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Front cover, and contents pages: Gregor Kregar, *Oko 2*, 2001; Galvanized steel, glass and mixed media, Purchased 2001, Museum of New Zealand Te Papa Tongarewa.

Photography by Michael Hall, 2002.

## 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.

## Te Papa 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. It also agreed that matters of concern to Te Papa are expressed within the conceptual framework of:

Papatūānuku — the earth on which we all live

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

Tangata Tiriti — those who belong to the land by right of the Treaty

## Corporate Principles

Te Papa is bicultural — Te Papa provides an environment where both Tangata Whenua and Tangata Tiriti can work co-operatively to achieve the Museum's mission.

Te Papa is customer focused — The needs and expectations of the customer are put first and Te Papa has earned an international reputation for services and visitor satisfaction.

Te Papa speaks with the authority that arises from scholarship and mātauranga Māori — All of Te Papa's activities will be underpinned by scholarship and mātauranga Māori.

Te Papa is commercially positive — Te Papa will offer a range of charged-for experiences and products designed to enhance the visitor experience and contribute to the financial viability of the Museum.

Te Papa is a Waharoa — Te Papa is both an entryway to New Zealand and a catalyst for New Zealanders to explore and reflect on their cultural identity and natural heritage through stories and objects.

## 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



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**Peter Robinson**, *In Search of the Umworld*, 1998; Ink on Foamcoar™, metal, plastic, wood and paint, Purchased 2001 with New Zealand Lottery Grants Board funds.

*Taiāwhio: continuity and change*, The Boulevard, Level 5.

The Museum of New Zealand Te Papa Tongarewa has enjoyed a very successful year. In January 2002, four years after opening, Te Papa received its six-millionth visitor, and by 30 June 2002 over 6.5 million people had visited the Museum, including over 4.5 million visits from New Zealanders, and two million international visitors, making Te Papa the most visited museum in Australasia.

Ongoing capital funding from Government enabled the Museum to complete The Greater Te Papa Project, a major development programme to increase gallery space, particularly for the display of visual arts, including the development of the long-term exhibition *Made in New Zealand* replacing *Parade*, and to improve access between Levels 4, 5, and 6. The Prime Minister, the Right Honourable Helen Clark, opened the new exhibition spaces on 17 October 2001.

During 2001/02 the Board adopted a policy in relation to the visual arts such that a representative collection of New Zealand art, including a significant proportion of works drawn from Te Papa's collections will be on display in The Boulevard on Level 5 at all times, or that there will be a major 'flag-ship' exhibition of New Zealand art.

The allocation of ongoing funding from 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. Significant purchases during 2001/02 included two Mere Pounamu originally gifted by Tainui to the Duke of Windsor (then the Prince of Wales) on a visit to New Zealand in 1920, the Bernard Roundhill Collection of New Zealand graphic design, and a major postal history collection relating to the New Zealand Wars.

Te Papa would like to express its appreciation to Government for the support received from the America's Cup/Lord of the Rings Fund, to enable Te Papa to develop a major exhibition based on *The Lord of the Rings* film trilogy with the support of New Line Cinema. The exhibition will open at Te Papa before embarking on an international tour.

During the year Te Papa completed a review of its Bicultural Policy, commenced in 2001. The policy continues to reflect a Treaty-based bicultural partnership, and provides a comprehensive framework for the ongoing development of the bicultural partnership within Te Papa, and at the governance level.

In 2001/02 the Government Administration Select Committee undertook its biennial financial review of Te Papa covering the 2000/01 financial year. Te Papa appeared before the committee in April, and the committee's report commended Te Papa on its achievements to date.



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

This year, the Wellington City Council increased its sponsorship of Te Papa to \$2 million for the 2002/03 year. The Board is very appreciative of this ongoing commitment by the Wellington City Council, which assists Te Papa in continuing to offer an exciting and diverse short-term exhibition programme, including *Body Odyssey: journey through the human body*, which attracted 111,072 visitors, the highest for a short-term exhibition at Te Papa.

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 the new sponsors of Te Papa.

Merck Sharp & Dohme was the principal sponsor of *Body Odyssey*, making its presentation in New Zealand possible. Merck Sharp & Dohme and the Accident Compensation Corporation (ACC) jointly supported the six-month-long events programme in association with *Body Odyssey*, and The Royal Society of New Zealand and the Foundation of Research Science and Technology sponsored the Science and Health Day within the programme.

Estée Lauder was the proud sponsor of *Masquerade: the art of courtship*, one of the first exhibitions to be shown in the refurbished Boulevard. Te Papa's long-term partner TOWER enhanced its profile by being the principal sponsor of *Henry Moore: journey through form*, with P&O Nedlloyd as the associate sponsor. Russell McVeagh and their Māori legal group, Nga Mānu Tāiko o te Ture, is the principal sponsor of *Taiāwhio: continuity and change*. Sony provided the projection solutions to make them the principal sponsor of *ST@RT\_UP: new interactive media*. Support for this exhibition was also received from Ericsson Synergy, Fulbright New Zealand and the Goethe Institut. Long-term Te Papa partner Air New Zealand became the proud sponsor of *Voyagers: discovering the Pacific*, and P&O Nedlloyd became co-sponsors, with Air New Zealand, of the *Voyagers* events programme.

*Matariki at Te Papa* was sponsored for a second year by Te Taura Whiri i te Reo Māori – Māori Language Commission and the Ministry of Education, and the Wellington City Council became event sponsors of Matariki. The Matariki calendar, published by Te Papa Press, was generously sponsored by the Ministry of Education and Te Taura Whiri i te Reo Māori.

Te Papa's short-term exhibition programme offered a varied and informative element to the visitor experience, and has provided another source of revenue. This year, *Body Odyssey* generated \$0.427 million and *Henry Moore* generated \$0.186 million. Total revenue generated by *Gianni Versace: the reinvention of material* which closed on 15 July 2001 was \$0.75 million, making it Te Papa's most successful charged-for short-term exhibition.

Te Papa's commercial operations have made a positive contribution to operating costs. Capital improvements have been made to several businesses, which are already showing increased returns as a result.

I would like to express appreciation to the members of the National Services Advisory Group, chaired by Board member Ms Jennifer May, and the five Sector Reference Groups. These advisory groups aim to ensure national ownership of the strategic directions of the National Services programme, providing advice to Te Papa on the strategic directions, business planning and priority programme areas for National Services, and recommendations regarding partnership proposals.

Two new members were appointed to the Board in August 2001, following the retirement of Professor Mason Durie and Mr Rikirangi Gage. Mr Mark Solomon, Ngāi Tahu and Kati Kuri, who is the Kaiwhakahaere (Chairman) of Te Runanga o Ngāi Tahu, and Ms Josie Karanga, Whakatohea, Ngāi Tūhoe, Ngāti Porou, and Te Rarawa, currently Kaiwhakahaere of a national non-governmental umbrella organisation, Te Korowai Aroha Aotearoa Inc. Both members bring extensive leadership and management skills, and an in-depth understanding of tikanga and kaupapa Māori.

In June 2002 Te Papa's founding Chief Executive, Dame Cheryll Sotheran, resigned. On behalf of the Board and Te Papa, I would like to acknowledge the immeasurable contribution made by Dame Cheryll in delivering a world-class national museum, and leading Te Papa through its crucial initial years of operation.



**Dr Roderick S Deane** Chairman

## Financial Performance

Te Papa ended the year in a healthy financial position, despite an anticipated cash deficit. The reported net deficit of \$13.781 million includes \$12.650 million for depreciation – for which Te Papa is not funded. The reported net deficit was less than budgeted. (Refer to the Ministerial Statement in relation to Te Papa's financial performance on page 24)

In 2001/02, capital funding for refreshment and replacement was utilised to complete The Greater Te Papa Project on Levels 4, 5, and 6, and refreshment of the long-term exhibition *Mana Whenua*. In addition, refurbishment of *The Time Warp* attraction was completed.

Te Papa's financial position remains healthy due to successful management of cash flow and cash surpluses achieved in prior periods.

## Operational Achievements

### The Greater Te Papa Project

The completion of The Greater Te Papa Project included the construction of new exhibition spaces on Level 5, the redevelopment of Level 6 for the display of three-dimensional objects, and the opening of an external sculpture court, the 'intermediate' Terrace on Level 6, and improving access between Levels 4, 5, and 6.

As part of the development further changes were made to the visitor experience including:

- The relocation of Te Papa's library, and making it fully accessible to the visiting public as a seven-day-a-week operation. Te Aka Matua Te Papa Library and Information Centre opened in July 2001.
- The expansion of the Eyelights Gallery, increasing the amount of 'visible storage' space for the display of items from the collection.
- The development of the external Terrace on Level 6 as a public space with the installation of glass barriers.
- The development of a new constructed long-term exhibition *Made in New Zealand*, replacing *Parade*, celebrating New Zealand's visual culture.

The expansion of The Boulevard on Level 5 includes the addition of 1500 m<sup>2</sup> of new exhibition space. The total exhibition space on Level 5 is now approximately 2500 m<sup>2</sup>.

In 2001, the Hott Centre was opened for the exhibition of works on paper, photography, textiles, small three-dimensional objects, natural history objects, and other collection material.

### **Cultural Recovery Package Benefits**

The additional operational funding of \$1.778 million per annum announced in May 2000 brought Government's contribution to the operation of Te Papa to \$17.783 million per annum (exclusive of GST), representing forty-eight per cent of the total operating costs. Te Papa is dependent on achieving revenues of \$18.371 million from its commercial operation and from sponsorship to meet operating costs of \$37.285 million.

The increase in Government's contribution enabled the Museum to fill vacancies particularly in curatorial and exhibition development roles, and to make a greater commitment to the ongoing funding of Te Papa National Services. The additional resource enabled the Museum to plan with certainty and to achieve exhibition and other scholarly outputs at the level expected by stakeholders. Recent operational cost increases, particularly for insurance and energy, has meant, however, that Te Papa's budget is again under pressure.

### **Scholarship and Mātauranga Māori (Core Projects) Strategy**

Te Papa's Core Projects Strategy implemented in 2000 aims to ensure that the Museum's research effort is strategic and aligned to the organisation's mission, and that visitor experience products and services (exhibitions, publications, events, and commercial products) are based on scholarship and mātauranga Māori and meet established standards of excellence. The strategy establishes nine core projects, which form the narrative and subject themes that direct research at Te Papa. (Refer to Appendix 1 for a description of the nine core project themes)

During 2001/02 the Core Projects Strategy was reviewed and rolled out to 2008. The 2002–2008 plan proposes a strategic approach to research and output development at Te Papa, and describes the prioritised programme for research and the visitor experience for the six-year planning period to 2008, focusing in detail on the two-year period 2002–2004. This strategy will be reviewed biennially.

Te Papa continues to be a respected research institution both domestically and internationally. Our knowledge teams are recognised as among the best in New Zealand. This expertise and reputation allows Te Papa to consistently win competitive contracts from the Foundation for Research, Science and Technology (FRST) to conduct research that meets Te Papa's objectives and contributes to the public good.

### **Collection Development**

Te Papa's Collection Development Policy and annual Acquisition Strategy provide the overarching policy and guiding principles for collection development. They also provide guidance on 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.

2000/01 represented the final year of New Zealand Lottery Grants Board funding for acquisitions, and in 2001/02 \$3 million of Te Papa's \$9 million capital grant was applied to collection acquisitions. This long-term commitment to funding collection development allows Te Papa to increasingly focus on acquiring major iconic items for the national collections.

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

### Access to the Collections

In addition to the exhibition programme, regular collection changes are made, 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, primarily through Back of House tours. This year 260 requests for access to collections in storage were approved, and 1361 visitors participated in 156 tours of collection stores. Other initiatives to increase public access to collections include the monthly Behind the Scenes tours and Meet the Expert talks.

In the last year, Te Papa approved 110 loans involving 1320 collection items to other museums, galleries, and iwi. During 2001/02 Te Papa made a number of significant loans to international institutions including the Stedelijk Museum in Amsterdam for the exhibition *Colin McCahon: A Question of Faith*, and the Schirn Kunsthalle in Frankfurt and the Tate Liverpool for the exhibition *Shopping: A century of art and consumer culture*, enabling items from the national collections to be seen by an international audience.

