOWLEDGES MANA TAONGA** *E Tautoko Ana a Te Papa Tongarewa i te Mana Taonga*
- **TE PAPA IS A WAHAROA** *He Waharoa a Te Papa Tongarewa*
- **TE PAPA IS COMMITTED TO EXCELLENT SERVICE** *E kaingākau ana Te Papa Tongarewa ki te Whakarite Ratonga Kairangatira*
- **TE PAPA IS COMMERCIALY POSITIVE** *E Whai Hua Ana ngā Tauhokohoko a Te Papa Tongarewa.*

These principles are reflected in Te Papa's policy guidelines for decision making. They form the criteria against which Te Papa measures quality standards for all its activities, including the development of the Te Papa experience (through exhibitions, events, publications, and lifelong learning programmes), the implementation of a capital works programme, and the products offered by its commercial businesses.

Te Papa's framework for scholarship and mātauranga Māori (Core Projects Strategy and Mātauranga Māori Strategy) ensures the Museum's activities are consistent with its statutory and conceptual foundations, including its six principles.

Quantitative and qualitative targets are measured using a range of means, including visitor and market research, which measures visitor numbers, satisfaction, and demographics.

Te Papa undertakes summative evaluation studies of its short- and long-term exhibitions to answer the following questions.

- Has the exhibition been successful?
- Did the exhibition meet its communication, behavioural, and other objectives?⁵
- Did the exhibition attract its intended target audience?
- Te Papa also uses a range of research and evaluation methods to measure whether it is achieving its objectives and to inform the ongoing development of the Museum's services.

⁵ Behavioural objectives include visitor responses to the exhibition such as looking, smiling, and laughing at, or moving towards exhibitions, opening drawers, or discussing exhibitions with others.

1.2 Non-financial Performance Objectives for 2007/08 to 2009/10

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

Caring for Collections

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.

Te Papa’s collections include approximately two million items, spanning works of art, historical objects, archival material, taonga, and items

from the natural environment, all of which require specialist care and management. Collections are housed in the Cable Street museum building and Te Papa’s research and collection storage facility in Tory Street.

Developing Collections

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.

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 and mātauranga Māori
- Provide a resource for the people of New Zealand.

OBJECTIVES AND GOALS	TARGET LEVEL OF PERFORMANCE		
	2007/08	2008/09	2009/10
1.1 Caring for Collections Collections are managed and preserved for the enjoyment and education of current and future generations	GOAL 1 – Minimise damage to collections	No irreparable loss or damage is caused to the collections or objects on loan to Te Papa 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	
	GOAL 2 – Manage collection items in a culturally appropriate manner	The handling of taonga is in accordance with established tikanga standards ¹	
	GOAL 3 – Maintain collections in optimal conditions for their long-term preservation	The environmental conditions (temperature and relative humidity) in collection stores are maintained within agreed parameters	
1.2 Developing Collections Collections are developed to enable the Museum to document, illustrate, and explore New Zealand’s artistic, cultural and natural heritage	GOAL 1 – Develop collections in accordance with the Collection Development Policy and Acquisitions Strategy ²	Ninety-five percent of new collection items are acquired in accordance with the policy and procedural guidelines for acquisitions ³	

1 Tikanga standards include procedures for accessing Māori collection stores and wāhi tapu, not standing on or stepping over taonga, and iwi-specific tikanga requirements for particular taonga.

2 The Collection Development Policy and Acquisitions Strategy establish the guiding principles, outcomes, strategic directions, and priorities for Te Papa’s collection development programme.

3 The guidelines for acquisitions establish the procedures for acquiring items (by donation, purchase, field collection, or bequest) and the acquisition proposal process (including alignment with the Collection Development Policy and Acquisitions Strategy and matters such as conservation and collection management requirements and copyright).

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

Scholarship and Mātauranga Māori

Te Papa’s Core Projects Strategy establishes the framework for aligning research programmes, collection development priorities, and the development of visitor experience products, for example, exhibitions, events, and learning programmes that build on Te Papa’s Mission and Concept.

The core project themes are:

- **The People of New Zealand/ Tangata Whenua, Tangata Tiriti**
Ngā Iwi o Aotearoa / Tāngata Whenua, Tāngata Tiriti
- **The Land** Te Whenua
- **The Sea** Te Moana
- **Creativity and Innovation** Te Auahatanga me ngā Mahi Hou
- **Global Perspectives** Ngā Tirohanga ā-Ao.

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, Te Papa will 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 to mātauranga Māori. In addition, Te Papa will support the retention and preservation of, as well as contributing to the evolution of, mātauranga Māori.

Research Partnerships

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.

