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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 2004 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. It introduced the concepts of unified collections, the narratives of culture and place, the idea of forum, the bicultural partnership between Māori and Pākehā, 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



> Kuia and Koroua

This research programme will look at significant kuia and koroua who have made an impact on visual art and music culture in New Zealand. The research will provide a comprehensive overview of the *artistic lives* of a number of iconic kuia or koroua and the importance of Māoritanga. It will document their lives and their contributions to the retention of Māori cultural values and pay tribute to their cultural leadership and artistic endeavour.

Corporate Principles

Te Papa is bicultural - Te Papa provides an environment where both Māori and Pākehā 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 has great collections.
- > Te Papa attracts, informs and engages New Zealanders and visitors to New Zealand.
- > Te Papa establishes and nurtures relationships and partnerships with iwi, other museums, institutions and communities.
- > Te Papa continues to be able to deliver its outputs to the agreed quantity and quality.



> Human Impact

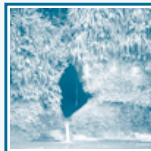
A new long-term exhibition is being developed around the theme of human impact. The exhibition will elucidate the connection between people and the *natural environment*, and how each has been shaped by the other over time.

Functions

The Museum of New Zealand Te Papa Tongarewa Act 1992 [s.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



Statement of Intent

Statement of Intent

In the three and a half years Te Papa has been open over 5 million people have visited. Included in that number is over 3.4 million New Zealanders. Te Papa has also become an important destination for overseas visitors with over one and a half 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 open new exhibition spaces and several long-term exhibitions. It will also implement a better resourced and innovative scholarship and mātauranga Māori strategy which includes a six year rolling plan for research and exhibitions. An expanded National Services programme will benefit museums and their communities and the enhancement of Te Papa's bicultural strategy will strengthen Te Papa's ability to respond to the needs of all New Zealanders.

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; the importance of the Treaty of Waitangi and the partnership that is implicit in the Treaty is acknowledged. Te Papa's bicultural policy is designed to ensure the development of a strong operational partnership between Māori and Pākehā that is active throughout the organisation and at the governance level.

Thus 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 Programme

In 2000/2001, Te Papa initiated an ambitious capital development programme to further develop and enhance the experience for visitors. A major aspect of this programme is the extension of the *Boulevard* on level 5 and the development of new exhibition spaces adjacent to the *Boulevard* in order to increase the amount of space available for the display of collections. The development of these spaces also provided the opportunity to improve access between levels 4, 5 and 6. This substantial project is made possible through the Government's ongoing capital investment in Te Papa. It will be completed by the end of October and the result will be a significantly enhanced visitor experience and many new opportunities to enjoy Te Papa's collections. Te Papa will open the new spaces with a major art and visual culture exhibition that will showcase historical and contemporary New Zealand art, drawn from its collections.



> New Exhibition Spaces

In October 2001, Te Papa will open new exhibition spaces on level 5, adjacent to the *Boulevard*. The new spaces will be linked to levels 4 and 6 through a new stairway and bridge - providing easier access and *visibility* to the exhibitions on levels 5 and 6.

In order to accommodate the new galleries and new access, a number of exhibitions, collection stores and other facilities have been relocated. *Te Aka Matua Te Papa Library and Information Centre* will be located on Level 4. The art and history resource centre *Inspiration Station* has been moved to a more prominent location on Level 4. The *Ericsson Zone* is now located on Level 3 and a number of collection stores have also been moved. A new exhibition focused on art and design in New Zealand and an expanded *Eyelight*s will open in October 2001.

The major construction work will impact on the visitor experience for the first four months of this planning period. Every effort will be made to ensure that the least disruption occurs but probable effects will be reduced visitation and revenue from businesses reliant on visitation. There will be an actual loss of net revenue caused by the curtailment of the functions and events programmes necessitated by overnight construction to enable the work to be completed as soon as practicable. However, these will be short-term effects, and it is expected that the capital developments will enable Te Papa to provide a considerably enhanced visitor experience and functions facilities that will improve opportunities for increased revenue generation in the long run.

> *Scholarship and Mātauranga Māori*

Te Papa's comprehensive research plan and product development strategy (Core Projects Strategy) and six-year rolling plan will be implemented at the beginning of this planning period. This strategy ensures that Te Papa's research effort is strategic and aligned to the organisation's corporate principles, and that visitor experience products and services (exhibitions, publications, events, merchandise and other commercial products) are based on sound research and continue to meet excellent quality standards.

As part of its commitment to speaking with the authority that arises from scholarship and mātauranga Māori Te Papa will seek to improve the quantity and quality of mātauranga Māori development within Te Papa.

Te Papa will seek to consolidate teaching and research partnerships with institutions such as Victoria University of Wellington and Fulbright New Zealand and to continue to seek research funding from the Foundation for Research, Science and Technology.

> *Bicultural Development*

There will be a greater focus on developing Te Papa's capacity to actively engage with and to meet the expectations of iwi. Strategies include ongoing engagement and partnership development with iwi, the development of a comprehensive iwi communication strategy, identifying existing opportunities that Te Papa may become involved in, bedding down a long-term iwi exhibition strategy, strengthening the role of Rongomaraeroa and ensuring that additions to the long-term exhibitions truly reflect the bicultural kaupapa.

> *National Services*

A major focus for Te Papa's National Services programme includes:

- > Continuing to enhance the effectiveness of working partnerships with the museum sector.
- > Expanding National Services capability for the delivery of projects that implement the Standards Scheme and National Training Framework.

A



A The Boulevard, Level 5, extended and enlarged.
Illustration by Stantiall's Studio Ltd.

- > Increasing the resources available for National Services projects.
- > Further improving communication of the National Services strategy, programmes and project achievements to key stakeholders.

