

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

# Te Pūrongo ā Tau | Annual Report 2023/24



In accordance with section 150 of the Crown Entities Act 2004, this annual report of the Museum of New Zealand Te Papa Tongarewa for 2023/24 is presented to the House of Representatives.

## Photo credits

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MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

# Te Pūrongo ā Tau | Annual Report 2023/24

TE PAPA  
OUR PLACE







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## Where to find information about Budget significant initiatives

Te Papa received funding for a range of new policy initiatives in Budget 2021 and Budget 2022. Information can be found about those deemed to be significant in the following sections of the Report.

Name of initiative	Budget year funded	Location of performance information
Delivery of a Business Case for the Replacement of Te Papa’s Spirit Collection Area	2021	23 and 29
Te Papa Tongarewa – Replacement Facility for Spirit Collection Area	2022	

In Budget 2021, Te Papa received funding to deliver COVID-19 related programmes, including administration of the Museum Hardship Fund and initiatives supporting the Mātauranga Māori Te Awe Kōtuku fund. These programmes concluded before the beginning of the financial year. Reporting on delivery of this work can be found in the Annual Reports for 2021/22 and 2022/23.





# He Kupu Whakataki nā te Manukura | Chair's Foreword

This year has seen great activity and forward movement for Te Papa. After 25 years, we continue to address strategic and organisational issues to better position us to serve our nation, based on our commitment to Te Tiriti as the foundation for presenting our many cultures.

Although visitation to the museum is still not at pre-COVID levels, it continues to increase and Te Papa remains New Zealand's most popular international tourism destination. We work hard to ensure that both New Zealanders and offshore tourists are aware of the huge variety of experiences available at Te Papa, reflecting our culturally and ethnically diverse population and telling our stories in an accessible way.

We are keen to ensure high impact in all delivery areas, which are broad and deep. Te Papa is more than just the museum building in Cable Street, Wellington - we have statutory obligations and long-established programmes in many areas.

Science is a key part of our work. Our huge collections of Aotearoa's flora and fauna are key foundations for domestic and international research, with our science staff actively involved in studies (often in collaboration with other establishments) to advance understanding of the natural world. With climate change impacts now evident, this work is increasingly critical.

Another important responsibility is advising galleries and museums around the country, many small and under resourced. We have a dedicated "national services" team whose only role is to work with regional institutions, sharing know-how and technical expertise, though other staff also frequently collaborate with others in our sector.

Our extensive art collection is also constantly "on the move", shared with other galleries since we are clearly unable to display much of it ourselves at any one time.

Te Papa's education outreach is recognised by educators and parents and is constantly being enhanced with our move to a greater degree of digitization. In the year under review almost 16,000 children formally visited our building to learn, but we know that thousands more access resources online.

One of our most important roles is leading the repatriation of ancestral remains - and (more recently) taonga - from international collections. This again provided highlights for our year, enhanced by more recent work leading return of ancestral remains held in domestic institutions.

With a huge range of deliverables both back of house and for visitors, we also must ensure our building is safe. Aging infrastructure means this has been increasingly difficult in recent years.

Successive boards have grappled with the fact that Te Papa is not funded for depreciation, so the cost of infrastructure replacement comes out of money that should be used for exhibition renewal.

A significant challenge currently is that following advice from WorkSafe we have to move our massive fish collection (housed in a non-compliant building in Tory Street, Wellington) to a safe facility. We have a site in Upper Hutt and have developed architectural plans to construct a facility to house this internationally significant research collection, which spans 150 years of Pacific and Southern Ocean marine life. We are continuing to work with key stakeholders to ensure the project progresses, with future development subject to ongoing support.

Although Te Papa is a Crown Entity, it has always had to find around 40% of costs, principally from commercial activities, including retail, paid exhibitions, meetings and traveling exhibitions. This year we also began managing Tākina Wellington Convention and Exhibition Centre, which is performing well despite an adverse economic climate. In a bigger move, this year the Board also decided to proceed with charging for international visitors. New Zealanders, as taxpayers, will retain free entry, as will all children under 16 years.

This will be my last annual report, with my five-year term as chair now expiring. It has been an incredible experience and I have learned much. Warm thanks to our co-leaders for their amazing work, together with all our dedicated staff. And my fellow directors, whose passion for Te Papa is reflected in exceptional energy and commitment - my deepest thanks to you also.



Dame Fran Wilde  
**Chair**



# He Tauākī nā te Tumu Whakarae | Chief Executive Statement

Here at Te Papa, we treasure our role fostering a deeper understanding and appreciation of Aotearoa New Zealand's natural and cultural heritage, both here at home and around the world.

The opportunity for three of our researchers to participate in the Bounty Trough Expedition was one of our highlights. This multinational deep-sea research expedition, supported by Japanese and British organisations, spent three weeks exploring off the coast of Otago and resulted the collection of around 5,000 specimens including numerous new species. This expedition not only expanded our collections but also positioned Te Papa as a key player in global marine research, garnering substantial media interest and public engagement.

Access to the knowledge held in our natural history collections has been massively enhanced by adding records for over 250,000 plant specimens to the Global Biodiversity Heritage Facility. This initiative supports research in areas such as climate change impact, ecological monitoring, and habitat restoration.

International collaboration also underpinned the Mapping the Samoa Collection initiative. Working with Falemata'aga Samoa Museum of Samoa the project focuses on digital repatriation and community engagement in association with the Samoa measina collection at Te Papa.

A second significant project in the Pacific was centred on an 18th-century tapa sampler containing fragments of bark cloth collected during Captain Cook's voyages, which Te Papa acquired in 2021. In partnership with Te Fare Iamanaha, Musée de Tahiti et des Îles, contemporary tapa artists from across the Pacific were brought together for a wānanga centred on the sampler. The artists created six new tapa works, with one set returning to Te Papa and the other remaining with Te Fare Iamanaha.

We were delighted to support Mataaho Collective's presentation at the Venice Biennale by loaning the commissioned work *Takapau* (2022) for the main curated exhibition and were thrilled for the collective when they were awarded the prestigious Golden Lion Award, the first time New Zealand artists have received this recognition.

Closer to home, our engagement with local communities remains wide-ranging; from support for the Dawn Raids 50th anniversary programme to the conservation of ancient tree carvings on Rekōhu Chatham Islands. Te Papa conservators have been working with the Hokotehi Moriori Trust to preserve these carvings, which are threatened by a honey-fungus infestation. This collaboration includes training young people in traditional carving techniques, ensuring the continuation of this cultural heritage.

Finally, we reached a momentous milestone, with the publication of our one millionth record on Collections Online. From humble beginnings in 2005 with 1,500 in our initial online offering, we now have over 425,000 images available and 150,000 of these available for download and reuse. Appropriately, this has also been a record year for online visitation serving local and global audiences. With rapid changes in technology, we now look forward to an exciting period of innovation, drawing on our decades of experience connecting audiences with collections and knowledge.



Courtney Johnston  
**Tumu Whakarae | Chief Executive**







# He Tauākī nā te Kaihautū | Kaihautū Statement

Kia ora koutou katoa. The last year has been one of challenges, reflection and forward thinking. After launching our new Rautaki (Strategy) to strengthen our foundational pillars and to better prepare us to meet the challenges of the future, what is certain is that our national museum has a vital role to play in Aotearoa New Zealand with respect to our nation's sense of identity, place and belonging.

Our vision to be a Tiriti-based museum is an important journey that we have commenced. In line with this will be the centrality of Te Tiriti o Waitangi in all we do to recognise and promote a greater understanding and appreciation of our history, our identity, our mātauranga and our place in Aotearoa New Zealand. The *He Tohu Kotahitanga Signs of a Nation* exhibition has been the focus of attention and debate and we are working with iwi, communities and experts on developing a new Treaty exhibition experience that presents the mana of Te Tiriti of Waitangi.

The launch of the *Te Ata o Tū: The Shadow of Tūmataurangi* publication on Rongomaraeroa marae on 13 March 2024 was a special occasion. Over 30 iwi, hapū, and tribal descendants were actively involved in the writing and research of this important publication and many attended the launch. Te Papa also provided a free copy of this publication to every secondary school in New Zealand and my hope is that our nation's history will be more widely known and understood.

Our communities occupy an important place in our Rautaki to support and uplift our peoples and cultures in everything we do. Our assistance with the communities during Cyclone Gabrielle is something that was critically important in a time of need. Being part of a symposium, along with others, that looked at the impact of Cyclone Gabrielle in the Tairāwhiti region in August 2023 regarding disaster preparedness was both an honour and privilege.

Relationships with our communities is a critical dimension of Te Papa and having deep and meaningful relationships with them across Te Papa enables us to speak with authority, act with integrity and be relevant, connected and of value. We have actively worked with many iwi and hapū on taonga kaupapa along with cultural organisations and this remains an important focus. We had many people visit Te Papa from tribal groups, marae, hapu and schools over the last year. We launched the National Services Kōtuia

Nga Kete online museum database that museums and our many communities can access to provide greater accessibility to the taonga and collections held in their museums. We had many VIPs including the visit of HRH Prince Edward the Duke of Edinburgh to see *Gallipoli: The Scale of Our War* on 20 November 2023.

Matariki remains an important taonga for Te Papa and our nation. A diverse range of kaupapa including performances, talks, puoro, online resources and activities along with conversations with environmental champions. Taikura Kapa Haka again shook the stage and we had hundreds of elders come to Wellington to share their knowledge, skills and passion for the performing arts artform. Record numbers attended Taikura alongside our new Whakaruruhau and patron Makau Ariki Atawhai.

Repatriation continues its important journey for reconciliation and healing under the sage advice and guidance of the Repatriation Advisory Panel. Tipuna were returned to Te Uri o Hau in March 2024 where a delegation of kaumātua travelled to Te Papa to return their ancestors back to Kaipara. Our commitment to addressing Treaty Settlements continues with other cultural agencies.

Lastly, we fondly remember the people who passed away over the last year who have had close relationships with Te Papa. We acknowledge the passing of Patrick Brownsey, our esteemed Botanist who worked for Te Papa for over 44 years. Tākirimaitēata, a kaumātua of Tainui/Waikato, who undertook many kaupapa for his iwi and Te Papa, including international repatriation activities both nationally and internationally. And to Ihakara Puketapu of Te Atiawa/Taranaki Whānui whose contribution to Maoridom including the Te Māori exhibition was extensive. Kei ngā hoa pūmau o Te Papa, kei ngā pītau whakareī, kei ngā mōtoi kahurangi, kei ngā tōtara haemata o te wao nui-a-Tāne, haere, haere, moe mārire mai koutou.

Dr Arapata Hakiwai  
Kaihautū







Nau mai ki Te Papa |  
Welcome to Te Papa





# Te Rautaki o Te Papa | Te Papa Strategy

## Our strategic intentions

Te Rautaki o Te Papa is the enduring strategy for Te Papa. It sets out our vision, intended long term impacts and three priorities to guide our medium to long term mahi. Te Rautaki set the groundwork for our *Statement of Intent 2023-27*.

This year we began aligning our work to the impact indicators:

### Hāpai ahurea

- Communities are empowered through their collaboration with Te Papa
- Relationships and trust between communities and Te Papa are strengthened

### Tūrangawaewae

- Visitors experience Te Papa as a place that is fun, inspirational and where curiosity is sparked
- New Zealanders' sense of identity, belonging and respect for one another is strengthened

### Papatūānuku

- Care and consideration for Papatūānuku is prioritised through Te Papa's work
- New Zealanders are encouraged to protect and restore our natural environment and biodiversity
- Māori are supported to exercise their right as kaitiaki of te taiao and taonga species

These impact indicators are closely aligned to the functions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992 – to ensure communities have access to collections and taonga and opportunities for deep and meaningful connection with them, along with learning experiences and creative engagement with our unique natural environment, culture and histories. Community engagement also means supporting researchers, galleries, museums, whare taonga and other cultural organisations with similar aspirations, to invest in our collective wellbeing and help the arts, culture and

heritage sector to thrive.

Our performance measures and impacts for 2023/24 illustrate how we have delivered core services aligned to our legislation and begun the journey to deliver impact as described in our strategic intentions.

Supporting our strategic aspirations is our vision for a Tiriti-based museum. This vision is woven through our strategic intentions with specific goals to grow into a museum where:

- Authority is shared with iwi and hapū to fulfil the promise of the Māori/Crown partnership
- A collective understanding of te Tiriti o Waitangi is fostered for all New Zealanders
- Te Papa works actively with iwi, hapū, whānau and hāpori Māori to define and enable tino rangatiratanga in their engagement with Te Papa
- Reconciliation, healing and improved wellbeing are fostered by restoration initiatives addressing the impact and legacy of colonisation and other forms of discrimination
- Te reo me ona tikanga Māori is embedded across Te Papa's mahi





# Te Papa Strategy

## Our purpose

To understand and treasure the past, to enrich the present, and to meet the challenges of the future

## Our impact

Extraordinary experiences, new knowledge, and new connections

Healing, reconciliation, and empowerment

A thriving natural environment

## Our priorities

### Hāpai ahurea

Transforming museum practice by centring Māori and communities in the care, understanding, and sharing of their taonga, mātauranga, and kōrero

Upholding the mana of all cultures and communities

### Tūrangawaewae

Exploring our relationships with each other, as Tangata Whenua and Tangata Tiriti, in this unique place. Offering a place to stand and a uniquely Aotearoa New Zealand experience

Strengthening New Zealanders' sense of belonging and identity

### Papatūānuku

Exploring our relationships with Papatūānuku, our environment

Empowering New Zealanders to care for, protect, and restore Aotearoa's environment and biodiversity

## Our vision

A Tiriti-based museum, where a collective commitment to Te Tiriti o Waitangi is fostered and Māori exercise tino rangatiratanga

# Te Rautaki o Te Papa

## Te kaupapa

Kia marama ki te onamata, kia whai hua te inamata, kia tukūki ngā wero o te anamata

## Te pānga

Ngā wheako whakahirahira, ngā mātauranga hou, me ngā hononga hou

Te whakaora, te houhanga rongō, me te whakakaha

Te taiao tino ora

## Ngā kaupapa matua

### Hāpai ahurea

Te whakawhanake i nga tikanga whare tonga mā te whakarite ko te Māori me ngā hapori te poutokomanawa kite manaaki me te mōhio ki à rātou taonga, ki ō rātou matauranga, me ā rātou kōrero

Te hāpai i te mana o ngā ahurea me ngā hapori katoa

### Tūrangawaewae

Te tiroiro i tō tātou hononga ki a tātou anō, hei Tangata Whenua hei Tangata Tiriti hoki, i tēnei wāhi motuhake. Ko te tuku turangawaewae ki nga tangata katoa me tētahi wheako ahurei o Aotearoa

Te whakapakari i te rongomaiwhiti me te tuakiri o te iwi o Aotearoa

### Papatūānuku

Te torotoro i tō tātou hononga ki a Papatūānuku, ki tō tātou taiao Te whakamana i ngā tangata o Aotearoa kite manaaki. ki te tiaki, ki te whakaora i te taiao me te kanorau koiora o Aotearoa

## Te whakakitenga

He whare tonga tumu Tiriti, kei reira te whakapūmautanga o te katoa kite Tiriti o Waitangi ā, ka whakamahia e te Māori te tino rangatiratanga





# He Tauākī Mahi Ratonga | Statement of Service Performance

## Compliance

The Statement of Service Performance has been prepared in accordance with Tier 1 PBE financial reporting standards including PBE FRS 48, which applies to the non-financial performance reporting.

Service performance information is provided on pages 23-42.

## PBE FRS 48 Service Performance Reporting

All of Te Papa's services are provided under the Museum Services output class.<sup>1</sup> Our performance information is selected on the basis of relevance to the performance functions described in the Museum of New Zealand Te Papa Tongarewa Act 1992, to provide transparency and assurance on delivery of functions for which Te Papa receives Crown funding, in addition to the extent to which the performance information will give us insight into direction of travel toward the strategic intentions set out in the *Statement of Intent*.

Museums provide a wide range of benefits to the public by connecting people, taonga and stories - promoting access and participation in cultural activities and experiences and supporting people to connect and engage with each other, contributing to collective wellbeing and social cohesion. Performance measures have a limited ability to capture the breadth and depth of impact delivered to our audiences and partners due to the often subjective and personal nature of participation in arts and culture activities. For this reason, our annual report includes case studies, additional narrative and quotes from communities and individuals we engage with through our services, to provide further evidence and examples of impact delivered over the year.

An explanation of the selection and relevance of our performance measures can be found on pages 17-21. Many of our measures have been in place

for multiple years to provide an understanding of performance over time and to track the impacts of external events such as the COVID-19 pandemic. Information about comparability and consistency of performance measures is included throughout the report by providing the prior year's results and change indicators on pages 23, 31 and 39.

## Selection of performance measures

In selecting measures, we have considered what will demonstrate performance against mandated functions (in reference to the Museum of New Zealand Te Papa Tongarewa Act 1992) and the strategic intentions developed by the Board in consultation with the Minister (set out in the *Statement of Intent*). The legislation and *Statement of Intent* are the primary frameworks that set out the basis on which Te Papa receives funding from Government, why Te Papa exists and what the public can expect Te Papa to deliver. Our performance information is selected on the basis that it demonstrates delivery of services and outputs, along with quality of services and outputs, relevant to the legislation and strategic intentions. Further qualitative and descriptive information (such as case studies and feedback gathered from audiences and partners) is provided in this report to provide additional detail and insight about what Te Papa has done throughout 2023/24 to work towards the broader aims and objectives set out in the *Statement of Intent*.

For comparability and consistency, we have maintained a core set of performance measures through the *Statement of Performance Expectations* each year. This allows us to compare performance from prior years and to maintain visibility of critical performance areas over time. Commentary on selection of performance measures with reference to the functions set out in the Act and *Statement of Intent* is provided overleaf.

<sup>1</sup> An explanation of the reporting entity can be found on page 63. No services or activities were provided during this financial year under the subsidiary companies Mahuki Tahī Ltd and Mahuki Ltd.



Collection acquisition, care and management	
Collections are developed in accordance with policy and strategy	These measures are intended to provide assurance about collection development, including acquisition (and deaccession where appropriate) of collections, supporting the strategic intention <i>Hāpai ahurea</i> . They ensure risks to the collections are identified and managed, and that collections are available for uses that align with Te Papa's purpose as set out in the Act.
Collections preserved by minimal cases of irreparable damage occurring as a result of public access and handling by staff	
The number of collection assessments completed	
Access to collections and information	
The number of physical collection access requests supported by the practice of Mana Taonga	These measures provide visibility of access across a range of channels both in person and online. They primarily support insight into delivery of mahi to the strategic intentions <i>Hāpai ahurea</i> and support commitment to Te Papa's founding principle of Mana Taonga. In person visitation, impact of programmes on audiences and satisfaction with museum visit also support insight into the strategic intention <i>Tūrangawaewae</i> .
The number of visits to Te Papa's websites	
The number of images downloaded from Collections Online	
The number of New Zealand regions where Te Papa's collections and curated experiences are shared through touring and loans	
The number of collection items that are accessible to the public	
The number of visits to Te Papa	
The number of programmes that meet or exceed their impact objectives based on Te Papa's Audience Impact Model	
The percentage of adult visitors surveyed reporting a satisfaction rating of "satisfied" to "extremely satisfied" for overall museum experience during their visit	
Research and education	
The number of physical collection access requests by researchers	Research and learning is closely connected to the taonga and national collections held at Te Papa as well as the experiences on offer at the museum that are drawn from the collections. Understanding research output and engagement with learning supports understanding of how well Te Papa is achieving the strategic intentions <i>Hāpai ahurea</i> and <i>Tūrangawaewae</i> as well as the foundational principle of Mana Taonga.
The number of peer reviewed research publications	
Total learning hours delivered	

Sector support	
The number of engagements supporting museums, galleries and cultural organisations	These measures track breadth of service delivery to across the motu and satisfaction with service. They support the strategic intention <i>Tūrangawaewae</i> and the legislative function to assist other museums, institutions and organisations that hold objects or collections of national importance.
The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	
The number of engagements supporting iwi organisations	
The number of regions where museums, galleries, iwi, hapū and cultural organisations have received support from National Services Te Paerangi	
Control and maintenance of the museum	
Progression from concept to preliminary design for Spirit Collection Area facility complete	Infrastructure mahi such as the development of the new Te Papa Biodiversity Research Centre to house the Spirit Collection Area and carbon emissions from waste, water, gas and electricity are primarily relevant to our function to control and maintain the museum. These measures also support the strategic intention <i>Papatūānuku</i> as we continue to understand our environmental impact, and work toward sustainable care and enhanced access to Natural History collections.
Retention of carbon footprint within +/- of 5% of 2021/22 baseline	

One performance measure relates to funding received from Government to support the Karanga Aotearoa Repatriation Programme, which was established by Cabinet in 2003. This is 'the number of international institutions from which repatriations are completed'. The measure provides visibility of the programme's efforts to bring home kōiwi and kōimi tangata held in overseas institutions as a result of the historic theft and trade of ancestral remains. Repatriations each year are counted by the physical return of ancestors to Aotearoa New Zealand following often years-long negotiations. We present the information with prior year results for consistency of performance measurement and to provide comparability over time in each year's Annual Report.

### Changes from prior year

Changes have been made to three performance measures, and three new measures have been introduced.

#### Adjustments to existing measures

To provide better visibility of service delivery, measures relating to support provided to museums, cultural organisations and iwi have been adjusted from number of organisations and iwi supported, to the number of engagements. This better illustrates the actual service output as many organisations and iwi will receive support from Te Papa multiple times in one year.

Our research output measure has been adjusted to report peer reviewed publications only (removing conference presentations). Research publications are the primary research output and have a wider audience relative to conference presentations, in addition to robust assurance processes through peer review.

#### New measures

Physical access to collections by researchers has been added to provide assurance and visibility that Te Papa supports researchers outside of Te Papa to use the collections and advance understanding of Aotearoa New Zealand's natural environment, history and culture to a wider audience.

A new measure reporting the number of regions where support has been provided by National Services Te Paerangi (Te Papa's sector support team) demonstrates the breadth of outreach work across Aotearoa New Zealand, similar to the regions where collections are shared through touring exhibitions and loans.

Milestone reporting continues in relation to the Te Papa Biodiversity Research Centre (formerly referred to as the Spirit Collection Area facility replacement project), to ensure appropriate and safe storage and access to the specimens in the Spirit Collection Area into the future. This measure relates to funding provided in Budgets 2021 and 2022 and provides continued visibility of progression through design gateways for the Biodiversity Research Centre.



## Discontinued measures

In 2023/24 work relating to COVID-19 initiatives ceased as the Museum Hardship Fund and Mātauranga Māori Te Awe Kōtuku workstreams were completed.

## Key judgements

Our most significant performance relates to access to Te Papa through visitation metrics, both in person and online, satisfaction with museum experience (in person visitation), collection care and sector support. These are all critical functions set out in the Museum of New Zealand Te Papa Tongarewa Act. We have also selected carbon emission reporting for disclosure due to the inherent nature of uncertainty regarding quantification of greenhouse gas emissions.

### Visitation count and methodology

To count visits to Te Papa, we use a sensor-counting system provided by Bellwether. To improve the accuracy of this system, we conduct manual audits of camera footage at random times throughout the year and apply an adjustment factor based on whether the system is over or under-counting visits.

A standard 1.5% overcount is deducted to account for people entering and leaving, as well as staff using the main doors. An additional deduction is applied based on information from monthly exit surveys, where respondents indicate if they left and returned to the museum on the same day. A 9% overcount adjustment was applied starting from 1 April 2023, and a 10% overcount adjustment from 1 April 2024.

