

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

Te Pūrongo ā Tau | Annual Report

**2022/23**

In accordance with section 150 of the Crown Entities Act 2004, this annual report of the Museum of New Zealand Te Papa Tongarewa for 2022/23 is presented to the House of Representatives.



## Photo credits

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- Mataaho Collective, Takapau (detail), on display in Mataaho Collective: Te Puni Aroaro exhibition. Photo by Maarten Holl, 2022. Te Papa

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Museum of New Zealand Te Papa Tongarewa

Te Pūrongo ā Tau | Annual Report

2022/23







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## 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 (page)
Mātauranga Māori Te Awe Kōtuku Fund	2021	24
Delivery of a Business Case for the Replacement of Te Papa’s Spirit Collection Area	2021	27
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# Whakataki Manukura Chair's Foreword

**O**n the forecourt of Te Papa sit three boulders, representing Papatūānuku, tangata whenua and tangata tiriti.

The Papatūānuku and tangata whenua boulders are andesite lava that erupted from Mt Taranaki about 75,000 years ago. The granite boulder representing tangata tiriti is around 350 million years old and comes from the Ōpārara River, north of Karamea.

These boulders are physical symbols of our abiding commitments – to the whenua we stand on, and the communities we stand in.

This year we launched a new, enduring strategy, a rautaki that connects directly to these touchstones.

The ambition and scope of our strategy reflects the maturing of the Te Papa model. It holds true to our founding principles, and challenges us to go forward with greater depth, integrity and confidence in our purpose.

The strategy has struck a powerful chord with our communities and with our kaimahi. We look forward to delivering on its ambitious vision.

This year was an important one for two large-scale projects for Te Papa. June 2023 saw the opening of Tākina. This state-of-the-art event and conference centre across the road from Te Papa is the biggest city asset to be created in Wellington for a generation. Te Papa is the operator of Tākina, leveraging our ability to create extraordinary experiences and offer extraordinary manaakitanga. We are immensely proud of the mahitahi and determination that our team have shown to enable Tākina to open on a high. We acknowledge the generous support of mana whenua in the development of Tākina, and the strong partnership between Wellington City Council, WellingtonNZ and Te Papa that is powering this incredible new asset for the city.

A second large-scale project for Te Papa is the development of a new storage facility to house the Natural History fluid preserved collection (wet collection), including the national fish collection – the largest collection of Aotearoa and Southern Ocean fish anywhere in the world, critical for supporting biodiversity research. In Budget 2022, government agreed to invest an initial \$42.9 million in the project, enabling Te Papa to purchase a site in Trentham, and begin the design process. Every collecting institution in the world faces the challenge of how to care for the objects in its care; the financial and environmental costs of housing museum collections are enormous.

These specimens are preserved in alcohol, requiring investment in a new site for this specialised hazardous storage. A replacement facility is a major step forward to enable Te Papa to care for this globally significant collection for generations to come, but the museum will continue to grapple with its responsibilities as kaitiaki of an ever-expanding collection.

Cyclone Gabrielle had a devastating impact in 2023 on communities and on Papatūānuku. Te Papa helped support communities to care for taonga affected by the flooding, and even to recover and care for ancestral remains. As a Board we want to acknowledge the Te Papa kaimahi for the skill and mātauranga they brought to this work, and the aroha and sensitivity of their approach.

The boulders on our forecourt stand strong in the winds that whip through Te-Whanganui-a-Tara. In their lifetime they have borne witness to geological time, to volcanic forces and the pressure of tectonic plates. The vision of our founders and the generosity of tangata whenua brought them to their current resting place. And now at Te Papa these ancient boulders are clambered over every day by kids – some racing to the top, others reaching down to pull others up to join them.

A fitting symbol for Te Papa today, 25 years since our founding, anchored by the past and our connection to the whenua and enlivened and energised by potential for the future.

Governing an organisation like Te Papa is both a privilege and a responsibility that is never taken lightly. This year we bid farewell with gratitude to outgoing Board members Cameron Harland and James Daniel, and welcome new members David Wilks and Tama Waipara.



Dame Fran Wilde  
**Chair**







# Tauākī Tumu Whakarae Chief Executive Statement

We were delighted to welcome more than a million manuhiri to Te Papa over the past year; while we are still some distance from our biggest years pre-pandemic, to have the museum humming again with local and international visitors has felt like a return to health.

In February we marked 25 years since Te Papa’s 1998 opening and reached the milestone of more than 34 million visits. The occasion was somewhat muted, as it coincided with the arrival of Cyclone Gabrielle on the East Coast. While Wellington has been spared the damage and anxiety caused by extreme weather events around the motu this past summer, Te Papa kaimahi have contributed significantly to response and recovery initiatives, especially following Cyclone Gabrielle. Working with colleagues from Pouhere Taonga Heritage New Zealand, kaimahi travelled to cyclone-hit marae and assisted on the ground with the recovery of taonga and koiwi tangata. As distressing as this mahi was at times, our people were grounded and supported by the communities they worked alongside, and we are all grateful to have had this opportunity to serve.

In the past year, I’ve had the opportunity to reflect deeply on the dreams that led to the creation of Te Papa, and its opening 25 years ago. As Arapata and I have led the development of our new Rautaki, we have explored the enduring relevance of the original aspiration for Te Papa, as experienced in today’s world.

In a time of rapid environmental decline and social stresses, our Rautaki centres on three priorities: to uphold the mana of all communities, to strengthen New Zealanders’ sense of belonging and identity, and to empower New Zealanders to connect with and care for the unique and precious environment we live in. As the stories contained in this annual report demonstrate, we see these priorities in action every day across our diverse activities.

The past year has also seen significant steps forward on two important fronts. Following confirmation of



funding in Budget 22 for the Te Papa Biodiversity Research Centre project (a new purpose-built facility to safely house the national fish collection) we purchased a piece of land in Upper Hutt to house the facility and are making great strides in the design phase. This is an exciting opportunity to work with Te Ātiawa Taranaki Whanui and further develop our strong relationship, connecting Te Papa’s collections and building in their rohe.

2023 also saw the opening of Tākina, Wellington City Council’s exhibition and events centre. The culmination of several years of planning, our venues operation is now hosting conference and events delegates across Te Papa and Tākina, blending Te Papa’s unique manaaki with a world-class new facility. Many teams from across Te Papa contributed to the successful opening and initial events, and I acknowledge their hard work and commitment, alongside that of our partners at Wellington City Council and WellingtonNZ.

Courtney Johnston  
**Tumu Whakarae | Chief Executive**



# Tauākī Kaihautū

## Kaihautū Statement

We have had many celebrations and challenges over the last year. In marking 25 years since Te Papa opened we saw this as a good time to reflect on our past history and look more to the future. Our new Rautaki seeks to affirm and strengthen the pou that we were created for and to prepare us to meet the challenges of the future. Acknowledging and addressing our national museum's colonial past and practices is a priority for our future, along with transforming our museum practice through community empowerment and a Te Ao Māori and Te Tiriti lens. Both Courtney and I have been actively involved in sharing knowledge and experience on repatriation, museum bicultural leadership, and empowered community involvement both nationally and internationally.

The Karanga Aotearoa Repatriation Programme continues its important work to heal our nation of its colonial legacy. Over the past year we have had two highly significant international repatriations. On 8 July 2022 over 300 Moriori karāpuna were received into Te Papa's care where 111 karāpuna were repatriated from the Natural History Museum in London, while 200 were uplifted from Otago university, Tūhura Otago Museum, Canterbury museum, Auckland museum, and the Whanganui Regional Museum. Following the powhiri for these ancestors the Te Ara-a-Nunuku reconciliation ceremony took place on our Rongomaraeroa marae where space was provided for our museums and institutions, including Te Papa, to apologise to the Moriori people for the collection, trade, and theft of their ancestral remains. Then on 2 October 2022 we returned over 60 Māori and Moriori ancestral remains from the Vienna Natural History Museum with full ceremony, dignity, and respect. With many iwi present this was an emotional return after they were stolen and taken from their whenua over a hundred years ago.

Our relationships we have with our many communities is critical for our future. Over the year we have created and strengthened many relationships. We have worked with many iwi, hapū, whānau, marae, Māori organisations, cultural agencies, and the museum sector on Treaty Settlements and kaupapa associated with art, culture and identity and the care of taonga. Having good international relationships is an important dimension of our mahi and this year we have met with many overseas dignitaries. Some of these include Ambassadors; Her Royal Highness The Princess

Royal; Her Royal Highness Victoria, Crown Princess of Sweden; the New Zealand Friendship Group of the Austrian Parliament; the Director and Vice Presidents of the Natural History Museum of Los Angeles and the US Secretary of the Interior Deb Haaland.

The past year has included celebrations like Matariki and the opening of the *He Kaupapa Waka* and *Manu Rere Moana* exhibitions on 11 November 2022. These waka exhibitions also included the kawē mate for master navigator and waka builder Hekenukumai Puhipi (Tā Hector Busby) on our Rongomaraeroa marae. Te Papa's long relationship with Hekenukumai Puhipi over many years and the Pacific voyaging waka was remembered and celebrated on this occasion.

Lastly, we fondly remember the wonderful people who worked with and for us who passed away over the last year. They shared their knowledge and aroha in the service of Te Papa and words cannot express our deepest gratitude and appreciation - Te Kanawa Pitiroi of Ngāti Tuwharetoa, a member of our Karanga Aotearoa Repatriation Advisory Panel; Te Waari Carkeek, a former Pou Tikanga at Te Papa of the Ngāti Toa Rangatira Exhibition *Whiti te ra* and Putiputi Reremoana Mackey (Aunty Puti), the pou matua of the Taikura Kapa Haka kaupapa for Matariki at Te Papa for over 15 years.

Kei ngā hoa pūmau o Te Papa, kei nga 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**







HE KAUPAPA  
WAKA  
A Fleet of Waka

Museum of New Zealand  
Te Papa Tongarewa

MANU RERE  
MOANA  
PACIFIC VOYAGERS  
NOW SHOWING 1932

TĀK

55



## 2022/23 Tirohanga whānui – te whakakiko i te anga whaihua

### 2022/23 overview – performance against our outcomes framework

In 2022/23 we introduced Te Rautaki o Te Papa - a new enduring strategy that positions reciprocal relationships with communities, iwi, hapū, whānau and Papatūānuku at the centre of our mahi. It sets a vision for growth from our bicultural foundation into a Tiriti-based museum within our broader Pacific whanaunga where all New Zealanders can see themselves and feel that they belong. Work was also completed on a new Statement of Intent for 2023-27 that sets out Te Papa's strategic intentions in alignment with the Rautaki.

In this new Rautaki, the three foundations and four strategic areas set out in the *Statement of Intent 2020-24* have evolved into three priorities, including a more prominent focus on our relationship with Papatūānuku.

This Annual Report describes the mahi delivered to the *Statement of Intent 2020-24* and provides commentary on the evolution of the strategic intentions into the revised Rautaki and *Statement of Intent 2023-27* where relevant.



## Strategic intentions 2020–24

### Te Tiriti o Waitangi | Treaty Partnership

We will refocus and refresh our bicultural foundation and as a Crown entity seek to become an even more trusted Tiriti/Treaty partner. In the short term, we will pay particular attention to our staff members' current level of understanding and the capability needed to support our operations, policies and practices within the context of Te Ao Māori, extending this to a refreshed bicultural approach across our work that reflects the aspirations of Māori into the future. In coming years we will extend Te Papa's bicultural foundation to grow into a Tiriti-based museum where a collective commitment to Te Tiriti o Waitangi is fostered and Māori exercise tino rangatiratanga.

### Mana taonga me rangahau | Knowledge, care and understanding of the taonga and collections

We continue to emphasise mana taonga as the foundation for care of taonga, recognising the spiritual and cultural connections of taonga with their people through whakapapa and the according rights to iwi to care for their taonga, speak for them and determine their use by Te Papa. This concept is extended to communities' involvement in how we create, collect, conserve and share collections, and carry out research – emphasising the importance of relationships to Te Papa in how we carry out our work. The new Rautaki affirms and deepens the commitment to mana taonga, mana tangata by centring community across our mahi.

### He whare pakari, he whare kaha, he whare toitū | a strong, vibrant sustainable whare

To carry out our work we need to sustain our whare – through people capability, infrastructure maintenance, care of our assets and commercial opportunities to provide the revenue base, in addition to Crown funding, to deliver our foundations and have greater impact through our strategic intentions.

From our foundations, there are four strategic areas where we have focused in this period:

#### Te Papa is a forum for the nation

We provide the opportunity for communities of all kinds to engage with societal issues, complex and contentious ideas about life and identity in Aotearoa New Zealand – through exhibition and experience

programming, learning, engagement with research and access for communities across the motu through digital platforms.

#### Te Papa reaches beyond the walls

We proactively reach out beyond the physical museum space in Wellington to maximise opportunities for people to see and learn about collections, and to understand how we can increasingly reflect the experiences and identities of those who do not currently see themselves in the mainstream New Zealand story. Over time we will increase collaboration to ensure communities' voices are heard, and stories told in their own words. We will also work with our Pacific families and neighbours to understand and support their needs.

#### Te Papa is committed to museum sector leadership and enablement

Sector support is one of our mandated core functions. While our usual sector support activity continues, we have continued to prioritise work that assists recovery from the COVID-19 pandemic, and understand the changing needs of museums, galleries and cultural institutions in order to adapt. This year we have also been assisting the sector in responding to the severe North Island weather events and planning for future resilience.

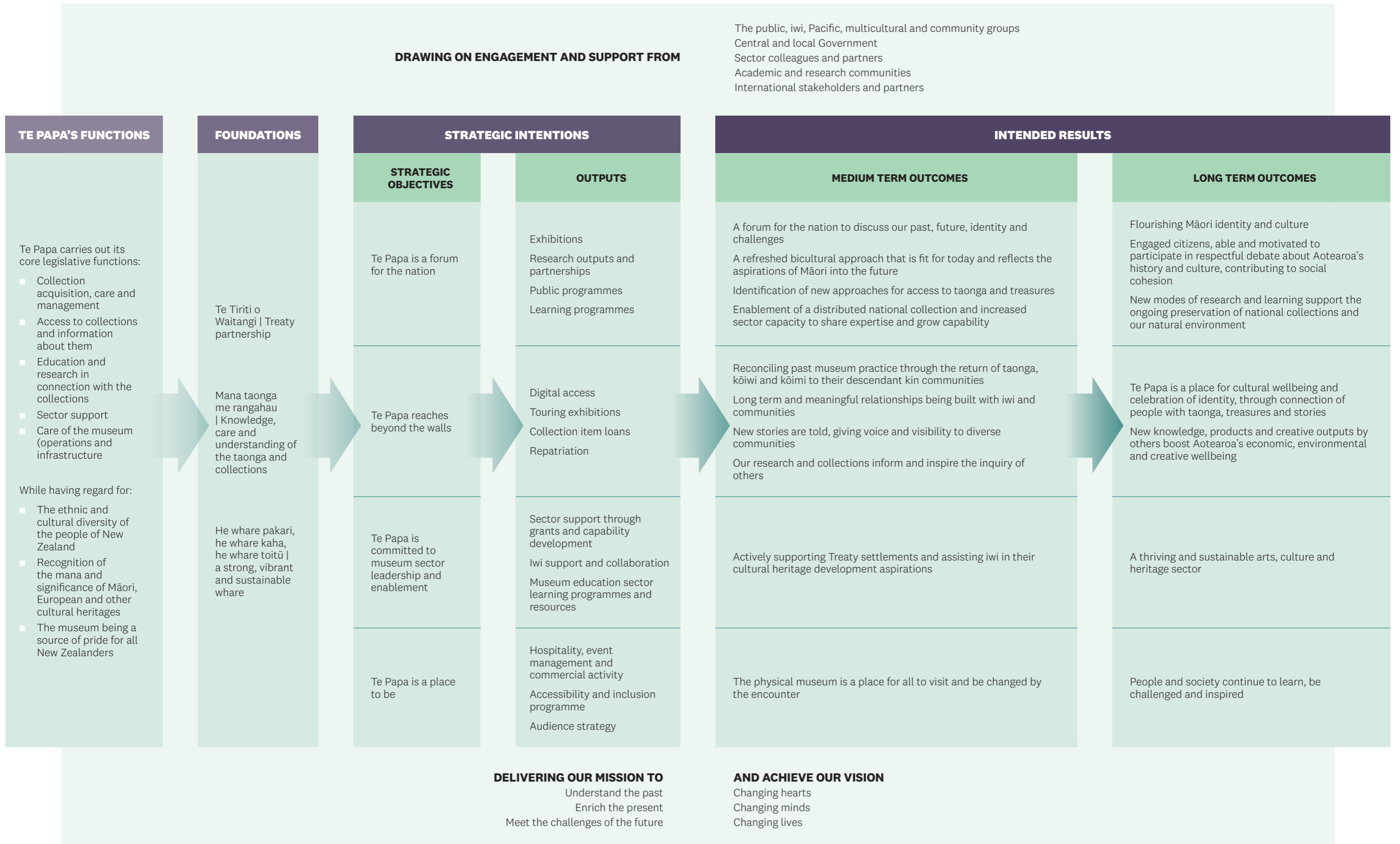
Key sector initiatives include progressing the Ngākahu National Repatriation Partnership to facilitate networks and understanding of issues around domestic repatriation of kōiwi and kōimi tangata. We also facilitated Te Pū Tiaki Mana Taonga, providing support, advice and professional learning for educators working in community learning spaces such as museums.

#### Te Papa is a place to be

While we are committed to reaching out to communities we also maintain Te Papa as an iconic visitor destination in Wellington and as a home for all New Zealanders, originating from the national marae Rongomaraeroa. Strategic shifts in this area include improving visitor accessibility and inclusion to ensure everyone experiences manaakitanga and whanaungatanga at Te Papa. Our commercial enterprise ensures those who come to Te Papa for events and hospitality have a high quality experience, embedded further this year through manaakitanga extended by Tākina Events at Tākina Wellington Convention and Exhibition Centre.



# Our outcomes framework







# Tauākī whakakiko 2022/23

## Statement of performance 2022/23

### Compliance

The Statement of 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 in Part 2: Statement of performance 2022/23 on pages 17 to 27, 35 to 47 and 50 to 52.

### 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 can 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. Performance measures have a limited ability to capture the breadth and depth of impact delivered to our audiences and partners. For this reason our annual report includes case studies, additional narrative and quotes 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 to 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 38, 44, 47 and 52.

### Comparability of performance before, during and after COVID-19

On pages 21 to 22 we have provided a longer term view of key performance measures across 2018 to 2023 for visibility of core service delivery performance from before, during and after the COVID-19 pandemic for enhanced comparability over a particularly uncertain period. The key performance measures we have identified for this purpose relate to visitation (in person and online), visitor satisfaction, collections shared beyond Te Papa (through touring exhibitions and collection item loans) and sector and iwi organisation support mahi through services provided by National Services Te Paerangi.

### 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 reports 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)

<sup>1</sup> An explanation of the reporting entity can be found on page 67. No services or activities were provided during this financial year under the subsidiary companies Mahuki Tahī Ltd and Mahuki Ltd.



is provided in parts one and two of this report to provide additional detail and insight about what Te Papa has done throughout 2022/23 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, which has been particularly useful through the COVID-19 pandemic. Commentary on selection of performance measures with reference to the functions set out in the Act and *Statement of Intent* is provided below.

