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TE MANAWA MUSEUMS TRUST
TE PŪRONGO Ā TAU | ANNUAL REPORT

For the year ended 30 June 2016

Te manawa
art science history PALMERSTON NORTH



WITHOUT BOUNDARIES

Te manu e kai ana te miro nōna te ngāhere, te manu e kai ana te mātauranga nōna te ao.

The bird that feeds on the miro berry inherits the forest, the bird that feeds from the basket of knowledge inherits the world.

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NGĀ IHIRANGI

SUPPORTERS

Te Manawa gratefully acknowledges the support of the following sponsors/grantors for the year ended 30 June 2016

Palmerston North City Council
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Massey University
Te Wānanga o Aotearoa
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ABOVE + FRONT COVER DETAIL:

Paper flowers adorn the archway leading into the MacDiarmid foyer for *Frida Kahlo - Her Photos*. Decorations by the Dia de los Muertos group, Wellington.

ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2016

Prepared by Te Manawa Museums Trust, August 2016.

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TANGATA WHENUA

Mai i te tihi o ngā rai maunga o Ruahine, o Taranua, ka rere atu ngā mihi ki a koutou e ngā karanga maha, e manawa nui nei ki te mātāpono o Te Rangimārie, hei taunaki rawa i ngā kaupapa i kokiritia e Te Manawa i tenei tau. Nā Te Peeti Te Awe Awe i kī "Kua kaupapa i au te aroha ma koutou e whakaoti"

Te murau o te tini te wenerau o te mano ko Lorene Fitzgerald, ko Potaka Taite ngā whetu tārake i te rangi i nunumi atu ki tua o Paerau. E ngā rongonui o Rangitāne, haere atu ra, e kore e warewaretia.

Koia nei Rangitāne! Tihei Mauri Ora!

The *TOIOHO XX* celebration of 20 years of exhibiting Māori Visual Art from students of the Toi Oho ki Apiti programme was a highlight and an acknowledgement of the special and enduring relationship Te Manawa has with Massey University. Such a significant investment in the development of Māori creativity has let Māori students touch the spirit of the people, achieve artistic excellence and provide inspiration to our communities.

Our commitment to rangatahi was expressed many times in exhibitions and events during the year.

The success of Waitangi Day 2016 was based on whānau, and rangatahi fully participated in the activities and as volunteers. Te Manawa will continue to nurture our future leaders.

International interaction with indigenous nations helped foster valuable networks between tangata whenua, with opportunities for ongoing engagement. Rangitāne welcomed refugees from many countries and alongside New Zealand Red Cross worked to provide manaakitanga to those who seek the shelter of Aotearoa. The *Frida Kahlo – Her Photos* exhibition opened a doorway to formalise a relationship between tangata whenua and Mexico in a way that perhaps Frida Kahlo herself would have dreamed of.

Exploring our philosophy of "A Museum Without Boundaries" has provided a doorway to research how Māori culture can create local, national and international opportunities for the aspirations of Tangata Whenua.



ANOTHER YEAR OF GROWTH AND INNOVATION

“ Tēnā koutou katoa,

We are pleased to report that the 2015/16 year has been another year of growth and innovation at Te Manawa. In our efforts to continue to deliver the best possible experiences and value to our stakeholders, communities and partners we have striven to think outside the box – in one case almost literally. The 'Museum in a Box' programme has taken artefacts to community groups and taken Te Manawa outside its boundaries.

Removal of a boundary within has seen the development of the visible sculpture store, another first for regional museums in New Zealand. Adding to our reach, we are pleased to be planning for the Museums Aotearoa conference here next year.

As the CEO's report details we have had a number of major successes this year and these have often involved collaborations with our partners. Our societies have continued to assist in the development and acquisition of exhibitions, *Dinosaur Encounter* being the most recent example. Obtaining this exhibition from the Natural History Museum in London is another coup for us and will again help attract visitors from the wider region and further afield.

Te Manawa is committed to reaching out to all of our communities, and the breadth of our exhibitions and activities shows this; from the speedway of *Dust Devils* to the international culture and political history of *Frida Kahlo – Her Photos*, which even inspired a road trip – dubbed

the 'Frida Carload' – from Wellington. Frida has also let us extend our relationship with the Mexican Embassy.

An important component of our work is the fostering of young talent in all disciplines and it was a pleasure for us to join with Massey University in celebrating 20 years of Māori visual arts at Te Pūtahi ā Toi.

As always we must thank our societies, Art, Science and Museum; the councils, Palmerston North City and Manawatū District; our iwi partners, the Globe Theatre and the Rugby Museum. The final thanks must go to the great team at Te Manawa, the board members and especially to the staff and volunteers, who make everything happen through their skill and commitment.

John Fowke
Chairman



Te Manawa Museums Trust Board from left: Tyson Schmidt, John Fowke, Sheridan Hickey, Nuwyne Te Awe Awe Mohi and Joseph (Hohepa) Isaac-Sharland.
Absent: Geoffrey Jameson

THE NEW REALM OF COMMUNITY TAKEOVER

“ Tēnā koutou katoa.

At the end of the third year of the “museum without boundaries” concept a number of major developments have occurred.

The Te Manawa-developed exhibition, *Sunlight – Ihi Kōmaru*, began its national tour and was appreciated by more than 41,000 people at Puke Ariki in New Plymouth, before opening at Rotorua Museum in May. It won “Best Exhibition – Regional Science and Technology” at the 2016 Museums Australasia conference in Auckland, where science judge Dr Michelle Dickinson described it as “beautiful” - not a word commonly associated with interactive science exhibitions. To have *Sunlight – Ihi Kōmaru*'s intention affirmed was superb.

In August 2015, Te Manawa supported the NZ Rugby Museum with the opening of their exhibition *Balls, Bullets and Boots*. In conjunction with speedway fans, the team developed and opened *Dust Devils*, an exhibition to celebrate 85 years of speedway in Manawātū.

Frida Kahlo – Her Photos, an exhibition of Frida's own photo collection, opened at Te Manawa, its only New Zealand venue. The exhibition had received more than 9,000 visitors by the end of June 2016, many from out of town. The cultural programme around this was extensive, including Latin American and other communities from the Manawātū, Wellington and further afield. This also meant an increase in visitors to the New Zealand Rugby Museum over the time of the exhibition.

Local arts groups and artists responded to Frida, creating related exhibitions within Te Manawa and at other local galleries, and producing unique items for the Te Manawa store.

The idea of the “museum without boundaries” has taken

off and is moving into a new realm called the “community takeover”. The events surrounding the ‘Frida Carload’ are a good illustration of this idea. A Wellington Facebook post about *Frida Kahlo – Her Photos* went viral, and busloads of Frida fans came to Palmerston North for the exhibition. Te Manawa and the businesses of George St united to create the ‘Viva La Vida Fiesta’ to welcome them. This was a tremendous success for local businesses and enhanced outside perceptions of Palmerston North and Te Manawa to such an extent that another event was held with additional support from Palmerston North City Council.

The aim of hosting an international blockbuster every year has been progressed, with planning well under way for *Dinosaur Encounter*, an exhibition of animatronic dinosaurs and dinosaur-related material from the Natural History Museum in London. We appreciate the support of the Palmerston North City Council around this.

Te Manawa joined with Massey University in celebrating 20 years of Massey Māori visual arts at Te Pūtahi ā Toi, with *Toioho XX* and three other related exhibitions (Toi Whenua, Taipō, and Matatau) a massive undertaking that took over four galleries in the gallery building; the fifth gallery displayed students' end of year projects from UCOL's Bachelor of Applied Visual Imaging. Some works were located within Te Rangi Whenua (the Tovey generation of artists including Fred Graham, John Bevan Ford and Cliff Whiting), and the main foyer featured Rangimatua by Reweti Arapere. Art was also exhibited at Square Edge and the White Room Gallery in Palmerston North.

50 Greatest Photos of National Geographic opened in August 2015. This was a resounding success for Te Manawa with more than 10,000 people visiting. At least 30 other exhibitions were installed over the year including: *A Micronaut in the Wide World: the Life and Times of Graham Percy*; *Burlesque - The Costume Art*

of Flo Foxworthy; *When We Were Young* (Manawātū Embroiderers' Guild exhibition); *Inspired By...* - Creative Journeys artists respond to the art collection; *Excellence* - Top art students of the Manawatu; *The Storm beneath the Calm - Annabel Neall*; *A Visual Thing* (UCOL BAVI students), *Ngā Kete Toi* (Te Wānanga ō Aotearoa), *Power to the People*; *Fun and Fury - Ewan MacDougall*; and *Santa's Cave*.

Some work towards the “museum without boundaries” concept was completed with the opening of the visible sculpture store.

A number of significant collections have been donated to Te Manawa and we are grateful for the work of the Te Manawa Collections Committee in assessing potential objects.

More than 350,000 people viewed four Te Manawa-developed exhibitions at external venues.

We are grateful for the support of Te Manawa Museum Society, Science Centre Inc. and Te Manawa Art Society. The Science Centre Trust must also be acknowledged for their contribution to ensuring the arrival of the *Dinosaur Encounter* exhibition from the Natural History Museum in London .

Te Manawa hosted Waitangi Day, International Women's Day 2015, Matariki and Te Manawa After Dark as well as providing a presence at Esplanade Day, Festival of Cultures and IPU Spring Festival.

Te Manawa was the venue for a Creative Commons workshop through National Services Te Paerangi.



Te Manawa Museum Chief Executive Andy Lowe.

Palmerston North and Te Manawa will host the national Museums Aotearoa conference in May 2017.

Te Manawa provided formal education programmes for close to 17,000 children.

We thank PNCC and our many collaborators, supporters, sponsors, artisans, artists and volunteers over the past year and we are thrilled to announce the signing of an MOU with Te Wānanga ō Aotearoa to work together in the future.

The Te Manawa team is committed to amplifying the possibilities for Te Manawa and our communities.

We are working with PNCC to ensure obligations around the new health and safety legislation are met. This includes strengthening work on the buildings to improve seismic ratings.

Ngā mihi nui ki a koutou katoa

Andy Lowe
Chief Executive

Leadership Team*

Andy Lowe Maggie Vine	Chief Executive Executive Assistant
Claudia Dianu Kristelle Plimmer Henare Kani	Assets and Systems Concepts and Engagement Strategic Partnerships Advisor

Assets and Systems*

Collections and Knowledge Assets

Jeff Fox	Manager
Cindy Lilburn	Collections - Humanities
Toni Edmeades	Collections - Art
Pru Pim	Museum in a Box Coordinator

Facilities

Neil Martin	Facilities Officer
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Finance

Lovee Agarwal	Accountant
Alison Mullins	Payroll Officer
Jane Rainbow	Accounts Administrator

Concepts and Engagement*

Tony Rasmussen	Programme Developer
Natali Rojas	Programme Developer

Rohan Kidd	Exhibition Designer
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Bis Beatson	Technician
Brent Robinson	Technician
Graeme Slimin	Technician
Markham Wightman	Technician
Warren Warbrick	Technician
Glenn Murray	Maintenance Technician

People and Partnerships*

Marketing and Communications

Graeme Beal	Manager
Rob Mildon	Communications Coordinator

Community Engagement and Learning

Alastair Mayston	Manager
Barbara Arnold	Programme Developer, Education
Anne Gordon	Programme Developer, Education
Keith Young	Programme Developer, Education

Kirsty Porter	Weekend Educator
Rachel Girling-Butcher	Weekend Educator
Natasha Bansal	Keeper, Live Exhibits
Mia Lennox	Keeper, Live Exhibits

Events

Juliet Thomas	Events Developer
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Visitor Engagement

Jenny Ngan	Manager
Denise Kenley	Bookings Officer and Health & Safety Officer

Anne-Marie Langvad	Senior Visitor Host
Pru Pim	Senior Visitor Host
Matt Crehan	Visitor Host
Mia Lennox	Visitor Host
Chantelle Potroz	Visitor Host
Brian Sheffelbein	Visitor Host
Hannah Southward	Visitor Host
Emma Timmins	Visitor Host

Volunteers and Interns

Volunteer Coordinator	Cynthia Cooper
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Volunteers play an integral role at Te Manawa, their skills and enthusiasm animating its spaces as they make links to our collections and care for our guests.

This year Te Manawa continued to work with Palmerston North's tertiary providers to incorporate students into many areas within Te Manawa: assisting with visitor market research; events assistance; weekend activities; community outreach and hosting. For international students from India, Japan and Germany, the Te Manawa experience was a great opportunity to experience 'Kiwi' culture, and to help shape a shared regional story that supports the organisation's vision for its communities.

* As at 30 June 2016



COMMUNITY-DRIVEN EVENTS WERE A PARTICULAR HIGHLIGHT OF THE FRIDA KAHLO - HER PHOTOS CULTURAL PROGRAMME



COMMUNITY
HAPORI WHĀNUI



Headwound - a play about WWI by Dr Angie Farrow performed by students in the Foyer as part of WW100 commemorations.



Big Girls puppets returned to The Square as part of International Women's Day, driven by REACT.



UCOL students performed monologues throughout the Museum, sharing stories within the gallery spaces.



Tamariki (Children) from Te Aroha Noa family services participating in Museum activities as part of an educational visit and sleepover.



Joining festivities with Wellington's Latin American community building up to the launch of *Frida Kahlo - Her Photos*.

MAHI | EVENTS: Te Manawa has sought to open its doors ever wider to bring our communities in through immersive, informative experiences that leave them craving more.

Throughout the year 108 events were held, including exhibition openings, workshops, public talks, performances, family-friendly events and programmes inspired by an extensive range of exhibitions and national celebrations.

Waitangi Day 2016 was a particularly successful event, with 6000 people throughout the day exploring Te Manawa, participating in a range of activities and watching the talent show developed in partnership with the Youth Centre.

The immense popularity of *Frida Kahlo – Her Photos* meant that there was a rich source of inspiration for engaging programmes that appealed to all visitors. Anna Bailey's puppet shows were popular with adults and children alike, and Te Manawa After Dark's "Day of the Dead" theme drew 300 people, with the highest number of ticket pre-sales yet.

The Events Team has developed and continues to strengthen bonds with our community, from the Highbury Weavers monthly sessions in the foyer, to George Street retailers, the LGBT community, Red Cross and more.

Our visitors – both local and from further afield – are our biggest treasure, providing an impressive array of skills, knowledge and passion that lets us share with one another and truly celebrate the diverse nature of our community.

WHAKATAIRANGA | COMMUNICATIONS: A boosted effort on social media this year has increased digital engagement considerably. A key strategy for engagement is 'sharing' and understanding the importance of creating content to be shared by others, while also sharing the articles of others that may be of interest or relevant to our own audience.

Te Manawa holds a number of digital accounts across a variety of online social platforms, but the current strategy is to focus resources on Facebook and Twitter, to make meaningful and sustained connections with our audience of visitors and professional peers respectively.

Frida Kahlo has been an excellent case study in the effectiveness of social media.

The overwhelming interest and engagement with messaging around the *Frida Kahlo – Her Photos* exhibition, particularly early on, was a useful gauge for informing wider Marketing efforts, and building a targeted campaign with limited resources.

As part of this, an effective poster campaign was run in Wellington, New Plymouth, Napier, Hastings and Palmerston North, aimed at capturing the day-tripper market. It was a treat to see avid Wellington fans of Frida Kahlo tweeting pictures of themselves next to our posters in the Capital.

Providing the tools for a passionate community of followers to spread the campaign, and feel a sense of inclusion and ownership of it, was highly successful. Their efforts and dedication made an invaluable contribution to the success of the exhibition's promotion and programme of public events.

The introduction of new, bi-lingual wayfinding signage completes stage one of the overall signage project.

The focus for this year was to address a lack of exterior signage on the complex, and identify the most useful and efficient places to install these. New gallery signage includes the billboard above the Square-side entrance, with changeable skins to promote exhibitions, and a banner with directional signage from the courtyard, with sight-lines to the main Museum foyer. New welcome signage has been added to the main foyer entrance-ways, while the front gate pylon and Pitt Street canvas have been updated.

Particular highlights include the wide media interest in *Frida Kahlo – Her Photos*, *50 Greatest Photos of National Geographic*, *Toioho XX* and the New Zealand Rugby Museum's *Balls, Bullets and Boots* – all of which gained national television coverage.



Time travel: The formidable Head Master takes class in the historic Te Awahou School House as part of School Holiday activities.



Creative Journeys artists hard at work on pieces for their *Inspired By* exhibition. A response to artworks from the Te Manawa collection.

AKORANGA | LEARNING: In the 2015-16 year, Te Manawa provided educational experiences to organisations and groups across the education and community sector. Total education attendees for the year exceeded 16,000 children and 3,800 adults.

School Programme Developers delivered a range of science, heritage and art programmes, and provided additional resources for groups to use. Programmes and resources were developed to complement exhibitions. Attendees participated in experiences both on and off-site, with diverse themes and sometimes in partnership with other providers.

