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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 2007 is laid before the House of Representatives.

> 1. Concept, Mission, Corporate Principles

1.1 Concept

Te Papa's founding concept was developed through an extensive national consultative process and was adopted by the Government in 1990 (and extended in 1991). It introduced the concepts 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. It also agreed that matters of concern to Te Papa would be expressed within the conceptual 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 Mission

The Museum of New Zealand Te Papa Tongarewa Act 1992 establishes the Museum, and enshrines in the Purpose (section 4), Te Papa's Mission:

The Museum of New Zealand Te Papa Tongarewa (Te Papa) 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 tikanga 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.

1.3 Corporate Principles

The following principles collectively express Te Papa's underpinning corporate values. These principles guide Te Papa and 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.



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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 ararau 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.

> Community Relationships



Te Papa's community relationships, clockwise from top left, Whanganui kaumātua and kuia at the opening ceremony for *Te Awa Tupua – The Whanganui Iwi Exhibition*, the fourth in Te Papa's ongoing Iwi Exhibition Programme within the long-term exhibition *Mana Whenua*; developing relationships with the Italian community for the Italian Community Exhibition which will open late-2004 in the long-term exhibition *Passports*.



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> 2. Functions

The Museum of New Zealand Te Papa Tongarewa Act 1992 (section 7) sets out the principal functions to be undertaken by Te Papa.

These are summarised as:

- Controlling and maintaining a museum
- Developing collections
- Making its collections accessible
- Caring for its collections
- Creating exhibitions
- Conducting research into matters relating to its collections
- Providing an education service
- Providing an information service
- Forming partnerships with other organisations
- Optimising the use of its collections
- Identifying and establishing a national services programme in partnership with other museums
- Providing national services in partnership with other museums
- Providing buildings required by the Museum

> 3. Board and Management

3.1 Board

The governing Board of Te Papa is a body corporate established under section 6 of the Museum of New Zealand Te Papa Tongarewa Act 1992 (the Act). The Board is required to carry out its statutory functions under the Act using funds provided primarily but not exclusively by parliamentary appropriation, through Vote: Arts, Culture and Heritage.

Members of the Board are appointed by the Governor-General on the recommendation of the Minister for Arts, Culture and Heritage.

The Act requires that members have between them the range of skills and experience required for the carrying out of the functions of the Board, including management and financial skills, and the knowledge and experience of, and commitment to, the functions of the Board and the specific activities of the Museum.

As at 1 July 2004 Te Papa's Board comprises the following members:

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

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

Glenys Coughlan, BA (Hons), MA, MBA

David Gascoigne, CBE, LL.M

John Judge, BComm, CA

Josephine Karanga, BEd, Dip Tchg

Jenny May, TTC, BA (Hons)

Mark Solomon

3.2 Management

In 2003, Te Papa completed a review of its management structure with the principal aim of strengthening the Museum's emphasis on research and knowledge creation. Four new Director-level positions were created to lead research, curatorial, and collection management and development functions in the areas of Art and Visual Culture, History and Pacific Cultures, Natural Environment/Papatūānuku, and Mātauranga Māori.

As at 1 July 2004 Te Papa's senior management comprises:

Dr Seddon Bennington, PhD, Chief Executive

Te Taru White, BSc (Hons), MBA, 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

Dr Jennie Harré Hindmarsh, PhD, MSc SocWk, Tohu Māoritanga, Director National Services Te Paerangi

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

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

Matthew Reid, BCA, CA, Director Corporate Services

Pat Stuart, BA, Director Experience

James Te Puni, Director Māori Strategy

Kevin Tso, BCA, CA, Director Commercial



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> 4. Accountability and Alignment with Government Goals

4.1 Accountability

Te Papa is a Crown entity under the Public Finance Act 1989 and is accountable to Parliament through the Minister for Arts, Culture and Heritage.

Under the Public Finance Act, Te Papa is required to report annually to Parliament on its performance, using the Statement of Intent as a measure.

In addition, Te Papa provides quarterly reports to the responsible Minister on progress towards achieving its performance objectives.

4.2 Alignment with Government Goals

Key Government Goals

Te Papa contributes to the following key government goals:

- To Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi
- Improve New Zealanders' Skills
- Maintain Trust in Government and Provide Strong Social Services
- Grow an Inclusive, Innovative Economy for the Benefit of All

In particular, 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.

Through partnerships with whanau, 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)

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

Sector Outcomes

Through its involvement in the cultural sector, the Government seeks to achieve the following outcome (as set out in the Ministry for Culture and Heritage Statement of Intent 2004/05):

Culture and Heritage – Integral to the Life of New Zealanders: Culture and heritage play an integral part in New Zealanders' lives and identity, and are a force for social cohesion, social and economic development, and help define our distinct place in the world.

> National Services Te Paerangi



Photo: South Canterbury Museum



National Services Te Paerangi activities, clockwise from top, Chairman of English Heritage, Sir Neil Cossons gives a seminar on heritage and culturally-led local and regional development projects on Rongomaraeroa (Te Papa's Marae); wānanga held at Orongomai marae to share ideas on iwi initiatives such as the development of tribal cultural centres; Te Papa Conservator Valerie Carson leads a workshop at South Canterbury Museum on *Caring for Textiles*.



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This outcome is achieved through:

- *Strong Communities:* Knowing and valuing our diverse cultural heritage helps to build strong and cohesive communities
- *A Distinct Place in the World:* Our culture and heritage helps to define New Zealand as a unique, dynamic, and creative nation
- *National and Individual Awareness and Insight:* Culture and heritage activities entertain, enlighten, and stimulate insights into our past, why we are the way we are, and what we might become
- *Economic Growth:* The development of our creative talent and our cultural industries are keys to enhanced economic growth

How Te Papa Contributes to Government Goals

Te Papa contributes to Government goals by providing Museum Services, partially funded through Vote: Arts, Culture and Heritage.

Te Papa is a focus for New Zealanders – a symbol of national pride and a reflection of our national identity.

Te Papa has made a commitment 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 is designed to ensure 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 government goals by achieving the following outcomes:

- Preserving New Zealand’s cultural and natural heritage for the benefit of current and future generations
- Contributing to the store of knowledge related to New Zealand’s cultural and natural heritage
- Attracting and engaging diverse audiences through inspiring, informed, and rich experiences
- Building the capacity and enhancing the sustainability of museum services provided to communities across New Zealand

Te Papa does this by:

- **Te Papa’s Collections** – Caring for, developing, and researching collections
- **The Te Papa Experience** – Providing access to collections, and telling New Zealand’s stories through exhibitions, events, publications, and learning programmes
- **Te Papa in the Community** – Engaging communities, including iwi/Māori; providing leadership and support to enhance services in the culture and heritage sector; working in partnership with research and education institutions; extending access to the Te Papa experience; and repatriating kōiwi tangata Māori and Moriori

> 5. Strategic Objectives for the Three-Year Planning Period

5.1 Overview

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

During its first six years of operation, the focus has been on the establishment of the Museum's services and the development of the Te Papa experience. Over the forthcoming period, the Museum will increasingly focus on the underpinning scholarship, including mātauranga Māori, which will enable Te Papa to continue to deliver a leading museum experience.

Key strategic directions for the Museum over this planning period include:

- Increasing the emphasis on the development and refreshment of the core free Te Papa experience – the long-term exhibitions – and associated outputs such as publications
- Implementing a new framework for scholarship, including mātauranga Māori at Te Papa
- Enhancing access to collections and Te Papa's resources through online delivery mechanisms and as part of the Te Papa experience
- Focusing on Te Papa in the community – 'being out there' – through partnerships (including with iwi/Māori), touring exhibitions, and the activities of National Services Te Paerangi

Te Papa's ability to deliver the level of museum services that are expected within available financial resources requires continuous re-evaluation of business practice. A key objective of Te Papa's governing Board is to ensure a sustainable future for the Museum that enables it to be flexible to changes in the external environment, and provides maximum value for money for all New Zealanders.

