

**MEETING AGENDA  
(OPEN SECTION)**

**OTAGO MUSEUM TRUST BOARD MEETING  
1pm, Friday, 27 June 2025  
Graham Crombie Board Room, Tūhura Otago Museum**

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Resolution to exclude the public:

*That the public be excluded from the following parts of this meeting. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 (1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:*

General subject matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 (1) for the passing of this resolution
MINUTES OF THE LAST OTAGO MUSEUM TRUST BOARD MEETING AND ACTION REGISTER (CLOSED)	<p><i>To enable, without prejudice or disadvantage, commercial activities;</i></p> <p><i>That the exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies</i></p>	7 (2) (h), 48 (1) (d)
HEALTH & SAFETY REPORT	<p>To protect the privacy of natural persons;</p> <p>That the exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies</p>	7 (2) (a), 48(1) (d)
DIRECTORS REPORT	<p>To protect the privacy of natural persons;</p> <p>To enable, without prejudice or disadvantage, commercial activities</p>	7 (2) (a), 7 (2) (h)
KAUPAPA MĀORI	To protect the privacy of natural persons	7 (2) (a)
FINANCE & GOVERNANCE	<p>To enable, without prejudice or disadvantage, commercial activities;</p> <p>That the exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies</p>	7 (2) (h), 48 (1) (d)
OTHER BUSINESS	<p>To protect the privacy of natural persons, including that of deceased natural persons.</p> <p>That the exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies</p>	7(2) (a), 48 (1) (d)

## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **DECLARATION OF INTEREST**

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#### **EXECUTIVE SUMMARY**

Members will recognise and declare potential conflicts of interests to allow open and transparent discussions. Managing those interests may involve purely the declaration, or in some circumstances, that the member leaves the room for that discussion.

Changes to interests are to be notified to the Secretary as soon as practical, and recognised during the meeting as they become relevant.

#### **RECOMMENDATIONS**

That the meeting:

**Notes and amends** the attached interest register as necessary.

## Otago Museum Trust Board

### Interest Register 25 March 2025

Name of Trustee	Role	Nature of Interest	
<b>Jamie Adamson</b>	Deloitte	Partner	
	Board member	Athletics Otago Inc	
	Member	Council for Otago Medical Research Foundation	
<b>David Benson-Pope</b>	Owner	Residential Property Ownership in Dunedin	
	Trustee and Beneficiary	Blind Investment Trusts	
	Member	Yellow-eyed Penguin Trust	
	Member	New Zealand Labour Party	
	Member	Dunedin Heritage Fund (Council Appointment)	
	Member	Dunedin Public Art Gallery Acquisitions Committee (Council Appointment)	
	Member	Otago Museum Trust Board (Council Appointment)	
<b>Brigid Casey</b>	Council member	Association of Friends of Otago Museum	
<b>Gaynor Finch</b>	Owner	Athol Croft Farm	
	Clutha District Council Rep	CDC Combined District Museums	
	Councillor	Clutha District Council	
	Clutha District Council Rep	Clutha Foundation Trust	
	Clutha District Council Rep	Lake Waihola Waipori Wetlands	
	Clutha District Council Rep	Milton Area Promotions	
	Clutha District Council Rep	Taieri Mouth Amenities Society	
	Chair	Tokomariro Awareness Group	
	Clutha District Council Rep	Waihola Looking Forward	
	Clutha District Council Rep	Project Bruce	
	<b>Christine Garey</b>	Trustee	Garey Family Trust - Property Ownership - Dunedin
		Member	Women of Ōtepoti
Member (alternate)		Grow Dunedin Partnership (Council Appointment)	
Member		Otago Museum Trust Board (Council Appointment)	
Member		Sophia Charter (Council Appointment)	
Member		St Paul's Cathedral Foundation (Council Appointment)	
Member		Theomin Gallery Management Committee (Olveston) (Council Appointment)	
Trustee		Ashburn Hall Charitable Trust	
<b>Prof David Hutchinson</b>	Chair	Study Dunedin Advisory Group	
	Employee	University of Otago	
<b>Prof Nancy Longnecker</b>	Employee	University of Otago	
	Member	Otago Institute Council	
	President	Friends of Otago Museum	
	Board Member	Age Concern Otago	
	Member	Green Party Aotearoa New Zealand	
<b>Cherry Lucas</b>	Trustee	Otago Farmers Market	
	Member	Otago A & P Society	

	Trustee	Henderson Lucas Family Trust - Residential Dunedin Property
	Member	NZ Institute of Chartered Accountants
	Member	Otago Museum Trust Board (Council Appointment)
	Member	Dunedin Chinese Garden Advisory Board (Council Appointment)
	Member	Toitū Otago Settlers Museum Board (Council Appointment)
	Member (alternate)	Grow Dunedin Partnership (Council Appointment)
	Member	Mosgiel Taieri Community Board (Council Appointment)
	Member	Te Poāri a Pukekura Partnership (Council Appointment)
	Zone 6 representative	LGNZ
	Member	Taieri Airport Trust
<b>Lisa Matisoo-Smith</b>	Employee	University of Otago
<b>Rachel Wesley</b>	Employee	Aukaha (1997) Ltd
	Member	New Zealand Archaeological Association
	Te Rūnanga o Ngāi Tahu representatives	Ngāi Tahu Māori Rock Art Charitable Trust.
	Ōtākou Representative	Te Rūnanga o Ngāi Tahu
<b>Jeff Wilson</b>	Partner	Findex
	Member	Chartered Accountants Australia and New Zealand
	Director	Brighton Boat Hire Limited
	Member	Otokia Creek & Marsh Habitat Trust

## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **MINUTES OF THE LAST MEETING**

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#### **EXECUTIVE SUMMARY**

Minutes of the previous meetings to be reviewed and confirmed as a true and accurate record of the meeting.

#### **RECOMMENDATIONS**

That the meeting:

**Confirms** the minutes of the last meeting.

**MINUTES**  
**(Open Section)**

**OTAGO MUSEUM TRUST BOARD MEETING**

**1pm, Tuesday, 29 April 2025**

**Graham Crombie Board Room, Otago Museum**

**PRESENT:**

David Hutchinson, Gaynor Finch, Brigid Casey, Nancy Longnecker, Christine Garey, Cherry Lucas, David Benson-Pope, Jeff Wilson, Rachel Wesley

**IN ATTENDANCE:**

**Deloitte:**

Jamie Adamson

**From Tūhura Otago Museum:**

Ian Griffin (Director)  
Jane Gregory (Secretary to the Board)  
Ben Hardie – Management Accountant

**1. APOLOGIES**

Apologies had been received from Lisa Matisoo-Smith for absence, and Jeff Wilson for lateness

**It was moved that** *the apologies are accepted.*

**Moved from the Chair:**  
**CARRIED**

David Hutchinson

**2. INTEREST REGISTER**

The interest register was noted.

**3. REPORT FOR INFORMATION – TRUST BOARD MEMBERSHIP**

The Trust Board Membership Report was noted.

**4. MINUTES OF LAST MEETING (open section)**

Amendment to the minutes of the open section of the last meeting held on 27 February 2025: remove David Benson-Pope from the attendance list as he had sent an apology for absence for that meeting.

**It was moved that:** *the minutes of the meeting held on 27 February 2025 with the above amendment, are accepted as a true and accurate record of that meeting.*

**Moved by:** Gaynor Finch  
**Seconded by:** Brigid Casey  
**CARRIED**

**5. ACTION REGISTER**

### **Check whether the Solomon Islands and Papua New Guinea communities were included in the engagement about the Pacific Cultures gallery**

The update was noted in the action register that the Pasifika Engagement Coordinator had confirmed that all Pasifika communities were being consulted in the redevelopment of the Pacific Cultures gallery, including our Wantok communities.

Visits to the collection are being arranged with Wantok leaders (Solomon Islands and PNG) in April to help select objects from our collection for the display cases and future exhibitions.

**New action: the Director** to prepare a submission to DCC's next Annual Plan flagging that we will be asking for a contribution to some capital projects

## **6. HEALTH AND SAFETY REPORT**

The health and safety charts were noted.

The lack of incidents being reported through March and April was noted. We know that those using the system are trained and we are continuing to ask staff to report incidents. However, an issue with the database has been found which may be causing the low reporting numbers. The system is being checked.

## **7. DIRECTOR'S REPORT**

The Director highlighted key points from his written report and responded to questions from the Board. Key points were:

- Thanks were noted to Ben Hardie, Management Accountant for updating the KPIs chart.
- The income from the science centre this period is lower than previously. This could be the impact of having two paid attractions with the RELICS LEGO exhibition competing for visitor expenditure.
- Attendance is running at about 7% lower than last year. This could be due to cruise ships to Dunedin being lower in number and that the public have less disposable income in the current economic climate.
- The RELICS exhibition is going to show a profit and has been a good steady exhibition.
- The renovation of the Pacific Cultures gallery continues. Quotes are being obtained for a new carpet and consultation with the Pasifika communities is ongoing.
- The Outreach team continue to work across the region. The Solar Tsunamis exhibition showcasing the work of Craig Rogers continues to be shown across the country and shows the high calibre of work that the Museum staff are working on.
- The Marketing team have done a good job promoting events, including securing the winner for both Bug of the Year (velvet worm) and Bird of the Year (hoiho).

In response to questions:

- It was confirmed that the Museum's repatriation policy, though primarily written for Māori taoka, is applicable to non-Māori taoka in setting out the principles and processes to be followed.

The Director's report was noted.

## **8. KAUPAPA MĀORI**

Matariki: it has been proposed to hold a Maori arts and crafts market for Matariki. The Museum team are working through logistics, costs and conservation issues to see if this would be viable to organise for this year's event.

## 9. TREASURER'S REPORT

The financial reports covering the eight-month period to 28 February 2025 were noted and would be discussed in closed session.

## 10. REPORT FROM THE FRIENDS ASSOCIATION OF THE OTAGO MUSEUM

Brigid Casey reported for the Friends:

- The Friends in Focus talk coming up are Dr Sian Halcrow, Professor in Biological Anthropology on "Forgotten Children: the skeletal remains of babies from the W D Trotter Anatomy Museum" at 12noon in the Barclay Theatre on Tuesday 20 May. Jane Dodd about her exhibition *The Kingdom*.
- The HD Skinner memorial lecture this year will be by Glen Summerhayes will be held at a slightly later date than normal, in November.
- A membership survey received a 50% response rate which was pleasing. The results are being prepared for discussion at a special meeting later this year. The AGM will be held slightly later in the year than usual.

The Friends' report was noted.

## 11. OTHER BUSINESS

There was no other business

## 12. MATTERS IN COMMITTEE

### Resolution to exclude the public:

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<b>HEALTH &amp; SAFETY REPORT</b>	To protect the privacy of natural persons;  That the exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in	7 (2) (a), 48(1) (d)

	private on its decision or recommendation in any proceedings to which this paragraph applies	
<b>DIRECTORS REPORT</b>	To protect the privacy of natural persons; To enable, without prejudice or disadvantage, commercial activities	7 (2) (a), 7 (2) (h)
<b>KAUPAPA MĀORI</b>	To protect the privacy of natural persons.	7 (2) (a)
<b>FINANCE &amp; GOVERNANCE</b>	To enable, without prejudice or disadvantage, commercial activities; That the exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies	7 (2) (h), 48 (1) (d)
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**Moved by:** David Hutchinson

**CARRIED**

**Moved into closed session: 13.28 pm**

**Meeting closed: 2.58pm**

**Next meeting 27 June 2025**

Signed by:

.....  
David Hutchinson  
Trust Board Chair

Date: .....



## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **ACTION REGISTER**

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#### **EXECUTIVE SUMMARY**

A record of actions from the last meeting.

#### **RECOMMENDATIONS**

That the meeting:

**Reviews** the actions as required

**OTAGO MUSEUM TRUST BOARD  
ACTION REGISTER  
From meeting 29 April 2025 – Open Section**

<b>Item number</b>	<b>Date of OMTB meeting</b>	<b>Item</b>	<b>Action reference from minutes</b>	<b>Who responsible</b>	<b>Action completion due date/status</b>
5	29 April 2025	Action Register	<b>The Director</b> to prepare a submission to DCC's next Annual Plan flagging that we will be asking for a contribution to some capital projects	Director	

## OTAGO MUSEUM TRUST BOARD

27 June 2025

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### CORRESPONDENCE

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#### EXECUTIVE SUMMARY

#### Correspondence

##### Outward:

4 June 2025 Card to Julie Pearse former Friends representative on the Board – congratulations on being awarded a King’s Birthday honour.

##### Inward:

6 June 2025 Nancy Longnecker – notification of change of Friends Association representation on the Otago Museum Trust Board.

#### RECOMMENDATION

That the Board:

**Notes** the correspondence.

4-6-2025

Julie,

Congratulations on being  
awarded a King's Birthday  
honour.

This was well-deserved  
recognition of your hard  
work and contribution to  
Local organisation over

Many years.

On behalf of the Stage Museum  
Trust Board and staff,  
well done!

Jan

## Jane Gregory

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**From:** Nancy Longnecker <nancy.longnecker@otago.ac.nz>  
**Sent:** Friday, 6 June 2025 12:49 PM  
**To:** David Hutchinson  
**Cc:** Ian Griffin; Jane Gregory; Brigid Casey; Friends  
**Subject:** representation on OMTB

Kia ora David,

As you know, my term as representative of the Otago Institute on the Otago Museum Trust Board finishes in June 2025. My last meeting of the OMTB as OI rep will thus be the June meeting. I do not know who the next representative for OI on the OMTB will be. I know of two people interested in the role.

Brigid Casey will come to the June OMTB meeting representing the Association of Friends. She will then be stepping down as the representative of the Association of Friends on the OMTB. I have been proposed by the Council of Friends to replace Brigid. Pending approval by Friends members at our special general meeting on 17 June, I will attend Board meetings from August as representative of the Friends.

Ngā mihi, Nancy

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Nancy Longnecker, PhD (she/her)  
President, Friends of Tūhura Otago Museum

Emerita Professor  
Te Tari Huaota | Department of Botany  
Ōtākou Whakaihū Waka | University of Otago  
Ōtepoti | Dunedin  
Aotearoa | New Zealand

He pōkeke uenuku i tū ai | A rainbow stands brightly amongst dark, gloomy clouds – a symbol of hope and resilience.

## OTAGO MUSEUM TRUST BOARD

27 June 2025

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### BOARD MEMBERS - RECORD OF TERMS SERVED ON THE BOARD AND REVIEW OF ORIENTATION PACK

Submitted by: Jane Gregory, Secretary to the Board

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#### Executive Summary

**Board Membership report:** this report is for information and records the date that each Board member was appointed to the Board, the number of terms served and when their appointment is due for renewal.

Some organisations have agreed to operate a staggered appointment process that is out of synch with local authority elections. A staggered appointment process helps the Board to achieve continuity of skills and knowledge, and reduces the risk of a loss of a large proportion of members at one time.

#### NEW ITEMS:

**Skills Mix paper:** we are approaching local authority elections in October this year which could lead to changes to some representation on the Board. We are therefore reviewing the Skills Mix paper that we provide to representative organisations prior to them making an appointment. By letting representative organisations know the skills required on the Board we aim to assist continuity of good governance to support the Museum in delivering its strategic plan.

**We recommend that the Board review and adopt the Skills Mix paper** for circulation to representative organisations as and when required.

**Code of Conduct and Board Orientation Pack:** in line with the above we will also be reviewing and updating the Board Orientation Pack that is provided to new board members on their induction. Included in the Pack is an Orientation Overview document. This document will be updated prior to new inductions but we would like Board input to sections on page 11: 'Expectations of Board Members; Code of Ethics; Conflict of Interest Register'.

We are proposing that these sections are replaced with two new sections: 'Otago Museum Trust Board Code of Conduct; Breach of Code of Conduct'. The draft wording is attached, as is the full Orientation Overview document.

We believe that the new wording provides more clarity about responsibilities and offers some method of resolution should a member breach the code of conduct.

**We recommend that the Board review and adopt the new sections in the Board Orientation Pack: Otago Museum Trust Board Code of Conduct and Breach of Code of Conduct.**

Representative Organisation	Board member	Month/year started on Trust Board	Number of 3-year terms served	Current 3-year term	Reappointment due date	Status
Otago Institute for the Arts and Sciences	Nancy Longnecker	June 2019	1	2022-2025	June 2025	Confirmed
DCC	Christine Garey	Dec 2022 or Feb 2023	0	2022-2025	November 2025	Confirmed
DCC	David Benson-Pope	Dec 2022 or Feb 2023	0	2022-2025	November 2025	Confirmed
DCC	Cheryl Lucas	Dec 2022 or Feb 2023	0	2022-2025	November 2025	Confirmed
Regional Councils	Gaynor Finch	Feb 2011	4	2022-2025	November 2025	Confirmed
University of Otago	David Hutchinson	Feb 2008	5	2022-2025	November 2025	Confirmed
Manawhenua	Rachel Wesley	October 2020	1	2023-2026	October 2026	Confirmed
University of Otago	Professor Lisa Matisoo-Smith	June 2021	1	2024-2027	June 2027	Confirmed
Association of the Friends of Otago Museum	Brigid Casey	August 2018	2	2024-2027	August 2027	Confirmed
DCC	Jeff Wilson	September 2024	0	2024-2027	September 2027	Confirmed

## SKILLS REQUIRED Otago Museum Trust Board

June 2025

### **Governance Capability, Continuity, and Diversity: A Framework for Best Practice**

**Introduction:** Good governance is essential to the success of Tūhura Otago Museum. As the institution continues to evolve into a nationally significant cultural and scientific hub, its governance arrangements must be fit for purpose and grounded in recognised best practices.

This document builds upon previous discussions by the Board's governance review committee and reflects feedback from the Board Chair and Director. It provides guidance to appointing organisations on the capabilities and experience that will best serve the Museum's governance, particularly as appointments are considered in the context of local government election cycles.

**Background and Governance Challenges:** Over the past decade, the Board of Tūhura Otago Museum has provided effective stewardship through a period of growth, strategic renewal, and enhanced community engagement. In addition the Museum started on a journey to become a bicultural organisation. Our strategic plan was widely endorsed by stakeholders and the community and through the process we have fostered strong relationships with key stakeholders and mana whenua while building a national profile in science and cultural engagement.

The next 10 years will see the Museum continue through a period of growth and development as a contemporary organisation in the cultural sector. The Museum has developed a masterplan outlining major capital works that will need to be undertaken to improve the care of the collection. In parallel, a new strategic plan for 2026-2031 will take the Museum on the next step of its journey to improve its facilities, upgrade galleries and engage with communities, including a new focus on Pasifika communities.

To meet its ambitious programme of work, the Museum needs a strong and skilled board to provide governance and direction. However, the legislative structure that governs our Board (as defined in the Otago Museum Trust Board Act 1996) presents limitations:

- All appointments are refreshed following each local government election, resulting in a full Board turnover every three years.
- The Board has no formal role in appointments and cannot directly ensure an appropriate mix of skills, experience, or continuity.

- The appointment process does not mandate the inclusion of governance expertise or reflect evolving best practices in equity, diversity, and inclusion.
- These constraints create ongoing risk to Board cohesion, strategic continuity, and institutional relevance and stability.

**Te Tiriti o Waitangi and Our Commitment to Inclusive Governance:** As a bicultural nation, Aotearoa, New Zealand, is founded on the principles of Te Tiriti o Waitangi. The governance of Tūhura Otago Museum must reflect these principles through partnership, participation, and protection. This includes upholding the status of mana whenua in our region and ensuring that Board membership comprises individuals with deep experience and strong relationships working with iwi Māori.

In addition, as we serve an increasingly diverse community, we acknowledge the importance of including voices from across the wider Pacific. We encourage the appointment of individuals who bring cultural competence and direct experience working with Pasifika communities, whose perspectives and traditions enrich our region's heritage.

**A Collaborative Approach to Strengthening Governance:** While the Otago Museum Trust Board Act limits our ability to control the appointment process, we believe that strong relationships with appointing bodies will enable meaningful dialogue about the skills required on the Board and the selection by the appointing body of a suitable representative that will contribute meaningfully to the board's work.

To this end we will be aiming for a mix of Board representatives to achieve the characteristics of a high-performing Board, as defined by the Australian Institute of Company Directors:

- **Continuity:** Effective boards retain institutional memory through staggered terms or reappointment mechanisms that enable leadership continuity.
- **Skills-based composition:** Boards should comprise individuals with diverse, complementary skills aligned to the organisation's strategic goals.
- **Cultural competence and diversity:** Boards function best when they reflect the communities they serve and include individuals with a deep understanding of cultural contexts, particularly Māori and Pasifika worldviews in Aotearoa.
- **Freedom from groupthink:** A mix of perspectives fosters robust decision-making and guards against blind spots.

We propose the following approach:

- Pre-election briefings: the Board Chair will formally seek meetings with all appointing organisations (except territorial authorities) in the lead-up to each local election to outline the Museum's governance needs and share a summary of the desired skills and experience.
- Post-election engagement: following local elections, briefings will be offered to territorial authorities to encourage the appointment of individuals who have the desired skills and experience.
- Ongoing discussion with appointing organisations: about the possibility of staggering their appointment process so that three-year terms do not all coincide with elections of territorial authorities, and should a current representative signal they are stepping down, discuss a replacement representative and skills the Board is looking for.
- Ongoing advocacy: the Museum will continue to advocate for legislative reform that could introduce staggered terms, skills-based criteria, or co-opted appointments to support continuity and capability.
- Transparent guidance: This document will be regularly updated and shared with appointing bodies to inform future appointments.

