



*New Sights  
New Sites*

A celebration of  
visual art at Te Papa



Museum of New Zealand  
Te Papa Tongarewa

**Statement of Intent**

<u>2002</u>	<u>2003</u>	<u>2004</u>
2003	2004	2005

# Statement of Intent Contents

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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 2005 is laid before the House of Representatives.

## 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.

## Te Papa Concept

Te Papa's founding concept was developed through an extensive national consultative process and was adopted by 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

## Corporate Principles

**Te Papa is bicultural** – Te Papa provides an environment where both Tangata Whenua and Tangata Tiriti can work co-operatively to achieve the Museum's mission.

**Te Papa is customer focused** – The needs and expectations of the customer are put first and Te Papa has earned an international reputation for services and visitor satisfaction.

**Te Papa speaks with the authority that arises from scholarship and mātauranga Māori** – All of Te Papa's activities will be underpinned by scholarship and mātauranga Māori.

**Te Papa is commercially positive** – Te Papa will offer a range of charged-for experiences and products designed to enhance the visitor experience and contribute to the financial viability of the Museum.

**Te Papa is a Waharoa** – Te Papa is both an entryway to New Zealand and a catalyst for New Zealanders to explore and reflect on their cultural identity and natural heritage through stories and objects.

## Te Papa's Outcomes

Te Papa will deliver the following outcomes:

- Te Papa's collections enable it to document, illustrate, and explore our natural and cultural heritage.
- Te Papa attracts, informs, and engages New Zealanders and visitors to New Zealand.
- Te Papa works in partnership with iwi and communities, provides leadership, and adds value to services in the museum sector.

## 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



"The subtlety of the light through the stained glass and the impressive presence of Te Marae make this one of my favourite places in Te Papa."

**Dr Roderick S Deane**  
Chairman in Te Marae

# Statement of Intent

In the four and a half years Te Papa has been open over **6.5 million** people have visited. Included in that number are over **4.3 million** New Zealanders. Te Papa has become an important destination for overseas visitors with over **2 million** visiting since opening. As the national museum, Te Papa's first responsibility is to the people of New Zealand.

In this planning period Te Papa will relocate collection stores from Cable Street to Tory Street in preparation for the development of a long-term exhibition on Level 3, will review the rolling six-year Core Projects Strategy<sup>1</sup> out to 2008, and will develop a strategy to enhance Te Papa's education capability to better address the needs of the sector.

Te Papa will maintain and develop organisational and human resource capability to ensure the delivery of a high quality visitor experience, and to enable it to respond to visitor and stakeholder expectations.

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:

- Ensuring that its collections are accessible, well managed, and supported by scholarship and mātauranga Māori.
- Providing a diverse and changing programme of integrated activities and experiences, founded on scholarship and mātauranga Māori, designed to attract, inform, and engage New Zealanders and visitors to New Zealand.
- Engaging with the community by developing and nurturing relationships and partnerships with museums, universities and other knowledge-based institutions, iwi, and communities.

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 makes a significant contribution toward the key Government goal *To Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi*.

## Key Developments

### *Capital Development*

During this planning period capital investment will be required to progress the development of major new long-term constructed exhibitions on Levels 2 and 3, and the refurbishment/refreshment of a number of long-term exhibitions.

Expanding the visitor experience on Level 3 will require the development of facilities at Tory Street to meet environmental and conservation requirements to enable relocation of collection stores.

Construction work on Level 3 will impact upon the visitor experience during 2003 with the temporary closure of The Ericsson Zone. This work is not expected to have a significant effect on visitation due to the short period of the closure. Construction required for the development of new exhibitions on Levels 2 and 3 will be scheduled to minimise impact upon the visitor experience.

<sup>1</sup> Refer to Appendix for an outline of Te Papa's Core Projects Strategy.

### *Scholarship and Mātauranga Māori*

During 2001/02 Te Papa successfully implemented the Core Projects Strategy (refer to Appendix) – a comprehensive six-year rolling research plan and product development strategy. The strategy aims to ensure that Te Papa's long-term research effort is strategic and aligned to the organisation's corporate principles, and that visitor experience products and services (exhibitions, publications, events, merchandise and commercial products) are based on scholarship and mātauranga Māori and meet established standards of excellence.

During this planning period Te Papa will roll out the Core Projects research plan and product development strategy for the six years to 2008. A key focus of the review will be to balance Te Papa's research effort to enable the delivery of Core Projects product, undertake strategic research into the collections to increase Te Papa's intellectual capital and mātauranga Māori, and develop the long-term research capability required to attract external funding.

Te Papa will build strategic alliances with external organisations, including tertiary and other research institutions, in order to leverage the intellectual and other resources increasingly required to deliver the Museum's services, and will continue to seek research funding from the Foundation for Research, Science and Technology and other external sources.

### *National Services*

Key focal points of Te Papa's National Services programme for this planning period include promoting effective links between museums, iwi and related organisations, and regional economic and social development strategies, and maximising strategic alliances and operational relationships with related culture and heritage organisations (including those in the tourism, education and training, and business sectors).

### *Bicultural Development*

The focus for this period will be the implementation of a number of key policies – including Te Papa's Bicultural Policy, which builds on that approved by the Board in 1994, and sets the agenda for Te Papa's ongoing development as a bicultural organisation. It should be noted that this policy will evolve over time.

This period will see the implementation of a suite of policies relating to the development of Te Papa's relationships with iwi and Māori organisations. A focus of this work is the development of a monitoring and evaluation framework to measure the effectiveness of Te Papa's relationships with iwi and Māori, and the effectiveness of its bicultural policy.

A further focus for this period is the development of a Mātauranga Māori Strategy, which aims to enhance the appreciation and understanding of mātauranga Māori across the organisation.

