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Museum of New Zealand Te Papa Tongarewa

Statement of Intent 2026-2030

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Introduction

Chair's foreword

Te Papa stands as a source of immense pride for all New Zealanders – a living embodiment of our shared identity, history, and aspirations. As Aotearoa New Zealand's national museum, Te Papa is not merely a cultural institution; it is critical national infrastructure, anchoring our collective memory while shaping our future.

It is important to state that Te Papa is not a cost—it is a national investment. As stewards of that investment, we continue to grow, innovate, and lead with purpose. We do so with the collective understanding that the investment by the taxpayer is a shared commitment to excellence, relevance, and impact.

With a global vision, we are committed to taking Aotearoa New Zealand's stories to the world—stories that reflect our unique heritage, and our place in the global community.

This Statement of Intent builds on the strong foundations laid by generations of curators, researchers, educators, and communities. It sets a strategic direction that deepens our investment in our collections, our research, our people, our infrastructure and our partnerships.

Christopher Swasbrook
Board Chair

Co-Leaders' foreword

Our intentions for Te Papa to 2030 are grounded in delivering meaningful, relevant experiences for all New Zealanders.

As we look ahead, our focus remains on ensuring that our experiences, collections, and partnerships reflect and attract the diverse communities we serve and the evolving needs of Aotearoa New Zealand. We are committed in upholding our Mana Taonga principle and ensuring that our communities are actively involved in the many areas of Te Papa.

We will manage our resources to support long-term impact and resilience. A pivotal project in this period is the construction of the new Biodiversity Research Centre which will become the cornerstone of collection care and access to our natural history 'wet' collections, including the world's largest collection of Southern Ocean fishes. This transformative facility will enhance our ability to preserve, research, and share the national collections locally and globally.

We continue to strengthen our enduring partnerships with Tangata Whenua, embedding Te Tiriti o Waitangi into our operational practices and ensuring Māori knowledge and perspectives are woven throughout our work. These relationships are vital to our identity and to the integrity of our service delivery.

Underpinning all of this is a commitment to acting decisively in the present moment, to ensure our long-term ability to serve New Zealanders as a sustainable, world-class national museum.

Courtney Johnston

Tumu Whakarae | Chief Executive

Arapata Hakiwai

Kaihautū | Māori Co-leader

Statement of responsibility

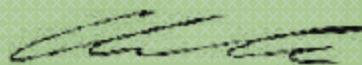
In accordance with sections 138-148 of the Crown Entities Act 2004, this Statement of Intent of the Museum of New Zealand Te Papa Tongarewa (Te Papa) is for the four years ending 30 June 2030.

Section 156A of the Crown Entities Act requires that the preparation of the Statement of Intent applies to a Crown Entity Group, including subsidiaries.

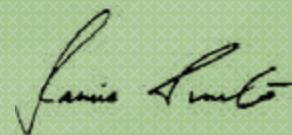
For the purposes of this Statement of Intent the Group refers to Te Papa and its subsidiaries, Mahuki Ltd and Mahuki Tahi Ltd, although no activity is planned for either subsidiary for the period covered by this Statement of Intent. For financial reporting purposes, the Te Papa Foundation is deemed to be a controlled entity of Te Papa and is included as part of the Group for that purpose only. The Te Papa Foundation is a charitable trust and separate entity to Te Papa, and the activities of the Te Papa Foundation are not covered by this Statement of Intent.

The purpose of this Statement of Intent is to promote public accountability. It sets out Te Papa's intentions and objectives for the four-year planning period.

This Statement of Intent has been developed by the Board in accordance with feedback from the Minister for Arts, Culture and Heritage on Te Papa's strategic direction.



Christopher Swasbrook
Board Chair
4 December 2025



Jamie Tuuta
Board member
4 December 2025

Our context

Our role

Te Papa is central to the cultural fabric of Aotearoa New Zealand, serving as a forum where the nation's diverse cultures, knowledge of our natural environment and history all combine to express our national identity.

Te Papa is uniquely placed to work in partnership with iwi, hapū, communities and many partners to learn from the past and hold conversations about the challenges of the future. In fulfilling these roles, Te Papa aims to be a source of pride for all New Zealanders, delivering knowledge and experiences that are mana-enhancing for all.

