

Museum of New Zealand Te Papa Tongarewa  
Statement of Intent 2005 / 2008



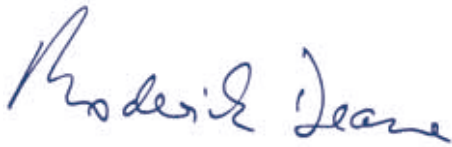
Experience Te Papa through **sight** kitenga



## MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA STATEMENT OF INTENT

2005/2006, 2006/2007, 2007/2008

In accordance with section 41F of the Public Finance Act 1989, this Statement of Intent of the Museum of New Zealand Te Papa Tongarewa for the three years ending 30 June 2008 is laid before the House of Representatives.



DR RODERICK S DEANE  
CHAIRMAN  
1 JULY 2005



JOHN JUDGE  
BOARD MEMBER  
1 JULY 2005

## Our Mission Tā Mātou Koromakinga

The Museum of New Zealand Te Papa Tongarewa Act 1992 (section 6) establishes the Museum. It enshrines in its Purpose (section 4) Te Papa's Mission statement:

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.

Ka tū te Whare Taonga o Aotearoa Te Papa Tongarewa hei wānanga mō te motu, ki te whakāra, ki te hōpara, ki te whakapūmau i ngā tīkanga maha, me ngā mōhiotanga mō te ao tūturu, kia whai mana ai ēnei mōhiotanga, mai neherā, kia mau pakari ai mō nāianeī, whai ki te wā kei mua.

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# 1.0 Concept and Corporate Principles

## Te Ariā me ngā Mātāpono Rangapū

### 1.1 CONCEPT

The concept of the Museum of New Zealand Te Papa Tongarewa (Te Papa) 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

### 1.2 CORPORATE PRINCIPLES

Six principles collectively express Te Papa's underpinning corporate 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 wāriu 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.

**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 Commercially 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.

Learning and Leisure | Te Ipu Kāhurangi leads a school group through the exhibition *Made in New Zealand*



## 2.0 Functions and Operations

### Ngā Mahi me ngā Whakahaere

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, Te Papa's 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



Looking up close in the Discovery Centre *Inspiration Station*

## 3.0 Governance and Management

### Te Kāwanatanga me te Whakahaere

#### 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 of New Zealand Te Papa Tongarewa Act 1992, the Minister may not give a direction to 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 1 July 2005 the Board comprised:

**Dr Roderick S Deane** PhD, BCom (Hons), FCA, FCIM, FNZIM, Chairman

**Professor Judith Binney** CNZM, MA (Hons), FRSNZ

**Glenys Coughlan** MBA, MA

**David Gascoigne** CBE, LL.M

**John Judge** BCom, FCA

**Josephine Karanga**, BEd, Dip Tchg

**Jenny May** TTC, MInstD, BA (Hons)

**Mark Solomon**

#### 3.2 MANAGEMENT

As at 1 July 2005 Te Papa's senior management comprised:

**Dr Seddon Bennington** PhD, Chief Executive

**Te Taru White** MBA, BSc (Hons), Kaihautū

**Paul Brewer** LVO, MA (Hons), Cert PR, Director Marketing and Communications

**Dr Carol Diebel** PhD, Director Natural Environment/Papatūānuku

**Briony Ellis** Director Funds Development

**Arapata Hakiwai** MA, Director Mātauranga Māori

**Jonathan Mane-Wheoki** MA, Dip FA (Hons), BA, ATCL, Director Art and Visual Culture

**Dr Claudia Orange** OBE, PhD, Director History and Pacific Cultures

**Matthew Reid** BCA, CA, Director Corporate Services

**James Te Puni** MBA, Director Māori Strategy

**Kevin Tso** BCA, CA, Director Commercial

Director National Services Te Paerangi (vacant)

Director Experience (vacant)



## 4.0 Background and Operating Environment

### Te Kapapori me te Taiao Whakahaere

#### 4.1 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 opened in February 1998, and since then has attracted more than 10.4 million visitors (6.6 million New Zealanders and 3.8 million international visitors).

#### 4.2 OPERATING ENVIRONMENT

Six factors are likely to influence Te Papa over the three years 2005/06 to 2007/08.

##### VISITATION

Since opening in 1998, Te Papa has achieved consistently high numbers of visitors, far in excess of projections made before it opened. Visitor numbers and demographics have been relatively consistent over the Museum's seven years of operation.

The principal variances from 1998/99 to 2004/05 have been an increase in international visitors and a broadly equivalent reduction in visits from New Zealanders from outside the Wellington region.

From 1998/99 to 2005/06 Te Papa has steadily grown the number of international visitors. Te Papa seeks to build its international reputation through marketing initiatives in key international and emerging

markets, including initiatives in collaboration with Tourism New Zealand, and by enhancing the profile of Te Papa's brand with activities such as touring exhibitions.

Te Papa is continuing to implement strategies to increase visitation from New Zealanders from outside the Wellington region, for example, by presenting a strong short-term exhibition programme in The TOWER Gallery, refreshing the core free experience – the long-term exhibitions – developed for the opening in 1998, and continuing to promote the Te Papa experience in key regional markets, including in conjunction with Positively Wellington Tourism and partner Air New Zealand.

##### STRATEGY FOR THE MUSEUM SECTOR IN NEW ZEALAND

In April 2005, Museums Aotearoa, the museum sector professional body, launched *A Strategy for the Museum Sector in New Zealand*.

The strategy raises a number of issues with respect to the relationship between, and respective roles of, Museums Aotearoa and Te Papa National Services Te Paerangi. The strategy also raises several issues relating to sustainability, museums' readiness to embrace the opportunities afforded by digital technologies, the relationship between museums and local authorities in the context of the Local Government Act 2002, and the place of museums in their communities.

It is expected the outcomes and recommendations arising from the strategy will inform the triennial review of National Services Te Paerangi's priority programme areas and delivery strategies, which is scheduled for 2005/06 and will inform activities from 2006/07.

#### DIGITAL ENVIRONMENT

Digital technologies, including the Internet, provide new opportunities for Te Papa and like institutions to increase access to their collections and information about their collections for national and international audiences.

Te Papa contributed to the development of the Government's Digital Strategy (May 2005) alongside other culture and heritage institutions, and has implemented a programme to enhance online access to its collections, knowledge, and services and continues to collaborate with other institutions on initiatives to increase access to culture and heritage resources.

#### TREATY OF WAITANGI ENVIRONMENT

The Treaty of Waitangi environment affects Te Papa, in particular, when taonga held by the Museum become the subject of claims.

Te Papa is adopting a proactive approach to the claims environment, a key element of which is ensuring information about taonga is comprehensive and provides a sound basis for engaging with iwi.

Te Papa is also developing agreements, with several iwi, regarding the long-term care and management of significant taonga.

#### NEW STATE SECTOR LEGISLATION

Changes to State sector legislation, including the creation of the Crown Entities Act 2004 and amendments to the State Sector Act 1988, are expected to have minimal impact on Te Papa's operations.

However, as a result of the legislative changes Te Papa is reviewing its governance and accountability processes, and is working with the State Services Commission following the extension of the State Services Commissioner's mandate in respect to Crown entities, specifically on matters of integrity and conduct.

Although new planning and reporting provisions under the Crown Entities Act 2004 do not generally apply until after 1 January 2006, Te Papa will incorporate the new requirements into its compliance documents from 2005/06, including in this Statement of Intent.

#### INTERNATIONAL FINANCIAL REPORTING STANDARDS

Te Papa is assessing the effect of adopting the New Zealand equivalents of the International Financial Reporting Standards, and will be ready for the 1 January 2007 changeover.



## 5.0 Accountability and Alignment with Government Goals Te Whakatau Tika me te Whakahāngai ki ngā Whāinga Kāwanatanga

### 5.1 ACCOUNTABILITY

Under the Crown Entities Act 2004, Te Papa Board members must comply with the Board's *collective duties*, their *individual duties* as members, and any directions made by the responsible Minister to the entity. The collective duties are owed to the responsible Minister and the individual duties are owed to the responsible Minister and the entity.

Under the Public Finance Act 1989, 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.<sup>1</sup>

### 5.2 ALIGNMENT WITH GOVERNMENT GOALS

#### KEY GOVERNMENT GOALS

Te Papa makes a significant contribution to the key government goal to:

**Strengthen national identity and uphold the principles of the Treaty of Waitangi** – Celebrate our identity in the world as people who support and defend freedom and fairness, who enjoy arts, music, movement and sport, and who value our cultural heritage; and resolve at all times to endeavour to uphold the principles of the Treaty of Waitangi.

Te Papa also contributes to the key government goals to:

- Improve New Zealanders' skills
- Maintain trust in government and provide strong social services
- Grow an inclusive, innovative economy for the benefit of all

It does this through partnerships with whānau, hapū, iwi, and Māori organisations, and the activities of National Services Te Paerangi (which works in partnership with other museums, iwi, and related culture and heritage organisations to build capacity and the sustainability of the services they provide to their communities).

#### SECTOR OUTCOMES

Through its involvement in culture and heritage, the Government seeks to achieve the following outcomes (as set out in the Ministry for Culture and Heritage's *Statement of Intent 2005/06*).



<sup>1</sup> Planning and reporting provisions under the Crown Entities Act 2004 generally come into force from the financial year commencing after 1 January 2006.

### TE PAPA'S CONTRIBUTION TO GOVERNMENT GOALS

Te Papa contributes to the Government's goals by providing Museum Services. Te Papa is a focus for New Zealanders – a symbol of national pride and a reflection of our national identity.

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.