In 2002, Te Papa commenced the development of a forward-looking strategy for digitisation. The strategy identifies Te Papa's long-term objectives in respect of digitisation of its collections, collection information, and education and other resources. This strategy is being developed in the context of a range of initiatives within the culture and heritage, and wider public sector aimed at increasing access to government services, and culture and heritage collections.

Progress was made in 2001/02 towards providing access to Te Papa Onscreen, the Museum's multimedia database, through the website, and it is expected that the first files will be available from late 2002.

### Short-term Exhibitions and Events Programme

Through its short-term exhibition programme, Te Papa aims to encourage repeat visitation, and present exhibitions that continue to 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.

A major focus for the short-term programme in 2001/02 was the exhibitions developed for the opening of the new exhibition spaces on Levels 4, 5, and 6, under the banner *New Sights, New Sites*. This included *Sightlines: looking into the art collection*, the first in an ongoing series of collection-based exhibitions for The Boulevard on Level 5; *Masquerade: the art of courtship*; and *Off the Wall: ceramics and sculpture at Te Papa*, which included an exhibition of ceramics on Level 6; and sculpture commissions in the external 'intermediate' Terrace on Level 6.

Other major exhibitions presented included *Rutherford: the story of a Kiwi genius, Jewelled: adornments from across the Pacific*; *ReggaeXplosion*; *Past Presents: looking into the art collection*, the second major collection-based exhibition; *Taiāwhio: continuity and change*; and *Voyagers: discovering the Pacific*.

As part of the visitor experience, Te Papa presents an extensive programme of events and entertainment for visitors. In the last year, 905 programmes were delivered, reaching an estimated audience of 254,616 visitors. These included Discovery Centre activities, the Back of House to Front of House programme, cultural performances, exhibition floor talks, and family holiday entertainment. Twenty-four large-scale events were held, including the Royal New Zealand Ballet's *A Day in the Life of a Dancer*, the Waitangi Day Forum, presentation of *The Daylight Atheist* by Tom Scott, a day with the New Zealand Symphony Orchestra, and the Thirtieth Wellington Film Festival.

As part of the 2002 New Zealand Festival held in February/March 2002 Te Papa presented the exhibition *Henry Moore: journey through form* in association with the Henry Moore Foundation, the Friends of Te Papa Marae Event Programme, and *The World's Wife* by Fiona Samuel in Soundings Theatre.

Te Papa has developed a number of signature events, including *Christmas @ Te Papa* and the *Matariki at Te Papa* festival celebrating the Māori New Year during May and June.

### Visitation

By 30 June 2002, Te Papa had received over 6.5 visitors since it opened on 14 February 1998. During the twelve months to 30 June 2002, there were 1,314,208 visits to Te Papa, an increase of 26,000 on the previous financial years visitation and thirty-one per cent more than the annual projection of one million visits. Visitation continues to remain well above the projected level of one million.

The daily average number of visits in 2001/02 was 3600. Monthly projections were exceeded in every month. The months recording the highest visitation were January 2002 (142,000 visits) and July 2001 (136,000 visits).

Forty-one per cent of visitors to Te Papa were from overseas (an increase from thirty-five per cent in the previous financial year), while fifty-nine per cent of visits were by New Zealanders.

Visitor satisfaction remains high, with ninety-four per cent of visitors rating Te Papa from 'good' to 'excellent'. Almost a third (twenty-nine per cent) of visitors to Te Papa indicated that they were extremely satisfied with their experience, rating their visit to Te Papa ten out of ten. Almost all visitors (ninety-seven per cent) stated that they would recommend Te Papa to others.

#### **Human Resources**

As at 30 June, Te Papa had 301 permanent staff and 291 casual staff. The Museum has enjoyed a stable industrial environment over 2001/02. There are three collective employment agreements. Negotiations have commenced to combine two collective agreements into one consolidated agreement. These agreements provide Te Papa with the flexibility to operate 365 days a year. All managers are on Individual Employment Agreements.

#### **Investors in People**

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.

#### **Commercial**

Te Papa's commercial businesses are an integral part of the visitor experience. All businesses are managed by Te Papa to ensure they support and reflect Te Papa's mission and corporate principles.

Te Papa's commercial businesses comprise retail outlets including the Te Papa Store and Treasure Store; hospitality outlets, including Foodtrain, Espresso, Icon Restaurant and Bar, Icon Catering, and Functions; and other operations including the car park, Te Papa Press, and the Image Library. These businesses continue to make a positive contribution to the operating costs of the Museum, and enhance the visitor experience.

Te Papa Press publications received national recognition in the Montana New Zealand Book Awards in 2002, with *The Merchant of the Zeehaen* by Grahame Anderson a finalist in the history category of the awards.

### **National Services**

During 2001/02, Te Papa National Services completed thirty-nine partnership projects in the five priority areas of Museum Standards, Bicultural and Iwi Development, Training, Marketing and Promotion, and Revenue Generation.

National Services has initiated a partnership with the New Zealand Qualifications Authority (NZQA) and the museum sector to draft the first museums, Unit Standards for the New Zealand National Qualifications Framework.

The draft Standards Scheme for New Zealand Museums developed by National Services was used by a further fourteen museums and refined in consultation with Māori to strengthen its bicultural focus. The standards scheme and associated resources for the sector will be formally launched in November 2002 for national implementation.

Te Papa convened the inaugural Museums Business Forum in June 2002. The forum aims to focus on innovation, problem solving, communication, and leadership within the museum sector. Twenty-five directors of larger museums participated in the meeting on the topic of museums and regional development. The forum was launched by the Minister for Economic Development, the Honourable Jim Anderton, and included presentations from the Ministry of Economic Development, Industry New Zealand, and Tourism New Zealand.

In conjunction with Victoria University of Wellington Graduate School of Business and Government Management, Te Papa developed and delivered the first He Kāhui Kākākura Museums with Vision, Strategic Leadership Programme, in response to the national priority identified in the National Training Framework for New Zealand Museums (1999).

### **Relationships with the Tertiary Sector**

Te Papa continues to develop and strengthen its relationship with Victoria University of Wellington through the delivery of teaching and supervisory services to the Master of Arts (Applied) Museum and Heritage Studies course, and delivered teaching and/or practical supervision services to five graduate and undergraduate programmes.

### **Delivering Outcomes for Māori**

Te Papa has made a commitment to being a bicultural organisation and ensures that this principle underpins operations across the organisation. The effective delivery of services to iwi is critical to the success of this goal, and this is achieved in part through the activities of Te Roopu Whakamana Māori and National Services through partnership projects with iwi and Māori organisations.





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The *Sarawak Malaysian Cultural Group*, award-winning musicians and dancers from the Sarawak Cultural Village, Malaysia, perform on Te Marae, October 2002.



The role of Kaihautū is central to the bicultural partnership. 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.

During 2002, Te Papa completed a review of its Bicultural Policy, which builds on that approved in 1994, and sets the agenda for Te Papa's ongoing bicultural development. The policy is designed to ensure the development of a strong operational partnership between Tangata Whenua and Tangata Tiriti that is active throughout the organisation.

Te Papa continues to work with the Ministry for Culture and Heritage and Te Puni Kōkiri (TPK) in providing advice to Government on the development of a national policy on the repatriation of kōiwi tangata (human remains). In addition, Te Papa provides advice to iwi and museums in New Zealand and internationally.

In November 2001, Te Papa opened its third Iwi Exhibition, *Ngāi Tūhoe: children of the mist*, within the long-term exhibition *Mana Whenua*, replacing the *Te Aupouri Iwi Exhibition*. These developments provided the opportunity for further refreshment of *Mana Whenua*, and *Signs of a Nation | Ngā Tohu Kotahitanga*.

In June 2002, Te Papa opened *Taiāwhio: continuity and change*, showcasing contemporary Māori visual culture alongside historical taonga. The exhibition is supported by an extensive public programme.

*Te Huka ā Tai*, along with Te Papa's three other Discovery Centres, provides a constantly evolving range of hands-on activities for younger audiences.

Te Papa continues to promote the use of Te Reo Māori within exhibitions and other written materials, and through the Audioguides. Te Papa Onscreen includes bilingual and multilingual information on collections and long-term exhibitions.

Over 2001/02 Māori comprised eleven per cent of the total adult visitors to Te Papa, compared to 10.67 per cent of adult New Zealanders who identified themselves as Māori in the New Zealand Census 2001.

### **Delivering Outcomes for Pacific Island Communities**

Te Papa delivers outcomes to Pacific Island communities by caring for and developing Pacific Island 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. During 2001/02 Te Papa presented the exhibition *Jewelled: adornments from across the Pacific*, drawing on Te

Papa's collections of jewellery and body adornment from the Pacific. In addition, the exhibition *Voyagers: discovering the Pacific* opened in June 2002, focusing on the discovery and rediscovery of the Pacific Ocean, its islands and cultures, and telling stories of epic voyages across the Pacific.

*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 providing further in-depth information about Pacific Island communities.

Tour products offered by Te Papa include visits to the Pacific collection stores and education 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 3.1 per cent of total visitor numbers, compared to the 4.6 per cent percent of the New Zealand resident population who identified with a Pacific Island ethnicity in the New Zealand Census 2001.



**Pat Stuart** Acting Chief Executive

Hei ngā mātā waka, ngā manu kura, ngā manu tū ngārahu, ngā marae maha puta noa i Te Waka a Māui, tae noa ki te hiku o te ika! Tēnei te mihi atu a ngā kaitiaki o Te Papa Tongarewa e manaaki nei i ngā taonga o te hunga pōkaikura kua whetūrangihia! Haere ki tua o Matariki, o Puanga, o Rehua, ki te waka o Tamarereti! Huri te pō, huri te ao, moe māriri mai!

*Tēnā tātau ngā kanohi ora e hui takitahi nei!*

Māoridom has lost a number of significant elders and leaders over the past year, several being particularly felt by Te Papa. They included former Te Papa Board Member Sir Robert Mahuta, Māori Language Commissioner Miria Simpson, Te Aupouri kuia Kuini Kaaka, and Te Papa kuia Irihapeti Walters (Aunty Bessie) in August 2002.

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

Te Papa celebrated the dawning of the Māori New Year with its signature *Matariki* events programme held over a five-week period. The national significance of this celebration continues to increase, with growing media attention increasing both mainstream and Māori awareness of its significance.

Te Papa's continued partnership with the Ministry of Education, and Te Taura Whiri i te Reo Māori – Māori Language Commission was a highlight of the *Matariki at Te Papa* programme. This year the partnership included the development and publication of a Matariki calendar, which as the first of its kind has proved very popular with more than 600 copies being sold in its first two months. Te Aupouri kaumatua, Mr Te Ikanui Kapa, and Mr Hector Busby; and Ngāi Tūhoe kaumatua, Mr Hohepa Kereopa, provided significant mātauranga and tikanga Māori in the development of the calendar.

#### Iwi Exhibition Programme

The Iwi Exhibition Programme was established to lead the development of active partnerships between iwi and Te Papa. It is the most visible demonstration of iwi participation at Te Papa and an important expression of the Mana Taonga concept.

The Iwi Exhibition Programme offers the unique opportunity for iwi to tell stories of significance to them within a national forum. It is an opportunity for iwi to work in partnership with Te Papa to present taonga and art from their iwi rohe, and/or from within collections held by Te Papa or other New Zealand museums.

Since opening in February 1998, Te Papa has worked with the following iwi to tell their stories through an Iwi Exhibition:

*Te Atiawa* 1997 – 1999

*Te Aupouri: people of the smoke and flame* 1999 – 2001

*Tūhoe: mōumou kai, mōumou taonga, mōumou tangata ki te pō* 2001 – 2003

### Te Aupouri

Te Papa farewelled the Te Aupouri Iwi Exhibition, *Te Aupouri: people of smoke and flame*, in October 2001. Approximately 540 people attended the closing ceremonies with both Te Papa and Te Aupouri acknowledging the quality of the partnership. This relationship was cemented through the dedication of a Te Aupouri tīpuna in Te Hono ki Hawaiki Whareniui.

It was with great sadness that Te Papa representatives travelled to Te Kao to farewell Te Aupouri kuia Mrs Kuini Kaaka, who passed away in January 2002. Mrs Kaaka was the Te Aupouri Iwi Exhibition kuia before falling ill. Her contributions to the exhibition, Te Papa, and its staff were well acknowledged, and she will be greatly missed.