Alongside the formalised learning opportunities available to education institutions and community groups, Discovery Time and After-school Art Classes provided opportunities for the public to engage with exhibitions and themes in a variety of ways both on-site and off-site. Staff continued to use a network of organisations to partner with to assist in meeting identified needs.

The challenge remains to be flexible to take advantage of the many opportunities arising, with the resources we have.

The Ministry of Education provides funding to Te Manawa to deliver 'Learning Experiences Outside the Classroom' (LEOTC). This LEOTC component provides valuable financial assistance and support that lets us deliver quality programmes to schools. We are in the middle year of a three year contract. Formal feedback provides evidence that our school education programmes are rated highly by attendees. When visiting teachers and

group leaders were asked to rate "your overall satisfaction with the programme", 100 per cent of respondents rated us good or better, 97 per cent rated very good or better and 66 per cent rated excellent.

As well as continuing to provide high quality learning experiences, the learning team with the support of others successfully undertook a number of new initiatives in the 2015-16 year. Here are some examples from the past year:

- In conjunction with Manawātū Art Teachers Association, planned and delivered a highly successful one day conference for Year 12 and 13 students linking to the creative industry and artists. Conference attracted maximum attendance from 13 local and regional secondary schools.
- A concentrated and widespread marketing campaign for *Frida Kahlo – Her Photos* and related programmes. This attracted schools from outside our normal catchment and is reflected in the high number of student visitors achieved.
- Provided educational support to the WildBase Recovery Project collaboration between Massey University and Palmerston North City Council.
- Provided support for a Wairarapa REAP-initiated year 7-8 Tararua region one day conference on investigating DNA science.

Providing and facilitating learning experiences for a growing number of community sectors and partnering like-minded groups within the current environment remain an ongoing focus.



PERFORMANCE ARTIST OLGA KRAUSE



Road-trippers from Wellington visit Frida Kahlo - Her Photos. The "Frida Carload" was a community-driven event and a huge success.



IPU drummers entertain at Waitangi Day 2016

WHEAKO MANUHIRI | VISITOR EXPERIENCE:

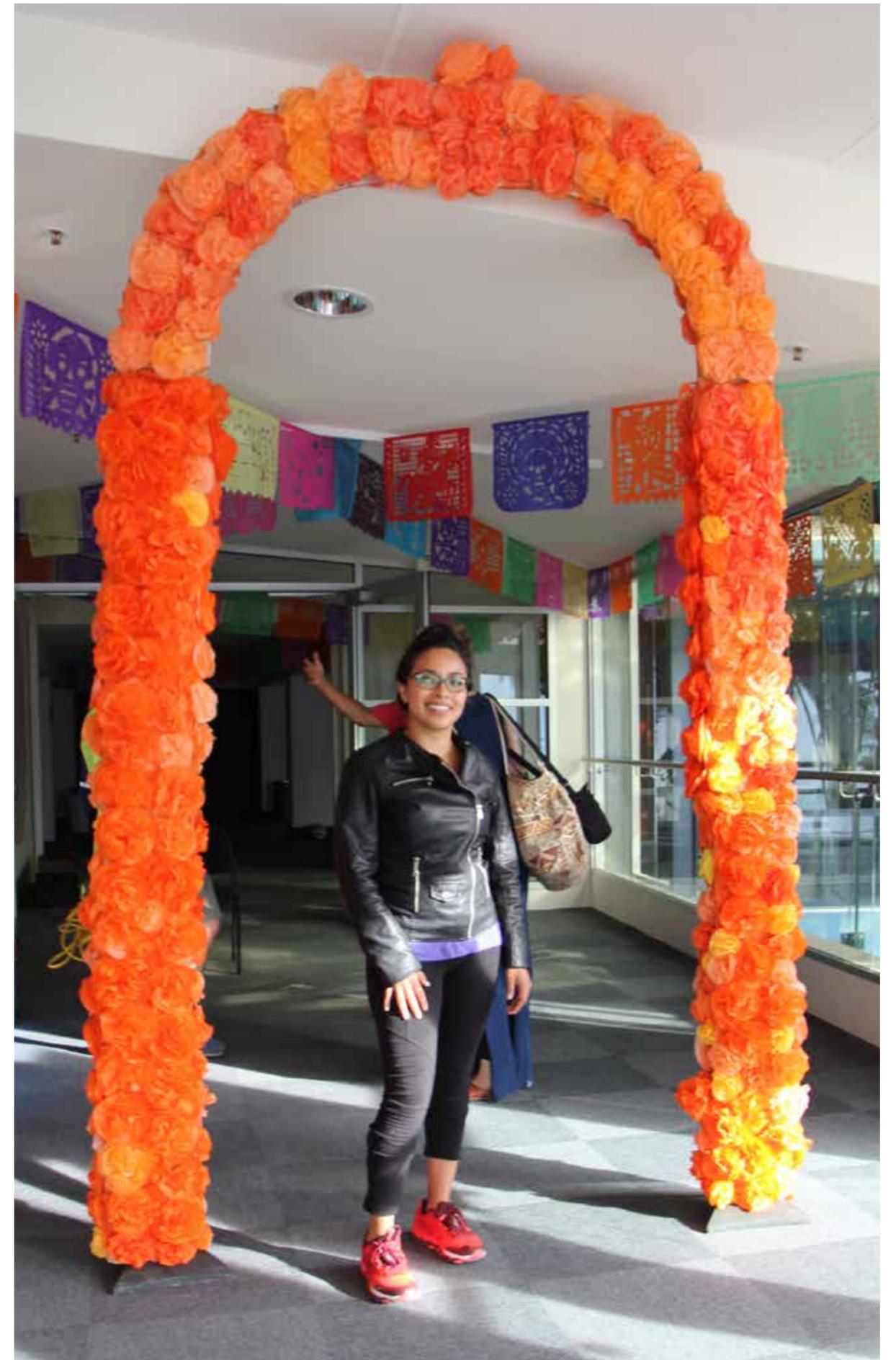
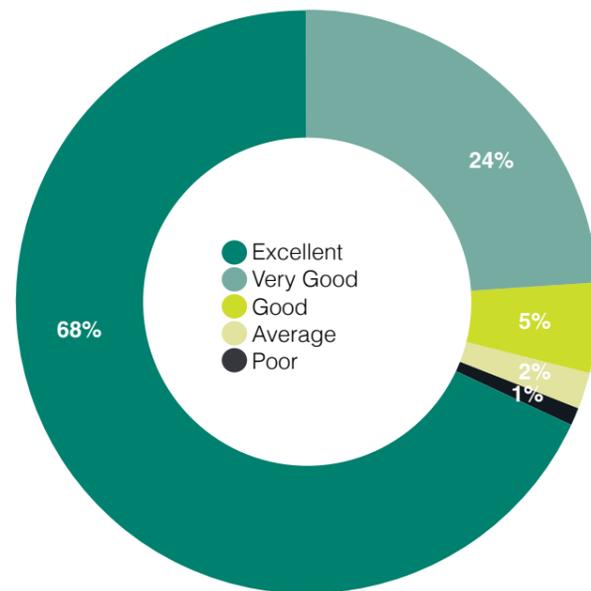
Physical visitor numbers to Te Manawa for the year July 2015 to June 2016 far exceeded targets (131%), helped in no small part by an excellent response to the *Frida Kahlo - Her Photos* exhibition, which tapped into a whole new audience for Te Manawa. There have also been great interactions through social media which have gone from strength to strength as the year progressed.

The 50 Greatest Photos of National Geographic exhibition also exceeded expectations and drew a high number of visitors to the Gallery building, exposing an expanded audience to a variety of art-based experiences within. Both *Frida Kahlo - Her Photos* and *50 Greatest Photos of National Geographic* saw a high number of visitors visit from outside of the City, and the Region.

The annual Santa's Cave exhibition, which will celebrate its centenary in 2018, was visited by more than 12,500 people during December with the highest per-person donation amount given since its relocation to Te Manawa.

Visitor numbers for the 2015-16 financial year were 214,150 against a target of 164,000, including 44,223 visitors who actively engaged or interacted with the museum's digital content on the website and social media via e-visits.

VISITOR SATISFACTION SURVEY FEEDBACK:





EXHIBITIONS
WHAKAATURANGA



Frida Kahlo - Her Photos



Puppeteer Anna Bailey performs "Frida's Album" a free puppet show as part of the cultural programme to support Frida Kahlo - Her Photos.

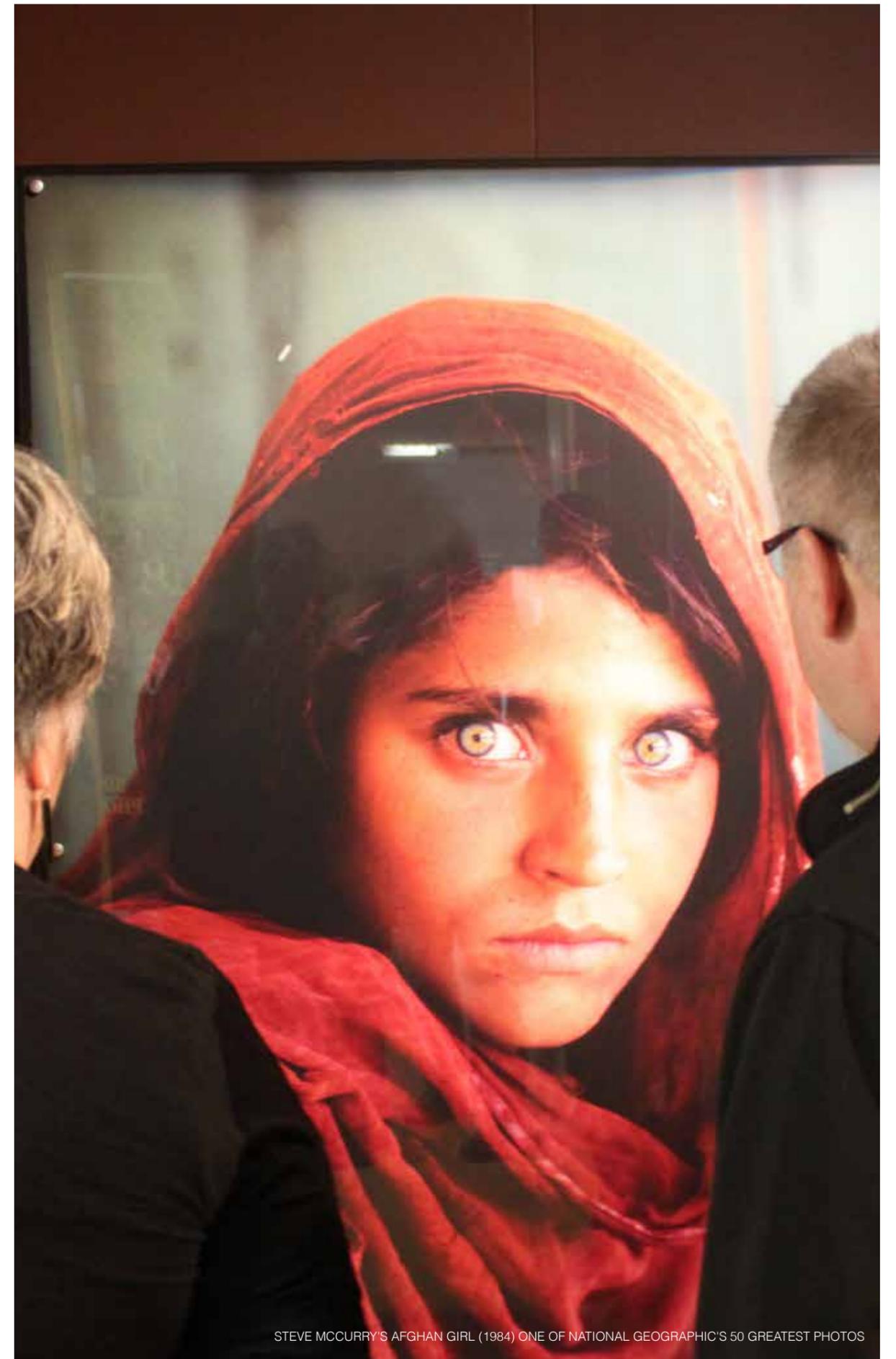
WHAKAATURANGA | EXHIBITIONS: It has been a year of exciting and immersive exhibitions at Te Manawa, from the brightness of *Sunlight – Ihi Kōmaru* to the roar and rubber of *Dust Devils*, the dynamism and drive of *Toioho XX* to the serenity and calm of *Frida Kahlo – Her Photos*. One conjunction of exhibitions saw *Burlesque – the costume art of Flo Foxworthy* inviting the gaze while the work of Terri Te Tau in *Taipō* investigated issues around surveillance and unseen watchers.

A year of contrasts, a year in which the exhibition programme demonstrated wholeheartedly the practice of being a 'museum without boundaries'

Annabel Neall's paintings, *The Storm Beneath the Calm*, looked at geological exploration. *Toi Whenua* in the adjoining gallery displayed ceramic works by Wī Taepa and Paerau Corneal, utilising the substance of the earth.

Ewan McDougall's bright colourful paintings, lush with thick impasto, danced on the walls of Gallery two while Gallery five hosted *When We Were Young*, finely crafted works of embroidery by our local Embroiderers' Guilds. At Matariki we opened *Ngā Kete Toi*, the inaugural showing of work by the students of Te Wānanga o Aotearoa.

Inspired by work from the artists of Creative Journeys who were inspired by the art collections and *The Adipositivity Project*, photographs of sensitivity and grace by Substantia Jones, were the last exhibitions we opened this year. A year of contrasts, a year in which the exhibition programme demonstrated wholeheartedly the practice of being a 'museum without boundaries'.



STEVE MCCURRY'S AFGHAN GIRL (1984) ONE OF NATIONAL GEOGRAPHIC'S 50 GREATEST PHOTOS

EXHIBITION SUMMARY 2015/2016



Inspecting the work of the local Embroiderers' Guild in *When We Were Young*



The colourful creations of REACT

Sunlight – Ihi Kōmaru

18 April 2015 – 6 September 2015

A Te Manawa-developed interactive exhibition that explores the Sun and its impact on life and culture, and the various properties of light.

Kia Ora Rugby League

23 June 2015 – 16 August 2015

Celebrating 40 years of the Kia Ora Rugby League Club, this exhibition displayed the achievements of a sporting organisation that provided more than an outlet for the physicality of many Māori and Polynesian youth; the club has become a spiritual home where they can work out the problems of adolescence in a supportive environment.

Graeme Percy – A Micronaut in the Wide World

6 July 2015 – 26 September 2015

The life and work of illustrator Graeme Percy, an artist who left New Zealand in the 1960s to study at the Royal Academy in London; he never returned but his whimsical drawings frequently referenced the land of his birth.

Pioneer Highway – Tim Croucher

11 July 2015 – 8 November 2015

Paintings that reflected on a youth misspent in the environs of Palmerston North. The images evoked recollections of burnouts in Manchester Square, Feilding, picnics by the old Opiki bridge, eeling in the lagoons and tooling around the region in beat-up cars.

National Geographic – 50 Greatest Photos

8 August 2015 – 1 November 2015

Photographs selected from the many thousands of images that have graced the pages of National Geographic magazine. More than ten thousand people visited this exhibition. Many visitors were moved and took the time to record their poetic responses to the images.

Brought to New Zealand in partnership with Expressions Whirinaki Arts and Entertainment Centre.

Balls, Bullets and Boots

22 August 2015 – 27 October 2015

An exhibition that examined the intersection of rugby and World War I through the lives of New Zealand rugby players who served in the armed forces; developed and toured by the New Zealand Rugby Museum.

When We Were Young – Embroiderers Guild

29 August 2015 – 11 October 2015

An exhibition of the work of the Manawatū, Horowhenua and Taranaki Embroiderers Guilds. This display elicited much admiration for the fine work and exquisitely detailed stitching of these clubs' members.

Burlesque – Costumes by Flo Foxworthy

8 October 2015 – 8 November 2015

Developed to coincide with the annual New Zealand Burlesque Festival held at the Globe Theatre, this exhibition displayed the creative work of Flo Foxworthy, a local artist whose burlesque costumes have been worn by internationally famed proponents of the art including Dita von Teese. One costume had to be removed from the exhibition early to be sent to the Playboy Mansion in Los Angeles for its eventual wearer, Mrs Hugh Hefner.

Taipō

10 October 2015 – 10 January 2016

Three artists contributed to this exhibition – Terri Te Tau, Bridget Reweti and Rongomaia Te Whaiti. Taipō translates as “goblin” and the word was used to refer to a surveyor's tripod. The exhibition spoke of the ways that the land was surveyed and broken, and the ways that surveillance has been used by governments to disadvantage the people of New Zealand, particularly tangata whenua.

A Visual Thing – BAVI, UCOL

13 November 2015 – 21 February 2016

The annual exhibition of the work of the UCOL Bachelor of Applied Visual Imaging graduands; it is a treat for our visitors to see the fine work that these students produce each year.

