



TE PAPA  
OUR PLACE



*The Lord of the Rings Motion Picture Trilogy:*



An average of 1,770 visits were  
with a record 3,601 visits made on its final day, 21 April 2003.

## The Exhibition



made each day,

## Report Contents

2	Concept, Mission, Outcomes, Corporate Principles
4	Functions
8	Alignment with Government Goals
9	Chairman's Statement
12	Chief Executive's Statement
21	Kaihautū Statement
24	Ministerial Statement
25	Board and Management
28	Audience
30	The Year in Review
30	Te Papa's Collections
36	The Te Papa Experience
41	Te Papa in the Community
48	Friends of Te Papa
49	Governance and Accountability
54	Financial Statements
103	Appendix 1 Core Projects Strategy
104	Appendix 2 Research Publications
107	Appendix 3 Popular Articles
108	Appendix 4 National Services Te Paerangi Publications

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

# 1. Concept, Mission, Outcomes, Corporate Principles

## Concept

Te Papa's founding concept was developed through an extensive national consultative process and was adopted by 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 Māori and Pākehā, and the multidisciplinary approach to delivering a national museum for diverse audiences. The Concept states that matters of concern to Te Papa are expressed within the 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 (Te Papa) 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 nāianeī, whai ki te wā kei mua.

## Outcomes

The outcomes that Te Papa delivers through its activities are expressed within the framework of *Te Papa's Collections*, the *Te Papa Experience*, and *Te Papa in the Community*.

### **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

### **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

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

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

## Corporate Principles

The following principles collectively express Te Papa's underpinning corporate values. These principles guide Te Papa and 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 renga kētanga o te Tangata Whenua me te Tangata Tiriti.

### Te Papa Speaks with Authority

All of 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 rātou 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 the sustainability of the Museum.

#### 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.

## 2. 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 its 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

## National Services Te Paerangi support for the development of a new museum, Puke Ariki

Over a period of five years, National Services Te Paerangi has supported the development of one of New Zealand's largest museum projects, Puke Ariki in New Plymouth.

Puke Ariki, which opened in June 2003, is a ground-breaking knowledge centre where library, museum and visitor information are united to tell the stories of Taranaki – past, present and future.

From 1996/97 through to 2002/03 National Services Te Paerangi has provided support to Puke Ariki through seven regional partnership projects within the priority areas of Bicultural and Iwi Development, Marketing and Promotion, Revenue Generation, and Standards.

Puke Ariki has participated in a number of national projects including *Know your Visitors* and *Sponsorship and Fundraising* workshops, and wānanga.

In 2002/03, Manager of Puke Ariki, Suzanne Porter participated in the *He Kāhui Kākākura Strategic Leadership Programme*, run by National Services Te Paerangi in partnership with Victoria University of Wellington.

'In management today a key factor when attending seminars is the allocation of a decent amount of time to meet, discuss and debate with other sector professionals. *He Kāhui Kākākura Strategic Leadership Programme* did just that! Well-managed, quality information sharing coupled with professional presentation and a stimulating variety of subject themes, were the positive outcomes of the day.

I believe the *He Kāhui Kākākura Strategic Leadership Programme* is essential for all managers within the sector.'

Suzanne Porter, Manager Puke Ariki



Photograph by Jana Dove Jumeau

Images reproduced with the permission of Puke Ariki, New Plymouth.

## Regional Partnership Projects

### Project Tauhora

National Services Te Paerangi supported Puke Ariki's early development through a major three-phase regional project, Project Tauhora, under the Bicultural and Iwi Development priority area.

Project Tauhora emerged from the establishment of Te Komiti Māori in 1996, which comprised one representative from each of the eight iwi of Taranaki, and whose role was to ensure iwi involvement in the development and operation of the new Taranaki Museum, Puke Ariki, by providing advice and determining protocols and design concepts for the new museum building.

The project ran over three years from 1996/97 to 1998/99, involving a partnership between National Services Te Paerangi, iwi of Taranaki Whaanui and the former Taranaki Museum.



Tipene O'Brien, Puke Ariki, examines the carvings on a tokotoko.

The project involved the documentation of taonga held in Taranaki Museum, dialogue with iwi and hapū, and training of relevant personnel.

At the end of the project Puke Ariki had ninety-five per cent of its taonga Māori onto its collections database. Several conservation workshops (such as textile conservation, newly found taonga, archives and photographs) with iwi Māori were held, all on marae. In addition, a number of whanau and hapū undertook tours of the collection storage area to view taonga with which they had an association.

During the documentation phase of the project a number of taonga associated with Ngāi Tūhoe were identified, and have since been repatriated to the Iwi.



## Regional Partnership Projects

In 2001/02 National Services Te Paerangi worked in partnership with the Kōmiti Māori o Puke Ariki to undertake a series of hui to scope terms of reference to propose to the District Council for governance and operational relationships between iwi and Puke Ariki. As a result of this project the foundations of an ongoing relationship have been built between Puke Ariki and the iwi of Taranaki.

In 2002/03 National Services Te Paerangi worked in partnership with Puke Ariki to facilitate four Taranaki museums to complete a self and peer review using the *New Zealand Museums Standards Scheme Nga Kaupapa Whaimana a Ngā, Whare Taonga o Aotearoa*.

Over 2002/03 National Services Te Paerangi provided support to Puke Ariki to develop its retail shop *Vivid* through two partnership projects under the Marketing and Promotion and Revenue Generation priority areas.



This included undertaking market research of existing and potential customers to produce customer driven products and services. As a result of this project Puke Ariki has developed a range of unique, saleable and profitable merchandise that supports and links to the stories, exhibitions, collections and iconic images of Puke Ariki and Taranaki. A case study and methodology for merchandise was specifically designed to meet the needs of regional institutions. This methodology follows a generic form, which would enable other regional institutions to develop their own lines of merchandise.

With the support of National Services Te Paerangi Puke Ariki has established a long-term plan for product development. This development has seen *Vivid* shift its product lines to coincide with Puke Ariki's first temporary exhibitions, *Mission Earthling* and *Parihaka – the struggle for peace*.

In addition Puke Ariki completed a benchmarking survey examining charges for museum services throughout the sector, which provides a set of benchmarks useful for the sector as a whole.

### 3. Alignment with Government Goals

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

Te Papa provides Museum Services, partially funded through Vote: Arts, Culture and Heritage, towards the Government's outcome of collecting, preserving and presenting the taonga of our peoples; interpreting the heritage of New Zealand for New Zealanders and international audiences; repatriating kōiwi tangata; and helping establish New Zealand's place in the world both by informing New Zealanders about our common heritage and the cultures of our people, and through contextualising our heritage within the heritage of other cultures.

Through its services, Te Papa makes a significant contribution toward the key government goal *To Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi*.

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.

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

- Maintaining standards of excellence in relation to the preservation, management, acquisition, and research of its collections
- Providing access to its collections, and sharing knowledge through exhibitions, events, and learning programmes
- Working in partnership with heritage organisations, iwi/Māori, research and education institutions, and extending access to the Te Papa experience

## 4. Chairman's Statement

The Museum of New Zealand Te Papa Tongarewa has enjoyed a very successful year. 2002/03 provided a number of milestones for Te Papa including the celebration on 14 February 2003 of five years of operation. In November 2002 Te Papa achieved its seven-millionth visitor, and by 30 June 2003, over 7.9 million visits had been made to the Museum, including over 5.2 million visits from New Zealanders, and 2.7 million international visitors.

Te Papa's financial performance over 2002/03 was strong, with an operational surplus before depreciation of \$1.933 million, \$1.768 million ahead of budget. This result is attributable to a number of factors, including the successful renewal of a number of founding sponsorship arrangements established for the opening of the Museum in 1998. This was a particularly pleasing result given the changes that have occurred in a number of these businesses over this period. Te Papa's commercial operations made a positive contribution to operating costs, with strong growth from the hospitality business, principally from functions/catering.

The phenomenal success of *The Lord of the Rings Motion Picture Trilogy: The Exhibition* was felt across the Museum, contributing to high visitation and strong performances in retail and hospitality businesses.

Capital funding received from the Government's America's Cup/Lord of the Rings Fund enabled Te Papa to develop a major exhibition based on *The Lord of the Rings* film trilogy with the support of New Line Cinema Corporation. *The Lord of the Rings Motion Picture Trilogy: The Exhibition* opened at Te Papa on 19 December 2002, and during its 124 days received 219,539 visitors. The exhibition embarked on an international tour in 2003.

In addition, during 2002/03 Te Papa received support from the Government for the development of a Tribute to Sir Peter Blake, centred on NZL 32 *Black Magic* (the yacht on which Team New Zealand won the America's Cup in 1995), which will be developed in partnership with the New Zealand National Maritime Museum (NZNMM) in Auckland. The Board also wishes to express its gratitude to the Auckland City Council, which has made a generous commitment towards the realisation of this ambitious project.

The allocation of ongoing funding from the Government for collection development has enabled Te Papa to significantly add to the national collections, and provides the Museum with the ability to acquire major iconic items, including in 2002/03 *Te Puhī o te Tai Haruru* by Tony Fomison.

In August 2002 the Board approved a revised Bicultural Policy that builds on that approved in 1994, and establishes the framework for Te Papa's ongoing bicultural development. The policy provides a comprehensive framework for the future development of the bicultural partnership within Te Papa, and how the Museum will further its relationships with iwi/Māori throughout New Zealand.

- ■ ■ In 2002/03 the Government Administration Select Committee undertook its annual financial review of Te Papa covering the 2001/02 financial year. Te Papa appeared before the committee in March 2003, and the committee's report was tabled in the House of Representatives in April 2003.

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

Over 2002/03 Air New Zealand, EQC, HP, TelstraClear and TOWER Limited all renewed the founding partnerships established for the opening of the Museum, GNS having renewed in the 2001/02 year. Te Papa values the ongoing commitment of these sponsors.

Wellington City Council provided sponsorship of \$2 million in the 2002/03 year. The Board is very appreciative of the Council's commitment, which enables Te Papa to continue to offer an exciting and diverse short-term exhibition programme that delivers benefits not only to Te Papa but also to the City and wider region through increased visitor numbers.

Over the past year, Te Papa has received significant support from a large number of 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.

Air New Zealand and Minter Ellison Rudd Watts supported *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, which was presented in The TOWER Gallery.

The exhibition *ST@RT\_UP: new interactive media* was supported by Sony and Ericsson Synergy, the Goethe Institut, and Fulbright New Zealand.

Te Papa also welcomed Imagelab back to its family of sponsors. Imagelab supported the exhibition *Striking Poses: New Zealand portrait photography* presented in The Boulevard on Level 5.

Long-term partner Air New Zealand was the principal sponsor of *Voyagers: discovering the Pacific*, and P&O Nedlloyd, a regular supporter of Te Papa's short-term exhibition programme, sponsored the events programme associated with this exhibition.

The four-week *Matariki at Te Papa* events programme was sponsored for the third year by Te Taura Whiri i te Reo Māori – the Māori Language Commission. In addition, Te Taura Whiri i te Reo Māori was joined by Te Puni Kōkiri (the Ministry of Māori Development) in supporting the Matariki calendar, published by Te Papa Press.

Te Papa's short-term exhibition programme offers a varied and informative element to the visitor experience, and provides a source of revenue that enables the Museum to continue to offer a high-quality experience. During 2002/03 *Voyagers: discovering the Pacific* generated gross revenue of \$60k, *Harley-Davidson: 100 Years* generated \$164k, and *The Lord of the Rings Motion Picture Trilogy: The Exhibition* generated an unprecedented \$1.953 million, making it Te Papa's most successful charged-for short-term exhibition.

I would like to express appreciation to the members of the National Services Te Paerangi Advisory Group, chaired by Board member Jenny May, and to the five Sector Reference Groups. These advisory groups ensure national ownership of the strategic directions of the National Services Te Paerangi programme. In particular, I would like to acknowledge the contributions of the Advisory Group in completing the triennial review of the priority programme areas that will inform the foci of national and regional projects for the three years from 2003/04.

There have been no changes to the membership of the Board over 2002/03, and I wish to acknowledge the experience and skills of members, and the ongoing contribution they make to the governance of Te Papa.

The Board was very pleased to announce, in October 2002, the appointment of Dr Seddon Bennington as Chief Executive of Te Papa. Dr Bennington has a distinguished record of leadership in the museum and art gallery world, both in New Zealand and internationally, most recently at the Carnegie Science Center in Pittsburgh in the United States of America, where he was Director from 1994 to 2002. Dr Bennington commenced at Te Papa in January 2003.

On behalf of the Board and Te Papa, I would like to acknowledge the contribution of Ms Pat Stuart who very ably assumed the role of Acting Chief Executive for eight months over 2002/03, a period which included the successful delivery of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*.



Dr Roderick S Deane Chairman

## 5. Chief Executive's Statement

### Financial Performance

Te Papa ended the period in a strong financial position, achieving an operational surplus before depreciation of \$1.933 million, \$1.768 million ahead of budget. Operational revenues exceeded budget by \$2.831 million, negating additional cost of services of \$1.063.

The favourable revenues can be attributed to the successful renewal of a number of founding sponsorship arrangements, a strong performance from Te Papa's commercial businesses, and the phenomenal success of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*.

The additional cost of services is predominantly attributable to greater than anticipated activity in the retail and hospitality businesses, and commissions associated with revenues from *The Lord of the Rings Motion Picture Trilogy: The Exhibition*. These costs were more than offset by favourable revenues. Additional costs of services were also incurred for general wage movements, and additional resources being allocated to the short-term exhibition programme.

The reported net deficit, including depreciation was \$11.007 million. Te Papa's depreciation costs for 2002/03 were \$12.940 million – for which Te Papa is not funded. (Refer to the Ministerial Statement in relation to Te Papa's financial performance on page 24)

The 2002/03 operating result builds on previous successful financial periods, and has enabled Te Papa to build sufficient working capital to mitigate the risks associated with the Museum's reliance on commercial and sponsorship revenues, as well as the deductible Te Papa carries on its insurance policy. In addition, these reserves will enable Te Papa to invest in capital enhancements to the visitor experience.

In 2002/03, capital funding for refreshment and replacement was utilised to complete the construction of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*. In addition, critical information technology and buildings assets were replaced. Capital funding was also applied to collection development. In 2002/03 capital expenditure allocated for the redevelopment of the Te Papa's Tory Street facility was deferred to 2003/04 whilst a comprehensive review of the facility and the options for its further development were considered. In addition capital expenditure for collection acquisitions was deferred to 2003/04 primarily as a result of the timing of purchases.

### Achievements

#### Visitation

During the twelve months to 30 June 2003, 1,344,492 visits were made to Te Papa, an increase of 30,284 on the previous financial year, and thirty-four per cent ahead of projections of one million visitors. Average daily visitation to Te Papa for 2002/03 was 3,684.

Forty-one per cent of visits to Te Papa in 2002/03 were from overseas visitors, while fifty-nine per cent were from New Zealanders.<sup>1</sup>

Satisfaction remained high, with ninety-five per cent of visitors rating their Te Papa experience from 'good' to 'excellent'. Over a quarter of visitors indicated that they were extremely satisfied with their experience, by rating their visit ten out of ten. Almost all visitors (ninety-eight per cent) stated that they would recommend Te Papa to others.

### International Benchmarking

Te Papa continues to perform strongly in benchmarking studies of major museums in Australia and New Zealand. In the 2001/02 Council of Australian Museum Directors (CAMD) Annual Survey of Australian and New Zealand Museums, Te Papa was again the most visited museum in Australia and New Zealand. In financial terms, Te Papa is amongst the most successful museums in generating revenue through its commercial activities.

Te Papa compares favourably against similar Australian institutions in terms of value for money. Government spend per visitor for Te Papa is \$13.87 compared to \$30.80 for the National Museum of Australia in Canberra, and \$39.12 for Museum Victoria in Melbourne.<sup>2</sup>

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

The opening of *The Lord of the Rings Motion Picture Trilogy: The Exhibition* in December 2002 was the culmination of two years behind-the-scenes work to develop and deliver a major exhibition based on *The Lord of the Rings* film trilogy, written, directed, and produced by New Zealand film maker Peter Jackson.

A total of 219,539 visits were made to the exhibition over a period of 124 days, an average of 1,770 visits each day. Visitation peaked over the Easter weekend with 3,601 visits made to the exhibition on its final day, 21 April 2003. Queues were frequently seen down the staircase leading to the Wellington Foyer, and Te Papa operated extended hours to meet visitor demand.

*The Lord of the Rings Motion Picture Trilogy: The Exhibition* achieved the highest visitation for any charged-for exhibition presented by Te Papa, or the previous National Museum or National Art Gallery. Visitation to the exhibition exceeded the 1994 *The Queens Pictures Old Masters from The Royal Collection* (132,000), and Te Papa exhibitions *Body Odyssey: journey through the human body* (110,484), and *Versace: the reinvention of material* (105,784).

The high number of visitors to the exhibition had significant benefits across the Museum, including in hospitality and retail outlets, and was particularly evident in *The Treasure Store* through the sales of Lord of the Rings merchandise.

The exhibition provided the platform for a number of learning programmes, including the development of the first online exhibition-based teacher education resource, which was made available on the Te Papa website. In addition, a video-conferencing for schools programme was held with Richard Taylor of Weta Productions, and broadcast live on the internet. Students from eight schools across New Zealand explored curriculum-based themes and activities relating to Richard Taylor's work and career in film and television production.

1. A small number of visitors (less than one per cent) failed to report their origin in the exit interviews.

2. Figures provided on the basis of 2001/02 data sourced from the Council of Australian Museum Directors (CAMD) Annual Survey of Australian and New Zealand Museums.

- ■ ■ Following its presentation at Te Papa the exhibition commenced an international tour, opening at its first venue, the Museum of Science and Industry (NMSI) Science Museum, London in September 2003. Touring the exhibition to major international venues and centres provides the opportunity to promote Te Papa and New Zealand to an international audience.

### Tribute to Sir Peter Blake

On 16 May 2003 Te Papa, in conjunction with the New Zealand National Maritime Museum (NZNMM) in Auckland, announced the proposal for the development of a Tribute to Sir Peter Blake, centred on NZL 32 *Black Magic*. NZL 32 was gifted to Te Papa by the Team New Zealand Trust in 2001, fulfilling the wish of the late Sir Peter Blake for the yacht to be held in the national collections.

The Tribute will comprise an exhibition celebrating the life of one of the twentieth century's greatest sailors, and will demonstrate how Sir Peter's achievements are interwoven with New Zealand's innovative and illustrious yachting history. In addition, the exhibition will highlight projects and activities related to Sir Peter's work in promoting the environment in, on, and around the waters of the world.

The New Zealand Government and the Auckland City Council have committed funding to the project, which will be progressed over 2003/04.

### Cultural Exchange with Japan

In 2002/03 Te Papa commenced discussions with the Tokyo National Museum on the opportunity for cultural exchange between the two institutions. Representatives from the Tokyo National Museum visited Te Papa in December 2002, and as a result agreement was reached for an exhibition exchange to take place over 2006/07.

Te Papa's exhibition will focus on traditional taonga Māori. The Tokyo National Museum's collection focus is East Asian antiquity and the exhibition that will come to Te Papa will be drawn from the museum's Japanese collections.

### Short-term Exhibition and Events Programme

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

The second half of 2002/03 was dominated by the phenomenal success of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*. Other short-term exhibitions opened in 2002/03 included *ST@RT\_UP: new interactive media*, *Harley-Davidson: 100 Years*, and *ANZAC: the New Zealand story* on Level 3, and in the Ilott Centre on Level 4, *Settling In: landscaping Wellington*, and *Experiencing Turbulence: art and the weather | Ngā toi ō te rangi*.