Sharing Knowledge

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.

OBJECTIVES AND GOALS	TARGET LEVEL OF PERFORMANCE		
	2007/08	2008/09	2009/10
2.1 Scholarship and Mātauranga Māori Increasing our knowledge and understanding of the collections, and generating new knowledge through research and scholarship	GOAL 1 – Engage in research that contributes to the Museum’s outputs	All research projects are aligned to objectives established within the Core Projects (research and product development) Strategy and meet agreed standards of excellence	
	GOAL 2 – Engage in research partnerships with related organisations on projects that contribute to Te Papa’s outputs and generate knowledge used by Te Papa and the community	A minimum of eight active research partnerships with external organisations that contribute to Te Papa’s objectives are in progress each year <i>[Target increased from five in 2006/07]</i>	
2.2 Sharing Knowledge Sharing knowledge gained through scholarship and mātauranga Māori activities	GOAL 1 – Make knowledge accessible in a range of forms and for a range of audiences and raise the profile of Te Papa’s research nationally and internationally	A minimum of 60 peer-reviewed and popular articles are published in New Zealand-based and international journals and publications each year <i>[Target increased from 50 in 2006/07]</i>	
		A minimum of 10 published articles draw on mātauranga Māori <i>[New target introduced for 2007/08]</i>	
		Te Papa Press publishes a minimum of six publications each year	
		A minimum of 10 scholarly papers are presented at conferences each year	

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.

Relationships with Iwi and Māori

Strong relationships with iwi and Māori assist Te Papa to:

- Speak with the authority that arises from scholarship and mātauranga Māori
- Fulfil responsibilities to iwi regarding the care and management of taonga held at Te Papa
- Recognise the position of iwi and Māori as Tangata Whenua and respond with appropriate processes and initiatives
- Fulfil its commitment to the Treaty of Waitangi
- Develop mutually beneficial opportunities and relationships in a range of areas.

Te Papa’s Iwi Relationship Strategy provides a conceptual basis and guides

the operational approach to effectively 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.

National Services Te Paerangi

National Services Te Paerangi works in partnership with museums, iwi, and related culture and heritage organisations to enhance the museum services provided to their communities.

National Services Te Paerangi directs its support towards two key areas:

■ STRATEGIC SKILL DEVELOPMENT PROGRAMMES

Projects initiated by National Services Te Paerangi in response to the sector’s needs, with an emphasis on 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.

■ REGIONAL AND IWI DEVELOPMENT GRANTS

Projects initiated by the sector and supported by National Services Te Paerangi through a contestable fund. The emphasis is on medium- to long-term strategic objectives, with benefits likely to accrue to not only the initiating institution(s), but also to the broader sector and region.

Strategic Relationships

Through mutually beneficial strategic alliances and relationships with tertiary education institutions and organisations with similar interests, Te Papa shares its knowledge and expertise, and secures the intellectual and other resources required to deliver the Museum’s services.

Karanga Aotearoa Repatriation Programme

Te Papa delivers a programme on the Government’s behalf to repatriate kōiwi tangata Māori and Moriori (ancestral remains) from overseas public institutions to New Zealand. The objective of the programme is to promote the dignified treatment of kōiwi held overseas, and, ultimately, to call those tipuna (ancestors) back to their homeland.

OBJECTIVES AND GOALS		TARGET LEVEL OF PERFORMANCE		
		2007/08	2008/09	2009/10
3.1 Relationships with Iwi and Māori Ensuring the participation and involvement of iwi and Māori in the Museum	GOAL 1 – Strengthen Te Papa’s relationships with iwi and Māori by developing partnerships	Active relationships are formed with a minimum of 15 iwi or Māori organisations each year ¹		
		All active relationships with iwi and Māori organisations meet identifiable outcomes of value to Te Papa and its partner		
3.2 National Services Te Paerangi Working in partnership with museums, iwi, and related culture and heritage organisations to enhance the museum services provided to their communities	GOAL 1 – Develop regional and national projects with other museums, iwi, and related organisations within the established programme areas of: <ul style="list-style-type: none"> ■ Strategic Skill Development Programmes ■ Regional and Iwi Development Grants 	A minimum of 35 strategic skill development projects are initiated by National Services Te Paerangi each year <i>[Target increased from eight in 2006/07 to reflect actual performance following the implementation of a new strategy for National Services Te Paerangi on 1 July 2006]</i>		
		A minimum of eight institutions or clusters are supported in undertaking the <i>New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa</i> each year <i>[Target increased from five in 2006/07 to reflect actual performance following the implementation of a new strategy for National Services Te Paerangi on 1 July 2006]</i>		

¹ An ‘active relationship’ is one where there has been a significant level of activity, for example, in exhibition development, partnership projects, the provision of expertise, repatriation, or the care and management of taonga.