In the 2023/24 financial year, one audit was conducted. Visits were counted between Monday, 26 February, and Sunday, 3 March 2024, from 9 am to 6 pm. The manual audit showed that the system was undercounting actual visitation by 2.139%. As a result, an adjusted overcount deduction of 9.61% was applied starting from 1 April 2024, replacing the previous deduction of 11.72% used between 1 April 2023 and 31 March 2024. Data showing online visitation to Te Papa websites is gathered from Google Analytics on a monthly basis. In 2023/24, the methodology for calculating image downloads from Collections Online was changed due to potential under-reporting. Te Papa previously calculated downloads as an 'event' in Google Analytics alongside an image download survey using Drupal. Numbers of downloads became inconsistent between 'events' and numbers reported by Drupal, following a required upgrade from Google Universal Analytics to Google Analytics 4. From 2023/24 we have used data from Drupal gathered from the image download survey for enhanced reliability.

### Survey methodology and reporting

In person visitor surveys are conducted by research assistants using tablets. We use an external market research company that completes data integrity checks and data cleansing (for example, removing incomplete surveys from the results). Files are converted to Excel to enable reports to be uploaded to Infotools for analysis and reporting. For this visitor satisfaction measure, a score of 6 to 10 inclusive (on a scale of 10) aligns to 'satisfied' (6-8) and 'extremely satisfied' (9-10).

SurveyMonkey is used for an annual survey of sector organisations who have engaged with National Services Te Paerangi throughout the year, to determine whether organisations would recommend working with Te Papa based on their experience. Sector relationships are vital as is support in capability development and retention. This measure enables Te Papa to understand how well support is being delivered to and experienced by the sector.

### Data supporting insight into collection care

Collections are at highest risk of damage when they are on display or being moved to or from storage. Our performance measures monitor this by tracking irreparable damage and collection assessments, which are carried out whenever a collection item or taonga is acquired, provided to another organisation on loan or as part of a touring exhibition, going on display in the museum or returning to storage.

Irreparable damage means the collection item is no longer exhibitable or can no longer be used as intended. Where damage to a small part of the item is irreparable but the item as a whole remains exhibitable/usable, this is not reported as irreparable damage when reporting on this measure. Data and information about damage and assessments are documented in Te Papa's collection information management system.

### Definition of support provided to sector organisations

Support is provided to museums, galleries and cultural organisations in a range of different types of engagement. For the purposes of our performance measurement we include face to face workshops, professional development sessions, 'zui' (hui conducted via Zoom or other remote meeting technology) and sustained email consultation or advice. In this context 'sustained' is defined as more than 30 minutes spent responding.

### Carbon emissions reporting

Te Papa has certification with Toitū Envirocare as a 'Toitū carbonreduce certified organisation'. The carbonreduce programme is based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and ISO 14064-1:2018 Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals. Consumption data (via supplier invoice) is provided to Toitū monthly and the totals are converted into carbon emissions tonnage. There is both scientific and estimation uncertainty inherent in greenhouse gas emission quantification as processes, assurance and reporting standards continue to evolve.

The 2021/22 baseline carbon emissions used to calculate performance (+/- 5% of 2021/22 baseline) amounted to 2,151.31 tCO<sub>2</sub>e (metric tons of carbon dioxide) across the energy sources electricity, gas, waste and water.

### Variance from performance targets 2023/24

Variance indicators comparative to targets and the previous year (2022/23) can be found for each of our performance measures on pages 23, 31 and 39. This year, we have seen particularly high performance in access to collections across a range of mechanisms. This includes collection access requests, the number of collection items accessible to the public (surpassing 1,000,000 collection records now available online) regions where collections and curated experiences have been shared across Aotearoa New Zealand and image downloads. We have also achieved our highest ever website visitation – with more than 4.1 million visits to Te Papa websites over the year.

Total learning hours were 27% below our target due to decreased participation in school programmes. Contributing factors are likely to have included curriculum changes and reprioritisation of teaching away from museum visits, higher transportation costs and our own staff shortages, particularly within Kaupapa Māori learning delivery.

One of two planned repatriations as part of the Karanga Aotearoa Repatriation programme was deferred. More time was needed to confirm the provenance of ancestral remains and their specific cultural association, as well as wishing to include the specific iwi/imi into the repatriation discussions and uplift with the international institution.







# Hāpai ahurea

A crucial aspect of Te Papa’s legislated functions is caring for collections and taonga on behalf of the nation and providing access to them. These core functions are extended through our strategic priority *Hāpai ahurea*, which expresses a commitment to placing Aotearoa New Zealand’s diverse communities at the centre of our mahi and museological practice and upholding the mana of all cultures through our engagement.

Our performance measures in this area are focused on collection care and the ways in which we facilitate access to the many treasures and taonga that we are entrusted with looking after for future generations.

In 2023/24 we also continued to facilitate the return of Māori and Moriori ancestral remains from institutions overseas through Karanga Aotearoa. One planned repatriation for this year was delayed until the end of the 2024 calendar year.

## Performance targets and results supporting Hāpai ahurea

Performance measures	Reporting year			Previous year	
	Target 2023/24	Actual 2023/24		Actual 2022/23	Comparison to previous year
Collections are developed in accordance with policy and strategy	100%	100%	✓	100%	No change
Collections preserved by minimal cases of irreparable damage occurring as a result of public access and handling by staff	< 4	0	✓	0	No change
The number of collection assessments completed	1,400	1,410	✓	2,303	↓
The number of physical collection access requests supported by the practice of Mana Taonga	80	81	✓	59	↑
The number of physical collection access requests by researchers	80	156	✓	New measure	n/a
The number of peer reviewed research publications	45	45	✓	New measure	n/a
The number of collection items that are accessible to the public	997,000	1,005,082	✓	963,890	↑
The number of New Zealand regions where Te Papa’s collections and curated experiences are shared through touring and loans	10	13	✓	12	↑
The number of international institutions from which repatriations are completed	2	1	✗	8	↓
Progression from concept to preliminary design for Spirit Collection Area facility complete	Met	Met	✓	New measure	n/a



## Case studies – our mahi delivering impact to Hāpai ahurea

### Mana Taonga through collection care

This year we have remained focused on our commitment to Te Papa's founding principle of Mana Taonga - giving effect to it through the practices described in *Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa | Collection Care and Practice Framework*.

In April, we were able to support the loan of Maungaroa (Punga/aika) for Te Hau Kōmaru National Waka Hourua Festival 2024 in Kaiteretere. This biannual festival brings together kaupapa waka experts from across the motu, to share their mātauranga waka hourua. While accompanying Maungaroa, our Kaitiaki Taonga Collection Manager was also able to share kōrero on the taonga. This punga is one of two anchor stones brought to Aotearoa New Zealand from Hawaiki by the Polynesian navigator Kupe. Taking its name from the mountain Maungaroa in Rarotonga, it is said that the punga is made from Tatara-a-punga stone harvested from its namesake mountain.

Te Papa Conservators also contributed to the second edition of *Textile Conservation: Advances in Practice* (2024). Their chapter 'Mana Taonga: People-centred conservation practice at the Museum of New Zealand Te Papa Tongarewa' presents case studies of the authors' involvement with conservation projects which have supported the enactment of the mana taonga principle.

### Collection standards in practice – looking after and sharing collections

*Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa | Collection Care and Practice Framework* continues to support care of collections. This year we upgraded collection storage systems to enable us to uphold our standard to **store collection items/taonga in a manner that ensures their physical, digital and cultural wellbeing** and support the protection and accessibility of collections. We completed the upgrade of new cabinetry for the Entomology collections and continued with installing new cabinets for the Marine Mammal and Fossil collections.

We have upheld our standard to **measure risk and apply mitigation measures to reduce damage and loss of collections and collection items/taonga**

#### These case studies demonstrate how we:

- Deliver our legislated functions to acquire, care for and provide access to collections

#### Deliver impact to our indicators:

- Communities are empowered through their collaboration with Te Papa
- Relationships and trust between communities and Te Papa are strengthened

with collections emergency incident management & response procedures. Our consultation with sector colleagues at Christchurch Art Gallery Te Puna o Waiwhetū assisted our review of these procedures. A session with the Collection Care team focused on the importance of communications between Te Papa stakeholders when mitigating damage during a collections incident.

A Lotteries-funded project focusing on Time-Based Media Art (for example, artworks featuring film and/or audio) provided the opportunity to complete an audit of this collection, demonstrating our commitment to understanding the collections, and to **confirm presence, location and condition of collection items/taonga to provide assurance and inform prioritisation**. This project ended with a two-day sector workshop held at Te Papa, with colleagues attending from around the motu. By providing a forum for participants to present case studies, the workshop covered policy, procedure development, collection management, education, and strategy development.

We demonstrated a commitment to our standard to **support museum activities through the use of collection items/taonga, while ensuring their physical and cultural wellbeing**. Through activities like tours through the collections in conjunction with the launch of Te Papa Press title *Te Ata o Tū The Shadow of Tūmatauenga: The New Zealand Wars Collections of Te Papa*, we continue to support Te Papa programming while also enabling access to taonga/collections.

We continue to **share collection items/taonga with museums, galleries and communities to extend access to collections** by enabling the loan of collections across the motu, and overseas. We have also supported over 200 physical collection access requests, including for people seeking connection with taonga in accordance with the Mana Taonga principle, and for research.

Important taonga benefitted from conservation as part of a programme of prioritised treatment, part of achieving our standard **perform conservation assessments and treatments on individual collection items/taonga to enhance their longevity, use or cultural integrity**. Kaitiaki Taonga Conservators worked collaboratively with our Object Support Preparators to complete assessment and treatment of works in preparation for an exhibition showcasing the 47-year career of wahine Māori artist Emily Karaka (Ngāti Hine (Ngāpuhi), Te Kawerau a Maki, Ngāti Tamaoho, Ngāi Tai ki Tāmaki, and Te Ahiwaru (Waikato)). The exhibition, *Emily Karaka: Ka Awatea, A New Dawn* will be hosted by the Sharjah Art Foundation, United Arab Emirates in September 2024. Consultation with the artist informed the conservation treatment decision making, in accordance with our mana taonga principle, whereby we seek to **establish and foster connections between taonga and iwi/hapū/whānau to consult on the care and use of their taonga**.

In addition to work done on collections previously acquired, Kaitiaki Taonga Collection Managers were responsible for the intake and registration of a range of items acquired this year. A unique 19th century whakapoko effigy from a London-based donor was hand carried back to Aotearoa New Zealand. While we are cognisant of the need to be conservative in our travel practices and expenses, this is an example of the importance of being able to **handle and transit collection items/taonga in a manner that ensures their physical and cultural wellbeing**.

The Collection Care team worked collaboratively with Curators this year to enhance knowledge about the collection, to **support research activities in relation to care of collections to discover and share new knowledge**. Registration and documentation work was completed on multi-component sculptural and installation works, such as Christine Hellyar's *People and the land*. Previously, a lack of descriptive information about the numerous parts making up these works precluded an ability to exhibit or lend them. Artwork files containing exhibition photos and other essential information were used to inform the logical order of cataloguing parts according to their arrangement on display. By meeting the standard to **register collection items/taonga, recording core information so they can be identified, located and managed**, through creation of hundreds of new database records, these multi-part works from the 70's 80's and 90's can be readily understood, accessed and used.

### Conservation and condition assessment to support access

Conservation treatment was completed on a diverse range of other collections to promote their long-term preservation and interpretation, including early 20th century textile designs in gouache on paper by Frances Hodgkins, prints by mid-century photographer Len Wesney, and the exuberant dress and jewellery ensembles worn by Carmen Rupe. The 19th century diaries of entomologist George V. Hudson, recently gifted to Te Papa by his grandson, were conserved to enable digitisation. The volumes, containing the drawings and observations made by Hudson starting from the age of 11, were mended and stabilised to enable imaging. They can now be more widely accessed, appreciated, and researched alongside the extensive insect collection and associated registers compiled by Hudson later in life.

After 13 months on display at Te Papa, Mataaho Collective's *Takapau* (2022) was deinstalled from Toi Art in January 2024. Measuring 200 square metres, suspended above the gallery and intricately woven by the artists from polyester hi-vis tie-downs, deinstallation of the work was a highly coordinated effort. Condition assessment, registration into the collection, cleaning, and crating were all undertaken, allowing the work to be sent on loan to La Biennale di Venezia, Italy – where Mataaho Collective won the prestigious Golden Lion Award, the first New Zealand artists to do so.

### Connecting with communities beyond Aotearoa New Zealand through research and partnerships

The 'Mapping the Samoa Collection' pilot project carried out a community workshop at the Samoa Cultural Centre in November 2023 with Falemata'aga Samoa Museum of Samoa. Funded by the United States Public Diplomacy grant, the project focused on three key components: digital repatriation, ethnographic analysis and community engagement in association with the Samoa measina collection at Te Papa. As a result of the project, a Memorandum of Understanding has been signed by the Ministry of Education and Culture and Te Papa for further collaborative projects.

In 2023, as part of a collaborative project with the Museum Natur und Mensch (Freiburg, Germany) focusing on their historical glass negatives from Samoa, a Research Assistant and Curatorial staff from Te Papa completed research work on German, Samoan and English texts and images. The research supports an online album which will be published by the Museum Natur und Mensch for public audiences.



In 2021, Te Papa acquired an 18th century tapa sampler containing fragments of bark cloth collected on Cook's voyages to the Pacific, with the intention of making it accessible to Pacific communities, artists and makers. In 2023, in alignment with Te Papa's guiding principle of mana taonga to recognise the whakapapa relationship of taonga with their source communities, Te Papa hosted an in-person wānanga in collaboration with Te Fare Iamanaha, Musée de Tahiti et des Îles, and with the support of Ambassade de France en Nouvelle-Zélande in Wellington. The wānanga, titled 'Ahu: ngā wairua o Hina' ('Ahu: the spirit of Hina') brought together a group of tapa makers from throughout the Pacific to engage with and respond to the Alexander Shaw tapa sampler onsite in Tahiti. The artists were commissioned to create six tapa works (two lots of three) representing past, present and future as contemporary responses to the 1787 sampler. These formed two 'bundles' of 'ahu/tapa, one of which returned to Te Papa, the other being presented to Te Fare Iamanaha - Musée de Tahiti et des Îles as a record of the creative project and institutional partnership.

Our first kaupapa on Rongomaraeroa for 2024 was a heartwarming pōwhiri and gathering on 30 January, during which AINU artist and elder Akemi Shimada

presented to the museum her gift of a contemporary collection of AINU taonga. Akemi's gift was made in express acknowledgement of her friendships with Māori across Aotearoa New Zealand and Japan and includes several of Akemi's own handmade textiles. This collection will enable the museum to represent rarely documented social histories connecting AINU and Māori, supporting indigenous to indigenous connections, and tell not only contemporary AINU stories alongside historical ones.

The pōwhiri was attended by Akemi herself, accompanied by several AINU and wajin (non-AINU) artists and friends from Japan, and manuhiri from around the motu. Among these guests were representatives of te Haahi Rātana (the Rātana Church), for whom this year also marks the 100th year anniversary of T.W. Rātana's world tour. During his 1924 tour, Rātana met and befriended Bishop Juji Nakata of Japan, who later travelled to Aotearoa New Zealand to open the Temple in Rātana Pa.

Following the pōwhiri, the day's events were concluded with kai, speeches, and joyful performances of AINU songs and dances by Akemi and fellow AINU artist/performers Koji Yuki, Sayo Ogasawara, and Atsushi Monbetsu.



## Public Programming – community at Te Papa

### Ringa Toi

The annual Ringa Toi student showcase was held on Rongomaraeroa in September 2023. Ringa Toi is an initiative led by the New Zealand Qualifications Authority, supported by Toi Māori Aotearoa and more recently, Te Papa and Creative New Zealand. It is an opportunity for secondary school students in Aotearoa New Zealand to create and submit artworks that are based on Māori and Pacific art forms across seven categories. In 2023, the artists, along with their school and their whānau, travelled to Te Papa for the opening, participated in workshops with renowned Māori artists, and collection tours with our Kaitiaki Taonga.

Ringa Toi features over 80 artworks each year and engages a rangatahi (youth) audience at Te Papa, highlighting Māori and Pacific knowledges and learner success. The 2023 showcase was the seventh year of this initiative, and the second year to be hosted by Te Papa.

### Kaihaukai Collective

The exhibition *Hiahia Whenua: Landscape and Desire* brought an opportunity to work with the Kaihaukai Collective – Kāi Tahu artists Simon Kaan and Ron Bull, to develop and deliver a programme focused on food access and customary kai practices in May 2024. Kaihaukai is the cultural practice of sharing and exchanging food, underpinned by iwi values and in connection to the natural environment where the food is sourced.

The Kaihaukai Collective have worked with Te Papa in previous years, and this year was delivered in partnership with local pay-as-you-feel community

restaurant, Everybody Eats. The weekend-long programme, created and driven by Simon and Ron, included a panel talk with the Kaihaukai Collective and Everybody Eats discussing food access and food sovereignty and a wānaka (iwi knowledge-sharing forum) for Kai Tahu iwi members based in Wellington to learn from the Kaihaukai Collective about customary kai practices. The programme ended with a final event - producing a sustainably sourced mātauranga Māori influenced menu for the Everybody Eats' Restaurant Sunday dinner service.

### Dawn Raids commemoration

The Dawn Raids 50<sup>th</sup> anniversary programme has been created in honour and respect for Pacific communities in Aotearoa New Zealand that have been impacted by the Dawn Raids of 1974–76.

The programme began in March 2024 and is a Te Papa collaboration with Pacific communities in the Wellington region, supported by Manatū Taonga, Pātaka Art and Museum and Toi Pōneke Arts Centre. It is a four-part series of talanoa (talks) and creative workshops, where artist Liana Leiataua will transform community conversations and experiences about the Dawn Raids into a street mural, to be unveiled at the end of the programme in November 2024. The programme engages Pacific artists, communities, creative institutions, and youth to bring light and transformation from past injustices into our nation's consciousness.

The first talanoa held in March 2024 hosted 40 women from Wellington-based Pacific communities at Te Papa. A panel of Pacific women elders openly shared their experiences of the Dawn Raids and the wider group discussed the continued impact today. This was followed by breakout sessions, making workshops and song. The day brought an opportunity for the participants to connect, to remember and to honour each other's perspectives on the Dawn Raids.

### Karanga Aotearoa Repatriation Programme

#### Tukuna mai ki a ahau he kapunga oneone

*Provide me with a handful of soil from my homeland so I may feel the spirit of my ancestors and weep.*

The Karanga Aotearoa Repatriation Programme is mandated by the New Zealand Government alongside Māori and Moriori communities to negotiate the return of Māori and Moriori ancestral remains taken and traded from Aotearoa New Zealand during the colonial period. Since the programme was established in 2003 it has repatriated 850 Māori and Moriori ancestral remains from over 100 international institutions, with approximately another 450 Toi





moko, kōiwi tangata and kōimi tchakat still to come home from institutions around the world. The programme continues to be supported with the expertise from members of the Repatriation Advisory Panel including Sir Pou William Temara (Chair), Sir Derek Lardelli, Dr Arapata Hakiwai, Haami Piripi, Aroha Mead, Hinerangi Himiona, Kiwa Hammond, Miria Pomare and Kura Moeahu. During this period Karanga Aotearoa supported Ngāi Tūhuriri of Ngāi Tahu with the uplift of kōiwi tangata, ten hair samples from their tūpuna, and two plaster casts of Ngāi Tahu rangatira from the 1800s. Karanga Aotearoa negotiated the return of these tūpuna and taonga from the State Ethnographic and Art Collections of Saxony in Germany and they were returned to iwi in late 2023. A second planned repatriation for 2023/24 was delayed until after the end of the financial year.

### He tini ngā whetū ki te rangi, he tini ngā kōiwi tangata ki te ao!

Research conducted by the Karanga Aotearoa Repatriation Programme indicates that during the colonial period Māori and Moriori ancestors went to universities, medical collections and museums in Europe, Australia, as well as North and South America. In March 2024, Te Uri o Hau of Kaipara Harbour came to Te Papa to uplift ten of their tūpuna that had been repatriated by Karanga Aotearoa from four international institutions including the Tasmanian Museum and Art Gallery in 2007, the American Museum of Natural History in 2014, the Charité Institute (Berlin, Germany) in 2019 and the Natural History Museum (Vienna, Austria) in 2022. Upon arrival at Te Papa, all these tūpuna are cared for in Te Papa's wāhi tapu (sacred repository). The return of kōiwi tangata to their iwi completes the work of Karanga Aotearoa as the tikanga process re-unites tūpuna with their whenua (land) and uri (descendants), as well as supporting the process of reconciliation between past misdeeds, those that took ancestral remains as well as those institutions that actively participated in the trade. Moe mai rā koutou e ngā tūpuna e ngā karāpuna.

### Ngākahu National Domestic Repatriation Programme

The Ngākahu National Domestic Repatriation Programme was established by the Ministry for Culture and Heritage in 2019 and has been continued by Te Papa with funding support from the Ministry since then. While Karanga Aotearoa has been focusing on repatriating Māori and Moriori ancestral remains from overseas, this programme provides support to organisations within Aotearoa New Zealand with

expertise and assistance in relation to repatriation of human remains back to their descendant communities.

In 2023/24 the programme completed 127 engagements with museums, government departments, iwi and other cultural organisations, facilitated 20 workshops, talks and expert partnerships and awarded over \$25,000 in grants to continue the important work supporting domestic museums to return the human remains held in their care, as well as descendant communities.

Museums continue to use Ngākahu to gain a better understanding of their collections through accessing bioarcheology expertise to identify human bone. Addressing provenance research remains an ongoing focus, with museums accessing the Ngākahu Project Lead by way of secondment or the grants programme to support and build their own internal capacity. Work continues on initiatives that empower iwi and hapū to engage in the repatriation of their tūpuna in a self-determined way. During this period Ngākahu funding was utilised by iwi to hold their own internal wānanga to establish their own tikanga and process ahead of return.

Ngākahu has also helped with international relationships this year, supporting Tāmaki Paenga Hira Auckland War Memorial Museum to repatriate the remains of two ancestors from the Columbia River area to the United States and their associated tribes: the Confederated Tribes of the Umatilla Indian Reservation (Umatilla), Confederated Tribes of the Warm Springs Reservation (Warm Springs) and the Confederated Tribes and Bands of the Yakama Nation (Yakama Nation). The tribes share traditional lands in the plateau region of the Columbia and Snake Rivers in Oregon and Washington states.

Representatives of the Umatilla and Warm Springs, as well as a Senior Project Manager from the Department of the Interior's Technical Assistance Programme, travelled to Aotearoa New Zealand to bring their ancestors home. Yakama Nation stayed in the United States to prepare for the reburial, which occurred the day following their return. Ngākahu funded flights for three representatives from the Umatilla tribe to travel to Aotearoa New Zealand. Providing access to funding via the Ngākahu programme for receiving Indigenous communities is an important part of the shared commitment by New Zealand museums to redress past wrongs and to reduce financial barriers. The ancestors were farewelled at a poroporoaki before the tribes departed Aotearoa New Zealand on 23 May 2024.

### Te Papa Biodiversity Research Centre – safeguarding the Spirit Collection Area collection

Te Papa received funding in Budgets 2021 and 2022 to support development work on a replacement facility to house the Spirit Collection Area – the Natural History 'wet' collection of more than 860,000 specimens and the largest collection of Aotearoa New Zealand and Southern Ocean fish in the world. The project's goal is to move the collection from the current non-compliant storage space in Tory Street, Wellington to ensure access to these globally significant specimens is secured into the future.