> *Website Development*

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

Te Papa will take on this challenge through the development and implementation of a strategy to expand the website's utility through an increase in information available about collections, exhibitions, events and services, and through the introduction of a range of services that can be provided over the internet. The intention is that distance will not be a barrier to enjoying Te Papa's unique visitor experience.

Other Planning Issues

Other issues for this planning period are:

- > Continuing to seek improvements in the efficiency and effectiveness of all 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 new product, and implementation of strategies to increase the numbers of Te Papa's visitors who use these businesses, and to encourage use of those businesses as destinations in their own right.

- > Improving the delivery of information about collections, exhibitions and services provided by the Museum through further development of Te Papa's information delivery strategy.
- > Increasing access to Te Papa's collections through the development of a strategy for back of house tours.

Funding

> *Government*

Government's 2000 decision to increase Te Papa's baseline funding has meant that Te Papa is able to plan for the future with greater certainty than was previously possible. The capital contribution for the refreshment and renewal of this major tax payer asset has enabled the Board to commence a capital works programme which will expand the opportunities to display collections, refresh parts of the long-term visitor experience and renew infrastructural systems. Government's long-term commitment to capital reinvestment, to some extent, mitigates the non-funding of depreciation. This will, however, be an ongoing issue as it means that Te Papa will continue to report an operating loss at year-end despite achieving a cash surplus.

A significant part of the Government's funding package was the commitment to develop the national collections. This decision has already had a positive impact on Te Papa's ability to acquire major iconic works of art and other items for display at Te Papa or for loan to other New Zealand museums.



> **Website Development**

The website will undergo significant development to provide even more information about Te Papa and its services - as well as exhibitions and the collections - providing a *Te Papa experience* for those who are unable to visit the Museum.

> *Commercial*

Te Papa's commercial activities make a significant contribution to the bottom line. It is anticipated that the expanded functions facilities will have a positive impact on net revenues once the capital development programme referred to earlier is complete.

Te Papa's other businesses, particularly retail, have progressively improved since opening and the Board will seek to ensure that this trend continues. This is to some extent dependent on Te Papa retaining or increasing current visitation levels and visitor spend per head.

> *Sponsorship*

A number of agreements between Te Papa and its long-term sponsors are due for renewal over this planning period. Te Papa has strong relationships with these organisations and will be working to renew these arrangements. The renewal of the Wellington City Council sponsorship in 2000/01 and a commitment to continue the relationship is a positive start to this process.

New sponsorship opportunities will be provided through the development of new products, the completion of the new exhibition spaces on level 5, and through the short-term exhibitions programme. Offshore investment will be investigated as a means to support some of Te Papa's more ambitious projects that require a large amount of sponsorship.

Capacity

> *Human Resources*

Recruitment and retention of skilled and experienced knowledge workers continues to be critical to the development and delivery of quality visitor experience programmes and products.

In addition, an emphasis on the recruitment and development of Māori staff in all of Te Papa's operating teams is needed if Te Papa is to continue to develop as a bicultural organisation. Te Papa's recruitment and retention plan therefore needs to reflect these priorities and include strategies for developing staff through a traineeship programme and secondment. Retaining skilled staff will continue to be a priority. Creative strategies in addition to remuneration levels, which recognise market trends, are being addressed.

Te Papa has been accredited with the Investors in People standard and will continue to meet accreditation standards by developing more innovative human resource strategies on an ongoing basis.

Reviews

In April 2000 the Ministry for Culture and Heritage undertook a review of specific issues relating to Te Papa. In August 2000 the Board of Te Papa commissioned an international panel of experts to reflect on what the Board and management of Te Papa had achieved, and to critically examine Te Papa's approach in an international context. Both reviews validated Te Papa's approach and made some specific recommendations many of which were addressed during the 2000/2001 financial year - the remainder are incorporated in Te Papa's objectives for this planning period.

Tauākī Whakamaunga

Neke atu i te 5 miriona tāngata kua toro mai ki Te Papa i roto i te toru me te haurua tau mai i tōna whakatuwheratanga. Neke atu i te 3.4 miriona o rātou nō Aotearoa. Ināianei ko Te Papa tētahi tino wāhi haere mō ngā manuhiri nō rāwāhi. Neke atu i te 1.5 miriona tāngata nō rāwāhi kua toro mai ki Te Papa Tongarewa mai i tōna whakatuwheratanga. Nā te mea he Whare Tongarewa ā-motu, ko te kawenga tuatahi o Te Papa ko ngā tāngata o Aotearoa. Hei tēnei wāhanga whakatakoto kaupapa ka whakatuwherhia e Te Papa ētahi wāhi whakakitenga hou me ētahi whakakitenga wā-roa. Ka whakatinanahia hoki he rautaki mōhiotanga Māori pai me he māhere ono tau mō te rangahau me ngā whakakitenga. Ka whakawhānuihia te whakahaerenga ratonga ā-motu hei tuku painga ki ngā Whare Tongarewa me ē rātou hāpori hei whakarei hoki i te rautaki tikanga-rua a Te Papa. Mā reira ka whakakahāngia te āheinga o Te Papa kia whakatutukihia ngā hiahia o Aotearoa whānui.

He pūtahitanga a Te Papa mō Aotearoa whānui - he tohu whakahī, he whakaatanga hoki o tātou anō me tō tātou tūrangawaewae ā-motu. E whakatinanahia ai tēnei ka:

- > Whakaritehia kia āhei te katoa ki te kite i ngā kohikohinga, kia pai hoki te tiaki i ēnei kohikohinga, kia tautokona hoki rātou e te mōhiotanga, te rangahau, me te mātauranga Māori;
- > Tukuna he whakahaerenga kanorau, whānui hoki. Ka whakakotahitia ngā ngohe me ngā wheako, i runga anō i te kaupapa mōhiotanga me te mātauranga Māori. He mea

hoahoa tēnei kia kumea mai ngā tangata, kia tukuna te mōhiotanga, ā, kia whakawarea hoki ngā tāngata o Aotearoa me ngā manuhiri nō rāwāhi, ki te whiriwhiri kōrero;

- > Kia whakapiri atu ki te hāpori, me te whakatipu i ngā momo hononga me ngā momo whanaungatanga atu ki ērā atu Whare Tongarewa, ki ngā Whare Wānanga, ki ngā pūtahi mātauranga, ki te iwi me te hāpori.