In the Level 5 galleries, *The Boulevard*, *Wild Design: a fresh look at nature* and *Striking Poses: New Zealand portrait photography* were opened, and the collection-based exhibition *Past Presents: looking into the art collection* continued in The Boulevard South gallery. The Terrace on Level 6 saw the opening of *Pacific Rim: Ann Robinson's glass* celebrating the achievement of one of New Zealand's most notable glass artists.



As part of the visitor experience, Te Papa presents an extensive programme of events and entertainment. In the last year, 587 programmes were delivered, including Discovery Centre activities, back of house tours, cultural performances, exhibition floor talks, and family holiday entertainment.

Ninety mid- to large-scale events were held over 2002/03. A number of these events were developed and delivered in partnership with other organisations and have become regular events in the Te Papa programme, 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 NBR New Zealand Opera Day at Te Papa.

In addition to these annual events, Te Papa has developed a number of signature events, including *Christmas at Te Papa*, and the *Matariki at Te Papa* festival, celebrating the Māori New Year.

A feature of the programme for 2002/03 was the events held in association with the Community Exhibition *AINAA: reflections through Indian weddings*. This programme included a sell-out screening of the film *Gupta V Gordon* in Soundings Theatre, Diwali – India's Festival of Lights, and three forums held in May 2003 in conjunction with the Indian community addressing the themes of *Amazing India!*; *Indian Youth: what do they really think of their heritage*; and *Relationships and their Challenges*.

### Scholarship, including Mātauranga Māori

Te Papa's Core Projects Strategy aims to ensure that Te Papa's research effort is strategic and that visitor experience products and services are based on scholarship, incorporating mātauranga Māori. The strategy establishes nine core projects that form the narrative and subject themes that direct research activity. (Refer to Appendix 1 for a description of the nine core project themes.)

Te Papa is a respected research institution both domestically and internationally. This expertise and reputation allows Te Papa to win competitive contracts from the Foundation for Research, Science and Technology to conduct research that meets Te Papa's objectives and contributes to the public good.

In 2002/03 funding was received from the Foundation of Research, Science and Technology for the continuation of three research programmes being undertaken by natural environment scientists. In addition, Te Papa received support from the Terrestrial and Freshwater Biodiversity Information Systems (TFBIS) Fund for three projects, two of which are collaborative projects that will be undertaken in conjunction with the National Institute of Water and Atmospheric Research Limited (NIWA) and Landcare Research.

In 2003 Te Papa was a key participant in a major international expedition to assess the uniqueness and scientific importance of seamount communities in the Norfolk Ridge and the Lord Howe Rise Region. The Norfolk Ridge and Lord Howe Rise Biodiversity Discovery Programme (NORFANZ) expedition involved scientists from twelve research organisations from New Zealand, Australia, New Caledonia, France, and the United States of America. The programme was jointly funded by the New Zealand Ministry of Fisheries and the National Oceans Office (Australia), with scientific support provided by NIWA (New Zealand), and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) of Australia.

- ■ ■ In 2002/03 Te Papa developed a research partnership with Ngāti Hine of the Bay of Islands, and the Treaty of Waitangi Research Unit (Victoria University of Wellington), to investigate the impact of the initial arrival of European influences on the indigenous ecosystems. This research will support the development of a major new long-term natural environment/social history exhibition, *Shaping the Land*.

### Collection Development

Te Papa receives \$3 million per annum capital funding from the Government for the development of its collections. This level of commitment provides certainty and enables the Museum to plan for, and acquire major iconic items for the national collections.

Te Papa's collects within five major strands: Māori, Pacific, Art, History, and Natural Environment.

In 2002/03 a number of major acquisitions were made in support of exhibitions, including eight colour photographs by Yvonne Todd, of which five were from the portfolio that won the inaugural Walters Prize in 2001, and eleven black and white photographs by John Johns for the exhibition *Striking Poses: New Zealand portrait photography*. In addition, five pieces of cast glass by Ann Robinson were acquired for the exhibition *Pacific Rim: Ann Robinson's glass*.

Major Natural Environment acquisitions included marine specimens collected on the Norfolk Ridge and Lord Howe Rise Biodiversity Discovery Programme (NORFANZ) voyage, and the donation of a rare specimen of the Colossal squid (*Mesonychoteuthis*).

A number of significant items were acquired for the Māori collections, including a taiaha kura that reputedly belonged to Tamati Waka Nene of Ngati Hao, Hokianga, and a toki pounamu from Southland.

### Access to Collections

In addition to the exhibition programme, regular changes are made within 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 through back of house tours, and providing access to collections on request. During 2002/03, 520 requests for access to collections were approved, and 1,797 visitors participated in 198 tours of collection stores.

In 2002/03 Te Papa approved seventy-one loans involving 1,269 collection items to other museums, galleries, and iwi enabling items from the national collections to be seen in centres across New Zealand and internationally. Te Papa made a number of significant loans to international institutions including the Andy Warhol Museum in Pittsburgh, United States of America, for the exhibition *American Supermarket*. This exhibition was a component of a larger exhibition *Shopping: A century of art and consumer culture* presented at the Schirn Kuhnsthalle in Frankfurt and the Tate Liverpool for which Te Papa lent the work *Apples, 2 for 25c* by Billy Apple.

During 2002/03 Te Papa toured three exhibitions to venues in New Zealand and Australia. *On Location with New Zealand Geographic* was presented at four venues across New Zealand, including the Forrester Gallery, Oamaru; Canterbury Museum; Southland Museum; and Te Manawa Museum, Gallery and Science Centre. The exhibition *Body Odyssey: journey through the human body* opened at two Australian venues, Scienceworks, Melbourne, and Scitech, Perth. In addition, *Jewelled: adornments from across the Pacific* opened at the Aigantighe Gallery, Timaru.

In 2002 Te Papa commenced the implementation of a strategy for digitisation aimed at enabling the Museum to produce and deliver innovative products and to enhance access to its collections, collection information, and learning resources in a digital environment.

In April 2003, selected material from Tai Awatea | Knowledge Net (formerly *Te Papa Onscreen*), a bilingual multi-media database providing contextualised information on long-term exhibitions was launched on Te Papa's website. Te Papa's Image Library initiated an online presence aimed at enhancing public access to Te Papa's Photography collection. A total of 1,600 images are available through a free-text search, and a series of images from the exhibition *Striking Poses: New Zealand portrait photography*, and a selection of images from Brian Brake's Picasso series were launched online. Following the successful release of Te Papa's first online exhibition-based teacher education resource based on *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, development of a second resource based on the exhibition *AALNAA: reflections through Indian weddings* commenced.

Te Papa is taking an active role in a number of initiatives aimed at increasing access to culture and heritage collections. Te Papa, the National Library of New Zealand, and Archives New Zealand have recognised the opportunity that exists for collaboration on the development of a common standards-based infrastructure aimed at enabling seamless access to knowledge held in memory institutions.

### National Services Te Paerangi

In 2002/03 National Services Te Paerangi completed forty-three partnership projects in the five priority areas of Museum Standards, Bicultural and Iwi Development, Training, Marketing and Promotion, and Revenue Generation.

Over 2002/03 the triennial review of the continuing relevance of National Services Te Paerangi's priority programme areas was completed. The outcome of the review was the reduction of the number of programme areas from five to four, and a refocusing of priorities for the three years from 2003/04 to include Training and Skill Development, Standards Implementation, Kaupapa Māori Iwi Development, and Strategic Regional and Community Development Initiatives.

A number of key national projects undertaken in consultation with the sector were delivered during 2002/03, including the completion of the first museum sector draft unit standards for the National Qualifications Framework (NQF), and the launch in November 2002 of the *New Zealand Museums Standards Scheme Ngā, Kaupapa Whaimana a Ngā, Whare Taonga o Aotearoa*.

In partnership with Victoria University of Wellington, Te Papa delivered the second *He Kāhui Kākākura Strategic Leadership Programme* in 2002. The programme was developed in response to the national priority identified in the National Training Framework for New Zealand Museums (1999). A third programme will be delivered in 2003.

### Relationships with Related Organisations

Over 2002/03 Te Papa continued to develop its collaborative relationships with education, research, and related organisations through the provision of teaching services, and through collaborative projects.

- ■ ■ Te Papa has a strong relationship with Victoria University of Wellington, delivering teaching, supervisory, and practicum services to the Master of Arts (Applied) Museum and Heritage Studies course. Over 2002/03 Te Papa continued to develop links with other tertiary institutions providing museum studies and cultural heritage programmes, including Massey University and the University of Auckland.

In November 2002 Te Papa hosted a one-day conference *Being Human: Science, Culture and Fear*, in conjunction with The Royal Society of New Zealand and the Stout Research Centre at Victoria University of Wellington. Keynote speakers addressed the intersections between science and culture, and considered questions such as whether culture is biological, and the relationship between science and commerce.

In 2003 Te Papa and the National Institute of Water and Atmospheric Research Limited (NIWA) formalised the close working relationship that already exists between the two institutions with the signing of an agreement that will provide stronger links on research and public education programmes. Under this agreement, Te Papa and NIWA will work together to increase public awareness and appreciation of the natural environment and its protection, restoration and management, and will work together on joint initiatives and research projects.

### Review of Tory Street Facility

Over 2002/03 Te Papa completed a comprehensive review of its Tory Street facility, which houses a number of collection stores, research, conservation, and technical support facilities. This review identified the options for the development of the site, including upgrading facilities to meet environmental and physical standards required for collection storage, to address compliance issues, and to increase storage capacity. Over 2003/04 Te Papa will commence the implementation of the review.

### Human Resources

As at 30 June, Te Papa had 306 permanent staff and 272 casual staff. 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 managers are on Individual Employment Agreements.

In December 2000, Te Papa was accredited under the Investors in People programme. First established in the United Kingdom, this programme sets a level of good practice for improving an organisation's performance through its people. It provides a benchmark of good practice for managing and developing people to deliver organisational goals, and sets a framework for ongoing evaluation and improvement. Te Papa was reassessed in June 2002 and reaccredited with Investors in People.

### Organisational Development

In 2003 a review of the Te Papa's leadership structure was undertaken with the principal aim of strengthening the Museum's emphasis on research and knowledge creation. As a result of this review a number of operational functions have been brought together in a Corporate Services grouping, providing an opportunity for new positions to be created to lead research, curatorial and collection management functions in the areas of Art and Visual Culture, History and Pacific Cultures, Natural Environment/Papatūānuku, and Mātauranga Māori. The introduction of these positions is expected to strengthen Te Papa's relationships and collaborative opportunities with related organisations and communities.

## Commercial

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

In 2002/03 Te Papa's commercial business performed strongly, contributing thirty-one per cent of gross operating revenue, with significant growth occurring in the functions/catering and retail businesses.

## Delivering Outcomes for Māori

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, and the establishment of biculturalism as a corporate principle, ensures 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 the success of Te Papa in telling the nation's stories. Te Papa engages with iwi across the breadth of its activities including through partnership projects developed by Te Roopu Whakamana Māori and National Services Te Paerangi with iwi and Māori organisations across New Zealand.

During 2002/03 Te Papa progressed the development of the fourth Iwi Exhibition, *Te Awa Tupua / The Mysterious River* focusing on Whanganui Iwi. The concept for the exhibition centres on the Whanganui whakatauki (proverb) '*Ko au te awa, te awa ko au – I am the river the river is me*'. The exhibition will open within the long-term exhibition *Mana Whenua* in November 2003.

In early 2003 a temporary segmental change was made to the long-term exhibition *Signs of a Nation / Ngā Tohu Kotahitanga*, with the presentation of the exhibition *Conflict and Reconciliation / Hone Heke Pōkai*. The exhibition traced the history of Hone Heke's relationship with the Crown over a period of more than twenty years, and included taonga loaned by the Rangatira's descendants, the Rankin whanau.

During 2002/03 Te Papa Press published *Taiāwhio / conversations with contemporary Māori artists* (General Editor: Huhana Smith, Concept Leader Tangata Whenua at Te Papa) in support of the exhibition *Taiāwhio / continuity and change* presented in 2002, which displayed contemporary Māori visual culture alongside historical taonga.

Te Papa is a national leader in the celebration of Matariki, the Māori New Year. The *Matariki at Te Papa* festival commenced on 25 May 2003 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. With the support of Te Taura Whiri i Te Reo Māori – the Māori Language Commission and Te Puni Kokiri (the Ministry of Māori Development), Te Papa produced the Matariki calendar for 2003/04 (*Matariki Calendar 2003/2004 / Maramataka Pipiri 2003 – Haratua 2004*).

- ■ ■ *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, through the Audioguides, and through bilingual and multilingual information on collections and long-term exhibitions available through Tai Awatea | Knowledge Net (formerly *Te Papa Onscreen*).

Over 2002/03 Māori comprised thirteen per cent of New Zealand adult visitors to Te Papa, compared to 10.67 per cent of adult New Zealanders who identified themselves as Māori in the 2001 New Zealand Census, and an increase from eleven per cent in 2001/02.

### Delivering Outcomes for Pacific Island Communities

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

*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. As an outcome of this research theme, in 2002/03 Te Papa Press published *Pacific Art Niu Sila: the Pacific dimension of contemporary New Zealand arts*, edited by Te Papa Curator Pacific, Sean Mallon, and Pandora Fulimalo Pereira. *Pacific Art Niu Sila* achieved success in the 2003 Montana New Zealand Book Awards, being long listed in the Reference and Anthology Category.

*Mana Pasifika*, Te Papa's long-term exhibition exploring the cultures of Pacific Island communities in New Zealand, is supported by *PlaNet Pasifika*, one of four Discovery Centres, which provides further in-depth information about Pacific Island communities.

Tour products offered by Te Papa include visits to the Pacific collection stores located at Cable Street, and learning programmes offered by Learning and Leisure | Te Ipu Kāhuirangi include curriculum-linked programmes under the Pacific theme.

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

Pacific peoples currently account for approximately 6.2 per cent of New Zealand visitors to Te Papa, compared to the 4.6 per cent of the New Zealand resident population who identified with a Pacific Island ethnicity in the 2001 New Zealand Census.



Dr Seddon Bennington Chief Executive

## 6. Kaihautū Statement He Pānui Ki Ngā Iwi Ō Te Motu

Tihei mauri ora!  
Toitōi tū tahi ka whati!  
Toitōi ka puia, e kore e whati!

Hei ngā mātā waka, ngā iwi karangaranga, tae noa ki ngā marae maha puta noa i te motu! Tēnei te mihi atu a ngā kaitiaki o Te Papa Tongarewa e manaaki nei i ngā taonga a te hunga ora me te hunga mate kua wehe atu ki te pō! Haere rā koutou ki te ara taki tini ki te ara taki mano kua takahia nei e rātau! Huri te pō, huri te ao, moe māriri mai koutou! Ka hoki mai anō ki a tātau ngā kanohi ora. Tēnā rā tātau katoa.

### He Maimai Aroha

In reflecting on the year, Te Papa remembers two long-serving members of Te Iwi Kainga o Te Papa Tongarewa, Irihapeti Walters (Aunty Bessie) and Lee Ratapu who passed away in 2002, and whose combined service and commitment to the Museum spanned over twenty-five years.

Another significant loss for Māoridom and Te Papa was the passing of Dr Hirini Melbourne. Dr Melbourne's contribution to Te Papa is evident in the *Haumanu* segment of the long-term exhibition *Mana Whenua*, and through his participation in events held in association with the Iwi Exhibition *Tūhoe: children of the mist*, as well as through the performance and wānanga that he, together with members of Te Roopu Haumanu, led on pūoro Māori (Māori instruments).

### Bicultural Development

Te Papa's bicultural development has been evident since the Board's adoption of a Bicultural Policy in 1994. A review of this policy was completed over 2002/03, and a revised policy approved in August 2002. As part of the review of this policy Te Papa drew on the expertise of representatives from the culture and heritage, academic, and government sectors through a wānanga on *Bicultural Policy and Processes in New Zealand* held in November 2001.

Te Papa's Bicultural Policy recognises the need to secure Māori participation in the management, governance, and operation of Te Papa, whilst acknowledging and celebrating the cultural diversity that is reflected in New Zealand society, and establishes the framework for the ongoing development of Te Papa as a bicultural organisation.

During 2002/03 Te Papa commenced the development of a Mātauranga Māori Strategy, which aims to enhance organisational understanding of mātauranga Māori, and to inform the development of the research programmes that underpin Te Papa's visitor experience and product development.

## Iwi Exhibition Programme

Te Papa's Iwi Exhibition Programme was established to lead the development of active partnerships with iwi, and is the most visible demonstration of iwi participation at Te Papa, and an important expression of Te Papa's Mana Taonga principle.

Over 2002/03 Te Papa progressed the development of the fourth Iwi Exhibition, which focuses on Whanganui Iwi, and will be presented following the closure of *Tūhoe: children of the mist*. Whanganui Iwi have worked with Te Papa to develop storylines, concepts, and themes for the exhibition, which are based on the Whanganui whakatauki (proverb) '*Ko au te awa, te awa ko au – I am the river the river is me*'. The exhibition, *Te Awa Tupua / The Mysterious River*, will open in the long-term exhibition *Mana Whenua* on 29 November 2003.

Te Papa would like to acknowledge and express its appreciation and gratitude to Ngāi Tūhoe, whose presence at Te Papa has contributed significantly to the success of the exhibition *Tūhoe: children of the mist*, and in particular to the Iwi Kaumātua and Kuia, Ihaia Biddle and Hokimoana Tawa, who have generously shared their knowledge, language, and songs. The exhibition opened in October 2001 and will close in November 2003.

## Repatriation

Te Papa has supported the repatriation to New Zealand of Māori and Moriori ancestral remains and has undertaken significant work in this area since the late 1980s. Over 2002/03 Te Papa worked with the Te Puni Kōkiri (the Ministry of Māori Development) and the Ministry for Culture and Heritage towards the development of a government policy on repatriation, which was adopted in 2003.

The Government has acknowledged the Museum's role in the repatriation of kōiwi tangata, and Te Papa, on behalf of the Government, will deliver a programme for the repatriation of kōiwi tangata Māori from overseas public institutions.

Te Papa has established a programme for repatriation, *Karanga Aotearoa*, which will commence in 2003/04. The programme will comprise four stages: an initial scoping and research stage in order to develop a robust information base for the further stages of the programme; commencement of negotiation with overseas institutions; undertaking physical repatriations; and finally, domestic repatriation/final resting place(s) for the kōiwi tangata.

## Iwi Relationships

Te Papa's relationships with iwi are based on the care of taonga, National Services Te Paerangi partnership projects, the *Mana Whenua* exhibition, kōiwi tangata, and mātauranga Māori projects, enabling Te Papa to engage with iwi on a diverse range of culture and heritage projects and issues.

In 2002/03 these relationships included those founded on the care and management of two mere pounamu with Ngāti Kauwhata and Ngāti Wehiwehi; the development of a short-term exhibition, *Conflict and Reconciliation / Hone Heke Pōkai* with the Matarahurahu hapū of Ngāpūhi, which was presented within the long-term exhibition *Signs of Nation / Ngā Tohu Kotahitanga*; and co-sponsorship with National Services Te Paerangi of Te Rūnanga o Whaingaroa's *Tai Tokerau Regional Culture and Commerce* conference.



In 2002/03 Te Papa hosted and participated in a number of forums, including the *Indigenous Art and Heritage and the Politics of Identity* conference held in conjunction with Massey University and Te Manawa Museum, Gallery and Science Centre; and the Polynesian Language Forum held at Te Papa by Te Taura Whiri i te Reo Māori – the Māori Language Commission.

