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**Museum of New Zealand Te Papa Tongarewa
Statement of Performance Expectations 2019/20**

Directory *Te rārangi ingoa*

Museum of New Zealand Te Papa Tongarewa

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Museum of New Zealand Te Papa Tongarewa

Statement of Performance Expectations 2019/20

This *Statement of Performance Expectations* of the Museum of New Zealand Te Papa Tongarewa (Te Papa) for the year ending 30 June 2020 is presented to the House of Representatives.

The purpose of this *Statement of Performance Expectations* is to promote public accountability. It reflects Te Papa's proposed performance targets and forecast financial information, and it is produced in accordance with section 149E of the Crown Entities Act 2004.

The *Statement of Performance Expectations* is a partner document to the *Statement of Intent 2017–2021*, which provides more information about the context of the Museum's work and its long-term strategic intentions.

The Board acknowledges responsibility for the preparation of this *Statement of Performance Expectations* which reflects the forecast performance and financial position of Te Papa for the 2019/20 financial year.



Evan Williams
Chairman
13 June 2019

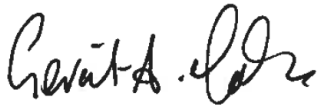


Abby Foote
Chair of Assurance and Risk Committee
13 June 2019

Introduction

Following Te Papa's 20th anniversary we are looking ahead at a time of reflection and change. We are mindful of the Government's desire to focus more broadly on the wellbeing of New Zealanders, and the critical role museums play in articulating our national identity, opportunities for increased empathy and respect to improve social cohesion across our many cultures, and new knowledge and insight into our shared heritage. With the launch of Te Taiao | Nature we refocus on the importance of New Zealand's natural capital, and the need to act to protect our unique flora and fauna for future generations.

A key area of focus is our bicultural foundation – this is a priority to ensure Te Papa remains relevant and connected with Māori, and demonstrate our commitment to being an inclusive museum that recognises our unique history and whakapapa. One of the most important ways of fostering a sense of wellbeing is through connection of people with taonga. The reconnection of taonga to their source communities through exhibitions, research and events ensures that Te Papa continues to acknowledge community involvement and participation in everything we do at Te Papa. We also continue to maximise ways for people to engage with the collections, through digital and physical access, and to ensure our taonga are well cared for and managed.



Geraint Martin
Chief Executive
13 June 2019



Arapata Hakiwai
Kaihautū
13 June 2019

Part 1: What Te Papa will deliver in 2019/20 and how performance will be assessed

In 2018, the Government's wellbeing approach emerged as a new framework for assessment of how well publicly funded entities are contributing to improving New Zealand's current and future wellbeing. Te Papa's performance context includes:

- the core functions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992
- strategic priorities set out in Te Papa's *Statement of Intent*
- the Living Standards Framework developed by Treasury
- the Government's plan setting out priorities for New Zealand, expressed through the Minister's letter of expectations for the Arts, Culture and Heritage sector.

Te Papa is New Zealand's national museum, entrusted with the acquisition, care and management of collections across art, history, culture and the natural environment. The collections are a reflection of New Zealanders' shared history and national identity, and as such, provide the unique point of difference from which Te Papa delivers all other functions – from maximising opportunities for access to collections, education and research and sector support as well as operational and infrastructural work to support the delivery of these functions.

Te Papa's core legislative functions can be grouped into five broad areas:

- Collection acquisition, care and management
- Access to collections and information about them
- Education and research in connection with the collections
- Sector support
- Operations and infrastructure

Performance measures for 2019/20 have been listed in 'Part 2: Te Papa's non-financial performance measures and targets 2019/20' under these core functions, with alignment to strategic priorities and external performance expectations noted.

Te Papa's strategic priorities

Te Papa's *Statement of Intent* is currently under review and will be updated for 2020-2024 by 30 June 2020. Key areas of strategic focus will be on core functions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992, and will consider how Te Papa can contribute to maximising wellbeing for New Zealanders, in line with the Government's intention to focus on overall wellbeing.

A critical area of focus continues to be capital replacement of building infrastructure and information technology (IT) assets in the Cable Street and Tory Street buildings.

While the strategic framework is under review, planned activity against existing strategic priorities for 2019/20 is summarised below:

Business growth	<ul style="list-style-type: none">• Maximise non-Crown sources of revenue, through commercial functions and paid experiences• Provide exhibitions and experiences that maintain high visitation numbers• Increase our focus on environmental sustainability
Exhibition renewal	<ul style="list-style-type: none">• Develop the ninth iwi exhibition with the next iwi in residence

	<ul style="list-style-type: none"> • Deliver new temporary exhibitions in Toi Art and in response to nationally significant events, including Tuia 250
Digital	<ul style="list-style-type: none"> • Continue to maximise access to collections and learning opportunities through Collections Online, learning resources and research • Encourage more people to engage with Te Papa content through outreach on social media
Iwi engagement	<ul style="list-style-type: none"> • Continue work on repatriation of Māori and Moriori human remains through the Karanga Aotearoa repatriation programme • Support iwi through outreach initiatives and workshops to assist in care of taonga • Work in partnership with iwi to assist them in meeting their cultural aspirations through Treaty settlement processes
Taking a lead in creating safe places for difficult conversations	<ul style="list-style-type: none"> • Deliver public programming that invites discussion based around Tuia 250 and Te Papa's new nature space Te Taiao Nature

External performance expectations – the Living Standards Framework and ‘Our Plan: The Government’s Priorities for New Zealand’

In 2018, the adoption by the Government of Treasury’s Living Standards Framework to broaden the understanding and measurement of wellbeing in New Zealand led to a review of Te Papa’s core work and consideration of how Te Papa contributes to New Zealand’s wellbeing under each capital. This will be a continuing area of focus and framework for assessing value of activity as Te Papa’s strategic framework and *Statement of Intent* is developed.

