





## ▶ Statement of Intent Contents

- 1 Concept, Mission, Outcomes, Corporate Principles
- 4 Functions
- 5 Accountability and Alignment with Government Goals
- 6 Strategic Objectives for the Three-Year Planning Period
- 12 Ngā Whāinga Rautaki mō te wā Toru Tau e Whakakaupapatia nei
- 16 Measuring Te Papa's Performance
- 17 Statement of Objectives
- 27 Financial Information
- 29 Statement of Accounting Policies
- 32 Appendix

# 1. Concept, Mission, Outcomes, Corporate Principles

## 1.1 Te Papa 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 are 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 (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 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.

## 1.3 Te Papa's Outcomes

**TE PAPA'S COLLECTIONS** – Te Papa maintains standards of excellence in relation to the preservation, management, acquisition, and research of its collections

Outcome – Te Papa's collections enable it to document, illustrate, and explore our natural and cultural heritage

**THE TE PAPA EXPERIENCE** – Te Papa provides access to collections and shares knowledge through exhibitions, events, and learning programmes

Outcome – Te Papa attracts, informs, and engages New Zealanders and visitors to New Zealand

**TE PAPA IN THE COMMUNITY** – Te Papa works in partnership with heritage organisations, iwi/Māori, research and education institutions, and extends access to the Te Papa experience

Outcome – Te Papa engages communities and iwi/Māori in its activities, and provides leadership and support to enhance services in the heritage sector

Cover: **Anton van Helden (Collection Manager Marine Mammals)** cleans a skull of a female Shepherd's Beaked Whale *Tasmacetus shepherdi*.

Inside front cover: Specimens collected on the **Norfolk Ridge and Lord Howe Rise Biodiversity Discovery Programme (NORFANZ)** expedition await distribution to the participating organisations.



## 1.4 Corporate Principles

### 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.



## 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. Accountability and Alignment with Government Goals

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.

Te Papa provides Museum Services, partially funded through Vote: Arts, Culture and Heritage, towards the Government's outcome of preserving and presenting the taonga of our peoples, interpreting the heritage of New Zealand for national and international audiences, and helping establish New Zealand's place in the world through contextualising our heritage within the heritage of other cultures.

Through its services, Te Papa makes a significant contribution toward the key government goal *To Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi*, to '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 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.

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

Te Papa achieves this through:

- Maintaining standards of excellence in relation to the preservation, management, acquisition, and research of its collections.
- Providing access to its collections, and sharing knowledge through exhibitions, events, and learning programmes.
- Working in partnership with heritage organisations, iwi/Māori, research and education institutions, and extending access to the Te Papa experience.

## 4. Strategic Objectives for the Three-Year Planning Period



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

During its initial five years of operation, Te Papa has focused on the establishment of its services and the development of the visitor experience. A key priority for the forthcoming planning period will be an increased emphasis on scholarship including mātauranga Māori, and increasing access to the collections and the knowledge and research of them.

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 for Te Papa's Board is to ensure a sustainable future for the Museum that enables it to be flexible to shifts in the external environment, and that provides maximum value for money for all New Zealanders.

### 4.1 Output Objectives

#### Te Papa's Collections

Te Papa's collections enable it to document, illustrate, and explore our natural and cultural heritage. In order to achieve this outcome, Te Papa seeks to attain standards of excellence in relation to the preservation, management, acquisition, and research of its collections.

Te Papa's key priorities in relation to the collections over the next three years include:

#### Scholarship (including Mātauranga Māori)

Te Papa has been very successful in delivering a world-class museum, and is now in a position to build on this success by focusing on longer-term research programmes that will enable the Museum to continue to deliver high quality products (including exhibitions, publications, events, learning programmes, and commercial products) that draw on the Museum's extensive collections, and are underpinned by scholarship.

During this period a review of the Core Projects Strategy<sup>1</sup> will be undertaken, with the aim of further focusing Te Papa's research effort. In addition, Te Papa will complete a Mātauranga Māori Strategy, which aims to enhance organisational understanding of mātauranga Māori, and to inform the development of the research programmes that underpin Te Papa's visitor experience and product development.

A key focus for this period will be developing research partnerships, and disseminating research and mātauranga Māori outcomes and knowledge through a range of channels, including online delivery mechanisms. Particular emphasis will be placed on producing publications, for both specialist and general audiences, arising from Te Papa's exhibition programme, and research into its collections.

#### Collection Storage

Te Papa's collections are increasing in size as items are acquired, and this together with the expansion of exhibition space completed in 2001 has placed further pressure on collection storage capacity.

During this period, the outcomes of a comprehensive review of the use of the Tory Street facility undertaken in 2002/03 will be implemented as part of a staged programme to provide optimal storage arrangements for the long-term care of the collections. This programme will also seek to improve access to collections in storage for research, and as a further extension of the visitor experience.

<sup>1</sup> The Core Projects Strategy comprises nine thematic statements that establish the strategic framework for research and product development (including exhibitions, publications, events, learning programmes, and commercial products). A description of the nine Core Project thematic statements is included in the Appendix.





### The Te Papa Experience

Te Papa attracts, informs, and engages New Zealanders and visitors to New Zealand. In order to achieve this outcome, Te Papa provides a visitor experience that enables access to collections and knowledge through exhibitions, events, and learning programmes.

Te Papa's key priorities in relation to the visitor experience include delivering a major new constructed long-term exhibition for Level 2, and introducing new Iwi and Community exhibitions within *Mana Whenua* and the Community Gallery in *Passports*.

Te Papa will continue to enhance access to its knowledge base through a range of strategies, including: increasing the accessibility of Tai Awatea I Knowledge Net (formerly Te Papa Onscreen);<sup>2</sup> increasing opportunities to provide front of house access to Te Papa's expertise; and seeking innovative ways to deliver further layers of information, including the use of new technologies and products that recognise the increasing virtual audience.

Programmes in pilot phases that will be further developed over the planning period include making Tai Awatea I Knowledge Net available to audiences through Te Papa's website. In addition, Te Papa is working in partnership with external organisations to deliver online exhibition-based teacher resources that will provide access to the Te Papa experience to virtual school audiences, and support school visits to the Museum.

Te Papa will focus on developing relationships and alliances with key international and regional institutions to enhance culture exchange and collaborative opportunities and Te Papa's ability to secure major touring exhibitions.