OBJECTIVES AND GOALS		TARGET LEVEL OF PERFORMANCE		
		2007/08	2008/09	2009/10
		<p>A minimum of 20 sector-initiated Regional and Iwi Development Projects commence each year</p> <p><i>[Target increased from eight in 2006/07 to reflect actual performance following the implementation of a new strategy for National Services Te Paerangi on 1 July 2006]</i></p>		
		<p>All Regional and Iwi Development projects meet agreed outcomes and performance criteria</p>		
<p>3.3 Strategic Relationships</p> <p>Working with related institutions to share knowledge and expertise</p>	<p>GOAL 1 – Develop and maintain mutually beneficial strategic relationships and operational projects with tertiary and related institutions, nationally and internationally</p>	<p>A minimum of eight active partnerships are maintained with tertiary and related institutions each year²</p> <p><i>[Target revised from 2006/07 to focus on active partnerships rather than projects delivered, and numerical target increased from five to eight]</i></p>		
<p>3.4 Karanga Aotearoa Repatriation Programme</p> <p>Repatriating kōiwi tangata Māori and Moriori from overseas institutions and domestically</p>	<p>GOAL 1 – Deliver a repatriation programme in accordance with agreed policy and tikanga standards</p>	<p>A minimum of five repatriations are completed, including a minimum of one domestic repatriation, each year³</p>		
		<p>A minimum of five overseas institutions formally consent to Te Papa's repatriation requests, each year</p> <p><i>[New target introduced for 2007/08]</i></p>		

2 An 'active partnership' is one where there has been a significant level of activity and/or that has led to the delivery of a specific project or output. This category includes student exchanges, provision of teaching services, and other joint projects.

3 A completed repatriation occurs with the return of kōiwi tangata Māori and Moriori from an international institution to Te Papa or from Te Papa to an iwi or a hapū. A repatriation may involve multiple kōiwi tangata and international repatriations may involve multiple institutions.

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.

Experiences

Te Papa presents a diverse and changing programme of exhibitions, events, and lifelong learning programmes.

The core free experience comprises twenty-one long-term exhibitions, including the four Discovery Centres (*PlaNet Pasifika*, *Te Huka a Tai*, *NatureSpace*, and *Inspiration Station*), *StoryPlace*, Rongomaraeroa Marae, *Bush City*, and *The Time Warp*. In addition, Te Papa offers short-term exhibitions derived from its own collections and the collections of national and international museums and galleries. Te Aka Matua Library and Information Centre on Level 4 is open to visitors seven days a week.

Te Papa Education | Te Ipu Kāhuirangi offers curriculum-linked and exhibition-based school programmes that include significant bicultural content for mainstream and te reo Māori education providers.

Through its events programme, Te Papa provides a vibrant and enriched experience that attracts repeat visitors and provides a focus for the Museum as a forum in which people can explore issues relating to New Zealand’s identity.

Te Papa seeks to ensure that a significant proportion of its collection is displayed through the short- and long-term exhibition programmes and planned conservation changes. Access to collections is also provided through back-of-house experiences, such as tours, and by meeting people’s requests to access collections in storage.

Te Papa seeks to enable New Zealand and international audiences to share in the Te Papa experience by developing exhibitions that tour nationally and

internationally, through the collection loans programme, and by making information accessible through the Internet.

Te Aka Matua Library and Information Centre and Te Papa’s website (<http://tepapa.govt.nz>) provide virtual visitors with access to information about Te Papa’s resources, services, and collections. Te Papa’s website provides resources to general and specialist audiences, including schools.

Audience

Through visitor and market research (including random exit interviews with visitors aged at least sixteen), Te Papa collects demographic and other information, including visitor origin, gender, ethnicity, and age. Through this research, Te Papa assesses the overall satisfaction of visitors with the Te Papa experience. Information about Te Papa’s visitors informs the development and timing of programmes and products and assists Te Papa to develop its commercial businesses.