**Essential Capabilities for Otago Museum Governance:** to provide strong governance support through the programme of work scheduled through the next five years the board is looking for members who have a suite of governance experience and particular skills as outlined below. In their conversation with each appointing organisation the Board chair will discuss skill gaps that the organisation might consider in their appointment of a representative.

We recommend that appointing organisations consider the following core competencies and perspectives when nominating Board members:

- Governance acumen: Proven experience in governance (not operational management), including an understanding of fiduciary duties and strategic oversight.
- Commitment to Te Tiriti o Waitangi: A demonstrated understanding of the obligations and spirit of partnership with Māori under Te Tiriti, and preferably, experience working directly with iwi.

- Cultural and community leadership: Experience working with diverse communities, including Pasifika, and a strong understanding of stakeholder engagement in a museum or public sector context.
- Financial and legal literacy: Familiarity with financial reporting, risk management, and relevant legal frameworks.
- Marketing and communication expertise: Ability to contribute to the Museum's positioning, outreach, and audience development strategies.
- Asset and facilities management: Oversight experience relating to complex physical infrastructure, including heritage assets.
- Strategic sector knowledge: An understanding of the Museum, science, education, and tourism sectors is highly desirable.

**Conclusion:** The future success of Tūhura Otago Museum relies on a Board that embodies best governance practices, has the skill mix to take it through a new era of strategic development, while striking a balance between continuity, cultural intelligence, sector knowledge, and strategic insight. We welcome the support of all appointing bodies in making appointments to the Board that will ensure the Museum has the governance leadership it needs to thrive — not just for today but for future generations.

## OTAGO MUSEUM TRUST BOARD CODE OF CONDUCT

Board members are expected to:

- Be familiar with the Otago Museum Trust Board Act 1996
- Attend all Trust Board meetings and any meetings of committees to which they are appointed.
- Represent the Board at Museum functions, e.g. exhibition openings and special events, as other commitments allow.
- Advocate for and support the Museum in other circles in Otago and nationally when appropriate.
- Disclose any interest or relationship likely to affect impartiality, or which may create an appearance of partiality or bias. The duty to disclose is ongoing. A conflict of interest register is kept by the Board Secretary and reviewed at every Board meeting.
- Act lawfully and with integrity in their appointment.
- Act in the best interests of the Museum, being just and independent in making decisions.
- Carry out board duties diligently and expeditiously.
- Prepare for Board meetings, reading meeting papers in advance of meetings to enable informed decision-making.
- Undertake governance training or gain experience as required to be an effective board member.
- Observe confidentiality of non-public information gained as a board member whether gained in meetings or in conversations outside of meetings.
- Note that media statements if required will be made through the Board chair or deputy chair.
- Be willing to serve on Board sub-committees or working parties.
- Keep their access fob safe and return the fob to the Museum at the end of the period of service on the Board. If a fob is mislaid or lost the loss should be reported to either the Board Secretary or Facilities Manager as soon as possible so that the fob can be deactivated and a replacement issued.

## BREACH OF CODE OF CONDUCT

If a Board member breaches the Board code of conduct the Board may consider remedial and improvement-focused measures to support the Board member's performance or improve working relationships between Board members. For example, a Board may request that a member:

- Attends a relevant training or refresher course.
- Works with a mentor for a period of time.
- Participates in voluntary mediation (if there is a conflict between two or more members).

The Board may consider other actions to address unsatisfactory conduct, such as:

- Letter of censure to the member
- Request for an apology to be made either privately or publicly
- Vote of no confidence in the member
- Limitation on dealings with any/all Board members apart from the Chair
- Suspension from Board meetings
- Invitation for the member to consider resigning from the Board.

# Orientation

# OTAGO MUSEUM TRUST BOARD



2022-2025 Triennium

September 2024

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## USEFUL LINKS

<http://otagomuseum.nz/>

<https://www.facebook.com/OtagoMuseum?fref=ts>

<https://twitter.com/OtagoMuseum>

## OTAGO MUSEUM'S GUIDING VALUES

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### OUR VISION

Kia whakaoho – Awaken wonder, curiosity and understanding in our world.

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### OUR MISSION

To inspire and enrich our communities, and enhance understanding of the world through our collection, our people and the stories we share.

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### THE OTAGO MUSEUM TRUST BOARD ACT 1996 - OBJECTIVES

- a) We will collect, preserve, act as a regional repository for, research, display and otherwise make available to the people of the present and the future material and information relating to the natural, cultural and scientific heritage of the peoples of the world.
- b) We will promote interest and education in the natural, cultural and scientific heritage of New Zealanders.
- c) We will place particular emphasis on those activities as they relate to the greater Otago region, world history, natural history and science, and where appropriate their relationships in a wider global context.

See appendix for the full Otago Museum Trust Board Act 1996

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### VALUES

To maintain a world-class Museum for the people of Otago and Aotearoa, the Museum has made a commitment to values that shall underpin our operations and practices:

MANAAKITAKA: We will care for our taoka, takata, and whakapapa\*

KAITIAKITAKA: We will guard our taoka, whakapapa, and takata for future generations

TOHUKATAKA: We will grow and foster expertise through research, learning, and collaboration

WHANAUKATAKA: We will collaborate and create partnerships

RAKATIRATAKA: We will ensure our mana is evident in our integrity, ethical decision-making, and leadership

\* Taoka – refers to the tangible and intangible treasures of the Museum; takata refers to the people of Otago Museum – its staff, visitors, partners, stakeholders, and communities; whakapapa refers to the Museum’s relationships and history.

## HISTORY OF THE ORGANISATION

### OVERVIEW

Established in 1868, the Otago Museum is located on the Museum Reserve between Great King Street and Cumberland Street in Dunedin, New Zealand. The Museum is adjacent to the University of Otago campus in Dunedin North, 1,500 metres northeast of the city centre. It is one of the city's leading cultural attractions, with over 360,000 visitors each year, and has over 1.5 million objects in its collection.

Natural science specimens and humanities artefacts from Otago, New Zealand and the world form the basis for the eight long-term gallery displays, while exhibitions on a wide range of subjects change regularly. An interactive science centre within the Museum includes a large tropical butterfly rainforest environment and 360° immersive theatre dome. The Museum also operates a café and shop and venue hire.

### ORIGINS

The development of the Otago Museum collection can be divided into two broad phases: the early days as a colonial museum of natural history, and the later ‘golden age’ of benefactors who donated large-scale collections of humanities artefacts and natural science objects.

The Otago Museum was founded on a collection of 5000 rock and mineral samples collected by Provincial Geologist James Hector as part of the New Zealand Geological Survey in the earliest days of Otago settlement in the early 1860s.

The idea of opening a museum was mooted by the Otago Provincial Government to house these samples, but did not gain traction. The samples were later shown at the New Zealand Exhibition in Dunedin in 1865, but it was not until 1868 that the doors of the Otago Museum opened to the public in the Post Office Building in the Exchange in lower Princes Street. In the following year the University of Otago opened in adjoining rooms, and that was the beginning a relationship that continues to the current day.

In gold-rich prosperous colonial Otago it was not long before the Museum's collection began to grow as other collections were gifted and artefacts from around New Zealand were acquired. It soon became clear that a larger, purpose-built building was required.

The foundation of what is now called the Ross building after its architect David Ross, was laid at the current Great King Street site in December 1874.

In August 1877, the new building was opened. The original entrance to the Museum is still a landmark on Great King Street, though the main entrance is now from the Museum Reserve.

Management of the Museum passed to the University of Otago in 1877. This arrangement lasted until 1955 when a new governance structure was established by the passing of the Otago Museum Trust Board Act.

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## HISTORY OF THE COLLECTIONS

The first Curator of Otago Museum, Captain Frederick Wollaston Hutton, brought together the early natural history collections and oversaw the design and internal arrangement of the original building during his tenure (1873-1879). A number of specimens from this period are still on display in the Animal Attic today.

His successor Thomas Jeffrey Parker made significant improvements in the area of display, organising the specimens based upon Darwinian principles. Dedicated collecting of humanities artefacts began during Parker's tenure, triggered chiefly by the donation of the Egyptian mummy by Dunedin businessman Bendix Hallenstein in 1894. In 1894, the first substantial collection to be gifted was Reverend James Chalmers' collection of 81 items from the Fly River region of New Guinea.

The lengthy tenure (1898-1937) of eminent zoologist William Benham saw unprecedented growth in the Otago Museum collection. In 1910, the Hocken Wing was opened, housing the Hocken Library as well as Dr Thomas Morland Hocken's substantial Māori collection. The Willi Fels Wing, currently housing People of the World and Tāngata Whenua galleries, was opened in 1930, due chiefly to the generous benefaction of Dunedin businessman Willi Fels.

Willi Fels organised and was chief contributor to the fundraising for the new south wing and his large, valuable Māori collection, donated in 1924, was the Museum's largest gift to date. During his 25 years of close involvement in Museum affairs, Fels donated some 80,000 items in the fields of ethnography, antiquities and the decorative arts.

Willi Fels first became prominent in Museum affairs in 1918, when he used his influence to get Henry Devenish Skinner appointed as Otago University's anthropology lecturer and assistant Museum Curator jointly. Fels guaranteed half of Skinner's salary for five years and also inaugurated and was chief contributor to an ethnology-purchasing fund. The generosity of Fels triggered a series of major gifts from collectors who now realised their artefacts would be safely housed and preserved.

Prominent among these gifts were Adolf Moritzson's ethnographic (chiefly Bismarck Archipelago) items and Justice Frederick Chapman's 1921 gift of mostly Māori material, numbering 3000 artefacts.

Willi Fels belonged to a group of related families who were instrumental in establishing world-class collections at Otago Museum and other Dunedin educational and cultural institutions. The de Beer family are remembered chiefly for valuable gifts in the decorative arts, notably ceramics and textiles.

Percy Halstead, nephew to Bendix Hallenstein, donated items of Oriental art, a field in which he was also Honorary Curator. The Theomin family, related to the Hallensteins by marriage, donated gifts including ceramics and antiquities. The poet Charles Brasch, grandson of Fels, was a donor of Egyptian artefacts.

After the death of Willi Fels in 1946, the age of collecting on a grand scale had largely passed. Although the Willi Fels Fund continues to be used to purchase Pacific artefacts today, Otago Museum's priorities have shifted to the need to better house and manage existing collections.

The opening of *Southern Land, Southern People* in 2002 explores aspects of both natural and human history in southern New Zealand. It also marks a return to the Museum's roots in the field of the geology.

Credit: S Patterson 2003

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## THE MUSEUM'S COLLECTION TODAY

There are an estimated 1.5 million items within the collections, held in trust for the benefit of the people of Otago, New Zealand and the world. The Museum holds some of the largest and most extensive collections of taoka Māori and Pacific items in the world. There are comprehensive collections from South East Asia, Australia, the Americas and Africa as well as extensive collections of costumes and textiles, coins and medals, antiquities and the decorative arts. Within the natural sciences the Museum houses rich and diverse collections of invertebrate, vertebrate and geological material. Highlights include over 1,000 type specimens, one of the largest New Zealand spider collections and one of the most comprehensive collections of Moa specimens anywhere in the world. Indeed, all Museum collections encompass items of national and international significance.

Perhaps the greatest strength of the Otago Museums' collections lies in their extraordinary diversity. Within one institution there is the capacity to explore both cultural and natural diversity in ways that inform New Zealand's understanding of its origins and changing patterns in science, nature and culture. Biodiversity, climate change and cultural diversity are key themes for the 21st century, all of which have the potential to be explored by the Museum through its collections. By highlighting the diversity of our collections we can equally define what is uniquely New Zealand and in particular, Otago. In an increasingly globalised society it will be important for visitors to Otago to understand its unique qualities as much as its shared histories.

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## ARCHITECTURE AND DEVELOPMENT

With 140 years on the current site, the Museum building is classified by the Historic Places Trust as a Category 1 historic place.

The first substantial addition to the original Museum building was the Hocken Wing, which opened in 1910, housing Dr Thomas Morland Hocken's collection of manuscripts.

Another wing, named for benefactor Willi Fels was opened in 1930 and today houses the People of the World and Tāngata Whenua galleries.

A further expansion of the Museum occurred in 1963 when the Centennial Wing was opened.

A multi-stage redevelopment project in the 1990s and 2000s designed by architect Ted McCoy resulted in the integration of many of the galleries around a central Atrium. The collection storage area was also redeveloped with specialised shelving and environmentally controlled storerooms.

In 2002 the Southern Land, Southern People gallery was opened by Sir Edmund Hillary, Governor General Dame Silvia Cartwright and Prime Minister Helen Clark.

The HD Skinner Annex on the Museum Reserve was opened in 2013, serving as an exhibition space and additional Museum venue. The building was formerly the North Dunedin Post Office.

In 2017 the Museum redeveloped Discovery World with a \$2.5 million investment into its Tūhura Otago Community Trust Science Centre, a bi-cultural science centre with over 50 science-based interactives. The Centre sits alongside the Perpetual Guardian Planetarium and Beautiful Science Gallery which had been opened two years previously. The ever-popular Tropical Forest (butterfly house) is contained within the science centre.

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## LEADERSHIP

During the early years, the University of Otago owned and managed the Otago Museum, and the role of Curator formed part of an academic position. As the collection grew in size and significance, it was recognised that the Museum was of increasing importance to the region, and yet was not supported by public funding. This led to the passing of the Otago Museum Trust Board Act 1955, which handed over responsibility for the control and administration to the Otago Museum Trust Board, and made provision for the finances to support the Museum. This Act was then replaced by the Otago Museum Trust Board Act 1996, under which the Trust Board currently operates.

The Museum management is supported in tikanga Māori by a Māori Advisory committee and a Pouhere Kaupapa Māori, who currently also holds the role of Curator Māori.

In 2022, to reflect the Museum's journey towards becoming a bi-cultural organisation, mana whenua gifted the Museum the name *Tūhura*. *Tūhura*, meaning to discover, investigate and explore, had been in use since 2017 as the name of the Museum's new bi-cultural, interactive science centre. The name had close links with the late Ngāi Tahu leader Tahu Potiki, who collaborated closely on the creation of the science centre and reflects the wairua (spirit) of the Museum. *Tūhura* will now be used for the entire Museum.

### **Past Curators of the Museum:**

Captain Frederick Wollaston Hutton, 1873-1879

Professor Thomas Jeffery Parker, 1880-1897

Sir William Blaxland Benham, 1898-1937

## Directors/Chief Executives of the Museum

Dr Henry Devenish Skinner, 1937-1957

Dr Raymond Robert Forster, 1957-1987

Richard Cassels, 1987-1995

Shimrath Paul, 1995-2013

Dr Ian Griffin, 2013 - present

## GOVERNANCE AND ADMINISTRATION

### GOVERNANCE

The Otago Museum is a registered charity (registration no. CC38158) operating under the Otago Museum Trust Board Act 1996. The Act defines the functions of the board, the objectives of the Museum and reporting and administration requirements (see appendix 1).

As defined in the Act, the Otago Museum Trust Board consists of a membership of stakeholder organisations who are elected by their organisations every three years. According to the Act:

#### Composition of the Trust Board:

5 (2) The Board shall consist of:

- a) 4 members appointed by the Dunedin City Council;
- b) 1 member appointed jointly by the Clutha District Council, the Central Otago District Council, and the Waitaki District Council;
- c) 2 members appointed by the University of Otago;
- d) 1 member appointed by the Otago Branch of the Royal Society of New Zealand or its successor body<sup>1</sup>;
- e) 1 member appointed by Manawhenua, the procedure for making the appointment to be determined by the parties responsible for such appointment;
- f) 1 member appointed by the Association of Friends of the Otago Museum.

The powers and functions of the Board shall be:

#### Functions of the Trust Board:

9 (1) the functions of the Board shall be:

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<sup>1</sup> The Otago Institute for the Arts and Sciences

- a) to appoint, and whenever necessary reappoint or replace, a Chief Executive Officer of the Museum, who shall be responsible to the Board for employing, on behalf of the Board, staff of the Museum and negotiating their terms of employment:
- b) to establish for the guidance of the Chief Executive Officer broad lines of policy consistent with the objectives of the Museum as outlined in section 3;
- c) to ensure that the Museum building, collections, and documentation are maintained in good order and condition;
- d) to ensure that the Museum is run effectively and efficiently in accordance with its policy.

9 (2) The Board shall have such powers, not inconsistent with this Act or with the relevant sections of the Local Government Act 2002, as are reasonably necessary for the effective performance of its functions.

#### **Legal requirements:**

The Otago Museum operates primarily under the Otago Museum Trust Board Act 1996 and must meet all other legal obligations in its operations.

See appendix for the full Otago Museum Trust Board Act 1996

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#### CEO/MUSEUM DIRECTOR JOB DESCRIPTION

See appendix

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#### BOARD MEETINGS

The full board meets six times per year, in the second half of alternate months starting in February, subject to other calendar commitments. Committee meetings are held as and when required, with the exception of the Audit, Finance and Risk Management Committee (AFRM) which meets prior to the board meeting and reviews papers before they go to the board meeting, including financial and health and safety reports, policies and project reports.

Board and committee meetings are held at the Otago Museum. Board members are issued with a fob which allows entry to the administration area. Despite having access to 'back of house', for health and safety reasons, on arrival and departure board members should always sign in and out at the information desk.

A Board chair and deputy chair are elected at the first meeting of the new Board triennium. At any meeting of the Board, one half of members forms a quorum.

Board meetings are advertised in the Otago Daily Times and are split into open and closed sessions. Although the open session is open to the public and media, it is common for there to be no public in attendance. The Otago Daily Times are invited to attend, but in recent times have not sent anyone to the meeting. The Director and some of the Museum's Leadership team attend both the open and

closed sessions. Some managers may attend the open sessions. Should any staffing matters need to be discussed, this is carried out in board only session, or by the staffing committee.

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## EXPECTATIONS OF BOARD MEMBERS

Board members are expected to:

- Attend all Trust Board meetings and any meetings of committees to which they are appointed.
- Undertake governance training if required.
- Represent the Board at Museum functions, eg exhibition openings and special events, as other commitments allow.
- Advocate for and support the Museum in other circles in Otago and nationally when appropriate.
- Keep their access fob safely. Should it be mislaid or lost, contact the facilities manager, Chris Patchett 021 453 750 as soon as possible. The fob will be deactivated and a replacement issued. If the fob is then found by the board member, it can easily be activated with a phone call to the Facilities Manager. For the security of the Museum and its collection, it is important that lost or mislaid fobs are deactivated immediately to stop any unauthorised access.

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## CODE OF ETHICS

A board member should:

- Disclose any interest or relationship likely to affect impartiality which may create an appearance of partiality or bias. The duty to disclose is ongoing.
- Act lawfully and with integrity in their appointment.
- Act in the best interests of the Museum, being just and independent in making decisions.
- Carry out board duties diligently and expeditiously.
- Prepare for Board meetings to enable informed decision-making.
- Undertake appropriate training or gain experience as required to be an effective board member.
- Observe confidentiality of non-public information gained as a board member.
- Note that media statements if required will be made through the Board chair or deputy chair.
- Be willing to serve on Board sub-committees or working parties.

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## CONFLICT OF INTEREST REGISTER

A conflict of interest form will be included with your board induction pack. All conflicts should be lodged with the Executive Assistant, Jane Gregory, before your first Trust Board meeting and updated as they occur, or declaring new interests at the start of the meeting.

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## FUNCTIONS OF THE BOARD

As stated in the Otago Museum Trust Board Act 1996:

### 9 Functions of the Board

- (1) The functions of the Board shall be:
  - a) to appoint, and whenever necessary reappoint or replace, a Chief Executive Officer of the Museum, who shall be responsible to the Board for employing, on behalf of the Board, staff of the Museum and negotiating their terms of employment;
  - b) to establish for the guidance of the Chief Executive Officer broad lines of policy consistent with the objectives of the Museum as outlined in section 3;
  - c) to ensure that the Museum building, collections, and documentation are maintained in good order and condition;
  - d) to ensure that the Museum is run effectively and efficiently in accordance with its policy.
- (2) The Board shall have such powers, not inconsistent with this Act or with the relevant sections of the Local Government Act 2002, as are reasonably necessary for the effective performance of its functions.

To view the full Otago Museum Trust Board Act 1996, see the appendix

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## FUNDING

### **Contributing Local Authorities (CLA):**

The operations of the Otago Museum are supported by levies from four contributing local authorities (CLA) in Otago, namely the Dunedin City Council, Clutha District Council, Central Otago District Council and Waitaki District Council. The level of funding and payment is defined in the Otago Museum Trust Board Act. In the 2022-2023 financial year total funding from the levies amounted to \$5.1 million.

### **Other income:**

The Museum receives about half its current revenue from contributing local authorities. The other half comes from commercial operations such as the shop, café lease, events and venue hire. The Museum has also been successful with grant applications to support Museum activities around the collection, exhibition development and community engagement. These grants support a range of work and staff positions that would not be possible to support without grants.

Though the Museum generates a much higher proportion of its own revenue compared to similar organisations, overall the Museum's revenue does not provide for all of its operational needs or depreciation costs, which is a cause of concern for the current Board.