A key issue for this planning period is to ensure Te Papa continues to deliver high-quality short-term exhibitions that drive visitation and revenue.

### Te Papa in the Community

Te Papa engages communities and iwi/Māori in its activities, and provides leadership and support to enhance services in the heritage sector. In order to achieve this outcome, Te Papa works in partnership with heritage organisations, iwi/Māori, research and education institutions, and extends access to the Te Papa experience.

Te Papa's key priorities in relation to its role in the community include:

#### Te Papa National Services

During this planning period National Services will implement the outcomes of the triennial review of the continuing relevance of the five strategic priority areas that have formed the focus of regional and national partnership projects since 1999/2000.

As a result of this review the number of priority areas for the period commencing in 2003/04 has been reduced to four, and include training and skill development, standards implementation, kaupapa Māori Iwi development, and strategic regional and community development initiatives.

<sup>2</sup> Tai Awatea I Knowledge Net is Te Papa's bilingual multimedia database providing rich contextualised information on long-term exhibitions, including items not on display.

For this period National Services will be looking to invest in higher impact projects, both at a regional and national level, that seek to build capacity, and enhance the sustainability of the services that museums, iwi, and related organisations provide in their local communities. In addition, a key focus will be fostering relationships within the sector, including strategic alliances with central and local government agencies, and allied sectors, in order to maximise leverage opportunities – regionally and nationally.

#### **‘Karanga Aotearoa’: Te Papa’s Repatriation Programme**

Following the adoption of government policy in 2003, Te Papa, on behalf of the Government, will deliver a programme for the repatriation of Kōiwi Tangata Māori.

Over recent years Te Papa has developed an international profile in terms of its expertise and role in the repatriation, care and management of kōiwi tangata. Repatriation is an increasingly important issue for iwi, and one that has implications for Te Papa’s iwi relationships. As the museum community’s attitude to repatriation changes in recognition of the aspirations of indigenous communities, overseas institutions are increasingly approaching Te Papa seeking to repatriate taonga to New Zealand.

Over this planning period Te Papa will commence a programme for the repatriation of Kōiwi Tangata Māori, incorporating a research programme aimed at establishing a robust information base from which a prioritised repatriation programme will be developed and implemented.

#### **Digitisation Strategy**

A key organisation-wide focus for this planning period is the implementation of a forward-looking strategy for digitisation at Te Papa. The strategy addresses Te Papa’s long-term objectives in respect of the digitisation of its collections, collection information, education, and other resources. The aim of the project is to optimise the availability of Te Papa’s knowledge base and services within a digital environment.

#### **4.2 Bicultural Development**

In 2002 Te Papa completed a review of its Bicultural Policy, which builds on that approved in 1994, and establishes the strategic framework for the organisation’s ongoing bicultural development, including the development of the bicultural partnership within Te Papa, and how the Museum will further its relationships with iwi/Māori throughout New Zealand.

The focus for this planning period will be the implementation of the policy through the guiding principles that establish the parameters for organisational policy and practice across Te Papa’s three key output areas of: *Te Papa’s Collections*, *The Visitor Experience*, and *Te Papa in the Community*.

Over this period Te Papa aims to enhance bicultural capability and capacity across the organisation, recognising that this is critical to the success of Te Papa as a bicultural organisation.

#### **4.3 Organisational Capability**

Development and enhancement of organisational capability is crucial in enabling Te Papa to deliver its key outcomes, and to further enhance the development and delivery of its services.



Te Papa has in place three collective employment agreements, and a number of staff on individual employment agreements. Te Papa aims to successfully negotiate the settlement of one of these agreements that is due for renewal in this period.

Te Papa is accredited with Investors in People and will continue to meet accreditation standards by developing innovative human resource strategies.

#### 4.4 Financial Planning

##### Overview

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

In order to maintain the current level of museum services, Te Papa is budgeting a \$1.185 million cash deficit for 2003/04 (including depreciation, the budgeted deficit is \$15.819 million), and is projecting similar deficits for the following two financial periods.

As a result of successful revenues over previous periods, the budgeted and projected deficits are able to be funded from Te Papa's cash reserves, whilst retaining sufficient working capital to mitigate the risks associated with any failure to meet revenue targets from commercial operations or through sponsorship.

##### Government

Government makes a significant contribution to the ongoing funding of Te Papa, providing approximately 66% of net operating revenue, in addition to \$6 million per annum allocated to capital works for museum operations, and \$3 million per annum to support collection development.

Additional operating funding has been provided for 2003/04 and out-years for Te Papa to commence work on a programme for the repatriation of Kōiwi Tangata Māori.

##### Commercial

Through its commercial businesses Te Papa aims to enhance the visitor experience through the provision of value-added products and services, at the same time generating revenue and developing recognition and penetration of the Te Papa brand.

Te Papa's commercial businesses contribute approximately 7% of Te Papa's net operating revenue. Over the forthcoming planning period, Te Papa will continue to pursue opportunities to increase its revenue-generating capacity.

##### Sponsorship

Sponsorship contributes approximately 12% of Te Papa's net operating revenue, and is an increasingly significant source of funding.

Over 2002/03 the focus was on renewing partnership arrangements with Te Papa's major founding sponsors. Te Papa's success in achieving a significant number of renewals, including an increase in the value of Wellington City Council's sponsorship to \$2 million for 2002/03, enables the emphasis for 2003/04 to be on managing existing partnership relationships and increasingly, to build new relationships, as well as pursuing opportunities for funding the short-term exhibition programme and other events and products.



## 4. Ngā Whāinga Rautaki mō te wā Toru Tau e Whakakaupapatia nei

Nā tana kaha ki te mahi whakahirahira, me tana pūmau ki ngā hiahia o te hunga peka mai, kia whakahiwa, kia mārama, kia whaihua ā rātou kitenga, i ū ai ngā hiahia a Te Papa Tongarewa kia peka mai te nui o ngā tāngata i ngā wā katoa.

I roto i ngā rima tau i tana tīmatanga i hāngai ana mahi katoa ki te hanga i ana ratonga, ki te whakakaupapa i ana whakaaturanga mō te hunga katoa e peka mai ana. Ko tētahi mea tuatahi hei tirohanga i te wā nei, ko ngā mahi mātauranga tae atu ki te mātauranga Māori, kia wātea ake ngā taonga a Te Papa Tongarewa, kia āta rangahautia ngā kōrero mō ngā tāonga.

