



TE PAPA



ANNUAL REPORT 2003/2004  
THE MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

RALPH HOTERE BLACKLIGHI

DUNEDIN PUBLIC ART GALLERY



NEW ZEALAND FISH *A complete guide*



ICONS NGĀ TAONGA

FROM THE MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA



JUDY BARRAGH: SO... YOU MADE IT?

TAIAWHIO

CONVERSATIONS WITH CONTEMPORARY MAORI ARTISTS



CREW CULTURE

ATKINSON





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## MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

Cable Street, PO Box 467, Wellington, New Zealand

PHONE: +64-4-381 7000

FAX: +64-4-381 7070

INTERNET: <http://www.tepapa.govt.nz>

EMAIL: [mail@tepapa.govt.nz](mailto:mail@tepapa.govt.nz)

AUDITOR: Audit New Zealand, Wellington on behalf of the Auditor-General

BANKER: Westpac

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## Chairman's Statement

In looking back over the past six years, there can be no question that Te Papa has been a great success story. Since opening in 1998, Te Papa has received approximately 9.2 million visits, comprising over six million visits from New Zealanders, and three million visits from overseas visitors. Visitation remained high in 2003/04 with almost 1.3 million visits made to the Museum.

Te Papa's success has arisen from an outstanding programme of exhibitions, ranging in diversity from *The Lord of the Rings Motion Picture Trilogy: The Exhibition* to *Gianni Versace: the reinvention of material*, and from *Antarctic Heroes – The race to the South Pole* to *Ralph Hotere: Black Light*. The success of the long- and short-term exhibition programme is demonstrated by the high standards of professionalism and excellence attained, and its appeal to Te Papa's broad audience. Indeed, compared to museums and art galleries across Australia and New Zealand, Te Papa is one of the most visited institutions.

Te Papa has been successful in a number of other ways, including through its commercial operations, which supplement government funding and the generosity of our sponsors, where there has been a pleasing increase in visitor revenues since opening in 1998; in the area of research and publications, where a diverse range of research and scholarly activities are undertaken by staff, both in support of exhibitions, and on the collections; in the digital arena, where Te Papa has launched a new website through which the Museum is increasingly making its collections and collection information available online; by the work of National Services Te Paerangi, where a key focus has been strengthening relationships with museums and like organisations across New Zealand; and through the Museum's active loans programme, which enables institutions nationally and internationally to exhibit or conduct research on items from Te Papa's collection.

During the year, Te Papa completed a restructure of its leadership team, which included the appointment of four new directors to lead research, curatorial, and collection management functions in the areas of Art and Visual Culture, History and Pacific Cultures, Mātauranga Māori, and Natural Environment/Papatūānuku. The intent of these appointments was not only to enhance the quality of our exhibitions, and to preserve the success of the Te Papa experience, but also to enable the Museum over time to broaden and deepen its research and scholarship functions, strengthen its publications programme, and continue to build the online experience.

Te Papa's financial performance in 2003/04 was strong, showing an operational surplus before depreciation of \$0.067 million against a budgeted cash deficit of \$1.185 million. Te Papa is not funded for the full cost of the depreciation on its assets. After accounting for the depreciation cost, it reported a net deficit of \$10.618 million. (Refer to the Ministerial Statement of Te Papa's financial performance on page 17.)

In the 2004 Budget, the Government generously confirmed an increase in Te Papa's operating funding to apply from 2005/06, with the shortfall projected for 2004/05 to be met from Te Papa's cash reserves accumulated as a result of successful revenues and savings over previous periods. This increase reflects operational cost increases and the expansion of the visitor experience since Te Papa's major funding review in 1999. The Board is appreciative of this commitment by the Government, which will enable the Museum to continue to deliver the level of services that New Zealanders and international visitors have come to expect from the national museum.

The allocation of funding from the Government for collection development provides Te Papa with the ability to acquire major iconic items for the national collections, including in 2003/04, a major oil painting *Cook Straits* circa 1884 by Nicholas Chevalier, *Yellow Triptych* 2003 by Ralph Hotere, and *Maho* 1973 by Gordon Walters. Te Papa also secured a major work by Colin McCahon, the monumental painting *Walk (Series C)* 1973. *Walk (Series C)* is recognised by McCahon scholars as one of the artist's most personal and profound masterpieces. As a pivotal work in his oeuvre, the painting will always be regarded as one of the great moments in New Zealand art history.



A proportion of Te Papa's income is generated from non-governmental sources. Te Papa's long-term partners – the Wellington City Council, the Earthquake Commission (EQC), the Institute of Geological & Nuclear Sciences Limited (GNS), TOWER Limited, TelstraClear Limited, Air New Zealand Limited, Hewlett-Packard Limited (HP), and Ricoh New Zealand Limited – are all valued supporters of Te Papa.

In 2003/04, Ricoh New Zealand Limited renewed its corporate partnership, with Air New Zealand Limited, EQC, HP, TelstraClear Limited, TOWER Limited, and GNS having renewed in previous years. Te Papa places great value on the ongoing commitment of these partners.

The Wellington City Council provided sponsorship of \$2 million in 2003/04. The Board is appreciative of the Council's commitment, which enables the Museum to continue to offer an exciting and diverse short-term exhibition programme that delivers benefits not only to Te Papa but to the City and wider region through increased visitor numbers.

Te Papa acknowledges the contribution of GNS, which, through its partnership provides intellectual resources that contribute to the delivery of high-quality museum experiences. GNS continues to provide critical expertise to the ongoing development of the long-term exhibition *Awesome Forces* and to publishing and education programmes.

In 2003/04, Te Papa received significant support from many organisations for its short-term exhibition and events programme. The Board would like to acknowledge the additional support received from its current partners and to welcome new sponsors of Te Papa.

Long-term partner Air New Zealand Limited was the principal sponsor of *Japonism in Fashion*, a major exhibition developed by Te Papa with the Kyoto Costume Institute (Japan), which was presented in The TOWER Gallery. *ANZAC: The New Zealand Story* was presented in association with the New Zealand Defence Force Te Ope Kaatua o Aotearoa and Ministry of Defence. TOWER Limited sponsored the exhibition *Kiri's Dresses: A glimpse into a Diva's wardrobe*, which was presented in the Eyelights Gallery.

Te Papa was pleased to join with the Wanganui District Council and Horizons Regional Council (the Manawatu Wanganui Regional Council) to present *Te Awa Tupua: The Whanganui Iwi Exhibition*, the fourth in Te Papa's ongoing Iwi Exhibition Programme. GeographX was an associated sponsor of this exhibition. Imagelab supported the exhibition *Striking Poses: New Zealand Portrait Photography*, which opened in 2002/03 in The Boulevard and continued into 2003/04.

*The Dominion Post* was the principal sponsor of *Dinosaurs from China* and then *Antarctic Heroes – The race to the South Pole*, both presented in The TOWER Gallery. This promotional partnership had a significant effect on visitation for these two successful exhibitions. As part of the New Zealand International Arts Festival, over February and March 2004, Te Papa, in conjunction with Toi Māori Aotearoa, presented the highly successful event *TĀ MOKO: A History on Skin*.

I would like to express appreciation to the members of the National Services Te Paerangi Advisory Group and the four Sector Reference Groups. These groups ensure national ownership of the strategic directions of National Services Te Paerangi. I would like to acknowledge the role of Board member Jenny May in so ably chairing the Advisory Group from June 2001 to December 2003, and thank fellow Board member Glenys Coughlan for accepting the challenge of chairing the group.

Board membership did not change over 2003/04. I wish to acknowledge the experience and skill of members and the ongoing contribution they make to the governance of Te Papa.

One of Te Papa's great strengths since opening has been the creativity and professionalism of its leadership and staff. It is important that I acknowledge the wonderful contribution that the staff makes to the great success of Te Papa not only through the high standards they achieve, but for the enthusiasm and innovation they bring to the continued widespread appeal of Te Papa.

Dr Roderick S Deane CHAIRMAN



## Chief Executive's Statement

### Visitation

During the twelve months to 30 June 2004, 1,289,035 visits were made to Te Papa, twenty-nine percent ahead of the minimum of one million visitors (this compares with 1,344,492 visits in 2002/03). Average daily visitation to Te Papa for 2003/04 was 3,532.

Forty-five percent of visits to Te Papa in 2003/04 were from overseas visitors, an increase from forty-one percent in 2002/03.

Satisfaction remained high, with ninety-six percent of visitors rating their Te Papa experience from good to excellent, and twenty-six percent of visitors indicating they were extremely satisfied with their experience, by rating their visit ten out of ten. Almost all visitors (ninety-eight percent) stated they would recommend Te Papa to others.

### Financial Performance

Te Papa ended 2003/04 in a strong financial position, achieving an operational surplus before depreciation of \$0.067 million, \$1.252 million ahead of budget. The reported deficit, after accounting for depreciation was \$10.618 million. (Refer to the Ministerial Statement in relation to Te Papa's financial performance on page 17.)

Operational revenues exceeded budget by \$1.039 million and costs of services were below budget by \$0.213 million. The favourable revenues can be attributed to higher than budgeted sponsorship revenue, successful revenues from touring exhibitions, favourable interest income, and strong performances from commercial businesses, The Treasure Store, and Catering/Functions.

Total cost of services was below budget by \$0.213 million and greater than the 2002/03 level by \$1.706 million. The increase from 2002/03 was due primarily to the costs associated with the touring of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, which was offset by additional revenues. The favourable variance against budget can be attributed principally to an under-spend for the Karanga Aotearoa Repatriation Programme, with funds deferred into 2004/05, and the closure of ICON Restaurant in October 2003.

Te Papa's depreciation cost for 2003/04 was \$10.685 million, for which Te Papa is not funded. Depreciation was less than budget by \$3.950 million and \$2.255 million below the 2002/03 level due to lower than budgeted capital expenditure and the effect of property, plant, and equipment revaluation adjustments made in June 2003, which, due to timing, could not be factored into 2003/04 budget projections.

In 2003/04 capital funding for refreshment and replacement was utilised to complete the development of a new Wet Fish Laboratory at Te Papa's Tory Street research and collection storage facility, refreshment of long-term exhibitions, and replacement of buildings assets and information technology equipment. Further redevelopments at the Tory Street facility commenced in 2003/04, with the programme expected to continue until 2006/07. A portion of the costs associated with the redevelopment will be drawn from Te Papa's cash reserves. Capital funding of \$3 million was utilised for collection development.

### Operational Achievements

#### International Benchmarking

Te Papa continues to perform strongly in benchmarking studies of major museums in Australia and New Zealand. In the 2002/03 Council of Australian Museum Directors Annual Survey of Australian and New Zealand Museums, Te Papa remained the most visited museum in Australia and New Zealand. In financial terms, Te Papa is among the most successful museums in generating revenue through its commercial activities.



#### *Icons/Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa*

On 30 March 2004, the Prime Minister, the Right Honourable Helen Clark, launched a major publication from Te Papa Press (Te Papa's in-house publishing imprint), *Icons/Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa*. The publication presents over 400 collection items ranging from paintings by Colin McCahon to the Britten motorbike, from a waka taua (war canoe) to the engravings of Banks and Solander, and from Phar Lap's skeleton to a rare embroidered sampler from 1853.

The publication is bilingual and includes a mihimihi by Te Papa and Ngāi Tūhoe koroua (elder) Ihaia Biddle, an introduction by historian W H Oliver, and essays addressing Te Papa's five conceptual and collection strands of Art, History, Ngā Taonga, Natural History, and Pacific.

#### *New Te Papa Website Launched*

On 2 June 2004 Te Papa launched a new bilingual website at <http://www.tepapa.govt.nz>. The site provides comprehensive information about the Te Papa experience, including exhibitions, events, new acquisitions, and learning programmes. The site also provides in-depth information on Te Papa's collections and research activities and a dedicated interactive space for younger audiences.

#### *The Lord of the Rings Motion Picture Trilogy: The Exhibition*

The phenomenally successful *The Lord of the Rings Motion Picture Trilogy: The Exhibition* opened at two venues as part of a multi-venue international tour over 2003/04.

The exhibition opened at the Science Museum in London on 16 September 2003, with approximately 20,000 advance tickets sold. In total, 258,000 visits were made to the exhibition over a period of 188 days, an average of 1,372 visits per day. This compared with 220,291 visits over the 124 days the exhibition was open at Te Papa (an average of 1,776 visits per day). The exhibition opened at its second venue, the Singapore Science Center, on 13 March 2004 and attracted 87,000 visits over eighty-four days; an average daily visitation of 1,036.

The exhibition has provided unparalleled exposure and opportunities to promote Te Papa and New Zealand to international audiences. Te Papa has worked closely with key agencies such as the Ministry of Foreign Affairs and Trade, Tourism New Zealand, and New Zealand Trade and Enterprise to maximise the leverage opportunities associated with the exhibition for Te Papa and New Zealand.

#### *Blue Water Black Magic – A Tribute to Sir Peter Blake*

Over 2003/04 Te Papa, in conjunction with the New Zealand National Maritime Museum progressed the development of *Blue Water Black Magic – A Tribute to Sir Peter Blake*, a celebration of the life and achievements of Sir Peter Blake, which will feature NZL 32 *Black Magic* in a new building on Auckland's Hobson Wharf.

The focus in 2003/04 has been on refining the design of the building to house NZL 32 *Black Magic* to ensure it provides suitable environmental conditions, developing the concept for the exhibition, and commencing fundraising. The Government and Auckland City Council have made significant financial commitments to the project. However, the completion of the development, the first major project for Te Papa outside Wellington, depends on significant third party support being generated through corporate and individual sponsorship.

#### *Cultural Exchange with Japan*

Te Papa has been in discussion since 2002 with the Tokyo National Museum regarding the opportunities for a cultural exchange between the two institutions. In 2003/04 agreement was reached for an exchange of exhibitions. It is proposed that Japanese treasures from Tokyo National Museum tour to Te Papa over February and March 2006, coinciding with the New Zealand International Arts Festival, and an exhibition of taonga Māori from Te Papa tours to Tokyo National Museum in 2007.



Te Papa's exhibition would present taonga tuku iho (ancestral treasures), derived primarily from Te Papa's taonga Māori collections. This would be the first major exhibition of taonga Māori to be exhibited in Japan and only the third exhibition of this type ever to leave New Zealand, the previous exhibitions being *Te Māori* (United States of America) in 1984 and *Taonga Māori* (Australia) in 1989. On each previous occasion, the public response was extraordinary, particularly in the case of *Te Māori* where the exhibition affected the way in which the world views, cares for, and manages taonga Māori. The exhibition would provide unique exposure for Te Papa and New Zealand.

Te Papa's ability to proceed with the exchange depends on securing additional funding.

#### **Tory Street Redevelopment Project**

Following the major review of Te Papa's Tory Street research and collection storage facility over 2002/03, Te Papa commenced a redevelopment programme to upgrade facilities to meet the environmental and physical standards required for collection storage and to increase storage capacity. In February 2004, Te Papa reopened a refurbished Wet Fish Laboratory, enabling scientists to progress the Foundation for Research, Science and Technology (FRST) Exclusive Economic Zone (EEZ) Fishes project. Planning for a major upgrade of the Spirit Collection Area was progressed, with work scheduled to commence in 2004/05.

#### **Operational Overview**

##### **Short-term Exhibition and Events Programme**

Through its short-term exhibition programme, Te Papa seeks to encourage repeat visitation, and present exhibitions that attract, engage, and inspire Te Papa's diverse audiences. These exhibitions are developed by Te Papa or in partnership with other organisations, or are sourced from overseas institutions. Increasingly, Te Papa is augmenting international exhibitions to include significant New Zealand and other Australasian content.

In 2003/04 Te Papa presented twelve short-term exhibitions and opened the fourth in its programme of Iwi Exhibitions, *Te Awa Tupua: The Whanganui Iwi Exhibition*.

Highlights included the highly successful *Dinosaurs from China*, which attracted 103,640

visitors, and was only the fourth exhibition presented by Te Papa for which visitation exceeded 100,000. Opening in May 2004 was a major exhibition based on the exhibition *South* developed by the National Maritime Museum (London), *Antarctic Heroes – The race to the South Pole*, which included significant objects borrowed from European collections such as the *James Caird* – the lifeboat in which Shackleton made what has become known as history's greatest boat journey.

Te Papa presented an extensive programme of events and entertainment over 2003/04, with 621 programmes delivered, including Discovery Centre activities, cultural performances, family holiday entertainment, and ninety expert talks delivered by Te Papa staff or external specialists. Several events were developed and delivered in partnership with other organisations, including the Royal New Zealand Ballet's *A Day in the Life of a Dancer*, a day with the New Zealand Symphony Orchestra, and the National Business Review (NBR) New Zealand Opera Day at Te Papa.

##### **Learning**

In 2003/04 a total of 17,412 students from across New Zealand participated in 620 Te Papa-delivered school programmes.

In addition, Te Papa's four Discovery Centres hosted over 183 programmes, including art activities, discovery hour presentations by Te Papa's curators and collection managers, and Christmas decoration making sessions.

A total of 19,766 parents and children visited *StoryPlace*.

##### **Scholarship, Including Mātauranga Māori**

Following the appointment of four new directors to lead Te Papa's research, curatorial, and collection management functions, the focus over 2003/04 has been developing research networks and partnerships and disseminating research, including mātauranga Māori outcomes, through exhibitions, publications, conference presentations, and online delivery.

In 2003/04 Te Papa developed a Mātauranga Māori Strategy, which guides how the Museum approaches the care and management of mātauranga Māori, including that provided to Te Papa by iwi.

Te Papa is a respected research institution domestically and internationally, enabling

the Museum to secure competitive research contracts from FRST, which contribute to Te Papa's objectives and the public good.

In 2003/04 Te Papa progressed FRST-funded programmes in the Natural Environment/Papatūānuku area relating to Hebes, Ferns, Algae, Albatrosses, and New Zealand EEZ Fishes. These projects are being undertaken in partnership with external research organisations, including universities and Crown Research Institutes. In addition, Te Papa progressed four collaborative projects supported under the Terrestrial and Freshwater Biodiversity Information Systems (TFBIS) Programme administered by the Department of Conservation.

Other major projects progressed over 2003/04 included research towards a publication *Taiāwhio Volume II: Further conversations with Māori artists*, based on the exhibition *Taiāwhio | Continuity and Change* presented in 2002; and research into the Italian community in New Zealand in preparation for the Community Exhibition, *Qui Tutto Bene! The Italians in New Zealand*, which opens in 2004.

In June 2004 Te Papa Press published the fifteenth edition of *Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa*, the Museum's refereed scholarly journal.

##### **Collection Development**

Government funding of \$3 million for collection development enabled Te Papa to acquire a number of significant items for the national collections.

Te Papa acquired significant works by New Zealand artists, both historical and contemporary, including *Traffic Cop Bay 2003* by Bill Hammond and *Scene of Kauri Bush, gumdiggers at work 1892* by Charles Blomfield.

Significant philatelic items were acquired in preparation for the exhibition of New Zealand postal history scheduled to open in June 2005. This included a 1858 cover bearing a vertically bisected 1855 one shilling stamp, items relating to the New Zealand Land Wars, and a Perkins Bacon die proof of an 1855 Full Face Queen one penny postage stamp.

Other notable acquisitions included: a Silver-mounted Emu Egg Claret Jug circa 1865 made by Nathan Salomon, who was based in Princes





Street North, Dunedin during the 1860s; an installation by jeweller Warwick Freeman, *Dead Set* 2003; a bronze sculpture, *Banks and Kauri Branch* 2003 by Paul Dibble; and a contemporary Pūkaea Te Mano Tau (The Millennium) 2001, a war trumpet made by Tiopira Ihimaera Rauna.

Major Natural Environment/Papatūānuku acquisitions included types of New Zealand tusked weta from East Cape, one holotype and eighteen paratypes, *Motuweta riparia* Gibbs, 2002; a fern collection from collector William H Bryant, spanning the late nineteenth-early twentieth century; and fossil bird bones from Kid's Cave, West Coast.

#### Access to Collections

In addition to the short-term exhibition programme and refreshments to long-term exhibitions, Te Papa makes six-monthly changes to exhibitions, allowing a greater portion of the collections to be viewed by the visiting public. Te Papa aims to maximise other avenues for accessing the collections, including back of house tours, access to collections on request, and collection loans.

During 2003/04, four Te Papa touring exhibitions opened at multiple venues across New Zealand: *Japonism in Fashion; Body Odyssey: journey through the human body; On Location with New Zealand Geographic*; and *Jewelled: adornments from across the Pacific*. In addition, *The Lord of the Rings Motion Picture Trilogy: The Exhibition* commenced a multi-venue international tour.

Expectation is growing that Te Papa and like organisations will provide both virtual and physical access to the collections and information about the collections they hold. Over 2003/04, Te Papa implemented a programme aimed at enhancing access to knowledge, collections, and services within a digital environment to audiences across New Zealand and internationally. The focus of the programme has been establishing the platform required for online information and service delivery. Key achievements over 2003/04 included the launch of a new website (<http://www.tepapa.govt.nz>) and the selection of a new electronic collections information system.

Over 2003/04 files associated with *Te Awa Tupua: The Whanganui Iwi Exhibition* were made

available on Tai Awatea | Knowledge Net (<http://tpo.tepapa.govt.nz/>), Te Papa's multilingual, multimedia database, which provides contextualised information on long-term exhibitions and stand-alone exhibits such as the Britten motorbike. In addition, files relating to *Bush City, Passports* (including *Aainaa: reflections through Indian weddings* and past Community Exhibitions), *On the Sheep's Back*, and *Mana Pasifika* were released to Te Papa's website.

The Image Library's online presence significantly enhances public access to Te Papa's extensive Photography collection. Over 2,500 images are available online, and images from *Icons/Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa* were made available following its publication in March 2004.

Te Papa is taking an active role in cross-sector initiatives aimed at increasing people's access to culture and heritage collections online. Te Papa, the National Library of New Zealand, and Archives New Zealand have recognised the opportunity that exists for collaboration, and have adopted a leadership role in relation to the National Digital Forum. Te Papa hosted the second National Digital Forum in September 2004, which attracted participation from archives, libraries, museums, and iwi with an interest in digitisation from across New Zealand. Presentations and discussions focused on the theme *Collaboration: Foundations for the Future*.

#### National Services Te Paerangi

In 2003/04 National Services Te Paerangi completed twenty-six partnership projects across its four priority areas of: Training and Skill Development; Standards Implementation; Kaupapa Māori Iwi Development; and Strategic Regional and Community Development Initiatives. A further seven projects are due to be completed in the first half of 2004/05.

Several key national projects were progressed over 2003/04, including the National Qualifications Framework project, with the appointment in June 2004 of a Transitional Museums Training Group to select an industry training organisation for the sector. In addition, the third *He Kāhui Kākākura Strategic Leadership Programme*, developed by National Services Te Paerangi and Victoria University of Wellington, was delivered.

Over 2003/04 Te Papa actively engaged with the major metropolitan museum and art galleries to identify opportunities for these institutions to increase their partnerships with National Services Te Paerangi at regional and national levels to meet their own development needs, support smaller museums in their region, and consider how regional support services might be enhanced.

#### Relationships with Related Organisations

In 2003/04 Te Papa retained its focus on developing and maintaining strategic relationships with education, research, and related organisations.

Te Papa has a strong relationship with Victoria University of Wellington, delivering teaching, supervisory, and practicum supervision to the Master of Arts (Applied) Museum and Heritage Studies course. Te Papa has also developed links with other tertiary institutions providing museum studies and cultural heritage programmes, including Massey University and the University of Auckland.

#### Commercial

Te Papa's commercial businesses are an integral part of the visitor experience, and comprise retail and hospitality outlets, the car park, Te Papa Press, and the Image Library. These businesses make a positive contribution to Te Papa's operating costs and enhance the visitor experience.

Over 2003/04 Te Papa undertook a major review of its hospitality businesses to ensure the Museum continues to deliver high-quality food and beverage services to visitors and commercial returns are optimised. As an outcome of this review, Te Papa closed ICON Restaurant in October 2003 and re-purposed the space as a premium function venue. This decision was prompted by the strong growth in the ICON Catering business, and demand for more function venues at Te Papa, providing the opportunity to build on the strength of the ICON brand. In addition, over 2004/05 Te Papa will complete a major refurbishment of its café, Foodtrain.

Over 2003/04 Te Papa's commercial businesses contributed twenty-seven percent of gross operating revenue with strong performances by The Treasure Store and Catering/Functions.



### *Delivering Outcomes for Māori*

Te Papa has made a commitment to being a bicultural organisation and acknowledges the significance of the Treaty of Waitangi and the partnership implicit in the Treaty. Te Papa's bicultural policy and the establishment of biculturalism as a corporate principle ensure the development of a strong operational partnership between Tangata Whenua and Tangata Tiriti across the organisation.

The Kaihautū leads the process of developing and enhancing Te Papa's relationships with iwi founded on Mana Taonga and the operation of Rongomaraeroa, and shares with the Chief Executive the responsibility for providing strategic leadership for Te Papa.

The effective delivery of services to iwi is critical to Te Papa's success in telling the nation's stories. Te Papa engages with iwi across the breadth of its activities, including through partnership projects and the activities of National Services Te Paerangi under its Kaupapa Māori Iwi Development programme area.

During 2003/04 Te Papa opened its fourth Iwi Exhibition, *Te Awa Tupua: The Whanganui Iwi Exhibition*. Te Papa also progressed the development of a second book to follow *Taiāwhio: Conversations with Contemporary Māori Artists* (General Editor: Huhana Smith).

Te Papa is a national leader in the celebration of Matariki, the Māori New Year. The *Matariki at Te Papa* festival commenced on 29 May 2004 with an extensive programme of events and activities, including lectures, shows, kapa haka performances, and Starlab, a portable planetarium used to explain the significance of the Matariki star cluster. Te Papa Press again produced the Matariki calendar (*Matariki Maramataka/Calendar June 2004–May 2005*).

*Te Huka ā Tai*, one of Te Papa's four Discovery Centres, focuses on the Māori world and provides a constantly evolving range of hands-on activities for younger audiences.

Te Papa promotes the use of te reo Māori within exhibitions, and through bilingual and multilingual information on collections and long-term exhibitions available through Tai Awatea | Knowledge Net and on the Museum's website at (<http://www.tepapa.govt.nz>).

Over 2003/04 Māori comprised eleven percent of adult New Zealand visitors to Te Papa, compared with almost eleven percent of adult New Zealanders who identified themselves as Māori in the 2001 New Zealand Census.

### *Delivering Outcomes for Pacific Peoples*

Te Papa delivers outcomes to Pacific peoples by caring for and developing Pacific collections. These collections are used in a variety of ways to tell Pacific peoples' stories.

*Journey into the Pacific* is one of the nine Core Project themes that direct research and the development of the visitor experience at Te Papa. In 2003/04 research commenced towards a major redevelopment of *Mana Pasifika*, Te Papa's long-term exhibition exploring the cultures of Pacific peoples in New Zealand. *Mana Pasifika* is supported by *PlaNet Pasifika*, one of the four Discovery Centres, which provides further in-depth information about Pacific peoples.

Back of house tours are available to the Pacific collection stores at Cable Street on request. Learning programmes offered by Learning and Leisure | Te Ipu Kāhuirangi include curriculum-linked programmes under the Pacific theme. Over 2003/04 Te Papa progressed research for the publication of *Samoan Tatau in Global Perspective* as part of the Getty Foundation research project *Tatau/Tattoo: Embodied Art and Cultural Exchange, circa 1760–2000*.

Pacific peoples provide valuable input into Te Papa's research on the Pacific collections, which will inform the refreshment of *Mana Pasifika*, and the development of short-term exhibitions and publications.

Pacific peoples account for approximately three percent of adult New Zealand visitors to Te Papa, compared with about five percent of the adult New Zealand resident population who identified with a Pacific ethnicity in the 2001 New Zealand Census.

### *Human Resources*

As at 30 June 2004 Te Papa employed 351 permanent staff and 176 casual staff (equating to approximately 397 Equivalent Full-time employees). The Museum has negotiated Collective Employment Agreements with the Public Service Association and Service and

Food Workers Union, covering back and front of house employees. All second and third tier managers are on Individual Employment Agreements.

Over 2003/04 Te Papa commenced a review of its remuneration strategy. This review will be completed and the outcomes implemented in 2004/05.

Organisational development has been identified as a key priority for Te Papa. It is critical to enabling the Museum to achieve its outcomes and enhance the delivery of its services. Over 2003/04 Te Papa developed and commenced the implementation of programmes aimed at increasing bicultural capability across the organisation and enhancing management competencies.