Te Papa delivers value to New Zealand in relation to the Living Standards Framework by:

- **Directly contributing** to social and human capital
- Being an **advocate, role model** and **educator** on natural capital
- Being an **asset** to New Zealand, contributing to financial and physical capital as the kaitiaki of our national collections and as a tourist destination and commercial venue that contributes to regional and national economic growth.

A summary of how Te Papa delivers value in these areas through its day to day activities is outlined on the following page.

<p><u>Te Papa is a role model, advocate and educator on New Zealand's natural capital</u></p> <p>Through the collections, exhibitions, programmes and research, Te Papa:</p> <ul style="list-style-type: none"> • highlights the uniqueness of New Zealand in its bicultural view of nature, through Mātauranga Māori and te ao Māori • holds evidence of the history of the natural world in New Zealand, and leads the management of natural history collections for New Zealand • holds, creates and shares scientific knowledge of nature in New Zealand • turns science into accessible stories, educating and connecting the public with all forms of nature • actively engages in national, pacific, and international natural history networks • (future) role models of sustainable buildings and practices and a leader of sustainability 	<p><u>Te Papa is a direct contributor to New Zealand's human capital</u></p> <p>Te Papa contributes to skill and knowledge development, and provides people with wellbeing by:</p> <ul style="list-style-type: none"> • being a trusted and authoritative source of knowledge on art, New Zealand and Pacific history and the natural environment • providing opportunities for increasing personal knowledge about New Zealand society, culture, history, art and natural history • delivering formal education programmes based on collections for early childhood through to compulsory school-aged students • providing training and support for culture, science and art professionals and tertiary students • contributing to an understanding of self, including an understanding of connection to New Zealand • being a physical gathering place, and culture and leisure space, and inter-human interaction, increasing individual wellbeing • providing inspiration and increasing creativity
<p><u>Te Papa is a direct contributor to New Zealand's social capital</u></p> <p>Through our work with and for all people of New Zealand, Te Papa enables inclusive and collaborative experiences that:</p> <ul style="list-style-type: none"> • create enduring impact on individuals and communities • share history and the origins of diverse segments of our society, to create understanding of communities, cultures and worldviews, and create pride in New Zealand's national identity • encourage individuals and communities to participate and contribute to the society they want • create an empathic understanding of what contemporary bicultural and multicultural New Zealand society and culture look like, acknowledging the role of the Treaty and tangata whenua and tangata tiriti • create opportunities for people to be challenged 	<p><u>Te Papa is an asset contributing to New Zealand's financial and physical capital</u></p> <p>Te Papa holds and cares for significant national core assets and provides products and services that contribute to economic growth:</p> <ul style="list-style-type: none"> • the national collections: the invaluable physical record of our culture, history and natural environment • the research, data, information, digital collections, and digital platforms that describe our collections • the exhibitions and experiences that are physical manifestations of our stories • Te Papa's buildings • national and regional economic growth through Te Papa's role as a tourist destination • conference and commercial venue

The Government has produced 'Our Plan: the Government's priorities for New Zealand', with the priority to 'value who we are as a country' the key area of focus for the Arts, Culture and Heritage sector. The three components within this priority are all areas in which Te Papa continues to make a significant positive impact.

Government priority outcome	"Value who we are as a country"		
Arts, Culture and Heritage sector priorities	<p>All New Zealanders can access and participate in cultural experiences</p> <ul style="list-style-type: none"> • Expanding reach into diverse communities • Providing more opportunities for children and youth, and especially those from lower socio-economic backgrounds 	<p>The cultural sector is supported and growing sustainably</p> <ul style="list-style-type: none"> • Maximising contribution to economic growth • Supporting career sustainability 	<p>New Zealanders share a distinct and inclusive identity and value our history and traditions</p> <ul style="list-style-type: none"> • Contributing toward achieving the Government's goals to revitalise Māori language as set out in the Maihi Karauna • Working with the Ministry for Culture and Heritage to participate in nationally significant commemorations
How Te Papa's work contributes to sector priorities	<p>Reach</p> <p>Te Papa is an important provider of cultural experiences, and opportunities for visitors to access and engage with taonga are maximised through a mix of digital and physical access points, including Collections Online, touring exhibitions and loans to regional museums and galleries.</p> <p>Children and youth</p> <p>A significant component of learning hours are focused on delivery of Raranga Matihiko </p>	<p>Economic growth</p> <p>Contribution to economic growth is demonstrated by Te Papa's popularity as a tourist destination and commercial venue.</p> <p>Sector support</p> <p>Te Papa provides support to the sector by sharing collections, providing workshops, professional development and expert knowledge exchange opportunities to museums and galleries, and operating in accordance with the principle of</p>	<p>Identity</p> <p>All of Te Papa's activity draws from the national collections – the taonga that embody New Zealand's identity from our many cultures, art, natural environment and history – from exhibition development and experiences, education and research programmes. Te Papa is Our Place, accessible to everyone and a place for self-reflection and community engagement, reflected in Te Papa's marae Te Hono ki Hawaiki – a marae ātea and place for all people to stand.</p> <p>Maihi Karauna and commemorations</p> <p>In 2019/20, Te Papa will develop a plan for</p>

	<p>Weaving Digital Futures – Te Papa’s learning programme focused on providing digital learning opportunities to learners from low decile schools and kura.</p>	<p>mana taonga, partnering with iwi in collection care and storytelling.</p>	<p>contributing to the Maihi Karauna and contribute to Tuia 250 commemorations.</p>
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Part 2: Te Papa's non-financial performance measures and targets 2019/20

Commitment to cultural wellbeing | Whakarauora

Access to culture is critical to individual and community health and well-being. One of the overriding purposes of the museum is to connect people with their culture, having regard to the ethnic and cultural diversity of the people of New Zealand and ensuring the museum is a source of pride for all New Zealanders. One of the ways this is expressed in practice is through the concept of mana taonga.