### Matariki at Te Papa – The Māori New Year

Te Papa celebrated the dawning of the Māori New Year with its signature *Matariki at Te Papa* events programme held over a four-week period in May/June. Te Papa is a leader in the celebration of Matariki, which is increasing in significance nationally, with growing media attention increasing both mainstream and Māori awareness of its significance.

Te Taura Whiri i te Reo Māori – the Māori Language Commission supported the Matariki events programme for the third year, and was joined by Te Puni Kōkiri (the Ministry of Māori Development) in supporting the Matariki calendar, published by Te Papa Press.

### Te Marae o Te Papa Tongarewa

Rongomaraeroa Marae is a focal point for Te Papa to welcome visitors, iwi, and other guests. In 2002/03 Te Papa welcomed 2,218 guests, through twenty-two pōwhiri.

Significant pōwhiri included the welcoming of Their Imperial Highnesses The Crown Prince and Princess of Japan, the Matarahurahu hapū and Ngāpuhi iwi members for the opening of *Conflict and Reconciliation | Hone Heke Pōkai*, the kawē mate for former Te Aupouri Kuia, Kuini Kaaka, and the hosting of His Serene Highness Prince Albert of Monaco.

In 2002/03, 131 events were held on the marae, involving 28,929 visitors. The marae is a popular destination for guided tours including tours for school, domestic and international visitors. Approximately thirty-eight per cent of all visitors to Te Papa visited the Marae, reflecting its continued importance as a major attraction at Te Papa.

No reira, hei whakakapi i ngā korero

Ka āpiti hono tātai hono

Te hunga mate ki te hunga mate

Ka āpiti hono tātai hono

Te hunga ora ki te hunga ora

Tēnā koutou, tēnā koutou, tēnā tātau katoa.



Te Taru White Kaihautū

## 7. 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 2003 shows a deficit from Te Papa's operations, including depreciation of \$11.007 million. A deficit from operations was anticipated by the Government.

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 2002/03, Te Papa's depreciation cost was \$12.940 million.

The revenue provided each year by the Government to fund Te Papa's operations 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 museum operations to meet these costs. 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 that 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.



Helen Clark Minister for Arts, Culture and Heritage

## 8. Museum of New Zealand Te Papa Tongarewa Board and Management

### Museum Board as at 30 June 2003

- Dr Roderick S Deane, PhD, BCom (Hons), FCA, FCIM, FNZIM, Chairman
- Ms Jenny May, TTC, BA (Hons)
- Mr John Judge, BCom, CA
- Mr David Gascoigne, CBE, LL.M
- Ms Glenys Coughlan, BA (Hons), MA, MBA
- Professor Judith Binney, CNZM, MA (Hons), FRSNZ
- Ms Josie Karanga, BEd, Dip Tchg
- Mr Mark Solomon

### Management as at 30 June 2003

- Dr Seddon Bennington, PhD, Chief Executive (from 13 January 2003)
- Mr Te Taru White, BSc (Hons), MBA, Kaihautū
- Mr Paul Brewer, LVO, MA (Hons), Cert PR, Director Marketing and Communications
- Ms Briony Ellis, Director Funds Development
- Dr Jennie Harré Hindmarsh, PhD, MSc SocWk, Tohu Māoritanga, BA (Hons), Director National Services Te Paerangi
- Mr Matthew Reid, BCA, CA, Director Corporate Services
- Ms Pat Stuart, BA, Director Experience (Acting Chief Executive from 7 June 2002 until 10 January 2003)
- Mr James Te Puni, Director Māori Strategy
- Mr Kevin Tso, BCA, CA, Director Commercial
- Mr Ric Odom, MDefStud, Post Grad Dip Mgmt Stud, Acting General Manager Museum Resources

Mr Prabodh Mishra, MA, Post Grad Cert in Dip (Oxon), MHRINZ, AFNZIM, resigned from the position of General Manager Human Resources on 28 March 2003.

Mr Merv Harvey, BE (Hons), ME, resigned from the position of General Manager Building Operations on 30 May 2003.

Mrs Raewyn Smith-Kapa, Dip Arts Admin (London), stood down from the position of Acting General Manager Visitor Experience on 13 June 2003.

### Organisational Structure as at 30 June 2003

In May 2003 a review of Te Papa's management structure was completed.

A chart of Te Papa's organisation structure as at 30 June 2003 is included below.



# Board of the Museum of New

Chief Executive ——— Kaihautū

## Director Commercial

Hospitality  
Retail  
Car Park  
Publishing  
Image Library  
Commercial Management, Project Support and Business Development  
Visitor Services

## Director Funds Development

Management, and development of partnership and sponsorship arrangements

## Director National Services Te Paerangi

Working in partnership with museums, iwi, and related organisations to build capacity, and enhance the sustainability of the services they provide in their local communities

## Director Marketing and Communications

Marketing and Communications  
Visitor and Market Research  
Tourism

# Zealand Te Papa Tongarewa

Director Corporate Services	Director Experience	Director Māori Strategy	Director Mātauranga Māori
Finance / Administration Strategic Policy and Planning Human Resources Risk Strategy Building Services Information Technology and Development	Learning Centre <i>Learning and Leisure / Te Ipu Kāhuirangi</i> <i>Discovery Centres</i> <i>Events and Entertainment</i> <i>Te Aka Matua Library</i> Product and Service Delivery <i>Project Management</i> <i>Design</i> <i>Touring Exhibitions</i> <i>Customer Services</i> <i>Guided Tours</i> Product Development <i>Concept Development</i> <i>Interpretation and Media</i>	Iwi Relationships Repatriation Marae Management and Tikanga Bicultural Policy and Development	<div data-bbox="729 778 938 862">Director Art and Visual Culture</div> <div data-bbox="729 880 938 990">Director Natural Environment / Papatūānuku</div> <div data-bbox="729 1008 938 1106">Director History and Pacific Cultures</div> Curatorial Collection Management Technical Services <i>Conservation</i> <i>Object Support</i> <i>Photography</i> <i>Loans</i>

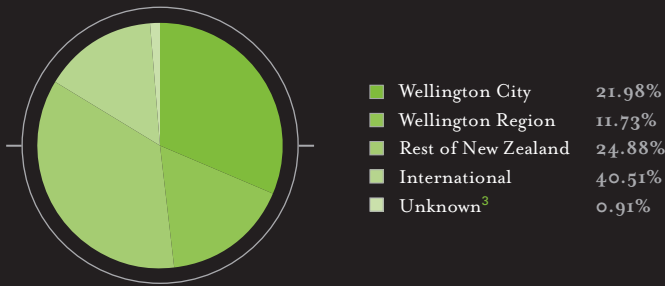
## 9. Audience

Information about Te Papa's visitors is collected in order 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 in developing its commercial business, including hospitality and retail outlets.

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

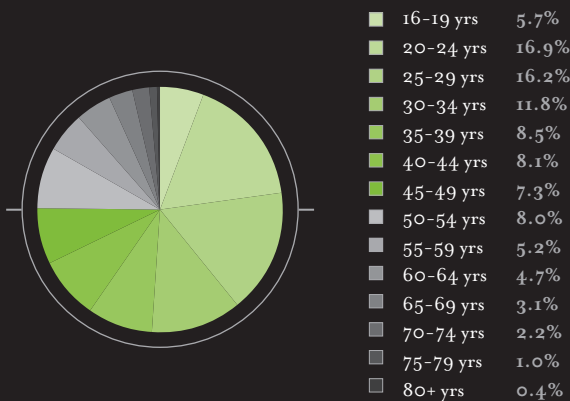
The total number of visitors interviewed in 2002/03 was 2,539.

### Origin of Visitors (sixteen plus years)



Forty-one per cent of adult visits to Te Papa in 2002/03 were from international visitors, while fifty-nine per cent were from New Zealanders.

### Age of Visitors (sixteen plus years)



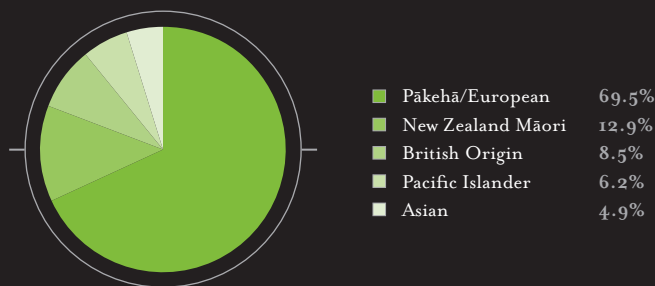
Te Papa attracts a diverse range of ages, with the peaks in 2002/03 occurring in the twenty to twenty-four; twenty-five to twenty-nine; and thirty to thirty-four age ranges. The majority of adult visitors (seventy-seven per cent) were aged between twenty and fifty-four years.

### Gender of New Zealand Visitors (sixteen plus years)

Fifty-eight per cent of Te Papa's New Zealand adult visitors were female, and forty-two per cent were male.

This compares to the New Zealand Census 2001, which reports that of New Zealanders aged sixteen years and older, fifty-two per cent were female and forty-eight per cent male.

### Ethnic Identity of New Zealand Visitors (sixteen plus years)



Of New Zealand adult visitors in 2002/03, the majority (seventy per cent) reported being Pākehā/European and thirteen per cent identified themselves as New Zealand Māori.

These proportions are similar to those existing in the New Zealand population (74.2 per cent and 10.67 per cent respectively. Source: 2001 Census, Statistics New Zealand).

### 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 it been successful?
- 2) Did it attract its intended target audience?
- 3) Did it meet its communication, behavioural, and other objectives?

Two major summative evaluations were carried out in 2002/03 on the long-term exhibitions *Golden Days* and *Passports*. Each was found to be overall successful in achieving their key objectives, and the detailed research findings have been used to improve each exhibition and to inform the development of new exhibitions.

3. A small number of visitors (less than one per cent) failed to report their origin in the exit interviews.

## 10. The Year in Review

### Te Papa's Collections

#### Developing Collections

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 (human 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 per cent 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 per cent is reserved for unanticipated and long-term collecting opportunities.

All items and collections acquired during 2002/03 were aligned to Te Papa's Collection Development Policy and annual Acquisitions Strategy.

Almost 200 individual items, collections, archives, and specimen collections have been acquired by purchase, donation, or field collection.

Major acquisitions include:

- *Kororareka, Bay of Islands* by Conrad Martens
- *Achromatic Primary* by Milan Mrkusich
- *Milford Sound* by John Gibb
- *Kingdom Come* by John Reynolds
- *Te Puhi o te Tai Haruru* by Tony Fomison
- *Jacky* by Edward Bullmore
- Eight colour photographs by Yvonne Todd
- Eleven black and white photographs by John Johns
- Forty-eight photographs by Anne Noble
- Jewellery collection by Kobi Bosshard
- Five pieces of cast glass by Ann Robinson
- Nineteen items of Colonial period furniture from the Peter Herbert Collection
- An early home-made caravan circa 1936
- *Poly wants a cracker* by John Ioane
- A Cook Islands tivaevae made by Tapaeru Tereora
- A taiaha kura that reputedly belonged to Tamati Waka Nene of Ngati Hao, Hokianga
- A significant toki pounamu from Southland
- Māori carved throne chair circa 1904
- Personal memorabilia from Dalvanus Prime
- Marine specimens collected on the Norfolk Ridge and Lord Howe Rise Biodiversity Discovery Programme (NORFANZ) voyage
- A rare specimen of the Colossal squid
- The Pauline Mayhill collection of land snails
- A collection of Miocene fossil land vertebrates



## Norfolk Ridge and Lord Howe Rise Biodiversity Discovery Programme: NORFANZ Voyage

In 2003 Te Papa was a key participant in a major international expedition to assess the uniqueness and scientific importance of seamount communities in the Norfolk Ridge and the Lord Howe Rise Region.

The programme was jointly funded by the New Zealand Ministry of Fisheries, and the Australian National Oceans Office, with scientific support provided by the National Institute of Water and Atmospheric Research Limited (NIWA) of New Zealand, and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) of Australia.

The NORFANZ expedition involved twenty-four scientists from twelve research organisations from New Zealand, Australia, New Caledonia, France, and the United States of America.

Dr Clive Roberts, Curator Fishes at Te Papa was Chief Scientist on the voyage, with three other Te Papa Natural Environment staff participating: Rick Webber (Collection Manager Marine Invertebrates), Andrew Stewart (Collection Manager Fishes), and Robin McPhee (Technical Officer Exclusive Economic Zone Fishes Project).

Further information on the project, and the participating organisations, can be found at <http://www.oceans.gov.au/norfanz/>.

The four-week voyage took place aboard the NIWA research vessel *Tangaroa*.

As media liaison Dr Clive Roberts was responsible for documenting the first half of the voyage on the expedition website. The following extracts from the voyage diary provide an insight into what it was like to be on board.



**Day 1, 10 May 2003 (Prepared by Dr Clive Roberts, Te Papa)**

We left Wellington Harbour last night on schedule at 20.00hrs (8 pm). It was a special moment for all on board who had worked very hard over the last two to three years to make this voyage happen. After a hectic day ensuring that 1,001 items of equipment were safely packed away, we said our goodbyes and finally we were off!



Andrew Stewart, Te Papa, holding a rare leopard chinmaera.

**Day 30, 8 June 2003 (Prepared by Dr Mark Norman, Museum Victoria)**

It is the end of an amazing voyage. It has been a ground-breaking survey – the most complex and multi-faceted marine research expedition ever conducted in Australasia.

The statistics for the NORFANZ voyage are impressive. The ship has covered more than five thousand nautical miles, sampled fourteen seamount systems and 168 stations (almost twice the planned number of stations), down to a depth of two thousand metres.

It is important to stress that the NORFANZ voyage has only skimmed the surface of the rich diversity of marine life found in the deep waters between Australia and New Zealand. There is still so much to learn.



The principal objective of the expedition was to provide baseline information on the nature and potential vulnerability of the unique habitats of the Norfolk Ridge and Lord Howe Rise, and to sample their biodiversity.

Norfolk Ridge and Lord Howe Rise lie between Australia and New Zealand in the northern Tasman Sea and extend into the New Caledonian region. Marine biota in this area is still relatively unexploited and has received very little impact from human activity. It is therefore a good candidate for biodiversity research.

A total of over 500 fish species and 1,300 invertebrate species were sampled. Many species new to science were recognised including new sharks and rays, redfish, rattails and a range of invertebrates. More than 100 fish species could not be recognised and may yet constitute new species. The final tallies are certain to rise further, once the experts examine all the material in detail.

For example, several bags of seamount sediment have been examined and sorted by Te Papa mollusc specialist Bruce Marshall. This work has revealed an amazingly rich micro-mollusc fauna comprising over 1,200 species, with at least 300 new to science.

## ■ ■ ■ Caring for Collections

In 2002/03 there were no instances of irreparable damage to collections items through handling or public access. This result reflects continual improvements in Te Papa's risk management strategies and procedures for the safe handling, support, and security of collection items. During 2002/03 Te Papa conservators checked 1,225 items for stability, and completed treatments on 542 items to enable them to be displayed or loaned to other parties for exhibition or research.

## Scholarship, including Mātauranga Māori

Te Papa's core research activities are undertaken within the Core Projects Strategy framework, which ensures that 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. (Refer to Appendix 1 for a description of the nine core project themes.)

Increasingly Te Papa is seeking to collaborate with external organisations in order to leverage the intellectual and other resources required to deliver the Museum's services, and actively pursues external research funding to undertake its work. Key achievements in 2002/03 included:

- The development of a research partnership with Ngāti Hine of the Bay of Islands, and the Treaty of Waitangi Research Unit (Victoria University of Wellington), to investigate the impact of the initial arrival of European influences on the indigenous ecosystems. This research will support the development of a new long-term natural environment/social history exhibition, *Shaping the Land*, which will trace the impact of human settlement on the landscape.
- Achieving funding from the Foundation of Research, Science and Technology (FRST) for the continuation of three research programmes, *Biosystematics of Vascular Plants*, *Biosystematics of New Zealand Exclusive Economic Zone (EEZ) Fishes*, and *Marine Algal Systematics and Life Histories*.
- Achieving funding for three research projects through the Terrestrial and Freshwater Biodiversity Information Systems (TFBIS) Fund. These projects will commence in 2003/04.

## NORFANZ Expedition

In 2003 Dr Clive Roberts, Curator Fishes, was the Chief Scientist on a major international expedition to assess the uniqueness and scientific importance of seamount communities in the Norfolk Ridge and the Lord Howe Rise region. The Norfolk Ridge and Lord Howe Rise Biodiversity Discovery Programme (NORFANZ) expedition took place in May/June 2003, with a number of Te Papa staff participating in the six-week voyage. The New Zealand Ministry of Fisheries, and Australia's National Oceans Office funded the expedition, with scientific support provided by the New Zealand's National Institute of Water and Atmospheric Research Limited (NIWA) and Australia's Commonwealth Scientific and Industrial Research Organisation (CSIRO).

The voyage, aboard NIWA research vessel *Tangaroa*, involved scientists from twelve research organisations from New Zealand, Australia, New Caledonia, France, and the United States of America, resulted in a number of scientific discoveries and gained the interest of the public and scientific communities alike.

### Repatriation of Kōiwi Tangata Māori

In 2003 Te Papa deferred all repatriation activity, including domestic repatriations whilst a policy on repatriation was considered. As part of the policy adopted by the Government in 2003, it was agreed that Te Papa, on behalf of the Government, would implement a programme for the repatriation of kōiwi tangata Māori from overseas public institutions.

Te Papa has established a repatriation programme *Karanga Aotearoa*, which will commence in 2003/04.

Te Papa's Statement of Intent for 2003/04 includes, in its Statement of Objectives, targets relating to the establishment and implementation of the repatriation programme, *Karanga Aotearoa*.

## ► The Te Papa Experience

- ■ ■ As part of the visitor experience, Te Papa provides a clean, 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 collection strands of Māori, Pacific, Art and History, and Natural Environment, as well as *StoryPlace*, *Te Marae o Te Papa Tongarewa*, *Bush City*, and *The Time Warp*. In addition, the Museum provides a programme of changing exhibitions – some derived from the national collections, and from museums and galleries around the world.

### Exhibitions

Refreshment of the core free experience over 2002/03 included the opening in September 2002 of the third exhibition in the Community Gallery within the long-term exhibition *Passports. AAINAA: reflections through Indian weddings* examines the experience of Indian New Zealanders using the theme of an Indian wedding to provide a visual and narrative focus. In addition, an exhibition profiling the inaugural New Zealand Fashion Week held in Auckland in October 2001, representing a historic episode in New Zealand's fashion history, opened in the *Eyelights Gallery* in August 2002.

A segmental change, *Puppet World*, was made to *Inspiration Station*, the Discovery Centre focusing on Art and History, and a short-term segmental change was developed for the long-term exhibition *Signs of a Nation | Ngā Tohu Kotahitanga*, with the presentation of *Conflict and Reconciliation | Hone Heke Pōkai*.

Te Papa's rich and varied short-term exhibition programme continued with a series of small-scale exhibitions in the Ilott Centre on Level 4, including *Settling In: landscaping Wellington* and *Experiencing Turbulence: art and the weather | Ngā toi o te rangi*.

The programme in The Boulevard on Level 5 included the continuation of *Taiāwhio: continuity and change*, and the collection-based exhibition *Past Presents: looking into the art collection*. Exhibitions opened during 2002/03 included *Wild Design: a fresh look at nature*, and *Striking Poses: New Zealand portrait photography*. In The Terrace on Level 6, Te Papa presented *Pacific Rim: Ann Robinson's glass*, and in the outer Terrace, in conjunction with Massey University, *sunny, slight breeze*, a site-specific installation by British artist Rachael Chapman was mounted.