In December 2000, Te Papa was accredited under the Investors in People programme. Investors in People sets a level of good practice for improving an organisation's performance through its people, providing a benchmark of good practice for managing and developing people to deliver organisational goals, and setting a framework for ongoing evaluation and improvement. Te Papa was reassessed in August 2004 and reaccredited.

### *Friends of Te Papa*

The Friends of Te Papa continues to grow in numbers and strength, with a record membership of over 4,700 individuals achieved in 2003/04. The Friends provide valued support to Te Papa by raising awareness and the profile of the Museum and its activities, and, periodically by donating works for the collection.

I would like to acknowledge the leadership of Judy Salmond, who retired as President of the Friends in 2004, having held this position since 2000, and welcome new President Catherine Keating.

Dr Seddon Bennington CHIEF EXECUTIVE



## Kaihautū Statement – He Pānui Ki Ngā Iwi Ō Te Motu

### He Maimai Aroha

Haere atu rā koutou te kāhui kaika o te urunga o te rā. Haere ki ngā whetu ririki tirama mai ai e i te taha o te mātahi o te tau, i a Matariki tāpuapua, oti atu e!

This year Te Papa reflects on the loss of valued staff member, rangatira, friend, and Te Papa kaumātua, Te Kākāpaiwaho ('Waho') Tibble. Waho passed away on 27 May 2004. Waho was a 'kanohi kitea' (seen face) throughout New Zealand, and a leader in his community and his work. His leadership, knowledge, personality, and humour will be sadly missed. Moe mai rā e te rangatira.

Te Papa would also like to acknowledge the passing of respected scholar, historian, and social commentator, Dr Michael King. A memorial was held for Dr King at Te Papa on 17 April 2004.

### Operational Overview

#### Visitation

Of 1,289,035 visits made to Te Papa in 2003/04, fifty-four percent were made by New Zealanders, with eleven percent (approximately 76,000) of these visits from visitors who identified themselves as Māori. Approximately ninety-five percent of Māori visitors during 2003/04 indicated they were satisfied with their visit to Te Papa, rating it from six to ten out of ten.

#### Iwi Exhibition Programme

Through its Iwi Exhibition Programme the Museum works with selected iwi to present an exhibition at Te Papa that is on display for a period of two and half years. This programme offers a unique opportunity for iwi to work in partnership with Te Papa to present stories, taonga, and art from their rohe, drawing on Te Papa's and other museums' collections. Iwi also contribute taonga and other material to the exhibition.

Since February 1998 Te Papa has worked with four iwi as part of the Iwi Exhibition Programme:

|           |            |
|-----------|------------|
| 1998–1999 | Te Atiawa  |
| 1999–2001 | Te Aupouri |
| 2001–2003 | Ngāi Tūhoe |
| 2003–2006 | Whanganui  |

Te Papa's third Iwi Exhibition, *Tūhoe: Children of the Mist*, closed on 1 November 2003 with six hundred people attending the closing ceremony. The fourth Iwi Exhibition, *Te Awa Tupua: The Whanganui Iwi Exhibition*, opened on 29 November 2003 with over 2,000 people attending the dawn opening ceremony.

*Tūhoe: Children of the Mist* ran from October 2001 to November 2003. Over this period, an estimated 825,700 people visited the exhibition, approximately thirty-three percent of all visitors to Te Papa. As at 30 June 2004 approximately 366,000 visitors had viewed *Te Awa Tupua: The Whanganui Iwi Exhibition*, representing thirty-seven percent of all visitors to Te Papa. Ninety-nine percent of visitors indicated they were satisfied with the exhibition.

In developing *Te Awa Tupua: The Whanganui Iwi Exhibition*, Te Papa worked with Whanganui iwi representatives, local bodies, and related organisations. Since the exhibition's opening, Te Papa has maintained a strong relationship with Whanganui iwi and developed initiatives through the Iwi Exhibition Representative Group, *Te Roopu Whakatutuki*. Te Papa has worked with a subcommittee of this group to develop commercial opportunities, including displaying work by Whanganui iwi artists in the Te Papa Store (over June and July 2004), and featuring Whanganui iwi performers in Te Papa's 2004 *Matariki at Te Papa* festival. Terms of reference were developed to guide the relationship between Te Papa and Te Roopu Whakatutuki and were signed at Te Papa on 19 April 2004.

In 2003, with the closing of *Tūhoe: Children of the Mist*, Te Papa farewelled kaumātua, Ihaia Biddle and Hokimoana Tawa, who were resident at Te Papa for the period of the exhibition, and welcomed George Waretini and Piki Waretini as kaumātua for the Whanganui Iwi Exhibition.



Ngāi Tahu has agreed to be the fifth partner in Te Papa's Iwi Exhibition Programme, with the exhibition opening in mid-2006. Te Papa is looking forward to building a strong and productive partnership with Ngāi Tahu.

#### *Matariki 2004*

Te Papa celebrated Matariki, the Māori New Year, with activities throughout May and June 2004. The Matariki festival continues to be a signature event at Te Papa, and was widely promoted in 2004. The theme for 2004 was Māori Music, with events comprising musical or cultural performances focusing on Māori music and instruments.

An increased range of products was developed and offered to support the 2004 Matariki celebrations, including *Matariki Maramataka/Calendar June 2004–May 2005* and Matariki apparel. A successful Matariki dinner held on Rongomaraeroa on 16 June 2004 was attended by members of the public and invited guests and featured specially prepared dishes incorporating traditional Māori kai and contemporary cuisine. Guests were entertained by speeches and performances.

Over the past three years, Te Papa has positioned itself as a national leader of Matariki celebrations. Visitors to Matariki activities significantly increased from 2,177 in 2003 to 9,231 in 2004.

#### *Karanga Aotearoa Repatriation Programme*

Through the Karanga Aotearoa Repatriation Programme Te Papa supports the return of kōiwi tangata Māori and Moriori (ancestral remains) to New Zealand from overseas public institutions. Where possible, kōiwi tangata are repatriated to their whānau, hapū, iwi, or community of origin.

During 2003/04 Te Papa developed and commenced the implementation of the programme and established a Repatriation Advisory Panel of experts on kōiwi tangata,

repatriation issues and tikanga Māori to provide ongoing advice to Te Papa. The panel comprises Sir Hugh Kawharu, Sir Paul Reeves, Dorothy Mihiniui, Pou Temara, Hirini Moko Mead, Alfred Preece, Edward Ellison, and Te Aue Davis.

Te Papa is actively researching and communicating with international institutions regarding kōiwi tangata held in their collections, and has commenced negotiations with institutions for the return of kōiwi tangata. Several institutions have approved the repatriation of kōiwi tangata from their collections and Te Papa is negotiating the completion of these repatriations.

Two repatriations were completed in 2003/04. In May 2004, Te Papa returned kōiwi tangata to Muaūpoko iwi in Levin. One international repatriation was completed with kōiwi tangata returned to Te Papa from the Ethnographic Museum in Buenos Aires, Argentina in May 2004.

A wānanga was held in June 2004 with key stakeholders to consider issues relating to the repatriation programme, including the future of unprovenanced kōiwi tangata Māori at Te Papa.

#### *Bicultural Development and Mātauranga Māori*

Te Papa's Bicultural Policy, reviewed in 2002, establishes the principles and direction for bicultural development at Te Papa and, with a suite of policies and guidelines, supports the Museum's corporate principle that *Te Papa is Bicultural*.

A focus for bicultural development during 2003/04 was the commencement of an organisation-wide *Bicultural Capability Development Programme*, which comprises te reo Māori, tikanga Māori and Treaty of Waitangi training components.

During 2003/04 Te Papa developed a Mātauranga Māori Strategy, which provides principles and guidance for the appropriate

management of mātauranga Māori. Mātauranga Māori refers broadly to a Māori perspective on cultural knowledge, information, and concepts.

#### *Rongomaraeroa – Te Marae O Te Papa Tongarewa*

Rongomaraeroa is a focal point for welcoming visitors, holding ceremonial occasions, and presenting events and performances at Te Papa.

Twenty-eight powhiri were held on Rongomaraeroa in 2003/04. Powhiri were held for distinguished guests, including His Royal Highness Prince Edward, the Fijian Prime Minister, and the Honourable Margaret Beckett, the United Kingdom Secretary of State for the Environment, Food and Rural Affairs. Powhiri were also held for the closing of the exhibition *Tūhoe: Children of the Mist*, and the opening of *Te Awa Tupua: The Whanganui Iwi Exhibition* in November 2003.

Rongomaraeroa is a popular venue for performances and events. During 2003/04, 107 performances and events held on the Marae were attended by 60,379 visitors. Highlights included performances to support New Zealand Music Month in May 2004, Māori Language Week, and Te Papa's Matariki celebrations in May and June 2004.

Rongomaraeroa is visited daily by tour and school groups. During 2003/04, 1,332 school and guided tours visited Rongomaraeroa with 19,920 visitors.

Rongomaraeroa continues to be a popular destination at Te Papa with approximately twenty-nine percent of all visitors to Te Papa (approximately 366,000 visitors) experiencing Rongomaraeroa as part of their visit.

#### *Iwi Relationships*

Te Papa's relationships with iwi and Māori are aimed primarily at ensuring appropriate care of taonga, building partnership projects, ensuring the integrity of scholarship and mātauranga



Māori, and securing participation in developing and managing exhibitions at Te Papa.

Te Papa maintained seventeen relationships with iwi during 2003/04 in which there was regular ongoing contact and activity between the Museum and iwi.

In November 2003, Te Papa worked with Te Kawerau ā Maki and the Department of Conservation to collect specimens from a mass stranding of twelve sperm whales at Whatipu in West Auckland. Te Papa collected the skeletal remains of the largest whale and coordinated the removal and provision of the eleven jaw bones to Te Kawerau ā Maki. Te Kawerau ā Maki gifted the large sperm whale skeleton to Te Papa for display and research. Te Papa is developing a formal agreement with the iwi regarding the specimen's care and management.

Te Papa has also worked to assist partnership projects between iwi and other institutions. Twenty-one taonga Māori from Te Papa's collection were lent to Aratoi Museum, the Wairarapa Museum of Art and History, for the exhibition *Kahungunu Ka Moe...Ka Puta....* Te Papa staff accompanied the taonga to Aratoi Museum and attended the exhibition's opening on 1 May 2004.

During 2003/04 National Services Te Paerangi developed and maintained partnership projects with iwi and Māori organisations. These projects included taonga inventories and/or databases, training and capability building, and strategic planning.

Te Papa has also worked with Māori arts groups to develop innovative exhibitions. During 2003 Te Papa worked with *Ngā Kaihanga Uku*, the Māori clayworkers' collective, to produce the exhibition *Ngā Toko Rima: Contemporary Clayworks*, which opened at Te Papa on 21 October 2003 and runs until 1 April 2005.

Te Papa would like to acknowledge the role of its iwi partners, who contributed to ensuring

appropriate and accurate presentation of taonga and knowledge in the major bilingual publication *Icons/Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa* released in March 2004.

#### Events

On 3 May 2004 Te Papa hosted the President of Chile for the unveiling of an Easter Island/Rapanui Moai sculpture that was carved in the Te Papa Amphitheatre during April 2004. The creation of the Moai symbolises the historical and cultural relationship between New Zealand and Chilean-governed Easter Island/Rapanui. The Moai now stands at Dorie Leslie Park in Lyall Bay, Wellington.

In March 2004 Te Papa, in partnership with Toi Māori Aotearoa, celebrated the Māori art of tā moko (skin marking) by holding the event *TĀ MOKO: A History on Skin* on Rongomaraeroa as part of the 2004 New Zealand International Arts Festival. Te Papa welcomed members of *Te Uhi a Mataora*, a national collective of tā moko artists that aims to protect and strengthen the knowledge and practice of tā moko. The event attracted a high level of positive feedback throughout the nine-day programme.

In June 2004, Te Papa hosted the *Mātauranga Tuku Iho Tikanga Rangahau – Traditional Knowledge and Research Ethics Conference*. The conference presented and considered issues relating to Māori and indigenous research ethics, methodologies, traditional knowledge, and new technologies. Te Papa made presentations and facilitated conference sessions.

Te Taru White KAIHAUTŪ

## Te Papa Press

Te Papa Press, as the first museum publisher in New Zealand, is uniquely positioned as a natural authority on aspects of New Zealand culture, natural environment, and identity.

The publishing programme of Te Papa Press is also a means of increasing public access to the Museum's collections and knowledge base.

Te Papa Press focuses its activities on publishing in support of the Museum's collections and programmes, drawing on the expertise and strengths of the Museum in the following areas:

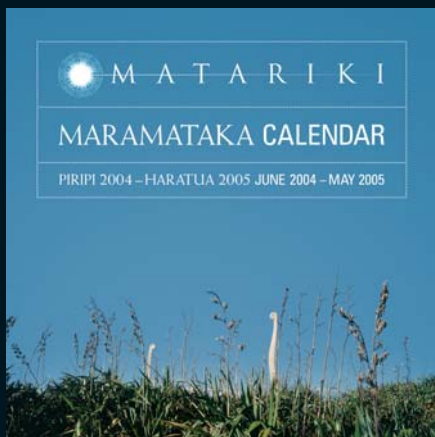
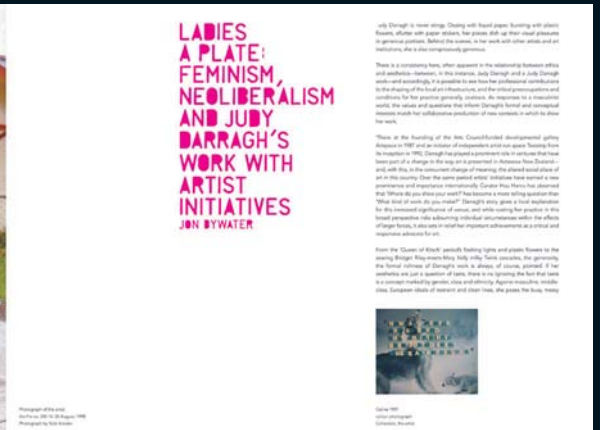
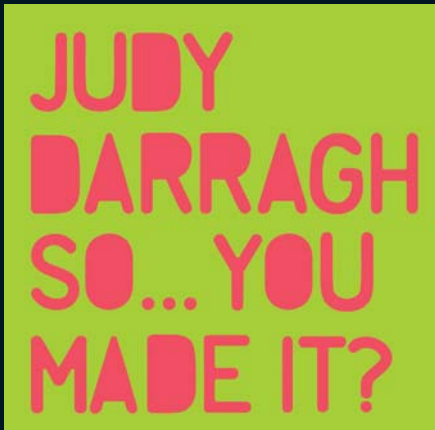
- New Zealand and Pacific art, including texts and biographies on artists
- Natural history and sciences
- Māori and Pacific culture
- New Zealand social history

A relaunched profile for Te Papa Press included the establishment of a sales and distribution relationship with Reed New Zealand Limited, New Zealand's oldest publisher. Reed's strong Māori and educational lists complement the Press's list, and this relationship has seen increased sales of backlist titles, particularly into schools, airports, tourist and souvenir stores, and libraries.

Significant achievements and highlights for Te Papa Press over 2003/04 included the flagship publication on the collections, *Icons/ Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa*, which was launched in March 2004. The publication quickly sold through its first print run and is reprinting for Christmas 2004 (and Te Papa's tourist high season).

A distinctive line of merchandise, including postcards and posters, has been developed, and images of collection items featured in the publication have been made available online through Te Papa's Image Library.





Judy Darragh: *So...You Made It?* was published to coincide with the opening of the exhibition of the same name in May 2004. The book was described by William McAloon in *The Listener* as an 'intelligent and substantial publication', and was shortlisted in the book section of the 2004 Best Design Awards.

The popular Te Papa *Matariki Maramataka/Calendar June 2004–May 2005* was released for the Matariki at Te Papa festival held over May and June 2004. Now in its third year, the calendar has sold out its print run – the largest ever at 3,500.

Te Papa Press also produced the fifteenth edition of *Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa*, the Museum's refereed scholarly journal that collects together papers by Te Papa's curators, collection managers, and research associates on a range of topics, from archaeology to zoology.

Due to be published in late-October 2004, as the major Christmas title for Te Papa Press, is *Toss Woollaston: A Life in Letters*. Edited by Jill Trevelyan, the publication is the result of research on the archive of Sir Mountford Tosswill Woollaston, which was gifted to Te Papa by the Toss Woollaston Trust in 2001.

OPPOSITE Featured in *Icons/Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa* is a poi awe (ceremonial ball), Te Huringa I (Iwi unknown)

Muka, tāhuna ā raupō (down of raupō seed), kiekie, pingao, wool, dog hair / 102 mm diameter

TOP ROW Cover and spread from *Judy Darragh So ... You Made It?* ISBN 0-909010-98-6

BOTTOM ROW Cover and images from *Matariki Maramataka/Calendar June 2004–May 2005* ISBN 0-909010-978



## Concept, Mission, and Corporate Principles

### Concept

The Museum of New Zealand Te Papa Tongarewa's (Te Papa's) founding concept was developed through an extensive national consultative process and was adopted by the Government in 1990 (and extended in 1991).

It introduced the concepts of unified collections, the narratives of culture and place, the idea of forum, the bicultural partnership between Tangata Whenua and Tangata Tiriti, and the multidisciplinary approach to delivering a national museum for diverse audiences. It also agreed that matters of concern to Te Papa would be expressed within the conceptual framework of:

**Papatūānuku** – the earth on which we all live

**Tangata Whenua** – those who belong to the land by right of first discovery

**Tangata Tiriti** – those who belong to the land by right of the Treaty of Waitangi

### Mission

The Museum of New Zealand Te Papa Tongarewa Act 1992 establishes the Museum, and enshrines in its Purpose (section 4) Te Papa's Mission:

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.

Ka tū te Whare Taonga o Aotearoa Te Papa Tongarewa hei wānanga mō te motu, ki te

whakāra, ki te hōpara, ki te whakapūmau i ngā tikanga maha, me ngā mōhiotanga mō te ao tūturu, kia whai mana ai ēnei mōhiotanga, mai neherā, kia mau pakari ai mō nāianei, whai ki te wā kei mua.

### Corporate Principles

The following principles collectively express Te Papa's underpinning corporate values. These principles guide Te Papa, form part of the criteria for decision making, and provide the benchmark against which Te Papa measures the quality of its performance.

#### *Te Papa is Bicultural*

Te Papa values and reflects the cultural heritage and diversity of Tangata Whenua and Tangata Tiriti.

#### *He Tikanga Rua a Te Papa Tongarewa*

*E wāriu ana, e whakaata ana a Te Papa Tongarewa i ngā tikanga tuku iho me ngā rerenga kētanga o te Tangata Whenua me te Tangata Tiriti.*

#### *Te Papa Speaks with Authority*

All Te Papa's activities are underpinned by scholarship drawing on systems of knowledge and understanding, including mātauranga Māori.

#### *He Mana te Reo o Te Papa Tongarewa*

*He tino pūkenga e whāriki ana i ngā mahi katoa a Te Papa Tongarewa, e kapo ana i ngā tikanga mātauranga katoa tae atu ki te mātauranga Māori.*

#### *Te Papa Acknowledges Mana Taonga*

Te Papa recognises the role of communities in enhancing the care and understanding of collections and taonga.

#### *E Tautoko Ana a Te Papa Tongarewa i te Mana Taonga*

*Kei tēnā nohonga tāngata ā rātou tikanga tiaki me ā ratou māramatanga ki ā rātou kohinga me ā rātou taonga.*

#### *Te Papa is a Waharoa*

Te Papa is a gateway to New Zealand's natural and cultural heritage and provides a forum in which to explore and reflect on our national identity.

#### *He Waharoa a Te Papa Tongarewa*

*Ko Te Papa Tongarewa te waharoa ki ngā tikanga tuku iho me te taiao o Niu Tīreni, he wāhi hei wetewete, hei titiro arorau ki tō tātou tuakiri.*

#### *Te Papa is Committed to Excellent Service*

Te Papa seeks to meet the needs and expectations of its audiences and communities.

#### *E kaingākau ana Te Papa Tongarewa ki te Whakarite Ratonga Kairangatira*

*E whai kaha ana Te Papa Tongarewa ki te whakarite i ngā hiahia me ngā tumanako o ngā whakaminenga me ngā rōpu-ā-iwi.*

#### *Te Papa is Commercially Positive*

Te Papa seeks to achieve successful financial outcomes and offers experiences and products that contribute to its sustainability.

#### *E Whai Hua Ana ngā Tauhokohoko a Te Papa Tongarewa*

*E whai ana a Te Papa Tongarewa kia tika ngā whakapaunga moni, kia pai ngā whakaaturanga, kia whai tikanga ana hua, hei tautoko i ana mahi katoa.*



## Functions

The Museum of New Zealand Te Papa Tongarewa Act 1992 (section 7) sets out the principal functions to be undertaken by Te Papa.

These are summarised as:

- controlling and maintaining a museum
- developing collections
- making it's the Museum's collections accessible
- caring for its collections
- creating exhibitions
- conducting research into matters relating to its collections
- providing an education service
- providing an information service
- forming partnerships with other organisations
- optimising the use of its collections
- identifying and establishing a national services programme in partnership with other museums
- providing national services in partnership with other museums
- providing buildings required by the Museum



OPPOSITE Whale skulls

Left: Dense-beaked whale, *Mesoplodon densirostris* (male)

Collected by H Rook and W Waka at Tangoio, 15 October 1998  
Skull: 777 mm length

Centre: Male Shepherd's beaked whale, *Tasmacetus sheperdi*

Collected by S Harraway and G Crump at Temuka, 29 October 1995  
Skull: 1,100 mm length

Right: Male Gray's beaked whale, *Mesoplodon grayi*

Collected by C Duffy and H Rook at Black Reef, Cape Kidnappers, 18 March 1993  
Skull: 910 mm length

THIS PAGE West Coast bush wētā, *Hemideina broughi* (female)

Collected by J Brough, Nelson, at 3,300 ft (1,005 m), 1895  
85 mm body length



## Alignment with Government Goals

### Key Government Goals

Te Papa contributes to the following key government goals:

- To Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi
- Improve New Zealanders' Skills
- Maintain Trust in Government and Provide Strong Social Services
- Grow an Inclusive, Innovative Economy for the Benefit of All

In particular, Te Papa makes a significant contribution to the key government goal:

**Strengthen national identity and uphold the principles of the Treaty of Waitangi** – Celebrate our identity in the world as people who support and defend freedom and fairness, who enjoy arts, music, movement and sport, and who value our cultural heritage; and resolve at all times to endeavour to uphold the principles of the Treaty of Waitangi.

Te Papa also contributes to the other three key government goals through partnerships with whānau, hapū, iwi, and Māori organisations and the activities of National Services Te Paerangi (which works in partnership with other museums, iwi, and related culture and heritage organisations to build capacity and the sustainability of the services they provide to their communities).

### Sector Outcomes

Through its involvement in the cultural sector, the Government seeks to achieve the following outcome (as set out in the Ministry for Culture and Heritage's Statement of Intent 2004/05):

**Culture and Heritage** – Integral to the Life of New Zealanders: Culture and heritage play an integral part in New Zealanders' lives and identity, and are a force for social cohesion, social and economic development, and help define our distinct place in the world.

This outcome is achieved through:

- **Strong Communities:** Knowing and valuing our diverse cultural heritage helps to build strong and cohesive communities.
- **A Distinct Place in the World:** Our culture and heritage helps to define New Zealand as a unique, dynamic, and creative nation.
- **National and Individual Awareness and Insight:** Culture and heritage activities entertain, enlighten, and stimulate insights into our past, why we are the way we are, and what we might become.
- **Economic Growth:** The development of our creative talent and our cultural industries are keys to enhanced economic growth.

### How Te Papa Contributes to Government Goals

Te Papa contributes to Government goals by providing Museum Services, partially funded through Vote: Arts, Culture and Heritage.

Te Papa is a focus for New Zealanders – a symbol of national pride and a reflection of our national identity.

Te Papa has made a commitment to being a bicultural organisation and acknowledges the importance of the Treaty of Waitangi and the partnership implicit in the Treaty. Te Papa's bicultural policy is designed to ensure the development of a strong operational partnership

between Tangata Whenua and Tangata Tiriti that is active throughout the organisation and at the governance level.

Through its activities, Te Papa seeks to contribute to government goals by achieving the following outcomes:

- Preserving New Zealand's cultural and natural heritage for the benefit of current and future generations
- Contributing to the store of knowledge related to New Zealand's cultural and natural heritage
- Attracting and engaging diverse audiences through inspiring, informed, and rich experiences
- Building the capacity and enhancing the sustainability of museum services provided to communities across New Zealand

Te Papa does this by:

- **Te Papa's Collections** – caring for, developing, and researching collections.
- **The Te Papa Experience** – providing access to collections and telling New Zealand's stories through exhibitions, events, publications, and learning programmes.
- **Te Papa in the Community** – engaging communities, including iwi and Māori, providing leadership and support to enhance services in the culture and heritage sector, working in partnership with research and education institutions, extending access to the Te Papa experience, and repatriating kōiwi tangata Māori and Moriori (ancestral remains).



## Ministerial Statement on Te Papa's Financial Performance

As the responsible Minister, under the Public Finance Act 1989, for Te Papa's financial performance, I am pleased to provide the following statement.

The Statement of Financial Performance for the year ended 30 June 2004 shows a deficit from Te Papa's operations, including depreciation, of \$10.618 million. The Government anticipated a deficit from operations resulting from this depreciation component.

Te Papa is required to account for its financial performance in accordance with Generally Accepted Accounting Practice. This requires that the cost of depreciation of its capital assets must be incorporated in the Statement of Financial Performance. This cost reflects the spreading of the original cost of Te Papa's assets over their expected life. In 2003/04, Te Papa's depreciation cost was \$10.685 million.

The revenue provided each year by the Government to fund Te Papa's operation was not calculated with the intention of funding the cost of depreciation. The Government did not expect Te Papa to generate income from other sources or curtail operations to meet this cost. The Government provides a level of capital funding that is sufficient for Te Papa to meet its capital replacement needs as they occur. In the long term, this means Te Papa's cost of depreciation will be funded as and when the need for those funds arises. In future periods, this capital funding will be accounted for in Te Papa's Statement of Financial Position.

The effect of these arrangements is that, notwithstanding the fact that it is adequately funded, Te Papa is expected to report an operating deficit after accounting for its depreciation costs.

Honourable Judith Tizard FOR MINISTER FOR ARTS, CULTURE AND HERITAGE

OPPOSITE Skeleton of Phar Lap (1926–32)

Articulated by C Lindsay and E H Gibson, 1938 / 2,050 x 2,500 mm  
Gift of D J Davis and H R Telford, 1932

THIS PAGE Restored skeleton of upland moa

Excavated from Enduro Passage, Honeycomb Hill Cave, Oparara Valley,  
Kahurangi National Park, March 1997  
Articulated by Trevor Worthy / 600 x 900 mm



## National Services Te Paerangi

National Services Te Paerangi provides support to enhance the services of other organisations by working in partnership with museums, iwi and related culture and heritage organisations to build capacity, and the sustainability of the services they provide to their communities, for the benefit of all New Zealand.

Since 1996, National Services Te Paerangi has focused on training and skill development in order to enhance museum services in New Zealand.

In addition to supporting regional training projects, three key national training developments arising from the 1999/2000 report *National Training Framework for Museums Te Anga Kaiako ā ngā Whare Taonga o te Motu* have been progressed, including:

- Leading the sector to align training services with the National Qualifications Framework
- Developing a strategic leadership programme

- Building up a set of resource guides spanning all areas of museum services

### National Qualifications Framework Project

Since 2002, National Services Te Paerangi has worked with the sector and the New Zealand Qualifications Authority to develop the first set of museum-specific unit standards and draft qualifications for the National Qualifications Framework.

In June 2004, a Transitional Museums Training Group, comprising representatives from across the sector, was convened and tasked with selecting an industry training organisation whose role it will be to work with the sector to forecast skill needs, develop unit standards and national qualifications, and operate systems for training under the National Qualifications Framework.

It is expected an industry training organisation will be working with the sector by early-2005.

### He Kāhui Kākākura Strategic Leadership Programme

The He Kāhui Kākākura Strategic Leadership Programme aims to meet the national training priority for improved strategic leadership training for senior managers and governors of organisations within the culture and heritage sector.