Te Papa's ongoing commitment to mana taonga will be realised through continuing engagement with iwi and communities in respect of care for taonga.

Performance expectations

Cultural wellbeing | Whakarauora is nurtured through:

- provision of tours and learning programmes in te reo Māori
- staff participation in te reo and tikanga learning experiences
- community input and engagement sought through outreach activity, development of exhibitions and experiences, research activity and care of collections
- facilitation of iwi and community access to taonga and knowledge
- te reo visible across the museum
- involving communities in curatorial practice and collecting, by acting with their informed consent and endorsement
- co-collecting initiatives, such as the Pacific co-collecting project initiated in 2017
- assisting iwi claimant groups to realise cultural redress provisions of Treaty settlements

How will we know?

- Visitors tell us about the positive impact participation in exhibitions, experiences and programmes have had on them
- Exhibitions and programmes seek opportunities for co-curation and participatory knowledge development
- Iwi and communities have access to taonga for loan and through back of house visits
- Iwi and communities are consulted and informed consent and endorsement is sought when developing proposals for collecting taonga
- Exhibition labels and resources include te reo Māori
- Collection items are acquired in accordance with Te Papa's Collection Policy and guided by co-collecting projects
- Community capability enhanced through outreach activity, including through shared work plans with iwi, workshops and knowledge exchange

Te Papa's performance will be reported quarterly and in the Annual Report for 2019/20.

<i>Measure</i>	<i>2017/18 Actual</i>	<i>2018/19 Target</i>	<i>2019/20 Target</i>	<i>Alignment with external performance expectations</i>	<i>Alignment with Te Papa strategic priorities or core business</i>
Plan developed and implemented for Te Papa to contribute to the Maihi Karauna	New measure	New measure	By 30 June 2020	Living Standards Framework – social capital (p. 6) Arts, Culture and Heritage sector priorities – sharing a distinct and inclusive identity and valuing our history and traditions (p. 7)	Core business

Acknowledging the centrality of the national collections to Te Papa’s work, and to New Zealand’s identity, an ongoing core focus for performance measurement is the acquisition, care and management of collections, as well as the reach of collection items through exhibitions, experiences, digital platforms, research and learning. We continue to work in partnership with museums, galleries and iwi to support and grow capability within the cultural sector.

Collection care and management performance measures

In 2018, Te Papa developed *Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa | Collection Care and Practice Framework 2018-2023*. The framework defines our approach to and expectations of collection care across all five disciplines: Art, History, Pacific Cultures, Natural History and Mātauranga Māori. In 2019/20 the framework will be implemented and monitored to ensure we continue to manage our collections responsibly, sustainably, and with a focus on the future, while meeting our statutory obligations.

<i>Measure</i>	<i>2017/18 Actual</i>	<i>2018/19 Target</i>	<i>2019/20 Target</i>	<i>Alignment with external performance expectations</i>	<i>Alignment with Te Papa strategic priorities or core business</i>
Collections are developed in accordance with policy and strategy	100%	100%	100%	Living Standards Framework – financial/physical capital (p. 6)	Core business
Collections preserved by minimal cases of irreparable damage occurring as a result of public access and handling by staff	New measure	< 4	< 4		
Implement and monitor <i>Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa Collection Care and Practice Framework 2018-2023</i>	New measure	New measure	Ongoing; review by 30 June 2020	Arts, Culture and Heritage sector priorities – sharing a distinct and inclusive identity and valuing our history and traditions (p. 7)	

Reach of exhibitions, experiences, content and collections

<i>Measure</i>	<i>2017/18 Actual</i>	<i>2018/19 Target</i>	<i>2019/20 Target</i>	<i>Alignment with external performance expectations</i>	<i>Alignment with Te Papa strategic priorities or core business</i>
The number of visits to Te Papa	1.52 million	1.45 million	1.46 million	Living Standards Framework – natural, human and social capital (p. 6) Arts, Culture and Heritage sector priorities – all New Zealanders can access and participate in cultural experiences; the cultural sector is supported and growing sustainably (p. 7)	Digital Iwi engagement Exhibition renewal Business growth
The number of visits to Te Papa’s websites	3.1 million	2.8 million	3.1 million		
Reach and impressions through social media platforms	New measure	540,000	1.1 million		
The number of visits to collections not on exhibition	468	300	350		
The number of visitors attending guided tours	New measure	20,000	21,000		
The number of New Zealand regions where Te Papa’s collections are shared through touring and loans	11	10	10		
The number of collection items that are accessible to the public ¹	821,215	840,000	855,000		
The percentage of adult visitors surveyed reporting a satisfaction rating of “satisfied” to “extremely satisfied” for overall museum experience during their visit	96.9%	95%	95%		
Implement and evaluate an audience impact model and reporting framework ²	New measure	New measure	By 30 June 2020		

¹ The total size of collections cared for by Te Papa is approximately 2.2 million, not all of which are intended for display. The collection includes approximately 1.1 million natural history specimens, which are used primarily for research, 700,000 stamps used primarily for reference, and 200,000 film negatives in the photography collection, which are used primarily for their images.

² Te Papa’s Audience Impact Model provides a qualitative performance lens to allow better understanding of how the exhibitions and experiences on offer have impacted visitors – from basic learning through to personalised learning and inspiration to take action, and through to community and national impact.