E taea ai te whakaputa ana ratonga kia rite ki ngā whakawhiwhinga pūtea, me rite tonu tana whakarite i ana mahi pakihi. Hei whāinga tuatahi mā te Poari he whakapūmau i te anga whakamua a Te Papa Tongarewa e ora ai i roto i ngā piki me ngā heke o te ao nei, e rite ai ngā hua mō ngā iwi katoa o Niu Tīreni.

### 4.1 Ngā Hua hei Whāinga

#### Ngā Kohinga a Te Papa Tongarewa

Nā ana taonga i kohia i roto i ngā tau i āhei ai a Te Papa Tongarewa ki te whakapukapuka, ki te whakaahua, ki te tiroiro i tō tātou taiao me ā tātou tikanga tuku iho. E ū ai tēnei whāinga e kimi ana ia kia tino tika rawa ana tikanga tiaki, ana tikanga whakahaere, ana tikanga whakawhiwhi, me ana tikanga rangahau i ana taonga.

Ko ngā tino take mō ngā tāonga i roto i ngā tau e toru kei mua ko ēnei nā:

#### Mātauranga (tae atu ki te Mātauranga Māori)

E tino angitu ana a Te Papa Tongarewa kia kitea mai ko ia tētahi o ngā tino whare taonga o te ao, kia āhei ai ia ki te whakanui ake i ana mahi pai mā ētahi atu whakaputanga tino whai tikanga (tae atu ki ngā whakaaturanga, ki ngā pukapuka, ki ngā mahi, ki ngā hōtaka akoranga, ki ngā taonga hokohoko) mai i āna taonga maha me ana mātauranga.

Hei tēnei wā ka mātakitia te Rautaki Kaupapa Uho<sup>3</sup>, kia hāngai ake ngā rangahau. I tērā wā anō ka hangaia he Kaupapa Mātauranga Māori hei whakakaha i ngā mōhiotanga o ngā rōpū whakariterite ki te mātauranga Māori hei whakamārama ki te whakahiatotanga o ngā kaupapa rangahau e whāriki ana i ngā mahi mō te hunga peka mai me ngā hanga otinga.

Hei tino tirohanga anō i tēnei wā ko te whakatupu mahi rangahau ngātahi me ngā iwi, me te tuku i ngā hua mātauranga Māori me ērā atu mātauranga mā ngā ara maha tae atu ki te ipurangi. Ko tētahi mea nui ka ara ake i ngā mahi rangahau i ngā mahi hanga whakaaturanga, ko te tā pukapuka mā ētahi tohunga, mā te iwi whānui anō hoki.

#### Tiaki Kohinga

Kei te nui ake ngā taonga a Te Papa Tongarewa. Rokohanga i te tau 2001 i whakanuia anō te wāhi whakaatu i ngā whakaaturanga. Kua iti rawa ngā wāhi tiaki taonga.

<sup>3</sup> Tokoiwa ngā pūrongo poutāhuhu hei whakatū i ngā rautaki pou tarāwaho mō ngā mahi rangahau me ngā mahi hanga kitenga (pēnei i ngā whakaaturanga, i ngā pukapuka, i ngā tauwhāinga, i ngā kaupapa ako, i ngā hua tauhokohoko).

Hei tēnei wā anō ka whakamahia ngā putanga o te arotake i ngā tau 2002/2003 ki te wāhi tiaki taonga i Tory Street. Kua āta whakakaupapatia tēnei mahi nui, arā, te tiaki i ngā taonga kia wātea ngā taonga ki ngā kairangahau, ki te hunga peka ake anō hoki.

### Te Tohungatanga o Te Papa Tongarewa

Ka whakamaneatia, ka whakamōhiohia, ka whakatakinatia te tangata e Te Papa Tongarewa ahakoa nō konei, nō tāwāhi rānei. Kia ū ai tēnei whāinga, e wātea ana ngā taonga me ngā mātauranga katoa ki te hunga peka mai, i roto i ngā whakaaturanga, i ngā tauwhāinga, i ngā kaupapa ako.

Ko ngā tino take e hāngai ana ki te hunga peka mai, ko te hanga he whakaaturanga roa, he hou, he nui hoki, ki te Papa<sup>2</sup>, ā, ko te whakauru mai he whakakitenga Iwi hou, he whakakitenga Hapori hou ki *Mana Whenua* me *Passports*.

Ka anga tonu a Te Papa Tongarewa ki te whakawātea i ana mātauranga ki te katoa, pēnei nā: kia nui kē atu te wātea o Tai Awatea ki te tangata; kia nui kē atu te wātea o ngā tohungatanga a Te Papa Tongarewa ki te tangata; kia nui kē atu ngā papa whakatakoto kōrero tērā e ahu mai i ngā hangarau hou i ngā ao mariko.

Ka whakahiatotia ētahi kaupapa i roto i tēnei wā whakakaupapa, kia āhei ngā tāngata katoa ki Tai Awatea<sup>4</sup> i runga i te pae tukutuku a Te Papa Tongarewa. Anō e mahi tahi ana a Te Papa Tongarewa me ētahi atu rōpū ki te hoatu rauemi ako mai i ana whakaaturanga ki ngā kura, ki te tautoko i ngā kura e peka mai ana ki te whare taonga nei.

Ka arotahi a Te Papa Tongarewa ki te whakawhanaunga atu ki te mahi tahi me ētahi pūtahi ā-rohe, o tāwāhi rānei, ki te whakatupu whitiwhiti tikanga whai wāhi ki te mahi tahi kia āwhiwhi ki ngā whakaaturanga haere matua.

He tino take anō, kia kaha tonu a Te Papa Tongarewa ki te whakahaere whakaaturanga whakahirahira wā poto e tōia mai ai te tangata me te moni.

### Te Papa Tongarewa i Roto i ngā Iwi

E whai wāhi ana ngā huihuinga tāngata me ngā iwi Māori ki ngā whakahaere, ki ngā tohutohu, ki ngā ratonga a Te Papa Tongarewa. E ū ai tēnei whāinga, ka mahi tahi me ngā rōpū taha tuku iho, me ngā iwi, me ngā whare rangahau, me ngā whare ako, ka whakawhiwhia te katoa ki ngā taunga ki Te Papa Tongarewa.