5.2 Key Priorities for the Planning Period

Through its activities Te Papa seeks to achieve the following outcomes:

- Preserving New Zealand's cultural and natural heritage for the benefit of current and future generations
- Contributing to the store of knowledge related to New Zealand's cultural and natural heritage
- Attracting and engaging diverse audiences through inspiring, informed, and rich experiences
- Building the capacity and enhancing the sustainability of museum services provided to communities across New Zealand

Te Papa's principal activities, which contribute to the achievement of these outcomes, are categorised under three output areas, *Te Papa's Collections*, the *Te Papa Experience*, and *Te Papa in the Community*.

- **Te Papa's Collections** – Caring for, developing, and researching collections
- **The Te Papa Experience** – Providing access to collections, and telling New Zealand's stories through exhibitions, events, publications, and learning programmes
- **Te Papa in the Community** – Engaging communities, including iwi/Māori; providing leadership and support to enhance services in the culture and heritage sector; working in partnership with research and education institutions; extending access to the Te Papa experience; and repatriating kōiwi tangata Māori and Moriori

The key priorities and strategies in each of these areas for the three-year planning period from 2004/05 are set out below.



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Te Papa's Collections

Scholarship including Mātauranga Māori

Six years after opening in 1998, Te Papa is well positioned to build on its success by increasing the focus on longer-term research programmes that will enable the Museum to continue to deliver high quality experiences that draw on Te Papa's extensive collections, and are underpinned by scholarship including mātauranga Māori.

In 2004/05 Te Papa will implement a new framework for scholarship that aims to increasingly align the outcomes of research programmes with the development of the Te Papa experience through exhibitions, events, publications, and learning programmes. As part of this overall strategy, Te Papa will implement a Mātauranga Māori Strategy that will inform all output areas.

Following the appointment of four new Directors to lead Te Papa's research, curatorial, and collection management and development functions in the areas of History and Pacific Cultures, Mātauranga Māori, Art and Visual Culture, and Natural Environment/Papatūānuku, the focus for this planning period will be developing research networks and partnerships, securing additional research funding, and increasing the focus on disseminating research including mātauranga Māori outcomes through exhibitions, publications, conference presentations, and online delivery.

Collection Storage

In 2003/04 Te Papa commenced a major redevelopment of its research and collection storage facility in Tory Street. The aim of the redevelopment is to ensure that Te Papa has the facilities required to meet work demands, particularly in the Natural Environment area; that the Museum provides the highest level of safety and security for the long-term care and management of the collections; and to increase collection storage capacity to meet Te Papa's medium-term requirements.

The redevelopment of the Tory Street facility has been staged over four years, and is expected to be completed by the end of the 2006/07 financial year.

The Te Papa Experience

Six years from opening, significant refreshment of the core free visitor experience is required. From 2004/05 Te Papa will increasingly focus its resources on the further development of its nineteen long-term exhibitions and associated outputs such as publications.

As part of this strategy, Te Papa will invest a greater portion of its resources to ensure that the long-term exhibitions remain leading edge, including the technology and level of interactivity employed; and that the underpinning scholarship, including mātauranga Māori, is rigorous and relevant. In addition, a small number of spaces currently utilised for the short-term programme, such as Level 3, will be replaced with new long-term exhibitions.

A critical component of the strategy will be to maintain a high quality programme of short-term exhibitions, including major international touring exhibitions, within The TOWER Gallery.

It is anticipated that this strategy will enhance the quality of the core free Te Papa experience for visitors, enable an increased focus on underpinning research and communicating the outcomes of this research, whilst maintaining visitation and revenue generation through a high-profile short-term exhibition programme.

Whilst this strategy will be applied from 2004/05, it will be implemented incrementally over three to five years to meet existing programming commitments.

Specific priorities for 2004/05 include developing and delivering a major new long-term art and visual culture exhibition in The Boulevard on Level 5. In addition, Te Papa will open a new exhibition in the Community Gallery in *Passports*, focusing on the Italian community in New Zealand. Te Papa will also launch its first online exhibition.

Over the three-year planning period, Te Papa will refresh *The Time Warp* on Level 2, deliver a new long-term exhibition on Level 3, and introduce the fifth Iwi Exhibition within the long-term exhibition *Mana Whenua*.

Te Papa in the Community

Te Papa National Services Te Paerangi

In 2003/04 National Services Te Paerangi completed the triennial review of its strategic priority areas that form the focus for regional and national partnership projects. As part of the review, National Services Te Paerangi increased its emphasis on investing in higher impact projects, and fostering relationships both within the sector and with central and local government agencies, and also with allied sectors, in order to maximise leverage opportunities – regionally and nationally. These strategies and foci will continue over 2004/05 and 2005/06, and be subject to review as part of the next triennial review that will inform planning for 2006/07.

Key national priorities for 2004/05 include progressing the development and registration of museum sector unit standards under the National Qualifications Framework (NQF) as part of implementing the outcomes of the 1999 report *National Training Framework for Museums – Te Anga Kaiako ā Iwi mō ngā Whare Taonga o te Motu*. Over this planning period, National Services Te Paerangi will coordinate the sector to select an industry training organisation and pilot implementation of the training under the NQF.

In addition, National Services Te Paerangi will focus on marketing the *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa*, and progress the development of guidelines for iwi-based museum services.

Karanga Aotearoa Repatriation Programme

In 2003/04 Te Papa implemented, on behalf of the Government, a programme for the repatriation of kōiwi tangata Māori and Moriori (human remains) from overseas public institutions, and domestically to whanau, hapū, and iwi.

The programme comprises a research component aimed at establishing a robust information base, and an ongoing programme of international and domestic repatriations. Over the three-year planning period, the focus of the programme will progressively shift from research to completing physical repatriations.

Although the primary focus of the programme for the forthcoming period is building the research base, Te Papa expects to complete a minimum of one international and two domestic repatriations in 2004/05.

Information Management and Access Programme

There is a growing expectation that Te Papa and like organisations will provide both virtual and physical access to the collections and information about the collections they hold.

In 2003/04 Te Papa implemented a major information management and access programme (the 'digitisation strategy') aimed at enhancing access to knowledge, collections, and services within a digital environment to audiences across New Zealand and internationally. The implementation of this programme is a long-term project, involving a significant shift across the organisation towards a more integrated and strategic approach to digital information creation, management, and delivery.

A key priority for 2004/05 is developing a pilot for providing access to information about collection items through Te Papa's website (www.tepapa.govt.nz).



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In addition, Te Papa is continuing to work with agencies across the culture and heritage sector on initiatives aimed at enabling seamless online access to information and collections held in a range of institutions.

Touring Exhibition Strategy

Over this planning period, Te Papa will develop and implement a strategy for touring exhibitions domestically and internationally. Within New Zealand this will be based on an assessment of the needs and expectations of museums, galleries, iwi, and cultural centres; and internationally, on market demand for exhibitions drawn from Te Papa's collections.

5.3 Financial Planning Assumptions

Overview

Te Papa's total operating budget for 2004/05, and similar for the out-years is \$39.110 million. This is funded by \$18.227 million from Government for 2004/05 (and \$20.577 million for the two out-years), and \$13.448 million of self-generated revenue from Te Papa's sponsorship and commercial activities. The balance comprises Special Purpose Funds and revenue derived from interest, donations, and exhibition and other charged-for museum services.

Net self-generated revenue (including sponsorship and commercial) after commercial business costs are deducted is budgeted at approximately \$5.814 million per annum.

Te Papa is not funded for depreciation, resulting in the Museum reporting a significant net deficit each year. The deficit is projected be approximately \$16.242 million in 2004/05, \$14.598 million in 2005/06 and \$14.981 million in 2006/07.

In order to mitigate the risks associated with the fact that a significant portion of the Museum's operating revenue is at risk and that the Museum is not funded for depreciation, Te Papa seeks to maintain a level of working capital that would enable it to sustain its operation in the short-term should adverse conditions prevail.

Government

Five years on from a major funding review completed in 1999, Te Papa's operating budget has significantly changed, reflecting operational cost increases and the expansion of the visitor experience completed in 2001.

In the 2004 Budget the Government confirmed a one-off capital injection to contribute to the redevelopment of the Museum's Tory Street research and collection storage facility. Government also confirmed an increase in Te Papa's operating funding of approximately thirteen per cent to apply from 2005/06, which will enable the Museum to sustain the current level of museum services.