Sector support

<i>Measure</i>	<i>2017/18 Actual</i>	<i>2018/19 Target</i>	<i>2019/20 Target</i>	<i>Alignment with external performance expectations</i>	<i>Alignment with Te Papa strategic priorities or core business</i>
The number of iwi organisations supported by Te Papa	46	40	40	Living Standards Framework – human and social capital (p. 6) Arts, Culture and Heritage sector priorities – the cultural sector is supported and growing sustainably (p. 7)	Iwi engagement Core business
The number of museums, galleries and cultural organisations supported by Te Papa	240	235	250		
The number of partnerships and workshops with museums and galleries including iwi	52	50	50		
The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	90%	90%	90%		
The number of international institutions from which repatriations are completed	3	2	2		

Education and research

<i>Measure</i>	<i>2017/18 Actual</i>	<i>2018/19 Target</i>	<i>2019/20 Target</i>	<i>Alignment with external performance expectations</i>	<i>Alignment with Te Papa strategic priorities or core business</i>
Total learning hours delivered ³	New measure	New measure	100,000	Living Standards Framework – natural and human capital (p. 6) Arts, Culture and Heritage sector priorities – the cultural sector is supported and growing sustainably; sharing a distinct and inclusive identity and valuing our history and traditions (p. 7)	Digital Core business
The number of unique page views (UPV) for engagement with digital learning products ⁴	New measure	New measure	50,000		
The number of peer reviewed research outputs and conference presentations	New measure	75	75		
The number of science research collaborations	New measure	New measure	12		
The amount of funding secured for research through external grants	New measure	New measure	\$350,000		

³ This replaces the previous measure ‘total reach of learning programmes and products’ to provide better visibility of the split between delivery of face to face learning and access to digital resources. Learning programmes are moving towards longer more in-depth experiences to better support teacher and learner outcomes. Capturing learning hours rather than individual learners better reflects our efforts to increase depth and quality of our programmes. In 2019/20, 45,000 learning hours will be part of Raranga Matihiko | Weaving Digital Futures, working with 175 classes and kura from school deciles 1-3. This programme delivers innovative digital technologies to those with limited digital learning opportunities. More information is on Te Papa’s website: <https://www.tepapa.govt.nz/learn/for-educators/raranga-matihiko-weaving-digital-futures>

⁴ Previously we combined number of students and the number of page views, which was our ‘total reach of learning programmes and products’. This measure focuses on access to digital resources for learners.

Operations and infrastructure

<i>Measure</i>	<i>2017/18 Actual</i>	<i>2018/19 Target</i>	<i>2019/20 Target</i>	<i>Alignment with external performance expectations</i>	<i>Alignment with Te Papa strategic priorities or core business</i>
Total carbon emissions by sources: electricity, gas, waste and water	New measure	8% reduction	5% reduction	Living Standards Framework - natural and financial/physical capital (p. 6)	Exhibition renewal Business growth Core business

Part 3: How Te Papa is funded

Te Papa is funded from both Crown and non-Crown sources.

Crown Funding

Te Papa is funded through *Vote: Arts, Culture and Heritage* under the *Museum Services* output class. Te Papa's monitoring department is the Ministry for Culture and Heritage.

Te Papa is funded for controlling and maintaining New Zealand's national museum, developing collections and making those collections accessible, caring for the collections, creating exhibitions, conducting research into matters relating to collections, providing education and information services, and providing national services in partnership with other museums.

In 2019/20 Te Papa will earn:

- \$42.074m for the provision of national museum and associated services; and
- \$3.0m of capital expenditure for the acquisition of collection items;

Ongoing investment is required to maintain Te Papa's buildings and exhibitions to continue to provide a compelling visitor experience and protect the collections. This has been recognised by an increase to operational funding of \$12.5m this year.

The primary services (outputs) Te Papa provides are exhibitions, events, research, and learning programmes. People all over New Zealand and the world can enjoy and benefit from these services, whether they are at Te Papa in Wellington, visiting a touring exhibition in a regional or international centre, or tapping into online resources.

A \$3m Government Capital Grant for collection development is provided by Government each year. Te Papa uses this grant, in addition to a number of special purpose funds, to collect items that have, or might grow to have, iconic value for New Zealand and which document, illustrate and explore the natural and cultural heritage of New Zealand and those parts of the world that have contributed to our identity.

Te Papa does not propose to supply any class of outputs in the financial year that is not a reportable class of outputs.

Non Crown Revenue

Te Papa earns 41% of its total revenue from non-Crown sources.

- \$20.4m from Commercial
- \$5.5m from Exhibition revenue, Investments & Other
- \$3.1m from Sponsorship

As Te Papa continues its intensive period of renewal, it is imperative that our commercial revenue streams continue to grow to support this development. By doing this, Te Papa will be able to invest in more activities to help deliver towards our strategic priorities.

Our largest non-Crown revenue category is commercial, which includes corporate functions, food and retail outlets, car parking and tours at the museum, along with national and international touring products.

The hospitality and retail operations generate a significant proportion of Te Papa's revenue, contributing 25% of total revenue. Their success are integral to our continued financial sustainability.

We are also looking to diversify our revenue streams by entering into collaborative relationships and partnerships to explore further fundraising opportunities.

Part 4: Prospective financial statements

The Museum of New Zealand Te Papa Tongarewa
Prospective Statement of Comprehensive Revenue and Expenses
for the years ended 30 June

	Consolidated Actual 2018 \$000's	Consolidated Budget 2019 \$000's	Consolidated Budget 2020 \$000's	Museum Budget 2020 \$000's
Revenue				
Crown funding	29,574	29,574	42,074	42,074
Investment income	840	864	228	228
Commercial revenue	18,314	18,438	20,385	20,385
Sponsorship revenue	5,027	6,178	3,100	3,100
Other exhibition revenue	2,302	2,363	1,577	1,577
Other revenue	5,579	4,632	3,777	3,677
Total revenue	61,636	62,049	71,141	71,041
Cost of Commercial Goods Sold	6,021	5,924	6,362	6,362
Gross margin	55,615	56,125	64,779	64,679
Expenses				
Salaries and wages	30,879	28,129	33,430	33,430
Building operating expenses	6,595	7,914	7,099	7,099
Exhibition operating expenses	2,434	3,029	4,176	4,176
Advertising and general office expenses	2,536	3,584	1,929	1,929
Consultant expenses	2,068	1,670	350	350
Training and Travel expenses	1,309	1,530	1,717	1,717
IT Maintenance and support expenses	2,409	3,378	2,810	2,810
Other expenses	1,087	1,270	1,215	1,215
Total expenses	49,317	50,504	52,726	52,726
Earnings before depreciation and amortisation	6,298	5,621	12,053	11,953
Depreciation and amortisation	16,539	15,739	18,000	18,000
Net deficit	(10,241)	(10,118)	(5,947)	(6,047)
Loss on collection revaluation	(5,227)	-	-	-
Financial assets at fair value	(146)	-	-	-
Total other comprehensive revenue and expenses	(5,373)	-	-	-
Total comprehensive revenue and expenses	(15,614)	(10,118)	(5,947)	(6,047)