On Level 3 Te Papa presented *ST@RT\_UP: new interactive media*, an exhibition combining leading international and New Zealand artists with technology-based research and development projects, and *Harley-Davidson: 100 Years*, marking the one-hundredth anniversary of the Harley-Davidson company was presented. In June 2003 Te Papa opened *ANZAC: the New Zealand story*, an exhibition developed in partnership by the New Zealand Defence Forces and the Australian National War Memorial celebrating the long relationship between ANZAC forces from the nineteenth century to the present.

The TOWER Gallery programme continued with *Voyagers: discovering the Pacific*, which focused on the discovery and rediscovery of the Pacific Ocean, its islands and cultures, and told stories of epic voyages across the Pacific.

For the second half of 2002/03 the programme was dominated by presentation of the Te Papa developed exhibition *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, which received an unprecedented number of visitors totalling 219,539 over a period of 124 days.

Tai Awatea | Knowledge Net (formerly *Te Papa Onscreen*), the Museum's bilingual multi-media database provides rich, contextualised information on long-term exhibitions, including items no longer on display, and is accessible through terminals located in the Museum's Discovery Centres, selected exhibition locations, and through Te Papa's website [www.tepapa.govt.nz](http://www.tepapa.govt.nz). Tai Awatea | Knowledge Net contains information on twelve medium- to long-term exhibitions, and includes files relating to stand-alone displays such as the Britten bike. During 2002/03 new content was added on the exhibition *AAINAA: reflections through Indian weddings*.

### Discovery Centres

The four Discovery Centres – *NatureSpace* (Natural Environment), *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 2002/03 the Discovery Centres hosted over 173 programmes, including art activities, *Discovery Sunday* presentations by Te Papa's curators and collection managers, and educational sessions.

*StoryPlace* is for children under six years of age, and was visited by 16,941 parents and children during the year.

The Discovery Centres facilitated five national outreach projects involving twelve schools, including *School Art* projects in Christchurch and Rotorua, and *Wonderbox* and *Treasurebox* projects with children in schools in the Banks Peninsula area. Additional projects completed in 2002/03 included a segmental change to *Inspiration Station*, and audience-diversification projects such as developing programmes for Pacific Island Language Nests in *StoryPlace* and *PlaNet Pasifika*.

### Learning Programmes

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

In 2002/03 Te Papa undertook a major review of the school programmes offered to Year 1 to Year 10 students. As a result, thirteen core curriculum-linked programmes have been offered since January 2003 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 for secondary schools and tertiary groups.

- ■ ■ In addition to curriculum-linked programmes, Te Papa developed and delivered exhibition- and event-based programmes in association with exhibition *AALNAA: reflections through Indian wedding; Voyagers: discovering the Pacific*; and Matariki, the Māori New Year events programme. A key attribute of all educational programmes is the inclusion of bicultural and bilingual content.

In 2002/03 students from across New Zealand participated in 365 Te Papa-delivered school programmes, including 242 programmes to primary school audiences, and 123 secondary programmes. A total of 12,179 visitors participated in these programmes.

In 2002/03 Te Papa progressed the development of teacher resources, including online products, designed to make the Te Papa experience accessible at a distance.

An online exhibition-based teacher education resource for *The Lord of the Rings Motion Picture Trilogy: The Exhibition* was made available on the Te Papa website. This resource will be used by the international touring venues and modified for their national curriculum frameworks. Further online education resources will be developed over 2003/04.

Over 2002/02 Te Papa collaborated with Te Kete Ipurangi, the bilingual online learning centre of the Ministry of Education to develop a series of video-conferences involving schools throughout New Zealand.

In March 2003 Te Papa held its first video-conference e-learning event featuring multiple Oscar award-winner Richard Taylor of Weta Workshop. The video conference involved eight schools from across New Zealand, and students explored curriculum-based themes and activities that relate to Richard Taylor's work and career in film and television production, and the students presented ideas and work from the following subjects – *things aren't what they seem*, *fearsome creatures*, and *career paths*.

### Guided Tours

Te Papa offers a range of tour products for visitors to the Museum. In 2002/03 8,462 visitors participated in Te Papa tours. The most popular was the Fabulous Tour attracting 1,757 visitors, and Introducing Te Papa (2,754). In addition Te Papa offered The Te Papa Highlights tour, the Te Papa Sampler Tour, a Corporate Highlights tour, and the AAT Kings Māori 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. The Behind the Scenes Tour runs twice weekly and includes the Māori, Pacific, and Botany collections. In addition Backstage Te Papa tours are run for pre-booked groups on request. In 2002/03 1,797 visitors participated in 198 tours of collections stores (including back of house tours), compared with 1,361 visitors participating in 156 store tours in 2001/02.

### Events and Entertainment

During 2002/03 a total of 587 visitor events were developed and delivered by Te Papa as part of the events and entertainment programme. During 2002/03 there was a significant increase in the number of mid- to large-scale events, with ninety events presented against a target of thirteen.



This year's 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.

Event highlights for 2002/03 included:

- *Matariki at Te Papa* events and entertainment
- NORFANZ floor talk and lecture featuring staff from Te Papa and National Institute of Water and Atmospheric Research Limited (NIWA)
- ANZAC: the New Zealand story event programme involving – C Company Trust multimedia presentation – *The Price of Citizenship* and Gaylene Preston's film *War Stories Out Mothers Never Told Us*
- Dr Steve O'Shea (Auckland University of Technology) presented floor talks and a lecture on the discovery of a Colossal squid (*Mesonychoteuthis*) in the Ross Sea, which was brought to Te Papa, and displayed for a short period in the Wellington Foyer
- Lecture by British designer and inventor James Dyson
- *A Day in the Life of a Dancer* with the Royal New Zealand Ballet
- NBR New Zealand Opera Day at Te Papa
- A Day with the New Zealand Symphony Orchestra
- *The Candlestick Maker* performed in Soundings Theatre
- Diwali – India's Festival of Lights
- Māori Literature Week Panel Discussion
- Wellington International Jazz Festival
- Three forums held in May 2003 in partnership with the Indian community in support of the exhibition *AAINAA: reflections through Indian weddings*, addressing the themes of *Amazing India!*; *Indian Youth: what do they really think of their heritage*; and *Relationships and their Challenges*
- St Andrew's Day performances by the Scottish community

### International Tourist Market

Te Papa has continued to experience growth in the number of international visitors since the Museum opened in 1998. While the percentage of international visitors remained the same in 2002/03 compared to 2001/02 at forty-one per cent, there was an increase in actual numbers due to the overall higher visitation level. Expressed in real terms international visitor numbers were up by 8,194 (two per cent) to 544,654 in 2002/03, from 536,460 in 2001/02.

This result can be attributed to ongoing work to build the profile of Te Papa with New Zealand based inbound tour operators and tour wholesalers, and through supporting the activities of Tourism New Zealand, Centre Stage and Positively Wellington Tourism, both domestically and internationally.

Te Papa's international visitors are drawn from the following key markets: the United Kingdom (thirty-six per cent), Australia (sixteen per cent), Germany (nine per cent), United States of America (nine per cent), Holland (five per cent), and Canada (five per cent).

## ■ ■ ■ Publications

Te Papa Press published six new works in 2002/03:

- *Taiāwhio | conversations with contemporary Māori artists* (General Editor: Huhana Smith)
- *Pacific Art Niu Sila: the Pacific dimension of contemporary New Zealand arts* (Editors: Sean Mallon and Pandora Fulimalo Pereira)
- *ICONS: Te Papa Diary 2003*
- *Te Papa's Image Library 2003 Calendar*
- *Matariki Calendar 2003-2004 | Maramataka Pipiri 2003-Haratua 2004*
- *Tuhinga – Records of the Museum of New Zealand Te Papa Tongarewa* (14th Edition) (Te Papa's scholarly refereed journal)

During 2002/03 Te Papa Press publications achieved success in the Montana New Zealand Book Awards. In the 2003 awards the *Pacific Art Niu Sila: the Pacific dimension of contemporary New Zealand arts*, edited by Te Papa Curator Pacific Sean Mallon and Pandora Fulimalo Pereira, was long-listed in the Reference and Anthology Category.

A full list of research and general-audience publications by Te Papa staff is included in Appendices 2 and 3.

## ▶ Te Papa in the Community

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

### Touring Exhibitions

During 2002/03 three Te Papa touring exhibitions opened at multiple venues across New Zealand and Australia.

*Body Odyssey: journey through the human body* was presented at Scienceworks, Melbourne, and opened at Scitech, in Perth, in May 2003. *On Location with New Zealand Geographic* was presented at four venues across New Zealand, including the Forrester Gallery, Oamaru, Canterbury Museum, the Southland Museum, Invercargill, and Te Manawa Museum, Gallery and Science Centre. In addition, *Jewelled: adornments from across the Pacific* opened at its first venue, the Aigantighe Gallery, Timaru in June 2003.

### Loans

During 2002/03, Te Papa made seventy-one loans comprising 1,269 items to other institutions for exhibition, display, or research. Among the most significant of these loans were:

- *Apples, 2 for 25c* by Billy Apple to the Schirn Kuhnsthalle and Tate Liverpool for the exhibition *Shopping: A century of art and consumer culture*, and to the Andy Warhol Museum for the exhibition *American Supermarket* (which is a component of the larger exhibition *Shopping*).
- Five Stanley Spencer artworks to the Dunedin Public Art Gallery for the exhibition *Ordinary Miracles: The Art of Stanley Spencer*.
- The *Iguanodon* tooth to the National Library Gallery.
- Five taonga including two Pataka Paepae, and Pou Whakairo / Pou Mahora to Puke Ariki.
- Eight taonga to Ngāti Toa for Waitangi Tribunal hearings held at Takapuwahia Marae.
- A total of 406 specimens to Landcare Research (Auckland and Lincoln) for research being undertaken on the moss flora of New Zealand.
- Fifty-five lots (totalling 100 specimens) of the prawn family Nematocarcinidae, to the Kaliningrad State Technical University in Kaliningrad in Russia.

### Virtual Visitors

Te Papa's website allows internet users global access to information about Te Papa's exhibitions, collections, and services. During 2002/03, Te Papa recorded 454,401 visits to the website, compared to 200,280 in the previous year. *The Lord of the Rings Motion Picture Trilogy: The Exhibition* generated significant interest, and this was reflected in website visitation which showed a dramatic rise following the announcement of the exhibition and over the period it was presented at Te Papa.

- ■ ■ In addition to its own site, Te Papa also hosts the McCahon website [www.mccahon.co.nz](http://www.mccahon.co.nz) and the portal website [www.nz museums.co.nz](http://www.nz museums.co.nz), which received 96,208 and 41,809 visits respectively.

A number of online initiatives aimed at increasing access to Te Papa's resources and the Te Papa experience were piloted or launched on Te Papa's website over 2002/03, including:

- Webcasts of a number of significant events including the *Being Human: science, culture and fear* conference; a presentation on *Museum Leadership: Good Management, Good Judgement* by Dawn Casey, Director of the National Museum of Australia; and of the launch of the *New Zealand Museums Standards Scheme Ngā, Kaupapa Whaimana a Ngā, Whare Taonga o Aotearoa*.
- A videoconference for schools involving Richard Taylor of Weta Productions was held on 12 March 2003, and broadcast live on the internet.
- The first online exhibition-based teacher education resource based on *The Lord of the Rings Motion Picture Trilogy: The Exhibition*.
- The Image Library Online offer of images from Te Papa's Photography collection was expanded. As at 30 June 2003 1,600 images were available through a free-text search.
- Selected material from Tai Awatea | Knowledge Net (formerly *Te Papa Onscreen*) went live in April 2003.

During 2003/04 Te Papa will launch a redesigned website that aims to further enhance both the availability of information and Te Papa's capacity to expand the range of products and services it offers within the digital environment.

### 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 2002/03 Te Papa maintained active relationships with fourteen iwi/Māori organisations. These relationships have been based on taonga loans and acquisitions, exhibition development, partnership projects, and events.

Highlights for 2002/03 included progressing the fourth Iwi Exhibition, focusing on Whanganui Iwi. *Te Awa Tupua | The Mysterious River* will open in November 2003, within the long-term exhibition *Mana Whenua*. In February 2003 Te Papa opened *Conflict and Reconciliation | Hone Heke Pōkai*, a short-term segmental exhibition within *Signs of a Nation | Ngā Tohu Kotahitanga*. Te Papa worked closely with the Rankin whanau (Ngā Puhi) on the development of the exhibition that traced the history of Heke's relationship with the Crown over a period of over twenty years, and displayed a number of taonga loaned by the Rankin whanau.

In March 2002 Te Papa acquired two Mere Pounamu: Kauwhata and Wehiwehi. The Mere were presented to the then Prince of Wales by Rata Mahuta and Tupu Taingakawa during his visit to New Zealand in 1920. The Mere were auctioned after the Duke of Windsor's death in 1972, and in 2002 Te Papa was successful in purchasing and returning them to New Zealand. Over 2002/03 Te Papa has worked closely with Tainui, Ngāti Kauwhata, and Ngāti Wehiwehi on their care, management, and display.

Over 2002/03 Te Papa worked with Te Aitanga a Hauiti on the loan of taonga for the proposed Te Aitanga a Hauiti *Te Pou o Te Kani* exhibition to be held in Tolaga Bay. As a result of these discussions Te Papa has established a mentoring programme for the iwi on museum management and practice.

In 2003 Te Papa hosted Te Taura Whiri i Te Reo Māori – the Māori Language Commission’s Polynesian Language Forum. Te Papa provided a pōwhiri for conference delegates, tours and a formal presentation on its approach to the use of Te Reo Māori within the Museum.

Over 2002/03 Te Papa continued its research into the level of satisfaction with the way Te Papa manages its iwi relationships. During 2002/03, research was undertaken with two iwi partners. This project will continue over 2003/04.

### 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 either 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.

This year, twenty-seven regional and sixteen national partnership projects were completed, compared to twenty-three and six projects respectively in 2001/02. Key national projects included the delivery of the second *He Kāhui Kākākura Strategic Leadership Programme* in partnership with Victoria University of Wellington for leaders of museums and related arts, culture, and heritage organisations. An analysis of training needs and priorities for Māori working in the museums, galleries, and allied organisations was completed and is expected to inform training needs and initiatives for the future.

Over 2002/03 the first museum sector draft unit standards were provided to the New Zealand Qualifications Authority (NZQA) for review and preparation for National Qualifications Framework registration. Draft unit standards were developed by National Services Te Paerangi in consultation with the sector in the areas of *Museum Practice*, *Collections*, *Public Programmes*, *Museum Customer Services*, and *Māori and Museums*.

In November 2002 National Services Te Paerangi launched the *New Zealand Museums Standards Scheme Ngā, Kaupapa Whaimana a Ngā, Whare Taonga o Aotearoa*. The scheme was developed by National Services Te Paerangi in partnership with the museum sector, and has been provided as a resource to the sector.

An annotated bibliography of resource information on iwi and bicultural development relevant to museums and the culture and heritage sector, in particular development of whare taonga (tribal museums) and iwi cultural centres and the development of biculturalism in museums, was completed.

Workshops developed and delivered nationally during 2002/03 included *Hands-on Museum Marketing* and *Generating Revenue in Museums: Principles, tools and tips*.

- ■ ■ Regional partnership projects included, under the Bicultural and Iwi Development priority, support to Auckland Art Gallery to negotiate and develop protocols for Māori portrait images from the collection to become accessible on the website; under the Training priority area, support for the Kapiti Heritage Promotion Council to hold a series of three workshops for volunteer-run museums in the Kapiti region on aspects of caring for collections; under the Marketing and Promotion priority, support to Otago Museum as the lead organisation to develop a Cultural Tourism Strategy for Dunedin in collaboration with cultural institutions, the Dunedin City Council, and Tourism Dunedin; under the Standards area, support to the Tasman Bays Heritage Trust for up to nine museums in Te Tau Ihu – Top of the South – to complete a self and peer review under the *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa*; and, under Revenue Generation, support to Rotorua Museum to develop a model for sourcing sponsorship from commercial businesses, taking into consideration the economic constraints of communities and the size of museums outside of New Zealand's main business centres.

In addition, National Services Te Paerangi hosted a number of international experts who delivered talks and seminars to audiences across New Zealand. Sir Neil Cossons, Chairman of English Heritage, led a seminar on *Heritage and Culturally-led Development*, and gave a lecture and led a discussion with Auckland museums on the *Role of Small Museums in Heritage Sectors of the New Millennium*. Dawn Casey, Director of the National Museum of Australia, visited Auckland, Wellington, and Christchurch delivering seminars, visiting museums, and meeting with iwi and museum/heritage groups, and led a workshop as part of the *He Kāhui Kākākura Strategic Leadership Programme*. In addition Jock McQueenie, an arts consultant from Queensland, led a seminar on *Culture, Commerce and Community* at Te Papa for representatives from national arts and cultural organisations, and a one-day workshop held in partnership with the Dowse Art Museum in Lower Hutt.

A list of publications produced by National Services Te Paerangi during 2002/03 is included in Appendix 4.

## Matariki at Te Papa

‘Ka puta a Matariki, ka rere a Whānui, Ko te tohu o te tau. ‘Matariki (Pleiades) re-appears; Whānui (Vega) starts its flight, this being the sign of the time of the year’

To many Māori tribes, the appearance of Matariki or Puanga in our southern skies and the first new moon that followed heralded the beginning of the Māori New Year. Matariki comprises a group of seven stars, also known as ‘*Te Kāhui a Matariki*’ that first appears on the eastern horizon in the last week of May through to mid-June.

It was during this time that certain crops were planted, seasonal flora and fauna were gathered from the environment, ceremonial banquets were organised and many other activities and festivities were arranged to recognise ‘te mātahi o te tau Māori.’

Literature written by Elsdon Best recorded the ‘Astronomical Knowledge of the Māori’. To Māori people, the stars were a compass, chart and chronometer dictating when to do things and why. In the Māori calendar, different seasons were recognised, as were the phases of the moon. Māori astronomy was intimately interwoven with ritual, mythology and religion. Māori experts of encounter ritual in whakatauki (proverbs), mōteatea (traditional songs), karakia (incantations) and other sources of oral tradition cited Matariki. These are still uttered by Māori today.

It was important to note whether or not the stars were bright and clear, for this would foretell whether a productive season would ensue.

How Matariki was celebrated differed from tribe to tribe but it was not uncommon to find singing and entertainment, festivals through to lavish feasts held around the country in celebration of the Māori New Year.



## Events Programme

Te Papa has adopted Matariki as an annual signature event, and as iwi all around the country mark this period with song, dance, feasting, and ceremony, Te Papa hosted an exciting line up of events including kapa haka performances, a tribute concert to the late Dr Hirini Mebourne, the Starlab portable planetarium, dance and performance, Discovery Centre activities for younger audiences, a panel discussion and talk on *Whalerider* the film profiling Māori involved in the film industry, including Mairanga White, Cliff Curtis, Grant Roa, Rawiri Paratene, and Mabel Wharekura-Burt.

The four-week *Matariki at Te Papa* events programme was sponsored for the third year by Te Taura Whiri i te Reo Māori – the Māori Language Commission.

As part of the events programme the Kaakahu Trust staged a parade profiling Māori and Pacific Island fashions on Te Marae on Sunday 8 June 2003.





## Matariki Calendar 2003 – 2004 | Maramataka Pipiri 2003 – Haratua 2004

In the traditional Māori calendar, the New Year begins at the time of the first new moon after Pleiades (Matariki) reappear in the early morning sky. In times gone by, each tribe had their own body of knowledge based on their understanding of Papatūānuku or Mother Earth, as well as their observation of the movements of the stars and the phases of the moon. When to plant and harvest, when to fish and to gather foods, to weave, or to hold wānanga – all these things were based on the natural cycles of Papatūānuku.