## Commercial Activities

The Museum's commercial activities in the 2022-2023 financial year generated approximately \$3 million (down on pre-Covid years but up on 2021-2022). These income streams include the Museum shop, venue hire and events, and the Perpetual Guardian Planetarium, and Tūhura Otago Community Trust Science Centre which are paid attractions. The Museum also leases the café space to Precinct café and has leased out space at the offsite store building in MacLaggan Street.

## Grants and Donations

The Museum has been very successful in securing funding for development for the following projects: the Planetarium and Beautiful Science Gallery; the Tūhura science centre; Science Engagement; digitisation of the Māori Taoka collection; Archiving project; Regional Museums project (Tū Tonu); Hidden Hazards project; running the Otago Participatory Science Platform; and Marsden funding for a variety of projects.

The Museum is active in the Education sector, with the Education team providing school education programmes. Though the Museum lost its LEOTC funding after receiving this for the past 20 years, the Ministry of Education has granted \$80,000 per annum for the next three years for curriculum programmes. The Science team also provides paid programmes based on STE(A)M topics. A recent organisational restructure has combined the Education and Outreach departments to better align education services to user needs.

## Reserves

The Museum has some reserves, currently amounting to approx. \$11.1 million. Of this sum, approximately \$6.3 million are restricted reserves built up from donations, bequests and related income and have conditions and restrictions on their use.

Of note, is that included in the restricted reserves is the 'Loss of Heart' fund which has about \$2.3 million set aside for investment into Māori-related activities and has been tagged for the redevelopment of the Tangata Whenua gallery.

For further information on the Special and Trust Funds refer to Anderson Lloyd Lawyers' report, dated 16 May 2014 in the appendix and Deloitte's financial report.

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## ACCOUNTING & FINANCIAL CONTROLS

Deloitte have been appointed Treasurer to the Board. BDO Invercargill is currently the auditor for the Museum.

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## STRATEGY AND KEY PROJECTS

(Executive summary from Te Ara Hou: Strategic Plan 2019-2024)

As the Museum celebrated its sesquicentenary in 2018, the Otago Museum Board decided that it was an appropriate time to review strategic priorities and create a new strategic plan.

With this in mind, a community-driven planning workshop was held in August 2018, with the aim of creating a new plan, covering the period 2019–2024. Te Ara Hou: Strategic Plan 2019–2024 was the result; written in response to issues that emerged from consultations with our stakeholders.

Though a pandemic has happened in the meantime, and some projects in the Plan have not progressed as quickly as we would hope, one of the key goals, to create a master plan for the development of the Museum was commissioned and completed in 2021. The first stage of the Master Plan was to develop a fit-for-purpose off-site store. In November 2022, a suitable site in MacLaggan Street was found and purchased.

The Plan is now reaching the end of its cycle and the Museum’s Leadership team is currently working on developing a new 5-year strategic plan to take to a Trust Board retreat for consultation later this year.

The Museum’s current strategic plan, annual report and annual plans are available to the public on the Otago Museum website. <http://otagomuseum.nz/about/news/>

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## HEALTH & SAFETY

Under the Health & Safety at Work Act 2015, The Otago Museum Trust Board, as a PCBU<sup>2</sup>, has responsibility for the primary duty of care of its workers and anyone influenced by its work. That means a responsibility for the health and safety of workers, contractors, visitors and anyone interacting with its programmes either onsite or off-site.

Refer to the Institute of Directors’ Good Governance Practices Guideline for Managing Health and Safety Risks and the Museum’s Health and Safety policy (currently under review and due to go to the Board’s October meeting for approval).

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## TROPICAL FOREST

The Otago Museum Tropical Forest is the only three-level live butterfly experience in Australasia. It contains hundreds of exotic butterflies, colourful orchids, giant banana palms, and other rainforest dwellers. With an all year round climate of about 28°C and 75% humidity, it provides a total immersion display that allows visitors to directly interact with flora and fauna from around the world.

As the Museum is showcasing organisms that are not from New Zealand, the Tropical Forest is considered a ‘containment facility’ and must comply with the New Zealand Hazardous New Organisms (HSNO) Act 1996. The Otago Museum Trust Board is the approved operator for the Otago Museum Tropical Forest containment facility (since 2009). The board is responsible for ensuring that containment facility standards are met. Management of the facility falls under the Science Team, with delegated authority (the primary contact for MPI and EPA) given to the Living

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<sup>2</sup> PCBU is a Person Conducting a Business or Undertaking

Environments Officer, Samantha Edwards-Ingle, and in her absence the Head of Visitor Experience, Hannah Rourke.

Further information about how the Museum meets the required containment standards are contained in the Tropical Forest 'Quality Management System', which is available on the Otago Museum intranet.

The Museum is audited every year by the Ministry of Primary Industries (MPI) to ensure compliance with the regulations outlined by EPA. The Museum also carries out its own internal audit twice a year.

Tropical Forest goals:

- To showcase the diversity of tropical plants and butterflies with a focus on the Pacific
- To actively promote appreciation of ecosystems
- To educate the community about plant, animal and human interrelationships
- To provide opportunities for cultural and scientific engagement
- To manage the Tropical Habitat in accordance with the principles of ecological sustainability and exhibit standards of excellence in design, management and maintenance
- To provide opportunities for our city to engage in experiences not otherwise available (particularly for the lower socio-economic families)
- To keep the New Zealand environment free from exotic/introduced species, by ensuring the construction, operation, and management of this facility shall be in accordance with the New Zealand HSNO Act and the New Zealand Biosecurity Act.

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## COMMITTEE RESPONSIBILITIES

The Board currently operates three committees. The Otago Museum Trust Board Act states how the committees may operate. The AFRM committee meets two-monthly while the other committees meet on an as-needed basis.

The terms of reference for these committees can be found in the appendix.

- Terms of Reference - AFRM committee - Approved by OMTB February 2015
- Terms of Reference - Executive Committee - as approved by OMTB February 2015
- Terms of Reference - Staffing Committee - as approved by OMTB February 2015

## ASSOCIATED ORGANISATIONS

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### ASSOCIATION OF FRIENDS OF THE OTAGO MUSEUM

The idea of a Friends Association was conceived by former Otago Museum Director H D Skinner. The first meeting was held in 1926, chaired by benefactor Willi Fels.

The Association brings together a wide range of people with a common purpose of supporting the Museum. Meeting monthly, the Friends Association assists with securing funding for collection items and special projects as well as using their networks to increase opportunities for collaboration and engagement with the Museum.

The Friends Association identifies the following aims and objectives:

- Collect and acquire, or aid in the collection or acquisition of, and present to the Otago Museum objects and materials suitable for its purpose
- Support, assist and further the general interests of the Otago Museum
- Promote the study of Museum objects and to disseminate the results of such study
- Arrange lectures and talks, and to assist the Otago Museum with programmes and special events
- Promote community interest, awareness, understanding and enjoyment of the Otago Museum
- Foster goodwill between the Otago Museum and the community
- Collect and expend monies for the above purposes

Nancy Longnecker has recently been elected as the President of the Friends Association, and currently sits on the Board as the Otago Institute representative. The Friends at their AGM also confirmed that past President, Brigid Casey, will continue to represent the Friends on the Board.

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#### TE PAE ĀRAHI O TŪHURA/MĀORI ADVISORY COMMITTEE (TE PAE OR MAC)

The key purpose of the committee:

- To facilitate an effective, positive relationship between Manawhenua, Otago Museum and Papatipu Rūnaka of Te Tai o Araiteuru\*.
- To ensure that there are clear procedures for both Museum and the Māori Advisory Committee to follow.
- To provide cultural support for the Museum: a kaitautoko (support person) will be appointed to support and advice on matters pertaining to tikanga Maori.

\* **Papatipu Rūnaka of Te Tai o Araiteuru** refers to the three traditional rūnaka of the Araiteuru coastline (which stretches from Katiki Point to Taiaroa Head), namely Moeraki, Puketeraki, and Ōtākou rūnaka. Hokonui rūnaka is often included, as is the case with MAC, but not always.

For further information refer to the Māori Advisory Committee Terms of Reference, see appendix

#### INDUSTRY OVERVIEW

Material taken from Museums Aotearoa website: <http://www.museumsaotearoa.org.nz/>.

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#### MUSEUMS AOTEAROA (MA)

Museums Aotearoa is the membership organisation for museums and galleries that care for and exhibit art and artifacts for the benefit of communities and the wider society.

They support the people who work in those institutions, caring for their unique collections and sharing and interpreting them with audiences.

Their vision is to see museums and galleries valued, championed and loved by the people of Aotearoa New Zealand.

They have four key goals to achieve their vision of 'A thriving sector that is valued, championed and loved by the people of Aotearoa New Zealand'.

These goals are:

- Being the trusted voice of the sector
- Being the place where people connect
- Increasing the knowledge held by our people
- Being a financially sustainable organisation

[View the Museums Aotearoa Strategy 2023-2026 here](#)

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#### MUSEUMS INDUSTRY IN NZ:

New Zealand museums and galleries play a role in the national heritage, research, education, leisure, and tourism sectors of New Zealand, contributing to the social wellbeing of their communities.

Under increasing financial pressures, museums are increasingly being asked to demonstrate their value.

Reports commissioned by MA:

- [The economic impact of museums and galleries on regional clusters](#)
- [Museums Aotearoa Impact report August 2024](#)

#### ADDITIONAL DOCUMENTS FOR INFORMATION

- Otago Museum Strategic Plan 2019-2024
- Otago Museum Annual Report 2022-2023
- Otago Museum Annual Plan 2024-2025
- Health and Safety Guide: Good Governance for Directors
- Director Health and Safety Checklist
- The Board's role in a Crisis
- Interest register
- Appendix documents

## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **REPORTS: HEALTH AND SAFETY**

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#### **EXECUTIVE SUMMARY**

Attached are regular health and safety charts showing the number of visitors compared to the number of health and safety incidents reported.

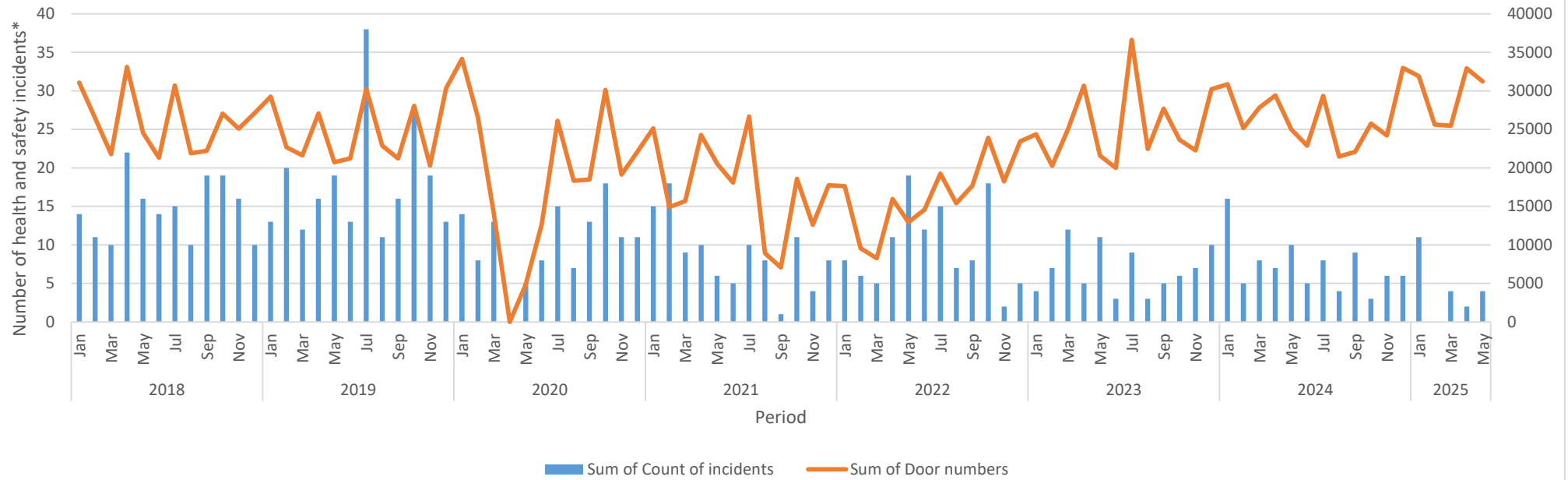
#### **RECOMMENDATIONS**

That the meeting:

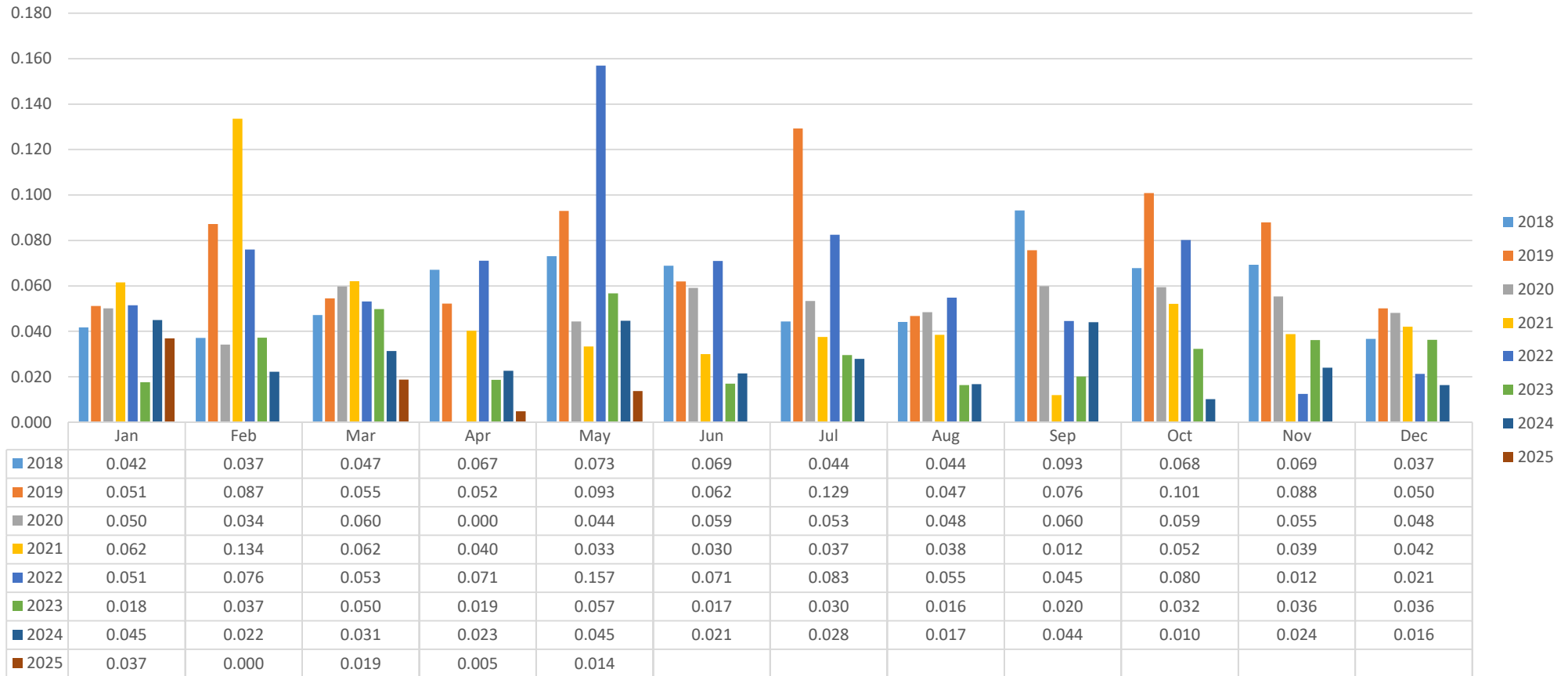
**Notes** the reports.

### Number of Health and Safety Incidents\* Compared to Visitor Numbers

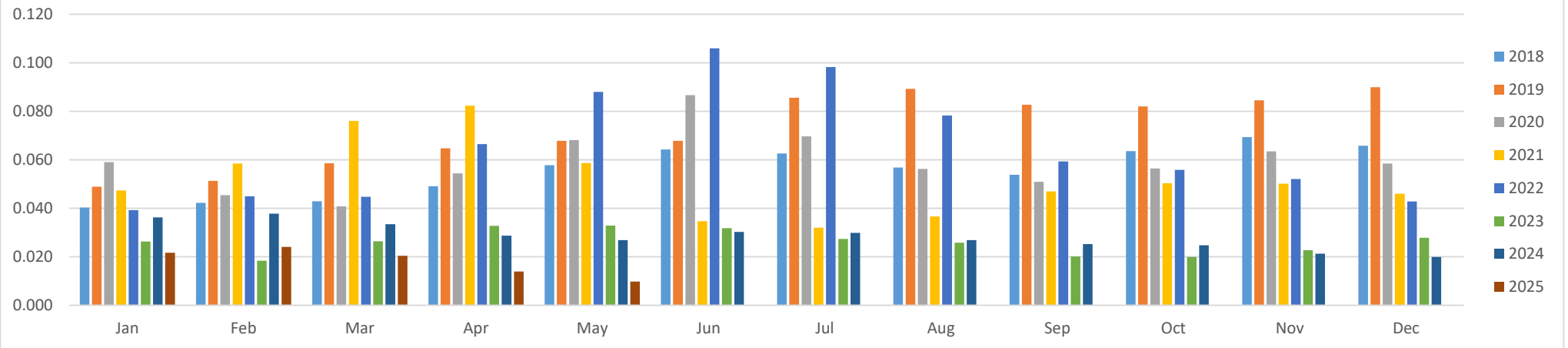
\* includes hazard observations, near misses and incidents.



Average Daily Ratio by Month  
Ratio of health and safety incidents compared to visitor numbers



3 month rolling average  
 Ratio of health and safety incidents compared to visitor numbers





## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **DIRECTOR'S REPORT**

Submitted by: Ian Griffin, Director

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#### **EXECUTIVE SUMMARY**

The written Director's report provides a record of activities undertaken by the Museum teams within the reporting period.

#### **RECOMMENDATIONS**

That the meeting:

**Notes** the Director's report

# Annual Plan Goals



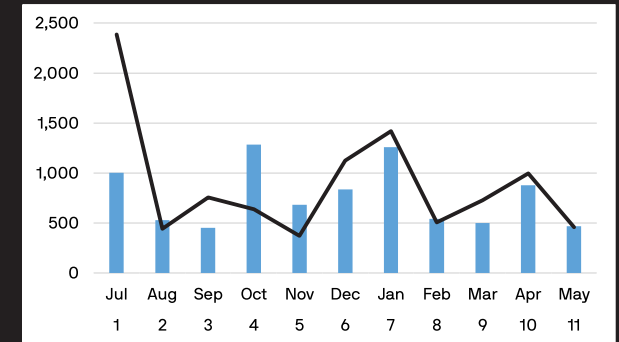
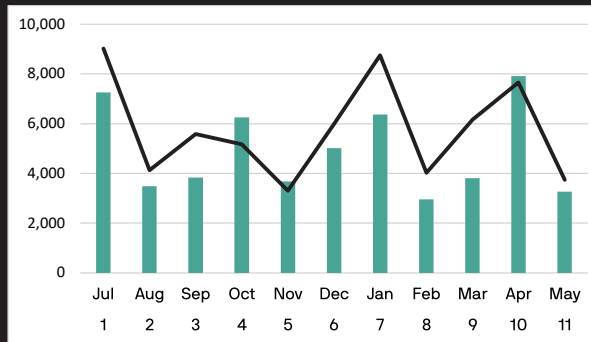
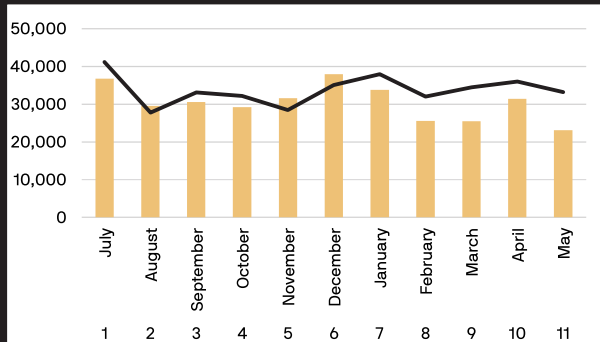
Visitor Numbers  
**Target:** 300,000  
 YTD Total: 335,300  
 Prior Year YTD: 371,731



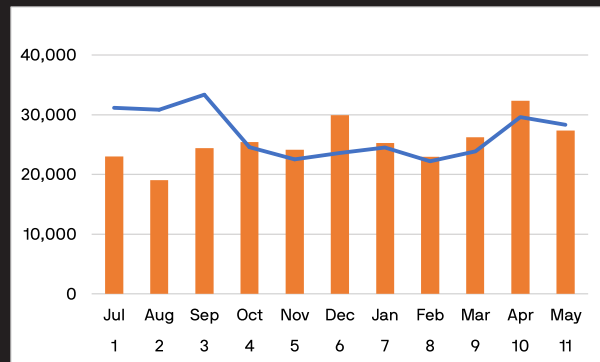
Tuhura Paid Admits  
**Target:** 65,000  
 YTD Total: 53,819  
 Prior Year YTD: 63,504