The Museum of New Zealand Te Papa Tongarewa
Prospective Statement of Changes in Equity
for the years ended 30 June

	Consolidated Actual 2018 \$000's	Consolidated Budget 2019 \$000's	Consolidated Budget 2020 \$000's	Museum Budget 2020 \$000's
Balance at 1 July	1,402,194	1,407,831	1,403,398	1,400,913
Total comprehensive revenue and expense for the year	(15,614)	(10,118)	(5,947)	(6,047)
Reserve movements on impairment/disposals	(283)	-	-	-
Other reserve movements	(380)	-	-	-
Capital contribution	13,000	13,000	3,000	3,000
Balance at 30 June	1,398,917	1,410,713	1,400,451	1,397,866

The Museum of New Zealand Te Papa Tongarewa
Prospective Statement of Financial Position
as at 30 June

	Consolidated Actual 2018 \$000's	Consolidated Budget 2019 \$000's	Consolidated Budget 2020 \$000's	Museum Budget 2020 \$000's
Assets				
Current assets				
Cash and cash equivalents	919	752	3,344	2,767
Debtors and other receivables	2,906	3,300	2,241	2,241
Investments	400	-	-	-
Prepayments	681	1,038	841	841
Inventories	1,160	1,235	1,460	1,460
Publications WIP	155	77	49	49
Total current assets	6,221	6,402	7,935	7,358
Non-current assets				
Investments	15,365	13,972	10,527	8,813
Property, plant and equipment	436,586	441,694	432,268	432,268
Collections	946,821	955,602	955,136	954,842
Intangible assets	5,090	2,194	3,938	3,938
Total non-current assets	1,403,862	1,413,462	1,401,869	1,399,861
Total Assets	1,410,083	1,419,864	1,409,804	1,407,219
Liabilities				
Current liabilities				
Creditors and other payables	3,227	3,120	3,369	3,369
Provisions	860	-	-	-
Revenue in advance	4,247	2,732	2,655	2,655
Employee entitlements	2,726	3,144	3,223	3,223
Total current liabilities	11,060	8,996	9,247	9,247
Non-current liabilities				
Employee entitlements	106	155	106	106
Total non-current liabilities	106	155	106	106
Total liabilities	11,166	9,151	9,353	9,353
Net assets	1,398,917	1,410,713	1,400,451	1,397,866
Equity				
General funds	506,898	519,898	522,898	522,898
Other reserves	892,019	890,815	877,553	874,968
Total Equity	1,398,917	1,410,713	1,400,451	1,397,866

The Museum of New Zealand Te Papa Tongarewa
Prospective Statement of Cash Flows
for the year ended 30 June

	Consolidated Actual 2018 \$000's	Consolidated Budget 2019 \$000's	Consolidated Budget 2020 \$000's	Museum Budget 2020 \$000's
Cash flows from operating activities				
Receipts from crown revenue	29,574	29,574	42,074	42,074
Interest received	82	75	78	78
Receipts from other revenue	29,789	30,781	28,589	28,489
Payments to suppliers	(24,306)	(27,594)	(25,658)	(25,658)
Payments to employees	(30,486)	(30,670)	(33,630)	(33,630)
Goods and services tax (net)	(37)	-	-	-
Net cash from operating activities	<u>4,616</u>	<u>2,166</u>	<u>11,453</u>	<u>11,353</u>
Cash flows from investing activities				
Purchase of property, plant and equipment	(17,147)	(13,713)	(9,568)	(9,568)
Purchase of intangibles	(1,396)	(898)	(250)	(250)
Purchase of collections	(3,661)	(3,000)	(3,000)	(3,000)
Movements in investments	3,576	2,000	-	-
Net cash from investing activities	<u>(18,628)</u>	<u>(15,611)</u>	<u>(12,818)</u>	<u>(12,818)</u>
Cash flows from financing activities				
Capital contribution from Crown	13,000	13,000	3,000	3,000
Net cash from financing activities	<u>13,000</u>	<u>13,000</u>	<u>3,000</u>	<u>3,000</u>
Net increase in cash and cash equivalents	<u>(1,012)</u>	<u>(445)</u>	<u>1,635</u>	<u>1,535</u>
Cash and cash equivalents at the beginning of the year	1,931	1,197	1,709	1,232
Cash and cash equivalents at the end of the year	<u>919</u>	<u>752</u>	<u>3,344</u>	<u>2,767</u>

Statement of Accounting Policies

The prospective financial statements have been prepared on the basis of the significant accounting policies, which are expected to be used in the future for reporting historical financial statements. The significant accounting policies used in the preparation of these forecast financial statements are summarised below.

Reporting entity

The Group consists of The Museum of New Zealand Te Papa Tongarewa (Te Papa), The Te Papa Foundation (the Foundation), Mahuki Tahī Limited and Mahuki Limited. Te Papa's ultimate parent is the New Zealand Crown. Mahuki Tahī Ltd and Mahuki Ltd are Crown subsidiary companies wholly owned by Te Papa. Te Papa and its subsidiary companies comprise the "Museum" entity in this report. The Foundation is a Charitable Trust, which is required to be consolidated with the Museum entity for financial reporting purposes only. The Foundation and the Museum are operated independently.