This calendar begins in June 2003, and runs to the end of the year in May 2004. It is illustrated with images appropriate to the theme of the month. Some months have been interpreted in contemporary ways, but nonetheless retain the essence of the season. Additional information on the traditional Māori calendar is also included.

The calendar pays respect to our ancestors, honours their knowledge, and is our koha back to them. We also acknowledge the contribution given by our two Tūhoe tohunga, Tamarau Te Wharehuia Milroy and Te Rangiuia (Pou) Temara, in support of this calendar.

The Matariki calendar is published by Te Papa Press with assistance from Te Puni Kōkiri (the Ministry of Māori Development), and Te Taura Whiri i te Reo Māori – the Māori Language Commission.



## 11. Friends of Te Papa

In 2002/03 the Friends of Te Papa completed a review of their first strategic plan. Building membership remained a key theme, and as part of a membership promotion during *The Lord of the Rings Motion Picture Trilogy: The Exhibition*, the Friends achieved 452 new memberships (comprising approximately 1,000 new members). This brought total membership to over 4,000 – a great beginning to the year, and the highest membership achieved for the Friends of Te Papa or for the former Friends of the National Art Gallery. The Friends also saw an encouraging increase in family memberships.

During 2002/03 a strong programme of events, lectures, and previews designed to enhance the value of Te Papa for Friends were offered.

Acknowledging the broadening profile of the membership, timing of selected events was varied. An early evening preview was arranged for *Voyagers: discovering the Pacific*, an early morning preview was held for *The Lord of the Rings Motion Picture Trilogy: The Exhibition* and a lunchtime preview was held for *Harley-Davidson: 100 Years*. To meet the demand for tours of *Past Presents: looking into the art collection*, three successful events were offered. Curator-led tours of *Wild Design: a fresh look at nature* and *Striking Poses: New Zealand portrait photography* were part of an evening for Friends to meet the new Chief Executive, Dr Seddon Bennington.

Highlights of the year included a lecture in Soundings Theatre by Alan Lee, Conceptual Artist/Set Decorator for *The Lord of the Rings*; a special evening to view two exhibitions, *The Lord of the Rings Motion Picture Trilogy: The Exhibition* and *Harley-Davidson: 100 Years*; an illustrated lecture in *Voyagers: discovering the Pacific* on the Goldie and Steele's *The Arrival of the Māori in New Zealand*, and a talk on the new acquisition, *Te Puhī o te Tai Haruru* by Tony Fomison, which included a tour back of house to see other Fomison works in the collection.

Over 100 members attended the first lecture in a series showcasing Te Papa scholarship and expertise, featuring Te Papa Conservator Carolina Izzo on *Conservation Techniques of Paintings*. A Saturday evening talk by Ann Robinson in the exhibition *Pacific Rim: Ann Robinson's glass* was a capacity event. The Friends continued to forge their relationship with the Diplomatic Community with a back of house tour of the Pacific store, and curator talks on *AAINAA: reflections through Indian weddings* and *Awesome Forces*, and the Annual Fundraising event was hosted by the French Ambassador.

## 12. Governance and Accountability

### General

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

The Board of the Museum of New Zealand Te Papa Tongarewa 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 Museum of New Zealand Te Papa Tongarewa Act 1992;
- its Statement of Intent; and
- a purchase agreement (Memorandum of Understanding) negotiated with the Responsible Minister (the Minister for Arts, Culture and Heritage).

The Museum of New Zealand Te Papa Tongarewa Act specifies the Museum'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.

The Board reports to government on the Museum's performance in its Annual Report, using the Statement of Intent as a measure.

### Governance Structure

#### Role of the Board

The Board is responsible for the overall performance of the organisation in accordance with relevant statutes, and the parameters established with the Responsible Minister, and as such has the following responsibilities:

- Setting strategic direction and policy.
- Appointing the Chief Executive, and delegating responsibility for the management of the Museum 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 and Members of Parliament, sponsors and the public.
- Accounting to the Minister for Arts, Culture and Heritage on progress towards, and achievement of objectives.

The Board maintains a policy statement on the corporate governance and management delegations of the Museum, the *Corporate Governance Manual*, which is reviewed as required, and at least on a triennial basis.

## ■ ■ ■ Board Committees

The Board maintains an Executive Committee comprising a minimum of three members of the Board, wherever possible including the Chairperson, which meets on an as-required basis, by resolution of the Board.

Matters relating to audit, and appointments and remuneration are considered by the full Board.

The Board has established a committee, the National Services Te Paerangi Advisory Group, and delegated to it responsibility for oversight of National Services Te Paerangi. The 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 meets three times each year.

## Board Membership

Board members are appointed by the Governor-General on the recommendation of the Responsible Minister. The Act requires that members have between them the range of skills and experience required for the carrying out of the functions of the Board. 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.

Further information on the membership of the Board of Te Papa is included in section 8 of this Annual Report.

## Responsibilities of the Board and Management

The Board's *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 acquisitions of items for the collections and the visitor experience programme. Management is primarily responsible for implementing policy and strategy.

## Management Delegations

The Board delegates to the Chief Executive authority to manage the Museum on its behalf in terms of the provisions of the Museum of New Zealand Te Papa Tongarewa Act 1992, the Employment Relations Act 2000, the Public Finance Act 1989, the Museum's approved Annual Management Plan (AMP), 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 Te Papa's collections in accordance with the Board's Collection Development Policy and annual Acquisitions Strategy.

## 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 bicultural development of the organisation.

Further information on Te Papa's organisational structure is included in section 8 of this Annual Report.

## Governance Philosophy

### Code of Conduct

The *Corporate Governance Manual* includes a Code of Conduct that sets out the obligations of Board members 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/her own 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 that the confidentiality of the Boardroom is maintained at all times.

### Conflicts of Interest

The Board is required to comply with the provisions of the Local Authorities (Members' Interests) Act 1968, and maintains 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 the management of 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 whilst the member was acting solely in his/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.

### Accountability

The Board meets bimonthly, with the focus of the meetings being to monitor progress against its stated objectives and targets, to ensure that 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 Board meets regularly in executive session, without the Chief Executive or other management present, in order to address management performance and remuneration issues, and to hold meetings with the Te Papa's auditors.

The Chairperson, or any two members, may call a special meeting of the Board at any time, in accordance with the provisions set out in the Museum of New Zealand Te Papa Tongarewa Act 1992.

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

### Risk Management

The Board acknowledges its responsibility for the management of risks to Te Papa. The Board has delegated responsibility for the establishment of a risk management programme to the Chief Executive. In 2002/03 Te Papa established a dedicated Risk Management unit within its Corporate Services group. This unit includes the functions of *Health and Safety*, *Compliance*, and *Security*.

### Legislative and Regulatory Compliance

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

Te Papa maintains a legislative compliance programme to ensure that 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, audits, and reports on compliance. 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 Museum of New Zealand Te Papa Tongarewa Act 1992, are met. In particular, the Board operates personnel policies that comply with being a good employer as defined in the Museum of New Zealand Te Papa Tongarewa Act 1992.

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

- (a) Good and safe working conditions.
- (b) An equal opportunities programme.
- (c) The impartial selection of persons for employment.
- (d) Recognition of the aspirations of Māori, their employment requirements, and the need for their substantial involvement as employees of the Board.
- (e) Opportunities for the enhancement of the abilities of individual employees.
- (f) Recognition of the aspirations and cultural differences of ethnic minority groups.
- (g) Recognition of the employment requirements of women.
- (h) Recognition of the employment requirements of persons with disabilities.

*The Lord of the Rings Motion Picture Trilogy:*



Opened at the Science Museum,  
20,000 advance ticket sales



## Financial Statements

2002/2003

56	Statement of Responsibility
57	Statement of Service Performance
75	Statement of Accounting Policies
79	Statement of Financial Performance
80	Statement of Movements in Equity
81	Statement of Financial Position
82	Statement of Cash Flows
84	Reconciliation of Net Surplus from Operations to Net Cash Flows from Operating Activities
85	Statement of Commitments
86	Statement of Contingent Liabilities
87	Notes to the Financial Statements
101	Report of the Auditor-General

*The Exhibition*



London  
were made

## Statement of Responsibility

- ■ ■ It is the Board and Management's responsibility for the preparation of the annual financial statements and the judgements used therein.

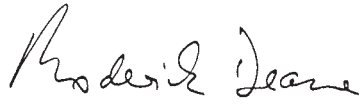
It is the Board and Management's responsibility for establishing and maintaining a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of the financial statements.

In the opinion of the Board and Management, the annual financial statements for the year ended 30 June 2003 fairly reflect the financial position and operations of the Museum of New Zealand Te Papa Tongarewa.



Dr Seddon Bennington

Chief Executive  
1 October 2003



Dr Roderick S Deane

Chairman  
1 October 2003

## Statement of Service Performance

### Introduction

Te Papa delivers a single output, Museum Services, which is partially funded by 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 museums sector – National Services Te Paerangi, community partnerships, and sharing the Te Papa experience.*

Output Costs 2002/03	Actual \$'000	Budget \$'000	Variance \$'000
Museum Services	42,811	44,624	1,813
<b>Total Output</b>	<b>42,811</b>	<b>44,624</b>	<b>1,813</b>

Output costs are made up of \$35,927 million operational expenditure (excludes depreciation and losses on the sale of fixed assets), and capital expenditure and collection acquisitions of \$6.884 million. Output expenditure is funded by appropriations of \$29.639 million and other revenues of \$13.172 million.

Note: Appropriations include \$2.5 million to be allocated to the Tribute to Sir Peter Blake capital project that will commence in the 2003/04 financial period.

### Performance Indicators

The 2002/03 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

Acquisition, Management, Conservation, and Study of the Collections

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

OBJECTIVES	PERFORMANCE TARGETS 2002/03	YEAR TO DATE
<p>To provide a permanent repository for items that significantly represent national identity – including works of art, historical objects, archival material and items from the natural environment.</p>	<p>Collection development activity is maintained in accordance with the Collection Development Policy and the Acquisitions Strategy.<sup>4</sup></p>	<p><b>Achieved</b></p> <p>All collection development activity has been consistent with the Collection Development Policy, and annual Acquisitions Strategy approved in August 2002, which further guides Te Papa's collection development.</p> <p>197 new acquisition proposals were submitted this financial year, of which 162 were approved, one was not approved, and thirty-four remained under consideration as at 30 June 2003.</p> <p><i>In 2001/02 224 proposals were submitted, of which 196 were approved, and twenty-eight were under consideration as at 30 June 2002.</i></p>
<p>To ensure that collections are managed in accordance with professional standards and statutory and cultural requirements.</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>There were no instances of irreparable loss or damage to collections or objects on loan as a result of handling by staff.</p> <p>There were three instances of repairable damage.</p> <p><i>In 2001/02 there were no instances of irreparable damage, and sixteen instances of repairable damage.</i></p>
	<p>∴ There are no more than six instances of irreparable damage to collection items as a result of public access.</p>	<p><b>Achieved</b></p> <p>There were no instances of irreparable loss or damage to collection items caused by public access.</p> <p>There were twenty-one instances of repairable loss or damage.</p> <p><i>In 2001/02 there were three instances of irreparable damage, and twenty-six instances of repairable damage.</i></p>

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

## OBJECTIVES

## : PERFORMANCE TARGETS 2002/03

## : YEAR TO DATE

The handling of collection items is in accordance, where appropriate, with tikanga Māori.

⋮

⋮ Domestic repatriation activity (in respect of kōiwi tangata), where undertaken, is in accordance with policy guidelines, which establish the procedure for approving and undertaking repatriation projects.

⋮

⋮ All items required for public display are in a stable condition.

**Achieved**

All collection items were handled, where appropriate, in accordance with tikanga Māori.

All installation staff are trained in handling taonga Māori.

*In 2001/02 this target was achieved.*

**Not Achieved**

No repatriation projects have been undertaken.

As a result of the adoption of a Government policy on repatriation in 2003, and additional funding received by Te Papa for the implementation of a programme for the repatriation of kōiwi tangata Māori commencing in 2003/04, all domestic repatriation activity has been deferred until 2003/04.

*There was no equivalent target in 2001/02.*

**Achieved**

1,225 items were checked for stability and treatments for 542 items were completed before items were placed on display or loaned.

*In 2001/02 1,719 items were checked and 582 treatments were completed.*

## OBJECTIVES

## PERFORMANCE TARGETS 2002/03

## YEAR TO DATE

All items are stored in environmentally stable conditions.<sup>5</sup>

### Achieved for Cable Street

Targets for environmental conditions were met more than ninety-eight per cent of the time as monitored by the building controls system and conservation monitoring programme.

### Not Achieved for Tory Street

Targets for environmental conditions were met more than ninety per cent of the time as monitored by the building controls system and conservation monitoring programme.

Targets were not always achieved for Tory Street as a result of the facility having difficulty coping with extremes in external environmental conditions.

A review of the Tory Street facility is in progress.

*In 2001/02 the equivalent target required collection areas to be maintained at 20°C (winter) and 22°C (summer) +/- 1°C and 52% relative humidity (RH) +/- 7% at least 95% of the time. Cable Street targets were achieved more than 98% of the time, and for Tory Street 90% of the time.*

⋮

Te Papa achieves excellence in all scholarship and mātauranga Māori research activities.

⋮ All Core Project research activities meet established quality standards.

### Achieved

All collection-based scholarship and mātauranga Māori projects are aligned with Te Papa's Core Projects Strategy, and met agreed quality standards.

*In 2001/02 100% of projects were aligned with Te Papa's Core Projects Strategy, and met agreed quality standards.*

5. Collection areas are maintained at 20°C [winter] and 22°C [summer] +/- 1°C and 5.2% relative humidity +/- 7% at least 95% of the time.

## 2. The Te Papa Experience

A diverse and changing programme of integrated activities and programmes, founded on scholarship and mātauranga Māori

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

OBJECTIVES	PERFORMANCE TARGETS 2002/03	YEAR TO DATE
To maximise public access to the collections through visitation to Te Papa.	All collections in storage are accessible to the public within established guidelines.	<p><b>Achieved</b></p> <p>520 requests for access were granted. Two requests were declined.</p> <p>1,797 visitors participated in 198 tours of collections stores (including back of house tours).</p> <p><i>In 2001/02 260 requests for access were granted and three requests declined, and 1,361 visitors participated in 156 collection store tours.</i></p>
	Te Papa is open to the public for a minimum of 3,000 hours each year.	<p><b>Achieved</b></p> <p>Te Papa was open for 3,083.75 hours this year.</p> <p>Te Papa opened for extended hours during <i>The Lord of the Rings Motion Picture Trilogy: The Exhibition</i> in order to meet audience demand.</p> <p><i>In 2001/02 Te Papa was open for 3,076 hours.</i></p>
	Visitation is maintained at a minimum of one million visits each year. <sup>6</sup>	<p><b>Achieved</b></p> <p>Te Papa attracted 1,344,492 visits in public opening hours. This is 34.4 per cent higher than projected visitation.</p> <p><i>In 2001/02 Te Papa attracted 1,314,208 visits during public opening hours.</i></p>
To attract a diversity of audiences.	A minimum of twenty-five per cent of adult visits are from international visitors.	<p><b>Achieved</b></p> <p>This year forty-one per cent of adult visitors were international tourists.<sup>7</sup></p> <p><i>In 2001/02 41% of visitors were international tourists.</i></p>

6. 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. An individual visitor can make multiple 'visits' over time.

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

Of adult domestic visitors, a minimum of thirty-five per cent are from outside the Wellington Region.

∴

∴ The demographic profile of adult domestic visitors to Te Papa broadly reflects that of the adult New Zealand population.

∴

To provide a visitor experience that meets the needs and expectations of Te Papa's audiences.

∴ An adult customer satisfaction rating of good to excellent of at least ninety per cent is maintained.

(Customer satisfaction is measured on a 0-10 point rating scale where 6/10-10/10 represents a 'good' to 'excellent' and a 'satisfactory' Te Papa experience)

### Achieved

A total of forty-two per cent of adult domestic visitors were from outside the Wellington Region.

Twelve per cent of visitors were from the Wellington Region, and twenty-two per cent were from Wellington City.

*In 2001/02 27% of the total number of visitors were from outside the Wellington Region (Rest of New Zealand), 11% of visitors were from the Wellington Region, and 21% were from Wellington City.*

### Achieved

Thirteen per cent of adult New Zealand visitors identified themselves as Māori (compared to 10.67 per cent in the 2001 New Zealand Census).

Fifty-eight per cent of adult New Zealand visitors to Te Papa were female (compared to fifty-two per cent in the 2001 New Zealand Census).

*In 2001/02 11% of New Zealand visitors identified themselves as Māori, and 57% were female.*

### Achieved

Ninety-five per cent of adult visitors were satisfied with their visit to Te Papa, rating it from 'good' to 'excellent'.

*In 2001/02 94% of visitors were satisfied with their visit.*



Building systems and facilities are maintained to the agreed standard as assessed by the monitoring programme.

⋮

To provide a diverse and changing programme of exhibitions, visitor programmes and other products based on scholarship and mātauranga Māori.

⋮ A minimum of three long-term exhibitions are refreshed each year, including one whole exhibition change.

(This performance target was established in 2001/02 to span the three years 2001/02; 2002/03; and 2003/04.)

### Achieved

Monthly audits of cleaning and building maintenance show agreed standards are being met and maintenance issues are being identified and addressed.

Regular assessment of control systems and planned preventative maintenance procedures to other building services are in place.

Agreed response times to unexpected occurrences were achieved.

Systems and facilities are maintained to agreed standards.

*In 2001/02 this target was achieved.*

### On Target

**Four segmental changes/ refreshments were completed in 2002/03:**

*Eyelights: the first New Zealand fashion week* opened 31 August 2002.

*Puppet World (Inspiration Station segment)* opened 18 September 2002.

*AAINAA: reflections through Indian weddings* opened in the Community Gallery in *Passports* on 20 September 2002.

*Conflict and Reconciliation | Hone Heke Pōkai* opened 28 February 2003.

*In 2001/02 five segmental changes/ refreshments, and two whole exhibition changes were completed.*

A minimum of eight short-term exhibitions are presented each year.

### **Achieved**

**Nine short-term exhibitions were presented in 2002/03:**

*Settling In: landscaping Wellington* opened 11 July 2002 and closed 24 February 2003.

*ST@RT\_UP: new interactive media* opened 3 August 2002 and closed 19 January 2003.

*Pacific Rim: Ann Robinson's glass* opened 10 October 2002.

*The Lord of the Rings Motion Picture Trilogy: The Exhibition* opened 19 December 2002 and closed 21 April 2003.

*Harley-Davidson: 100 Years* opened 6 February and closed 2 June 2003.

*Experiencing Turbulence: art and the weather | Ngā toi ō te rangi* opened 25 February 2003.

*Wild Design: a fresh look at nature* opened 12 March 2003.

*Striking Poses: New Zealand portrait photography* opened 12 March 2003.

*ANZAC: the New Zealand story* opened 19 June 2003.

*In 2001/02 the target of presenting eight short-term exhibitions was achieved with eleven exhibitions presented.*

A minimum of ten core curriculum-linked education programmes are offered each year.

### Achieved

Thirteen core curriculum linked programmes were offered in the areas of Arts (2), Social Studies (2), English (2), Science (2), Mathematics (2), Technology (2), and Health and Physical Education (1).

In addition AAINAA: *reflections through Indian weddings*, *Voyagers: discovering the Pacific*, and *Matariki* exhibition/event related programmes were offered.