The partnership with Te Aupouri will continue through their ongoing involvement with the Pōringi segment of *Signs of a Nation / Ngā Tohu Kotahitanga* exhibition, and the activities of National Services with iwi in the Far North.

### Ngāi Tūhoe

*Tūhoe: mōumou kai, mōumou taonga, mōumou tangata ki te pō* is the first Iwi Exhibition in the redeveloped space within the *Mana Whenua* exhibition on Level 4. The opening ceremony for this exhibition attracted approximately 1500 people, including a significant number of Ngāi Tūhoe who had travelled from outside of Wellington for the event. The exhibition has proven extremely popular, with thirty-two per cent of all visitors to Te Papa viewing it.

Ms Hokimoana Tawa and Mr Ihaia Biddle are the resident kuia and kaumatua and bring a wealth of Te Reo Māori and tikanga Māori knowledge and experience to the organisation.

### Whanganui

Whanganui Iwi have agreed to participate as the fourth iwi in Te Papa's Iwi Exhibition Programme due to open in November 2003. Development of this exhibition is well underway and Te Papa looks forward to the exciting opportunities this partnership offers.

### Te Marae o Te Papa Tongarewa

Rongomaraeroa continues to be a focal point for Te Papa's visitors and for the Museum's interaction with iwi, Māori and other organisations. Te Papa welcomed approximately 5000 guests through twenty pōwhiri held over 2001/02. Notable amongst these visitors were the Honourable Dame Silvia Cartwright, PCNZM, DBE, the Governor-General, attendees at the Second International Conference on Cultural Policy Research, the United States Ambassador Mr Charles Swindells, and the American Indian Leadership Ambassadors.

Significant iwi pōwhiri marked the closing ceremony for the Te Aupouri exhibition, the opening ceremony for the Ngāi Tūhoe exhibition, the opening of the *Voyagers: discovering the Pacific* exhibition, and the kawē mate for the late Sir Robert Mahuta.

This year saw 149 events on the Marae, involving 59,902 people. The Marae is a popular destination for those taking guided tours including school, domestic and international visitors, with 465 guided tours involving 13,407 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.

The wealth of activity on the Marae enriches the Te Papa experience in a unique and rewarding way, enabling visitors to become part of the culture of Te Papa.

### Iwi Relationships

Te Papa's relationships with iwi and Māori organisations are primarily based on Mana Taonga, National Services partnership projects, kōiwi tangata, the *Mana Whenua* exhibition, and mātauranga Māori projects.

Strengthening Te Papa's relationships with iwi and Māori organisations was a focus for 2001/02. Work has been undertaken to establish a strategy for ensuring these relationships are managed in an appropriate and effective way. The strategy also enables Te Papa to measure and evaluate these relationships to ensure that the Museum continues to effectively meet the needs of iwi and Māori organisations.

The continuing popularity of Te Papa amongst Māori visitors (eleven per cent of total New Zealand visitation) is considered a reflection of the organisations commitment to providing a visitor experience that is inclusive of kaupapa Māori and bicultural narratives.

These narratives range from the historical (as in *Mana Whenua*) to the educational (as in *Te Huka ā Tai*) and to the contemporary (as in *Pōringi*), and the *Taiāwhio: continuity and change* exhibition with its accompanying book. Each of these projects has provided Te Papa with both the opportunity to work with iwi and Māori organisations in exhibition development, and to provide unique and important narratives that express the diversity New Zealand's population.



### Repatriation

Te Papa continues to work with iwi, government agencies and overseas museums and universities in seeking the return of Māori and Moriori kōiwi tangata (human remains) to New Zealand and to the iwi to whom these tīpuna belong.

Te Papa’s focus over 2001/02 has been the provision of a written submission to the United Kingdom Working Group on Human Remains, in December 2001. The working group is due to report in late 2002, and its findings are likely to have significant implications for the future legal status of human remains collections held by United Kingdom museums and universities.

Te Papa also continues to provide Te Puni Kōkiri and the Ministry for Culture and Heritage with repatriation information to assist in the development of government policy.

### Policy Development

A number of key organisational policies have been developed or progressed during 2001/02. Most significantly Te Papa’s Bicultural Policy was reviewed and updated, incorporating both internal and external perspectives, including through the *Bicultural Policy and Processes in New Zealand* wānanga held in November 2001. The review recognises the progress in bicultural development at Te Papa, and provided the opportunity for the Museum to assess its bicultural position, and to develop strategies for its ongoing bicultural development, particularly in an operational context.

In addition, Te Papa approved an Iwi Relationship Strategy, Domestic Repatriation Policy and Iwi Exhibition Policy, which provide guidelines on the management of Te Papa’s relationships with iwi and Māori organisations on a broad range of kaupapa. Te Papa continues to strive toward best practice with a number of other policy initiatives in development, including the establishment of processes for the effective management of issues of access and mātauranga Māori.

*No reira, he kupu whakamutunga māku*

*Tātai whetū ki te rangi mau tonu, mau tonu!*

*Tātai tangata ki te whenua, ngaro noa, ngaro noa!*

*Tēnā koutou, tēnā koutou, tēnā tātau katoa!*



**Te Taru White** Kaihautū

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 2002 shows a deficit from Te Papa's operations, including depreciation of \$12.650 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 (GAAP). 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 2001/02, Te Papa's depreciation cost was \$12.650 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 now 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



< QUIET SPACE >

te aka matapa te aka

THE PAPA LIBRARY & INFORMATION CENTRE THE PAPA LIBRARY





*Te Aka Matua Library and Information Centre, open seven-days-a-week, Level 4.*

Information about Te Papa's visitors is collected in order to understand their composition and 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.

Demographic information including visitor origin, gender, ethnicity, and age is collected through random exit interviews conducted with visitors aged sixteen years and older, over a two-week period every month. The total number of visitors interviewed in the 2001/02 financial year was 2734.

In addition, Te Papa undertakes summative evaluation studies of its long-term exhibitions. Summative evaluation is a research process undertaken when an exhibition has been open to the public for a period, and is used to seek answers to the following questions:

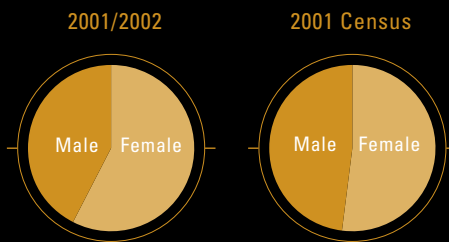
Has it been successful?

Did it meet its communication, behavioural, and other objectives?

Did it attract its intended target audience?

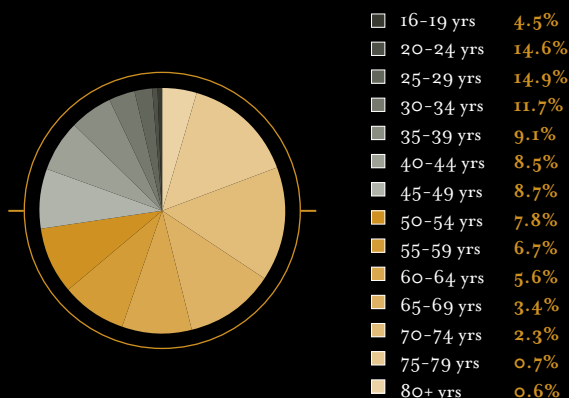
Summative evaluations were carried out in 2001/02 on the long-term exhibitions *Mana Pasifika*, *Awesome Forces*, and *Signs of a Nation | Ngā Tohu Kotahitanga*. Each was found to be successful overall in achieving their principal objectives, and the detailed findings have been used to improve the exhibition or to inform the development of new exhibitions.

### Gender of New Zealand Visitors



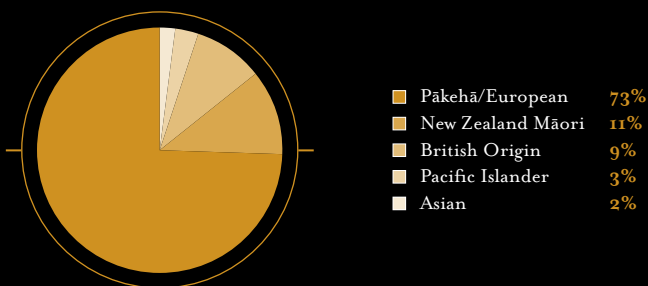
Fifty-seven per cent of Te Papa's adult visitors were female, and forty-two per cent were male. This compares to the New Zealand Census 2001, which reports that of New Zealanders aged sixteen years and older, fifty-two per cent were female and forty-eight per cent male.

### Age of Visitors (16+)



Te Papa appeals to a wide range of age groups, with most visitors is being in the twenty to fifty-five age group.

### Ethnic Identity of New Zealand Visitors



Of New Zealand adult visitors in 2001/02, seventy-three per cent reported being Pākehā and eleven per cent New Zealand Māori. Analysis shows that these proportions are approximately equivalent to the proportions existing in the New Zealand population (New Zealand Census 2001 reports Pākehā/European adults 74.16 per cent and New Zealand Māori adults 10.67 per cent).

### Collection Development

Acquisitions for the year to 30 June 2002 were aligned to Te Papa's Collection Development Policy and annual Acquisitions Strategy.

More than 220 individual items, collections, archives, and specimen collections have been acquired by purchase, donation, or field collection.

Major acquisitions include:

- Postal history collection from the New Zealand Wars period (1840-73)
- Bernard Roundhill Collection of graphic and commercial art
- Ten drawings by J.J. Merrett
- Collection of twenty-two drawings and watercolours by George Sherriff
- *Misguided* by Et al.
- Untitled sculpture by Derrick Cherrie
- *Oko 2* by Gregor Kregar
- *Rainbow country* by Ani O'Neill
- *The Homely* series of photographic images by Gavin Hipkins
- Vaudeville theatre model by Donna Demente Ogilvy and Jeff Mitchell
- A set of swatchbooks and fabric designs from the Bianchini-Ferrier archive
- A collection of approximately 560 embroideries, magazines, and tools from the Wellington Embroiderers' Guild
- A variety of tourist, travel, and Health Stamp posters
- Portfolio of Samoan tatau by Mark Adams
- Two Mere Pounamu (Kauwhata and Wehiwehi) originally gifted by Tainui to the then Prince of Wales in 1920
- A rare korowai cloak
- Three Vanuatu masks
- Fine Samoan mat presented to the Prime Minister, the Right Honourable Helen Clark at Samoa's Independence Day 2002
- A large collection of moa bones from Waikari, Canterbury
- Three North Island Hector's dolphin skeletons
- Several undescribed species and new records of fish, marine invertebrates, terrestrial invertebrates, and plants

In addition, Te Papa received a gift of the Brian Brake Archive, comprising approximately 37,000 photographic images and archival material.



As part of the visitor experience, Te Papa provides a safe environment, a range of hospitality and retail facilities, specialist customer service staff – 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 and conceptual strands of Māori, Pacific, Art and History, and Natural Environment, 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 around the world.

### Exhibitions

In October 2001, Te Papa completed The Greater Te Papa Project, a major refurbishment project that included the expansion of The Boulevard on Level 5, creating an additional 1500m<sup>2</sup> of display space. The new spaces opened on 17 October 2001, enabling a more extensive programme of visual and material culture exhibitions to be presented. This initiative has been supported by the completion of *Made in New Zealand*, which replaces *Parade* and offers a comprehensive overview of the development of New Zealand’s visual culture.

The first exhibitions staged in the new galleries – *Sightlines: looking into the art collection*, and *Masquerade: the art of courtship* – enabled visitors to experience the rich heritage of more than a century of collecting by the national Museum. More recent projects, including *Taiāwhio: continuity and change* and *Past Presents: looking into the art collection*, reflect Te Papa’s commitment to showcasing the national collections in innovative and engaging ways.

Further refreshment of the core free experience occurred over 2001/02 with the opening in November 2001 of Te Papa’s third Iwi Exhibition, *Tūhoe: children of the mist*. *Mana Whenua* has been enhanced with the addition of segments exploring traditional navigation and indigenous intellectual property rights. Part of the Treaty of Waitangi exhibition, *Signs of a Nation | Ngā Tohu Kotahitanga*, has been refurbished as *Poringi*, a case study on Te Aupouri’s claim under the Treaty of Waitangi, WAI737.