The second year of the Biodiversity Research Centre (BRC) development project has seen progression through the Concept, Preliminary and Developed Design phases. At each step in the design process we have engaged with our subject matter experts to

ensure the BRC will enable essential collection care and research activities, while also estimating the cost of the project to ensure we stay within the approved funding.

A critical foundation for the BRC is our engagement with mana whenua which has been focused through Kura Moeahu of Te Āti Awa. A major milestone in the journey was the gifting of a karakia for the new building. The karakia is now being visually interpreted and embedded into the building design.

Ongoing engagement with WorkSafe has also occurred to update them on our progress towards replacing the existing Spirit Collection Area in our Tory Street buildings in Wellington, a critical component of gaining an extension of the Improvement Notice that is the primary driver for gaining funding for the BRC. Work is also underway to prepare the Implementation Business Case to request funding for the next phase of the project.







# Tūrangaewae

Our strategic priority *Tūrangaewae* is about belonging. Te Papa is a place that reflects the ethnic and cultural diversity of the people of Aotearoa New Zealand, as set out in our legislation, and extends manaakitanga to all people. Our performance measures in this priority area track our relevance to audiences by monitoring participation through

attendance and engagement, whether in person or online, for learning purposes or as part of our sector engagement and support work. In addition to monitoring numbers, we assess the satisfaction of our visitors and sector colleagues with the services we deliver and gather information to understand the impact of our programmes on audiences.

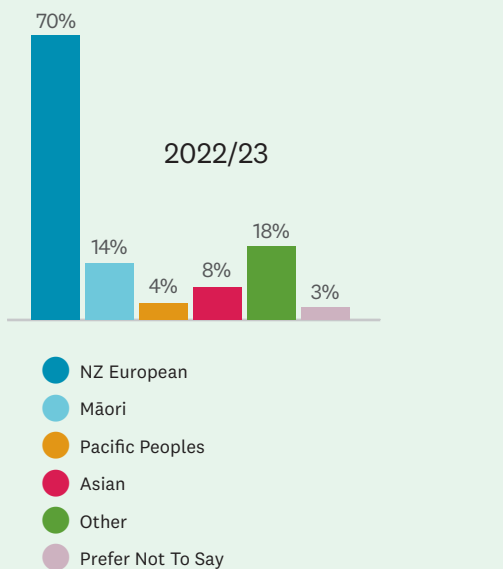
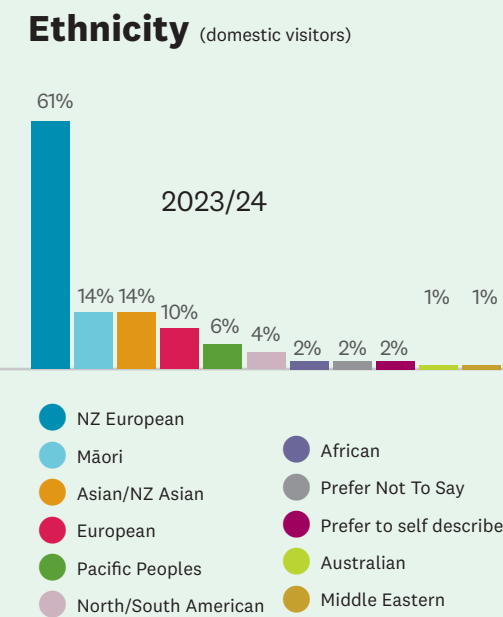
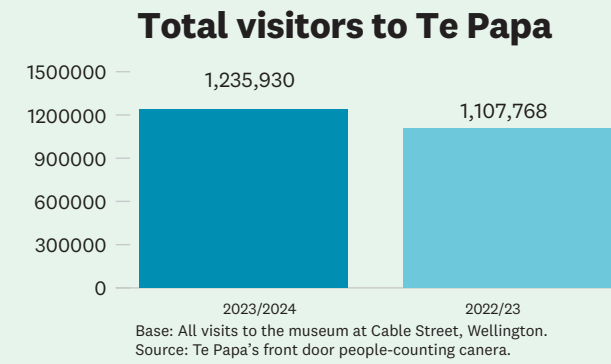
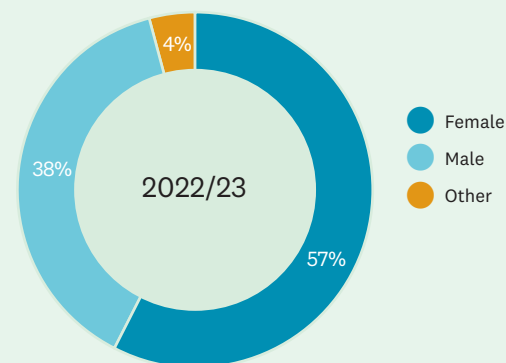
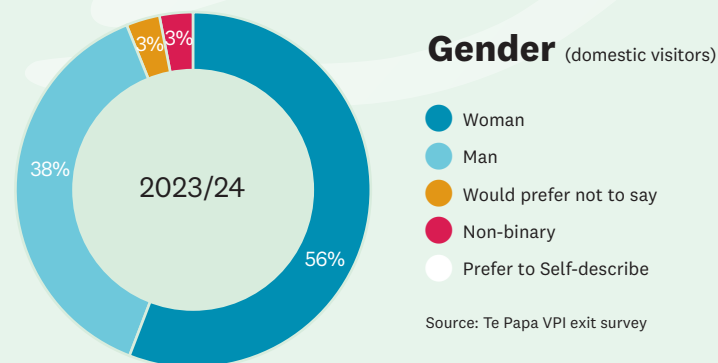
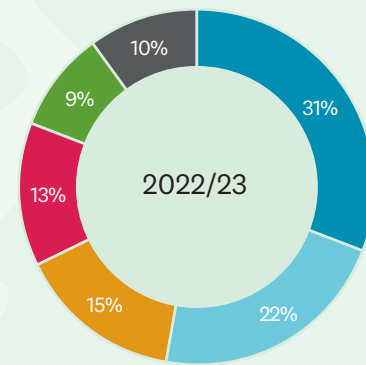
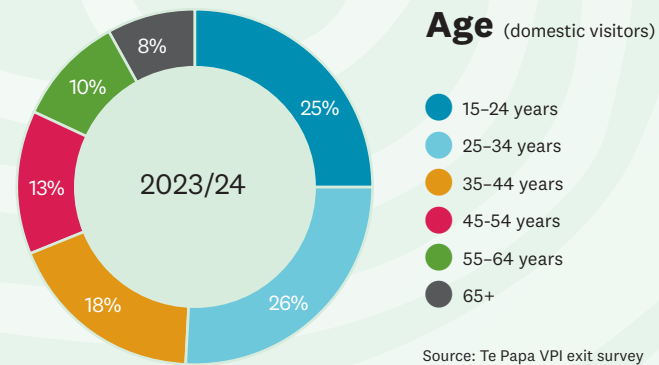
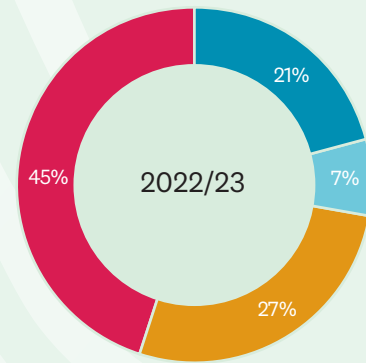
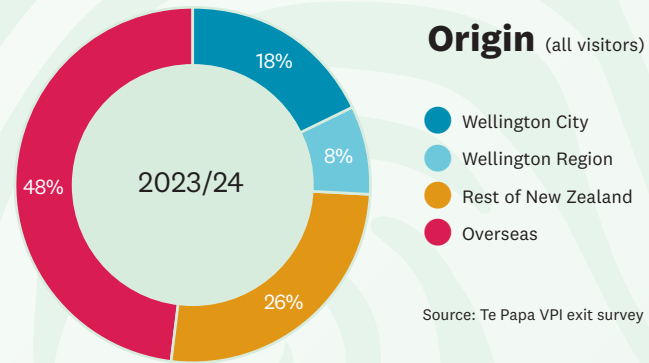
## Performance measures supporting *Tūrangaewae*

Performance measures	Reporting year			Previous year	
	Target 2023/24	Actual 2023/24		Actual 2022/23	Comparison to previous year
The number of visits to Te Papa <sup>2</sup>	1,155,000	1,235,930	✓	1,107,768	↑
The number of visits to Te Papa's websites	3,500,000	4,143,652	✓	3,501,759	↑
Total learning hours delivered	45,000	33,002	✗	43,742	↓
The number of images downloaded from Collections Online	35,000	46,250	✓	32,937	↑
The percentage of adult visitors surveyed reporting a satisfaction rating of "satisfied" to "extremely satisfied" for overall museum experience during their visit	95%	97.4%	✓	97.5%	↓
The number of programmes that meet or exceed their impact objectives based on Te Papa's Audience Impact Model	6	6	✓	6	No change
The number of engagements supporting museums, galleries and cultural organisations	700	1,311	✓	New measure	n/a
The number of engagements supporting iwi organisations	30	85	✓	New measure	n/a
The number of regions where museums, iwi, hapū and cultural organisations have received support from National Services Te Paerangi	10	16	✓	New measure	n/a
The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	90%	94.2%	✓	95.6%	↓

<sup>2</sup> Visitor count adjustment factors for 2023/24 were from 1 July 2023 and 31 March 2024 (Bellwether (over)/under count of -1.37% and visitors leaving and returning over count of -9%) and from 1 April 2024 to 30 June 2024 (Bellwether (over)/under count of 2.14% and visitors leaving and returning over count of -10%). A standard over count adjustment of -1.5% for walk in/out and Te Papa staff was applied to both periods. Refer to page 20 for the detailed methodology.



# Our visitors



## Case studies – our mahi delivering impact to Tūrangawaewae

### Visitation

This year we saw continued growth in visitation and maintained high levels of visitor satisfaction, reflecting our ongoing commitment to engaging and impactful visitor experiences. Visitation to the museum has steadily recovered since the pandemic, driven by the progressive return of visitors from overseas. However, international visitation is still below the levels recorded in pre-COVID years. In 2023/2024, we recorded over 1.2 million visits to the museum, an overall increase of 12% compared to the previous financial year (2022/2023). The increase in international visitation was much higher, with 48% of our visitors from overseas (a 20% increase from 2022/23).

Physical visitation reflects a vibrant mix of age groups and ethnic backgrounds, reflecting Aotearoa New Zealand's rich cultural audience. Te Papa attracted a high proportion of young visitors, with 25% aged 15-24 years, 26% aged 25-34 years and the remaining 49% 35 years of age and over - underscoring the appeal to younger and older generations alike.

A diverse ethnic composition complemented this demographic mix. Pākehā/New Zealand Europeans constitute the majority of our domestic cohort (61%), while Māori and Asian/Asian New Zealanders each represent 14% of visitors. Additionally, 6% of visitors identified as Pacific Peoples/Pacific New Zealanders. This audience base reflects Te Papa's success in engaging a broad spectrum of society, fostering a sense of belonging and welcome to spaces where multiple cultures and generations converge to explore and celebrate our unique heritage and identity.

Our commitment to providing exceptional experiences is reflected in our visitor satisfaction score of 97.4%, 2.4 percentage points above our target. This high level of satisfaction underscores the success of our efforts to meet and exceed visitor expectations.

While learning hours were lower than expected, we anticipate recovery of these numbers into next year with a full learning team on board and enhanced programme advertising, in addition to exploring new opportunities for expanded on-site programmes and outreach options to schools.



### These case studies demonstrate how we:

Deliver our legislated functions to facilitate access to collections, learning and sector support

### Deliver impact to our indicators:

- Visitors experience Te Papa as a place that is fun, inspirational and where curiosity is sparked
- New Zealanders' sense of identity, belonging and respect for one another is strengthened

## Mānawatia a Matariki!

The Matariki weekend has become one of the busiest times of the year at Te Papa. Our celebrations attracted many visitors to the museum in 2024, supported by media stories and mentions that reached over 1.2 million people. The vibrant programme of events delivered a unique opportunity to celebrate Māori culture, learn and connect. As always, Taikura Kapa Haka was especially popular – 24 rōpū consisting of more than 750 kaumātua performed over two days, reaching more than 1.5 million people at Te Papa and online.

The Mānawatia a Matariki programme was particularly appealing to families, who had the opportunity to celebrate Matariki with whānau and learn something new. Visitors were thrilled to see Matariki celebrated at Te Papa. They liked the concept behind the exhibition delivered on Rongomaraeroa and the way in which it created a sense of community. Visitor impact data shows the exhibition resonated at a very personal level, making visitors feel connected to their own identity and with others. Satisfaction was particularly high for Māori visitors. The interactive element of the exhibition helped people reflect, remember and make pledges for the coming year. Overall, visitors felt happy, connected, thoughtful, and proud, and their comments strongly evoked a deep sense of belonging.

New Zealanders' growing awareness and interest in Matariki is also demonstrated by visitation data to our website, with around 469,000 page views of Matariki related content this year. While most visitors were from Aotearoa New Zealand, there is also lots of interest from Australia and around the world.

Gathering feedback from online visitors provides us with valuable insights into how people are using the website:

*I searched Google and Te Papa's result looked like it would be the most reliable site to visit in regard to factual information.*

*The wealth of knowledge and history that is so easily accessible, I was able to find my grandmother's photo used in a poster for Air New Zealand*

*I am a Brazilian national studying Te Reo Māori. One cannot learn a language without learning about its culture, origin and history. This website was suggested by Open Polytechnic as an extra material to enhance learning - and I am happy they did it! Thank you very much.*

*Some of my grandchildren and great grandchildren identify strongly with their Māori heritage. I am using the Te Papa website to get a better understanding of Matariki and its place in Māori culture and to be able to talk with them about this*

*I lived in Wellington and went to the opening of Te Papa and visited it often. The wealth of information it provides is priceless. When I left school I wanted to go onto Uni and be a Museum Curator but couldn't as we didn't have one in the 1980s. Now it's an option for generations to come*

## Mataaho Collective: Te Puni Aroaro

Te Puni Aroaro, which opened in 2022 and continued through to 2024, showed six large-scale works by Mataaho Collective together for the first time in the Toi Art gallery at Te Papa. The exhibition attracted and appealed to a broad range of audiences, deeply resonating in particular with Māori visitors. General ratings of the show were predominantly positive. Māori and repeat visitors to Toi Art reported the highest levels of satisfaction.

Despite being a predominantly aesthetic experience, the exhibition had a profound impact on those who visited. It offered space to learn something about Māori culture, art, and history. It also sparked reflection around the creative use of ordinary materials and the interplay of traditional and contemporary, and it inspired some visitors to (re) engage in artistic practice.

## Dinosaurs of Patagonia

Ngā Taniwha o Rūpapa | Dinosaurs of Patagonia was presented in partnership with Argentina's Museo Paleontológico Egidio Feruglio from 13 December 2023 to 28 April 2024. The immersive exhibition included scientific casts of Patagonian dinosaurs, including the *Patagotitan mayorum* – one of the

world's biggest dinosaurs at 30 metres long. The exhibition appealed to a wide range of audiences, particularly families. Similarly to previous ticketed shows, the exhibition was mainly a drawcard for domestic tourism, attracting both Wellington region residents and out-of-region visitors to the capital.

Visitors of all ages expressed high levels of satisfaction and enjoyment, frequently mentioning feelings of awe and fascination for the impressive size of the specimens on display. The detailed curation sparked excitement and curiosity and successfully provided an enriching experience to visitors, who enjoyed learning new things about dinosaurs while being entertained with various multisensorial stimuli.

The exhibition included a local interpretation, incorporating fossils from Aotearoa New Zealand along with an ao Māori and tikanga perspective to appropriately approach bilingual treatment of exhibition text and design. Audiences appreciated the inclusion of reo Māori in the exhibition labels, seeing it as a way to honour the bicultural commitment of Te Papa.

The predominant dimension of impact was learning. Most visitors said they had learned something new, and some indicated they would pursue further educational opportunities about dinosaurs after their visit. For many, the exhibition was also a social experience and an opportunity to spend time together and bond over mutual interests.

## Te Ata o Tū The Shadow of Tūmatauenga: The New Zealand Wars Collections of Te Papa

The wars of 1845–1872 were described by James Belich as 'bitter and bloody struggles, as important to Aotearoa New Zealand as were the Civil Wars to England and the United States'. In March 2024, Te Papa Press launched an important new book developed in collaboration with iwi, which delves into the Mātauranga Māori, History and Art collections at Te Papa to explore taonga and artefacts intimately connected with the key events and players associated with the New Zealand Wars.

Approximately 150 iwi members attended the launch on Rongomaraeroa, and whānau were able to connect or reconnect with taonga originally owned by their tupuna. Hone Sadler of Ngāpuhi said on the day how happy he was to see the stories brought to light. 'Inā kore tēnei i puta ka noho tonu ai te mamae ka noho tonu te kuaretanga a te hunga no rātau ēnei mea kua whakahuna ake'. ('If these stories were kept hidden that hurt would remain, and the ignorance of the people who hid these objects would also remain.') Whānau kept stories of these taonga alive for generations, he said, and now they are available for the nation.

## Online engagement

This year we achieved our highest ever website visitation to Te Papa websites, with the main site, Collections Online and NZ Birds Online all reaching record visitation. In total we have over 4.1 million visits to our websites and exceeded our target by 32%.

Drivers for website visitation included Matariki, te ao Māori, flora and fauna, dinosaurs and online jigsaws. The 'digital museum' sections of the website provide access to collections through Collections Online, learning resources and information that extend the reach of Te Papa beyond the museum in Wellington.

A growing part of the Digital Museum are web hubs, which pull together information from multiple Te Papa platforms and information sources to make it easier for people to find the information they are interested in. It also gives us the opportunity to highlight some of the areas of museum work that can often be less visible, such as collecting and research.

Over the year, a number of new hubs were created and added to the growing library of subject areas. One new example includes a hub where people can learn about native kihikihi (cicadas) and learn to tell species apart by listening to cicada calls. Other new hub subjects include the work of Botanist and artist Nancy Adams, native orchids of Aotearoa New Zealand, the Dawn Raids, the motion, sound, cultural and contemporary impact of poi, the importance of the Rotuman Island and its people and significant new improvements to the Sāmoa hub, including the results from recent research that more accurately identifies the original locality of many of the measina (taonga) we hold in the collections, and the stories of the people behind them.

Downloadable activity books and resources continue to be highly used, with over 30,000 downloads over the year. Matariki and the Maramataka continue to be popular, as well as language activity books.

### Language activity book downloads:

Te Reo Māori	7,600
Samoa	4,000
Tongan	2,100
Fijian	1,000
Tokelauan	550
Tuvaluan	500
Cook Islands Māori	460

te reo  
**MĀORI**  
Activity book Pukapuka mahi



**A major milestone for collection access: 1 million collection objects in Collections Online Kohinga Ipurangi**

After humble beginnings with only 1,500 collection records in 2005, almost 20 years later we passed the major landmark of one million records available through Collections Online in April 2024.

Ongoing digitisation has also made 425,000 images available, with over 150,000 available for download and reuse. This year, over 46,000 images were downloaded for a wide range of purposes, whether for personal use, learning, research or cultural connections both within Aotearoa New Zealand and beyond:

*To learn about designs and meanings in Polynesian cultures, both because they are amazing in themselves and as comparison data when thinking on fictional cultures with some similarities*

*Understand my culture better to feel connected through art and traditional practices*

*To look at Dunedin in the early days. I am very interested in my family tree and where they settled.*

*I'm from Hawai'i and am attending a Learning Stories Conference and Intensive Study Tour in Aotearoa. I want to learn more about akua wahine, the women gods of Polynesia and the Pacific Islands*

*I am trying to find out about my great great grandfathers who fought in the Māori wars in 1863-1864.*

*I am working on dodo and solitaire for more than 10 years now and collecting data on morphology of these birds for phylogenetic analysis*

**National Services Te Paerangi – supporting museums, galleries, whare taonga and iwi organisations**

Our sector support team continued to provide outreach services across the motu in 2023/24. More than \$157,000 was awarded in grants to collecting organisations, providing valuable supplementary resource as the sector continues to rebuild following the COVID-19 pandemic.

The team delivered 17 workshops across topics such as tikanga Māori in museums, audience interpretation, digital engagement, audio description, collection management, security risk management and public programming. A further 10 wānanga were delivered on taonga conservation and digitisation for whānau, hapū and iwi. National Services Te Paerangi facilitated 15 Expert Knowledge Exchanges, which place a resident expert to provide intensive one-on-one advice to support the development of staff and volunteers.

Across 2023/24, National Services Te Paerangi supported museums, iwi, hapū and cultural organisations in every region in Aotearoa New Zealand. The map to the right shows where workshops, wānanga and Expert Knowledge Exchanges were provided.

**Sharing exhibition know-how**

In October 2023, Adam Art Gallery's Acting Director Sophie Thorn partnered with National Services Te Paerangi to create a trailblazing symposium for those people with practical and technical skills who work across the heritage and arts sector.

Attended by 83 people from across the country the Gloves On conference was a chance for people who mount, light, install and tour exhibitions to share their knowledge and expertise in creating exhibitions and develop connections.

“While there are opportunities for public facing curatorial staff to discuss the nature of their work we identified that there are less chances for those technical staff to share their successes and challenges. These registrars, collection managers and technicians are very much behind every successful exhibition. Unlike other professions they rarely get the spotlight because the better you do your job the more hidden it is.”

National Services Te Paerangi helped in funding the speaker's fees and travel costs for five participants.

“It was the first event of its kind so our ambitions were modest, though once we put the word out we discovered there was quite an appetite for an event like this. National Services Te Paerangi enabled it to be widely accessible by supporting travel costs,



**National Services Te Paerangi in-person support 2023/24**

- Workshops 17
- Expert Knowledge Exchange 15
- Wānanga 10

so there was a low barrier to entry and we could just concentrate on putting the word out there. We wouldn't have been able to do it in the manner we did without their support.”

Thorn is planning on running future workshops to enable technical experts to share their skills and create video guides off the back of those sessions.

“The Gallery is part of Te Herenga-Waka Victoria University so part of our kaupapa is to share knowledge and push boundaries. Next year, we'd like to involve museum and heritage studies students so that they have a chance to see the work behind the scenes. One of our keynote speakers Andy Cummins spoke about the challenge of pouring 9 tonnes of blue concrete into the gallery and then removing it, these are remarkable feats which should be talked about and celebrated.”

**Commercial business - supporting our mahi for growth into the future**

Te Papa was established with the aspiration to be commercially positive. That has carried through this year as we have completed the first year of operating the venues spaces in Tākina Wellington Convention

and Exhibition Centre, continued to perform well in our café, retail and car parking businesses and prepared for enhanced commercial revenue streams – all of which are essential to supplement our Crown funding.

Our commercial performance has been particularly important in a challenging economic environment with reduced consumer spending. We have continued to deliver ticketed exhibitions – this year, *Ngā Taniwha o Rūpapa | Dinosaurs of Patagonia* attracted over 105,000 visitors and was a drawcard for 39% of domestic out-of-region visitors coming to Wellington. We also commenced planning for *Vivienne Westwood & Jewellery*, a new exhibition celebrating the iconic jewellery of renowned British fashion house Vivienne Westwood. Te Papa will be the first global venue for this exhibition when it opens in December 2024.