In 2004/05 Te Papa will meet the difference between the current level of government funding and the increase in operating funding that will apply from 2005/06 from cash reserves built up since opening in 1998. These reserves will also be drawn upon to fund the balance of the capital funds required to meet the costs associated with the redevelopment of the Tory Street facility.

Te Papa has signalled to the Government that the effect of a reduction in working capital is that the Museum will be significantly more exposed to any unforeseen events or adverse market conditions.

Overall, the Government provides approximately sixty-seven per cent of net operating revenue, in addition to \$6 million per annum allocated to capital works for refreshment and replacement, and \$3 million per annum to support collection development. Te Papa also receives funding to undertake a programme for the repatriation of kōiwi tangata Māori and Moriori (human remains) on behalf of the Government.

Commercial

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

Te Papa's commercial businesses include food services, retail, Te Papa Press, the Image Library, car park, and other commercial products.

Commercial businesses contribute approximately eight per cent of Museum's net operating revenue, and Te Papa continually seeks opportunities to increase its revenue-generating capacity through new commercial ventures.

Sponsorship

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

Over the previous two years, the focus has been the renewal of partnership arrangements with Te Papa's major founding sponsors. Through these renewals Te Papa has been successful in increasing its overall sponsorship revenue by twenty-eight per cent, which includes the annually reviewed commitment made by the Wellington City Council to sponsor Te Papa at the level of \$2 million.

The focus for the forthcoming planning period will be delivering the expectations of those renewed partnership contracts, pursuing new partnership opportunities, including those associated with Te Papa's short-term exhibition and events programme, and with related products such as publications.

5.4 Organisational Capability

Te Papa has identified organisation development as a key strategic issue for the forthcoming planning period, recognising that this is crucial to enabling Te Papa to achieve its outcomes, and to enhance the delivery of its services.

Over 2004/05 Te Papa will develop a medium-term strategy aimed at addressing the development needs of the organisation, including recruitment and retention, as well as professional and bicultural development.

Te Papa has in place two collective employment agreements and a number of staff on individual employment agreements. Te Papa aims to successfully negotiate the settlement of agreements that are due for renewal over this planning period.

5.5 Bicultural Development

Te Papa is a bicultural organisation, and critical to its success is ensuring that there is a high level of bicultural capability across the organisation. A key priority for 2004/05 is implementing a *Bicultural Capability Programme* initiated in 2003/04, which aims to develop bicultural competencies across the organisation in the areas of tikanga, te reo Māori, and the Treaty of Waitangi.

Te Papa's Iwi Relationship Strategy establishes the conceptual and operational approach for iwi participation and partnership at Te Papa, as well as the framework for the management of these relationships. A focus for 2004/05 will be ensuring this strategy informs decision-making and the establishment of priorities across the organisation.



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> 6. Ngā Whāinga Rautaki mō te Mahere Toru Tau

6.1 Tirohanga Whānui

Ko te take i eke ai a Te Papa ki ngā taumata e ngata ai te hiahia o te hunga haere manuhiri mai, nā tōna nanaioe ki te toi hiranga, me tōna kaha ki te whakaara i te poutama kahurangi, hei whakangata i te tūmanako o te iwi.

I roto i ngā tau tuatahi e ono ka hipa, ko te arotahi i anga nui ki te whakaara i ngā ratonga o Te Whare Taonga, me te ahu huarahi whakamua. I roto i ngā tau kei mua, ko te arotahi a Te Papa, ko te ahu i ngā hiringa mātauranga e tika ana, tae atu ki ngā mātauranga Māori, e taea ai e Te Papa te hīkoi whakamua.

Ko ngā rautaki whakamua i roto i ēnei tau whakatakoto māhere ko te:

- Whakanui ake i te tino pūtake o ngā mahi a Te Papa - arā, āna whakaaturanga wā roa – me āna mahi whakaputa pukapuka.
- Whakatipu hiringa mātauranga, pērā i ngā mātauranga Māori, i Te Papa
- Whakatuwhera pai i ngā huarahi ki ngā kohinga me nga rauemi a Te Papa mā ngā ara rorohiko.
- Whakahāngai i a Te Papa ki ngā hāpori mā te mahi ngātahi me ngā iwi, tae noa ki te tahawhenua i ngā whakaaturanga, me ngā mahi a Te Paerangi.

E taea ai e Te Papa te whakahīkoi i āna mahi i roto i te tahua moni e whakawhiwhia ana ki a ia, me putuputu tonu tāna arotake i ana tikanga pakihi. Ko tētahi whāinga nui mā te Poari o Te Papa, ko te mōhio ki te whakahīkoi i te Whare Taonga i roto i ngā ākinga a te ao, me tōna matatau ki te kuhu i a ia i roto i ngā whakapātaritari o waho, kia ea ā-moni ai ngā wawata o te hunga kāinga o Aotearoa.

6.2 Ngā Mahi Tuatahi i Roto i te Wā Hanga Mahere

I roto i āna mahi, ko ngā putanga e tūmanakohia ana ko ēnei:

- Te whakaora tonu i ngā tikanga me ngā rawa whenua, rawa taiao o Aotearoa hei taonga mā ngā whakatipuranga whakaheke.
- Te whai wāhi ki te puna mātauranga e pā ana ki ngā tikanga me te taiao o Aotearoa.
- Te whakapoapoa i ngā momo manuhiri katoa mā roto i āna mahi hopu i te ngākau tangata.
- Te whakapiki ake i tōna kaha me te whakapai ake i ngā umanga ki ngā hāpori puta noa i Aotearoa.

Ko ngā tino mahi ake a Te Papa e taea ai ēnei whāinga, ka whakaratoa ki raro i ngā wāhanga e toru, arā, Ngā Kohinga a Te Papa, Ngā MahiWhakanako a Te Papa, me Te Papa ki ngā Hāpori.

- **Ngā Kohinga a Te Papa** – Te manaaki, te ahu me te rangahau i ngā kohinga
- **Ngā Mahi Whakanako a Te Papa** – Te huaki huarahi atu ki ngā kohinga me te kōrero i ngā paki o Aotearoa mā roto i ngā whakaaturanga, i ngā takatūtanga, i ngā tuhinga, me ngā hōtaka ako.
- **Te Papa ki ngā Hāpori** – Te mahi tahi me ngā iwi/Māori; te ārahi tika hei whakatairangi ake i ngā umanga ā-tikanga tuku iho; te mahi tahi me ngā whare rapu mātauranga; te whakatuwhera i ngā huarahi ki ngā mahi whakanako a Te Papa; me te whakahoki mai i ngā kōiwi tangata Māori, tangata Moriori.

E whai ake nei ngā rautaki pū mō ia wāhanga i roto i ngā mahere o te toru tau atu i te 2004/05.

> Touring Exhibitions



Te Papa touring exhibitions, clockwise from top, *Jewelled: adornments from across the Pacific*; *Body Odyssey: journey through the human body*; and *Japonism in Fashion*.



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Ngā Kohinga a Te Papa

Te Mātauranga, me te Mātauranga Māori

Mai i tōna huakitanga i roto i ngā ono tau ka taha, kua eke a Te Papa ki tētahi taumata e taea ai e ia te whakapai ake i āna mahi. Ko te huarahi e taea ai tēnei, ko te arotahi ki te whakanui ake i nga mahi rangahau e āhei ai te whakaputa tonu i ngā mahi whakanako, ā, ko te ara atu ki aua mahi ko ngā kohinga nui a Te Papa. Ko te pūtaka ake o ēnei katoa, ko te mātauranga me te mātauranga Māori.

I ngā tau 2004/05, ka hanga a Te Papa i tētahi māhere mātauranga, ko tōna hua he whakahāngai haere i ngā putanga o ngā rangahau, ki ngā whakaaturanga, ngā takatūtanga, ngā tuhinga, me ngā kaupapa ako. I roto anō hoki i te rohe pōtae o tēnei rautaki, ka hangaia e Te Papa he Rautaki Mātauranga Māori hei whakamōhio i ngā wāhanga whakaputa kōrero katoa o Te Papa.