Kua herea Te Papa kia tū hei Whare Tikanga-ā-Rua - kei te manako atu ia ki te hiranga o te Tiriti o Waitangi me te hoatanga kei muri i ngā kōrero. He mea hoahoa ngā kaupapa-here a Te Papa kia whakawhanakehia te hoatanga mahi tūturu i waenga i te iwi Māori me te iwi Pākehā, ā, kia kitea taua hoatanga ki ngā kokonga katoa o te whare, tae noa ki te mahi a te poari.

Nā reira he nui te āwhina atu a Te Papa ki tēnei whāinga Kāwanatanga e whai ake nei, arā: Kia Whakakahangia te Tūrangawaewae ā-Motu me te Hāpai i ngā Māori ātāpono o te Tiriti o Waitangi.

Whakawhanaketanga Matua

- > *Whakahaerenga Whakawhanake Whakaurunga*

I te tau 2000/2001 ka timatahia e Te Papa he whakahaerenga whakawhanake whakaurunga haonui hei whakawhanake tonu, hei whakarei tonu i ngā wheako a te manuhiri. Ko te wahanga nui o tēnei whakahaerenga ko te whakaroatanga o te ahurewa mātaki o Boulevard kei te taumata 5, me te whakawhanaketanga o ētahi wāhi whakakitenga hou kei te



> Sightlines

Sightlines is a major art and visual culture exhibition that will launch the new Level 5 spaces and showcase *historical* and *contemporary* New Zealand art. The new spaces offer eight strong sightlines and these will be used to present eight themed clusters of works that will highlight some of the most significant works in Te Papa's collection.

taha tonu o te Boulevard hei whakanui i te rahi o ngā wāhi e wātea ana mō te whakaari whakakitenga. Mā te whakawhanaketanga o ēnei wāhi hoki kua puta te mea angitu kia whakapaitia te putanga i waenga i ngā taumata 4 - 6. Kua āhei ki te whakatutuki i tēnei kaupapa nā te āhua whakangao taputapu a te Kāwanatanga e haere tonu ana. Ka whakaotihia tēnei mahi a te mutunga o Whiringa-ā-Nuku. Ko te hua he wheako whakareia nui tonu me te maha noa o ngā mea angitu hou kia miharo ngā kohinga a Te Papa. Ka whakatuwherhia ngā wāhi hou me tētahi whakakitenga toi ā-whatu nui tonu tērā ka tāpae i ngā momo toi tawhito, hou hoki o Aotearoa. He mea tango mai i āna kohinga.

Hei whakanoho i ngā ahurewa mātaki me ngā putanga hou kua hunukuhia ētahi rokiroki whakakitenga me ētahi atu whakaurunga. Kua honoa te Whare Pukapuka o Te Aka Matua hei pūtahi mōhiotanga hou ki te taumata 4, ā, kua hūnukutia hoki te pūtahi toi, rauemi kōrero-tāhuhu a Inspiration Station ki tētahi wāhi ahurei ake ki te taumata 4. Kua hūnukutia hoki te Ericsson Zone - kei te taumata 3 ia ināianeī - me ētahi atu rokiroki kohinga. Ka tuwhera anō te whakakitenga Parade me te Eyelights a te Whiringa-ā-nuku 2001.

Ka pā mai ngā mahi waihanga whare ki ngā wheako a te manuhiri mō ngā mārama e whā tuatahi o tēnei wāhanga whakatakoto kaupapa. Ka whakapau kaha mātou kia kauā e nui te tauwhatinga engari tēnā pea ka heke iho te kaha o te toro mai a te tangata me te whiwhi a te pūtea mai i ngā pākihi e whakarato ana i ngā manuhiri. Ka heke iho te pūtea nā te mea ka whakaitihia te maha o ngā hui me ngā whakahaerenga ngohe. Ka pēneitia kia āhei ai ngā kāmura kia mahi i te pō kia oti wawe ai te mahi. Engari he poto noa iho

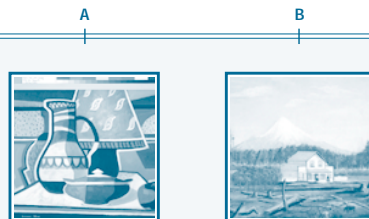
te wā ka tauwhatinga pēneita. E tūmanakohia ana mā ēnei whakawhanaketanga whakaurunga ka āhei Te Papa ki te tuku wheako whakareia nui tonu me te tuku whakaurunga hui hei whakanui i ngā mea angitu mō te whiwhi pūtea a te wā-roa.

> *Te Mōhiotanga me te Mātauranga Māori*

Ka whakatinanahia te mahere rangahau, te rautaki whakawhanake taonga (Rautaki Kaupapa Matua) me te mahere ono-tau haere tonu a Te papa hei te timatanga o tēnei wāhanga whakatakoto kaupapa. Mā tēnei ka noho rautaki te mahi rangahau a Te Papa, ā, ka hāngai tonu ia ki ngā mātāpono rangatōpū. Waihoki, mā kōnei ka hangaia ngā ratonga wheako manuhiri (pēnei i ngā whakakitenga, putanga pukapuka, hui, taonga hokohoko) i runga anō i ngā mahi rangahau whaikiko, ā, ka whakatutukihia tonutia ngā paerewa kairangi.