Te Papa is an Autonomous Crown Entity that was established under the Museum of New Zealand Te Papa Tongarewa Act 1992 and is managed in accordance with the Crown Entities Act 2004.

Te Papa's strategic direction is set by the Museum Board, taking into account the legislated functions of the Te Papa Board, Government policy and Ministerial expectations.

Te Papa's functions are to manage the museum and:

- develop and provide kaitiakitanga (stewardship) of collections
- provide a national service and cooperate with other museums and sector organisations
- ensure access to the national collections
- deliver learning and research connected with the collections

Our foundations

Te Papa is New Zealand's national museum. It was founded as a bicultural organisation and has grown into a Tiriti-based museum, with the establishing legislation requiring recognition of the ethnic and cultural diversity of New Zealand's people.

The founding principle of Mana Taonga remains embedded in the museum, recognising the whakapapa (genealogical) connection between taonga and their people. It is a place where the treasures of our past and present are kept safe for the future.

Our commitment to Te Tiriti o Waitangi

Te Tiriti o Waitangi is the foundation and future of the Museum of New Zealand Te Papa Tongarewa. Te Papa is committed to upholding the mana of Te Tiriti in everything we do. As our nation's founding document, Te Tiriti shaped Te Papa as a place of belonging and tūrangawaewae for all peoples of Aotearoa New Zealand. We address the legacies of colonisation and commit to reconciliation, equity, and transformation.

We recognise and uphold the rights of Māori as tangata whenua to care for their taonga, to speak for them, and to determine their use within the Museum. Māori art, language, culture, and identity are taonga of enduring significance — central to Māori aspirations and vital to the cultural fabric of Aotearoa New Zealand.

Our values

Te Papa operates in accordance with the values of:

- whanaungatanga | teamwork
- manaakitanga | respect
- auahatanga | creativity

Our partners and stakeholders

Te Papa works with many stakeholders and partners when delivering its functions:

Public and community

- The New Zealand public
- International tourists
- Teachers and educators
- Creative practitioners
- Private philanthropy/bequests
- Friends of Te Papa
- Volunteers

Te Papa provides opportunities for learning and creative engagement for all people through access to collections, exhibitions and experiences provided online and at the museum.

Benefactors may provide private donations or bequests to the museum.

Tangata Whenua

- Mana Whenua
- Iwi, hapū, whānau and hapori Māori

Te Papa upholds commitments to Tangata Whenua through shared decision making, care of taonga, mātauranga Māori and assistance with Treaty settlements.

Mana Whenua and iwi in residence have relationship agreements that ensure the relationship is enduring.

Tangata Moana-nui-a-Kiwa

- Pacific communities in Aotearoa
- Pacific diaspora

Te Papa frequently partners with Pacific communities across Aotearoa and Te Moana-nui-a-Kiwa in relation to collection development, care and management of collections, learning experiences, online resources and development of public programmes.

Government and policy

- Wellington City Council
- Manatū Taonga – Ministry for Culture and Heritage
- Central and local government agencies

As the national museum and a major attraction for Wellington visitation, Te Papa works with central and local government agencies, contributing economic value and promoting New Zealand on the world stage.

Te Papa provides advice and support on key issues affecting the sectors it works within, contributing to policy development and legislative review.

Commercial and tourism

- Conference and venues clients
- Tourism agencies
- Corporate partners and sponsors

As a partially Crown funded entity, Te Papa generates a significant proportion of income from commercial activity, managing conference and hospitality events, seeking sponsorship and managing a corporate members programme to provide funding for the museum and its exhibition and research.

A separate entity, Te Papa Foundation, works to secure philanthropic support for the museum.

Cultural and creative sector

- Galleries, libraries, archives and museum (GLAM) sector organisations in NZ and overseas
- Arts Culture and Heritage (ACH) sector organisations
- Researchers and research organisations
- Students and interns

Te Papa provides grants, guidance and professional development to sector organisations to help build capability.

Te Papa staff work in collaboration with researchers from other organisations in New Zealand and around the world and facilitate access to the collections for research.

Our strategic direction

Overview

The impacts that Te Papa intends to achieve over the next four years are:

1. Contributing to stronger national identity and belonging

New Zealanders see themselves and their cultures and communities reflected, strengthening pride, inclusion, and social cohesion.