Through its activities, Te Papa seeks to contribute to the Government's goals by achieving the following outcomes:

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

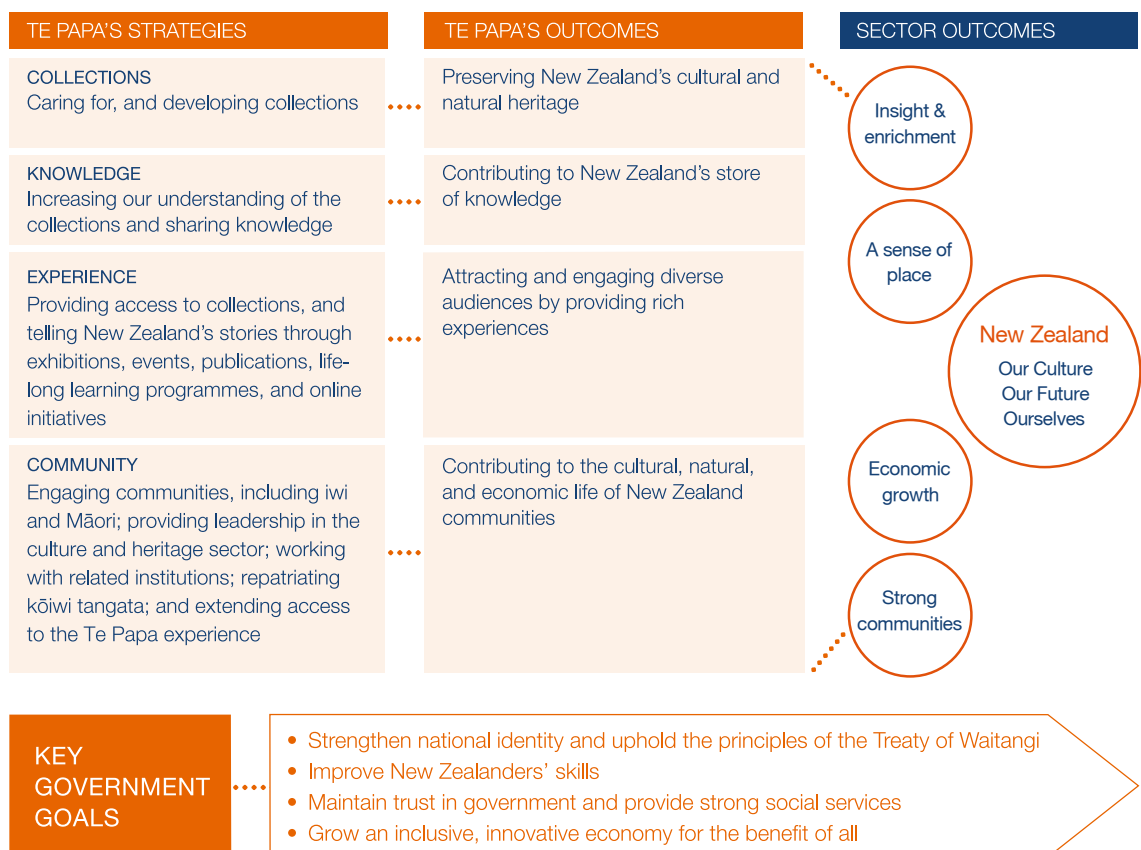
**Knowledge** Contributing to the store of knowledge related to New Zealand's cultural and natural heritage

**Experience** Attracting and engaging diverse audiences by providing inspiring, informed, and rich experiences underpinned by scholarship, including mātauranga Māori

**Community** Contributing to the cultural, natural, and economic life of New Zealand communities and securing community involvement in Te Papa

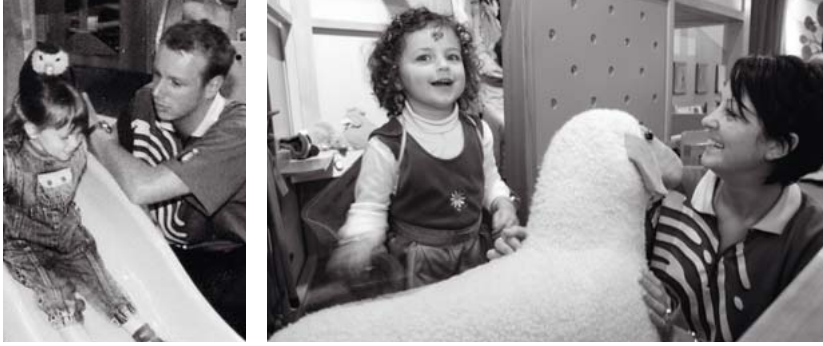
The relationship between Te Papa's strategies and outcomes, the sector's outcomes, and the Government's goals is shown in the diagram following.

### Relationship between Te Papa's Strategies and Outcomes, the Sector's Outcomes, and the Government's Goals



Experience Te Papa through **touch** pānga





An experience for younger visitors in StoryPlace

## 6.0 Strategic Objectives for the Next Three Years Ngā Whāinga Rautaki mō te Wā Whakamahere Toru Tau

### 6.1 OVERVIEW

Te Papa's success in achieving consistently high visitation and satisfaction levels can be attributed to its commitment to excellence and to ensuring the expectations of its audiences are met by providing inspiring, informed, and rich experiences.

The Museum's strategic priorities for the three years 2005/06 to 2007/08 are as follows.

- **Delivering a major programme of refreshments within the core free experience** – the long-term exhibitions – and maintaining a high-quality programme of short-term exhibitions, including international touring exhibitions, in The TOWER Gallery
- **Implementing a new framework for scholarship**, including mātauranga Māori, to build the knowledge that enables Te Papa to speak with authority
- **Enhancing online access** to collections and resources
- **Focusing on Te Papa in the community** – 'being out there' – through partnerships (including with iwi and Māori), the activities of National Services Te Paerangi and touring exhibitions

A key objective of Te Papa's Board is to ensure the Museum's operations are sustainable, flexible to changes in the external environment, and provide maximum value for money.

### 6.2 OPERATIONAL OBJECTIVES AND STRATEGIES

Te Papa's priorities and strategies for achieving its outcomes in the areas of *Collections*, *Knowledge*, *Experience*, and *Community* over the three years 2005/06 to 2007/08 are set out below.

Te Papa's principal activities, which contribute to the achievement of its outcomes, include:

- Caring for and developing collections
- Increasing our understanding of the collections and sharing knowledge
- Providing access to collections and telling New Zealand's stories through exhibitions, events, publications, lifelong learning programmes, and online initiatives
- Engaging communities, including iwi and Māori, by providing leadership and support to enhance services in the culture and heritage sector, working in partnership with research and education institutions, repatriating kōiwi tangata Māori and Moriori (human remains), and extending access to the Te Papa experience

#### COLLECTIONS

Over the three years 2005/06 to 2007/08, Te Papa expects to complete a major refurbishment of its Tory Street research and collection storage facility. The refurbishment will ensure Te Papa has the facilities to meet work demands, particularly in the Natural Environment area, provides the highest level of safety and security for the long-term care and management of the collections, and has greater collection storage capacity.



## KNOWLEDGE

In 2004/05 Te Papa reviewed its Core Projects Strategy, which provides the thematic framework for aligning research programmes, collection development priorities, and new visitor experience products, including exhibitions. The strategy supports bicultural, cross-disciplinary projects that use the breadth of Te Papa's collections.

The review sought to ensure a strong alignment between the core project themes and Te Papa's research outputs, and the major programme of refreshment of the core free experience. The revised themes, which will be implemented from 2005/06, 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

An ongoing focus for Te Papa is strengthening and developing new research networks and partnerships and securing additional funding for research projects. Te Papa has been successful in obtaining funding from external sources in the Natural Environment/Papatūānuku area, and this will remain a key priority across all research areas. These projects enhance our understanding of the collections and generate knowledge used by Te Papa and the community.

Te Papa seeks to increase the profile of research and scholarship activities nationally and internationally, including through publications, such as books, articles in popular and refereed journals, and online publications, and through conference presentations.

To further enrich our knowledge, and the care, of the collections, Te Papa maintains a group of honorary associates, recognising the strong and mutually beneficial relationship between esteemed individuals and the Museum.

## EXPERIENCE

Over the three years, Te Papa will commence a major refreshment of the core free experience – the long-term exhibitions.

As part of this programme, Te Papa will introduce new long-term exhibitions into Level 3 and The Boulevard on Level 5.

In 2005/06 Te Papa will open the second phase of *Toi Te Papa Art of the Nation*, the first phase of which opened in October 2004 and covered the period 1940 to today. With the opening of phase two, *Toi Te Papa Art of the Nation* will be Te Papa's largest exhibition, profiling works of art, decorative art objects, and taonga to tell the story of the development of European and Māori art traditions – a story only Te Papa can tell from its collections.

Encompassed within the overarching strategy for art at Te Papa that is *Toi Te Papa Art of the Nation*, opening in 2005/06 will be a series of works in the Sculpture Court on Level 6, including short-term site-specific works, and major commissions by prominent sculptors.

In 2005/06, Te Papa will open, on Level 3, a major long-term exhibition exploring the impact of human settlement on the land.

Over the three-year period, Te Papa will redevelop *The Time Warp* on Level 2 to again be a leading edge, immersive museum experience that differentiates Te Papa from other museums, attracts and engages younger audiences, and provides learning opportunities.

Te Papa will also redevelop the long-term exhibition *Mana Pasifika* and the Discovery Centre *PlaNet Pasifika*, which will involve consultation and collaboration with Pacific communities.

Critical to maintaining a sense that 'there is always something happening at Te Papa' is the delivery of high-quality short-term exhibitions, including major international touring exhibitions, in The TOWER Gallery. These 'blockbuster' exhibitions, such as *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, are vital to driving visitation and commercial revenues and attracting visitors from outside the Wellington region.



Through its Learning Centre Te Papa provides a range of lifelong learning experiences associated with exhibitions and collections-based scholarship, including mātauranga Māori. A focus of the Centre is to increase access to learning experiences, for example, by developing online education products for audiences outside Te Papa and providing opportunities for self-directed learning by school and education groups.<sup>2</sup>

In 2005/06 Te Papa will deliver a pilot providing access to 'collections online', which will enable audiences to search and explore Te Papa's collections through the Museum's website. *Collections Online* is being developed to provide further in-depth information to support a physical or virtual visit to the Museum and to increase access to Te Papa's collections and knowledge for audiences nationally and internationally.

Te Papa continues to play a role in national collaborative initiatives to enhance access to culture and heritage resources online, including through the National Digital Forum (an initiative of Archives New Zealand, the National Library of New Zealand, and Te Papa) and the inclusion of material from Te Papa in *Te Ara: The Encyclopedia of New Zealand*.