Ko ngā mahi nui mā Te Papa Tongarewa i roto i ngā iwi ko ēnei nā:

### Te Ratonga Whānui a Te Papa Tongarewa

E rima ngā wāhi rautaki matua i whakaritea hei arotahi mā ngā mahi tahi ā-rohe, whānui rānei, mai i 1999/2000. Koia nei te wā ka whakahautia e te Ratonga Whānui ngā hua o te tirohanga toru tau, kia tū tonu rānei aua wāhi rautaki matua.

Ko te hua, e whā noa iho ngā tino take mō te wā ka tīmataria i te 2003/2004, ko ngā mea e whai ake nei, arā, te whakaako me te whai kia nui atu ngā tautōhito, te whakaū i ngā paerewa, te tautoko i ngā mahi whakatupu iwi, me ngā kōkiri whanaketanga rautaki ā-rohe, ā-iwi rānei.

Mō tēnei wā, ka kimihia e Te Ratonga Whānui ētahi kaupapa papātanga teitei e mea ana ki te hanga kaha, kia kauneke tauhiro ngā ratonga a ngā whare taonga, a ngā iwi, ki ō rātou nohanga tāngata. He mahi anō mā rātou he whakawhanaunga i waenganui anō i a rātou me ngā tari kāwanatanga me ērā momo tari, kia riro mai ngā hua nui rawa ā-motu, ā-rohe.

<sup>4</sup> Ko tēnei te pātengi raraunga ataata-roko, reorua hoki a Te Papa Tongarewa e whakarato ana i ngā mōhiotio hāngai ki ngā whakaaturanga wā roa me ngā taonga kāore e whakaaturia ana ki te hunga peka mai.



### **‘Karanga Aotearoa’ Te Kaupapa Whakahoki Mai i ngā Kōiwi**

Nō te tau tonu nei o 2003 i takoto ai te kaupapa a Te Kāwanatanga ki te whakahoki mai i ngā Kōiwi Māori, ka tau mā Te Papa Tongarewa e whakahaere.

I ngā tau ruarua kua hipa kua whakahiatotia e Te Papa Tongarewa he āhuatanga rongonui ki ngā whenua o te ao mō tōna whaimana ki te whakahoki mai ki te tiaki i ngā kōiwi tāngata. He mea nui tēnei ki ngā iwi, ka whai wāhi ki te āhuatanga o te mahi tahi a Te Papa Tongarewa me ngā iwi. I te mea kei te huri mai te hunga tautoko whare taonga ki te whakaae kia whakahokia ngā kōiwi tāngata ki ō rātou takenga mai, kua nui atu ngā whare o tāwāhi ki te whakapā mai ki Te Papa Tongarewa kia whakahokia mai ngā kōiwi ki konei.

Mō te wā ō ēnei whakakaupapa ka tīmataria he kaupapa rangahau kia oti he papa pārongo mō ngā kōiwi tāngata Māori kei ngā whare taonga, kei tāwāhi, kia whakaritea he kaupapa whakahoki mai, kia whakahaungia taua kaupapa kia oti.

#### **He Kaupapa Whakakōnaetanga**

He tino tirohanga tuatahi anō mō ngā whakahaere katoa a Te Papa Tongarewa i ōna wāhi katoa, ko te kaupapa whakakōnaetanga puta noa i ana tari. He whāinga roa te whakakōnaetanga i ngā taonga katoa, ngā kōrero, ngā akoranga, me ērā atu rauemi. Ko te whāinga o tēnei kaupapa, ko te whakatakoto i ngā papa mātauranga me ngā ratonga a Te Papa Tongarewa ki roto i te ao o te whakakōnaetanga ā-rorohiko.

#### **4.2 Te whakatupu Mahi Tikanga Rua**

I te tau 2002 i oti i Te Papa Tongarewa te arotake tana Kaupapa Tikanga Rua i hangaia rā i runga i te mea i whakaaetia i te tau 1994 i tīmataria ai te pou tarāwaho mō te whanaketanga o te kaupapa tikanga rua tae atu ki te tupunga o te tikanga rua mahi tahi i roto i Te Papa Tongarewa, me te whakarite i ngā āhuatanga ka tipu i waenganui i a ia me ngā iwi Māori puta noa i Aotearoa.

Ko te arotahi mō tēnei wā hoahoa kia whakahaeretia te kaupapa i runga anō i ōna tikanga i whakaritea kia oti ngā tawhā o ngā kaupapa whakahaere me ngā mahi whakahaere puta noa i ngā tino whāinga e toru, arā, ngā taonga, te hunga peka mai, me Te Papa i roto i ngā iwi.

Hei tēnei wā ka anga a Te Papa Tongarewa ki te whakarei i ana mahi tikanga rua puta noa i ana whakahaere katoa i runga i te mātau mā konei anake e kitea he tikanga rua ngā kaupapa a Te Papa Tongarewa.

#### **4.3 Te Whakahaere Kaupapa**

E āhei ai a Te Papa Tongarewa ki te whakaputa i ana tino whāinga, ko te whakatupu, ko te whakarei i ana kaha kia tino oti, kia kaha ake tana whakatupu me tana whakatutuki i ana ratonga.



E toru ngā whakaaetanga whakawhiwhi mahi tōpu ā Te Papa Tongarewa, ko ētahi kaimahi kei tāna ake i whakaae ai. E whai ana a Te Papa Tongarewa ki te whakahou i tētahi tērā kua tae ki te wā kia whakahoutia.

E whakanuia ana a Te Papa Tongarewa e ngā Kaiwhakangao i roto i ngā Tāngata, ā, ka anga tonu ki te hanga kaupapa hei tiaki i ana kaimahi.

#### **4.4 Te Kaupapa Whakapau Pūtea**

##### **Arotake**

Kua hipa te whā tau mai i te tau 1999 i mātakitakitia ai ngā pūtea, kua nui te rerekētanga o tana tohatoha moni i runga anō i te pikinga o ngā utu whakahaere, i runga anō i te pikinga o ngā kaute o te hunga peka mai ki Te Papa Tongarewa.

E taea ai te whakahaere i ana ratonga kua whakaritea te moni tarepa o \$1.185 miriona i roto i te mahere tohatoha pūtea mō te tau 2003/2004 (honoa mai te hekenga wāriu, ko \$15.819 miriona te moni tarepa), me te whakaaro ka rite ngā tarepa moni mō ngā tau e rua kei tua atu.