OBJECTIVES AND GOALS	TARGET LEVEL OF PERFORMANCE		
	2007/08	2008/09	2009/10
4.1 Experiences Telling New Zealand’s stories through exhibitions, events, and learning programmes, and providing a forum for debate, making the Te Papa experience and collections accessible	GOAL 1 – Present a diverse and dynamic programme of exhibitions, events, talks, and visitor programmes	A minimum of three long-term exhibitions are refreshed each year, including major commissions ¹	Target level of performance to be established
		A minimum of three new long-term exhibitions are delivered by 2007	Target level of performance to be established
		A minimum of four short-term exhibitions are presented each year <i>[Target decreased from six in 2006/07 to reflect planned activity]</i>	
		Te Papa offers a programme of events that meet the needs of diverse audiences, including Māori (through bicultural content), Pacific peoples, young adults, families with children, and that provides strategic partnership opportunities <i>[Target revised to focus on attracting specific audience groups]</i>	

¹ Refreshment of an exhibition includes replacing segments or redeveloping existing segments, but does not include regular conservation changes of exhibition items. Refreshment also includes the commissioning of new works or installations for exhibition spaces.

OBJECTIVES AND GOALS		TARGET LEVEL OF PERFORMANCE		
		2007/08	2008/09	2009/10
	GOAL 2 – Develop and deliver education programmes that meet the needs and expectations of school audiences	A minimum of 800 education programmes are delivered to school audiences each year, including curriculum-linked, generic cross-curricular, and exhibition-related programmes <i>[Target increased from 600 in 2006/07]</i>		
	GOAL 3 – Maximise access to collections and collections information	A minimum of 18,000 visitors participate in pre-school education programmes offered by <i>StoryPlace</i> each year		
		A minimum of 18,000 visitors participate in front- and back-of-house tours each year <i>[Target increased from 15,000 in 2006/07]</i> A minimum of 4,000 collection items are made available through <i>Collections Online</i> each year ² <i>[Target revised from 2006/07 to include a numerical target]</i>		
GOAL 4 – Maximise access to collections beyond the premises	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			
	A minimum of four exhibitions tour nationally or internationally each year ³	Target level of performance to be established		
	A Te Papa touring exhibition is presented in a minimum of five regions across New Zealand ⁴ <i>[New target introduced for 2007/08]</i>			
4.2 Audience Ensuring Te Papa appeals to, and satisfies, its diverse audiences	GOAL 1 – Maximise visitation to, and engagement with, the Te Papa experience	Visitation is maintained at a minimum of 1,200,000 visits each year ⁵ <i>[Target increased from 1,100,000 in 2006/07]</i>		
		A minimum of 1,000,000 visits to the Te Papa website each year <i>[Target increased from 600,000 in 2006/07]</i>		
	GOAL 2 – Ensure Te Papa's audiences reflect New Zealand's demographic profile	The demographic profile of adult domestic visitors to Te Papa broadly reflects that of the adult New Zealand population		
	GOAL 3 – Attract audiences from across New Zealand and internationally	A minimum of 35% of adult domestic visitors are from outside the Wellington region		
		A minimum of 280,000 adult domestic visitors are from outside the Wellington region <i>[New target introduced for 2007/08]</i>		
	GOAL 4 – Provide an experience that 'satisfies' Te Papa's visitors		A minimum of 45% of adult visitors are from overseas	
GOAL 5 – Provide an experience that contributes to visitors' understanding of New Zealand	An adult visitor satisfaction rating of 'good' to 'excellent' of at least 90% is maintained ⁶			
	An adult visitor satisfaction rating of at least 90% is achieved for major charged-for exhibitions and 80% for major free exhibitions presented at Te Papa ⁷ <i>[New target introduced for 2007/08]</i>			
		75% of visitors indicate their awareness or understanding of New Zealand's history, culture, or environment is enhanced by their Te Papa experience <i>[New target introduced for 2007/08]</i>		

2 Excludes externally funded databasing projects.

3 Achieving this target means at least three exhibitions are on tour (that is, open at new venues) within New Zealand or internationally.

4 Regions as defined by Statistics New Zealand (refer to <http://www.stats.govt.nz/census/census-outputs/boundary/default.htm>).

5 A 'visit' is measured as a person of any age entering New Zealand's main entrances, as recorded by electronic and manual counters.

6 Customer satisfaction is measured on a 0–10 point rating scale where 6/10 to 10/10 represents 'good' to 'excellent' and a 'satisfied' New Zealand experience.

7 Excludes exhibitions presented in Eyelights Gallery and the Ilott Room.

2 Prospective Financial Statements

2.1 Introduction

Te Papa's Statement of Intent covers the period 1 July 2007 to 30 June 2010. 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 26 June 2007 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.

2.2 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 2007 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. Te Papa is assuming visitor numbers of 1.200 million in 2007/08 and subsequent years.
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 is based on the existing cost structures associated with delivering these services.

7. The prospective financial statements assume that forecast increases in personnel costs are able to be 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.

2.3 Statement of Accounting Policies

Te Papa is required to prepare financial statements in accordance with Generally Accepted Accounting Practice (GAAP).⁶ This forecast financial information has been prepared in accordance with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) as appropriate for public benefit entities.