## COMMUNITY

### National Services Te Paerangi

In 2005/06, in consultation with the museum sector, National Services Te Paerangi will review the strategic priority areas that form the focus for regional and national partnership projects. Programme priority areas are reviewed triennially, and the outcomes of the 2005/06 review will inform planning for the three years from 2006/07.

Following Museums Aotearoa's development of *A Strategy for the Museum Sector in New Zealand* (April 2005), the triennial review will also consider more broadly the role and delivery strategies of National Services Te Paerangi.

Under the priority areas defined in 2003/04 (Training and Skill Development, Standards Implementation,

Kaupapa Māori Iwi Development, and Strategic Regional and Community Development Initiatives), key national projects to be progressed over 2005/06, include the:

- Implementation by the Aviation, Tourism and Travel Training Organisation and its Museums Training Council of work-based training within the National Qualifications Framework
- Examination of options for a sustainable business model for the *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa*
- Expansion of the functionality of the New Zealand Museums website [www.nz museums.co.nz](http://www.nz museums.co.nz)

A key focus for National Services Te Paerangi is supporting national projects by maximising collaborations, making strategic alignments, leveraging relationships with larger museums and professional membership associations, and supporting smaller museums, iwi, and related organisations.

### Strategic Relationships, Including with Iwi and Māori

Te Papa develops relationships with related organisations on collaborative projects that draw on the resources and expertise of several partners, and extend the Museum's reach into the community.

Te Papa's iwi relationships contribute significant value across the Museum's activities, and include working in partnership with iwi to manage taonga, pursue commercial, cultural and research opportunities, and develop new products and experiences, and as part of developing Rongomaraeroa (Te Papa's marae) as a marae for all people.

The focus of Te Papa's iwi relationship activity over the three years 2005/06 to 2007/08 will be to maintain and develop relationships through partnership projects, the Karanga Aotearoa Repatriation Programme, and projects entered into between National Services Te Paerangi and iwi/Māori.

<sup>2</sup> Te Papa's Learning Centre includes the four Discovery Centres and *StoryPlace*, Events and Entertainment, Te Aka Matua Library and Information Centre, and Learning and Leisure | Te Ipu Kāhuirangi.



Hands on learning in the Discovery Centres

Te Papa's *Iwi Exhibition Programme* provides an opportunity to develop strong and enduring relationships with iwi, and includes the development of an exhibition displayed within the long-term exhibition *Mana Whenua*.

As Te Papa's *Iwi Exhibition* partner, Whanganui will be the focus of activity in 2005/06. In 2006, Te Papa will join with Ngāi Tahu to deliver the fifth in the museum's programme of *Iwi Exhibitions*. For the exhibition's duration, Ngāi Tahu kaumātua will be resident at Te Papa and Ngāi Tahu kawa will prevail on Rongomaraeroa.

#### Karanga Aotearoa Repatriation Programme

On the Government's behalf, Te Papa delivers a programme to repatriate kōiwi tangata Māori and Moriori from overseas public institutions and domestically to whānau, hapū, and iwi.

The focus of the programme for the three-year period is continuing to build the research base, while completing an increasing number of repatriations (including, in 2005/06, two international and three domestic repatriations).

As part of the programme, Te Papa is holding a series of national wānanga to engage iwi and Māori in discussions on issues relevant to the programme, such as the long-term management of unprovenanced kōiwi tangata.

A panel of external experts, the Repatriation Advisory Group, provides high-level guidance and advice on the programme, and acts as a link between Te Papa and iwi.

#### Sharing the Te Papa Experience

In 2003/04 Te Papa developed a strategy for touring exhibitions domestically and internationally. Over the three years 2005/06 to 2007/08, Te Papa will implement a sustained international touring programme, having established a reputation internationally for developing high-quality exhibitions (as evidenced by the success of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*).

The international touring programme provides an opportunity to develop new, and strengthen existing, relationships, as well as to enhance the recognition of Te Papa's brand among the international museum community. This is essential to securing major blockbuster exhibitions and the formation of regional touring networks.

Having launched a new website in 2004, Te Papa will continue to explore opportunities to maximise the opportunities offered by the Internet to increase access to collections and knowledge, including through *Collections Online*, and explore innovative ways to deliver the Museum's services.

# EXOTIC TASTE DELICIOUS

## THE ITALIANS IN NEW ZEALAND

Experience Te Papa through **sound oro**





## 7.0 Te Whāinga Rautaki mō te Māhere Toru Tau

### 7.1 TE TIROHANGA WHĀNUI

Ka whakataua pea te momoho o Te Papa ki te whakarite kia tokomaha tonu te hunga peka mai, kia nui hoki tō rātou wanea, nā tōna ū ki te hiranga me tāna whakarite kia tutuki ngā tūmanakohanga o ngā manuhiri mā te whakarato i ngā wheako hira, mātau, whakarangatira anō hoki.

Kei roto i ngā mahi rautaki matua mō tēnei wā whakamahere:

- **Ko te whakatutuki i tētahi hōtaka whakahou matua** hei wāhi o ngā mahi utu kore e whakaratohia ana e Te Papa – ngā whakaaturanga mauki – te whakahaere hoki i tētahi hōtaka pai o ngā whakaaturanga hau poto, tae atu ki ngā whakaaturanga hāereere ā-ao, i roto i te Taiwhanga Whakaata TOWER
- **Te whakatinana i tētahi anga hou mō te mōhiotanga**, tae atu ki te mātauranga Māori, ki te whakatipu i te mōhiotanga e whai mana ai ngā kōrero a Te Papa
- **Te whakare i te wātea** ki ngā kohinga me ngā rauemi ā-ipurangi
- **Te āta aro atu ki te tūnga o Te Papa i roto i te hapori** – ‘te kitea ā-kanohitia’ – mā ngā whakahoatanga (tae atu ki ērā ki ngā iwi Māori), mā ngā mahi a National Services Te Paerangi, mā ngā whakaaturanga hāereere ā-motu, me te whakatinana i tētahi hōtaka haere tonu o ngā whakaaturanga hāereere ā-ao.

Ko tētahi whāinga matua o te poari whakahaere o Te Papa ko te whakarite kia mauroa ngā māhi a Te Papa, kia urutau aua mahi ki ngā panoni i roto i te taiao o waho, kia nui rawa atu te whakahokinga ki ngā tāngata katoa o Aotearoa i ngā moni i whakapaua.

### 7.2 NGĀ WHĀINGA WHAKAHAERE ME NGĀ RAUTAKI WHAKAHAERE

Kua whakatakotoria i roto i te wāhanga 5 ngā putanga e rapua ai e Te Papa i roto i ngā wāhi o ngā Kohinga, te Mōhiotanga me te Hapori.

Ko ētahi o ngā mahi matua a Te Papa e whai wāhi nui ana ki te whakatutuki i aua putanga, ko te.

- Tiaki me te whakawhanake kohinga
- Whakapiki i tō mātou mātau ki ngā kohinga me te tiritiri mōhiotanga
- Whakawātea i ngā kohinga ki te marea me te kōrero i ngā kōrero pūrākau o Aotearoa mā ngā whakakitenga, mā ngā takatūtanga, mā ngā pukapuka, mā ngā hōtaka ako tūroa tonu, me ngā kōkiritanga ā-ipurangi
- Whakauru i ngā hapori, tae atu ki ngā iwi Māori; te hoatu i te ārahitanga me te tautoko ki te whakare i ngā ratonga o te rāngai ahurea, tuku ihotanga hoki; te mahi tahi me ngā whakahaerenga rangahau, mātauranga hoki; te whakahoki kōiwi tāngata Māori, Moriori hoki ki Aotearoa; me te whakanui atu i te āhei atu a te tangata ki ngā wheako e whakaratohia ana e Te Papa.

Kei raro iho nei ngā mahi matua a Te Papa me āna rautaki whakatutuki i ōna putanga puta noa i te wā whakamahere, e toru tau te roa, atu i te tau 2005/06.

### NGĀ KOHINGA

Ko te tūmanakohanga o Te Papa, ka oti i roto i te wā whakamahere toru tau nei te whakahoutanga matua o tōna whare mō te rangahau me te rokiroki kohinga i Tory Street. Mā taua whakahoutanga e whakarite kia whai whakaurunga a Te Papa ki te whakatutuki i āna mahi, ina koa ērā nō te Ao Tūturu; kia whakarato a



Te Papa i te taumata tiketike rawa atu ka taea mō te haumaruru me te ngita o te tiaki me te whakahaere i ngā kohinga mō te wā roa; ā, kia whakarahia atu te wāhi e wātea ana mō te rokiroki kohinga.

## TE MŌHIOTANGA

I oti i Te Papa huri noa i ngā tau 2004/05 tāna Rautaki Kaupapa Matua te arotake, ā, ka whakarato taua rautaki i te anga kaupapa hei whakahāngai i āna hōtaka rangahau, i āna mahi matua mō te whakawhanake kohinga, me te whakawhanake i ngā mea hou hei wheako mā te hunga manuhiri, tae atu ki ngā whakaaturanga. Kei te whai te rautaki ki te tautoko i ngā kaupapa tikanga rua, pekanga mātauranga maha, e whakamahi ana i te whānuitanga o ngā kohinga a Te Papa.

I whai te arotake ki te whakarite i te kaha hāngai o ngā kaupapa o ngā Kaupapa Matua ki ngā putanga rangahau a Te Papa, me te hōtaka matua whakahou i ngā wheako utu kore, arā, ngā whakaaturanga mauki. Anei ngā kaupapa o ngā Kaupapa Matua kua whakahoutia, ka whakatinanatia ā ngā tau 2005/06 ahu atu:

- [Ngā Iwi o Aotearoa / Tāngata Whenua, Tāngata Tiriti](#)
- [Te Whenua](#)
- [Te Moana](#)
- [Te Auahatanga me ngā Mahi Hou](#)
- [Ngā Tirohanga ā-Ao](#)

Ko te whakapakari me te whakawhanake kōtuitui rangahau hou me ngā whakahoatanga hou, me te whiwhi i te pūtea tāpiri atu mō ngā kaupapa rangahau, te arotahi haere tonu a Te Papa. Momoho ai a Te Papa mohoa noa nei ki te whiwhi pūtea mai i ētahi kaiwhakarato o waho mō te wāhi Ao Tūturu/Papatūānuku, ā, ka noho tēnei mea te whiwhi pūtea hei whāinga matua puta noa i ngā wāhi rangahau katoa. Ko tā ēnei kaupapa, he whakarei i tō mātou mātau ki ngā kohinga, he whakapiki mōhiotanga ka whakamahia e Te Papa me te hapori whānui.