National Services Te Paerangi initiated the programme in 2001 in partnership with the Victoria University of Wellington. It was offered for the third time in 2004. Fifty-six participants from thirty-eight organisations have completed the programme.

Participants advance work on a strategic challenge facing their organisations using input from modules that cover key elements of strategic leadership in a bicultural context, including organisational dynamics, financial management, marketing and entrepreneurship, governance relationships, strategic thinking and



planning, problem solving, and leading people through change. Participants regularly report that the programme has benefited them and their organisations.

#### He Rauemi Resource Guides

National Services Te Paerangi has produced nineteen He Rauemi Resource Guides.

These guides are cross-referenced to *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa*, and people self- and peer-reviewing or using the manual as a self-help guide are encouraged to refer to them in their everyday work.

Further guides will be distributed over 2004/05 covering a range of topics. A complete list of He Rauemi Resource Guides is in Appendix 3.

#### LEFT PAGE Transitional Museums Training Group:

Left to right: Ross Tanner (Museums Aotearoa), Susan Abasa (Massey University), Linda Bird (Te Papa), Anne McGuire (Tairāwhiti Museum), Dean Whiting (New Zealand Historic Places Trust, NZHPT), Stuart Park (NZHPT), Shimrath Paul (Otago Museum), Ian Johnson (Shantytown), Roger Mulvay (Hawke's Bay Cultural Trust), Ann Neill (Whangarei Museum), Cressida Bishop (Millennium Public Art Gallery), Dean Flavell (Tauranga Museum)

#### RIGHT PAGE He Rauemi Resource Guides and *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa*



## Audience

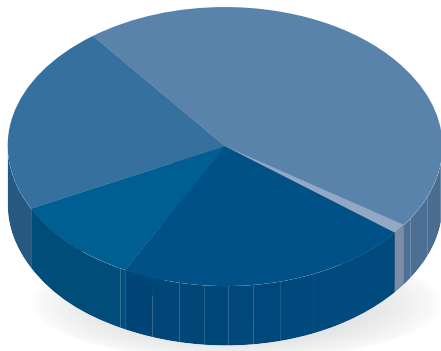
### Overview

Information about Te Papa’s visitors is collected to understand who they are and their requirements.

This information informs the development and timing of new exhibitions and visitor programmes and assists Te Papa to develop its commercial business, including hospitality and retail outlets.

A range of demographic and behavioural information, including visitor origin, gender, ethnicity, and age, is collected through randomly sampled exit interviews conducted monthly with adult visitors (that is, visitors aged sixteen years and older).

In 2003/04, 2,518 visitors were interviewed.



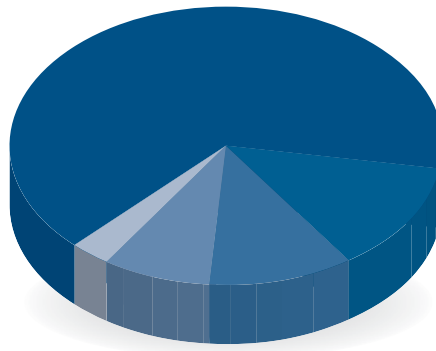
#### Origin of Visitors

(AGED SIXTEEN PLUS YEARS AND OVER)

|                      |     |
|----------------------|-----|
| Wellington City      | 22% |
| Wellington Region    | 10% |
| Rest of New Zealand  | 22% |
| International        | 45% |
| Unknown <sup>1</sup> | <1% |

<sup>1</sup> A small number of visitors (less than one percent) failed to report their origin in the exit interviews.

Forty-five cent of adult visitors to Te Papa in 2003/04 were international visitors and fifty-four percent were New Zealanders.



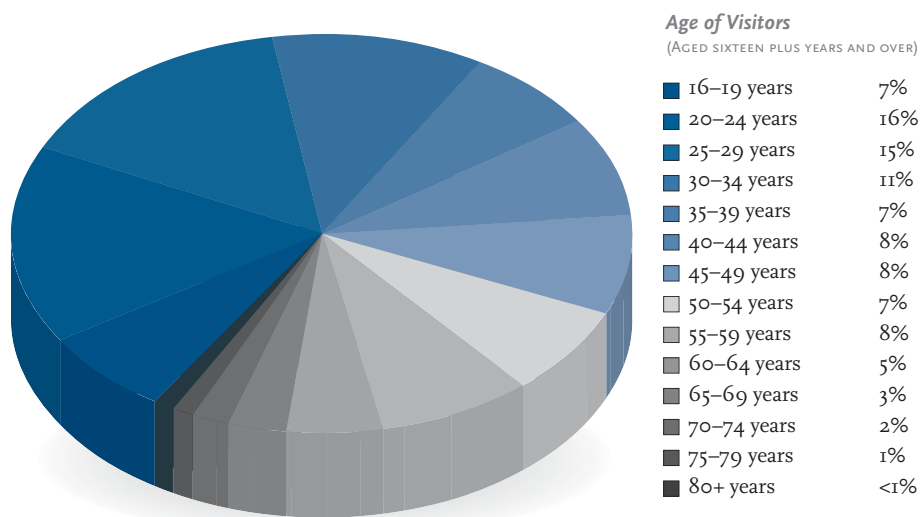
#### Ethnic Identity of New Zealand Visitors

(AGED SIXTEEN PLUS YEARS AND OVER)

|                   |     |
|-------------------|-----|
| Pākehā/European   | 66% |
| British Origin    | 13% |
| New Zealand Māori | 11% |
| Asian             | 8%  |
| Pacific Peoples   | 3%  |

Of New Zealand adult visitors in 2003/04, the majority (sixty-six percent) reported being Pākehā/European and eleven percent identified themselves as New Zealand Māori.

These proportions are similar to those existing in the New Zealand population [about seventy-four percent and eleven percent respectively (from the 2001 New Zealand Census)].



Te Papa attracts a diverse range of age groups, with the peaks in 2003/04 occurring in the twenty to twenty-four, twenty-five to twenty-nine, and thirty to thirty-four age ranges.

#### Gender of New Zealand Visitors (AGED SIXTEEN PLUS YEARS AND OVER)

Fifty-seven percent of Te Papa's New Zealand adult visitors were female and forty-two percent were male.

The 2001 New Zealand Census reported that of New Zealanders aged sixteen and older, fifty-two percent were female and forty-eight percent were male.

#### Exhibition Evaluations

In addition, Te Papa undertakes front-end, formative, and summative evaluations of its exhibitions.

Summative evaluation is the research process undertaken when an exhibition has been open to the public for a significant period and is used to answer the following questions:

- 1) Has the exhibition been successful?
- 2) Did the exhibition attract its intended target audience?
- 3) Did the exhibition meet its communication, behavioural, and other objectives?

Two major summative evaluations were carried out in 2003/04 on the long-term exhibitions *On the Sheep's Back* and *Rongomaraeroa*. Each was found to be successful in achieving its key objectives. The research findings have been used to improve each exhibition and inform the development of new exhibitions.



## The Year in Review: Te Papa's Collections

### Developing Collections

Te Papa's collections span five major areas: Art and Visual Culture; History (focused on New Zealand heritage); Natural History; Pacific; and Taonga Māori (Māori cultural treasures).

Te Papa's Collection Development Policy and annual Acquisitions Strategy provide the overarching policy and guiding principles for collection development, including those in relation to kaitiakitanga (guardianship) of taonga, repatriation, the management of kōiwi tangata (ancestral remains), acquisition and deaccessioning procedures, and protocols for conflict of interest resolution for those involved in collection development for Te Papa.

A key element of Te Papa's collection development strategy is that up to eighty percent of funding is applied to strategic objectives, including exhibitions, research, and visitor programmes, enabling significant acquisitions to be available to the public through exhibitions and Te Papa's loans programme. The remaining twenty percent is reserved for unanticipated and long-term collecting opportunities.

A total of 149 acquisition proposals were approved in 2003/04, including individual items, collections, archives, and specimen collections. Items were acquired by purchase, donation, and field collection, and all items and collections were aligned to Te Papa's Collection Development Policy and annual Acquisitions Strategy. In addition, a portion of Te Papa's acquisition funding supports the purchase of items for Te Aka Matua Library and Information Centre.

Major acquisitions included:

- *A demure portrait of the artist strip searched: with 11 details of bi-polar disorder* by Jacqueline Fraser
- *Untitled (Life under the sea)* by Len Lye
- *Portrait of Miss Bethell* by Sir Mountford Tosswill Woollaston
- *Pathology* by Luise Fong
- *Taranaki (the heavens declare to the glory of God), New Plymouth, 14 May 1986 nature*

*morte and Nature morte (silence), Savage Club, Wanganui, 20 February 1986, Two photographs* by Laurence Aberhart

- Fifteen black and white photographs by Marie Shannon
- A claret jug by Nathan Salomon
- Jewellery by Ida Hudig
- *Forest in the sun*, wall hanging by Guy Ngan and Joan Calvert
- *Korowai* by Huria Matenga
- *Te Kawau Maro*, a collaborative artwork by the Hetet family
- *Te Mano Tau*, a pūkaea by Tiopira Ihimaera Rauna
- The J H Tisdall Collection of bryophytes and lichens
- Antarctic fishes from the Ross sea
- Miocene fossil land vertebrates from St Bathans, Otago

A full list of items accessioned into Te Papa's collections in 2003/04 is in Appendix 4.

### Caring for Collections

In 2003/04, no irreparable damage to collections items occurred through handling or public access. This reflects continual improvements in Te Papa's risk management strategies and procedures for the safe handling, support, and security of collection items. During 2003/04 conservators checked 1,092 items for stability and completed treatments on 244 items to enable them to be displayed or loaned to other parties for exhibition or research. In addition, 315 items, including new acquisitions, were treated to stabilise their condition.

Te Papa holds information on its collections in its collections information system, Te Kahui. In 2003/04 Te Papa commenced a major project to assess and select a new collections information system to replace Te Kahui, which no longer supports the Museum's requirements. The new system will enable images, multimedia, and extended collection-based information to be managed, mātauranga Māori and Māori classification systems to be supported, and, significantly, a customisable public interface for searching collections information online.

### Scholarship, including Mātauranga Māori

Te Papa's core research activities are undertaken within the Core Projects Strategy framework, which aims to ensure Te Papa's research effort is aligned to its Corporate Principles and visitor experience products and services (exhibitions, publications, and learning programmes) are based on scholarship, incorporating mātauranga Māori, and meet established standards of excellence.

Over 2003/04 Te Papa staff published thirty-six scholarly and thirty-four popular articles in New Zealand and international journals and publications.

Key achievements in 2003/04 included progressing:

- Four projects funded through the Terrestrial and Freshwater Biodiversity Information Systems (TFBIS) Programme in the areas of Mollusca, Amphipoda, Beetles, and Cicadas. These programmes are being undertaken in partnership with Crown Research Institutes, including Landcare Research (Molluscs, Cicadas, and Beetles), and the National Institute of Water and Atmospheric Research Limited (NIWA) (Amphipods).
- Research for *Samoan Tatau in Global Perspective* as part of the Getty Foundation research project *Tatau/Tattoo: Embodied Art and Cultural Exchange, circa 1760–2000*.
- Research on the Visual Culture in Aotearoa Oral History Project, which will result in the development of a comprehensive, annotated oral history archive of artists involved with the development of modernism in New Zealand.
- Research on the archive of Sir Mountford Tosswill Woollaston, which was gifted to Te Papa by the Toss Woollaston Trust in 2001, with an exhibition, *Toss Woollaston: family and friends*, presented in the Ilott Room on Level 4 in August 2004; and publishing a scholarly edition of the artist's letters, edited by Jill Trevelyan, for release in late-2004.

### Publications

In March 2004, Te Papa Press released *Icons/ Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa*. This is the first publication



produced by Te Papa that brings together treasures from the Museum's collections, spanning the five collection strands of Art, History, Ngā Taonga, Natural History, and Pacific, in English and Māori. The publication has received wide acclaim and achieved positive sales.

In 2003/04, Te Papa Press also released *Judy Darragh: So...You Made It?*, which accompanies a major solo artist's project of the same name that opened in The Boulevard South in May 2004. *Judy Darragh: So...You Made It?* is the first monograph produced on Judy Darragh. In addition, Te Papa press released *Matariki Maramataka/Calendar June 2004–May 2005*, *Te Papa Diary 2005* and *Te Papa Calendar 2005*.

Te Papa Press also published the fifteenth edition of *Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa*. *Tuhinga* is refereed, published annually, and collects together papers by Te Papa's curators, collection managers, and research associates on a range of topics, from archaeology to zoology.

Full lists of research and general-audience publications by Te Papa staff are included in Appendices 1 and 2.

RIGHT Rock lobster, *Jasus caveorum*

Collected by M Wells from Foundation Seamounts, south-eastern South Pacific, 100–200 m depth, 1997  
300 mm body length (from eyes to tip of tail)





## The Year in Review: The Te Papa Experience

As part of the visitor experience, Te Papa provides a safe and secure environment, a range of hospitality and retail outlets, the Te Papa Hosts, and long- and short-term exhibitions aimed at attracting and engaging the Museum's diverse audiences.

Te Papa houses nineteen long-term exhibitions, including the four Discovery Centres that support Te Papa's conceptual and collection strands of Art and Visual Culture, History, Māori, Natural Environment/Papatūānuku, and Pacific, as well as *StoryPlace*, Rongomaraeroa, *Bush City*, and *The Time Warp*. In addition, the Museum provides a programme of changing exhibitions, some derived from the national collections and some from museums and galleries around the world.

### Exhibitions

Refreshment of the free core experience over 2003/04 included the November 2003 opening of the fourth Iwi Exhibition, *Te Awa Tupua: The Whanganui Iwi Exhibition* in the long-term exhibition *Mana Whenua*.

In 2003/04 Te Papa opened twelve short-term exhibitions, an increase from nine exhibitions presented in 2002/03. Through its short-term exhibition programme, Te Papa seeks to deliver a rich, varied, and dynamic visitor experience that meets the expectations of its diverse audiences.

The programme in The Boulevard on Level 5 included the continuation of *Wild Design: a fresh look at nature*, *Striking Poses: New Zealand portrait photography* and the collection-based art exhibition *Past Presents: Looking into the Art Collection*. Exhibitions opened during 2003/04 included *Signs and Wonders | He Tohu He Ohorere*, *Judy Darragh: So...You Made It?*, and a touring exhibition from Auckland Art Gallery Toi o Tamaki, *John Kinder's New Zealand*. In The Terrace on Level 6, Te Papa presented *Ngā Toko Rima: Contemporary Clayworks*.

The TOWER Gallery programme opened with *Japonism in Fashion*, an exhibition drawn from the collections of the Kyoto Costume Institute (Japan), which provided a historical survey of the impact and influence of Japanese design from the nineteenth century to the present. Opening

in December 2003 was the highly successful *Dinosaurs from China*, which featured fossil skeletons from up to 200 million years ago, including objects drawn from the collections of the Beijing Natural History Museum and Zigong Dinosaur Museum. A major exhibition *Antarctic Heroes – The race to the South Pole*, opened in The TOWER Gallery in May 2004.

In 2003/04 Te Papa presented in the Ilott Room, *From Woodblocks to Comics: the Japanese Impression* in support of the exhibition *Japonism in Fashion* (exhibited concurrently in The TOWER Gallery). Also opening in the Ilott Room was *Images of Prosperity: Bernard Roundhill's Commercial Art*. In September 2003, Te Papa opened *Kiri's Dresses: A glimpse into a Diva's wardrobe* in the Eyelights Gallery.

On Level 3 Te Papa presented *Wings: Nature's Flying Machines | Hua Rere a te Taiao*, an exhibition investigating flight and the diversity of wings in the natural world. Te Papa reopened *Wild Design: a fresh look at nature* for a second season.

Tai Awatea | Knowledge Net, the Museum's multilingual, multimedia database provides rich, contextualised information on long-term exhibitions, including items no longer on display. It is accessible through terminals in the Museum's Discovery Centres, at selected exhibition locations, and through Te Papa's website (<http://www.tepapa.govt.nz>).

Tai Awatea | Knowledge Net contains information on eighteen medium- to long-term exhibitions and includes files relating to stand-alone displays such as the Britten motorbike. During 2003/04 new content was added on the exhibition *Te Awa Tupua: The Whanganui Iwi Exhibition*. In addition, content for *Bush City, Passports* (including *Aainaa: reflections through Indian weddings* and the past Community Exhibitions), *On the Sheep's Back*, and *Mana Pasifika* was released to Te Papa's website.

### Te Aka Matua Library and Information Centre

A total of 1,298 books were accessioned into the collections of Te Aka Matua Library and Information Centre, and new titles were made accessible on the New Zealand Bibliographic Network (Te Puna). These acquisitions, along with 1,633 new journal issues, provide a research resource for Te Papa and its visitors.

The library's role is to collect text and other materials to provide a reference and information resource to support Te Papa's exhibitions, research programmes, educational activities and collections, as well as an educational and recreational resource for adult visitors to the library. The library is open seven days a week on Level 4.

Significant donations were received from June Starke (embroidery) and the estate of Clarence Frank West (botany). Acquisitions have been focused in Te Papa's five collecting areas and in fields relevant to the Museum's short-term exhibitions, such as *Antarctic Heroes – The race to the South Pole*.

During 2003/04 rare library items were included in three major Te Papa exhibitions. Books featured in *Antarctic Heroes*, *Wild Design: a fresh look at nature*, and *Made in New Zealand*.

In April 2004, Te Papa installed a Carnegie display case in the library, which allows items of interest to be made accessible. The first display featured two of the library's earliest published holdings, *The histoire of the most renowned and victorious Princesse Elizabeth, late queene of England* by William Camden, published in London in 1630, and *Thesaurus imaginum piscium testaceorum, quales sunt cancri, echini, echinometra, stellae marinae* by Georg Eberhard Rumpf, published in The Hague 1739.

The library's exchange programme involves approximately 400 national and international agreements with like organisations. Various Te Papa Press publications, including *Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa* (Te Papa's refereed scholarly journal), were distributed to exchange partners in 2003/04. In addition, 809 inter-library loans were processed.

### Learning Programmes

Te Papa provides education programmes to schools through Learning and Leisure | Te Ipu Kāhuirangi.

In 2003/04 Te Papa offered thirteen core curriculum-linked programmes designed for year one to year ten students in the areas of the arts, social studies, English, science, mathematics, technology, and health and physical education. In addition, Te Papa



delivered generic, cross-curricular programmes to primary and secondary schools and a range of programmes to secondary schools and tertiary groups.

In addition to these core programmes, Te Papa developed and delivered exhibition- and event-based programmes in association with the exhibitions *Te Awa Tupua: The Whanganui Iwi Exhibition*, *Dinosaurs from China*, *Antarctic Heroes – The race to the South Pole*, and *Matariki*, the Māori New Year events programme. A key attribute of all educational programmes is the inclusion of bicultural and bilingual content.

In 2003/04 students from across New Zealand participated in 620 Te Papa-delivered school programmes: 493 programmes to primary school audiences; 117 secondary programmes; and ten early childhood programmes. In addition, fifty-six tertiary programmes were offered. A total of 17,412 visitors participated in these programmes, an increase from 12,179 visitors in 2002/03.

### Discovery Centres

The four Discovery Centres – *NatureSpace* (Natural Environment/Papatūānuku), *PlaNet Pasifika* (Pacific), *Inspiration Station* (Art and History), and *Te Huka ā Tai* (Māori), provide visitors with a hands-on experience, information about the Museum's collections and exhibitions, and access to subject experts.

During 2003/04, the Discovery Centres hosted over 183 programmes, including art activities, discovery hour presentations by Te Papa's curators and collection managers, and Christmas decoration making sessions.

The Discovery Centres facilitated eight national outreach projects involving twelve schools, including School Art projects in Christchurch, Auckland, and Whanganui. *Wonderbox* and *Treasurebox* projects were undertaken in schools in Banks Peninsula and the Bay of Plenty.

Additional projects completed in 2003/04 included refreshment of *NatureSpace*. *StoryPlace* is for children aged five and under, and was visited by 19,766 people during the year.

### Guided Tours

Te Papa offers a range of tours for Museum visitors. In 2003/04, 15,794 visitors participated

in Te Papa tours. The most popular were the Te Papa Sampler tour attracting 4,651 visitors and Introducing Te Papa tour (4,299 visitors). In addition, Te Papa offered the Te Papa Highlights tour, Fabulous Te Papa tour, Corporate Highlights tour, Māori Highlights tour, Journey with Our Ancestors tour, and Kiwi Discoverer tour.

Te Papa provides visitors with the opportunity to access back of house collection stores and gain a behind the scenes perspective of Te Papa. Backstage Te Papa tours are run for pre-booked groups on request.

In 2003/04, 820 visitors participated in seventy-three tours of collection stores (including back of house tours) compared with 679 visitors participating in eighty-seven store tours in 2002/03.

### Events and Entertainment

During 2003/04 Te Papa developed and delivered 421 visitor events as part of the events and entertainment programme. During 2003/04 the number of mid- to large-scale events significantly increased, with seventy-three events presented.

The 2003/04 programme included Te Papa's regular weekend entertainment activities such as cultural, musical, dance, and theatrical performances as well as entertainment for children and families during school holidays. The programme continued to increase public access to Te Papa's collections and back of house knowledge through floor talks by curators and collection managers.

As part of the 2004 New Zealand International Arts Festival Te Papa hosted and delivered programmes, including performances of *The Songmakers Chair*, *Animal Farm*, and *Quartet* in Soundings Theatre. In addition, Te Papa presented the *Art and Belief Lunchtime Lecture Series* in conjunction with the exhibition *Signs and Wonders | He Tohu He Ohore*. The six free lectures featured festival artists from a range of disciplines discussing how their beliefs inspire their art.

Event highlights for 2003/04 included:

- *Japonism in Fashion* Lecture Series in Soundings Theatre

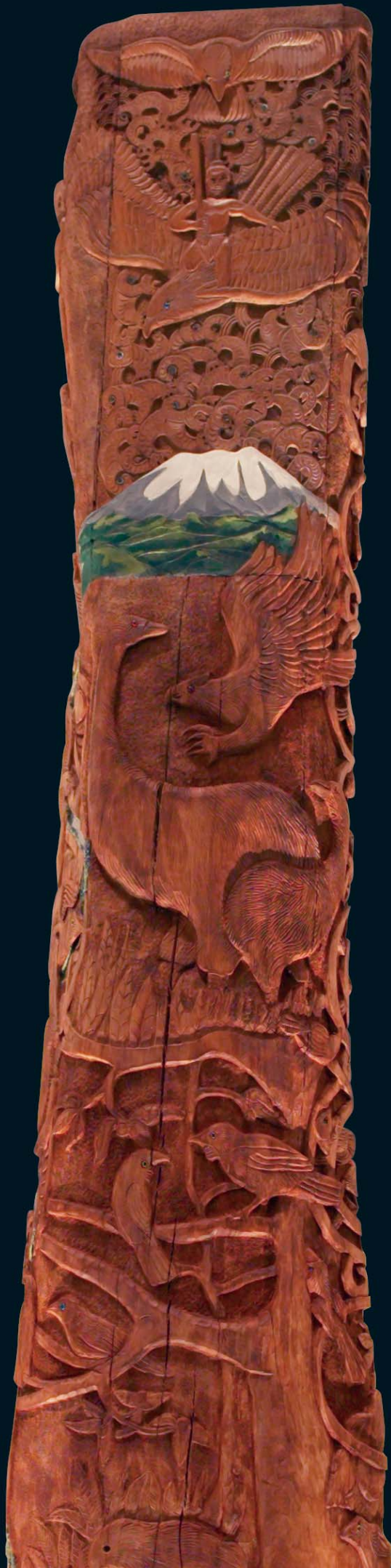
- *The Dominion Post* New Zealand Youth Arts Festival
- *Carmen to Our Place* with the NBR Opera
- *Awhina* Te Reo Māori Season Play
- New Zealand Symphony Orchestra Day Workshops and Concert
- International Day of the Disabled Performance
- The Queens Festival
- A Day in the Life of a Chinese Opera
- *Ainaa: reflections through Indian weddings* Forums
- *The Earth Rocks! Earthquake Awareness @ Te Papa* Weekend in partnership with EQC
- ANZAC Day Events
- *Framing the Pacific: Theorising Culture and Society* – A day of public presentations
- The Carter Observatory Lecture for 2004, where astronaut, Dr Don Petit, delivered a lecture and children's presentation

### International Tourist Market

Te Papa has continued to experience significant growth in the number of international visitors since it opened in 1998. The proportion of international visitors increased from forty-one percent in 2002/03 to forty-five percent in 2003/04.

This result can be attributed to the ongoing work to build Te Papa's profile with New Zealand-based inbound tour operators and tour wholesalers and by supporting the activities of Tourism New Zealand, Centre Stage, and Positively Wellington Tourism, domestically and internationally. This activity, combined with factors such as the exposure generated by *The Lord of the Rings* film trilogy and increased airline capacity into New Zealand, has resulted in the growth of international arrivals into New Zealand. Of Te Papa's marketing strategies, the targeting of the 'free independent traveller' has proven to be highly effective.

Te Papa's international visitors in 2003/04 were drawn from the key markets of: the United Kingdom (thirty-two percent), Australia (seventeen percent), the United States (thirteen percent), Germany (nine percent), Holland (six percent), and Canada (four percent).



## Iwi Exhibition Programme

Through its Iwi Exhibition Programme Te Papa works with an iwi to develop an exhibition, which is presented within the long-term exhibition *Mana Whenua* for a period of two years.

This programme offers a unique opportunity for Te Papa to work in partnership with the iwi to present stories, taonga, and art from their rohe, drawing on the Museum's collections, other museums' collections, and the iwi's taonga and material.

The Iwi Exhibition Programme was established as one means of effecting active partnerships between iwi and Te Papa. It is the most visible demonstration of iwi participation at the Museum and is an important expression of Te Papa's *Mana Taonga* principle. The principle of *Mana Taonga* affirms and acknowledges the spiritual and cultural connections of the people to taonga or treasures.

On 29 November 2003, Te Papa opened *Te Awa Tupua: The Whanganui Iwi Exhibition*, the fourth in its ongoing programme of Iwi Exhibitions.

The Iwi Exhibition is developed as a partnership between Te Papa and the iwi, whereby the Museum works with an Iwi Review Group comprising key members of the iwi whose role it is to advise and assist, specifically concerning iwi protocols, knowledge, and processes. In addition, an Iwi Concept Developer/Subject Expert is appointed to act as a liaison between the iwi and Te Papa as the exhibition is developed.

The Iwi Exhibition Programme is not just an exhibition, but reflects a partnership between Te Papa and the iwi. This relationship is given effect in several ways, including the appointment of Iwi Kaumātua who are resident at Te Papa for the exhibition's duration and whose role it is to provide ongoing advice on the traditions of the iwi, guide Māori ceremonial processes at Te Papa, and work with staff across the organisation.



Te Papa is increasingly looking for opportunities to extend the relationship with its partners in ways that benefit both the iwi and Te Papa.

In the case of the Whanganui iwi, through the Iwi Exhibition Representative Group *Te Roopu Whakatutuki* commercial opportunities have been realised, including work by Whanganui iwi artists being displayed in the Te Papa Store in June and July 2004 and Whanganui performers featuring in Te Papa's 2004 Matariki celebrations.

Terms of reference were developed to guide the relationship between Te Papa and *Te Roopu Whakatutuki* and were signed at Te Papa on 19 April 2004.

Te Papa has partnered with four iwi:

- 1998–1999 TE ATIAWA
- 1999–2001 TE AUPOURI
- 2001–2003 NGĀI TŪHOE
- 2003–2006 WHANGANUI

Te Papa has announced the development of its relationship with Ngāi Tahu as its fifth iwi partner, with the exhibition scheduled to open in mid-2006.

OPPOSITE Pou whakairo (carved post) 2003 by Te Otinga Te Pehi Waretini with assistance of Werahiko Craven, Te Āti Hau Nui a Papārangi

Made from tōtara wood taken from the Whanganui River  
On loan from the artist

TOP He Huinga Amorangi segment of the exhibition *Te Awa Tupua: The Whanganui Iwi Exhibition*

BOTTOM LEFT Whanganui River

BOTTOM RIGHT Whanganui kapa haka group *Te Matapihi* perform at the opening of the exhibition *Te Awa Tupua: The Whanganui Iwi Exhibition*



## The Year in Review: Te Papa in the Community

Te Papa's activities with, and services for audiences outside the Museum include touring exhibitions, loans of collection items, online services through its website (<http://www.tepapa.govt.nz>), iwi relationships, collaborations with related institutions on project development and delivery, and the activities of National Services Te Paerangi.