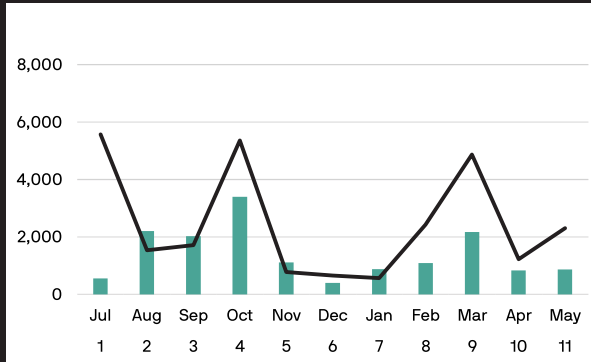
Planetarium Paid Admits  
**Target:** 12,500  
 YTD Total: 8,431  
 Prior Year YTD: 9,831



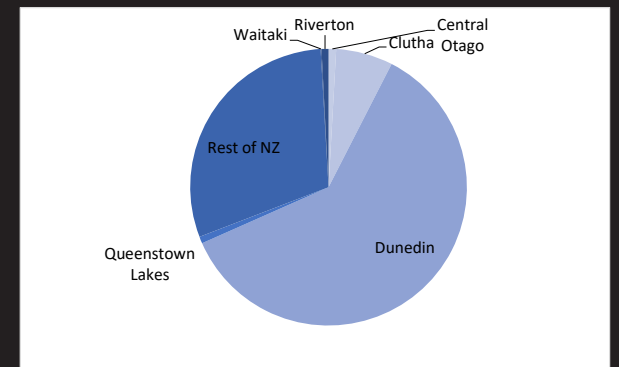
Website Hits



Engagement Science Outreach



Science Outreach by Region



# Annual Plan Goals



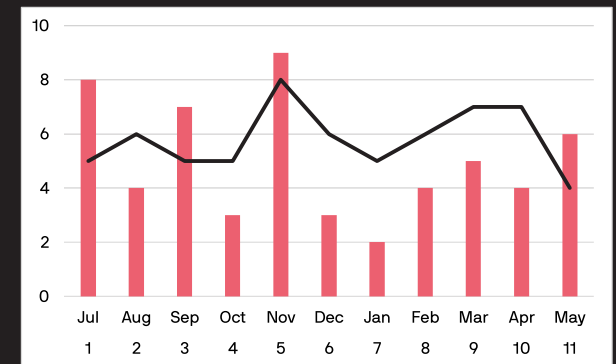
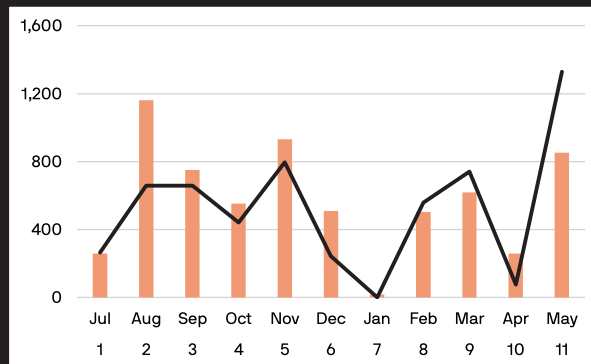
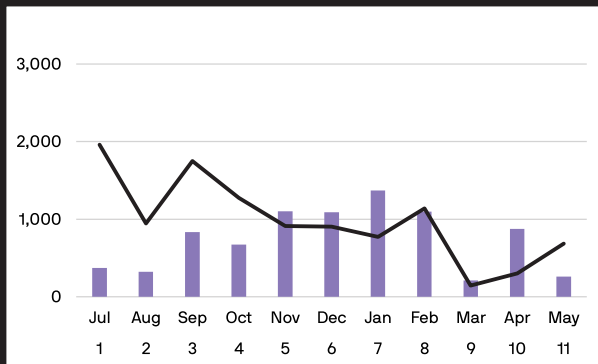
**Collection Digitised**  
Target: 10,000  
YTD Total: 8,191  
Prior Year YTD: 10,791



**Educational Engagement**  
Target: 6,000  
YTD Total: 6,414  
Prior Year YTD: 5,768



**Collection-Based Publications**  
Target: 20  
YTD Total: 52  
Prior Year YTD: 50



## OTAGO MUSEUM TRUST BOARD MEETING

### Director's Report

For the period 1 April 2025 to 31 May 2025

#### DIRECTORS REPORT

As the temperature dropped, the activity at Tūhura Otago Museum certainly did not. Throughout April and May, as Dunedin wrapped itself in scarves and thermal clothing, your Museum embraced creativity, science, philanthropy — and even the occasional Dior shoe.

We welcomed thousands of visitors, from fashion enthusiasts admiring Christian Dior stilettos to captivated students lying beneath portable planetariums, using the Southern Cross to find their way south. We dug through data (and perhaps a few old boxes) to uncover philanthropic opportunities, launched a bequest campaign that has already garnered nearly \$400,000 in pledges, and gave our 27-year-old Donation Moa a makeover worthy of the runway.

Meanwhile, our collections team worked tirelessly behind the scenes, cataloguing creatures both great and small — some long extinct, others just elusive. We sent butterflies to Landcare, sea lion skulls to scientists, and moa footprints to children who delightfully squealed at the sight of “prehistoric bird toes.”

In our education and outreach efforts, our staff connected with communities from Wakari to Waihiko, Dunedin to Samoa. We lit up classrooms with colour-changing tea, toured with tarantulas (until their Dunedin flat became too cramped), and even hosted a wedding in the Tropical Forest. Our Marketing team projected our logo onto the building, our events team replaced our old purple chairs, and our science centre gained not just trails but also whakapapa.

All of this happened without a single public talk from me — though I did find time to keep stargazers inspired with weekly “Skywatch” columns. These past months have been filled with creativity, curiosity, and community — once again demonstrating that museums are not quiet vaults of the past but vibrant engines of inspiration.

Buckle up for the pages ahead—there’s much to be proud of.

#### Director's media activity:

<https://www.rnz.co.nz/national/programmes/morningreport/audio/2018978826/rare-blood-moon-to-be-seen-across-the-country>

<https://www.facebook.com/watch/?v=1067577068601233>

I also continue to write my weekly “Skywatch” column in the Otago Daily Times.

[https://www.odt.co.nz/search/results/skywatcher?sortBy=published\\_at%20DESC](https://www.odt.co.nz/search/results/skywatcher?sortBy=published_at%20DESC)

## KAUPAPA MĀORI

An emerging theme is the interconnection with Māori initiatives in other heritage organisations across lower Te Waipounamu. A taoka Māori cataloguing 'roadshow' supported Central Otago museums to deliver Māori programmes that saw strong public responses, numerous taoka identifications for the public and significant collections of taoka Māori transfer into community ownership. The Tūhura held event 'Kā taoka o Tiwai' had similar success.

Support is ongoing for small-scale Māori displays for three local museums in Otago. More extensive advice may be sought by the Southland Museum redevelopment. As Tūhura displays the contemporary art of the Kiingi Tuheitia Portrait Awards, the Hocken features a waka haurua and the Dunedin Public Art Gallery prepares an exhibition with Taiaroa whānau taoka, some loaned Tūhura and Te Papa. This emphasises that a regional discussion would be timely to ensure the different museum projects are coordinated and balanced in both how Māori stories are told and the resulting draw on rūnaka availability. Such a planning discussion becomes a priority with the confirmed Tangata Whenua Gallery redevelopment timetable.

## TANGATA MOANA

Support for the outreach project to Samoa was a highlight for the period. Engagement with local Pasifika including Niue, Ni-Vanuatu and Kiribati, has continued to focus on community input into the Pacific Cultures Gallery refresh. A shift is noticeable in communities being more proactive in looking to hold programmes at Tūhura. This is evident with an approach for Papa New Guinea language week and, more particularly, So'o lua o Samoa with the traditional tattooing event Faiva o Su'a Tātau. The planning for that has dominated Pasifika engagement over this period.

## PHILANTHROPY AND DEVELOPMENT

Our new Head of Philanthropy and Development, Dr Georgia Ciaran has been putting in place strategic, foundation philanthropic initiatives. This has taken the form of:

- Data mining, philanthropy mapping and collateral development.
- New, organisation-wide Email footer focused on Tūhura as a Charity and seeking donations.
- Upgrade of the 2 donation boxes to be more attractive with positive donor-centric messaging.
- Getting the 27-year-old Donation Moa up and running with new inviting signage.
- Signing Tūhura up with an online free Will-writing company which has resulted already in 2 bequest pledges estimated value of \$396,000 combined.
- Developing a Make a Bequest brochure and a Donate to Tūhura brochure which will be available around the museum.
- Upskilling front of house staff as to how to best respond when a visitor approaches them about making a significant donation.
- A presentation to the Leadership Team on new developments.
- Developing the Donation pages for the new website.
- Upgrading back of house donation handling processes and systems.
- Developing a forward philanthropic strategy.

## COLLECTIONS AND RESEARCH

### Access requests completed

	Image	Item/physical
Humanities	1	5
Taoka Māori	1	2
Natural Science	3	1
Other		

### Details:

- Kāti Huirapa ki Puketeraki members came to look at the storage areas of the Museum to learn how taoka are stored and advice on how to manage the Hewitt collection from Hakapupu (Pleasant River).
- Tahir Singh, University of Otago Classics student, visited to examine a group of coins that will form part of a PowerPoint presentation.
- Bethany Bransgrove, a Taieri College year 13 student undertaking a photographic study of ancient glass for her Level 3 Visual Arts, Photography folio, had a second visit on Monday 19 May.
- Jewellery, print and textiles students from the Dunedin School of Art visited to look at a range of jewellery and textile items from around the world that are in the collection.
- Images of New Zealand sea lion skulls provided to Gemma Rae, an early career marine mammal scientist, working on updating a chapter about the species for the second edition of the Handbook of Marine Mammals.
- Image of interior of Otago Museum in 1877 provided to Massey University Press for upcoming New Zealand historical biography publication.
- Images of mosquito collection donated by Dr Edwin (Ted) Nye provided to Mathew Zacharias for use in lecture to Otago Medical School Alumni Association on 25 April.
- Staff at Te Papa Tongarewa asked for images of two Oldman Collection images so that they could obtain professional valuations for these taoka.
- Classics material from the collections was made available for the University of Otago's Tertiary Open Day on 4 May.
- Members of the University of Otago Classical Society visited on Friday 16 May to see items from Ancient Greek and Roman collection.
- Alice Karetai visited to view kākahu from Ōtākou/Murihiku area.
- Images of a hei matau from Heyward point (D28.523) and Mere pounamu name 'Kahutai' L75.8 were sent to Sarah Bennett. Sarah is contracted by Aukaha to create 10 tohu panels for Te Aka Ōtākou, which is the cycle pathway along the Otago Harbour. These images will be used on these panels to tell the story of Ōtākou.
- Geoff Patterson examined the Museum's skink collection and provided species identifications for specimens previously only identified to family.
- Natural Science collections tour for students in "ZOO 423 From Extinction to De-Extinction" paper at University of Otago on 1 April.



OMNZ VT086 New Zealand sea lion (*Phocarctos hookeri*). Tūhura Otago Museum collection. Image by On Lee Lau

### Loans

#### Outward loans sent:

- Loan of 48 New Zealand Boulder Cooper butterflies received by Robert Hoare of Manaaki Whenua Landcare Research for taxonomic examination.
- OL2025-325 loan of 7 taoka associated with the Taiaroa whānau received by Dunedin Public Art Gallery for inclusion in exhibition '*Kua marara hoki ngā mana o tōna kaha ki runga i te katoa*' H.K. Taiaroa open 4 August 2025 - 23 November 2025.

#### Inward loans received:

- Short term loan of fly specimens arrived from Auckland Museum, to be identified by Honorary Curator Steve Kerr.

## Other loan activity:

- One year loan extension granted for Andreas Nord to continue research on penguin feathers sent from Museum.
- IL2001-4 inward loan of ice axe on display in Southern Land Southern People was renewed.
- IL2018-4 inward loan of two wine bottles from Rippon vineyard on display in Southern Land Southern People was renewed.

**Collections item records**

	<b>This period</b>	<b>Financial year to date</b>
New/digitised:	1,130	8,191
Revised:	55,953	103,702
Imaged:	260	3,922

## Details/Highlights:

- A large number of records were updated with data moved to appropriate fields, and images added, ahead of being included in the website project.
- Cataloguing of the pinned insect collection is ongoing.

**Acquisitions and Deaccessions**

	<b>Acquisitions</b>	<b>Deaccessions</b>
<b>Humanities</b>	<b>17</b>	
<b>Taoka Māori</b>		
<b>Natural Science</b>		

## Details/Highlights:

- Five pairs of Chinese rank badges.
- Vita Cochran 'Exploded coat' hanging and stumpwork moth.
- A pair of Rachael Cameron pottery containers.
- Martin Phillipps' leather jacket, Fender guitar and amp, and Last Footwear Company boots.
- Two mid-20th century boxes of children's handkerchiefs.
- A man's Adonis label cardigan.



*House of Youth exploded coat* hanging by Vita Cochran. Image courtesy of Anna Miles Gallery

### Enquiries

	Public Enquiries	Item Receipts
<b>Humanities</b>	8	2
<b>Taoka Māori</b>	4	5
<b>Natural Science</b>	7	2
<b>Conservation</b>		

Enquiries include:

- Photographs of New Zealand women mountaineers; a painting of a map of New Zealand; Peruvian adze; information about an historic photograph; the Guthrie George Cross; Pattison Ede fur coat; concealed shoes; Helen Moran embroidery; moa bone identification; bird pathology question; information for Otago skink specimen to local researcher; rock

identification; beetle identification; information about skink collection to Otago student researcher; information about yellow eyed penguin collection to Otago postdoctoral researcher

Kaupapa Māori enquiries include:

- 1x minnow lure for consideration for gift, 1x toki/adze for consideration for gift; McFarlane collection from Tiwai to be gifted to Awarua; information on D64.500; 1x taoka Māori lithics for consideration for gift; 1x taoka Māori lithics from Southland area for consideration for gift; Information on kākahu donated by Reva Calvert; Identification and advice on care of pounamu tiki from Ōtākou sandhills from private collection; and advice on the future management of hoaka (grindstones) historic collected from Whareakeake.

**Protected Objects Act**

The following taoka have been notified to the Ministry of Culture and Heritage under the Protected Objects Act (1975):

None this period.

**Publications & Social Media: On the collection**

	Internal researcher	External researchers
Research publications/papers		
Blogs		
Other	10	

The following is a reference list of recent publications on the collection by internal researchers:

- Harris, Anthony. Fighting for the ‘Freddies’. *Otago Daily Times*, Nature File, Weekend Mix, 5 April 2025, p.9
- Lau, On Lee. Winging it with souvenirs. *Otago Daily Times*, Cool and Collected, Weekend Mix, 5 April 2025, p.3
- Harris, Anthony. Man who unlocked secret to flea’s amazing jump. *Otago Daily Times*, Nature File, Weekend Mix, 12 April 2025, p.8
- Harris, Anthony. Lone sighting of a mystery moth. *Otago Daily Times*, Nature File, Weekend Mix, 19 April 2025, p.7
- Harris, Anthony. Antarctica's sole native insect. *Otago Daily Times*, Nature File, Weekend Mix, 3 May 2025, p.7
- Harris, Anthony. NZ environment report grim reading. *Otago Daily Times*, Nature File, Weekend Mix, 10 May 2025, p.10
- Harris, Anthony. A very rare and remarkable NZ insect. *Otago Daily Times*, Nature File, Weekend Mix, 17 May 2025, p.
- Harris, Anthony. No ordinary giants. *Otago Daily Times*, Nature File, Weekend Mix, 24 May 2025, p.10
- Fleury, Kane. Unique find of a unique specimen. *Otago Daily Times*, Cool and Collected, Weekend Mix, 31 May 2025, p.3
- Harris, Anthony. Torrent of commensals. *Otago Daily Times*, Nature File, Weekend Mix, 31 May 2025, p.7

## Publications by external researchers:

- None

**Collection team contributions to projects, exhibitions and programmes**

## Collection based projects:

- Textile conservator, Tracey Wedge, spent Monday 5 May examining a selection of couture garments from the Eppinghoven Collection, to provide us with an assessment of costs for work on individual garments, and some broader recommendations.
- Taxonomic sorting and rehousing of study skins is underway, as part of the disaster mitigation work happening in Natural Science.
- Cataloguing, taxonomic sorting and relabelling of the fossil collection is now completed.

## In house exhibitions, programmes and gallery projects:

- Our small collection of Christian Dior shoes and stockings was put on display for the Dior presentation event during iD Dunedin Fashion Week, compered by Dr Jane Malthus.
- A small group of community members selected items to go on display in Atrium 1 during Samoan Language Week.
- Members of the Niuean community visited to view Niuean taoka in the collections, as part of the preparation for the refresh work in the Pacific Cultures Gallery.
- There was a lot of work across the team in preparation for the new website.
- Display of Kyeburn moa footprint installed in Southern Land Southern Peoples Gallery.
- Takapo meteorite was displayed in Barclay Theatre during Wild Dunedin event talk about its discovery.



Pair of green satin Christian Dior court shoes, early 1960s, displayed during the iD Dunedin Fashion Week event. G86.689. Gift of Mrs H. Smith



Natural Science Curator Kane Fleury with Kyeburn moa footprint installed in Southern Land Southern Peoples Gallery.

External projects (e.g.: Industry networks, partnerships, community work and events)

- Two tours of the dress collection storeroom were offered as part of iD Fashion Week, on 1 and 3 April.
- Octavia Cade, the 2025 Robert Burns Fellow, was invited for a back-of-house tour. Her creative work is increasingly climate-influenced, realistic science fiction that takes place in contemporary or near-future settings, and the Museum is mentioned in her current project.
- *Fascination*, the 2025 CTANZ symposium was held in Dunedin over 1 - 3 May. Dr Jane Malthus and Moira White both attended and participated.
- Central Otago taoka Roadshow 8-12th April, saw the Tūhura team partner with local museum staff to deliver public cataloguing of taoka Māori collections at Cromwell Museum (afternoon), Clyde Historical Museum (2 days) and Central Stories (2 days) in Alexandra.
- Kā taoka o Tiwai – Treasures of Tiwai 10/11th May was a two-day taoka Māori cataloguing public programme held in support of Archaeology Week.
- Community groups from the Cook Islands and from Kiribati visited on Saturday 17 May to look at collections in storage and talk about developments in the Pacific Cultures Gallery.
- A group of local ni-Vanuatu community members visited on Sunday 25 May to see material in storage and discuss preparations for Bislama Language Week, which will be over 27 July - 2 August 2025.
- Lana Arun and Anne Harlow attended the Repatriation Network Hui at Te Papa on 27<sup>th</sup>/28<sup>th</sup> May 2025.
- Gerard O'Regan supported Southland Museum and Murihiku rūnaka in a wānaka on the Māori content themes being developed for Te Unua, the new Southland Museum.
- Gerard O'Regan met with staff and iwi representatives from Owaka Museum to advise on possible scoria taoka sampling.
- The inaugural Ian Smith Memorial lecture, hosted in partnership with the NZ Archaeological Association, examined Māori-Pākehā sealing interactions, delivered by Kāi Tahu's preeminent archaeologist, Atholl Anderson.
- Filming of taoka from Hakapupu (Pleasant River) was supported for a Kāti Huirapa ki Puketeraki rūnaka documentary project.
- A proposal to develop a University of Otago research network on digital applications and advances for heritage was supported by Gerard O'Regan and Kane Fleury.

- Dunedin Public Art Gallery staff were supported in presenting whānau taoka to a Taiaroa whānau viewing event ahead of the hapū and Gallery exhibition on H.K. Taiaroa.

### Honorary curators, volunteer and internship activity

- Sadly, Nancy Carr, wife of Melville Carr, our Honorary Philatelist, died in early April.
- Dr Jane Malthus continued with a busy schedule of interviews and book-signing events for *Central Otago Couture*. She was on the organising committee for the CTANZ 2025 annual symposium, *Fascination*, as well as chairing a session, participating in a peer review session, and presenting on the public panel discussion which was the opening event.
- Tony Harris has been invited to co-author a paper on Pompilidae with two other researchers, to be offered to the *Journal of Natural History*, and to referee a separate paper, also for the *Journal of Natural History*
- Conservation intern Viveca Johansen, student at Royal Danish Academy, started her internship here on 5 May and will finish 27 June 2025.