Kei te whai a Te Papa ki te whakanui i te hira o ngā mahi rangahau, mōhiotanga hoki puta noa i te

whenua nei, i tāwāhi hoki, mā ngā pukapuka, mā ngā tuhinga hautaka hira me ērā kua whakataua, mā ngā whakaaturanga i ngā hui, ā, mā te nui haere tonu o te whakaputa mōhiotanga ā-ipurangi.

Kei te puritia e Te Papa tētahi rōpū Hoa Whakahōnore ki te whakarei haere i tō mātou mātau ki ngā kohinga me tā mātou tiaki i aua kohinga, mā te āhukahuka i te hononga kaha, he mea pai ki ngā taha e rua, i waenga i ētahi tāngata kairangi me Te Papa.

## NGĀ WHEAKO

Ka tīmata a Te Papa puta noa i te wā whakamahere toru tau nei i tētahi whakahoutanga matua o ngā wheako utu kore i Te Papa – ngā whakaaturanga mauki i whakahiatotia mō te whakatuwheratanga i te tau 1998.

Hei wāhanga o taua hōtaka ka whakauru a Te Papa i ētahi whakaaturanga mauki hou ki Te Papa 3, ki The Boulevard hoki, kei Papa 5.

Ka whakatuwhera a Te Papa ā te tau 2005/06 i te wāhanga tuarua o *Toi Te Papa Art of the Nation*, whai mai ana i te whakatuwheratanga o te wāhanga tuatahi i a Whiringa-ā-nuku 2004 e horapa ana i te wā 1940 to today. Ā te whakatuwheratanga o te wāhanga tuarua, ka noho ko *Toi Te Papa Art of the Nation* te whakaaturanga nui rawa atu a Te Papa e tautuhi ana i ētahi taonga toi, taonga toi whakarākai, taonga toi Māori, e kōrero ana hoki mō te whanaketanga mohoa noa nei o ngā tikanga toi a te Pākehā me te Māori – he kōrero ka taea anake e Te Papa te kōrero mā āna kohinga.

Ka whakatuwheratia ā te tau 2005/06, hei wāhanga o te rautaki matawhānui mō ngā mahi toi i Te Papa, arā, hei wāhanga o *Toi Te Papa Art of the Nation*, he raupapa o ētahi taonga toi hou i roto i te Sculpture Court, i Te Papa 6. Hei reira ka whakakitea ētahi taonga toi hau poto i āta waihangatia mō te tū ki reira, me ētahi taonga toi hou ka whakaritea kia hangaia e ētahi kaiwhakairo rongonui.

Ā te tau 2005/06 ka whakatuwhera a Te Papa, i Te Papa 3, i tētahi whakaaturanga mauki hou e āta titiro ki te papānga ki te whenua o te nohanga a te tangata ki reira.

Putā noa i te wā toru tau, ka whakawhanake anō a Te Papa i *The Time Warp*, i Te Papa 2, kia noho anō ai



Enabling access to the experience for those with disabilities

hei wheako pāhekoheko ā-whare tongarewa, he mea kōhure, tērā e waitohu ana i Te Papa, e whakaware i te hunga tamariki, e whakarato anō hoki i ngā whai wāhitanga ako.

Ka oti anō i Te Papa he whakahoutanga matua o te whakaaturanga mauki *Mana Pasifika*, me te Discovery Centre *PlaNNet Pasifika*, whai mai ana i tā mātou akoako, mahi ngātahi hoki, me ngā hapori Moana-nui-a-Kiwa.

Ka tino whai wāhi nui te whakarato i te hōtaka kounga teitei o ngā whakaaturanga hau poto, tae atu ki ngā whakaaturanga hāereere ā-ao, i roto i te Taiwhanga Whakaata TOWER, ki te whakarite kia rangona tonutia te āhua e te marea 'kei te haere he mahi i Te Papa i ngā wā katoa.' He tino waiwai ēnei momo whakaaturanga whakaharahara, pēnei i *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, ki te whakanui i te tokomaha o te hunga manuhiri, i te maha o ngā moni i whiwhi, me te kukume mai i ngā manuhiri nō waho i te takiwā o Te Whanganui-a-Tara.

Ka whakarato a Te Papa mā tōna Learning Centre i te whānuitanga o ngā wheako ako tūroa tonu e pā ana ki ngā whakaaturanga me ngā mōhiotanga e ahu mai ana i ngā kohinga, tae atu ki te mātauranga Māori. Kei te aro atu te Centre ki te whakangāwari atu i te āhei ki ngā wheako ako, tae atu ki te whakawhanake i ngā mahi mātauranga ā-ipurangi mā ngā tāngata i waho i Te Papa, ki te whakarato wāhi e ako ā-kiritanga ai ngā ākongā o ngā kura me ngā rōpū mātauranga.<sup>3</sup>

Ā te tau 2005/06 ka kōkiri a Te Papa i tētahi kaupapa whāiti e hono ai te tangata ki ngā 'kohinga ā-ipurangi', e āhei ai rātou ki te rapu me te torotoro i ngā kohinga a Te Papa mā tāna pae tukutuku. Kei te whakawhanakehia a *Collections Online* ki te whakarato i ētahi atu pārongo matawhānui hei taituarā mō te peka mai ki Te Papa, ki te whakangāwari atu hoki i te āhei a ngā tāngata o tēnei whenua, o tāwāhi hoki, ki ngā kohinga me ngā mōhiotanga a Te Papa, tae atu ki ērā tūāhua e kore ai e taea e te tangata te toro mai.

Ka haere tonu te uru atu a Te Papa ki roto i ngā kōkiri paheko ā-motu e aro ana ki te whakangāwari i te āhei ā-ipurangi atu ki ngā rauemi ahurea, rauemi

tuku iho, tae atu ki ērā mā te National Digital Forum, he kōkiri a Te Rua Mahara o te Kāwanatanga, a Te Puna Mātauranga o Aotearoa, me Te Papa, ā, mā te whakauru pārongo hoki mai i Te Papa ki Te Ara The Encyclopedia of New Zealand.

## TE HAPORI

### TE PAPA NATIONAL SERVICES TE PAERANGI

Ka arotake haere a Te Papa National Services Te Paerangi ā te tau 2005/06, whai atu ana i ngā whakawhitwhitinga kōrero ki ērā atu o ngā whare tongarewa, i ngā wāhi rautaki matua e āta hāngai ana ki ngā kaupapa whakahoatanga ā-rohe, ā-motu hoki. Ka arotakehia ngā wāhi matua o te hōtaka i ia toru tau, ā, ka whakamōhio ngā otinga o te arotake tau 2005/06 i ngā mahi whakamahere puta noa i ngā tau e toru atu i te 2006/07.

Whai atu ana i te whakawhanake a Museums Aotearoa i *A Strategy for the Museum Sector In New Zealand* (Paenga-whāwhā 2005), ka whānui atu te aro a te arotake ā-toru tau ki te tūnga me ngā rautaki whakapuaki a National Services Te Paerangi.

Kei roto i ngā kaupapa matua ā-motu kia kanekia ā te tau 2005/06 hei wāhanga o ngā wāhi matua, i tautuhia i te tau 2003/04, o Training and Skill Development, Standards Implementation, Kaupapa Māori Iwi Development, me ngā Strategic Regional and Community Development Initiatives, ko te whakatinana a te Industry Training Organisation (the Aviation, Tourism and Travel Training Organisation, ATTTO) me te Museums Training Council i te whakangungu ā-wāhi mahi i raro i Te Taura Here Tohu Mātauranga o Aotearoa; te ārohi i ngā kōwhiringa mō tētahi tauri pakihī ukauka mō *Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa*, me te whakawhānui atu i te whai take o te pae tukutuku a Te Papa Tongarewa [www.nz museums.co.nz](http://www.nz museums.co.nz).

Ko te tino arotahi mā National Services Te Paerangi ko te tautoko i ngā kaupapa ā-motu mā te whakanui ake i te mahi ngātahi, mā te whakahāngai whakahaerenga i runga anō i tētahi rautaki, mā te aweawe i te

<sup>3</sup> Kei roto i te Learning Centre a Te Papa ko ngā Discovery Centres e whā me te *StoryPlace*, Events and Entertainment, te whare pukapuka a Te Aka Matua, te Pokapū Pārongo, me te Learning and Leisure i Te Ipu Kāhuirangi.

whanaungatanga ki ngā whare tongarewa nui atu me ngā rōpūtanga ngaio, me te tautoko i ngā whare tongarewa iti iho, i ngā whakahaere ā-iwi, me ērā atu whakahaere whai pānga.

#### NGĀ WHANAUNGATANGA RAUTAKI, TAE ATU KI TE WHANAUNGATANGA KI NGĀ IWI MĀORI

Kei te whakawhanaunga atu a Te Papa ki ngā whakahaere whai pānga mā ngā kaupapa mahi ngātahi e whakamahi ana i ngā rauemi me ngā mākohakoha o ētahi whakahaere hoa, mā te whakapakari tonu atu i tō Te Papa awe i roto i te haporī whānui.

He tino wāhi anō tō te whanaungatanga o Te Papa ki ngā iwi, ki ērā atu mahi a te Whare Tongarewa. Kei roto i ēnei ko te mahi tahi me ngā iwi ki te tiaki taonga, ki te whakahaere i ngā mahi tauhokohoko, mahi ahurea, mahi rangahau hoki, ki te whakawhanake i ngā mahi hou me ngā wheako hou, ki te āwhina ki te whakawhanake i a Rongomaraeroa hei marae mā te katoa.