The principal accounting policies adopted in the preparation of the prospective financial statements are set out on pages 41 to 45.

⁶ Te Papa will adopt NZ IFRS from 1 July 2007, in line with the programme for New Zealand IFRS adoption by the Crown.

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 IFRS and other standards as appropriate for public benefit entities.

An explanation of how the transition to NZ IFRS is expected to affect the reported financial position, financial performance, and cash flows of Te Papa for its comparative year is provided in Note 4.

The budget figures for 2006/07 are those approved by the Board at the beginning of the financial year and disclosed in Te Papa's Statement of Intent 2006/07 to 2008/09. 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.

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 are the first financial statements to be prepared in accordance with NZ IFRS. Te Papa will apply NZ IFRS from the period beginning 1 July 2007. Compliance with NZ IFRS requires the preparation of an opening NZ IFRS

Statement of Financial Position as at 1 July 2006, and restatement of the comparative financial statements for the year ended 30 June 2007. NZ IFRS 1 First-time adoption of New Zealand Equivalents to Financial Reporting Standards has been applied in preparing these financial statements. An explanation of how the transition to NZ IFRS has affected the reported financial position, financial performance and cash flows of Te Papa is provided in Note 4.

2.4

Prospective Output Costs

for 2007/08 to 2009/10

	PROSPECTIVE			ESTIMATED ACTUAL 2006/07 \$000	BUDGET 2006/07 \$000
	2007/08 \$000	2008/09 \$000	2009/10 \$000		
Museum Services Output Costs					
Operating	41,688	40,400	41,000	46,251	42,340
Capital	24,545	14,104	10,068	9,332	18,151
	66,233	54,504	51,068	55,583	60,491
Museum Services Revenue					
Operating	41,446	40,400	41,000	46,595	42,182
Capital	10,000	10,000	9,000	15,500	15,500
	51,446	50,400	50,000	62,095	57,682

The 2006/07 budget and estimated actual financial statements have been prepared under New Zealand GAAP, and the 2007/08 prospective financial statements have been prepared under NZ IFRS.

2.5

Prospective Statement of Financial Performance

for 2007/08 to 2009/10

	PROSPECTIVE			ESTIMATED ACTUAL 2006/07 \$000	BUDGET 2006/07 \$000
	NOTE	2007/08 \$000	2008/09 \$000		
Revenue					
Crown Revenue		20,574	20,574	20,574	20,574
Commercial Revenue		12,691	12,250	12,687	10,804
Donations and Sponsorship		3,400	3,650	3,412	3,550
Other Revenue		4,081	3,226	8,022	6,554
Special Purpose Funds Revenue		700	700	1,900	700
Total Operating Revenue		41,446	40,400	46,595	42,182
Cost of Services					
Cost of Services		40,988	39,700	44,351	41,640
Special Purpose Funds Expenditure		700	700	1,900	700
Net (Deficit)/ Surplus before Depreciation and Amortisation		(242)	–	344	(158)
Depreciation and Amortisation*		12,500	14,000	11,500	11,500
Net Deficit for the Year		(12,742)	(14,000)	(11,156)	(11,658)

* The Government provides funds for capital expenditure by way of a capital injection as presented in the Prospective Statement of Movements in Equity and does not fund Te Papa for depreciation.

The 2006/07 budget and estimated actual financial statements have been prepared under New Zealand GAAP, and the 2007/08 prospective financial statements have been prepared under NZ IFRS.

2.6

Prospective Statement of Movements in Equity

for 2007/08 to 2009/10

	NOTE	PROSPECTIVE			ESTIMATED ACTUAL	BUDGET
		2007/08 \$000	2008/09 \$000	2009/10 \$000	2006/07 \$000	2006/07 \$000
Equity at Beginning of the Year		993,171*	990,429	986,429	994,593	875,846
Net Operating Deficit		(12,742)	(14,000)	(14,500)	(11,156)	(11,658)
Total Recognised Revenues and Expenses for the Year		(12,742)	(14,000)	(14,500)	(11,156)	(11,658)
Crown Capital Injection		10,000	10,000	9,000	15,500	15,500
Equity at End of the Year	2, 4	990,429	986,429	980,929	998,937*	879,688

* The decrease in taxpayers' funds between the 2006/07 estimated actual closing balance and the 2007/08 opening balance represents the expected effect of adopting NZ IFRS. A reconciliation of this change is provided at Note 4.

The 2006/07 budget and estimated actual financial statements have been prepared under New Zealand GAAP, and the 2007/08 prospective financial statements have been prepared under NZ IFRS.