In 2024 work was underway to prepare for a new entry charge for international visitors, to be introduced from September 2024. As a highly popular tourism destination with high foot traffic from well over one million visits each year from combined domestic and international visitation, this new revenue source will help to maintain our building and infrastructure, enable us to continue delivering exciting visitor experiences and exhibitions, events and support our work with the sector





# Papatūānuku

With Te Rautaki o Te Papa, we have introduced a new strategic priority to deliver better outcomes for *Papatūānuku* – prioritising care and consideration for our natural environment, encouraging others to

protect and restore our biodiversity and in alignment with our vision to be a Tiriti-based museum, support Māori to exercise their right as kaitiaki of te taiao and taonga species.

Performance measures	Reporting year			Previous year	
	Target 2023/24	Actual 2023/24		Actual 2022/23	Comparison to previous year
Retention of carbon footprint within +/- 5% of 2021/22 baseline	Met	Exceeded	✓	Not met	↑

## Case studies – our mahi delivering impact to Papatūānuku

### Expanding our understanding of our carbon footprint

The first year of our work aligned to this strategic priority has focused on consolidating data that we have about our carbon footprint, practices and trends on energy use and establishing a baseline for air travel emissions. This extends our focus from recent years on seeking emissions reduction from our four highest energy sources from building plant (gas, electricity, waste and water) from 2018 to 2021 and aiming to maintain that baseline from 2022.

This year we exceeded our goal to maintain baseline from gas, electricity, waste and water within +/- 5%, with a 6.9% reduction compared to the 2021/22 baseline. Infrastructure maintenance and replacement projects continue to look for efficiencies in these categories.

In 2023/24 we have expanded our focus on emissions to examine travel practice. The majority of our travel emissions are generated from air travel. A new measure published in the *Statement of Performance Expectations* for 2024/25 has set a target for reduction by 5%.

This year we have also invested in establishing better internal communications and messaging to share information about our emissions with kaimahi, seek feedback on additional practices to explore and implement small changes to encourage increased recycling and waste reduction. We will continue to review opportunities for improvement as we develop a *Papatūānuku* strategic plan in 2025.

### These case studies demonstrate how we:

Deliver our legislated functions to operate the museum, care for infrastructure and undertake research

### Deliver impact to our indicators:

- Care and consideration for Papatūānuku is prioritised through Te Papa’s work
- New Zealanders are encouraged to protect and restore our natural environment and biodiversity
- Māori are supported to exercise their right as kaitiaki of te taiao and taonga species

## Sustainability in infrastructure projects

In 2015 we initiated a project to replace the original external sheet metal cladding across the museum. The product leading the market in the nineties was Alucobond which consists of an aluminium cover to a neoprene like core. This type of product is no longer the norm for commercial buildings.

Stage four of the project was carried out this year, focusing on replacement of the cladding to the main plant rooms, which house our boilers, chillers, main electrical switch boards and emergency generators.

The construction process has included 21 tonnes of scaffolding, nine crane lifts on completion and a demolition crew who removed the cladding from the building, placed it in a container which was lifted off the roof and then transported to the recyclers in Seaview. So far around 3.2 tonnes of aluminium panel and support rail have been recycled through this project.



## Exploring the Bounty Trough

In February 2024, Te Papa partnered with NIWA and Ocean Census to participate in the Bounty Trough expedition. This multinational deep-sea research expedition, funded by Japanese and British organisations, established new partnerships and strengthened existing ones with numerous local and international institutions, and enhanced Te Papa's position as a global player in marine research. Marine team curators Thom Linley and Andrew Stewart (fishes) and Kerry Walton (molluscs) co-developed and took part in the three-week voyage to the Bounty Trough, off the coast of Otago, where they sampled to a depth of almost 5,000 metres. This region and depth range was poorly represented in Te Papa's collections previously. The subsequent month-long workshop, co-hosted by Te Papa and NIWA, involved over 30 scientists from 11 countries.

The expedition resulted in collection of over 1,300 lots, around 5,000 specimens and at least 78 never-before-seen new species of molluscs, as well as 104 lots, 104 specimens and at least three never-before-seen new species of fishes. Many of these lots are molecular-grade (meaning they can be used for DNA analysis) and/or represent significant new distribution records for their taxa. Te Papa participants gave five public talks relating to the expedition, featured in an episode of Thom's co-hosted Deep-Sea Podcast, and published two Te Papa blogs. The expedition gained substantial local and international media interest, with at least 12 local news stories, including long-format interviews with all three Te Papa participants in an episode of Our Changing World (Radio New Zealand), and at least 30 international news stories, including major networks such as CNN, BBC, Hindustan Times, The Telegraph, Sky News Australia and others, with a presumed combined readership well exceeding 100 million people.



## Te Papa's contribution to global biodiversity research

Te Papa is now publishing specimen records to the Global Biodiversity Heritage Facility (GBIF), the largest aggregator of information about biological specimens and observations. By making this data easier to access and use, GBIF enables research in areas such as climate change impact, ecological monitoring, habitat restoration and specimen provenance, as well as fundamental taxonomic research.

Sharing our data through GBIF is done by transforming our records into a standardised format and making them available alongside information from thousands of other publishers. Instead of manually requesting data from many institutions, users can search everything and use it immediately, greatly saving time and money.

Over 250,000 records for Te Papa's plants collection have been made available and work is underway to share our zoological records. Our records have been accessed over 25,000 times in the 5 months since publication and multiple papers citing this data are already in preprint.



## Race against time to save Chatham Island tree carvings

Through the support of National Services Te Paerangi, Te Papa conservators have been working with the Hokotehi Moriori Trust in Rēkohu to help preserve the remaining ancient tree carvings on the kopī tree which have been infected by a honey-fungus.

The kopī tree, like all trees, is vulnerable to natural deterioration. The situation has been worsened by a fast-spreading honey fungus infestation, making immediate conservation efforts essential. Over the past thirteen years, specialists have worked closely with the Moriori community to rescue the most at-risk carvings in the groves of Rotorua, Hapupu, and Pehenui and place them in storage.

In the past over 1,000 carved trees were documented, now only a few dozen remain in-situ with a rahui in place due to their fragile state. A biodiversity officer regularly reports on the trees' condition to the Hokotehi Moriori Trust.

Given the trees' age and exposure to various deteriorating factors, urgent conservation treatment is required. Since 2010, Te Papa conservator Nirmala Balram has made five visits to Rēkohu, providing treatment and training in the care of the rākau momori. Recent efforts have focused on improving storage conditions to reduce water seepage and improve insulation. Community members have been involved in conservation efforts, such as removing moss from the trees, which enables them to get close to the craft of these ancient traditions.

Meanwhile the Hokotehi Moriori Trust is developing a sustainable conservation plan, including training young people in the traditional art of creating these carvings. "The honey fungus is part of the forest and is part of the natural cycle so we're not looking to disturb that, you'd be fighting a losing battle if you take on a fungus," says former Chairman of the Hokotehi Moriori Trust, Tom Lanauze.



# Vision for a Tiriti-based Museum

Te Papa was established as a bicultural museum. Te Rautaki o Te Papa envisions a Tiriti-based future, where a collective commitment to te Tiriti o Waitangi is fostered and Māori exercise tino rangatiratanga. The vision is woven through our strategic priorities as we acknowledge Māori as the creators and kaitiaki of their taonga and mātauranga through *Hāpai ahurea* and the mana taonga principle. We acknowledge Māori as tangata whenua and assist in strengthening respect for and use of te reo and tikanga through *Tūrangawaewae*, and we connect manuhiri to te ao Māori through understanding and respect for the unique relationship between tangata whenua and *Papatūānuku*.

## Signs of a Nation

On 11 December protest action in the exhibition *Signs of a Nation* led to the defacement of the English text panel of the Treaty of Waitangi. There was a high level of public interest in the space. Due to logistics for removal of the panel during peak visitation time, the decision was made to leave it in place over summer, while consideration was given to how best to undertake renewal of the exhibition. In April, a temporary digital experience was installed highlighting the differences between the English text and te Tiriti o Waitangi. A longer-term redevelopment process has been initiated, with plans to invite feedback from a wide range of communities and from iwi.

We were grateful for the support and guidance of mana whenua, Te Āti Awa Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira.

## Te Tiriti online

Online content about te Tiriti is highly sought after. Web pages related to the Treaty were viewed nearly 80,000 times, with one third of those visits from people who wanted to read and compare the texts. Waitangi activity books were also downloaded over 6,000 times.

Visitors left feedback about why they visited this section of the website:

*To develop a lesson plan for Te Tiriti o Waitangi*

*They have the Māori and English version of Te Tiriti so I can make my own unbiased comparisons of the two*

*To discover the true means of Tino rangatiratanga. The English equivalent of Crown sovereignty*

## Supporting the Maihi Karauna

Te reo has continued to feature in our exhibition and experience development for audiences, in support of the Maihi Karauna aspiration for Whakaatu – creating the conditions for te reo Māori to be seen, heard, read and used. As a public space popular with whānau and intergenerational learners, by extension we support an environment for Maihi Māori and many of our approaches also incorporate Māori worldviews, tikanga and practices such as karakia and pepeha.

*Mawhiti Tino Rawe | Clever Crustaceans* is a touring exhibition that dives into the lives of land and sea crustaceans. All text for the exhibition was translated into Māori and previously un-named species were described in te reo. In addition, pakiwaitara (traditional knowledges) was integrated into the content.

*Ngā Taniwha o Rūpapa | Dinosaurs of Patagonia* was on display at Te Papa from December to April this year. Te reo Māori storytelling was incorporated into the exhibition, which featured dinosaur casts and fossils from South America and fossils from Maungataniwha in Aotearoa New Zealand. In addition to all English text being translated to te reo, kōrero tuku iho and reo ā-iwi were utilised for Ngāti Pāhauwera content. Taonga were connected to the iwi and ao Māori narrative around dinosaurs was included in addition to karakia, pepeha, pakiwaitara, and waiata.

Other text such as museum wayfinding and signage, and updates to exhibition texts when display changeouts occur were also provided in te reo. During this period, we concluded a research project in collaboration with Te Rua Mahara o te Kāwanatanga | Archives New Zealand and National Library of New Zealand | Te Puna Mātauranga o Aotearoa to understand audience capability and expectations of te reo on websites, which will assist further planning and content development for online audiences.









# Ngā tāngata me te kaha | People and capability

Our people are critical to achieving the aspirations set out in our Statement of Intent. We regularly review our workforce profile, practices and capabilities to make sure we are delivering on our obligations as a good employer and ensure our kaimahi can be their best at work.

## Te Papa's workforce profile

The number of employees at Te Papa as at 30 June 2024 was as follows:

EMPLOYMENT STATUS	Full-time (head count)	Part-time (head count)*	Total (head count)	FTE (full-time equivalents)
Permanent	369	36	405	382.61
Fixed-term	12	9	21	13.21
<b>TOTAL</b>			<b>426</b>	<b>395.82</b>
Casual			231	
<b>TOTAL HEAD COUNT</b>			<b>657</b>	

\* Less than 30 hours per week

## Gender profile

We actively seek to capture the gender profile of our employees at the commencement of employment, and we have adopted the Stats NZ classification for gender identity<sup>3</sup>. Our workforce is 54.6% female (55.8%: 2023), 44.3% male (43.1%: 2023) and 1.1% another gender (1.1%: 2023). The gender ratio for Te Papa has remained relatively static over the years.

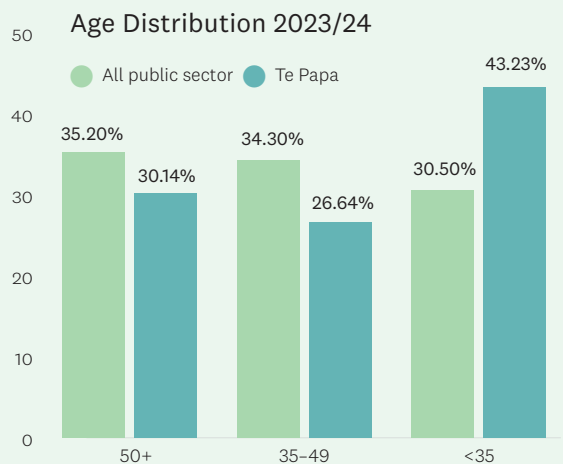
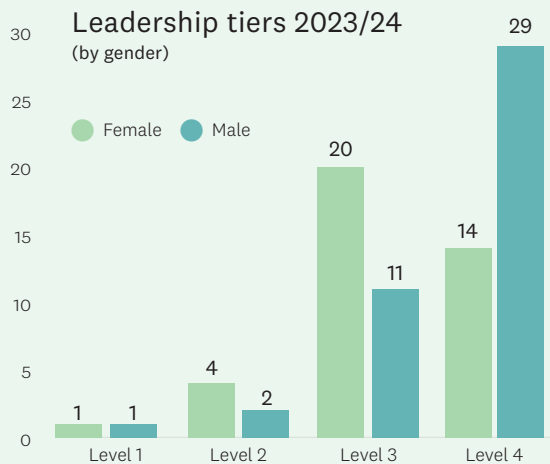
In addition to the gender profile for the organisation, detailed below is our gender profile by leadership tier.<sup>4</sup> Our Chief Executive and Kaihautu (Co-Leaders) have been represented both at Level 1 leadership tier, which reflects their reporting line to the Te Papa Board Chair, and our true operating model. This is a

change from prior years which previously included our Kaihautu at the level 2 tier.

## Age profile

The average age of our workforce is 39.86 years (40.36 years in 2022/23), which is younger than the public sector average of 44 years.<sup>5</sup>

The below age distribution for Te Papa in comparison to the wider public sector<sup>6</sup> highlights the diverse nature of activities Te Papa undertakes. We have a higher percentage of employees less than 35 years of age, with 50% of these employees in positions that support our commercial activities. The age range of our employees span from 16 to 82 years.



<sup>3</sup> As per StatsNZ Statistical standard for gender, sex, and variations of sex characteristics – April 21

<sup>4</sup> Based on staffing as at 30 June 2024

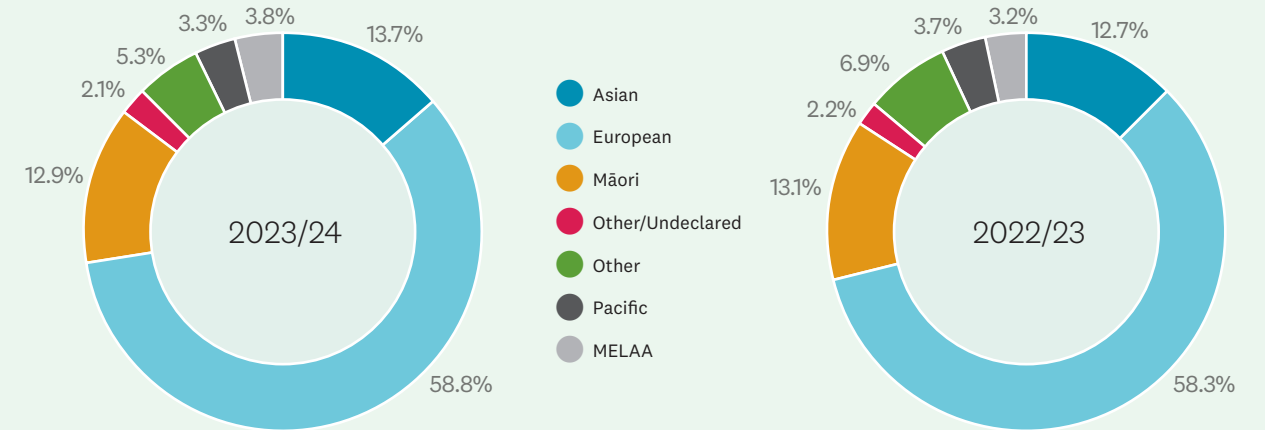
<sup>5</sup> Te Kawa Mataaho 2023 'Public Service Workforce Data'

<sup>6</sup> Te Kawa Mataaho 2023 'Public Service Workforce Data'

## Ethnicity profile

We continue to capture ethnicity data upon commencement of employment, so that we can more accurately describe the ethnic diversity of our people. We have seen minimal change in one of our target workforce groups with our Māori representation still at similar levels to prior year. Our Pacific Peoples representation has decreased slightly from 3.7% in 2023 to 3.3% in 2024, whilst our Asian representation has increased.

Our ethnicity data is reported at StatsNZ Level 1 ethnicity classifications.<sup>7</sup>



## Disability

We remain committed to valuing the diversity of our kaimahi; however there continues to be insufficient data to enable a useful disability profile to be declared as this information is voluntary.

## Diversity statistics, as at June 2024

The following table shows statistics for groups that have been identified as diversity targets within the public sector, with a comparison to the prior five years.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Women	57.5%	56.5%	57.3%	58.0%	55.8%	54.6%
Māori	10.3%	8.4%	8.4%	11.5%	13.0%	12.9%
Pacific Peoples	4.0%	4.2%	4.6%	4.8%	3.7%	3.3%

## Gender pay gap<sup>8</sup>

Detailed below is pay gap by gender. Our gender pay gap continues to reduce in comparison to earlier years as Te Papa continues to set a base minimum rate for all kaimahi regardless of gender or occupation, thus removing any possibility of bias at appointment. In the past year, we have also implemented adjustments to our salary bands at lower banded roles to maintain equitable pay differentials and continue to review salaries – both at commencement and for same or similar roles.

As at 30 June	2019	2020	2021	2022	2023	2024
Te Papa Gender Pay Gap	20.45%	21.59%	19.71%	10.50%	8.09%	3.98%
Te Papa Gender Pay Gap (excluding casuals)	Not available	1.39%	1.34%	-3.38%	-1.04%	-5.59%
New Zealand Gender Pay Gap <sup>9</sup>	9.30%	9.50%	9.10%	9.20%	8.60%	8.10%

<sup>7</sup> As defined by StatsNZ, ethnicity is a hierarchal classification, with Level 1 classifications being the least detailed - capturing major ethnic groups in 6 categories and one other/undeclared category.

<sup>8</sup> Te Papa calculates the gender and ethnic pay gap using median hourly earnings, as recommended by the Human Rights Commission.

<sup>9</sup> As published by StatsNZ, June quarter (Income)



## Ethnic Pay Gaps

Detailed below is our ethnic pay gaps data. Our pay gap analysis and Kia Toipoto | Closing Gender, Māori, Pacific and Ethnic Pay gaps action plan for 2024 acknowledges that whilst there has been minor change and/or decrease in comparison to the prior year, we still have some way to go to close our ethnic pay gaps – particularly within our Pacific Peoples and Asian workforce. This has been identified as our focus area for the coming year to engage more with these ethnic groups to further understand the cause and how we can seek to address this in future.

As at 30 June	All Org		Perm/Fixed Term Only	
	Jun-24	Jun-23	Jun-24	Jun-23
Māori	-7.90	-8.46	-0.66	-4.64
Pacific Peoples	15.60	21.83	12.62	28.14
Asian	20.05	21.01	21.27	19.93

## Te Papa as a good employer

In the last year we've made sure we are:

- being more kaimahi centric and implementing solutions that suit the different needs and rhythms of our teams
- building our digital infrastructure to enable sharing of key information and connection across the organisation
- reconnecting our kaimahi with our direction, Rautaki and work through more communication.

We've focused on creating capacity by supporting teams to think differently about how they work and have continued to work on embedding our desired culture. Regular reviews of our progress means we always have our eye on what is important rather than urgent.

## Ensuring an infrastructure that sets us up for success

Our recruitment is merit-based and rigorous. We ensure our advertising attracts a diverse pool of candidates, our selection methods are impartial and thorough and we use assessment centres and testing for critical roles.

Our four-year strategic workforce plan has a range of activities to help maintain and increase our diversity in areas aligned to our Rautaki and priority audiences. We use transparent, equitable and gender-neutral job evaluation practices. Our remuneration and remuneration approach remain based on market and performance principles. We are making progress on our Kia Toipoto Action Plan which is reducing our pay gaps.

We have clear leadership expectations, competencies and resources to help guide and grow our leaders. Our performance process ensures managers have at least fortnightly conversations that extend beyond key

performance indicators to include how our kaimahi work and grow professionally.

As an organisation we are committed to continuous improvement. We ask our kaimahi for feedback on specific initiatives and processes as part of our commitment to kaimahi centred design. We make sure our Employee Code of Conduct, relevant policies and procedures are easily accessible for all our kaimahi. We regularly update our tools, policies, programmes, and resources to reflect legislative change and reflect current best practice.

## Developing our kaimahi

Learning opportunities are set at the beginning of each financial year based on our current capabilities and kaimahi needs over the year. Te Papa offers formal and informal development to support kaimahi in their role supported by our Learning Management System (iLearn). We provide online modules, readings, resources, internal seminars, leadership programmes and blended learning options like our induction programme. Together these help our kaimahi understand our operating context, tikanga, the diversity of our business and a chance to make connections across the organisation. iLearn allows us to track learning for all kaimahi and identify areas for improvement or need. Engaging kaimahi on how they like to learn ensures we continue to tailor programmes to suit our two operational rhythms.

A range of other centrally managed training is offered including:

- Te reo Māori and waiata practice.
- Short skills sessions and programmes like Writing, Supervisor Training and improving personal resilience.
- Practical skills training including; first aid, civil defence, mental health first response and emergency response and evacuation.

Managers continue to support their people in their development using a range of on-the-job options. These include:

- Coaching and mentoring.
- Short courses (internal and external as appropriate)
- Conferences and seminars.
- Project work.
- Acting in other roles and secondments (within the organisation, in the GLAM Sector and/or public sector).

Our Executive Leadership Team regularly monitor and review critical roles and have succession plans in place to ensure we can continue to deliver to a high standard and in the most efficient way possible.

## Staff benefits

Te Papa has a range of benefits including:

- Early Childhood Education (ECE) centre on site, with Te Papa employees being given priority to the waitlist.
- A range of non-financial rewards available for managers to reward staff demonstrating Te Papa values, or exceptional pieces of work.
- Domestic leave in addition to sick leave to support other family or care needs.
- Twenty days paid parental leave to qualifying staff, or a child-care subsidy of \$3,500 on return to work.
- Reduced group premiums are available to all staff for medical insurance, with onsite visits held on a quarterly basis.
- Annual flu vaccination programme is offered to all staff.
- Several discounts offered by local businesses.
- Assess to our Employee Assistance Programme which includes support to immediate family members.

## Way of working

We continue to work in a way that draws on the backgrounds, experiences, and skills of our kaimahi. This makes sure we have multiple perspectives and multiple disciplines in the design, testing and delivery of our work and services.

We are incorporating more Te Ao Māori into our core processes and the way we work to give effect to our aspirations as a Tiriti-based organisation.

Safety Always is part of our updated Health & Safety Framework that includes policies, supporting information, and training. Ergonomic equipment is available to assist people with disabilities and special

requirements. There is also an active Health & Safety committee with members drawn from across Te Papa.

Te Papa offers flexible working arrangements to suit kaimahi needs, whether for childcare reasons, elder care, remote working, or compressed working hours. This is enabled by remote technology access to all Te Papa technology systems and applications. We continue to have regular quiet time half a day a week for kaimahi to work without meetings, interruptions, or calls.

We are strongly focused in ensuring the health, wellbeing and hauora of our kaimahi. This includes:

- Providing additional support in the event of heightened stress such as bereavement, change process support and resilience training.
- Onsite massage is made available to kaimahi twice a month.
- Delivering health monitoring and prevention initiatives (i.e. foot care and vision care policies) and promote self-ownership through self-assessed ergonomic workstation assessments.
- Monitoring staff surveys, speak up channels, employee assistance programme data and management reporting for signs of bullying, harassment and discrimination.