Te Papa has continued its programme of high quality international exhibitions. In particular, two exhibitions staged in the TOWER Gallery – *Body Odyssey: journey through the human body* (August 2001 to February 2002) and *Henry Moore: journey through form* (February to June 2002) – received high visitation and contributed significant revenue. *Body Odyssey*, adapted from the original exhibition created by the Children’s

Museum of Manhattan, was very successful with family and school audiences, and is currently touring Australia. *Henry Moore*, a joint venture with the Henry Moore Foundation, was developed to support the 2002 New Zealand Festival and marked the first major exhibition of the sculptor's work in this country in more than forty years. *Body Odyssey* drew a Te Papa record 110,484 visitors and *Henry Moore* 39,096.

The rich and varied programme of short-term exhibitions continued, with *Jewelled: adornments from across the Pacific* and *ReggaeXplosion* in The Ericsson Zone, in the Level 6 Terrace with *Off the Wall: ceramics and sculpture at Te Papa*, and including exterior sculpture commissions in the 'intermediate' Level 6 Terrace. The Ilott Centre on Level 4 presented *Tatau/Tattoo* and *Henry Moore (Works on Paper)*.

Te Papa Onscreen, the Museum's multimedia database, provides a further layer of information in support of long-term exhibitions, including items not on display. New content has been added relating to *Made in New Zealand*, *Tūhoe*, and *Poringi*, and an interface for past exhibitions added. A strategy to increase the number and visibility of terminals within exhibitions has been developed, and progress made to enable Te Papa Onscreen to be viewed through Te Papa's website at [www.tepapa.govt.nz](http://www.tepapa.govt.nz).

### 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 2001/02 the Discovery Centres hosted over 170 programmes, including art activities, *Discovery Sunday* presentations by Te Papa's curators and collection managers, as well as educational sessions.

The Discovery Centres facilitated five national outreach projects involving twelve schools, and included *School Art*, *Taonga*, and *Wonder Box* projects. Additional projects completed in 2001/02 were the relocation of *Inspiration Station* and the installation of the Fale roof in *PlaNet Pasifika*.

StoryPlace is for children under six years of age, and was visited by 17,014 parents and children during the year, an increase from 16,132 in 2000/01.

### Education Programmes

Te Papa provides education programmes to schools through its Learning and Leisure | Te Ipu Kāhuirangi team. Over thirty school programmes, from early childhood through to senior secondary level, covering a wide range of topics were offered. All programmes are linked to the school curriculum, and a number include bicultural and bilingual content.

During 2001/02, 21,328 students from across New Zealand participated in Te Papa-delivered school programmes. This compares to 15,079 school students in 2000/01. The exhibition *Body Odyssey* provided a direct link to the school curriculum, and attracted 5603 students.

A special project was successfully initiated to build Te Papa's relationships with kohanga reo and kura kaupapa. A particular highlight was the *Matariki at Te Papa* schools programme delivered in Te Reo Māori, and attended by 700 students from the Wellington area.

### Guided Tours

Te Papa offers a range of tour products for visitors to the Museum, with 12,300 visitors taking part in 2001/02, compared to 10,510 in the previous year. The most popular tour was the Fabulous Te Papa Tour attracting 3234 visitors (twenty-six per cent of all tour visitors), and Introducing Te Papa, Te Papa Highlights, and the Te Papa Sampler tours all attracting approximately 2000 visitors.

From November 2001 a new Back of House tour was offered to provide visitors with the opportunity to access collection stores and gain a behind the scenes perspective of Te Papa. The tour runs twice weekly and includes the Māori, Pacific, and Botany collections. An evaluation of this tour product completed in June 2002, showed very high visitor satisfaction, with ninety-eight per cent rating their experience from 'good' to 'excellent', and a very high fifty-four per cent of participants rating it ten out of ten.

### Events and Entertainment

During 2001/02 a total of 905 visitor events were developed and delivered by Te Papa as part of the Events and Entertainment Programme, reaching an estimated audience of 254,616 visitors. This is compared to 836 events in 2000/01.

This year's programme included Te Papa's regular weekend 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 base through offering talks by curators and collections managers within the exhibitions, and regular Back of House tours to collection stores.

Event highlights for 2001/02 included:

- Time Lecture Series
- Events for the exhibitions *Body Odyssey*, *Henry Moore*, and *ReggaeXplosion*

- A Day with the New Zealand Symphony Orchestra
- A season of the play *Krishnan's Dairy* by Jacob Rajan and Justin Lewis
- Thirtieth Wellington Film Festival
- Christmas @ Te Papa
- 2002 New Zealand Festival theatrical presentation *The World's Wife* by Fiona Samuel
- Friends of Te Papa Marae Event Programme as part of 2002 New Zealand Festival
- A season of the play *The Daylight Atheist* by Tom Scott
- Waitangi Day and ANZAC Day events
- Royal New Zealand Ballet's *A Day in the Life of a Dancer*
- *Matariki* at Te Papa Festival

### International Tourist Market

Te Papa has experienced exceptional growth in international visitors since opening in 1998, with approximately twenty per cent more overseas visitors during 2001/02. This growth results from ongoing work to build the profile of Te Papa with inbound tour operators and tour wholesalers, and through supporting the activities of Tourism New Zealand offshore.

Te Papa works closely with Totally Wellington and the tourism industry to promote Wellington as a destination, participating in collective marketing activities including New Zealand Leading Attractions and CentreStage (a joint venture between Wellington, Wairarapa, Nelson, and Marlborough to promote the region internationally). The low exchange rate comparative to our markets and increasing competition from other destinations makes working with tourism networks more important than ever.

### Publications

Te Papa Press published six new works in 2001/02:

- *Te Papa Diary 2002*
- *Landscape Art from the Te Papa Collection* (Calendar 2002)
- *Crew Culture: New Zealand Seafarers under Sail and Steam* (Neill Atkinson)
- *Te Papa Explorer* (Third Edition)
- *Matariki Calendar 2002/03*
- *Tuhinga 13* (Te Papa's scholarly journal)

In addition Te Papa Press reprinted the following publications:

- *Sage Tea: An Autobiography* (Toss Woollaston) [Paperback edition]
- *New Zealand Fish: A Complete Guide* (Paulin et al) [Reprinted with corrections]
- *Ralph Hotere Black Light* (in conjunction with Dunedin Public Art Gallery)
- *Taonga Māori*

During 2001/02 Te Papa Press publications achieved success in the Montana New Zealand Book Awards. In the 2002 Awards *The Merchant of the Zeeland* by Grahame Anderson was a finalist in the history category.

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

Te Papa's services for audiences outside the Museum include touring exhibitions, loans of collection items, publications, the website ([www.tepapa.govt.nz](http://www.tepapa.govt.nz)), iwi relationships, and the activities of National Services.

### Touring Exhibitions

This year Te Papa completed negotiations for a two-venue Australian tour of the exhibition *Body Odyssey*, and a five-venue New Zealand tour of the exhibition *On Location with New Zealand Geographic* commenced.

### Loans

In the year to 30 June 2002, Te Papa made 110 loans, comprising 1320 items to other organisations. Among the most significant of these loans were:

- Twenty-three works of art in two Rita Angus exhibitions: *Rita Angus and Leo Bensemann: The Cambridge Terrace Years* and *Angus by Angus*, at the Hawkes Bay Museum, City Gallery Wellington, the Auckland Art Gallery Toi o Tamaki, and the Manawatu Art Gallery. These two exhibitions were developed by the Hocken Library – Uare Taoka o Hākena, Dunedin.
- Twenty-eight items to Aratoi (Wairarapa Museum of Art and History) for the opening exhibitions in their new building. The exhibitions were titled *Waharoa: Discover*; and *Huia: Sacred Bird, Hidden Treasure*.
- Thirty-six animal, bird and reptile specimens (mounted specimens and skulls) to the Science Centre and Manawatu Museum for the exhibition *Animalia*.
- Seven pounamu taonga to the Ngāi Tahu Development Corporation for an exhibition titled *Mana Pounamu* on display at the Left Bank Gallery, Greymouth.
- Thirty-four items from the print collection to the Adam Art Gallery in Wellington for the exhibition *The Cutting Edge: Avant-garde Printmaking in Europe 1900-1950*.
- Twenty-nine plant specimens and drawings to the Adam Art Gallery for the exhibition *Botanica*. *Botanica* was also presented by the Gus Fisher Gallery in Auckland.

### Virtual Visitors

Te Papa's website allows Internet users around the world to access information about Te Papa's exhibitions, collections, and services. During 2001/02, Te Papa recorded 200,280 visits to the website, compared to 135,000 for the previous year, resulting from increased publicity of the website and improved site navigation. Further development of the website is planned for 2002/03.

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 22,464 and 109,238 visits respectively. In late 2001, the nz museums portal was upgraded to create a dynamic site, enabling museums to add and update their details online. Additional enhancements include improved navigation and search functionality throughout the site and web-based forms to support online communication between site visitors and Te Papa National Services.

### Iwi Relations

Establishing partnerships and relationships with iwi and Māori organisations enables Te Papa to develop effectively as a bicultural organisation, and to enhance the visitor experience across the range of Te Papa's outputs. The success of these relationships has been demonstrated this year through the twenty-nine projects conducted with eighteen iwi and Māori organisations.

Amongst the highlights are the provision of a successful *Matariki at Te Papa* programme, the redevelopment of three new segments within the *Mana Whenua* exhibition, and the opening of the *Tūhoe: children of the mist* Iwi Exhibition.

During 2001/02 Te Papa developed a strategy for ensuring its relationships with iwi and Māori organisations are managed in an appropriate and effective way.

In association with this work, an exploratory iwi satisfaction research project was initiated, and a number of focus group interviews were held with key iwi partners. This work will continue over 2002/03 to investigate options for measuring satisfaction with the way Te Papa manages its iwi relationships.

### National Services

Te Papa National Services works in partnership with other museums, iwi, and related organisations on projects to improve the effectiveness of and add value to services provided by museums to their communities. Partnership projects are initiated either regionally or nationally, and foster progressive developments based on professionalism, expertise, and scholarship and mātauranga Māori in small and large museums around the country, for the benefit of all New Zealanders.

Te Papa is committed to improving museum services through partnership initiatives in the areas of Standards, Bicultural and Iwi Development, Training, Marketing and Promotion, and Revenue Generation.

This year, twenty-three regional and sixteen national partnership projects were completed. National partnership projects included the first He Kāhui Kākākura Museums with Vision, Strategic Leadership Programme developed with Victoria

University of Wellington, and a two-day Strategic Planning Forum for leaders of smaller museums held at Akaroa. These two initiatives are a response to the national training priority for senior management and governance training.

Other national projects included Know Your Visitors workshops led by the Te Papa Visitor and Market Research (VMR) team in five regions, and a series of two seminars in five regions led by international museum expert Elaine Heumann Gurian. Five new *He Rauemi Resource Guides* were prepared on the topics of caring for Māori textiles, collections policies, developing computerised collections databases, sponsorship, and developing a marketing plan. In addition, the Business in the Community Mentor Programme was re-offered to museums.

A two-day wānanga on Iwi Cultural Initiatives in Tairāwhiti was held on Parimanihi Marae, Waihiere, with over sixty participants from iwi and museums, and a report prepared as a resource for the sector.

The draft Standards Scheme for New Zealand Museums was used by six West Coast and eight Kapiti Coast and Horowhenua museums to complete a self and peer review of their current governance, management, and planning practices.

Regional partnership projects included taonga database projects with four iwi-museum partnerships, and an iwi-museum governance relationship development project with Puke Ariki in New Plymouth. Other regional projects included supporting the development of a West Coast heritage strategy, a review of food and beverage services with Canterbury Museum, training workshops on the care of collections with North Canterbury museums, developing exhibitions with the West Coast Historical Museum, research projects on visitor and market needs with the Dowse Art Museum and the Ferrymead Heritage Park, and the development of regional marketing brochures with Waikato museums and with the Whangarei Art Museum, all of which have developed new websites.



The Friends of Te Papa is an incorporated society, formed with the purpose of supporting the national Museum and enhancing the value of Te Papa for members.