Hei wāhanga o tēnei herenga kia whaimanahia te kōrero mai i te mōhiotanga me te mātauranga Māori, ka ngāna a Te Papa kia hikitia te korahi me te kounga o te whakawhanake mōhiotanga, mātauranga Māori kei roto i a Te Papa.

Ka ngāna hoki a Te Papa ki te whakatōpū i ngā whakahoatanga rangahau me ngā rōpū pērā i te Whare Wānanga o te Upoko o te Ika a Maui me te Fulbright New Zealand. Ka ngāna tonu ia ki te kimi pūtea rangahau mai i te Tūāpapa Toha Pūtea Whakatakoto Kaupapa Rangahau, Pūtaiao.



A Charles Tole *Still Life with Lamp*, c.1950. Oil paint on board, 535 x 636mm.

B John Williams *Storming of the Pa at Ruapekapeka, 11th January 1846*, 1846. Watercolour, 206 x 322mm.

- > *Whakawhanaketanga Tikanga-Rua*
Ka āta tirohia te whanaketanga o te kahapupuri a Te Papa ki te kōrerorero me te whakatutuki i ngā hiahia a te iwi. Ko ētahi o ngā rautaki ko te kōrero me te whakawhanake hoatanga me te iwi; te whakawhanake rautaki whakawhitiwhitinga kōrero; te tohu i ngā mea angitu e āhei ai Te Papa ki te whakarite rautaki whakakitenga iwi wā-roa; te whakakaha i te tūranga o Rongomareero; me te whakarite kia hāngai tonu ngā tāpiritanga whakakitenga wā-roa ki te kaupapa tikanga-rua.
- > *Rātonga ā-Motu*
Ko te tino tirohanga mō te whakahaerenga rātonga ā-motu ko ēnei e whai ake nei:
 - > Kia whakareia tonu te tōtika o ngā whakahoatanga i roto i te ao Whare Tongarewa;
 - > Kia whakawhānuhia te kahapupuri o ngā Rātonga ā Motu mō te tuku kaupapa e whakatinanahia ai te Anga Paerewa me te Anga Whakangungu ā-Motu
 - > Kia whakanuitia ngā rauemi e wātea ana mō ngā kaupapa Rātonga ā-Motu
 - > Kia whakapaingia tonutia te whakawhitiwhitinga kōrero o te Rautaki Rātonga ā-Motu, ngā whakahaerenga me ngā whakatutukitanga kaupapa ki ngā kaiwhaipānga matua
- > *Te Whakawhanake Pae Tukutuku*
Kei te kaha haere te whakamahinga a te ipurangi i roto i ngā Whare Tongarewa hei tuku putanga ā-rorohiko ki ngā ratonga Whare Tongarewa. He nui ngā wero mō ngā whare pēnei i tēnei kua hangaia i runga i te mātauranga me ngā rawa, kia whakamahi i ngā hangarau hou hei āwhina i te

putanga ki ngā mōhiotanga me ngā kohinga engari kia noho tonu ia hei kīnaki mō te wheako a te haere ā-tinana mai ki te Whare Tongarewa.

Kua takoto tēnei mānuka. Ka kawea ake e Te Papa mā te whakawhanake me te whakatinanatatanga rautaki hei whakawhānuhi i te painga o te pae tukutuku. Ka pēneitia mā te whakanui mōhiotanga o runga e pā ana ki ngā whakakitenga, kohinga, hui, ratonga hoki, me te kōkuhu huinga rātonga ka taea te tuku mā te ipurangi. E meatia ana kia kaua e aukatia te tangata kia whiwhi painga nā tōna nohonga tawhiti noa mai i a Te Papa.

Ētahi Atu Take Whakatakoto Kaupapa

Anei e whai ake nei ētahi atu take mō tēnei wahanga whakatakoto kaupapa:

- > Kimi whakapainga tonu i roto i te kaha me te tōtika o ngā mahinga katoa a Te Papa hei whiwhi painga mai i te whakangaotanga a te Kāwanatanga ki roto i te Whare Tongarewa;
- > Whakanuitia te pūtea kia whiwhi ai a Te Papa i te whakawhanaketanga o ngā taonga hou, te whakatinana rautaki hei whakangaringari i ngā manuhiri e whakamahi ana i ēnei pākihi, me te whakatenatena kia whakamahia ēnei pākihi hei wāhi haere tūturu;



> Walk with Me

A research project is under way which focuses on elaborating key moments and locations in McCahon's life and work. This research will culminate in an exhibition of Colin McCahon's works, entitled *Walk with Me* - presently scheduled for 2002/2003.

- > Whakapaitia te tuku mōhiotanga e pā ana ki ngā kohinga, whakakitenga me ngā rātonga e tukuna ana e te Whare Tongarewa mā te whakawhanake tonu i te rautaki tuku mōhiotanga a Te Papa;
- > Whakanuitia te putanga mai ki ngā kohinga a Te Papa mate whakawhanake rautaki mō ngā hāereere o-muri i te whare.

Pūtea

> *Kāwanatanga*

Nā te whakatau a te Kāwanatanga i te tau 2000 kia whakanuitia te pūtea tūāpapa ka āhei Te Papa ki te whakatakoto kaupapa mō ngā tau e tū mai nei. I mua kāore i tino taea. Nā te tuku pūtea whakaurunga mō te whakahoutanga o tēnei taonga mō te katoa kua āhei te Poari ki te timata i ētahi whakahaerenga whakaurunga e whakawhānuitia ai ngā mea angitu kia whakaatu i ngā kohinga, whakahou i ētahi wāhanga o ngā wheako manuhiri wā-roa me te whakahou puna waihangā ā-roto. Nā te herenga wā-roa a te Kāwanatanga ki te whakangao whakaurunga anō kua āhua whakangāwaritia te pānga o te kore tuku pūtea mō te whakahekenga wāriu. Engari ka haere tonu tēnei tautohe i runga i te mea nā tēnei āhuetanga, ahakoa kua whiwhi pūtea Te Papa mai i āna mahi, ka kī tonu te pūrongo ā-tau kua heke kē iho te pūtea.