2.7

Prospective Statement of Financial Position

as at 30 June 2007 to 30 June 2010

	NOTE	PROSPECTIVE			ESTIMATED ACTUAL	BUDGET
		30 JUNE 2008 \$000	30 JUNE 2009 \$000	30 JUNE 2010 \$000	30 JUNE 2007 \$000	30 JUNE 2007 \$000
Equity						
Capital	2(a)	419,898	429,898	438,898	409,898	409,898
Accumulated Losses	2(b)	(124,713)	(138,713)	(153,213)	(103,599)	(104,263)
Asset Revaluation Reserve	2(c)	116,101	116,101	116,101	116,101	574,053
Collection Revaluation Reserve	2(d)	576,537	576,537	576,537	576,537	0
Restricted Revenue Reserves	2(e)	2,594	2,594	2,594	0	0
Available-for-Sale Revaluation Reserve	2(f)	12	12	12	0	0
Total Equity		990,429	986,429	980,929	998,937	879,688
<i>Represented by:</i>						
Current Assets						
Cash and Cash Equivalents		13,603	6,268	5,200	28,390	19,215
Loans and Receivables		1,342	1,342	1,342	1,342	780
Other Financial Assets		511	511	511	511	0
Inventory – Current		1,217	1,217	1,217	1,217	1,000
Publications Work in Progress		113	113	113	113	0
Total Current Assets		16,786	9,451	8,383	31,573	20,995
Non-Current Assets						
Property Plant and Equipment		363,704	360,638	353,036	355,690	274,137
Collections		619,238	622,238	625,238	616,238	589,713
Intangible Assets		1,031	1,201	1,371	0	0
Total Non-current Assets		983,973	984,077	979,645	971,928	863,850
Total Assets		1,000,759	993,528	988,028	1,003,501	884,845
<i>Less</i>						
Current Liabilities						
Accounts Payable		1,601	1,601	1,601	1,601	2,857
Employee Entitlements		1,851	1,851	1,851	1,833	1,166
Other Liabilities		6,728	3,497	3,497	980	1,000
Total Current Liabilities		10,180	6,949	6,949	4,414	5,023
Non-current Liabilities						
Employee Entitlements		150	150	150	150	134
Net Assets		990,429	986,429	980,929	998,937	879,688

The 2006/07 budget and estimated actual financial statements have been prepared under New Zealand GAAP, and the 2007/08 prospective financial statements have been prepared under NZ IFRS.

2.8

Prospective Statement of Cash Flows

for 2007/08 to 2009/10

	PROSPECTIVE			ESTIMATED ACTUAL	BUDGET
	30 JUNE 2008 \$000	30 JUNE 2009 \$000	30 JUNE 2010 \$000	30 JUNE 2007 \$000	30 JUNE 2007 \$000
Cash Flows from Operating Activities					
<i>Cash was provided from:</i>					
Government Grants	20,574	20,574	20,574	20,574	20,574
Sale of Goods and Services	12,691	12,250	12,800	12,687	10,804
Donations and Sponsorship	3,400	3,650	3,650	3,412	3,550
Special Purpose Funds Revenue	700	700	700	1,900	700
Interest Income	1,250	580	420	1,546	1,500
Other Revenue	2,831	2,646	2,856	6,476	2,994
	41,446	40,400	41,000	46,595	40,122
<i>Cash was disbursed to:</i>					
Payments to Employees	22,704	23,385	24,087	21,903	20,835
Payments to Suppliers	18,284	16,315	16,213	21,923	18,760
Disbursement of Funds Held in Trust	–	3,231	–	–	–
Special Purpose Funds Expenditure	700	700	700	1,900	700
Net Cash Flows from Operating Activities	(242)	(3,231)	–	869	(173)
Cash Flows from Investing Activities					
<i>Cash was provided from:</i>					
Sale of Property, Plant and Equipment	–	–	–	–	15
<i>Cash was disbursed to:</i>					
Purchase of Property, Plant and Equipment	20,885	10,934	6,898	7,288	16,068
Purchase of Intangible Assets	660	170	170	–	–
Purchase of Collections	3,000	3,000	3,000	2,044	3,000
	24,545	14,104	10,068	9,332	19,068
Net Cash Flows Used in Investing Activities	(24,545)	(14,104)	(10,068)	(9,332)	(19,053)
Cash Flows from Financing Activities					
<i>Cash was provided from:</i>					
Capital Grant for General Purposes	10,000	10,000	9,000	15,500	15,500
Net Cash Flows from Financing Activities	10,000	10,000	9,000	15,500	15,500
Net Increase/(Decrease) in Cash Held	(14,787)	(7,335)	(1,068)	7,037	(3,726)
Add Opening Cash Brought Forward:					
Cash and Cash Equivalents	28,390	13,603	6,268	21,353	20,813
Closing Cash Carried Forward	13,603	6,268	5,200	28,390	17,087
Represented by:					
Cash and Cash Equivalents	13,603	6,268	5,200	28,390	17,087*
	13,603	6,268	5,200	28,390	17,087