### Touring Exhibitions

During 2003/04 five Te Papa touring exhibitions opened at multiple venues across New Zealand and internationally.

The hugely successful exhibition *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, commenced a major international tour in 2003/04 opening at the National Museum of Science and Industry's Science Museum (London) in September 2003, receiving 258,000 visits during the 188 days it was open. The exhibition opened at Singapore Science Center in March 2004, receiving 87,000 visits in eighty-four days. The exhibition is scheduled to open at two further international venues in 2004, the Museum of Science (Boston) and the Powerhouse Museum (Sydney).

*Japonism in Fashion*, developed by Te Papa in conjunction with the Kyoto Costume Institute (Japan), toured to the Christchurch Art Gallery Te Puna O Waiwhetu in December 2003 following its presentation at Te Papa.

Following a successful two-venue Australian tour, *Body Odyssey: journey through the human body* opened at Science Alive! in Christchurch in December 2003.

*On Location with New Zealand Geographic* was presented at four venues across New Zealand in 2002/03, and opened at a further two venues in 2003/04, the Rotorua Museum of Art and History, and Aratoi Museum, the Wairarapa Museum of Art and History in Masterton.

*Jewelled: adornments from across the Pacific* was presented at four venues across New Zealand in 2002/03 and opened at a further four venues in 2003/04, including: the Suter Gallery (Nelson), Otago Museum (Dunedin), Te Tuhi – The Mark

(Pakuranga), and the Rotorua Museum of Art and History.

### Loans

During 2003/04 Te Papa made eighty-one loans comprising 1,131 items to other institutions for exhibition, or research, enabling items from the national collections to be accessed by audiences nationally and internationally. The most significant of these loans included:

- Fifty-nine works on paper to the Adam Art Gallery (in Wellington) for its exhibition *Before 'Addled Art': The Graphic Art of Lionel Lindsay*
- Four paintings to the National Gallery of Australia for its exhibition *The Edwardians: Secrets and Desires*
- Three items to the Auckland Art Gallery for its exhibition *Flaunt: Art\*Fashion\*Culture*
- Four watercolours to the Christchurch Art Gallery Te Puna O Waiwhetu for its exhibition *Owen Merton, Expatriate Painter*
- Twenty-five specimens to the Ibaraki Nature Museum in Japan for its tenth anniversary exhibition

### Virtual Visitors

In June 2004 Te Papa launched its new website at <http://www.tepapa.govt.nz>. The new site provides the platform for a range of online initiatives aimed at extending Te Papa's reach to audiences nationally and internationally. During 2003/04, Te Papa recorded 518,148 visits to the website, with 454,401 in the previous year.

In addition to its own website, Te Papa hosts the McCahon website (<http://www.mccahon.co.nz>) and the New Zealand Museums portal website (<http://www.nz museums.co.nz>), which received 34,234 and 117,399 visits respectively.

### Iwi Relationships

Te Papa's relationships with iwi and Māori organisations are critical to the overall success of the Museum's unique approach to telling the nation's stories, to supporting other museums and iwi to improve their services, and to the Museum as a bicultural organisation. Over 2003/04 Te Papa maintained active relationships with seventeen iwi and Māori organisations. These relationships have been

based on taonga loans and acquisitions, exhibition development, partnership projects, and events.

Highlights for 2003/04 included the opening on 29 November 2003 of the fourth Iwi Exhibition, *Te Awa Tupua: The Whanganui Iwi Exhibition*, within the long-term exhibition *Mana Whenua*.

Over 2003/04 Te Papa progressed the development of memoranda of understanding relating to the care and management of significant taonga. Dialogue continued with the Hipango whānau on an agreement relating to the Teremoe waka, which is on display at the entrance to *Mana Whenua*. Te Papa also continued discussions with Ngāti Kauwhata and Ngāti Wehiwehi in relation to the two mere pounamu, Kauwhata and Wehiwehi, acquired by Te Papa in 2002. These agreements reflect Te Papa's commitment to its principal of *Mana Taonga*, which affirms and acknowledges the spiritual and cultural connections of the people to taonga or treasures.

Te Papa continued its programme of research with iwi into their level of satisfaction with the way Te Papa manages its iwi relationships.

Several commercial initiatives were progressed over 2003/04, including the development of a new tour product, *Journeyming with Our Ancestors*, a joint venture between Te Papa and Te Atiawa ki Waiwhetu. Discussions regarding opportunities for collaboration between Te Papa and the New Zealand Institute of Māori Arts and Crafts were held over 2003/04.

### Karanga Aotearoa Repatriation Programme

In July 2003, Te Papa commenced its Karanga Aotearoa Repatriation Programme. The focus for the first year has been establishing the programme, initiating the research component of the programme, and building relationships. One international repatriation was completed from the Ethnographic Museum in Buenos Aires, and Te Papa returned kōiwi tangata Māori to Muaūpoko iwi in Levin.

In 2003/04 Te Papa established an external Repatriation Advisory Panel, whose role it is to advise on matters relevant to kōiwi tangata Māori and Moriori, facilitate communication and provide advice on interaction with iwi, and



advise on research priorities, including in regard to ascertaining provenance of kōiwi tangata.

### National Services Te Paerangi

National Services Te Paerangi works in partnership with museums, iwi, and related organisations to build capacity and enhance the sustainability of the services they provide in their local communities. Partnership projects are initiated regionally or nationally. They foster progressive developments based on professionalism, expertise, and scholarship, including mātauranga Māori, in small and large museums around the country, for the benefit of all New Zealanders.

In 2003/04, twenty regional and six national partnership projects were completed.

National projects under the new priority area of Strategic Regional and Community Development Initiatives included the commencement of a regional seminar series to promote dialogue between local authorities and culture and heritage organisations regarding the Local Government Act 2002, undertaken in partnership with Creative New Zealand, the New Zealand Historic Places Trust, Local Government New Zealand, and the Ministry for Culture and Heritage. The project is focused on the potential for the culture and heritage sector to contribute to the development of Long Term Council Community Plans to achieve sustainable cultural, social, economic, and environmental well-being outcomes. Over 2003/04 seminars were delivered in Wairarapa and Wanganui.

Seminars were delivered with the Ministry of Tourism and Tourism New Zealand on implementing the Cultural Tourism Strategy 2010. The aim of these seminars was to facilitate alignments between tourism organisations and culture and heritage organisations and to increase the use of research findings regarding priorities for the enhancement of services offered to domestic and international tourists. These workshops were offered in Wellington and Dunedin.

Jock McQueenie, an arts consultant from Queensland, led a national series of regional workshops on *Culture, Commerce and Community* in Auckland, Gisborne, Porirua

City, Wellington City, Invercargill, and Christchurch. The focus of the workshop was developing mutually beneficial alignments and working relationships between culture and heritage organisations, and social and economic development organisations.

In 2004 a Transitional Museums Training Group was established by National Services Te Paerangi to identify an industry training organisation for the sector as part of implementing the 1999/2000 *National Training Framework for Museums Te Anga Kaiako ā ngā Whare Taonga o te Motu*. The industry training organisation's role will be to work with the sector to develop national qualifications and unit standards for registration on the National Qualifications Framework, training and assessment delivery systems, quality assurance systems, and training and assessment resources.

In addition, a group of leaders of museums and related arts, culture, and heritage organisations completed the third *He Kāhui Kākākura Strategic Leadership Programme* offered in partnership with Victoria University of Wellington. A fourth programme will be held in October and December 2004.

Regional partnership projects in 2003/04 included, under the Standards Implementation priority area, support to clusters of museums in the Wairarapa, Auckland, and South Canterbury/North Otago regions to self- and peer- review using the *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana ā Ngā Whare Taonga o Aotearoa*. Projects under the Kaupapa Māori Iwi Development area included support to two iwi, Muaūpoko Tribal Authority Incorporated and Ngāi Tūhoe, to complete a database of taonga held in museums and private collections. Training and Skill Development projects included a series of regional workshops with the Waikato Regional Museums Network on *Caring for Collections* (art, history collections and textiles). *Regional Training Needs Analysis* workshops developed to guide the identification of regional and organisational training priorities were completed in the Waikato, the Wairarapa, and South Canterbury. Strategic Development Initiative regional projects included a partnership with Enterprise Northland and the Northland Museums Association to develop

a regional museums sector strategy, and a partnership with the Museum of Transport and Technology (MOTAT) to explore with aviation heritage organisations throughout New Zealand, the feasibility of an aviation heritage network and trail.

National Services Te Paerangi hosted international experts whose presentations were delivered in Wellington and, when possible, web cast on Te Papa's website to provide access to audiences across New Zealand. Professor Ross Loomis from Colorado State University presented a lecture *Visitor Studies in a Political World: Challenges to Evaluation Research*; David Bergman from Los Angeles presented *Cultural Industries and Creative Tourism* (in partnership with New Zealand Trade and Enterprise); and Alan Blunt, Chief Executive of the Scottish Cultural Resources Access Network Limited, led a seminar *Digitisation is dead – long live digitisation*.

A list of publications available from National Services Te Paerangi is in Appendix 3, and available from Te Papa's website at <http://www.nationalservices.tepapa.govt.nz>.



ABOVE Table centrepiece in the form of black tree fern, mamaku, *Cyathea medullaris*, circa 1900

Made by Frank Grady (1840–1915), New Zealand  
Sterling silver / 245 x 145 mm  
Purchased 1987 with Charles Disney Art Trust funds

## Friends of Te Papa

The Friends of Te Papa continued an active programme of membership promotions in association with major exhibitions and events. It was pleasing to see it achieve the highest membership ever during 2003/04, with over 4,700 individual members.

Promotions undertaken at *Japonism in Fashion* resulted in 190 new memberships, 117 new members joined as part of promotional activities during *Dinosaurs from China*, and further memberships were secured in association with the presentation of *Antarctic Heroes – The race to the South Pole*. As well as promoting membership, the Friends' presence in the Museum raised the organisation's profile. This was reflected in visitor and market research, with forty-four percent of visitors reporting they had heard of the Friends, an increase from thirty-one percent in 2002/03.

In February 1999, the first membership survey was undertaken. A further study was completed in March 2004, providing up-to-date information on the make-up of the membership. There was general support expressed for the Friends' direction and the feedback will inform future reviews of the organisation's strategic plan.

Illustrated lectures presented in association with exhibitions were well received. To meet demand three lectures were held on *Kiri's Dresses: A glimpse into a Diva's wardrobe* and two lectures were presented on the religious symbolism depicted in prints and drawings on display in *Signs and Wonders | He Tohui He Ohore* and the exhibition *Japonism in Fashion*. Exhibition tours were conducted of *Wings: Nature's Flying Machines | Hua Rere a te Taiao*, *Japonism in Fashion*, and *John Kinder's New Zealand*. The series of lectures profiling Te Papa's research and expertise continued with lectures by Matthew O'Reilly (framer – paintings), and Phillipa Durkin, Rose Evans, and Carolina Izzo (conservators). A highlight was a capacity audience for Marc Pachter, Director of the National Portrait Gallery in Washington.

During the year the Friends visited Christchurch to view the new Christchurch Art Gallery Te Puna O Waiwhetu. The success of this new initiative encouraged the Friends to travel to Dunedin to visit *The Pre-Raphaelite Dream: Paintings and Drawings from the Tate Collection* at the Dunedin Public Art Gallery. Other visits off-site included tours to The Dowse, the New Zealand Portrait Gallery, and the Museum of Wellington City to Sea and viewing a rehearsal of the Royal New Zealand Ballet production of *Peter Pan*. The annual fundraiser was hosted by the Ambassador of the United States of America at 'Camperdown'.

After four years as president, Judy Salmond retired at the annual general meeting in June 2004. She has made a significant contribution to the Friends and her energy and enthusiasm will be greatly missed. The Friends welcomes Catherine Keating as President.





# Governance, Management, and Accountability

## Overview

### Accountability

Te Papa is a Crown entity under the Public Finance Act 1989 and is accountable to Parliament through its responsible Minister, the Minister for Arts, Culture and Heritage.

The Board of Te Papa is a body corporate established under section 6 of the Museum of New Zealand Te Papa Tongarewa Act 1992 (the Act). The Board is required to carry out its statutory functions under the Act using funds provided primarily but not exclusively by parliamentary appropriation, through Vote: Arts, Culture and Heritage.

The Board's authority and accountability is based on three key documents:

- The Act
- The Statement of Intent
- The memorandum of understanding negotiated with the responsible Minister

The Act specifies Te Papa's functions and the matters it is required to take into account in performing these functions.

Te Papa's Statement of Intent, produced annually, sets out the Board's strategic objectives over a three-year period and includes, in the Statement of Objectives, the specific goals and performance targets against which Te Papa measures its performance.

The Board has an annual agreement with the responsible Minister that sets out the Government's expectations of Te Papa, and other matters relevant to the relationship between the Minister and the Board.

Under the Public Finance Act 1989, Te Papa reports annually to Parliament on its performance in its Annual Report, using the Statement of Intent as a measure, and reports quarterly to the responsible Minister on progress against objectives.

## Governance Structure

### Role of the Board

The Board is responsible for the organisation's overall performance in accordance with relevant statutes and the parameters established with the

responsible Minister. As such has the following responsibilities:

- Setting strategic direction and policy
- Appointing the Chief Executive and delegating responsibility for the Museum's management to this person
- Monitoring the performance of the Museum and its Chief Executive
- Ensuring compliance with the law, accountability documents, and relevant government expectations
- Maintaining appropriate relationships with the Minister for Arts, Culture and Heritage, other Ministers, members of Parliament, sponsors, and the public
- Accounting to the Minister for Arts, Culture and Heritage on the progress towards, and achievement of, objectives

### Responsibilities of the Board and Management

The Board's policy statement on the corporate governance and management delegations of the Museum, the *Corporate Governance Manual*, sets out the respective roles of the Board and Management such that the Board focuses on strategic oversight of Te Papa's core activities (including the acquisition of items for the collections and the visitor experience programme) and management is primarily responsible for implementing policy and strategy.

### Management Delegations

The Board delegates to the Chief Executive authority to manage Te Papa on its behalf in terms of the provisions of the Museum's Act, the Employment Relations Act 2000, the Public Finance Act 1989, the approved Annual Management Plan, and policies or guidelines established by the Board.

The Board has established a framework of operational delegations, including those in relation to financial expenditure, within which the Chief Executive must operate.

Delegations have also been established for the acquisition (and deaccessioning) of items to (and from) Te Papa's collections in accordance with the Board's Collection Development Policy and Acquisitions Strategy.

## Board

### Board Membership

The Governor-General appoints Board members on the responsible Minister's recommendation. The Act requires that members have between them the range of skills and experience required for carrying out the Board's functions. This includes that members have between them a blend of management and financial skills and the knowledge and experience of, and commitment to, the functions of the Board and the specific activities of the Museum.

As at 30 June 2004, the Board comprised the following members:

|   | APPOINTED      | TERM EXPIRES |
|---|----------------|--------------|
| DR RODERICK S DEANE, PHD, BCOM (HONS), FCA, FCIM, FNZIM, CHAIRMAN | JULY 2000      | 30 JUNE 2006 |
| PROFESSOR JUDITH BINNEY, CNZM, MA (HONS), FRSNZ                   | 31 AUGUST 1999 | 30 JUNE 2005 |
| GLENYS COUGHLAN, MBA, MA  | 31 AUGUST 1999 | 30 JUNE 2005 |
| DAVID GASCOIGNE, CBE, LLM   | 1 OCTOBER 1996 | 30 JUNE 2006 |
| JOHN JUDGE, BCOMM, CA   | JULY 2000      | 30 JUNE 2006 |
| JOSEPHINE KARANGA, BED, DIP TCHG                                  | 16 AUGUST 2001 | 31 JULY 2007 |
| JENNY MAY, TTC, BA (HONS)   | JULY 2000      | 30 JUNE 2006 |
| MARK SOLOMON  | 16 AUGUST 2001 | 31 JULY 2006 |

### Board Committees

The Board maintains an Executive Committee, comprising a minimum of three Board members, whenever possible including the Chairman, which meets on an as required basis, by resolution of the Board. The Executive Committee is convened annually to consider the renewal of Te Papa's insurance policies, the timing of which falls outside the regular Board meeting cycle.

The full Board considers matters relating to auditing, appointments, and remuneration.

The Board has established a committee and delegated to it responsibility for oversight of National Services Te Paerangi. The National Services Te Paerangi Advisory Group provides advice on the strategic vision, policies, and business plan to the Chief Executive who conveys this to the Board. The Advisory Group



is chaired by a member of the Te Papa Board, and comprises six members, four drawn from the museum sector, and two from communities that museums serve. Members are appointed by the Board, on the recommendation of the Chief Executive, Kaihautū, and Director National Services Te Paerangi.

#### Board and Committee Meetings

The Board meets every two months. The focus of meetings is to monitor progress against its stated objectives and targets, ensure the Museum's operations are being managed in accordance with the Board's policies, consider strategic issues facing the organisation, consider and approve new policies, and monitor the progress of major projects.

The chairperson, or any two members, may call a special meeting of the Board at any time, in accordance with the Act.

The Board meets regularly in executive session, without the Chief Executive or other management present, to address management performance and remuneration issues and hold meetings with Te Papa's auditors.

The National Services Te Paerangi Advisory Group meets three times each year. Other committees are convened on an as required basis by resolution of the Board.

The Board from time to time considers contracts and acquisition proposals remotely, for example, when the value of a contract or an acquisition exceeds the Chief Executive's delegated authority and when timing requires that a decision be taken outside the regular Board meeting cycle.

The Chief Executive and Kaihautū present financial results and key performance indicators and measures to each meeting, together with monitoring reports from senior managers. As required, the Board receives detailed presentations on key areas of the Museum's operations or in relation to major projects in which the Board has a role to play.

Board meetings are not open to the public. Te Papa is subject to the Official Information Act 1982.

Board and committee attendance for 2003/04 was as follows:

|                         | MEETINGS ATTENDED (OF FIVE HELD) | COMMITTEE MEETINGS ATTENDED |
|-------------------------|----------------------------------|-----------------------------|
| DR RODERICK S DEANE     | 4                                | -                           |
| PROFESSOR JUDITH BINNEY | 2                                | -                           |
| GLENYS COUGHLAN         | 5                                | 4                           |
| DAVID GASCOIGNE         | 4                                | 3                           |
| JOHN JUDGE              | 4                                | -                           |
| JOSEPHINE KARANGA       | 2                                | -                           |
| JENNY MAY               | 5                                | 3                           |
| MARK SOLOMON            | 3                                | 1                           |

Notes:

1. Professor Judith Binney was granted a leave of absence between March and June 2004.
2. In 2004, the Board established a committee to oversee major developments relating to Te Papa's hospitality businesses. This committee, comprising Board members David Gascoigne and Glenys Coughlan, met twice during 2003/04.
3. Board member Jenny May chaired the National Services Te Paerangi Advisory Group for two of its three meetings in 2003/04, and joined Glenys Coughlan, the incoming chair, for one meeting.
4. An Executive Committee, comprising David Gascoigne, Glenys Coughlan, and Mark Solomon, was convened in June 2004 to consider insurance renewals for 2004/05.
5. In 2003/04, the Board approved one major contract for electrical supply and one acquisition proposal remotely (that is, outside a regular Board meeting).

#### Management

The Chief Executive is the employer of all staff and is responsible for meeting the Board's good employer responsibilities as set out in the first schedule of the Act.

The Board has established the position of Kaihautū to give effect to the Corporate Principle that *Te Papa is Bicultural*.

The Chief Executive is responsible for the ongoing conduct of the Museum's operations. The Kaihautū leads the process of developing and enhancing iwi relationships founded on Mana Taonga and the operation of Rongomaraeroa. Together the Chief Executive and Kaihautū provide strategic leadership for Te Papa as a whole, including the organisation's bicultural development.

In 2003, Te Papa completed a review of its management structure with the principal aim of strengthening the Museum's emphasis on research and knowledge creation. Four new director positions were created to lead research, curatorial, and collection management and development functions in the areas of Art and Visual Culture, History and Pacific Cultures, Mātauranga Māori, and Natural Environment/Papatūānuku.

As at 30 June 2004, Te Papa's senior management team comprised:

**Dr Seddon Bennington**, PhD, CHIEF EXECUTIVE

**Te Taru White**, MBA, BSC (HONS), KAIHAUTŪ

**Paul Brewer**, LVO, MA (HONS), CERT PR, DIRECTOR MARKETING AND COMMUNICATIONS

**Dr Carol Diebel**, PhD, DIRECTOR NATURAL ENVIRONMENT/PAPATŪĀNUKU

**Briony Ellis**, DIRECTOR FUNDS DEVELOPMENT

**Arapata Hakiwai**, MA, DIRECTOR MĀTAURANGA MĀORI

**Dr Jennie Harré Hindmarsh**, PhD, MSc SocWk, BA (HONS), TOHU MĀORITANGA, DIRECTOR NATIONAL SERVICES TE PAERANGI

**Jonathan Mane-Wheoki**, MA, DIP FA (HONS), BA, ATCL, DIRECTOR ART AND VISUAL CULTURE

**Dr Claudia Orange**, OBE, PhD, DIRECTOR HISTORY AND PACIFIC CULTURES

**Matthew Reid**, BCA, CA, DIRECTOR CORPORATE SERVICES

**Pat Stuart**, BA, DIRECTOR EXPERIENCE

**James Te Puni**, DIRECTOR MĀORI STRATEGY

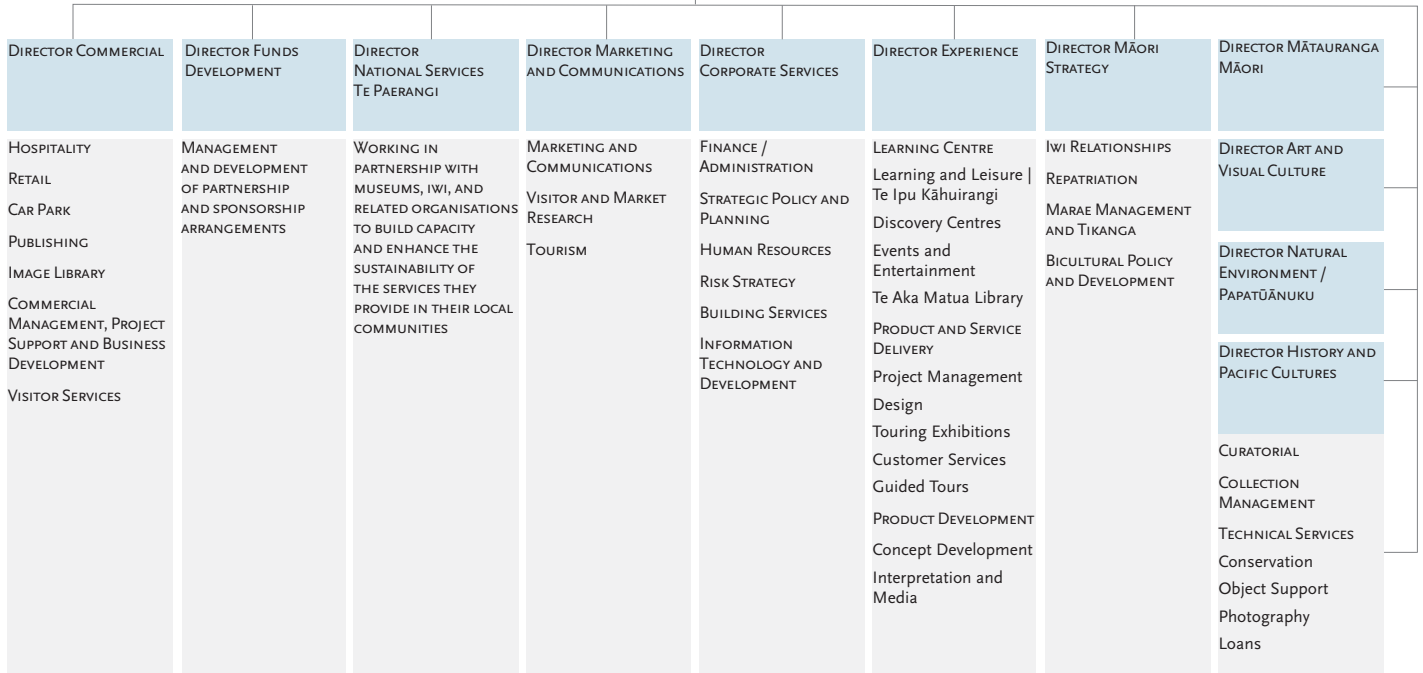
**Kevin Tso**, BCA, CA, DIRECTOR COMMERCIAL

Te Papa's organisational structure as at 30 June 2004 is set out on the following page.



## Board of the Museum of New Zealand Te Papa Tongarewa

CHIEF EXECUTIVE — KAIHAUTŪ





## Governance Philosophy

### *Board Policy Statement – Corporate Governance Manual*

The Board's *Corporate Governance Manual* is reviewed on an as required basis, but at least every three years. Management delegations relating to collection development are reviewed annually.

### *Code of Conduct*

The *Corporate Governance Manual* includes a Code of Conduct that sets out Board members' obligations to act in good faith and in the best interests of Te Papa in the fulfilment of its mandate.

The Code of Conduct requires that members:

- Act in compliance with the law.
- Not use their position as Board members to obtain preferential treatment in any personal dealings with Te Papa.
- Have an obligation to maintain high ethical standards in relation to all matters concerning Te Papa.
- Not use their affiliation to the Museum to promote personal collecting activities or collect any item or group of items in competition with the Museum or dispose of items to the disadvantage of the Museum.
- Not purchase items deaccessioned from the Museum or trade items from his or her personal collection for items from the Museum's collections without the express approval of the Board.
- Observe the principles of fairness and impartiality in all official dealings. No individual or organisation with which Board members are involved may be given improper preferential treatment – whether by access to goods and services, or access to information, or anything similar.
- Ensure the confidentiality of the boardroom is maintained at all times.

### *Conflicts of Interest*

The Board is required to comply with the Local Authorities (Members' Interests) Act 1968 and maintain an Interests Register. In addition to identifying any pecuniary interests, Board members are requested to register any non-

pecuniary interests that may be interpreted as having the potential to cause a conflict of interest with the governance of Te Papa, for example associations with other museums, art galleries, and cultural heritage institutions.

The *Corporate Governance Manual* sets out the procedures for managing conflicts of interest.

Related Party Transactions are disclosed in the Notes to the Financial Statements. (Refer to Note 15)

### *Indemnities and Insurance*

Te Papa holds insurance policies covering Directors and Officers and Statutory Liability. Under these policies, Te Papa indemnifies Directors and Officers for the uninsured portion of any amount paid as a result of any claim made against a member arising from any wrongful act, as defined in its Directors and Officers Liability insurance policy while the member was acting solely in his or her capacity as an insured person. Indemnity does not extend to any claim arising directly or indirectly from any wrongful act committed with wilful, dishonest, fraudulent, malicious, or criminal intent or purpose.

### *Risk Management*

The Board acknowledges its responsibility for the management of risks to Te Papa. The Board has delegated responsibility for the operation of a risk management programme to the Chief Executive. Te Papa's Risk Management unit, within the Corporate Services division, includes the functions of Health and Safety, Compliance, and Security.

The Board monitors risk management issues through management reporting. In addition, an Executive Committee of the Board is convened annually to consider matters relating to Te Papa's insurance policies.

### *Legislative and Regulatory Compliance*

The Board has delegated to the Chief Executive its responsibility to ensure Te Papa complies with all relevant legislative requirements.

Te Papa maintains a legislative compliance programme to ensure all legislative and regulatory requirements are met. This programme includes the maintenance of a compliance register as a tool to identify relevant

requirements, against which Te Papa monitors, reviews, and audits activity through its internal Audit Committee.

Legislative compliance is reported quarterly to the Board.

## Board Policies

### *Bicultural Policy*

The Board acknowledges the importance of the Treaty of Waitangi, particularly the partnership implicit in the Treaty, and has a policy in place that aims to ensure the development of a strong operational partnership between Tangata Whenua and Tangata Tiriti. The Board endorses the principle of a single Board that includes effective representation of both Tangata Whenua and Tangata Tiriti to govern the Museum.

### *Good Employer Provisions*

The Board ensures that its good employer obligations, set out in the first schedule of the Act, are met. In particular, the Board operates personnel policies that comply with being a good employer as defined in the Act.