### *Website Development*

The internet is increasingly used by museums to provide virtual access to museum services. There are challenges for an institution based on knowledge and objects to effectively utilise new technologies to enhance access to information and collections in a way that complements the experience of visiting the Museum.

Te Papa will continue to develop strategies to expand the utility of [www.tepapa.govt.nz](http://www.tepapa.govt.nz) through increasing information available about collections, exhibitions, events, and services, and through the ongoing development of virtual services to enable greater access to the Te Papa experience.



**Te Papa's Board members in the Wellington Foyer** *Tāwhanga o Pōneke*  
From left to right:  
Glenys Coughlan, Professor Judith Binney, Jenny May, Mark Solomon,  
John Judge, Dr Roderick Deane, David Gascoigne, Josie Karanga.





### Other Planning Issues

Other issues for this planning period are:

- Developing strategies to mitigate pressure on Te Papa's fixed costs.
- Continuing to seek improvements in the efficiency and effectiveness of Te Papa's operations to optimise Government's investment in the Museum.
- Increasing revenue generated by Te Papa's commercial business through the development of value added visitor experience products, and implementation of strategies to increase average spend per head.
- Maintaining current levels of sponsorship through renewal of major founding sponsorship arrangements, securing additional sponsorship revenue to support new initiatives, and the short-term exhibition programme.
- Improving the delivery of information about collections, exhibitions, and services provided by the Museum through further development of Te Papa's Information Delivery Strategy.

### Capability

Development and enhancement of organisational capability is critical in enabling Te Papa to deliver its key outcomes in respect of collections, the visitor experience, and Te Papa in the community, and to respond to future challenges.

#### *Human Resources*

The focus in the previous planning period has been on developing capability in the areas of research, and mātauranga Māori and exhibition/visitor experience delivery. Strategies will continue to reflect the need to recruit and develop Māori staff across all operating teams to enhance Te Papa's capability as a bicultural organisation. Te Papa's recruitment and retention plan will reflect these priorities. Te Papa is accredited with the Investors in People standard and will continue to meet accreditation standards by developing more innovative human resource strategies.

A key issue for this planning period is settling Collective Employment Agreements for all staff.

### Financial Position

Te Papa's ongoing success in achieving consistently high visitation is in large part due to a commitment to excellence and to ensuring that visitor and stakeholder expectations are exceeded. Te Papa's ability to deliver the current level of visitor experience within available financial resources requires constant re-evaluation of business practice. A significant issue for this planning period is designing a sustainable future for Te Papa within current resource limits, whilst building in flexibility and maximising value for money.

### *Government*

Government has made a significant commitment to the ongoing funding of Te Papa, and currently contributes 70% of net operating revenue. An increased operating grant effective from 2000/01 has enabled the Museum to develop its capability and to plan with confidence. The capital grant has enabled Te Papa to acquire a number of important items for the national collections including two Mere Pounamu (originally from Tainui) and the Roundhill collection of New Zealand graphic design, and it also allowed major improvements to the visitor experience through the development of new galleries on Level 5 and improved visitor access.

There will remain pressure on Te Papa's resources arising from the expansion of the visitor experience and increasing fixed costs. Addressing these issues is a priority for the first part of this planning period.

The non-funding of depreciation is an ongoing issue and will result in Te Papa continuing to report an operating loss at year-end despite achieving a cash surplus.

### *Commercial*

Through its commercial business 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. This is achieved through growing existing businesses, and the development of new business opportunities.

Te Papa's existing commercial businesses are well placed to grow over this planning period and a focus will be to increase the average visitor spend per head, particularly in food services and retail. A key factor in achieving this is offering a high quality short-term visitor programme.

Te Papa's commercial businesses currently contributes approximately 8% of Te Papa's net operating revenue.

### *Sponsorship*

An ongoing challenge for Te Papa is securing the contribution of revenue from partnership arrangements. Sponsorship currently contributes 15% of Te Papa's net operating revenue, and is increasingly important in securing additional funding of the short-term exhibition programme.

A significant issue for this planning period is the renewal of a number of arrangements with long-term sponsors. Eight major founding sponsorships enter their expiry and renewal phase during 2002/03, and Te Papa aims to secure renewal of these arrangements.

Sponsorship from the Wellington City Council of \$1.875 million was confirmed for the 2001/02 year as a part of the Council's Annual Plan, and similar or better levels for 2002/03 will be sought.

# Te Tauāki Koronga

Kua toro neke atu i te **6.5 miriona tāngata** ki Te Papa hei manuhiri i roto i ngā whā me te haurua tau mai i tōna whakatuwheratanga. Neke atu i te **4.3 miriona** o aua manuhiri nō Aotearoa nei. He wāhi haere hira a Te Papa ki ngā kaiwhakatāpoi nō tāwāhi, ā, i toro mai neke atu i te **2 miriona** o rātou mai i te wā i whakatuwheratia ai. Ko te kawenga tuatahi a Te Papa, hei whare tongarewa ā-motu, he kawenga ki ngā tāngata o Aotearoa.

Ka nekenekehia e Te Papa i roto i te wā whakamahere nei ngā taonga toi katoa mai i Cable Tiriti ki Tory Tiriti kia reri ai mō te whakawhanake i tētahi whakakitenga wā roa i te papa 3, ka arotakehia te Rautaki Kaupapa Matua<sup>1</sup> e haere ana mō te ono tau, tae atu ki te tau 2008, ā, ka whakawhanakehia he rautaki ki te whakarei i te kaha whakaakoranga o Te Papa kia pai ake ai tāna whakatutuki i ngā hiahia o te rāngai nei.