2. Inspiring and facilitating learning for future generations

People gain knowledge, creativity, and inspiration, and are motivated to care for te taiao, our natural world.

3. Protecting taonga and knowledge for future generations

Taonga, collections, and stories are safeguarded, better cared for, and more accessible across Aotearoa and the world.

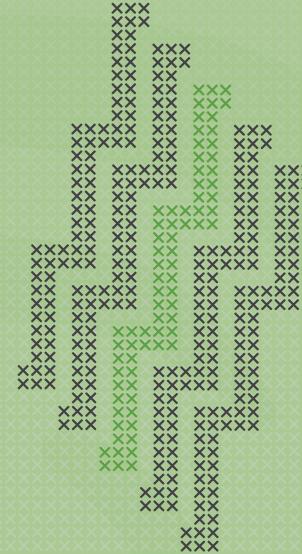
4. Honouring Te Tiriti and elevating indigenous cultures globally

Ensure Te Ao Māori culture and values are reflected within the museum and the stories we tell and preserve.

5. Being a sustainable, world-class national museum

Te Papa is financially and environmentally sustainable, efficient, internationally recognised and delivering value for Aotearoa New Zealand.

We will do this by delivering five strategic priorities.



Priorities

Belonging and Connection

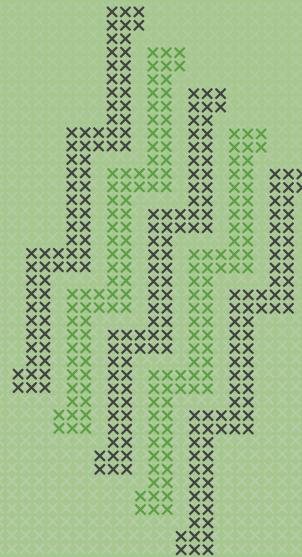
A museum where every New Zealander sees themselves and feels at home

Focus areas:

- Ensure our experiences, programmes, and collections reflect and respond to New Zealanders today and into the future.
- Centre iwi, hapū and hapori Māori and communities in museum practice – in the care, understanding, and sharing of taonga, mātauranga, kōrero and language.
- Affirm and collaborate with Pacific communities to strengthen identities, languages, knowledges and cultures who call this place home.
- Strengthen inclusivity by deliberately engaging underrepresented communities and removing barriers to access.

Outcomes:

- Te Papa is a source of pride and belonging for all New Zealanders.
- Experiences and collections reflect the diversity of the people, cultures and communities of Aotearoa New Zealand.
- Research and collections deepen understanding of New Zealand identities, cultures and the natural environment.
- Te reo Māori, mātauranga Māori, and tikanga Māori are woven throughout the museum, reflecting the mana of Māori as tangata whenua of New Zealand.
- Pacific languages, knowledge systems, and cultural practices are amplified across the museum through collaboration with Pacific communities, reflecting New Zealand's place within the broader Pacific.



Extraordinary Experiences

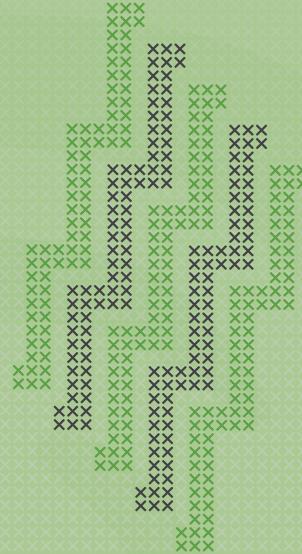
Fresh and compelling experiences that inspire visitors and future generations.

Focus areas:

- Implement fun and diverse ways for people at Te Papa and beyond to engage with and experience New Zealand's stories.
- Increasing access and engagement with Māori culture, taonga and stories
- Deepen people's understanding of and connection with te taiao (our natural world).
- Deepen people's engagement with cultural and creative experiences.
- Refresh long-term exhibitions to tell new stories and encourage repeat visitation.

Outcomes:

- More people from Aotearoa and around the world engage with New Zealand stories and experiences through Te Papa.
- International recognition for Te Papa contributes to increased international tourism. Visitors and New Zealanders gain new knowledge, inspiration, and fresh perspectives through trusted information about Aotearoa New Zealand's environment, history, culture, and identity.
- People are inspired to care for and protect te taiao, securing a collective commitment and action for a thriving natural environment.