The Museum operates a personnel policy that ensures the fair and proper treatment of employees, including:

- Good and safe working conditions
- An equal opportunities programme
- The impartial selection of people for employment
- Recognition of the aspirations of Māori and their employment requirements and the need for their substantial involvement as Board employees
- Opportunities for the enhancement of individual employees' abilities
- Recognition of ethnic minority groups' aspirations and cultural differences
- Recognition of women's employment requirements
- Recognition of people with disabilities' employment requirements.

### *Collection Development Policy and Annual Acquisitions Strategy*

Te Papa's Collection Development Policy and annual Acquisitions Strategy provide overarching policy and guiding principles

for collection development, including those in relation to kaitiakitanga (guardianship) of taonga, repatriation, the management of kōiwi tangata (ancestral remains), acquisition and deaccessioning procedures, and protocols for conflict of interest resolution for those involved in collection development for Te Papa.

The Collection Development Policy is reviewed periodically and the Acquisitions Strategy is reviewed and approved by the Board annually.

#### *Core Projects Strategy*

Te Papa's core research activities are undertaken within the Core Projects Strategy framework, which aims to ensure Te Papa's research effort is aligned to its Corporate Principles and that visitor experience products and services (exhibitions, publications, and learning programmes) are based on scholarship, incorporating mātauranga Māori, and meet established standards of excellence.

The strategy establishes nine core projects that form the narrative and subject themes that direct research activity and the development of visitor experience products. The nine Core Project themes are:

- 1 Journeying into the Pacific
- 2 Our Identity
- 3 Life in New Zealand
- 4 Explorations of Aspects of the Contemporary
- 5 Into our Landscape
- 6 Icons
- 7 Where is New Zealand Going?
- 8 Best of the Rest of the World
- 9 Strategic Opportunities

The Core Projects Strategy is reviewed periodically. The Board reviews and approves the visitor experience programme at least annually.



RIGHT Sperm whale teeth incised with images  
Left: Image of a ship in port, circa 1840 (Artist unknown)  
Ivory: sperm whale tooth / 150 x 75 x 50 mm  
Bequest of Mrs Dorothy Hunter, 1956

Right: Image of woman in a crinoline, circa 1860 (Artist unknown)  
Ivory: sperm whale tooth / 190 x 100 x 80 mm  
Acquisition history unknown

Museum of New Zealand Te Papa Tongarewa  
*Puzosiphanta hignaria hignaria*  
(Girty)  
Upper Glasseye Creek, Nelson,  
21-24 January 1947.  
C.O'Connor coll. M.13628



Museum of New Zealand Te Papa Tongarewa  
*Puzosiphanta hignaria hignaria*  
(Girty)  
Upper Glasseye Creek, Nelson,  
21-24 January 1947.  
C.O'Connor coll. M.136293



Museum of New Zealand Te Papa Tongarewa  
*Puzosiphanta hignaria hignaria*  
(Girty)  
Upper Glasseye Creek, Nelson,  
21-24 January 1947.  
C.O'Connor coll. M.136282



M.136286

Karamela  
M77  
you coll.



## Financial Statements 2003/04

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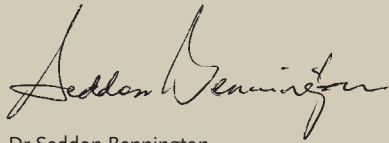
OPPOSITE Land snails, *Powelliphanta lignaria*  
Specimens from various localities in the northern South Island  
Various sizes: 24.5–58 mm maximum dimension

## Statement of Responsibility

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

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

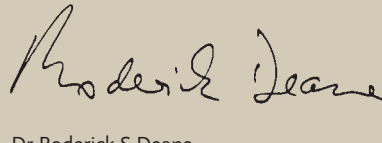
In the opinion of the Board and management, the annual financial statements for the year ended 30 June 2004 fairly reflect the financial position and operations of the Museum of New Zealand Te Papa Tongarewa.



Dr Seddon Bennington

CHIEF EXECUTIVE

14 OCTOBER 2004



Dr Roderick S Deane

CHAIRMAN

14 OCTOBER 2004



# Statement of Service Performance

## Introduction

Te Papa delivers a single output, Museum Services, which is partially funded by the Government. Objectives and performance targets have been developed to achieve the following outcomes.

### *Te Papa's Collections*

Te Papa's collections enable it to document, illustrate and explore our natural and cultural heritage – Acquisition, management, conservation, and study of the collections.

### *The Te Papa Experience*

Te Papa attracts, informs and engages New Zealanders and visitors to New Zealand – A diverse and changing programme of integrated activities and programmes, founded on scholarship and mātauranga Māori.

### *Te Papa in the Community*

Te Papa works in partnership with iwi and communities, provides leadership and adds value to services in the museum sector – National Services Te Paerangi, community partnerships, and sharing the Te Papa experience.

|                             | Actual<br>\$'000 | Budget<br>\$'000 | Variance<br>\$'000 |
|-----------------------------|------------------|------------------|--------------------|
| <b>OUTPUT COSTS 2003/04</b> |                  |                  |                    |
| Museum Services             | 44,831           | 47,750           | 2,919              |
| <b>Total Output</b>         | <b>44,831</b>    | <b>47,750</b>    | <b>2,919</b>       |

Output costs are made up of \$37.638 million of operational expenditure (excluding depreciation) and \$7.193 million of capital expenditure and collection acquisitions. Output expenditure is funded by appropriations of \$27.228 million and other revenues of \$18.409 million.

## Performance Indicators

The 2003/04 Statement of Intent includes specific targets in the Statement of Objectives. Performance is measured in terms of quantity, quality, timeliness, and cost. It is recognised that owing to the specialised nature of many of Te Papa's activities, the process of identifying appropriate measures for some targets is one of continuous refinement.

1. TE PAPA'S COLLECTIONS – Te Papa maintains standards of excellence in relation to the preservation, management, acquisition, and research of its collections

OUTCOME – Te Papa's collections enable it to document, illustrate and explore our natural and cultural heritage

Performance

| Objective  | Performance Targets 2003/2004   | Achievement  |
|--|---|--|
| <p><b>1.1 Developing Collections</b></p> <p>Outcome – Te Papa's collections, including works of art, historical objects, archival material, taonga, and items from the natural environment, are developed to enable it to document, illustrate, and explore our natural and cultural heritage.</p> |   |  |
| <p>1. Collection development activity is maintained in accordance with the Collection Development Policy and the Acquisitions Strategy.<sup>1</sup></p>  | <p>95% of new collection items are acquired in accordance with the policy and procedural guidelines for acquisitions.<sup>2</sup></p>                                       | <p><b>Achieved</b></p> <p>One hundred percent of collection development activity was consistent with the Collection Development Policy, and annual Acquisitions Strategy approved in June 2003.</p> <p>In 2003/04, 173 new acquisition proposals were submitted in 2003/04, of which 149 were approved, one was not approved, and twenty-three remained under consideration at 30 June 2004.</p> <p>[Note: A decision on acquisition proposals is not always made in the financial year in which they are submitted resulting in numbers of proposals submitted, approved, and undecided, not always reconciling.]</p> <p><i>In 2002/03 197 proposals were submitted, of which 162 were approved, and thirty-four were under consideration as at 30 June 2003.</i></p> |
| <p><b>1.2 Caring for Collections</b></p> <p>Outcome – Collections are preserved and managed in accordance with established standards and cultural requirements.</p>  |   |  |
| <p>1. Damage to collections is minimised.</p>  | <p>No irreparable loss or damage is caused to the collections or to objects on loan to Te Papa from other institutions or individuals as a result of handling by staff.</p> | <p><b>Achieved</b></p> <p>No instances of irreparable loss or damage to collections or objects on loan as a result of handling by staff occurred.</p> <p>There were ten instances of repairable damage.</p> <p><i>In 2002/03, no instances of irreparable damage, and three instances of repairable damage occurred.</i></p>   |
|  | <p>There are no more than four instances of irreparable damage to collection items as a result of public access.</p>  | <p><b>Achieved</b></p> <p>No instances of irreparable loss or damage to collection items caused by public access occurred.</p> <p>Eight instances of repairable loss or damage occurred.</p> <p><i>In 2002/03, no instances of irreparable damage, and twenty-one instances of repairable damage occurred.</i></p>   |
| <p>2. Collections are maintained in optimal conditions for their long-term preservation.</p>   | <p>100% of the items required for public display are in a stable condition.</p>   | <p><b>Achieved</b></p> <p>Before items were placed on display or loaned, 1,092 items were checked for stability.</p> <p>Of these, treatments for 244 items were completed, constituting one hundred percent of items required for public display or loan being in a stable condition.</p> <p><i>In 2002/03 1,225 items were checked before items were placed on display or loaned and 542 treatments were completed.</i></p>   |

1 The Collection Development Policy and annual Acquisitions Strategy establish the guiding principles, outcomes, strategic directions, and priorities for Te Papa's collection development programme.

2 The guidelines for acquisitions establish the procedures for acquiring items (by donation, purchase, field collection, or bequest) and the acquisition proposal process (including alignment with the Collection Development Policy and Acquisitions Strategy, and other matters such as conservation and collection management requirements, and copyright).

**Performance**

| Objective   | Performance Targets 2003/2004  | Achievement  |
|---|--|--|
|   | <p>The environmental conditions (temperature and relative humidity) in collection stores are maintained within agreed parameters.</p>  | <p><b>Achieved for Cable Street</b></p> <p>The environmental conditions in collection stores were maintained within agreed parameters more than ninety-eight percent of the time, as monitored by the building control system and conservation monitoring programme.</p> <p><b>Not Achieved for Tory Street</b></p> <p>The environmental conditions in collection stores were not consistently maintained within target parameters. Targets were achieved ninety percent of the time.</p> <p>[Note: Environmental conditions at Tory Street are being addressed as part of the redevelopment project commenced in 2003/04, which includes implementing appropriate environmental controls within the Spirit Collection Area required to mitigate damage to collections occurring as a result of the lack of humidity control and higher than optimum temperatures.]</p> <p><i>In 2002/03, targets for environmental conditions were achieved for Cable Street targets more than 98% of the time, and for Tory Street 90% of the time. Targets were not always achieved for Tory Street due to the difficulty of the facility to cope with extremes in external environmental conditions.</i></p> |
| <p>3. Collection items are managed in a culturally appropriate manner.</p>        | <p>The handling of taonga is in accordance with established tikanga standards.<sup>3</sup></p>   | <p><b>Achieved</b></p> <p>All collection items were handled, where appropriate, in accordance with tikanga Māori.</p> <p>All personnel involved in installation were trained in handling taonga Māori.</p> <p><i>In 2002/03 this target was achieved.</i></p>  |
| <p>4. To enhance knowledge management systems in relation to the collections.</p> | <p>95% of newly acquired items (excluding major collections of multiple items) of Art, History, Photography, Māori, and Pacific are recorded in the Museum's electronic collections database within six months of acquisition.</p> | <p><b>In progress</b></p> <p>Ninety-two percent (71/77) of items acquired between 1 July and 31 December were recorded on the collections database within six months of their acquisition.</p> <p>Items acquired in the second and third quarters of 2003/04 are being progressively entered onto the collections database.</p> <p><i>There was no equivalent target in 2002/03.</i></p>   |
|   | <p>15,000 outstanding Photography collection items will be catalogued on the Museum's electronic collections database.</p>   | <p><b>Not Achieved</b></p> <p>8,553 photography collection items (outstanding) were catalogued in the collections database.</p> <p>[Note: This target was not achieved due to the re-assignment of personnel. Work on the Photography collection in the second half of 2003/04 focused on storage solutions, resulting in approximately 3,200 prints and albums re-housed or locations recorded; and preparing photography collection information for migration to the new collections information system.]</p> <p><i>There was no equivalent target in 2002/03.</i></p>   |
|   | <p>25,000 outstanding Natural Environment specimens/lots will be catalogued on the Museum's electronic collections database.</p>   | <p><b>Achieved</b></p> <p>26,026 Natural Environment specimens/lots (outstanding) were catalogued on the collections database.</p> <p><i>There was no equivalent target in 2002/03.</i></p>  |

3 Tikanga standards include procedures for accessing Māori collection stores and wahi tapu, not standing or stepping over taonga, and meeting iwi-specific tikanga requirements for particular taonga.

## Performance

| Objective   | Performance Targets 2003/2004  | Achievement  |
|---|--|--|
| <b>1.3 Scholarship</b><br>Outcome – Te Papa achieves excellence in all scholarship, including mātauranga Māori activities.            |  |  |
| 1. To actively engage in research that contributes to Te Papa's outputs (exhibitions, events, publications, and learning programmes). | 100% of Core Project research activities meet agreed standards of excellence.  | <b>Achieved</b><br>One hundred percent of Core Project research activities were aligned with Te Papa's Core Projects Strategy, and met agreed quality standards.<br><i>In 2002/03 100% of collection-based scholarship and mātauranga Māori projects were aligned with Te Papa's Core Projects Strategy, and met agreed quality standards.</i>   |
|   | To undertake a minimum of three research partnerships with external organisations that contribute to Core Project objectives.      | <b>Achieved</b> <sup>1</sup><br>Nine research partnerships were undertaken with external organisations.<br>(Refer to Note 1 for further information on research partnerships)<br><i>There was no equivalent target in 2002/03.</i>   |
| 2. To disseminate the knowledge gained through scholarship, including mātauranga Māori activities.                                    | To publish a minimum of fifty peer reviewed and popular articles in New Zealand-based and international journals and publications. | <b>Achieved</b><br>Seventy articles were published.<br>(A full list of scholarly and popular articles published in 2003/04 is included in Appendices 1 and 2)<br><i>There was no equivalent target in 2002/03.</i>   |
|   | To present a minimum of five scholarly papers per annum at conferences.  | <b>Achieved</b><br>Fourteen papers were presented.<br><i>There was no equivalent target in 2002/03.</i>  |
|   | Te Papa Press publishes a minimum of one volume of <i>Tuhinga</i> (Te Papa's refereed scholarly journal).                          | <b>Achieved</b><br><i>Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa</i> (15th edition) was published in June 2004.<br><i>One edition of Tuhinga was published in 2002/03.</i>  |
|   | Te Papa Press publishes a minimum of five publications (in addition to one edition of <i>Tuhinga</i> ).                            | <b>Achieved</b><br>Five publications were published: <ul style="list-style-type: none"> <li>• <i>Icons/Ngā Taonga: From the Museum of New Zealand Te Papa Tongarewa</i> (March 2004)</li> <li>• <i>Judy Darragh: So...You Made It?</i> (May 2004)</li> <li>• <i>Matariki Maramataka/Calendar June 2004–May 2005</i> (May 2004)</li> <li>• <i>Te Papa Diary 2005</i> (June 2004)</li> <li>• <i>Te Papa Calendar 2005</i> (June 2004)</li> </ul> <i>In 2002/03 this target was achieved, six titles were published, including one volume of Tuhinga.</i> |

2. THE TE PAPA EXPERIENCE – Te Papa provides access to collections and shares knowledge through exhibitions, events, and learning programmes

OUTCOME – Te Papa attracts, informs and engages New Zealanders and visitors to New Zealand

Performance

| Objective  | Performance Targets 2003/2004  | Achievement  |
|--|--|--|
| <p><b>2.1 The Visitor Experience Programme</b></p> <p>Outcome – Te Papa provides an inspiring, informed and rich programme of exhibitions, events, and learning programmes underpinned by scholarship, including mātauranga Māori.</p> |  |  |
| <p>1. Te Papa presents a diverse and dynamic exhibition programme.</p>   | <p>A minimum of one long-term exhibition is refreshed.<sup>4</sup></p> | <p><b>Achieved</b></p> <p><i>Te Awa Tupua: The Whanganui Iwi Exhibition</i> opened on 29 November 2003.</p> <p><i>The equivalent target in 2002/03 was achieved, with four segmental changes or refreshments, and two whole exhibition changes completed.</i></p>  |
|  | <p>A minimum of one new long-term exhibition is developed by 2006.</p> | <p><b>In progress</b></p> <p>A new long-term exhibition, <i>Shaping the Land</i>, is scheduled to open on Level 3 in December 2005.</p> <p><i>There was no equivalent target in 2002/03.</i></p>   |
|  | <p>A minimum of nine short-term exhibitions are presented.</p>         | <p><b>Achieved</b></p> <p>Twelve short-term exhibitions were presented:</p> <ul style="list-style-type: none"> <li>• <i>Japonism in Fashion</i> opened 10 July 2003</li> <li>• <i>From Woodblocks to Comics: the Japanese Impression</i> opened 7 August 2003</li> <li>• <i>Wings: Nature's Flying Machines   Hua Rere a te Taiao</i> opened 22 August 2003</li> <li>• <i>Kiri's Dresses: A glimpse into a Diva's wardrobe</i> opened 5 September 2003</li> <li>• <i>Ngā Toko Rima: Contemporary Clayworks</i> opened 22 October 2003</li> <li>• <i>Dinosaurs from China</i> opened 6 December 2003</li> <li>• <i>Signs and Wonders   He Tohu He Ohorere</i> opened 17 December 2003</li> <li>• <i>Images of Prosperity: Bernard Roundhill's Commercial Art</i> opened 18 March 2004</li> <li>• <i>Judy Darragh: So... You Made It?</i> opened 14 May 2004</li> <li>• <i>John Kinder's New Zealand</i> opened 21 May 2004</li> <li>• <i>Antarctic Heroes – The race to the South Pole</i> opened 28 May 2004</li> <li>• <i>Wild Design: a fresh look at nature</i> reopened for a second season 23 June 2004</li> </ul> <p><i>In 2002/03 the target of presenting eight short-term exhibitions was achieved with nine exhibitions presented.</i></p> |
| <p>2. Te Papa presents a diverse programme of events, talks, and visitor entertainment programmes.</p>   | <p>A minimum of thirteen mid-large scale events are presented.</p>     | <p><b>Achieved</b></p> <p>Seventy-three mid- to large-scale events were presented.</p> <p>[Note: A significantly greater number of mid- to large-scale events were delivered than planned. This was primarily attributable to an increase in larger events, including a higher proportion of partnerships with external organisations.]</p> <p><i>In 2002/03 the target of 587 visitor entertainment programmes was achieved, which included ninety mid- to large-scale events.</i></p>  |

4 Refreshment of an exhibition includes a segmental change or redevelopment of an existing segment, but does not include regular conservation changes of exhibition items.

## Performance

| Objective  | Performance Targets 2003/2004  | Achievement  |
|--|--|--|
|  | A minimum of 346 visitor entertainment activities are offered.   | <b>Achieved</b><br>A total of 348 visitor entertainment activities were offered.<br><i>In 2002/03 the target of 587 visitor entertainment programmes was achieved, which included 314 visitor entertainment activities.</i>  |
|  | A minimum of twenty-four expert talks are delivered.   | <b>Achieved</b><br>A total of ninety expert talks were delivered, including twenty-nine expert talks by Te Papa staff and sixty-one expert talks from external sources.<br><i>There was no equivalent target in 2002/03.</i>   |
|  | A minimum of 150 Discovery Centre activities are offered.  | <b>Achieved</b><br>A total of 183 Discovery Centre activities were offered.<br><i>In 2002/03 the target of 587 visitor entertainment programmes was achieved, which included 183 Discovery Centre activities.</i>  |
| 3. Te Papa develops and delivers education programmes that meet the needs and expectations of schools audiences. | A minimum of ten core curriculum-linked programmes aimed at Years 1–10 are offered each year.  | <b>Achieved</b><br>Thirteen core curriculum-linked education programmes were offered in the following areas: <ul style="list-style-type: none"> <li>• Arts (2)</li> <li>• Social Studies (2)</li> <li>• English (2)</li> <li>• Science (2)</li> <li>• Mathematics (2)</li> <li>• Technology (2)</li> <li>• Health and Physical Education (1)</li> </ul> <i>In 2002/03 thirteen core curriculum-linked education programmes were offered.</i>   |
|  | Te Papa delivers a minimum of 225 education programmes to schools audiences, including curriculum-linked, generic cross-curricular, and exhibition related programmes. | <b>Achieved</b><br>A total of 620 education programmes were delivered: <ul style="list-style-type: none"> <li>• Early childhood (10)</li> <li>• Primary (493)</li> <li>• Secondary (117)</li> </ul> In addition, fifty-six tertiary programmes were offered.<br>[Note: Significantly more education programmes were delivered than planned. This was primarily attributable to increased uptake and the strong alignment of Te Papa's short-term exhibition programme with the school curriculum.]<br><i>In 2002/03 365 programmes were delivered, including: 242 primary programmes and 123 secondary programmes.</i> |
|  | A minimum of sixteen pre-school education programmes are developed.  | <b>Achieved</b><br>Seventeen pre-school programmes were developed.<br><i>There was no equivalent target in 2002/03.</i>  |
|  | A minimum of 12,000 visitors participate in education programmes.  | <b>Achieved</b><br>A total of 17,412 visitors participated in education programmes.<br><i>In 2002/03 12,179 visitors participated in education programmes.</i>   |

## Performance

| Objective   | Performance Targets 2003/2004  | Achievement   |
|---|--|---|
| <b>2.3 Making the Te Papa Experience Accessible</b><br>Outcome – The Te Papa experience, collections, and collection information is accessible to visitors to the Museum. |  |   |
| 1. To maximise access to the Te Papa experience through visitation.   | Te Papa is open to the public 365 days a year.   | <b>Achieved</b><br>Te Papa was open 365 days, a total of 3,078 hours.<br><i>In 2002/03 Te Papa was open for 3083.75 hours. During 2002/03 the Museum operated extended hours to meet demand to view the exhibition The Lord of the Rings Motion Picture Trilogy: The Exhibition.</i>  |
|   | Visitation is maintained at a minimum of one million visits. <sup>5</sup>  | <b>Achieved</b><br>Te Papa attracted 1,289,035 visits in public opening hours, twenty-nine percent higher than the minimum level of one million visits.<br><i>In 2002/03 Te Papa attracted 1,344,492 visits during public opening hours.</i>  |
| 2. To maximise access to collections in storage.  | 95% of requests for access to collections in storage are granted.  | <b>Achieved</b><br>Ninety-seven percent of requests for access to collections in storage were granted.<br>A total of 367 requests for access to collections in storage were granted. Twelve requests were declined, primarily due to the unavailability of objects or personnel.<br>A total of 1,396 visitors participated in 106 tours of collection stores.<br><i>In 2002/03 520 requests for access were granted and two requests were declined and 1,797 visitors participated in 198 store tours.</i>  |
| 3. To increase access to information about Te Papa's collections.   | Files associated with long-term exhibitions are added to Tai Awatea   Knowledge Net (Te Papa's multimedia database that provides information about exhibitions and collections) within three months of the exhibition opening. | <b>Achieved</b><br>Seven files associated with the Iwi Exhibition <i>Te Awa Tupua: The Whanganui Iwi Exhibition</i> went live in time for the exhibition's opening.<br>In addition content for <i>Bush City, Passports</i> (including <i>Aainaa: reflections through Indian weddings</i> and the past Community Exhibitions), <i>On the Sheep's Back</i> , and <i>Mana Pasifika</i> were released to Te Papa's website ( <a href="http://www.tepapa.govt.nz">http://www.tepapa.govt.nz</a> ).<br><i>In 2002/03 Tai Awatea   Knowledge Net files for Aainaa: reflections through Indian weddings were completed for the opening of the exhibition. Files from five exhibitions were released to Te Papa's website.</i> |
| <b>2.4 Attracting Diverse Audiences</b><br>Outcome – Te Papa appeals to all New Zealanders, and visitors to New Zealand   |  |   |
| 1. Ensuring that Te Papa's audiences reflect the demographic profile of New Zealand.  | At least 10% of adult visitors to Te Papa are Māori.   | <b>Achieved</b><br>Eleven percent of adult New Zealand visitors identified themselves as Māori (compared with eleven percent in the 2001 New Zealand Census). <sup>6</sup><br><i>In 2002/03 13% of New Zealand visitors identified themselves as Māori.</i>   |

5 A 'visit' is measured as each person of any age enters through the main entrances of Te Papa, as recorded by electronic and manual counters.

6 Visitor proportions are established through random visitor exit interviews, and results adjusted to account for known biases.