Ko tētahi wāhanga nui o te pūtea a te Kāwanatanga ko te herenga kia whakawhanakehia ngā kohinga ā-motu. Kua whāi painga kē a Te Papa nā tēnei whakatau - arā, ināianei ka āhei ki te whiwhi tohu toi nui rawa me ētahi atu tauira hei whakaatu, hei tuku taurewa ki ētahi atu Whare Tongarewa.

> *Mahi Pākihi*

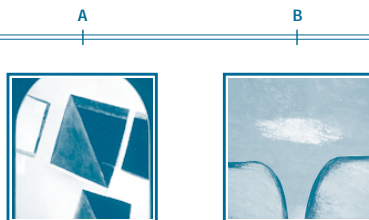
He nui te pānga o ngā mahi pākihi a Te Papa ki te kaute pūtea. E tūmanakohia ana ka whai painga i te whakanuitanga ake o ngā whakaurunga hui inā mutu te whakahaerenga whakawhanake whakaurunga.

Kua piki ake ērā atu pākihi a Te Papa mai i te whakatūwheratanga. E mea ana te poari kia whakaritea kia haere tonu tēnei āhuetanga. Engari kei te āhua tonu o te tokomaha o ngā manuhiri me o rātou kaha ki te whakapau pūtea.

> *Pūtea Whakatairanga*

Kua tae ki te wā kia whakahoutia ētahi kawenata i waenga i a Te Papa me āna kaitautoko ā-pūtea wā-roa. He whanaungatanga kaha tā Te Papa ki ēnei rōpū, ā, e hiahia ana mātou kia haere tonu tērā āhuetanga. He timatanga pai te whakahoutanga o te pūtea a te Kaunihera o Pōneke mō 2000/2001 me te herenga kia haere tonu taua whanaungatanga.

Ka puta ētahi mea angitu kia whiwhi pūtea whakatairanga mā te whakawhanaketanga o ētahi taonga hou, te whakaotinga o ngā ahurewa mātaki kei te taumata 5 me ngā whakakitenga wā-poto. Ka tirohia hoki te whakangao pūtea o whenua kē hei tautoko i ētahi o ngā kaupapa hao pūtea nui a Te Papa.



A Colin McCahon, *Gate, Waioneke*. From: *The first Gate series*, 1961. Enamel paint on hardboard, 1798 x 1220mm.

B Colin McCahon, *Ahipara*, 1970. Oil paint on canvas, 1448 x 1829mm.

Permission to reproduce courtesy of the Colin McCahon Research and Publication Trust.

Kahapupuri

> Pūmanawa Tāngata

Ko te whakauru me te whakamau tonu ki ngā kaimahi whiwhi pūkenga he mea nui tonu mō te whakawhanaketanga me te tukunga atu o ngā whakahaerenga wheako pai rawa me ngā taonga hoki ki te manuhiri.

Waihoki, me āta titiro ki te whakaurunga me te whakamaunga o ngā kaimahi Māori puta noa mehemea e hiahia ana Te Papa kia tipu ake hei rōpū Tikanga-ā-rua. Nā reira me whakaata ēnei kaupapa-here ki roto i te mahere whakauru kaimahi. Me whakarite hoki he rautaki hei whakatipu i ngā kaimahi mā ngā whakahaerenga tauira, tuku, kaimahi rānei ki wāhi kē. He mea nui tonu kia whakamau ki ngā kaimahi whai pūkenga. E tirohia ana i tēnei wā tonu ētahi rautaki auaha me ngā taumata whaiutu e whakaae ana ki ngā ia o te ao pākihi.

Kua whakawhiwhia Te Papa ki te paerewa “Investors in People”, ka mutu e mea ana mātou kia noho tonu ki taua taumata hei whakawhanake i ētahi atu rautaki pūmanawa tangata auaha mō mua ake.

Ngā Arotake

I te marama o Paenga-whāwhā i whakahaeretia e te Manatu Tikanga ā Iwi he arotake hei titiro ki ētahi āhuatanga o Te Papa. I te marama o Hereturikōkā i whakaritea e te poari he komiti whenua-maha o ētahi tohunga Whare Tongarewa hei wānanga i ngā whakatutukitanga o te Poari me ngā kaiwhakahaere, ā, hei arohaehae hoki i te āhua o Te Papa i roto i te horopaki o te ao whānui. I tautokohia te āhua o Te Papa e ngā arotake e rua, ā, ko ā rātou tohutohu i whakaurungia ki roto i te tau pūtea 2000/2001. Ko te toenga kua whakaurua ki roto i ngā whāinga a Te Papa mō tēnei wahanga whakatakoto kaupapa.



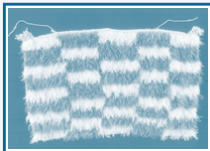
> Tūhoe

Te Papa is working with Tūhoe to develop what will be the **third iwi exhibition at Te Papa**. This exhibition will form part of *Mana Whenua* and will enable Tūhoe to present their *stories*, their *treasures* and their *lives* to Aotearoa and the rest of the world. The exhibition will open in November 2001.

Kei te mahi tahi a Tūhoe rāua kō Te Papa ki te whakaara i te whakaaturanga tuatoru. Ka tū tēnei whakaaturanga ki te taha o te whakaaturanga o *Mana Whenua*, hei whakaata i ngā kai, ngā taonga, me ngā tāngata o Tūhoe hei mīharotanga mā Aotearoa me te ao. Ka tuwhera te whakaaturanga i a Noema o te tau 2001.