Cultural Leadership with Global Reach

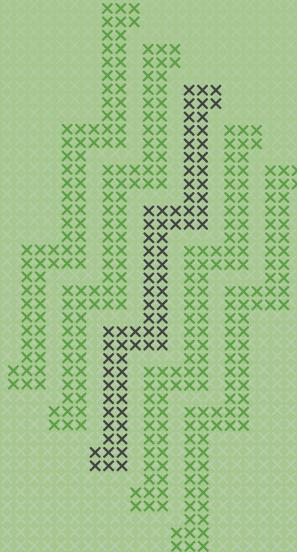
Leading domestically and internationally to share Aotearoa New Zealand's stories with the world.

Focus areas:

- Deliver groundbreaking research and increase the number of researchers drawing on Te Papa's collections and expertise.
- Provide a platform for artists and storytellers to share creative endeavours and enterprise.
- Share expertise, facilitate knowledge exchange and provide practical support and resources to strengthen sector capability and capacity.
- Provide a forum for indigenous leadership and kaitiakitanga of taonga, collections, data governance and knowledge locally and globally.
- Repatriation of taonga and kōiwi tangata, kōimi t'chakat to iwi and imi.

Outcomes:

- Aotearoa New Zealand's cultures and knowledge are celebrated and shared on the world stage, strengthening our international presence and recognition.
- Skills capability developed and retained to support a thriving sector and ensure museums, galleries and whare taonga across Aotearoa are equipped to serve their communities
- Indigenous knowledges and leadership within museum practice is role modelled and benefits for international museum practice are extended beyond Aotearoa New Zealand.
- New local and global knowledge development through impactful research and thought leadership.
- Repatriation fosters redress and reconciliation.



Partnerships with Māori

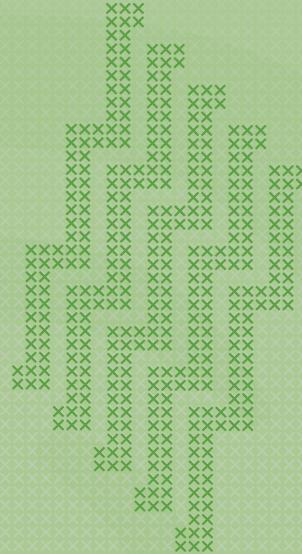
Working with Māori to honour Te Tiriti and serve their aspirations, both within Aotearoa New Zealand and abroad.

Focus areas:

- Work more closely with iwi, hapū and hapori Māori to care for collections and share mātauranga.
- Facilitate access to all collecting areas to support Māori research, creative practice and cultural aspiration.
- Uphold and advance Māori aspirations through authentic partnerships and sector leadership.
- Continue to grow the Iwi in Residence programme.

Outcomes:

- Te reo, tikanga and mātauranga Māori are visible and heard across Te Papa, supporting the living embodiment and expression of Māori identities and culture.
- Diverse Māori audiences grow, with stronger connections and participation across all Te Papa offerings.
- Taonga are appropriately cared for in accordance with Mana Taonga.
- Whānau, hapū, and iwi Māori have a national platform at Te Papa to tell their stories, pursue their aspirations and engage all New Zealanders.



Sustaining Te Papa for Generations

Safeguarding taonga and collections for future generations.

Focus areas:

- Raise awareness of the unique value (both economically and culturally) Te Papa delivers for Aotearoa New Zealand.
- Operate Te Papa with an enhanced commercial focus, diversifying revenue streams, and growing partnerships, philanthropy and opportunities for non-Crown funding pathways.
- Build and open the Biodiversity Research Centre (BRC) which will be an important contributor to science and research within New Zealand and internationally.
- Secure funding for long-term collection care and storage to enable continued investment and protection of taonga, as well as improved access to the collections.

Outcomes:

- Te Papa is financially sustainable, with increased revenue and efficient operations that further maximise public value.
- More resources allocated towards visitor experiences, investing in and caring for collections.
- Positive impacts on te taiao through operational decision making and investment decisions.
- National collections and taonga are invested in, protected, cared for, and made more accessible for future generations.
- A diverse, highly capable and motivated workforce that consistently delivers excellence.