## Performance

| Objective  | Performance Targets 2003/2004  | Achievement  |
|--|--|--|
|  | At least 3% of adult visitors to Te Papa are of Pacific Island ethnicity.                              | <b>Achieved</b><br>Three percent of adult New Zealand visitors identified themselves as being of Pacific Island ethnicity.<br><i>There was no equivalent target in 2002/03.</i>  |
|  | At least 3% of adult visitors to Te Papa are of Asian ethnicity.                                       | <b>Achieved</b><br>Eight percent of adult New Zealand visitors identified themselves as being of Asian ethnicity.<br><i>There was no equivalent target in 2002/03.</i>   |
| 2. Te Papa attracts audiences from across New Zealand. | Of adult domestic visitors, a minimum of 35% are from outside the Wellington Region.                   | <b>Achieved</b><br>Forty-one percent of adult domestic visitors were from outside the Wellington Region (Rest of New Zealand).<br><i>In 2002/03 42% of adult domestic visitors were from outside the Wellington Region (Rest of New Zealand).</i>  |
|  | Of adult domestic visitors, a minimum of 10% are from the Wellington Region (outside Wellington City). | <b>Achieved</b><br>Nineteen percent of adult domestic visitors were from the Wellington Region, and forty percent were from Wellington City.<br><i>There was no equivalent target in 2002/03, however, of adult domestic visitors, 20% were from the Wellington Region, and 38% were from Wellington City.</i> |
| 3. Te Papa attracts international visitors.            | A minimum of 25% of adult visits are from international visitors.                                      | <b>Achieved</b><br>Forty-five percent of adult visitors were international visitors.<br><i>In 2002/03 41% of adult visitors were international visitors.</i>   |

### 2.5 Satisfying Visitors

Outcome – The needs and expectations of Te Papa's visitors are met.

|   |  |  |
|---|--|--|
| 1. Providing an experience that satisfies Te Papa's visitors. | An adult customer satisfaction rating of good to excellent of at least 90% is maintained.<br><br>(Customer satisfaction is measured on a 0-10 point rating scale where 6/10-10/10 represents a good to excellent and a satisfied Te Papa experience) | <b>Achieved</b><br>Ninety-six percent of adult visitors were satisfied with their visit to Te Papa, rating it from good to excellent.<br><br><i>In 2002/03 95% of adult visitors were satisfied with their visit.</i>  |
| 2. To provide facilities for the comfort of visitors.         | Building systems and facilities are maintained to the agreed standard as assessed by the monitoring programme.   | <b>Achieved</b><br>Monthly audits of cleaning and building maintenance showed agreed standards were met and maintenance issues were identified and addressed.<br><br>Regular assessment of control systems and planned preventative maintenance procedures to other building services were in place.<br>Agreed response times to unexpected occurrences were achieved.<br>Systems and facilities were maintained to agreed standards.<br><br><i>In 2002/03 this target was achieved.</i> |



3. TE PAPA IN THE COMMUNITY – Te Papa works in partnership with heritage organisations, iwi and Māori, research and education institutions, and extends access to the Te Papa experience

OUTCOME – Te Papa engages communities, and iwi and Māori in its activities, and provides leadership and support to enhance services in the heritage sector

Performance

| Objective   | Performance Targets 2003/2004   | Achievement  |
|---|---|--|
| <p><b>3.1 Providing National Services</b></p> <p>Outcome – Te Papa National Services Te Paerangi works in partnership with museums, iwi and related organisations to build capacity, and the sustainability of the services they provide in their local communities for the benefit of all New Zealand.</p>   |   |  |
| <p>1. Te Papa National Services develops regional and national projects in partnership with other museums, iwi and related organisations, within established priority areas of:</p> <ul style="list-style-type: none"> <li>• Training and Skill Development</li> <li>• Standards Implementation</li> <li>• Kaupapa Māori Iwi Development</li> <li>• Strategic Regional and Community Development Initiatives</li> </ul> | <p>A minimum of twelve regional partnership projects are completed each year within the established programme priority areas.</p>   | <p><b>Achieved <sup>II</sup></b></p> <p>Twenty regional partnership projects were completed:</p> <ul style="list-style-type: none"> <li>• Ten Training and Skill Development projects</li> <li>• Three Standards Implementation projects</li> <li>• Five Kaupapa Māori Iwi Development projects</li> <li>• Two Strategic Regional and Community Development Initiatives projects</li> </ul> <p>[Note: Twenty-five projects were initially approved, three were subsequently withdrawn, and two are in progress and due for completion by October 2004.]</p> <p>(Refer to Note II for further information on regional partnership projects)</p> <p><i>In 2002/03 the target of twenty partnership projects was achieved, with twenty-three regional partnership projects completed.</i></p>   |
|   | <p>A minimum of four national partnership projects are completed each year within the established programme priority areas.</p>   | <p><b>Achieved <sup>III</sup></b></p> <p>Six national partnership projects were completed:</p> <ul style="list-style-type: none"> <li>• Three Training and Skill Development projects (three remain in progress)</li> <li>• Three Strategic Regional and Community Development Initiative projects</li> </ul> <p>The following partnership projects remain in progress:</p> <ul style="list-style-type: none"> <li>• Two Standards Implementation projects</li> <li>• Two Kaupapa Māori Iwi Development projects</li> </ul> <p>[Note: Thirteen projects were initially approved; seven remain in progress and due for completion by October 2004.]</p> <p>(Refer to Note III for further information on national partnership projects)</p> <p><i>In 2002/03 the target of twenty partnership projects was achieved with sixteen national partnership projects completed.</i></p> |
|   | <p>100% of partnership projects meet agreed outcomes and performance criteria.</p>  | <p><b>Achieved</b></p> <p>One hundred percent of completed partnership projects met stated outcomes and performance criteria.</p> <p><i>In 2002/03 this target was achieved.</i></p>   |
| <p><b>3.2 Relationships with Iwi and Māori</b></p> <p>Outcome – Iwi and Māori participate and are involved in the Museum.</p>   |   |  |
| <p>1. To strengthen Te Papa's relationships with iwi and Māori through the development of partnerships.</p>   | <p>To achieve active relationships with a minimum of ten iwi and Māori organisations.</p> <p>(An active relationship is defined as one where there has been a significant level of activity, for example in exhibition development, partnership projects, provision of expertise, repatriation or other activities)</p> | <p><b>Achieved <sup>IV</sup></b></p> <p>Active relationships were maintained with seventeen iwi and Māori organisations, including through taonga loans and acquisitions, exhibition development, partnership projects and events.</p> <p>(Refer to Note IV for further information on relationships with iwi and Māori)</p> <p><i>Active relationships were maintained with fourteen iwi and Māori organisations in 2002/03.</i></p>  |

## Performance

| Objective  | Performance Targets 2003/2004  | Achievement   |
|--|--|---|
|  | All iwi and Māori organisation partnerships meet agreed outcomes and performance criteria.                                   | <b>Achieved</b><br>All partnership projects were conducted in accordance with agreed outcomes and performance criteria.<br><i>In 2002/2003 all projects met established performance standards.</i>  |
| 2. Te Papa actively engages iwi and Māori in enhancing its care and understanding of taonga. | Two formal agreements are developed with iwi and Māori in relation to the care and management of significant taonga by 2006. | <b>In progress</b><br>Two agreements are in development: <ul style="list-style-type: none"> <li>• Ngāti Kauwhata and Ngāti Wehiwehi – In relation to two mere pounamu, Kauwhata and Wehiwehi.</li> <li>• Hipango Whānau – In relation to Teremoe waka.</li> </ul> <i>There was no equivalent target in 2002/03.</i> |

### 3.3 Karanga Aotearoa Programme

Outcome – To undertake the repatriation of kōiwi tangata Māori

|  |  |  |
|--|--|--|
| 1. To implement Te Papa's repatriation strategy. | A research programme to support the repatriation of kōiwi tangata Māori will be implemented by June 2004.    | <b>Achieved</b><br>A research programme to support the repatriation of kōiwi tangata Māori (ancestral remains) was implemented and remains in progress.<br><i>There was no equivalent target in 2002/03.</i>   |
|  | A prioritised programme to support the repatriation of kōiwi tangata Māori will be implemented by June 2004. | <b>Achieved</b><br>A prioritised programme to support the repatriation of kōiwi tangata Māori was implemented in September 2003.<br>Two repatriations, one domestic (to Muaūpoko Iwi at Kawiu Marae, Levin), and one international (from the Ethnographic Museum in Buenos Aires, Argentina), were completed.<br><i>There was no equivalent target in 2002/03.</i> |

### 3.4 Developing Strategic Relationships

Outcome – Te Papa's works with related institutions to share knowledge and expertise for mutual benefit.

|  |  |  |
|--|--|--|
| 1. To develop and maintain strategic relationships and operational projects with tertiary education, research, and related institutions. | A minimum of three projects will be developed and delivered in partnership with tertiary education, research and related institutions. | <b>Achieved</b><br>Four projects were completed: <ul style="list-style-type: none"> <li>• One student from the Master of International Museums Studies programme, University of Gothenburg, Sweden, completed a practical placement with Te Papa's Visitor Market Research unit.</li> <li>• Te Papa provided supervision to three students for the Master of Arts (Applied) Museum and Heritage Studies programme (Victoria University of Wellington). A practicum and research project were completed, and one practicum remains in progress.</li> <li>• Te Papa taught the final module of one paper on the Master of Arts (Applied) Museum and Heritage Studies programme.</li> <li>• Te Papa coordinated and delivered a seminar series as part of the Museum and Heritage Studies programme at Massey University, Palmerston North.</li> </ul> <i>In 2002/03 the target of five projects was achieved, with six projects completed.</i> |
|--|--|--|

Performance

| Objective  | Performance Targets 2003/2004   | Achievement   |
|--|---|---|
| <p><b>3.5 Sharing the Te Papa Experience</b></p> <p>Outcome – Audiences across New Zealand and internationally share in the Te Papa experience through access to exhibitions, collections, and collection information.</p> |   |   |
| <p>1. To maximise access to Te Papa's collections beyond the premises.</p>   | <p>Te Papa will tour a minimum of one exhibition.<sup>7</sup></p>   | <p><b>Achieved</b></p> <p>Two exhibitions commenced touring in 2003/04:</p> <ul style="list-style-type: none"> <li>• <i>The Lord of the Rings Motion Picture Trilogy: The Exhibition</i> opened at the National Museum of Science and Industry Science Museum, London (16 September 2003) and Singapore Science Center (13 March 2004)</li> <li>• <i>Japonism in Fashion</i> opened at the Christchurch Art Gallery Te Puna O Waiwhetu (12 December 2003)</li> </ul> <p>Three exhibitions that commenced touring in 2002/03 opened at new venues as follows:</p> <ul style="list-style-type: none"> <li>• <i>On Location with New Zealand Geographic</i> opened at Rotorua Museum of Art and History (16 July 2003); and Aratoi, the Wairarapa Museum of Art and History, Masterton (13 December 2003)</li> <li>• <i>Body Odyssey: journey through the human body</i> opened at Science Alive!, Christchurch (20 December 2003)</li> <li>• <i>Jewelled: adornments from across the Pacific</i> opened at the Suter Gallery, Nelson (4 August 2003), the Otago Museum, Dunedin (18 October), Te Tuhi – The Mark, Pakuranga (17 January 2004), and the Museum of Art and History Rotorua (27 February 2004)</li> </ul> <p><i>In 2002/03 this target was achieved.</i></p> |
|  | <p>A minimum of 90% of loan requests will be assessed within forty working-days of receipt of the formal request.</p>                                   | <p><b>Not Achieved</b></p> <p><i>Lending</i></p> <p>Proportion of loans processed within forty working days: 88%</p> <p>Number of loans approved: 81</p> <p>Number of items: 1,131</p> <p>Non-research loans/items: 35/244</p> <p>Research loans/items: 46/887</p> <p><i>Borrowing</i></p> <p>Number of loans concluded: 152</p> <p>Number of items borrowed: 840</p> <p>Exhibition loans/items: 140/562</p> <p>Research loans/items: 11/277</p> <p>Collection development loans/items: 1/1</p> <p><i>There was no equivalent target in 2002/03, however 92% of loans were processed within forty days; and 71 loans for 1,269 items were processed during 2002/03.</i></p>   |
|  | <p>100% of approved loan requests will be provided to the borrowing institution within the agreed timeframe (as defined in the letter of approval).</p> | <p><b>Achieved</b></p> <p>One hundred percent of approved requests were provided to the borrowing institution within the agreed timeframe.</p> <p><i>There was no equivalent target for 2002/03.</i></p>  |

7 Achieving this target will constitute at least one exhibition opening in at least one venue outside Te Papa.

## Performance

| Objective   | Performance Targets 2003/2004   | Achievement   |
|---|---|---|
| <p>2. To maximise access to information about Te Papa's collections and services through the provision of virtual services and experiences.</p> | <p>Achieve a minimum of 275,000 virtual visitors to the Te Papa website (<a href="http://www.tepapa.govt.nz">http://www.tepapa.govt.nz</a>)</p> | <p><b>Achieved</b></p> <p>Te Papa received 518,148 visits to its website.</p> <p>Te Papa also hosts the McCahon website (<a href="http://www.mccahon.co.nz">http://www.mccahon.co.nz</a>), which received 34,234 visits, and the New Zealand Museums portal website (<a href="http://www.nz museums.co.nz">http://www.nz museums.co.nz</a>), which received 117,399 visits.</p> <p><i>In 2002/03 the total number of virtual visits to the website was 454,401.</i></p> |
|   | <p>Achieve a minimum number of 85,000 enquiries to the Call Centre (including telephone and email enquiries).</p>                               | <p><b>Achieved</b></p> <p>A total of 97,976 enquiries were received at the Call Centre.</p> <p>Total virtual visitation (website, email, and telephone) for the year: 616,124.</p> <p><i>In 2002/03 there were 97,526 enquiries received at the Call Centre. The total number of virtual visits (website, email, and telephone) was 551,927.</i></p>  |

### I Research Partnerships 2003/04

Nine research partnerships were undertaken with external organisations:

1. Foundation for Research, Science and Technology (FRST) Hebe (with Victoria University of Wellington and Micro-Optics Limited)
2. FRST Ferns
3. FRST Exclusive Economic Zone (EEZ) Fishes [with National Institute of Water and Atmospheric Research Limited (NIWA) and others]
4. FRST Algae (with NIWA)
5. FRST Albatross (with NIWA)
6. Terrestrial and Freshwater Biodiversity Information Systems (TFBIS) Mollusca (with Landcare Research and others)
7. TFBIS Amphipoda (with NIWA)
8. TFBIS Cicadas (with Landcare Research and others)
9. TFBIS Beetles (with Landcare Research and others)

### II National Services Te Paerangi Regional Partnership Projects 2003/04

Ten Training and Development projects completed:

1. Aratoi Museum, the Wairarapa Museum of Art and History: *Getting the Word Out workshop*
2. Auckland War Memorial Museum: *Symposium for Māori museum professionals*
3. He Kāhui Wairarapa: *Kahungunu ka moe, ka puta ki Wairarapa 2004, Kairangahau, Kaiārahi, Kaitiaki programmes*
4. Hocken Library, University of Otago: *Condition reporting workshop*
5. PATAKA Museum: *Sponsorship and fundraising workshop*
6. Puke Ariki: *Puke Ariki Parihaka exhibition kaiārahi training project*
7. Puke Ariki: *Te Takapou Whariki o Taranaki Kaitiaki Māori Training Workshops*
8. South Canterbury/North Otago Museums Group: *Care of collections for smaller museums workshop series*
9. Tairāwhiti Museum Te Whare Taonga o te Tairāwhiti: *Marketing plan training component of Tairāwhiti Museum development project*
10. Waikato Regional Museums Network: *Skills for Waikato museums workshop series*

Three Standards Implementation projects completed:

1. Aratoi Museum, the Wairarapa Museum of Art and History: *Standards Scheme for Wairarapa region*
2. Museum of Transport and Technology (MOTAT): *Standards Scheme for Auckland region*
3. South Canterbury Museum: *Standards Scheme for South Canterbury/North Otago region*

Five Kaupapa Māori Iwi Development projects completed:

1. Muaūpoko Tribal Authority: *Muaūpoko Taonga Tuku Iho research*
2. Otago Museum/Ngāi Tahu Papatipu Rūnaka Māori Advisory Committee: *Professional development for the Te Matapihi project and hui*
3. Te Runanga o Whaingaroa: *Mātauranga Māori o Whaingaroa*
4. Te Whakamaharatanga Trust: *South Hokianga Cultural Centre Concept*
5. Tūhoe Waikaremoana Trust Board: *Ngāi Tūhoe Taonga Rangahau – Phase One*

Two Strategic Regional and Community Development Initiatives completed:

1. Enterprise Northland and Northland Museums Association: *'Activate Northland' aiding small culture and heritage businesses accelerate the potential for tourism*
2. MOTAT: *Heritage Aviation Museum Network Project*

A further three projects remain in progress as at 30 June 2004:

1. Aratoi Museum, the Wairarapa Museum of Art and History: *Wairarapa Regional Strategy for Arts, Culture and Heritage*
2. Heritage West Coast: *Discovering and presenting the West Coast heritage journey*
3. Tairāwhiti Museum Te Whare Taonga o te Tairāwhiti: *Tairāwhiti Museum Development Project*

### III National Services Te Paerangi National Partnership Projects 2003/04

Three Training and Development projects completed:

1. *He Kāhui Kākākura Strategic Leadership Programme* (October and December 2003)
2. Lecture on *Visitor Studies in a Political World: Challenges of Evaluation Research* delivered by Professor Ross Loomis, Colorado State University
3. New Zealand Qualifications Authority (NZQA) Framework project – Stage 3

A further three projects remain in progress as at 30 June 2004:

1. Six training Resource Guides
2. Kaitiaki Māori Training Strategy
3. Review of 1999 *National Training Framework National Training Framework for Museums Te Anka Kaiako ā ngā Whare Taonga o te Motu* (to be progressed once an industry training organisation for the sector is in place)

Three Strategic Regional and Community Development Initiatives completed:

1. *Local Government Act 2002* seminar series
2. *Cultural Tourism* seminar series, presented by National Services Te Paerangi in partnership with New Zealand Trade and Enterprise, on Cultural Industries and Creative Tourism by David Bergman (Los Angeles), at Te Papa on 17 March 2004; and Cultural Tourism Research Seminar in Wellington and Dunedin
3. Jock McQueenie led a national series of regional workshops on *Culture, Commerce and Community* in Auckland, Gisborne, Porirua City, Wellington City, Invercargill, and Christchurch. Jock McQueenie also presented a keynote plenary and seminar session at the Economic Development and Creative Industries Conference in Wellington 15-16 March 2004

Two Standards Implementation projects remain in progress as at 30 June 2004:

1. Standards Scheme re-branding and promotion
2. Business strategy for the sustainable long-term management and refinement of the Standards Scheme (Stage 1 completed, Stage 2 to be undertaken in 2004/05)

Two Kaupapa Māori Iwi development projects remain in progress as at 30 June 2004:

1. One regional wānanaga on iwi development and relationships with regional institutions held as part of a national series (postponed to late-2004)
2. Development of a framework for mātauranga Māori based services

### IV Relationships with Iwi and Māori 2003/04

Seventeen active relationships were maintained with Iwi and Māori organisations:

1. Whanganui Iwi – Ongoing communication and interaction regarding the Iwi Exhibition and relationship opportunities
2. Hipango whānau – Ongoing contact, including work carried out on the development of a memorandum of understanding, regarding the care and management of the Teremoe waka
3. Ngāti Kauwhata and Ngāti Wehiwehi – Ongoing communication, including the continuing development of a memorandum of understanding,

regarding the care and management of the two mere pounamu Kauwhata and Wehiwehi, and an iwi satisfaction survey carried out

4. Muaūpoko – Repatriation occurred 15 May 2004
5. Te Aitanga A Hauiti – Partnership project and Iwi Satisfaction survey carried out
6. Rankin Whānau – Exhibition closing ceremonial event
7. Attend meetings and regular communication with Te Ara A Maui Māori Tourism Group
8. Ngāi Tūhoe – Exhibition closing ceremonial event
9. Te Atiawa ki Waiwhetu – Ongoing partnership project regarding the Journeying with Our Ancestors tour product initiative, and Te Papa supported the Te Rā o Te Raukura celebration
10. Te Kawerau ā Maki – Gifting of sperm whale remains by iwi to Te Papa
11. Rangitāne ki Wairau – Loan of taonga for 'Kei Puta Ki Wairau' exhibition planned for June 2006 at the Millennium Gallery
12. Kahungunu – Taonga Māori from Te Papa's collections lent to Aratoi Museum, the Wairarapa Museum of Art and History for the exhibition *Kahungunu Ka Moe...Ka Puta...*, and Te Papa accompanied the taonga's delivery to Aratoi Museum on 16 April 2004, and attended the exhibition's opening on 1 May 2004
13. Ngāi Tahu – Discussions with Ngāi Tahu – who will partner Te Papa to develop the fifth Iwi Exhibition
14. Moriori – Rakau Mōmori (Moriori tree carvings) returned to Otago Museum accompanied by Te Papa kaumātua. Further interaction with the Department of Conservation and Moriori regarding the 'Taiko' bird specimen
15. Ongoing communication with Hector Busby regarding development of a publication on Hector Busby and the Te Aurere Waka; attendance by Hector Busby at Te Papa ceremonial events, including the unveiling of the Moai sculpture gifted to Wellington City by the President of Chile
16. Discussion with the New Zealand Institute of Māori Arts and Crafts on development opportunities
17. Communication with Te Whānau O Ruakokore regarding Opotiki whale strandings and management of remains

# Statement of Accounting Policies

## REPORTING ENTITY

These accounting policies are those of the Museum of New Zealand Te Papa Tongarewa (Te Papa) established by the Museum of New Zealand Te Papa Tongarewa Act 1992. Te Papa's financial statements are prepared pursuant to the Public Finance Act 1989, Museum of New Zealand Te Papa Tongarewa Act 1992, and Financial Reporting Act 1993, and in accordance with Generally Accepted Accounting Practice (GAAP) in New Zealand.

## MEASUREMENT SYSTEM

The measurement base is historical cost except for land and buildings, which are valued at fair value according to Financial Reporting Standard (FRS) 3, Property, Plant and Equipment; collections, which are recorded at market value or replacement cost; investments in shares, which are recorded at market value; and donated fixed assets, which are recorded at depreciated replacement cost.

## ACCOUNTING POLICIES

### Budget Figures

The budget figures are those approved by the Board at the beginning of the financial year and disclosed in Te Papa's Statement of Intent. The budget figures have been prepared in accordance with GAAP in New Zealand and are consistent with the accounting policies adopted by the Board for the preparation of the financial statements.

### Revenue

Crown revenue received for operating purposes is recognised as revenue when earned. Crown funding received as a capital injection is accounted for in the Statement of Movements in Equity. Other revenue is recognised on an accruals basis in the Statement of Financial Performance.

### Special Purpose Funds

Special Purpose Funds are bequests, gifts, and contributions from private individuals and organisations for scientific research projects and collection acquisitions. As the entity exercises control over these funds in terms of the Statement of Concepts, receipt of special purpose funds is recognised as revenue and their distribution as an expense.

### Accounts Receivable

Accounts receivable are stated at their expected realisable value, after providing for doubtful debts. Bad debts are written off in the year they are recognised.

### Inventory

Inventories are valued at the lower of cost or net realisable value.

### Investments

Investments in listed companies are recorded at the closing price at balance date on the New Zealand Stock Exchange. The resulting unrealised gains or losses are recognised in the Statement of Financial Performance. Premiums or discounts on government stock are amortised over the life of the investment on a yield to maturity basis.

### Property, Plant and Equipment

Land and buildings are stated at fair value as determined by an independent registered valuer. Fair value is determined using market-based evidence. Land and buildings are revalued at least every five years. Additions between revaluations are recorded at cost. Te Papa revalued its land and buildings in the 2002/03 financial year, according to values provided by T M Truebridge SNZPI of DTZ New Zealand.

The results of revaluing land and buildings are credited or debited to an asset revaluation reserve for that class of asset. Where a revaluation results in a debit balance in the revaluation reserve, the debit balance will be expensed in the Statement of Financial Performance.

All other fixed assets are recorded at historical cost. Any write down of an item to its recoverable amount is recognised in the Statement of Financial Performance. Capital works in progress are recognised as costs are incurred. The total cost of this work is transferred to the relevant asset category on its completion, then depreciated.

### Depreciation

Depreciation is provided on fixed assets (other than freehold land and capital works in progress) on a straight-line basis so as to allocate the cost of assets, less any estimated residual value, over their useful lives. The estimated useful lives are:

|                                |               |
|--------------------------------|---------------|
| Buildings                      | 150 years     |
| Buildings fit-out              | 5 to 50 years |
| Commercial activities assets   | 2 to 15 years |
| Exhibition equipment and tools | 2 years       |
| Film, audio-visual equipment   | 3 to 4 years  |
| Furniture and fittings         | 3 to 15 years |
| Land improvements              | 5 to 50 years |
| Long-term exhibitions          | 3 to 15 years |
| Miscellaneous equipment        | 10 years      |
| Motor vehicles                 | 5 years       |
| Office and computer equipment  | 3 to 5 years  |

|                            |               |
|----------------------------|---------------|
| Photography equipment      | 3 to 4 years  |
| Plant and equipment        | 5 to 50 years |
| Project information system | 5 years       |
| Scientific equipment       | 10 years      |
| Security equipment         | 10 years      |
| Trust and reserve assets   | 5 years       |

### Collections

Te Papa's collections have been valued at cost or market value, with the exception of the Natural Environment collections, which are shown at replacement cost. A valuation of collections is performed annually, with each class of collections valued once every three years. Acquisitions to collections between revaluations are recorded at cost.

Collections that have values based on foreign currencies are retranslated each year to ensure no impairment in carrying value, in accordance with FRS 3: Accounting for Property, Plant and Equipment. This falls outside the requirements of FRS 21: Accounting for the Effects of Changes in Foreign Currency Exchange Rates, where non-monetary assets are required to be valued at historical cost or valuation, but is in place to address the FRS 3 requirement to review assets for impairment. Such translation movements are debited or credited to the collection revaluation reserve.

Upward revaluations of collections are credited to the collection revaluation reserve. Downward revaluations of the collections are debited to that reserve. Where this results in a debit balance in the collection revaluation reserve this balance is expensed in the Statement of Financial Performance.

In the Board's opinion, as the collections tend to have an indefinite life and are generally not of a depreciable nature, depreciation is not applicable.

### Provision for Employee Entitlements

Provision is made in respect of Te Papa's liability for annual leave and long service leave.

Annual leave has been calculated on an actual entitlement basis at current rates of pay. Long service leave has been calculated on an actuarial basis based on present value of expected future entitlements.

### Goods and Services Tax

The Statement of Financial Performance, Statement of Movements in Equity, Statement of Cash Flows, Statement of Commitments, and Statement of Contingent Liabilities are exclusive of Goods and Services Tax (GST). The Statement of Financial Position is also exclusive

of GST except for accounts payable and accounts receivable, which are GST inclusive. The amount of GST refund due as at balance date is included in current assets.

#### **Taxation**

Te Papa is exempt from the payment of income tax in terms of section 20 of the Museum of New Zealand Te Papa Tongarewa Act 1992. Accordingly, no charge for income tax has been provided for.

#### **Operating Leases**

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are charged as expenses in the periods in which they were incurred.

#### **Financial Instruments**

##### *Recognised*

Te Papa is party to financial arrangements as part of its everyday operations. These include bank accounts, short-term deposits, accounts receivable, accounts payable, and investments. All revenues and expenses in relation to all financial instruments are recognised in the Statement of Financial Performance. All financial instruments are recognised in the Statement of Financial Position when a contractual obligation has been established. Specific methods and assumptions used are disclosed elsewhere in these policies.

##### *Unrecognised*

Forward foreign exchange contracts used to hedge future foreign currency receipts are valued at exchange rates prevailing at year end.

#### **Statement of Cash Flows**

*Cash* means cash balances on hand, cash held in bank accounts, demand deposits, and other highly liquid investments in which Te Papa invests as part of its day-to-day cash management.

*Operating activities* include cash received from all income sources of Te Papa and cash payments for the supply of goods and services.

*Investing activities* are activities relating to the acquisition and disposal of current and non-current securities and any other non-current assets.

*Financing activities* comprise the change in equity and debt capital structure of Te Papa.

#### **Cost Allocation**

All costs incurred are allocated to Te Papa's single output class: Museum Services.

#### **Foreign Currency Translation**

Transactions in foreign currencies are converted at the New Zealand rate of exchange ruling at the date of the transaction except where forward currency contracts have been taken out to cover short-term forward currency commitments. Where short-term currency contracts have been taken out, the transaction is translated at the rate contained in the contract.

Investment balances are expressed in New Zealand currency using rates at balance date. Exchange gains or losses are transferred to the Statement of Financial Performance.

Movements arising from retranslation of Collection valuations are debited or credited to the collection revaluation reserve.

#### **Commitments**

Future payments are disclosed as commitments at the point a contractual obligation arises, to the extent that there are equally unperformed obligations. Commitments relating to employment contracts are not disclosed.

#### **Contingent Liabilities**

Contingent liabilities are disclosed at the point at which the contingency is evident.

#### **Changes in Accounting Policies**

There have been no changes in accounting policies since the date of the last audited financial statements. All policies have been applied on a basis consistent with the previous year.

# Financial Statements

## STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 30 June 2004

|  | Note | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--|------|--------------------------|--------------------------|--------------------------|
| <b>REVENUE</b>                                     |      |                          |                          |                          |
| Revenue Crown                                      |      | 18,228                   | 18,227                   | 18,139                   |
| Commercial Revenue                                 |      | 10,213                   | 10,584                   | 11,194                   |
| Other Revenue                                      | 1    | 8,196                    | 7,092                    | 7,557                    |
| Special Purpose Funds Revenue                      | 2    | 1,068                    | 763                      | 975                      |
| <b>Total operating revenue</b>                     |      | <b>37,705</b>            | <b>36,666</b>            | <b>37,865</b>            |
| Cost of Services                                   | 3    | 37,638                   | 37,851                   | 35,932                   |
| <b>Net surplus (deficit) before depreciation</b>   |      | <b>67</b>                | <b>(1,185)</b>           | <b>1,933</b>             |
| Depreciation*                                      | 10   | 10,685                   | 14,635                   | 12,940                   |
| <b>Net deficit for the year after depreciation</b> |      | <b>(10,618)</b>          | <b>(15,820)</b>          | <b>(11,007)</b>          |

\* Note: The Government provides funds for capital expenditure by way of a capital injection as presented in the Statement of Movements in Equity and does not fund Te Papa for the full cost of depreciation.

*The accounting policies and accompanying notes form part of and should be read in conjunction with these financial statements.*



# Financial Statements

## STATEMENT OF MOVEMENTS IN EQUITY

For the year ended 30 June 2004

|  | Note | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--|------|--------------------------|--------------------------|--------------------------|
| <b>Public equity at beginning of the year</b>              |      | 859,313                  | 830,727                  | 833,413                  |
| Net Operating Deficit                                      |      | (10,618)                 | (15,820)                 | (11,007)                 |
| Asset Revaluation Reserve Movement                         | 5    | -                        | -                        | 24,560                   |
| Collection Revaluation Reserve Movement                    | 5    | 23,006                   | -                        | 847                      |
| <b>Total recognised revenues and expenses for the year</b> |      | <b>12,388</b>            | <b>(15,820)</b>          | <b>14,400</b>            |
| Crown Capital Injections                                   | 4    | 9,000                    | 9,000                    | 11,500                   |
| <b>Public equity at end of the year</b>                    |      | <b>880,701</b>           | <b>823,907</b>           | <b>859,313</b>           |

The accounting policies and accompanying notes form part of and should be read in conjunction with these financial statements.