## Keeping ourselves on track

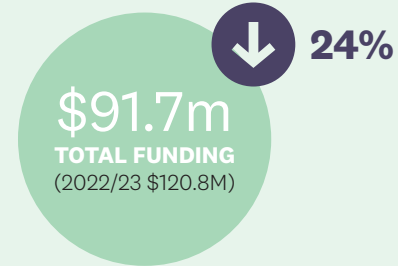
We regularly capture information and insights from our kaimahi to monitor our progress on organisational health, progress, culture, and wellbeing. These include:

- Regular check-ins to ensure our leaders can track our progress against key milestones and have the information and skills to be high performing in their management and leadership roles.
- Staff Engagement Surveys every 16 weeks.
- Running exit interviews and an exit survey with kaimahi that have resigned.
- Monitoring and managing our employees' annual leave balances to ensure they are taking the time to rest, recharge and look after their own wellbeing.

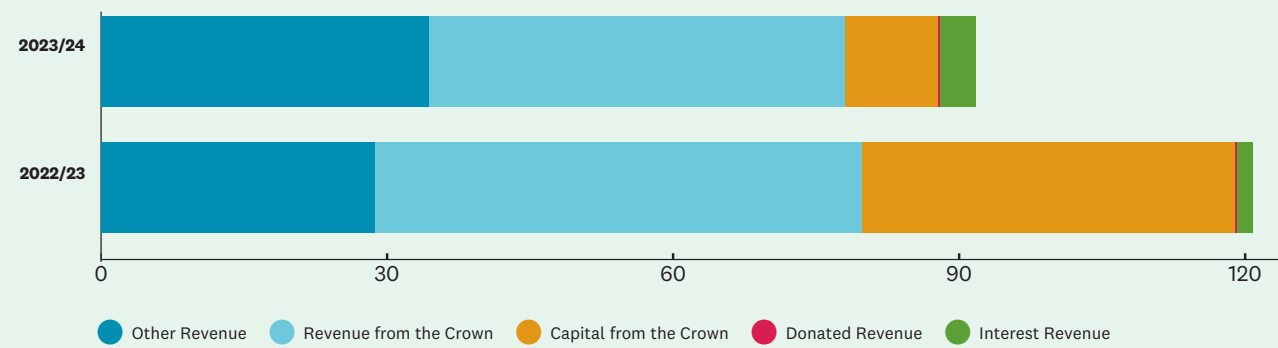


# He paku tirohanga ki te taha pūtea | A snapshot of our financials

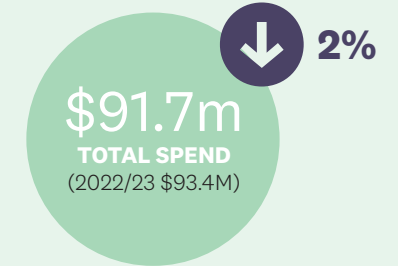
This provides a snapshot of the flow of cash into Te Papa, and how that was spent.



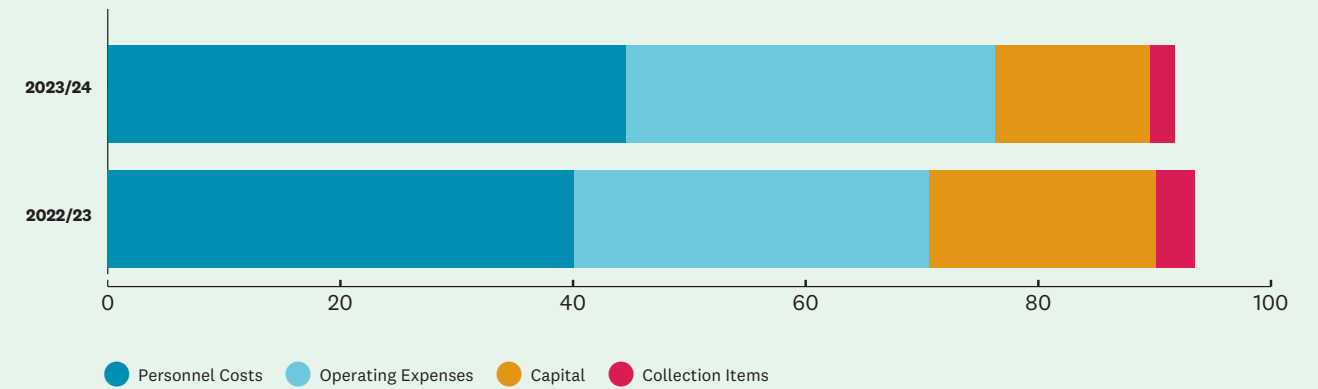
## Where did our funds come from? \$(m)



	2023/24 \$(m)		2022/23 \$(m)	
Other Revenue	\$34.4	37%	\$28.7	24%
Revenue from the Crown	\$43.6	48%	\$51.1	42%
Capital from the Crown	\$9.8	11%	\$39.1	32%
Donated Revenue	\$0.2	0%	\$0.2	0%
Interest Revenue	\$3.7	4%	\$1.7	2%
<b>Total</b>	<b>\$91.7</b>		<b>\$120.8</b>	

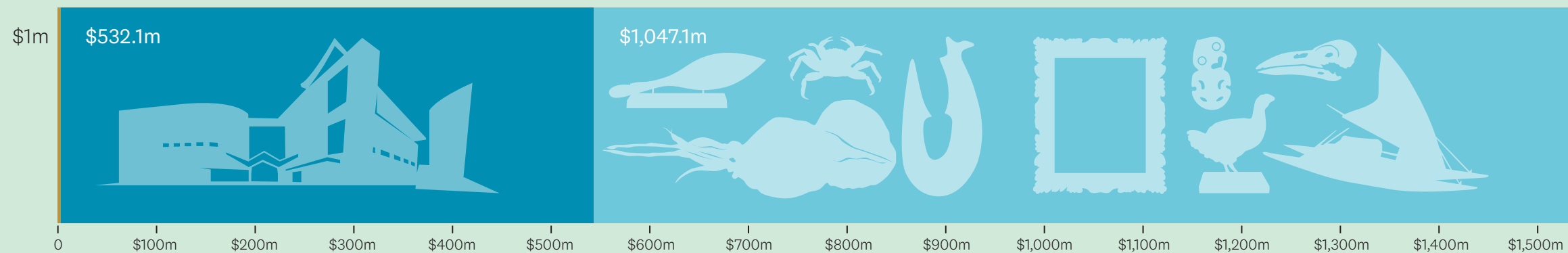


## Where did we spend our funds? \$(m)



	2023/24 \$(m)		2022/23 \$(m)	
Personnel Costs	\$44.5	48%	\$40.1	43%
Operating Expenses	\$31.8	35%	\$30.3	32%
Capital	\$13.3	15%	\$19.7	21%
Collection Items	\$2.1	2%	\$3.3	4%
<b>Total</b>	<b>\$91.7</b>		<b>\$93.4</b>	

## What assets are we managing?



<b>Intangibles</b>	2023/24	2022/23
	\$1m 0.1%	\$1.3m 0.1%
<b>Facilities</b>	2023/24	2022/23
	\$532.1m 33.6%	\$532.9m 35.5%
<b>Collections</b>	2023/24	2022/23
	\$1,047.1m 66.3%	\$967.9m 64.4%



# Ngā tauāki pūtea 2023/24 | Financial statements 2023/24

## Cost of Service Statement

for the year ended 30 June 2024

### Output Summary

Museum services are defined as controlling and maintaining a museum, developing collections, making those collections accessible, caring for those 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.

Output class summary	Actual 2024 \$000	Budget 2024 \$000	Actual 2023 \$000
<b>Museum services</b>			
<b>Operating</b>			
Revenue - Crown	43,881	44,168	51,899
Revenue - commercial and other	40,875	35,903	32,956
Costs	(92,942)	(100,251)	(87,047)
<b>Operating surplus (deficit)</b>	<b>(8,186)</b>	<b>(20,180)</b>	<b>(2,192)</b>
<b>Non-departmental output expenses</b>			
Museum services – operating	43,881	44,168	51,899

### Non-departmental capital expenditure - collections

This is funding from the Heritage and Culture Sector Capital appropriation and is limited to capital expenditure for the acquisition of collection items.

	Actual 2024 \$000	Budget 2024 \$000
Capital contribution from the Crown*	3,000	3,000
Expenditure on collections	2,112	3,323

\* The appropriation capital contribution received by Te Papa equals the government's actual expenses incurred in relation to the Heritage and Cultural Sector Capital appropriation, which is a required disclosure from the Public Finance Act 1989. Actual expenditure of \$888k lower than 2023/24 appropriation represents a timing difference given the specific nature of some acquisitions. Collection acquisition expenditure matches appropriations over a longer time horizon.

Assessment of performance	Actual standard of performance	Budget standard of performance
Collections are developed in accordance with policy and acquisition strategy	100%	100%

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

## Independent Auditor's Report

**To the readers of Museum of New Zealand Te Papa Tongarewa and group's financial statements and performance information for the year ended 30 June 2024**

The Auditor-General is the auditor of Museum of New Zealand Te Papa Tongarewa and group's (the Group). The Auditor-General has appointed me, Fiona Elkington, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and the performance information, including the performance information for appropriations, of the Group on his behalf.

### Opinion

We have audited:

- the financial statements of the Group on pages 58 to 93, that comprise the statement of financial position as at 30 June 2024, the statement of comprehensive revenue and expenses, statement of changes in equity and statement of cash flows for the year ended on that date and [the notes to the financial statements including a summary of significant accounting policies and other explanatory information; and
- the performance information which reports against the Group's statement of performance expectations and appropriations for the year ended 30 June 2024 on pages 17 to 42 and 52.

In our opinion:

- the financial statements of the Group:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2024; and
    - its financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards; and
- the Group's performance information for the year ended 30 June 2024:
  - presents fairly, in all material respects, for each class of reportable outputs:
    - its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and
    - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year;



- presents fairly, in all material respects, for the appropriations:
  - what has been achieved with the appropriations; and
  - the actual expenses or capital expenditure incurred as compared with the expenses or capital expenditure appropriated or forecast to be incurred; and
- complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 31 October 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below, and we draw your attention to inherent uncertainties in the measurement of greenhouse gas emissions. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

### **Emphasis of matter – Inherent uncertainties in the measurement of greenhouse gas emissions**

The Group has chosen to include a measure of its greenhouse gas (GHG) emissions in its performance information. Without modifying our opinion and considering the public interest in climate change related information, we draw attention to page 21 of the performance information, which outlines the uncertainty in the reported GHG emissions. Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emissions factors and processes to calculate or estimate quantities of GHG sources is still evolving, as are GHG reporting and assurance standards.

### **Basis for our opinion**

We carried out our audit in accordance with the Auditor-General’s Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General’s Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of the Board for the financial statements and the performance information**

The Board is responsible on behalf of the Group for preparing financial statements and performance information that are fairly presented and comply with generally accepted accounting practice in New Zealand. The Board is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board is responsible on behalf of the Group for assessing the Group’s ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Group, or there is no realistic alternative but to do so.

The Board’s responsibilities arise from the Crown Entities Act 2004 and the Public Finance Act 1989.

### **Responsibilities of the auditor for the audit of the financial statements and the performance information**

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit carried out in accordance with the Auditor-General’s Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Group’s statement of performance expectations and relevant Estimates and Supplementary Estimates of Appropriation 2023/24.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General’s Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group’s internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the performance information which reports against the Group’s statement of performance expectations and appropriations.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.



- We obtain sufficient appropriate audit evidence regarding the financial statements and the performance information of the entities or business activities within the Group to express an opinion on the consolidated financial statements and the consolidated performance information. We are responsible for the direction, supervision, and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

### Other information

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 16, 43 to 51, and 94 to 108 but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Independence

We are independent of the Group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with or interests in the Group.



Fiona Elkington  
Audit New Zealand  
On behalf of the Auditor-General  
Wellington, New Zealand

## Statement of responsibility

The Board and management are responsible for the preparation of the annual financial statements, and the statement of performance and the judgements used therein.

The Board and management are responsible for any end-of-year performance information provided by the Museum of New Zealand Te Papa Tongarewa under section 19A of the Public Finance Act 1989.

The Board and management are responsible for establishing and maintaining a system of internal controls designed to provide reasonable assurance of the integrity and reliability of the financial statements and statement of performance.

In the opinion of the Board and management, the annual financial statements and statement of performance fairly reflect the financial position and operations of the Museum of New Zealand Te Papa Tongarewa for the year ended 30 June 2024.

In accordance with the Crown Entities Act 2004, we approve this Annual Report on behalf of the Board.



Dame Fran Wilde  
**Chair**  
31 October 2024



Caren Rangī  
**Chair of Tikanga Haumarū**  
31 October 2024



## Te tauākī whiwhinga, whakapaunga whānui | Statement of Comprehensive Revenue and Expenses

Mō te tau i eke i te 30 o Pipiri 2024 | for the year ended 30 June 2024

	Note	Consolidated		Museum		
		Actual 2024 \$000	Actual 2023 \$000	Actual 2024 \$000	Budget 2024 \$000	Actual 2023 \$000
<b>Revenue</b>						
Revenue from the Crown		43,881	51,899	43,881	44,168	51,899
Interest revenue	3	3,741	2,537	3,679	1,200	2,488
Other revenue	3	35,505	29,065	35,402	34,353	28,965
Donated revenue		1,765	1,438	1,794	350	1,503
<b>Total revenue</b>	<b>3</b>	<b>84,892</b>	<b>84,939</b>	<b>84,756</b>	<b>80,071</b>	<b>84,855</b>
<b>Expenses</b>						
Personnel costs	4	44,459	40,935	44,459	44,599	40,935
Other expenses	5	33,232	29,715	33,062	39,152	29,706
<b>Total expenses</b>		<b>77,691</b>	<b>70,650</b>	<b>77,521</b>	<b>83,751</b>	<b>70,641</b>
<b>Earnings before depreciation and amortisation</b>		<b>7,201</b>	<b>14,289</b>	<b>7,235</b>	<b>(3,680)</b>	<b>14,214</b>
Depreciation and amortisation expenses	8,9	15,421	16,406	15,421	16,500	16,406
<b>(Deficit)/surplus</b>		<b>(8,220)</b>	<b>(2,117)</b>	<b>(8,186)</b>	<b>(20,180)</b>	<b>(2,192)</b>
<b>Other comprehensive revenue and expense</b>						
Gain/(Loss) on collection revaluation	15	75,477	(29,086)	75,477	-	(29,086)
Gain on property, plant and equipment revaluation	15	-	33,795	-	-	33,795
Financial assets at fair value	15	296	(47)	248	-	(39)
<b>Total other comprehensive revenue and expense</b>		<b>75,773</b>	<b>4,662</b>	<b>75,725</b>	<b>-</b>	<b>4,670</b>
<b>Total comprehensive revenue and expense</b>		<b>67,553</b>	<b>2,545</b>	<b>67,539</b>	<b>(20,180)</b>	<b>2,478</b>

Explanations of significant variances against budget are detailed in note 19.

The accompanying notes form part of these financial statements.

## Te tauākī nekeneke tūtanga | Statement of Changes in Equity

Mō te tau i eke i te 30 o Pipiri 2024 | for the year ended 30 June 2024

	Note	Consolidated		Museum		
		Actual 2024 \$000	Actual 2023 \$000	Actual 2024 \$000	Budget 2024 \$000	Actual 2023 \$000
Balance at 1 July		1,562,814	1,521,444	1,560,446	1,585,828	1,519,145
Total comprehensive revenue and expenses for the year		67,553	2,545	67,539	(20,180)	2,478
Other reserve movements		(251)	(275)	(251)	-	(277)
Capital contribution from the Crown		9,800	39,100	9,800	9,800	39,100
<b>Balance at 30 June</b>	<b>15</b>	<b>1,639,916</b>	<b>1,562,814</b>	<b>1,637,534</b>	<b>1,575,448</b>	<b>1,560,446</b>

Explanations of significant variances against budget are detailed in note 19.

The accompanying notes form part of these financial statements.



## Te tauākī tūnga pūtea | Statement of Financial Position

I te 30 o Pipiri 2024 | as at 30 June 2024

	Note	Consolidated		Museum		
		Actual 2024 \$000	Actual 2023 \$000	Actual 2024 \$000	Budget 2024 \$000	Actual 2023 \$000
<b>Assets</b>						
Current assets						
Cash and cash equivalents		10,256	5,260	10,038	4,593	5,055
Receivables	6	3,977	2,534	3,971	2,072	2,526
Investments	7	45,000	50,000	45,000	22,500	50,000
Prepayments		1,226	1,415	1,226	1,233	1,415
Inventories		2,071	1,694	2,071	1,676	1,694
Publications work in progress		(4)	(20)	(49)	87	(20)
<b>Total current assets</b>		<b>62,526</b>	<b>60,883</b>	<b>62,257</b>	<b>32,161</b>	<b>60,670</b>
<b>Non-current assets</b>						
Investments	7	11,840	11,240	9,961	9,403	9,454
Property, plant and equipment	8	532,102	532,887	532,102	520,811	532,887
Collections	10	1,047,210	968,177	1,047,084	1,023,454	967,924
Intangible assets	9	996	1,322	996	170	1,322
<b>Total non-current assets</b>		<b>1,592,148</b>	<b>1,513,626</b>	<b>1,590,143</b>	<b>1,553,838</b>	<b>1,511,587</b>
<b>Total assets</b>		<b>1,654,674</b>	<b>1,574,509</b>	<b>1,652,400</b>	<b>1,585,999</b>	<b>1,572,257</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Payables	11	5,424	2,983	5,424	2,664	2,983
Provisions	12	68	-	68	-	-
Revenue in advance		4,802	4,093	4,910	4,608	4,209
Employee entitlements	14	4,030	4,198	4,030	3,040	4,198
<b>Total current liabilities</b>		<b>14,324</b>	<b>11,274</b>	<b>14,432</b>	<b>10,312</b>	<b>11,390</b>
<b>Non-current liabilities</b>						
Employee entitlements	14	434	421	434	239	421
<b>Total non-current liabilities</b>		<b>434</b>	<b>421</b>	<b>434</b>	<b>239</b>	<b>421</b>
<b>Total liabilities</b>		<b>14,758</b>	<b>11,695</b>	<b>14,866</b>	<b>10,551</b>	<b>11,811</b>
<b>Net assets</b>		<b>1,639,916</b>	<b>1,562,814</b>	<b>1,637,534</b>	<b>1,575,448</b>	<b>1,560,446</b>
<b>Equity</b>						
Contributed capital	15	577,798	567,998	577,798	577,798	567,998
Restricted reserves	15	2,608	2,858	1,242	2,890	1,492
Property, plant and equipment revaluation reserve	15	356,274	356,681	356,274	308,583	356,681
Collection revaluation reserve	15	940,360	864,894	940,360	925,150	864,883
Financial assets at fair value reserve	15	(1,026)	(1,321)	(831)	(1,263)	(1,079)
Accumulated deficit	15	(236,098)	(228,296)	(237,309)	(237,710)	(229,529)
<b>Total equity</b>		<b>1,639,916</b>	<b>1,562,814</b>	<b>1,637,534</b>	<b>1,575,448</b>	<b>1,560,446</b>

Explanations of significant variances against budget are detailed in note 19.  
The accompanying notes form part of these financial statements.

## Te tauākī kapewhiti | Statement of Cash Flows

Mō te tau i eke i te 30 o Pipiri 2024 | for the year ended 30 June 2024

	Consolidated		Museum		
	Actual 2024 \$000	Actual 2023 \$000	Actual 2024 \$000	Budget 2024 \$000	Actual 2023 \$000
<b>Cash flows from operating activities</b>					
Receipts from the Crown	43,554	51,104	43,554	44,168	51,104
Interest revenue	3,723	1,671	3,717	1,200	1,669
Receipts from other revenue	34,766	28,944	34,580	34,703	28,858
Payments to suppliers	(32,023)	(30,338)	(31,843)	(39,152)	(30,340)
Payments to employees	(44,454)	(40,132)	(44,454)	(44,599)	(40,132)
Goods and services tax (net)	30	(91)	29	-	(91)
<b>Net cash from operating activities</b>	<b>5,596</b>	<b>11,158</b>	<b>5,583</b>	<b>(3,680)</b>	<b>11,068</b>
<b>Cash flows from investing activities</b>					
Receipts from sale of property, plant and equipment	15	11	15	-	11
Purchase of property, plant and equipment	(13,280)	(20,347)	(13,280)	(34,827)	(20,347)
Purchase of collections	(2,112)	(3,323)	(2,112)	(3,000)	(3,323)
Purchase of intangible assets	(23)	(681)	(23)	(100)	(681)
Movement in investments	5,000	(25,000)	5,000	25,000	(25,000)
<b>Net cash from investing activities</b>	<b>(10,400)</b>	<b>(49,340)</b>	<b>(10,400)</b>	<b>(12,927)</b>	<b>(49,340)</b>
<b>Cash flows from financing activities</b>					
Capital contribution from the Crown	9,800	39,100	9,800	9,800	39,100
<b>Net cash from financing activities</b>	<b>9,800</b>	<b>39,100</b>	<b>9,800</b>	<b>9,800</b>	<b>39,100</b>
<b>Net decrease in cash and cash equivalents</b>	<b>4,996</b>	<b>918</b>	<b>4,983</b>	<b>(6,807)</b>	<b>828</b>
Cash and cash equivalents at the beginning of the year	5,260	4,342	5,055	11,400	4,227
<b>Cash and cash equivalents at the end of the year</b>	<b>10,256</b>	<b>5,260</b>	<b>10,038</b>	<b>4,593</b>	<b>5,055</b>

Explanations of significant variances against budget are detailed in note 19.

The accompanying notes form part of these financial statements.



## Te tauākī kapewhiti | Statement of Cash Flows (continued)

Mō te tau i eke i te 30 o Pipiri 2024 | for the year ended 30 June 2024  
Reconciliation of (deficit)/surplus to net cash from operating activities

	Consolidated		Museum	
	Actual 2024 \$000	Actual 2023 \$000	Actual 2024 \$000	Actual 2023 \$000
(Deficit)/surplus	(8,220)	(2,117)	(8,186)	(2,192)
<b>Add/(less) non cash items:</b>				
Depreciation and amortisation expense (refer Notes 8,9)	15,421	16,406	15,421	16,406
Donated assets income	(1,467)	(1,219)	(1,571)	(1,299)
Other revenue	(267)	(305)	(267)	(305)
Interest reinvested	(351)	(288)	(294)	(241)
Other expenses	(936)	188	(970)	176
<b>Total non-cash items</b>	<b>12,400</b>	<b>14,782</b>	<b>12,319</b>	<b>14,737</b>
<b>Add/(less) items classified as investing or financing activities:</b>				
Losses on deaccession of collections	-	180	-	180
<b>Total items classified as investing or financing activities</b>	<b>-</b>	<b>180</b>	<b>-</b>	<b>180</b>
<b>Add/(less) movements in statement of financial position items:</b>				
(Increase) in receivables	(1,443)	(920)	(1,445)	(919)
(Increase) in inventories	(393)	(125)	(348)	(125)
Decrease/(Increase) in prepayments	189	(321)	189	(321)
Increase/(Decrease) in payables	2,441	(449)	2,440	(448)
Increase/(Decrease) in revenue in advance	709	(579)	701	(551)
(Decrease)/Increase in employee entitlements	(155)	707	(155)	707
Increase in provisions	68	-	68	-
<b>Net movements in working capital items</b>	<b>1,416</b>	<b>(1,687)</b>	<b>1,450</b>	<b>(1,657)</b>
<b>Net cash from operating activities</b>	<b>5,596</b>	<b>11,158</b>	<b>5,583</b>	<b>11,068</b>

Explanations of significant variances against budget are detailed in note 19.