Our capability

Our operating environment

Te Papa delivers functions in New Zealand and internationally and is impacted by a broad range of operating conditions that can affect service delivery in different ways.

External conditions that Te Papa will need to navigate include:

- **Tourism market capture** – rebuilding visitation to Te Papa following the COVID-19 pandemic, a soft tourism market and slow economic conditions. While Te Papa will need to compete for visitors' leisure dollar, there is also an opportunity to be a more significant contributor to economic growth by attracting tourists back to New Zealand.
- **Maintaining relevance and trust** with audiences, responding to a contested global geopolitical environment and navigating both challenges and opportunities posed by AI.
- **Rising costs** - securing sustainable funding to ensure the museum remains fit for purpose, can deliver on its mandated purpose and be positioned for the future growth of Aotearoa New Zealand.
- **High demand for philanthropic and corporate sponsorship** is creating competition within the cultural sector for new sources of funding.
- **Natural hazard events**, including those caused more frequently by climate change, are creating pressure for sector-wide resilience and readiness.

Our challenges

The most significant challenge facing Te Papa is funding. Te Papa receives public funding from the Crown but is required to find up to 50% of its income from commercial sources to manage day-to-day operations, and to fund exhibitions and maintenance of ageing complex buildings. As an extremely popular visitor attraction there is a significant amount of long-term maintenance that needs to be addressed, in an environment of increasing operational costs, to ensure the core infrastructure (including buildings) remain safe for visitors and the collections. Funding has been prioritised for essential building maintenance, which has limited the ability to invest in renewing exhibitions and experiences, risking loss of relevance and satisfaction for visitors, both domestic and international.

Te Papa provides a national service to museums, galleries and cultural organisations, which helps strengthen skills and capabilities across the sector. These organisations are facing similar funding and tourism challenges, which increases demand for support. Without increased revenue, Te Papa cannot grow this vital service to the sector.

Over the next three years Te Papa will construct and open a new Biodiversity Research Centre, which will provide secure storage and enhanced access to the globally significant Southern Ocean fish collection. Collection storage pressures persist for other items and taonga across other collecting areas, which require active management and a longer-term solution.

Beyond Te Papa, there remains a continued risk to social cohesion due to geopolitical, socio-cultural and economic tensions, which are amplified in the age of social media and accompanied by a decline in confidence in information sources.

Our response

Te Papa's response to these challenges will involve:

- Being a trusted institution with the platform to tell real stories based on collections held in the public trust, undertake research, and provide learning experiences grounded in science, academia, and authentic information;
- Partnerships with Māori and Pacific Peoples will extend that platform for mātauranga Māori and indigenous knowledges to be shared, as determined by iwi, hapū and Pacific communities;
- Formalising relationships with industry to recognise the value of Te Papa-derived expertise or research, and leverage potential corporate relationships for mutual benefit;
- Growing domestic visitation via investment in:
 - Increasing frequency of short-term exhibitions;
 - Increasing collection turnover within the museum; and,
 - Further investment in international programming.
- Growing international visitation via investment in:
 - Development of touring exhibitions;
 - Encouraging lending of the collection and taonga to international institutions; and,
 - Reciprocal engagements with international institutions and benefactor groups.

Government priorities for Arts, Culture and Heritage

Amplify: A Creative and Cultural Strategy for New Zealand 2025-2030 sets out the Government's plan for the Arts, Culture and Heritage sector to 2030. Te Papa contributes to the targets, actions and supporting activities across the strategic pillars, with specific actions contributing to **Investing for maximum impact** and **Nurturing talent** across cultural tourism growth, partnerships with Māori to support cultural aspirations, repatriation, increasing access to collections and education and workforce development.

Te Papa contributes value to the sector and broader public as one of the Arts, Culture and Heritage sector entities encompassed within *Te Kāpehu* (the Cultural System Evidence Framework). Te Papa supports the areas of inquiry within *Te Kāpehu* by contributing data and insights and assisting with gap analysis to identify areas where new information will help to understand the benefits being delivered by the sector. As part of the work programme Te Papa will assist with shared research to help understand the health of the cultural system over time.

Core capabilities

Te Papa stewards a Strategic Workforce Plan to ensure the diverse capabilities needed across all activities are planned for and maintained.