Kei te aro ngā mahi whakawhanaunga ki ngā iwi puta noa i te wā whakamahere ki te kawē tonu me te whakawhanake hononga mā ngā kaupapa whakahoā, ki te Karanga Aotearoa Repatriation Programme, ki ngā kaupapa rangapū hoki a National Services Te Paerangi me ngā iwi Māori.

Ka whakawātea te hōtaka Whakaaturanga ā-Iwi a Te Papa i te huarahi whakawhanake i te whanaungatanga kaha, ukauka hoki, ki ngā iwi. Mā reira e whakawhanakehia ai he whakaaturanga e whakakītea hei wāhanga o te whakaaturanga mauki Mana Whenua.

Ka aro atu ngā whakaaturanga ā-iwi ā te tau 2005/06 ki a Whanganui, te hoa whakaaturanga ā-iwi o Te Papa. Ā te tau 2006 ka hono a Te Papa ki a Ngāi Tahu ki te whakahaere i te tuarima o ngā whakaaturanga ā-iwi o te hōtaka Whakaaturanga ā-Iwi o Te Papa. Puta noa i te wā o taua whakaaturanga, ka noho he kaumātua nō Ngāi Tahu i Te Papa, ā, ka whakamahia te kawa a Ngāi Tahu i runga i a Rongomaraeroa.

#### KARANGA AOTEAROA REPATRIATION PROGRAMME

Kei te whakatutuki a Te Papa, mō te Kāwanatanga, i tētahi hōtaka whakahoki mai i ngā kōiwi tāngata Māori,

tāngata Moriori hoki, i ngā whare tongarewa o tāwāhi, ā, i roto i te whenua nei, whakahoki kōiwi atu ki ngā whānau, hapū, iwi hoki.

Kei te aro te hōtaka mō te wā whakamahere toru tau ki te whakapakari tonu i ngā mahi rangahau, me te whakaoti i te nui ake o ngā whakahokinga taonga, kōiwi rānei, arā, i ētahi whakahokinga e rua mai i tāwāhi me ētahi whakahokinga e toru i roto i Aotearoa nei, ā te tau 2005/06.

Hei wāhanga o taua hōtaka, kei te whakahaere a Te Papa i tētahi rārangi wānanga ā-motu ki te matapaki me ngāi Māori i ngā take e hāngai ana ki te hōtaka, pērā i te tiaki mauki i ērā kōiwi tāngata kāore e mōhiotia ko wai.

Kei te whakarato tētahi rōpū tohunga ā-waho, te Repatriation Advisory Group, i te ārahi me ngā tohutohu tino tika e pā ana ki te hōtaka. Ka mahi taua rōpū hei hononga i waenga i Te Papa me ngā iwi.

#### TE TIRITIRI I NGĀ WHEAKO O TE PAPA

Kua whakawhanakehia e Te Papa i te tau 2003/04 he rautaki mō ngā whakaaturanga hāereere haere i te motu, hāereere i tāwāhi anō hoki. Ka whakatinana a Te Papa huri noa i te wā whakamahere i tētahi hōtaka haere tonu mō ngā whakaaturanga hāereere i tāwāhi, whai atu ana i te whakapūmāutanga o tōna ingoa puta noa i te ao mō te whakawhanake i ngā whakaaturanga kounga teitei pērā i te whakaaturanga momoho o *The Lord of the Rings Motion Picture Trilogy: The Exhibition*.

Ka whakawātea te hōtaka hāereere i tāwāhi i te ara whakawhanake i ngā hononga hou me te whakapakari i ngā hononga o nāiane, tae atu ki te whakarei ake i te waitohu a Te Papa i roto i te haporī whare tongarewa ā-ao. He mea waiwai tēnei ki te whakamanea mai i ngā whakaaturanga whakaharahara matua hei āmua, tae atu ki te hanga i ngā kōtuitui ā-rohe mō ngā whakaaturanga hāereere.

Whai atu ana i te whakarewatanga o tētahi pae tukutuku hou i te tau 2004, ka haere tonu ngā mahi a Te Papa ki te kimi wāhi ki te whakanui ake i te wātea ki ngā kohinga me ngā mōhiotanga, tae atu ki *Collections Online*, ka nui ake hoki te tūhurahura a Te Papa i ngā āhua hou mō te whakarato i āna ratonga.



## 8.0 Financial Planning Assumptions

### Ngā Taruna Whakamahere

### Whakahaere Pūtea

#### 8.1 OVERVIEW

Te Papa's operating budget for 2005/06, and similar for the out-years, is \$41.283 million, funded by \$20.577 million from the Government and \$13.455 million from Te Papa's sponsorship and commercial activities. The balance comprises Special Purpose Funds and revenue derived from interest, donations, exhibitions, and other charged-for museum products and services.

Net self-generated revenue (including sponsorship and commercial revenue) after commercial business costs are deducted is budgeted at approximately \$6 million per annum.

Te Papa is not funded for depreciation, resulting in the Museum reporting a net deficit each year, which is projected to be approximately \$12.245 million in 2005/06, \$14.110 million in 2006/07, and \$15.792 million in 2007/08.

In 2005/06 Te Papa is budgeting an operating deficit before depreciation of \$0.678 million. This deficit will be funded from successful revenues generated over 2004/05. Operating surpluses are projected for the two out-years, 2006/07 and 2007/08.

#### 8.2 GOVERNMENT

In the 2004 Budget, the Government confirmed an increase in Te Papa's operating funding of \$2.35 million to apply from 2005/06, recognising operational cost increases since the 1999 funding review. This level of additional commitment by the Government will enable Te Papa to continue to sustain its current level of services.

In the 2005 Budget, the Government confirmed an additional \$12 million in capital funding over the four years from 2005/06 to enable Te Papa to implement its capital plan, recognising that capital funding has not kept pace with the rate of depreciation on the Museum's assets.

Te Papa's capital programme includes the replacement of assets with a life of five to ten years and the delivery of a major programme of refreshments to the core free experience – the long-term exhibitions. This funding will also enable Te Papa to develop a programme of international touring exhibitions.

Overall, the Government provides approximately sixty-four percent of net operating revenue. Capital funding provided by the Government includes \$3 million per annum for collection acquisitions. Te Papa also receives funding of \$0.5 million (GST inclusive) per annum to undertake a programme to repatriate kōiwi tangata Māori and Moriori on the Government's behalf.

Rongomaraeroa – a marae for all peoples  
– and a great venue for performance



### 8.3 SELF-GENERATED REVENUE

Te Papa generates approximately thirty-six percent of net operating revenue by developing partnerships and providing commercial services that contribute revenue.

#### COMMERCIAL

Te Papa's commercial businesses operate to enhance the visitor experience with value-added products and services, to generate revenue required to deliver the Te Papa experience, and to develop recognition of Te Papa's brand, nationally and internationally.

Te Papa's commercial businesses include hospitality (including functions, catering, and venue hire), retail, Te Papa Press, the Picture Library, the car park, and commercial products such as Audio Guides.

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

In 2005/06, Te Papa will pilot a cultural experience product, aimed at the international tourist market. This product has been developed with tourism agencies and operators to meet an identified demand for high-quality, authentic cultural experiences.

#### SPONSORSHIP

Sponsorship contributes approximately eleven percent of Te Papa's net operating revenue, and as such is a significant source of funding.

Having renewed partnership arrangements with Te Papa's major founding sponsors, the focus for the three years 2005/06 to 2007/08 is to pursue new partnership opportunities, including those associated with Te Papa's short-term exhibition and events programme and with related products, such as publications.

The Wellington City Council continues to make a significant contribution to Te Papa, with its annually reviewed sponsorship commitment of \$2 million per annum.

In 2005/06 Te Papa will launch a new fundraising initiative, an individual giving programme through the Te Papa Foundation. It is expected that 2005/06 will see the Foundation's establishment, with profits expected from 2006/07.



## 9.0 Organisational Health and Capability

### Te Hauora me te Kaha o te Whakahaere

#### 9.1 OPERATIONAL RISKS

As noted in section 8.1, Te Papa is not funded for depreciation on its capital assets (including buildings, exhibitions, and other infrastructure), resulting in the Museum reporting a net deficit each year. However, the Government does provide annual capital funding that is used for asset refreshment and replacement.

In funding Te Papa for capital refreshment, the Government recognises that the level of funding provided means the Museum cannot fund major or unforeseen capital expenditure items, so needs to be eligible to request additional capital funding as the need arises.

In the 2005 Budget, the Government allocated an additional \$12 million in capital funding spread across the four financial years from 2005/06. This will enable the Museum to complete a major programme of refreshments to the core free experience – the long-term exhibitions.

To mitigate the risks associated with a significant portion of the Museum's operating revenue being 'at risk' and to provide for day-to-day cash flow management, the Museum seeks to maintain a level of working capital that which would enable it to sustain its operation in the short term should adverse conditions prevail.

#### 9.2 ORGANISATIONAL DEVELOPMENT

Te Papa's organisational development objectives have an overarching goal 'to empower our workforce to achieve organisational goals and to develop and grow'.

As at 1 July 2005 Te Papa employed 329 full-time (permanent and fixed term), forty-nine part-time and 199 casual employees (which equates to approximately 420 full-time equivalent employees), including museum sector professionals and staff covering a range of corporate and commercial functions.

In 2004/05 Te Papa identified organisational development as a key strategic issue, recognising it is crucial to enabling Te Papa to achieve its outcomes and enhance the delivery of its services. This remains a key priority for the forthcoming period.

In 2004/05 Te Papa implemented the recommendations of a comprehensive review of its remuneration strategy to bring salaries and wages into a consistent framework and emphasise performance management.

For 2005/06 Te Papa has significantly increased its budget allocation for staff professional development.

#### BICULTURAL DEVELOPMENT

Te Papa is a bicultural organisation. Critical to its success is ensuring a high level of bicultural capability across the organisation. In 2004/05 Te Papa implemented a *Bicultural Capability Programme* to develop bicultural competencies across the organisation in the areas of tikanga, te reo Māori, and the Treaty of Waitangi.