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 of collections, supporting the strategic intention <i>Te Papa is a forum for the nation</i> , and deaccession of collections supporting <i>Te Papa reaches beyond the walls</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, supporting the strategic intention <i>Te Papa is a place to be</i> .
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 intention <i>Te Papa reaches beyond the walls</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>Te Papa is a place to be</i> .
The number of visits to Te Papa's websites	
The number of images downloaded from Collections Online	
The number of regions where Te Papa's collections 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 peer reviewed research outputs and conference presentations	Research and learning is closely connected to the national collections held at Te Papa and 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>Te Papa is a forum for the nation</i> and the foundational principle of Mana Taonga.
The number of Natural History research collaborations	
The number of Humanities research collaborations	
Total learning hours delivered	
Sector support	
The number of museums, galleries and cultural organisations supported by Te Papa	These measures track breadth of service delivery across the motu and satisfaction with service. They support the strategic intention <i>Te Papa is committed to museum sector leadership and enablement</i> .
The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	
The number of iwi organisations supported by Te Papa	
The number of Museum Hardship Fund grants awarded	
The number of regions where museums, galleries, iwi, hapū and cultural organisations have successfully applied for funding from the Museum Hardship Fund	
Control and maintenance of the museum	
Site for Spirit Collection Area facility identified and approved	Infrastructure mahi such as the development of a new facility for the Spirit Collection Area and carbon emissions from waste, water, gas and electricity are primarily relevant to our foundation to maintain a strong, vibrant and sustainable whare, but also underpins the intention <i>Te Papa is a forum for the nation</i> as we work towards sustainable care and enhanced access to Natural History collections.
Spirit Collection Area facility design complete	
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 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.

## Key judgements

### Visitation count and methodology

To count visits to Te Papa we utilise a sensor counting system through Bellwether with manual audits carried out to calculate margin of error. A 1.5% overcount is deducted to take into account people who enter and leave and staff entering via the main doors. A further deduction is applied based on information obtained from monthly exit surveys where respondents indicated they left the museum and returned on the same day.

Data showing online visitation to Te Papa websites is gathered from Google Analytics on a monthly basis.

### 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 is 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 on a monthly basis 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 tCO2e (metric tons of carbon dioxide) across the energy sources electricity, gas, waste and water.

### Changes to performance measures

This year we introduced two new measures to provide visibility of mahi relating to the replacement facility to house the Spirit Collection Area. These are new measures due to receiving additional Crown funding in Budget 2022 to progress from the Better Business Case completed in 2021.

We changed two measures to better reflect our performance context. One of these was an

adjustment from a 5% reduction in carbon emissions to maintain the 2021/22 baseline while we carry out further work to investigate options for future reductions. More information explaining this change is on page 52. The other measure reflects a change in tracking audience impact from exhibitions to programmes – a broader capture of experiences that we deliver to our manuhiri. Further information about our performance in this area is on pages 50 to 51.

### Variance from performance targets 2022/23

This year we have seen increases from targets in performance measures where in-person visitation affects service delivery. In the second half of 2022/23 services began returning to normal as COVID-19 related travel and distancing requirements ceased.

Visits to Te Papa, sharing of collection items and taonga through touring exhibitions and loans, collection assessments (carried out to support acquisitions and collection items and taonga moving in or out of storage) learning hours and repatriation of ancestral remains from overseas institutions all exceeded service delivery targets, which were set conservatively due to uncertainty in early 2022 about ongoing COVID-19 impacts. Support to iwi organisations also increased as a result of North Island weather events this year, particularly in the East Coast and Hawke's Bay regions.

Variance indicators comparative to targets and the previous year (2021/22) can be found on pages 38, 44, 47 and 52.

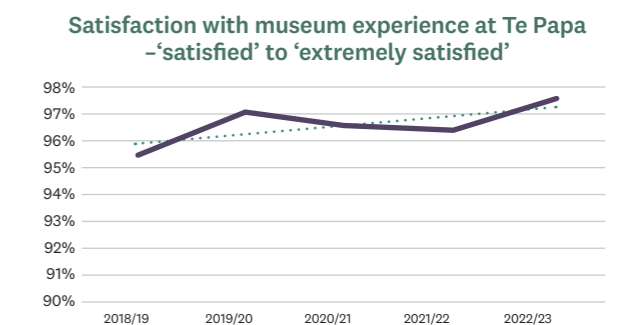
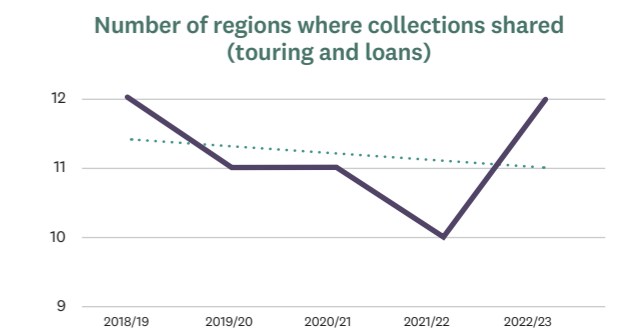
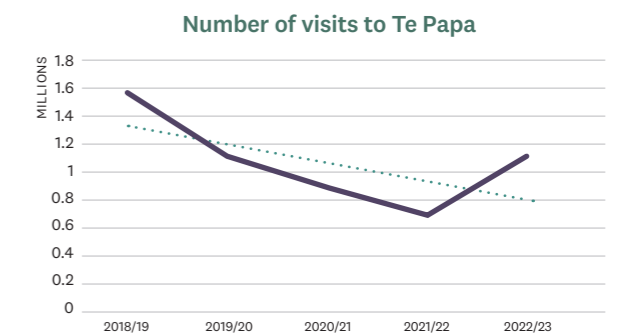
## COVID-19 impacts over the last five years

Our operations have continued to recover following the COVID-19 pandemic, although slowly in some areas. Key performance indicators show a trend over the last five years for decreased physical visitation due to lockdowns, border closures, restricted travel and reluctance to return to public spaces; however we performed better than expected in areas where engagement was online – indicating that demand for access to collections, exhibitions and experiences remains strong overall even when there are barriers to coming to the museum in person. Sector support mahi delivered by National Services Te Paerangi saw a sustained increase in participation, due to a shift to online hui while travel was limited and the need for extra support throughout the pandemic and North Island weather events. Although visitation to the museum decreased dramatically as a result of lockdowns and travel restrictions, satisfaction levels for those who were able to visit increased – indicating that the experiences on offer were of a high quality and appreciated by our manuhiri.

'In person engagement' includes visits to the museum in Wellington and opportunities to see collection items across New Zealand as a result of our touring exhibitions and loans to other museums, galleries and cultural organisations.

The following graphs show the trends for key performance indicators before, during and after the pandemic.

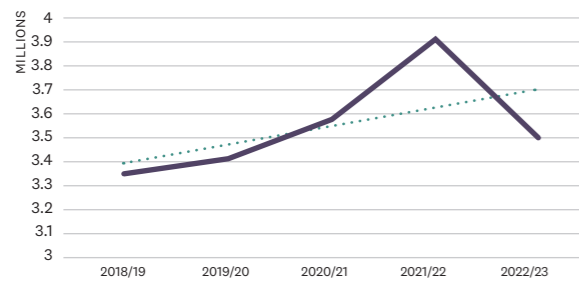
### In person engagement and satisfaction





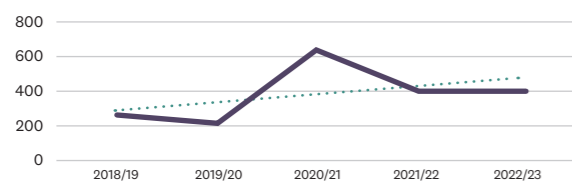
## Online engagement

Number of visits to Te Papa's websites

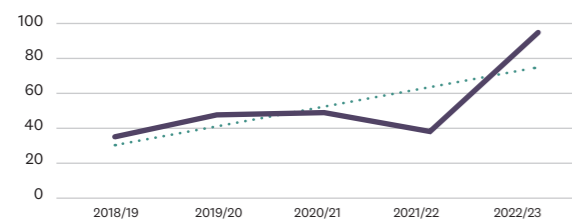


## Sector and iwi support mahi through National Services Te Paerangi

Number of museums, galleries and cultural organisations supported by Te Papa



Number of iwi organisations supported by Te Papa



## North Island weather events

In March 2023 Te Papa worked closely with the National Library of New Zealand Te Puna Mātauranga o Aotearoa, Heritage New Zealand Pouhere Taonga and museums in regions affected by Cyclone Gabrielle to support hapori Māori and marae in assessing and responding to damage. Impact to Te Papa primarily related to diversion of staff resourcing and the set up of a quick response Emergency Helping Hands Grant following the January flooding events in Auckland. On the ground support was provided in the Hawke's Bay and Tairāwhiti regions with staff from our Collections and Research directorate and National Services Te Paerangi travelling to provide advice and assistance.

More information can be found on page 26.

## Our foundations – Te Tiriti o Waitangi | Treaty Partnership

Our obligation and commitment to improve the way we work in line with Te Tiriti o Waitangi has continued through a range of kaupapa. This year we continued to develop kaimahi capability and understanding by delivering wānanga on concepts central to Te Papa's founding kaupapa, continued the important work of the Karanga Aotearoa Programme to bring tūpuna and karāpuna home and supported domestic repatriation through the Ngākahu National Repatriation Partnership.

As part of the Mātauranga Māori Te Awe Kōtuku initiative, we supported iwi, hapū, whānau and hapori to preserve at-risk mātauranga by continuing taonga conservation workshops and wānanga.

By helping these communities to achieve their aspirations, we assist in strengthening wellbeing and identity, with our long term goal of flourishing Māori identity and culture in mind.

### Te Papa bicultural learning series

Two wānanga, learning modules and workshops were popular with kaimahi this year – the 'Introduction to Rongomaraeroa' and 'Reflecting on getting to Our Place' digital learning offers generated lots of discussion and extended learning opportunities that have helped our people to ground themselves in the ongoing ideas that underpin Te Papa's conceptual foundations. We also held two 'kai and kōrero' sessions with guest speakers on 'The Mana Taonga principle' and 'A marae in a museum, a marae at a university and a fale malae in Te Whanganui-a-Tara'.

This learning series is ongoing with further offerings in development. An 'Introduction to the Mana Taonga principle' and 'Te Papa biculturalism' are planned for delivery in coming years. Continuing with our commitment to support kaimahi with key understandings, skill and cultural capability development, these topics are essential in order for us all to work towards the vision in the new Rautaki to be a Tiriti-based museum.

### Supporting the Maihi Karauna

Ensuring te reo is visible and in use at Te Papa is part of our everyday mahi across multiple channels including exhibitions, online learning resources, public programming, kaimahi learning series and more. This year we celebrated Te Wiki o te Reo Māori | Māori Language Week with a programme of events that highlighted the 50th anniversary of the Māori

### Delivering medium term outcomes

- A refreshed bicultural approach that is fit for today and reflects the aspirations of Māori into the future
- Long term and meaningful relationships being built with iwi and communities
- Actively supporting Treaty settlements and assisting iwi in their cultural heritage development aspirations

### Contributing to long term outcomes

- Flourishing Māori identity and culture

language petition, use of te reo Māori in everyday spaces and te reo Māori in different artforms.

A particular highlight was a panel talk with members of Ngā Tamatoa, the group who presented the petition to Parliament in 1972. Panelists included Professor Linda Tuhiwai-Smith, Kura Te Waru Rewiri, Tame Iti, John Ohia, and Orewa Barrett-Ohia. The group shared their experiences including the highs and lows of being young Māori who were leading the movement that led to te reo Māori becoming an official language of our nation.

We also supported works and events that were developed by other partners including Te Ahu o te Reo Māori Festival, and Tame Iti's *Projection of Punishment*.

### Ngā Kaupapa mō Te Kohikohinga | Return of Cultural Heritage Collections Policy

This year we drafted and finalised Ngā Kaupapa mō Te Kohikohinga | Return of Cultural Heritage Collections Policy. This policy is committed to addressing our colonial past and strengthening New Zealanders' sense of belonging and identity by actively assisting in the maintenance, development and revitalisation of culture and identity.

The policy affirms our commitment to Te Tiriti o Waitangi and fully supports the principles of the United Nations Declaration on the Rights of Indigenous Peoples. The reconnection and repatriation of kōiwi tangata (human remains) and cultural heritage is an important priority for Te Papa in recognising the deep cultural and spiritual



relationships that exist between taonga and their source communities. The policy strategically aligns to our vision of becoming a Tiriti-based national museum upholding the mana of all cultures and communities and supporting the right of Māori as tangata whenua of Aotearoa to self-determination.

## Mātauranga Māori Te Awe Kōtuku initiatives

The Mātauranga Māori Te Awe Kōtuku programme was established by Manatū Taonga to support at-risk arts, culture and heritage mātauranga Māori from the impact and on-going threat of COVID-19. The following projects are a small selection of the total number of kaupapa delivered through the year.

### Te Toki Voyaging Trust Waka Restoration

Te Toki Voyaging Trust has been committed to ensuring that traditional knowledge and practises of Pacific voyaging culture remains alive by learning, sharing and celebrating these skills with community. Central to this journey has been a commitment to revitalising the art of building traditional wooden waka which resulted in the building of Hinemanu (waka ama) & Pumaiteurangi (Tipairua waka hourua). The restoration of these two waka formed part of the ongoing project with open studio days and wānanga based in Kāwhia. This kaupapa was an opportunity to restore taonga and bring together whānau to learn the practice of waka restoration and pacific voyaging practices.

### Te Āteanui Pūoro Orchestra Project

Te Āteanui Pūoro Orchestra is a musicology project that provided an opportunity to connect pūoro players of all calibres to come together, play, learn and share about the growing mātauranga of Te Ao Pūoro while actively contributing to taonga in the Te Papa collection. The project was led by Te Kahureremoa Taumata and Khalī Meari.

Over six months, Te Āteanui Pūoro Orchestra facilitated eight wānanga sessions. The sessions led to the creation of a filmed and photographed performance, as well as resources for Te Ao Pūoro in Pōneke. Pūoro players of all calibre were able to learn from a group of expert players, work with different pūoro and help to form the very first pūoro orchestra.

This project was an opportunity to develop the pūoro community and create useful resources and practices for pūoro groups across Aotearoa. As the first orchestra, this kaupapa will bring more attention to this mātauranga and be a supportive space for both skilled and learner pūoro players. This community is growing and the seed that was planted with this kaupapa has only strengthened the number of pūoro players and those pursuing the study of this mātauranga.

## Taonga Conservation Wānanga

### Ngāti Mutunga o Wharekauri

This year a taonga conservation wānanga was undertaken for uri of Ngāti Mutunga on the Chatham Islands. The wānanga was planned to occur earlier, however due to weather related events could not be delivered until the week of 31 March to 7 April 2023. The Project Leads were Di Grenell (He Matapihi Nō Mua Project Lead) and Gail Amaru (CEO Ngāti Mutunga o Wharekauri Iwi Trust).

### Whare Taonga: Raiātea (Hokianga), Takahanga Marae (Kaikōura)

In the last year, two whare have been opened. With the provision of funds from the Mātauranga Māori Te Awe Kōtuku programme, National Services Te Paerangi has been able to support both kaupapa and will continue with wānanga in 2023.

## Our foundations – Mana taonga me rangahau | Knowledge, care and understanding of the taonga and collections

Mana Taonga is about people-centred museology – recognising whakapapa relationships between iwi, hapū, whānau and their taonga to acknowledge the centrality of hapori/community experience and stories to the care and understanding of collections.

This emphasis on community inclusion in our practice is especially important as it assists in the reconciliation of Māori communities (iwi, hapū, whānau and beyond) to the collection in order to nurture relationships of significance, as well as moving towards shared authority in the management of taonga and the development of curatorial narratives.

Increasingly, Mana Taonga has become a philosophy that has been adopted as a practice by collection care staff in non-Māori communities, with diverse expressions of Mana Taonga specific to the collection discipline and communities with which the discipline intersects.

Much of this practice occurs within the context of collection care and access; however we seek to apply the principle across our mahi.

## Mana Taonga through collection care

Mana Taonga is the foundation for *Ngā Tikanga Whakahaere Kohinga Taonga a Te Papa | Collection Care and Practice Framework*. Here we apply the standards and uphold mana ōrite within our collecting practices, respectfully managing relationships with descendant kin communities or interest communities, or iwi/hapū/whānau, and applying the most appropriate practices to caring for and making use of our collections.

## Tikanga research and development for hīnaki, korotete and kupenga making

One of our Kaitiaki Taonga Collection Managers and Curators accompanied a taonga to a wānanga held at Rānana marae hosted by Matthew McIntyre Wilson. The purpose of the wānanga was to teach and revitalise the practice of hīnaki, korotete and kupenga weaving on the Whanganui River. The korotete (live eel pot) stayed at the marae for five days, where it was used as a direct technical resource for this wānanga. The project was supported through the Mātauranga Māori Te Awe Kōtuku fund and is an example of the mana taonga principle in practice.

### Delivering medium term outcomes

- Long term and meaningful relationships being built with iwi and communities
- New stories are told, giving voice and visibility to diverse communities
- Our research and collections inform and inspire the inquiry of others

### Contributing to long term outcomes

- Te Papa is a place for cultural wellbeing and celebration of identity through connection of people with taonga, treasures and stories
- People and society continue to learn, be challenged and inspired

## Collection care standards

Our standards framework continues to support a range of key collection care initiatives. This year we made good progress with our standard to *store collection items/taonga in a manner that ensures their physical, digital and cultural wellbeing*. The investment was targeted towards increasing storage for our large format photography collections, with a new storage space created that encompasses shelving units designed and fabricated to accommodate oversized framed photographs. We completed minor upgrades to our rare books storage shelving systems and ordered new cabinets for our Natural History collections.

We demonstrated a commitment to our standard to *display collection items/taonga or loan items in a safe and accessible manner, while ensuring their physical and cultural wellbeing* by presenting at the International Mountmakers Forum, The Getty Museum, Los Angeles, USA, where a paper was presented describing a complex mountmaking and display design for Ralph Hōtere's mixed media artwork, *Black phoenix* (1984-88).

With our standard *support museum activities through the use of collection items/taonga, while ensuring their physical and cultural wellbeing*, we provided access to the collections and shared knowledge to support the successful International Institute for Conservation of Historic and Artistic Works (IIC)





conference held at Te Papa, which had the theme 'Conservation and Change: Response, Adaptation and Leadership'.

We demonstrated our commitment to our standard to support research activities in relation to care of collections to discover and share new knowledge, by presenting a technical paper on the conservation of a Regency-era silk patent net gown from our History Textiles collection at the Costume & Textile Association of New Zealand annual conference in Oamaru. Team members also contributed a chapter to the book *Advances in Textile Conservation*, which discussed how the principle of mana taonga is applied in museum conservation.

We have successfully improved our methods of storage for over 100 paintings by using specialised hanging devices to improve seismic mitigation while they are in storage, aligned with our standard to store collection items/taonga in a manner that ensures their physical, digital and cultural wellbeing.

Over 180 collection conservation treatment reports were undertaken in conjunction with loans, exhibitions, acquisitions, and collection care projects supporting our standard to perform conservation assessments and treatments on individual collection items/taonga to enhance their longevity, use or cultural integrity.