* There was an error in the 2006/07 Statement of Intent presenting a difference between the cash and cash equivalents balance in the cash flow statement and the balance sheet. The closing cash balance includes 'cash at bank' \$17.087 million where it should have included 'cash at bank' \$17.087 million; 'Special Purpose Fund (SPF) deposits \$1.578 million; 'SPF investments' \$550,000 equals balance sheet total of \$19.215 million.

The 2006/07 budget and estimated actual financial statements have been prepared under New Zealand GAAP, and the 2007/08 prospective financial statements have been prepared under NZ IFRS.

Notes to the Prospective Financial Statements

1

Cost of Services is spread over the following activities:

	PROSPECTIVE			ESTIMATED ACTUAL	BUDGET
	30 JUNE 2008 \$000	30 JUNE 2009 \$000	30 JUNE 2010 \$000	30 JUNE 2007 \$000	30 JUNE 2007 \$000
Experience	7,710	7,468	7,580	10,223	10,074
Commercial	10,673	10,338	10,494	10,750	8,269
Marketing and Communications	2,306	2,234	2,267	2,199	2,395
Art and Collection Services	3,144	3,045	3,091	3,059	2,449
History and Pacific Cultures	878	850	863	854	842
Mātauranga Māori	733	710	721	721	623
Natural Environment	1,571	1,522	1,545	1,415	1,275
National Services Te Paerangi	844	817	830	793	893
People and Strategy	1,566	1,517	1,540	1,804	1,222
Corporate Services	9,470	9,172	9,311	10,004	9,890
Other	2,093	2,027	2,058	2,529	3,708
Cost of Services	40,988	39,700	40,300	44,351	41,640

2

A reconciliation of Equity is as follows:

	PROSPECTIVE			ESTIMATED ACTUAL 2006/07 \$000	BUDGET 2006/07 \$000
	2007/08 \$000	2008/09 \$000	2009/10 \$000		
(a) Capital					
Opening Balance	409,898	419,898	429,898	394,398	394,398
Plus Crown Capital Injection	10,000	10,000	9,000	15,500	15,500
Closing Balance	419,898	429,898	438,898	409,898	409,898
(b) Accumulated Losses					
Opening Balance	(111,971)	(124,713)	(138,713)	(92,443)	(92,605)
Net Operating Deficit	(12,742)	(14,000)	(14,500)	(11,156)	(11,658)
Closing Balance	(124,713)	(138,713)	(153,213)	(103,599)	(104,263)
(c) Asset Revaluation Reserve					
Opening Balance	116,101	116,101	116,101	116,101	574,053
Revaluations	0	0	0	0	0
Closing Balance	116,101	116,101	116,101	116,101	574,053
(d) Collection Revaluation Reserve					
Opening Balance	576,537	576,537	576,537	576,537	0
Revaluations	0	0	0	0	0
Closing Balance	576,537	576,537	576,537	576,537	0
(e) Restricted Reserves					
Opening Balance	2,594	2,594	2,594	0	0
Movement	0	0	0	0	0
Closing Balance	2,594	2,594	2,594	0	0
(f) Available-for-Sale Revaluation Reserve					
Opening Balance	12	12	12	0	0
Available-for-Sale Gains	0	0	0	0	0
Closing Balance	12	12	12	0	0
Total Public Equity at End of the Year	990,429	986,429	980,929	998,937	879,688

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 2010 comply with Financial Reporting Standard No. 42: Prospective Financial Statements.

4

Explanation of translation to NZ IFRS.

These are the Museum's first prospective financial statements prepared in accordance with NZ IFRS.

The accounting policies set out in the Statement of Accounting Policies on pages 41 to 45 have been applied in preparing the forecast financial statements for the years ending 30 June 2008 to 30 June 2010. The comparative financial information for 30 June 2007 and prior financial years has been reported under superseded New Zealand GAAP. The following is a reconciliation of the forecast 30 June 2007 financial statements under superseded New Zealand GAAP, to the opening 30 June 2007 balances prepared under NZ IFRS that form the opening position for the 30 June 2008 to 30 June 2010 prospective financials.