Ka mau i Te Papa te kaha whai pūkenga me te kaha whakaraupapa o āna kamaihi, me te whakapakari anō hoki i ēnei, ki te whakarite kia whiwhi ngā manuhiri i ngā wheako papai hei manuhiri, kia taea ai hoki e Te Papa te urupare ki ngā tūmanakohanga o ngā manuhiri me ngā kaiwhaipanga.

Ko Te Papa he wāhi e āta arohia ana e ngā tāngata o Aotearoa – he tohu o tō tātou whakahī ā-motu, he whakaata o tō tātou tuakiri ā-iwi. Ka tutuki tēnei i Te Papa mā:

- Te whakarite kia noho wātea āna kohinga ki te katoa, kia tiakina paitia, ā, kia tautokona e te mōhiotanga me te mātauranga Māori.
- Te whakarato i te hōtaka kanorau, panoni haere, o ngā ngohe me ngā wheako he mea kōmitimiti, e ahu mai ana i te papa o te mōhiotanga me te mātauranga Māori, kua whakaritea ki te whakamanea, ki te whakamōhio, ki te whakaware i ngā tāngata o Aotearoa me ngā manuhiri ki Aotearoa.
- Te whai wāhi atu ki te hapori mā te whakawhanake me te taurima i te whanaungatanga me ngā hononga tāngata ki ngā whare tongarewa, ki ngā whare wānanga, ki ērā atu whakanōhanga o te mātauranga, ki ngā iwi me ngā hapori.

Kua ū Te Papa ki te noho hei whakahaere tikanga-rua, ā, kei te tautoko i te hira o te Tiriti o Waitangi me te whakahoatanga e tohua ana e Te Tiriti. Kua hangaia te kaupapa here tikanga-rua a Te Papa ki te whakarite kia tipu haere tētahi whakahoatanga whakahaere kaha i waenganui i te Tangata Whenua me Ngā Tāngata Tiriti, he kaha te whakahei o tēnei puta noa i te whakahaere katoa, i te taumata kāwana anō hoki.

Kei te tino whai wāhi atu Te Papa ki te whakatutuki i te whāinga matua o te *Kāwanatanga Te Whakapakari i te Tuakiri ā-Motu me te Mau Tōnu ki ngā Mātāpono o te Tiriti o Waitangi*.

## Ngā Tino Whanaketanga

*Te Whanaketanga ā-Haupū Rawa*

Kei te hiahiaia kia whakangaohia he moni kia haere tonu ai te whakawhanake i ētahi whakakitenga hou, nui hoki, ka hangaia mō te wā roa i ngā papa 2 me 3, me te whakahou i ētahi whakakitenga wā roa e whakakitea ana ināianei.

E whakarite ana te whakawhānui i ngā wheako ka taea e ngā manuhiri i te papa 3 kia whakawhanakehia ētahi wāhanga o te whare kei Tory Tiriti kia tutuki ai ngā whakaritenga taiao me ngā whakaritenga whakauka kia nekehia ai te rokiroki taonga.

<sup>1</sup> Tirohia te tāpiritanga mō te rāpopototanga o Rautaki Kaupapa Matua o Te Papa.

Ka kitea te pāpānga o te mahi hanga i te papa 3 ki runga i ngā wheako ka taea e ngā manuhiri ā te wā ka katia takitarotia te Rohe Ericsson. Kei te whakaritea kia haere taua mahi hanga mai i Hui-tanguru ki Haratua 2003, ā, ko te tūmanako, kāore e nui te pāpānga o tēnei ki runga i te tokomaha ka toro i Te Papa i te wā e katia ai taua rohe. Ka whakaritea te mahi hanga e hiahiatia ana ki te whakawhanake i ngā whakakitenga hou i ngā papa 2 me 3 ki te whakaheke i te pāpānga ki ngā manuhiri.

#### *Te Mōhiotanga me te Mātauranga Māori*

I whakahei Te Papa i roto i ngā tau 2001 me 2002 i te Rautaki Kaupapa Matua (tirohia te Tapiritanga 1), he mahere matawhānui, he rautaki whakawhanake whakanao hoki kei te haere tonu mō te ono tau. Ko te whai o te rautaki he whakaritea kia noho rautaki tonu te āhua o ngā rangahau mō te wā roa, kia hāngai hoki ki ngā mātāpono tōpū o te whakahaere, ā, kia hangaia ngā mea e kitea ana e ngā manuhiri (ngā whakakitenga, ngā pānuitanga, ngā takunetanga, ngā mea hei hoko me ngā mea arumoni) i runga i te mōhiotanga me te mātauranga Māori, ā, kia tutuki hoki ngā paerewa hiranga he mea whakaū.

Ka whakaputa Te Papa i te mahere rangahau me te rautaki whakawhanake whakanao mō te ono tau mutu mai i 2008, i roto i tēnei wā whakamahere. Ko tētahi arotahi matua o te arotake he whakataurite i ngā mahi rangahau a Te Papa kia oti ai ngā Kaupapa Matua, kia whakahaerehia he rangahau rautaki o ngā kohinga ki te whakapiki i ngā hua punenga me te mātauranga Māori, ki te whakawhanake hoki i te kaha rangahau mō te wā roa e hiahiatia ana ki te whakamana i ngā tahua mai i waho.

Ka hanga haumi rautaki Te Papa ki ngā whakahaere o waho, kei roto i ēnei ngā whakanōhanga wāhanga tuatoru me ērā atu whakanōhanga rangahau, ki te kawekawe i ngā rauemi ā-hinengaro me ērā atu rauemi e whakarite tonutia ana ki te whakarato i ngā ratonga a te whare tongarewa. Ka kimi haere tonu Te Papa i ngā tahua rangahau mai i Te Tuāpapa Rangahau Pūtaiao me ētahi atu whakahaere hoatu tahua rangahau.