Dust Devils

21 November 2015 – 6 March 2016

Celebrating 85 years of Speedway in Palmerston North. The exhibition encompassed two gallery spaces, the Atrium where iconic cars were displayed and the MacDiarmid Gallery where a more experiential exhibition was created. Visitors could try on items of speedway drivers' clothing, relax in the 1960s lounge and watch a documentary on Speedway or view historic speedway bikes and midjet cars.

Matatau

27 November 2015 – 2 March 2016

An annual exhibition of work by graduands of the Bachelor of Māori Visual Arts programme at Massey University; this married well with the Toioho XX suite of exhibitions.

Toi Whenua (Toioho XX suite)

3 December 2015 – 29 May 2016

This exhibition celebrated the 20th anniversary of the Bachelor of Māori Visual Art programme at Massey University. The Gallery 3 display showed work by artists who related to the land in their practice. Works by Paerau Corneal and Wi Taepa were included in this section of the Toioho XX suite of exhibitions.

Toioho XX

5 December 2015 – 29 May 2016

This exhibition celebrated the 20th anniversary of the Bachelor of Māori Visual Arts programme at Massey University. The Gallery One exhibition had works by twenty graduates of the programme. Featured artists included Dr Huhana Smith, Ngāhina Hohaia, Saffron Te Ratana and Ngātai Taepa.

The Storm Beneath the Calm – Annabel Neall

25 January 2016 – 3 April 2016

Paintings by Annabel Neall explored the layers revealed when land is dissected for the purposes of geological study. The inclusion of soil sections demonstrated the physical layering of the land, and the images reconnoitred the multi-layered explorations of an artist who travelled the world with a husband who is also a geologist.

Excellence, Top Art Manawatū

12 March 2016 – 3 April 2016

The art folios from secondary school students around the region that attained an Excellence mark in Level 3 NCEA. Six of the folios displayed had achieved a scholarship.

Frida Kahlo – Her Photos

19 March 2016 – 24 July 2016

An exhibition of 241 photographs from the personal collection of Frida Kahlo, curated by the Museo Frida Kahlo, La Casa Azul, Mexico City, and toured internationally. Te Manawa was the only New Zealand venue for this exhibition. The photographs provided insight into the life and art of this celebrated and iconic artist.

EXHIBITION SUMMARY 2015/2016

Power to the People

25 March 2016 – 12 June 2016

Images of the Keith Street Power Station taken by the Applied Photography Group of the Manawatū Camera Club. The photographs offered a glimpse into the machinery of electricity generation in Palmerston North. This historic building is threatened with demolition as it is an earthquake risk.

Fun and Fury – Ewan McDougall

15 April 2016 – 7 August 2016

Paintings by Dunedin-based artist Ewan McDougall, which examined the highs and lows of his life as a party animal and rock and roll drummer.

A Beautiful Destruction – Fran Dibble

18 April 2016 – 27 June 2016

Fran Dibble was inspired by the works of J. W. Turner and his romantic exploration of human interaction with nature. Likewise the work of Adrian Villar Rojas, who intentionally selected media for the way they would break down while being exhibited. The exhibition sought to convey a sense of the awe and beauty of nature, nature that may destroy but which creates a moving aesthetic spectacle, one that is dynamic and changing.

Inspired By...

24 June 2016 – 16 October 2016

Creative Journeys members created art in response to works from the Te Manawa collection, which are then displayed alongside them. The Creative Journeys artists will be working in the Gallery 1 space for the duration of the exhibition.

The Adipositivity Project – Substantia Jones

30 June 2016 – 29 August 2016

These beautifully realised photographs showed fat people embracing their bodies and defying the negative stereotypes of a society obsessed with idealised images of bodily perfection. The artist, Substantia Jones, attracted a lot of media interest, allowing Te Manawa to share our vision of being a “museum without boundaries” and to demonstrate our commitment to being an inclusive institution that embraces challenging subject matter and fosters debate on topical issues.



DIRECTOR OF LA CASA AZUL - THE FRIDA KAHLO MUSEUM IN MEXICO CITY, HILDA TRUJILLO
OFFERING ONE OF THE HIGHLY POPULAR GUIDED TOURS OF FRIDA KAHLO - HER PHOTOS



**COLLECTIONS
PUNA TAONGA**



Staff, artists and tamariki of Massey University and Te Manawa welcomed the final piece of *Toioho XX*: with the installation of *Toikairangi*, the punga, anchor stone, sculpted by Wi Taepa (standing third from left) - which will itself greet visitors to the Gallery building.



Sculptures from the Te Manawa collection fill Gallery three as construction work is done on the new windows for the Visible Sculpture Store.



Participants in Museum Studies contact course on object condition-reporting and box-making, September 2015



Visible Sculpture Store

COLLECTIONS AND KNOWLEDGE ASSETS:

The permanent collections of Te Manawa Museums Trust have grown primarily in the broad category of social history, alongside significant investment in two commissioned artworks. A new sculptures collection store was completed, and the existing sculpture store was converted into visible storage for the art collections.

Te Manawa Museums Trust Board has approved the acquisition of 229 items and 14 deaccessions; overall increasing the permanent collection to 48,808 items at 30 June 2016, up from 48,593 items at 1 July 2015. Approved acquisitions are detailed in Appendix One. Acquisitions have been made to the social history collection (220 items) and art collection (9 items). Te Manawa Collections Policy and Guidelines have been reviewed and ratified by the Trust Board, and valuation of the entire collection was completed. 100 objects valued at more than \$20,000 have been condition-reported, and these will be checked annually to ensure that exemplary standards of storage are maintained and improved if necessary.

The Vernon collections database has now been upgraded which will allow Collections staff to commence implementation of Te Manawa Collections Online in 2016 – 2017.

Preparatory research and photography has been undertaken of the Militaria and sculpture collections, and items related to the history of childhood in the Manawatū.

Significant acquisitions include two commissions. *Toikairangi*, a punga or anchor stone carved by Wi Taepa with harakeke muka rope crafted by Warren Warbrick, was commissioned to celebrate the long-standing relationship between Te Manawa and Toioho ki Āpiti (the Māori visual arts programme at Massey University). The work was welcomed into Te Manawa shortly after the 20th anniversary exhibition *Toioho XX* was opened in December 2015, and is now on long-term display. Shane Cotton was commissioned to produce a painting for the Permanent Collection and a preparatory sketch and work on paper have been incorporated into the art collection, with the completed painting expected in the 2016-2017 financial year. Of the numerous and diverse donations approved for the social history collection the most significant is the collection of surveying and drafting equipment used by 3 generations of the Farquhar family in the Manawatū from the 1920s to 1990s.

To relieve pressure on art collections storage a new sculpture store was completed in the gallery.

In what is possibly a first for regional museums in Aotearoa New Zealand the existing sculpture store was refurbished for visible storage with a reconfigured layout, the addition of large picture windows, new display shelving and new display lighting, allowing considerably more of the art collection to be displayed at any one time.

Te Manawa collections have supported numerous in-house and out-of-house exhibitions and events. Out-of-house ones are listed in Appendix Two. In-house ones were *Tim Croucher – Pioneer Highway* [Thomas Bragge photos]; *Santa's Cave* [transport toys and board

games]; *Totaranui* Historic House [reinstatement of NZ Colonial and Edwardian household furniture and domestic items]; Te Manawa Art Society Annual General Meeting [Terry Stringer works]; Barry Brickell commemorative display [sketch of Brickell by Toss Woollaston]; *Toioho XX* [contemporary works by artists who graduated from Toioho ki Āpiti over the last 20 years]; several art education displays; and artworks featured in Fran Dibble's monthly column on the art collection in the *Manawatū Standard*.

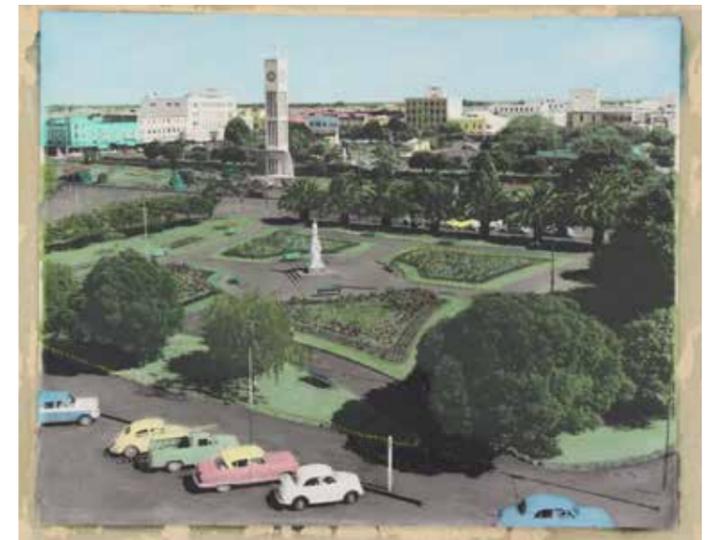
Perhaps the most innovative use of objects for exhibition was the exhibition *Inspired by...*, which featured 25 art works from the collection associated with the artworks they inspired, created by artists from the Creative Journeys programme at Te Manawa.

The Collections Management team has continued to work closely with Massey University's Museum Studies Programme, running a 3-day Sustainable Collections Storage programme with students in October 2015; as well as two 4-day contact courses providing hands-on training in condition-reporting, object handling and box-making in August 2015 and April 2016.

34 back-of-house tours of the collection were conducted over the year; 133 collections-related public and professional enquiries were researched and responded to; and 11 collection-based public talks given to community groups and education groups throughout the

Manawatū. In addition 25 'Museum in a Box' interactive presentations for senior citizens at 17 rest homes, retirement and aged care facilities in Palmerston North, Feilding and Levin were conducted, with 755 participants. Three museum boxes featuring museum collections – 'Hair care', 'Queen Elizabeth Jubilee' and especially the recently developed 'Dance' box are proving popular. The 'Museum in a Box' programme continues to successfully model the 'Museum without Boundaries' ethos with participants engaging with objects, object and thematic storytelling, and participants' own stories – in the communities in which they live.

COLLECTION ACQUISITIONS AND DEACCESSIONS



Walter Rees Davies, *The Square, Palmerston North* (1964)

ACQUISITIONS TO THE PERMANENT TE MANAWA MUSEUMS TRUST COLLECTION

JUNE 2015 ACQUISITIONS APPROVED BY THE TRUST BOARD

ART COLLECTION

No artworks for consideration this month

SOCIAL HISTORY & TAONGA MĀORI COLLECTION

2015/17/1 Green silk day dress by NZ designer, Emma Knuckey, 1960s. With matching floral hat 2015/19/1. Donation

2015/17/2 Brown & orange floral day dress, by NZ designer, Babs Radon, 1960s. Donation

2015/17/3 - 7 Woman's suits and dresses, by NZ designer, Michael Mattar, 1980s. With two matching hats, 2015/19/2 - 3. Donation

2015/24/1 - 36 Cinema slides advertising Manawatū businesses, 1950s / 1960s. Donation

2015/27/1 - 9 Items relating to Cedric Young, Bulls service as a fighter pilot in World War II, including his war service medals, identification tags, membership cards and badges. Donation

2015/114 Palmerston North City Council Mayoral robes from the 1950s. Donation

AUGUST 2015 ACQUISITIONS APPROVED BY THE TRUST BOARD

ART COLLECTION

No artworks for consideration this month

SOCIAL HISTORY & TAONGA MĀORI COLLECTION

2015/29/1 Baby car seat, circa 1955. Donation

2015/31 Photograph album from early settlers, the Hartley family of Palmerston North, 1880s. Purchase

OCTOBER 2015 ACQUISITIONS APPROVED BY THE TRUST BOARD

ART COLLECTION

No artworks for consideration this month

SOCIAL HISTORY & TAONGA MĀORI COLLECTION

2015/36/1 - 6 Six board games with transport themes, 1950s. Donation

2015/36/7 - 9 Toys [money bank, table skittles, building blocks] circa mid-1940s. Donation

2015/56/1 Hand-coloured photograph of the Square, Palmerston North, February 1964. Donation

2015/57 Two Samoan kilikiti [cricket] balls. Donation

2015/60 Card album, Rare & Endangered Birds of New Zealand, 1976. Donation

DECEMBER 2015 ACQUISITIONS APPROVED BY THE TRUST BOARD

ART COLLECTION

2015.108 a-b Wi Te Tau Pirika Taepa and Warren Warbrick, *Toikairangi* (carved punga / anchor stone and rope), 2015, Taranaki andesite and harakeke muka / leaf fibre. Commission

2016.1 John Ritchie, *Untitled (Green Boats)*, undated, acrylic on board. Purchase

2016.2 John Ritchie, *Untitled (purple nudes)*, undated, acrylic on board. Purchase

2016.3 Ted Dutch, *Untitled (urban landscape)*, 1965, screen-print. Purchase

2016.4 Kees Hos, *Persuasion*, 1967, ink on paper. Purchase

2016.30.1 Shane Cotton, *Manawa* (proposed title), 2015 - 16, working drawing for

commissioned painting, digital file. Commission

SOCIAL HISTORY & TAONGA MĀORI COLLECTION

2015/58 Collection of Arts & Crafts-style wood carving patterns, from artist Miss Connie Dalrymple of Bulls, 1890s - 1900s. Donation

2015/63 Apple iPhone 3G 16GB smartphone with original packaging, 2008. Donation

2015/64/1 - 3 Local scouting scarves and woggle, 1950s - 1960s. Donation

2015/64/4 - 15 Wolf Cub booklets, and semaphore and flag emblem flash cards, 1950s - 1960s. Donation

2015/64/16 - 25 Six Boy Scout badges and ribbons, 1950s - 60s. Donation

2015/69/1 - 5 Baptismal items [certificate, christening mugs, serviette ring] from the Thompson family, Palmerston North, 1930s. Donation

2015/69/6 - 7 Two woven samplers made by Beth Thompson, Palmerston North, 2000s. Donation

2015/69/8 - 19 Assorted jewellery from the Thompson family, Palmerston North [including home-made bead brooch, tortoise shell items, 'Three Kings in One Year' brooch from 1936, turquoise bracelet], 1930s - 1950s. Donation



Shane Cotton, *Manawa Tū* (2016), working drawing for commissioned painting.



Theodolite, ER Watts and Sons (1850s – 1940s), Farquhar collection of surveying and drafting equipment..

- 2015/70/1 Maples Furnishings Christmas cake tin, 1960s – 1970s. Donation
- 2015/70/2 Beer flagon covered with assorted hotel stickers, ex Princess Hotel, Palmerston North, 1950s – 1960s. Donation
- 2015/70/3 Home-made 21st birthday key, Palmerston North, 1962. Donation
- 2015/70/4 Album of British and Asian matchbook covers, 1950s – 1960s. Donation
- 2015/98/1 - 2 Two petrol cans with advertising for Rees Furnishings, Palmerston North, 1940s – 1950s. Purchase
- 2015/113/1 18 point stag's head, shot in the Ruahine Ranges by Joe Knight, 1932. Donation
- 2015/113/2 - 8 Certificate, and six photographs re the deerstalking activities of the Knight family, 1930s – 1950s. Donation

DEACCESSIONS

90/130, 92/42/3, 2006/68/1 Fourteen items of business archives from Garners Department Store, Palmerston North, 1910 – 1976. To be passed to the Palmerston North City Archives

FEBRUARY 2016 ACQUISITIONS APPROVED BY THE TRUST BOARD

ART COLLECTION

- 2016.30.2 Shane Cotton, *Manawa*, 2016, work on paper for commissioned painting, aerosol and acrylic on paper. Commission
- 2016.31 Israel Birch, *Ara-i-te-uru*, 2011, lacquer on stainless steel. To be purchased in 2016/17 financial year.
- 2016.32 Graham Percy, *The kiwi Spinaro or thorn-puller replaces the first century BC original which is to be melted down to provide bronze for the keel of a kiwi entry in the next America's Cup*, 2005, ink on paper. Donation

SOCIAL HISTORY & TAONGA MĀORI COLLECTION

- 2016/9/1 - 2 Old style Marmite and Betta peanut butter jar, pre-1970s. Donation
- 2016/10 Congratulations letter signed by Collinson & Cunninghame Department Store staff, December 1939. Donation
- 2016/ Manawatū Mounted Rifles cap badge, circa 1911 – 1956. Donation
- 2016/12 Photograph of woman in Hart & Keeling advertising fancy dress, 1900s. Purchase

2015/37 and 2015/109

Collection of 67 items of surveying and drafting equipment (1920s – 1990s) from the estate of Hugh Russell Farquhar (1925 – 2014) representing three generations of local surveyors – Hugh; his father Harry Roy Farquhar (1894 – 1983); and his grandfather Henry Russell Farquhar (1857 – 1951). Donation

The collection includes:

- Professional registration certificates [x 4], wooden and brass business nameplates
- Theodolite, Troughton & Simms, pre-1920
- Theodolite, ER Watts & Sons, with tripod, 1850s – 1940s
- Plane theodolite, Cooke Troughton & Simms, 1950s
- Field surveying equipment: level staff, measuring tapes, plumb bob, link sticks
- Original Odhner pinwheel calculator, late 1940s
- Monroe programmable calculator with programme cards, early 1970s
- Drafting equipment: slide rules, protractors, parallel rules, proportional dividers, templates, planimeters, pocket stereoscope, stencil sets

- Archives: field notebooks recording the business' survey work, 1950s – 1970s
- Surveying textbooks from the business, 1890s – 1940s
- Two aerial cameras, used by the business for aerial surveying, 1940s –
- Framed plan of the Ross Block, Palmerston North, surveyed by the business, 1944
- Two stamp albums from Hugh or Harry Farquhar, late 1930s

APRIL 2016 ACQUISITIONS APPROVED BY THE TRUST BOARD

ART COLLECTION

2016.29 James Robinson, *Threshold*, 2009, mixed media. Donation

SOCIAL HISTORY & TAONGA MAORI COLLECTION

- 2016/15/1 Mop made in Palmerston North disabilities workshop, 1950s. Donation
- 2016/18/1 Photo collage of the Bottcher prize-winning dairy farm, Rongotea, 1902. Donation
- 2016/18/2 - 11 Ephemera, re W. Bottcher call-up & assessment for military service, World War II. Donation



Woman in Hart and Keeling advertising fancy dress ball gown (1900s).