Kua tū ngā Kaiārahi mō ngā mahi rangahau, kaitiaki taonga, whakahaere i ngā mahi whakaemi me ngā mahi ahu. Kei raro katoa ēnei tūranga i te maru o ngā Kōrero Onamata me ngā Tikanga o te Moana-nui-a-Kiwa, te Mātauranga Māori te Ahurea Toi Ataata, me te Ao Tūroa. Kua tū nei aua kaiārahi, ko te arotahi i nāiane, ko te tātai whakapapa rangahau me te hanga ōrangapū, te kimi pūtea tāpiri, me te tuari i ngā hua rangahau. Mā ngā whakaaturanga, tuhinga, hui tuku whakaaro me ngā paetukutuku ipurangi e puta ai te hua o ēnei momo rangahau.

Tiaki Kohinga

I ngā tau 2003/04, ka tīmata a Te Papa ki te whakahou ake i tōna whare rangahau, whakaputa taonga, i Tory Street. Ko te take o tēnei whakahounga, ko te whakapū i te tūmanako kia ara he whare e tutuki pai ai ngā mahi, arā, ngā mahi pērā i ngā mea o te Ao Tūroa. Tuarua, kia tapu tēnei whare hei takotoranga taonga, hei wāhi e mākohakoha ai ngā kaimahi. Tuatoru, kia nui ake ngā wāhi wātea hei whakaputa i ngā taonga, e tutuki ai te tūmanako pae tata o Te Papa.

Ngā Mahi Whakanako a Te Papa

Kua ono tau te tahanga atu o te whakatuheratanga o Te Papa, ā, kua tahuri ki te whakahou i āna tikanga whakaatu taonga, mirimiri i te marea. Atu i ngā tau 2004/05, kua tīmata te whakahāngai a Te Papa i tāna arotahi ki ana whakaaturanga tekau mā iwa o ngā raurangi kei mua, me ngā kaupapa tāpiri, pērā i ngā whakairiwhare.

Ko tētahi o ngā kōkiringa o tēnei rautaki, ko te whakapau a Te Papa i tētahi wāhi nui o āna rauemi, kia noho tonu ko ia ki te tihi o ngā mātauranga whakaatu taonga, pērā i ngā hangarau hou e whakamahia ana. I tua atu, kia noho tonu a ia i te hihiritanga o ngā kaupapa mātauranga me ngā hiringa mātauranga Māori. Āpiti atu ki tēnei, ko ētahi wāhi e whakamahia ana mō ngā hōtaka wā poto i tēnei wā tonu, ka whakawāteatia mō ngā whakaaturanga wā roa.

Ko tētahi o ngā wāhanga nui o tēnei rautaki, ko te whakaita i ngā whakaaturanga wā poto i te Tower Gallery, pērā i ngā whakaaturanga nui o te ao e huri tahawhenua haere ana.

Ko te wawata, ka pai ake ngā whakaaturanga ki te marea mātirotiro, ā, ka āhei hoki te whakahāngai i te arotahi ki ngā kaupapa rangahau, me te kōrero i ngā hua o aua rangahau. He pērā anō hoki te wawata mō te ita o te hunga mātirotiro, me te piki o te mahi moni i runga i te pai o ngā whakaaturanga wā poto.

Ahakoia ka kōkiritia tēnei rautaki i te tau 2004/05, ka āta hangaia putuuptutia i roto i ngā toru ki te rima tau kia ea ai ngā hōtaka o nāiane.

Ko ngā take kaikā mō ngā tau 2004/05, ko te hanga me te kōkiri i tētahi whakaaturanga toi me ngā toi mātai i te Boulevard i te papa tuarima. Āpiti atu ki tērā ka huakina e Te Papa he whakaaturanga hou i te Community Gallery i te Passports, e aro ana ki te hapori Itāriana o Aotearoa. Ka whakateretia hoki e Te Papa tana whakaaturanga ā-pae tukutuku ipurangi tuatahi.

I roto i ngā toru tau e tū mai ana, ka whakahoutia e Te Papa te Time Warp i te papa 2, ka mutu, ka whakaaratia he whakaaturanga wā roa i te papa 3, ā, ka whakatū i te whakaaturanga ā-iwi tuarima i raro i te maru o Mana Whenua.

Te Papa me ngā Hapori

Te Papa ki te Motu/Te Paerangi

I te tau 2003/04 ka oti i a Te Paerangi te arotake ā-toru tau o āna rautaki whawhati tata e anga ana ki ngā kaupapa ōrangapū ā-rohe, ā-motu whānui. Ko tētahi hua o te arotake, ko te hāngai o tāna whakapau i āna rawa ki ngā kaupapa whai hua, ko te whakawhanaunga atu ki tōna kāwai ake, me ngā tari kāwana ā-takiwā tae noa ki ngā tari tautoko. Ko te hua e whāia ana, ko te huaki i ngā kūaha e taea atu ai ngā hua nui o ngā takiwā me te motu. Ka kōkiritia tonutia ēnei arotahi i ngā tau 2004/05 me ngā tau 2005/06, ā, e wātea ana hoki ki ngā arotake ā-toru tau e āhei ai te whakatakoto māhere mahi mō ngā tau 2006/07.

Ko ngā take whawhati-tata mō te motu i ngā tau 2004/05, ko te whakatū me te rēhita i ngā taumata ako o te kāhui o ngā whare taonga i raro i te Anga o te Mana Tohu Mātauranga o te Motu (te Anga). Koinei te paenga o ngā putanga o te pūrongo o te tau 1999 e kīia ana ko te Anga Kaiako ā-lwi mō ngā Whare Taonga o te Motu. I roto i tēnei wā, ko te mahi a Te Papa he ārahi i te kāhui o ngā whare taonga ki te tohu i tētahi ahumahi ako hei whakaara i ngā mahi ako i raro i te Anga.

Āpiti atu ki tēnei, ka anga a Te Paerangi ki te hoko whakapoapoa i ngā Kaupapa Whai Mana a ngā Whare Taonga o Aotearoa. Ko ngā hua ka ara ake i tēnei ko te ahu i ngā mahere ārahi mō ngā umanga whare taonga ā-iwi.

Karanga Aotearoa, Te Kaupapa Whakahoki mai i ngā Kōiwi

I ngā tau 2003/04 ka kōkiritia e Te Papa, i raro i te mana o te Kāwanantanga, te whakahoki mai i ngā kōiwi tangata Māori, tangata Moriori, i ngā whare taonga o tāwāhi, me konei, ā, ka whakahoki ki ngā whānau, hapū me ngā iwi.

Kei roto i tenei hōtaka, he wāhanga rangahau, ko tāna mahi he whakaputu kōrero ngako, ā, i tua atu i tēnei, ko tāna mahi he whakaara hōtaka whakahoki mai i ngā kōiwi i tāwāhi me ngā mea kei te wā kāinga nei. Ka haere te toru tau, kua huri ngā mahi ki te whakatinana i ngā hua o te rangahau, arā, kua tahuri ki te whakahoki mai i ngā kōiwi.

Ahako ko te arotahi e anga ana ki te whakatū i te hōtaka rangahau, e tino tapatahi ana a Te Papa ki te whakahoki mai kia kotahi te kawenga kōiwi o tāwāhi, kia rua o te wā kāinga nei, i te tau 2004/05.

Te Whakahaere Kōrero me te Hōtaka Ara

Ko tūmanako nui, ka huakina e Te Papa me ngā ahumahi pērā, ngā huarahi ki ngā kohinga me ngā kōrero e pā ana ki ngā taonga kei a Te Papa e tiaki ana.

I ngā tau 2004/05, ka whakaterā e Te Papa ngā hōtaka whakahaere kōrero, whakatakoto ara (ko te ingoa o taua hōtaka ko te rautaki tata). Ko tāna mahi he whakapai ake i ngā ara atu ki ngā mōhiotanga, ki ngā kohinga, me ngā ratonga tata, hei nanaotanga mā ngā iwi o Aotearoa puta atu ki ngā mea o te ao. He pae tawhiti te roa o tēnei hōtaka, ka mutu, arā noa atu ngā whakaritenga hōu e anga atu ai a Te Papa ki ngā kōrero whakatū kaupapa tata, te whakahaere me te tuari i taua kaupapa.