### Presentations, talks and interviews

Title	Date	External Audience	Delivered by
The Eden Hore book and exhibition	Recorded on 7 March 2025	Otago Access Radio	Jane Malthus
Central Otago Couture: The Eden Hore Collection	2 April 2025	Public event during iD Dunedin Fashion Week	Jane Malthus and Claire Regnault
An unlikely fashion archivist's story, archived	6 April 2025	<a href="https://www.thepost.co.nz/culture/360632687/unlikely-fashion-archivists-story-archived">https://www.thepost.co.nz/culture/360632687/unlikely-fashion-archivists-story-archived</a>	Jane Malthus
Eden Hore interview	10 April 2025	B95FM, Auckland	Jane Malthus
Panel Discussion Eden Hore Collection: The Fascinating Bigger Picture	31 May 2025	Costume and Textiles Aotearoa NZ 2025 annual symposium open lecture	Jane Malthus, Paula Penno, Margarita Robertson, and Natalie Smith
Eden Hore/Central Otago Couture	1 May 2025	Sightlines interview with Sally McMillan, Otago Access Radio	Jane Malthus
Silk samples from Tehran	2 May 2025	Costume and Textiles Aotearoa NZ annual symposium	Moira White
Archaeological Investigations At Tiwai...	9 May 2025	<a href="https://www.scoop.co.nz/stories/AK2505/S00310/archaeological-investigations-at-tiwai-set-to-expand-to-otago-southland-community.htm">https://www.scoop.co.nz/stories/AK2505/S00310/archaeological-investigations-at-tiwai-set-to-expand-to-otago-southland-community.htm</a>	Gerard O'Regan and Chris Jennings

Families who have inherited Māori artefacts...	9 May 2025	<a href="https://www.tvnz.co.nz/shows/seven-sharp">https://www.tvnz.co.nz/shows/seven-sharp</a>	Gerard O'Regan
Iranian textiles	23 May 2025	Otago Access Radio	Moira White
Kea Kids News: Giant prehistoric footprint discovered	6 May 2025, recorded on 15 April 2025	Interviews during 'Wild Dunedin – Moa Day', <a href="http://www.nzherald.co.nz/nz/kea-kids-news-giant-prehistoric-footprint-discovered/">www.nzherald.co.nz/nz/kea-kids-news-giant-prehistoric-footprint-discovered/</a>	Kane Fleury and On Lee Lau
Dr Gerard O'Regan (re: Kā Taoka o Tiwai)	13 May 2025	Waatea News with Dale Husband, <a href="#">Dr Gerard O'Regan   Tūhura Otago Museum Curator Māori</a>	Gerard O'Regan
Family's find joins artefacts	12 May 2025	Otago Daily Times <a href="#">Family's find joins artefacts (paywalled)</a>	Gerard O'Regan
Stone tools insight into history of Tiwai Point	10 May 2025	Otago Daily Times <a href="#">Stone tools insight into history of Tiwai Point (paywalled)</a>	Gerard O'Regan
Taking a look at taonga	10 May 2025	RNZ – Saturday Mornings <a href="#">Taking a look at taonga</a>	Gerard O'Regan
Ovens and art	16th April 2025	Ao Kōhatu – Landscapes of Stone, Archaeology Panel on Māori use of stone, Wild Dunedin Festival, Tūhura Otago Museum	Gerard O'Regan

### Conservation

#### Preventive

- Ongoing IPM checks and freezing of objects entering the building

#### Projects

- Ongoing rehousing, condition reporting, daily monitoring and cleaning
- 

#### Outreach to regional museums

- On hold pending recruitment of a Conservation Manager

### Personnel

- Te Rauparaha Horomona completed his three-month internship with Taoka Māori for his Masters in Museum Studies at Victoria University of Wellington.

## EDUCATION AND OUTREACH

### Holiday Club

- The holiday club at Easter ran for 7 days.
- The new structure and pricing increased its profitability and feedback from presenters on the new structure was positive.
- A high number of new children attended with positive feedback from caregivers. This led to repeat visitation.

### Sleepovers

- **Term 3:** 9 sleepovers booked from 6 schools.
- **Term 4:** 17 sleepovers booked from 9 schools.
- A price increase for sleepovers will take effect at the beginning of Term 3.

### Education Outside the Classroom (EOTC)

- Charging for internal and external programmes has begun.
- Bookings for this period are consistent with previous years.
- Several schools asking for Matariki and space content this term.
- The Pacific Explorers programme, after being adapted following the closure of Pacific Cultures gallery and for the new year, has been delivered to positive responses, incorporating new information, perspectives and activities to put students in the shoes of Polynesian voyagers.

### Student visits by District

April Total: 211	2 weeks	May Total: 689	4 weeks
DCC	211	DCC	402
Central	0	Central	11
Waitaki	0	Waitaki	15
Southland	0	Southland	106
		Clutha	115
		Other	40

*A table recording student number participation follows. Please note, these numbers include multiple programmes by the same class on the same visit, excluded from the Ministry's criteria for student counting, to be reported in Milestone Reports. This table does not include numbers from non-applicable institutions or adults.*

*Please note that Planetarium numbers for Education programmes are replicated in the Planetarium report.*

Feb 25 & Mar 25	Y 0-3	Y 4-6	Y 7-8	Y 9-10	Y 11+	TOTAL
Total	237	196	304	18	145	900
Target	1350	1650	1500	1050	450	6000
% of Target	17.6%	11.9%	20.3%	1.7%	32.3%	15%
Adult Total	211					

## Outreach

### Register:

#### April:

Date	Location	Audience	Event	Partner	Numbers Engaged
Wednesday, April 2, 2025	Auckland	General Public	ASB Polyfest	Dodd Walls Centre	302
Thursday, April 3, 2025	Auckland	General Public	ASB Polyfest	Dodd Walls Centre	259
Friday, 4 April 2025	Otago	Dunedin Homeschoolers	Pop up – Fairfield Science Fair		35
Friday, 4 April 2025	Auckland	General Public	ASB Polyfest	Dodd Walls Centre	398
Saturday, 5 April 2025	Manawatu/Wanganui	General Public	Waihiko screenings	University of Otago	107
Saturday, 5 April 2025	Auckland	General Public	ASB Polyfest	Dodd Walls Centre	1260
Sunday, 13 April 2025	Otago	General Public	Wild Dunedin		500
Tuesday, 29 April 2025	Otago	Wakari School	Chemistry Outreach		81
Wednesday, 30 April 2025	Otago	Wakari School	Chemistry Outreach		114

**Total: 3056**

#### May:

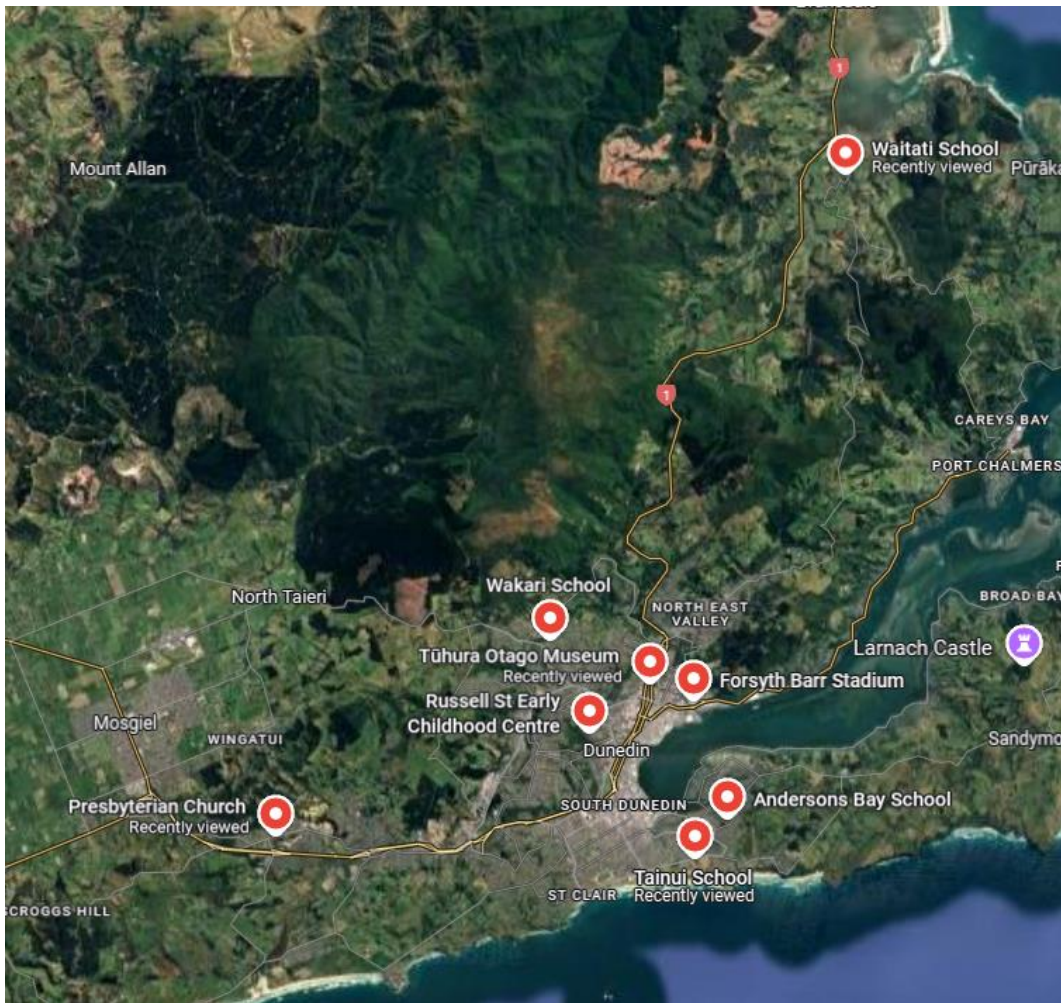
Date	Location	Audience	Event	Partner	Numbers Engaged
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Thursday, 1 May 2025	Otago	Wakari School	Chemistry Outreach		57
Friday, 2 May 2025	Otago	Wakari School	Chemistry Outreach		54
Thursday, 8 May 2025	Otago	Russell St ECE	School/ECE Visit - Rockets		40
Tuesday, 13 May 2025	Otago	Andy Bay School	Star Lab		125
Wednesday, 14 May 2025	Otago	Andy Bay School	Star Lab		105
Thursday, 15 May 2025	Otago	Andy Bay School	Star Lab		52
Friday, 16 May 2025	Otago	Waitati School	Climate Change x2		54
Saturday, May 17, 2025	Otago	General Public	Shine Bright With Us: IDL	Dodd Walls Centre	238
Thursday, 22 May 2025	Otago	Tainui School	School Visit - Space		~140

**Total: 865**

Locations visited by Outreach across Aotearoa and Otago:





**Externally Contracted Outreach:**

***University of Otago’s Solar Tsunamis – Parawhenua Kōmaru***

The Solar Tsunamis showcase was installed in Te Manawa (Palmerston North) on the 3<sup>rd</sup> of April. To celebrate the opening of the showcase, on the 5<sup>th</sup> of April we ran several screenings of the associated planetarium film, *Waihiko me te Parawhenua Kōmaru*.



Set-up of the inflatable dome at Te Manawa

The showcase will be installed in the Kaikōura library at the end of May. We are exploring options for taking the showcase to Rēkohu/Wharekauri/Chathams in August or October.

### **Other Engagement & Outreach Activities**

#### ***Te Whai Ao – Dodd-Walls Centre Partnership***

In April, the Dodd Walls Centre Partnership coordinated participation in the annual ASB Polyfest event. Though plagued by weather woes, the team of Centre volunteers led by Tūhura were pleased to see that a number of visitors recognised them and remembered them from previous years.

In May, the Partnership also delivered Shine Bright With Us - the annual programme for International Day of Light hosted at Tūhura. This event saw the resurrection of the Otago Optics Chapter, which this Partnership has also facilitated.

Lastly, at the end of the month, the Partnership delivered on the Centre's strategic plan to develop relationships with five schools in the Southland region to deliver an annual school tour.

#### ***MacDiarmid Institute Partnership***

We were approved for two MacDiarmid Institute-focused events at the New Zealand International Science Festival. These will be organised by senior science engagement coordinator Marijn Kouwenhoven but will be staffed and run by MacDiarmid Institute volunteers. The first event is a hands-on workshop on renewable energy, where attendees will make their own small solar panel using blueberries and photovoltaic materials, and will also explore hydrogen electrolysis to make a miniature hydrogen-powered car. The second event is a pop-up science station featuring flexible solar panels, green hydrogen production, molecular sponges, and more.

#### ***Chemistry Outreach at Wakari School***

Marijn and Jonika spent four days at Wakari School to deliver outreach focused on chemistry and the scientific method. Using impressive demonstrations such as rapid crystallization, the iodine clock, colour-changing tea, and an isopropyl rocket, the team got the whole school excited to start their very own chemistry projects for Term 2.



**StarLab at Andersons Bay School**

Senior science engagement coordinators Jessa Barder and Marijn Kouwenhoven ran StarLab sessions for all classes at Andersons Bay school, from new entrants through to Year 6. Students learned about the movements of the Earth, Moon, Sun, and stars and how they could use these environmental cues to track time, locate cardinal south, and pass on knowledge and stories.



Students form a 'human tellurion' to explore the movements of the Earth and moon around the Sun



Students using the Southern Cross and the Pointers to find south

### **Science Showcases (Far from Frozen + Science of Medicines) to Samoa – MFAT funded**

From 30<sup>th</sup> March to 13<sup>th</sup> April Education Engagement Coordinator Jonika Edgecombe and Pasifika Engagement Coordinator Leota Meredith, in collaboration with Dr Craig Grant and Dr Greg Walker (University of Otago) travelled to Samoa to tour the showcases Far from Frozen and Science of Medicines. Visiting both Upolu and Savai'i they were hosted by the IMAGINE science centre whose team also greatly assisted with both logistics and delivery — we hope to continue to collaborate with them in the future. This trip was externally funded through MFAT (Ministry of Foreign Affairs & Trade), and we are extremely grateful for the Ministry's continued support.

Engagement was delivered to over 800 students and members of the public across both islands of Samoa and reached 21 schools as well as the general public. They had hoped to reach more, but 5 schools cancelled, unfortunately. Nonetheless, this trip was successful, delivering both Far from Frozen and Science of Medicines across 5 locations: IMAGINE Science Centre, Poutasi Development Trust Hall, Nuuuausala College Hall, Don Bosco College Hall and Salelavalu Primary School.



Samoa: delivery of science engagement at various locations and the poster used to advertise sessions.

### **EVENTS**

Throughout April and May 2025, the Museum delivered a varied program of public events that reflected a strong commitment to community engagement, education, and culture. The two months saw a wide variety of offerings, including public talks, family activities, workshops, film screenings, and special themed events. These were designed to appeal to diverse audiences, and attendance numbers indicate a high level of public interest and participation, especially during iD Fashion Week and the Wild Dunedin NZ Festival of Nature.

In April, the Museum recorded a total of 7,096 attendees across all events, driven by several high-performing programmes. The most attended individual event was the LEGO Pyjamarama on 11<sup>th</sup> April, which brought in 630 participants. Similarly, the Magnificent Moa Day held on 15<sup>th</sup> April attracted 540

visitors. The Gallery Trail, titled Mighty Moa Hunt and Rock Mystery, ran from 11<sup>th</sup> to 22<sup>nd</sup> April and engaged 1,050 visitors, reinforcing the popularity of exploratory and family-focused programming. The Rock Paper Scissors Makerspace, also held across this period, was another major draw with 1,881 recorded interactions, demonstrating the continued success of hands-on and creative learning experiences.

April also featured a series of events as part of iD Fashion Week, which included designer talks, collection tours, and themed panel discussions. These events attracted a combined total of over 600 attendees and featured well-known names in New Zealand fashion, such as Juliette Hogan and Dayne Johnston. The alignment of cultural programming with a high-profile city-wide event contributed significantly to audience turnout and elevated the Museum's profile as a key cultural venue.

The Wild Dunedin Festival, running from 11<sup>th</sup> to 22<sup>nd</sup> April introduced a strong slate of science and nature-focused programming. Activities like Wildlife ER with Suzy Cato, various wildlife talks, and the screening of "The Mystery of Giant Birds" catered to families and nature enthusiasts, resulting in high engagement across multiple events. Public talks during this period also saw consistent attendance, with events such as the 7x7 Wild Talks drawing 230 attendees and the Brian Turner Memorial Lecture on 16<sup>th</sup> April attracting 180 participants.

In May there were over 800 attendees recorded at our public offerings, including several standout events. The Ian Smith Memorial Lecture on 8<sup>th</sup> May saw a strong turnout of 231 attendees, and the De Carle Lecture series continued to attract steady interest with two sessions totaling 147 participants. A particularly successful engagement came from the visit of Julia A Clarke, a world-renowned paleontologist, whose public talk and daytime visit on 22<sup>nd</sup> May collectively drew 165 attendees. These events demonstrate the ongoing public interest in science and heritage topics when presented in accessible and engaging formats.

Family-oriented programming remained a strength in May, particularly around Mother's Day. The Mother's Day Makerspace and the accompanying planetarium screening of "Mrs Doubtfire" brought in a combined audience of 118. Other creative and participatory activities such as the Wine and Design Lantern Making workshops engaged smaller but enthusiastic groups, while performances like Choir! Choir! on 24<sup>th</sup> May brought a joyful atmosphere to the Museum.

Overall, the April and May programming period illustrated the Museum's capacity to deliver varied and compelling content that meets the interests of different segments of the community. Thematic programming linked to broader festivals, strong speaker line-ups, and interactive family events were key drivers of attendance.

APRIL					
Community Engagement	6-Apr	The Big Latch On - With Dunedin's The Breast Room	92	FREE	
Collections Tours	1-Apr	ID Fashion Dress Tours	10		PAID
Collections Tours	3-Apr	ID Fashion Dress Tours	10		PAID
Public Talk (ID Fashion)	3-Apr	In Conversation with Kowtow Head Designer Dayne Johnston and Juliette Hogan	220	FREE	
Public Talk (ID Fashion)	4-Apr	Three Generations of Fashion in New Zealand	230	FREE	

Public Talk (ID Fashion)	4-Apr	Floor Talk - Ad Parnassum	28	FREE	
Public Talk	14-Apr	De Carle Lecture	40	FREE	
Film Screening	4-Apr	Under the Dome - The Matrix	51		
Public Talk (ID Fashion)	5-Apr	iD Panel Discussion	80	FREE	
Public Talk (ID Fashion)	5-Apr	Christian Dior Talk	80	FREE	
Public Talk	10-Apr	7X7 Wild Talks	230	FREE	
Family Fun	11-Apr	Lego Pyjamarama	630		PAID
Wellbeing Event	12-Apr	Eco-Focusing	11		PAID
Public Talk	12-Apr	Birds and Other Wildlife with Nick Beckwith	84	FREE	
Performance	12-Apr	Rock Choir	110	FREE	
Family Fun	14-Apr	Wildlife ER with Suzy Cato	220		KOHA
Public Talk	15-Apr	Fossil Treasures of Miocene New Zealand with Daphne Lee	58	FREE	
Family Fun	15-Apr	Magnificent Moa Day	540	FREE	
Public Talk	15-Apr	Moa Footprints of Kyeburn	35	FREE	
Public Talk	15-Apr	Secrets of the Past	29	FREE	
Public Talk	15-Apr	Pyramids, Plants and Penguins	43	FREE	
Public Talk	15-Apr	Eyes in the Lives of Penguins	65	FREE	
Public Talk	15-Apr	Max Quinn I am a Camera	30	FREE	
Public Talk	16-Apr	Brian Turner Memorial Lecture 'Mountains We Climb'	180	FREE	
Public Talk	16-Apr	Friends in Focus	20	FREE	
Public Talk	16-Apr	Ao Kōhatu – Landscapes of Stone	36	FREE	
Public Talk	17-Apr	Amazing Meteorites - Marshall Palmer	62	FREE	
Workshop	11 - 22 April	Rock Paper Scissors Makerspace	1881		PAID
Public Talk	18 Apr	Getting Closer – Paul Sorrell Public Talk	36	FREE	
Photography Field Trip	19-20 April	Getting Closer – Paul Sorrell Field Trip Orokonui	20		PAID
Film Screening	14, 17 and 19 April	Human Swan	76	FREE	
Public Talk	22-Apr	Prion People of St Clair	90	FREE	
Public Talk	22-Apr	Unveiling the Layers of Mātauranga Māori and Geology	69	FREE	
Gallery Trail	11 - 22 April	Mighty Moa Hunt and Rock Mystery	1050	FREE	
Science Engagement	11 - 22 April	No Rain, No Rainforest	450		PAID

Mystery Animal Encounters	11 - 22 April	Mystery Animal Encounters	320		PAID
Planetarium Film	11 - 22 April	The Mystery of Giant Birds - Wild Dunedin Screenings	187		PAID
Makerspace	26-27 April	Relics Makerspace	97	FREE	
Workshops	26-Apr	Lego Terrariums	15		PAID
Public Talk	29-Apr	De Carle Lecture	57	FREE	
Workshops	26-27 April	Lego Drawing Workshops	36	FREE	
Film Screening	16-Apr	Lego Batman Movie	23	FREE	
Workshop	17-Apr	LEGO Minifigure Terrariums	25		PAID
Planetarium Event	30-Apr	Wayfinding Planetarium Night	16		PAID
<b>APRIL TOTAL</b>			<b>7,672</b>		
<b>MAY</b>					
Public Talk	6-May	De Carle Lecture	90		
Public Talk	8-May	Ian Smith Memorial Lecture	231	FREE	
Workshop	10-11 May	Mother's Day Makerspace	82	FREE	
Planetarium Screening	11-May	Mother's day Screening: Mrs Doubtfire	36		PAID
Hands on Interactives	10-May	Archaeology Fun Day - Heritage NZ (Archaeology Week)	45	FREE	
Public Talk	20-May	Astronomical Society - Beatrice Hill Tinsley Lecture Tour 2025, featuring Anna Scaife	40		PAID
Wellbeing Event	21-May	Yoga with the Butterflies	38		PAID
Planetarium Event	21-May	Planetarium World of Wonders - The Velvet Queen Screening	3		PAID
Public Talk and Q&A	22-May	Julia Palaeontologist Visit Day	45	FREE	
Public Talk and Q&A	22-May	Julia Palaeontologist Public Talk	120	FREE	
Performance	24-May	Choir! Choir!	65	FREE	
Workshops	27 - 28 May	Wine and Design - Lantern Making	43		PAID
<b>MAY TOTAL</b>			<b>838</b>		

### Private Events

Following a quieter period in January and February private events began to increase in April with a significant uptick in activity through May. Over 1,000 visitors participated in private event offerings in each month.