The accompanying notes form part of these financial statements.

## 1 Te tauākī kaupapa-here kaute | Statement of accounting policies

### HE HINONGA PŪRONGORONGO | REPORTING ENTITY

The Group consists of The Museum of New Zealand Te Papa Tongarewa (Te Papa), The Te Papa Foundation (the Foundation), Mahuki Tahi Limited, and Mahuki Limited. Te Papa's ultimate parent is the New Zealand Crown. Mahuki Tahi 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.

The financial statements for Te Papa are for the year ended 30 June 2024, and were approved by the Board on the 31st of October 2024.

### TE TŪĀPAPA O NGĀ WHAKATAKATAKA | BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the year.

#### Statement of Compliance

The financial statements of Te Papa have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice ("NZ GAAP").

The financial statements have been prepared in accordance with and comply with Tier 1 PBE accounting standards.

#### Presentation currency and rounding

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

#### New or amended standards adopted

2022 Omnibus Amendments to PBE Standards, issued June 2022

The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. Te Papa has adopted the revised PBE standards, and the adoption did not result in any significant impact on Te Papa's financial statements.



## 1 Te tauākī kaupapa-herekaute | Statement of accounting policies (continued)

### Standards issued and not yet effective and not early adopted

Standards and amendments issued but not yet effective and not early adopted are:

Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1)

Amendments to PBE IPSAS 1 Presentation of Financial Reports change the required disclosures for fees relating to services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. The amendments to PBE IPSAS 1 aim to address concerns about the quality and consistency of disclosures an entity provides about fees paid to its audit or review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit or review firm. This is effective for the year ended 30 June 2025.

PBE IFRS 17 Insurance Contracts

This new standard sets out accounting requirements for insurers and other entities that issue insurance contracts and applies to financial reports covering periods beginning on or after 1 January 2026.

Te Papa has not yet assessed the impact of these amendments and the new standard in detail. These amendments and the new standard are not expected to have a significant impact.

## TE WHAKARĀPOPOTO I NGĀ KAUPAPAHERE TĀPUA | SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a particular note are outlined below.

### 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 funds management policy, Te Papa does not hold or issue derivative financial instruments for trading purposes. Te Papa has not adopted hedge accounting.

### Revenue 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.

### Goods and services tax (GST)

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, 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 investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

## TE WHAKARĀPOPOTO I NGĀ KAUPAPAHERE TĀPUA | SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### 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. The wholly owned subsidiary Mahuki Tahi Ltd is subject to income tax, but for the 2023 financial year does not have any income tax obligations. Accordingly, no charge for income tax has been provided for.

### Critical accounting estimates and assumptions

In preparing these 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 estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- Useful lives and residual values of property, plant and equipment - refer to Note 8
- Useful lives of intangible assets - refer to Note 9
- Fair value of land and buildings - refer to Note 8
- Fair value of the collections - refer to Note 10
- Retirement and long service leave - refer to Note 14

### Critical judgements in applying accounting policies

Te Papa has exercised the following critical judgements in applying accounting policies:

- Other grants received - refer to note 3

The judgements are prefaced by the wording "Te Papa must exercise judgement when".

### 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 4 of 6 trustees independent of Te Papa. The effect and considerations are disclosed in note 2.

### 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.



## 2 Subsidiary companies consolidation balances

Mahuki Tahi Limited (wholly owned) subsidiary invested in selected participants in the Mahuki programme. The subsidiary's only significant balance related to those investments which at the conclusion of the 2019 programme were valued at \$635,967. In 2020, Mahuki Tahi Limited implemented a divestment programme to relinquish the shareholdings in the Mahuki programme participants. As a consequence, Mahuki Tahi Limited no longer has significant assets. The decision to implement the divestment programme created a constructive obligation to divest the shareholdings and a provision for the value of the investments was created. At 30 June 2024 \$451,567 (2023: \$431,567) has been divested and \$184,400 (2023: \$204,400) remains in the provision. Work to divest the remaining investments is ongoing, and the only transactions in Mahuki Tahi Limited in the 2023/24 related to the divestment programme. Refer to Note 7.

### Controlled entities consolidation balances

The Te Papa Foundation balances have been disclosed below rather than including them in the remaining notes for simplicity of presentation.

Te Papa receives grants from the Te Papa Foundation, an independent charitable trust that is considered a controlled entity for financial reporting purposes. In 2024, Te Papa received \$229,400 (2023: \$160,000) in grants from the Te Papa Foundation. \$23,500 (2023: \$110,000) of these grants were effectively received at arm's length, as they related to independent donations to the Foundation with specific outcomes required. The remaining \$205,900 (2023: 50,000) in grants were received to support the Vivienne Westwood Exhibition (\$60,000), the Matariki programme (\$20,400), Te Papa Press Publications (\$21,500), and a collection asset (\$104,000) granted to Te Papa.

	Note	Actual 2024 \$000	Actual 2023 \$000
<b>Revenue</b>			
Interest revenue		62	50
Donated and fundraising revenue		251	167
Goods and services received in kind	2.1	187	226
<b>Expenditure</b>			
Grants		216	160
Other expenses		170	10
Goods and services provided by Te Papa	2.1	187	226
<b>Net (deficit)/surplus for the year</b>		<b>(73)</b>	<b>47</b>
<b>Other comprehensive revenue and expenses</b>			
Financial assets at fair value		48	(8)
<b>Total comprehensive revenue and expenses</b>		<b>(25)</b>	<b>39</b>
<b>Represented by:</b>			
<b>Current assets</b>			
Cash and cash equivalents		218	205
Art Pieces held for distribution		-	104
Accrued Revenue		7	8
<b>Non-current assets</b>			
Investments		1,879	1,785
Art Pieces		125	149
<b>Total assets</b>		<b>2,229</b>	<b>2,251</b>
<b>Current liabilities</b>			
Payables		1	-
Revenue in advance		2	-
<b>Total liabilities</b>		<b>3</b>	<b>-</b>
<b>Net assets</b>		<b>2,226</b>	<b>2,251</b>
<b>Equity</b>			
Reserves		1,171	1,134
Accumulated funds		1,055	1,117
<b>Total equity</b>		<b>2,226</b>	<b>2,251</b>

## 2.1 Goods and services provided by Te Papa

Te Papa provides goods and services to Te Papa Foundation in order to promote the Foundation and to attract funds and gifts to the Foundation. These services include and are not limited to:

- Day to day administration of the Foundation
- Donor/patron acquisition and stewardship
- Development and delivery of campaigns, appeals and Foundation stakeholder engagement opportunities and events

The costs of providing these goods and services are recognised in Te Papa's Financial Statements under Personnel Costs (Note 4) and Other Expenses (Note 5). Therefore, the related Foundation expenditure and revenue items disclosed above have been eliminated on consolidation.

	Actual 2024 \$000	Actual 2023 \$000
Personnel related services provided to Te Papa Foundation	117	100
Other goods and services provided to Te Papa Foundation	70	126
<b>Total goods and services provided to Te Papa Foundation</b>	<b>187</b>	<b>226</b>

## 3 Ngā whiwhinga | Revenue

### Accounting Policies

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 the 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 the 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. The fair value of donated assets is determined by either a market assessment of current value, or by an independent valuation by a registered valuer.

#### Provision of goods and services

Revenue from the supply of goods and services is measured at the fair value of 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 value of the asset/service is recognised as revenue to Te Papa, with an equal value recognised as the expense incurred in providing the associated benefits.



### 3.1 Whiwhinga huamoni | Interest revenue

	Actual 2024 \$000	Actual 2023 \$000
<b>Interest earned from financial assets measured at amortised cost</b>		
Term deposits	1,105	549
<b>Total interest calculated using the effective interest rate method</b>	<b>1,105</b>	<b>549</b>
Other interest revenue	2,574	1,939
<b>Total interest revenue</b>	<b>3,679</b>	<b>2,488</b>

### 3.2 Ētahi atu whiwhinga | Other revenue

	Actual 2024 \$000	Actual 2023 \$000
Commercial revenue	25,656	21,029
Exhibition revenue	2,973	1,697
Other grants received	929	879
Other revenue	2,287	2,370
Rental income	320	332
Net foreign exchange gains	48	26
Sponsorship revenue	3,189	2,632
<b>Total other revenue</b>	<b>35,402</b>	<b>28,965</b>

Commercial revenue consists of event management, retail and hospitality activities and car parking.

Sponsorship revenue recognises cash and in-kind goods or services supplied to Te Papa by sponsors.

#### Rental Income - Operating leases as lessor

##### Accounting Policy

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 receipts under an operating lease are recognised as revenue on a straight-line basis over the lease term.

The future aggregate minimum lease amounts to be received under non-cancellable operating leases are as follows:

	Actual 2024 \$000	Actual 2023 \$000
Not later than one year	114	196
Later than one year and not later than five years	-	114
<b>Total non-cancellable operating leases</b>	<b>114</b>	<b>310</b>

Te Papa leases part of the Tory Street building to the Wellington City Council. The current lease was renewed on 2 February 2022. Te Papa leases part of the Cable Street building to the Wellington Free Kindergarten Association. The current lease expires on 7 February 2025 with two 5 year rights of renewal.

There are no restrictions placed on Te Papa by any of its leasing arrangements.

### 3.3 Whiwhinga tapeke | Total revenue

#### Exchange and non-exchange revenue

	Actual 2024 \$000	Actual 2023 \$000
<b>Non-exchange revenue</b>		
Revenue from the Crown	43,881	51,899
Donated revenue	1,794	1,503
Other grants received	3	2
<b>Total non-exchange revenue</b>	<b>45,678</b>	<b>53,404</b>
<b>Exchange revenue</b>		
Interest revenue	3,679	2,488
Commercial revenue	25,656	21,029
Exhibition revenue	2,973	1,697
Other grants received	926	877
Other revenue	2,287	2,370
Net foreign exchange gains	48	26
Rental income	320	332
Sponsorship revenue	3,189	2,632
<b>Total exchange revenue</b>	<b>39,078</b>	<b>31,451</b>
<b>Total revenue</b>	<b>84,756</b>	<b>84,855</b>

Non-exchange grants are categorised as those where there are no obligations in substance associated with the grant. If such an obligation exists, the grant is categorised as exchange revenue.

## 4 Utu kaimahi | Personnel costs

#### Accounting Policy

##### Salaries and Wages

Salaries and wages are recognised as an expense as employees provide services.

##### 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 expensed in the surplus or deficit as incurred.

	Actual 2024 \$000	Actual 2023 \$000
Salaries and wages	43,595	39,295
Defined contribution plan employer contributions	1,019	933
(Decrease)/increase in employee entitlements	(155)	707
<b>Total personnel costs</b>	<b>44,459</b>	<b>40,935</b>

In the 2024 financial year, Te Papa provided personnel services of \$117,581 (2023: \$99,406) to Te Papa Foundation (Note 2.1). These amounts are included within the total personnel costs disclosed above.



#### 4 Utu kaimahi | Personnel costs (continued)

Total remuneration paid or payable that is or exceeds \$100,000:  
(excluding employer contributions to Kiwi Saver and GSF)

	Actual 2024 No:	Actual 2023 No:
Salary Band		
\$100,000 - \$110,000	30	24
\$110,001 - \$120,000	14	14
\$120,001 - \$130,000	16	10
\$130,001 - \$140,000	10	10
\$140,001 - \$150,000	6	5
\$150,001 - \$160,000	10	4
\$160,001 - \$170,000	1	3
\$170,001 - \$180,000	6	3
\$180,001 - \$190,000	4	-
\$190,001 - \$200,000	-	1
\$200,001 - \$210,000	1	3
\$210,001 - \$220,000	-	1
\$220,001 - \$230,000	2	-
\$230,001 - \$240,000	1	1
\$240,001 - \$250,000	2	1
\$250,001 - \$260,000	-	1
\$260,001 - \$270,000	1	-
\$270,001 - \$280,000	1	-
\$290,001 - \$300,000	1	-
\$330,001 - \$340,000	-	1
\$370,001 - \$380,000	1	-
\$440,001 - \$450,000	1	1
\$470,001 - \$480,000	1	-
<b>Total employees</b>	<b>109</b>	<b>84</b>

During the 2024 financial year, 1 (2023: 3) employee received compensation and other benefits in relation to cessation of employment totalling \$10,833 (2023: \$68,739).

Cessation payments include payments include, redundancy, cessation leave, dependent payments and payments in lieu of notice. This figure does not include any payments made for medical retirement or retirement.

#### 5 Ngā whakapaunga taha whakahaere | Other expenses

	Actual 2024 \$000	Actual 2023 \$000
Administrative and general office expenses	1,099	1,522
Advertising and public relations	785	649
Building and exhibition operating costs	13,869	11,483
Computer and IT costs	3,507	2,905
Consultancy	744	1,199
Cost of commercial goods sold	9,600	7,101
Fees to auditor; - fees to Audit New Zealand for audit of financial statements	167	155
Inventories written off	7	19
Loss on disposal of assets	195	312
Other expenses (including Board Fees)	1,597	2,730
Donations and koha	14	8
Training and travel	1,408	1,497
Goods and services provided to Te Papa Foundation (Note 2.1)	70	126
<b>Total other expenses</b>	<b>33,062</b>	<b>29,706</b>

##### Board member remuneration

The total value of remuneration paid or payable to each Board member during the year was:

	Actual 2024 \$000	Actual 2023 \$000
Hon. Dame Fran Wilde (Chairperson)	33.0	33.0
Caren Jane Rangī	16.5	16.5
Prof. Jacinta Ruru	16.5	16.5
James Daniels (term completed November 30, 2022)	-	8.3
Jackie Lloyd	16.5	16.5
Cameron Harland (term completed November 30, 2022)	-	8.3
Andy Lowe	16.5	16.5
Prof. Dame Juliet Gerrard	16.5	16.5
David Wilks (appointed January 18, 2023)	16.5	6.9
Tama Waipara (appointed January 18, 2023)	16.5	6.9
<b>Total board member remuneration</b>	<b>148.5</b>	<b>145.9</b>

There have been no other payments made to committee members appointed by the Board who are not Board members during the financial year.

Te Papa has effected Directors' and Officers' Liability Insurance cover during the financial year in respect of the liability and costs of Board members and employees.

No Board members received compensation or other benefit in relation to cessation (2023: \$nil).



## 6 Ngā nama kia utua mai | Trade receivables

### Accounting Policy

Short-term receivables are recorded at the amount due, less an allowance for credit losses. Te Papa applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables.

In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation.

Breakdown of receivables and further information	Actual 2024 \$000	Actual 2023 \$000
Receivables (gross)	4,104	2,665
Less: Allowance for credit losses	(133)	(139)
<b>Receivables</b>	<b>3,971</b>	<b>2,526</b>
Receivables comprise:		
Receivables from the sale of goods and services (exchange transactions)	3,971	2,526

The expected credit loss rates for receivables at 30 June 2024 and 1 July 2023 are based on the payment profile of revenue on credit over the prior 2 years at the measurement date and the corresponding historical credit losses experienced for that period. The historical loss rates are adjusted for current and forward-looking macroeconomic factors that might affect the recoverability of receivables. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

The allowance for credit losses at 30 June 2024 and 1 July 2023 was determined as follows:

30 June 2024	Receivable past days due				Total
	Current	More than 30 days	More than 60 days	More than 90 days	
Expected credit loss rate	0.0%	0.0%	0.0%	69.3%	
Gross carrying amount (\$000)	3,806	51	55	192	4,104
Lifetime expected credit loss (\$000)	-	-	-	133	133

1 July 2023	Receivable past days due				Total
	Current	More than 30 days	More than 60 days	More than 90 days	
Expected credit loss rate	0.0%	0.0%	0.0%	68.1%	
Gross carrying amount (\$000)	2,366	88	7	204	2,665
Lifetime expected credit loss (\$000)	-	-	-	139	139

The movement in the allowance for credit losses is as follows:

	Actual 2024 \$000	Actual 2023 \$000
Opening allowance for credit losses as at 1 July	139	132
Increase in loss allowance made during the year	3	7
Receivables written off during the year	(9)	-
<b>Balance at 30 June</b>	<b>133</b>	<b>139</b>

## 7 Ngā mahi haumi | Investments

### Accounting Policy

#### Bank term deposits

Bank term deposits are initially measured at the amount invested. Interest is subsequently accrued and added to the investment balance. A loss allowance for expected credit losses is recognised if the estimated loss allowance is not trivial.

#### Funds under management

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

	Actual 2024 \$000	Actual 2023 \$000
<b>Current portion</b>		
Term deposits	45,000	50,000
<b>Total current portion</b>	<b>45,000</b>	<b>50,000</b>
<b>Non-current portion</b>		
Shares	214	197
Milford Asset Management	9,747	9,257
Equity Investments in Mahuki Participants	184	204
Provision for Divestment in Mahuki Participants	(184)	(204)
<b>Total non-current portion</b>	<b>9,961</b>	<b>9,454</b>
<b>Total investments</b>	<b>54,961</b>	<b>59,454</b>

#### Provision for Divestment in Mahuki Participants

Mahuki Tahi Limited (wholly owned) subsidiary invested in selected participants in the Mahuki programme. The subsidiary's only significant balance related to those investments which at the conclusion of the 2019 programme were valued at \$635,967. In 2020, Mahuki Tahi Limited implemented a divestment programme to relinquish the shareholdings in the Mahuki programme participants. As a consequence, Mahuki Tahi Limited no longer has significant assets. The decision to implement the divestment programme created a constructive obligation to divest the shareholdings and a provision for the value of the investments was created. At 30 June 2024 \$451,567 (2023: \$431,567) has been divested and \$184,400 (2023: \$204,400) remains in the provision. Work to divest the remaining investments is ongoing, and the only transactions in Mahuki Tahi Limited in the 2023/24 related to the divestment programme.

#### Milford Asset Management

Milford Asset Management Group have been engaged to invest surplus funds on behalf of Te Papa in the passive bond market. The securities acquired are in accordance with legislation governing Te Papa and other government organisations.

#### Investments in controlled entities

The consolidated financial statements include the financial statements of The Museum of New Zealand Te Papa Tongarewa, the ultimate parent of the Group, and its controlled entity, being Te Papa Foundation.



## 8 Te whare, te utauta, te taputapu | Property, plant and equipment

### Accounting Policy

Property, plant and equipment consists of the following asset classes: land, non-residential buildings, land improvements, furniture and fittings, plant & 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. A valuation was undertaken for land and buildings as at 30 June 2023, 1 year since the previous valuation as there has been significant movement in the costs of construction since the last valuation.

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

The net revaluation results are credited or debited to a property, plant and equipment 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. Gains and losses are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in revaluation reserves in respect of those assets are transferred to the accumulated surplus/(deficit) within equity.

### 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 property, plant and equipment have been estimated as follows:

• Non-residential Buildings (including components)	1 to 150 years	(0.67% to 100%)
• Land improvements	5 to 50 years	(2% to 20%)
• Furniture and Fittings	2 to 30 years	(3.33% to 50%)
• Plant and Equipment	1 to 50 years	(2% to 100%)
• Computer Hardware	1 to 20 years	(5% to 100%)
• Exhibitions	1 to 20 years	(5% to 100%)
• Motor vehicles	3 to 10 years	(10% to 33%)

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

## 8 Te whare, te utauta, te taputapu | Property, plant and equipment (continued)

### Impairment of property, plant and equipment

Property, plant and equipment are 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 the present value of an asset's remaining service potential. It is determined using an approach based on either a depreciated replacement cost approach, a 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 service amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

### Critical accounting estimates and assumptions

#### Estimating useful lives and residual values of property, plant and equipment

At each balance date, the useful lives and residual values of property, plant and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates or property, plant and equipment requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by Te Papa and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the surplus or deficit, and carrying amount of the asset in the statement of financial position. Te Papa minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programs;
- review of second-hand market prices for similar assets; and
- analysis of prior asset sales.

Te Papa has not made significant changes to past assumptions concerning useful lives and residual values.

#### Estimating the fair value of land and buildings

The most recent valuation of land and buildings was performed by independently contracted registered valuer, W.Nyberg of CBRE Limited. The valuation is effective as at 30 June 2023. The total fair value is \$512,613,500.

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. The total fair value is \$135,095,000.

Specialised buildings are valued at fair value using depreciated replacement cost (optimised). Market based evidence and significance of the property were considered in determining the fair value of buildings. The total fair value is \$377,518,500.

There was a desk-top review of the land and buildings valuation undertaken by CBRE as at 30 June 2024. The review found that the valuation as per 30 June 2023 represented a fair valuation of the land and buildings.



## 8 Te whare, te utauta, te taputapu | Property, plant and equipment (continued)

	Land \$000	Non- residential Buildings \$000	Land Improvements \$000	Plant and Equipment \$000	Computer Hardware \$000	Motor Vehicles \$000	Furniture and Fittings \$000	Exhibitions \$000	WIP \$000	Total \$000
<b>Cost or valuation</b>										
Balance at 1 July 2022	132,930	347,506	4,471	21,796	5,490	315	10,390	46,502	1,588	570,988
Additions	14,900	212	-	837	494	175	193	2	3,534	20,347
Asset transfers	-	979	-	1,457	-	(73)	248	526	(3,137)	-
Revaluation	(12,735)	37,426	-	-	-	-	-	-	-	24,691
Disposals	-	(340)	-	(266)	(133)	(42)	(2)	-	-	(783)
Balance at 30 June 2023	135,095	385,783	4,471	23,824	5,851	375	10,829	47,030	1,985	615,243
Balance at 1 July 2023	135,095	385,783	4,471	23,824	5,851	375	10,829	47,030	1,985	615,243
Additions	-	260	-	1,066	594	-	89	6	12,333	14,348
Asset transfers	-	518	-	220	9	-	313	1	(1,061)	-
Other asset adjustments	-	(52)	-	-	-	-	52	-	-	-
Disposals	-	(55)	-	(353)	(209)	(55)	(15)	(4,199)	-	(4,886)
<b>Balance at 30 June 2024</b>	<b>135,095</b>	<b>386,454</b>	<b>4,471</b>	<b>24,757</b>	<b>6,245</b>	<b>320</b>	<b>11,268</b>	<b>42,838</b>	<b>13,257</b>	<b>624,705</b>
<b>Accumulated Depreciation</b>										
Balance at 1 July 2022	-	5,823	1,235	18,353	4,568	231	8,646	37,199	-	76,055
Depreciation expense	-	11,549	141	1,086	572	31	315	2,357	-	16,051
Other asset adjustments	-	-	-	-	-	-	2	-	-	2
Eliminate on revaluation	-	(9,103)	-	-	-	-	-	-	-	(9,103)
Eliminate on disposal	-	(209)	-	(264)	(133)	(42)	(1)	-	-	(649)
Balance at 30 June 2023	-	8,060	1,376	19,175	5,007	220	8,962	39,556	-	82,356
Balance at 1 July 2023	-	8,060	1,376	19,175	5,007	220	8,962	39,556	-	82,356
Depreciation expense	-	10,490	140	1,211	562	36	355	2,278	-	15,072
Eliminate on disposal	-	(32)	-	(328)	(209)	(42)	(15)	(4,199)	-	(4,825)
<b>Balance at 30 June 2024</b>	<b>-</b>	<b>18,518</b>	<b>1,516</b>	<b>20,058</b>	<b>5,360</b>	<b>214</b>	<b>9,302</b>	<b>37,635</b>	<b>-</b>	<b>92,603</b>
<b>Carrying amounts</b>										
At 30 June 2022	132,930	341,683	3,236	3,443	922	84	1,744	9,303	1,588	494,933
At 30 June 2023	135,095	377,723	3,095	4,649	844	155	1,867	7,474	1,985	532,887
<b>At 30 June 2024</b>	<b>135,095</b>	<b>367,936</b>	<b>2,955</b>	<b>4,699</b>	<b>885</b>	<b>106</b>	<b>1,966</b>	<b>5,203</b>	<b>13,257</b>	<b>532,102</b>

## 8 Te whare, te utauta, te taputapu | Property, plant and equipment (continued)

The total amount of property, plant and equipment in the course of construction is \$13.257m (2023 : \$1.985m). Within that amount \$1.075m (2023: \$1.180m) relates to property and facility-related projects.