# Financial Statements

## STATEMENT OF FINANCIAL POSITION

As at 30 June 2004

|                                     | Note | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|-------------------------------------|------|--------------------------|--------------------------|--------------------------|
| <b>PUBLIC EQUITY</b>                |      |                          |                          |                          |
| Capital                             | 4    | 371,030                  | 289,565                  | 362,030                  |
| Reserves                            | 5    | 509,671                  | 534,342                  | 497,283                  |
| <b>TOTAL PUBLIC EQUITY</b>          |      | <b>880,701</b>           | <b>823,907</b>           | <b>859,313</b>           |
| <b>Represented by</b>               |      |                          |                          |                          |
| <b>CURRENT ASSETS</b>               |      |                          |                          |                          |
| Cash and Bank                       |      | 18,157                   | 9,160                    | 17,038                   |
| Special Purpose Funds Deposits      | 6    | 1,516                    | 2,208                    | 1,693                    |
| Accounts Receivable                 | 7    | 1,798                    | 482                      | 1,040                    |
| Inventory                           |      | 985                      | 700                      | 940                      |
| Publications Work in Progress       |      | 28                       | -                        | -                        |
| <b>Total current assets</b>         |      | <b>22,484</b>            | <b>12,550</b>            | <b>20,711</b>            |
| <b>NON-CURRENT ASSETS</b>           |      |                          |                          |                          |
| Term Investments                    | 8    | 886                      | 950                      | 882                      |
| Fixed Assets                        | 9    | 275,968                  | 250,176                  | 283,141                  |
| Collections                         | 11   | 587,951                  | 564,189                  | 561,281                  |
| <b>Total non-current assets</b>     |      | <b>864,805</b>           | <b>815,315</b>           | <b>845,304</b>           |
| <b>TOTAL ASSETS</b>                 |      | <b>887,289</b>           | <b>827,865</b>           | <b>866,015</b>           |
| <b>LESS CURRENT LIABILITIES</b>     |      |                          |                          |                          |
| Accounts Payable                    |      | 4,282                    | 3,033                    | 4,527                    |
| Employee Entitlements               | 12   | 977                      | 775                      | 848                      |
| Contract Retentions                 |      | 78                       | -                        | 64                       |
| Other Payables                      |      | 1,115                    | 150                      | 1,120                    |
| <b>Total current liabilities</b>    |      | <b>6,452</b>             | <b>3,958</b>             | <b>6,559</b>             |
| <b>LESS NON-CURRENT LIABILITIES</b> |      |                          |                          |                          |
| Employee Entitlements               | 12   | 136                      | -                        | 143                      |
| <b>NET ASSETS</b>                   |      | <b>880,701</b>           | <b>823,907</b>           | <b>859,313</b>           |

The accounting policies and accompanying notes form part of and should be read in conjunction with these financial statements.

# Financial Statements

## STATEMENT OF CASH FLOWS

For the year ended 30 June 2004

|  | Note | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--|------|--------------------------|--------------------------|--------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>        |      |                          |                          |                          |
| Cash was provided from:                            |      |                          |                          |                          |
| Government Grants                                  |      | 18,228                   | 18,227                   | 18,139                   |
| Other Revenue and Grants                           |      | 17,928                   | 18,040                   | 20,070                   |
| Interest Received                                  |      | 905                      | 397                      | 574                      |
| Net Goods and Services Tax received                |      | 10                       | 42                       | 4                        |
|  |      | <b>37,071</b>            | <b>36,706</b>            | <b>38,787</b>            |
| Cash was disbursed to:                             |      |                          |                          |                          |
| Payments to Employees                              |      | 18,825                   | 18,052                   | 14,619                   |
| Payments to Suppliers and Others                   |      | 19,087                   | 19,583                   | 20,226                   |
| <b>Net cash flows from operating activities</b>    |      | <b>(841)</b>             | <b>(929)</b>             | <b>3,942</b>             |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>        |      |                          |                          |                          |
| Cash was provided from:                            |      |                          |                          |                          |
| Sale of Fixed Assets                               |      | 17                       | -                        | 14                       |
| Cash was disbursed to:                             |      |                          |                          |                          |
| Purchase of Collections                            |      | 3,684                    | 3,500                    | 2,245                    |
| Purchase of Fixed Assets                           |      | 3,549                    | 6,399                    | 4,602                    |
|  |      | <b>7,233</b>             | <b>9,899</b>             | <b>6,847</b>             |
| <b>Net cash flows used in investing activities</b> |      | <b>(7,216)</b>           | <b>(9,899)</b>           | <b>(6,833)</b>           |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>        |      |                          |                          |                          |
| Cash was provided from:                            |      |                          |                          |                          |
| Crown Capital Injection                            |      | 9,000                    | 9,000                    | 11,500                   |
|  |      | <b>9,000</b>             | <b>9,000</b>             | <b>11,500</b>            |
| <b>Net cash flows from financing activities</b>    |      | <b>9,000</b>             | <b>9,000</b>             | <b>11,500</b>            |

# Financial Statements

## STATEMENT OF CASH FLOWS CONTINUED

For the year ended 30 June 2004

|  | Note | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--|------|--------------------------|--------------------------|--------------------------|
| <b>Net increase (decrease) in cash held</b>              |      | <b>943</b>               | <b>(1,828)</b>           | <b>8,609</b>             |
| <b>ADD OPENING CASH BROUGHT FORWARD:</b>                 |      |                          |                          |                          |
| Cash and Bank  |      | 17,038                   | 11,077                   | 8,092                    |
| Special Purpose Funds – Deposits                         |      | 1,534                    | 1,959                    | 1,871                    |
| Special Purpose Funds – Bank of New Zealand (BNZ) Sydney |      | 159                      | 160                      | 160                      |
|  |      | <b>19,674</b>            | <b>11,368</b>            | <b>18,732</b>            |
| Less exchange loss                                       |      | (1)                      | -                        | (1)                      |
| <b>Closing cash carried forward</b>                      |      | <b>19,673</b>            | <b>11,368</b>            | <b>18,731</b>            |
| <b>REPRESENTED BY:</b>                                   |      |                          |                          |                          |
| Cash and bank  |      | 18,157                   | 9,160                    | 17,038                   |
| Special Purpose Funds – Deposits                         | 6    | 1,366                    | 2,039                    | 1,534                    |
| Special Purpose Funds – BNZ Sydney                       | 6    | 150                      | 169                      | 159                      |
| <b>Closing cash carried forward</b>                      |      | <b>19,673</b>            | <b>11,368</b>            | <b>18,731</b>            |

The accounting policies and accompanying notes form part of and should be read in conjunction with these financial statements.

# Financial Statements

## RECONCILIATION OF NET SURPLUS FROM OPERATIONS TO NET CASH FLOWS FROM OPERATING ACTIVITIES

For the year ended 30 June 2004

|  | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--|--------------------------|--------------------------|
| <b>NET (DEFICIT) FOR YEAR</b>                                      | <b>(10,618)</b>          | <b>(11,007)</b>          |
| Add (less) non-cash items:   |                          |                          |
| Depreciation   | 10,685                   | 12,940                   |
| Exchange Loss (Gain)   | 1                        | 1                        |
| Increase (Decrease) in Non-current Employee Entitlements           | (7)                      | 4                        |
| Investment Revaluation   | 13                       | (38)                     |
|  | <b>10,692</b>            | <b>12,907</b>            |
| <b>Add (less) movements in working capital items</b>               |                          |                          |
| Decrease (Increase) in Accounts Receivable and Prepayments         | (758)                    | 736                      |
| Decrease (Increase) in Inventory                                   | (45)                     | (20)                     |
| (Decrease) Increase in Current Employee Entitlements               | 129                      | 11                       |
| (Decrease) Increase in Accounts Payable and Accruals               | (201)                    | 2,258                    |
|  | <b>(875)</b>             | <b>2,985</b>             |
| <b>Add adjustment for items classified as investing activities</b> |                          |                          |
| Movements of Capital Items in Accounts Payable                     | (19)                     | (937)                    |
| Movements of Capital Items in Accounts Receivable                  | -                        | -                        |
| Movements of Collection Items in Accounts Payable                  | (20)                     | -                        |
| Loss on Sale of Fixed Assets                                       | 3                        | 5                        |
| Gain from Sale of Fixed Assets                                     | (4)                      | (11)                     |
|  | <b>(40)</b>              | <b>(943)</b>             |
| <b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>                    | <b>(841)</b>             | <b>3,942</b>             |

*The accounting policies and accompanying notes form part of and should be read in conjunction with these financial statements.*

# Financial Statements

## STATEMENT OF COMMITMENTS

Te Papa had contractual commitments in respect of leases as follows:

| Leases   | Annual Rental<br>\$'000 | Months Remaining<br>\$'000 | Commitment<br>2004<br>\$'000 | Commitment<br>2003<br>\$'000 |
|--|-------------------------|----------------------------|------------------------------|------------------------------|
| 63 Cable Street                                  | 111                     | 143                        | 1,323                        | 1,434                        |
| 51 Cable Street                                  | 56                      | 143                        | 667                          | 723                          |
| 50 Cable Street                                  | 150                     | 54                         | 675                          | 825                          |
| Equipment Lease                                  | 102                     | 54                         | 459                          | -                            |
|  | <b>419</b>              |                            | <b>3,124</b>                 | <b>2,982</b>                 |
| Term Classification of Commitments               |                         |                            |                              |                              |
| Less than One Year                               |                         |                            | 419                          | 317                          |
| One to Two Years                                 |                         |                            | 419                          | 317                          |
| Two to Five Years                                |                         |                            | 1,131                        | 951                          |
| Over Five Years                                  |                         |                            | 1,155                        | 1,397                        |
|  |                         |                            | <b>3,124</b>                 | <b>2,982</b>                 |
| <b>Total Outstanding Contractual Commitments</b> |                         |                            | <b>3,124</b>                 | <b>2,982</b>                 |

## STATEMENT OF CONTINGENT LIABILITIES

A claim was made to the Waitangi Tribunal in 2001 with reference to the care, management, and ownership of Te Hau ki Turanga whareniui held at the Museum, which is included in Te Papa's accounts. The claimants believe ownership of the whareniui rests with them rather than the Museum. The Tribunal is deliberating on this issue. The information usually required by FRS 15: Provisions, Contingent Liabilities and Contingent Assets regarding the monetary amount of the contingent liability is not disclosed on the grounds it can be expected to prejudice seriously the outcome of the claim.

At 30 June 2004, Te Papa has no other contingent liabilities.

At 30 June 2003, the only contingent liability was the claim noted above.

# Notes to the Financial Statements

## 1. OTHER REVENUE

|                              | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|------------------------------|--------------------------|--------------------------|
| Interest Income              | 966                      | 652                      |
| Sponsorship Income           | 3,550                    | 3,044                    |
| Donations Income             | 124                      | 107                      |
| Gain on Sale of Fixed Assets | 4                        | 11                       |
| Temporary Exhibitions Income | 2,579                    | 2,813                    |
| Publications Revenue         | 275                      | 248                      |
| Rental Income                | 257                      | 257                      |
| Other Income                 | 433                      | 424                      |
| Bad Debts Recovered          | 7                        | -                        |
| Dividends                    | 1                        | 1                        |
| <b>TOTAL OTHER REVENUE</b>   | <b>8,196</b>             | <b>7,557</b>             |

## 2. SPECIAL PURPOSE FUNDS

| Account  | Unspent<br>Balance<br>30/06/03<br>\$'000 | Income<br>2003/04<br>\$'000 | Collections<br>Acquired<br>2003/04<br>\$'000 | Capital<br>Purchases<br>2003/04<br>\$'000 | Other<br>Expenditure<br>2003/04<br>\$'000 | Unspent<br>Balance<br>30/06/04<br>\$'000 |
|--|--|-----------------------------|--|---|---|--|
| Beauchamp  | 15                                       | 1                           | -  | -   | -   | 16                                       |
| Buick  | 39                                       | 3                           | -  | -   | -   | 42                                       |
| Canaday  | 196                                      | 2                           | -  | -   | 2   | 196                                      |
| Colonial Silver  | 11                                       | -                           | -  | -   | -   | 11                                       |
| Disney   | 992                                      | 50                          | 27   | -   | 4   | 1,011                                    |
| Dr Roderick S Deane Fund   | 30                                       | -                           | -  | -   | -   | 30                                       |
| Eames  | 702                                      | -                           | -  | -   | 7   | 695                                      |
| Henderson  | 270                                      | 25                          | -  | -   | -   | 295                                      |
| Ilott  | 18                                       | 1                           | -  | -   | -   | 19                                       |
| Marsden Fund   | 13                                       | 3                           | -  | -   | -   | 16                                       |
| McLauchlan   | 8  | -                           | -  | -   | -   | 8  |
| Te Aorere  | 41                                       | 2                           | -  | -   | -   | 43                                       |
| Foundation for Research, Science and Technology (FRST)<br>– Exclusive Economic Zone (EEZ) Fishes | 713                                      | 320                         | -  | -   | 178                                       | 855                                      |
| FRST – Algae   | 14                                       | 187                         | -  | -   | 197                                       | 4  |
| FRST – Hebe  | 229                                      | 245                         | -  | -   | 162                                       | 312                                      |
| National Institute of Water and Atmospheric Research Limited<br>(NIWA) – Buller's Albatrosses    | 12                                       | 61                          | -  | -   | 63  | 10                                       |
| Terrestrial and Freshwater Biodiversity Information Systems<br>(TFBIS) Amphipods                 | -  | 56                          | -  | -   | -   | 56                                       |
| TFBIS Cicadas  | -  | 24                          | -  | -   | 4   | 20                                       |
| TFBIS Mollusc  | -  | 30                          | -  | -   | 71  | (41)                                     |
| TFBIS Vascular Plants  | -  | 25                          | -  | -   | 17  | 8  |
| Learning Federation Trial  | -  | 33                          | -  | -   | -   | 33                                       |
| Other  | 71                                       | -                           | -  | -   | 11  | 60                                       |
|  | <b>3,374</b>                             | <b>1,068</b>                | <b>27</b>                                    | <b>-</b>                                  | <b>716</b>                                | <b>3,699</b>                             |

Income received through the year is accounted for as revenue and the expenditure is accounted for as part of Cost of Services. (Refer to Note 3.)  
Collection acquisitions and capital purchases have been capitalised.

# Notes to the Financial Statements

## 3. COST OF SERVICES

|                                    | Note | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|------------------------------------|------|--------------------------|--------------------------|
| Administration                     |      | 611                      | 516                      |
| Marketing and Public Relations     |      | 1,533                    | 1,269                    |
| Board Fees                         | 13   | 91                       | 105                      |
| Board Expenses                     |      | 45                       | 62                       |
| Commercial Operation Expenses      |      | 8,208                    | 8,767                    |
| Fees Paid to Auditors              |      |                          |                          |
| – External Audit                   |      | 33                       | 33                       |
| – Other Assurance Services         |      | -                        | -                        |
| Movement in Bad Debts Provision    |      | (4)                      | 9                        |
| Bad Debts Expense                  |      | 4                        | -                        |
| Exhibition and Collection Expenses |      | 236                      | 230                      |
| Foreign Exchange Loss              |      | 1                        | -                        |
| Loss on Disposal of Fixed Assets   |      | 3                        | 5                        |
| National Services Te Paerangi      |      | 726                      | 766                      |
| Operations                         |      | 3,867                    | 3,694                    |
| Other Expenses                     |      | 2,953                    | 3,265                    |
| Personnel Costs                    |      | 14,606                   | 13,823                   |
| Rent and Rates                     |      | 410                      | 467                      |
| Temporary Exhibitions              |      | 3,599                    | 2,126                    |
| Special Purpose Fund Expenses      | 2    | 716                      | 795                      |
|                                    |      | <b>37,638</b>            | <b>35,932</b>            |

## 4. CAPITAL

|   | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|---|--------------------------|--------------------------|
| <b>Balance at the beginning of year</b> | 362,030                  | 350,530                  |
| Plus Crown Capital Injection            | 9,000                    | 11,500                   |
| <b>Balance at end of year</b>           | <b>371,030</b>           | <b>362,030</b>           |



# Notes to the Financial Statements

## 5. RESERVES

|  | Note | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--|------|--------------------------|--------------------------|
| <b>Collection Revaluation Reserve</b>  |      |                          |                          |
| Balance at the Beginning of Year       |      | 535,189                  | 534,342                  |
| Revaluations for the year              | 11   | 23,006                   | 847                      |
| <b>Balance at End of Year</b>          |      | <b>558,195</b>           | <b>535,189</b>           |
| <b>Asset Revaluation Reserve</b>       |      |                          |                          |
| Balance at the Beginning of Year       |      |                          |                          |
| Land                                   |      | 5,247                    | -                        |
| Buildings                              |      | 8,693                    | -                        |
| Plant and Equipment                    |      | 10,620                   | -                        |
|  |      | <b>24,560</b>            | -                        |
| Revaluations for the year              |      |                          |                          |
| Land                                   |      | -                        | 5,247                    |
| Buildings                              |      | -                        | 8,693                    |
| Plant and Equipment                    |      | -                        | 10,620                   |
|  |      | -                        | <b>24,560</b>            |
| Balance at End of Year                 |      |                          |                          |
| Land                                   |      | 5,247                    | 5,247                    |
| Buildings                              |      | 8,693                    | 8,693                    |
| Plant and Equipment                    |      | 10,620                   | 10,620                   |
| <b>Total Asset Revaluation Reserve</b> |      | <b>24,560</b>            | <b>24,560</b>            |
| <b>Accumulated Losses</b>              |      |                          |                          |
| Balance at the Beginning of Year       |      | (62,466)                 | (51,459)                 |
| Net Deficit for the Year               |      | (10,618)                 | (11,007)                 |
| <b>Balance at End of Year</b>          |      | <b>(73,084)</b>          | <b>(62,466)</b>          |
| <b>TOTAL RESERVES</b>                  |      | <b>509,671</b>           | <b>497,283</b>           |

# Notes to the Financial Statements

## 6. SPECIAL PURPOSE FUNDS DEPOSITS

|                              | Note | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|------------------------------|------|--------------------------|--------------------------|
| Algal Research Joint Reserve |      | 3                        | 3                        |
| Buick                        |      | 42                       | 39                       |
| Canaday                      |      | 38                       | 35                       |
| Collections Self Insurance   |      | -                        | 15                       |
| Disney                       |      | 1,014                    | 978                      |
| Henderson                    |      | 206                      | 192                      |
| Ilott                        |      | 19                       | 22                       |
| Insurance Levies Reserve     |      | -                        | 209                      |
| Te Aorere                    |      | 44                       | 41                       |
|                              |      | <b>1,366</b>             | <b>1,534</b>             |

The above deposits were invested with Westpac Trust on term deposit for eighty-six days, maturing on 30 June 2004 at an interest rate of 5.49%. The equivalent interest rate for the same period last year was 5.8% (Ninety-two day term deposit).

|               |  |     |     |
|---------------|--|-----|-----|
| Canaday Trust |  | 150 | 159 |
|---------------|--|-----|-----|

The above on call deposit was held with the Bank of New Zealand – Sydney, earning 0.25% interest per annum. The interest rate at 30 June 2003 was 0.25% per annum.

|  |  |              |              |
|--|--|--------------|--------------|
|  |  | <b>1,516</b> | <b>1,693</b> |
|--|--|--------------|--------------|

## 7. ACCOUNTS RECEIVABLE

|                                    | Note | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|------------------------------------|------|--------------------------|--------------------------|
| <b>Accounts Receivable</b>         |      |                          |                          |
| Accrued Interest                   |      | 186                      | 125                      |
| GST Refund Due                     |      | 128                      | 138                      |
| Other Debtors                      |      | 1,321                    | 742                      |
| Prepayments and Advances           |      | 189                      | 65                       |
|                                    |      | <b>1,824</b>             | <b>1,070</b>             |
| Less: Provision for Doubtful Debts |      | (26)                     | (30)                     |
|                                    |      | <b>1,798</b>             | <b>1,040</b>             |

## 8. TERM INVESTMENTS

|                               | Market Value<br>30/06/04<br>\$'000 | Market Value<br>30/06/03<br>\$'000 |
|-------------------------------|------------------------------------|------------------------------------|
| Public Trust – Eames Trust*   | 802                                | 809                                |
| Shares – Henderson Trust      | 84                                 | 73                                 |
| <b>Total Term Investments</b> | <b>886</b>                         | <b>882</b>                         |

\* Investments held by the Public Trust for the E H Eames Trust have been recorded at the valuation supplied by the Public Trust's statement of account for the year ended 30 June 2004.

# Notes to the Financial Statements

## 9. FIXED ASSETS

| 2004                                  | Cost<br>\$'000 | Valuation<br>\$'000 | Accumulated<br>Depreciation<br>\$'000 | Book<br>Value<br>\$'000 |
|---------------------------------------|----------------|---------------------|---------------------------------------|-------------------------|
| <b>NON-DEPRECIABLE ASSETS</b>         |                |                     |                                       |                         |
| Land                                  | -              | 41,680              | -                                     | 41,680                  |
| Long-term Exhibition Work in Progress | 522            | -                   | -                                     | 522                     |
| Buildings fit-out Work in Progress    | 139            | -                   | -                                     | 139                     |
|                                       | <b>661</b>     | <b>41,680</b>       | -                                     | <b>42,341</b>           |
| <b>DEPRECIABLE ASSETS</b>             |                |                     |                                       |                         |
| Buildings Structure                   | -              | 137,347             | 1,012                                 | 136,335                 |
| Buildings Fit-out                     | 658            | 18,498              | 950                                   | 18,206                  |
| Commercial Activities Assets          | 5,918          | -                   | 2,817                                 | 3,101                   |
| Exhibition Equipment and Tools        | 539            | -                   | 519                                   | 20                      |
| Film, Audio-visual Equipment          | 1,395          | -                   | 1,068                                 | 327                     |
| Furniture and Fittings                | 8,859          | -                   | 5,991                                 | 2,868                   |
| Land Improvements                     | 9,252          | -                   | 2,572                                 | 6,680                   |
| Miscellaneous Equipment               | 920            | -                   | 394                                   | 526                     |
| Motor Vehicles                        | 183            | -                   | 88                                    | 95                      |
| Office and Computer Equipment         | 5,996          | -                   | 4,550                                 | 1,446                   |
| Long-term Exhibitions                 | 58,882         | -                   | 32,472                                | 26,410                  |
| Photography Equipment                 | 494            | -                   | 431                                   | 63                      |
| Plant and Equipment                   | 218            | 38,506              | 1,669                                 | 37,055                  |
| Project Information System            | 1,065          | -                   | 1,065                                 | -                       |
| Scientific Equipment                  | 558            | -                   | 436                                   | 122                     |
| Security Equipment                    | 478            | -                   | 105                                   | 373                     |
| Trust and Reserve Assets              | 284            | -                   | 284                                   | -                       |
|                                       | <b>95,699</b>  | <b>194,351</b>      | <b>56,423</b>                         | <b>233,627</b>          |
| <b>Total Fixed Assets</b>             | <b>96,360</b>  | <b>236,031</b>      | <b>56,423</b>                         | <b>275,968</b>          |

## Notes to the Financial Statements

| 2003                                  | Cost<br>\$'000 | Valuation<br>\$'000 | Accumulated<br>Depreciation<br>\$'000 | Book<br>Value<br>\$'000 |
|---------------------------------------|----------------|---------------------|---------------------------------------|-------------------------|
| <b>NON-DEPRECIABLE ASSETS</b>         |                |                     |                                       |                         |
| Land                                  | -              | 41,680              | -                                     | 41,680                  |
| Long-term Exhibition Work in Progress | 51             | -                   | -                                     | 51                      |
|                                       | <b>51</b>      | <b>41,680</b>       | <b>-</b>                              | <b>41,731</b>           |
| <b>DEPRECIABLE ASSETS</b>             |                |                     |                                       |                         |
| Buildings Structure                   | -              | 137,347             | -                                     | 137,347                 |
| Buildings Fit-out                     | 117            | 18,498              | 4                                     | 18,611                  |
| Commercial Activities Assets          | 5,796          | -                   | 2,281                                 | 3,515                   |
| Exhibition Equipment and Tools        | 517            | -                   | 491                                   | 26                      |
| Film, Audio-visual Equipment          | 1,249          | -                   | 874                                   | 375                     |
| Furniture and Fittings                | 8,535          | -                   | 5,494                                 | 3,041                   |
| Land Improvements                     | 9,252          | -                   | 2,220                                 | 7,032                   |
| Miscellaneous Equipment               | 866            | -                   | 315                                   | 551                     |
| Motor Vehicles                        | 138            | -                   | 87                                    | 51                      |
| Office and Computer Equipment         | 5,060          | -                   | 3,766                                 | 1,294                   |
| Long-term Exhibitions                 | 58,449         | -                   | 28,009                                | 30,440                  |
| Photography Equipment                 | 490            | -                   | 394                                   | 96                      |
| Plant and Equipment                   | 192            | 38,506              | 3                                     | 38,695                  |
| Project Information System            | 1,065          | -                   | 1,065                                 | -                       |
| Scientific Equipment                  | 478            | -                   | 423                                   | 55                      |
| Security Equipment                    | 347            | -                   | 66                                    | 281                     |
| Trust and Reserve Assets              | 284            | -                   | 284                                   | -                       |
|                                       | <b>92,835</b>  | <b>194,351</b>      | <b>45,776</b>                         | <b>241,410</b>          |
| <b>Total Fixed Assets</b>             | <b>92,886</b>  | <b>236,031</b>      | <b>45,776</b>                         | <b>283,141</b>          |

# Notes to the Financial Statements

## 10. FIXED ASSETS DEPRECIATION

|                                | Actual<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--------------------------------|--------------------------|--------------------------|
| Buildings Structure            | 1,012                    | 897                      |
| Buildings Fit-out              | 946                      | 1,215                    |
| Commercial Activities Assets   | 536                      | 536                      |
| Exhibition Equipment and Tools | 28                       | 43                       |
| Film, Audio-visual Equipment   | 194                      | 140                      |
| Furniture and Fittings         | 501                      | 511                      |
| Land Improvements              | 352                      | 364                      |
| Miscellaneous Equipment        | 80                       | 25                       |
| Motor Vehicles                 | 18                       | 12                       |
| Office and Computer Equipment  | 788                      | 588                      |
| Long-term Exhibitions          | 4,464                    | 5,560                    |
| Photography Equipment          | 48                       | 37                       |
| Plant and Equipment            | 1,666                    | 2,971                    |
| Scientific Equipment           | 13                       | 11                       |
| Security Equipment             | 39                       | 30                       |
|                                | <b>10,685</b>            | <b>12,940</b>            |

## 11. COLLECTIONS

|   | Opening        |                     | 2003/04                |                       | Closing        |                     |
|---|----------------|---------------------|------------------------|-----------------------|----------------|---------------------|
|   | Cost<br>\$'000 | Valuation<br>\$'000 | Acquisitions<br>\$'000 | Revaluation<br>\$'000 | Cost<br>\$'000 | Valuation<br>\$'000 |
| Archaeological                              | -              | 3,363               | -                      | 541                   | -              | 3,904               |
| Art   | -              | 162,090             | 3,084                  | (577)                 | 3,084          | 161,513             |
| Botanical                                   | -              | 14,141              | -                      | -                     | -              | 14,141              |
| Ceramics                                    | -              | 1,496               | -                      | -                     | -              | 1,496               |
| Te Aka Matua Library and Information Centre | 105            | 12,197              | 103                    | -                     | 208            | 12,197              |
| History                                     | 226            | 12,914              | 196                    | -                     | 422            | 12,914              |
| Invertebrate                                | 43             | 26,190              | 14                     | -                     | 57             | 26,190              |
| Māori                                       | 672            | 155,815             | 47                     | 6,030                 | 34             | 162,530             |
| Pacific and International                   | 175            | 41,337              | -                      | 17,012                | -              | 58,524              |
| Photographic Archive                        | 181            | 1,995               | -                      | -                     | 181            | 1,995               |
| Vertebrates                                 | 97             | 34,985              | 137                    | -                     | 234            | 34,985              |
| New Zealand Post Stamp Collection           | -              | 93,259              | 83                     | -                     | 83             | 93,259              |
|   |                |                     |                        |                       |                |                     |
| <b>Total Collection Valuation</b>           | <b>1,499</b>   | <b>559,782</b>      | <b>3,664</b>           | <b>23,006</b>         | <b>4,303</b>   | <b>583,648</b>      |

The Archaeological, Māori, Pacific, and International collections were valued as at 31 March 2004. Collections acquired between 1 April 2004 and 30 June 2004 are recorded at cost. The Art, Ceramics, and New Zealand Post Stamp collection were revalued as at 30 June 2003. The Botanical, Te Aka Matua Library and Information Centre, History, Invertebrate, Photographic, and Vertebrates collections were last revalued as at 30 June 2002.

The revaluation movement in Art relates to the movement in foreign exchange alone.

The collections were valued by Robin Watt & Associates, cultural and forensic specialists.