In April, we hosted another private Planetarium evening for a tertiary group, along with several other tertiary bookings. A standout event during this time was a wedding held in the Tropical Forest and Atrium — an especially memorable occasion. A local law firm also hired multiple spaces over several days, and Stirling Sports booked the Hutton Theatre for a full week at short notice to run a warehouse sale. This event drew thousands of visitors and coincided with our shop sale, significantly boosting foot traffic through the building. Additionally, several of our regular clients returned for multi-day hires throughout the month.

May was noticeably busier compared to the previous quarter, with multiple events scheduled each week. A two-week booking in the Barclay Theatre was a major revenue contributor during this period. We also hosted a book launch, a three-day symposium, a retail roadshow, and a variety of other bookings. A new offering was introduced in May: The Beautiful Science Gallery is now available for daytime private hire. We have already received three bookings for this unique space.

A significant and exciting development for the Events team was the arrival of 230 new chairs, replacing the well-worn purple seating in the Hutton Theatre which had been in use since 1992. The original chairs have found a new home at Puketeraki Marae in Karitane. A broader refurbishment of the Hutton Theatre is planned for September.

### **Feedback received**

*“On behalf of our formal committee, thank you so much for all of your help and hospitality! The formal went great, and we received heaps of positive feedback from the night, especially from the discovery centre and planetarium. We were super happy with how it all ran.”*

*“Sending you our thanks for running such a slick and well thought through event for us last Monday! “*

*“You’ve been great to deal with, and Holly said everything so well organised when she arrived.”*

*“Thanks very much for this and all you did for us at the Conference – people are calling it the best ... conference ever! That’s due to you and your staff helping us so seamlessly.”*

*“ Just a quick note to pass on our thanks for having .... at the Hutton Theatre last week. You and your team were amazing! Things went so smoothly for us and it was due to your professionalism, great attitude, experience and customer focused approach. My team all loved working with you! I was even able to enjoy myself and take in some of the program.”*

*“Thank you so much – to you and your whole team at Tūhura Otago Museum – we so loved being in the Hutton, and were so glad of how that space attracted more of the public than we might get if we had put all our lectures in a campus-based lecture theatre! We’re getting lots of splendid feedback from around the world, especially via the YouTube uploads, and that’s because the Tūhura team were so helpful (especially with me, having never scheduled such a long-duration series like this off-campus before!). My thanks also to the wonderful Precinct team, who provided such gorgeous and tasty sustenance on those cold autumn nights post-lecture!”*

## **VISITOR EXPERIENCE**

### **Retail Operations**

Sales in April remained steady but trailed behind the same period in previous years. In May, we launched a 30% off Mother’s Day promotion, which followed immediately after the closure of the

*RELICS* exhibition. This campaign performed strongly, resulting in an approximate \$6,000 increase in sales compared to May last year.

We have made small but meaningful improvements to in-store accessibility, including reducing the number of rotating displays and rearranging others to better accommodate wheelchair access. Our stock reduction strategy is underway, with further product consolidation and targeted promotions planned for the coming months.

### **Living Environments**

On 16<sup>th</sup> May two Brazilian black tarantulas were successfully transported to Christchurch for handover to Natureland Wildlife Trust, who then relocated them to their new home in Nelson. The decision to relocate the tarantulas was made due to space constraints at our facility and to support national tarantula distribution efforts. The animals settled well into their new habitat after a brief adjustment period.

On 1 May, we hosted our annual MPI audit. The inspector reviewed our quarantine area and recordkeeping and no issues of non-compliance were identified. This was this inspector's first visit to the Tropical Forest, and he personally commended the butterfly display as "an excellent interactive experience."

### **Science Engagement & Tours**

We are finalising a major signage refresh throughout the Science Centre, designed to improve legibility, integrate whakapapa and Mātauraka Māori, and enhance engagement through colour, light, and interactivity. This is the first phase of our broader Science Centre refresh.

In April and May, we printed 1,050 *Magnificent Moa Hunts* and *Rock Trails* for Wild Dunedin. Visitor Host Tom has developed a new Science Centre trail, which will be ready in time for the upcoming school holidays. A new winter-themed atrium activity has also been created for June and July.

Our new \$3 Kids Tour welcomed 32 children with very positive feedback. It ran daily at 2pm during the school holidays, temporarily replacing the Spotlight Tour.

The *First Flight* Butterfly Release Show attracted 415 adults and 306 children across the two months. Tour numbers reflected a quieter autumn season, with the *Treasures of the Museum* Tour seeing 6 paid visitors and 4 residents.

We hosted two post-TRENZ famil visits from Seduna Travel Services and Cercle des Voyages. The cruise season concluded strongly, with 1,408 visitors taking guided tours and a significant drop in cancellations compared to previous years. We already have 79 tours booked for next season, including two from smaller private groups we met at TRENZ. Feedback from cruise partners Akorn and IDNZ at the Tourism Conference was very positive.

Our community engagement has remained strong, with visits from Plunket, Southern DHB, the Alzheimer's Foundation's Bright Minds group, and a local elderly group.

## **EXHIBITIONS AND CREATIVE SERVICES**

### **Exhibitions and displays currently open:**

- *Director's Choice* Stairwell exhibition to commemorate 10 years of Ian's directorship until 15 September 2025.

- *Absolutely Agnes – A Hallenstein Family Legacy* is ongoing in People of the World – planned to close March 2026.
- *The Kingdom – Animals in the Jewellery of Jane Dodd* runs until 28 July 2025.
- *RELICS: A New World Rises* closed on 27 April 2025. 26,084 admissions. While one of the RELICS team had to leave early, we successfully completed the pack down ahead of schedule.
- *Kiingi Tuheitia Portraiture Awards* exhibition opened 20 March within Tāngata Whenua Gallery and runs until 3 August.
- *Ad Parnassum – Purapurawhetū* an Arts Festival collaboration with Daniel Belton and Donnine Harrison and Good Company Arts, which also utilised the Planetarium ran 4 April – 9 May.
- *Heavenly Pop Hits: The Legacy of Martin Phillipps* display on Atrium 1 runs until mid-July before moving to a long-term location in People of the World.
- *Sonic Visions - Local Music Through The Lens of Otago Polytechnic Creatives* runs 10 May – 13 July.

#### **In Development:**

- Pacific Cultures Gallery refresh ongoing. Have engaged with local Samoan artist Ana teofilo to produce a carpet design for the flooring. Concepts received and currently being digitised. Community groups continue to visit to assist with wider object selection.
- *26<sup>th</sup> Tūhura Photography Awards* will be in the Special Exhibitions Gallery again in 2025, opening 27 June. Competition closed with 4,457 entries. Gallery production underway.
- Arca Arcade 18 July – 21 September in Beautiful Science Gallery.
- Stairwell display changeover – opening 16 September.
- *iNDx* art exhibition in Beautiful Science Gallery, 25 September – 10 December. The opening will coincide with the Neuroability Symposium at Otago Polytechnic.
- Planning summer exhibition for 2025/2026.
- Ruby Jones display in Beautiful Science gallery 12 December – tbc.
- Discussions for a display to coincide with the 100<sup>th</sup> anniversary of the Friends of the Museum.
- Discussions underway for a replacement exhibition in People of the Word to replace *Absolutely Agnes*.
- Tūhura Photography Awards 2026.
- *Tohu Whēnua, Tohu Ora*, the Rock Art collaboration with Canterbury Museum ongoing.

#### **Design:**

- Design services for upcoming programmes and events, including collateral, marketing and supporting materials.
- Pack down of associated RELICS displays at each of the Malls, Dunedin Airport and around the Museum.
- Designed promo material for Mother's Day Shop sale.
- Supported displays for multiple Pacific Language Weeks.
- Design for Strategy documentation and Annual Plan.
- Updated design of Education supporting documents.
- Completed contracted design work for the Australasian Registrars Council Journal Publication.
- Have been hosting a Science Communication Design intern to look at Wayfinding and develop the content and design within the Science Centre.

- Head of Exhibitions and Design, Craig Scott travelled to Wellington with the director, Facilities Manager and Head of Visitor Experience to meet with Te Papa staff regarding ticketing. Team is working on the visitor flow, layout of the entrance space, including updated design of the Shop.
- Prepared promo materials for the Outreach Niue trip.
- Final deliverables sent to Otago Regional Council (ORC) for the contracted design work on Lizard fact sheets.
- Prepared initial work on ORC contracted design work for a new series of fact sheets about birds.
- Designed presentations for the Leadership Team and Board strategic planning day.
- Craig Scott attended a Crit Session for 3<sup>rd</sup> year Otago Polytechnic Communication Design students to give feedback on their client project progress.
- Met with the team from Artsenta to provide advice on how they could plan for an exhibition to celebrate their 40<sup>th</sup> anniversary.
- Assisting with design elements and marketing for the Tatau event in June.
- Working on materials for Matariki.

## MARKETING

April and May were exceptionally busy and productive months for the Tūhura Otago Museum Marketing team, with a packed events calendar, multiple exhibitions, international collaborations, major outreach campaigns, and extensive media coverage.

### Key Highlights

#### *April 2025*

April is traditionally our busiest month, aligning with the Autumn School Holidays. This year was no exception. Key activities included:

- Final promotion of *RELICS: A New World Rises*, which closed with excellent visitor numbers and strong engagement.
- The annual Photography Competition. This year's competition received the highest number of entries to date.
- Participation in Wild Dunedin Festival and iD Dunedin Fashion Week, both of which positioned the Museum as a central hub of cultural activity and had great attendance.

#### *May 2025*

May saw continued momentum with:

- Archaeology Week programming and nationwide media coverage.
- A very successful Mother's Day storewide sale (30% off), which led to a significant reduction in shop stock levels.
- Two exhibition openings:
  - Ad Parnassum — Purapurawhetū (Beautiful Science Gallery)

○ Kiingi Tūheitia Portraiture Award 2023 (Tangata Whenua Gallery)

Marketing team partnered with the US Embassy to host renowned American palaeontologist Professor Julia A. Clarke, who delivered two sold-out public events.

In addition, we collaborated with the Otago Highlanders, organising promotional activations at their games and hosting the team on the Museum Reserve to engage with whānau and visitors.

**Brand Presence & Infrastructure**

We installed a new gobo projector displaying the Tūhura Otago Museum logo on the exterior of the building at night. This creates ongoing, year-round visibility of our new branding in a high-traffic area.

**Website Redevelopment**

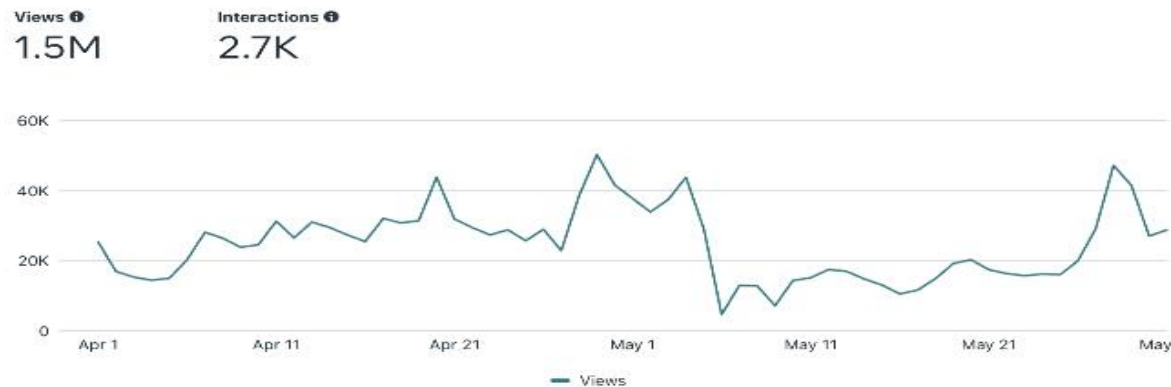
The team has made significant progress on our website redevelopment, including rewriting content, improving user experience, and coordinating new photoshoots. This work continues at pace and we anticipate launching the refreshed website before the next Board report.

**Programming & Events**

Over these two months, Marketing supported and/or led the organisation, advertising, and delivery of over 50 public events and programmes, contributing to strong school holiday visitation and excellent engagement metrics.

**Social Media**

Our social media channels saw strong engagement over April and May, boosted by events, exhibitions, school holiday activations, and campaigns like the Photography Competition and



Top posts by views

Post Title	Date	Views	Interactions
Museum to establish admission donation	Tue May 27, 7:34pm	30.9K	241
Escape the cold these school holidays at yo...	Tue Apr 22, 4:55pm	19.2K	12
It's Friday - which means Wild Dunedin...	Thu Apr 10, 5:00pm	16.5K	50
Cold mornings got you down? Come warm u...	Sat May 3, 2:57pm	14.8K	30
Wild Dunedin turns 10 - and we've got som...	Thu Apr 17, 4:02pm	12K	56

Mother's Day sale. Collaborations with Wild Dunedin and iD Fashion Week also drove traffic. These activities resulted in excellent reach and interaction across all platform

### Media Coverage: April–May 2025

**Total Media Mentions: 44**

**Reach:** Local, regional, national, and international

Date	Scope	Publication	Topic/Event	Link (where available)
1 April	Regional	ODT	iD Fashion	<a href="#">Link</a>
3 April	Local	The Star	Breastfeeding Event	—
3 April	Regional	ODT	iD Fashion – Young Designers	—
5 April	Regional	ODT	Museum Shop feature	—
7 April	Regional	ODT	Musician mural (St Art)	—
8 April	Regional	ODT	<i>Ad Parnassum – Purapurawhetū</i>	<a href="#">Link</a>
9 April	National	RNZ	Giant Birds (PGP show)	—
11 April	Regional	ODT	Wild Dunedin: Nature Dome	<a href="#">Link</a>
11 April	Regional	ODT	Pjamarama	<a href="#">Link</a>
15 April	Regional	ODT	Wild Dunedin Feature	—
17 April	Local	The Star	Pjamarama coverage	—
17 April	Regional	ODT	<i>Ad Parnassum – Purapurawhetū</i> (review)	—
20 April	National	Stuff	Museum Experience	<a href="#">Link</a>
26 April	Regional	ODT	Highlanders collaboration	—
27 April	Regional	ODT	Wild Dunedin / Geopark	—
27 April	Regional	ODT	ANZAC Event	—
28 April	Regional	ODT	Relics Exhibition Closes	—
May (various)	National	Your Ex Magazine	Museum Profile	<a href="#">Link</a>
30 April	National	Pharmacy Today	Outreach to Samoa	—

1 May	Local	The Star	<i>Ad Parnassum</i> Dancers	—
6 May	National	NZ Herald	Wild Dunedin Footprint Discovery	—
6 May	International	Nebraska News	Quantum Science	—
8 May	Local	The Star	Archaeology Week Preview	—
9 May	Regional	Ashburton Courier	Outreach / Space Probe	—
9 May	National	TVNZ Seven Sharp	Archaeology Week	—
10 May	Regional	ODT	Archaeology – Tiwai Point tools	—
10 May	National	RNZ	Archaeology Week Interview	—
12 May	Regional	ODT	Family artefacts	—
13 May	National	Waatea News	Interview with Dr Gerard O'Regan	—
15 May	Local	The Star	Stargazing event	—
20 May	National	Mindfood	Outreach – Stargazer Feature	<a href="#">Link</a>
21 May	Regional	ODT	Prof. Julia Clarke Visit	—
22 May	Regional	ODT	<i>Kiingi Tūheitia Portraiture Award 2023</i>	—
22 May	National	Stuff	Auroras/Space Weather	—
22 May	National	RNZ	Rare Whale Feature	—
23 May	Regional	ODT	DSO Concert – Brahms & Mataatua	—
23 May	Regional	ODT	Midwinter Carnival Preview	—
25 May	Local	The Star	Carnival Preparations	—
26 May	Regional	ODT	Music Event Coverage	—
28 May	Regional	ODT	Photography Competition Update	<a href="#">Link</a>
28 May	Regional	ODT	Museum Entry Fee Discussion	<a href="#">Link</a>
30 May	Regional	ODT	Outreach Feature – 10th Visit Celebration	<a href="#">Link</a>

## Summary

These two months have been monumental for the Marketing team. Not only have we led strategic campaigns and visibility efforts, but we've also been heavily involved in event delivery, exhibition development, and direct visitor engagement. Our small, agile team continues to deliver outcomes far beyond its means.

## FACILITIES, ASSETS AND TECHNOLOGY

The Facilities team are working on or have completed the following projects:

- Paint cases and ceiling in Pacific cultures gallery
- Deinstall Relics exhibition
- Paint walls of SEG
- Install walls for photography exhibition
- Quotes for solar system
- Quote for C-Bus upgrade (lighting system)
- Working with Beca on the targeted seismic assessment reports for the Fels, Ross and Hocken buildings

The following IT work has been completed or is underway:

- Laptop replacements underway
- Wireless upgrade ordered
- Quotes for BSG / Planetarium upgrade underway

END OF REPORT

## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **KAUPAPA MĀORI**

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#### **EXECUTIVE SUMMARY**

The main kaupapa has been included in the Director's report. A verbal update may be given.

#### **RECOMMENDATION**

None

## OTAGO MUSEUM TRUST BOARD

27 June 2025

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### OTAGO MUSEUM DRAFT ANNUAL PLAN 2025-2026

Ian Griffin, Museum Director

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#### EXECUTIVE SUMMARY

##### Statutory timeline for Annual Plan approval:

- |                    |  |
|--------------------|--|
| <b>28 February</b> | Latest date by which the draft Annual Plan should be circulated to contributing local authorities (CLA) for a 3-month consultation period. |
| <b>31 May</b>      | Latest date by which CLAs are to give feedback on the draft Annual Plan.   |
| <b>30 June</b>     | Latest date by which the OMTB should adopt the annual plan for the relevant financial year.  |

The draft Annual Plan 2025-2026 was duly circulated to CLAs. By the deadline of 31 May, we had not received any requests to amend the plan.

The Director met with the Mayor of Waitaki in February. A meeting with the Central Otago Regional Council has been scheduled in August. Both Waitaki and Central Otago have signalled their support and have agreed to the requested increase in contribution.

The Director also met with the Mayor of Queenstown, in March. Though not a funding council for the Museum we carry out a significant amount of outreach and collections support in their region. Though appreciative, they have stated that they are not in a position to provide a contribution to Museum operations.

Due to the new strategic plan (scheduled for adoption at this Board meeting) still being in development when this Annual Plan was drafted, this Plan has been based on the current Strategic Plan 2019-2024 – Te Ara Hou.