#### *Ngā Ratonga ā-Motu*

Kei waenganui i ngā tino arotahi o te hōtaka Ratonga ā-Motu a Te Papa mō te wā whakamahere nei, ko te hāpai i ngā hononga tōtika i waenganui i ngā whare tongarewa, i ngā iwi me ngā whakahaere whai pānga, i ngā rautaki whanaketanga ā-ōhanga, ā-papori puta noa i ngā rohe me te whakanui ake i ngā haumi rautaki, i ngā hononga whakahaere hoki, ki ngā whakahaere ahurea, taonga tuku iho e whai pānga ana (pēnei i ērā o ngā rāngai whakatāpoi, whakangungu, kaupakihi hoki).

#### *Te Whanaketanga Tikanga-rua*

Ko te whakahei i ētahi kaupapa here matua te arotahi mō tēnei wā - kei roto i ēnei te Kaupapa Here Tikanga-rua a Te Papa. Kei te tāpiri tēnei i tērā i whakamanatia e te Poari i te tau 1994, ā, kei te whakatakoto i te rārangi take hei whakawhanake haere tonu mā Te Papa hei whakahaere tikanga-rua. Kia mōhio ai koe, ka hangaia te kaupapa here nei i te roanga ake o te wā.

Ka kitea i roto i tēnei wā te whakaheinga o tētahi huinga kaupapa here e pā ana ki te whanaketanga o te whanaungatanga i waenganui i Te Papa me ngā iwi, me ngā whakahaere Māori hoki. Ko tētahi arotahi o te mahi nei he whakawhanake i te anga aromātai hei ine i te tōtika o te whanaungatanga o Te Papa ki ngā iwi, ki te Māori, i te tōtika hoki o tāna kaupapa here tikanga-rua.

Ko tētahi anō arotahi i roto i tēnei wā te whakawhanake i tētahi Rautaki Mātauranga Māori. Ko te whāinga o tēnei te whakarei i te maioha me te aweko ki te mātauranga Māori puta noa i te whakahaere.

### *Te Whakawhanake Pae Tukutuku*

Kei te kaha haere te whakamahia o te ipurangi e ngā whare tongarewa ki te whakarato i te āhei atu he mea whaihanga ki te rorohiko ki ngā ratonga whare tongarewa. Arā atu he wero ki te whakanōhanga he mātauranga me ngā taonga tōna papa ki te whakarite kia tōtika tāna whakamahi i ngā hangarau hou ki te whakarei i te āhei atu ki ngā mōhiohio me ngā kohinga hei tāpiritanga ki te toro-ā-tinana i te Whare Tongarewa.

Ka haere tonu te whakawhanake a Te Papa i ngā rautaki ki te whakanui i te whaihua o [www.tepapa.govt.nz](http://www.tepapa.govt.nz) mā te whakanui ake i te wātea atu ki ngā mōhiohio e pā ana ki ngā kohinga, ngā whakakitenga, ngā takunetanga me ngā ratonga, mā te whakawhanake haere tonu i ngā ratonga he mea whaihanga ki te rorohiko kia nui atu te whai wāhi atu o te tangata ki ngā wheako e whakaratohia ana e Te Papa.

### Ko Ētahi Atu Take Whakamahere

Ko ētahi atu take o te wā whakamahere nei:

- Te whakawhanake rautaki ki te whakaiti iho i te pēhanga ki ngā utu pūmau a Te Papa.
- Te kimi tonu i ngā whakapainga ake ki te kaha me te tōtika o ngā whakahaere a Te Papa kia pai rawa atu ai tāna whakapau i ngā tahua mai i te Kāwanatanga.
- Te whakanui i te moni puta i hangaia e ngā mahi hokohoko a Te Papa mā te hanga whakapainga ake ki ngā ratonga e wheakohia ana e ngā manuhiri, mā te whakahei anō hoki i ētahi rautaki ki te whakapiki i te tapeke ine waenga o ngā moni e whakapauhia ana e ia manuhiri.
- Te pupuri i ngā taumata o nāianei mō ngā moni tautoko mā te whakahou anō i ngā whakaritenga matua tautoko ā-moni o ngā kaitautoko whakapūmau, te whiwhi i ētahi anō kaitautoko ā-moni hei tautoko i ngā kōkiri hou me te hotāka mō ngā whakakitenga wā poto.
- Te whakapai ake i te rere o ngā mōhiohio e pā ana ki ngā kohinga, ngā whakakitenga me ngā ratonga e whakaratohia ana e te Rautaki Whakapuaki Mōhiohio a Te Papa.

### Te Kaha Whakahaere

He tino mahi matua te whakawhanake me te whakarei i te kaha whakaraupapa o Te Papa kia āhei ai ki te whakatutuki i āna hua mō ngā Kohinga, ngā Wheako a ngā Manuhiri, me Te Papa i roto i te Hapori, ki te urupare ki ngā wero ka heke mai nei.

### *Ngā Kaimahi*

I arohia atu i roto i te wā whakamahere o mua te whakawhanake i te kaha o ngā kaimahi i ngā wāhi rangahau, i te mātauranga Māori me te wāhi whakarite i ngā whakakitenga me ngā wheako a ngā manuhiri. E whakaata haere tonu ana ngā rautaki i te hiahia ki te whakauru me te whakatipu i ngā kaimahi Māori puta noa i ngā rōpū whakahaere katoa ki te whakarei i te kaha o Te Papa hei whakahaere tikanga-rua. Ka whakaata te mahere whakauru me te pupuri kaimahi a Te Papa i ēnei mahi matua. Kua whakamanahia Te Papa e te paerewa Whakangao Tāngata, ā, ka haere tonu āna mahi whakatutuki i ngā paerewa whakamana mā te whakawhanake i ngā rautaki hou mō te whakahaere kaimahi.