The strong programme of events, lectures, and previews included tours of the exhibitions, *Body Odyssey: journey through the human body*, *Sightlines: looking into the art collection*, *Masquerade: the art of courtship*, *Henry Moore: journey through form* and *Past Presents: looking into the art collection*, a Back of House tour of the Botany Department and lectures on postage stamp design, seaweed, and *Henry Moore*.

Highlights for 2001/02 included The Friends of Te Papa Marae Event Programme during the 2002 New Zealand Festival, the gala evening for a preview of the new and redeveloped gallery spaces on Levels 4, 5, and 6, and previews of the exhibitions *Sightlines*, *Masquerade*, *Off the Wall: ceramics and sculpture at Te Papa* and *Made in New Zealand*. In addition, exhibition previews were held for *Henry Moore* and *Voyagers: discovering the Pacific*.

During the year the Friends of Te Papa hosted a tour of *Henry Moore* for the Friends of the New Zealand Festival and the Member of Parliament Spouses Group; an Art Tour of Government House; an evening with Estée Lauder, sponsors of *Masquerade*; a sellout book promotion lunch in Icon Restaurant and Bar for Ruth Pretty's *the Best of Ruth Pretty*; and a lecture by Andrew Sayers, Director of the National Portrait Gallery of Australia.

The focus for 2001/02 was to raise the profile of the Friends' organisation, and to increase and diversify membership, through activities including promotions at the 50+ Lifestyle Expo, programmes associated with the *Henry Moore* exhibition, and the launching of a Friends' logo and 'new look' newsletter.

### Museum Board as at 30 June 2002

- Dr Roderick S Deane, PhD, BCom (Hons), FCA, FCIM, FNZIM, Chairman
- Ms Jennifer May, TTC, BA (Hons)
- Mr John Judge, BCom, ACA
- Mr David Gascoigne, CBE, LL.M
- Ms Glenys Coughlan, MA, MBA
- Professor Judith Binney, CNZM, MA (Hons), FRSNZ
- Ms Josie Karanga, BEd, Dip Tchg (appointed 16 August 2001)
- Mr Mark Solomon (appointed 16 August 2001)

The following members retired from the Board effective 15 August 2001:

- Professor Mason Durie, MB, ChB, DPpsych, FRANZCP, FRSNZ
- Mr Rikirangi Gage, BA

### Management as at 30 June 2002

- Ms Pat Stuart, BA, Acting Chief Executive (effective from 7 June 2002)
- Mr Te Taru White, BSc (Hons), MBA, Kaihautū

Dame Cheryl Sotheran, DNZM, MA (Hons), Dip Tchg, ATCL resigned from the position of Chief Executive on 7 June 2002.

### Strategic Unit

- Mr Paul Brewer, LVO, MA (Hons), Cert PR, General Manager Communications and Marketing
- Ms Briony Ellis, General Manager Funds Development
- Dr Jennie Harré Hindmarsh, PhD, MSc SocWk, Tohu Māoritanga, BA Hons, General Manager National Services
- Mr Prabodh Mishra, MA, Post Grad Cert in Dip (Oxon), MHRINZ, AFNZIM, General Manager Human Resources
- Mr Matthew Reid, BCA, CA, Financial Controller
- Ms Pat Stuart, BA, General Manager Strategic Planning (Acting Chief Executive from 7 June 2002)
- Mr James Te Puni, General Manager Māori

### Operations

- Mr Merv Harvey, BE Hons, ME, General Manager Building Operations
- Mrs Raewyn Smith-Kapa, Dip Arts Admin (London), Acting General Manager Visitor Experience
- Mr Ric Odom, MDefStud, Post Grad Dip Mgmt Stud, Acting General Manager Museum Resources
- Mr Kevin Tso, BCA, CA, General Manager Commercial

Mr Murray Stevens, NZCE, MBA, resigned from the position of General Manager Museum Resources on 15 October 2001.




> **FINANCIAL STATEMENTS** 2001:2002

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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 2002 fairly reflect the financial position and operations of the Museum of New Zealand Te Papa Tongarewa.



**Pat Stuart**

Acting Chief Executive

18 October 2002



**Dr Roderick S Deane**

Chairman

18 October 2002

**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 has great collections – 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 establishes and nurtures relationships and partnerships with iwi, other museums, institutions and communities – National Services, community partnerships, and sharing the Te Papa experience.

**Te Papa’s Capability**

Te Papa continues to be able to deliver its outputs to the agreed quantity and quality – Development of organisational capability including human and capital resources.

<b>Output Costs 2001/02</b>	<b>Actual \$'000</b>	<b>Budget \$'000</b>	<b>Variance \$'000</b>
Museum Services	46,433	47,479	1,046
<b>Total Output</b>	<b>46,433</b>	<b>47,479</b>	<b>1,046</b>

Output costs are made up of \$37.284 million operational expenditure (excludes depreciation and losses on the sale of fixed assets) and capital expenditure and collection acquisitions of \$9.149 million. Output expenditure is funded by appropriations of \$27.228 million and other revenues of \$19.205 million.

**Performance Indicators**

The 2001/02 Statement of Intent includes specific targets. 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.

Acquisition, management, conservation, and study of the collections

OBJECTIVES	PERFORMANCE TARGETS 2001/02	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.</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 2001, which further guides Te Papa's collection development.</p> <p>224 new proposals were submitted this financial year, of which 196 have been approved, and twenty-eight remain under consideration as at 30 June 2002.</p> <p><i>In 2000/01 181 proposals were submitted, of which 148 were approved, six were not approved, and twenty-seven were under consideration as at 30 June 2001.</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 sixteen instances of repairable damage.</p> <p><i>In 2000/01 there were no instances of irreparable damage, and ten 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>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 three instances of irreparable loss or damage caused by public access.</p> <p>There were twenty-six instances of repairable loss or damage.</p> <p><i>In 2000/01 there was one instance of irreparable damage, and fourteen instances of repairable damage.</i></p>

OBJECTIVES	PERFORMANCE TARGETS 2001/02	YEAR TO DATE
	<p>The handling of collection items is in accordance, where appropriate, with tikanga Māori.</p> <p>⋮</p>	<p><b>Achieved</b></p> <p>Monthly reports indicate that all collection items were handled, where appropriate, in accordance with tikanga Māori.</p> <p>All installation staff are trained in handling taonga Māori.</p> <p><i>In 2000/01 this target was achieved.</i></p>
	<p>⋮ All items required for public display are in a stable condition.</p> <p>⋮</p>	<p><b>Achieved</b></p> <p>1719 items were checked for stability and treatments for 582 items were completed before being placed on display.</p> <p><i>In 2000/01 2072 items were checked and 467 treatments were completed.</i></p>
	<p>⋮ All items are stored in environmentally stable conditions - collection areas are maintained at 20°C (winter) and 22°C (summer) +/- 1°C and 52% relative humidity (RH) +/- 7% at least 95% of the time.</p> <p>⋮</p>	<p><b>Achieved for Cable St</b></p> <p>Targets were met more than 98% of the time as monitored by the building controls system, and independently by conservation thermohydrographs.</p> <p><b>Not Achieved for Tory St</b></p> <p>Targets were met 90% of the time. This is as a result of the plant having difficulty coping with extremes of external environmental conditions. Options for addressing this issue are currently being considered.</p> <p><i>In 2000/01 Cable Street targets were achieved more than 96% of the time, and for Tory Street 75% of the time.</i></p>
<p>To ensure all collection-based scholarship and mātauranga Māori contribute to outcomes for Te Papa.</p>	<p>⋮ All collection-based research projects are part of the Core Projects plan and meet agreed quality standards.</p>	<p><b>Achieved</b></p> <p>All collection-based scholarship and mātauranga Māori projects are aligned with Te Papa's Core Projects Strategy, and met agreed quality standards.</p> <p><i>In 2000/01 100% of projects were aligned with Te Papa's Core Projects framework.</i></p>

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

## OBJECTIVES

## : PERFORMANCE TARGETS 2001/02

## : 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.

**Achieved**

260 requests for access were granted. Three requests were declined.

1361 visitors participated in 156 tours of collections stores (including Back of House tours).

3610 inquiries from the public or other institutions relating to collections were responded to by staff.

*In 2000/01 391 requests for access were granted and eleven requests declined, and 1194 visitors participated in 113 store tours.*

⋮

⋮ Te Papa is open to the public for a minimum of 3000 hours each year.

**Achieved**

Te Papa was open for 3076 hours this year.

*In 2000/01 Te Papa was open for 3076.5 hours.*

⋮

⋮ Visitation is maintained at a minimum of 1 million visits each year.<sup>1</sup>

**Achieved**

Te Papa attracted 1,314,208 visits in public opening hours during this financial year. This is 31% higher than projected visitation.

*In 2000/01 Te Papa attracted 1,288,278 visits during public opening hours.*

⋮

To attract a diversity of audiences.

⋮ A minimum of 25% of visits are from international tourists.

**Achieved**

This year 41%<sup>2</sup> of visitors were international tourists.

*In 2000/01 35% of visitors were international tourists.*

1 A visit is measured as each person walks through the main entrances of Te Papa as recorded by electronic and manual counters.

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



OBJECTIVES	PERFORMANCE TARGETS 2001/02	YEAR TO DATE
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	<p>A minimum of 35% of visits are from domestic tourists (from outside the Wellington Region).</p>	<p><b>Not Achieved</b></p> <p>A total of 27% 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.</p> <p><i>In 2000/01 31% of visitors were from outside the Wellington Region (Rest of New Zealand), 10% of visitors were from the Wellington Region, and 21% were from Wellington City. (In 2000/01 3% of visitors did not provide their place of origin)</i></p>
	<p>The demographic profile of domestic visitors to Te Papa broadly reflects that of the New Zealand population.</p>	<p><b>Achieved</b></p> <p>11% of New Zealand visitors identified themselves as Māori (compared to 10.67% in the New Zealand Census 2001).</p> <p>57% of New Zealand visitors to Te Papa were female (compared to 52% in the New Zealand Census 2001).</p> <p>3.1% of New Zealand visitors were of Pacific Island ethnicity (compared to 4.6% in the New Zealand Census 2001).</p> <p><i>In 2000/01 10% of New Zealand visitors identified themselves as Māori, and 56% were female.</i></p>
<p>To provide a visitor experience that meets the needs and expectations of Te Papa's audiences.</p>	<p>A customer satisfaction/ manākitanga rating of 'good' to 'excellent' of at least 90% is maintained.</p> <p><i>(Customer satisfaction is based on six key areas: welcoming and friendly atmosphere; facilities maintained for comfort and safety of customers; helpfulness and professionalism of staff; content, accuracy, appeal and presentation of exhibitions and public programmes; value for money and customer loyalty)</i></p>	<p><b>Achieved</b></p> <p>94% of visitors were satisfied with their visit to Te Papa, rating it from 'good' to 'excellent'.</p> <p><i>In 2000/01 94% of visitors were satisfied with their visit.</i></p>

## OBJECTIVES

## : PERFORMANCE TARGETS 2001/02

## : YEAR TO DATE

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.<sup>3</sup>

**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 2000/01 this target was achieved.*

**Achieved**

The following exhibition projects were completed this financial year:

**Five segmental changes/refreshment:**

*Signs of a Nation/Poringi* (segment) opened 27 October 2001

*Ngāi Tūhoe: children of the mist* Iwi Exhibition (segment) opened 24 November 2001

*Mana Whenua* (segment) opened 24 November 2001

*Blastback* (segmental refreshment) closed 11 March and reopened 29 March 2002

*Kaitiaki Taonga* enhancement (*Mana Whenua* segment) completed 24 April 2002

**Two whole exhibition changes:**

*Eyelights, Fashion Now* opened 18 July 2001

*Made in New Zealand* opened 17 October 2001

*There was no equivalent target in 2000/01.*

<sup>3</sup> This performance target was established in 2001/02 to span the three years 2001/02; 2002/03; and 2003/04

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

**Achieved**

**Eleven short-term exhibitions were presented in 2001/02:**

*Body Odyssey: journey through the human body* opened 18 August 2001 (closed 1 February 2002)

*Rutherford: the story of a Kiwi genius* opened 18 August 2001 (closed 25 November)

*Masquerade: the art of courtship* opened 17 October 2001 (closed 14 April 2002)

*Sightlines: looking into the art collection* opened 17 October 2001 (closed 15 May 2002)

*Off the Wall: ceramics and sculpture at Te Papa* opened 17 October 2001

*Jewelled: adornments from across the Pacific* opened 3 November 2001 (closed 17 March 2002)

*Henry Moore: journey through form* opened 23 February 2002 (closed 4 June)

*ReggaeXplosion* opened 29 March 2002

*Past Presents: looking into the art collection* opened 4 May 2002

*Taiāwhio: continuity and change* opened 1 June 2002

*Voyagers: discovering the Pacific* opened 29 June 2002

*In 2000/01 the target of presenting six short-term exhibition projects was achieved with nine exhibitions presented.*

## OBJECTIVES

## : PERFORMANCE TARGETS 2001/02

## : YEAR TO DATE

A minimum of thirty education programmes are offered each year.