Te Papa is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled and operates in New Zealand. The relevant legislation governing Te Papa's operations includes the Crown Entities Act 2004 and the Museum of New Zealand Te Papa Tongarewa Act 1992.

The Museum of New Zealand Te Papa Tongarewa Act 1992 sets out the principal functions of Te Papa's Board. These functions include controlling and maintaining a museum, developing collections and making those collections accessible, caring for the collections, creating exhibitions, conducting research into matters relating to the collections, providing education and information services and providing national services in partnership with other museums.

In performing these functions, Te Papa must have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand's cultural life and the fabric of New Zealand society. Te Papa must also endeavour to ensure that the Museum is a source of pride for all New Zealanders.

Te Papa's mission states that "the Museum of New Zealand Te Papa Tongarewa is a forum for the nation to present, explore, and preserve the heritage of its cultures and knowledge of the natural environment in order to better understand and treasure the past, enrich the present, and meet the challenges of the future."

Te Papa seeks to achieve successful financial outcomes and does this by offering experiences and products that contribute to the sustainability of the Museum, but Te Papa does not operate to make a financial return.

Accordingly, Te Papa has designated itself as a public benefit entity (PBE) for financial reporting purposes.

These prospective financial statements are for the Museum of New Zealand Te Papa Tongarewa. They are for the year ending 30 June 2020 and were approved by the Board on 13 June 2019.

Basis of preparation

These prospective financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

These prospective financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004, for the purpose of providing information on Te Papa’s operating intentions and financial position, against which it must report and be formally audited at the end of the financial year. This includes the requirement to comply with New Zealand generally accepted accounting practice (“NZ GAAP”).

The information in these prospective financial statements may not be appropriate for purposes other than those described.

These prospective financial statements have been prepared in accordance with PBE-FRS 42: Prospective Financial Statements. These forecast financial statements comply with Public Sector PBE accounting standards. The forecast financial statements have been prepared in accordance with Tier 1 PBE accounting standards.

Te Papa does not intend to update the prospective financial statements subsequent to the publication of these statements.

Presentation currency and rounding

These prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Critical accounting estimates and assumptions

In preparing these prospective financial statements, Te Papa has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The most significant of these are outlined below:

Revenue – Crown	Funding from Crown is as per the current funding agreement.
Revenue - Commercial	Forecast revenue is based on estimated fee paying functions held in the museum which is consistent with prior years.
Personnel costs	The forecast takes into account current establishment levels and incorporates expected personnel changes over the 12 month period.
Building operating costs	Forecasted costs reflect the expected costs taking into consideration current and expected incremental costs to maintain the museum and the storage facility to ensure that the collection items are housed under the appropriate environmental conditions and that museum visitation is enjoyed in a comfortable and safe environment.
Depreciation	The depreciation charge for the period is based on the current asset base and additions capitalised during the year without any significant changes in useful lives of assets. The depreciation charge shows an increasing trend as fully depreciated exhibition assets are replaced with depreciable exhibition assets and as the museums increases it’s footprint in digital assets. Building assets are revalued on a three year cycle, the last three cycles have resulted in a significant increase in the value of these assets and hence the corresponding depreciation charge.

Asset revaluations – Building assets and the collections	Te Papa assets are revalued on a three year cycle by independent valuers. The assets are stated at their most recent valuation plus additions since the valuation. The latest valuation dates are: <ul style="list-style-type: none"> • June 2019 – Matarauanga Maori, Pacific & International • June 2018 – Art and Philatelic • June 2017 – Building assets, Library, History, Natural History and Photography
Financial assets	Consists of a low risk investment portfolio managed by a reputable and professional investment fund management organisation.
Capital	Te Papa is undertaking a programme of capital spending aimed at replacing existing exhibitions and core building infrastructure assets. This capital spend is funded from internally generated surpluses.

Standards issued and not yet effective

In January 2017, the External Reporting Board issued 2016 Omnibus amendments to PBE standards, pursuant to section 12(a) of the Financial Reporting Act 2013. The amendments apply to PBE's with reporting periods beginning on or after 1 January 2017. Te Papa has applied these amendments in preparing these prospective financial statements so there are no standards issued and not yet effective.

Significant accounting policies

Consolidation of the Foundation

The Group financial statements include the Te Papa Foundation as a controlled entity. The foundation is a controlled entity under PBE IPSAS 35 for financial reporting purposes but is an independent charitable trust, with the majority of the trustees independent of Te Papa.

Basis of consolidation

The consolidated financial statements are prepared by combining the financial statements of all the entities that comprise the group, being Te Papa and its controlled entities. Consistent accounting policies are employed in the preparation and presentation of the consolidated financial statements.

In preparing the consolidated financial statements all material intercompany balances and transactions, and unrealised profits arising within the group are eliminated in full.

The subsidiary companies have the same reporting period as Te Papa.

Revenue

The specific accounting policies for significant revenue items are explained below:

Funding from the Crown

Te Papa is partially funded by the Crown. This funding is restricted in its uses for the purpose of Te Papa meeting the objectives specified in the *Statement of Intent*.

Te Papa considers there are no conditions attached to the funding and it is recognised as revenue at the point of entitlement.

Other grants received

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an

obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Te Papa must exercise judgement when recognising grant revenue to determine if the conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract.

Donated assets

Where a physical asset is gifted to or acquired by Te Papa for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue.

Provision of goods and services

Revenue from the supply of goods and services is measured at the fair value of the consideration received. Revenue from the supply of goods is recognised when the significant risks and rewards of ownership have been transferred to the buyer. Services provided to third parties on commercial terms are recognised as revenue in proportion to the stage of completion at balance date.

Interest revenue

Interest revenue is recognised by accruing, on a time proportion basis, the interest due for the investment.