Ko tētahi kaupapa whawhati tata mō ngā tau 2004/05, ko te tuku kawau mārō, hei tuari i ngā kōrero mō ngā taonga kei ngā kohinga mā roto i te pae tukutuku a Te Papa (www.tepapa.govt.nz).

Ko tētahi o ngā mahi a Te Papa, ko te mahi tahi me ngā tari o te kāhui tikanga ahurea, tikanga tuku iho, e taea ai te whakatakoto huarahi ipurangi ki ngā kōrero me ngā kohinga kei ngā whare huhua.



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Te Rautaki Whakaaturanga Tahawhenua

I roto anō i tēnei wā, ka hangaia e Te Papa he rautaki hei tahawhenua i ngā whakaaturanga i konei me tāwāhi, ka mutu, e hua ai tēnei, ka tirohia ngā hiahia me ngā tūmanako o ngā whare taonga, ngā whare whakairi toi, ngā iwi me ngā whare tikanga ahurea o Aotearoa me tāwāhi, e pā ana ki te hoko whakapoapoa i ngā taonga kei a Te Papa.

6.3 Ngā Whakaari Whakapau Pūtea

Tirohanga Whānui

Ko te tahua moni whakahaere a Te Papa he rite anō ki ngā tahua o mua, arā e \$39.110 miriona. O tēnei tahua, \$18.227 nā te Kāwanatanga mō ngā tau 2004/05 (ā, e \$20.577 miriona mō ngā tau e rua ka pahure), ka mutu, ko te \$13.448 nā Te Papa anō i mahi mō āna mahi pakihī. Ko te toenga, nō ngā moni i āta wehea mō ngā kaupapa tūmatatahi, ko ētahi he moni whakamōmona, he koha me ngā whakaaturanga me ngā hōtaka e whakaututia ana e te marea.

Ko ngā moni e toe mai ana i muri o ngā tāke me ētahi atu utu, ā, nā Te Papa anō i mahi, e eke ana ki te \$5.814 miriona i te tau.

I roto i te tahua, kāore a Te Papa e utua mō ngā hekenga wāriu, ā ko te mutunga atu, kua nama nui a Te Papa ia mutunga tau. Ko te nama mō ngā tau 2004/05 e meatia ana kei te aronga ki te \$16.242 miriona, i ngā tau 2005/06 kei te \$14.598 miriona, i ngā tau 2006/07, kei te \$14.981 miriona.

Hei whakataha ake i ngā taniwha horo moni, me te kore o Te Papa e utua mō ngā hekenga wāriu, ka āta penapena a Te Papa i ngā moni e wātea ana ki a ia, kia pau tika i roto i te wā poto inā tipu te tūpuhi.

Te Kāwanatanga

E rima tau mai i te wā i oti ai te arotake i te tahua a Te Papa i te tau 1999, kua tino rerekē te āhua o tāna tahua; he tohu tēnei i te piki o ngā whakapaunga moni mō ngā kaupapa whakahaere, me te piki o ngā whakaaturanga i oti i te tau 2001.

I te tahua o te tau 2004 ka aroha mai te kāwanatanga, ka hōmaitia he tāpiringa utu-kotahi, hei whakaoti i ngā whakahounga o te wāhanga rangahau, wāhanga whakaputu i Tory Street. I taua wā anō ka whakaaetia e te Kāwanatanga kia 13 ōrau te pikinga o te moni whakahaere, ā ka tīmata atu te utu i ngā tau 2005/06. Mā tēnei tāpiringa, ka āhei a Te Papa ki te whakahaere tonu i āna hōtaka.

I ngā tau 2004/05, mā Te Papa anō e whakakī te tāwēwētanga o tā te Kāwanatanga i tāpiri ai, me te pikinga o ngā utu o te taha whakahaere atu i ngā tau 2005/06. Ko tēnei moni, ka tīkina atu i ngā moni whakaputu, mai i te huakitanga i te tau 1998. Mā ēnei moni whakaputu anō hoki e whakaeke te tāwēwētanga o te tahua mō ngā mahi whakahou i Tory Street.

Kua takoto te kupu whakatūpato a Te Papa ki te Kāwanatanga, mō ngā mate ka pā ki te whare taonga i roto i ngā tūpuhitanga, ina heke tāna tāpiri i te tahua.

I te tirohanga nui, e ono tekau mā whitu ōrau te aroha o te Kāwanatanga ki te moni whakahaere, i tua atu i te \$6 miriona ia tau mō ngā mahinga nui me ngā mea whakakīki whārua. E \$3 miriona hoki hei āwhina i te kaupapa whakaemi taonga. He tāpiringa anō hoki tā Te Papa mō te hōtaka whakahoki mai i ngā kōiwi tangata Māori, tangata Moriori. Ko tēnei hōtaka kei raro i te Kāwanatanga.

Mahi Moni

Ko te taha mahi moni a Te Papa e hāngai ana ki te whakahihira ake i ngā whakaaturanga mā te marea haere manuhiri mai, mā roto mai i ngā whanonga me ngā umanga whai wāriu. Ka mutu, ka ngana ki te mahi moni kia taea ai te whakatinana i ngā mahi ake a Te Papa, ā, ki te ahu hoki i te ingoa mana o Te Papa ki te motu me te ao.

Ko ngā pakihi mahi moni a Te Papa ko ngā umanga hoko kai, hoko taonga, te umanga tuhi pukapuka, te pātaka pikitia, te tūnga waka me ētahi atu umanga.

Ko te moni e taea ana i ngā pakihi mahi moni, e waru ōrau o te pūtea whakahaere, ā, ko te pakanga a Te Papa ko te kimi huarahi whakapiki ake i āna huarahi mahi moni.

Kaitautoko Moni

Ko ngā pūtea a ngā kaitautoko moni, e 13 ōrau o te pūtea whakahaere, ā koinei tētahi o ngā tino huarahi moni.

I roto i ngā rua tau ka pahemo, ko te arotahi a Te Papa ko te ahu tonu i ngā ōrangapūtanga me ōna tino kaitautoko moni. Nā konei ka piki te nui o ngā moni tuku mai ki te 28 ōrau. Kei roto te moni tuku a Te Kaunihera Tāone o Pōneke, \$2 miriona te rahi, i tēnei kaute.

Ko te mahi nui kei mua i a Te Papa i roto i ngā wā whakatau mahere kei mua, ko te whakatinana i ngā hiahia o aua hoa rangapū, ko te kimi hoa rangapū hou, ka hono atu ki ngā mahi whakaaturanga wā poto, ngā hōtaka takatūtanga me ngā hōtaka pērā i te mea whakairiwhare.

6.4 Tōna kaha ki te Whakahaere

Kua kitea e Te Papa ko te ahu i ngā hōtaka whakahaere tētahi o āna tino mahi kei mua i a ia, i te mea, koinei te huarahi e taea ai te whakatinana i ona tūmanako me āna whāinga, tae noa ki te whakapai ake i āna kaupapa tuari i ngā umanga.

I roto i ngā tau 2004/05 ka hangaia e Te Papa te rautaki pae tata hei whakapai ake i te umanga whakahaere, tae noa ki ōna peka, pērā i te kimi kaimahi, te pupuri i aua kaimahi, te whakapiki i te taha mana tangata me te taha tikanga rua.

E rua ngā kirimana whānui mā ngā kaimahi a Te Papa, i tua atu i ngā kirimana tūmatatahi mā ia kaimahi. Ko tā Te Papa, he whakamana i ngā kirimana mahi e whakahoutia ana i roto i te wā o te mahere.


6.5 Te Whakatipu Tikanga Rua

He wāhi mahi tikanga rua a Te Papa, ā, e tutuki ai tēnei, me mātua noho ngā tikanga i roto i a Te Papa, e taea ai te whakapū i te whakaaro tikanga rua. Ko tētahi mahi whawhati-tata, mō ngā tau 2004/05, he whakatū i te Hōtaka Whakapū Tikanga Rua i whakaaratia rā i ngā tau 2003/04, hei whakatinana i te kaupapa tikanga rua i roto katoa i te wāhi mahi, ā, kia whai wāhi ki ngā tikanga Māori, te reo Māori, me te Tiriti o Waitangi.