Nā ngā whiwhinga moni o ngā tau o mua, i taea ngā moni tārepa te whakarite e ngā putunga moni, me te āta tiaki anō i ngā pūtea hei whakangāwari i te korenga o ētahi atu huamoni i ngā mahi hokohoko rānei, i ngā kaitautoko tuku moni mai rānei.

##### **Te Kāwanatanga**

Kei te kaha tonu te Kāwanatanga ki te tuku mai he moni āwhina, e 66 pai heneti o te pūtea whakahaere more, tāpiri atu ki te \$6 miriona ā-tau e hōmaitia ana hei utu mō ngā mahi, tāpiri atu ki te \$3 miriona ā-tau e hōmaitia ana hei tiaki taonga, hei hoko taonga mō te kohinga a Te Papa Tongarewa.

Kua hōmaitia anō he pūtea hei āwhina i te mahi whakahoki kōiwi tangata mai i tāwāhi mō te tau 2003/4 haere ake.

##### **Mahi Moni**

He pakihi mahi moni a Te Papa Tongarewa hei whakanui i te pekanga mai a rautāngata kei ana tāonga hokohoko me ana ratonga, hei whakatupu anō hei whakaputa, hei whakamōhio i tēnei whare tiaki taonga ki te ao.

E 7 pai heneti pea te wāriu o ngā moni whiwhi mai i ana pakihi mahi moni. Ka anga tonu a Te Papa Tongarewa ki te kimi i ētahi atu umanga mahi moni.

##### **Kaitautoko**

E 12 pai heneti pea ngā moni whiwhi e hua mai ana i te hunga tautoko i Te Papa Tongarewa, ehara i te moni iti, kei te piki haere tonu i ia tau.

I ngā tau 2002/3 i hāngai tonu a Te Papa Tongarewa ki te hunga nā rātou ngā tino āwhina, ngā tino tautoko i te tīmatanga. Nā te ū pai o tērā kaupapa, he maha ngā whakahoutanga, tae atu ki te whakapikinga a te Kaunihera o te Tāone o Pōneke i tana tautoko ki te \$2 miriona mō te tau 2002/3, kua huri te titiro ki te hanga kotahitanga hou hei homai pūtea mō ētahi whakaaturanga poto me ērā atu mahi hua rānei.

## 5. Measuring Te Papa's Performance



Performance is measured in terms of quality, quantity, timeliness, and cost. Owing to the specialised nature of many of Te Papa's activities, the process of identifying appropriate measures for its key goals is one of continuous refinement.

Performance indicators 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.<sup>5</sup> They form the criteria against which Te Papa measures quality standards for all its activities, including the development of visitor experience products (exhibitions, events, and learning programmes), the implementation of a capital works programme, and the products offered by its commercial businesses.

The Core Projects Strategy 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 through 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.

<sup>5</sup> Copies of Te Papa's policies are available on request.

## 6. Statement of Objectives

### 1. TE PAPA'S COLLECTIONS – Te Papa maintains standards of excellence in relation to the preservation, management, acquisition, and research of its collections

OUTCOME – Te Papa's collections enable it to document, illustrate, and explore our natural and cultural heritage

#### Description of Output

##### Developing Collections

The Collection Development Policy provides the framework for the acquisition of items to Te Papa's collections. This policy is supported by the Acquisitions Strategy, which establishes acquisition procedures and priorities for collection development over a three-year period, and is reviewed annually.

Te Papa will collect significant cultural property and information related to its Mission, in order to document, illustrate, 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.
- As a resource for research.

##### Caring for Collections

Te Papa's collection management and conservation policies establish the standards of professional excellence and cultural care, which it applies to the collections to enable their display, use, and preservation.

Te Kahui, the collections database, contains records of a portion of the approximately two million items held by Te Papa. The Museum is progressively recording and capturing collection information in a format that will facilitate its further use and dissemination.

##### Scholarship

Te Papa's Core Projects Strategy is a comprehensive six-year rolling research plan and product development strategy that provides the framework for research and mātauranga Māori activities.

The strategy aims to ensure that Te Papa's long-term research effort is strategic and that visitor experience products and services are underpinned by scholarship, including mātauranga Māori, and meet established standards of excellence. A description of the nine Core Project thematic statements is included in the Appendix.

Te Papa seeks to achieve excellence in its research and mātauranga Māori activities, demonstrated by the Museum's ability to attract research funding from external agencies, including the Foundation for Research, Science and Technology, and through entering mutually beneficial research partnerships.

**1. TE PAPA'S COLLECTIONS – Te Papa maintains standards of excellence in relation to the preservation, management, acquisition, and research of its collections**



OUTCOME – Te Papa's collections enable it to document, illustrate and explore our natural and cultural heritage

**Performance**

Outcomes	Goals	Performance Targets 2003/2004; 2004/2005; 2005/2006
<p><b>1.1 Developing Collections</b></p> <p>Outcome - 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 our natural and cultural heritage.</p>	<p>Goal 1 - Collection development activity is maintained in accordance with the Collection Development Policy and the Acquisitions Strategy.<sup>6</sup></p>	<p>95% of new collection items are acquired in accordance with the policy and procedural guidelines for acquisitions.<sup>7</sup></p>
<p><b>1.2 Caring for Collections</b></p> <p>Outcome - Collections are preserved and managed in accordance with established standards and cultural requirements.</p>	<p>Goal 1 - Damage to collections is minimised.</p>	<p>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.</p> <p>There are no more than four instances of irreparable damage to collection items as a result of public access.</p>
	<p>Goal 2 - Collections are maintained in optimal conditions for their long-term preservation.</p>	<p>100% of items required for public display are in a stable condition.</p> <p>The environmental conditions (temperature and relative humidity) in collection stores are maintained within agreed parameters.</p>
	<p>Goal 3 - Collection items are managed in a culturally appropriate manner.</p>	<p>The handling of taonga is in accordance with established tikanga standards.<sup>8</sup></p>

<sup>6</sup>The Collection Development Policy and annual Acquisitions Strategy establish the guiding principles, outcomes, strategic directions, and priorities for Te Papa's collection development programme.

<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 other matters such as conservation and collection management requirements, and copyright).

<sup>8</sup>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.