The plan is actively managed and updated regularly to ensure workforce capability remains fit for purpose and future needs are understood.

Diversity and inclusion

Te Papa is committed to the principle and practice of Equal Employment Opportunities (EEO) in the recruitment, employment, training and promotion of staff. Te Papa continues to identify

and eliminate barriers that cause or perpetuate inequality in employment opportunities. This includes action to monitor and reduce gender and ethnic pay gaps.

Capital investment and non-collection asset management

Te Papa manages significant assets and has intensive infrastructure management requirements. Service critical assets include:

- Buildings and associated infrastructure, which are essential for maintaining safe and stable environmental conditions;
- Technology systems, including our collection management system, event system, document management system, HR information system and financial management system.

These assets are monitored through an Application Service Catalogue, which provides a structured view of our technology assets, and a Strategic Asset Management Model, which supports the long-term planning and maintenance of physical infrastructure. These enable a view of asset performance and condition, detailing service level agreements, vendor reporting, internal audits, and user feedback. These indicators are actively used to inform internal decision-making processes, including budgeting, prioritisation of maintenance, and investment planning.

All of this helps support:

- Investment and preservation of taonga and collections;
- Safe access to the museum and collections;
- Digital access and innovation;
- Sustainable and resilient asset management to support long-term development of the institution, its collections and research;
- Efficient and effective operations to ensure best value for the taxpayer.

In 2026-2030, new significant investment and asset management includes the construction of the new Biodiversity Research Centre in Trentham, Upper Hutt.

Te Papa does not intend to acquire shares or interests in companies, trusts or partnerships (CEA s100).

Our performance

Outcomes and impact framework

Belonging and Connection

A museum where every New Zealander sees themselves and feels at home.

Outcomes:

- Te Papa is a source of pride and belonging for all New Zealanders.
- Experiences and collections reflect the diversity of the people, cultures and communities of Aotearoa.
- Research and collections deepen understanding of New Zealand identity, culture and the natural environment.
- Te reo Māori, mātauranga Māori, and tikanga Māori are woven throughout the museum, reflecting the mana of Māori as tangata whenua of New Zealand.
- Pacific languages, knowledge systems, and cultural practices are amplified across the museum through collaboration with Pacific communities, reflecting New Zealand's place within the broader Pacific.

Impacts: Contributing to stronger national identity and belonging

New Zealanders see themselves and their cultures and communities reflected, strengthening pride, inclusion, and social cohesion.

Performance assessment:

- Public engagement through visitation metrics and satisfaction surveys.
- Assessment of how effectively Te Papa fosters representation, belonging, and engagement among communities.

Contribution to sector outcomes:

Amplify 2030 target:

A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030.

Extraordinary Experiences

Fresh and compelling experiences that inspire visitors and future generations.

Outcomes:

- More people from Aotearoa and around the world engage with New Zealand stories and experiences through Te Papa.
- International recognition for Te Papa contributes to increased international tourism. Visitors and New Zealanders gain new knowledge, inspiration, and fresh perspectives through trusted information about Aotearoa New Zealand's environment, history, culture, and identity.
- People are inspired to care for and protect te taiao, securing a collective commitment and action for a thriving natural environment.

Impacts: Inspiring and facilitating learning for future generations

People gain knowledge, creativity, and inspiration, and are motivated to care for te taiao, our natural world.

Performance assessment:

- Growth in international and repeat visitation.
- Contribution to tourism growth and GDP.
- Public trust in information and resources from Te Papa.
- Learner engagement through programme metrics and impact data.
- Regular exhibition turnover and increased delivery of new programmes.
- Growth in collection access.
- Growth in community action for the wellbeing of te taiao.
- Amplify action 1.4 – grow cultural tourism.

Contribution to sector outcomes: Amplify 2030 targets

A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030.

Cultural Leadership with Global Reach

Leading here and abroad to share Aotearoa New Zealand's stories with the world.

Outcomes:

- Aotearoa New Zealand's cultures and knowledge are celebrated and shared on the world stage, strengthening our international presence.
- Skills capability developed and retained to support a thriving sector and ensure museums, galleries and whare taonga across Aotearoa are equipped to serve their communities
- Indigenous knowledge and leadership within museum practice is role modelled and benefits for international museum practice are extended beyond New Zealand.
- New local and global knowledge development through impactful research and thought leadership.
- Repatriation fosters redress and reconciliation.