Ko te Rautaki Whakawhanaunga me ngā Iwi, te whakatinanatanga o te whakaaro mō te mahi tahi me ngā iwi, ā koinei hoki te mahere whakahaere i ēnei whanaungatanga. Ko te arotahi mō ngā tau 2004/05, ko te āta whakamahi i tēnei rautaki hei puna whakamārama i ngā whakataunga, me te whakapapa i ngā mahi nui i roto i a Te Papa.



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> 7. Measuring Performance

Owing to the specialised nature of many of Te Papa's activities, the process of identifying appropriate measures for its key objectives and goals is one of continuous refinement.

Performance indicators, and specific target levels of achievement, have been developed for the three outputs of *Te Papa's Collections*, *The Te Papa Experience*, and *Te Papa in the Community*.

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

- Te Papa is Bicultural
- Te Papa Speaks with Authority
- Te Papa Acknowledges Mana Taonga
- Te Papa is a Waharoa
- Te Papa is Committed to Excellent Service
- Te Papa is Commercially Positive

These principles are reflected in Te Papa's policy guidelines for decision-making. They form the criteria against which Te Papa measures quality standards for all its activities, including the development of the Te Papa experience (through exhibitions, events, publications, and 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 all of Te Papa's activities are consistent with its statutory and conceptual foundations, including these corporate principles.

Both quantitative and qualitative targets are measured by a range of means including visitor and market research, which measures visitor numbers, satisfaction, and demographics, and undertakes summative evaluations that inform the ongoing development of Te Papa's visitor experience products and services.

In addition, Te Papa utilises a range of research and evaluation methodologies to measure whether objectives are being achieved, and to inform the ongoing development of the Museum's services, including those relating to the management of relationships with iwi/Māori, and the products and services offered by National Services Te Paerangi.

> 8. Statement of Objectives

1. TE PAPA'S COLLECTIONS – Caring for, developing, and researching collections

Description

Caring for Collections

Te Papa's collection management and conservation policies establish the standards of professional excellence and cultural care it applies 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. This policy is supported by an Acquisitions Strategy, which establishes acquisition priorities over a three-year period, and is reviewed annually.

Te Papa collects significant cultural property and information related to its Mission, in order to document, illustrate, research, and explore the natural and cultural heritage of New Zealand and those 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

Scholarship including Mātauranga Māori

In 2003/04 Te Papa completed a major review of its Core Projects Strategy, a research plan and product development strategy implemented in 2000.

In 2004/05 Te Papa will implement a new framework for scholarship, including mātauranga Māori, that aims to increasingly align the outcomes of long-term research programmes with the development of the Te Papa experience, including exhibitions, events, publications, and learning programmes. As part of this overall strategy, Te Papa will implement a Mātauranga Māori Strategy that will inform the development of all key outputs.

Te Papa seeks to achieve excellence in its scholarship activities, demonstrated by the Museum's ability to attract research funding from external agencies, including the Foundation for Research, Science and Technology, and through the development of research partnerships and joint ventures, including those with iwi/Māori.



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1. TE PAPA'S COLLECTIONS – Caring for, developing, and researching collections

Performance

[Target levels of performance for 2003/04 are included in brackets where this represents a change to the level stated for 2004/05 and the out-years]

Objectives	Goals	Target Levels of Performance 2004/05; 2005/06; 2006/07
1.1 Caring for Collections Collections are managed and preserved in accordance with established standards and cultural requirements.	Goal 1 – Damage to collections is minimised.	No irreparable loss or damage is caused to the collections or to objects on loan to Te Papa from other institutions or individuals as a result of handling by staff.
		There are no more than four instances of irreparable damage to collection items as a result of public access.
	Goal 2 – Collection items are managed in a culturally appropriate manner.	The handling of taonga is in accordance with established tikanga standards. ¹
	Goal 3 – Collections are maintained in optimal conditions for their long-term preservation.	The environmental conditions (temperature and relative humidity) in collection stores are maintained within agreed parameters.
1.2 Developing Collections Te Papa's collections, including works of art, historical objects, archival material, taonga, and items from the natural environment, are developed to enable the Museum to document, illustrate, and explore New Zealand's natural and cultural heritage.	Goal 1 – Collection development activity is maintained in accordance with the Collection Development Policy and the Acquisitions Strategy. ²	95% of new collection items are acquired in accordance with the policy and procedural guidelines for acquisitions. ³

¹ Tikanga standards include: procedures for accessing Māori collection stores and Wahi Tapu; not standing or stepping over taonga; and meeting any iwi-specific tikanga requirements for particular taonga.

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

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

Objectives	Goals	Target Levels of Performance 2004/05; 2005/06; 2006/07
1.3 Scholarship Te Papa achieves excellence in scholarship, including mātauranga Māori activities.	Goal 1 – To actively engage in research that contributes to Te Papa’s outputs (exhibitions, events, publications, and learning programmes).	100% of research activities meet agreed delivery targets and standards of excellence.
		To maintain a minimum of five partnerships with external organisations that contribute Te Papa’s research objectives. <i>[Target increased from three research partnerships in 2003/04]</i>
	Goal 2 – To disseminate knowledge gained through scholarship, including mātauranga Māori activities, and raise the profile of Te Papa’s research activities nationally and internationally.	To publish a minimum of fifty peer reviewed and popular articles in New Zealand-based and international journals and publications.
		Te Papa Press publishes a minimum of six publications.
		To present a minimum of five scholarly papers per annum at conferences.



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2. THE TE PAPA EXPERIENCE – Providing access to collections, and telling New Zealand’s stories through exhibitions, events, publications, and learning programmes

Description

The Visitor Experience

Te Papa presents a diverse and changing programme of exhibitions, events, and 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, located on Level 4, is open to visitors seven days a week. Through its Events and Entertainment programme, Te Papa provides a vibrant and enriched experience that attracts repeat visitation, and provides a focus for the Museum as a forum for the exploration of issues relating to New Zealand’s cultural identity.

Learning and Leisure | Te Ipu Kāhuirangi offers curriculum-linked and exhibition-based school programmes, which include significant bicultural content for both mainstream and te reo Māori education providers. A focus of Learning and Leisure | Te Ipu Kāhuirangi is the development of online teacher and student resources that increase access to the Te Papa experience for learning audiences, and support school visits to Te Papa, either educator-led or self-guided.

Making Collections Accessible

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. Increasingly, access to collections is being provided through back-of-house experiences, such as tours, and meeting requests to access particular collections in storage.

Tai Awatea | Knowledge Net, the Museum’s multilingual, multimedia database located on terminals within the Museum and accessible through Te Papa’s website, provides a further layer of information on long-term exhibitions, including collection items not on display.

Audience and Visitor Satisfaction

Through visitor and market research, Te Papa collects demographic and other information, including visitor origin, gender, ethnicity, and age, through random exit interviews with visitors aged sixteen years and older. Through this research, Te Papa assesses the overall satisfaction of visitors with the Te Papa experience.

In addition, Te Papa undertakes summative evaluation studies of its short- and long-term exhibitions. Summative evaluation is a research process undertaken when an exhibition has been open to the public for a period and is used to seek answers to the following questions:

Has it been successful?

Did it meet its communication, behavioural, and other objectives?

Did it attract its intended target audience?

Information about Te Papa’s visitors informs the development and timing of programmes and products and assists Te Papa in developing its commercial businesses.