COLLECTION OUTWARD LOANS

- 2016/18/12 - 13 Manawatū Boating Club pin, postcard of motor boat, 1950s – 1960s. Donation
- 2016/ 'Venetian scene', oil painting on board by Henry Billens Senior [1846-1936], Palmerston North, circa 1908. Donation
- 2016/ 'Snapdragons', pastel on paper by Robert Hewitt Billens [1882-1959], Palmerston North, circa 1910s – 1950s. Donation
- 2016/ 'Eucalypts, Port Phillip', oil on board by Winifred Myra Billens Hilgendorf [1916-1996], Melbourne, circa 1950s. Donation

August 2015

L362 Pataka Art + Museum; Andre Hemer, Paint Monster (*Shizzle my Nizzle, but where's the satisfaction?*), 2008, acrylic on canvas. Survey Exhibition *Andre Hemer: Selected Works 2005 – 2015*, 27 September – 15 November 2015

September 2015

Japanese objects to International Pacific College (IPC) for IPC Spring Festival Day, 26 September

October 2015

L 2015.7 Three dresses from 1890s, 1900s and 1930s loaned to Palmerston North City Library for Local History Week, 2015. Dresses chosen to celebrate 125 years of Caccia Birch house, and to represent the three periods of owners.

December 2015

L364 The Dowse Art Museum; Ian Scott, *Golden Dreams*, 1969, oil on canvas. For inclusion in the exhibition *Suburban Dreams*, 30 January – 5 June 2016

L2015.8 Ten items to Aratoi, Masterton for Featherston Camp exhibition

February 2016

L392 Palmerston North City Library; Robyn Kahukiwa, *Hinetitama*, 1980, oil on board. Displayed during public talk by Barbara Brookes, *A History of New Zealand Women*, 8-9 March 2016.

L2016.2 24 Masks and dolls in folk costume to the Palmerston North City Library for *Festival of Cultures and International Women's Day*, 29 February - 16 March 2016. Based around the theme of celebrating women.

April 2016

L2016.3 Schoolbooks, hand-printed books to Palmerston North Intermediate School for their *75th Jubilee* celebrations

L2016.4 Pins and badges from Arthur Batchelar to the Palmerston North City Library for *Anzac Day* display [3 weeks]

L2016.5 Tanenuiarangi flag to Rangiotu for *Anzac Day* service

L2016.6 Two Flock House rugby jerseys to Bulls Museum for *Anzac Day* long weekend

L393 Expressions Whirinaki Arts & Entertainment Centre; Shane Cotton, *Red Land*, 2009, acrylic on canvas. Exhibition, *Upper Hutt Heroes*, 14 May - 10 July 2016

INDEPENDENT AUDITOR'S REPORT

To the readers of Te Manawa Museums Trust's financial statements and performance information for the year ended 30 June 2016

The Auditor-General is the auditor of Te Manawa Museums Trust (the Trust). The Auditor-General has appointed me, Andrew Clark, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and performance information of the Trust on her behalf.

Opinion on the financial statements and the performance information

We have audited:

- the financial statements of the Trust on pages 58 to 82, that comprise the statement of financial position as at 30 June 2016, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Trust on pages 42 to 56.

In our opinion:

- The financial statements of the Trust:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2016; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.

- The performance information of the Trust presents fairly, in all material respects, the Trust's actual performance compared against the performance targets and other measures by which performance was judged in relation to the Trust's objectives for the year ended 30 June 2016.

Our audit was completed on 25 August 2016. This is the date at which our opinion is expressed.

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

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements and the performance information are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the financial statements and the performance information. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements and in the performance information. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements and the performance information, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the preparation of the Trust's

financial statements and performance information in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Board;
- the appropriateness of the reported performance information within the Trust's framework for reporting performance;
- the adequacy of the disclosures in the financial statements and in the performance information; and
- the overall presentation of the financial statements and the performance information.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and the performance information. Also, we did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

We believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Board

The Board is responsible for the preparation and fair presentation of financial statements for the Trust that comply with generally accepted accounting practice in New Zealand and Public Benefit Entity Standards Reduced Disclosure Regime. The Board is also responsible for preparation of the performance information for the Trust.

The Board's responsibilities arise from the Local Government Act 2002 and the Trust Deed.

The Board is responsible for such internal control as it determines is necessary to enable the preparation of financial statements and the performance information that are free from material misstatement, whether due to fraud or error. The Board is also responsible for the publication of the financial statements and the performance information, whether in printed or electronic form.

Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements and the performance information and reporting that opinion to you based on our audit. Our responsibility arises from the Public Audit Act 2001 and the Trust Deed.

Independence

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than the audit, we have no relationship with or interests in the Trust.



Andrew Clark
Audit New Zealand

On behalf of the Auditor-General
Wellington, New Zealand

STATEMENT OF SERVICE PERFORMANCE 2015 – 2016

1. TO MAINTAIN, CLARIFY, EXPAND AND DIVERSIFY PARTNERSHIPS AND RELATIONSHIPS

2. TO CLARIFY, DEVELOP AND PROMOTE THE TE MANAWA ORGANISATIONAL MODEL AND THE TE MANAWA POINT OF DIFFERENCE

3. TO CLARIFY AND DEVELOP THE TE MANAWA PROGRAMME OFFER AND APPROACH IN RESPONSE TO BETTER UNDERSTANDING THE COMMUNITIES

4. TO PROFESSIONALLY MANAGE AND MAINTAIN ALL TE MANAWA ASSETS

5. TO CONSOLIDATE AND BUILD THE SEPERATE AND COLLECTIVE CAPABILITY OF STAFF, GOVERNANCE AND CORE STAKEHOLDERS

6. TO MAINTAIN, GROW AND DIVERSIFY THE REVENUE SOURCES

TE MANAWA EXPERIENCE	2015/16 BUDGET	STATUS	RESULT	COMMENTS
Number of visits to TM	168,000	✓	2015/2016: 213,541 including e-visits In person: 169,318 Total e-visits: 44,223 <i>(2014/15: total visits of 184,007, of which 157,174 in person and e-visits of 26,833)</i>	
Number of visits to TM exhibitions at other venues	100,000	✓	2015/2016: 350,360 <i>(2014/2015: 66,920)</i>	Body In Action Waikato 10,945 MOTAT 72,964 Mirror Magic Canterbury 99,508 Nelson 3,659 Waikato 40,908 Sounds Amazing MOTAT 53,033 Expressions 13,602 Sunlight Puke Ariki 41,597 Rotorua 13,753 Farewell Zealandia Aratoi 391
On line reach	156,000	✓	2015/2016: Total reach: 449,312 <i>(including e-visits)</i> <i>(2014/2015: 158,235 including e-visits)</i>	New website and more consistent social media presence has assisted increase
Total visits to TM Experience	424,000	✓	2015/2016: 968,990 <i>(2014/2015: 409,162)</i>	
FINANCIAL				
Third party revenue	\$655k	✓	2015/2016: \$792k <i>(2014/2015: actual \$592k versus budget \$778k)</i>	
SATISFACTION				
Visitor satisfaction (TM surveys)	>96%	✓	2015/2016: 97% <i>(2014/2015: achieved 98% versus a target of >95%)</i>	
Community satisfaction (PNCC Communitrak survey)	n/a	n/a		No survey in 2015/16 financial year as carried out every 2 years

1. TO MAINTAIN, CLARIFY, EXPAND AND DIVERSIFY PARTNERSHIPS AND RELATIONSHIPS				
PLANNED ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Develop a Te Manawa partnership & relationship strategy and plan - including social, cultural, economic & environmental sectors- and supporting protocols and processes	SWOT review of all partnerships and relationships completed	✓	2015/2016: Achieved (2014/2015: Not measured)	SWOT review completed.
	100% of issues and opportunities addressed	✓	All MOU's revised (2014/2015: Not measured)	
	Protocols and processes updated in line with SWOT analysis.	✓	Processes updated (2014/2015: Not measured)	
Prioritised partnerships & relationships developed and progressed	3 new prioritised partnerships developed	✓	2015/2016: Achieved - Red Cross - Kia Ora FM - Te Wānanga ō Aotearoa (2014/2015: Achieved)	Three Official welcoming ceremonies for new refugee families completed. This is now a regular event. Kia Ora FM participated in the Waitangi Celebrations. MOU signed with Te Wānanga ō Aotearoa TWOA in June 2016
	1 new high value mid to long- term partnership developed	✓	2015/2016: Achieved - Farmers Department Store - Te Awahou - Nieuwe Stroom (2014/2015: Achieved with 2 partnerships developed)	Discussions with Farmers Department Store underway around their involvement in the 100 year (2018) celebrations of Santa's cave. Te Manawa has a significant input into the new visitor experience facility at Te Awahou - Nieuwe Stroom in Foxton in terms of Te Manawa Collections
1 national partnership developed		✓	Arts Access Aotearoa (2014/2015: Achieved with 3 national partnerships developed)	Arts Access Aotearoa: the Director was very impressed with Te Manawa's work and commitment to the rights of individuals with disabilities. The Museums Aotearoa conference 2017 will be held at Te Manawa in participation with Arts Access Aotearoa
3 international partnerships identified		✓	2015/2016 : Achieved - Federation of International Human Rights Museums contact initiated. - Museum of Democracy in Argentina - Terra Esplendida, Portugal (Portuguese company touring Frida Kahlo - Her Photos.) (2014/2015: Not measured)	Federation of International Human Rights Museums Initial contact made with Museum of Democracy in Argentina Possible future collaboration around bringing other exhibitions to NZ
95% of external partners recognise benefit from their relationship with Te Manawa		✗	2015/2016: Not Achieved (2014/2015: Achieved 93.6% to 90% target)	Investigating change of survey method

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
	80% of formal MOU partners recognise increased benefit from their partnership with Te Manawa	✓	Te Rangimarie Agreement, UCOL, Te Manawa societies, Centrepoint (2014/2015: Not measured)	Iwi support continuation of agreement and feel involved with Te Manawa.
Consolidate and increase the value of Te Manawa to Council and vice versa	Review existing MOU and develop 1 additional MOU	✗	2015/2016: Not Achieved (2014/2015: Not measured)	
	1 additional level of systems support through PNCC	✓	2015/2016 : Achieved - Palmerston North City Council IT services agreement renewed for further three years - Palmerston North City Council to provide additional HR services (2014/2015: Achieved)	
Consolidate and expand Rangitāne partnership and relationship across social, cultural, economic and environmental sectors	MOU in place with taonga/ cultural, social development and one other outcome	✓	MOU with Rangitāne and Te Wānanga ō Aotearoa (2014/2015: Not measured)	
	1 major partnership project with Rangitāne	✓	Māori Cultural Centre supported (2014/2015: Not measured)	Business case development continues
Facilitate partnerships with other iwi / Māori across social, cultural, economic and environmental sectors	Develop 2 initiatives based on an innovative approach to Māori participation and engagement	✓	Marae based exhibition Research project by Mana Tamariki Kura Kaupapa Māori (2014/2015 Not measured)	Mākirikiri Marae 2017 Project to be completed in 2017 year
	Develop MOU with 1 Kaupapa Māori based organisation to advance Kaupapa Māori based Te Manawa outcomes	✓	Te Wānanga ō Aotearoa – Te Reo Māori, Tourism and other initiatives MoU signed in June 2016 (2014/2015: Not measured)	
Maintain and expand the value of Te Manawa to educational agencies and vice versa (including LEOTC, UCOL, Wānanga, schools, pre-schools etc.	100% compliance with Ministry of Education LEOTC contractual agreement (with additional outputs reported in all key activities)	✗	5,921 LEOTC visits to target of 8,500 (2014/2015: Achieved)	Total Education visits, including non-LEOTC of 16,777
	Deliver 2 new educational project partnership outcomes	✓	2015/2016: Achieved - In association with MATA, student conference "Untitled – Student Futures" held on 20 May 2016. - Collaboration with MAVTECH in April 2016 holiday programme (2014/2015: Not measured)	

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
	Sustain and increase targeted support through partnerships with priority groups	✓	Te Wānanga ō Aotearoa (2014/2015: Not measured)	Development of a new relationship with future benefits for both organisations: MOU signed at Ngā Kete Toi opening (June 3rd 2016)

2. TO CLARIFY, DEVELOP AND PROMOTE THE TM ORGANISATIONAL MODEL AND THE TM POINT OF DIFFERENCE

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Clarify, develop and review Te Manawa strategic framework	Action plan based on analysis of what's working well and what needs development or modification – with all agreed actions undertaken	✓	Structure, resourcing, exhibition planning and project development processes are being reviewed and refreshed (2014/2015: Not measured)	Review the Health and Safety processes – actions put in place
Align all aspects of Te Manawa operation to new strategic framework	Review structure and staff experience after one year to assess any need for modification and training	✓	Kaiārahi moved to Leadership Team (2014/2015: Not measured)	<ul style="list-style-type: none"> Health and Safety training focus Initial Training in kaupapa Māori completed. Positive outcome. Further training planned Updated structure to include Health and Safety role
	Priority 1 policies and procedures aligned to strategic framework	✓	<ul style="list-style-type: none"> Te Reo Māori programme under development with TWOA for staff and others, Collection Policies and Guidelines reviewed, Programme assessment process reviewed and improved to incorporate feedback. (2014/2015: Not measured)	Bicultural practices and kaupapa Māori; basic Te Reo Māori pronunciation for front of house
Develop an environmental strategy and incorporate sustainable practices across all activities	1 major initiative to improve Te Manawa environmental performance is undertaken	✓	L.E.D. Lighting (Retro Fit) in all galleries (2014/2015: Not measured)	Replacement glass roof in Atrium in progress
	1 partnership project with environmental sustainability party	✓	2015/2016: Achieved -Urban Eels Project (2014/2015: Not measured)	
Ensure the Te Manawa story/brand is strategic and clear, and is effectively communicated and promoted	Annual marketing and communications plan developed	✓	2015/2016: Te Manawa story/brand effectively communicated through social media, editorial, blogs and community radio shows as per Te Manawa revised Marketing and Communications Plan (2014/2015: Achieved; Marketing and Communications Strategy and Plan developed and implemented)	

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
	The 'TM Story' is featured on 1 front-page stories in the local print media, 1 national print media story and 1 prime time TV story	✓	2015/2016: Achieved - TOIOHOXX on TV3 and Dominion Post - Prime Time achieved: <i>Balls, Bullets and Boots</i> opening featured on TV3 news (Aug 27 2015) - Prime Time achieved: <i>Frida Kahlo – Her Photos</i> featured on TV1 news 18 March, 2016 - <i>Frida Kahlo – Her Photos</i> front page Manawatū Guardian - <i>Adipositivity</i> Exhibition Dominion Post (2014/2015: Achieved)	
	The revised name/ brand/ visual identity is launched as part of a major relaunch of community and visitor proposition	✓	2015/2016: Achieved - refreshed brand presented to Trust Board and staff and is now in use (2014/2015: Achieved - analysis of the need and recommended options for development of TM brand, visual identify and language were made)	
	One Te Manawa key message is understood by >60% of survey respondents	✓	2015/2016: Achieved with 155 responses over 4 months (March-June 16) i.e. 82%. (2014/2015: Achieved with 1 TM message being understood by >50% of surveyed respondents)	Since 1 March 2016 the visitor survey asks what is the visitor's understanding of Te Manawa's role in the community. The responses clearly indicate people's wish to have the organisation delivering equally in the areas of heritage, education & learning, activities & entertainment and, as a community hub, reflecting the success of the strategies of recent years to offer diversity.