## Performance

Outcomes	Goals	Performance Targets 2003/2004; 2004/2005; 2005/2006
<p>1.2 Caring for Collections cont.</p>	<p>Goal 4 - To enhance knowledge management systems in relation to the collections.</p>	<p>95% of newly acquired items (excluding major collections of multiple items) of Art, History, Photography, Māori, and Pacific are recorded in the Museum's electronic collections database within six months of acquisition.</p> <hr/> <p>15,000 outstanding Photography collection items will be catalogued on the Museum's electronic collections database.</p> <hr/> <p>25,000 outstanding Natural Environment specimens/lots will be catalogued on the Museum's electronic collections database.</p>
<p><b>1.3 Scholarship</b> Outcome - Te Papa achieves excellence in all scholarship, including mātauranga Māori activities.</p>	<p>Goal 1 - To actively engage in research that contributes to Te Papa's outputs (exhibitions, events, publications, and learning programmes).</p>	<p>100% of Core Project research activities meet agreed standards of excellence.</p> <hr/> <p>To undertake a minimum of three research partnerships with external organisations that contribute to Core Project objectives.</p>
	<p>Goal 2 - To disseminate the knowledge gained through scholarship, including mātauranga Māori activities.</p>	<p>To publish a minimum of fifty peer reviewed and popular articles in New Zealand-based and international journals and publications.</p> <hr/> <p>To present a minimum of five scholarly papers per annum at conferences.</p> <hr/> <p>Te Papa Press publishes a minimum of one volume of <i>Tuhinga</i> (Te Papa's refereed scholarly journal).</p> <hr/> <p>Te Papa Press publishes a minimum of five publications (in addition to one edition of <i>Tuhinga</i>).</p>

## 2. THE TE PAPA EXPERIENCE – Te Papa provides access to collections and shares knowledge through exhibitions, events, and learning programmes



OUTCOME – Te Papa attracts, informs and engages New Zealanders and visitors to New Zealand

### Description of Output

#### The Visitor Experience

Te Papa presents a diverse and changing programme of exhibitions, events, and learning programmes that are developed within the Core Projects strategic framework.

Te Papa houses nineteen long-term exhibitions, including the four Discovery Centres (*PlaNet Pasifika*, *Te Huka a Tai*, *NatureSpace*, and *Inspiration Station*); *StoryPlace*; Te Marae o Te Papa Tongarewa; *Bush City*; and *The Time Warp*. In addition, the Museum offers short-term exhibitions, the majority of which are derived from its collections.

Through its Events and Entertainment programme, Te Papa aims to provide a vibrant and enriched visitor 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, cross-curricular, and exhibition-based school programmes, which include significant bicultural and bilingual content.

#### 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 (previously Te Papa Onscreen), the Museum's bilingual multi-media database located on terminals within the Museum, 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, by conducting random exit interviews with visitors aged sixteen years and older.

Te Papa assesses the overall satisfaction of visitors with the Te Papa experience through this research.

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 visitor experience programmes, and assists Te Papa in developing its commercial business, including hospitality and retail outlets.

**2. THE TE PAPA EXPERIENCE – Te Papa provides access to collections and shares knowledge through exhibitions, events, and learning programmes**

OUTCOME – Te Papa attracts, informs and engages New Zealanders and visitors to New Zealand

**Performance**

Outcomes	Goals	Performance Targets 2003/2004; 2004/2005; 2005/2006
<p><b>2.1 The Visitor Experience Programme</b></p> <p>Outcome - 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 exhibition programme.</p>	<p>A minimum of one long-term exhibition is refreshed.<sup>9</sup></p> <p>A minimum of one new long-term exhibition is developed by 2006.</p> <p>A minimum of nine short-term exhibitions are presented.</p>
	<p>Goal 2 - Te Papa presents a diverse programme of events, talks, and visitor entertainment programmes.</p>	<p>A minimum of thirteen mid-large scale events are presented.</p> <p>A minimum of 346 visitor entertainment activities are offered.</p> <p>A minimum of twenty-four expert talks are delivered.</p> <p>A minimum of 150 Discovery Centre activities are offered.</p>
	<p>Goal 3 - Te Papa develops and delivers education programmes that meet the needs and expectations of school audiences.</p>	<p>A minimum of ten core curriculum-linked programmes aimed at Years 1-10 are offered.</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> <p>A minimum of 12,000 visitors participate in education programmes.</p>
<p><b>2.2 Making the Te Papa Experience Accessible</b></p> <p>Outcome - The Te Papa experience, collections, and collection information is accessible to visitors to the Museum.</p>	<p>Goal 1 - To maximise access to the Te Papa experience through visitation.</p>	<p>Te Papa is open to the public 365 days a year.</p> <p>Visitation is maintained at a minimum of one million visits.<sup>10</sup></p>

<sup>9</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.

<sup>10</sup> 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.



## Performance

Outcomes	Goals	Performance Targets 2003/2004; 2004/2005; 2005/2006
<b>2.2 Making the Te Papa Experience Accessible cont.</b>	Goal 2 - To maximise access to collections in storage.	95% of requests for access to collections in storage are granted.
	Goal 3 - To increase access to information about Te Papa's collections.	Files associated with long-term exhibitions are added to Tai Awatea I Knowledge Net (Te Papa's multimedia database that provides information about exhibitions and collections) within three months of the exhibition opening.
<b>2.3 Attracting Diverse Audiences</b> Outcome - Te Papa appeals to all New Zealanders and visitors to New Zealand.	Goal 1 - Ensuring that Te Papa's audiences reflect the demographic profile of New Zealand.	At least 10% of adult visitors to Te Papa are Māori. At least 3% of adult visitors to Te Papa are of Pacific Island ethnicity. At least 3% of adult visitors to Te Papa are of Asian ethnicity.
	Goal 2 - Te Papa attracts audiences from across New Zealand.	Of adult domestic visitors, a minimum of 35% are from outside the Wellington Region. Of adult domestic visitors, a minimum of 10% are from the Wellington Region (outside Wellington City).
	Goal 3 - Te Papa attracts international visitors.	A minimum of 25% of adult visits are from international visitors.
<b>2.4 Satisfying Visitors</b> Outcome - The needs and expectations of Te Papa's visitors are met.	Goal 1 - Providing an experience that 'satisfies' Te Papa's visitors.	An adult customer satisfaction rating of good to excellent of at least 90% is maintained. (Customer satisfaction is measured on a 0-10 point rating scale where 6/10-10/10 represents a 'good' to 'excellent' and a 'satisfactory' Te Papa experience)
	Goal 2 - To provide facilities for the comfort of visitors.	Building systems and facilities are maintained to the agreed standard as assessed by the monitoring programme.