Ko tētahi mahi matua o te wā whakamahere ko te whakatau i ngā Kirimana ā-Rōpū Whiwhinga Mahi mō te katoa o ngā kaimahi.

## Te Tūnga Pūtea

He tino wāhi nui te ū o Te Papa ki te hiranga me tāna whakarite kia hipa ngā tūmanakohanga o ngā kaiwhaipāinga, o tōna angitu haere tonu mō te whakarite kia taea ritehia te nui o ngā manuhiri e taetae mai ana. Kei te whakarite te āhei o Te Papa ki te whakamanea tonu mai i taua tokomaha o ngā manuhiri ki ngā rauemi pūtea kei te tū i tēnei wā kia aro mātai tonutia āna mahi kaipakahi. Ko tētahi take hira mō te wā whakamahere nei, te whakarite i te haere tonu o Te Papa mō ngā wā kei te haere mai, kāore he hipa atu i ngā here pūtea o tēnei wā, i Te Papa e whakahangore haere ana i āna mahi whakahaere me te whakanui ake ana i te uara e riro ai i ngā manuhiri mō ngā moni kua pau i a rātou.

### *Te Kāwanatanga*

He hira te pūtea haere tonu i whakawhiwhia e te Kāwanatanga ki Te Papa, ā, i tēnei wā 70% o ngā moni puta, he mea more, nā te Kāwanatanga i hōmai hei whakahaere i Te Papa. Nā te nui haere o te tahua whakahaere i te tau pūtea 2000/01 ka āhei Te Papa ki whakapakari i te kaha o āna kaimahi me te whakatakoto mahere i runga i te māia. Nā tēnei tahua i āhei Te Papa ki te whiwhi i te maha o ngā taonga hira mō ngā kōhanga ā-motu, kei roto i ēnei ko ētahi Mere Pounamu (nō Tainui i te tuatahi) me te kohinga Roundhill o ngā Hoahoa Toi o Aoteroa, ki te whakaoti i ētahi tino whakapainga ake ki ngā wheako a ngā manuhiri mā te whakawhanake i ētahi taiwhanga whakakitenga hou i Te Papa 5 me te whakapai ake i te wātea mai ki ngā manuhiri.

Ka pēhitia tonutia ngā rauemi a Te Papa nā te piki haere o te tokomaha o ngā manuhiri me te piki haere o ngā utu pūmau. He mahi tuatahi te whakatutuki i ngā take nei mō te wāhanga tuatahi o te wā whakamahere nei.

He take haere tonu te kore whakatakoto pūtea mō te hekenga uara, ā, ko te mutunga iho, ka haere tonu te makeretanga whakahaere i te mutunga o te tau ahakoa kua tuwhene ngā moni.

### *Te Taha Arumoni*

Ko te whai a Te Papa mā āna mahi arumoni ko te whakarei i ngā wheako a ngā manuhiri mā te whakapai ake i ngā ratonga, te whiwhi moni puta i te wā kotahi me te whakakaha i te mōhio ki te waitohu a Te Papa me te hora o taua waitohu puta noa. Ka tutuki tēnei i te whakatipu i ngā kaipakahi o tēnei wā me te whakarite kia wātea he huarahi ki te whakatū kaipakahi hou.

E noho pai ana ngā kaipakahi arumoni o nāianei o Te Papa ki te tipu haere i te roanga ake o tēnei wā whakamahere, ā, ko te whakapiki i ngā moni ka pau i ia manuhiri, ina koa i roto i te wāhi whakarato kai me te wāhi hokohoko taonga, he arotahi hoki. Ko te whakarato i tētahi hōtaka, he pai te koununga, mō ngā manuhiri e torotoro mai ana mō te wā poto tētahi tino āhua kia tutuki ai tēnei.

I tēnei wā e takoha ana ngā kaipakahi o Te Papa i te 8% o ngā moni puta, he mea more, ki Te Papa.

### *Ngā Kaitautoko ā-Moni*

Ko tētahi wero haere tonu ki Te Papa ko te whakarite kia whiwhi moni puta i ngā whakaritenga whakahoatanga. I tēnei wā e takoha ana ngā tautoko ā-moni i te 15% o ngā moni puta, he mea more, ki Te Papa. Kei te piki tonu te hira o ēnei moni puta ki te whakarite i ngā tahua tāpiri mō te hōtaka whakakitenga mō te wā poto.

Ko te whakahou i te maha o ngā whakaritenga ki ngā kaitautoko e tautoko ā-moni ana mō te wā roa he take hira mō te wā whakamahere nei. Hei te tau 2002/03 ka tae ētahi tautokohanga ā-moni matua e waru ki te wā mōnehu me te wā whakahou anō, ā, kei te whai Te Papa kia whakahoutia anō aua whakaritenga tautoko ā-moni.

I whakaungia he tautoko ā-moni e Te Kaunihera Tāone o te Whanganui-a-Tara o \$1.875 miriona mō te tau 2001/02 hei wāhanga o te Mahere ā-Tau a te Kaunihera, ā, ka kimihia he tapeke ōrite, nui ake rānei, mō te tau 2002/03.