Sponsorship in kind

Sponsorship in kind is where an asset or service is provided by a third party in exchange for branding association or other non-cash benefits provided by Te Papa. This occurs through open market negotiations, and the fair market value of the asset/service provided is recognised as revenue to Te Papa, with an equal value recognised as the expense incurred in providing the associated benefits.

Foreign currency transactions

Foreign currency transactions (including those subject to forward exchange contracts) are translated into NZ dollars (the functional currency) using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with domestic banks and other short-term, highly liquid investments, with original maturities of three months or less and which are subject to an insignificant risk in changes in value.

Derivative financial instruments

In accordance with its foreign exchange management policy, Te Papa does not hold or issue derivative financial instruments for trading purposes. Te Papa has not adopted hedge accounting.

Leases - Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the statement of comprehensive revenue and expenses as a reduction of rental expense over the lease term.

Investments

Investments in bank deposits are initially measured at the amount invested.

After initial recognition, investments in bank deposits are measured at amortised cost using the effective interest method.

Funds under management are initially measured at the amount invested. They are subsequently measured at fair value and any gains or losses are recognised in other comprehensive revenue and expenses. Interest is subsequently accrued and added to the investment balance.

Property, plant and equipment

Property, plant and equipment consists of the following asset classes: land, non-residential buildings, land improvements, furniture and fittings, plant and equipment, motor vehicles, computer hardware and exhibitions.

Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation and impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Revaluations

Land and buildings are revalued with sufficient regularity to ensure that the carrying amount does not differ materially from fair value and at least every 3 years.

Land and building revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to an asset revaluation reserve in equity.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from fair value. If there is evidence supporting a material difference, then the off-cycle asset classes are revalued.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Te Papa and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Property, plant, and equipment is initially recognised at cost. Where an asset is acquired through a non-exchange transaction, it is recognised at fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset and are reported net in the statement of comprehensive revenue and expenses. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to general funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Te Papa and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the statement of comprehensive revenue and expenses as they are incurred.

Depreciation

Depreciation is accounted for on a straight-line basis on all property, plant and equipment other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their remaining useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

• Non-residential buildings (including components)	5 to 150 years (0.67% to 20%)
• Land improvements	5 to 50 years (2% to 20%)
• Furniture and fittings	3 to 30 years (3.33% to 33%)
• Plant and equipment	3 to 25 years (4% to 33%)
• Computer hardware	3 to 10 years (10% to 33%)
• Exhibitions	1.5 to 15 years (6.67% to 66%)
• Motor vehicles	5 to 10 years (10% to 20%)

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Impairment of property, plant and equipment

Property, plant and equipment that has a finite useful life is reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the statement of comprehensive revenue and expense.

The reversal of an impairment loss is recognised in the statement of comprehensive revenue and expenses.

Where an impairment loss is recognised against an asset that has previously been revalued, the loss will be recognised first against the revaluation reserve with any excess being recognised in comprehensive revenue and expenses.

Intangible assets

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use by Te Papa are recognised as an intangible asset. Direct costs include the software development and employee costs.

Staff training, costs associated with maintaining computer software and costs associated with the maintenance of Te Papa's website are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised through the statement of comprehensive revenue and expenses.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

- Acquired computer software 2-10 years (10% to 50%)

Impairment of intangible assets

Refer to the policy for impairment of property, plant and equipment. The same approach applies to the impairment of intangible assets.

Collections

Te Papa's collections are recorded at cost or valuation, with the exception of the Natural Environment collections, which are shown at replacement cost. Collection valuations are programmed annually to ensure that each class of collections is valued once every three years. Acquisitions to collections between revaluations are recorded at cost.

The net revaluation results are credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expenses but is recognised in the surplus or deficit. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised through the statement of comprehensive revenue and expenses will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expenses.

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.

Payables

Short-term payables are recorded at their face value.

Provisions

Te Papa recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in "finance costs".

Revenue received in advance

Te Papa receives grants from organisations for specific research projects and specific exhibitions. Under PBE IPSAS funds are recognised as revenue when the conditions of the contracts have been met. A liability reflects funds that are subject to conditions that, if unfulfilled, are repayable until the condition is fulfilled.

Te Papa also receives operational revenue in advance. This is included as a liability in the statement of financial position.

Employee entitlements

Short-term employee entitlements

Employee entitlements that Te Papa expects to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned, but not yet taken at balance date, and sick leave.

Te Papa recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent Te Papa anticipates it will be used by staff to cover those future absences. A liability and expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis.

The calculations are based on:

- Likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlement information; and
- The present value of the estimated future cash flows.

Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Superannuation schemes - Defined contribution schemes

Employer contributions to Kiwi Saver and the Government Superannuation Fund (GSF) are accounted for as defined contribution superannuation schemes and are recognised as an expense in the statement of comprehensive revenue and expenses as incurred.

Goods and services tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables which are presented on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to the investing or financing activities, is classified as net operating cash flow in the statement of cash flows.

Income tax

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.

Equity

Equity is measured as the difference between total assets and liabilities. Equity is disaggregated and classified into the following components:

- contributed capital;
- restricted reserves;
- property, plant and equipment revaluation reserve;
- collection revaluation reserve
- financial assets at fair value reserve; and
- accumulated losses.

Restricted reserves

Te Papa receives bequests and donations from private individuals for collection acquisitions and organisations for scientific research projects. Where they are discretionary, they are recognised as revenue once received.

Where the funds are subject to restrictions on use, such funds are identified as restricted reserves.

Property, plant and equipment revaluation reserve

The result of revaluations are credited or debited to an asset revaluation reserve for each class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the statement of comprehensive revenue and expenses. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the statement of comprehensive revenue and expenses is recognised first in the statement of comprehensive revenue and expenses up to the amount previously expensed, and then credited to the revaluation reserve for the class of asset.