In early 2005, Te Papa employed a kaiako (Māori language teacher) to work primarily with staff. Te Papa will continue to provide structured support to staff to develop their ability to deliver bicultural initiatives.

In July 2004, the Chief Executive and Kaihautū signed a Relationship Charter, which formally acknowledges the bicultural partnership and identifies the roles and responsibilities of both partners. In 2005/06 further consideration will be given to how the charter's aims can be achieved throughout the organisation.

#### PEOPLE DEVELOPMENT

A key focus for Te Papa over the forthcoming period is to continue to implement programmes to enhance management and bicultural capability. These areas, along with a review Te Papa's performance management system, an evaluation of training and development programmes, and the implementation of a comprehensive human resource management information system, have been identified as critical to developing organisational capability.

#### 9.3 INDUSTRIAL RELATIONS

Te Papa has negotiated collective employment agreements with the Public Service Association and Service and Food Workers Union, covering back and front of house employees. All second and third tier managers are on individual employment agreements.

Both collective employment agreements expire in September 2005 and Te Papa will seek to engage in negotiations for a multi-union agreement to secure a single collective employment agreement.

Taking into account the tight labour market, Te Papa anticipates pressure on salaries and wages in the forthcoming contract renewal round.





## 10.0 Measuring Performance

### Te Ine Whakatutukitanga

Owing to the specialised nature of many of Te Papa's activities, the process to identify appropriate measures for key objectives and goals is continually refined.

Target levels of performance have been developed for the four outcome areas of *Collections*, *Knowledge*, *Experience*, and *Community*.

Quality is measured in terms of Te Papa's six corporate 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 Commercially 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 the quality of 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, including mātauranga Māori has been developed to ensure Te Papa's activities are consistent with its statutory and conceptual foundations, including the six corporate 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?<sup>4</sup>
- Did the exhibition attract its intended target audience?

Te Papa also uses a range of research and evaluation methods to measure whether objectives are being achieved and to inform the ongoing development of the Museum's services.

<sup>4</sup> 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.

Experience Te Papa through **taste** ngao



## 11.0 Statement of Objectives

### Te Tauāki o ngā Whāinga

#### 11.1 COLLECTIONS

Preserving New Zealand's 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.

##### DEVELOPING COLLECTIONS

Te Papa's Collection Development Policy provides the framework for the acquisition of items for the Museum's collections, which encompass works of art, historical objects, archival material, taonga, and items from the natural environment. The Acquisitions Strategy supports this policy and establishes acquisition priorities over a three-year period. The policy is reviewed annually.

Te Papa collects significant cultural property and information relating to its Mission to document, illustrate, research, and explore the natural and cultural heritage of New Zealand and the parts of the world that have contributed to its identity. It does this to:

- Capture the imagination of New Zealanders by exploring our natural and cultural heritage
- Give physical and visual presence to the concepts, values, ideas, and information that Te Papa disseminates to users by all media
- Form part of the record of scholarship, including mātauranga Māori
- Provide a resource for research



## PERFORMANCE

OBJECTIVES	GOALS	TARGET LEVEL OF PERFORMANCE 2005/06 06/07 07/08
<p><b>1.1 Caring for Collections</b></p> <p>Collections are managed and preserved in accordance with established standards and cultural requirements.</p>	<p><b>Goal 1:</b> Minimise damage to collections.</p>	<p>No irreparable loss or damage is caused to the collections or objects on loan to Te Papa from other institutions or individuals as a result of handling by staff.</p> <hr/> <p>No more than four instances of irreparable damage to collection items occur as a result of public access each year.</p>
	<p><b>Goal 2:</b> Manage collection items in a culturally appropriate manner.</p>	<p>The handling of taonga is in accordance with established tikanga standards.<sup>5</sup></p>
	<p><b>Goal 3:</b> Maintain collections in optimal conditions for their long-term preservation.</p>	<p>The environmental conditions (temperature and relative humidity) in collection stores are maintained within agreed parameters.</p>
<p><b>1.2 Developing Collections</b></p> <p>Collections are developed to enable the Museum to document, illustrate, and explore New Zealand's natural and cultural heritage.</p>	<p><b>Goal 1:</b> Develop collections in accordance with the Collection Development Policy and Acquisitions Strategy.<sup>6</sup></p>	<p>Ninety-five percent of new collection items are acquired in accordance with the policy and procedural guidelines for acquisitions.<sup>7</sup></p>
<p><sup>5</sup> Tikanga standards include procedures for accessing Māori collection stores and wāhi tapu, not standing on or stepping over taonga, and meeting any iwi-specific tikanga requirements for particular taonga.</p> <p><sup>6</sup> The Collection Development Policy and Acquisitions Strategy establish the guiding principles, outcomes, strategic directions, and priorities for Te Papa's collection development programme.</p> <p><sup>7</sup> 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).</p>		



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## 11.2 KNOWLEDGE

Contributing to the store of knowledge relating to New Zealand's cultural and natural heritage

### SCHOLARSHIP, INCLUDING 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, including exhibitions, events and entertainment, and lifelong learning programmes, which 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 that provided to Te Papa by iwi, and informs the development of all Museum outputs.

### 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, including mātauranga Māori activities, using a range of media and forums, including publication in national and international peer-reviewed journals, popular publications, books, and online, and conference presentations.

## PERFORMANCE

OBJECTIVES	GOALS	TARGET LEVEL OF PERFORMANCE 2005/06 06/07 07/08
<p><b>2.1 Scholarship, including Mātauranga Māori</b></p> <p>Researching and increasing our understanding of the collections.</p>	<p><b>Goal 1:</b> Engage in research that contributes to the Museum's outputs.</p>	<p>All research projects are aligned to objectives established within the Core Projects (research and product development) Strategy and meet agreed standards of excellence.</p>
<p><b>2.2 Research Partnerships</b></p> <p>Working in partnership with related organisations to leverage intellectual resources.</p>	<p><b>Goal 1:</b> 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.</p>	<p>A minimum of five research partnerships with external organisations that contribute to Te Papa's objectives are undertaken each year.</p>
<p><b>2.3 Sharing Knowledge</b></p> <p>Sharing knowledge gained through scholarship, including mātauranga Māori activities and raising the profile of Te Papa's research nationally and internationally.</p>	<p><b>Goal 1:</b> Make knowledge accessible in a range of forms and for a range of audiences.</p>	<p>A minimum of thirty peer-reviewed and popular articles are published in New Zealand-based and international journals and publications each year. [Target decreased from fifty in 2004/05, reflecting the increasing focus on the refreshment of the core free experience – the long-term exhibitions.]</p> <hr/> <p>Te Papa Press produces a minimum of six publications each year.</p> <hr/> <p>A minimum of ten scholarly papers are presented at conferences each year. [Target increased from five conference presentations in 2004/05, reflecting projected performance levels.]</p>



### 11.3 EXPERIENCE

Attracting and engaging diverse audiences by providing inspiring, informed, and rich experiences underpinned by scholarship, including mātauranga Māori

#### EXPERIENCES

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

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

Learning and Leisure | Te Ipu Kāhuirangi offers curriculum-linked and exhibition-based school programmes, which include significant bicultural content for mainstream and te reo Māori education providers.

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

#### ACCESS

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

Increasingly, Te Papa is seeking to make information and knowledge about its collections accessible through the Internet, including through a service to be launched in 2005/06, providing access to *Collections Online* through a search facility available on the Museum's website.

#### 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.



PERFORMANCE

OBJECTIVES	GOALS	TARGET LEVEL OF PERFORMANCE 2005/06 06/07 07/08
<p><b>3.1 Experiences</b></p> <p>Providing access to collections and telling New Zealand's stories through exhibitions, events, entertainment, and lifelong learning programmes, and providing a forum for debate.</p>	<p><b>Goal 1:</b> Present a diverse and dynamic programme of exhibitions, events, talks, and visitor entertainment programmes.</p>	<p>A minimum of two long-term exhibitions are refreshed each year.<sup>8</sup></p>
		<p><b>2005/06; 06/07</b></p> <p>A minimum of three new long-term exhibitions are delivered by 2007.</p> <p><b>2007/08</b></p> <p>[Target level of performance to be established.]</p>
		<p>A minimum of six short-term exhibitions are presented each year.</p> <p>[Target decreased from eight short-term exhibitions in 2004/05, reflecting the increasing focus on the refreshment of the core free experience – the long-term exhibitions.]</p>
		<p>A minimum of 550 events and visitor entertainment activities are offered each year, including Discovery Centre activities, cultural performances, floor talks, lecture series, and the programme of events in Soundings Theatre.</p>
	<p><b>Goal 2:</b> Develop and deliver education programmes that meet the needs and expectations of school audiences.</p>	<p>A minimum of ten core curriculum-linked programmes are offered each year.</p>
		<p>A minimum of 400 education programmes are delivered to school audiences each year, including curriculum-linked, generic cross-curricular, and exhibition-related programmes.</p> <p>[Target increased from 225 education programmes in 2004/05, reflecting projected levels of performance.]</p>
		<p>A minimum of 12,000 visitors participate in pre-school education programmes offered by StoryPlace each year.</p> <p>[New target introduced for 2005/06.]</p>

<sup>8</sup> Refreshment of an exhibition includes a segmental change or redevelopment of an existing segment, but does not include regular conservation changes of exhibition items.