2. THE TE PAPA EXPERIENCE – Providing access to collections, and telling New Zealand’s stories through exhibitions, events, publications, and learning programmes

Performance

[Target levels of performance for 2003/04 are included in brackets where this represents a change to the level stated for 2004/05 and the out-years]

Objectives	Goals	Target Levels of Performance 2004/05; 2005/06; 2006/07
<p>2.1 Providing an Engaging Visitor Experience Programme</p> <p>Te Papa provides an inspiring, informed, and rich programme of exhibitions, events, and learning programmes underpinned by scholarship, including mātauranga Māori.</p>	<p>Goal 1 – Te Papa presents a diverse and dynamic programme of exhibitions, events, talks, and visitor entertainment programmes.</p>	<p>2004/05 A minimum of four long-term exhibitions are refreshed.⁴ <i>[Increase in the number of long-term exhibition refreshments reflects the strategic direction outlined in section (5)]</i></p> <p>2005/06; 2006/07 A minimum of two long-term exhibitions are refreshed.</p>
		<p>A minimum of three new long-term exhibitions are delivered by 2007.</p>
		<p>2004/05 A minimum of eight short-term exhibitions are presented.</p> <p>2005/06; 2006/07 A minimum of four short-term exhibitions are presented. <i>[Reduction in the number of short-term exhibitions reflects the strategic direction outlined in section (5)]</i></p>
		<p>A minimum of 550 events and visitor entertainment activities are offered, including Discovery Centre activities, cultural performances, floor talks, lecture series, and the programme of events in Soundings Theatre.</p>
	<p>Goal 2 – Te Papa develops and delivers education programmes that meet the needs and expectations of schools audiences.</p>	<p>A minimum of ten core curriculum-linked programmes are offered each year, including selected National Certificate Educational Achievement (NCEA) levels.</p>
		<p>Te Papa delivers a minimum of 225 education programmes to school audiences, including curriculum-linked, generic cross-curricular, and exhibition-related programmes.</p>
		<p>A minimum of sixteen pre-school education programmes are developed.</p>

⁴ Refreshment of an exhibition includes a segmental change or redevelopment of an existing segment, but does not include regular conservation changes of exhibition items.



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Objectives	Goals	Target Levels of Performance 2004/05; 2005/06; 2006/07
<p>2.2 Making the Te Papa Experience Accessible</p> <p>The Te Papa experience, collections, and collection information is accessible.</p>	<p>Goal 1 – To maximise access to the Te Papa experience through visitation.</p>	<p>Visitation is maintained at a minimum of one million visits.⁵</p>
	<p>Goal 2 – To maximise access to collections.</p>	<p>A minimum 15,000 visitors participate in front-of-house and back-of-house tours.</p> <p><i>[New target introduced for 2004/05]</i></p>
	<p>Goal 3 – To increase access to information about Te Papa’s collections.</p>	<p>Files associated with long-term exhibitions are added to Tai Awatea I Knowledge Net (Te Papa’s multilingual, multimedia database that provides information about exhibitions and collections) within three months of the exhibition opening.</p>
<p>2.3 Attracting and Satisfying Diverse Audiences</p> <p>Te Papa appeals to all New Zealanders and visitors to New Zealand, and the needs and expectations of Te Papa’s visitors are met.</p>	<p>Goal 1 – To ensure that Te Papa’s audiences reflect the demographic profile of New Zealand.</p>	<p>The demographic profile of adult domestic visitors to Te Papa broadly reflects that of the adult New Zealand population.</p>
	<p>Goal 2 –Te Papa attracts audiences from across New Zealand and internationally.</p>	<p>Of adult domestic visitors, a minimum of 35% are from outside the Wellington Region.</p>
		<p>A minimum of 25% of adult visits are from international visitors.</p>
	<p>Goal 3 – Providing an experience that ‘satisfies’ Te Papa’s visitors.</p>	<p>An adult customer satisfaction rating of good to excellent of at least 90% is maintained.</p> <p><i>(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)</i></p>

⁵ A ‘visit’ is measured as each person of any age enters through the main entrances of Te Papa, as recorded by electronic and manual counters.

3. TE PAPA IN THE COMMUNITY – Engaging communities, including iwi/Māori; providing leadership and support to enhance services in the culture and heritage sector; working in partnership with research and education institutions; extending access to the Te Papa experience; and repatriating kōiwi tangata Māori and Moriori.

Description

Te Papa 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 either 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 Zealand.

National Services Te Paerangi establishes partnership projects within identified priority areas. These priority programme areas are reviewed in consultation with the sector on a triennial basis for their continuing relevance. Following a review in 2003, the following areas will form National Services Te Paerangi's priorities for the three years to 2006:

- **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 support and other forms of assistance including strategic leadership, project planning and management, and Te Papa consultancy support.

Karanga Aotearoa Repatriation Programme

Following the adoption of government policy in 2003, Te Papa, on behalf of the Government, has implemented a programme for the repatriation of kōiwi tangata Māori and Moriori (human remains) from overseas public institutions, and to whanau, hapū, and iwi within New Zealand. The programme comprises a research component and an ongoing programme of international and domestic repatriations.



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Relationships with Iwi/Māori

Te Papa's relationships with iwi/Māori are critical to the success of its unique approach to telling the nation's stories, to supporting other museums and iwi to improve their services, and to the Museum's development as a bicultural organisation. These relationships assist Te Papa to achieve the following objectives:

- To allow the Museum to speak with the authority that arises from mātauranga Māori
- To fulfil Te Papa's obligation to iwi in the care and management of taonga
- To recognise the position of Māori as Tangata Whenua
- To fulfil the Museum's commitment to the Treaty of Waitangi

The Iwi Relationship Strategy encapsulates the conceptual and operational approach for iwi participation and partnership at Te Papa, and establishes the framework for the management of these relationships, which are based on a range of activities such as: exhibition development (including Te Papa's Iwi Exhibition within *Mana Whenua*), repatriation, taonga research, loans, event-based and other projects.

Te Papa recognises the role of iwi/Māori in enhancing the care and understanding of taonga Māori, and is developing agreements with whanau, hapū, and iwi that recognise their interest in specific taonga and formalise their relationship with Te Papa in relation to the care, management, and presentation of the taonga.

Strategic Relationships

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

Sharing the Te Papa Experience

Te Papa seeks to enable audiences across New Zealand and internationally to share in the Te Papa experience through access to exhibitions, collections, and collection information. Te Papa achieves this by developing exhibitions that will tour nationally and internationally, and through Te Papa's collection loans programme. In addition, Te Papa provides access to information captured on Te Kahui (Te Papa's collection information system) to researchers on request.

Te Aka Matua Library and Information Centre and Te Papa's website at www.tepapa.govt.nz provide virtual visitors with access to information about Te Papa's resources and services. Te Papa's website provides online resources to general and specialist audiences, including schools.

3. TE PAPA IN THE COMMUNITY – Engaging communities, including iwi/Māori; providing leadership and support to enhance services in the culture and heritage sector; working in partnership with research and education institutions; extending access to the Te Papa experience; and repatriating kōiwi tangata Māori and Moriori.

Performance

[Target levels of performance for 2003/04 are included in brackets where this represents a change to the level stated for 2004/05 and the out-years]

Objectives	Goals	Target Levels of Performance 2004/05; 2005/06; 2006/07
<p>3.1 Providing a National Service</p> <p>Te Papa National Services Te Paerangi works in partnership with museums, iwi, and related organisations to build the capacity and sustainability of the services they provide in their local communities for the benefit of all New Zealand.</p>	<p>Goal 1 – Te Papa National Services Te Paerangi develops regional and national projects in partnership with other museums, iwi, and related organisations, within established priority areas of:</p> <ul style="list-style-type: none"> • Training and Skill Development • Standards Implementation • Kaupapa Māori Iwi Development • Strategic Regional and Community Development Initiatives 	<p>A minimum of twenty-five partnership projects are completed each year within the established programme priority areas.</p> <p><i>[Increased from sixteen in 2003/04 to reflect actual performance being achieved]</i></p>
<p>3.2 Delivering a Repatriation Programme</p> <p>To undertake the repatriation of kōiwi tangata Māori and Moriori.</p>	<p>Goal 1 – To implement Te Papa’s Karanga Aotearoa Repatriation Programme.</p>	<p>2004/05</p> <p>A minimum of one international repatriation is undertaken in accordance with agreed policy and tikanga standards by 30 June 2005.</p> <p><i>[Targets for activity introduced in 2004/05]</i></p> <p>2005/06</p> <p>A minimum of two international repatriations are undertaken in accordance with agreed policy and tikanga standards by 30 June 2006.</p> <p>2006/07</p> <p>International repatriation activity to be determined and targets set.</p>
		<p>2004/05</p> <p>A minimum of two domestic repatriations are completed by 30 June 2005.</p> <p><i>[Targets for activity introduced in 2004/05].</i></p> <p>2005/06</p> <p>A minimum of three domestic repatriations are completed by 30 June 2006.</p> <p>2006/07</p> <p>Domestic repatriation activity to be determined and targets set.</p>