## Our foundations – he whare pakari, he whare kaha, he whare toitū | a strong, vibrant and sustainable whare

An essential part of our mahi is focused on ensuring our capital assets are well cared for, and our revenue base is sustained. In 2022/23 we replaced the hydraulic lift to the marae with an electric MRL lift, upgraded HVAC mixing boxes, replaced window seals and security cameras, in addition to completing software system upgrades to support the administration of our security and building management systems. Technology improvements included the migration of WAN, internet and our intranet, plus progressing the rebuild of Te Papa's website and implementation of a new content management system.

Te Papa is part funded by Government and generates additional revenue through commercial business, including hospitality and events management, cafes, tours, car parking and retail. During the pandemic non-Crown revenue dropped significantly. This year has seen encouraging signs of continuing recovery. Tours have reached 60% of pre-pandemic business

We continue to acquire and register collection items/taonga into the collection, with more than 29,000 registration records created, supporting our standard to register collection items/taonga, recording core information so they can be identified, located and managed.

### Cyclone Gabrielle

Following the devastation of Cyclone Gabrielle Te Papa was contacted by marae in Hawke's Bay seeking assistance with retrieving and caring for taonga impacted by the significant flooding and silt. Due to the scale and severity of flooding National Services Te Paerangi extended support to the far North, areas in the East Coast and Hawke's Bay. Large collections of taonga from many marae including Hukarere Girls College were significantly impacted and required retrieval, conservation care, equipment and immediate assistance while many people from these impacted communities were displaced from their homes. Our Ngākahu National Repatriation Partnership Project Lead responded to a request for support in the recovery of displaced kōiwi. Te Papa's support continues to be appreciated by the communities in these regions as the work is ongoing and very widespread.

#### Delivering medium term outcomes

- The physical museum is a place for all to visit and be changed by the encounter

#### Contributing to long term outcomes

- People and society continue to learn, be challenged and inspired

and car parking revenue has recovered by 85%, while café business and our venues business Tākina Events have returned to pre-COVID levels.

Beyond regaining business we have achieved some outstanding results – Te Papa Stores contributed \$4.5 million in revenue, including a record-breaking day of \$53,320 in sales. Te Papa cafes have also achieved over \$100,000 in weekly revenue several times this year.

## Te Papa's Biodiversity Research Centre facility development

Te Papa's current Spirit Collection Area (SCA) houses more than 860,000 natural history specimens, including the largest collection of Aotearoa and Southern Ocean fish in the world. Te Papa secured funding through Budget 2021 and Budget 2022 to begin work toward a replacement facility (the Te Papa Biodiversity Research Centre) to house these collections. Preserving and adding to these collections enables new insights and research supporting biodiversity as well as collaborative relationships – this year, our Natural History curators processed specimens of frogmouth fish acquired from Ministry for Primary Industries Scientific Observers including the rare species *Chaunax flavomaculatus*, previously only known from two other small specimens. Processing the specimens has added to experts' understanding of the species' size, diet and distribution. In the long term, building the new facility will provide the opportunity to improve access, collaborative research and kaitiakitanga, in line with the Mana Taonga principle to connect source communities with their taonga.

During 2022/23 the Biodiversity Research Centre Replacement project has been focused on building the foundations for the successful delivery of the project. Key components in achieving a strong base for the project were the establishment of an executive and project governance structure, securing a suitable site and procurement of the design team.

A subcommittee of the Te Papa Board was created in August 2022 to oversee the project. The first key task was approval to purchase a site in Upper Hutt suitable for development of the replacement facility, and with capacity to accommodate further collection storage facilities that could potentially be developed over time. This task was achieved in September 2022 with the purchase of four hectares of land in Trentham. Experienced construction project management resource was then procured to support the open market procurement of the full design consultant team required to deliver this complex facility. This was completed in April 2023 and the design team commenced work in May 2023 with a short period to align the feasibility study (completed to support the Budget Bid) with the funded scenario. Concept Design commenced in June 2023 and is planned to progress through to Preliminary Design in September 2023, Developed Design in February 2024 and Detailed Design in August 2024. An Implementation Business Case will then be submitted to joint Ministers.



The project is running behind the schedule originally proposed in the business case due to the time spent to establish the governance structure and running open market tenders (via GETS) for project management and the design consultant team. As a result we have adjusted our performance measure to align with the more detailed design phases through 2023/24.

### Te Papa Foundation

The Te Papa Foundation was established in 2016 as a separate legal entity, with the purpose of raising philanthropic funds for special projects at Te Papa and building an endowment fund over time for the museum.

This year several projects were supported by the Foundation. These funds were received with appreciation as they allow us to progress critical mahi in line with our aspirations to connect people, taonga and stories and preserve collections for future generations. \$30,000 was granted for two botany interns to work alongside Te Papa's Curator Botany documenting and preserving native New Zealand orchids. \$20,000 was granted for a special cross-disciplinary research project that sits across Mātauranga Maori and Natural History - DNA tracing unprovenanced kakahu (cloaks) and other collection taonga made of flax and feathers. \$30,000 was granted to support Taikura 2023, the national kapa haka festival for kaumatua hosted by Te Papa.





# Our people

Te Papa kaimahi are integral to ensuring we have the foundations in place to achieve our strategic aspirations. We are committed to the principle and practice of equal employment opportunities and the identification and elimination of barriers that cause or perpetuate inequality in employment opportunities. We regularly review our workforce profile and the way we work to make sure we are a diverse and inclusive organisation.

## Te Papa's workforce profile

The number of employees at Te Papa in 2022/23 was as follows.

EMPLOYMENT STATUS	Full-time (head count)	Part-time (head count)*	Total (head count)	FTE (full-time equivalents)
Permanent	360	39	399	376.81
Fixed-term	22	15	37	25.97
<b>TOTAL</b>	<b>382</b>	<b>54</b>	<b>436</b>	<b>402.78</b>
Casual			188	
<b>TOTAL HEAD COUNT</b>			<b>624</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 StatsNZ classification for gender identity<sup>2</sup>. Our workforce is 55.8% female (58%: 2022), 43.1% male (41.4%: 2022) and 1.1% another gender (0.7%: 2022). 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>3</sup>

## Age profile

The average age of our workforce is 40.36 years (39.86 years in 2021/22), which is younger than the public sector average of 44 years.<sup>4</sup> The age range of our staff is 16 to 81 years and reflects both the diverse nature of activities Te Papa undertakes, and the depth of experience in our workforce.

Leadership tiers 2022/23 (by gender)



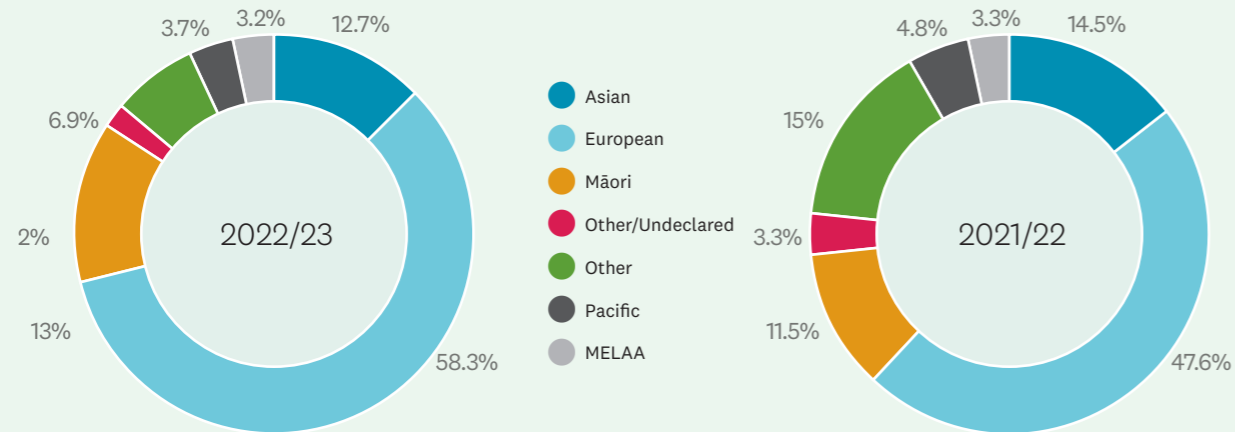
2 As per StatsNZ Statistical standard for gender, sex, and variations of sex characteristics – April 21  
 3 Based on staffing as at 30 June 2023  
 4 Te Kawa Mataaho 2022 'Public Service Workforce Data'



## Ethnicity profile

In the last year, we asked our kaimahi to review and/or update their ethnicity data records to ensure a more accurate data source for analysis as part of Te Papa's first Kia Toipoto Action Plan (closing gender, Māori, Pacific and ethnic pay gaps). This has resulted in the number of unreported data decreasing, more accurate ethnicity data capture for those kaimahi who previously identified as "New Zealander/Other Ethnicity" and a more accurate representation in one of our target workforce groups (Māori), as demonstrated in the shifts below between 2022 and 2023.

Our ethnicity data is reported at StatsNZ Level 1 ethnicity classifications.<sup>5</sup>



## Disability

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

## Diversity statistics

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.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Women	57.0%	57.5%	56.5%	57.3%	58.0%	55.8%
Māori	9.4%	10.3%	8.4%	8.4%	11.5%	13.0%
Pacific Peoples	3.7%	4.0%	4.2%	4.6%	4.8%	3.70%

<sup>5</sup> As defined by StatsNZ, ethnicity is a hierarchical classification, with Level 1 classifications being the least detailed - capturing major ethnic groups in 6 categories and one other/undeclared category.

## Gender pay gap<sup>6</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.

In the past year, we published our Kia Toipoto Action Plan, and will continue to take steps to reduce our gender pay gaps through embedding transparency of remuneration information into the review of our remuneration framework and by regularly reviewing salaries - both at commencement, and for same or similar roles for all working arrangements. We will continue to adopt and change our recruitment practices through targeting advertising channels/platforms and ensuring gender neutral job descriptions and advertisements are used, to remove any potential for unconscious bias.

As at 30 June	2018	2019	2020	2021	2022	2023
Te Papa Gender Pay Gap	17.50%	20.45%	21.59%	19.71%	10.50%	8.09%
Te Papa Gender Pay Gap (excluding casuals)	Not available	Not available	1.39%	1.34%	-3.38%	-1.04%
New Zealand Gender Pay Gap <sup>7</sup>	9.20%	9.30%	9.50%	9.10%	9.20%	8.60%

## Ethnic Pay Gaps

Detailed below is our ethnic pay gaps. As part of our Kia Toipoto Action Plan, we will be increasing our monitoring and analysis of starting salaries for women, Māori, Pacific peoples and Asian ethnicities, and continue to address the lower salary bands where there is over-representation of ethnicities.

	All organisation		Permanent/Fixed Term Only	
As at 30 June	2023	2022	2023	2022
Māori	-8.46	-16.70	-4.64	-2.63
Pacific	21.83	16.16	28.14	30.12
Asian	21.01	18.80	19.93	25.91

## Te Papa as a good employer

We make sure that we have the right infrastructure, development and activities that deliver our obligations as a good employer. Our activities undertaken over 2022/23 are summarised below.

### 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 and our selection methods are impartial and thorough, using assessment centres and testing for critical roles. We regularly monitor our workforce and candidate demographics to ensure our processes are fair and equitable.

We track our workforce diversity to ensure that we are reflective of our audiences and communities. Our four-year strategic workforce plan has a range of activities to help maintain and increase our diversity in areas aligned to our strategic direction and priority audiences. We use transparent, equitable

and gender-neutral job evaluation practices and our remuneration reward and review policy remain based on market and performance principles. Our Kia Toipoto Action Plan has been developed with staff and is in place to continue to reduce our pay gaps.

We have clear leadership expectations and leadership competencies 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 behavioural competency expectations and development planning.

As an organisation we are committed to continuous improvement. We are actively engaging with E tū to co-design a new remuneration framework. We make sure our employee Code of Conduct and 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 current best practice.

<sup>6</sup> Te Papa has calculated the gender and ethnic pay gap using the median hourly earnings, as recommended by the Human Rights Commission.

<sup>7</sup> As published by StatsNZ, June quarter (Income)



## Developing our kaimahi

Te Papa offers formal, informal, blended, and face to face development to support kaimahi in their role. Te Papa's two formal leadership programmes both run for over nine months. Kaiārahi Whaitake | Impactful Leadership is available to the wider GLAM (Galleries, Libraries, Archives and Museums) sector and supports new managers. Te Tuku Kia Ārahi | Unlocking Leadership is for emerging leaders to make sure we maintain our bench strength across people and thought leadership.

Te Papa's Learning Management System supports our learning and development activity with a range of online modules, readings, resources, and tracks learning for all kaimahi. It also supports several blended learning options like our induction programme that helps staff understand our operating context, tikanga, the diversity of our business and a chance to make connections across the organisation.

A range of other centrally managed and run training is offered including:

- Te reo Māori and waiata practice;
- monthly wellbeing seminars on a range of topics including maintaining wellbeing in times of uncertainty, building personal resilience and an overview of mental health;
- practical skills training including first aid, civil defence, mental health first response and emergency response and evacuation.

Managers continue to actively support their people in their development plans using a range of on the job, coaching, short courses (internal and external as appropriate), conferences, seminars, project work, acting in other roles, secondments (both within the organisation and across the wider museum and/or public sector) and mentoring and coaching.

Our Executive Leadership Team regularly monitor and review critical roles and have succession plans in place to ensure we can continue to function to a high standard.



## 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;
- 20 days' paid parental leave is available 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, offered to all staff;
- a number of discounts offered by local businesses.

## Way of working

We continue to work in a way that draws on the backgrounds, experiences, and skills of our kaimahi to ensure we have multiple perspectives and multiple disciplines in the design, testing and delivery of our work and services. We are making progress as we continue to incorporate Te Ao Māori into our core processes and the way we work to give effect to our aspirations as a Tiriti-based organisation.

Safety and wellbeing are also an important part of our infrastructure. Our health and safety framework includes policies, supporting information, and training. There is also an active Health and Safety committee with members drawn from across Te Papa. Ergonomic equipment is available to assist people with disabilities and special requirements. Te Papa offers flexible working arrangements to suit

the needs of kaimahi, whether for childcare reasons, remote working, or compressed working hours. This is enabled by remote technology access to all Te Papa technology systems and applications. We also continue to have regular quiet time for kaimahi to work without meetings, interruptions, or calls. We provide access to on-site massage services as well.

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

- providing an employee assistance programme;
- providing additional support in the event of heightened stress such as bereavement, change process support and resilience training;
- 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;
- regular training opportunities into a range of health and wellbeing topics;
- working closely with the union to better understand and support employees who have raised allegations.

## 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:

- quarterly sessions 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 survey with departing employees;
- monitoring and managing our employees' annual leave balances to ensure they are managing their hours and workloads for their own wellbeing.







## Strategic objective – Te Papa is a forum for the nation

Te Papa is uniquely placed as a forum that connects people, taonga and stories through a range of engagement channels in Aotearoa and beyond. Whether in person or online, collections, programming and experiences provide opportunities to connect with communities of all kinds. By maximizing accessibility opportunities we support New Zealanders to critically engage with and learn about our history and future, and to ask questions and reflect on identity and belonging.

In the coming years we will extend our community-centred mahi and exploration of identity through our Rautaki, with new emphasis on strategic priorities *Hāpai ahurea* and *Tūrangawaewae*.

### He Kaupapa Waka and Manu Rere Moana

In December 2022 *He Kaupapa Waka* and *Manu Rere Moana* opened in the Mana Whenua gallery at Te Papa, bringing together a large and diverse community of experts and practitioners. *He Kaupapa Waka* features photography captured at the Waitangi Day celebrations 2020 to commemorate the 80 year anniversary of the 1940 launch of *Ngatokimatawhaorua* and *Manu Rere Moana* is driven by the legacy of master builder and navigator Tā Hekenukumai Busby, which covers both mahi tārai waka (building of waka hourua) as well as ancestral navigation techniques used to travel across Te Moananui-a-Kiwa.

The dual opening was celebrated by the diverse waka community who are proud of the living mātauranga that is being practiced by current generations. The waka community see Te Papa as a significant platform to continue to share their mātauranga and experiences with Aotearoa and abroad. Opening weekend events for manuhiri included waka hourua tours, hands-on interactives, panel talks, film screening and performances.

### Community connections

Deepening existing relationships with communities and developing new ones is a core aspect of curatorial mahi and supports the medium term outcomes in the *Statement of Intent 2020-24* to ‘build long term and meaningful relationships with iwi and communities’ and tell new stories ‘giving voice and visibility to diverse communities’.

This year our Curator Asian New Zealand Histories facilitated a visit by Ainu student trainees from the Aotearoa Ainumosir Cultural Exchange programme,

#### Delivering medium term outcomes

- A forum for the nation to discuss our past, future, identity and challenges
- A refreshed bicultural approach that is fit for today and reflects the aspirations of Māori into the future
- Long term and meaningful relationships being built with iwi and communities
- Our research and collections inform and inspire the inquiry of others

#### Contributing to long term outcomes

- Flourishing Māori identity and culture
- Engaged citizens, able and motivated to participate in respectful debate about Aotearoa’s history and culture, contributing to social cohesion
- New modes of research and learning support the ongoing preservation of national collections and our natural environment
- Te Papa is a place for cultural wellbeing and celebration of identity, through connection of people with taonga, treasures and stories
- People and society continue to learn, be challenged and inspired

an exchange with staff from the National Ainu Museum and National Park (Upopoy), a film shoot for a documentary on Ainu heritage in museums around the world for the Sapporo Broadcasting Corporation and a research trip by a group of Japanese academic scholars investigating Te Papa’s bicultural approach and work with Indigenous collections, to inform future directions for Upopoy. In welcoming our visitors we also facilitated connections with our Māori taonga and collections kaimahi, in addition to providing access to our small but increasingly well-known Ainu collection.

Additional mahi in Asian New Zealand histories included the release of *The Pandemic Chronicles* – digital comics that offer a glimpse into the experiences of people of ethnic Chinese background who lived through the COVID-19 pandemic in Aotearoa. While the characters and storylines are fictionalised, they take inspiration from the real-life experiences of participants who were interviewed



between May 2020 and early 2021 as part of Te Papa's Making Histories COVID-19 project.

International community ties were strengthened this year through the 'Building a Pacific Pipeline: Bishop Museum and the Te Rangi Hīroa Pacific Curators and Caretakers' programme. Our Senior Curator Pacific Histories and Cultures joined colleagues from the British Museum and Metropolitan Museum as advisors in the programme, which is designed to build internal curatorial capacity at the Bishop Museum in Hawai'i, strengthen international museum ties and develop new leadership for curators trained with an indigenous framework.

## Learning with Te Papa

Our Learning team continued to offer virtual excursions of our usual programmes, free for schools to ensure learners could still benefit from museum-based learning and developed resources to support classroom teachers. In the second part of the year, our team welcomed early childhood, school and kura groups back to the museum.

This year saw the conclusion of the Te Pū Tiaki Mana Taonga project, which provided sector support for educators working in culture and heritage settings around the motu. During the 16-month contract, the team delivered 34 webinars, five online courses, two mentoring programmes including one for Kaupapa Māori staff, booklet resources and 10 regional hui.

"I have loved being part of Te Pū Tiaki Mana Taonga! Their programme has allowed us to connect with educators around Aotearoa | New Zealand and share in each other's successes and struggles; hearing from other educators has been really encouraging and inspirational. Through learning about various digital tools, we have been supported in improving our online delivery. This has increased our confidence in using new digital tools and has resulted in our online lessons being more dynamic and engaging for all age groups." – programme participant.