3. TO CLARIFY AND DEVELOP THE TM PROGRAMME OFFER AND APPROACH IN RESPONSE TO BETTER UNDERSTANDING COMMUNITIES

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Better understand the needs, preferences and values of communities	Sustain increased participation and engagement and review the effectiveness and relevance of the plan	✓	2015/2016: Achieved - Engaged with local government, community groups and other organisations to better understand the needs, preferences and values of our communities. (2014/2015: Not measured)	Ongoing feedback is gathered to inform development and improvement.
	Front of house staff undertake visitor responses to 6 issues per annum	✓	Role: responses indicate fairly equal 4-way split between themes presented at Te Manawa. Exhibitions: 'Well-balanced overall' was a leading response (2014/2015: Not measured)	Two new questions asked each 4 months. For example, March - June saw visitors asked: what is the role of TM in the community, and what they think about the variety and quality of exhibition type and content.

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Increase number of visitors surveyed by 10%		✓	2015/2016: Achieved - 1,061 responses received against a target of 891 i.e. 119 % <i>(2014/2015: Achieved with 870 responses received against a target of 820)</i>	Includes survey of <i>Frida Kahlo – Her Photos</i> visitors and the Museums Aotearoa survey.
All staff participate in a Te Manawa approved community group for one day		✓	Waiata every week with Creative Journeys <i>(2014/2015: Achieved)</i>	Creative Journeys and Te Manawa staff waiata recommenced in May 2016
Apply previous year's learning to pilot and assess 2 new ways of working with the community		✓	2015/2016: Achieved - Frida Kahlo events - Embroiderers' guild project <i>(2014/2015: Not Measured)</i>	
Maximise the demonstrable value of the new Te Manawa model for individuals and groups in the community	95% of community partners provide evidence of positive impact on Te Manawa partnership against project objectives	✓	Surveys sent out to community partners; 4 responses received only, all positive, reflecting positive partnerships/ projects outcomes <i>(2014/2015: Achieved with an average result of 93.6% against 90% target)</i>	<ul style="list-style-type: none"> NZ Red Cross- Refugee welcomed to the region Creative Journeys location at Te Manawa R.E. A.C.T.- related projects such as giant puppet creation with refugee women at Te Manawa Deaf Aotearoa issued a Certificate of Appreciation for Te Manawa
Impact of signature TM project measured, with 75% positive outcome against project objectives		✓	<i>Frida Kahlo</i> and <i>Sunlight</i> touring exhibition <i>(2014/2015: Achieved target of 60%)</i>	<ul style="list-style-type: none"> Successful events supporting Frida's exhibition, ('Frida Carload') involving local and national communities, celebrating together. Anna Bailey's Frida Kahlo Puppet Shows Sunlight received the top Museums Aotearoa award for an exhibition of science and technology
6 stories of the transformative impact of Te Manawa experiences documented and presented publicly		✓	2015/2016: Achieved - UCOL Monologues – theatre transforming 'static spaces' - Museum in a Box – collections outreach programme to Rest Homes - Big Girl's REACT Collaboration – International Women's Day - Waitangi Day – "Participation Nation" - Highbury Weavers - Frida Kahlo – puppet experience and Dia de los Muertos group <i>(2014/2015: Not measured)</i>	

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
	TM visitor satisfaction surveys achieve >96%	✓	2015/2016: 97% <i>(2014/2015: Achieved with actual 98% against 95% target)</i>	
Develop a range of experience products (including exhibition, virtual, online, events, education etc)	One signature TM project achieves national award for making a difference	✓	<i>Sunlight- Ihi Kōmaru</i> won Museums Aotearoa award for science and technology- May 2016 <i>(2014/2015: achieved, with Pasifika exhibition improving the connection between Te Manawa and the Pasifika communities)</i>	Exhibition displaying Creative Journeys artists response to selected works from the collection opened in June 2016 <i>Sunlight – Ihi Kōmaru</i> will be entered in National Māori Awards, Education Category 2017
	Develop a digital strategy and plan to grow online participation	✗	2015/2016: Not Achieved, deferred to 2016/17 <i>(2014/2015: not achieved as project deferred to 2016/17 financial year)</i>	Implementation of the infrastructure to support the digital strategy is work in progress at balance date and is expected to be completed before the end of July 2016.
	A minimum of 19,500 visitors participate in activities during the year, and participation in two events attracting at least 3,000 visitors	✓	2015/2016: Achieved with 26,384 visitors against a 19,500 target. Events recording over 3,000 visitors i.e. Waitangi Day with 6,005 visitors and International Pacific University Open Day with 7,391 visitors <i>(2014/2015: 20,928 visitors against a target of 19,500. Two events recorded over 3,000 visitors i.e. Festival of Culture 3,421 visitors and Waitangi Day 5,712)</i>	
	Facilitate a user review of educational products and develop 2 new products with user group	✓	User review conducted. 2 new products developed with - Little Nippers - Whanganui Regional Museum <i>(2014/2015: Not measured)</i>	Teacher survey completed. Holiday programme developed positive feedback Te Reo Māori Matariki presentation
	Total formal education visits achieve 22,600	✗	2015/2016: Total of 16,777 visits against a target of 22,600 <i>(2014/2015: Achieved with actual annual numbers of 26,172 against a target of 18,220)</i>	5,921 LEOTC visits against a target of 8,500. 10,856 non-LEOTC visits against a target of 13,600.

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Deliver exhibitions and activities in collaboration with the Centenary of WWI		✓	2015/2016: Achieved with 4 exhibitions and activities in collaboration with the Centenary of WWI (2014/2015: Achieved)	<ul style="list-style-type: none"> Farewell Zealandia touring show enhanced and toured at Aratoi Museum and National Army Museum Boots, Balls and Bullets exhibition developed by the Rugby Museum, and shown in the Atrium from 1 August 2015. Stories of Rugby in WW1 talk held on 11 November 2015 as part of a local programme on Amnesty Day. Biscuits and Bullets, an interpretive puppet show by Anna Bailey continued in Farewell Zealandia throughout the duration of the exhibition.
Annual visitor numbers total >168,000		✓	213,541 total annual visitors against a target of 168,000 (125%) (2014/2015: Achieved- actual annual visitors numbers of 184,007 against a target of 164,000)	In person visits 169,126 against a target of 156,000 (108%)
Review and replenish all long term galleries	One substantial additional innovative interactive activity is installed in each of the semi- permanent exhibitions	✗	One activity installed in one exhibition. (2014/2015: Achieved)	Artist Ron Te Kawa designed children interactive book in Te Awa
Develop the Te Manawa touring product offer	Te Manawa touring projects seen by 5% more people nationally than previous years	✓	350,360 actual visitors versus 100,000 target (target set higher than 5% increase from prior year) (2014/2015: Not achieved)	This figure reflects the visitor numbers for our touring shows at eight venues. Canterbury Museum had 99,508 visitors to Mirror Magic over the period 12 September to 8 October 2015.
	Te Manawa has developed a clear niche in the touring market based on its purpose, brand and story	✓	2015/2016: Achieved with science based family exhibitions are our niche in the touring exhibitions market (2014/2015: Not measured)	Science based family exhibitions are our niche in the touring exhibitions market; This allows us to combine the three strands of the museum. It also reflects the vision where our science based exhibitions break down boundaries and explore the unexpected.
	2 projects on tour and 2 in development	✓	2 new touring exhibitions finalised during the first half of the year, with a total of 5 exhibitions toured. (2014/2015: Not measured)	

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
	Review and implement changes to touring exhibition programme	✓	2 new exhibitions added to touring schedule. (2014/2015: Achieved)	Farewell Zealandia and Sunlight – Ihi Kōmaru are new additions to our touring programme.
Increase access to the collections both physically and virtually	A minimum of two (2) temporary exhibitions from Te Manawa collection are held to reflect the distinctive characteristics of our community and its collections	✓	2015/2016: Achieved - 3 temporary exhibitions including TM collection objects in local venues: - Local History Week at PNCC Library; 5 objects; Nov 2015 - Festival of Cultures at PNCC Library; 24 objects; March 2016 - ANZAC Day display at PNCC Library; 9 objects; April 2016 (2014/2015: Achieved with 3 temporary exhibitions)	Work has begun on concept development of collections based exhibitions –Nova- an exhibition based on acquisitions over the last five years Joint exhibition project 'Inspired by' with Creative Journeys utilises 24 works from art collection – opened 24 June in Gallery 1.
	2 innovative interpretive engagement initiatives achieve 70% positive feedback	✓	2015/2016: Achieved - "Back of house Collection" guided tours - Creative Journeys' exhibition in response to a selection of TM collection items (2014/2015: Achieved – Museum in a Box and Collected Fiction initiatives)	
Review the emphasis and relevance of each of the Te Manawa strands - art, science & history	Implement strategy around review of the Te Manawa strands	✓	2015/2016: Achieved - Strategy implemented involves integration of cultural centre, yearly international block buster, redevelopment of the semi-permanent exhibitions, redevelopment of the art gallery and collections stores experiences. (2014/2015: Achieved – The Programme Assessment Rationale developed as an integrated conceptual framework related to, but not limited to existing strands that aligns the collections with community preferences, motivations and interests)	

4. TO PROFESSIONALLY MANAGE AND MAINTAIN ALL TM ASSETS				
PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Ensure appropriate collection development, management & research standards are achieved and maintained	Review collection development and access policies	✓	2015/2016: Achieved - Collection Policies and Guidelines ratified by Te Manawa Trust Board in June 2016 (2014/2015: Not achieved as the policies were only in a draft form)	

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
	All items are acquired in accordance with TM policy and processes	✓	2015/2016: Achieved - all collection items have been acquired in accordance with collection policy <i>(2014/2015: Achieved - no exceptions noted)</i>	
	Quality of care and preservation of collections in TM's care demonstrated by no irreparable losses or damages caused as a result of handling by staff, and minimal (<5) cases of irreparable damage occurring as a result of public access	✓	2015/2016: Achieved - No incidents recorded <i>(2014/2015: Achieved – no incidents recorded)</i>	
Develop and manage the facilities in a way that optimises community value, access, safety and use while meeting all mandatory standards	Initiate a partnership group to progress a Te Manawa / Main St optimisation plan, including prioritised costed options	✗	2015/2016: Not Achieved <i>(2014/2015: Not measured)</i>	Wayfinding for the Te Manawa buildings has been designed and production is underway
	Develop collection management and people safety plans that include building strengthening against a seismic event	✓	2015/2016: Achieved - Health & Safety policies and processes reviewed, a contractor management system is in place, and the use of PeopleSafe for accident and incident reporting is now the standard - Transfer of paper Hazard Register to PeopleSafe is completed. - UCOL intern working on a project around 'Safer Places within Spaces' <i>(2014/2015: Not measured)</i>	Collection disaster recovery plan is dependent in part upon PNCC plan for seismic strengthening
Develop and manage Human Resources systems in a way that aligns with and supports the new Te Manawa model and culture	All appropriate staff have annual Performance Reviews and agreed Development Plans for 2015/16 in place by 15 September 2015	✗	2015/2016: Not Achieved <i>(2014/2015: Not Achieved)</i>	Updated Job Descriptions together with annual Performance Reviews and agreed Development plans were finalised outside the time frame i.e. by November 2015

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
	Annual staff workplace survey undertaken and regular feedback and engagement programmes developed	✗	2015/2016: Not Achieved <i>(2014/2015: Achieved)</i>	Staff workplace survey postponed to 2016/2017
Develop and manage Financial Resources systems in a way that is aligned with and supports the new Te Manawa model and culture	All processes reviewed and improved	✓	2015/2016: Achieved Financial investment policy, Fixed assets management policies and processes, Purchasing processes, Fraud policy, Conflict of Interest policy, On-line selling and purchasing policy, Collection management plan as well as other policies have been reviewed/ updated/ implemented. <i>(2014/2015: Achieved)</i>	

5. TO CONSOLIDATE AND BUILD THE SEPARATE AND COLLECTIVE CAPABILITY OF STAFF, GOVERNANCE AND CORE STAKEHOLDERS

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Maintain and grow the Board's capability and support to Te Manawa and vice versa	Chair and CEO meet annually to discuss Board recruitment and development priorities	✓	New recruits to Trust Board <i>(2014/2015: Achieved)</i>	
	Annual programme of development workshops based on Chair working with CEO to identify priorities	✓	2015/2016: Achieved - Contemporary museum practice - Inclusive museums - Business engagement/ sponsorship and fundraising for not for profits <i>(2014/2015: Not achieved)</i>	Health and safety legislation implemented Kaupapa Māori implemented
	2 Board/ staff social and information sharing functions are held	✓	2015/2016: Achieved - Leadership team met with Board - Consultant provided a briefing re health and safety legislation - Collection and Knowledge Assets Manager provided briefing about Shane Cotton's artwork <i>(2014/2015: Achieved)</i>	

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Build staff capability to deliver and build the value of the new TM model	Development targets for the year are identified and agreed by 31 July 2015; with 50% of professional development resources focused on team development, 50% on individual development	✓	2015/2016: Achieved - Customer Service training for Front of House staff - Further Front of House Training with Kiwi Host planned - Job specific training taken place through teams <i>(2014/2015: Not achieved)</i>	
	80% of priority one development plans achieved	✓	2015/2016: Priority 1 training completed. - 100% of staff have completed the Introduction to the new Health and Safety legislation <i>(2014/2015: Not achieved)</i>	
	New staff attend bicultural development training during first 3 months of service	✓	Staff regularly attend Waiata sessions <i>(2014/2015: Not measured)</i>	
Develop bicultural practices across all activities	Staff are actively engaged in the implementation of the bicultural strategy	✓	3 Kaupapa Māori workshops weekly Waiata Sessions attended <i>(2014/2015: Not measured)</i>	Integrity of Tikanga Māori maintained, Rangitāne provide guidance to Te Manawa staff Treaty settlement /claims presentation to all staff
Consolidate and build the value of Te Manawa to the Societies and vice versa	Ensure involvement by societies in one project	✓	MOU with Societies revised Working with the Museum Society to research collection objects for online resource; also for Palmerston North History Trail. <i>(2014/2015: Achieved)</i>	MOU with TMAS has been signed and MOU with Museum Society almost complete TMAS involvement in Guided Tour of Frida Kahlo her photos event with Director of Frida Kahlo Museum Hilda Trujillo Museum Society contributing to research / collections project on Childhood in the Manawatū theme in Q4 Sustainable Collections 2-day workshop with Massey University Museum Studies programme completed in October 2015 Massey University Museum Studies 4-day contact course hosted by Te Manawa – object handling, condition-reporting, box making in March 2016 Participation and contribution to 1-day international symposium International Museum exhibitions and intercultural dialogue organised and hosted by Victoria University Museum Studies Programme Science Centre Inc involved in Dinosaur project

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Develop the volunteer base	Increase volunteer base by 10% on previous years actual	✗	A part-time fixed term volunteer coordinator appointed in March 2016 to end of June 2016. <i>(2014/2015: Not measured)</i>	Volunteer management now responsibility of Events Developer

6. TO MAINTAIN, GROW AND DIVERSIFY THE REVENUE SOURCES

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
Develop and implement a fundraising strategy that secures ongoing funding for Te Manawa activities	Annual strategy, plan and budgets are developed and agreed by April 2016 for 2016/17	✓	2015/2016: Achieved <i>(2014/2015: Achieved)</i>	Statement of Intent and all other reporting requirements as per LGA 2002 completed within the statutory deadlines.
Consolidate and grow income from current funders	Analysis on all existing funders and update risk plan	✓	2015/2016: Achieved <i>(2014/2015: Not measured)</i>	SWOT analysis completed
	Initiate funder partnership strategy to maximise relationship, awareness of value and potential to increase funding and/ or deliver greater value	✓	2015/2016: Achieved - Partnership strategies developed and tailored to various companies. <i>(2014/2015: Not measured)</i>	ComputerCare sponsorship continuation confirmed for next 3 years A number of sponsors have come on board to support the exhibition <i>Dinosaur Encounter</i>
Ensure fundraising and sponsor-partnership is integrated into operational planning and priorities	Identify options for moving sponsors from single project to multiple project partnerships	✓	2015/2016: Achieved - Leadership Team and Marketing developing sponsorship packages to appeal to current sponsors <i>(2014/2015: Achieved)</i>	
	Sponsorship and fundraising budgets are met	✓	2015/16: Achieved actual \$200k versus budget \$100k) <i>(2014/2015: Achieved actual \$210k versus budget \$200k)</i>	
	Sponsorship and fundraising revenue is secured across a range of activities including exhibitions, events and capital expenditure	✓	2015/2016: Achieved - Lotteries grant for <i>Farewell Zealandia</i> additional interactives (\$43k) - Sponsorship for <i>National Geographic 50 Greatest Photos</i> (Royal Society of NZ Manawatū Branch and Rangitāne o Tamaki Nui A Rua Inc. & Forsyth Barr) - CET grant for new lighting track in art gallery (\$10k) and <i>Sunlight</i> (\$38k) - <i>Waitangi Day</i> funding secured (\$29k) - Science Centre Trust grant for <i>Sunlight</i> crating (\$15k) and <i>Dinosaur Encounter</i> show(\$20k)	