### **3. TE PAPA IN THE COMMUNITY – Te Papa works in partnership with heritage organisations, iwi/Māori, research and education institutions, and extends access to the Te Papa experience**

OUTCOME – Te Papa engages communities and iwi/Māori in its activities, and provides leadership and support to enhance services in the heritage sector

#### **Description of Output**

##### **Te Papa National Services**

Te Papa National Services 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. They 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 establishes partnership projects within identified priority areas. These priority programme areas are reviewed on a triennial basis for their continuing relevance. Following a review in 2003, the following areas will form National Services 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 *Standards Scheme for New Zealand Museums Ngā Kaupapa Whaimana o Ngā Whare Taonga o Aotearoa*.
- **Kaupapa Māori Iwi development** – Increased iwi capacity and capability to deliver museum/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 for culture and heritage services to become more central to the identity, social and economic fabric of communities.

National Services support for projects includes financial partnership support and other forms of assistance including strategic leadership, project planning and management, consultation and Te Papa consultancy support.

##### **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 as a bicultural organisation. These relationships assist Te Papa to achieve the following objectives:

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



Te Papa's 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 care, management, and presentation of the taonga.

#### 'Karanga Aotearoa': Te Papa's Repatriation Programme

Following the adoption of government policy in 2003, Te Papa, on behalf of the Government, will deliver a programme for the repatriation of Kōiwi Tangata Māori. In 2003/04 Te Papa will commence a research programme aimed at establishing a robust information base, from which a prioritised repatriation programme will be developed and implemented.

#### Strategic Relationships

Through mutually beneficial strategic alliances and relationships with tertiary education and research 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.

#### Extending Access to 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 database) to researchers on request.

Te Aka Matua Library and Information Centre, and Te Papa's website at [www.tepapa.govt.nz](http://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 – Te Papa works in partnership with heritage organisations, iwi/Māori, research and education institutions, and extends access to the Te Papa experience**

OUTCOME – Te Papa engages communities and iwi/Māori in its activities, and provides leadership and support to enhance services in the heritage sector

**Performance**

Outcomes	Goals	Performance Targets 2003/2004; 2004/2005; 2005/2006
<p><b>3.1 Providing National Services</b> Outcome - Te Papa National Services 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 for the benefit of all New Zealand.</p>	<p>Goal 1 - Te Papa National Services 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"> <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 twelve regional partnership projects are completed within the established programme priority areas.</p> <hr/> <p>A minimum of four national partnership projects are completed within the established programme priority areas.</p> <hr/> <p>100% of partnership projects meet agreed outcomes and performance criteria.</p>
<p><b>3.2 Relationships with Iwi/Māori</b> Outcome - 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>(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.)</p> <hr/> <p>All iwi/Māori organisation partnerships 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 in relation to the care and management of significant taonga by 2006.</p>
<p><b>3.3 Karanga Aotearoa Programme</b> Outcome - To undertake the repatriation of Kōiwi Tangata Māori.</p>	<p>Goal 1 - To implement Te Papa's repatriation strategy.</p>	<p>A research programme to support the repatriation of Kōiwi Tangata Māori will be implemented by June 2004.</p> <hr/> <p>A prioritised programme for the repatriation of Kōiwi Tangata Māori will be implemented by June 2004.</p>



## Performance

Outcomes	Goals	Performance Targets 2003/2004; 2004/2005; 2005/2006
<p><b>3.4 Developing Strategic Relationships</b></p> <p>Outcome - 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 education, research, and related institutions.</p>	<p>A minimum of three projects will be developed and delivered in partnership with tertiary education, research and related institutions.</p>
<p><b>3.5 Sharing the Te Papa Experience</b></p> <p>Outcome - 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 tour a minimum of one exhibition.<sup>11</sup></p> <p>A minimum of 90% of loan requests will be assessed within forty working-days of receipt of the formal request.</p> <p>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 and experiences.</p>	<p>Achieve a minimum of 275,000 virtual visitors to the Te Papa website (<a href="http://www.tepapa.govt.nz">www.tepapa.govt.nz</a>).</p> <p>Achieve a minimum number of 85,000 enquiries to the Call Centre (including telephone and email enquiries).</p>

<sup>11</sup> Achieving this target will constitute at least one exhibition opening in at least one venue outside Te Papa.

## 7. Financial Information

### 7.1 Projected Statement of Financial Performance for the three years ending 30 June 2006

	Annual Management Plan 2003/04	Annual Management Plan 2004/05	Annual Management Plan 2005/06	As per Statement of Intent 2002/03
<b>Revenue</b>				
Revenue Crown	18,227,222	18,227,222	18,227,222	17,782,778
Commercial Revenue	10,583,443	10,834,771	10,885,753	10,872,782
Capital Fundraising	3,200,000	3,200,000	3,200,000	2,500,000
Other Revenue	3,892,288	3,714,745	2,898,473	2,915,904
Special Purpose Funds Revenue	763,273	142,337	143,437	961,941
<b>Total Operating Revenue</b>	<b>36,666,226</b>	<b>36,119,075</b>	<b>35,354,885</b>	<b>35,033,405</b>
Cost of Services <sup>1</sup>	37,123,634	37,148,586	36,455,464	34,043,549
Special Purpose Funds Expenditure	727,629	157,000	100,000	824,687
<b>Net Surplus/(Deficit) before Depreciation</b>	<b>(1,185,037)</b>	<b>(1,186,511)</b>	<b>(1,200,579)</b>	<b>165,169</b>
Depreciation	14,634,502	14,874,959	15,091,718	13,779,395
<b>Net Deficit for the Year</b>	<b>(15,819,539)</b>	<b>(16,061,470)</b>	<b>(16,292,297)</b>	<b>(13,614,226)</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

<sup>1</sup> Cost of Services is spread over the following categories.

	2003/04	2004/05	2005/06	2002/03
Building Operations	7,570,857	7,644,443	7,437,561	7,421,886
Commercial	8,610,894	8,777,831	8,818,090	9,049,055
Communications and Marketing	2,081,267	2,015,273	2,023,023	2,062,208
Customer Services	1,919,016	1,906,823	1,933,450	1,450,650
Museum Resources	3,991,835	3,951,624	3,943,624	3,484,450
National Services	805,041	792,020	792,020	804,650
Other	5,689,033	5,290,276	5,313,676	5,137,007
Visitor Experience	6,455,692	6,770,297	6,194,020	4,633,643
	<b>37,123,634</b>	<b>37,148,586</b>	<b>36,455,464</b>	<b>34,043,549</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).