# Projected Statement of Financial Performance

For the three years ending 30 June 2005

	Annual Management Plan 2002/03	Annual Management Plan 2003/04	Annual Management Plan 2004/05	As per Statement of Intent 2002
<b>Revenue</b>				
Crown Revenue	17,782,778	17,782,778	17,782,778	17,782,778
Commercial Revenue	10,872,782	11,272,559	11,737,920	10,529,707
Capital Fundraising	2,500,000	2,500,000	2,500,000	3,194,112
Other Revenue	2,915,904	2,267,819	2,175,063	2,463,969
Special Purpose Funds Revenue	961,941	770,681	143,437	1,117,669
<b>Total Operating Revenue</b>	<b>35,033,405</b>	<b>34,593,837</b>	<b>34,339,198</b>	<b>35,088,235</b>
Cost of Services <sup>1</sup>	34,043,549	33,741,254	34,228,461	35,258,614
Special Purpose Funds Expenditure	824,687	626,800	58,400	992,229
<b>Net surplus/(deficit) before depreciation</b>	<b>165,169</b>	<b>225,783</b>	<b>52,337</b>	<b>(1,162,608)</b>
Depreciation	13,779,395	14,600,361	15,201,207	12,895,918
<b>Net deficit for the year</b>	<b>(13,614,226)</b>	<b>(14,374,578)</b>	<b>(15,148,870)</b>	<b>(14,058,526)</b>

Note: Government provides funds for capital expenditure by way of a capital injection as presented in the Statement of Financial Position.

## Notes to the Projected Financial Statements

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

	2002/03	2003/04	2004/05	2002
Building Operations	7,421,886	7,673,108	7,862,188	7,821,985
Commercial	9,049,055	9,204,646	9,478,923	8,819,196
Communications and Marketing	2,062,208	2,110,766	2,121,816	2,160,877
Customer Services	1,450,650	1,261,540	1,261,540	1,448,263
Museum Resources	3,484,450	3,470,473	3,456,373	3,568,883
National Services	804,650	939,570	970,070	801,505
Visitor Experience	5,137,007	4,931,258	4,927,258	5,580,372
Other	4,633,643	4,149,893	4,150,293	5,057,533
	<b>34,043,549</b>	<b>33,741,254</b>	<b>34,228,461</b>	<b>35,258,614</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].



# Projected Statement of Financial Position

As at 30 June 2002 to 30 June 2005

	Annual Management Plan 2002/03	Annual Management Plan 2003/04	Annual Management Plan 2004/05
<b>Current Assets</b>			
Cash and Bank	7,044,638	6,778,866	7,810,987
Special Purpose Funds Deposits	2,099,592	2,192,964	2,286,336
Special Purpose Funds Investments	957,266	1,006,231	1,056,296
Accounts Receivable	457,326	461,186	470,192
Inventories	700,000	700,000	700,000
	<b>11,258,822</b>	<b>11,139,247</b>	<b>12,323,811</b>
<b>Non Current Assets</b>			
Fixed Assets	258,811,982	250,485,681	240,022,474
Collections	568,845,000	571,845,000	574,845,000
	<b>827,656,982</b>	<b>822,330,681</b>	<b>814,867,474</b>
<b>Total Assets</b>	<b>838,915,804</b>	<b>833,469,928</b>	<b>827,191,285</b>
<b>Current Liabilities</b>			
Accounts Payable	2,841,563	2,795,265	2,690,492
Employee Entitlements	775,000	750,000	725,000
Other	150,000	150,000	150,000
	<b>3,766,563</b>	<b>3,695,265</b>	<b>3,565,492</b>
<b>Public Equity</b>			
Capital - Opening Balance	350,530,000	359,530,000	368,530,000
Accumulated Losses	(52,181,533)	(65,795,759)	(80,170,337)
Current Year Net Profit/(Deficit)	(13,614,226)	(14,374,578)	(15,148,870)
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	541,415,000	541,415,000	541,415,000
	<b>835,149,241</b>	<b>829,774,663</b>	<b>823,625,793</b>
	<b>838,915,804</b>	<b>833,469,928</b>	<b>827,191,285</b>

# 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 some targets is one of continuous refinement.

This year performance indicators have been developed for the three outputs of *Te Papa's Collections*, *The Te Papa Experience*, and *Te Papa in the Community*. A number of measures have been refined to improve the way in which Te Papa measures its performance.

Te Papa's ability to continue to deliver these outputs in the long term is addressed within the Statement of Intent, and key issues relating to human resource and infrastructure capability will be identified and reported through the Annual Report.

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

- Te Papa is bicultural
- Te Papa is customer focused
- Te Papa speaks with the authority that arises from scholarship and mātauranga Māori
- Te Papa is commercially positive
- Te Papa is a Waharoa

These principles are reflected in Te Papa's policy guidelines<sup>2</sup> for decision-making. 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 visitor programmes), decisions about professional development training, implementation of a capital works programme, and the choice of products offered by commercial businesses.

The Core Projects Strategy has been developed to ensure all Te Papa's activities are consistent with the Museum's statutory and conceptual foundations, including these corporate principles.

Both quantitative and qualitative targets are measured through a variety of means including Visitor and Market Research – which measures visitor numbers, visitor satisfaction, visitor demographics, and undertakes summative evaluations that inform the ongoing development of Te Papa's visitor experience products and services.

<sup>2</sup> Copies of Te Papa's policies are available on request.

## One. Te Papa's Collections

### Acquisition, management, conservation and study of the collections

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

The Collection Development Policy provides the framework and delegations for the acquisition of items that will be added to Te Papa's collections. This policy is supported by the Acquisitions Strategy, which establishes the outcomes, strategic directions, 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 Zealand by exploring our national identity
- 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 and mātauranga Māori

Te Papa's collection strength is in its unified collections whereby art, taonga, artefacts and specimens of many different forms and from many cultures and places are available to enrich the Te Papa experience. Te Papa will continue to ensure that a significant proportion of the collection is displayed through the short- and long-term exhibition programme and planned conservation changes. Only a proportion of Te Papa's collections can be displayed at any one time, so Te Papa will continue to develop initiatives designed to create access opportunities, including increased access through back-of-house experiences, the website and Te Papa Onscreen resources.