Building on the success of the online courses delivered for the Te Pū Tiaki Mana Taonga project, we designed and developed two short online courses: 'Biodiversity, Guardianship, and the Natural History of New Zealand: A Museum Perspective' and 'New Zealand History, Culture and Conflict: A Museum Perspective' delivered with FutureLearn. These courses highlight our collections and provide access to the museum for those around the world.

Course participants told us:

"I have lived in NZ for 32 years and this is the first time I have been able to get this kind of information so clearly."

"E kore e piri te uku te rino Take pride in this culture and maoritanga will remain. Te Papa, take pride in what you are doing - and well done - I have added to the education of my country of birth by doing this course. I can't wait to do more and learn more"

"A really fascinating course and I am now looking forward even more to my next visit to Te Papa; I will visit with a whole new perspective."

We have also continued to design and deliver teacher professional learning programmes to support Aotearoa New Zealand Histories, drawing on museum collections. 'Ngā Kupenga Raupī a Tāwhaki | The nurturing nets of Tāwhaki' delivers meaningful professional learning and development to schools and kura that is localised, cross-disciplined in focus and aimed at kaiako, whānau and ākonga in early childhood settings, schools and kura. We partnered with Evaluation Associates | Te Huinga Kākākura Mātauranga to deliver this work through workshops in and with culture and heritage sites across Aotearoa. The workshops highlight the need for teachers to understand histories, cultural capability and use of taonga to tell stories. The workshops have expanded to include the full social sciences curriculum and Te Mātaiho | the refreshed NZ curriculum. In addition to supporting teachers' understanding of the curriculum, they provide support for museum educators working in local regions.

## Our natural environment

Te Papa's scientists continue to document Aotearoa's biodiversity, illuminating its biological richness and complexity, past and present. This year the Natural History team published over 50 research papers identifying and describing the plants and animals inhabiting Aotearoa, their distribution and ecologies, their evolutionary origins and their relationships to other species.

Te Papa's palaeontology researchers also revealed a number of startling insights into life in ancient Aotearoa. The team discovered and helped describe the world's largest ever penguin - a 57 million year old fossil found in North Otago; while further north (and closer in time) the team's work to understand the three million year old Pliocene deposits of South Taranaki included describing a new species of giant petrel.

In February we presented 'He Huringa Āhuarangi | A Changing Climate' - a panel talk series that explored climate change through various lenses. Discussion topics included:

- how climate change intersects with restaurants and their food systems, food consumption and waste, eating, and growing locally and seasonally; and
- local climate advocacy in Pōneke - equitable public transport, housing, climate advocacy, and how to make Pōneke more affordable and accessible.

Our Matariki web hub was refined and added to this year, under the guidance of Dr Rangī Mātāmua ONZM. Over the Matariki period, Matariki digital content was viewed over 130,000 times. Of people who filled in online surveys on that content, 28% self-identified as Māori. Online visitors told us:

"Useful source of information about Aotearoa that cannot always be found elsewhere."

"To understand what Matariki is and to find out how and where to find Matariki. I've heard about Matariki but have never celebrated Matariki."

"I am looking at some meaningful ways to celebrate Matariki and I came across this lovely link."

"To find out about Matariki from a recognised, reliable source."

"Learn more about Matariki, I feel disconnected from familial roots."

"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 like that the presentation was bilingual and I thought it made sense to put the Maori version at the top."





## Key performance indicators from our Statement of Performance Expectations

Performance measures	Reporting year			Previous year	
	Target 2022/23	Actual 2022/23		Actual 2021/22	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	700	2,303	✓	1,141	↑
The number of physical collection access requests supported by the practice of Mana Taonga	50	59	✓	36	↑
The number of peer reviewed research outputs and conference presentations	90	100	✓	98	↑
The number of Natural History research collaborations	50	50	✓	56	↓
The number of Humanities research collaborations	4	6	✓	5	↑
Total learning hours delivered	40,000	43,742	✓	28,266	↑
Site for Spirit Collection Area facility identified and approved	Met	Met	✓	New measure	n/a
Spirit Collection Area facility design complete	Met	Not met – in progress	✗	New measure	n/a

## Strategic objective – Te Papa reaches beyond the walls

Investing in multiple ways for people to interact with Te Papa experiences and the national collections continued to show benefit and engagement with collections in the regions was particularly strong this year, as our touring and loan activity reached 12 of Aotearoa's 16 regions.

We also continued the vital work to bring home tūpuna and karāpuna from international museums through the Karanga Aotearoa Repatriation Programme – completing repatriations from eight institutions overseas.

### Sharing collections across the motu

Following several years of mahi, in May we helped facilitate the reconnection of the Waka whakamaumaharatanga (canoe cenotaph) Te Kōanga o Rehua with the people of Pipiriki, who have sought the return of this taonga for many years. Following the karakia at Pūtiki Marae, the taonga was brought to Whanganui Regional Museum for its whakatau and installation in the museum foyer.

The taonga is over five metres long and was made from the fore-piece of the hull of the canoe Te Kōanga o Rehua, carved to represent three ancestral guardians. For many years it stood at Te Kōanga o Rehua Marae along the Whanganui River as a monument to the memory of Te Mahutu, a chief of the Pipiriki area. The taonga was taken during a siege in 1865 and eventually ended up in the Dominion Museum in 1911.

### Sharing collections beyond Aotearoa

*The country of the Iguanodon* (1837) by John Martin was loaned to Hyogo Prefectural Museum of Art for their exhibition 'Dinosaur Dreams: Imagination and Creation of the Lost World'. The exhibition was held from 4 March 2023 to 23 July 2023 and considered how scientific discoveries and growth of knowledge have influenced the way in which artists attempt to represent the prehistoric world and its inhabitants. In addition to being on display at Hyogo Prefectural Museum of Art in Kobe the work toured to Ueno Royal Museum in Tokyo.

Three artworks by Robyn Kahukiwa – *Taranga* (1982), *Ko wai au?* (1979) and *The migration* (1973) travelled to the Sharjah Art Foundation in the United Arab Emirates for their biennale exhibition 'Sharjah Biennial 15: Thinking Historically in the Present',

### Delivering medium term outcomes

- Identification of new approaches for access to taonga and treasures
- Reconciling past museum practice through the return of taonga, kōiwi and kōimi to their descendant kin communities
- Long term and meaningful relationships being built with iwi and communities
- New stories are told, giving voice and visibility to diverse communities
- Our research and collections inform and inspire the inquiry of others

### Contributing to long term outcomes

- Te Papa is a place for cultural wellbeing and celebration of identity, through connection of people with taonga, treasures and stories
- New knowledge, products and creative outputs by others boost Aotearoa's economic, environmental and creative wellbeing
- People and society continue to learn, be challenged and inspired

which celebrated the 30th anniversary of the biennale. The works were on display from 7 February to 11 June 2023.

### Touring exhibitions

Our touring exhibitions have had their highest number of visitors since 2013, returning in full force after the pandemic to extend Te Papa's reach to almost 860,000 visitors across the year in 10 of Aotearoa's 16 regions. 340,000 people went to exhibitions stretching the full length of both islands - from Whangarei in Northland to Gore in Southland. A rich variety of exhibitions were enthusiastically received by institutions, with several taking the opportunity to fully realise the potential presented through hosting new onsite Te Papa shows.

Ashburton Art Gallery & Museum displayed the dynamic *Tatau: Tatau Sāmoa ma ata pu'e | Tatau: Sāmoan Tattooing and Photography*. Shirin Khosraviani, Art Gallery & Museum Director told us: "[Tatau] helped to connect us with a growing Pacifica



community which have been historically underserved by us.”

In addition to delivering shows around the country, the touring team worked in collaboration with Pātaka Museum to create an entire suite of exhibition cases to house the taonga featured in *Kura Pounamu*. Providing this type of assistance extends touring opportunities for smaller domestic venues, who have been unable to exhibit the show previously due to costs required in making their own displays.

As international travel resumed, the touring schedule for *Bug Lab* once again had Te Papa crew physically present overseas during installations. Over half a million visitors saw *Bug Lab* in San Francisco and Denver. The Denver exhibition also coincided with one of America’s largest museum sector conferences facilitated by the American Alliance of Museums, enabling 3,000 of our international colleagues to experience Te Papa’s storytelling. One delegate from the Royal Ontario Museum described it as “a lovely and aesthetically beautiful show! I enjoyed watching all the kids – both young and older – interacting with the exhibition.”

Our touring exhibitions provide opportunities to support and build Te Papa’s relationships globally and this year the team helped facilitate the repatriation of taonga from the US back home to Aotearoa. In this case, it was a piece of rock art removed from a North Otago site in Maerewhenua by a visiting American scholar in 1916 and rediscovered few years ago at the Burke Museum, Seattle. The opportunity arose during the installation of *Bug Lab* in Denver where, with the assistance of our Senior Curator Mātauranga Māori and the Burke Museum’s Collection Manager Culture, the rock art was collected by Te Papa touring staff and delivered safely back to Aotearoa after 100 years of absence.

## Online visitation

Online visitation remained strong with over 3.5 million visits to Te Papa’s websites during the year. One of our most important online resources is Collections Online, which holds information on nearly one million collection items, artworks, taonga and specimens. Over 140,000 of those items have one or more high resolution images available for download and reuse. This year almost 33,000 high-resolution collection images were downloaded, enabling new research, creativity and learning.

We invite users to tell us why they are downloading collection images to understand more about how people are using the collections. Some examples from this year:

“work book for learners of Samoan language and culture”

“looking for ideas of styles for a nature illustrator who is a character in a tv script I am developing”

“I am a climate policy researcher and would love to hang a copy in my office”

“I whakapapa to the Tutaekuri and keen to create a photo album for my marae on the river showing our rangatahi what our land used to look like in ahuriri”

“It will be included in a manuscript about typification of *Celmisia* to be submitted to Phytotaxa”

“Master’s level dissertation on the representation of tattooing within museums, with a main focus of ta moko, but does touch on other Polynesian tattooing practices”

“I am working on making 3D models of Kauri trees and want to immerse myself in lots of pictures of Kauris”

## NZ Birds Online

NZ Birds Online ([www.nzbirdsonline.org.nz](http://www.nzbirdsonline.org.nz)) helps people find information about Aotearoa’s birds, including species distribution, habitat, behaviour and conservation status and threats. The website was visited over 770,000 times in 2022/2023.

User feedback tells us the website helps people understand the bird life around them, but also how to take action to provide welcoming conditions for them to thrive locally:

“Thank you soo much, a wonderful step towards general public awareness... wish conservation was better understood to help protect these and many other beautiful creatures and environments !!!”

“I found a grey petrel on my property in Auckland today and took it to a bird rescue and found your site invaluable for information about this lovely bird”

“Information to protect our native species and how to discourage predatory species”

“It’s an amazing resource for use with primary science students - we’ve used it to ID birds from feathers and calls”

“When I am out and about with my 9 yr old granddaughter she likes to be able to identify birds we see”

“Accessible information that can be easily used to educate our tamariki about native species and conservation”

## Growing virtual reach

In 2022 we focused on making our collections, content and research available to an even larger and broader audience, by looking to partner with external platforms - many of which have far greater reach than ours. We have made significant progress with:

- Google Arts and Culture, where we have grown our presence from less than 200 collection items, to over 5,000 items and an online exhibition *Rita Angus, 1908 – 1970*.
- Wikimedia Foundation, which covers Wikipedia, Wikidata and Wikimedia Commons, is one of the worlds most popular sources for information. Here we are focusing on contributing to areas where we have unique expertise and collections, and where content areas are under-represented. Our first project contributed data, images, and expert articles on New Zealand forget-me-nots (genus *Myosotis*).
- Unsplash, a licence free high resolution image library used by digital creatives all over the world, now holds just over 300 out-of-copyright collection images from the Te Papa collection. Those images have had over 49 million views, and have been downloaded for creative reuse over 400,000 times in 2023.







## Tukuna mai ki 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.*

### He Maimai Aroha

**He kapua pōuri kei runga tonu o Maunga Tongariro. E koro manaakitia mai te uri rangatira nei Matua Te Kanawa Pitiroi, kua hoki nei ia ki te wāhi ngaro o ngā kāhui ariki o Ngāti Tūwharetoa. E te rangatira, Matua Te Kanawa kua mutu ōu mahi ki tēnei ao hurihuri, kia au tō moe ki te taha o te tupuna o Ngātoroirangi.**

In late October 2022 the honourable member of the Repatriation Advisory Panel Matua Te Kanawa Pitiroi gently returned to his ancestral maunga and whenua. Te Kanawa was a valued member of the panel and ensured the safe return of tūpuna and karāpuna from overseas institutions including from Rouen Museum, the first repatriation from France in 2011, and in 2012 led the return of kōiwi tangata to the hapū of Ngāti Tūwharetoa. During his time on the panel Matua Te Kanawa was supported by his pou tautoko and pou manaaki, Whaea Kataraina Pitiroi. Karanga Aotearoa is eternally grateful for the sound guidance and judgement provided by Matua Te Kanawa over the years he was on the panel. The remaining members of the repatriation advisory panel include Professor Sir Pou Temara (Heamana – Chair), Professor Sir Derek Lardelli, Haami Piripi, Aroha Mead and Dr Arapata Hakiwai in his position as Te Papa’s Kaihautū. During this period four new members were invited to the panel with knowledge of repatriation

kaupapa, tikanga Māori, tikane Moriori and strong networks and experience of working with Māori and Moriori communities. These new members include Kiwa Hammond, Hinerangi Himiora, Miria Pomare and Kura Moeahu.

Leading the repatriation programme as Pou Whakahaere Kaupapa Pūtere (Head of Repatriation) is Dr Te Herekiele Herewini who joined Karanga Aotearoa in October 2007, Repatriation Coordinator Te Arikirangi Mamaku-Ironside who joined the programme in 2008 and Repatriation Researcher Susan “Ūana” Thorpe who returned to the role in early 2020. In addition to this, Te Herekiele was on the Sensitive Provenance Research Project at Georg-August University in Göttingen, Germany between August 2022 to December 2022. To ensure the programme had the capacity to undertake high level duties, Te Arikirangi Mamaku became the Acting Head of Repatriation for the latter period of 2022.

## 20 Year Establishment of Karanga Aotearoa

The Karanga Aotearoa Repatriation Programme was established in June 2003 by the New Zealand Government. At that time, there was anecdotal evidence of possibly 200 to 300 Māori and Moriori ancestral remains housed in museum collections overseas. However, methodical research by Karanga Aotearoa has confirmed that at least 1,200 Māori and Moriori ancestral remains were traded or taken overseas. It is important to acknowledge the early pioneers of the repatriation movement in Aotearoa who provided the foundations for the establishment of Karanga Aotearoa from the 1980s. This includes Māui Pōmare (Chair of the National Museum’s Council), Walter Waipara (Curator National Museum), the late Sir Graham Latimer (member of the National Museum’s Council and Chair of the New Zealand Māori Council), Dalvanus Prime and the late Te Arikinui Dame Te Atairangikaahu. Other early supporters include, Sir Hirini Moko Mead, the late Piri Sciascia, the late Dorothy Bubbles Mihinui, the late Te Aue Davis, the late Sir Paul Reeves, the late Hokimoana Te Rika-Hekerangi, the late Hema Temara, Alfred Preece, Dr Ngāpare Hopa and Edward Ellison. The programme has not only ensured the safe return of Māori and Moriori ancestors, but it has also shown the ability of repatriation and restitution to reconcile historic misdeeds, and importantly for these returning tūpuna and karāpuna to be acknowledged and embraced once more by their uri. E kore e mutu te aroha ki a rātou mā o te wāhi ngaro. Since 2003 over 850 Māori and Moriori ancestral remains have been repatriated by Karanga Aotearoa from over 90 institutions throughout North and South America, Europe, and Australia.

### Work in Europe

Repatriation mahi in Austria, Germany and Switzerland dominated this year. Initially 64 Māori and Moriori ancestral remains were repatriated from the Natural History Museum in Vienna, Austria in late September 2022. Most of these ancestors were taken through the notorious grave robbing practices of Andreas Reischek between 1877 and 1889, and the remaining tūpuna and karāpuna are associated with the Austrian Naval expedition on the Novara which collected natural history specimens and ancestral remains from Aotearoa New Zealand in 1858. A special invitation was given to Professor Dr Sabine Eggers of the Natural History Museum to attend the repatriation pōwhiri, and to provide seminars and presentations at Te Papa and with iwi in Te Tai Tokerau about her repatriation research and mahi.

## Repatriation from Germany and Switzerland

A total of seven institutions in Germany, and the Museum der kulturen Basel in Switzerland agreed to repatriate over 100 Māori and Moriori ancestral remains alongside a small number of taonga. These institutions in Germany included the State Ethnographic and Art Collections of Saxony (including the Grassi Museum), the Georg-August University in Göttingen, the Wiesbaden Museum, the Linden-Museum Stuttgart, the Stuttgart Natural History Museum, Roemer und Pelizaeus Museum in Hildesheim, and the Reiss Engelhorn Museums in Mannheim. From late May to early June 2023 the delegation from Te Papa provided a series of six repatriation seminars to coincide with the handover ceremonies at these institutions, with the focus of raising awareness about the importance of repatriation of ancestral remains to Māori and Moriori communities. Two representatives from the Grassi Museum in the State of Saxony accompanied the tūpuna and karāpuna home. In addition to ancestral remains the Grassi Museum returned three life busts, that were returned to their descendants, namely the life bust of Wineera Te Kanae of Ngāti Toa Rangatira, Riwiwa Te Atiraukawa of Te Ātiawa and Taupua Te Whanoa of Ngāti Whakaue. During this period, Karanga Aotearoa’s international mahi was supported by Paraone Gloyne, Ngahua Kopa, Hinemoana Baker, Kiwa Hammond and Hinerangi Edwards, whose support has been highly appreciated.





## Key performance indicators from our Statement of Performance Expectations

Performance measures	Reporting year			Previous year	
	Target 2022/23	Actual 2022/23		Actual 2021/22	Comparison to prior year
The number of visits to Te Papa's websites	3.5 million	3,501,759	✓	3,906,951	↓
The number of images downloaded from Collections Online	35,000	32,937	✗	37,487	↓
The number of New Zealand regions where Te Papa's collections are shared through touring and loans	8	12	✓	10	↑
The number of collection items that are accessible to the public	930,600	963,890	✓	912,733	↑
The number of international institutions from which repatriations are completed	2	8	✓	3	↑

## Strategic objective – Te Papa is committed to museum sector leadership and enablement

### Museum Hardship Fund

In its final round, the Museum Hardship Fund (MHF) continued to help safeguard the future of cultural organisations by alleviating the stress experienced throughout the course of their ongoing recovery from the impacts of COVID-19.

In the final year of funding, National Services Te Paerangi welcomed a further 79 applications. 63 were awarded a total sum of \$1.007 million, spanning across 14 regions from Northland at the top of Te Ika-a-Māui to the West Coast of Te Waka-a-Māui, concluding the delivery of the entire \$3.6million allocated to the programme.

Throughout the programme applications have been considered by an external panel. The panel noted some general trends and themes from their assessment of applications throughout the rounds. A notable observation has been the significant loss of volunteers for several reasons, such as vulnerability of the elder volunteers or a change in personal circumstances for others. This has led to an unwillingness for previous volunteers to return. As a result, and with the use of this fund, organisations have pivoted to employ staff, particularly in communications and administrative roles. This has provided some relief and the breathing space needed at governance and management levels to consider long-term vision and strategy. Another trend includes the increase of online visits and a strong focus for institutions on marketing and communications activity to attract and achieve pre-COVID visitor levels. This information provides valuable insight to help inform a recovery response plan if we are presented with the same or similar scenario again in the future.