OBJECTIVES	GOALS	TARGET LEVEL OF PERFORMANCE 2005/06 06/07 07/08
<b>3.2 Access</b> Making the Te Papa experience and collections accessible through (back and front of house) tours and providing in-depth information.	<b>Goal 1:</b> Maximise access to collections.	A minimum of 15,000 visitors participate in front and back of house tours each year.
	<b>Goal 2:</b> Increase access to information about Te Papa's collections.	<b>2005/06</b> A pilot for providing access to collections through a Web-based facility, <i>Collections Online</i> , is delivered. [New target introduced for 2004/05.]  <b>2006/07; 07/08</b> [Target level of performance to be established.]
<b>3.3 Audience</b> Making Te Papa appeal to all New Zealanders and visitors to New Zealand and meeting the needs and expectations of visitors.	<b>Goal 1:</b> Maximise visitation to Te Papa.	Visitation is maintained at a minimum of 1.1 million visits. <sup>9</sup> [Target increased from one million in 2004/05 reflecting projected levels of performance.]
	<b>Goal 2:</b> Ensure Te Papa's audiences reflect the demographic profile of New Zealand.	The demographic profile of adult domestic visitors to Te Papa broadly reflects that of the adult New Zealand population.
	<b>Goal 3:</b> Attract audiences from across New Zealand and internationally.	Of adult domestic visitors, a minimum of 35% are from outside the Wellington Region.  A minimum of 35% of adult visits are from international visitors. [Target increased from 25% in 2004/05, reflecting projected level of performance, based on visitation trends.]
	<b>Goal 4:</b> Provide an experience that 'satisfies' Te Papa's visitors.	An adult customer satisfaction rating of 'good' to 'excellent' of at least 90% is maintained. <sup>10</sup>

9 A 'visit' is measured as a person of any age entering through Te Papa's main entrances, as recorded by electronic and manual counters.

10 Customer satisfaction is measured on a 0-10 point rating scale where 6/10 to 10/10 represents 'good' to 'excellent' and a 'satisfied' Te Papa experience.



## 11.4 COMMUNITY

Contributing to the cultural, natural, and economic life of New Zealand communities and securing community involvement in Te Papa

### 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 Māori as Tangata Whenua
- Fulfil its commitment to the Treaty of Waitangi

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 that Te Papa enters into with iwi includes exhibition development, repatriation work, taonga-related research, taonga loans, event-based initiatives, and acquisition of collection items.

From time to time, a relationship may require a formal agreement to regulate how aspects of the relationship are to be managed.

### NATIONAL SERVICES TE PAERANGI

National Services Te Paerangi works in partnership with museums, iwi, and related organisations to build capacity and enhance the sustainability of the services they provide in their local communities. Partnership projects are initiated regionally or nationally, and foster progressive developments based on professionalism, expertise, and scholarship including mātauranga Māori, in small and large museums around the country, for the benefit of all New Zealanders.

National Services Te Paerangi establishes partnership projects within identified priority areas that are reviewed in consultation with the sector triennially. The following priority areas were identified for the three years to 2005/06:

- **Training and Skill Development** – Personnel up skilled through sustainable regional and national training initiatives.
- **Standards Implementation** – Organisational standards in all aspects of providing museum services improved (based on the *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana o Ngā Whare Taonga o Aotearoa*).
- **Kaupapa Māori Iwi Development** – Increased iwi capacity and capability to deliver museum and/or culture and heritage services and to develop relationships with iwi, museums, and related organisations.
- **Strategic Regional and Community Development Initiatives** – Increased collaboration and coordination to develop regional and community strategies so that culture and heritage services become more central to the identity and social and economic fabric of communities.

National Services Te Paerangi support for projects includes financial partnership, strategic leadership, project planning, management, and consultancy support.

### STRATEGIC RELATIONSHIPS

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

### KARANGA AOTEAROA REPATRIATION PROGRAMME

Following the adoption of government policy in 2003, Te Papa, on the Government's behalf, delivers a programme to repatriate kōiwi tangata Māori and Moriori from overseas public institutions and domestically to whānau, hapū, and iwi within New Zealand. The programme comprises a research component and an ongoing programme of international and domestic repatriations.



ICON Bar and Functions Venue

## SHARING THE TE PAPA EXPERIENCE

Te Papa seeks to enable New Zealand and international audiences to share in the Te Papa experience by accessing exhibitions, collections, and collection information. Te Papa achieves this by developing exhibitions that tour nationally and internationally and through its collection loans programme.

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

## PERFORMANCE

OBJECTIVES	GOALS	TARGET LEVEL OF PERFORMANCE 2005/06 06/07 07/08
<p><b>4.1 Relationships with Iwi and Māori</b></p> <p>Ensuring the participation and involvement of iwi and Māori in the Museum.</p>	<p><b>Goal 1:</b> Strengthen Te Papa's relationships with iwi and Māori by developing partnerships.</p> <p><b>Goal 2:</b> Engage iwi and Māori actively in enhancing Te Papa's care and understanding of taonga.</p>	<p>Active relationships are formed with a minimum of ten iwi or Māori organisations each year.<sup>11</sup></p> <p>All active relationships with iwi and Māori organisations meet identifiable outcomes of value to Te Papa and its partner.</p> <p><b>2005/06</b> Two agreements are developed with iwi or Māori for the care and management of significant taonga by 2006.</p> <p><b>2006/07; 07/08</b> [Target level of performance to be established.]</p>
<p><b>4.2 National Services Te Paerangi</b></p> <p>Working in partnership with museums, iwi, and related organisations to build their capacity, and the sustainability of the services they provide in their local communities for the benefit of all New Zealand.</p>	<p><b>Goal 1:</b> Develop, through National Services Te Paerangi, regional and national projects in partnership with other museums, iwi, and related organisations within the established priority areas of:</p> <ul style="list-style-type: none"> <li>• Training and Skill Development</li> <li>• Standards Implementation</li> <li>• Kaupapa Māori Iwi Development</li> <li>• Strategic Regional and Community Development Initiatives.</li> </ul>	<p>A minimum of fifteen partnership projects are completed each year within the established programme priority areas. [Target decreased from twenty-five in 2004/05, reflecting a shift towards delivering fewer higher impact projects.]</p> <p>All partnership projects meet agreed outcomes and performance criteria.</p>

<sup>11</sup> An 'active relationship' is one where there has been a significant level of activity, for example, in exhibition development, partnership projects, provision of expertise, repatriation, care and management of taonga, or other activities.

OBJECTIVES	GOALS	TARGET LEVEL OF PERFORMANCE 2005/06 06/07 07/08
<p><b>4.3 Strategic Relationships</b></p> <p>Working with related institutions, nationally and internationally, to share knowledge and expertise for mutual benefit.</p>	<p><b>Goal 1:</b> Develop and maintain strategic relationships and operational projects with tertiary and related institutions.</p>	<p>A minimum of three projects are developed and delivered in partnership with tertiary and related institutions each year.</p>
<p><b>4.4 Karanga Aotearoa Repatriation Programme</b></p> <p>Repatriating kōiwi tangata Māori and Moriori from overseas institutions and domestically.</p>	<p><b>Goal 1:</b> Deliver a repatriation programme in accordance with agreed policy and tikanga standards.</p>	<p><b>2005/06</b> A minimum of two international repatriations are undertaken.</p> <p><b>2006/07; 07/08</b> [Target level of performance to be established.]</p>
		<p><b>2005/06</b> A minimum of three domestic repatriations are undertaken.</p> <p><b>2006/07; 07/08</b> [Target level of performance to be established.]</p>
<p><b>4.5 Sharing the Te Papa Experience</b></p> <p>Ensuring New Zealand and international audiences share in the Te Papa experience through touring exhibitions, collection loans, and Te Papa's website.</p>	<p><b>Goal 1:</b> Maximise access to Te Papa's collections beyond the premises.</p>	<p><b>2005/06</b> A minimum of three exhibitions tour nationally or internationally.<sup>12</sup></p> <p><b>2006/07; 07/08</b> [Target level of performance to be established.]</p>
	<p><b>Goal 2:</b> Maximise access to information about Te Papa's collections and services using virtual services.</p>	<p>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.</p> <p>A minimum of 500,000 visits to the Te Papa website each year. [Target increased from 275,000 virtual visitors in 2004/05, reflecting projected performance levels.]</p>
<p><sup>12</sup> Achieving this target will constitute at least three exhibitions on tour within New Zealand or internationally.</p>		

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## 12.0 Financial Information

### Ngā Pārongo Whakahaere Pūtea

#### 12.1 PROJECTED STATEMENT OF FINANCIAL PERFORMANCE FOR THE THREE YEARS ENDING 30 JUNE 2008

	Annual Management Plan 2005/06	Annual Management Plan 2006/07	Annual Management Plan 2007/08	As per Statement Intent 2004/05
<b>Revenue</b>				
Crown Revenue	20,577,000	20,577,000	20,577,000	18,227,222
Commercial Revenue	9,904,800	10,262,222	10,643,694	9,897,549
Capital Fundraising	3,550,000	3,550,000	3,550,000	3,550,000
Other Revenue	6,060,315	2,947,486	2,494,020	4,176,797
Special Purpose Funds Revenue	610,618	199,337	200,437	763,273
<b>Total Operating Revenue</b>	<b>40,702,733</b>	<b>37,536,045</b>	<b>37,465,151</b>	<b>36,614,841</b>
<b>Cost of Services<sup>1</sup></b>				
Cost of Services <sup>1</sup>	40,817,603	37,336,661	37,262,542	38,394,510
Special Purpose Funds Expenditure	563,304	157,000	157,000	715,958
<b>Net surplus / (deficit) before depreciation</b>	<b>(678,174)</b>	<b>42,384</b>	<b>45,609</b>	<b>(2,495,627)</b>
Depreciation	12,244,962	14,110,148	15,792,486	13,746,284
<b>Net deficit for the year</b>	<b>(12,923,136)</b>	<b>(14,067,764)</b>	<b>(15,746,877)</b>	<b>(16,241,911)</b>

Note: Government provides funds for capital expenditure by way of a capital injection as presented in the Statement of Financial Position and does not fund Te Papa for depreciation.

#### NOTES TO THE PROJECTED FINANCIAL STATEMENTS

1 Cost of Services is spread over the following categories:

	2005/06	2006/07	2007/08	2004/05
Experience	9,591,090	6,606,136	6,253,362	8,302,682
Commercial	7,521,127	8,170,984	8,421,566	7,634,009
Communications and Marketing	2,100,053	2,101,980	2,100,053	2,090,417
Customer Services	1,451,219	1,445,219	1,445,219	1,433,431
Art and Visual Culture	2,268,199	2,255,639	2,255,639	2,145,788
History and Pacific Cultures	754,177	784,177	784,177	732,201
Mātauranga Māori	573,401	603,401	603,401	519,522
Natural Environment/Papatūānuku	1,187,998	1,187,282	1,187,282	1,168,712
National Services Te Paerangi	900,000	900,000	900,000	913,313
Corporate Services	11,055,611	10,808,653	10,838,653	10,422,263
Other	3,414,728	2,473,189	2,473,189	3,032,171
<b>Cost of Services</b>	<b>40,817,603</b>	<b>37,336,661</b>	<b>37,262,542</b>	<b>38,394,510</b>

The Board may reallocate funds to the activities of the Museum as it sees fit (section 9, Museum of New Zealand Te Papa Tongarewa Act 1992).