#### RECOMMENDATIONS

That the **Board adopt** the Annual Plan 2025-2026

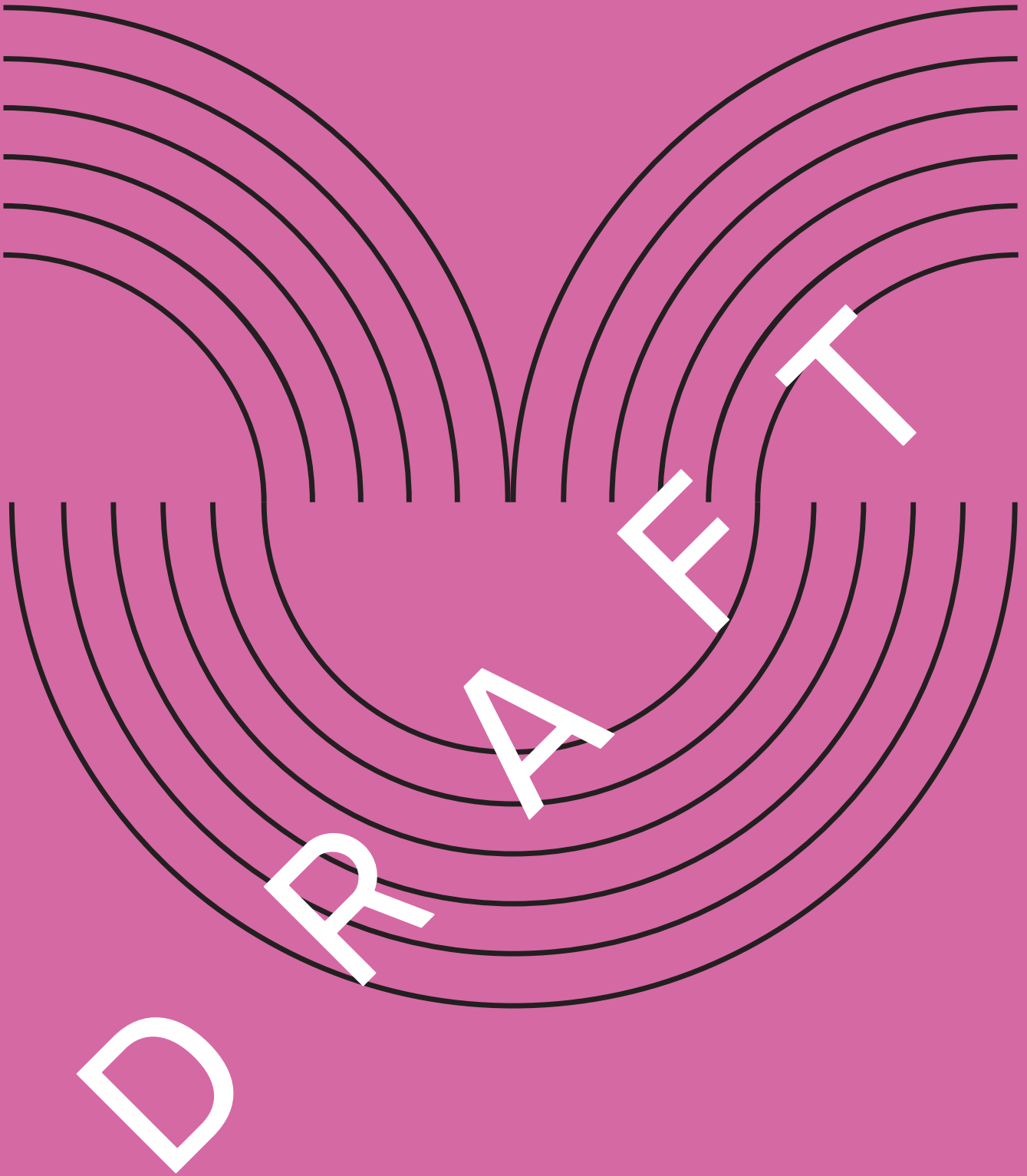
# Annual Plan

2025 – 2026



**TŪHURA**

Otago Museum



Cover image:

**Tairiiri (fan)**  
**Pukapuka, Cook Islands**

Tūhura Otago Museum Collection  
D52.68

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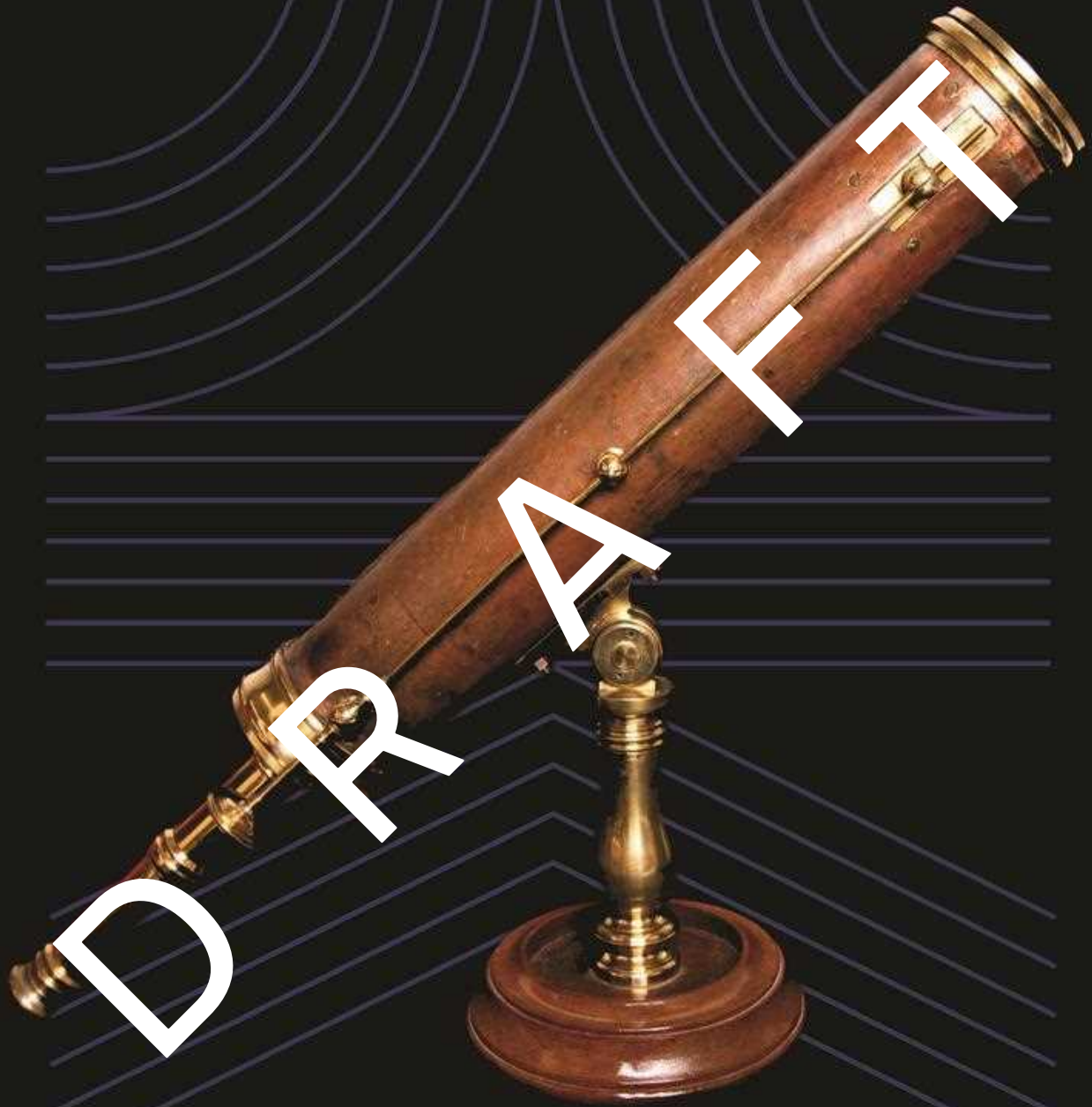
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te niharo, te manawa reka, te whakamarama hoki  
Engaging our community to inspire wonder,  
curiosity and understanding

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Tūhura Otago Museum Draft Budget - 2025





**Telescope**  
F79.220 Gift of John Wyndham Begg; Tuhura Otago Museum Collection

# Introduction



Image: Alan Dove Photography

**Professor David Hutchinson**  
Chair, Otago Museum Trust Board



**Dr Ian Griffin**  
Director, Tūhura Otago Museum

## Tūhura Otago Museum: Strategic Priorities for 2025

Tūhura Otago Museum stands at a crucial turning point. The decisions we make this year will shape the Museum's future, ensuring sustainability while preserving the mana of our collections and deepening community engagement.

One of our key priorities is closing the Tangata Whenua Gallery in early 2026, paving the way for a major repatriation effort and renovations ahead of the 2027 exhibition *Tohu Ora, Tohu Whenua*. This investment will allow us to honour our responsibilities while enhancing the visitor experience. At the same time, with the launch of our new website, we are expanding digital access to our collections, aiming to make thousands of items available online and supporting research that enhances our understanding of these taoka.

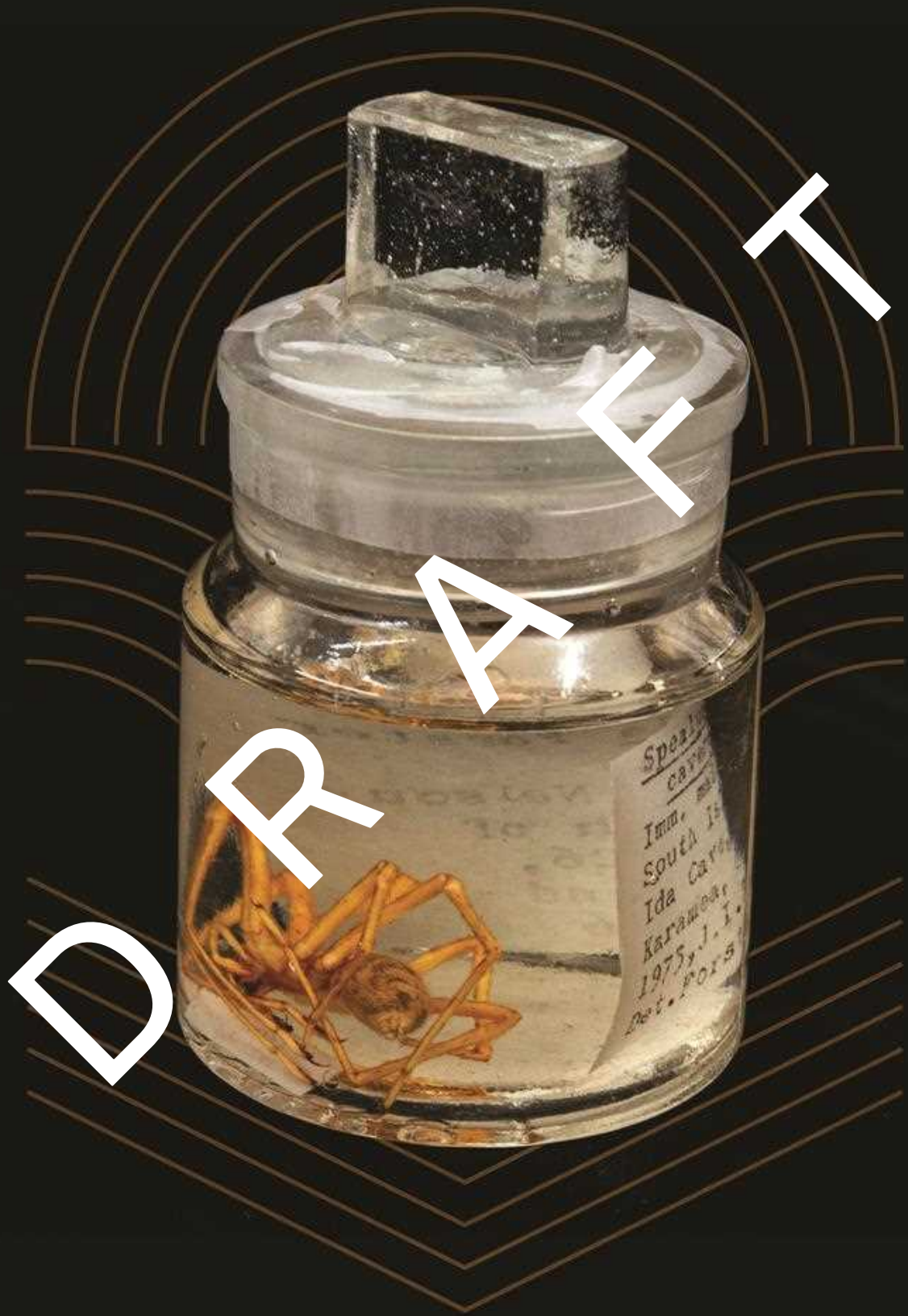
As we look to the future, we must make significant decisions about the Perpetual Guardian Planetarium and the Tropical Forest, with the Planetarium's sponsorship ending in 2025, investment in new projectors is required to maintain its role as an educational resource. And, as the Tropical Forest roof has reached the end of its lifespan, a cost-benefit analysis will determine its future.

Community engagement remains at the heart of our mission. By introducing charges for international visitors while maintaining free access for New Zealand residents, we can ensure the Museum continues to serve our local audience while strengthening financial sustainability. We aim to attract over 300 000 visitors, develop meaningful exhibitions, and expand educational programmes that reach communities across the region.

Financial resilience is imperative. This year, we will implement a five-year strategic plan reflecting the evolving landscape in which we operate. With a focus on diversifying income, we are strengthening philanthropic efforts through our newly appointed Head of Philanthropy and Development. At the same time, we are refining retail operations to improve profitability and efficiency.

Sustainability remains at the forefront of our approach. We are exploring renewable energy solutions, improving environmental controls, and advancing fire and earthquake protection measures to safeguard our visitors and collections. One of our most pressing long-term projects is creating an offsite storage facility. With collection preservation a growing challenge, we are initiating plans to develop a purpose-built space that meets the needs of the Museum and potentially other regional institutions.

The coming year requires bold leadership and strategic investment. The Museum's future depends on sustainable funding, innovative thinking, and a commitment to our core purpose. By making the right choices now, we will ensure that Tūhura Otago Museum remains a vital, thriving institution that inspires and educates future generations. We invite those who share our vision to join us in shaping this future.



Nelson cave spider (*Spelungula cavernicola*)  
IV23366 Tuhura Otago Museum Collection

# *Te Ara Hou – The Road Ahead* Long-term Strategic Plan

R  
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T

## Vision

 Kia wakaoho – Awaken  
wonder, curiosity, and  
understanding in our world.

## Mission

To inspire and enrich  
our communities and  
enhance understanding  
of the world through our  
collection, our people,  
and the stories we share.

DRAFT

# The Otago Museum Trust Board Act 1996

To collect, preserve, act as a regional repository for, research, display, and otherwise make available to the people of the present and the future, material and information relating to the natural, cultural, and scientific heritage of the peoples of the world.

To promote interest and education in the natural, cultural, and scientific heritage of New Zealanders.

To place particular emphasis on those activities as they relate to the greater Otago region, world history, natural history, and science, and, where appropriate, their relationships in a wider global context.

## Values

To maintain a world-class museum for the people of Otago and Aotearoa, the Museum has made a commitment to values that shall underpin our operations and practices:

**Manaakitaka** | We will care for our taoka, tākata, and whakapapa\*

**Kaitiakitaka** | We will guard our taoka, whakapapa, and tākata for future generations

**Tohukataka** | We will grow and foster expertise through research, learning, and collaboration

**Whanaukataka** | We will collaborate and create partnerships

**Rakatirataka** | We will ensure our mana is evident in our integrity, ethical decision-making, and leadership

\* Taoka – Refers to the tangible and intangible treasures of the Museum; tākata refers to the people of Tūhura Otago Museum – its staff, visitors, partners, stakeholders, and communities; whakapapa refers to the Museum’s relationships and history.



Oxford sherd  
E57.2 Gift of Ashmolean Museum; Tuhura Otago Museum Collection

# ***Te Ara Hou – The Road Ahead*** **Strategic Goals and Objectives**

## **Goal one**

**Whakamarakatia te mana o te kohika taoka**  
**Upholding the mana of the collection**

Strategic objectives:

1. We will share our collection with the world
2. We will strategically develop our collection
3. We will care for our collection
4. We will excel at researching and interpreting our collection

## **Goal two**

**Whakaurua ā tātou hāpori i te whakaohooho**  
**Te miharo, te manawa hōhā, te whakamarama hoki**  
**Engaging our community to inspire wonder,**  
**curiosity and understanding**

Strategic objectives:

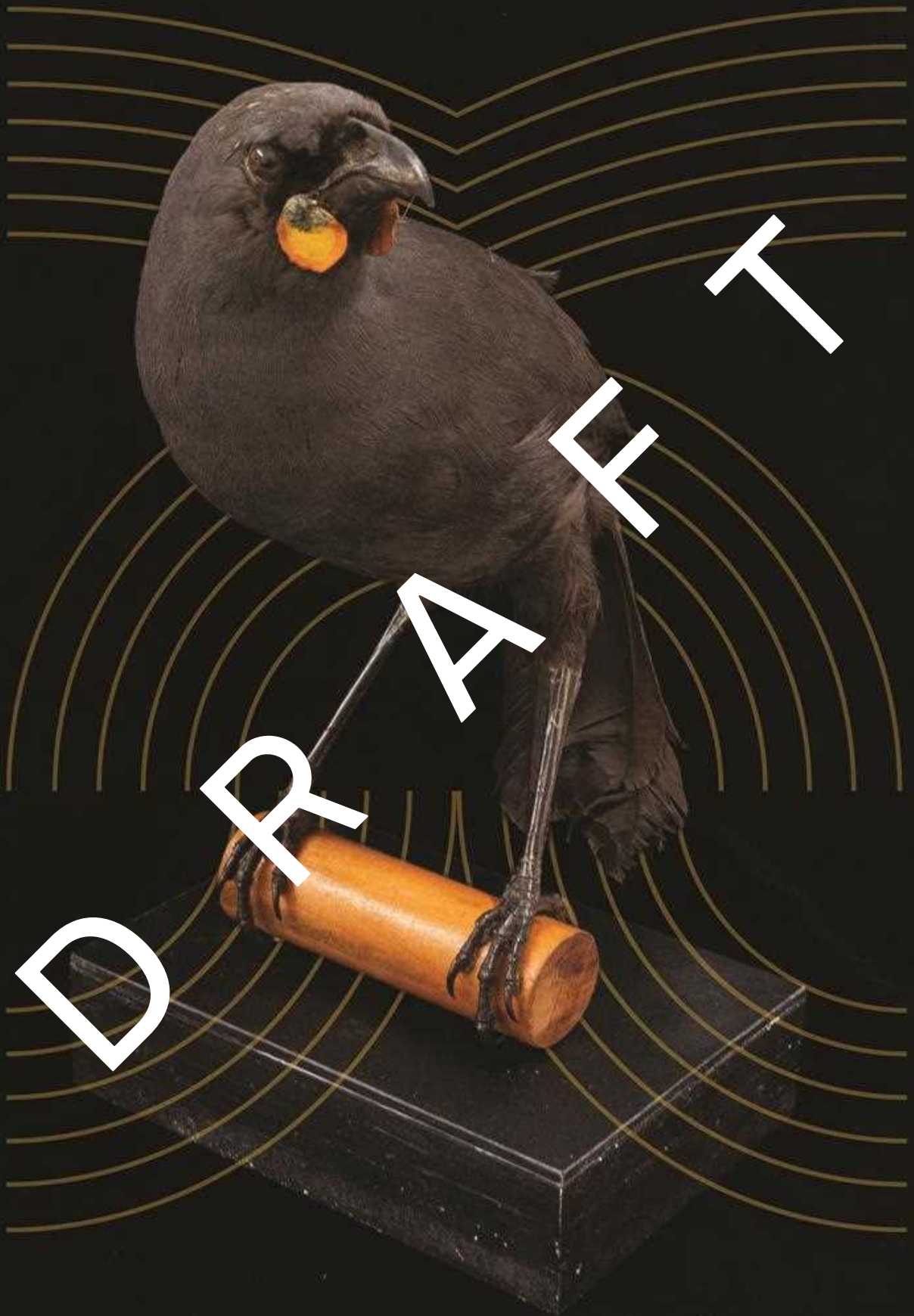
1. We will be a valued community resource
2. We will encourage interaction throughout Otago and beyond

## **Goal three**

**Whakahaumarū te wāheke i te ao hurihuri**  
**A secure and sustainable future in a changing world**

Strategic objectives:

1. We will operate sustainably
2. We will secure and future-proof the Museum's financial position
3. We will develop and maintain safe spaces that offer rich and rewarding experiences
4. We will build and sustain professional expertise and knowledge across the organisation



South Island kokako (*Callaeas cinereus*)  
AV742 Tuhura Otago Museum Collection

# Goal one

## Whakamarakatia te mana o te kohika taoka Upholding the mana of the collection

A focus for our team this year will be the closure of the Tangata Whenua Gallery in early 2026. This will pave the way for a major repatriation and allow the gallery to be readied for the opening of the *Tohu Ora, Tohu Whenua* exhibition in 2027.

In tandem with this exhibition planning for a new Tangata Whenua gallery will be undertaken and a project manager appointed. Following *Tohu Ora, Tohu Whenua* the gallery will be renovated, with plans to open in 2030. We will initiate detailed planning for that renovation this year and also appoint a project manager.

### We will share our collection with the world

- Review, assess, and/or digitise 10 000 collection items and increase the number of items accessible online by 5000.
- Publish 20 publications based on the collections, from internal researchers via publicly accessible media, of which least two will be peer reviewed by Museum staff.
- Encourage the publication of collection-related content by external researchers, with at least five publications arising from this source.
- Facilitate and encourage research access and respond to public enquiries.
- Collections team contributes to the delivery of projects, exhibitions, programmes, and online content to engage our more audiences.

### We will strategically develop our collection

- Continue to develop our collections in line with our Collections Strategy.