PLANNING ACTIVITIES	2015/16	STATUS	RESULT	COMMENTS
			- Cosmodome- Education programmes funded by ComputerCare - UCOL funded a wide range of activities (\$30k) - <i>Frida Kahlo</i> opening event funded by the Embassy of Mexico (\$1.9k). <i>(2014/2015: Achieved with a total funding of \$170k for various projects)</i>	
	One (1) new multiple year sponsorship agreement is signed	✓	2015/2016: Achieved <i>(2014/2015: Achieved)</i>	ComputerCare sponsorship agreement signed for further 3 years
Maximise the value of Te Manawa generated revenue-producing projects and products	Retail, Venue hire and other Front of House charges including criteria for free-of-charge use reviewed to achieve 5% increase on 2014/15 budget	✗	Actual shop sales revenue of \$49k against a target of \$56k. Actual venue hire revenue of \$10k against a target of \$24k <i>(2014/2015: Not measured against 2013/14 budget as a target. The Front of House revenue decreased by 51% from 2013/14 actual level)</i>	
	Touring exhibition revenue targets are met and exceed 2014/15 actual results	✓	2015/2016: Achieved Actual revenue of \$198k compared to actual \$47k in 2014/15 financial year and over the budget of \$170k for 2015/16 financial year <i>(2014/2015: Not achieved)</i>	Sales of touring exhibitions are on track with venues secured for <i>Sunlight, Mirror Magic, Body in Action, Sounds Amazing</i> and <i>Farewell Zealandia</i> .
	5% increase in programme revenue from 2014/15 actual results	✗	2015/2016: decrease by 25% from last year <i>(2014/2015: Not achieved)</i>	
Ensure costs are effectively managed to ensure the high value use and minimal waste of resources	Cost benefit analysis of at least 2 key processes/ programmes undertaken	✓	2015/2016: Achieved - Touring exhibitions incoming - <i>Frida Kahlo</i> and <i>Dinosaur Encounter</i> . Monday late opening and late night Thursday trialled. <i>(2014/2015: Achieved with ongoing cost benefit analysis undertaken for each touring programme)</i>	
	Create reserves to fund assets renewal/ growth	✓	2015/2016: Achieved \$37K increase in new exhibition touring show concept development. <i>(2014/2015: Not measured)</i>	



FINANCIALS

TE TĀHUA

This section of the Annual Report contains the following information:

- Financial Statements
- Notes to the Financial Statements

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR ENDED 30 JUNE 2016

	Note	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
OPERATING REVENUE				
Palmerston North City Council Operating Grant	4	2,962,086	2,962,085	2,938,577
Interest Revenue	4	30,891	25,000	39,625
Other Operating Revenue	3	715,189	629,728	491,444
Total Operating Revenue	4	3,708,166	3,616,813	3,469,646
OPERATING EXPENDITURE				
Employee Expenses	5	2,108,766	2,146,352	2,127,319
Finance Costs		88	-	60
Other Operating Expenses	6	1,116,020	1,159,823	997,580
Depreciation and Amortisation Expense	7	319,740	317,860	267,251
Loss/(Gains) on Disposal of Property, Plant and Equipment		2,352	-	1,811
Total Operating Expenditure	2	3,546,966	3,624,035	3,394,021
Net Surplus/(Deficit) before Movement in Collection Assets		161,200	(7,222)	75,625
Movement in Collection Assets				
Revenue from				
Recognition of Donated Collection Assets	4	45,884	20,000	36,497
Recognition of Custodial Collection Assets	4	-	5,000	24,218
		45,884	25,000	60,715
less Expense from:				
Derecognition of Custodial Collection Assets		-	-	-
Derecognition of Owned Collection Assets		-	-	-
		-	-	-
Total Net Movement in Collection Assets		45,884	25,000	60,715
TOTAL REVENUE	4	3,754,050	3,641,813	3,530,361
TOTAL EXPENSE		3,546,966	3,624,035	3,394,021
Net Surplus/(Deficit) for the Period		207,084	17,778	136,340
Other Comprehensive Revenue and Expense				
Revaluation of Owned Heritage Collection Assets		-	-	103,506
Revaluation of Custodial Heritage Collection Assets		-	-	(56,697)
Revaluation of Owned Art Collection Assets		-	-	337,133
Revaluation of Custodial Art Collection Assets		-	-	641,748
Other Comprehensive Revenue and Expense for the Period	19	-	-	1,025,690
Total Comprehensive Revenue and Expense for the Period		207,084	17,778	1,162,030

The accompanying accounting policies and notes form an integral part of these financial statements.

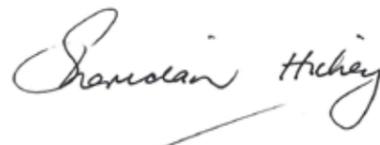
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

	Note	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
Equity as at 1 July		16,215,016	15,134,424	15,052,986
Comprehensive Revenue and Expense				
Net Surplus / (Deficit) for the Period		207,084	17,778	136,340
Other Comprehensive Revenue and Expense		-	-	1,025,690
Total Comprehensive Revenue and Expense		207,084	17,778	1,162,030
Equity as at 30 June	8	16,422,100	15,152,202	16,215,016

The accompanying accounting policies and notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

	Note	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
ASSETS				
CURRENT ASSETS				
Cash and Cash Equivalents	9	807,640	765,059	980,383
Receivables from Non-Exchange Transactions	10	96,759	35,000	133,028
Receivables from Exchange Transactions	11	3,802	700	6,162
Prepayments		189,603	-	61,159
Short Term Deposit	12	203,293	-	-
Inventories	13	28,356	30,000	27,168
Total Current Assets		1,329,453	830,759	1,207,900
NON CURRENT ASSETS				
Intangible Assets	17	17,152	64,200	17,376
Property, Plant and Equipment	18	1,082,553	1,114,268	1,132,044
Collection Assets	19	14,545,848	13,511,975	14,473,791
Total Non-Current Assets		15,645,553	14,690,443	15,623,211
TOTAL ASSETS		16,975,006	15,521,202	16,831,111
LIABILITIES				
CURRENT LIABILITIES				
Payables under Exchange Transactions	14	307,382	202,000	324,287
Deferred Non-Exchange Revenue	15	57,653	-	51,195
Employee Benefit Liabilities	16	185,862	167,000	236,311
Total Current Liabilities		550,897	369,000	611,793
NON CURRENT LIABILITIES				
Employee Benefit Liabilities	16	2,009	-	4,302
Total Non-Current Liabilities		2,009	-	4,302
TOTAL LIABILITIES		552,906	369,000	616,095
NET ASSETS		16,422,100	15,152,202	16,215,016
TRUST EQUITY				
Contributed Capital		145,565	145,565	145,565
Retained Earnings		10,535,826	10,456,702	10,381,689
Reserves		5,740,709	4,549,935	5,687,762
TOTAL TRUST EQUITY	8	16,422,100	15,152,202	16,215,016


John Fowke
Chairman

Sheridan Hickey
Trustee

Date: 25 August 2016

The accompanying accounting policies and notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2016

	Note	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
Cash flows from operating activities				
PNCC grant		2,962,086	2,962,085	2,938,577
Interest received		30,392	25,000	39,180
Receipts from other revenue		741,054	629,728	454,054
Payments to suppliers		(1,236,715)	(1,152,822)	(1,035,642)
Payments to employees		(2,161,508)	(2,146,353)	(2,052,037)
Interest paid		(88)	-	(60)
Goods and services tax (net)		13,472	(507)	1,236
Net cash inflow/(outflow) from operating activities		348,693	317,131	345,308
Cash flows from investing activities				
Proceeds from sale of property, plant and equipment		-	-	-
Purchase of intangibles assets		(5,447)	(66,000)	(11,569)
Purchase of property, plant and equipment		(285,063)	(170,100)	(318,714)
Purchase of collection assets		(27,633)	(29,000)	(26,638)
Net acquisition of investments		(203,293)	-	-
Net cash inflow/(outflow) from investing activities		(521,436)	(265,100)	(356,921)
Net (decrease)/increase in cash and cash equivalents		(172,743)	52,031	(11,613)
Cash and cash equivalents at the beginning of the year		980,383	713,028	991,996
Cash and cash equivalents at the end of the year	9	807,640	765,059	980,383

The accompanying accounting policies and notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1: STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

Te Manawa Museums Trust (the Trust) is a charitable trust incorporated in New Zealand under the Charitable Trusts Act 1957 and is domiciled in New Zealand. The Trust is controlled by Palmerston North City Council and is a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002, by virtue of the Council's right to appoint more than 50% of the Board of Trustees.

The Trust was incorporated on 20 August 1999, from that date, the Trust assumed responsibility for art works and heritage assets transferred to its care but held on behalf of others. From 1 July 2000 the Trust commenced leasing the premises and managing the institution under agreements entered into with the Palmerston North City Council. The principal place of business is 326-336 Main Street, Palmerston North.

The primary objective of the Trust is to provide interactive experience in art, science and history through acquiring, conserving, researching, developing, communicating and exhibiting material evidence of people and their environment, rather than making a commercial return. Accordingly, the Trust has designated itself as a public sector public benefit entity for the purposes of Public Benefit Entity Accounting Standards (PBE Standards), in accordance with the Financial Reporting Act (2013).

The financial statements of the Trust are for the year ended 30 June 2016 and were approved by the Board of Trustees on 25 August 2016.

BASIS OF PREPARATION

The financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of Compliance

The financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

The financial statements comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable Financial Reporting Standards, as appropriate for Tier 2 public sector public benefit entities, for which all reduced disclosure regime exemptions, have been adopted.

The Trust qualifies as a Tier 2 Public Sector PBE reporting entity as it is not publicly accountable and not large, as for the two most recent reporting periods it has had between \$2m and \$30m operating expenditure.

Measurement Base

The measurement basis applied is historical cost, modified by the revaluation of collection assets as identified in this summary of significant accounting policies. The accrual basis of accounting has been used unless otherwise stated.

Functional and Presentation Currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar.

The functional currency of the Trust is New Zealand dollars (NZ\$).

Standards issued and not yet effective and not early adopted

In October 2014, a revised set of Public Benefit Entities (PBE) Standards were issued, as replacements for the PBE Standards issued in May 2013. The revised standards include enhancements for not-for-profit entities. The application of the revised standards had no impact on the Trust, since the Trust is a public sector entity PBE.

There have been no changes in accounting policies during the financial year.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Revenue

Revenue is measured at fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

Revenue from Non-Exchange Transactions

Revenue from non-exchange transactions arises from transactions that are not exchange transactions. In non-exchange transactions, the Trust either receives value from or gives value to another party without directly giving or receiving approximately equal value in exchange.

Approximately equal value is considered to reflect a fair or market value, which is normally commensurate with an arm's length commercial transaction between a willing buyer and willing seller. Many of the services that the Trust provides for a fee are charged at below market value as they are subsidised by Palmerston North City Council operational grant, sponsorship, government/non-government grants. Other services operate on a cost recovery or breakeven basis and are not considered to reflect a market return. Most of the Trust's revenue is therefore categorised as non-exchange.

This includes PNCC grants, transfers from government/non-government entities, donations, donated/vested and custodial collection items, sponsorship, in kind sponsorship, revenue from services supplied at subsidised price.

Specific accounting policies for major categories of revenue from non-exchange transactions are outlined below:

Grants

Grants received from PNCC are the primary source of funding to the Trust and are restricted for the purposes of the Trust meeting its objectives as specified in the Trust's trust deed.

Revenues from non-exchange transactions with Council/other government/non-government entities are measured

at fair value and recognised when the event occurs and the asset recognition criteria are met, if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Trust and can be measured reliably. To the extent that there is a related condition attached that would give rise to a liability to repay the amount if conditions of the grant are not met, deferred income is recognised instead of revenue, and recognised as revenue when conditions of the grant are satisfied.

Rendering of services

Revenue from the rendering of services is recognised when the transaction occurs to the extent that a liability is not also recognised. For these transactions the revenue is recognised by reference to the stage of completion of the transaction at the reporting date.

All revenues from rendering of services are non-exchange, with the exception of revenue from Venue Hire which is classified as exchange transaction.

Vested or donated physical assets

Where a physical asset is gifted to or vested in the Trust for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Such income is recognised when control over the asset is obtained, unless there is a use or return condition attached to the asset.

The fair value of vested or donated physical assets is determined by reference to the market value of comparable assets available.

'In Kind' Sponsorship

The Trust receives sponsorship 'in kind' by way of goods and services provided at discounted or nil charge. Where the fair value of these goods and services can be reliably measured, the income (and expense) is recognised as 'sponsorship - in kind' in the period in which the goods or services are received or there is a binding arrangement to receive the goods.

Volunteer Services

Volunteer services received are not recognised as revenue or expenditure as the Trust is unable to reliably measure the fair value of the services received.

Revenue from Exchange Transactions

Sales of goods

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the Trust.

Interest Income

Interest income is recognised using the effective interest method.

Advertising Costs

Advertising costs are expensed when the related service has been rendered.

Borrowing Costs

Interest expense is recognised using the effective interest rate method. All borrowing costs are expensed in the period in which they are incurred.

Depreciation and Amortisation

Depreciation of property, plant and equipment and amortisation of intangible assets are charged on a straight-line basis over the estimated useful life of the associated assets.

Leases

Finance Leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Trust will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit over the lease term as an integral part of the total lease expense.

Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are presented within borrowings as a current liability in the statement of financial position.

Debtors and Other Receivables

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

A provision for impairment of a receivable is established when there is objective evidence that the Trust will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation, and default in payments are considered indicators that the receivable is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. The carrying amount of an impaired receivable is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account for receivables. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due).

Financial Assets

Financial assets are categorised into the following four categories: financial assets at fair value through surplus or deficit; held-to-maturity investments; loans and receivables; and financial assets at fair value through other comprehensive revenue and expense. The classification depends on the purpose for which each investment was acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

The fair value of financial instruments traded in active markets is based upon the quoted market prices at the balance sheet date. The quoted market price used is the current bid price.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

The Trust uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows are used to determine fair value for the remaining financial instruments.

a) Financial Assets at Fair Value through Surplus or Deficit

This category has two sub-categories: financial assets held for trading, and those designated at fair value through surplus or deficit at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management. Derivatives are also categorised as held for trading. After initial recognition they are measured at their

fair values. Gains or losses due to change in fair value are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

b) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets. After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

c) Held to Maturity Investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities and there is the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

d) Financial Assets at Fair Value through Other Comprehensive Revenue and Expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into this category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the surplus or deficit. On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Impairment of Financial Assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables, and held-to-maturity investments
Impairment is established when there is evidence that the Trust will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and

default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits are recognised directly against the instrument's carrying amount.

Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

Inventories

Inventories held for distribution or consumption in the provision of services that are not supplied on a commercial basis are measured at cost (using the FIFO method), adjusted, when applicable, for any loss of service potential.

Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition.

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost (using the FIFO method) and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

Property, Plant and Equipment

Items of property, plant and equipment are stated at historical or deemed cost, less accumulated depreciation and impairment losses. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are presented net in the surplus or deficit.

Work in Progress

All assets constructed by Trust are initially recorded as work in progress. Work in progress is recognised at cost less impairment and it is not depreciated. Upon completion, these assets are transferred to their relevant asset class and depreciation commences.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised as an expense as they are incurred.

(a) Furniture, Equipment and Exhibits

Furniture, equipment and exhibits (excluding art and heritage collections) are valued at cost less accumulated depreciation and impairment losses.

Depreciation

Assets are depreciated on a straight-line basis at rates that will write off their cost less any estimated residual value over the expected useful life of the asset. The useful lives of major classes of assets have been estimated as follows:

Computer Hardware	1 to 5 years
Exhibitions	2 to 10 years
Furniture & Fittings	4 to 10 years
Leasehold Improvements	4 to 10 years
Office Equipment	4 to 10 years
Plant and Equipment	4 to 20 years

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

(b) Collection Assets

As the Heritage Collection and Art Collection assets are intended to have an indefinite life, they are held in trust in perpetuity for the benefit of the public.

The Heritage Collection and Art Collection have not been depreciated, as it is the Trust's policy to maintain the collections in their current state, in accordance with the Trust's Collection Policies.

All additions to the Heritage and Art Collection are recorded at cost. These additions will be revalued in accordance with the Trust's Valuation Policy. Donated objects are recorded at fair value, or depreciated replacement cost, or nil value if considered unrealisable or irreplaceable.