## 12.2 PROJECTED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2005 TO 30 JUNE 2008

	Annual Management Plan 30 June 2006	Annual Management Plan 30 June 2007	Annual Management Plan 30 June 2008
<b>Currents Assets</b>			
Cash and Bank	14,687,121	10,798,505	9,960,714
Special Purpose Funds Deposits	1,573,000	1,578,000	1,563,000
Special Purpose Funds Investments	887,000	887,000	887,000
Accounts Receivable	780,000	780,000	780,000
Inventories	1,108,000	1,108,000	1,108,000
	<b>19,035,121</b>	<b>15,151,505</b>	<b>14,298,714</b>
<b>Non Current Assets</b>			
Fixed Assets	273,947,744	276,263,596	268,369,510
Collections	593,951,000	596,951,000	599,951,000
	<b>867,898,744</b>	<b>873,214,596</b>	<b>868,320,510</b>
<b>Total Assets</b>	<b>886,933,865</b>	<b>888,366,101</b>	<b>882,619,224</b>
<b>Current Liabilities</b>			
Accounts Payable	3,769,000	3,769,000	3,769,000
Employee Entitlements	1,303,000	1,303,000	1,303,000
Other	1,100,000	1,100,000	1,100,000
	<b>6,172,000</b>	<b>6,172,000</b>	<b>6,172,000</b>
<b>Public Equity</b>			
Capital – Opening Balance	381,898,000	394,398,000	409,898,000
Accumulated Losses	-83,467,999	-96,391,135	-110,458,899
Current Year Net Profit/(Deficit)	-12,923,136	-14,067,764	-15,746,877
Crown Capital Injection			
– Capital	9,500,000	12,500,000	7,000,000
– Collection Development	3,000,000	3,000,000	3,000,000
Asset Revaluation Reserve	582,755,000	582,755,000	582,755,000
	<b>880,761,865</b>	<b>882,194,101</b>	<b>876,447,224</b>
<b>Total Liabilities and Equity</b>	<b>886,933,865</b>	<b>888,366,101</b>	<b>882,619,224</b>

## 13.0 Statement of Accounting Policies

### Te Tauāki o ngā Kaupapa Here Whakahaere Pūtea

#### REPORTING ENTITY

These accounting policies are those of Te Papa established by the Museum of New Zealand Te Papa Tongarewa Act 1992. Te Papa's financial statements are prepared under the Public Finance Act 1989, Museum of New Zealand Te Papa Tongarewa Act 1992, and Financial Reporting Act 1993, and in accordance with generally accepted accounting practice (GAAP) in New Zealand.

#### MEASUREMENT SYSTEM

The measurement base is historical cost except for land and buildings, which are valued at fair value according to Financial Reporting Standard (FRS) 3, Accounting for Property, Plant and Equipment; collections, which are recorded at market value or replacement cost; investments in shares, which are recorded at market value; and donated fixed assets, which are recorded at depreciated replacement cost.

#### ACCOUNTING POLICIES

##### BUDGET FIGURES

The budget figures are those approved by the Board at the beginning of the financial year and disclosed in this Statement of Intent. The budget figures have been prepared in accordance with GAAP in New Zealand and are consistent with the accounting policies adopted by the Board for the preparation of the financial statements.

##### REVENUE

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. Other revenue is

recognised on an accruals basis in the Statement of Financial Performance.

##### SPECIAL PURPOSE FUNDS

Special Purpose Funds are bequests, gifts, and contributions from private individuals and organisations for scientific research projects and collection acquisitions. As the entity exercises control over these funds in terms of the Statement of Concepts, receipt of special purpose funds is recognised as revenue and their distribution as an expense.

##### ACCOUNTS RECEIVABLE

Accounts receivable are stated at their expected realisable value, after providing for doubtful debts. Bad debts are written off in the year they are recognised.

##### INVENTORY

Inventories are valued at the lower of cost or net realisable value.

##### INVESTMENTS

Investments in listed companies are recorded at the closing price at balance date on the NZX (formerly the New Zealand Stock Exchange). The resulting unrealised gains or losses are recognised in the Statement of Financial Performance. Premiums or discounts on government stock are amortised over the life of the investment on a yield to maturity basis.

##### PROPERTY, PLANT AND EQUIPMENT

Land and buildings are stated at fair value as determined by an independent registered valuer. Fair value is determined using market-based evidence. Land and buildings are revalued at least every five years. Additions between revaluations are recorded at cost. Te Papa revalued its land and buildings in 2002/03, according to values provided by T M Truebridge SNZPI of DTZ New Zealand.



The results of revaluing land and buildings are credited or debited to an asset revaluation reserve for that class of asset. When a revaluation results in a debit balance in the revaluation reserve, the debit balance is expensed in the Statement of Financial Performance.

All other fixed assets are recorded at historical cost. Any write down of an item to its recoverable amount is recognised 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, then depreciated.

#### DEPRECIATION

Depreciation is provided on fixed assets (other than freehold land and capital works in progress) on a straight-line basis so as to allocate the cost of assets, less any estimated residual value, over their useful lives. The estimated useful lives are:

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
Project information system	5 years
Scientific equipment	10 years
Security equipment	10 years
Trust and reserve assets	5 years

#### COLLECTIONS

Te Papa's collections have been valued at cost or market value, with the exception of the Natural Environment collections, which are shown at replacement cost. A valuation of collections is performed annually, with each class of collections valued once every three years. Acquisitions to collections between revaluations are recorded at cost.

Collections that have values based on foreign currencies are translated each year to ensure no impairment in carrying value, in accordance with FRS 3: Accounting for Property, Plant and Equipment. This falls outside the requirements of FRS 21: Accounting for the Effects of Changes in Foreign Currency Exchange Rates, where non-monetary assets are required to be valued at historical cost or valuation, but is in place to address the FRS 3 requirement to review assets for impairment. Such translation movements are debited or credited to the collection revaluation reserve.

Upward revaluations of collections are credited to the collection revaluation reserve. Downward revaluations of the collections are debited to that reserve. Where this results in a debit balance in the collection revaluation reserve this balance is expensed in the Statement of Financial Performance.

In the Board's opinion, as the collections tend to have an indefinite life and are generally not of a depreciable nature, depreciation is not applicable.

#### PROVISION FOR EMPLOYEE ENTITLEMENTS

Provision is made in respect of Te Papa's liability for annual leave and long service leave.

Annual leave has been calculated on an actual entitlement basis at current rates of pay. Long service leave has been calculated on an actuarial basis based on present value of expected future entitlements.

#### 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.

#### OPERATING LEASES

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are charged as expenses in the periods in which they were incurred.

#### FINANCIAL INSTRUMENTS

##### Recognised

Te Papa is party to financial arrangements as part of its everyday operations. These include bank accounts, short-term deposits, accounts receivable, accounts payable, and investments. All revenues and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance. All financial instruments are recognised in the Statement of Financial Position when a contractual obligation has been established. Specific methods and assumptions used are disclosed elsewhere in these policies.

##### Unrecognised

Forward foreign exchange contracts used to hedge future foreign currency receipts are valued at exchange rates prevailing at year end.

#### STATEMENT OF CASH FLOWS

*Cash* means cash balances on hand, cash held in bank accounts, demand deposits, and other highly liquid investments in which Te Papa invests as part of its day-to-day cash management.

*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.

#### FOREIGN CURRENCY TRANSLATION

Transactions in foreign currencies are converted at the New Zealand rate of exchange ruling at the date of the transaction except where forward currency contracts have been taken out to cover short-term forward currency commitments. Where short-term currency contracts have been taken out, the transaction is translated at the rate contained in the contract.

Investment balances are expressed in New Zealand currency using rates at balance date. Exchange gains or losses are transferred to the Statement of Financial Performance.

Movements arising from translation of Collection valuations are debited or credited to the collection revaluation reserve.

#### COMMITMENTS

Future payments are disclosed as commitments at the point a contractual obligation arises, to the extent that there are equally unperformed obligations. Commitments relating to employment contracts are not disclosed.

#### CONTINGENT LIABILITIES

Contingent liabilities are disclosed at the point at which the contingency is evident.

#### CHANGES IN ACCOUNTING POLICIES

There have been no changes in accounting policies since the date of the last audited financial statements. All policies have been applied on a basis consistent with the previous year.

# Our Partners Ō Mātou Hoa

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

## Founding Partner



## Founding Corporate Partner



## Founding Corporate Associates



## Founding Corporate Sponsor



## Corporate Member



## Founding Donors

Jennifer Gibbs  
Alan Gibbs  
Friends of Te Papa

## Iwi Partnerships

Te Ati Awa	Ngāi Tahu
Te Aupouri	Ngāti Kuri
Ngāi Tūhoe	Whanganui Iwi
Rongowhakaata	Hipango Whānau
Ngāti Pikiao	Te Roopu Haumanu
Ngāti Hinewaka	Te Aurere
Ngāti Toa	Toihoukura Tairāwhiti Polytechnic
Te Iwi Mōriori	

### What is "The Treaty"?

The Treaty of Waitangi  
was signed in 1840 between  
the British Crown and  
Māori leaders.

It deals with  
ideas about the modern  
New Zealand –  
government, citizens'  
rights, and land and  
cultural heritage.

### He aha te Tiriti?

I te Tiriti ko Te Tahi o  
Wahanga i te tau 1840  
e whiwhiri ki te  
Koroni, ko whiwhi  
whakawhiri ki te  
i te aha aha. He aha  
i te Tiriti e whiwhi  
whakawhiri ki te aha  
aha – ko te whakawhiri  
whakawhiri, ko te  
aha aha.



**TE PAPA**  
OUR PLACE