The importance of this fund cannot be overstated especially given the competitive environment for cultural institutions in securing an adequate level of funding and resources. Access difficulties were heightened in the COVID-19 environment, but a fund specifically designed to cater to only them could not be applauded more by the sector. While there will always be ongoing needs to be met, recipients strongly expressed their gratitude, explaining that this approach demonstrated a level of real care and consideration for them.

### Ngākahu National Repatriation Partnership

This year Ngākahu delivered 15 workshops along with more than 260 engagements with museums, iwi and

#### Delivering medium term outcomes

- Identification of new approaches for access to taonga and treasures
- Enablement of a distributed national collection and increased sector capacity to share expertise and grow capability
- Reconciling past museum practice through the return of taonga, kōiwi and kōimi to their descendant kin communities
- New stories are told, giving voice and visibility to diverse communities

#### Contributing to long term outcomes

- Flourishing Māori identity and culture
- New modes of research and learning support the ongoing preservation of national collections and our natural environment
- Te Papa is a place for cultural wellbeing and celebration of identity, through connection of people with taonga, treasures and stories
- A thriving and sustainable arts, culture and heritage sector
- People and society continue to learn, be challenged and inspired

cultural organisations to support the repatriation of ancestral human remains across Aotearoa. The programme delivered four conference presentations to raise the profile of Ngākahu and repatriation mahi both here and overseas and facilitated five expert partnerships with regional museums.

Ngākahu has been working alongside Okains Bay Māori and Colonial Museum to identify kōiwi (skeletal human bone) as well as any taonga in their collection made from human bone. An assessment of the entire collection of approximately 20,000 items was undertaken by an experienced bioarchaeologist Professor Hallie Buckley (Department of Anatomy, Otago University) who has the expertise required to be able to identify human bone from animal. Approximately 73 items were identified to be made human bone and teeth, the majority being small worked bone fragments, including points, fishhooks and pendants.





Completing this body of work enabled the museum to have a better understanding of its collection and to make informed decisions with mana whenua, Te Rūnanga o Kōkourarata, on how it might be cared for going forward. It also enabled museum staff to confidently remove items from display or return them based on Professor Buckley's identification.

Whilst this work was being completed, the Minister for Arts Culture and Heritage Hon Carmel Sepuloni visited the museum on 21 October. The primary purpose of the visit was to demonstrate the impact of Ngākahu by seeing first-hand the preparation that is required to progress repatriation work. It was an opportunity for the Minister to hear the issues and challenges faced by smaller cultural organisations operating in a post-COVID environment and to demonstrate the benefit of the Museum Hardship Fund, of which the museum was a recipient in 2020.

### National Services Te Paerangi

We continued working with museums, galleries and iwi through core service delivery and grants awarded across Aotearoa by National Services Te Paerangi. Satisfaction from sector organisations who have worked with National Services Te Paerangi remained high this year, with 94.4% of survey respondents telling us they would recommend engagement with Te Papa to others.

### Kōtuia ngā Kete

In June 2023 National Services Te Paerangi launched the collections portal Kōtuia ngā Kete ([www.kotuia.org.nz](http://www.kotuia.org.nz)) which contains the collections of over 78 museums, galleries and whare taonga from across Aotearoa. The site replaced a former collections portal, enabling better security, a greater range of searchable collections and a site that is community-driven, accessible and bilingual. The new site hosts 1.4 million digitised objects – 12 times that of the previous site, giving sector kaimahi a window into our national collection so they are better able to tell stories, care for collections, loan objects and work more sustainably across collections through a better understanding of what is held locally, regionally and nationally.

As a collaborative space, the site also provides the ability to create stories, spotlight objects and discover more about the 403 collecting organisations featured on the site through a directory-based map. Utilising data drawn from Digital NZ, the portal is now future-proofed as it draws on all variety of collection management systems used across the sector. Launched as a minimal viable product, the site will be further developed with input from museums, galleries and iwi, hapū and whānau who hold collections.



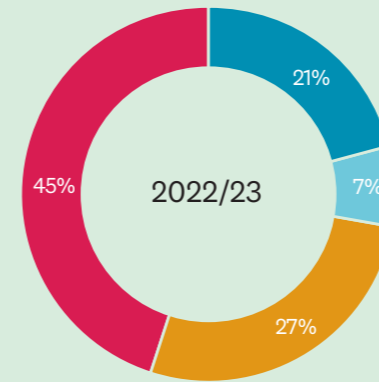
## Key performance indicators from our Statement of Performance Expectations

Performance measures	Reporting year			Previous year	
	Target 2022/23	Actual 2022/23		Actual 2021/22	Comparison to prior year
The number of museums, galleries and cultural organisations supported by Te Papa	300	337	✓	414	↓
The percentage of museums, galleries and iwi that recommend engagement with Te Papa to others	90%	94.4%	✓	95.6%	↓
The number of iwi organisations supported by Te Papa	30	96	✓	38	↑
The number of Museum Hardship Fund grants awarded	40	63	✓	56	↑
The number of regions where museums, galleries, iwi, hapū and cultural organisations have successfully applied for funding from the Museum Hardship Fund	10	14	✓	15	↓





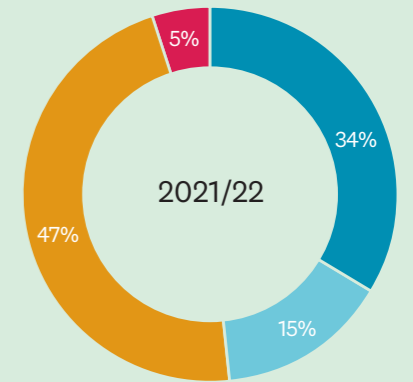
## About our visitors



### Origin (all visitors)

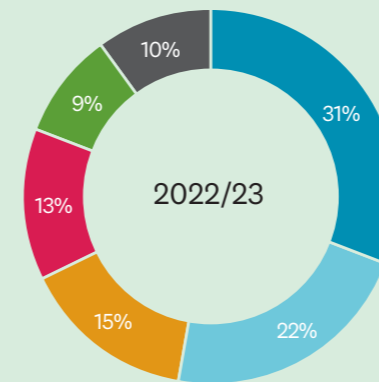
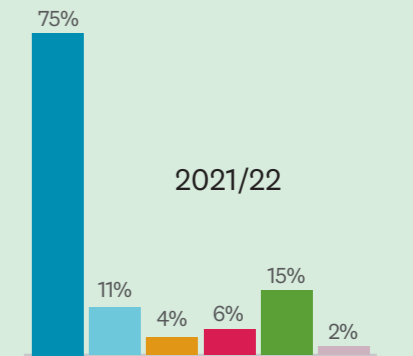
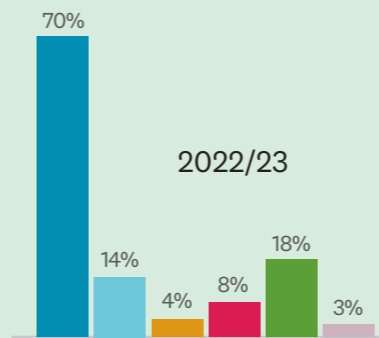
- Wellington City
- Wellington Region
- Rest of New Zealand
- Overseas

Source: Te Papa VPI exit survey



### Ethnicity (domestic visitors)

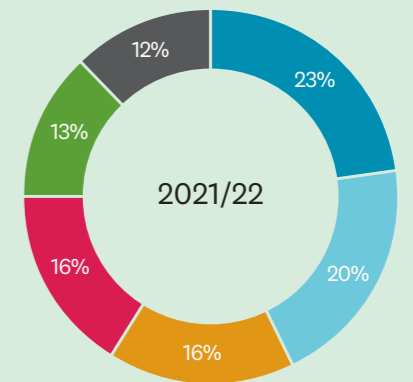
- NZ European
- Māori
- Pacific Islander
- Asian
- Other
- Prefer Not To Say



### Age (domestic visitors)

- 15-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65+

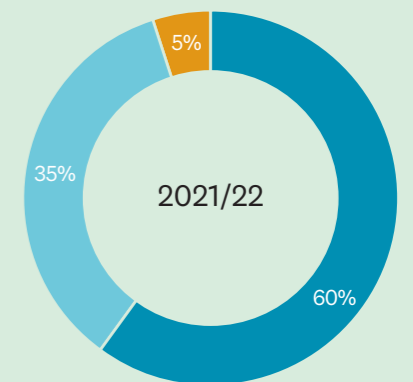
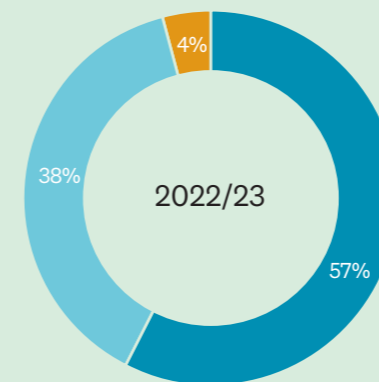
Source: Te Papa VPI exit survey



### Gender (domestic visitors)

- Female
- Male
- Other

Source: Te Papa VPI exit survey





# Strategic objective – Te Papa is a place to be

## In person visitation

In the past two years, visitor numbers at Te Papa have been greatly impacted by COVID-19 and the restrictions on New Zealand borders to international tourists. With the easing of COVID-related measures, we saw a significant increase in the number of visits to the museum, particularly from international visitors. We welcomed 1,107,768 visits to Te Papa this year, exceeding our target (1 million visits) by 11%.

Visitation to the museum was particularly strong during summer and seasonal patterns returned to pre-COVID levels. School holidays, ANZAC day, and Easter weekend were also among the busiest periods of the year.

In total, 45% of our visitors during 2022/23 were from overseas, compared to 5% in the previous two financial years. The majority of our international visitors came from Australia, USA, and the United Kingdom.

Conversely, domestic visitation was less dynamic than in recent years. In particular, the number of visits by New Zealanders from outside the Wellington region was lower than average. Multiple factors may have played a role, including the opening of international travel after two years and increasing inflationary pressures on households.

Despite this, satisfaction levels remained high and our visitors had the opportunity to explore and enjoy some brand-new exhibitions across the museum. In Toi Art, the exhibition *Robin White: Something is*

*Happening Here* celebrated the illustrious career of one of New Zealand’s most iconic artists, Dame Robin White and featured over 50 works spanning her 50-year career. As part of the programme we celebrated the collaborative spirit of the exhibition by hosting a group of artists (including Robin White, Ebonie Fifita and Tamari Cabeikanacea) for a week long residency, during which they worked together doing live making and engaged in conversations with visitors to the museum.

In the Threshold Gallery, we hosted *The Silverings* by Australian artist Mikala Dwyer and later the monumental installations of *Mataaho Collective: Te Puni Aroaro*, which evoke the histories of water, light, atua, and wāhine Māori. Manuhiri also had the opportunity to explore the newest exhibitions created in the Toi Art space, which included *Landscape and Desire*, *Hīnaki: Contemplation of a Form*, and *Iris, Iris*. These artworks entertained, surprised and inspired both local and international visitors.

Since 2019/20 we have been implementing an Audience Impact Model (AIM) to better understand the impact of experiences on our visitors. This year we expanded the measure from tracking the impact of exhibitions to include programmes and will continue to use the model to inform experience development. We met the target for six programmes to meet their intended impact objectives this year, based on analysis of visitor feedback mapped to the AIM spectrum.

Examples of insights gathered from analysis of audience data from a sample of three experiences are outlined below.

### Robin White: Something is Happening Here

The exhibition had over 105,000 visits while it was open (between June and September 2022). Satisfaction was very high, with 65% ‘extremely satisfied’. Data indicated the exhibition appealed to a broad range of visitors from different demographic groups, but that the number of visitors aged 55+ was particularly high. We know that the main drivers for satisfaction were the works and curation and that people also appreciated the video content for its insights into White’s life and artistic process. On the AIM spectrum, the ‘connection’ dimension particularly stood out.

### Manu Rere Moana

Since opening in November 2022, the exhibition has had almost 350,000 visits (up to 30 June 2023). While data shows that the exhibition (and neighbouring *He Kaupapa Waka*) is particularly appealing to Māori visitors, we have also had very high levels of satisfaction across multiple audience groups, and the exhibition has also held appeal for international manuhiri. The most prominent AIM impact domain is ‘learning’, but Māori visitors are also reporting significantly higher than average ‘personal connection’ from their feedback.

### NZ AIDS Memorial Quilt – one day public programme

During Wellington Pride Week, we worked with the National Library | Te Puna Mātauranga o Aotearoa to create a one-day programme featuring the display of four pieces of the New Zealand AIDS Memorial Quilt, guest talks and reflective activities to acknowledge the 40th anniversary of first reported cases of AIDS in Aotearoa. Quilt contributors and kaitiaki, HIV and AIDS activists and community leaders shared kōrero to some of the histories of the Quilt, HIV and AIDS in Aotearoa, and how we can continue challenging HIV stigma and discrimination today.

While we were able to collect much less feedback from a one day programme compared to an exhibition, the reported impact was extremely powerful for those who attended. We collected 37 surveys in addition to drawings and notes left by visitors. 56% of survey respondents said the experience helped them feel connected to others, and an impressive 64% rated the event 9 or 10 out of 10.

Collecting feedback from open-ended questions also helped us to understand the direct impact of the experience:

“Seeing queer history in person. I grew up feeling very alone and new. The quilt shows a beauty and aroha and community”

“I get to be an out and proud gay trans man because of all of these beautiful people and I hope to continue to improve the world for future queer kids like me”

“The NZ/AU queer community does have history. People have always had some support and power. No person is an island, even if we are alone”

“...it’s so important to help sharing these stories – for both the young and old queer generations”

Our priority to uphold the mana of all cultures and communities is a central tenet of our new Rautaki and was evident through this event, as was the ability for museums to help strengthen a sense of identity, belonging and respect. Collecting this type of audience feedback is essential as we move into our new Rautaki and aspiration to empower communities through collaboration with Te Papa.

## Hospitality

In June Te Papa was named the number one attraction in New Zealand by Tripadvisor in the 2023 Travellers’ Choice Awards. Ratings on Tripadvisor were extremely high, averaging 4.5/5 based on more than 14,000 reviews.

One of our most popular events saw approximately 6,500 visitors coming to Te Papa – the Emergency Services Expo is held annually and draws whānau and visitors of all ages. We also saw large numbers attending events at Tākina Wellington Convention and Exhibition Centre. Our Tākina Events team welcomed around 800 people to the civic opening in June and delivered several multi-day events of over 1,000 people. The annual business events trade show MEETINGS 2023 was also a great success, attended by 800 people over two days, including 100 international buyers from Australia. The Tākina food philosophy helped showcase Wellington to the world – ‘nourishing people and ideas with local, sustainable and delicious cuisine’.

## Welcoming VIPs to our whare

Te Papa has a long history of hosting international royal family members, heads of state, and senior diplomatic visitors. These visits enable Te Papa to build and maintain strong international relationships, progress priority repatriation mahi, seed new joint research and other collaborative relationships, and support the government’s diplomatic objectives

## Audience Impact Model

Attention	Reaction	Connection	Insight			Action		
Attention caught	Immediate response	Personal connection	Simple learning	Applied personal learning	Applied empathic learning	Personal action	Group/community impact	National impact
1	2	3	4	5	6	7	8	9
How many people are going to walk in, see the experience, click something?	How many people (% of level one) are going to have an immediate response, joy, fear, awe?	How many people are going to have a personal connection to the experience?	How many people might learn something simple from the experience?	How many people might be able to apply that new learning to their lives in a small way?	How many people might learn something new that can apply when thinking about, or dealing with other?	How many people will do something new, a significant change in their life, new creativity, research, as a result of the experience?	How many people will do something as a result of the experience that will impact on a community or a group?	What national impact might this experience have, e.g. policy change, economic return?
(Visitor entrances, clicks, page view, sessions).	How many people are going to be indifferent?	What kinds of things might they say?	What kinds of things might they say?	What kinds of things? What might they say?				



more broadly. The ease in travel restrictions saw a strong return of diplomatic engagements, including visits from Her Royal Highness Princess Anne, Crown Princess Victoria of Sweden, and United States Secretary of the Interior Deb Haaland. Between 1 July 2022 and 30 June 2023, Te Papa hosted over 40 diplomatic delegations.

### Managing our carbon emissions

This year we shifted from a measure to reduce carbon emissions by 5% across electricity, gas, waste and water. Savings have been maximised in these areas as we have completed significant infrastructure replacement initiatives to reduce emissions. Utilities usage over the last 12 months has also increased in line with the significant growth in visitation compared to prior years' COVID-19 related downturn in visitation and building utilisation. While we have made some additional upgrades of house lighting to LED lighting and replaced petrol cars with EVs this year, we have adjusted our performance measure to aim to stay within +/- 5% of the 2021/22 baseline while we carry out a more in-depth review of opportunities and practice in line with our new strategic priority *Papatūānuku* over the next year. This year we did not meet the target as our carbon emissions were 7.71% over the 2021/22 baseline.