⋮

⋮ A minimum of 815 visitor programmes are offered each year (including 25 large-scale events, 140 Discovery Centre activities and 650 visitor entertainment activities).

**Achieved**

Thirty-eight curriculum linked programmes were offered in the areas of Natural Environment, Pacific, Arts, Māori, History, and General.

Curriculum programmes were offered in support of short-term exhibitions, *Versace: the reinvention of material*, *Body Odyssey: journey through the human body* and *Henry Moore: journey through form*.

An education programme in Te Reo was offered in conjunction with *Matariki at Te Papa* attended by 709 students.

21,328 visitors participated in education programmes.

*In 2000/01 thirty-eight curriculum-linked programmes were offered, and 15,079 visitors participated in education programmes.*

**Achieved**

905 visitor programmes were offered, including:

- Twenty-four large-scale events
- 146 Discovery Centre activities
- 735 Visitor entertainment activities

*There was no equivalent target in 2000/01.*

OBJECTIVES

: PERFORMANCE TARGETS 2001/02

: YEAR TO DATE

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

**Not Achieved**

The following titles have been published:

- *Te Papa Diary 2002*
- *Landscape Art from the Te Papa Collection* (Calendar 2002)
- *Crew Culture: New Zealand Seafarers under Sail and Steam* (Neill Atkinson)
- *Te Papa Explorer* (Third Edition)
- *Matariki Calendar 2002/03*
- *Tuhinga 13* (Te Papa's scholarly journal)
- *Sage Tea: An Autobiography* (Toss Woollaston) [Paperback edition]
- *New Zealand Fish: A Complete Guide* (Paulin et al) [Reprinted with corrections]
- *Ralph Hotere Black Light* (in conjunction with Dunedin Public Art Gallery) [Reprinted]
- *Taonga Māori* [Reprinted]

*The Merchant of the Zeehaen* by Grahame Anderson, published by Te Papa Press, was a finalist in the history category of the 2002 Montana New Zealand Book Awards.

*In 2000/01 the target of six new publications was achieved.*

⋮

⋮ All new exhibitions, visitor programmes, and publications are developed as part of Te Papa's research plan and product development strategy (Core Projects Strategy) and meet established policy guidelines and quality criteria.

**Achieved**

All activities are aligned to Te Papa's Core Projects Strategy, have followed established development and approval processes, and met agreed quality standards.

*There was no equivalent target in 2000/01.*

## OBJECTIVES

## : PERFORMANCE TARGETS 2001/02

## : YEAR TO DATE

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 (Te Papa's multimedia database that provides information about exhibitions and collections) within three months of the exhibition opening.

**Not Achieved**

Files for *Poringi/Signs of a Nation*, *Ngāi Tūhoe: children of the mist*, *Te Aurere* and *Kaitiaki Taonga* segments in *Mana Whenua*, and *Made in New Zealand* have been added to Te Papa Onscreen in English and Māori.

Technical issues have in some instances prevented a portion of files being added within the target of within three months of the exhibition opening.

A review of Te Papa Onscreen (TPO) to consider the placement of TPO terminals within exhibitions was completed.

*In 2000/01 this target was achieved.*

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

OBJECTIVES	PERFORMANCE TARGETS 2001/02	YEAR TO DATE
<p>To develop programmes in partnership with other museums, iwi and related organisations to achieve the Te Papa National Services' project priorities as documented for the benefit of New Zealand's museums.</p>	<p>A minimum of twenty partnership projects are completed each year.</p>	<p><b>Achieved</b></p> <p>Thirty-nine (twenty-three regional and sixteen national) partnership projects were completed.</p> <p><i>In 2000/01 thirty-three (eighteen regional and fifteen national) partnership projects were completed.</i></p>
	<p>∴ All completed projects meet established performance criteria.</p>	<p><b>Achieved</b></p> <p>All completed projects met agreed performance criteria.</p> <p><i>In 2000/01 this target was achieved.</i></p>
<p>To strengthen relationships with iwi through communication and the development of partnerships for specific Te Papa projects.</p>	<p>∴ Achieve active relationships with a minimum of ten iwi/Māori organisations each year.</p> <p>(An active relationship is defined as one where there has been a significant level of activity with an iwi).</p>	<p><b>Achieved</b></p> <p>Active relationships were maintained with eighteen iwi/Māori organisations, for example through taonga loans and acquisitions, exhibition development, partnership projects, and events.</p> <p>The first stage of a research project to investigate options for measuring iwi satisfaction was completed in September 2002.</p> <p><i>There was no equivalent target in 2000/01.</i></p>
	<p>∴ All iwi/Māori organisation partnerships meet established performance standards.</p>	<p><b>Achieved</b></p> <p>All projects met established performance standards.</p> <p><i>There was no equivalent target in 2000/01.</i></p>
<p>To maximise public access to the Te Papa experience by reaching audiences beyond Te Papa's premises.</p>	<p>∴ A minimum of three Te Papa exhibitions (one each year) are toured by June 2004.</p>	<p><b>Achieved</b></p> <p><i>On Location with New Zealand Geographic</i> opened at its first touring venue, Forrester Gallery, Oamaru, on 31 May 2002. A further four venues in New Zealand have confirmed they will host the exhibition.</p> <p><i>In 2000/01 this target was achieved.</i></p>

## OBJECTIVES

: PERFORMANCE TARGETS 2001/02

: YEAR TO DATE

Upgrade Te Papa's website to increase information available about collections, exhibitions, events and services by 30 June 2002.

⋮

⋮ Achieve a minimum of 220,000 virtual visitors to Te Papa via the website and Call Centre each year.

**Achieved**

Content has been regularly added to Te Papa's website and updated on an ongoing basis.

Images from Te Papa's photography collections have been digitised and made available through the Image Library online.

Technical enhancements to enable Te Papa Onscreen (TPO) to be accessed through the website have been completed. TPO is expected to be online by the end of 2002.

A brief for the redesign of the website was completed. Redesign is expected to be completed in the 2002/03 financial year.

*There was no equivalent target in 2000/01.*

**Achieved**

Total virtual visitation has been 303,669 or 138% of target.

In addition Te Papa hosts the McCahon website [www.mccahon.co.nz](http://www.mccahon.co.nz) (22,464 visits) and [www.nzmuseums.co.nz](http://www.nzmuseums.co.nz) portal website (109,238) which if included would represent 198% of the target.

*In 2000/01 the total number of virtual visits was 229,738.*



OBJECTIVES	PERFORMANCE TARGETS 2001/02	YEAR TO DATE
	<p>A minimum of 90% of all collection loan applications are assessed within 30 days of first receipt.</p>	<p><b>Not Achieved</b></p> <p>89% of loans were processed within thirty days. 96% were processed within three months.</p> <p>All research loans were processed within thirty days.</p> <p>110 loans for 1320 items were processed this financial year.</p> <p><i>In 2000/01 70% of loan requests were processed within thirty days, with 118 loans for 3022 items were processed.</i></p>
	<p>A minimum of 90% of all approved collection loans are provided to the loaning institution within the agreed timeframe (as defined in the letter of approval).</p>	<p><b>Achieved</b></p> <p>All approved collection loans were provided to the loaning institution within the agreed timeframe as defined in the letter of approval.</p> <p><i>There was no equivalent target in 2000/01.</i></p>
<p>To develop and maintain relationships with tertiary education, research and related institutions.</p>	<p>A minimum of three projects will be developed and delivered in partnership with tertiary education, research and related institutions.</p>	<p><b>Achieved</b></p> <p>Six projects have been completed with tertiary education institutions this financial year.</p> <p>Teaching and assessment, and supervised practicum services for the Master of Arts (MA) Applied Museum and Heritage Studies (MHST), and Masters in Conservation Science with Victoria University of Wellington (VUW).</p> <p>Seminars for Massey University and the University of Auckland Museum and Heritage Studies courses.</p> <p>An internship for a student from the University of Sydney (Australia).</p> <p><i>There was no equivalent target in 2000/01.</i></p>

## Development of organisational capability including human and capital resources

OBJECTIVES	PERFORMANCE TARGETS 2001/02	YEAR TO DATE
To maintain through recruitment, professional development, and a competitive reward system a workforce capable of delivering Te Papa's outputs.	Critical vacancies are filled within agreed policy guidelines.	<p><b>Achieved</b></p> <p>All critical vacancies<sup>4</sup> were filled within agreed financial and quality guidelines.</p> <p><i>In 2000/01 one position was filled outside the target timeframe for filling the vacancy.</i></p>
⋮	⋮ Professional development and training is provided in accordance with agreed institutional priorities.	<p><b>Achieved</b></p> <p>All professional development training applications were considered in accordance with agreed criteria and institutional priorities.</p> <p>Fifty-five staff undertook Professional Development activities (including skills training, academic study, conferences) approved by the Professional Development Committee.</p> <p><i>In 2000/01 this target was achieved.</i></p>

<sup>4</sup> Critical vacancies include all leadership and management positions, curatorial and collection management positions that may have an impact on long-term capability, Financial and Management Accountant, Chef, Concept Developers, Human Resources, and a number of other roles if there is a critical mass issue

> **OUTCOME. TE PAPA CONTINUES TO BE ABLE TO DELIVER ITS OUTPUTS TO THE AGREED QUANTITY AND QUALITY**

**OBJECTIVES**

**: PERFORMANCE TARGETS 2001/02**

**: YEAR TO DATE**

To replace and, where necessary, improve facilities, plant and systems infrastructure, including information management.

Capital replacement and improvement will be assessed in accordance with institutional priorities and the agreed value criteria in line with corporate goals and vision for Te Papa.

**Achieved**

All capital replacement and improvement was undertaken in accordance with institutional priorities and agreed value criteria.

Capital replacement undertaken this financial year included completion of major new exhibition/gallery spaces, and improvements to access through Levels 4, 5, and 6.

These developments included the replacement of the exhibition *Parade with Made in New Zealand*, the construction of new exhibition space on Level 5 (which opened with the exhibition *Sightlines: looking into the art collection* in October 2001), and the opening of the external 'intermediate' Terrace on Level 6 as an exhibition space.

Other developments included the completion of segmental changes to the long-term exhibitions *Mana Whenua* and *The Time Warp*, and the completion of a new main entrance.

*In 2000/01 this target was achieved.*

### Reporting Entity

These financial statements are those of the Museum of New Zealand Te Papa Tongarewa (Te Papa). The Board came into being as a result of the Museum of New Zealand Te Papa Tongarewa Act 1992, on 1 July 1992. These financial statements are prepared pursuant to the provisions of section 41 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 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

Revenue Crown 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. Land and Buildings are revalued at least every five years. Additions between revaluations are recorded at cost. Te Papa will revalue 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 writedown of an item to its recoverable amount is recognised in the Statement of Financial Performance. Capital work 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 work 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 structure 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 2 to 15 years
- Land improvements 5 to 50 years
- Long-term exhibitions 2 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 that 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.

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 Goods and Services Tax (GST). The Statement of Financial Position is also exclusive of GST except for accounts payable and accounts receivable, which are inclusive of GST. The amount of GST refund due as at balance date is included in current assets.

**Income Tax**

Te Papa is exempt from the payment of income tax in terms of section 20 of the Museum of New Zealand Te Papa Tongarewa Act 1992. 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**

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. No off-balance sheet instruments have been entered into. Specific methods and assumptions used are disclosed elsewhere in these policies.

#### **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 other than investing and financing activities of Te Papa.

*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. 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.

#### **Commitments**

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

#### **Contingent Liabilities**

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

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

There were no changes in accounting policies during 2001/02.