There are no items of property, plant and equipment (2023: \$nil), that have been pledged as security and there are no restrictions on any of these items (2023: \$nil).

### Capital commitments and operating leases

	Actual 2024 \$000	Actual 2023 \$000
<b>Capital commitments</b>		
Property, plant and equipment	1,095	261
<b>Total capital commitments</b>	<b>1,095</b>	<b>261</b>

### Operating leases as lessee

#### 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 surplus or deficit as a reduction of rental expense over the lease term.

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

	Actual 2024 \$000	Actual 2023 \$000
Not later than one year	319	319
Later than one year and not later than five years	-	319
<b>Total non-cancellable operating leases</b>	<b>319</b>	<b>638</b>

Te Papa leases 3,348m<sup>2</sup> of warehousing space at 1 Jepsen Grove in Upper Hutt. The current lease expires on 19 June 2025 with two, 3 year rights of renewal.



## 9 Ngā hua whakawairua | Intangible assets

### Accounting Policy

#### 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 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 to 10 years	10%-50%
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#### Impairment of intangible assets

Refer to the policy for impairment of property, plant and equipment in Note 8. The same approach applies to the impairment of intangible assets.

#### Critical accounting estimates and assumptions

##### Estimating the useful lives of intangible assets

In assessing the useful lives of intangible assets, a number of factors are considered, including:

- the period of time the asset is intended to be in use;
- the effect of technological change on systems and platforms; and
- the expected timeframe for the development of replacement systems and platforms

An incorrect estimate of the useful lives of intangible assets will affect the amortisation expense recognised in the surplus or deficit, and the carrying amount of the intangible assets in the statement of financial position.

## 9 Ngā hua whakawairua | Intangible assets (continued)

Movements for each class of intangible asset are as follows:

	Intangibles \$000	WIP \$000	Total \$000
<b>Cost or valuation</b>			
Balance at 1 July 2022	11,100	1	11,101
Additions	-	681	681
Asset transfers	682	(682)	-
Balance at 30 June 2023	11,782	-	11,782
Balance at 1 July 2023	11,782	-	11,782
Additions	23	-	23
Disposals	(8)	-	(8)
<b>Balance at 30 June 2024</b>	<b>11,797</b>	<b>-</b>	<b>11,797</b>
<b>Accumulated Amortisation</b>			
Balance at 1 July 2022	10,105	-	10,105
Amortisation expense	355	-	355
Balance at 30 June 2023	10,460	-	10,460
Balance at 1 July 2023	10,460	-	10,460
Amortisation expense	349	-	349
Eliminate on disposal	(8)	-	(8)
<b>Balance at 30 June 2024</b>	<b>10,801</b>	<b>-</b>	<b>10,801</b>
<b>Carrying amounts</b>			
At 30 June 2022	995	1	996
At 30 June 2023	1,322	-	1,322
<b>At 30 June 2024</b>	<b>996</b>	<b>-</b>	<b>996</b>

There are no restrictions over the title of Te Papa's intangible assets, nor are any intangible assets pledged as security for liabilities.

## 10 Kohikohinga taonga o Te Whare o Te Papa Tongarewa | Collections

### Accounting Policy

Te Papa's collections are recorded at cost or valuation, with the exception of the Natural History 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. In years that a collection is not valued, Te Papa assesses whether there has been any significant and/or material movement in value that would require a change in stated value and discloses whether there has been any assessed change. Refer to note 15.4 for the accounting policy relating to collection revaluations.

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.



10 Kohikohinga taonga o Te Whare Taonga o Te Papa Tongarewa | Collections (continued)

	Art \$000	Te Aka Matua Library \$000	History \$000	Mātauranga Māori \$000	Natural History \$000	Philatelic \$000	Pacific and International \$000	Photography \$000	Total \$000
Balance at 1 July 2022	291,952	4,950	78,564	232,781	147,033	116,128	81,383	39,777	992,568
Acquisitions	2,238	-	180	205	581	-	114	5	3,323
Donated assets	508	-	196	-	586	-	-	9	1,299
Other asset adjustments	-	-	-	-	-	(1)	-	-	(1)
Revaluation (decrease)/increase	-	(268)	(50,940)	-	32,126	-	-	(10,003)	(29,085)
Deaccessions	-	-	(180)	-	-	-	-	-	(180)
Balance at 30 June 2023	294,698	4,682	27,820	232,986	180,326	116,127	81,497	29,788	967,924
Balance at 1 July 2023	294,698	4,682	27,820	232,986	180,326	116,127	81,497	29,788	967,924
Acquisitions	1,168	-	162	201	358	-	221	2	2,112
Donated assets	842	181	52	31	461	-	2	2	1,571
Other asset adjustments	-	-	-	-	-	-	-	-	-
Revaluation increase	58,268	-	-	-	-	17,209	-	-	75,477
Deaccessions	-	-	-	-	-	-	-	-	-
<b>Balance at 30 June 2024</b>	<b>354,976</b>	<b>4,863</b>	<b>28,034</b>	<b>233,218</b>	<b>181,145</b>	<b>133,336</b>	<b>81,720</b>	<b>29,792</b>	<b>1,047,084</b>

10 Kohikohinga taonga o Te Whare Taonga o Te Papa Tongarewa | Collections (continued)

Collection	Last revalued	Valuation basis/methodology
<b>Art</b>	30/6/2024	Higher value artworks have been valued individually and lower value items in the collection have been valued on a sample basis with average values applied to like items. Values are based on current market values, comparable sales from auctions and dealer catalogues and current market evidence from known private sales. If there is no active market fair value is determined by other market based evidence, for example values assigned for like artworks within public collections valued by the valuer.  The valuation for the Art works, paintings, works on paper, sculpture and collected archives collections was undertaken by Dunbar Sloane and Hamish Coney as an independent valuer in 2024. 25 artworks were also peer reviewed by John Gow, director of Gow Langsford gallery for his view on values. John Gow is a highly respected art dealer. As a number of important artist works have undergone significant value growth since the 2021 valuation additional assurance was sought to ensure that assigned values were in line with those of an experienced market participant.
<b>Te Aka Matua Library</b>	30/6/2023	These are variously valued using a combination of market values, replacement cost, sampling and comparative values.  The valuation for the Library collection was undertaken by Ashley & Associates and Aon New Zealand as an independent valuers in 2023.
<b>History</b>	30/6/2023	Where possible these are valued with reference to current market values obtained from auction catalogues. Some items of irreplaceable historical significance are valued by comparison with other similarly irreplaceable items.  The valuation for the History collection was undertaken by Dunbar Sloane as independent valuer in 2023, with the exception of the Numismatics collection (coins and medals) which was valued by Mowbray Collectables Ltd as an independent valuer in 2023.
<b>Mātauranga Māori</b>	30/6/2022	These items are valued based on current domestic sales based on catalogues from reputable auction houses.  The valuation for the Mātauranga Māori collection was undertaken by Dunbar Sloane Ltd and Hamish Coney as independent valuers in 2022.
<b>Natural History</b>	30/6/2023	Botanical, Invertebrates and Vertebrates are divided into lots and then valued on the basis of estimated replacement costs. Some specimens were given a commercial value based on current auction sales and dealers' catalogues.  Archaeozoological items are valued based on an estimated replacement cost of archaeological excavations.  Valuation of the Botanical, Vertebrate and Invertebrate Collections is performed via an internally developed model based on the expected replacement costs. The model has been independently validated by an accredited valuer of similar collections for the Australian Government. A number of items within the Botanical, Vertebrate and Invertebrate collections that have commercial value have been valued in 2023 by Dunbar Sloane as an independent valuer.
<b>Philatelic</b>	30/6/2024	The market value of this collection has been valued based on reputable stamp catalogues and references. Bulk items were valued on a sample basis.  The valuer noted that if Te Papa was to release items to the market, that this would have a negative impact on these valuations. Te Papa does not intend to release collection items to the market.  The valuation for the Philatelic collection was undertaken by Mowbray Collectables Ltd as an independent valuer in 2024.
<b>Pacific and International</b>	30/6/2022	Based on international and local sales drawn from auction sales and dealers' catalogues. The valuation for the Pacific and International collections was undertaken by Dunbar Sloane Ltd and Andrew Pendergrast as independent valuers in 2022.
<b>Photography</b>	30/6/2023	Based on market values drawn from auction sales and dealers' catalogues. The valuation for the Photography collection was undertaken by Dunbar Sloane as an independent valuer in 2023.

In the 2024 financial year, there was an internal assessment as to whether there was any significant and/or material movement in value in the collections not independently valued. This assessment, utilising a detailed questionnaire covering changes in collection markets, the status of significant creators or collection holdings, and the care of the collections was undertaken by the relevant Curatorial Heads and coordinated through the Collection Development Committee. It was determined that there was no significant and/or material movement in value in collections not independently valued.



## 11 Ngā nama kia utua atu | Payables

### Accounting Policy

Short-term payables are recorded at the amount payable.

	Actual 2024 \$000	Actual 2023 \$000
Creditors	2,280	1,367
Accrued expenses	2,903	1,598
Other payables	241	18
<b>Total payables</b>	<b>5,424</b>	<b>2,983</b>

All payables are considered exchange transactions.

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms.

## 12 Pūtea penapena | Provisions

### Accounting Policy

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 expenditures 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".

	Actual 2024 \$000	Actual 2023 \$000
Employee provisions	68	-
<b>Total provisions</b>	<b>68</b>	<b>-</b>

### Employee provisions

Provision was made for an exit settlement (2023: \$nil).

## 13 Ngā whakawhirinakitanga | Contingencies

Te Papa has no quantifiable contingent liabilities or contingent assets (2023: \$nil).

Te Papa has one unquantifiable contingent liability, being likely but unidentified amounts owing under the Holidays Act.

## 14 Ngā whakawhiwhinga kaimahi | Employee entitlements

### Accounting Policy

#### Short-term employee entitlements

Employee entitlements that are expected to be settled wholly before 12 months after the end of the reporting period in which the employees render 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 entitlements that are not expected to be settled wholly before 12 months after the end of the reporting period in which the employees render the related service, such as retirement and long service leave, 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.

#### Critical accounting estimates and assumptions

Two key assumptions used in calculating this liability include the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability.

Expected future payments are discounted using forward discount rates derived from the yield curve of New Zealand Government Bonds. The discount rate used have maturities that match, as closely as possible, the estimated future cash outflows. The salary inflation factor has been determined after considering historical salary inflation patterns.

The discount rates used for 2024 were: 1 year 5.30%; 2 years 4.49%; 3 years plus; 5.11% and long term salary inflation rate of 3.33% (2023: discount rates used were: 1 year 5.43%; 2 years 4.85%; 3 years plus; 4.84% and long term salary inflation rate of 3.35%).

	Actual 2024 \$000	Actual 2023 \$000
<b>Current portion</b>		
Accrued salaries and wages	697	1,028
Annual leave	2,939	2,813
Sick leave	140	141
Retirement and long service leave	254	216
<b>Total current portion</b>	<b>4,030</b>	<b>4,198</b>
<b>Non-current portion</b>		
Retirement and long service leave	434	421
<b>Total non-current portion</b>	<b>434</b>	<b>421</b>
<b>Total employee entitlements</b>	<b>4,464</b>	<b>4,619</b>



## 15 Te tūtanga | Equity

### Accounting Policy

Equity is measured as the difference between total assets and total 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 surplus/(deficit)

### Capital management

Te Papa's capital is its equity, which comprises accumulated funds and other reserves. Equity is represented by net assets.

Te Papa is subject to financial management and accountability provisions of the Crown Entities Act 2004, which imposes restrictions in relation to borrowing, acquisition of securities, issuing guarantees and indemnities and the use of derivatives. No indemnities have been provided any member, office holder, or employee beyond those provided by standard insurance policies or employment contracts in the 2023/24 Financial Year.

Te Papa has complied with the financial management requirements of the Crown Entities Act 2004 during the year.

Te Papa manages its equity as a by-product of prudently managing revenues, expenses, assets, liabilities, investments, and general financial dealings to ensure Te Papa effectively achieves its objectives and purpose, while remaining a going concern.

Breakdown of equity and further information:	Actual 2024 \$000	Actual 2023 \$000
<b>Contributed capital</b>		
Balance at 1 July	567,998	528,898
Capital contribution	9,800	39,100
<b>Balance at 30 June</b>	<b>577,798</b>	<b>567,998</b>
<b>Restricted reserves</b>		
Balance at 1 July	1,492	1,769
Net movement	(250)	(277)
<b>Balance at 30 June</b>	<b>1,242</b>	<b>1,492</b>
<b>Property, plant and equipment revaluation reserve</b>		
Balance at 1 July	356,681	323,330
Revaluations	-	33,795
Transfer to accumulated surplus/(deficit) on disposal	(407)	(444)
<b>Balance at 30 June</b>	<b>356,274</b>	<b>356,681</b>
<b>Collection revaluation reserve</b>		
Balance at 1 July	864,883	893,969
Revaluations	75,477	(29,086)
<b>Balance at 30 June</b>	<b>940,360</b>	<b>864,883</b>
<b>Financial assets at fair value reserve</b>		
Balance at 1 July	(1,079)	(1,040)
Net change in fair value	248	(39)
<b>Balance at 30 June</b>	<b>(831)</b>	<b>(1,079)</b>
<b>Accumulated surplus/(deficit)</b>		
Balance at 1 July	(229,529)	(227,781)
Net surplus	(8,186)	(2,192)
Property, plant and equipment & collection revaluation reserve transfer on disposal	406	444
<b>Balance at 30 June</b>	<b>(237,309)</b>	<b>(229,529)</b>
<b>Total equity</b>	<b>1,637,534</b>	<b>1,560,446</b>

## 15.1 Contributed Capital

### Accounting Policy

Te Papa receives annual capital contributions of \$3m from the Crown for acquiring items for the National Collection. In 2023/24, Te Papa also received a capital grant for \$6.8m for the Spirit Collection Area Implementation Business Case.

Te Papa recognises these grants as capital contributions as they are a financing device for the acquisition or provisioning of assets, and no repayment is expected.

	Actual 2024 \$000	Actual 2023 \$000
Contributed capital consists of:		
Collection acquisitions	3,000	3,000
Spirit Collection Area implementation business case	6,800	36,100
<b>Total capital contribution</b>	<b>9,800</b>	<b>39,100</b>

## 15.2 Restricted reserves

### Accounting Policy

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.

	Actual 2024 \$000	Actual 2023 \$000
Restricted reserves consists of:		
- Trusts and bequests (non-exchange transactions)	900	871
- Project funding (exchange transactions)	342	621
<b>Total restricted reserves</b>	<b>1,242</b>	<b>1,492</b>

No other reserves are subject to restrictions on distribution.

## 15.3 Property, plant and equipment revaluation reserves

### Accounting Policy

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

	Actual 2024 \$000	Actual 2023 \$000
Property, plant and equipment revaluation reserve consists of:		
Land	83,763	83,763
Buildings	261,858	262,265
Other	10,653	10,653
<b>Total property, plant and equipment revaluation reserve</b>	<b>356,274</b>	<b>356,681</b>



## 15.4 Collection revaluation reserve

### Accounting Policy

The net revaluation results are credited or debited to a collection revaluation reserve for that class of asset. Where this results in a debit balance in the collection revaluation reserve, this balance is not recognised in other comprehensive revenue and expense 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 expense.

	Actual 2024 \$000	Actual 2023 \$000
Collection revaluation reserves consists of:		
Art (including Ceramics)	304,696	246,428
Te Aka Matua Library	1,818	1,818
History	24,688	24,688
Mātauranga Māori	209,157	209,157
Natural History	169,503	169,503
Philatelic	123,873	106,664
Pacific and International	79,565	79,565
Photography	27,060	27,060
<b>Total collection revaluation reserve</b>	<b>940,360</b>	<b>864,883</b>

## 15.5 Financial assets at fair value reserve

### Accounting Policy

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 (see note 17 Financial Instruments).

## 16 Ngā whakawhitiwhiti ki ngā rōpū whai pānga mai | Related party transactions

Te Papa is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect Te Papa would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Refer to notes 2 and 7 for related party disclosures relevant to Te Papa and the Te Papa Foundation, and the Mahuki subsidiary companies.

## 16 Ngā whakawhitiwhiti ki ngā rōpū whai pānga mai | Related party transactions (continued)

Key management personnel compensation	Actual 2024 \$000	Actual 2023 \$000
<b>Board Members</b>		
Remuneration	149	146
Full-time equivalent members	0.6	0.6
<b>Leadership Team</b>		
Remuneration (including employer contributions to Kiwi Saver and GSF)	2,667	2,477
Full-time equivalent members	8.0	8.2
<b>Total key management personnel remuneration</b>	<b>2,816</b>	<b>2,623</b>
<b>Total full-time equivalent personnel</b>	<b>8.6</b>	<b>8.8</b>

Key management personnel include all Board members, the Chief Executive, Kaihautū, and the Leadership team, a total of 16 (2023: 16).

The full-time equivalent for Board members has been determined based on the frequency and length of Board meetings and the estimated time for Board members to prepare for meetings.

All related party transactions have been entered into by Te Papa for any organisation in which management personnel have declared an interest in the 2024 financial year have been conducted under normal trading terms and conditions.

An analysis of Board member remuneration is provided in note 5.



## 17 Ngā taputapu whakanao pūtea | Financial instruments

### 17.1 Financial instrument categories

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

	Actual 2024 \$000	Actual 2023 \$000
<b>Financial assets measured at amortised cost</b>		
Cash and cash equivalents	10,038	5,055
Term deposits	45,000	50,000
Debtors and other receivables	3,971	2,526
<b>Total Financial assets measured at amortised cost</b>	<b>59,009</b>	<b>57,581</b>
<b>Financial assets at fair value through other comprehensive revenue and expense</b>		
Investments	9,961	9,454
<b>Total financial assets at fair value</b>	<b>9,961</b>	<b>9,454</b>
<b>Financial liabilities measured at amortised cost</b>		
Payables (excluding revenue in advance, taxes payable and grants received subject to conditions)	5,424	2,983
<b>Total financial liabilities – measured at amortised cost</b>	<b>5,424</b>	<b>2,983</b>

### 17.2 Fair value hierarchy

Accounting Policy

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.

The following table analyses the basis of the valuation of classes of financial instruments measured at fair value in the statement of financial position:

	Actual 2024 \$000	Actual 2023 \$000
<b>Financial assets</b>	<b>9,961</b>	<b>9,454</b>
Shares - Quoted market price	214	197
Investments (Milford Asset Management) - Quoted market price	9,747	9,257

### 17.3 Financial instrument risks

#### Accounting Policy

Te Papa's activities expose it to a variety of financial instrument risks, including market risk, credit risk, and liquidity risk. Te Papa has policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

#### Market risk

##### Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. Te Papa's equity investments are exposed to price risk because they are listed investments.

Te Papa's equity investments are held for strategic purposes as opposed to generating a financial return.

##### Sensitivity analysis

The equity investments are publicly traded. If the share price at 30 June 2024 had fluctuated by plus or minus 0.5% (2023:0.5%), the effect would have been an increase/decrease of \$1,069 (2023: \$986).

##### Fair Value interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. Te Papa's exposure to fair value interest rate risk is limited to its bank deposits that are held at fixed rates of interest. Te Papa does not actively manage its exposure to fair value interest rate risk.

##### Cash flow interest rate risk

Cash flow interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates. Investments and borrowings issued at variable interest rates expose Te Papa to cash flow interest rate. Te Papa's investment policy requires a spread of investment maturity dates to limit exposure to short-term interest rate movements. Te Papa currently has no variable interest rate investments and has no borrowings.

##### Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Te Papa sells and purchases goods and services from overseas that require it to enter into and settle transactions denominated in foreign currencies. Te Papa holds small balances of USD, CAD and AUD with a NZ financial institution in order to settle transactions in foreign currencies when necessary. As a result of these activities, exposure to currency risk arises.

Te Papa manages future dated foreign currency risks arising from contractual commitments and liabilities by entering into forward foreign exchange contracts to manage the foreign currency risk exposure.

##### Sensitivity analysis

As at 30 June 2024, if the NZ dollar had weakened/strengthened by 5% (2023: 5%) against all of the foreign currencies held, with all other variables held constant, the surplus/(deficit) for the year would have been:

- \$12,970 (2023: \$51,888) lower if the NZ dollar had weakened
- \$12,352 (2023: \$54,482) higher if the NZ dollar had strengthened

This movement is attributable to foreign exchange gains/losses on translation of the foreign-denominated bank account balances.

##### Credit risk

Credit risk is the risk that a third party will default on its obligation to Te Papa, causing Te Papa to incur a loss. Te Papa is exposed to credit risk from cash and term deposits with banks, receivables, and derivative financial instrument assets. For each of these, the maximum credit exposure is best represented by the carrying amount in the statement of financial position.

##### Risk management

For receivables, Te Papa reviews the credit quality of customers before granting credit. It continues to monitor and manage receivables based on their ageing and adjusts the expected credit loss allowance accordingly. There are no significant concentrations of credit risk. Due to the timing of its cash inflows and outflows, Te Papa invests surplus cash with registered banks with a Standard and Poor's credit rating of at least A2 for short-term investments and A for long-term investments. Te Papa invests funds and enters into derivative financial instruments only with registered banks that have a Standard and Poor's credit rating of at least A2 for short-term investments and A for long-term investments. Te Papa's investments in term deposits are considered to be low-risk investments. The credit ratings of banks are monitored for credit deterioration.

##### Security

No collateral or other credit enhancements are held for financial assets that give rise to credit risk.

##### Credit risk exposure by credit risk rating grades, excluding receivables

The gross carrying amount of financial assets, excluding receivables, by credit rating is provided below by reference to Standard and Poor's credit ratings.



### 17.3 Financial instrument risks (continued)

	Actual 2024 \$000	Actual 2023 \$000
<b>Cash at bank and term deposits</b>		
AA-	55,038	55,055
<b>Total cash at bank and term deposits</b>	<b>55,038</b>	<b>55,055</b>

#### Liquidity risk

##### Management of Liquidity risk

Liquidity risk is the risk that Te Papa will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash and the ability to close out market positions.

Te Papa manages liquidity risk by continuously monitoring forecast and actual cash flow requirements.

##### Contractual maturity analysis of financial liabilities

Creditors and other payables (note 11) are expected to be settled within 6 months of balance date.

Te Papa has foreign exchange forward contracts in place at 30 June 2024 for US\$522,000 with a face value of NZ\$881,027 (2023: US\$197,000, NZ\$309,521). These contracts are matched to contractual obligations and US\$462,000 (NZ\$779,189) will be settled by June 2025 and US\$60,000 (NZ\$101,838) will be settled by March 2026.

### 18 He āhuatanga i pā i muri i te rā whakaatu tūnga pūtea | Events after the balance sheet date

There were no significant events after the balance date.

### 19 He whakamārama mō ngā tīhoinga tawhiti i te pūtea i whakaritea | Explanation of significant variances against budget

The budget figures are derived from the Statement of Performance Expectations as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board for the preparation of these financial statements.