# Notes to the Financial Statements

## 12. EMPLOYEE ENTITLEMENTS

|   | 2004<br>\$'000 | 2003<br>\$'000 |
|---|----------------|----------------|
| Holiday Pay and Long Service Leave Provisions | 1,113          | 991            |
| Made up of:                                   |                |                |
| – Current                                     | 977            | 848            |
| – Non-current                                 | 136            | 143            |

### Remuneration of employees of more than \$100,000 per annum

|                       | Number of<br>Employees<br>2003/04 | Number of<br>Employees<br>2002/03 |
|-----------------------|-----------------------------------|-----------------------------------|
| \$100,000 – \$110,000 | -                                 | 1*                                |
| \$110,001 – \$120,000 | 2                                 | 3                                 |
| \$120,001 – \$130,000 | 2                                 | -                                 |
| \$130,001 – \$140,000 | 1                                 | 2                                 |
| \$140,001 – \$150,000 | 3                                 | 1                                 |
| \$150,001 – \$160,000 | 1                                 | 1                                 |
| \$170,001 – \$180,000 | 1**                               | -                                 |
| \$180,001 – \$190,001 | -                                 | 1**                               |
| \$190,001 – \$200,000 | -                                 | 1*                                |
| \$240,001 – \$250,000 | 1*                                | -                                 |

\* The Chief Executive's total remuneration and benefits is in the \$240,001 to \$250,000 band. For the five months to June 2003, the current Chief Executive's total remuneration and benefits was in the \$100,001 to \$110,000 band. The Acting Chief Executive's total remuneration and benefits for the seven months to January 2003 was in the \$120,001 to \$130,000 band (her total remuneration and benefits for the year was in the \$190,001 to \$200,000 band).

\*\* The Kaihautū's total remuneration and benefits is in the \$170,001 to \$180,000 band. For the year ending 30 June 2003, the Kaihautū's total remuneration and benefits is in the \$180,001 to \$190,000 band.

## 13. BOARD MEMBER FEES

|                                 | 2004<br>\$'000 | 2003<br>\$'000 |
|---------------------------------|----------------|----------------|
| Dr Roderick S Deane (Chairman)* | -              | -              |
| David Gascoigne                 | 17             | 14             |
| Professor Judith Binney         | 13             | 16             |
| John Judge*                     | -              | 15             |
| Jenny May                       | 16             | 16             |
| Glenys Coughlan                 | 18             | 15             |
| Mark Solomon                    | 14             | 15             |
| Josie Karanga                   | 13             | 14             |

\* Dr Roderick S Deane and John Judge have forgone their directors' fees.

## 14. FINANCIAL INSTRUMENTS

### Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Te Papa's investments include on-call deposits, short-term deposits, shares in public listed companies, and government stock. Te Papa does not hold financial derivatives providing interest rate protection. Te Papa is primarily a short-term investor and carries any interest rate risk itself.

### Foreign Currency Risk

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in market foreign currency rates. Te Papa operates a BNZ Money Maker account in Australia and owns shares in an American investment Trust. Transactions in foreign currencies are converted at the New Zealand rate of using rates at balance date as follows:

# Notes to the Financial Statements

|   |       | Foreign Currency<br>30 June<br>2004 | Exchange Rate<br>30 June<br>2004 | New Zealand<br>Currency<br>30 June<br>2004 | New Zealand<br>Currency<br>30 June<br>2003 |
|---|-------|-------------------------------------|----------------------------------|--|--|
| BNZ Money Maker account (Canaday Fund)        | AUD\$ | 138,236                             | 0.9225                           | 149,850                                    | 158,608                                    |
| State Street Investment Fund (Henderson Fund) | US\$  | 21,280                              | 0.6391                           | 33,297                                     | 30,801                                     |

As overseas investments account for a small percentage of Te Papa's total investment portfolio, financial derivatives have not been used to provide foreign currency risk protection.

## Concentration of 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 has a minimal credit risk in its holdings of various financial instruments. These instruments include cash, bank deposits, New Zealand government stock, and accounts receivable.

The Board places its investments with institutions that have a high credit rating and believes that this policy reduces the risk of any loss that could arise from its investment activities. Te Papa does not require any collateral or security to support financial instruments.

There is no significant concentration of credit risk.

Te Papa is party to letters of credit for the following:

- Westpac Trust payroll for \$800,000.
- Two Westpac Trust Visa cards for \$10,000 each.

## Liquidity Risk

Liquidity risk is the risk that the entity will encounter difficulty in raising funds at short notice to meet commitments at close to its fair value.

Deposits and government stocks can be converted into cash on demand. Share investments can be converted into cash through the financial markets at the prevailing market price.

## Fair Values

Investments are initially recorded at their cost price. Share investments are recorded at the closing price at balance date on the New Zealand Stock Exchange.

The fair value of other financial instruments is equivalent to the carrying amounts as disclosed in the Statement of Financial Position.

## 15. RELATED PARTY TRANSACTIONS

Te Papa is a Crown entity in terms of the Public Finance Act 1989.

All transactions entered into with government departments and other Crown entities are conducted at arms length on normal business terms.

Te Papa Board Chairman Dr Roderick S Deane is Chairman of Telecom New Zealand Limited, which has provided goods and services to Te Papa to the value of \$92,693 (\$90,899 in 2003).

Te Papa Board member David Gascoigne is a Consultant for Minter Ellison Rudd Watts, which has provided professional services to Te Papa to the value of \$52,117 (\$115,255 in 2003).

These transactions are on normal commercial terms. There are no other material transactions between directors and Te Papa in any capacity other than that for which they were appointed.

## 16. MAJOR VARIATIONS TO BUDGET

Depreciation is lower than budget as a result of lower than budgeted capital expenditure for the year and the effect of property, plant and equipment revaluation changes made in June 2003.

Cash is higher than budget due to the timing of capital expenditure in the 2002/03 and 2003/04 financial years.

Fixed assets are higher than budget. This is a consequence of the revaluation of Te Papa's land, building and plant as in June 2003, which resulted in an upward movement of \$24.5 million.

Collections are higher than budget due to the revaluation of collections for the current year.

Capital is considerably higher than budget, the combined effect of the June 2003 property, plant and equipment revaluation changes and the June 2004 revaluation of collections.

# Report of the Auditor-General



TO THE READERS OF THE MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA'S FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2004

The Auditor-General is the auditor of the Museum of New Zealand Te Papa Tongarewa. The Auditor-General has appointed me, Stephen Lucy, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements of the Museum of New Zealand Te Papa Tongarewa, on his behalf, for the year ended 30 June 2004.

## UNQUALIFIED OPINION

In our opinion the financial statements of Museum of New Zealand Te Papa Tongarewa on pages 39 to 69:

- comply with generally accepted accounting practice in New Zealand; and
- fairly reflect:
  - the Museum of New Zealand Te Papa Tongarewa's financial position as at 30 June 2004;
  - the results of its operations and cash flows for the year ended on that date; and
  - its service performance achievements measured against the performance targets adopted for the year ended on that date.

The audit was completed on 14 October 2004, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the Board and the Auditor, and explain our independence.

## BASIS OF OPINION

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed our audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements. If we had found material misstatements that were not corrected, we would have referred to them in the opinion.

Our audit involved performing procedures to test the information presented in the financial statements. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Board;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all financial statement disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements.

We evaluated the overall adequacy of the presentation of information in the financial statements. We obtained all the information and explanations we required to support the opinion above.

## RESPONSIBILITIES OF THE BOARD AND THE AUDITOR

The Board is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the Museum of New Zealand Te Papa Tongarewa as at 30 June 2004. They must also fairly reflect the results of its operations and cash flows and service performance achievements for the year ended on that date. The Board's responsibilities arise from the Public Finance Act 1989 and the Museum of New Zealand Te Papa Tongarewa Act 1992.

We are responsible for expressing an independent opinion on the financial statements and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 43(1) of the Public Finance Act 1989.

## INDEPENDENCE

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than the audit, we have no relationship with or interests in the Museum of New Zealand Te Papa Tongarewa.

A handwritten signature in black ink, appearing to read "Stephen Lucy".

S B Lucy

AUDIT NEW ZEALAND, ON BEHALF OF THE AUDITOR-GENERAL  
WELLINGTON, NEW ZEALAND



#### MATTERS RELATING TO THE ELECTRONIC PRESENTATION OF THE AUDITED FINANCIAL STATEMENTS

This audit report relates to the financial statements of the Museum of New Zealand Te Papa Tongarewa (Te Papa) for the year ended 30 June 2004 included on Te Papa's website. The Chief Executive is responsible for the maintenance and integrity of Te Papa's website. We have not been engaged to report on the integrity of Te Papa's website. We accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

We have not been engaged to report on any other electronic versions of Te Papa's financial statements, and accept no responsibility for any changes that may have occurred to electronic versions of the financial statements published on other websites and/or published by other electronic means.

The audit report refers only to the financial statements named above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and related audit report dated 14 October 2004 to confirm the information included in the audited financial statements presented on this website.

Legislation in New Zealand governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# Appendix 1: Publications – Scholarly Articles

For the year ended 30 June 2004

- Banks, J., Vink, C.J. & Sirvid, P. 2004. White-tailed spider bites – Arachnophobic fallout? *New Zealand Medical Journal*, 117(1188): 7.
- Bayly, M.J. & Kellow, A.V. 2004. Lectotypification of names of New Zealand members of *Veronica* and *Hebe* (Plantaginaceae). *Tuhinga*, 15: 43-52.
- Bayly, M.J. & Kellow, A.V. 2004. Proposal to reject the name *Veronica decussata* Moench (Plantaginaceae). *Taxon*, 53: 571-572.
- Bayly, M.J., Kellow, A.V., Ansell, R., Mitchell, K. & Markham, K. R. 2004. Geographic variation in *Hebe macrantha* (Plantaginaceae): morphology and flavonoid chemistry. *Tuhinga*, 15: 27-41.
- Broekhuizen, N., Stahl, J.-C. & Sagar, P.M. 2003. Simulating the distribution of southern Buller's albatross using an individual-based population model. *Journal of Applied Ecology*, 40: 678-691.
- Bowie, M. & Sirvid, P.J. 2004. Invertebrate diversity and abundance in ten Port Hills Reserves, Canterbury. *Lincoln University Wildlife Management Report*, 34: 1-13.
- Crampton, J.S., Beu, A.G., Cooper, R.G., Jones, C.M., Marshall, B. & Maxwell, P.A. 2004. Estimating the rock volume bias in palaeobiodiversity studies. *Science*, 301: 358-360.
- Fitzgerald, B.M. & Sirvid, P.J. 2004. Notes on the genus *Phycosoma* Cambridge, 1879, senior synonym of *Trigonobothrys* Simon, 1889 (Theridiidae: Araneae). *Tuhinga*, 15: 7-12.
- Jawad, L.A. 2003. Asymmetry in some morphological characters of four sparid fishes from Benghazi, Libya. *Oceanologica and Hydrobiological Studies*, 22(3): 83-88.
- Jawad, L.A. 2003. Biochemical approaches: their present usage and future application in the systematic problems of the freshwater fishes of Mesopotamia. *Anales de Biologia*, 25: 199-208.
- Jawad, L.A. 2003. Impact of environmental changes on the freshwater fish fauna of Iraq. *International Journal of Environmental Studies*, 60, November.
- Jawad, L.A. 2003. Ocular lens diameter and weight as age indicators in two teleost fishes collected from the Red Sea of Yemen. *Zoology in the Middle East*, 29: 59-62.
- Jawad, L.A. 2003. The effect of formalin, alcohol and freezing in some body proportions of *Alepes djeddaba* (Pisces: Carangidae) collected from the Red Sea coast of Yemen. *Revista de Biologia Marina y Oceanografía*, 38(2): 77-80.
- Jawad, L.A. 2004. First record of an anomalous mullet fish (*Mugil cephalus*) from New Zealand. *Tuhinga*, 15: 121-124.
- Kellow, A.V., Bayly, M.J., Mitchell, K.A., Markham, K.R. & Brownsey, P.J. 2003. A taxonomic revision of *Hebe* informal group 'Connatae' (Plantaginaceae), based on morphology and flavonoid chemistry. *New Zealand Journal of Botany*, 41: 613-635.
- Kellow, A.V., Sedgley, M. & van Heeswijk, R. 2004. Interaction between *Vitis vinifera* and grape Phylloxera: changes in root tissue during nodosity formation. *Annals of Botany*, 93: 581-590.
- Mackie, T. 2003. Lady Mabel Annesley: a European perspective in the Antipodes. *Journal of New Zealand Art History*, 24.
- Mallon, Sean. 2004. The art of inbetweenness; reflecting on Pacific art practice in New Zealand. *SPAN Journal of the South Pacific Association for Commonwealth Literature and Language Studies*, 53: 44-56.
- Marshall, B.A. 2004. New names for four common Marginellidae (Mollusca: Gastropoda) from northern New Zealand. *Molluscan Research*, 24: 7-20.
- Page, R.D.M., Cruickshank, R., Dickens, M., Furness, R.W., Palma, R.L. & Smith, V. 2004. Phylogeny of 'Philoceanus complex' seabird lice (Phthiraptera: Ischnocera) inferred from mitochondrial DNA sequences. *Molecular Phylogenetics and Evolution*, 30: 633-652.
- Palma, R.L. 2004. Designation of a lectotype for *Docophorus atlanticus* Kellogg, 1914 (Insecta: Phthiraptera: Philopteridae). *Tuhinga*, 15: 13-16.
- Palma, R.L. & Price, R.D. 2004. *Apterygon okarito*, a new species of chewing louse (Insecta: Phthiraptera: Menoponidae) from the Okarito brown kiwi (Aves: Apterygiformes: Apterygidae). *New Zealand Journal of Zoology*, 31(1): 67-73.
- Perrie, L.R., Brown, E.A., Brownsey, P.J., Lockhart, P.J. & Large, M.F. 2003. Biogeography of temperate Australasian *Polystichum* ferns as inferred from chloroplast sequence and AFLP. *Journal of Biogeography*, 30(11): 1729-1736.
- Perrie, L.R. & Brownsey, P.J. 2004. trnL intron variation in New Zealand taxa of the *Asplenium obtusatum* Chloroplast Group. *Tuhinga*, 15: 1-5.
- Perrie, L.R., Brownsey, P.J., Lockhart, P.J. & Large, M.F. 2003. Morphological and genetic diversity in the New Zealand fern *Polystichum vestitum* (Dryopteridaceae), with special reference to the Chatham Islands. *New Zealand Journal of Botany*, 41: 581-602.
- Price, R.D., Hellenenthal, R.A., Palma, R.L., Johnson, K.P. & Clayton, D.H. 2003. The Chewing lice: World checklist and biological overview. *Illinois Natural History Survey Special Publication*, 24, pp i-x + 501.
- Price, R.D., Palma, R.L. & Clayton, D.H. 2003. Review of the genus *Saemundssonina* Timmermann (Phthiraptera: Philopteridae) from the Alcidae (Aves: Charadriiformes), including a new species and new host records. *Proceedings of the Entomological Society of Washington*, 105(4): 915-924.
- Roberts, C.D. 2003. A new species of trumpeter (Teleostei; Percomorpha; Latridae) from the central South Pacific Ocean, with a taxonomic review of the striped trumpeter *Latris lineata* (Forster). *Journal of the Royal Society of New Zealand*, 33(4): 731-754.
- Smith, H. 2003. A Comment on the Politics of Māori Image and Design. *He Pukenga Kōrero: A Journal of Māori Studies (Massey University, Palmerston North)*, 7(1).
- Smith, P.J., Gaffney P.M. & Roberts, C.D. 2003. Phylogenetic relationships of the silver trumpeter *Latris pacifica* (Teleostei, Percomorpha, Latridae) based on allozymes and mitochondrial cytochrome b sequences. *Journal of the Royal Society of New Zealand*, 33(4): 755-767.
- Smith, P.J., Webber, W.R., McVeagh S.M., Inglis, G.J. & Gust, N. 2003. DNA and morphological identification of an invasive swimming crab, *Charybdis japonica*, in New Zealand waters. *New Zealand Journal of Marine and Freshwater Research*, 37: 753-762.
- Tennyson, A.J.D., Palma, R.L., Robertson, H.A., Worthy, T.H. & Gill, B.J. 2003. A new species of kiwi (Aves, Apterygiformes) from Okarito, New Zealand. *Records of the Auckland Museum*, 40: 55-64.
- Tennyson, A.J.D., Scofield, R.P. & Bell, B.D. 2003. Confirmation of Kermadec petrels breeding on the southern Kermadec Islands. *Notornis*, 50: 236-237.
- Webber, W.R. 2004. A new species of *Alvinocaris* (Crustacea: Decapoda: Alvinocarididae) and new records of alvinocaridids from hydrothermal vents, north of New Zealand. *Zootaxa*, 444: 1-26.
- Webber, W.R., Smith, P.J., McVeagh, S.M., Inglis, G. & Gust, N. 2003. DNA and morphological identification of an invasive swimming crab *Charybdis japonica*, in New Zealand waters. *New Zealand Journal of Marine and Freshwater Research*, 37(4): 753.
- Zonfrillo, B., McGowan, R.Y. & Palma, R.L. 2003. Feather lice from Ascension and Magnificent Frigatebirds. *British Birds*, 96: 45.

## Appendix 2: Publications – Popular Articles

For the year ended 30 June 2004

- Andraea, G. 2003. Conservation at Te Papa. *NZIC Chemistry in New Zealand*, 67(4): 11-13.
- Clark, M. & Roberts, C.D. 2003. NORFANZ marine biodiversity survey uncovers mysteries of the deep. *NIWA Aquatic Biodiversity & Biosecurity Newsletter*, 5 September.
- Conland, N. 2003. Love the dog in your head. Auckland: Vavasour Godkin Gallery, catalogue essay, November.
- Conland, N. 2004. Mediarena: Contemporary art from Japan. *Broadsheet*, 33(2): 51.
- Conland, N. 2004. There is no sight without a viewer. In David Clegg, *The Imaginary Museum*. Christchurch: Christchurch Art Gallery.
- Lassig, Angela. 2003. Japonism in Fashion. *Context: dress/fashion/textiles*, 1: 12-13.
- Livingstone, R. 2004. Captain Cook's Souvenirs? A pair of Eastern Great Lakes garter sashes in the Te Papa collections. *Context: dress/fashion/textiles*, 3: 4-5.
- McCredie, Athol. 2003. Standing back. In Gary Blackman. *Gary Blackman Survey*. Dunedin: Dunedin Public Art Gallery.
- Paulin, C.D. 2003. Rockling. *New Zealand Fishing News*, 26(7): 35.
- Paulin, C.D. 2004. New Zealand scorpionfishes (genus *Scorpaena*). *Seafood New Zealand*, 12(5): 61-63.
- Paulin, C.D. & Smith, P.J. 2003. Seaperch – how many species? *Seafood New Zealand*, 11(7): 61-63.
- Perrie, L.R. 2003. *Polystichum* in the lower North Island. *Manawatu Botanical Society Newsletter*, 30: 3-4.
- Perrie, L.R. 2003. The Fern *Polystichum* 'richardii' around Wellington. *Wellington Botanical Society Newsletter*, December, 7-8.
- Perrie, L.R. 2004. Another 'eastern' species near Taihape: *Polystichum oculatum* in the Rangitikei. *New Zealand Botanical Society Newsletter*, 75: 15.
- Perrie, L.R. & Brownsey, P.J. 2003. *Polystichum* in Otago. *Otago Botanical Society Newsletter*, 40: 7-9.
- Roberts, C.D. 2003. Black pink maomao. *New Zealand Fishing News*, 26(12): 69.
- Roberts, C.D. 2004. Longfinned gemfish. *New Zealand Fishing News*, 27(2): 65.
- Roberts, C.D. 2004. New cucumberfishes. *New Zealand Fishing News*, 27(3): 44.
- Roberts, C.D. 2004. Tailspot perch. *New Zealand Fishing News*, 27(1): 68.
- Roberts, C.D. & Smith, P.J. 2004. Molecular research shows striped trumpeter closest relative of new silver trumpeter. *Seafood New Zealand*, 12(4): 61-63.
- Stewart, A.L. 2003. Dealfish. *New Zealand Fishing News*, 26(9): 59.
- Stewart, A.L. 2003. Deep-sea lizardfishes. *Seafood New Zealand*, 11(6): 62-63.
- Stewart, A.L. 2003. Fangtooth. *Seafood New Zealand*, 11(8): 69-71.
- Stewart, A.L. 2003. New Chimaeras. *Seafood New Zealand*, 11(10): 61-63.
- Stewart, A.L. 2003. Sabertooth. *Seafood New Zealand*, 11(9): 61-63.
- Stewart, A.L. 2003. Seal shark. *New Zealand Fishing News*, 28(8): 31.
- Stewart, A.L. 2004. Carpet Shark. *New Zealand Fishing News*, 27(5): 55.
- Stewart, A.L. 2004. Frostfish. *New Zealand Fishing News*, 27(6): 55.
- Stewart, A.L. 2004. One kilometre rattail. *New Zealand Fishing News*, 27(4): 7.
- Stewart, A.L. & Roberts, C.D. 2003. Northern Fishes Sought. *Seafood New Zealand*, 11(11): 65-67.
- Stewart, A.L. & Roberts, C.D. 2004. New Zealand bellowsfishes. *Seafood New Zealand*, 12(3): 61-63.
- Tamarapa, A. 2004. The Journey of a kahu waero woven by Te Wharetoroa Tiniraupeka. *Te Roopu Raranga/Whatu o Aotearoa National Weavers Newsletter*, April.
- Van Helden, A. 2004. Beaked whales part 1. *Seafood New Zealand*, 12(1): 62-63.
- Van Helden, A. 2004. Beaked whales part 2. *Seafood New Zealand*, 12(2): 61-63.

# Appendix 3: Publications – National Services Te Paerangi

## Publications Available

### REPORTS

*Kaitiaki Māori Training Needs Analysis* (2003)

**[Published in 2003/04]**

*Selected Bibliography of Resource Information for Iwi and Bicultural Development with Regard to Museums and Cultural Heritage* (2003)

*Museums Online: Finding Museums Everywhere* (2002)

*E-Commerce and Museums in New Zealand* (2002)

*Enterprising Museums* (2001) 2002

*Exhibiting Enterprise: Generating Income in New Zealand Museums* (2001)

*Report of Wānanga on Iwi Cultural Initiatives Orongomai Marae, Upper Hutt, 9–10 July 2001* (2001)

*Costs and Benefits of the Investors in People Standard – A Pilot Project in Two Museums* (2001)

*Improving Bicultural Relationships – A Case Study* (2000)

*National Training Framework for Museums Te Anga*

*Kaiako ā Iwi mō Ngā Whare Taonga o Te Motu* (1999)

### OTHER PUBLICATIONS

*New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa Self and Peer Review Manuals* (2002)

### HE RAUEMI RESOURCE GUIDES

Twenty He Rauemi Resource Guides published

#### **Governance, Management, and Planning**

Working with the Media (Issue No 1)

Tapping into Funding Sources (Issue No 2)

Minimising Disaster (Issue No 6)

Emergency Procedures (Issue No 7)

A Guide to Guardians of Iwi Treasures He Tohu ki ngā

Kaitiaki o ngā Taonga-a-iwi (Issue No 8)

Copyright and Museums (Issue No 9)

Developing a Training Plan (Issue No 11)

Museum Training Plan Supplement

Training Evaluation (Issue No 12)

Valuing Collections (Issue No 13)

Developing a Strategic Plan (Issue No 14)

Making Sponsorship Work for You (Issue No 15)

Developing Your Collection: Acquisition and

Deaccession Policies (Issue No 16)

Deciding on Digital Tools for Collection Management

(Issue No 17)

Developing a Marketing plan (Issue No 19)

E-Commerce and Museums (Issue No 20) **[Published in 2003/04]**

#### **Collection Care**

Preventive Conservation (Issue No 5)

Caring for Māori Textiles Tiakitanga o te kahu āku (Issue No 18)

#### **Public Programmes (including exhibitions)**

Exhibitions at Your Place (Issue No 10)

#### **Customer Service**

Know your Visitors (Issue No 3)

Introduction to Visitor Surveys (Issue No 4)

#### **Relationships with Communities**





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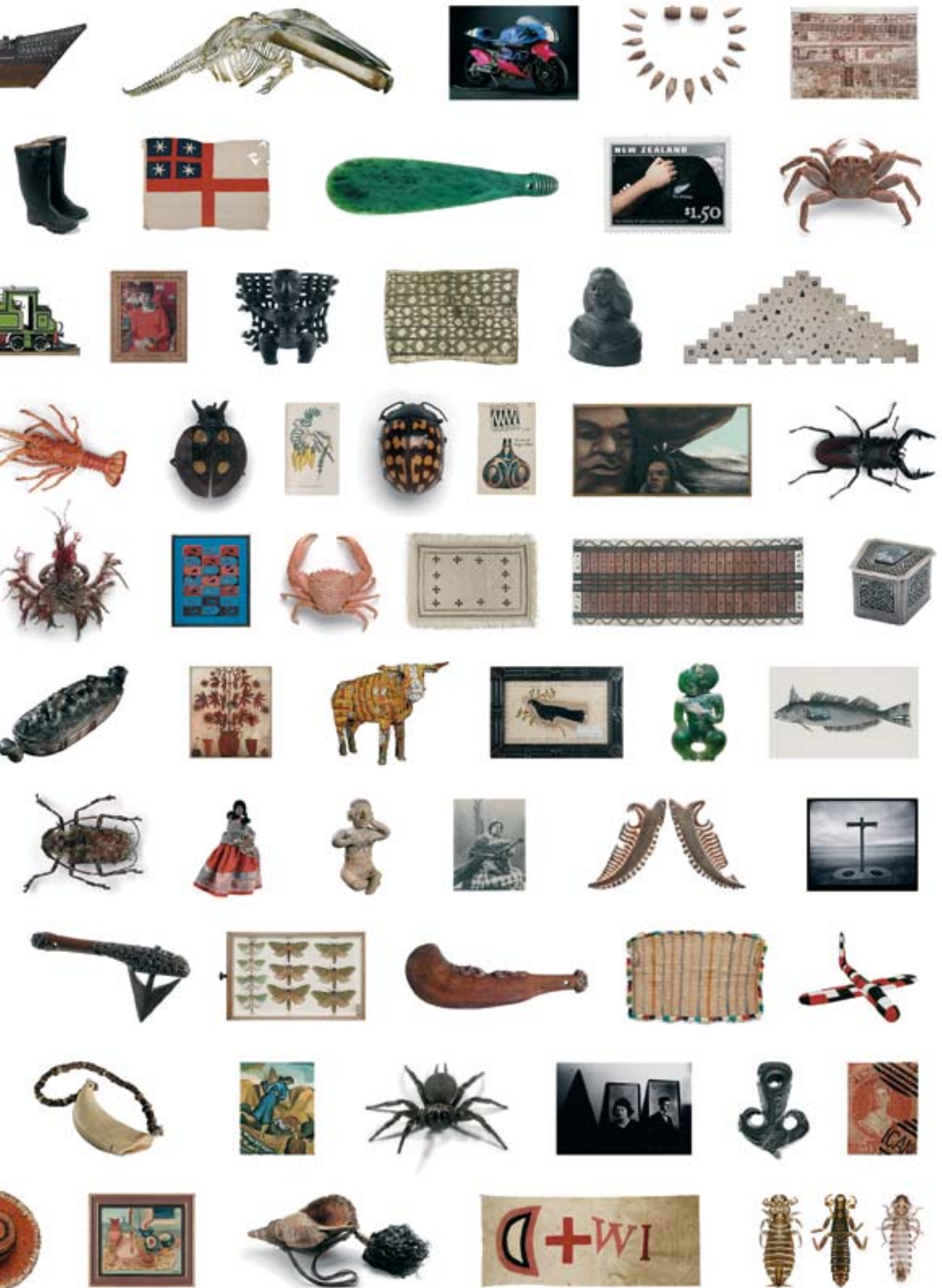
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HIPANGO WHĀNAU  
TE ROOPU HAUMANU  
TE AURERE  
TOIHOUKURA TAIRĀWHITI POLYTECHNIC





FRONT COVER Giant ammonite, *Lytoceras taharoense*  
Collected by Jean Gyles, near Kāwhia, 1977  
980 x 1,400 x 340 mm  
On long-term loan from the Institute of Geological and Nuclear Sciences Limited

BELOW Teapot, circa 1930–40  
Made by Mollie Miller Atkinson (1909–50), New Zealand  
Silver-plated copper, naturally bent wooden handle / 155 x 103 x 215 mm  
Gift of Rosemary Hawkins, 1995