A total of 365 programmes were delivered:

Total Primary Programmes: 242

Total Secondary Programmes: 123

12,179 visitors participated in education programmes.

*There was no equivalent target in 2001/02. In 2001/02 21,328 visitors participated in education programmes.*

A teacher satisfaction rating of good to excellent of at least ninety per cent is maintained.

(Satisfaction is measured on a 0-10 point rating scale where 6/10-10/10 represents a 'good' to 'excellent' and a 'satisfactory' experience)

⋮

⋮ A minimum of 565 visitor programmes are offered each year (including thirteen mid-large scale events, 142 Discovery Centre craft activities, and 410 visitor entertainment activities).

### Achieved

A teacher satisfaction rating of 'good' to 'excellent' of one hundred per cent was achieved in quarterly school programme evaluation for Term Three (first quarter) and Term Four (second quarter).

Teacher satisfaction rating of 'good' to 'excellent' of ninety-six per cent achieved Term One (third quarter) and Term Two (fourth quarter).

A mean rating of 9.1/10 was achieved in Term Three (first quarter) and Term Four (second quarter), with forty-three and thirty evaluation forms returned respectively.

A mean rating of 8.8/10 was achieved in Term One (third quarter), with twenty-five evaluation forms returned.

*There was no equivalent target in 2001/02.*

### Achieved

587 visitor programmes were offered, including:

- Ninety mid- to large-scale events
- 183 Discovery Centre craft activities
- 314 visitor entertainment activities

*In 2001/02 the target of 815 visitor programmes was achieved with 905 visitor programmes offered, comprising: twenty-four large scale events; 146 Discovery Centre activities; and 735 visitor entertainment activities.*

Te Papa Press publishes a minimum of six new publications each year.

### Achieved

The following six titles were published:

*Taiāwhio / conversations with contemporary Māori artists* (General Editor: Huhana Smith)

*Pacific Art Niu Sila: the Pacific dimension of contemporary New Zealand arts* (Editors: Sean Mallon and Pandora Fulimalo Pereira)

*ICONS: Te Papa Diary 2003*

*Te Papa's Image Library 2003 Calendar*

*Matariki Calendar 2003-2004 /*

*Maramataka Pipiri 2003-Haratua 2004*

*Tuhinga – Records of the Museum of New Zealand Te Papa Tongarewa* (14th Edition) (Te Papa's refereed scholarly journal)

*In 2001/02 the target of eight new publications was not achieved, with seven publications produced.*

All new exhibitions, visitor programmes and publications are developed as part of Te Papa's Core Projects Strategy and meet established policy guidelines and quality standards.

⋮

To improve access to information about Te Papa's collections.

⋮ Files associated with new medium to long-term exhibitions are added to *Te Papa Onscreen*, now *Tai Awatea | Knowledge Net*, (Te Papa's multimedia database that provides information about exhibitions and collections) within three months of the exhibition opening.

### Achieved

All new exhibitions, visitor programmes and publications are aligned to Te Papa's Core Projects Strategy and have followed established development and approval procedures, and met agreed quality standards.

*In 2001/02 the target was achieved.*

### Achieved

Files for *AALNAA: reflections through Indian weddings* were completed for the opening of the exhibition.

Files from five exhibitions have been released to Te Papa's website at <http://www.tepapa.govt.nz/>.

*In 2001/02 this target was not achieved due to technical issues preventing time frames being met.*

### 3. Te Papa in the Community

National Services Te Paerangi, community partnerships, and sharing the Te Papa experience

**OUTCOME – Te Papa works in partnership with iwi and communities, provides leadership, and adds value to services in the museum sector**

OBJECTIVES	PERFORMANCE TARGETS 2002/03	YEAR TO DATE
<p>To develop regional and national projects in partnership with other museums, iwi and related organisations to improve the effectiveness of, and add value to, services they provide in their local communities for the benefit of all New Zealand.</p>	<p>A minimum of twenty National Services Te Paerangi partnership projects are completed each year, within established programme priorities of:</p> <ul style="list-style-type: none"> <li>• Museum Standards</li> <li>• Bicultural and Iwi Development</li> <li>• Training</li> <li>• Marketing and Promotion</li> <li>• Revenue Generation</li> </ul> <p>Initiatives</p>	<p><b>Achieved</b></p> <p>Forty-three, including twenty-seven regional, and sixteen national partnership projects, were completed.<sup>i</sup></p> <p><i>In 2001/02 thirty-nine (twenty-three regional and sixteen national) partnership projects were completed.</i></p>
	<p>All completed National Services Te Paerangi projects meet agreed outcomes and performance criteria.</p>	<p><b>Achieved</b></p> <p>All completed projects met agreed outcomes and performance criteria.</p> <p><i>In 2001/02 this target was achieved.</i></p>
<p>To strengthen Te Papa's relationships with iwi/Māori through the development of partnerships in order to facilitate Māori participation and involvement in the Museum.</p>	<p>Achieve active relationships with a minimum of ten iwi/Māori organisations each year.</p>	<p><b>Achieved</b></p> <p>Active relationships were maintained with fourteen iwi/Māori organisations, including through taonga loans and acquisitions, exhibition development, partnership projects and events.<sup>ii</sup></p> <p><i>Active relationships were maintained with eighteen iwi/ Māori organisations in 2001/02.</i></p>
	<p>All iwi/Māori organisation partnerships meet agreed outcomes and performance criteria.</p>	<p><b>Achieved</b></p> <p>All partnership projects have been conducted in accordance with agreed outcomes and performance criteria.</p> <p><i>In 2001/2002 all projects met established performance standards.</i></p>

## OBJECTIVES

## PERFORMANCE TARGETS 2002/03

## YEAR TO DATE

To maximise public access to the Te Papa experience by reaching audiences beyond Te Papa's premises.

Te Papa will tour a minimum of three exhibitions (one each year) by June 2004.

**Achieved**

*On Location with New Zealand Geographic* closed at its first venue, Forrester Gallery, Oamaru, on 21 July 2002; was presented at Canterbury Museum, from 24 August to 28 October 2002; the Southland Museum, Invercargill, from 20 December 2002 to 16 February 2003; and opened at its fourth venue Te Manawa Museum, Gallery and Science Centre on 3 May 2003.

*Body Odyssey: journey through the human body* was presented at Scienceworks, Melbourne, from 3 August 2002 to 27 January 2003; and opened at its second venue Scitech, Perth, on 17 May 2003.

*Jewelled: adornments from across the Pacific* opened at its first venue the Aigantighe Gallery, Timaru, on 12 June 2003.

*In 2001/02 this target was achieved.*

⋮

⋮ Ongoing upgrade of Te Papa's website to increase information available about collections, exhibitions, events and services.

**Achieved**

Website content has been regularly updated with information on new events, exhibitions, and other activities.<sup>111</sup>

*In 2001/02 this target was achieved.*

⋮

⋮ Achieve a minimum of 230,000 virtual visitors to Te Papa via the website and Call Centre each year.

**Achieved**

Te Papa received a total of 454,401 visits to its website. Total virtual visitation was 551,927.

*In 2001/02 the total number of virtual visits was 303,669.*



Guidelines to Te Papa's Loans Programme, establishing standards for the management of inward and outward loans, will be developed and distributed.

### Not Achieved

Formal guidelines have yet to be developed.

*There was no equivalent target in 2001/02.*

All inward and outward loans will be managed in accordance with the standards established in the Guidelines to Te Papa's Loans Programme.

### Not Achieved

Guidelines have yet to be developed; however, loans continue to be managed in accordance with existing procedures.

#### Lending

Percentage loans processed within forty working days:

Ninety-two per cent

No. of loans approved: 71

No. of items: 1,269

Non-research loans / items:

34 / 137

Research loans / items:

37 / 1,132

#### Borrowing

No. of loans concluded: 127

No. items borrowed: 1,198

Non-research loans / items:

109 / 957

Research loans / items: 17 / 241

*There was no equivalent target in 2001/02. In 2001/01 89% of loans were processed within thirty days. 96% were processed within three months. All research loans were processed within thirty days. 110 loans for 1,320 items were processed during 2001/02.*

To develop and maintain strategic relationships and operational projects with tertiary education, research, and related institutions.

A minimum of five projects will be developed and delivered in partnership with tertiary education, research and related institutions.

### Achieved

Six projects were completed:

Teaching and supervised practicum services completed for the 2002 Master of Arts (MA) Applied, Museum and Heritage Studies (MHST) course through Victoria University of Wellington (VUW).

Teaching and supervised practicum services commenced for the 2003 MA Applied, MHST course (May to October 2003), with two seminars delivered in May 2003.

Thesis supervision completed by Visitor Market Research (VMR) for one VUW MA Applied MHST student.

*Being Human: science, culture and fear* one-day conference held on 22 November 2002, in partnership with the Stout Research Centre (Victoria University of Wellington), and The Royal Society of New Zealand.

One seminar delivered to the Cultural Heritage and Museums course, University of Auckland.

One seminar delivered to the Museum Studies programme, Massey University.

*In 2001/02 the target of three projects was achieved, with six projects completed.*

## Notes

### I. National Services Te Paerangi

Key **national projects** delivered by National Services Te Paerangi in 2002/03 included:

- The *New Zealand Museums Standards Scheme Ngā, Kaupapa Whaimana a Ngā, Whare Taonga o Aotearoa* was officially launched by the Associate Minister for Arts, Culture and Heritage, the Honourable Judith Tizard, on 14 November 2002. The standards manual has been made available as a resource for the sector.
- The second *He Kāhui Kākakura Strategic Leadership Programme* for leaders of museums and related arts, culture and heritage organisations was held from October to December 2002 in partnership with Victoria University of Wellington.
- Development of an annotated bibliography of resource information on iwi and bicultural development relevant to museums and cultural heritage sector, in particular development of whare taonga (tribal museums) and cultural centres and development of biculturalism in museums.
- An analysis of training needs and priorities for Māori working in the museums, galleries, and allied organisations to better inform training needs and initiatives for the future.
- Key workshops developed and delivered nationally included *Hands On Museum Marketing* and *Generating Revenue in Museums: principles, tools and tips*. Targeted regional workshops were also delivered.
- The first museum sector draft unit standards for the National Qualifications Framework on *Museum Services, Collections, Public Programmes, Museum Customer Services, and Māori and Museums* were provided to the New Zealand Qualifications Authority (NZQA)

**Regional partnership projects** undertaken in 2002/03 included:

- Under the **Standards** priority area, support to Tasman Bays Heritage Trust for up to nine museums in Te Tau Ihu – Top of the South – to complete a self and peer review.
- Under **Bicultural and Iwi Development**, support to Te Aitanga-a-Mahaki Trust to complete a taonga inventory database of Te Aitanga-ā-Mahaki taonga and provide greater iwi access to taonga.
- Under **Training** support to Ngāti Toa Rangatira to support an intensive nine-day wānanga for Ngāti Toa to learn about and develop skills in traditional stone tool making techniques, improving the capability of Ngāti Toa to deliver cultural, art, and heritage-based programmes.
- Under **Marketing and Promotion** support to Bishop Suter Art Gallery Trust Board to support the development of a four-year communications and marketing plan, the production and distribution of a brochure, and familiarisation events for regional tourism, arts and accommodation operators.
- Under **Revenue Generation** support to Puke Ariki to establish a long-term plan for product development through an analysis of the market potential of the collections, exhibits and stories of Puke Ariki, and to complete a benchmarking survey examining charges for museum services throughout the sector.

## II. Iwi/Māori Organisation Relationships

Key areas of activity in respect of Te Papa's relationships with iwi/Māori during 2002/03 included:

- The development of Te Papa's fourth Iwi Exhibition focusing on Whanganui Iwi. The exhibition, *Te Awa Tupua | The Mysterious River* opens in November 2003, within the long-term exhibition *Mana Whenua*.
- The presentation of *Conflict and Reconciliation | Hone Heke Pōkai*, a short-term segmental exhibition within the long-term exhibition *Signs of a Nation | Ngā Tohu Kotahitanga*.
- Working closely with Tainui, Ngāti Kauwhata and Ngāti Wehiwehi on the care, management and display of two Mere Pounamu (Kauwhata and Wehiwehi) acquired by Te Papa, which are on display within the long-term exhibition *Mana Whenua*.
- The development of a mentoring programme with Te Aitanga a Hauiti.
- Exhibition and event development in partnership with Toi Māori Aotearoa.
- Discussions with *Māorifoods.com* resulted in the Te Papa Store stocking products, and a number of productions being utilised by Icon Restaurant.

## III. Website Development

Specific initiatives to increase information available about collections, exhibitions, events and services on Te Papa's website in 2002/03 included:

- The website home page was revised to improve the design and accessibility of information.
- Selected material from Tai Awatea | Knowledge Net (formerly *Te Papa Onscreen*) went live on Te Papa's website in April 2003.
- Webcasts of the *Being Human: science, culture and fear* conference, a presentation on *Museum Leadership: Good Management, Good Judgement* by Dawn Casey, Director of the National Museum of Australia, and of the launch of the *New Zealand Museums Standards Scheme Ngā, Kaupapa Whaimana a Ngā, Whare Taonga o Aotearoa* were made available on Te Papa's website.
- The first online exhibition-based teacher education resource based on *The Lord of the Rings Motion Picture Trilogy: The Exhibition* was made available on Te Papa's website.
- A video-conference for schools involving Richard Taylor of Weta Productions was held on 12 March 2003, and broadcast live on the internet through Te Papa's website.
- The Image Library Online offer of images from Te Papa's Photography collection was expanded. As at 30 June 2003 1,600 images were available through a free-text search.

## ▶ 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 provisions of the Public Finance Act 1989, Museum of New Zealand Te Papa Tongarewa Act 1992, 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 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

These 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.

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 is recognised as costs are incurred. The total cost of this work is transferred to the relevant asset category on its completion, and 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

The collections of Te Papa 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 being valued once every three years. Acquisitions to collections between revaluations are recorded at cost.

Collections which have values based on foreign currencies are re-translated each year to ensure no impairment in carrying value, in accordance with Financial Reporting Standard 3: Accounting for Property, Plant and Equipment. This falls outside the requirements of Financial Reporting Standard 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 Financial Reporting Standard 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 (GST)**

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 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 are 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, 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 those 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 re-translation 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

The accounting policy for the valuation of fixed assets has been changed from that used as at 30 June 2002. Previously land and buildings were stated at historical cost. From the financial year ending 30 June 2003, all land and buildings will be revalued to fair value according to Financial Reporting Standard 3, Property, Plant and Equipment.

We have not budgeted for any movement in the asset revaluation reserve in these financial statements.

There have been no other changes in accounting policies, as all other policies have been applied on a basis consistent with the previous year.



## Statement of Financial Performance

For the year ended 30 June 2003

	Note	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>Revenue</b>				
Revenue Crown		18,139	17,783	18,228
Commercial Revenue		11,194	10,873	10,500
Other Revenue	1	7,557	5,416	6,252
Special Purpose Funds Revenue	2	975	962	1,174
<b>Total operating revenue</b>		<b>37,865</b>	<b>35,034</b>	<b>36,154</b>
Cost of Services	3	35,932	34,869	37,285
<b>Net surplus (deficit) before depreciation</b>		<b>1,933</b>	<b>165</b>	<b>(1,131)</b>
Depreciation*	11	12,940	13,779	12,650
<b>Net deficit for the year after depreciation</b>		<b>(11,007)</b>	<b>(13,614)</b>	<b>(13,781)</b>

\* 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 depreciation.

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

## Statement of Movements in Equity

For the year ended 30 June 2003

	Note	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>Public equity at beginning of the year</b>		<b>833,413</b>	<b>839,763</b>	<b>845,267</b>
Net Operating Deficit		(11,007)	(13,614)	(13,781)
Asset Revaluation Reserve	5	24,560	-	-
Collection Revaluation Reserve Movement	5	847	-	(7,073)
<b>Total recognised revenues and expenses for the year</b>		<b>14,400</b>	<b>(13,614)</b>	<b>(20,854)</b>
Crown Capital Injections	4	11,500	9,000	9,000
<b>Public equity at end of the year</b>		<b>859,313</b>	<b>835,149</b>	<b>833,413</b>

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

## Statement of Financial Position

As at 30 June 2003

	Note	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>Public equity</b>				
Capital	4	362,030	359,530	350,530
Reserves	5	497,283	475,619	482,883
<b>Total public equity</b>		<b>859,313</b>	<b>835,149</b>	<b>833,413</b>
Represented By				
<b>Current assets</b>				
Cash and Bank		17,038	7,045	8,092
Special Purpose Funds Deposits	6	1,693	2,100	2,031
Accounts Receivable	7	1,040	457	1,778
Inventory		940	700	1,022
<b>Total current assets</b>		<b>20,711</b>	<b>10,302</b>	<b>12,923</b>
<b>Non-current assets</b>				
Term Investments	8	882	957	857
Fixed Assets	9	283,141	258,812	266,876
Collections	11	561,281	568,845	558,189
<b>Total non-current assets</b>		<b>845,304</b>	<b>828,614</b>	<b>825,922</b>
<b>Total assets</b>		<b>866,015</b>	<b>838,916</b>	<b>838,845</b>
<b>Less current liabilities</b>				
Accounts Payable		4,527	2,842	2,752
Employee Entitlements	12	848	775	837
Contract Retentions		64	-	77
Other Payables		1,120	150	1,627
<b>Total current liabilities</b>		<b>6,559</b>	<b>3,767</b>	<b>5,293</b>
<b>Less non-current liabilities</b>				
Employee Entitlements	12	143	-	139
<b>Net assets</b>		<b>859,313</b>	<b>835,149</b>	<b>833,413</b>

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

## Statement of Cash Flows

For the year ended 30 June 2003

	Note	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>Cash flows from operating activities</b>				
Cash was provided from:				
Government Grants		18,139	17,783	18,228
Other Revenue and Grants		20,070	16,570	16,074
Interest Received		574	397	679
Net Goods and Services Tax (GST) Received		4	(16)	190
		38,787	34,734	35,171
Cash was disbursed to:				
Payments to Employees		14,619	16,507	16,814
Payments to Suppliers and Others		20,226	18,226	19,623
<b>Net cash flows from operating activities</b>		<b>3,942</b>	<b>1</b>	<b>(1,266)</b>
<b>Cash flows from investing activities</b>				
Cash was provided from:				
Sale of Fixed Assets		14	-	6
Investments Matured		-	-	11,419
Cash was disbursed to:				
Purchase of Collections		2,245	3,000	2,939
Purchase of Fixed Assets		4,602	6,755	8,838
		6,847	9,755	11,777
<b>Net cash flows used in investing activities</b>		<b>(6,833)</b>	<b>(9,755)</b>	<b>(352)</b>
<b>Cash flows from financing activities</b>				
Cash was provided from:				
Crown Capital Injections		11,500	9,000	9,000
		11,500	9,000	9,000
<b>Net cash flows from financing activities</b>		<b>11,500</b>	<b>9,000</b>	<b>9,000</b>

	Note	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
Net increase (decrease) in cash held		8,609	(754)	7,382
<b>Add opening cash brought forward:</b>				
Cash and Bank		8,092	7,887	832
Special Purpose Funds – Deposits		1,871	1,830	1,750
Special Purpose Funds – BNZ Sydney		160	181	173
		18,732	9,144	10,137
Plus (less) exchange gain		(1)	-	(14)
<b>Closing cash carried forward</b>		<b>18,731</b>	<b>9,144</b>	<b>10,123</b>

**Represented by:**

Cash and Bank		17,038	7,045	8,092
Special Purpose Funds – Deposits	6	1,534	1,909	1,871
Special Purpose Funds – BNZ Sydney	6	159	190	160
<b>Closing cash carried forward</b>		<b>18,731</b>	<b>9,144</b>	<b>10,123</b>

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

## Reconciliation of Net Surplus from Operations to Net Cash Flows from Operating Activities

For the year ended 30 June 2003

	2003 \$'000	2002 \$'000
<b>Net (deficit) for year</b>	<b>(11,007)</b>	<b>(13,781)</b>
<b>Add (less) non-cash items:</b>		
Depreciation	12,940	12,650
Exchange Loss (Gain)	1	14
Increase (Decrease) in Non-current Employee Entitlements	4	69
Investment Revaluation	(38)	6
	12,907	12,739
<b>Add (less) movements in working capital items</b>		
Decrease (Increase) in Accounts Receivable and Prepayments	736	(373)
Decrease (Increase) in Inventory	(20)	(23)
(Decrease) Increase in Current Employee Entitlements	11	36
(Decrease) Increase in Accounts Payable and Accruals	2,258	(2,481)
	2,985	(2,841)
<b>Add adjustment for items classified as investing activities</b>		
Movements of Capital Items in Accounts Payable	(937)	2,092
Movements of Capital Items in Accounts Receivable	-	10
Movements of Collection Items in Accounts Payable	-	395
Loss on Sale of Fixed Assets	5	1
Gain from Sale of Fixed Assets	(11)	(7)
	(943)	2,491
<b>Net cash flows from operating activities</b>	<b>3,942</b>	<b>(1,392)</b>

## Statement of Commitments

As at 30 June 2003

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

Leases	Annual Rental \$'000	Months Remaining	Commitment 2003 \$'000	Commitment 2002 \$'000
63 Cable Street	111	166	1,535	-
51 Cable Street	56	166	775	-
50 Cable Street	150	66	825	975
	<b>317</b>		<b>3,135</b>	<b>975</b>

Term Classification of Commitments

Less than One Year	317	150
One to Two Years	317	150
Two to Five Years	951	450
Over Five Years	1,550	225
	<b>3,135</b>	<b>975</b>

**Total outstanding contractual commitments**

**3,135 975**

Term Classification of Commitments

Less than One Year	317	150
One to Two Years	317	150
Two to Five Years	951	450
Over Five Years	1,550	225
	<b>3,135</b>	<b>975</b>

## Statement of Contingent Liabilities

- ■ ■ A claim was made to the Waitangi Tribunal in 2001 with reference to the care, management, and ownership of the whareni Te Hau ki Turanga held at Te Papa, which is currently included in Te Papa's accounts. The claimants believe that ownership of the whareni rests with them rather than the Museum. The Tribunal is still deliberating on this issue and an outcome is not expected until 2004. The information usually required by Financial Reporting Standard 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.