Custodial Collection Assets are objects within the Heritage and Art Collections not formally owned by the Trust, where the Trust has assumed all the rights and obligations of ownership. Within the Heritage Collection this is limited to items on loan for an indefinite period, excluding works on loan from other Museums and Cultural organisations. In relation to the Art Collection, the nature of artworks and anecdotal evidence suggests that there is a high likelihood of request for return of loaned assets, irrespective of the loan period, therefore only items on loan from the Te Manawa Art Society Inc. are recognised as custodial assets. These assets are held and maintained by the Trust by agreement with the owners.

Revaluation

The Art Collection assets are revalued to fair value as determined from market-based evidence by an independent valuer. The most recent valuation was performed by Art + Object Auckland as at 30 April 2015. Trust's policy is to revalue the Art Collection assets every three years.

The Heritage Collections assets are revalued to fair value as determined from market-based evidence by an independent valuer. The most recent valuation was performed by Webb's Auckland as at 30 June 2015. Trust's policy is to revalue the Heritage Collection assets every four years to ensure that their carrying amount does not differ materially from fair value.

All other asset classes are carried at depreciated historical cost.

Accounting for Revaluations

The results of revaluing are credited or debited to an asset revaluation reserve. Where this results in a debit balance in the asset revaluation reserve, this balance is charged to the surplus or deficit. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in a previous year surplus or deficit, will be recognised first in the surplus or deficit up to the

amount previously expensed, and then credited to the revaluation reserve.

Intangible Assets

Recognition and measurement

Intangible assets are initially measured at cost, except for Intangible assets acquired through non-exchange transactions (measured at fair value).

All of the Trust's intangible assets are subsequently measured in accordance with the cost model, being cost (or fair value for items acquired through non-exchange transactions) less accumulated amortisation and impairment, except for the items which are not amortised and instead tested for impairment such as Intangible assets with indefinite useful lives, or not yet available for use. The Trust has no intangible assets with indefinite useful lives.

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised in the surplus or deficit when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with development and maintenance of the Trust's website are recognised as an expense when incurred.

Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in surplus or deficit as incurred.

Amortisation

Amortisation is recognised in surplus or deficit on a straight-line basis over the estimated useful lives of each amortisable intangible asset. Amortisation begins when the asset is available for use and ceases at the date that the asset is disposed of.

The estimated useful lives are as follows:

Software	1 to 7 years
Website	3 to 5 years

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

Impairment of property, plant and equipment and intangible assets

For the purpose of impairment of Property, plant and equipment and intangible assets, which are carried at cost less accumulated depreciation and impairment losses, the Trust classifies its items of property plant and equipment and intangibles as non-cash generating assets, as these are not held with the primary objective of generating a commercial return, but rather for service delivery purposes and to deliver to Trust's public benefit objectives. Property, plant, and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use for non-cash-generating assets

For Trust's non-cash generating assets, value in use is determined based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash-generating assets

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets is the present value of expected future cash flows. The Trust does not currently hold property plant and equipment and intangible assets in this category.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

Creditors and Other Payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Borrowings

Borrowings are initially recognised at their fair value plus transaction costs, if any. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Trust has an unconditional right to defer settlement of the liability for at least 12 months after balance date or if the borrowings are not expected to be settled within 12 months of balance date.

Employee Entitlements

Short-term employee entitlements

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned to, but not yet taken at balance date. Sick leave has not been included, as the amount of accumulated sick leave that is anticipated to be taken in future periods is not considered to be material.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in 'finance costs'.

Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for trade receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income Tax

The Trust is exempt from Income Tax by virtue of its charitable status.

Equity

Equity is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components.

- Trust's contributed capital;
- Retained earnings;
- Restricted reserves;
- Collections revaluation reserve;

Restricted reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Trust.

Restricted reserves include those subject to specific conditions accepted as binding by the Trust and which may not be revised by the Trust without reference to the Courts or a third party (i.e. endowment funds). Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves restricted by Trust's decision. The Trust may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Trust.

Budget figures

The budget figures are derived from the statement of intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Board of Trustees in preparing these financial statements

Critical Accounting Estimates and Assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the

carrying amounts of assets and liabilities within the next financial year are discussed below:

Property, Plant and Equipment Useful Lives and Residual Values

The Trust reviews the useful lives and residual values of its property, plant and equipment annually. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires the Trust to consider a number of factors including the physical condition of the asset, expected period of use of the asset by the Trust, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will impact on the depreciable amount of an asset, therefore impacting on the depreciation expense recognised in the surplus or deficit and the carrying amount of the asset in the statement of financial position. The Trust minimises the risk of this estimation uncertainty by:

- physical inspection of assets;
- asset replacement programmes;
- review of second hand market prices for similar assets; and
- analysis of prior asset sales.

The Trust has not made significant changes to past assumptions concerning useful lives and residual values.

Critical Judgements in applying the Trust's accounting policies

There have been no specific areas requiring management or Trustees to exercise critical judgement in applying the Trust's accounting policies for the period ended 30 June 2016.

2: SUMMARY OF OPERATING EXPENSES BY ACTIVITY

	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
Assets & Systems:			
Employees' Costs	433,096	453,779	453,340
Other Operating Costs:			
- Collection	61,339	75,325	66,298
- Facilities	343,554	361,744	327,784
- Corporate Services	108,018	119,287	123,264
	946,007	1,010,135	970,686
Concepts & Engagement:			
Employees' Costs	571,389	576,573	571,673
Exhibitions Operating Costs	267,689	274,904	176,197
	839,078	851,477	747,870
People & Partnerships:			
Employees' Costs	621,186	620,212	640,256
Other Operating Costs:			
- Education	9,012	25,410	8,648
- Public Programmes and Events	74,407	40,170	48,107
- Communications	92,652	82,830	92,306
- Sponsorship	16,000	-	5,545
- Visitors' Host	46,167	45,330	33,527
- Volunteers	455	2,000	1,593
	859,879	815,952	829,982
Executive:			
Employees' Costs	483,096	495,788	462,049
Other Operating Costs	96,814	132,823	114,372
	579,910	628,611	576,421
Depreciation/Amortisation	319,740	317,860	267,251
Loss on Disposals of Fixed Assets	2,352	-	1,811
Total Operating Expenditure	3,546,966	3,624,035	3,394,021

The above classification of expenditure by activity does not include derecognition of collection assets. Comparatives have been reclassified to include the Māori Strategic Partnership Advisor position as part of the Executive team (last period this position was part of People & Partnerships team). The reclassification has no impact on equity.

3: OTHER OPERATING REVENUE

	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
Other Operating Revenue			
<i>From Exchange Transactions:</i>			
Merchandise / Shop	55,907	60,738	21,253
Venue Hire	9,595	29,000	16,387
Sundry Income Public Programmes Events and Activities	7,390	7,200	9,419
Other	1,514	4,200	3,616
Other Operating Revenue (from Exchange Transactions)	74,406	101,138	50,675
<i>From Non-Exchange Transactions:</i>			
Admission Fees	92,185	111,900	16,227
Bequests & Distributions	265	900	910
Community Grants	149,696	-	170,407
Donated Fixed Assets	-	-	9,180
Donations - General	30,007	14,900	29,078
Education Programme Fees	20,691	27,500	26,427
Sponsorship	39,900	100,000	30,870
Hire of Education Kits	1,410	3,000	1,795
Ministry of Education LEOTC	82,190	82,190	82,190
Public Programmes, Events & Activities	13,454	16,000	18,576
Sponsorship 'In Kind'	10,000	-	-
Touring Revenue	198,187	170,200	47,460
Other	2,798	2,000	7,649
Other Operating Revenue (from Non-Exchange Transactions)	640,783	528,590	440,769
Total Other Operating Revenue	715,189	629,728	491,444

4. REVENUE CLASSIFICATION IN ACCORDANCE WITH PBE IPSAS:

ACTUAL		
2016		
Non-Exchange Transactions (\$)	Exchange Transactions (\$)	Total Revenue as per Statement of Comprehensive Revenue and Expense (\$)
Revenue from		
Palmerston North City Council Operating Grant	2,962,086	2,962,086
Interest Revenue	30,891	30,891
Other Operating Revenue (refer Note 3 above)	640,783	715,189
Subtotal Operating Revenue	3,602,869	3,708,166
Revenue from Donated/Custodial Collection Assets		
Recognition of Donated Collection Assets	45,884	45,884
Recognition of Custodial Collection Assets	-	-
Total Revenue classified as Revenue from:	3,648,753	3,754,050

BUDGET		
2016		
Non-Exchange Transactions (\$)	Exchange Transactions (\$)	Total Revenue as per Statement of Comprehensive Revenue and Expense (\$)
Revenue from:		
Palmerston North City Council Operating Grant	2,962,085	2,962,085
Interest Revenue	25,000	25,000
Other Operating Revenue (refer Note 3 above)	528,590	629,728
Subtotal Operating Revenue	3,490,675	3,616,813
Revenue from Donated/Custodial Collection Assets		
Recognition of Donated Collection Assets	20,000	20,000
Recognition of Custodial Collection Assets	5,000	5,000
Total Revenue classified as Revenue from:	3,515,675	3,641,813

ACTUAL		
2015		
Non-Exchange Transactions (\$)	Exchange Transactions (\$)	Total Revenue as per Statement of Comprehensive Revenue and Expense (\$)
Revenue from:		
Palmerston North City Council Operating Grant	2,938,577	2,938,577
Interest Revenue	39,625	39,625
Other Operating Revenue (refer Note 3 above)	440,769	491,444
Subtotal Operating Revenue	3,379,346	3,469,646
Revenue from Donated/Custodial Collection Assets		
Recognition of Donated Collection Assets	36,497	36,497
Recognition of Custodial Collection Assets	24,218	24,218
Total Revenue classified as Revenue from:	3,440,061	3,530,361

5. EMPLOYEE EXPENSES

	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
Salaries and Wages	2,066,952	2,068,837	2,024,933
Employer Contributions to Kiwisaver	47,503	62,515	44,991
Employee Entitlements Increase / (Decrease)	(5,689)	15,000	57,395
Total Employee Expenses	2,108,766	2,146,352	2,127,319

Direct Labour of \$3,548 (2015: \$45,088) is part of fixed assets (i.e. "Sunlight " touring exhibition- crating) built during current financial year.

6. OTHER OPERATING EXPENSES

	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
Fees to Audit New Zealand for audit of financial statements	26,040	26,040	25,282
ACC	7,451	11,440	10,127
Advertising & Promotion	81,830	71,040	80,241
Collection Revaluation Fees	5,100	-	13,060
Computer & IT Support	37,982	41,785	36,109
Communication/Social Media	24,861	23,560	12,352
Contractors	79,486	17,100	129,168
Cost of Sales - Merchandise	29,622	28,270	14,819
Freight	51,208	47,200	15,166
Hire fees - Exhibitions	50,804	45,740	17,100
Impairment of Receivables	-	-	-
Insurance - Material Damage	18,990	28,420	24,528
Insurance - Collections	32,913	36,865	28,672
Inventory Write Down	-	-	10,531
Legal Fees	9,684	-	475
Materials/Consumables	76,790	152,250	69,768
Occupancy Costs	255,918	274,304	244,219
Repairs & Maintenance	63,101	25,460	33,979
Subscriptions	17,118	14,340	13,015
Training & Travel	37,298	38,000	35,748
Trust Board Remuneration	16,995	15,000	14,923
Trust Board Expenses	5,511	6,000	5,567
Operating Leases	55,738	56,520	55,944
Other Operating Expenses	131,580	200,489	106,787
Total Other Operating Expenses	1,116,020	1,159,823	997,580

7. DEPRECIATION AND AMORTISATION

	Actual 2016 (\$)	Budget 2016 (\$)	Actual 2015 (\$)
Depreciation expense	314,069	299,425	263,157
Amortisation expense	5,671	18,435	4,094
Total Depreciation and Amortisation	319,740	317,860	267,251

8. EQUITY		
	2016 (\$)	2015 (\$)
Contributed Capital		
Balance at Beginning of Year	145,565	145,565
Capital Contribution	-	-
Balance at End of Year	145,565	145,565
Retained Earnings		
Balance at Beginning of Year	10,381,689	10,216,871
Net Surplus/(Deficit) for Year	207,084	136,340
Transfers to Retained Earnings from:		
Exhibition Development Reserve	-	138,000
Collection Development Fund	13,000	1,638
Transfers from Retained Earnings to:		
Endowment Fund	(264)	(910)
Collection Development Fund	(29,097)	(10,250)
Historic Building Maintenance Reserve	-	-
Exhibition Development Reserve	(36,586)	(100,000)
Balance at End of Year	10,535,826	10,381,689
Revaluation Reserve - Heritage Collection		
Balance at Beginning of Year	1,420,094	1,373,285
Revaluation of Collection Assets	-	46,809
Balance at End of Year	1,420,094	1,420,094
Revaluation Reserve - Art Collection		
Balance at Beginning of Year	3,977,199	2,998,317
Revaluation of Collection Assets	-	978,881
Balance at End of Year	3,977,199	3,977,199
Endowment Fund		
Balance at Beginning of Year	10,609	9,699
Transfer from Retained Earnings	264	910
Balance at End of Year	10,873	10,609
Collection Development Fund		
Balance at Beginning of Year	60,364	51,752
Transfer from Retained Earnings	29,097	10,250
Transfer to Retained Earnings	(13,000)	(1,638)
Balance at End of Year	76,461	60,364
Historic Building Maintenance Reserve		
Balance at Beginning of Year	19,081	19,081
Transfer to Retained Earnings	-	-
Balance at End of Year	19,081	19,081
Exhibition Development Reserve		
Balance at Beginning of Year	200,416	238,416
Transfer from Retained Earnings	36,586	100,000
Transfer to Retained Earnings	-	(138,000)
Balance at End of Year	237,001	200,416
Total Reserves	5,740,709	5,687,763
Total Equity	16,422,100	16,215,016

9. CASH AND CASH EQUIVALENTS		
	2016 (\$)	2015 (\$)
Cash at bank and on hand	364,316	388,339
Short Term Investments with maturity up to 90 days	443,324	592,044
Total Cash and Cash Equivalents	807,640	980,383

The carrying value of cash at bank and short-term deposits with maturities less than three months approximates their fair value. The weighted average of interest rate applicable to cash and cash equivalents is 1.85% (2015: 3.2%). There are no restrictions over any cash and cash equivalents held by the Trust.

10. RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS		
	2016 (\$)	2015 (\$)
Non - Exchange Receivables	96,759	68,182
Related Party Receivables (Note 22)	-	-
Provision for Doubtful Debts	-	-
Sundry Debtors	-	64,846
Total Receivables from Non-Exchange Transactions	96,759	133,028

11. RECEIVABLES FROM EXCHANGE TRANSACTIONS		
	2016 (\$)	2015 (\$)
Trade Receivables		
Related Party Receivables (Note 22)	1,190	3,930
Interest Receivable	-	120
Receivables from Exchange Transactions	2,612	2,112
	3,802	6,162

The carrying value of Receivables from Exchange transactions approximates their fair value. Receivables written off during the period were \$nil (2015: \$nil).

12. SHORT TERM INVESTMENTS		
	2016 (\$)	2015 (\$)
Term deposit with maturity less than 12 months	203,293	-
Total Term deposit	203,293	-

The carrying value of the short-term deposit approximates its fair value. The term deposit has a six months maturity and the weighted average of interest rate applicable to short term deposit is 3.2% (2015: n/a).

13. INVENTORIES		
	2016 (\$)	2015 (\$)
Commercial Inventories – Items held for resale	28,356	27,168
Total Inventories	28,356	27,168

There was no item of inventory written down during the period (2015: written down by \$10,531). There were no reversals of previously written down inventory items (2015 \$nil). There are no items of inventory pledged as security.

14. PAYABLES UNDER EXCHANGE TRANSACTIONS		
	2016(\$)	2015 (\$)
Trade Creditors	124,078	137,666
Related Party Payables (Note 22)	15,032	15,351
Accrued Expenses	43,048	55,827
GST Payable	65,020	48,935
Other Payables	60,008	66,508
Revenue in advance (venue hire)	196	-
Total Payables under Exchange Transactions	307,382	324,287

15. DEFERRED NON -EXCHANGE REVENUE		
	2016 (\$)	2015 (\$)
Revenue Received in Advance	57,653	51,195
Total Deferred Non -Exchange Revenue	57,653	51,195

As at 30 June 2016, there is a credit card facility in place with Westpac for a limit of \$10,000 (2015: limit of \$10,000). Creditors and other payables are non-interest bearing and are normally settled on 30-day terms. Therefore, the carrying value of creditors and other payables approximates their fair value.