The major focus for this planning period will be relocation of collection stores from Cable Street to Tory Street, which will involve the development of facilities at Tory Street to meet appropriate environmental and conservation standards.

Te Papa will develop and promulgate a set of guidelines on acquisition and loans processes to establish Te Papa's business practices in working with external organisations.

# One. Te Papa's Collections

Acquisition, management, conservation, and study of the collections

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

## Performance

Objective	Performance Targets 2002/2003	Performance Targets 2003/2004	Performance Targets 2004/2005
To provide a permanent repository for items that significantly represent national identity - including works of art, historical objects, archival material and items from the natural environment.	Collection development activity is maintained in accordance with the Collection Development Policy and the Acquisitions Strategy <sup>3</sup> .		
To ensure that collections are managed in accordance with professional standards and statutory and cultural requirements.	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 six instances of irreparable damage to collection items as a result of public access.		
	The handling of collection items is in accordance, where appropriate, with tikanga Māori.		
	Domestic repatriation activity (in respect of kōiwi tangata), where undertaken, is in accordance with policy guidelines which establish the procedure for approving and undertaking repatriation projects.		
	All items required for public display are in a stable condition.		
	All items are stored in environmentally stable conditions.		
Te Papa achieves excellence in all scholarship and mātauranga Māori research activities.	All Core Project research activities meet established quality standards.		

<sup>3</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.

## Two. The Te Papa Experience

A diverse and changing programme of integrated activities and programmes, founded on scholarship and mātauranga Māori

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

Te Papa aims to attract a variety of audiences and to maximise opportunities to inform and engage. Te Papa will continue to assess the numbers and source of visitors and their satisfaction with the Te Papa experience. The demographic profile of New Zealand visitors will be measured to ensure a range of New Zealand audiences are attracted to Te Papa.

A diverse and changing programme of exhibitions, events, and visitor programmes will be offered each year. All visitor programmes will be developed within the Core Projects strategic framework, and underpinned by scholarship and mātauranga Māori. Over this planning period the following improvements will be made to the visitor experience:

- Development of a new long-term constructed exhibition on Level 2
- Development of a new long-term constructed exhibition on Level 3
- Development of a new long-term constructed exhibition on Level 4 to replace the exhibition *On the Sheep's Back*
- Development of Te Marae with the addition of artists' commissions for the Marae Atea
- Development of the kiosk in *Bush City*
- Refurbishment/refreshment of the long-term exhibition *Mana Pasifika*
- Changes to long-term exhibitions including new Iwi and Community Exhibitions
- A comprehensive short-term exhibitions programme
- Attraction of significant international touring exhibitions

The delivery of information about collections, exhibitions and services provided by Te Papa will be enhanced through further development of Te Papa's Information Delivery Strategy and by implementing the outcomes of a review of Te Papa's strategy for layering information.

Key initiatives include further development of Te Papa Onscreen to increase access and functionality, and the implementation of a strategy for upgrading and expanding the utility of Te Papa's website [www.tepapa.govt.nz](http://www.tepapa.govt.nz).

Te Papa will develop a strategy for touring exhibitions. This will cover exhibitions developed by Te Papa or in partnership with other institutions to tour within New Zealand and/or internationally, and the attraction of major international touring exhibitions to New Zealand.

## Two. The Te Papa Experience

A diverse and changing programme of integrated activities and programmes, founded on scholarship and mātauranga Māori

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

Objective	Performance Targets 2002/2003	Performance Targets 2003/2004	Performance Targets 2004/2005
To maximise public access to the collections through visitation to Te Papa.	All collections in storage are accessible to the public within established guidelines.		
	Te Papa is open to the public for a minimum of 3,000 hours each year.		
	Visitation is maintained at a minimum of one million visits <sup>4</sup> each year.		
To attract a diversity of audiences.	A minimum of 25% of adult visits are from international visitors.		
	Of adult domestic visitors, a minimum of 35% are from outside the Wellington Region.		
	The demographic profile of adult domestic visitors to Te Papa broadly reflects that of the adult New Zealand population.		
To provide a visitor experience that meets the needs and expectations of Te Papa's audiences.	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 'satisfied' Te Papa experience)		
	Building systems and facilities are maintained to the agreed standard as assessed by the monitoring programme.		
To provide a diverse and changing programme of exhibitions, visitor programmes and other products based on scholarship and mātauranga Māori.	A minimum of three long-term exhibitions are refreshed each year, including one whole exhibition change.		
	A minimum of eight short-term exhibitions are presented each year.		
	A minimum of ten core curriculum-linked education programmes are offered each year.		
	A teacher satisfaction rating of good to excellent of at least 90% is maintained. (Satisfaction is measured on a 0–10 point rating scale where 6/10–10/10 represents a 'good' to 'excellent' and a 'satisfied' experience)		
	A minimum of 565 visitor programmes are offered each year (including thirteen mid-large scale events, 142 Discovery Centre craft activities and 410 visitor entertainment activities).		
	Te Papa Press publishes a minimum of six new publications each year.		
	All new exhibitions, visitor programmes and publications are developed as part of Te Papa's Core Projects Strategy <sup>5</sup> and meet established policy guidelines and quality standards.		
To improve access to information about Te Papa's collections.	Files associated with new medium to long-term exhibitions are added to Te Papa Onscreen (Te Papa's multimedia database that provides information about exhibitions and collections) within three months of the exhibition opening.		

<sup>4</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. An individual visitor can make multiple 'visits' over time.