### Te Papa in Wellington

To further understand Te Papa's contribution to Wellington and Aotearoa we commissioned Business

#### Delivering medium term outcomes

- A forum for the nation to discuss our past, future, identity and challenges
- The physical museum is a place for all to visit and be changed by the encounter

#### Contributing to long term outcomes

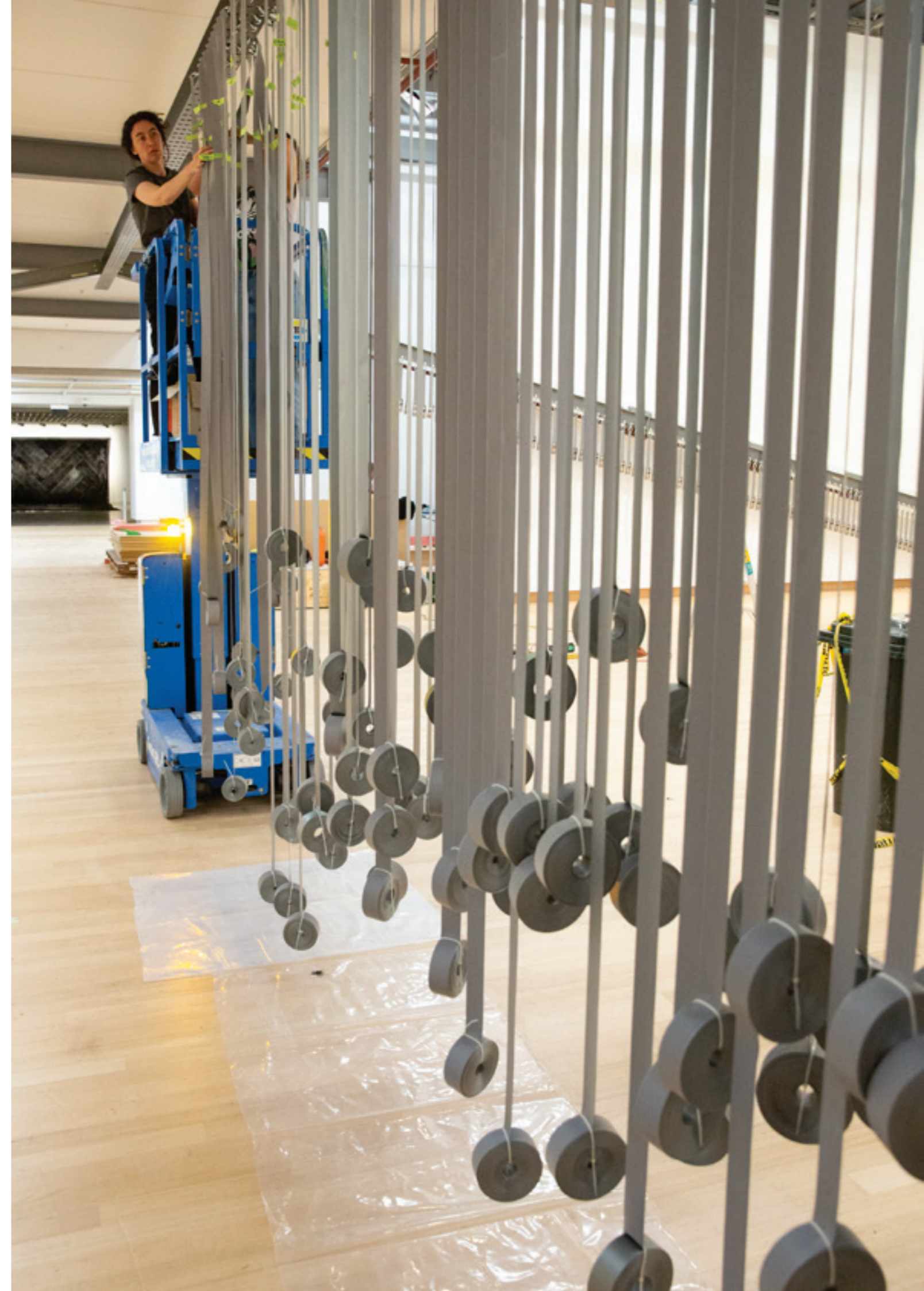
- Te Papa is a place for cultural wellbeing and celebration of identity, through connection of people with taonga, treasures and stories
- A thriving and sustainable arts, culture and heritage sector
- People and society continue to learn, be challenged and inspired

and Economic Research Limited (BERL) to examine Te Papa's impact between June 2017 and June 2022. The report focused primarily on Te Papa's regional and national economic impact with an acknowledgement of contribution to cultural, social, and environmental well-being.

The report found that Te Papa has been a driver for Wellington's economic wellbeing with an average GDP contribution of \$304 million to Wellington and \$377.5 million to Aotearoa before the pandemic. During the pandemic the average GDP contribution was \$78.9 million to Wellington and \$96 million to Aotearoa.

## Key performance indicators from our Statement of Performance Expectations

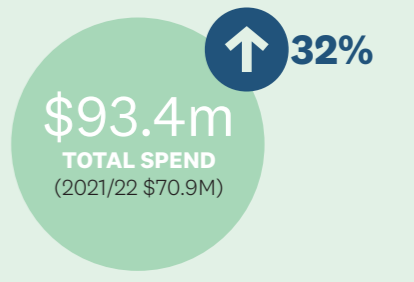
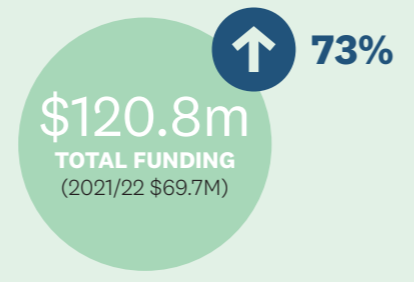
Performance measures	Reporting year		Previous year	
	Target 2022/23	Actual 2022/23	Actual 2021/22	Comparison to prior year
The number of visits to Te Papa	1,000,000	1,107,768 ✓	684,019	↑
The percentage of adult visitors surveyed reporting a satisfaction rating of "satisfied" to "extremely satisfied" for overall museum experience during their visit	95%	97.5% ✓	96.4%	↑
The number of programmes that meet or exceed their impact objectives based on Te Papa's Audience Impact Model	6	6 ✓	Changed measure	n/a
Retention of carbon footprint within +/- of 2021/22 baseline	Met	Not met ✗	Changed measure	n/a



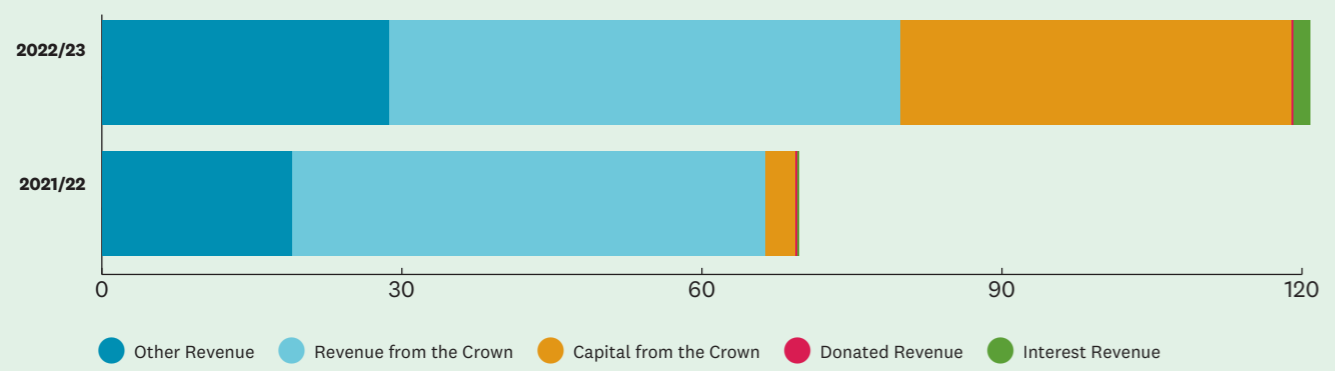


# He paku tirohanga ki te taha pūtea | A snapshot of our financials

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

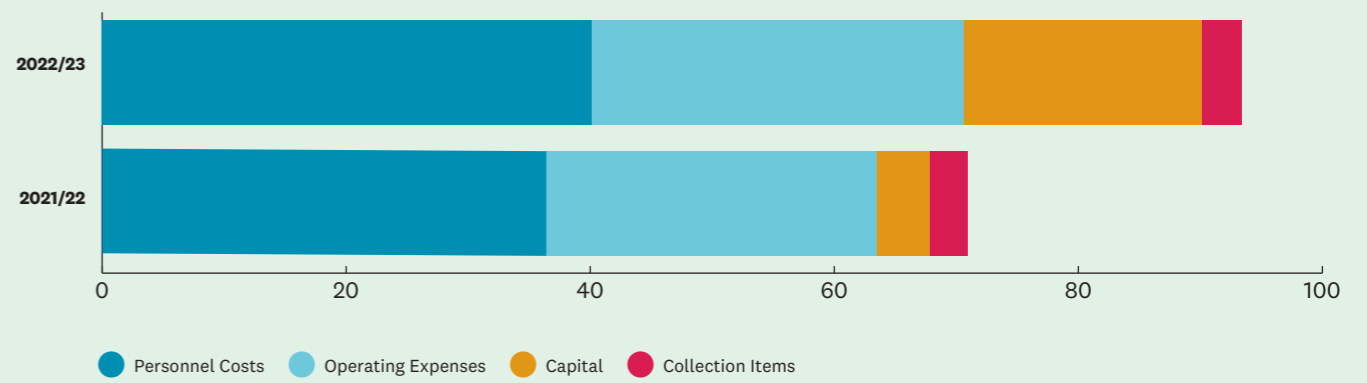


## Where did our funds come from? \$(m)



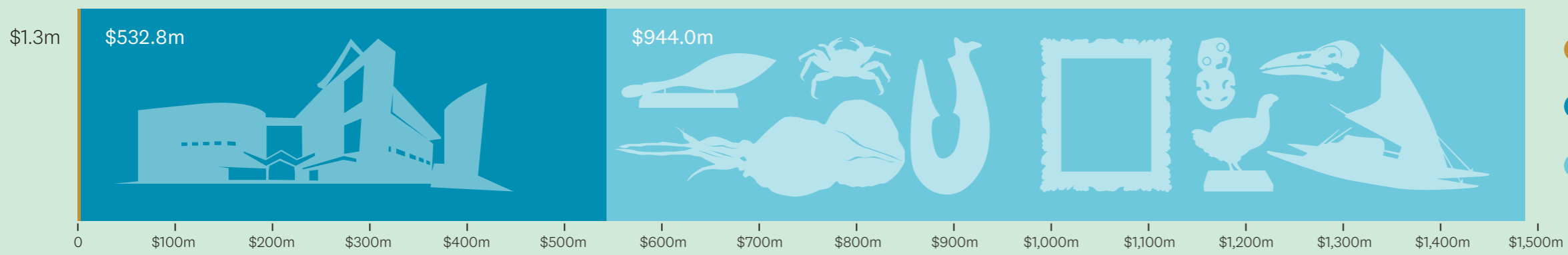
	2022/23 \$(m)		2021/22 \$(m)	
Other Revenue	\$28.7	24%	\$19.0	27%
Revenue from the Crown	\$51.1	42%	\$47.3	68%
Capital from the Crown	\$39.1	32%	\$3.0	4%
Donated Revenue	\$0.2	0%	\$0.2	0%
Interest Revenue	\$1.7	1%	\$0.2	0%
<b>Total</b>	<b>\$120.8</b>		<b>\$69.7</b>	

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



	2022/23 \$(m)		2021/22 \$(m)	
Personnel Costs	\$40.1	43%	\$36.4	51%
Operating Expenses	\$30.3	32%	\$27.1	38%
Capital	\$19.7	21%	\$4.3	6%
Collection Items	\$3.3	4%	\$3.1	4%
<b>Total</b>	<b>\$93.4</b>		<b>\$70.9</b>	

## What assets are we managing?



<b>Intangibles</b>	2022/23 \$1.3m 0.1%	2021/22 \$1.0m 0.1%
<b>Facilities</b>	2022/23 \$532.9m 35.5%	2021/22 \$494.9m 33.2%
<b>Collections</b>	2022/23 \$967.9m 64.4%	2021/22 \$992.6m 66.7%



# Financial Statements 2022/23

## Cost of Service Statement

for the year ended 30 June 2023

### 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 2023 \$000	Budget 2023 \$000	Actual 2022 \$000
<b>Museum services</b>			
<b>Operating</b>			
Revenue - Crown	51,899	51,274	46,862
Revenue - commercial and other	32,956	19,494	21,381
Costs	(87,047)	(82,704)	(82,187)
<b>Operating surplus (deficit)</b>	<b>(2,192)</b>	<b>(11,936)</b>	<b>(13,944)</b>
<b>Non-departmental output expenses</b>			
Museum services - operating	51,899	51,274	46,862

#### 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 2023 \$000	Budget 2023 \$000
Capital contribution from the Crown*	3,000	3,000
Expenditure on collections	3,323	3,000

\* 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 \$323k higher than 2022/23 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 the Museum of New Zealand Te Papa Tongarewa and group's financial statements and performance information for the year ended 30 June 2023

The Auditor-General is the auditor of the Museum of New Zealand Te Papa Tongarewa and group (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 62 to 97, that comprise the statement of financial position as at 30 June 2023, 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 appropriation for the year ended 30 June 2023 on pages 17 to 27, 35 to 47 and 50 to 56.

In our opinion:

- the financial statements of the Group:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2023; 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 2023:
  - 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; and



- 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 2023. 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 (GHG) 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 GHG emissions**

The Group has chosen to include a measure of its 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 20 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 2022/23.

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, 28 to 34, 48 to 49, 61 and 98 to 111 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

# Tauākī pūtea 2022/23 | Financial statements 2022/23

## 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 2023.

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



Dame Fran Wilde  
**Chair**  
31 October 2023



Caren Rangi  
**Chair of Tikanga Haumarū**  
31 October 2023



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

Mō te tau i eke i te 30 o Pipiri 2023 | for the year ended 30 June 2023

	Note	Consolidated		Museum		
		Actual 2023 \$000	Actual 2022 \$000	Actual 2023 \$000	Budget 2023 \$000	Actual 2022 \$000
<b>Revenue</b>						
Revenue from the Crown		51,899	46,862	51,899	51,274	46,862
Interest revenue		2,537	615	2,488	250	571
Other revenue	3	29,065	19,463	28,965	18,894	19,162
Donated revenue		1,438	1,314	1,503	350	1,648
<b>Total revenue</b>	3	<b>84,939</b>	<b>68,254</b>	<b>84,855</b>	<b>70,768</b>	<b>68,243</b>
<b>Expenses</b>						
Personnel costs	4	40,935	36,604	40,935	38,595	36,604
Other expenses	5	29,715	29,912	29,706	28,609	29,901
<b>Total expenses</b>		<b>70,650</b>	<b>66,516</b>	<b>70,641</b>	<b>67,204</b>	<b>66,505</b>
<b>Earnings before depreciation and amortisation</b>		<b>14,289</b>	<b>1,738</b>	<b>14,214</b>	<b>3,564</b>	<b>1,738</b>
Depreciation and amortisation expenses	8,9	16,406	15,682	16,406	15,500	15,682
<b>(Deficit)/surplus</b>		<b>(2,117)</b>	<b>(13,944)</b>	<b>(2,192)</b>	<b>(11,936)</b>	<b>(13,944)</b>
<b>Other comprehensive revenue and expense</b>						
(Loss)/Gain on collection revaluation	14	(29,086)	(27,841)	(29,086)	-	(27,841)
Gain on property, plant and equipment revaluation	14	33,795	58,133	33,795	-	58,133
Financial assets at fair value	14	(47)	(1,024)	(39)	-	(856)
<b>Total other comprehensive revenue and expense</b>		<b>4,662</b>	<b>29,268</b>	<b>4,670</b>	<b>-</b>	<b>29,436</b>
<b>Total comprehensive revenue and expense</b>		<b>2,545</b>	<b>15,324</b>	<b>2,478</b>	<b>(11,936)</b>	<b>15,492</b>

Explanations of significant variances against budget are detailed in note 18.

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 2023 | for the year ended 30 June 2023

	Note	Consolidated		Museum		
		Actual 2023 \$000	Actual 2022 \$000	Actual 2023 \$000	Budget 2023 \$000	Actual 2022 \$000
Balance at 1 July		1,521,444	1,503,751	1,519,145	1,533,912	1,500,986
Total comprehensive revenue and expenses for the year		2,545	15,324	2,478	(11,936)	15,492
Reserve movements on impairment/disposals		-	(249)	-	-	(249)
Other reserve movements		(275)	(382)	(277)	-	(84)
Capital contribution from the Crown		39,100	3,000	39,100	39,100	3,000
<b>Balance at 30 June</b>	14	<b>1,562,814</b>	<b>1,521,444</b>	<b>1,560,446</b>	<b>1,561,076</b>	<b>1,519,145</b>

Explanations of significant variances against budget are detailed in note 18.

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 2023 | for the year ended 30 June 2023  
Reconciliation of (deficit)/surplus to net cash from operating activities

	Consolidated		Museum	
	Actual 2023 \$000	Actual 2022 \$000	Actual 2023 \$000	Actual 2022 \$000
(Deficit)/surplus	(2,117)	(13,944)	(2,192)	(13,944)
<b>Add/(less) non cash items:</b>				
Depreciation and amortisation expense (refer Notes 8,9)	16,406	15,682	16,406	15,682
Donated assets income	(1,219)	(1,431)	(1,299)	(1,428)
Other revenue	(305)	(1,188)	(305)	(891)
Interest reinvested	(288)	(286)	(241)	(238)
Other expenses	188	863	176	851
<b>Total non-cash items</b>	<b>14,782</b>	<b>13,640</b>	<b>14,737</b>	<b>13,976</b>
<b>Add/(less) items classified as investing or financing activities:</b>				
Losses on disposal of property, plant and equipment	-	11	-	11
Losses on deaccession of collections	180	650	180	650
<b>Total items classified as investing or financing activities</b>	<b>180</b>	<b>661</b>	<b>180</b>	<b>661</b>
<b>Add/(less) movements in statement of financial position items:</b>				
(Increase)/decrease in receivables	(920)	520	(919)	515
(Increase)/decrease in inventories	(125)	47	(125)	47
(Increase)/decrease in prepayments	(321)	1,180	(321)	1,180
(Decrease)/Increase in payables	(449)	205	(448)	205
(Decrease)/Increase in revenue in advance	(579)	288	(551)	362
Increase in employee entitlements	707	113	707	113
<b>Net movements in working capital items</b>	<b>(1,687)</b>	<b>2,353</b>	<b>(1,657)</b>	<b>2,422</b>
<b>Net cash from operating activities</b>	<b>11,158</b>	<b>2,710</b>	<b>11,068</b>	<b>3,115</b>

Explanations of significant variances against budget are detailed in note 18.

## 1 Te tauākī kaupapa-herekaute | 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 Tahī Limited and Mahuki Limited. Te Papa's ultimate parent is the New Zealand Crown. Mahuki Tahī Ltd and Mahuki Ltd are Crown subsidiary companies wholly owned by Te Papa. Te Papa and its subsidiary companies comprise the "Museum" entity in this report. The Foundation is a Charitable Trust, which is required to be consolidated with the Museum entity for financial reporting purposes only. The Foundation and the Museum are operated independently.

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

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

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

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

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

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

The financial statements for Te Papa are for the year ended 30 June 2023, and were approved by the Board on the 31st of October 2023.

### 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

PBE IPSAS 41 Financial Instruments

In March 2019, the External Reporting Board (XRB) issued PBE IPSAS 41 Financial Instruments, which supersedes PBE IFRS 9 Financial Instruments.

Te Papa has adopted PBE IPSAS 41 for the first time this year. There has been little change as a result of adopting the new standard as the requirements are similar to those contained in PBE IFRS 9.

PBE FRS 48 Service Performance Reporting

This Standard establishes new requirements for the selection and presentation of service performance information. Te Papa has adopted PBE FRS 48. The main change between PBE FRS 48 and PBE IPSAS 1 Presentation of Financial Statements is that PBE FRS 48 requires additional information to be disclosed on the judgements that have the most significant effect on the selection, measurement, aggregation, and presentation of service performance information. This is disclosed on pages 17 to 21 of the service performance information.



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

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

2022 Omnibus Amendment to PBE Standards

This Standard has been issued to amend the relevant Tier 1 and Tier 2 PBE Standards as a result of:

- PBE IPSAS 16 Investment Property: The amendments clarify that fair value measurement of self-constructed investment property could commence before construction is complete.
- PBE IPSAS 17 Property, Plant and Equipment: The amendments change the accounting for any net proceeds earned while bringing an asset into use by requiring the proceeds and relevant costs to be recognised in surplus or deficit rather than being deducted from the asset cost recognised.
- PBE IPSAS 30 Financial Instruments: Disclosures: The amendment specifically refers to disclosing the circumstances that result in fair value of financial guarantee contracts not being determinable.
- PBE IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets: The amendments clarify the costs of fulfilling a contract that an entity includes when assessing whether a contract will be loss-making or onerous (therefore, whether a provision needs to be recognised).  
The changes are for financial statements covering periods beginning on or after 1 January 2023.

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 in detail the impact of these amendments and the new standard. 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.

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

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.