16. EMPLOYEE BENEFIT LIABILITIES		
	2016 (\$)	2015 (\$)
Current Portion		
Accrued Salaries and Wages	33,374	80,426
Annual Leave	143,392	152,793
Long Service Leave	9,096	3,092
Total Current Portion of Employee Benefit Liabilities	185,862	236,311
Non-Current Portion		
Long Service Leave	2,009	4,302
Total Employee Benefit Liabilities	187,871	240,613

17. INTANGIBLE ASSET				
	Website (\$)	Software (\$)	Work in Progress (\$)	Total (\$)
Cost				
At 1 July 2014	22,400	70,889	-	93,289
Additions - Purchased	10,000	370	1,200	11,570
Disposals/Work in Progress transferred to Intangible Assets	(22,400)	-	-	(22,400)
At 30 June 2015	10,000	71,259	1,200	82,459
Additions - Purchased	-	6,647	-	6,647
Disposals/Work in Progress transferred to Intangible Assets	-	-	(1,200)	(1,200)
At 30 June 2016	10,000	77,906	-	87,906
less Accumulated Amortisation and Impairment Losses				
At 1 July 2014	22,400	60,989	-	83,389
Amortisation Expense	667	3,427	-	4,094
Impairment	-	-	-	-
Accumulated Amortisation on Disposals	(22,400)	-	-	(22,400)
At 30 June 2015	667	64,416	-	65,083
Amortisation Expense	2,000	3,671	-	5,671
Impairment	-	-	-	-
Accumulated Amortisation on Disposals	-	-	-	-
At 30 June 2016	2,667	68,087	-	70,754
Carrying Amounts				
As at 30 June 2015 and 1 July 2015	9,333	6,843	1,200	17,376
As at 30 June 2016	7,333	9,819	-	17,152

There is no work in progress at balance date (2015: \$1,200 represented by Software class of intangibles).

There are no intangible assets pledged as security over the Trust's liabilities (2015: \$nil).

18. PROPERTY, PLANT AND EQUIPMENT										
	Computer Hardware (\$)	Exhibitions (\$)	Furniture & Fittings (\$)	Leasehold Improvement (\$)	Office Equipment (\$)	Plant & Equipment (\$)	Work in Progress (\$)	Total (\$)		
Cost										
At 1 July 2014	143,491	1,378,224	416,436	360,538	31,033	496,036	55,130	2,880,888		
Additions	29,489	368,024	1,979	7,520	504	13,585	1,087	422,188		
Disposals/Work in Progress transferred to Property Plant & Equipment	(49,294)	(26,587)	(14,856)	(28,104)	(7,594)	(41,527)	(55,130)	(223,093)		
At 30 June 2015	123,685	1,719,661	403,559	339,953	23,944	468,094	1,087	3,079,983		
Additions	7,894	103,195	19,644	36,060	-	66,978	34,245	268,016		
Disposals/Work in Progress transferred to Property Plant & Equipment	(7,804)	(8,061)	(15,285)	-	(664)	(27,353)	(1,087)	(60,254)		
At 30 June 2016	123,775	1,814,795	407,918	376,013	23,280	507,719	34,245	3,287,745		
less Accumulated Depreciation and Impairment Losses										
At 1 July 2014	129,905	741,646	338,411	254,474	31,033	355,469	-	1,850,938		
Depreciation Charge for the year	11,987	184,496	14,094	19,647	32	32,898	-	263,154		
Impairment	-	-	-	-	-	-	-	-		
Disposals	(49,294)	(26,587)	(14,856)	(28,104)	(7,594)	(41,527)	-	(167,963)		
Loss on Disposals	65	-	-	992	-	754	-	1,811		
At 30 June 2015	92,663	899,555	337,650	247,008	23,471	347,594	-	1,947,941		
Depreciation Charge for the year	12,592	234,725	15,901	19,409	127	31,315	-	314,069		
Impairment	-	-	-	-	-	-	-	-		
Disposals	(7,804)	(8,061)	(15,285)	-	(666)	(27,353)	-	(59,170)		
Loss on Disposals	93	383	-	-	-	1,876	-	2,352		
At 30 June 2016	97,544	1,126,602	338,266	266,417	22,932	353,432	-	2,205,192		
Carrying Amounts										
As at 30 June 2015 and 1 July 2015	31,023	820,106	65,909	92,945	474	120,500	1,087	1,132,044		
As at 30 June 2016	26,231	688,193	69,652	109,596	348	154,287	34,245	1,082,553		

Work in progress at balance date of \$34,245 is represented by Leasehold Improvements class of assets and \$2,000 by Computer Hardware class of assets (2015: \$1,087 represented by Plant and Equipment class of assets).

No items of Property, Plant and Equipment are pledged as security as at 30 June 2016 (2015: \$nil).

19. COLLECTION ASSETS						
	Opening Balance 1-Jul-15	Acquisitions	Donated/ Custodial Collection Assets	Revaluations	Deaccessions	Closing Balance 30-Jun-16
30-Jun-16						
Art						
Owned	3,516,711	25,900	34,500	-	-	3,577,111
Custodial	5,780,714	-	-	-	-	5,780,714
Total Art	9,297,425	25,900	34,500	-	-	9,357,825
Heritage						
Owned	3,800,274	273	11,384	-	-	3,811,931
Custodial	1,376,092	-	-	-	-	1,376,092
Total Heritage	5,176,366	273	11,384	-	-	5,188,023
Total Collection Assets	14,473,791	26,173	45,884	-	-	14,545,848
Owned Collection Assets						7,389,042
Custodial Collection Assets						7,156,806
Total Collection Assets 30 June 2015						14,545,848
	Opening Balance 1-Jul-14	Acquisitions	Donated/ Custodial Collection Assets	Revaluations	Deaccessions	Closing Balance 30-Jun-15
30-Jun-15						
Art						
Owned	3,151,814	26,638	1,126	337,133	-	3,516,711
Custodial	5,114,748	-	24,218	641,748	-	5,780,714
Total Art	8,266,562	26,638	25,344	978,881	-	9,297,425
Heritage						
Owned	3,661,397	-	35,371	103,506	-	3,800,274
Custodial	1,432,789	-	-	(56,697)	-	1,376,092
Total Heritage	5,094,186	-	35,371	46,809	-	5,176,366
Total Collection Assets 30 June 2015	13,360,748	26,638	60,715	1,025,690	-	14,473,791
Owned Collection Assets						7,316,985
Custodial Collection Assets						7,156,806
Total Collection Assets						14,473,791

Valuation

Heritage Collection

The Trust's policy is to revalue the heritage collection every four years. The owned and custodial heritage collections were independently valued at 30 June 2015 at \$3,777,513 for the owned heritage collection and respectively at \$1,376,020 for the custodial heritage collection. The revaluation was undertaken by Webb's Auckland. The collection was valued based on fair value at the date of revaluation, by reference to price in an active market.

Art Collection

The Trust's policy is to revalue the art collection assets every three years. The owned and custodial art collections were independently valued at 30 June 2015 at \$3,511,035 for the owned art collection and respectively at \$5,780,714 for the custodial art collection. The revaluation was undertaken by Art+Object Auckland. The collection was valued based on fair value at the date of revaluation, by reference to price in an active market.

No Collection assets are pledged as security as at 30 June 2016 (2015: \$nil).

20. COMMITMENTS

Lease of the premises from the Council – Period of Agreement

The Trust has a contract with Palmerston North City Council to lease the premises in which its activities are situated, effectively on a rent-free basis. The term of the lease has been renewed for a period of nine years, starting with 1 July 2009, with a variation to allow sub-leasing to New Zealand Rugby Museum subject to Palmerston North City Council consent.

Operating Leases with Palmerston North City Council

	2016 (\$)	2015 (\$)
Within 1 year	60,800	29,000
Within 1 – 2 years	29,000	-
Within 2 – 5 years	29,000	-
Total	118,800	29,000

Other Operating Leases

The Trust leases property, plant and equipment in the normal course of its business. The majority of these leases have a non-cancellable term between 12 and 48 months. The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

	2016 (\$)	2015 (\$)
Within 1 year	30,381	86,300
Within 1 – 2 years	12,013	9,190
Within 2 – 5 years	2,263	10,722
Total	44,657	106,212

Capital Commitments

	2016 (\$)	2015 (\$)
Capital expenditure contracted for at balance date but not yet incurred for property, plant and equipment:	19,850	8,852

Capital commitments represent capital expenditure contracted for at balance date but not yet incurred.

21. CONTINGENCIES

The Trust Board is not aware of any contingent liabilities as at 30 June 2016. (2015: \$nil).

As at balance date, Te Manawa has received approval for up to \$32,000 in fundraising for future exhibitions subject to future compliance with conditions as stipulated in the funding agreements.

TM has also received funding approval for up to \$14,280 for the completion of Visible Sculpture Store project, pending completion of project (work in progress at balance date) and future compliance with conditions as per grant agreement.

(Contingent assets as at 30 June 2015: \$nil)

22. RELATED PARTY TRANSACTIONS

(i) Controlling Entity

The Trust is a Council Controlled Organisation, controlled by Palmerston North City Council (PNCC).

	2016 (\$)	2015 (\$)
Transaction carried out with PNCC are as follows:		
Received from Palmerston North City Council		
Operating Grant	2,962,086	2,938,577
Other Services	1,165	430
Purchased from Palmerston North City Council		
Rates	2,080	1,423
Other Services	99,876	98,076
Owing to Palmerston North City Council at 30 June	15,032	15,351
Owing from Palmerston North City Council at 30 June	-	-

Te Manawa Museums Trust is a Council Controlled Organisation as defined in the Local Government Act 2002, accountable to the Palmerston North City Council. Under the Trust Deed the Board shall consist of not less than five or more than nine Trustees, of which Council may appoint up to five, Tangata Whenua may appoint up to two and the Board may co-opt up to two.

In addition to the above transactions, the premises occupied by The Trust are owned by Palmerston North City Council and effectively provided by Palmerston North City Council as an additional grant. In addition, PNCC provides human resources advisory services free of charge to Te Manawa with a market price of \$24,000.

(ii) Key Management Personnel

The Trust classifies its key management personnel into:

- Trustees in the Board of Trustees as the governing body
- Chief Executive and his advisors, as members of the Leadership Team

The Trustees are paid honoraria for each Board of Trustees meeting attended during the period.

Members of the Leadership Team are employed as employees of the Trust, on normal employment terms.

The aggregate level of remuneration paid and number of persons (measured in "people" for the Trustees and "full time equivalent" (FTE's) for the members of the Leadership Team in each class of key management personnel is presented below:

	2016		2015	
	Remuneration	Number of Individuals	Remuneration	Number of Individuals
Trustees	16,995	8*	14,923	7*
Leadership Team	446,892	4.5 FTE's **	429,485	4 FTS's
Total Key Management Personnel Compensation	463,887		444,408	

* Due to the difficulty in determining the full-time equivalent for Trustees, the figure is taken as the number of Trustees.

**During the period, the Māori Strategic Partnership Advisor position became part of the Leadership Team; in prior period this position was not part of the Leadership team.

The full-time equivalent for the Leadership Team is determined on the basis of a 40-hour working week.

(iii) Other Related Parties

Related Parties	Goods/Services provided	Market Value of Goods/Services
New Zealand Rugby Museum (Grant Smith - Trustee of Te Manawa Museums Trust and Board member of the NZ Rugby Museum)	- Free sublease of Trust premises free of charge as per contract with PNCC as per Note 20. <i>(2014/15: free sublease)</i>	
Science Centre Inc. (Geoffrey Jameson - Trustee of Te Manawa Museums Trust and member of Science Centre Inc.)	- Free venue hire <i>(2014/15: free venue hire)</i>	\$1,522 <i>(2014/15: \$1,855)</i>
Active Minds Aotearoa (Andy Lowe - Chief Executive of Te Manawa and Board Member of Active Minds Aotearoa)	- No services or goods provided in 2015/16 financial year <i>(2014/15: free venue hire provided to the value of \$4,127)</i>	\$nil <i>(2014/15: \$4,127)</i>

23. EVENTS AFTER THE BALANCE SHEET DATE

There were no significant events after the balance sheet date.

24. CATEGORIES OF FINANCIAL ASSETS AND LIABILITIES

The carrying amounts of financial assets and liabilities are as follows:

	2016 (\$)	2015 (\$)
Loans and Receivables:		
Cash and Cash Equivalents <i>(Note 9)</i>	807,640	980,383
Debtors and Other Receivables <i>(Note 10 & 11)</i>	100,561	139,190
Short term deposits <i>(Note 12)</i>	203,293	-
Total Loans and Receivables	1,111,494	1,119,573
Financial Liabilities Measured at Amortised Cost:		
Creditors and Other Payables <i>(Note 14)</i>	307,186	324,287
Total Financial Liabilities Measured at Amortised Costs	307,186	324,287

25. CAPITAL MANAGEMENT

The Trust's capital is its equity, which comprises Trust capital and retained surpluses. Equity is represented by net assets.

The Trust Deed requires the Board of Trustees to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently. The Trust's equity is largely managed as a by-product of managing revenue, expenses, assets, liabilities, investments and general financial dealings. There were no externally imposed capital requirements during the period (2015: \$nil).

The objective of managing the Trust's equity is to ensure the Trust effectively achieves its objectives and purpose, whilst remaining a going concern.

26. EXPLANATION OF MAJOR VARIANCES AGAINST BUDGET

Explanations for major variations from the Trust's budgeted figures in the 30 June 2016 Statement of Intent are as follows:

Statement of Comprehensive Revenue and Expense

Most of the year-end net operating surplus is due to a significant increase in revenue tagged for capital projects: \$105,696 has been received from various organisations such as Lottery Board, Central Energy Trust and the Science Centre Trust to fund capital projects, whilst \$20,000 have been received from the Science Centre Trust as unconditional grant to fund a significant exhibition that will take place next financial year - the *Dinosaur Encounter* exhibition. The significant increase in revenue from fundraising, mainly for capital projects, cumulated with savings in payroll and occupancy, has resulted in a net operating surplus of \$161,200, compared to a budgeted deficit of \$7,222.

Revenue

Total Revenue, net of Donated/Custodial Collection Assets, is over the budget by \$91,352 due to a significant increase in fundraising/sponsorship revenue (up by \$99,596 from budget), mostly tagged for our capital projects and an increase in touring revenue from Te Manawa branded touring exhibitions (up by \$27,988 from budget).

Interest Income was higher than budget due to higher average cash funds.

Expense

Total Operating Expenditure was \$77,069 less than budget. This is the result of significant savings in payroll (down by \$37,586 due to some vacancies not being filled and a decrease in leave provision) and human resources advisory services provided free of charge to Te Manawa by Palmerston North City Council (budgeted at \$24,000 per year). There have also been savings in occupancy costs (down by \$18,386 from the budget), in particular in energy usage and material damage insurance.

The significant savings in materials and consumables (down by \$75,460 from budget) were offset by an increase in the use of contractors (up by \$62,386 from budget), especially in Art and Social History Exhibitions, due to the specialist nature of design, installation and related materials required for these exhibitions, that also included the contractors used for performances during events and exhibitions, as part of Te Manawa vision to make our spaces more vibrant and interactive (e.g. puppet show developed and performed for Frida Kahlo exhibition) and to develop a more multi-layered experience.

Recognition / (Derecognition) of Collection Assets

Two significant heritage collection items have been donated during the year: The Farquhar collection including surveying equipment from three generations of Palmerston North surveyors valued at \$4,200 and an eighteen point stag's head shot in Ruahine ranges in 1932, valued at \$2,000. James Robinson's art work "*Threshold 2009*" valued at \$25,000 was donated to Te Manawa during the period. Other significant art works donated to Te Manawa include the Edgar Mansfield sculpture, the works on paper by John Drawbridge and the John Parker ceramics.

Other Comprehensive Revenue and Expense

No revaluation of Te Manawa collection took place during the period, as Te Manawa undertakes the revaluation of its collection items every three years for art and every four years for heritage collection. The latest revaluation took place during 2014/15 financial year for both art and heritage collection.

Statement of Changes in Net Assets/Equity

The significant increase in net equity over the budget is the direct result of recording a net surplus for the year (compared with a budgeted deficit).

Statement of Financial Position

Statement of Financial Position budgets for receivables and payables are set on base numbers, the actual balance can be highly variable depending on the content and timing of scheduled activities.

The most significant movements are:

- Increase in receivables in line with an increased revenue, mostly in relation to revenue from Te Manawa branded touring exhibitions
- Increase in Prepayments due to Collection insurance paid in advance to December 2016 and due to deposit paid for major exhibition to take place during 2016/17 financial year.
- Decrease in intangible assets due to budgeted capital expenditure being allocated to urgent capital projects such as Sunlight crating and compliance with Health & Safety.
- Increase in Collection Assets following revaluation of both art and heritage collections that took place in June 2015 and therefore not accounted for at the time the budget was set.
- Employee Benefit Liabilities is over the budgeted figure, as budget was set on a base number, whilst actual balance varies due to timing.

Statement of Cash Flows

The variances in the Statement of Cash Flow are a direct result of the items mentioned above. It is significant to mention that, the cash and cash equivalent position at year end is below last year's level mainly due to the new short term deposit set up to take advantage of better interest rate, whilst maintaining the cash availability to meet Te Manawa operating cash resources.





Te Manawa
art science history PALMERSTON NORTH

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