<sup>5</sup> Refer to Appendix for an outline of Te Papa's Core Projects Strategy.

## Three. Te Papa In The Community

### National Services, community partnerships and sharing the Te Papa experience

**Outcome** – Te Papa works in partnership with iwi and communities, provides leadership and adds value to services in the museum sector

Te Papa National Services works in partnership with other museums, iwi and related organisations on projects to improve effectiveness and add value to services provided by museums in their local communities.

Partnership projects are initiated either regionally or nationally. They foster progressive developments based on professionalism, expertise, and scholarship/mātauranga Māori in small and large museums around the country, for the benefit of all New Zealand.

To date, National Services has completed over 145 projects with museums and iwi throughout New Zealand, at both a national and regional level. Te Papa will build on this success by continuing to develop partnership projects in the five priority development areas of:

*Bicultural and Iwi Development:* Improved relationships between museums and iwi, and increased capacity of iwi to deliver museum services

*Museum Standards:* Quality standards in all aspects of museum operations

*Training:* Professional development of museum personnel

*Marketing and Promotion:* Increased visibility and relevance of museum services in New Zealand

*Revenue Generation Initiatives:* Increased capacity of museums to generate plural income sources

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.

During this period National Services will undertake a triennial review of the five priority programme areas of museum standards, bicultural and iwi development, training, marketing and promotion, and revenue generation initiatives, to inform planning for the three-year period commencing in 2003/04.

#### Community Partnerships

Te Papa will seek to adopt an increasingly strategic approach to the development and maintenance of relationships with iwi, community groups, tertiary education and research institutions, and other organisations in order to achieve maximum leverage through its interventions.

#### Extension Services

Te Papa will provide access to Te Papa's resources and the Te Papa experience to New Zealanders outside of the Wellington region, and to the Pacific and wider world through extension services. These services include publishing, Te Papa's website and the Enquiry Centre.

### Three. Te Papa In The Community

National Services, community partnerships and sharing the Te Papa experience

**Outcome** - Te Papa works in partnership with iwi and communities, provides leadership and adds value to services in the museum sector

Objective	Performance Targets 2002/2003	Performance Targets 2003/2004	Performance Targets 2004/2005
To develop regional and national projects in partnership with other museums, iwi and related organisations to improve effectiveness and add value to services they provide in their local communities for the benefit of all New Zealand.	A minimum of twenty National Services partnership projects are completed each year, within established programme priorities of: <ul style="list-style-type: none"> <li>• Museum Standards</li> <li>• Bicultural and Iwi Development</li> <li>• Training</li> <li>• Marketing and Promotion</li> <li>• Revenue Generation Initiatives</li> </ul>	A minimum of twenty National Services partnership projects are completed each year, within established programme priorities.	A minimum of twenty National Services partnership projects are completed each year, within established programme priorities.
	All completed National Services projects meet agreed outcomes and performance criteria.		
To strengthen Te Papa's relationships with iwi/Māori through the development of partnerships in order to facilitate Māori participation and involvement in the Museum.	Achieve active relationships with a minimum of ten iwi/Māori organisations each year. (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).		
	All iwi/Māori organisation partnerships meet agreed outcomes and performance criteria.		



### Three. Te Papa In The Community (continued)

#### National Services, community partnerships and sharing the Te Papa experience

Objective	Performance Targets 2002/2003	Performance Targets 2003/2004	Performance Targets 2004/2005
To maximise public access to the Te Papa experience by reaching audiences beyond Te Papa's premises.	Te Papa will tour a minimum of three exhibitions (one each year) by June 2004.		Te Papa will tour a minimum of one exhibition per year.
	Ongoing upgrade of Te Papa's Website to increase information available about collections, exhibitions, events and services.		
	Achieve a minimum of 230,000 virtual visitors to Te Papa via the Website and Call Centre each year.		
	Guidelines to Te Papa's Loans Programme, establishing standards for the management of inward and outward loans will be developed and distributed.	Guidelines to Te Papa's Loans Programme will be reviewed by 30 June each year.	
	All inward and outward loans will be managed in accordance with the standards established in the Guidelines to Te Papa's Loans Programme.		
To develop and maintain strategic relationships and operational projects with tertiary education, research and related institutions.	A minimum of five projects will be developed and delivered in partnership with tertiary education, research and related institutions.		

# The Museum of New Zealand Te Papa Tongarewa

## Statement of Accounting Policies

### Reporting Entity

These financial statements are those of the Museum of New Zealand Te Papa Tongarewa (Te Papa). The Board came into being as a result of the Museum of New Zealand Te Papa Tongarewa Act 1992, on 1 July 1992. These 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 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 will revalue 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 fitout	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.

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 (including exhibitions, publications, events, merchandise and commercial products) at Te Papa.

**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 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; 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.

Founding Partner															
Founding Corporate Partner															
Founding Corporate Associates	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div>														
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Founding Donors	<p>Mrs Jennifer Gibbs Mr Alan Gibbs Friends of Te Papa</p>														
Iwi Partnerships	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Ngāti Toa</td> <td style="width: 50%;">Hipango Whanau</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>Te Aurere</td> </tr> <tr> <td>Ngāti Hinewaka</td> <td>Te Roopu Haumanu</td> </tr> <tr> <td>Rongowhakaata</td> <td>Toihoukura, Tairāwhiti Polytechnic</td> </tr> </table>	Ngāti Toa	Hipango Whanau	Te Ati Awa	Te Iwi Moriori	Ngāi Tūhoe	Ngāti Kuri	Te Aupouri	Whanganui Iwi	Ngāi Tahu	Te Aurere	Ngāti Hinewaka	Te Roopu Haumanu	Rongowhakaata	Toihoukura, Tairāwhiti Polytechnic
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