A



B



C



- A** Kahu kiwi, kiwi cloak, Tūhoe iwi (tribe), maker unknown, made from muka, kiwi feathers
- B** Pūtātara, trumpet, Tūhoe iwi (tribe), owned by Te Whenuanui, made from conch shell, with fibre lashing, wooden mouthpiece
- C** Mere pounamu, greenstone club, Tūhoe iwi (tribe), owned by Tamaikoha Te Ariari, made from greenstone

Projected Statement of Financial Performance

For the three years ending 30 June 2004

Revenue	2002	2003	2004	SOI 2001
Crown Revenue	17,782,778	17,782,778	17,782,778	18,005,000
Commercial Revenue	10,529,707	11,226,255	11,931,079	9,381,684
Capital Fundraising	3,194,112	2,543,167	2,410,000	1,700,000
Other Revenue	2,463,969	2,244,484	2,328,797	3,102,966
NZLGB Grant	-	-	-	1,250,000
Special Purpose Funds Revenue	1,117,669	771,139	772,239	890,526
Total Operating Revenue	35,088,235	34,567,823	35,224,893	34,330,176
Cost of Services ¹	35,258,614	33,680,970	34,232,303	33,334,365
Special Purpose Funds Expenditure	992,229	657,268	649,768	726,246
Net surplus/(deficit) before depreciation	(1,162,608)	229,585	342,822	269,565
Depreciation	12,895,918	13,290,426	13,877,174	12,790,314
Net deficit for the year after depreciation	(14,058,526)	(13,060,841)	(13,534,352)	(12,520,749)

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

Notes to the Projected Financial Statements.

¹ Cost of services spread over the following categories.

	2002	2003	2004	SOI 2001
Building Operations	7,821,985	7,786,039	7,815,960	8,081,132
Commercial	8,819,196	8,988,914	9,488,381	7,876,382
Communications and Marketing	2,160,877	2,178,497	2,183,497	2,217,912
Customer Services	1,448,263	1,449,283	1,449,283	1,477,988
Museum Resources	3,568,883	3,429,080	3,429,480	3,740,575
National Services	801,505	997,228	1,057,098	738,048
Strategic	5,057,533	4,169,231	4,185,906	3,713,893
Visitor Experience	5,580,372	4,682,698	4,622,698	5,488,435
	35,258,614	33,680,970	34,232,303	33,334,365

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

Projected Statement of Financial Position

As at 30 June 2002 to 30 June 2004

	2002	2003	2004
Current Assets			
Cash and Bank	5,403,117	4,188,039	4,243,800
Special Purpose Funds Deposits	1,845,790	1,939,162	2,032,534
Special Purpose Funds Investments	923,045	972,010	1,022,075
Government Stock	1,936,000	1,936,000	1,936,000
Accounts Receivable	445,096	491,896	521,085
Inventories	700,000	700,000	700,000
	11,253,048	10,227,107	10,455,494
Non Current Assets			
Fixed Assets	266,084,026	259,775,869	251,927,258
Collections	532,594,000	535,594,000	538,594,000
	798,678,026	795,369,869	790,521,258
Total Assets	809,931,074	805,596,976	800,976,752
Current Liabilities			
Accounts Payable	3,077,013	2,828,756	2,767,884
Employee Entitlements	775,000	750,000	725,000
Other	150,000	150,000	150,000
	4,002,013	3,728,756	3,642,884
Public Equity			
Capital - Opening Balance	341,530,000	350,530,000	359,530,000
Accumulated Losses	(39,453,413)	(53,511,939)	(66,572,780)
Current Year Net Profit/(Deficit)	(14,058,526)	(13,060,841)	(13,534,352)
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	508,911,000	508,911,000	508,911,000
	805,929,061	801,868,220	797,333,868
	809,931,074	805,596,976	800,976,752

Measuring Te Papa's Performance

Performance is measured in terms of quality, quantity, timeliness and cost. It is recognised that 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 four outputs of *Te Papa's Collections*, *The Te Papa Experience*, *Te Papa in the Community*, and *Te Papa's Capability*. Some adjustments have been made to this year's performance measures to reflect the impact of Te Papa's research plan and product development strategy (Core Projects Strategy) on Te Papa's operations. Other measures have been refined to improve the way in which Te Papa measures its performance.

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 guidelines² for decision making. They form the criteria against which Te Papa measures quality standards for all its activities, from the development of visitor experience products (exhibitions, events, visitor programmes etc), decisions about professional development training, implementation of a capital works programme, to the choice of products offered by commercial businesses.

In the case of product development the Core Projects Strategy has been developed to ensure consistency 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 development and refreshment of long-term exhibitions.

² Copies of Te Papa's policies are available on request

**> Voyagers**

Canoes and their accessories are intensely practical objects, which are also an important medium for artistic expression. This research programme aims to *increase knowledge* about the Pacific canoes and related objects in Te Papa's collection and make this knowledge available through a variety of products, including a major exhibition currently scheduled for 2002/2003.

1 TE PAPA'S COLLECTIONS > Acquisition, management, conservation and study of the collections.

OUTCOME > Te Papa has great collections.

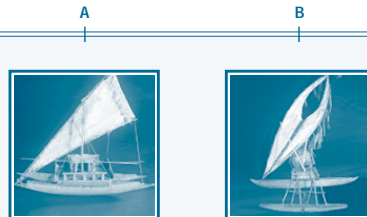
The Collection Development Policy provides the framework and delegations for the acquisition of items that will be added to Te Papa's collections. This policy is supported by the Acquisitions Strategy, which sets out the desired outcomes, strategic directions, acquisition procedures and priorities for collection development over the next three years.