Impacts: Protecting taonga and knowledge for future generations

Taonga, collections, and stories are safeguarded, better cared for, and more accessible across Aotearoa and the world.

Performance assessment:

- Research outputs and partnerships.
- Growth in regional and international coverage of touring exhibitions and loans.
- Strengthened satisfaction with sector support and collaboration.
- Growth in sector support and collaboration.
- Increased visibility in international forums.
- Amplify action 1.6 – partner with creative and cultural sector.
- Amplify action 1.7 – economic benefit for regions.

Contribution to sector outcomes:

Amplify 2030 targets:

The economic contribution of the arts and creative sectors grows to at least \$22 billion (of GDP), with a focus on cultural exports and tourism by 2030.

A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030.

Partnerships with Māori

Working with Māori to honour Te Tiriti and serve their aspirations, both within Aotearoa New Zealand and abroad.

Outcomes:

- Te reo, tikanga and mātauranga Māori are visible and heard across Te Papa, supporting the living embodiment and expression of Māori identities and culture.
- Diverse Māori audiences grow, with stronger connections and participation across all Te Papa offerings.
- Taonga are appropriately cared for in accordance with Mana Taonga.
- Whānau, hapū, and iwi Māori have a national platform at Te Papa to tell their stories, pursue their aspirations, and engage all New Zealanders.

Impacts: Honouring Te Tiriti and elevating Indigenous leadership

Ensure Te Ao Māori culture and values are reflected within the museum and the stories we tell and preserve.

Performance assessment:

- Iwi, hapū and hapori Māori satisfaction with partnership.
- Increase in partnerships between iwi, hapū and hapori Māori with Te Papa.
- Iwi in residence programme achieves success measures as determined by iwi.
- Mana Taonga collection care requirements met.
- Treaty Settlement and whakaaetanga obligations met.
- Growth in experiences and services delivered in te reo and in accordance with tikanga.
- Amplify action 1.6 – partner with Māori.

Contribution to sector outcomes: Amplify 2030 targets

A 10 percent increase in the number of New Zealanders engaging with New Zealand arts, culture, and heritage by 2030.

Sustaining Te Papa for Generations

Safeguarding taonga and collections for future generations.

Outcomes:

- Te Papa is financially sustainable, with increased revenue and efficient operations that further maximise public value.
- More resources allocated towards visitor experiences, investing in and caring for collections.
- Positive impacts on te taiao through operational decision making and investment decisions.
- National collections and taonga are protected, cared for, and made more accessible for future generations.
- A diverse, highly capable and motivated workforce that consistently delivers excellence.

Impacts: Being a sustainable, world-class national museum

Te Papa is financially and environmentally resilient, efficient, and internationally recognised, delivering value for New Zealand.

Performance assessment:

- Taonga and collections cared for appropriately and maintained for future generations.
- Completion of Te Papa Biodiversity Research Centre.
- Delivery of Papatūānuku strategic action plan.
- Growth in capital investment in visitor experience and collection storage projects.
- Amplify action 1.2 - leverage alternative funding sources.
- Close out of deferred maintenance projects and ongoing maintenance of building plant and infrastructure.
- Financial sustainability strategy in place.

Contribution to sector outcomes: Amplify 2030 targets:

The economic contribution of the arts and creative sectors grows to at least \$22 billion (of GDP), with a focus on cultural exports and tourism by 2030.

Measuring performance

Te Papa manages a performance framework that ensures key performance indicators are in place, aligned to the legislative functions Te Papa is funded to deliver. These are published annually in the Statement of Performance Expectations along with forecast financial statements for the year ahead. Internal performance covers both quantitative and qualitative performance information, to enable insights into how much is being delivered, how well, and the benefits being experienced by our visitors, partners and stakeholders.

Quarterly performance monitoring is in place at Manatū Taonga | Ministry for Culture and Heritage as Te Papa's

monitoring agency, which ensures alignment with expectations from the Government, the Minister for Arts, Culture and Heritage and alignment with the priorities of *Amplify: A Creative and Cultural Strategy for New Zealand 2025-2030*.

The Annual Report details progress with meeting key performance indicator targets and strategic intentions.