Te Papa has 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.

For the year ended 30 June 2002

	Note	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
<b>Revenue</b>				
Revenue Crown		18,228	17,783	17,783
Commercial Revenue		10,500	10,245	9,365
Other Revenue	1	6,252	5,943	6,768
Special Purpose Funds Revenue	2	1,174	1,118	2,576
<b>Total operating revenue</b>		<b>36,154</b>	<b>35,089</b>	<b>36,492</b>
Cost of Services	3	37,285	36,251	33,151
<b>Net surplus (deficit) before depreciation</b>		<b>(1,131)</b>	<b>(1,162)</b>	<b>3,341</b>
Depreciation*	11	12,650	12,896	11,590
<b>Net deficit for the year after depreciation</b>		<b>(13,781)</b>	<b>(14,058)</b>	<b>(8,249)</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 2002**

	<b>Note</b>	<b>Actual 2002 \$'000</b>	<b>Budget 2002 \$'000</b>	<b>Actual 2001 \$'000</b>
<b>Public equity at beginning of the year</b>		<b>845,267</b>	<b>810,988</b>	<b>812,012</b>
Net Operating Deficit		(13,781)	(14,058)	(8,249)
Collection Revaluation Reserve Movement	5	(7,073)	-	32,504
<b>Total recognised revenues and expenses for the year</b>		<b>(20,854)</b>	<b>(14,058)</b>	<b>24,255</b>
Crown Capital Injections	4	9,000	9,000	9,000
<b>Public equity at end of the year</b>		<b>833,413</b>	<b>805,930</b>	<b>845,267</b>

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

As at 30 June 2002

	Note	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
<b>Public Equity</b>				
Capital	4	350,530	350,530	341,530
Reserves	5	482,883	455,399	503,737
<b>Total public equity</b>		<b>833,413</b>	<b>805,929</b>	<b>845,267</b>
Represented by				
<b>Current assets</b>				
Cash and Bank		8,092	5,403	10,332
Special Purpose Funds Deposits	6	2,031	1,846	1,923
Accounts Receivable	8	1,778	445	1,405
Inventory		1,022	700	999
Government Stock	7	-	1,936	1,919
<b>Total current assets</b>		<b>12,923</b>	<b>10,330</b>	<b>16,578</b>
<b>Non-current assets</b>				
Term Investments	9	857	923	864
Fixed Assets	10	266,876	266,084	272,788
Collections	12	558,189	532,594	562,845
<b>Total non-current assets</b>		<b>825,922</b>	<b>799,601</b>	<b>836,497</b>
<b>Total assets</b>		<b>838,845</b>	<b>809,931</b>	<b>853,075</b>
<b>Less current liabilities</b>				
Accounts Payable		2,752	3,077	4,698
Employee Entitlements	13	837	775	801
Contract Retentions		77	-	122
Other Payables		1,627	150	2,117
<b>Total current liabilities</b>		<b>5,293</b>	<b>4,002</b>	<b>7,738</b>
<b>Less non-current liabilities</b>				
Employee Entitlements	13	139	-	70
<b>Net assets</b>		<b>833,413</b>	<b>805,929</b>	<b>845,267</b>

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

For the year ended 30 June 2002

	Note	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
<b>Cash flows from operating activities</b>				
Cash was provided from:				
Government Grants		18,228	17,783	17,783
Other Revenue and Grants		16,074	16,725	17,710
Interest received		679	523	833
Net GST received		190	40	-
		35,171	35,071	36,326
Cash was disbursed to:				
Payments to Employees		16,814	16,923	14,352
Payments to Suppliers and Others		19,623	19,069	17,921
Net GST paid		-	-	113
<b>Net cash flows from operating activities</b>		<b>(1,266)</b>	<b>(921)</b>	<b>3,940</b>
<b>Cash flows from investing activities</b>				
Cash was provided from:				
Sale of Fixed Assets		6	-	20
Investments matured		11,419	-	95
		11,425	-	115
Cash was disbursed to:				
New short-term investments		-	-	9,500
Purchase of Collections		2,939	3,000	2,769
Purchase of Fixed Assets		8,838	8,228	5,447
		11,777	11,228	17,716
<b>Net cash flows used in investing activities</b>		<b>(352)</b>	<b>(11,228)</b>	<b>(17,601)</b>
<b>Cash flows from financing activities</b>				
Cash was provided from:				
Crown Capital Injection		9,000	9,000	9,000
		9,000	9,000	9,000
<b>Net cash flows from financing activities</b>		<b>9,000</b>	<b>9,000</b>	<b>9,000</b>

## &gt; STATEMENT OF CASH FLOWS [CONTINUED]

For the year ended 30 June 2002

	Note	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
<b>Net increase (decrease) in cash held</b>		7,382	(3,149)	(4,661)
<b>Add opening cash brought forward:</b>				
Cash and Bank		832	8,649	5,743
Special Purpose Funds – deposits		1,750	1,757	1,503
Special Purpose Funds				
– Bank of New Zealand (BNZ), Sydney		173	175	171
		10,137	7,432	2,756
Plus (less) exchange gain		(14)	-	(1)
<b>Closing cash carried forward</b>		<b>10,123</b>	<b>7,432</b>	<b>2,755</b>
<b>Represented by:</b>				
Cash and Bank		8,092	5,403	832
Special Purpose Funds – deposits	6	1,871	1,846	1,750
Special Purpose Funds – BNZ Sydney	6	160	183	173
<b>Closing cash carried forward</b>		<b>10,123</b>	<b>7,432</b>	<b>2,755</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**

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**For the year ended 30 June 2002**

	<b>2002</b> \$'000	<b>2001</b> \$'000
<b>Net (deficit) for year</b>	(13,781)	(8,249)
<b>Add (less) non-cash items:</b>		
Depreciation	12,650	11,590
Exchange loss (gain)	14	1
Increase (decrease) in non-current employee entitlements	69	-
Investment revaluation	6	(128)
Net amortisation of Government Stock premiums/discounts	-	17
	12,739	11,480
<b>Add (less) movements in working capital items</b>		
Decrease (increase) in accounts receivable and prepayments	(373)	(383)
Decrease (increase) in inventory	(23)	(212)
(Decrease) increase in current employee entitlements	36	217
(Decrease) increase in accounts payable and accruals	(2,481)	3,266
	(2,841)	2,888
<b>Add adjustment for items classified as investing activities</b>		
Movements of capital items in accounts payable	2,092	(1,789)
Movements of capital items in accounts receivable	10	-
Movements of collection items in accounts payable	395	(977)
Loss on sale of fixed assets	1	602
Gain from sale of fixed assets	(7)	(15)
	2,491	(2,179)
<b>Net cash flows from operating activities</b>	<b>(1,392)</b>	<b>3,940</b>

As at 30 June 2002

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

Leases	Annual Rental \$ '000	Months Remaining	Commitment 2002 \$ '000	Commitment 2001 \$ '000
63 Cable Street	440	-	-	367
51 Cable Street	160	-	-	133
50 Cable Street	150	78	975	1,125
	750		975	1,625

## Term Classification of Commitments

Less than one year	150	650
One to two years	150	150
Two to five years	450	450
Over five years	225	375
	975	1,625

Te Papa had contractual commitments in respect of the new exhibition spaces on Level 5 Cable Street.

Contract	Outstanding Balance at 30 June 2002 \$ '000	Outstanding Balance at 30 June 2001 \$ '000
Construction Contract – new exhibition spaces and associated developments	-	2,315
	-	2,315
<b>Total Outstanding Contractual Commitments</b>	975	3,940

## Term Classification of Commitments

Less than one year	150	2,965
One to two years	150	150
Two to five years	450	450
Over five years	225	375
	975	3,940

A claim was made to the Waitangi Tribunal in 2001 with reference to the care, management, and ownership of Te Hau ki Turanga held at Te Papa, which is currently included in Te Papa's accounts. The claimants believe that ownership of the wharenui rests with them rather than the Museum. The Tribunal is expected to provide a report in December 2002 and an outcome is not expected until 2003. The information usually required by FRS 15: Provisions, Contingent Liabilities and Contingent Assets regarding the monetary amount of the contingent liability is not disclosed on the grounds it can be expected to prejudice seriously the outcome of the claim.

As at 30 June 2002 Te Papa has no other contingent liabilities.

Contingent Liabilities as at 30 June 2001 were nil.

## 1. Other Revenue

	2002 \$'000	2001 \$'000
Interest income	549	874
Sponsorship income	3,185	3,122
Gain on sale of fixed assets	7	15
Temporary exhibitions income	1,406	1,652
Publications revenue	236	269
Rental income	247	107
Other income	622	730
Exchange gain	-	(1)
<b>Total other revenue</b>	<b>6,252</b>	<b>6,768</b>



## 2. Special Purpose Funds

Account	Unspent Balance 30/06/01 \$'000	Income 2001/02 \$'000	Collections Acquired 2001/02 \$'000	Capital Purchases 2001/02 \$'000	Other Expenditure 2001/02 \$'000	Unspent Balance 30/06/02 \$'000
Algal Research Joint Reserve	41	65			102	4
Art Acquisition Fund	4					4
Artworks Reserve	1					1
Beauchamp	13	1				14
Botany Special	8					8
Buick	32	4				36
Canaday	206	(12)				194
Collection Curation Reserve	6					6
Collection Management Reserve	3					3
Collection Self Insurance Provision Reserve	7	4				11
Colonial Silver	11					11
Crustacea Reserve	2					2
Disney	868	100	23		8	937
Department of Conservation (DOC) – Seabird Autopsy	1					1
DOC – Sorting Invertebrates	1					1
DOC – Science RDBC	6					6
DOC – East Coast Marine Biographical Transition Zone	7					7
Dr Roderick S Deane Fund	30					30
Eames	766	20	107			679
Exclusive Economic Zone (EEZ) Projects Reserve	6					6
Fish Reserve	7					7
Foundation for Research, Science and Technology (FRST) – EEZ Fishes	478	321		17	162	620
FRST – Hebe	293	245			276	262
FRST Algae	4	187			186	5
FRST Māori and Moriori Fishing	28	147			168	7

## 2. Special Purpose Funds [CONTINUED]

Account	Unspent Balance 30/06/01 \$'000	Income 2001/02 \$'000	Collections Acquired 2001/02 \$'000	Capital Purchases 2001/02 \$'000	Other Expenditure 2001/02 \$'000	Unspent Balance 30/06/02 \$'000
Henderson	267	(12)				255
Ilott	17	1				18
Insurance Levies Reserve	157	27				184
Landcare Research – Molluscs	6					6
Mammal Reserve	12				2	10
Marsden Fund		10				10
McLauchlan	8					8
National Institute of Water and Atmospheric Research (NIWA) Buller's Albatrosses	18	64			66	16
NZLGB Archaeological Illustrations	7				4	3
NZLGB Auckland Prehistory	2				2	-
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
NZLGB Taumako Archaeology	6				6	-
Processing Invertebrate Collection – New Caledonia	1					1
Science Interpretation Reserve	1					1
Te Aorere	37	2				39
Williamson	7					7
	<b>3,390</b>	<b>1,174</b>	<b>130</b>	<b>17</b>	<b>982</b>	<b>3,435</b>

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

### 3. Cost of Services

	Note	2002 \$'000	2001 \$'000
Administration		584	505
Advertising and public relations		1,526	1,839
Board fees	15	105	105
Board expenses		23	40
Commercial operation expenses		8,683	7,824
Fees paid to auditors			
- external audit		30	32
- other assurance services		-	5
Movement in bad debts provision		20	(9)
Exhibition and collection expenses		363	223
Interest expense		-	1
Loss on disposal of fixed assets		1	602
National Services		768	768
Operations		3,896	4,229
Other expenses		2,435	2,202
Personnel costs		13,706	11,590
Rent and rates		777	985
Temporary exhibitions		3,386	1,315
Special Purpose Fund expenses	2	982	895
		<b>37,285</b>	<b>33,151</b>

### 4. Capital

	2002 \$'000	2001 \$'000
<b>Balance at the beginning of year</b>	341,530	332,530
Plus Crown Capital Injection	9,000	9,000
<b>Balance at end of year</b>	<b>350,530</b>	<b>341,530</b>

## 5. Reserves

	Note	2002 \$'000	2001 \$'000
<b>Collection Revaluation Reserve</b>			
Balance at the beginning of year		541,415	508,911
Revaluation of collections for year	12	(7,073)	32,504
Balance at end of year		534,342	541,415
<b>Accumulated Losses</b>			
Balance at the beginning of year		(37,678)	(29,429)
Net deficit for the year		(13,781)	(8,249)
Balance at end of year		(51,459)	(37,678)
<b>Total Reserves</b>		<b>482,883</b>	<b>503,737</b>

## 6. Special Purpose Funds Deposits

	Note	2002 \$'000	2001 \$'000
Algal Research Joint Reserve		21	36
Buick		35	33
Canaday		34	34
Collections Self Insurance		81	77
Disney		955	868
Henderson		182	169
Ilott		17	16
Insurance Levies Reserve		506	480
Te Aorere		40	37
		1,871	1,750

The above deposits were invested with Westpac Trust on term deposit for ninety-six days, maturing on 1 October 2002, at a weighted average interest rate of 5.99%. The equivalent interest rate for the same period last year was 5.80% (ninety-day term deposit).