The table below outlines the statement of comprehensive revenue and expenses with subsequent explanation as to the material variances between actual and budget result.

### 19 He whakamārama mō ngā tīhoinga tawhiti i te pūtea i whakaritea | Explanation of significant variances against budget (continued)

#### Te tauākī whiwhinga, whakapaunga whānui | Statement of Comprehensive Revenue and Expenses

Mō te tau i eke i te 30 o Pipiri 2024 | for the year ended 30 June 2024

	Actual 2024 \$000	Budget 2024 \$000	Variance to budget \$000
<b>Revenue</b>			
Revenue from the Crown	43,881	44,168	(287)
Interest income	3,679	1,200	2,479
Other revenue	35,402	34,353	1,049
Donated revenue	1,794	350	1,444
<b>Total revenue</b>	<b>84,756</b>	<b>80,071</b>	<b>4,685</b>
<b>Expenses</b>			
Personnel costs	44,459	44,599	(140)
Other expenses	33,062	39,152	(6,090)
<b>Total expenses</b>	<b>77,521</b>	<b>83,751</b>	<b>(6,230)</b>
<b>Earnings before depreciation and amortisation</b>	<b>7,235</b>	<b>(3,680)</b>	<b>10,915</b>
Depreciation and amortisation expenses	15,421	16,500	(1,079)
<b>Surplus/(deficit)</b>	<b>(8,186)</b>	<b>(20,180)</b>	<b>11,944</b>
<b>Other comprehensive revenue and expense</b>			
Gain on collection revaluation	75,477	-	75,477
Financial assets at fair value	248	-	248
<b>Total other comprehensive revenue and expense</b>	<b>75,725</b>	<b>-</b>	<b>75,725</b>
<b>Total comprehensive revenue and expense</b>	<b>67,539</b>	<b>(20,180)</b>	<b>87,719</b>

#### Interest income

At the time when the budget was set, the expectation was that there would be a net cash outflow for the year. Increased revenues and reduced spending provided a greater availability of cash for short-term investment.

#### Other revenue

Other revenue includes sponsorship and grant revenues, which are often confirmed within the financial year. \$1.29m of unbudgeted sponsorship and grants were secured during the 2023/24 financial year.

#### Donated revenue

The level of donated collection items and accessioning of completed field collections was greater than anticipated.

#### Other expenses

Throughout the year, there were conscious efforts to find efficiency savings and in light of an uncertain funding environment, there were decisions to pause or delay planned work.

#### Depreciation

Depreciation was budgeted on a like basis to most recent years where a revaluation of land and buildings was required which increased the levels of depreciation. In 23/24, a review of the land and building's value determined that there was no revaluation increase.

#### Other comprehensive revenue and expenses

Movements in other comprehensive items are subject to external forces, which are outside the control of Te Papa, and therefore are not budgeted for.

## 19 He whakamārama mō ngā tīhoinga tawhiti i te pūtea i whakaritea | Explanation of significant variances against budget (continued)

### Te tauākī tūnga pūtea | Statement of Financial Position

I te 30 o Pipiri 2024 | as at 30 June 2024

	Actual 2024 \$000	Budget 2024 \$000	Variance to budget \$000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	10,038	4,593	5,445
Receivables	3,971	2,072	1,899
Investments	45,000	22,500	22,500
Prepayments	1,226	1,233	(7)
Inventories	2,071	1,676	395
Publications work in progress	(49)	87	(136)
<b>Total current assets</b>	<b>62,257</b>	<b>32,161</b>	<b>30,096</b>
<b>Non-current assets</b>			
Investments	9,961	9,403	558
Property, plant and equipment	532,102	520,811	11,291
Collections	1,047,084	1,023,454	23,630
Intangible assets	996	170	826
<b>Total non-current assets</b>	<b>1,590,143</b>	<b>1,553,838</b>	<b>36,305</b>
<b>Total assets</b>	<b>1,652,400</b>	<b>1,585,999</b>	<b>66,401</b>
<b>Liabilities</b>			
Payables	5,424	2,664	2,760
Provisions	68	-	68
Revenue in advance	4,910	4,608	302
Employee entitlements	4,030	3,040	990
<b>Total current liabilities</b>	<b>14,432</b>	<b>10,312</b>	<b>4,120</b>
<b>Non-current liabilities</b>			
Employee entitlements	434	239	195
<b>Total non-current liabilities</b>	<b>434</b>	<b>239</b>	<b>195</b>
<b>Total liabilities</b>	<b>14,866</b>	<b>10,551</b>	<b>4,315</b>
<b>Net assets</b>	<b>1,637,534</b>	<b>1,575,448</b>	<b>62,086</b>
<b>Equity</b>			
Contributed capital	577,798	577,798	-
Restricted reserves	1,242	2,890	(1,648)
Property, plant and equipment revaluation reserve	356,274	308,583	47,691
Collection revaluation reserve	940,360	925,150	15,210
Financial assets at fair value reserve	(831)	(1,263)	432
Accumulated surplus/(deficit)	(237,309)	(237,710)	401
<b>Total equity</b>	<b>1,637,534</b>	<b>1,575,448</b>	<b>62,086</b>

## 19 He whakamārama mō ngā tīhoinga tawhiti i te pūtea i whakaritea | Explanation of significant variances against budget (continued)

### Current assets

Variation to budget for current assets has been shaped largely by higher levels of cash than originally anticipated at the time of budget preparation. This was a result of greater levels of revenue being generated and lower level of spend than anticipated.

### Non-Current assets

At the time of budget preparation, the impacts of land, building and collection valuations for both the prior and current year are unknown. This leaves to variations to budget as revaluation impacts are externally determined.

### Current liabilities

Payables are greater than budget due to some delays in the delivery of parts of the Te Papa capital work programme that were anticipated to have been completed by the end of the financial year. Increases in annual leave liabilities have occurred due to a combination of increases in the value of salaries and the interest rate used in determining future value of leave balances.

### Equity

Variations to budget for equity represent the net effect of the variations described above.

### Te tauākī kapewhiti | Statement of Cash Flows

Mō te tau i eke i te 30 o Pipiri 2024 | for the year ended 30 June 2024

	Actual 2024 \$000	Budget 2024 \$000	Variance to budget \$000
<b>Cash flows from operating activities</b>			
Receipts from the Crown	43,554	44,168	(614)
Interest revenue	3,717	1,200	2,517
Receipts from other revenue	34,580	34,703	(123)
Payments to suppliers	(31,843)	(39,152)	7,309
Payments to employees	(44,454)	(44,599)	145
Goods and services tax (net)	29	-	29
<b>Net cash from operating activities</b>	<b>5,583</b>	<b>(3,680)</b>	<b>9,263</b>
<b>Cash flows from investing activities</b>			
Receipts from sale of property, plant and equipment	15	-	15
Purchase of property, plant and equipment	(13,280)	(34,827)	21,547
Purchase of collections	(2,112)	(3,000)	888
Purchase of intangible assets	(23)	(100)	77
Movement in investments	5,000	25,000	(20,000)
<b>Net cash from investing activities</b>	<b>(10,400)</b>	<b>(12,927)</b>	<b>2,527</b>
<b>Cash flows from financing activities</b>			
Capital contribution from the Crown	9,800	9,800	-
<b>Net cash from financing activities</b>	<b>9,800</b>	<b>9,800</b>	<b>-</b>
<b>Net decrease in cash and cash equivalents</b>	<b>4,983</b>	<b>(6,807)</b>	<b>11,790</b>
Cash and cash equivalents at the beginning of the year	5,055	11,400	(6,345)
<b>Cash and cash equivalents at the end of the year</b>	<b>10,038</b>	<b>4,593</b>	<b>5,445</b>

### Cash flows from operating activities

Receipts from interest revenue were higher than anticipated due to higher levels of available cash to invest. The lower level of spend to what was originally budgeted is reflected in the lower level of payments to suppliers.

### Cash flows from investing activities

Purchase of property, plant and equipment was lower than budgeted. There was a budget assumption that the remaining funds held in relation to the Biodiversity Research Centre were fully spent in 23/24, which was not the case. Movements in investments was greater than budgeted due to the increased levels of cash held by Te Papa across the year.



# Te whakahaere me te horopaki whakahaere | Governance and operating context

## Te Papa’s background and purpose

Te Papa was established by the Museum of New Zealand Te Papa Tongarewa Act 1992 and is an autonomous Crown entity under the Crown Entities Act 2004. Te Papa also has responsibilities under the Public Finance Act 1989.

## Accountability

Te Papa’s Board must carry out its statutory functions using funds provided in part by parliamentary appropriation through Vote Arts, Culture and Heritage. The Minister for Arts, Culture and Heritage is accountable to Parliament for the funding and performance of Te Papa and for its obligations under the Crown Entities Act. All of Te Papa’s services are provided under the Museum Services output class.

The Board’s authority and accountability are based on three key documents:

- the Museum of New Zealand Te Papa Tongarewa Act 1992
- the Statement of Intent
- the Letter of Expectations between the Chair of the Board and the responsible Minister.

This annual report is the official record against targets and budgets set out in the *Statement of Intent 2023-27* and the *Statement of Performance Expectations 2023/24*.

## Museum of New Zealand Te Papa Tongarewa Act 1992

The Act defines Te Papa’s purpose as:

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.

For ease of understanding, we have grouped Te Papa’s functions as shown below:

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
S7(1)(b) Collect works of art and items relating to history and the natural environment	S7(1)(c) Act as an accessible national depository for collections	S7(1)(f) Conduct research into any matter relating to collections or associated areas of interest and assist others in such research	S7(1)(i) Cooperate with and assist other New Zealand museums in establishing a national service and in providing appropriate support to other institutions and organisations holding objects or collections of national importance	S7(1)(a) Control and maintain the museum
S7(1)(d) Develop, conserve and house securely the collections	S7(1)(e) Exhibit or make available for exhibition by other public art galleries, museums and allied organisations, material from collections	S7(1)(g) Provide an education service in connection with collections	S7(1)(j) Cooperate with other institutions and organisations that have similar objectives	S7(1)(l) Design, construct and commission any building or structure required by the museum
S7(1)(k) Endeavour to make the best use of collections in the national interest	S7(1)(h) Disseminate information relating to collections and any other matters relating to the museum and its functions			

In performing its 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
- endeavour to ensure both that the Museum expresses and recognises the mana and significance of Māori, European and other major traditions and cultural heritages, and that the Museum provides the means for every such culture to contribute effectively to the Museum as a statement of New Zealand’s identity
- endeavour to ensure that the Museum is a source of pride for all New Zealanders.

## Governance and funding information

### Organisational structure

This diagram sets out our governance and leadership structure for the year ending 30 June 2024.



### Governance at Te Papa

The Board is responsible for the organisation's overall performance in accordance with relevant statutes and the parameters established with the Minister for Arts, Culture and Heritage. The Museum of New Zealand Te Papa Tongarewa Act 1992 and the Crown Entities Act 2004 specify Te Papa's functions and the matters that must be taken into account when performing these functions. The Board takes an active role in ensuring that Te Papa

responds to changes in the legislative or regulatory environment in a timely way, as well as monitoring and acting on changes in governance practices. The Board maintains a governance manual that is regularly updated to reflect good practice and principles of corporate governance and oversees risk management and controls to support good governance through a subcommittee of the Board. The Board carries out an annual self-evaluation of its governance practices and performance, and reports the outcome to the Minister for Arts, Culture and Heritage.

### Board Committees

The Board has four subcommittees. Tikanga Haumaru was established during 2007/2008. It provides assurance and assistance to the Board on Te Papa's risk management, financial management practices, internal control environment, compliance framework, and external accountability responsibilities. The following Board members sat on this committee during 2023/24:

- Caren Rangi (Chair)
- Dame Fran Wilde (Board Chair)
- David Wilks

Tikanga Tangata was established in September 2019 to provide oversight of:

- People and Culture strategy, frameworks and key policies;
- the performance and remuneration of the CEO and Kaihautū;
- succession planning for the Executive Team and other key roles; and
- compliance with legislative and regulatory requirements relating to employment, leave and remuneration.

The following Board members sat on this committee during 2023/24:

- Jackie Lloyd (Chair)
- Andy Lowe
- Dame Fran Wilde (Board Chair)

Te Komiti ki te Ao Mārama, established in July 2020, is tasked with:

- contributing to, discussing and uplifting Te Papa's ongoing journey as a bicultural museum and Tiriti/Treaty based organisation;
- being a forum for thought leadership inviting external expertise, including importantly from iwi, to uplift Te Papa's thinking and perspectives.

The Komiti was in abeyance during 2023/24.

The Biodiversity Research Centre (BRC) Governance

Group was established in April 2023 to provide:

- SCA Replacement Project governance, support and advice to the Senior Responsible Officer (a Te Papa Board member);
- Review or approval of project initiation documents, stage gates/milestones and change requests.

The following Board members sat on this committee during 2023/24:

- Jackie Lloyd (Chair until December 2023)
- Prof. Dame Juliet Gerrard (Chair from March 2024)
- Dame Fran Wilde (Board Chair)
- Jacinta Ruru

### Bicultural policy

Te Papa is a bicultural organisation, and as such, the Board acknowledges the importance of Te Tiriti o Waitangi, particularly the partnership implicit in te Tiriti. The Board endorses the principle of a single Board that includes representation of both Tangata Whenua and Tangata Tiriti to govern the Museum. The Board has a formal bicultural policy, which states that:

*"Biculturalism at Te Papa is the partnership between Tangata Whenua and Tangata Tiriti recognising the legislative, conceptual, and Treaty framework within which the Museum operates as well as reflecting international developments. This framework provides the mandate for the Museum to express and celebrate the natural and cultural diversity of New Zealand. It acknowledges the unique position of Māori in Aotearoa New Zealand and the need to secure their participation in the governance, management and operation of the Museum of New Zealand Te Papa Tongarewa."*

### Code of conduct

Te Papa has a code of professional conduct that applies to all employees, contractors, consultants, associates and volunteers. The code is consistent with the International Council of Museums (ICOM) Code of Ethics for Museums and the Code of Ethics and Professional Practice issued by Museums Aotearoa.

### Conflicts of interest

Conflicts of interest are actively managed to ensure the Board's business is carried out in an open, frank and impartial manner to produce the best result for Te Papa. Board members and senior staff provide an annual declaration of interests and are required to



advise any changes to their declaration of interests as they occur. Te Papa maintains a register, which is updated regularly.

### Crown revenue

Te Papa’s baseline funding from the Crown is \$43.575 million per year to support the ongoing maintenance of the museum’s buildings, and refresh of exhibitions.

In 2023/24, Te Papa also received funding from the Crown to deliver:

- Ngākahu National Repatriation Partnership: \$0.12 million

\$43.587 million was received in 2023/24. \$44.022 million has been recognised as revenue in 2023/24 which includes \$0.327 million from 2022/23 while \$0.391 million was carried forward into 2024/25.

### Non-Crown revenue

Te Papa earned \$40.278 million (2022/23: \$32.956 million) from non-Crown sources, contributing 48% (2022/23: 39%) of total revenue.

Te Papa’s biggest 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 exhibitions.

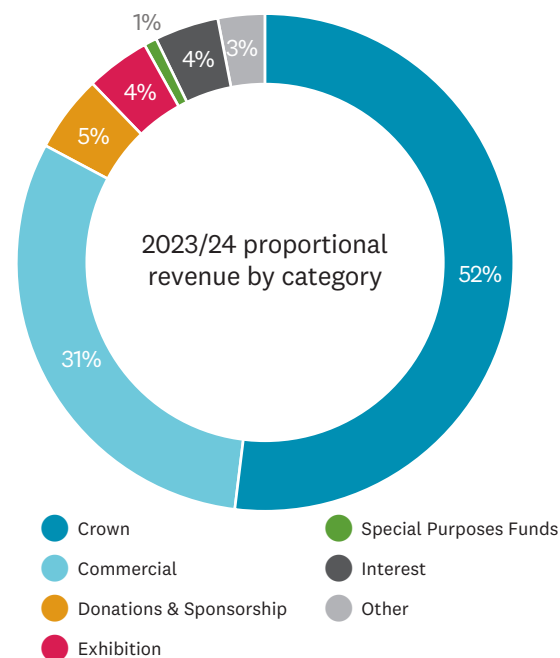
These activities provide essential revenue to support activities that are free of charge to the public.

These activities generate a significant proportion of non-Crown revenue, and 30% of total revenue in 2023/24 (2022/23: 25%). This means these operations are integral to our financial viability.

### Tākina Events

In 2022, our venues business rebranded to Tākina Events as we became the operator of venue spaces in Tākina Wellington Convention and Exhibition Centre. Tākina is the largest conference centre in the North Island and opened in June 2023. Despite initial challenges posed by the economic environment and recovering international travel post-COVID, the first year of delivery was successful overall as we met our budget and hosted 401 events across our venue spaces in both Tākina and Te Papa. Across these spaces, 67% of revenue was contributed by events hosted at Tākina and 33% from events held at Te Papa. Many significant events were hosted in Tākina, such as MEETINGS 2023 and TRENZ 2024, which enabled us to showcase the venue to an international audience of event and tourism professionals.

Te Papa will continue to seek innovative and cost-effective ways to support the core activities of Te Papa.





# Kuputaka | Glossary

Many reo Māori language terms are used throughout this document. Simple translations have been used throughout the text to enable understanding, and fuller translations are provided below.

**Ākonga** A student or learner.

**Hapū** A sub-tribe. Most iwi are comprised of two or more hapū.

**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.

**Kōiwi tangata** and **Kōimi t'chakat** Māori and Moriori human remains. Te Papa does not consider kōiwi tangata or kōimi t'chakat to be collection items. Te Papa negotiates with overseas museums for the return of Māori and Moriori human remains and works closely with iwi for their return home. Kōiwi tangata are treated with the utmost respect at all times.

**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 will 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 principle** 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 mātauranga 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.

**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.

**Toi moko** Preserved tattooed Māori heads. Also referred to as mokomokai.

**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.











# Ō matou hoa | Our partners

Te Papa thanks the people of New Zealand and many organisations, iwi and individuals for their generous support. Te Papa's primary funding comes from the New Zealand Government via the Ministry for Culture and Heritage.



We acknowledge the invaluable support and active contributions of the following partner organisations during the year:

## Our Partners

### Absolutely Positively Wellington City Council

Me Heke Ki Pōneke

Wellington City Council (WCC) –Founding and Destination Partner since Te Papa's inception, and major strategic partner for our creative events. Supporting Te Papa aligns with a number of Council strategies. We make Wellington a more vibrant place to live by contributing to residents' quality of life, their prosperity, identity and the opportunities available to them. Our visitor attractions bring people to the city from around the country and overseas, placing Te Papa at the heart of Wellington's positively 'cool' vibe and helping cement the city's reputation as New Zealand's arts and culture capital.



Natural Hazards Commission Toka Tū Ake – Founding Corporate Partner for over 20 years. Natural Hazards Commission Toka Tū Ake co-sponsors the Te Taiao | Nature Whakarūaumoko | Active Land exhibition and Quake Braker | Te Whakangāwari Rū exhibition. Natural Hazards Commission Toka Tū Ake is a key supporter of Te Papa Learning and public programmes designed to inform and motivate visitors and school groups to learn more about natural hazard preparedness and resilience.



GNS Science – Founding Corporate Associate for over 20 years. GNS co-sponsors the Te Taiao | Nature Whakarūaumoko | Active Land exhibition and Quake Braker | Te Whakangāwari Rū exhibition, and is also a supporter of Bush City. GNS Science provides Te Papa with valuable in-kind scientific expertise and loans of scientific objects for exhibition displays.



GoMedia are a kiwi based outdoor media solutions company who have partnered with Te Papa since June 2022. They support Te Papa with marketing sponsorship, enabling us to extend the reach and impact of our national marketing campaigns via access to their extensive advertising network.



# Ō matou hoa | Our partners

## Exhibition partners



### Nga Taniwha o Rupapa | Dinosaurs of Patagonia

Te Papa acknowledges and thanks our exhibition partners.

DESTINATION PARTNER

**Absolutely Positively Wellington City Council**  
Me Heke Ki Pōneke

EXHIBITION PARTNERS

**GO Media** **WellingtonNZ**

**WELLINGTON AIRPORT** **All .COM** **LATAM AIRLINES**

**GNS SCIENCE** **Resene**  
the paint the professionals use

**WARREN AND MAHONEY**

**LANIEROFT**

Embassy of the **Argentine Republic**  
New Zealand

## Matariki exhibition

We are grateful for the support of our partners Go Media and Wellington Airport.

**GO Media** **WELLINGTON AIRPORT**



## Te Taiao | Nature

Te Papa acknowledges and thanks our Te Taiao | nature partners:

SUPPORTED BY THE NEW ZEALAND GOVERNMENT THROUGH

**Manatū Taonga**  
Ministry for Culture & Heritage

CORE PARTNERS

**Absolutely Positively Wellington City Council**  
Me Heke Ki Pōneke

**Natural Hazards Commission**  
Toka Tū Ake

**GNS SCIENCE**  
TE PŪ AKE

GRANT PARTNERS

**Lotto** **Pub Charity** **THE LION FOUNDATION**

EXHIBITION PARTNERS

**OUR LAND AND WATER** **National Science Challenges** **NIWA** **Department of Conservation**  
Te Papa Atarua

SUPPORTING PARTNERS

**Te Mana Tangata Whakawhānake**  
**MacDiarmid Institute**  
Advanced Materials & Nanotechnology

**Manaaki Whenua**  
Landcare Research

**Resene** **WELLINGTON AIRPORT** **JNL**  
JNL NEW ZEALAND LTD

## Gallipoli: The scale of our war

Developed by Te Papa in partnership with Wētā Workshop. Te Papa also acknowledges the continued support of our exhibition equipment partners.

**WETA WORKSHOP**

**Absolutely Positively Wellington City Council**  
Me Heke Ki Pōneke

**Lotto** **NZ Lottery Grants Board**

**SINGAPORE AIRLINES**

Airline Partner

**Hewlett Packard Enterprise**

Technology Partner

**Panasonic**

Projector Partner



## Touring Exhibition partners

Te Papa acknowledges our touring support partners:

**Absolutely Positively Wellington City Council**  
Me Heke Ki Pōneke  
Destination Partner

### Bug Lab

Developed by Te Papa in partnership with Wētā Workshop.

**WETA WORKSHOP**

**SAMSUNG**

### Kura Pounamu: Our Treasured Stone

Exhibition developed by Te Papa, working closely with Te Rūnanga o Ngāi Tahu.

**Te Rūnanga o NGĀI TAHU**

**Rita Angus- New Zealand Modernist Touring**  
**Rita Angus: He Ringatoi Hou o Aotearoa**

**SINGAPORE AIRLINES**

**TE PAPA FOUNDATION**

### Clever Crustaceans

Developed in partnership with NIWA, Te Papa is grateful for the support of this touring exhibition.

**NIWA**  
Taihoro Nukurangi

## Membership partner

Te Papa gratefully acknowledges the support of our Friends membership group.

**Friends of Te Papa**  
**Ngā Hoa o Te Papa**

## Charitable Trust Partner

Te Papa gratefully acknowledges the support of Te Papa Foundation Trustees and donors

**TE PAPA FOUNDATION**

## Learning partners

Te Papa gratefully acknowledges our Learning Programme partners:

**Te Pū Tiaki Mana Taonga**  
Association of educators beyond the classroom

**Natural Hazards Commission**  
Toka Tū Ake

## Corporate Member

**Panasonic**





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TE PAPA  
OUR PLACE



Te Kāwanatanga  
o Aotearoa  
New Zealand Government