Collections revaluation reserve

The result of revaluations are credited or debited to an asset revaluation reserve for collections. Where this results in a debit balance in the collections revaluation reserve, this balance is expensed in the statement of comprehensive revenue and expenses. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the statement of comprehensive revenue and expenses is recognised first in the statement of comprehensive revenue and expenses up to the amount previously expensed, and then credited to the collections revaluation reserve.

Financial assets at fair value through other comprehensive revenue and expense reserve

This reserve comprises the cumulative net change of financial assets classified as fair value through other comprehensive revenue and expense. Currently this comprises funds under management with Milford Asset Management Group.

Financial Instruments

In January 2017 the External Reporting Board issued PBE IFRS 9 Financial Instruments. This replaces PBE IPSAS 29 Financial Instruments: Recognition and Measurement. PBE IFRS 9 is effective for annual reporting periods beginning on or after 1 January 2021, with earlier application permitted. The main changes under the standard are:

- New financial asset classification requirements for determining whether an asset is measured at fair value or amortised cost.
- A new impairment model for financial assets based on expected losses, which may result in early recognition of impairment losses.
- Revised hedge accounting requirements to better reflect the management of risks.

Te Papa has adopted the application of this new standard for the 2018/19 financial year. For financial asset classification there is no change and Te Papa will continue to measure financial assets at fair value. As such, there is no need to restate prior year comparators for this adoption. For impairment of financial assets (receivables), Te Papa has applied the Treasury recommended age categories to determine the impairment of our trade receivables balances. For those instruments recognised at fair value in the statement of financial position, fair values are determined according to the following hierarchy:

- Quoted market price (level 1) – Financial instruments with quoted prices for identical instruments in active markets.
- Valuation technique using observable inputs (level 2) – Financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.
- Valuation techniques with significant non-observable inputs (level 3) – Financial instruments valued using models where one or more significant inputs are not observable.

Glossary

Hiranga Excellence. Te Papa aspires to be first-class, professional, innovative, groundbreaking, relevant, engaging, and commercially successful.

Iwi An iwi is a Māori tribe descended from a common named ancestor or ancestors, and is usually comprised of a number of hapū.

Kaitiaki Guardian or custodian. One who looks after something of value.

Kaitiakitanga To care for, look after, guard and protect. This encompasses wise management, spiritual and cultural care and protection. Te Papa acknowledges that it holds collections in trust for the people of Aotearoa New Zealand and the responsibility to protect and care for them for present and future generations. Te Papa acknowledges and respects the whakapapa (genealogical) relationships between taonga and their communities and the knowledge that arises from them.

Learning One of Te Papa's three philosophies. People learn in different ways, and Te Papa provides a range of experiences to meet visitors' different learning needs and styles. For staff, Te Papa will provide a supportive learning environment. The ability of staff to meet visitor needs will be developed through an appreciation of differences and openness to new ideas and providing time for reflection on events, outcomes, practices, and processes.

Mana Authority, power and prestige. Mana refers to an extraordinary power, essence or presence that may be inherited through genealogical connections, or acquired through actions. Te Papa should show leadership and act with integrity at all times.

Manaakitanga Manaakitanga is looking after and caring for others including their physical, psychological and mental well-being. Te Papa recognises that manaakitanga is an important value and whether they are hosts or guests will show our respect in every possible way.

Mana taonga One of Te Papa's three philosophies, Mana taonga recognises that taonga, which includes objects, narratives, languages, as well as all forms of cultural expression have mana; that taonga have whakapapa relationships with their source communities, as well as connections to the environment, people and places. Mana taonga recognises the authority derived from these relationships and the innate spiritual values associated with them. Respecting and expressing knowledge, worldviews and learning systems including matauranga Māori - the views, explanations and perspectives of the nature of the world, as known and informed by Māori, is an important dimension of mana taonga. The principle is an empowering one that enables Te Papa to acknowledge the richness of cultural diversity and to design and disseminate models of cooperation, collaboration and co-creation that shares authority and control with iwi and communities, whilst recognising, embracing and representing the changing demographics of Aotearoa New Zealand.

Mātauranga Māori is a dynamic and evolving system of knowledge used by Tangata Whenua to explain, interpret and understand the world in which they live. It is framed by whakapapa (genealogy) and whanaungatanga (relationships) between all things and is evidenced through kōrero-ā-whānau, āhapū, ā-iwi (narratives and history of whānau, hapū and iwi), karakia (prayer/incantation), waiata (songs) and knowledge arising from interaction with Te Ao Tū Tonu (the universe) and Te Ao Tūroa (the natural environment/world). Te Papa works closely with Māori to share knowledge and experiences.

Museology Best practice in museum development and implementation. Te Papa's unique and world-leading museology recognises the role of communities in enhancing the care and

understanding of the collections and taonga, which in turn drives our approach and access to research. Collections are seen as part of living cultures that provide a gateway to understanding how other people live and uniquely view their world. Te Papa works in collaboration with communities and individuals to deliver exhibitions and experiences that are current, meaningful and relevant nationally and globally. Museology is one of Te Papa's three philosophies.

Tangata whenua The indigenous or first people of the land. Māori are regarded as the tangata whenua of Aotearoa, New Zealand.

Taonga Treasure or property that holds value. Taonga embraces any cultural items of significance or value and can include a diverse range of material, from the most highly prized tribal taonga - such as ancestral carvings, personal ornaments, garments, and weaponry - to 'worked' material such as fragments of flaked stone from archaeological excavations, bird bone, mammal bones, and shell. Language, waiata (songs) and karakia (incantations, prayers) are also regarded as important taonga.

Whānau Family or extended family.

Whanaungatanga Relationships. Whanaungatanga embraces whakapapa (genealogy) and focuses on relationships, and support people give to each other. Te Papa works collaboratively with colleagues and communities, internally and externally, respecting and honouring others' mana (integrity), expertise and perspectives.



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