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 natural and cultural 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; and
- > 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-term exhibition programme and planned conservation changes. Only a proportion of Te Papa's collections can be displayed at any one time; therefore Te Papa will seek to introduce a range of initiatives designed to create access opportunities, including increased access through back-of-house experiences and through the website.

The relocation of collection stores to Tory Street and reconfiguration and construction of new storage spaces to accommodate the development of new public spaces in Cable Street is a major focus for the immediate planning period.



A Model canoe, New Caledonia
B Model Te Puke, Temotu province, Solomon Islands

Objective	Performance Targets 2001/2002	Performance Targets 2002/2003	Performance Targets 2003/2004
<p>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.</p>	<p>Collection development activity is maintained in accordance with the Collection Development Policy and the Acquisitions Strategy.</p>		
<p>To ensure that collections are managed in accordance with professional standards and statutory and cultural requirements.</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 six instances of irreparable damage to collection items as a result of public access.</p> <p>The handling of collection items is in accordance, where appropriate, with tikanga Māori.</p> <p>All items required for public display are in a stable condition.</p> <p>All items are stored in environmentally stable conditions - collection areas are maintained at 20°C (winter) and 22°C (summer) +/- 1°C and 52% relative humidity (RH) +/- 7% at least 95% of the time.</p>		
<p>To ensure all collection-based scholarship and mātauranga Māori contribute to outcomes for Te Papa.</p>	<p>All collection-based research projects are part of the Core Projects plan and meet agreed quality standards.</p>		

2 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 diverse range of New Zealand audiences are attracted to Te Papa.

A diverse and changing programme of exhibitions, events, and other visitor product 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:

- > new exhibition spaces on level 5
- > improved access between levels 4, 5 and 6
- > a new art and design exhibition
- > a relocated and expanded *Eyelights* gallery
- > a new library and information centre on level 4
- > a new works on paper store and viewing room
- > a relocated and partially reconceptualised *Inspiration Station*

- > a new constructed long-term exhibition on level 3
- > a new constructed exhibition on level 4
- > redevelopment of *The Time Warp*
- > a partially reconceptualised *Mana Whenua*
- > further development of *Te Marae* with the addition of artists' commissions for the Marae Atea,
- > a comprehensive and expanded short-term exhibitions programme; and
- > changes to long-term exhibitions including new iwi exhibitions and new community exhibitions in *Passports*.

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. Key initiatives include *Te Aka Matua Te Papa Library and Information Centre*, further development of *Te Papa OnScreen* to increase access and functionality, improvements to the collections database *Te Kabui*, and development and implementation of a strategy for expanding the utility of Te Papa's website.

Objective	Performance Targets 2001/2002	Performance Targets 2002/2003	Performance Targets 2003/2004
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 1 million visits ³ each year.
To attract a diversity of audiences.	A minimum of 25% of visits are from international tourists.	A minimum of 35% of visits are from domestic tourists (from outside the Wellington Region).	The demographic profile of domestic visitors to Te Papa broadly reflects that of the New Zealand population.
To provide a visitor experience that meets the needs and expectations of Te Papa's audiences.	A customer satisfaction/manākitanga rating of good to excellent of at least 90% is maintained.	<i>(Customer satisfaction is based on six key areas: welcoming and friendly atmosphere; facilities maintained for comfort and safety of customers; helpfulness and professionalism of staff; content, accuracy, appeal and presentation of exhibitions and public programmes; value for money and customer loyalty.)</i>	Building systems and facilities are maintained to the agreed standard as assessed by the monitoring programme.

³ A visit is measured as each person walks through the main entrances of Te Papa as recorded by electronic and manual counters. The total is rounded down by 10% to account for a margin of error calculated at 7%.

Objective	Performance Targets 2001/2002	Performance Targets 2002/2003	Performance Targets 2003/2004
To provide a diverse and changing programme of exhibitions, visitor programmes and other products based on scholarship and mātauranga Māori.	A minimum of 3 long-term exhibitions is refreshed each year, including one whole exhibition change.	A minimum of 8 short-term exhibitions is presented each year.	A minimum of 30 education programmes is offered each year.
	A minimum of 815 visitor programmes is offered each year (including 25 large scale events, 140 Discovery Centre activities and 650 visitor entertainment activities).	Te Papa Press publishes a minimum of eight new publications each year.	
	All new exhibitions, visitor programmes and publications are developed as part of Te Papa's research plan and product development strategy (Core Projects Strategy) and meet established policy guidelines and quality criteria.		
To improve access to information about Te Papa's collections.	Files associated with new medium to long-term exhibitions are added to <i>Te Papa OnScreen</i> (Te Papa's multimedia database that provides information about exhibitions and collections) within three months of the exhibition opening.		

TE PAPA IN THE COMMUNITY > National Services, community partnerships and sharing the Te Papa experience.

OUTCOME > Te Papa establishes and nurtures relationships and partnerships with iwi, other museums, institutions and communities.

Te Papa National Services works in partnership with other museums, iwi and related organisations on projects to improve the effectiveness and add value to services provided by museums in their local communities. Partnership projects are initiated either regionally or nationally and 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 110 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 following five priority development areas:

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.

Community Partnerships

Te Papa will continue to develop and build on existing relationships with iwi, community groups, tertiary education and research institutions, and other organisations. We will also seek to form new relationships through the development of partnerships for specific projects.

Extension Services

Te Papa will continue to reach other parts of New Zealand, the Pacific and wider world through extension services. Exhibitions will be toured to other centres or developed in partnership with other institutions that will tour within New Zealand. Products will be developed that have a market beyond New Zealand.

Other programmes available to individuals and communities outside the building - including Te Papa's Website and the Enquiry Centre - will continue to offer a range of opportunities to access information and to engage with the Te Papa experience.