As at 30 June 2003 Te Papa has no other contingent liabilities.

Contingent Liabilities as at 30 June 2002 were nil, except for the claim noted above.



## Notes to the Financial Statements

### 1. Other Revenue

	2003 \$'000	2002 \$'000
Interest Income	652	549
Sponsorship Income	3,044	3,185
Gain on Sale of Fixed Assets	11	7
Temporary Exhibitions Income	2,813	1,406
Publications Revenue	248	236
Rental Income	257	247
Other Income	532	622
<b>Total other revenue</b>	<b>7,557</b>	<b>6,252</b>

## 2. Special Purpose Funds

Account	Unspent Balance 30/06/02 \$'000	Income 2002/03 \$'000	Collections Acquired 2002/03 \$'000	Capital Purchases 2002/03 \$'000	Other Expenditure 2002/03 \$'000	Unspent Balance 30/06/03 \$'000
Algal Research Joint Reserve	4	16			17	3
Art Acquisition Fund	4					4
Artworks Reserve	1					1
Beauchamp	14	1				15
Botany Special	8					8
Buick	36	3				39
Canaday	194	2				196
Collection Curation Reserve	6					6
Collection Management Reserve	3					3
Collection Self Insurance Provision Reserve	11	4				15
Colonial Silver	11					11
Crustacea Reserve	2					2
Disney	937	57	1		1	992
Department of Conservation (DOC) – Seabird Autopsy	1					1
DOC – Sorting Invertebrates	1					1
DOC – Science RDBC	6					6
DOC – East Coast Marine Biograph	7				1	6
Dr Roderick S Deane Fund	30					30
Eames	679	23				702
Exclusive Economic Zone (EEZ) Projects Reserve	6				1	5
Fish Reserve	7					7
Foundation for Research, Science and Technology (FRST) – Exclusive Economic Zone (EEZ) Fishes	620	320			227	713
FRST – Hebe	262	245			278	229
FRST – Algae	5	187			178	14
FRST Māori and Moriori Fishing	7				2	5

## 2. Special Purpose Funds [CONTINUED]

Account	Unspent Balance 30/06/02 \$'000	Income 2002/03 \$'000	Collections Acquired 2002/03 \$'000	Capital Purchases 2002/03 \$'000	Other Expenditure 2002/03 \$'000	Unspent Balance 30/06/03 \$'000
Henderson	255	15				270
Ilott	18	5	5			18
Insurance Levies Reserve	184	26				210
Landcare Research Limited						
– Molluscs	6	5			21	(10)
Mammal Reserve	10				1	9
Marsden Fund	10	3				13
McLauchlan	8					8
National Institute of Water and Atmospheric Research Limited (NIWA) – Buller's Albatrosses	16	61			65	12
New Zealand Lottery Grants Board (NZLGB)Archaeological Illustration	3				3	-
NZLGB Binding of Marine Books	2					2
NZLGB Brittlestar Collection	1					1
NZLGB Chicago Project	6					6
NZLGB Taonga Māori Registration and Cataloguing	6					6
Processing Invertebrate Collection – New Caledonia	1					1
Science Interpretation Reserve	1					1
Te Aorere	39	2				41
Williamson	7					7
	<b>3,435</b>	<b>975</b>	<b>6</b>	<b>-</b>	<b>795</b>	<b>3,609</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.*

### 3. Cost of Services

	Note	2003 \$'000	2002 \$'000
Administration		516	584
Marketing and Public Relations		1,269	1,526
Board Fees	13	105	105
Board Expenses		62	23
Commercial Operation Expenses		8,767	8,683
Fees Paid to Auditors			
- External Audit		33	30
- Other Assurance Services		-	-
Movement in Bad Debts Provision		9	20
Exhibition and Collection Expenses		230	363
Interest Expenses		-	-
Loss on Disposal of Fixed Assets		5	1
National Services Te Paerangi		766	768
Operations		3,694	3,896
Other Expenses		3,265	2,435
Personnel Costs		13,823	13,706
Rent and Rates		467	777
Temporary Exhibitions		2,126	3,386
Special Purpose Fund Expenses	2	795	982
		<b>35,932</b>	<b>37,285</b>

### 4. Capital

	2003 \$'000	2002 \$'000
<b>Balance at the beginning of year</b>	<b>350,530</b>	<b>341,530</b>
Plus Crown Capital Injections	11,500	9,000
<b>Balance at end of year</b>	<b>362,030</b>	<b>350,530</b>

## 5. Reserves

	Note	2003 \$'000	2002 \$'000
<b>Collection revaluation reserve</b>			
Balance at the Beginning of Year		534,342	541,415
Revaluation of Collections for Year	11	847	(7,073)
Revaluation of Land, Buildings and Plant		24,560	-
Balance at End of Year		559,749	534,342
<b>Accumulated losses</b>			
Balance at the Beginning of Year		(51,459)	(37,678)
Net Deficit for the Year		(11,007)	(13,781)
Balance at End of Year		(62,466)	(51,459)
<b>Total reserves</b>		<b>497,283</b>	<b>482,883</b>

## 6. Special Purpose Funds Deposits

	Note	2003 \$'000	2002 \$'000
Algal Research Joint Reserve		3	21
Buick		39	35
Canaday		35	34
Collections Self Insurance		15	81
Disney		978	955
Henderson		192	182
Ilott		22	17
Insurance Levies Reserve		209	506
Te Aorere		41	40
		1,534	1,871

The above deposits were invested with Westpac on term deposit for ninety-two days, maturing on 1 July 2003 at an interest rate of 5.8 per cent. The equivalent interest rate for the same period last year was 5.99 per cent (ninety-six day term deposit).

Canaday Trust	159	160
---------------	-----	-----

The above on call deposit was held with the Bank of New Zealand – Sydney, earning 0.25 per cent interest per annum.

<b>1,693</b>	<b>2,031</b>
--------------	--------------

## 7. Accounts Receivable

	Note	2003 \$'000	2002 \$'000
<b>Accounts Receivable</b>			
Accrued Interest		125	47
GST Refund Due		138	142
Other Debtors		742	1,600
Prepayments and Advances		65	19
		1,070	1,808
Less: Provision for Doubtful Debts		(30)	(30)
		<b>1,040</b>	<b>1,778</b>

## 8. Term Investments

	Market Value 30/06/03 \$'000	Market Value 30/06/02 \$'000
Public Trust – Eames Trust*	809	786
Shares – Henderson Trust	73	71
<b>Total Term Investment</b>	<b>882</b>	<b>857</b>

\* Investments held by the Public Trustee for the E H Eames Trust have been recorded at the valuation supplied by the Public Trustee's statement of account for the year ended 30 June 2003.

## 9. Fixed Assets

	2003 Depreciation Cost \$'000	Accumulated Book \$'000	2003 Value \$'000
<b>2003</b>			
<b>Non-depreciable assets</b>			
Land	41,680	-	41,680
Long-term Exhibition Work in Progress	51		51
	41,731	-	41,731
<b>Depreciable assets</b>			
Buildings Structure	137,347	-	137,347
Buildings Fit-out	18,615	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	38,698	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	-
	287,186	45,776	241,410
<b>Total fixed assets</b>	<b>328,917</b>	<b>45,776</b>	<b>283,141</b>

## 9. Fixed Assets (CONTINUED)

	2002 Cost \$'000	Accumulated Depreciation \$'000	2002 Book Value \$'000
<b>2002</b>			
<b>Non-depreciable assets</b>			
Land	36,433	-	36,433
Long-term Exhibition Work in Progress	37		37
	36,470	-	36,470
<b>Depreciable assets</b>			
Buildings Structure	140,300	4,334	135,966
Buildings Fit-out	20,583	4,457	16,126
Commercial Activities Assets	5,586	1,762	3,824
Exhibition Equipment and Tools	490	449	41
Film, Audio-visual Equipment	1,006	734	272
Furniture and Fittings	8,388	4,988	3,400
Land Improvements	9,252	1,856	7,396
Miscellaneous Equipment	793	33	760
Motor Vehicles	134	95	39
Office and Computer Equipment	3,999	3,180	819
Long-term Exhibitions	56,132	23,591	32,541
Photography Equipment	431	367	64
Plant and Equipment	40,440	11,532	28,908
Project Information System	1,065	1,065	-
Scientific Equipment	458	415	43
Security Equipment	243	36	207
Trust and Reserve Assets	297	297	-
	289,597	59,191	230,406
<b>Total fixed assets</b>	<b>326,067</b>	<b>59,191</b>	<b>266,876</b>

### Comparative Amounts

Where necessary, comparative amounts have been reclassified so that the information corresponds to the classification presented for the current period. Reclassifications arising from the revaluation of buildings affect the Buildings Structure, Miscellaneous Equipment, Long-term Exhibitions and Plant and Equipment categories in this note.



## 10. Fixed Assets Depreciation

	Note	2003 \$'000	2002 \$'000
Buildings Structure		897	893
Buildings Fit-out		1,215	1,170
Commercial Activities Assets		536	509
Exhibition Equipment and Tools		43	40
Film, Audio-visual Equipment		140	129
Furniture and Fittings		511	524
Land Improvements		364	364
Miscellaneous Equipment		25	22
Motor Vehicles		12	11
Office and Computer Equipment		588	487
Long-term Exhibitions		5,560	5,474
Photography Equipment		37	36
Plant and Equipment		2,971	2,957
Scientific Equipment		11	16
Security Equipment		30	16
Trust and Reserve Assets		-	2
		<b>12,940</b>	<b>12,650</b>

## 11. Collections

	Opening Valuation \$'000	Acquisitions \$'000	Revaluation \$'000	Closing Valuation \$'000
Archaeological	3,363	-	-	3,363
Art	155,999	1,345	4,746	162,090
Botanical	14,141	-	-	14,141
Ceramics	1,296	-	200	1,496
Te Aka Matua Library and Information Centre (Library)	12,197	105	-	12,302
History	12,913	227	-	13,140
Invertebrate	26,191	42	-	26,233
Māori	163,311	237	(7,061)	156,487
Pacific and International	43,922	11	(2,421)	41,512
Photographic Archive	1,996	180	-	2,176
Vertebrates	34,984	98	-	35,082
New Zealand Post Collection	87,876	-	5,383	93,259
<b>Total collection valuation</b>	<b>558,189</b>	<b>2,245</b>	<b>847</b>	<b>561,281</b>

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 Vertebrate collections were last revalued as at 30 June 2002. The Archaeological, Māori, Pacific, and International collections were last valued as at 30 June 2001.

The revaluation movements in Māori, and Pacific relate to the movement in foreign exchange alone. Of these collections a considerable number are valued in overseas markets.

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

## 12. Employee Entitlements

	2003 \$'000	2002 \$'000
Holiday Pay and Long Service Leave Provisions	991	976
Made up of:		
- Current	848	837
- Non-current	143	139

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

Salary Band	Number of employees 2002/03	Number of employees 2001/02
\$100,000 – \$110,000	1*	-
\$110,001 – \$120,000	3	-
\$130,001 – \$140,000	2	3
\$140,001 – \$150,000	1	2
\$150,001 – \$160,000	1	-
\$180,001 – \$190,001	1**	1**
\$190,001 – \$200,000	1*	1*

\* The Chief Executive's total remuneration and benefits is in the \$100,001 to \$110,000 band. For the seven months to January 2003 Te Papa's Acting Chief Executive's total remuneration and benefits was in the \$190,001 to \$200,000 band. For 2001/02 the Chief Executive's total remuneration and benefits was in the \$190,001 to \$200,000 band.

\*\* The Kaihautū's total remuneration and benefits is in the \$180,001 to \$190,000 salary band and for 2001/02 the \$180,001 to \$190,000 band.

### 13. Board Members Fees

	2003 \$'000	2002 \$'000
Dr Roderick S Deane (Chairman)*	-	-
Mr David Gascoigne	14	16
Professor Mason Durie	-	2
Mr Rikirangi Gage	-	2
Professor Judith Binney	16	15
Mr John Judge	15	13
Mrs Jennifer May	16	15
Mrs Glenys Coughlan	15	15
Mr Mark Solomon	15	13
Mrs Josie Karanga	14	14
	<b>105</b>	<b>105</b>

\* Dr Deane has forgone his director's fee.

### 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:

		Foreign Currency 30 June 2003	Exchange Rate 30 June 2003	NZ Currency 30 June 2003	NZ Currency 30 June 2002
BNZ Money Maker account (Canaday Fund)	AUD\$	138,322	0.8721	158,608	159,726
State Street Investment Fund (Henderson Fund)	US\$	17,902	0.5812	30,801	36,856

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.

Te Papa undertakes transactions denominated in foreign currencies and minimises foreign currency risk by using forward foreign exchange contracts to hedge future foreign currency receipts where material.

The notional contract amounts of foreign exchange instruments outstanding at balance date are:

	June 2003 To pay \$'000	June 2002 To pay \$'000
Forward foreign exchange contracts	180,662	-

### 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 payroll for \$800,000.
- Two Westpac 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 estimated fair value of Te Papa's financial instruments is equivalent to the carrying values stated in the Statement of Financial Position, except as detailed below.

	June 2003		June 2002	
	Carrying value \$'000	Fair value \$'000	Carrying value \$'000	Fair value \$'000
Forward foreign exchange contracts	-	196,637	-	-

## 15. Related Party Transactions

The Museum of New Zealand Te Papa Tongarewa 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 member David Gascoigne is a Consultant for Minter Ellison Rudd Watts, who have provided professional services to Te Papa to the value of \$115,255. (2002 \$66,016).

## 16. Major Variations to Budget

Overall revenue is \$2.831 greater than budget. Revenue Crown is \$0.356 million greater than budget. This is directly attributable to additional funding from the Crown for *The Lord of the Rings Motion Picture Trilogy: The Exhibition*. Other Revenue is \$2.141 million better than budget. The majority of this relates to the successful revenues achieved from *The Lord of the Rings Motion Picture Trilogy: The Exhibition* and sponsorship income.

Cost of Services is \$1.063 greater than budget. This primarily relates to additional costs associated with the short-term exhibition programme that were offset by additional revenues. The variance also includes the additional cost of goods sold associated with additional commercial revenues and increased personnel costs resulting from across the board wage movements.

Net Assets are considerably greater than budget. This is primarily a consequence of the revaluation of Te Papa's land, building and plant as at 30 June 2003, which resulted in an upward movement of \$24.5 million.

Cash and Bank is considerably greater than budget. This is attributable to capital expenditure being deferred into 2003/04, the timing of actual payments as evidenced by the higher than budgeted current liabilities balance and a one off capital injection of \$2.5 million from government towards the future construction costs of Te Papa's planned Tribute to Sir Peter Blake.

### Variances to Prior Period

Commercial Revenue is \$0.694 million greater than for the prior period. This is primarily attributable to growth in Te Papa's food services and retail operations. Other Revenue is \$1.305 million greater than for the prior period. This is predominantly attributable to temporary exhibition revenues and in particular represents the success of *The Lord of the Rings Motion Picture Trilogy: The Exhibition*.

Cost of Services is \$1.353 million less than the amount reported for 2001/02. This is largely attributable to significant short-term exhibition costs incurred during 2001/02 associated with the completion of Te Papa's major capital developments.



# Report of the Auditor-General

For the year ended 30 June 2003



Audit New Zealand

## To the Readers of the Financial Statements of the Museum of New Zealand Te Papa Tongarewa for the year ended 30 June 2003

We have audited the financial statements on pages 57 to 100. The financial statements provide information about the past financial and service performance of the Museum of New Zealand Te Papa Tongarewa and its financial position as at 30 June 2003. This information is stated in accordance with the accounting policies set out on pages 75 to 78.

### Responsibilities of the Board

The Public Finance Act 1989 and the Museum of New Zealand Te Papa Tongarewa Act 1992 require the Board to prepare financial statements in accordance with generally accepted accounting practice in New Zealand that fairly reflect the financial position of the Museum of New Zealand Te Papa Tongarewa as at 30 June 2003, the results of its operations and cash flows and service performance achievements for the year ended on that date.

### Auditor's responsibilities

Section 15 of the Public Audit Act 2001 and Section 43(1) of the Public Finance Act 1989 require the Auditor-General to audit the financial statements presented by the Board. It is the responsibility of the Auditor-General to express an independent opinion on the financial statements and report that opinion to you.

The Auditor-General has appointed A J Shaw, of Audit New Zealand, to undertake the audit.

### Basis of opinion

An audit includes examining, on a test basis, evidence relevant to the amounts and disclosures in the financial statements. It also includes assessing:

- the significant estimates and judgements made by the Board in the preparation of the financial statements; and
- whether the accounting policies are appropriate to the Museum of New Zealand Te Papa Tongarewa's circumstances, consistently applied and adequately disclosed.

We conducted our audit in accordance with the Auditing Standards published by the Auditor-General, which incorporate the Auditing Standards issued by the Institute of Chartered Accountants of New Zealand. We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

Other than in our capacity as auditor acting on behalf of the Auditor-General, we have no relationship with or interests in the Museum of New Zealand Te Papa Tongarewa.