Canaday Trust	160	173
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The above on call deposit was held with the Bank of New Zealand (BNZ)

– Sydney, earning 0.4% interest per annum.

	<b>2,031</b>	<b>1,923</b>
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## 7. Government Stock

	Face Value	Market Value	Book Value	Book Value	Accrued interest		
						\$'000	30/06/02 \$'000
<b>Stock</b>	<b>Coupon</b>	<b>Matures</b>					
NZ Government Stock	10%	15-Mar-02	1,900	-	-	1,919	-
Total stock held						1,919	

Government Stock matured in March 2002. These funds were then placed on term deposit.

## 8. Accounts Receivable

	Note	2002 \$'000	2001 \$'000
<b>Accounts Receivable</b>			
Accrued interest		47	177
GST refund due		142	279
Other debtors		1,600	949
Prepayments and advances		19	11
		1,808	1,416
Less: provision for doubtful debts		(30)	(11)
		<b>1,778</b>	<b>1,405</b>

## 9. Term Investments

	Market Value 30/06/02 \$'000	Market Value 30/06/01 \$'000
Public Trust – Eames Trust*	786	767
Shares – Henderson Trust	71	97
<b>Total Term Investments</b>	<b>857</b>	<b>864</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 2002.

## 10. Fixed Assets

	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	133,884	4,334	129,550
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	311	161	150
Motor vehicles	134	95	39
Office and computer equipment	3,999	3,180	819
Long-term exhibitions	62,548	23,591	38,957
Photography equipment	431	367	64
Plant and equipment	40,922	11,404	29,518
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>

10. Fixed Assets (CONTINUED)

	2001 Cost \$'000	Accumulated Depreciation \$'000	2001 Book Value \$'000
<b>2001</b>			
<b>Non-depreciable assets</b>			
Land	36,433	-	36,433
Capital works in progress	3,180	-	3,180
	39,613	-	39,613
<b>Depreciable assets</b>			
Buildings	133,846	3,442	130,404
Buildings fit-out	20,304	3,287	17,017
Commercial activities assets	5,294	1,303	3,991
Exhibition equipment and tools	428	408	20
Film, audio-visual equipment	815	605	210
Furniture and fittings	8,282	4,492	3,790
Land improvements	9,245	1,492	7,753
Miscellaneous equipment	281	139	142
Motor vehicles	189	131	58
Office and computer equipment	3,563	2,794	769
Long-term exhibitions	54,719	18,168	36,551
Photography equipment	400	331	69
Plant and equipment	40,684	8,447	32,237
Project information system	1,065	1,065	-
Scientific equipment	452	399	53
Security equipment	129	20	109
Trust and reserve assets	303	301	2
	279,999	46,824	233,175
<b>Total Fixed Assets</b>	<b>319,612</b>	<b>46,824</b>	<b>272,788</b>

## 11. Fixed Assets Depreciation

	2002 \$'000	2001 \$'000
Buildings structure	893	892
Buildings fit-out	1,170	1,145
Commercial activities assets	509	452
Exhibition equipment and tools	40	20
Film, audio-visual equipment	129	62
Furniture and fittings	524	494
Land improvements	364	364
Miscellaneous equipment	22	20
Motor vehicles	11	21
Office and computer equipment	487	425
Long-term exhibitions	5,474	4,706
Photography equipment	36	38
Plant and equipment	2,957	2,907
Project information system	-	-
Scientific equipment	16	31
Security equipment	16	11
Trust and reserve assets	2	2
	<b>12,650</b>	<b>11,590</b>



## 12. Collections

	Opening Valuation \$'000	Acquisitions \$'000	Revaluation \$'000	Closing Valuation \$'000
Archaeological	3,363	-	-	3,363
Art	158,450	1,070	(3,521)	155,999
Botanical	11,478	-	2,663	14,141
Ceramics	1,296	-	-	1,296
Te Aka Matua Library and Information Centre (Library)*	11,871	107	219	12,197
History	11,099	725	1,089	12,913
Invertebrate	25,281	35	875	26,191
Māori	171,448	201	(8,338)	163,311
Pacific and International	46,696	84	(2,858)	43,922
Photographic Archive	1,308	188	500	1,996
Vertebrates	32,679	7	2,298	34,984
New Zealand Post Collection	87,876	-	-	87,876
<b>Total Collection Valuation</b>	<b>562,845</b>	<b>2,417</b>	<b>(7,073)</b>	<b>558,189</b>

The Botanical, Te Aka Matua Library and Information Centre (Library), History, Invertebrate, Photographic and Vertebrate collections were revalued as at 30 June 2002. The Archaeological, Māori, Pacific, and International collections were last valued as at 30 June 2001. The Art, Ceramics, and New Zealand Post Collection were last valued as at 30 June 2000.

The revaluation movements in Art, 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.

\* Te Aka Matua Library and Information Centre was previously called the Hector Library.

## 13. Employee Entitlements

	2002 \$'000	2001 \$'000
Holiday pay and long service leave provisions	976	871
Made up of:		
- current	837	801
- non-current	139	70

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

Salary Band	Number of employees 2001/02	Number of employees 2000/01
\$100,000 - \$110,000	-	1
\$110,001 - \$120,000	-	2
\$130,001 - \$140,000	3	1
\$140,001 - \$150,000	2	1
\$180,001 - \$190,001	1	-
\$190,001 - \$200,000	1	-
\$220,001 - \$230,000	-	1

*The Chief Executive's total remuneration and benefits is in the \$190,001 to \$200,000 band and for 2000/01 is in the \$220,001 to \$230,000 band.*

#### 14. Contribution by New Zealand Lottery Grants Board for the Acquisition of Collection Items

	2002 \$'000	2001 \$'000
Unspent grant brought forward	-	378
Purchase grant for year	-	1,250
	-	1,628
Less acquisitions purchased during year	-	1,628
<b>Total New Zealand Lottery Grant Carried Forward</b>	<b>-</b>	<b>-</b>

#### Collection Acquisitions Funded by the New Zealand Lottery Grants Board Since 1 July 1994

	Cost 2002 \$'000	Cost 2001 \$'000
Art	5,826	5,826
History	1,574	1,574
Māori	583	583
Natural Environment – Invertebrate, Vertebrate and Botanical	454	454
Pacific	277	277
Photographic	5	5
	<b>8,719</b>	<b>8,719</b>

#### 15. Board Members' Fees

	2002 \$'000	2001 \$'000
Dr Roderick S Deane (Chairman)*	-	-
Ms Susanne M Wood	-	1
Mr David Gascoigne	16	16
Professor Mason Durie	2	14
Mr Rikirangi Gage	2	14
Professor Judith Binney	15	14
Mr John Judge	13	15
Ms Jennifer May	15	16
Ms Glenys Coughlan	15	15
Mr Mark Solomon	13	-
Ms Josie Karanga	14	-

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

## 16. 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 Bank of New Zealand (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 exchange ruling at the date of the transaction. Investment balances are expressed in New Zealand currency using rates at balance date as follows:

		Foreign Currency 30 June 2002	Exchange Rate 30 June 2002	NZ Currency 30 June 2002	NZ Currency 30 June 2001
BNZ Money Maker account (Canaday Fund)	AUD\$	137,907	0.8634	159,726	173,376
State Street Investment Fund (Henderson Fund)	US\$	17,938	0.4867	36,856	58,205

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

### Concentration of Credit Risk

Credit risk is the risk that a third party will default on its obligation to Te Papa, causing Te Papa to incur a loss.

Te Papa has a minimal credit risk in its holdings of various financial instruments. These instruments include cash, bank deposits, New Zealand Government Stock, and accounts receivable.

The Board places its investments with institutions that have a high credit rating and believes that this policy reduces the risk of any loss that could arise from its investment activities.

Te Papa does not require any collateral or security to support financial instruments.

There is no significant concentration of credit risk.

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

- Westpac Trust payroll for \$800,000
- Bank of New Zealand Visa card for \$20,000
- Westpac Trust Visa card for \$10,000

**16. Financial Instruments** (CONTINUED)

**Liquidity Risk**

Liquidity risk is the risk that the entity will encounter difficulty in raising funds at short notice to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly 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. Government Stock premiums/discounts are amortised over the life of the stock on a yield to maturity basis. The fair value of Government Stock is based on current market interest rates for investments of similar terms of maturities.

	<b>2002</b> <b>Carrying</b> <b>Amount</b> \$ '000	<b>2002</b> <b>Fair</b> <b>Value</b> \$ '000	<b>2001</b> <b>Carrying</b> <b>Amount</b> \$ '000	<b>2001</b> <b>Fair</b> <b>Value</b> \$ '000
Government Stock	-	-	1,919	1,956

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

**17. 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 Professor Mason Durie is also a Board Member of the Foundation for Research, Science and Technology (FRST), who have provided revenue of \$900,000 (exclusive of GST) towards Special Purpose Funds. (2001 \$900,000)

Te Papa Board member Mr David Gascoigne is a Consultant for Minter Ellison Rudd Watts, who have provided professional services to Te Papa to the value of \$66,016. (2001 \$23,428)

### 18. Major Variations to Budget

Overall revenue is \$1.065 million greater than budget. Revenue Crown is \$0.445 million greater than budget. This is directly attributable to additional funding from the Crown for a special exhibition project. All other revenues are largely consistent or better than budget. Cost of Services is \$1.034 million greater than budget. This primarily relates to the costs associated with unbudgeted expenditure associated with a special exhibition project that the Crown has contributed additional funding for. Other increases in expenditure over and above budget are associated with insurance, temporary exhibitions and operational building services work associated with major capital developments.

Net Assets are considerably greater than budget. This is primarily a consequence of the budget being prepared prior to the completion of the collections revaluation of Te Papa's Archaeological, Māori, Pacific and International collections which had an upwards movement of \$32.5 million at 30 June 2001. The downwards revaluation of \$7.151 million for collections valued at 30 June 2002 was also not budgeted.

#### **Variations to Prior Period**

The increase in Revenue Crown is attributable to the additional funding from the Crown for a special exhibition project.

Commercial Revenue is \$1.135 million greater than for the prior period. This is primarily attributable to growth in Te Papa's food services and retail operations.

The decrease in Special Purpose Funds revenue of \$1.402 million is primarily attributable to New Zealand Lottery Grants Board funding of \$1.250 million per annum ceasing at 30 June 2001.

Cost of Services is \$4.134 million greater than the amount reported for 2000/01. This is largely attributable to temporary exhibition costs deferred from the prior period due to major capital developments being in progress, the increase in commercial cost of goods sold associated with the growth in revenue and the unbudgeted expenditure as explained above.

**For the year ended 30 June 2002**



**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 2002**

We have audited the financial statements on pages 43 to 84. 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 2002. This information is stated in accordance with the accounting policies set out on pages 58 to 61.

**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 2002, 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 AJ 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.

**For the year ended 30 June 2002**

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 43 to 84-:

- 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 2002;
  - 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 18 October 2002 and our unqualified opinion is expressed as at that date.



AJ Shaw

**Audit New Zealand**

On behalf of the Auditor-General

Wellington, New Zealand



**> CORE PROJECTS STRATEGY <**

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

**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 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; fostering partnerships and strategic alliances.

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< OUR SPACE >

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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)