Objective	Performance Targets 2001/2002	Performance Targets 2002/2003	Performance Targets 2003/2004
To develop programmes in partnership with other museums, iwi and related organisations to achieve the Te Papa National Services' project priorities as documented for the benefit of New Zealand's museums.	A minimum of 20 partnership projects are completed each year. All completed projects meet established performance criteria.		
To strengthen relationships with iwi through communication and the development of partnerships for specific Te Papa projects.	Achieve active relationships with a minimum of 10 iwi/Māori organisations each year. <i>(An active relationship is defined as one where there has been a significant level of activity with an iwi.)</i> All iwi/Māori organisation partnerships meet established performance standards.		
To maximise public access to the Te Papa experience by reaching audiences beyond Te Papa's premises.	A minimum of three Te Papa exhibitions (one each year) are toured by June 2004. Upgrade Te Papa's Website to increase information available about collections, exhibitions, events and services by 30 June 2002. Achieve a minimum of 220,000 virtual visitors to Te Papa via the Website and Enquiry Centre each year.		
	A minimum of 90% of all collection loan applications are assessed within 30 days of first receipt.		100% of all collection loan applications are assessed within 30 days of first receipt.
	A minimum of 90% of all approved collection loans are provided to the borrowing institution within the agreed timeframe (as defined in the letter of approval).		100% of all approved collection loans are provided to the borrowing institution within the agreed timeframe (as defined in the letter of approval).
To develop and maintain relationships with tertiary education, research and related institutions.	A minimum of 3 projects will be developed and delivered in partnership with tertiary education, research and related institutions.		

TE PAPA'S CAPABILITY > Development of organisational capability including human and capital resources.

OUTCOME > Te Papa continues to be able to deliver its outputs to the agreed quantity and quality.

The development and enhancement of organisational capability is critical if Te Papa is to continue to deliver its goals of having great collections, attracting, informing and engaging New Zealanders and visitors to New Zealand, and establishing and nurturing relationships and partnerships with iwi, other museums, institutions and communities.

A key issue for this planning period is the need to complete the developments on level 5 and the associated projects, including new access between levels 4, 5 and 6, and the relocation of collection stores and exhibitions. For the first half of 2001/2002 a large proportion of Te Papa's resources will be focussed on this project and this will have a significant impact on Te Papa's operational activities during this period.

Other priorities identified for the planning period include:

- > recruitment of staff to build Te Papa's scholarship and mātauranga Māori capability, and
- > maintaining all infrastructure assets to ensure a leading edge visitor experience and collections environment.

Objective	Performance Targets 2001/2002	Performance Targets 2002/2003	Performance Targets 2003/2004
To maintain through recruitment, professional development and a competitive reward system a workforce capable of delivering Te Papa's outputs.	Critical vacancies are filled within agreed policy guidelines.		Professional development and training is provided in accordance with agreed institutional priorities.
To replace and, where necessary, improve facilities, plant and systems infrastructure, including information management.	Capital replacement and improvement will be assessed in accordance with institutional priorities and the agreed value criteria in line with corporate goals and vision for Te Papa.		

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 and in accordance with generally accepted accounting practice.

Measurement System

The measurement base is historical cost except for 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 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 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.

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.

Fixed Assets

Land and buildings and all other fixed assets are recorded at historical cost.



> Te Aka Matua Te Papa Library and Information Centre

A new and more accessible library and information centre on level 4 will provide access to Te Papa's extensive library collections as well as other information that will *enhance* the Te Papa visitor experience for adult visitors.

Depreciation

Depreciation of fixed assets, other than freehold land, is provided 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 & tools	3 years
Film, audio-visual equipment	3 years
Furniture and fittings	3 to 15 years
Land improvements	5 to 50 years
Leasehold improvements	2 to 15 years
Miscellaneous equipment	10 years
Motor vehicles	5 years
Office & computer equipment	3 to 5 years
Permanent exhibitions	3 to 15 years
Photography equipment	3 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, with the exception of the Natural Environment collections which are shown at replacement cost, have been valued at cost or market value. 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 the collection revaluation reserve. Where this results in a debit balance in the collection revaluation reserve this balance is expressed 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.

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A The new *Eyelights*, Level 4, located next to *Te Aka Matua Te Papa Library and Information Centre*. Illustration by Stantiall's Studio Ltd.

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 record the cash payments made for the supply of goods and services.

Investing activities are those activities relating to the acquisition and disposal of 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

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

Our Sponsors

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

Founding Partners	 Tumeke Pāneke Wellington City Council	Corporate Sponsor	Contact Energy Limited												
Founding Corporate Partner		Founding Donors	Mrs. Jennifer Gibbs Mr. Alan Gibbs Friends of Te Papa												
Founding Corporate Associates	 	Iwi Partnerships	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Te Ati Awa</td> <td style="width: 50%;">Ngāti Pikiao</td> </tr> <tr> <td>Te Aupouri</td> <td>Te Rarawa</td> </tr> <tr> <td>Ngāti Hinewaka</td> <td>Rongowhakaata</td> </tr> <tr> <td>Hipango Whānau</td> <td>Ngāti Toa</td> </tr> <tr> <td>Ngāti Kahu</td> <td>Whanganui Iwi</td> </tr> <tr> <td>Te Iwi Moriori</td> <td>Ngāi Tūhoe</td> </tr> </table>	Te Ati Awa	Ngāti Pikiao	Te Aupouri	Te Rarawa	Ngāti Hinewaka	Rongowhakaata	Hipango Whānau	Ngāti Toa	Ngāti Kahu	Whanganui Iwi	Te Iwi Moriori	Ngāi Tūhoe
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This Statement of Intent is prepared
in accordance with sections 41C-41H
of the Public Finance Act 1989