### Unqualified opinion

We have obtained all the information and explanations we have required.

In our opinion the financial statements of the Museum of New Zealand Te Papa Tongarewa on pages 57 to 100:

- 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 2003;
  - the results of its operations and cash flows for the year ended on that date; and
  - its service performance achievements in relation to the performance targets and other measures adopted for the year ended on that date.

Our audit was completed on 1 October 2003 and our unqualified opinion is expressed as at that date.



A J Shaw

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 for the year ended 30 June 2003 included on the Museum of New Zealand Te Papa Tongarewa's website. The Board is responsible for the maintenance and integrity of the Museum of New Zealand Te Papa Tongarewa's website. We have not been engaged to report on the integrity of the Museum of New Zealand Te Papa Tongarewa's web site. We accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

We have not been engaged to report on any other electronic versions of the Museum of New Zealand Te Papa Tongarewa'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 1 October 2003 to confirm the information included in the audited financial statements presented on this web site.

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



## Core Projects Strategy

Core Projects are thematic statements that establish the long-term strategic framework for research and product development at Te Papa, including exhibitions, publications, events, learning programmes, and commercial products.

### 1. Journeying into the Pacific

The exploration and colonisation of the Pacific; the creativity of Pacific peoples; aspects of voyaging (both literally and metaphorically) from New Zealand into the Pacific; and the links between New Zealand and Pacific people.

### 2. Our Identity

Research into what New Zealanders consider contributes to their sense of New Zealand-ness; material objects that engender a sense of national identity; events, ideas, individuals, and relationships that define our sense of identity as New Zealanders, and how these ideas contrast with the historical reality.

### 3. Life in New Zealand

Research into the historical and contemporary lifestyles of New Zealanders; their relationships with and attitudes to the land and to the places where they live; their creativity and leisure activities, including performance, sport, and ceremony.

### 4. Explorations of Aspects of the Contemporary

What does 'contemporary' mean within different cultural communities; what theories, practices, and issues convey a sense of the contemporary?

### 5. Valuing Our Natural Heritage – Into Our Landscape

Our landscape and the forces beneath its surface; the relationship between people and the land; and the environment.

### 6. Icons

Exploration of New Zealand's iconic people, objects and events, and what makes them iconic.

### 7. Where Is New Zealand Going?

Exploration of aspects of our future with an emphasis on forums and seminars.

### 8. The Best of the Rest of the World

Bringing the best exhibitions offered by the international museum community to Te Papa.

### 9. Strategic Opportunities

Commercial and revenue generation opportunities; and fostering partnerships and strategic alliances.

## Research Publications

For the year ended 30 June 2003

- ■ ■ Banks, J.C. & Palma, R.L. 2003. A new species and new host records of *Austrogoniodes* (Insecta: Phthiraptera: Philopteridae) from penguins (Aves: Sphenisciformes). *New Zealand Journal of Zoology* 30: 69–75.
- Bayly, M.J., de Lange, P.J., Mitchell, K.A., Markham, K.R., Garnock-Jones, P.J., Kellow, A.V. & Brownsey, P.J. 2003. Geographic variation in morphology and flavonoid chemistry in *Hebe pubescens* and *H. bollonsii* (Scrophulariaceae), including a new infraspecific classification for *H. pubescens*. *New Zealand Journal of Botany* 41:23–53.
- Bayly, M.J., Kellow, A.V., Mitchell, K.A., Markham, K.R., de Lange, P.J., Harper, G.E., Garnock-Jones, P.J. & Brownsey, P.J. 2002. Descriptions and flavonoid chemistry of new taxa in *Hebe* sect. *Subdistichae* (Scrophulariaceae). *New Zealand Journal of Botany* 40: 571–602.
- Beu, A.G., Marshall, B.A. & Ponder, W.F. 2003. Richard Kenneth ('Dick') Dell, 1920–2002: obituary, bibliography and list of his taxa. *Molluscan Research* 23: 85–99.
- Booth, J.D., Kittaka, J., Nishida, S., Hayakawa, Y. & Webber, R.W. 2003. Cooperative research between Japan and New Zealand advances understanding of early life history of spiny lobsters. *Fisheries Science* 68 (Suppl. 2): 1956–1959.
- Cosel, R. von & Marshall, B.A. 2003. Two new species of large mussels (Bivalvia: Mytilidae) from active submarine volcanoes and a cold seep off the eastern North Island of New Zealand, with description of new genus. *The Nautilus* 117: 31–46.
- Crampton, J.S., Beu, A.G., Cooper, R.A., Jones, C.M., Marshall, B.A. & Maxwell, P.A. 2003. Estimating rock volume bias in paleobiodiversity studies. *Science* 301: 358–360.
- Dawson, E.W. & Yaldwyn, J.C. 2002. Extension of range of *Notopoides latus* Henderson, 1888 (Brachyura: Raninidae) to the eastern South Pacific, with a correction to its original figured shape. *Journal of Crustacean Biology* 22 (1).
- Derraik, J.G.B., Closs, G.P., Dickinson, K.J., Sirvid, P.J., Barratt, B.I.P. & Patrick, B.H. 2002. Arthropod morphospecies: A case study with Araneae, Coleoptera, and Lepidoptera. *Conservation Biology* 16(4): 1015–1023.
- Derraik, J.G.B., Closs, G.P., Dickinson, K.J., Barratt, B.I.P. & Sirvid, P.J. 2002. Invertebrate species richness and density in relation to size of the New Zealand shrub *Oleria bullata*. *Journal of the Royal Society of New Zealand* 32(4): 571–585.
- Fitzgerald, B.M. & Sirvid, P.J. 2003. Revision of the genus *Trigonobothrys* in New Zealand. *Tuhinga – Records of the Museum of New Zealand Te Papa Tongarewa* 14: 25–33.
- Gibson, S. 2003. Te Papa and New Zealand's Indian communities – a case study about exhibition development. *Tuhinga – Records of the Museum of New Zealand Te Papa Tongarewa* 14: 61–75.

- Jones, C.M., McNamara, J.A., Tennyson, A.J.D. & Worthy, T.H. 2002. Ratite eggshell from early – middle Miocene age microvertebrate sites, Manuherikia Valley, Central Otago, New Zealand. *Geological Society of NZ Miscellaneous Publication* 112A.
- Kellow, A.V., Bayly, M.J., Mitchell, K.A., Markham, K.R. & Garnock-Jones, P.J. 2003. Variation in morphology and flavonoid chemistry in *Hebe pimeleoides* (Scrophulariaceae), including a revised sub specific classification. *New Zealand Journal of Botany* 41: 233-253. June 2003 (online version).
- Livingston, R. 2002. A Roman textile – A preliminary study. *New Zealand Costume & Textile Society newsletter*.
- Mallon, S. & Fecteau, U. 2002. Tatau-ed Polynesian tatau in Aotearoa, pp 21-39 in Mallon, S. and Pereira, F.P. (eds.) *Pacific Art Niu Sila: the Pacific dimension of contemporary New Zealand arts*. Te Papa Press, Wellington. pp 21-39.
- Mallon, S. 2002. *Samoan art and artists: O Measina a Samoa*. University of Hawaii Press, Honolulu, and Craig Potton Publishing, Nelson.
- Mallon, S. & Pereira, F.P. 2002 (eds.) *Pacific Art Niu Sila: the Pacific dimension of contemporary New Zealand arts*. Te Papa Press, Wellington.
- Mallon, S., Kupa, K. & Kirifi, J. 2003. Toki Niu Hila: Making Tokelau adzes and identity in New Zealand. *Tuhinga – Records of the Museum of New Zealand Te Papa Tongarewa* 14:11-24.
- Mallon, S. 2003. Shifting boundaries in Contemporary Pacific arts in *On arts: nga korero toi*. Creative New Zealand. Wellington.
- Marshall, B.A. 2002. Some recent scissurellids from the New Zealand region, and remarks on some scissurellid genus group names (Mollusca: Gastropoda: Vetigastropoda). *Molluscan Research* 22: 165-181.
- Marshall, B.A. 2002. Some Recent Thraciidae, Mycochamidae, Spheniopsidae and Cuspidariidae from the New Zealand region (Mollusca: Bivalvia: Anomalodesmata). *Molluscan Research* 22: 221-288.
- Marshall, B.A. 2003. A review of the Recent and late Cenozoic Calyptraeidae of New Zealand (Mollusca: Gastropoda). *The Veliger* 46: 117-144.
- Murray, M.D., Palma, R.L. & Pilgrim, R.L.C. 2002. Ectoparasites of Australian, New Zealand and Antarctic birds, pp 1215-1217 in Higgins, P.J. & Peter, J.M. (eds) *Handbook of Australian, New Zealand and Antarctic Birds* (Vol.6). Oxford University Press, Melbourne.
- Palma, R.L., Worthy, T. & Tennyson, A. 2003. Resolution of the status of the taxon 'Apteryx maxima'. *Tuhinga – Records of the Museum of New Zealand Te Papa Tongarewa* 14: 1-9.
- Palma, R.L., Johnson, A.R., Cezilly, F., Thomas, F. & Renaud, F. 2003. Diversity and distribution of feather lice on Greater flamingoes (*Phoenicopterus ruber roseus*) in the Camargue, southern France. *The New Zealand Entomologist* 25: 87-89.

■ ■ ■ Park, G. 2002. Swamps which could be 'easily drained', pp 151-167 in Griffiths, T. and Pawson, E. (eds.), *The Oxford Environmental History of New Zealand*. Oxford University Press.

Park, G. 2002. The fleeting art of a 'runner-in-the-land', in Barton, C. (ed.) *The Art of Pauline Rhodes*. Victoria University Press.

Paterson, A.M., Palma, R.L. & Gray, R.D. 2003. Drowning on arrival, missing the boat and x-events: How likely are sorting events?, pp 287-309 in Page, R.D.M. (ed.) *Tangled Trees. Phylogeny, cospeciation, and coevolution*. The University of Chicago Press, Chicago & London.

Paulin, C. D. 2003. New Zealand Commercial Fisheries: Identification Guide to New Zealand Quota Management Species. *Clement & Associates*.

Paulin, C.D. & Smith, P. 2003. Genetic and morphological evidence for a single species of pink ling (*Genypterus blacodes*) in New Zealand waters. *New Zealand Journal of Marine and Freshwater Research* 37: 183-194.

Perrie, L.R., Brownsey, P.J., Lockhart, P.J. & Large, M.F. 2003. Evidence for an allopolyploid complex in New Zealand *Polystichum* (Dryopteridaceae). *New Zealand Journal of Botany* 41: 189-216. June 2003 (online version).

Sagar, P.M., Stahl, J. C. & Molloy, J. 2002. The influence of experience, pair bond duration, and partner change on breeding frequency and success in southern Buller's mollymawk (*Thalassarche bulleri bulleri*) *Notornis* 49(3): 145-152

Sagar, P.M., Miskelly, C.M., Sagar, J.L. & Tennyson, A.J.D. 2003. Population size, breeding, and the annual cycle of the New Zealand Antarctic tern (*Sterna vittata bethunei*) at the Snares Islands. *Notornis* 50: 36-42.

Smith, H. (General Editor). 2002. *Taiāwhio: Conversations with Contemporary Māori artists*. Te Papa Press, Wellington.

Smith, H. 2003. A comment on The Politics of Māori Image and Design. *He Pukenga Kōrero* 7(1): 38-41, *Journal of Te Pūtahi ā Toi*, Massey University: Palmerston North

Tennyson, A., Taylor, R., Taylor, G., Imber, M. & Greene, T. 2002. Unusual bird records from the Antipodes Islands in 1978-1995, with a summary of other species recorded at the island group. *Notornis* 49(4): 241-245

Worthy, T.H., Tennyson, A.J.D., Jones, C. & McNamara, J.A. 2002. A diverse early-Miocene (15-20Ma) terrestrial fauna from New Zealand reveals snakes and mammals. IPC2002, *Geological Society of Australia, Abstracts* 68.

Worthy, T.H., Tennyson, A.J.D., Jones, C. & McNamara, J.A. 2002. The early-Miocene (15-20Ma) Manuherikia Group reveals New Zealand's first diverse Tertiary terrestrial fauna. *Geological Society of NZ Miscellaneous Publication* 112A.

## ► Popular Articles

For the year ended 30 June 2003

- Bayly, M.J. 2002. 'Update on Hebe research at the Museum of New Zealand Te Papa Tongarewa' *Hebe News*, 17:15–17.
- Brownsey, P.J. 2002. 'Feeding the Victorian fern craze' *New Zealand Heritage*, 87:38–39.
- Lassig, A. 2002. 'Fashion Now: New Zealand Fashion Week (exhibition profile)' *Open Eyes*, Issue 52: 4.
- Lassig, A. 2003. 'Japonism in Fashion' *Open Eyes*, Issue 57: 1–2.
- Lassig, A. 2003. 'Japonism in Fashion' *Context New Zealand Costume & Textile Society newsletter*.
- Lassig, A. 2002. 'Pacific Rim: Ann Robinson's Glass (Exhibition Profile)' *Open Eyes*, Issue 53: 1–3.
- Lassig, A. 2003. 'Striking Poses' *New Zealand Memories*, Issue 42: 10–11.
- Lassig, A. 2003. 'The Annie Eliza Ellis Quilt' *New Zealand Quilter*.
- Lassig, A. 2002. 'Wedding Belles' *New Zealand Memories*, Issue 38: 52–53.
- Paulin, C. 2003. 'Charismatic Megafauna' *Seafood New Zealand*, June 11(5):61–63.
- Paulin, C. 2003. 'Rockling' *New Zealand Fishing News*, June 2003.
- Stewart, A.L. & Roberts, C.D. 2003. 'Ghost Flatheads' *Seafood New Zealand*, March 11(2): 6.
- Roberts, C.D. 2002. 'Batfish: rare mini pizza delivery' *New Zealand Fishing News*, October 25 2003.
- Roberts, C.D. 2003. 'Half-banded Perch' *New Zealand Fishing News*, April 26 2003.
- Roberts, C.D. 2003. 'Masked Foxfish' *New Zealand Fishing News*, January 26 2003.
- Roberts, C.D., Paulin, C.D. & Smith P. 2002. 'Molecular techniques identify problems' *Seafood New Zealand*, Jul. 10(6): 61.
- Stewart, A.L. 2002. 'At sixes and sevens with four cow sharks' *Seafood New Zealand*, 10(7): 65–68. August 2002.
- Stewart, A.L. 2002. 'Crocodile Shark newly recorded for New Zealand' *Seafood New Zealand*, 10(8): 62–63. September 2002.
- Stewart, A.L. 2002. 'Long-finned worm eel' *New Zealand Fishing News*, 25(11): 40. November 2002.
- Stewart, A.L. 2002. 'NZ Ice cods' *Seafood New Zealand*, 10(11): 61–64. December 2002.
- Stewart, A.L. 2002. 'Redbait' *New Zealand Fishing News*, 25(7): 27. July 2002.
- Stewart, A.L. 2002. 'Silver Conger' *New Zealand Fishing News*, 25(9): 59. September 2002.
- Stewart, A.L. 2002. 'Spotted Gurnard' *New Zealand Fishing News*, 25(8): 35. August 2002.
- Webber, R.W. 2002. 'Prawns coming in from the cold (1)' *Seafood New Zealand*, 10(9). October 2002.
- Webber, R.W. 2002. 'Prawns coming in from the cold (2)' *Seafood New Zealand*, 10(10). November 2002.

## ▶ National Services Te Paerangi Publications

For the year ended 30 June 2003

### ■ ■ ■ Reports

- E-Commerce and Museums in New Zealand
- Enterprising Museums
- Museums Online: Finding Museums Everywhere

### Other Publications

- *New Zealand Museums Standards Scheme Ngā Kaupapa Whaimana a Ngā Whare Taonga o Aotearoa Manual*

### He Rauemi Resource Guides

**Five He Rauemi Resource Guides were published in 2002/03:**

*Governance, Management and Planning*

- Making Sponsorship Work for You
- Developing your Collection Acquisition and Deaccession Policies
- Deciding on Digital Tools for Collection Management
- Developing a Marketing Plan

*Collection Care*

- Caring for Māori Textiles Tiakitanga o te kahu āku

**Fourteen He Rauemi Resource Guides have published prior to 2002/03 in the areas of:**

*Governance*

*Management and Planning*

*Collection Care*

*Public Programmes (including exhibitions)*

*Customer Service*

*Relationships with Communities*

# Our Partners

Te Papa thanks the people of New Zealand and many organisations, iwi, and individuals for their generous support.

Founding Partner													
Founding Corporate Partner													
Founding Corporate Associates													
Founding Corporate Sponsor													
Founding Corporate Member													
Corporate Sponsor	Contact Energy Limited												
Founding Donors	<p>Mrs Jennifer Gibbs Mr Alan Gibbs Friends of Te Papa</p>												
Iwi/Whanau Partnerships	<table border="0"> <tr> <td>Ngāti Toa</td> <td>Ngāti Hinewaka</td> </tr> <tr> <td>Te Ati Awa</td> <td>Rongowhakaata</td> </tr> <tr> <td>Ngāi Tūhoe</td> <td>Te Iwi Mori</td> </tr> <tr> <td>Te Aupouri</td> <td>Ngāti Kuri</td> </tr> <tr> <td>Ngāi Tahu</td> <td>Whanganui</td> </tr> <tr> <td>Hipango Whanau</td> <td>Ngāti Pikiao</td> </tr> </table>	Ngāti Toa	Ngāti Hinewaka	Te Ati Awa	Rongowhakaata	Ngāi Tūhoe	Te Iwi Mori	Te Aupouri	Ngāti Kuri	Ngāi Tahu	Whanganui	Hipango Whanau	Ngāti Pikiao
Ngāti Toa	Ngāti Hinewaka												
Te Ati Awa	Rongowhakaata												
Ngāi Tūhoe	Te Iwi Mori												
Te Aupouri	Ngāti Kuri												
Ngāi Tahu	Whanganui												
Hipango Whanau	Ngāti Pikiao												
Maori Organisation Partnerships	<p>Te Aurere Te Roopu Haumanu Toihoukura, Tairāwhiti Polytechnic</p>												

SCIENCE MUSEUM

science  
museum

main

entrance

100 South Kensington, London SW7 2BX

www.science-museum.org.uk

020 7596 9000

020 7596 9001

020 7596 9002

020 7596 9003

020 7596 9004

020 7596 9005

020 7596 9006

020 7596 9007

020 7596 9008

020 7596 9009

020 7596 9010

020 7596 9011

020 7596 9012

020 7596 9013

020 7596 9014

020 7596 9015

020 7596 9016

020 7596 9017

020 7596 9018

020 7596 9019

020 7596 9020

020 7596 9021

020 7596 9022

020 7596 9023

020 7596 9024

020 7596 9025

science museum special exhibition



Discover the secret  
behind the motion  
picture trilogy

This exhibition runs at the Science Museum  
16 September 2003 - 11 January 2004

Advanced booking is available to guarantee your

visit 020 7596 9000

020 7596 9001

020 7596 9002

020 7596 9003

020 7596 9004

020 7596 9005

020 7596 9006

020 7596 9007

020 7596 9008

020 7596 9009

020 7596 9010

020 7596 9011

020 7596 9012

020 7596 9013

020 7596 9014

020 7596 9015

020 7596 9016

020 7596 9017

020 7596 9018

020 7596 9019

020 7596 9020

020 7596 9021

020 7596 9022

020 7596 9023

020 7596 9024

020 7596 9025

The Lord of the Rings Motion Picture Trilogy: The Exhibition  
opened at the Science Museum, London on 16 September 2003