### 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 Tahī 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 13

### 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 Tahī 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 Tahī Limited implemented a divestment programme to relinquish the shareholdings in the Mahuki programme participants. As a consequence, Mahuki Tahī 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 2023 \$431,567 (2022: \$271,567) has been divested and \$204,400 (2022: \$364,400) remains in the provision. Work to divest the remaining investments is ongoing, and the only transactions in Mahuki Tahī Limited in the 2022/23 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, which is an independent charitable trust, but deemed to be a controlled entity for financial reporting purposes. In 2023, Te Papa received \$160,000 (2022: \$553,288) in grants from the Te Papa Foundation. \$110,000 (2022: \$543,288) 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 \$50,000 (2022: 10,000) in grants were received to support Taikura Kapa Haka 2023 (\$30,000) and to support the Korowai DNA project (\$20,000).

	Note	Actual 2023 \$000	Actual 2022 \$000
<b>Revenue</b>			
Interest revenue		50	45
Use of bequest funds		-	297
Donated and fundraising revenue		167	149
Goods and services received in kind	2.1	226	166
<b>Expenditure</b>			
Grants		160	553
Other expenses		10	12
Goods and services provided by Te Papa	2.1	226	166
<b>Net surplus/(deficit) for the year</b>		<b>47</b>	<b>(74)</b>
<b>Other comprehensive revenue and expenses</b>			
Financial assets at fair value		(8)	(167)
<b>Total comprehensive revenue and expenses</b>		<b>39</b>	<b>(241)</b>
<b>Represented by:</b>			
<b>Current assets</b>			
Cash and cash equivalents		205	115
Art Pieces held for distribution		104	80
Accrued Revenue		8	8
<b>Non-current assets</b>			
Investments		1,785	1,756
Art Pieces		149	253
<b>Total assets</b>		<b>2,251</b>	<b>2,212</b>
<b>Net assets</b>		<b>2,251</b>	<b>2,212</b>
<b>Equity</b>			
Reserves		1,134	1,142
Accumulated funds		1,117	1,070
<b>Total equity</b>		<b>2,251</b>	<b>2,212</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 2023 \$000	Actual 2022 \$000
Personnel related services provided to Te Papa Foundation	100	121
Other goods and services provided to Te Papa Foundation	126	43
<b>Total goods and services provided to Te Papa Foundation</b>	<b>226</b>	<b>164</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 Ētahi atu whiwhinga | Other revenue

	Actual 2023 \$000	Actual 2022 \$000
Commercial revenue	21,029	10,991
Exhibition revenue	1,697	2,031
Other grants received	879	1,444
Other revenue	2,370	939
Rental income	332	198
Net foreign exchange gains	26	48
Sponsorship revenue	2,632	3,511
<b>Total other revenue</b>	<b>28,965</b>	<b>19,162</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 2023 \$000	Actual 2022 \$000
Not later than one year	196	196
Later than one year and not later than five years	114	310
<b>Total non-cancellable operating leases</b>	<b>310</b>	<b>506</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.

### 3.2 Whiwhinga tapeke | Total revenue

#### Exchange and non-exchange revenue

	Actual 2023 \$000	Actual 2022 \$000
<b>Non-exchange revenue</b>		
Revenue from the Crown	51,899	46,862
Donated revenue	1,503	1,648
Other grants received	2	-
<b>Total non-exchange revenue</b>	<b>53,404</b>	<b>48,510</b>
<b>Exchange revenue</b>		
Interest revenue	2,488	571
Commercial revenue	21,029	10,991
Exhibition revenue	1,697	2,031
Other grants received	877	1,444
Other revenue	2,370	939
Net foreign exchange gains	26	48
Rental income	332	198
Sponsorship revenue	2,632	3,511
<b>Total exchange revenue</b>	<b>31,451</b>	<b>19,733</b>
<b>Total revenue</b>	<b>84,855</b>	<b>68,243</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 2023 \$000	Actual 2022 \$000
Salaries and wages	39,295	35,670
Defined contribution plan employer contributions	933	821
Increase in employee entitlements	707	113
<b>Total personnel costs</b>	<b>40,935</b>	<b>36,604</b>

In the 2023 financial year, Te Papa provided personnel services of \$99,406 (2022: \$121,417) 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 2023 No:	Actual 2022 No:
Salary Band		
\$100,000 - \$110,000	24	14
\$110,001 - \$120,000	14	8
\$120,001 - \$130,000	10	11
\$130,001 - \$140,000	10	2
\$140,001 - \$150,000	5	4
\$150,001 - \$160,000	4	3
\$160,001 - \$170,000	3	6
\$170,001 - \$180,000	3	-
\$180,001 - \$190,000	-	1
\$190,001 - \$200,000	1	1
\$200,001 - \$210,000	3	-
\$210,001 - \$220,000	1	2
\$220,001 - \$230,000	-	1
\$230,001 - \$240,000	1	1
\$240,001 - \$250,000	1	3
\$250,001 - \$260,000	1	-
\$270,001 - \$280,000	-	1
\$320,001 - \$330,000	1	-
\$330,001 - \$340,000	1	-
\$430,001 - \$440,000	-	1
\$440,001 - \$450,000	1	-
<b>Total employees</b>	<b>84</b>	<b>59</b>

During the 2023 financial year, 3 (2022: 4) employees received compensation and other benefits in relation to cessation of employment totalling \$68,739 (2022: \$174,700).

Cessation payments include payments in lieu of notice, redundancy, cessation leave, dependent payments and one-off payments.

This figure does not include any payments made for medical retirement or retirement.

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

	Actual 2023 \$000	Actual 2022 \$000
Administrative and general office expenses	1,522	1,968
Advertising and public relations	649	556
Building and exhibition operating costs	11,483	13,242
Computer and IT costs	2,905	2,959
Consultancy	1,199	1,555
Cost of commercial goods sold	7,101	4,252
Fees to auditor; - fees to Audit New Zealand for audit of financial statements	155	144
Inventories written off	19	1
Loss on disposal of assets	312	786
Other expenses (including Board Fees)	2,730	3,634
Donations and koha	8	15
Training and travel	1,497	746
Goods and services provided to Te Papa Foundation (Note 2.1)	126	43
<b>Total other expenses</b>	<b>29,706</b>	<b>29,901</b>

##### Board member remuneration

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

	Actual 2023 \$000	Actual 2022 \$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	16.5
Jackie Lloyd	16.5	16.5
Cameron Harland (term completed November 30, 2022)	8.3	16.5
Andy Lowe	16.5	16.5
Prof. Dame Juliet Gerrard	16.5	16.5
David Wilks (appointed January 18, 2023)	6.9	-
Tama Waipara (appointed January 18, 2023)	6.9	-
<b>Total board member remuneration</b>	<b>145.9</b>	<b>148.5</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 (2022: \$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 2023 \$000	Actual 2022 \$000
Receivables (gross)	2,665	1,739
Less: Allowance for credit losses	(139)	(132)
<b>Receivables</b>	<b>2,526</b>	<b>1,607</b>
Receivables comprise:		
Receivables from the sale of goods and services (exchange transactions)	2,526	1,607

The expected credit loss rates for receivables at 30 June 2023 and 1 July 2022 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 2023 and 1 July 2022 was determined as follows:

30 June 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

1 July 2022	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%	84.1%	
Gross carrying amount (\$000)	1,328	94	160	157	1,739
Lifetime expected credit loss (\$000)	-	-	-	132	132

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

	Actual 2023 \$000	Actual 2022 \$000
Opening allowance for credit losses as at 1 July	132	131
Increase in loss allowance made during the year	7	1
<b>Balance at 30 June</b>	<b>139</b>	<b>132</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 2023 \$000	Actual 2022 \$000
<b>Current portion</b>		
Term deposits	50,000	25,000
<b>Total current portion</b>	<b>50,000</b>	<b>25,000</b>
<b>Non-current portion</b>		
Shares	197	169
Milford Asset Management	9,257	9,106
Equity Investments in Mahuki Participants	204	364
Provision for Divestment in Mahuki Participants	(204)	(364)
<b>Total non-current portion</b>	<b>9,454</b>	<b>9,275</b>
<b>Total investments</b>	<b>59,454</b>	<b>34,275</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 2023 \$431,567 (2022: \$271,567) has been divested and \$204,400 (2022: \$364,400) remains in the provision. Work to divest the remaining investments is ongoing, and the only transactions in Mahuki Tahi Limited in the 2022/23 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)	5 to 150 years	(0.67% to 20%)
• Land improvements	5 to 50 years	(2% to 20%)
• Furniture and Fittings	3 to 30 years	(3.33% to 33%)
• Plant and Equipment	3 to 25 years	(4% to 33%)
• Computer Hardware	3 to 10 years	(10% to 33%)
• Exhibitions	1.5 to 15 years	(6.67% to 66%)
• Motor vehicles	5 to 10 years	(10% to 20%)

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.

	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 2021	130,019	308,670	4,471	20,568	4,959	317	10,086	47,915	1,184	528,189
Additions	-	515	-	1,016	629	-	112	8	2,072	4,352
Asset transfers	-	1,211	-	256	9	-	192	-	(1,668)	-
Other asset adjustments	-	5	-	-	2	-	-	-	-	7
Revaluation	2,911	37,611	-	(44)	(109)	(2)	-	(1,421)	-	40,522
Disposals	-	(506)	-	-	-	(2)	-	-	-	(2,082)
Balance at 30 June 2022	132,930	347,506	4,471	21,796	5,490	315	10,390	46,502	1,588	570,988
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	-	(266)	-	(42)	(2)	-	-	24,691
Disposals	-	(340)	-	-	(133)	(42)	(2)	-	-	(783)
<b>Balance at 30 June 2023</b>	<b>135,095</b>	<b>385,783</b>	<b>4,471</b>	<b>23,824</b>	<b>5,851</b>	<b>375</b>	<b>10,829</b>	<b>47,030</b>	<b>1,985</b>	<b>615,243</b>
<b>Accumulated Depreciation</b>										
Balance at 1 July 2021	-	13,208	1,092	17,209	4,160	208	8,347	36,193	-	80,417
Depreciation Expense	-	10,469	143	1,184	517	25	299	2,416	-	15,053
Eliminate on revaluation	-	(17,611)	-	-	-	-	-	-	-	(17,611)
Eliminate on disposal	-	(243)	-	(40)	(109)	(2)	-	(1,410)	-	(1,804)
Balance at 30 June 2022	-	5,823	1,235	18,353	4,568	231	8,646	37,199	-	76,055
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)
<b>Balance at 30 June 2023</b>	<b>-</b>	<b>8,060</b>	<b>1,376</b>	<b>19,175</b>	<b>5,007</b>	<b>220</b>	<b>8,962</b>	<b>39,556</b>	<b>-</b>	<b>82,356</b>
<b>Carrying amounts</b>										
At 30 June 2021	130,019	295,462	3,379	3,359	799	109	1,739	11,722	1,184	447,772
At 30 June 2022	132,930	341,683	3,236	3,443	922	84	1,744	9,303	1,588	494,933
<b>At 30 June 2023</b>	<b>135,095</b>	<b>377,723</b>	<b>3,095</b>	<b>4,649</b>	<b>844</b>	<b>155</b>	<b>1,867</b>	<b>7,474</b>	<b>1,985</b>	<b>532,887</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 \$1.985m (2022 : \$1.588m). Within that amount \$1.180m (2022: \$668k) relates to property and facility-related projects.

There are no items of property, plant and equipment (2022: \$nil), that have been pledged as security and there are no restrictions on any of these items (2022: \$nil).

Capital commitments and operating leases

	Actual 2023 \$000	Actual 2022 \$000
<b>Capital commitments</b>		
Property, plant and equipment	261	697
<b>Total capital commitments</b>	<b>261</b>	<b>697</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 2023 \$000	Actual 2022 \$000
Not later than one year	319	319
Later than one year and not later than five years	319	638
<b>Total non-cancellable operating leases</b>	<b>638</b>	<b>957</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	2-10 years	(10% to 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 2021	11,019	36	11,055
Additions	-	61	61
Asset transfers	96	(96)	-
Disposals	(15)	-	(15)
Balance at 30 June 2022	11,100	1	11,101
Balance at 1 July 2022	11,100	1	11,101
Additions	-	681	681
Asset transfers	682	(682)	-
<b>Balance at 30 June 2023</b>	<b>11,782</b>	<b>-</b>	<b>11,782</b>
<b>Accumulated Amortisation</b>			
Balance at 1 July 2021	9,491	-	9,491
Amortisation expense	629	-	629
Eliminate on disposal	(15)	-	(15)
Balance at 30 June 2022	10,105	-	10,105
Balance at 1 July 2022	10,105	-	10,105
Amortisation expense	355	-	355
<b>Balance at 30 June 2023</b>	<b>10,460</b>	<b>-</b>	<b>10,460</b>
<b>Carrying amounts</b>			
At 30 June 2021	1,528	36	1,564
At 30 June 2022	995	1	996
<b>At 30 June 2023</b>	<b>1,322</b>	<b>-</b>	<b>1,322</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 14.3 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 2021	289,241	4,950	78,301	250,067	146,264	116,128	91,856	39,685	1,016,492
Acquisitions	2,112	-	243	248	361	-	109	66	3,139
Donated assets	599	-	20	16	408	-	360	26	1,429
Revaluation increase / (decrease)	-	-	500	(17,400)	-	-	(10,942)	-	(27,842)
Deaccessions	-	-	(500)	(150)	-	-	-	-	(650)
Balance at 30 June 2022	291,952	4,950	78,564	232,781	147,033	116,128	81,383	39,777	992,568
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 increase / (decrease)	-	(268)	(50,940)	-	32,126	-	-	(10,003)	(29,085)
Deaccessions	-	-	(180)	-	-	-	-	-	(180)
<b>Balance at 30 June 2023</b>	<b>294,698</b>	<b>4,682</b>	<b>27,820</b>	<b>232,986</b>	<b>180,326</b>	<b>116,127</b>	<b>81,497</b>	<b>29,788</b>	<b>967,924</b>

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

Collection	Last revalued	Valuation basis/methodology
<b>Art</b>	6/30/2021	Based on current market values, some items are valued on a sample basis (such as prints and photos). Some art works are valued in foreign currency and then translated into NZ\$ where the market is international. Other items are valued based on the market for similar items with values drawn from auction and dealers' catalogues.  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 2021.
<b>Te Aka Matua Library</b>	6/30/2023	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>	6/30/2023	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>	6/30/2022	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>	6/30/2023	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>	6/30/2021	The market value of this collection has been valued based on reputable stamp catalogues and references. Bulk items were sampled.  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 2021.
<b>Pacific and International</b>	6/30/2022	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>	6/30/2023	Based on market values drawn from auction sales and dealers' catalogues.  The valuation for the Photography collection was undertaken by Dunbar Sloane and Hamish Coney as independent valuers in 2023.

In the 2023 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 2023 \$000	Actual 2022 \$000
Creditors	1,367	1,448
Accrued expenses	1,598	1,982
Other payables	18	2
<b>Total payables</b>	<b>2,983</b>	<b>3,432</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".

### Provisions

There are no provisions (2022: \$nil).

### Contingencies

Te Papa has no quantifiable contingent liabilities or contingent assets (2022: \$nil).

Te Papa has two unquantifiable contingent liabilities, the first relating to likely, but unidentified amounts owing under the Holidays Act, and the second in relation to employment status.

## 13 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 2023 were: 1 year 5.43%; 2 years 4.85%; 3 years plus; 4.84% and long term salary inflation rate of 3.35% (2022: discount rates used were: 1 year 3.34%; 2 years 3.70%; 3 years plus; 4.29% and long term salary inflation rate of 3.01%).

	Actual 2023 \$000	Actual 2022 \$000
<b>Current portion</b>		
Accrued salaries and wages	1,028	835
Annual leave	2,813	2,592
Sick leave	141	47
Retirement and long service leave	216	199
<b>Total current portion</b>	<b>4,198</b>	<b>3,673</b>
<b>Non-current portion</b>		
Retirement and long service leave	421	239
<b>Total non-current portion</b>	<b>421</b>	<b>239</b>
<b>Total employee entitlements</b>	<b>4,619</b>	<b>3,912</b>

## 14 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 2022/23 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 2023 \$000	Actual 2022 \$000
<b>Contributed capital</b>		
Balance at 1 July	528,898	525,898
Capital contribution	39,100	3,000
<b>Balance at 30 June</b>	<b>567,998</b>	<b>528,898</b>
<b>Restricted reserves</b>		
Balance at 1 July	1,769	1,853
Net movement	(277)	(84)
<b>Balance at 30 June</b>	<b>1,492</b>	<b>1,769</b>
<b>Property, plant and equipment revaluation reserve</b>		
Balance at 1 July	323,330	265,710
Revaluations	33,795	58,133
Use of asset class revaluation reserve for disposed assets	-	(249)
Transfer to accumulated surplus/(deficit) on disposal	(444)	(264)
<b>Balance at 30 June</b>	<b>356,681</b>	<b>323,330</b>
<b>Collection revaluation reserve</b>		
Balance at 1 July	893,969	921,960
Revaluations	(29,086)	(27,841)
Transfer to accumulated surplus/(deficit) on deaccession	-	(150)
<b>Balance at 30 June</b>	<b>864,883</b>	<b>893,969</b>
<b>Financial assets at fair value reserve</b>		
Balance at 1 July	(1,040)	(184)
Net change in fair value	(39)	(856)
<b>Balance at 30 June</b>	<b>(1,079)</b>	<b>(1,040)</b>
<b>Accumulated surplus/(deficit)</b>		
Balance at 1 July	(227,781)	(214,251)
Net surplus	(2,192)	(13,944)
Property, plant and equipment & collection revaluation reserve transfer on disposal	444	414
<b>Balance at 30 June</b>	<b>(229,529)</b>	<b>(227,781)</b>
<b>Total equity</b>	<b>1,560,446</b>	<b>1,519,145</b>

## 14.1 Contributed Capital

### Accounting Policy

Te Papa receives annual capital contributions of \$3m from the Crown for acquiring items for the National Collection. In 2022/23, Te Papa also received a capital grant for \$36.1m 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 2023 \$000	Actual 2022 \$000
Contributed Capital consists of:		
Collection Acquisitions	3,000	3,000
Spirit Collection Area Implementation Business Case	36,100	-
<b>Total capital contribution</b>	<b>39,100</b>	<b>3,000</b>

## 14.2 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 2023 \$000	Actual 2022 \$000
Restricted reserves consists of:		
- Trusts and bequests (non-exchange transactions)	871	843
- Project funding (exchange transactions)	621	926
<b>Total restricted reserves</b>	<b>1,492</b>	<b>1,769</b>

No other reserves are subject to restrictions on distribution.

## 14.3 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 2023 \$000	Actual 2022 \$000
Property, plant and equipment revaluation reserve consists of:		
Land	83,763	96,498
Buildings	262,265	216,179
Other	10,653	10,653
<b>Total property, plant and equipment revaluation reserve</b>	<b>356,681</b>	<b>323,330</b>



## 14.4 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 2023 \$000	Actual 2022 \$000
Collection revaluation reserves consists of:		
Art (including Ceramics)	246,428	246,428
Te Aka Matua Library	1,818	2,086
History	24,688	75,628
Mātauranga Māori	209,157	209,157
Natural History	169,503	137,377
Philatelic	106,664	106,664
Pacific and International	79,565	79,565
Photography	27,060	37,063
<b>Total collection revaluation reserve</b>	<b>864,883</b>	<b>893,969</b>

## 14.5 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 16.2).

## 15 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.

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

Key management personnel compensation	Actual 2023 \$000	Actual 2022 \$000
<b>Board Members</b>		
Remuneration	146	149
Full-time equivalent members	0.6	0.6
<b>Leadership Team</b>		
Remuneration (including employer contributions to Kiwi Saver and GSF)	2,477	2,308
Full-time equivalent members	8.2	8.0
<b>Total key management personnel remuneration</b>	<b>2,623</b>	<b>2,457</b>
<b>Total full-time equivalent personnel</b>	<b>8.8</b>	<b>8.6</b>

Key management personnel include all Board members, the Chief Executive, Kaihautu, and the Leadership team, a total of 16 (2022: 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 2023 financial year have been conducted under normal trading terms and conditions.