## 7.2 Projected Statement of Financial Position as at 30 June 2003 to 30 June 2006

	Annual Management Plan 2003/04	Annual Management Plan 2004/05	Annual Management Plan 2005/06
<b>Current Assets</b>			
Cash and Bank	9,159,896	6,695,985	6,556,092
Special Purpose Funds Deposits	2,207,592	2,300,964	2,394,336
Special Purpose Funds Investments	950,266	999,231	1,049,296
Accounts Receivable	481,878	490,335	490,335
Inventories	700,000	700,000	700,000
	<b>13,499,632</b>	<b>11,186,515</b>	<b>11,190,059</b>
<b>Non Current Assets</b>			
Fixed Assets	250,175,897	242,455,938	231,792,736
Collections	564,189,000	567,189,000	570,189,000
	<b>814,364,897</b>	<b>809,644,938</b>	<b>801,981,736</b>
<b>Total Assets</b>	<b>827,864,529</b>	<b>820,831,453</b>	<b>813,171,795</b>
<b>Current Liabilities</b>			
Accounts Payable	3,032,975	3,086,369	2,744,008
Employee Entitlements	775,000	750,000	725,000
Other	150,000	150,000	150,000
	<b>3,957,975</b>	<b>3,986,369</b>	<b>3,619,008</b>
<b>Public Equity</b>			
Capital - Opening Balance	359,530,000	368,530,000	377,530,000
Accumulated Losses	(63,145,907)	(78,965,446)	(95,026,916)
Current Year Net Profit/(Deficit)	(15,819,539)	(16,061,470)	(16,292,297)
Crown Capital Injection			
- Capital	6,000,000	6,000,000	6,000,000
- Collection Development	3,000,000	3,000,000	3,000,000
Asset Revaluation Reserve	534,342,000	534,342,000	534,342,000
	<b>823,906,554</b>	<b>816,845,084</b>	<b>809,552,787</b>
	<b>827,864,529</b>	<b>820,831,453</b>	<b>813,171,795</b>

## 8. 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 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

These 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 revalued 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 writedown of an item to its recoverable amount is recognised in the Statement of Financial Performance. Capital works in progress is recognised 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 work 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 that 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.

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 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

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. No off-balance sheet instruments have been entered into. Specific methods and assumptions used are disclosed elsewhere in these policies.

### 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. 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.

### 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

The accounting policy for the valuation of fixed assets has been changed from that used as at 30 June 2001. Previously land and buildings were stated at historical cost. From the financial year ending 30 June 2003, all land and buildings will be revalued to fair value according to Financial Reporting Standard 3, Property, Plant and Equipment.

We have not budgeted for any movement in the asset revaluation reserve in these financial statements.

There have been no other changes in accounting policies as all other policies have been applied on a basis consistent with the previous year.

## Appendix

### Core Projects Strategy

Core Projects are thematic statements that establish the long-term strategic framework for research and product development at Te Papa, including exhibitions, publications, events, learning programmes, and commercial products.

#### 1. Journeying into the Pacific

The exploration and colonisation of the Pacific; the creativity of Pacific peoples; aspects of voyaging (both literally and metaphorically) from New Zealand into the Pacific; and the links between New Zealand and Pacific people.

#### 2. Our Identity

Research into what New Zealanders consider contributes to their sense of New Zealand-ness; material objects that engender a sense of national identity; events, ideas, individuals, and relationships that define our sense of identity as New Zealanders, and how these ideas contrast with the historical reality.

#### 3. Life in New Zealand

Research into the historical and contemporary lifestyles of New Zealanders; their relationships with and attitudes to the land and to the places where they live; their creativity and leisure activities, including performance, sport, and ceremony.

#### 4. Explorations of Aspects of the Contemporary

What does 'contemporary' mean within different cultural communities; what theories, practices, and issues convey a sense of the contemporary?

#### 5. Valuing Our Natural Heritage - Into Our Landscape

Our landscape and the forces beneath its surface; the relationship between people and the land; and the environment.

#### 6. Icons

Exploration of New Zealand's iconic people, objects and events, and what makes them iconic.

#### 7. Where Is New Zealand Going?

Exploration of aspects of our future with an emphasis on forums and seminars.

#### 8. The Best of the Rest of the World

Bringing the best exhibitions offered by the international museum community to Te Papa.

#### 9. Strategic Opportunities

Commercial and revenue generation opportunities; and fostering partnerships and strategic alliances.

## Our Sponsors

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

<b>Founding Partner</b>													
<b>Founding Corporate Partner</b>													
<b>Founding Corporate Associates</b>	<div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div>												
<b>Founding Corporate Member</b>													
<b>Corporate Sponsor</b>	Contact Energy Limited												
<b>Founding Donors</b>	<p>Mrs Jennifer Gibbs Mr Alan Gibbs Friends of Te Papa</p>												
<b>Iwi Partnerships</b>	<table border="0" style="width: 100%;"> <tr> <td>Ngāti Toa</td> <td>Rongowhakaata</td> </tr> <tr> <td>Te Ati Awa</td> <td>Te Iwi Moriori</td> </tr> <tr> <td>Ngāi Tūhoe</td> <td>Ngāti Kuri</td> </tr> <tr> <td>Te Aupouri</td> <td>Whanganui Iwi</td> </tr> <tr> <td>Ngāi Tahu</td> <td>Ngāti Pikiao</td> </tr> <tr> <td>Ngāti Hinewaka</td> <td></td> </tr> </table>	Ngāti Toa	Rongowhakaata	Te Ati Awa	Te Iwi Moriori	Ngāi Tūhoe	Ngāti Kuri	Te Aupouri	Whanganui Iwi	Ngāi Tahu	Ngāti Pikiao	Ngāti Hinewaka	
Ngāti Toa	Rongowhakaata												
Te Ati Awa	Te Iwi Moriori												
Ngāi Tūhoe	Ngāti Kuri												
Te Aupouri	Whanganui Iwi												
Ngāi Tahu	Ngāti Pikiao												
Ngāti Hinewaka													
<b>Whanau Partnership</b>	Hipango Whanau												
<b>Māori Organisation Partnerships</b>	<p>Te Aurere Te Roopu Haumanu Toihoukura, Tairāwhiti Polytechnic</p>												

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](mailto:mail@tepapa.govt.nz)