Reconciliation of Forecast Statement of Financial Performance

	NOTE	CURRENT GAAP FORECAST ACTUAL 2006/07 \$000	EFFECT OF TRANSITION TO NZ IFRS \$000	NZ IFRS COMPARATIVES 2006/07 \$000
Revenue				
Crown Revenue		20,574		20,574
Commercial Revenue		12,687		12,687
Donations and Sponsorship		3,412		3,412
Other Revenue	(a)	8,022	(212)	7,810
Special Purpose Funds Revenue	(a)	1,900	(608)	1,292
Total Operating Revenue		46,595	(820)	45,775
Cost of Services		44,351		44,351
Special Purpose Funds Expenditure		1,900		1,900
Net Surplus (Deficit) before Depreciation and Amortisation		344	(820)	(476)
Depreciation and Amortisation		11,500		11,500
Net Deficit for the Year		(11,156)	(820)	(11,976)

Reconciliation of Forecast Statement of Movements in Equity

	NOTE	CURRENT GAAP FORECAST ACTUAL 2006/07 \$000	EFFECT OF TRANSITION TO NZ IFRS \$000	NZ IFRS COMPARATIVES 2006/07 \$000
Equity at Beginning of the Year		994,593		994,593
Net Operating Deficit	(a)	(11,156)	(820)	(11,976)
Asset Revaluation Reserve Movement		–		–
Collection Revaluation Reserve Movement		–		–
Total Recognised Revenues and Expenses for the Year		(11,156)	(820)	(11,976)
Crown Capital Injections		15,500		15,500
Conditional Funds	(a)		(4,928)	(4,928)
Employee Entitlements	(b)		(18)	(18)
Public Equity at End of the Year		998,937	(5,766)	993,171

Reconciliation of Forecast Statement of Financial Position

	NOTE	CURRENT GAAP FORECAST ACTUAL 2006/07 \$000	EFFECT OF TRANSITION TO NZ IFRS \$000	NZ IFRS COMPARATIVES 2006/07 \$000
Public Equity				
Capital		409,898		409,898
Accumulated Losses	(a), (b), (c)	(103,599)	(8,372)	(111,971)
Asset Revaluation Reserve		116,101		116,101
Collection Revaluation Reserve		576,537		576,537
Restricted Revenue Reserves	(a)	–	2,594	2,594
Available for Sale Revaluation Reserve	(c)	–	12	12
Total Public Equity		998,937	(5,766)	993,171
<i>Represented by:</i>				
Current Assets				
Cash and Cash Equivalents		28,390		28,390
Loans and Receivables		1,342		1,342
Other Financial Assets		511		511
Inventory – Current		1,217		1,217
Publications Work in Progress		113		113
Total Current Assets		31,573		31,573
Non-current Assets				
Property, Plant, and Equipment	(d)	355,690	(371)	355,319
Collections		616,238		616,238
Intangible Assets	(d)	–	371	371
Total Non-current Assets		971,928	–	971,928
Total Assets		1,003,501	–	1,003,501
<i>Less</i>				
Current Liabilities				
Accounts Payable		1,601		1,601
Employee Entitlements	(b)	1,833	18	1,851
Other Liabilities	(a)	980	5,748	6,728
Total Current Liabilities		4,414	5,766	10,180
Non-Current Liabilities				
Employee Entitlements		150		150
Net Assets		998,937	(5,766)	993,171

Reconciliation of Forecast Statement of Cash Flows

The only impact the transition to NZ IFRS has on the Statement of Cash Flows for Te Papa is that cash disbursed for the purchase of computer software will be separately identified as 'purchase of intangible assets', where previously it was identified as part of 'purchase of property, plant, and equipment'.

Notes to the above Reconciliations

- (a) Te Papa receives grants, bequests, gifts, and contributions from private individuals and organisations for scientific research projects and collection acquisitions. These were previously recognised as revenue when received. Under NZ IFRS they 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 have been separately identified as restricted revenue reserves. Where a transfer is subject to conditions that, if unfulfilled, require the return of the transferred resources, a liability has been recognised to reflect that the funds are repayable until the condition is fulfilled.
- (b) Te Papa currently provides sick leave to its employees in accordance with the Holidays Act 2003. Generally, every employee is entitled to a certain number of days of sick leave each year and if not fully used in that year, the unused leave can be accumulated for use in subsequent years. Under NZ IFRS, Te Papa has provided for sick leave earned that is expected to be taken in future years.
- (c) The increase in value of financial assets classified as 'available for sale' are taken to reserves, not to revenue.
- (d) Software previously included in property, plant, and equipment has been reclassified as an intangible asset.

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Te Papa thanks the people of New Zealand and many organisations, iwi, and individuals for their generous support.

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