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Objectives	Goals	Target Levels of Performance 2004/05; 2005/06; 2006/07
<p>3.3 Developing and Maintaining Relationships with Iwi/Māori</p> <p>Iwi/Māori participate and are involved in the Museum.</p>	<p>Goal 1 – To strengthen Te Papa’s relationships with iwi/Māori through the development of partnerships.</p>	<p>To achieve active relationships with a minimum of ten iwi/Māori organisations.</p> <p><i>(An active relationship is defined as one where there has been a significant level of activity, for example in exhibition development, partnership projects, provision of expertise, repatriation or other activities)</i></p>
		<p>All partnerships with iwi/Māori organisations meet agreed outcomes and performance criteria.</p>
	<p>Goal 2 – Te Papa actively engages iwi/Māori in enhancing its care and understanding of taonga.</p>	<p>Two formal agreements are developed with iwi/Māori for the care and management of significant taonga by 2006.</p>
<p>3.4 Developing and Maintaining Strategic Relationships</p> <p>Te Papa works with related institutions to share knowledge and expertise for mutual benefit.</p>	<p>Goal 1 – To develop and maintain strategic relationships and operational projects with tertiary, research, and related institutions.</p>	<p>A minimum of three projects will be developed and delivered in partnership with tertiary, research, and related institutions.</p>
<p>3.5 Sharing the Te Papa Experience</p> <p>Audiences across New Zealand and internationally share in the Te Papa experience through access to exhibitions, collections, and collection information.</p>	<p>Goal 1 – To maximise access to Te Papa’s collections beyond the premises.</p>	<p>Te Papa will have a minimum of two exhibitions on tour.⁶</p> <p><i>[Increased from one exhibition in 2003/04]</i></p>
		<p>Through Te Papa’s collection loans programme, 100% of approved loan requests will be provided to the borrowing institution within the agreed timeframe (as defined in the letter of approval).</p>
	<p>Goal 2 – To maximise access to information about Te Papa’s collections and services through the provision of virtual services.</p>	<p>Achieve a minimum of 275,000 virtual visitors to the Te Papa website (www.tepapa.govt.nz)</p>

⁶ Achieving this target will constitute at least two exhibitions on tour within New Zealand or internationally.

> 9. Financial Information

9.1 Projected Statement of Financial Performance for the three years ending 30 June 2007

	Annual Management Plan 2004/05	Annual Management Plan 2005/06	Annual Management Plan 2006/07	As per Statement of Intent 2003/04
Revenue				
Crown Revenue	18,227,222	20,577,222	20,577,222	18,227,222
Commercial Revenue	9,897,549	10,017,790	10,076,518	10,583,443
Capital Fundraising	3,550,000	3,262,500	3,278,200	3,200,000
Other Revenue	4,176,797	3,099,699	2,601,180	3,892,288
Special Purpose Funds Revenue	763,273	142,337	143,437	763,273
Total Operating Revenue	36,614,841	37,099,548	36,676,557	36,666,226
Cost of Services ¹	38,394,510	36,921,222	36,491,263	37,123,634
Special Purpose Funds Expenditure	715,958	157,000	157,000	727,629
Net Surplus / (Deficit) Before Depreciation	(2,495,627)	21,326	28,294	(1,185,037)
Depreciation	13,746,284	14,618,839	15,009,126	14,634,502
Net Deficit for the Year	(16,241,911)	(14,597,513)	(14,980,832)	(15,819,539)

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:

	2004/05	2005/06	2006/07	2003/04
Visitor Experience	8,302,682	7,157,418	6,703,318	7,041,762
Commercial	7,634,009	7,455,081	7,497,405	8,610,894
Marketing and Communications	2,090,417	2,018,399	2,023,599	2,081,267
Customer Services	1,433,431	1,460,735	1,460,735	1,523,372
Art and Visual Culture	2,145,788	2,122,719	2,054,336	1,875,868
History and Pacific Cultures	732,201	709,569	709,569	640,097
Mātauranga Māori	519,522	493,418	493,418	454,171
Natural Environment/Papatuānuku	1,168,712	1,172,148	1,172,148	1,021,699
National Services Te Paerangi	913,313	914,604	914,604	805,041
Corporate Services	10,422,263	10,683,148	10,723,148	10,437,828
Other	3,032,171	2,733,983	2,738,983	2,631,637
Cost of Services	38,394,510	36,921,222	36,491,263	37,123,634

Note: Cost of services for 2003/04 have been reallocated to reflect the current operational structure.

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).



9.2 Projected Statement of Financial Position as at 30 June 2004 to 30 June 2007

	Annual Management Plan 30 June 2005	Annual Management Plan 30 June 2006	Annual Management Plan 30 June 2007
Currents Assets			
Cash and Bank	10,573,783	7,398,659	6,825,249
Special Purpose Funds Deposits	1,874,668	1,968,040	2,061,412
Special Purpose Funds Investments	977,598	1,027,663	1,077,728
Accounts Receivable	631,437	644,380	644,380
Inventories	700,000	700,000	700,000
	14,757,486	11,738,742	11,308,769
Non Current Assets			
Fixed Assets	270,509,931	264,841,077	255,995,386
Collections	568,014,000	571,014,000	574,014,000
	838,523,931	835,855,077	830,009,386
Total Assets	853,281,417	847,593,819	841,318,155
Current Liabilities			
Accounts Payable	3,190,265	3,100,180	2,805,348
Employee Entitlements	1,000,000	1,000,000	1,000,000
Other	250,000	250,000	250,000
	4,440,265	4,350,180	4,055,348
Public Equity			
Capital – Opening Balance	371,030,000	381,898,000	390,898,000
Accumulated Losses	(76,563,936)	(92,805,848)	(107,403,361)
Current Year Net Profit/(Deficit)	(16,241,912)	(14,597,513)	(14,980,832)
Crown Capital Injection			
– Capital	7,868,000	6,000,000	6,000,000
– Collection Development	3,000,000	3,000,000	3,000,000
Asset Revaluation Reserve	559,749,000	559,749,000	559,749,000
	848,841,152	843,243,639	837,262,807
Total Liabilities and Equity	853,281,417	847,593,819	841,318,155

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> 10. Statement of Accounting Policies

Reporting Entity

These accounting policies are those of the Museum of New Zealand Te Papa Tongarewa (Te Papa), established by the Museum of New Zealand Te Papa Tongarewa Act 1992. Te Papa's financial statements are prepared pursuant to the provisions of the Public Finance Act 1989, Museum of New Zealand Te Papa Tongarewa Act 1992, Financial Reporting Act 1993, and in accordance with Generally Accepted Accounting Practice 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 3, 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 Te Papa's Statement of Intent. The budget figures have been prepared in accordance with Generally Accepted Accounting Practice 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 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 re-valued its land and buildings in the 2002/03 financial year.

The results of revaluing land and buildings are credited or debited to an asset revaluation reserve for that class of asset. Where a revaluation results in a debit balance in the revaluation reserve, the debit balance will be 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 is recognised



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as costs are incurred. The total cost of this work is transferred to the relevant asset category on its completion, and 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

The collections of Te Papa 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 being valued once every three years. Acquisitions to collections between revaluations are recorded at cost.

Collections which have values based on foreign currencies are re-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 (GST)

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 are 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, 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 those 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 re-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, as all other policies have been applied on a basis consistent with the previous year.



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> Our Partners

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

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Ngāti Toa	Te Iwi Mōriori
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TE PAPA
OUR PLACE



www.tepapa.govt.nz



Museum of New Zealand Te Papa Tongarewa (Te Papa)

Cable Street, PO Box 467, Wellington, New Zealand

Phone: +64-4-381 7000, Fax: +64-4-381 7070

Internet: <http://www.tepapa.govt.nz>, E-mail: mail@tepapa.govt.nz