An analysis of Board Member remunerations provided in note 5.

## 16 Ngā taputapu whakanao pūtea | Financial instruments

### 16.1 Financial instrument categories

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

	Actual 2023 \$000	Actual 2022 \$000
<b>Financial assets measured at amortised cost</b>		
Cash and cash equivalents	5,055	4,227
Term deposits	50,000	25,000
Debtors and other receivables	2,526	1,607
<b>Total Financial assets measured at amortised cost</b>	<b>57,581</b>	<b>30,834</b>
<b>Financial assets at fair value through other comprehensive revenue and expense</b>		
Investments	9,454	9,275
<b>Total financial assets at fair value</b>	<b>9,454</b>	<b>9,275</b>
<b>Financial liabilities measured at amortised cost</b>		
Payables (excluding revenue in advance, taxes payable and grants received subject to conditions)	2,983	3,432
<b>Total financial liabilities - measured at amortised cost</b>	<b>2,983</b>	<b>3,432</b>

### 16.2 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 2023 \$000	Actual 2022 \$000
<b>Financial assets</b>	<b>9,454</b>	<b>9,275</b>
Shares - Quoted market price	197	169
Investments (Milford Asset Management) - Quoted market price	9,257	9,106

### 16.3 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 2023 had fluctuated by plus or minus 0.5% (2022:0.5%), the effect would have been an increase/decrease of \$986 (2022: \$845).

##### 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 2023, if the NZ dollar had weakened/strengthened by 5% (2022: 5%) against all of the foreign currencies held, with all other variables held constant, the surplus/(deficit) for the year would have been:

- \$51,888 (2022: \$19,569) lower if the NZ dollar had weakened
- \$54,482 (2022: \$20,547) 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.



### 16.3 Financial instrument risks (continued)

	Actual 2023 \$000	Actual 2022 \$000
<b>Cash at bank and term deposits</b>		
AA-	55,055	29,227
<b>Total cash at bank and term deposits</b>	<b>55,055</b>	<b>29,227</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 2023 for US\$197,000 with a face value of NZ\$309,521 (2022: US\$340,000, NZ\$503,340). These contracts are matched to contractual obligations and US\$120,000 (NZ\$185,965) will be settled by September 2023 and US\$77,000 (NZ\$123,556) will be settled by November 2023.

### 17 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.

### 18 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.

### 18 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 2023 | for the year ended 30 June 2023

	Actual 2023 \$000	Budget 2023 \$000	Variance to budget \$000
<b>Revenue</b>			
Revenue from the Crown	51,899	51,274	625
Interest income	2,488	250	2,238
Other revenue	28,965	18,894	10,071
Donated revenue	1,503	350	1,153
<b>Total revenue</b>	<b>84,855</b>	<b>70,768</b>	<b>14,087</b>
<b>Expenses</b>			
Personnel costs	40,935	38,595	2,340
Other expenses	29,706	28,609	1,097
<b>Total expenses</b>	<b>70,641</b>	<b>67,204</b>	<b>3,437</b>
<b>Earnings before depreciation and amortisation</b>	<b>14,214</b>	<b>3,564</b>	<b>10,650</b>
Depreciation and amortisation expenses	16,406	15,500	906
<b>Surplus/(deficit)</b>	<b>(2,192)</b>	<b>(11,936)</b>	<b>9,744</b>
<b>Other comprehensive revenue and expense</b>			
Loss on collection revaluation	(29,086)	-	(29,086)
Gain on property, plant and equipment revaluation	33,795	-	33,795
Financial assets at fair value	(39)	-	(39)
<b>Total other comprehensive revenue and expense</b>	<b>4,670</b>	<b>-</b>	<b>4,670</b>
<b>Total comprehensive revenue and expense</b>	<b>2,478</b>	<b>(11,936)</b>	<b>14,414</b>

#### Interest income

Te Papa received commercial revenues in excess of original budget expectations, due to the lifting of COVID-19 restrictions, and the front loading of receiving funding for the SCA business case implementation, Te Papa had more cash on hand to invest in short term deposits, resulting in an increase in interest revenue.

#### Other revenue

Te Papa based its budget for revenue using a scenario that assumed a level of continued COVID-19 impact. As COVID-19 restrictions were lifted and New Zealanders were able to return to domestic travel, there was a significant increase in commercial revenues compared to budget as delayed and postponed conferences and events were able to go ahead.

#### Donated revenue

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

#### Personnel costs

2022/23 saw a return to pre-covid levels of activity in relation to conferences and events, which was greater than planned for budget purposes. As a consequence of this increased activity and revenue, additional personnel costs were incurred to delivery the increased level of activity.

#### Other expenses

2022/23 saw a return towards pre-covid levels of engagement across a range of commercial and museum activities, which was greater than planned levels for budget purposes. This had a consequential increase in operating spend compared to original budget, but was more than offset by increased revenues.

#### 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.

## 18 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 2023 | as at 30 June 2023

	Actual 2023 \$000	Budget 2023 \$000	Variance to budget \$000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5,055	3,108	1,947
Receivables	2,526	966	1,560
Investments	50,000	20,000	30,000
Prepayments	1,415	2,139	(724)
Inventories	1,694	1,662	32
Publications work in progress	(20)	12	(32)
<b>Total current assets</b>	<b>60,670</b>	<b>27,887</b>	<b>32,783</b>
<b>Non-current assets</b>			
Investments	9,454	9,398	56
Property, plant and equipment	532,887	478,276	54,611
Collections	967,924	1,055,146	(87,222)
Intangible assets	1,322	531	791
<b>Total non-current assets</b>	<b>1,511,587</b>	<b>1,543,351</b>	<b>(31,764)</b>
<b>Total assets</b>	<b>1,572,257</b>	<b>1,571,238</b>	<b>1,019</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Payables	2,983	4,468	(1,485)
Revenue in advance	4,209	2,466	1,743
Employee entitlements	4,198	2,980	1,218
<b>Total current liabilities</b>	<b>11,390</b>	<b>9,914</b>	<b>1,476</b>
<b>Non-current liabilities</b>			
Employee entitlements	421	248	173
<b>Total non-current liabilities</b>	<b>421</b>	<b>248</b>	<b>173</b>
<b>Total liabilities</b>	<b>11,811</b>	<b>10,162</b>	<b>1,649</b>
<b>Net assets</b>	<b>1,560,446</b>	<b>1,561,076</b>	<b>(630)</b>
<b>Equity</b>			
Contributed capital	567,998	564,998	3,000
Restricted reserves	1,492	2,890	(1,398)
Property, plant and equipment revaluation reserve	356,681	308,583	48,098
Collection revaluation reserve	864,883	925,150	(60,267)
Financial assets at fair value reserve	(1,079)	(1,263)	184
Accumulated surplus/(deficit)	(229,529)	(239,282)	9,753
<b>Total equity</b>	<b>1,560,446</b>	<b>1,561,076</b>	<b>(630)</b>

## 18 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 the result of greater levels of commercial revenue being generated in 2022/23 than anticipated, and the front loading of funding for the SCA business case implementation.

### Non-Current assets

A revaluation of the land and buildings was conducted in 2022/23, and this revaluation was not budgeted for, while changes in collections due to revaluations are also not budgeted for.

### Current liabilities

The international touring exhibition Bug Lab was sold into future venues in North America in 2023 and 2024, reflecting an increase in revenue received in advance. 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 2023 | for the year ended 30 June 2023

	Actual 2023 \$000	Budget 2023 \$000	Variance to budget \$000
<b>Cash flows from operating activities</b>			
Receipts from the Crown	51,104	51,274	(170)
Interest revenue	1,669	250	1,419
Receipts from other revenue	28,858	19,244	9,614
Payments to suppliers	(30,340)	(28,609)	(1,731)
Payments to employees	(40,132)	(38,595)	(1,537)
Goods and services tax (net)	(91)	-	(91)
<b>Net cash from operating activities</b>	<b>11,068</b>	<b>3,564</b>	<b>7,504</b>
<b>Cash flows from investing activities</b>			
Receipts from sale of property, plant and equipment	11	-	11
Purchase of property, plant and equipment	(20,347)	(41,000)	20,653
Purchase of collections	(3,323)	(3,000)	(323)
Purchase of intangible assets	(681)	(100)	(581)
Movement in investments	(25,000)	5,000	(30,000)
<b>Net cash from investing activities</b>	<b>(49,340)</b>	<b>(39,100)</b>	<b>(10,240)</b>
<b>Cash flows from financing activities</b>			
Capital contribution from the Crown	39,100	39,100	-
<b>Net cash from financing activities</b>	<b>39,100</b>	<b>39,100</b>	<b>-</b>
<b>Net increase in cash and cash equivalents</b>	<b>828</b>	<b>3,564</b>	<b>(2,736)</b>
Cash and cash equivalents at the beginning of the year	4,227	(456)	4,683
<b>Cash and cash equivalents at the end of the year</b>	<b>5,055</b>	<b>3,108</b>	<b>1,947</b>

### Cash flows from operating activities

That receipts from other income were higher than anticipated due to better commercial revenue performance. This also impacted payments to suppliers and employees, which were higher than anticipated.

### Cash flows from investing activities

Purchase of property, plant and equipment was lower than budgeted. The land purchase for the new SCA building site was completed at a lower cost than the funding provided, which was budgeted at the level of full funding. Movements in investments was greater than budgeted due to the increased levels of cash held by Te Papa across the year.



# Ā tātou tukanga How we operate

## 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 primarily, but not exclusively, 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 2020-2024* and the *Statement of Performance Expectations 2022/23*.

## 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			

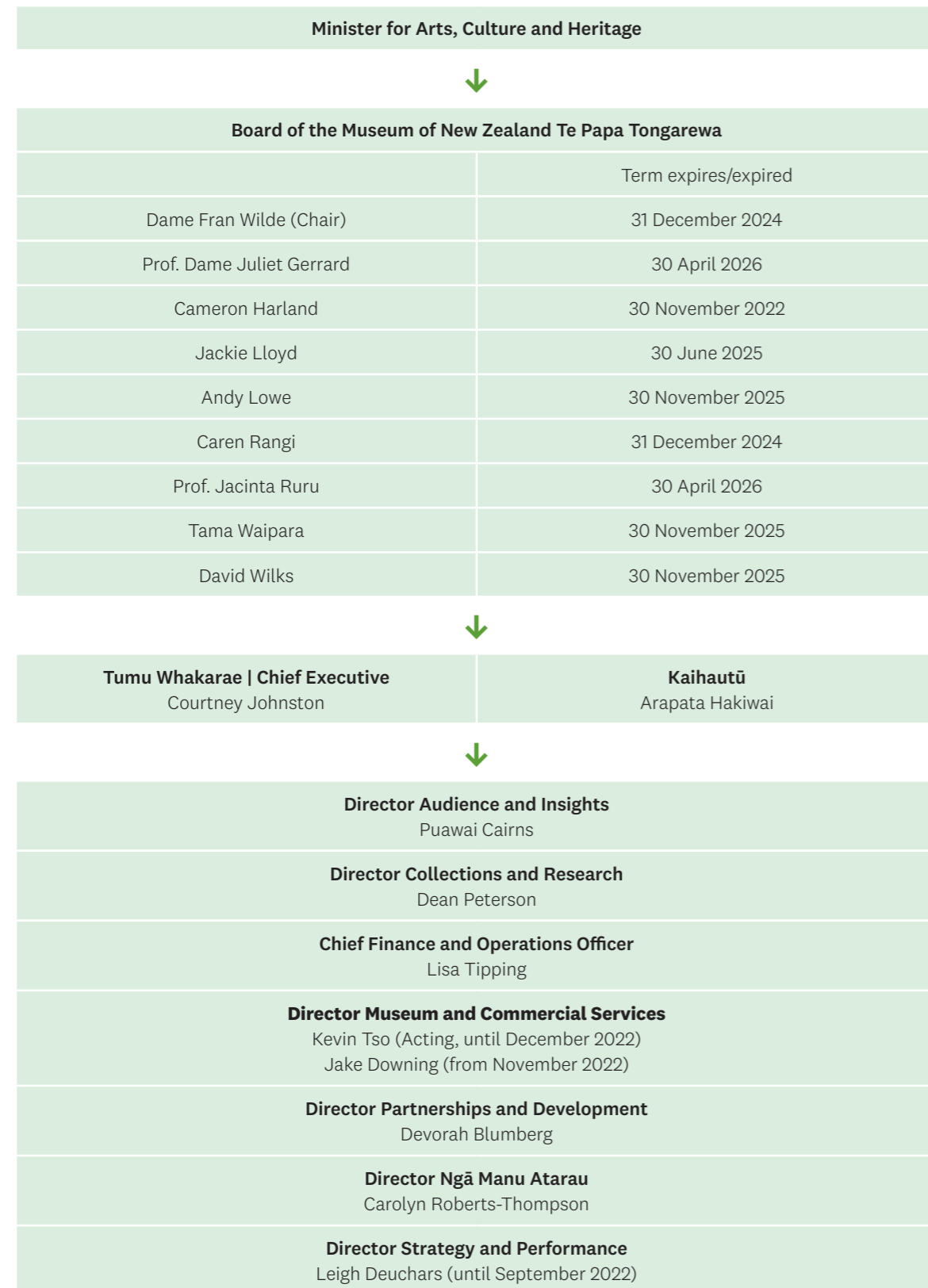
In performing its functions Te Papa must:

- 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 2023.



## 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 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 Haumarū was established during 2007/2008. It provides assurance and assistance to the Board on Te Papa's risk management, financial management practices, control and compliance framework, and external accountability responsibilities. The following Board members sat on this committee during 2022/23:

- Caren Rangī (Chair)
- Andy Lowe
- 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 2022/23:

- Jackie Lloyd (Chair)
- Cameron Harland
- 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 2022/23.

The Spirit Collection Area (SCA) 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 2022/23:

- Jackie Lloyd (Chair)
- Prof. Dame Juliet Gerrard
- Dame Fran Wilde (Board Chair)

## Principles of corporate governance

The Board and management are focused on corporate governance practices that inform robust, timely, evidence-based decision-making. The following table using the Office of the Auditor-General's guidelines provides a framework for our assessment and continuous improvement processes.



In order to ensure Te Papa has...	we...	so that...
a clear strategic direction	have established key priorities for the Museum, as reflected in our <i>Statement of Intent 2020-2024</i>	our stakeholders are clear how we intend to achieve our strategic intentions.
an enabling leadership and culture	underpin our work through our values: Whanaungatanga   Teamwork Manaakitanga   Respect Auahatanga   Creativity	our people, across all levels of the organisation, deliver enduring results in support of Aotearoa's culture and heritage aims, and demonstrate these values through their behaviour and decisions.
monitoring and review systems that inform good decision-making	have a robust, holistic infrastructure in place that includes regular review by our Minister, our monitoring agency (Manatū Taonga   the Ministry for Culture and Heritage), Audit New Zealand, our Board, our Executive, our staff and our visitors on our performance	timely information and evidence-based recommendations are utilised in service delivery to support our achievement of longer-term aims.
effective risk management and internal controls that support good governance	have a Board subcommittee (Tikanga Haumarū), with representation from Audit New Zealand, and key executive staff, who meet regularly to review our internal controls and areas of key risks	risk and mitigation strategies are well understood by our stakeholders, and are appropriately managed at the right levels, and policies, procedures and monitoring practices are updated accordingly.

### 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 \$43.574 million per year to support the ongoing maintenance of the museum's buildings, and refresh of exhibitions.

In 2022/23, Te Papa also received funding from the Crown to deliver:

- Museum Hardship Fund: \$1 million
- Supporting the cultural sector from the ongoing effects of COVID-19: \$6 million
- Mātauranga Māori Te Awe Kōtuku Initiative: \$0.36 million
- Ngakahu National Repatriation Partnership: \$0.17 million

\$51.104 million was received in 2022/23. \$51.899 million has been recognised as revenue in 2022/23 which includes \$1.513 million from 2021/2022 while \$0.718 million was carried forward into 2023/24.

### Non-Crown revenue

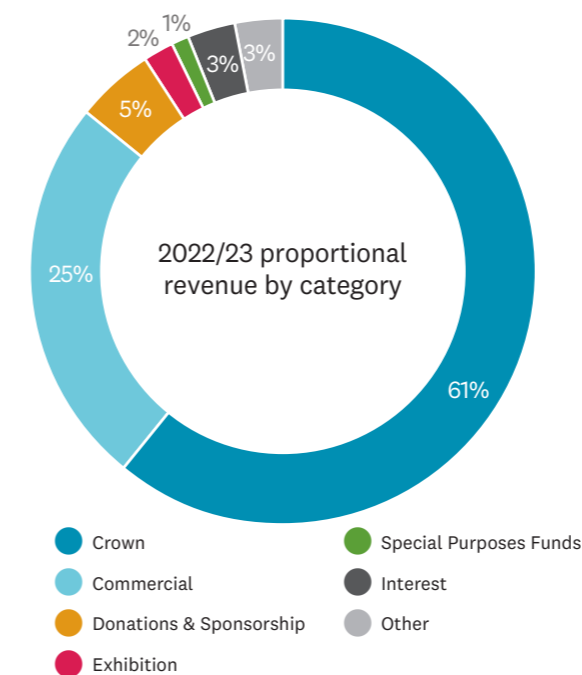
Te Papa earned \$32.956 million (2021/22: \$21.381 million) from non-Crown sources, contributing 39% (2021/22: 31%) of total revenue.

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.

The hospitality and retail operations generate a significant proportion of non-Crown revenue, 25% of total revenue in 2022/23 (2021/22: 16%). This means these operations are integral to our financial sustainability.

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







## Kuputaka | Glossary

Many te 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** Human remains. Te Papa does not consider kōiwi tangata 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** 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.



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.

#### Toka Tū Ake EQC

Toka Tū Ake EQC – Founding Corporate Partner for over 20 years. Toka Tū Ake EQC co-sponsors the Te Taiao | Nature Whakarūaumoko | Active Land exhibition and Quake Braker | Te Whakangāwari Rū exhibition. Toka Tū Ake EQC 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.

#### GO Media

GoMedia are a kiwi based and run 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

### Matariki exhibition

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



### Te Taiao | Nature

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

SUPPORTED BY THE NEW ZEALAND GOVERNMENT THROUGH



CORE PARTNERS



GRANT PARTNERS



EXHIBITION PARTNERS



SUPPORTING PARTNERS



### Gallipoli: The scale of our war

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



Airline Partner



Technology Partner



Projector Partner



### Touring Exhibition partners

Te Papa acknowledges our touring support partners:



Destination Partner

### Bug Lab

Developed by Te Papa in partnership with Weta Workshop.



### 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



### Clever Crustaceans

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



### 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



### Learning partners

Te Papa gratefully acknowledges our Learning Programme partners:



### Media partner







#### Te rārangi ingoa | Directory

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TE PAPA  
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**Te Kāwanatanga  
o Aotearoa**  
New Zealand Government