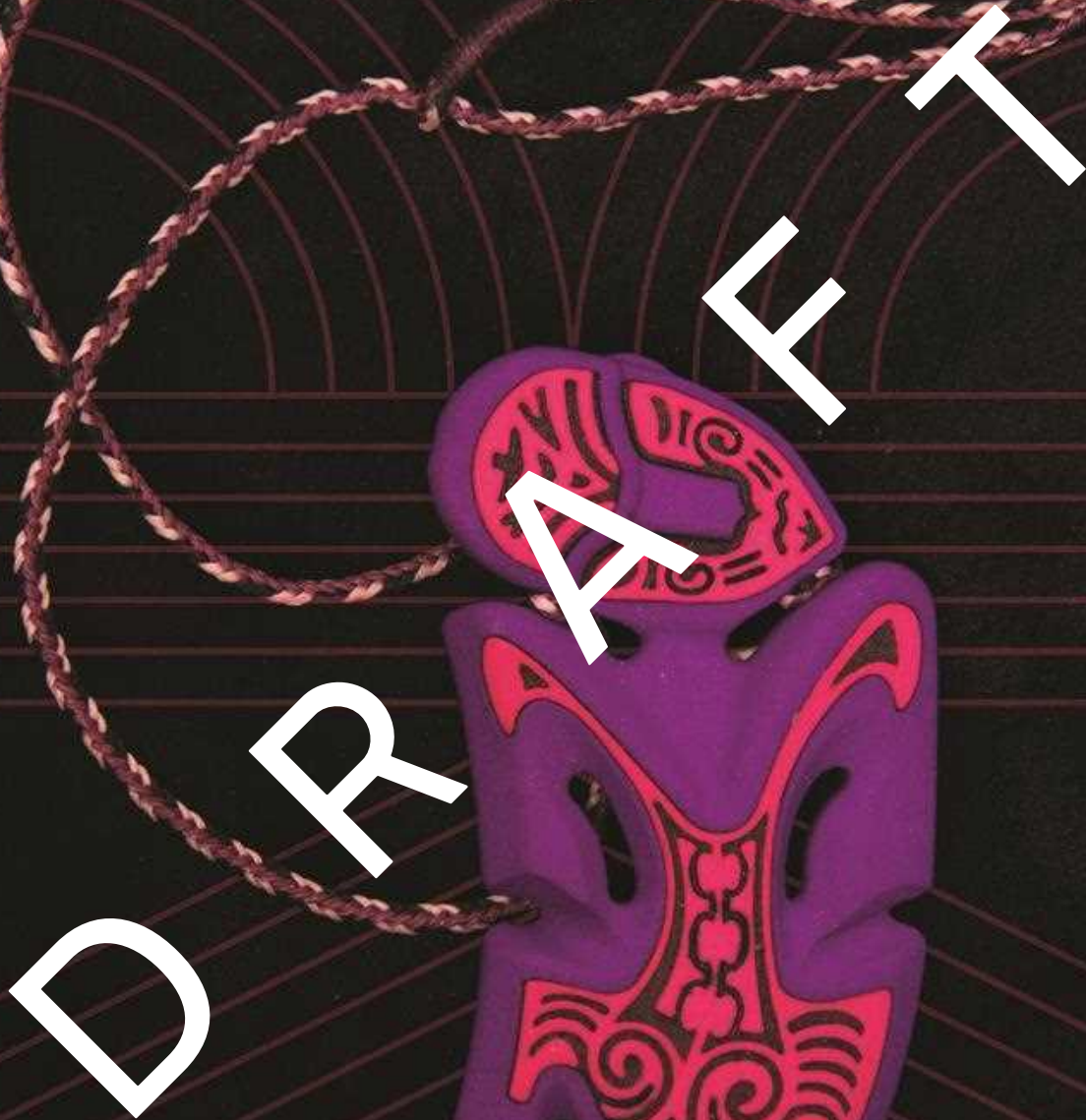
### We will care for our collection

- Maintain and develop preventive conservation programmes in line with best practice that apply to all collections.
- Continue to replace/repair collection storage furniture for earthquake mitigation and fire prevention.
- Manage the iwi relationship and curatorial support to ensure repatriation matters are managed within resource constraints.
- Apply relocation strategies for the collection in line with potential building works.

### We will excel at researching and interpreting our collection

- Develop and support research endeavours in line with the Research Strategy.
- Support and encourage research outcomes of honorary curators and research collaborators.

# DRIFT

A purple tiki mask with red and black patterns, a braided cord, and a background of red concentric circles. The mask features a central vertical design with a chain-link motif and two large, stylized eyes. The cord is braided and loops around the mask. The background consists of several concentric red circles on a dark background.

Joe Te Wharau Smart Tiki  
D2019.63 Fairweather Fund; Tuhura Otago Museum Collection

# Goal two

## Whakaurua ā tātou hāpori ki te whakaohoho te miharo, te manawa reka, te whakamarama hoki Engaging our community to inspire wonder, curiosity and understanding

This will be a year for big decisions concerning the future of both the Perpetual Guardian Planetarium and the Tropical Forest. The ten-year sponsorship of the Planetarium ends in 2025, and if we are to renew its projectors, significant investment will be needed.

The Tropical Forest roof is also well past its planned lifetime, and a decision needs to be made as to whether it should be replaced.

We will carry out a cost-benefit analysis which will inform our future plans for both facilities.

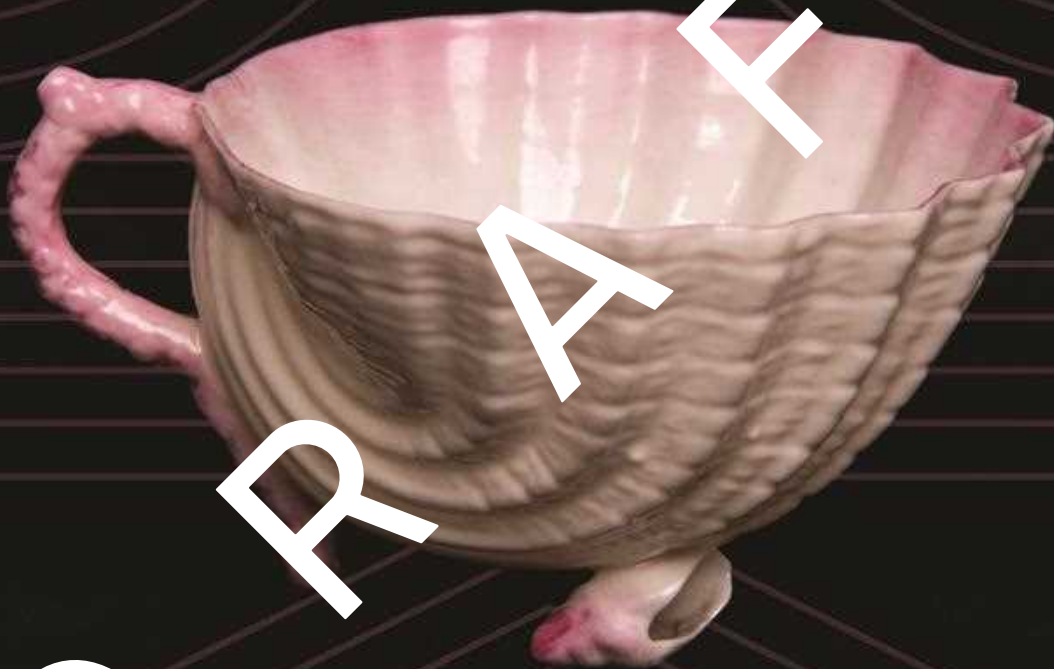
### We will be a valued community resource

- Implement our Te Reo Māori Strategy.
- Attract more than 300 000 visitors to the Museum.
- Offer free admission to the Museum's permanent galleries and events for New Zealand Residents. Charges will be introduced for international visitors.
- Achieve better than 90% in the Dunedin City Council Residents' Opinion Survey.
- Undertake targeted audience research to better understand our communities and how we can best meet their needs/engage and inspire them.
- Deliver a range of different programmes and events onsite that are relevant to our culturally and geographically diverse communities.
- Deliver programmes, events, and services to Dunedin City Council and Waitaki, Clutha, Central Otago, and Queenstown Lakes District Councils, and beyond.
- Deliver conservation and professional services to five regional museums and other collections.
- Share our plans and results with our staff, stakeholders, partners, and communities.
- Facilitate opportunities for volunteers and interns to contribute 2000 hours' service to Tūhura Otago Museum.
- Deliver 30 presentations in-house and externally.

### We will encourage interaction throughout Otago and beyond

- Open one new exhibition.
- Engage in collaborations and foster ongoing partnerships across Otago, New Zealand, and the world.
- Continue to develop online audience engagement through website, blog, and social media activity, and virtual conferencing.
- Deliver effective, curriculum-linked education programmes to at least 3000 students.
- Ensure awareness of the Museum and its activities through an active media presence locally (with 40 stories published annually) and nationally (with 10 stories published annually).

# DRAFT



Belleek cup, Northern Ireland  
F55.52 Gift of Arthur H Fisher; Tuhura Otago Museum Collection

# Goal three

## Whakahaumarū te wāheke i te ao hurihuri

### A secure and sustainable future in a changing world

This year a major piece of work will be the creation and implementation of a new five-year strategic plan for the Museum. Much has changed since our last plan was written in 2016 and the new plan will have to take into account these changes. It will be developed in time to inform our Annual Plan for 2026/27.

A big change this year will be a focus on diversifying our sources of income. Charges will be introduced for international visitors, beginning on 1 July 2023. The newly appointed Head of Philanthropy and Development will implement a new fundraising strategy which seeks to significantly increase philanthropic funding. We will also implement changes in the Museum Shop to increase efficiency of operation and to improve profitability.

#### We will operate sustainably

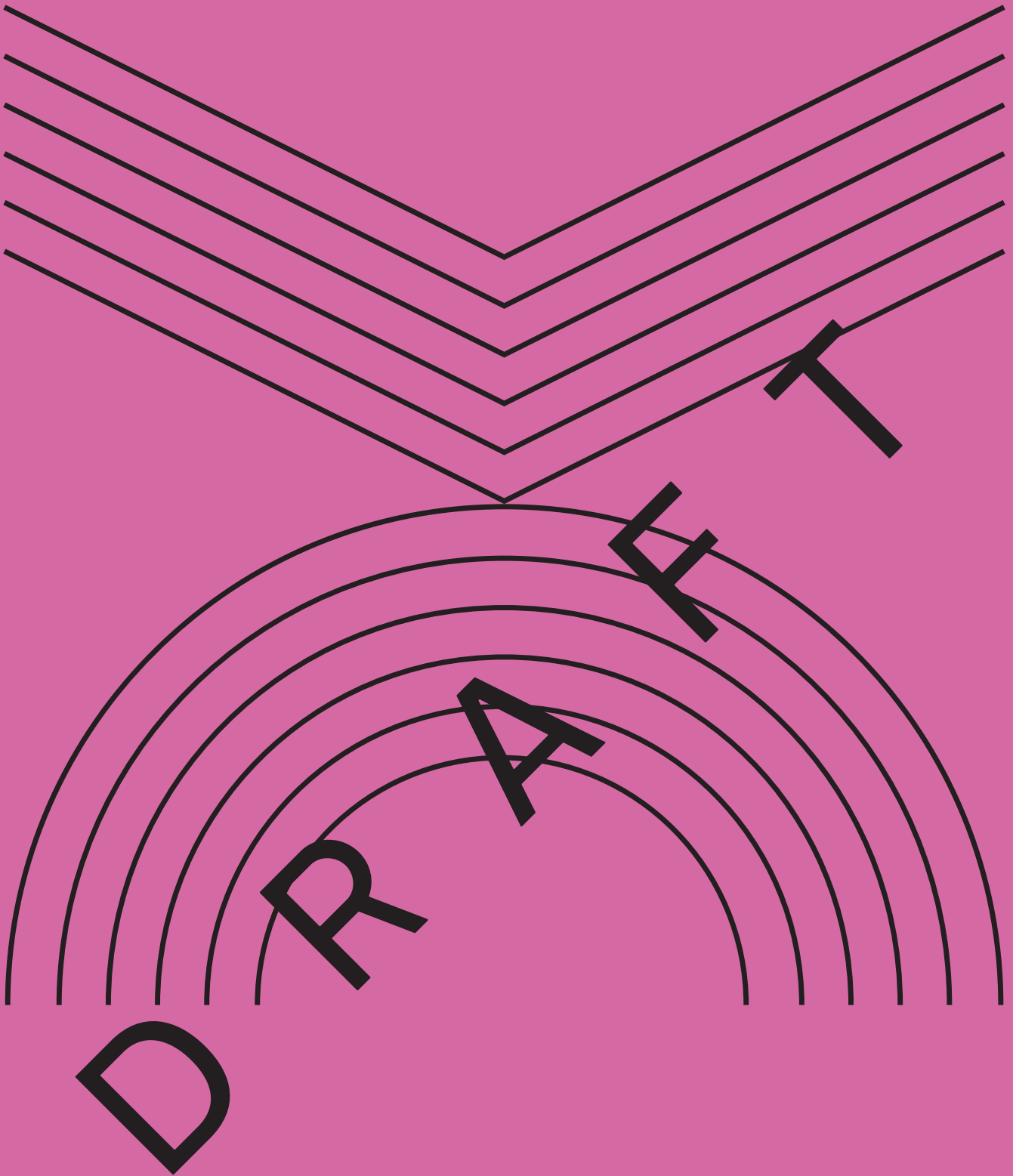
- Explore and invest in renewable energy options and initiatives to reduce ongoing carbon emissions.
- Actively pursue partnership and funding support from central and local government and wider key stakeholders.
- 65 000 paid admissions to Te Whare Otago Community Trust Science Centre.
- 12 500 paid admissions to Perpetua Guardian Planetarium.
- Develop and promote the Museum as a conference and events centre.
- Be open and accessible in financial reporting to all stakeholders.
- Optimise current commercial opportunities to sustain and grow the financial contribution of Museum operations.

#### We will develop and maintain safe spaces that offer rich and rewarding experiences

- Progress implementation of the Master Plan for development of the Museum's buildings and facilities.
- Continue environmental and controlled natural light penetration improvements in galleries and collection stores.
- Improve access (physical, intellectual, economic, and visual) and wellbeing initiatives across our spaces, exhibitions, and programmes/events.
- Continue a detailed seismic assessment of the Museum.
- Undertake earthquake mitigation measures.
- Continue to undertake health and safety and accessibility improvements.
- Upgrade fire protection in the galleries and stores as per the Museum's five-year Fire Protection Plan.

#### We will build and sustain professional expertise and knowledge across the organisation

- Offer staff professional development and training opportunities.
- Provide relevant health and safety training for all staff.
- Provide opportunities for staff to build capability in te reo Māori, Treaty, and bicultural operations.
- Implement a staff wellbeing strategy.



# Major Projects, Exhibitions, and Gallery Developments

# Master Plan phase 1: Planning for an offsite storage facility

A key conclusion of the master planning exercise carried out over 2020 – 2021 was that the Museum urgently needs to find a cost-effective way to ensure that its collections are preserved and protected. The proposed solution was to build a fit-for-purpose offsite storage facility. Discussions with other cultural institutions suggest we are not alone in needing more storage. There is a need for an archives and collections facility which could serve our region. This will be a major project for the Museum and will take a number of years to complete.

This year we will begin to develop plans and fundraise for this project, as well as seek partners to work with us to take it forward. A comprehensive survey of the collections at Tūhura Otago Museum will be undertaken to determine how they may be safely decanted to new premises. The survey will also inform how much space will be required to accommodate 25 years of collections growth, environmental and security requirements, conservation and research facilities, and supporting infrastructure.

## On-going and immediate capital works

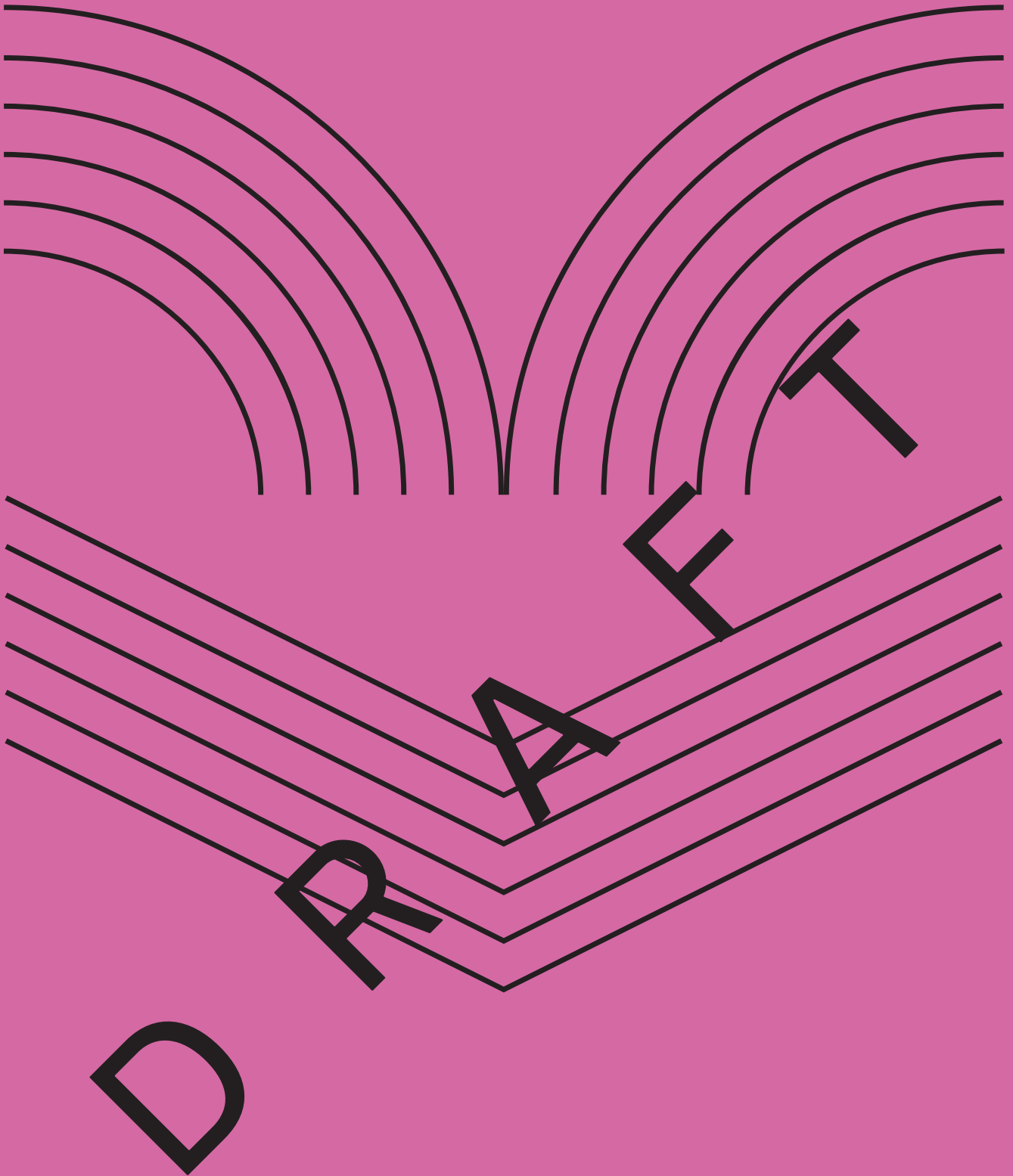
- Decision about the future of Planetarium
- Decision about the Tropical Forest roof
- Closure of the Tangata Whenua Gallery

## On-going and immediate capital works

- Continued implementation of the Museum's five-year Fire Protection Plan
- Earthquake and fire mitigation across the Museum
- Scoping possible renewable energy options

## Exhibitions and galleries

- 26th Tūhura Otago Museum Photography Awards
- Summer exhibition
- Friends Association 100th Anniversary
- Tohu Whēnua, Tohu Ora – Rock Art exhibition collaboration with Canterbury Museum
- Interventions and displays throughout the Museum and externally
- Tūhura Otago Community Trust Science Centre: refresh of interactives
- Tāngata Whenua gallery design progressed



# Tūhura Otago Museum Draft Budget - 2026





**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE 5 YEARS ENDED 30 JUNE 2027**

**4. Capital Expenditure**

While capital expenditure projects have been budgeted, these will only go ahead if sufficient funding is available. Major projects included in the budget include:

	2024/25	2025/26	2026/27
* Building Development	60,000	50,000	50,000
* Furniture - General	15,000	15,000	15,000
* Hutton Museum Theatre Refurbishment - Sound system/Barclay	-	50,000	-
* Vehicles	50,000	40,000	-
* Energy Efficiency	20,000	20,000	20,000
* Computer & Software	120,000	140,000	120,000
* New Website	100,000	-	-
* PGP Projectors	150,000	-	150,000
* HVAC Upgrade	60,000	60,000	60,000
* Heatpumps - Admin/Hutton	-	15,000	-
* Web design	-	-	-
* Galley Protection - Sprinklers	200,000	300,000	300,000
* Passive Fire Protection	30,000	30,000	30,000
* Conservation	30,000	20,000	30,000
* Tuhura Otago Community Trust Science Centre	30,000	200,000	30,000
* Tangata Whenua	-	80,000	1,500,000
* Earthquake Mitigation - Buildings	30,000	30,000	30,000
* Earthquake Mitigation - Collections	30,000	30,000	30,000
* Café Furniture	10,000	-	10,000
* Galley refresh	-	40,000	-
* Tropical forest bridge replacement	-	-	-
* Tropical Forest - upgrade (roof) and refresh	100,000	-	1,100,000
* Roof Replacement	-	-	600,000
* Fit-out Shelving (McLaggan)	-	-	-
* Office Furniture (McLaggan)	-	-	-
* Computers & IT (McLaggan)	-	-	-
* Building (McLaggan)	-	-	-
* Fire Protection (McLaggan)	-	-	-
	300,000	250,000	-
	\$1,335,000	\$1,370,000	\$4,045,000

**5. Business Units**

Business units are expected to improve profitability in FY26, particularly in the Planetarium and Tuhura Science Centre. Better cost allocations and cost management look to improve profitability in these cost centres.

**6. Other Income**

Other income includes income from donations and collection boxes, as well as sundry income amounts.

	2024/25	2025/26	2026/27
Budget	30,000	-	-
Budget	-	-	-

\* Queenstown Lakes District Council

D R A F T

# TŪHURA

Otago Museum

419 Great King St, Dunedin  
tuhura.nz @tuhuraotagomuseum

## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **DRAFT STRATEGIC PLAN 2026-2031**

Submitted by: Ian Griffin, Director

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#### **EXECUTIVE SUMMARY**

The draft Strategic Plan 2026-2031 was discussed at the Board and Leadership team planning day held on 23 May. After discussions on the day some changes were recommended to Plan. The notes from the planning day are included for information in the closed session of Board papers.

The recommended changes have been made, and the Plan is now brought to the Board with a recommendation that the Board adopt the Strategic Plan 2026-2031.

#### **RECOMMENDATION:**

That the Board **adopt** the Strategic Plan 2026-2031

# Draft Strategic Plan 2026 – 2031



**Mission:**  
Inspiring connections through  
people and collections



**Vision:**  
Awakening wonder  
and curiosity

**Values:**

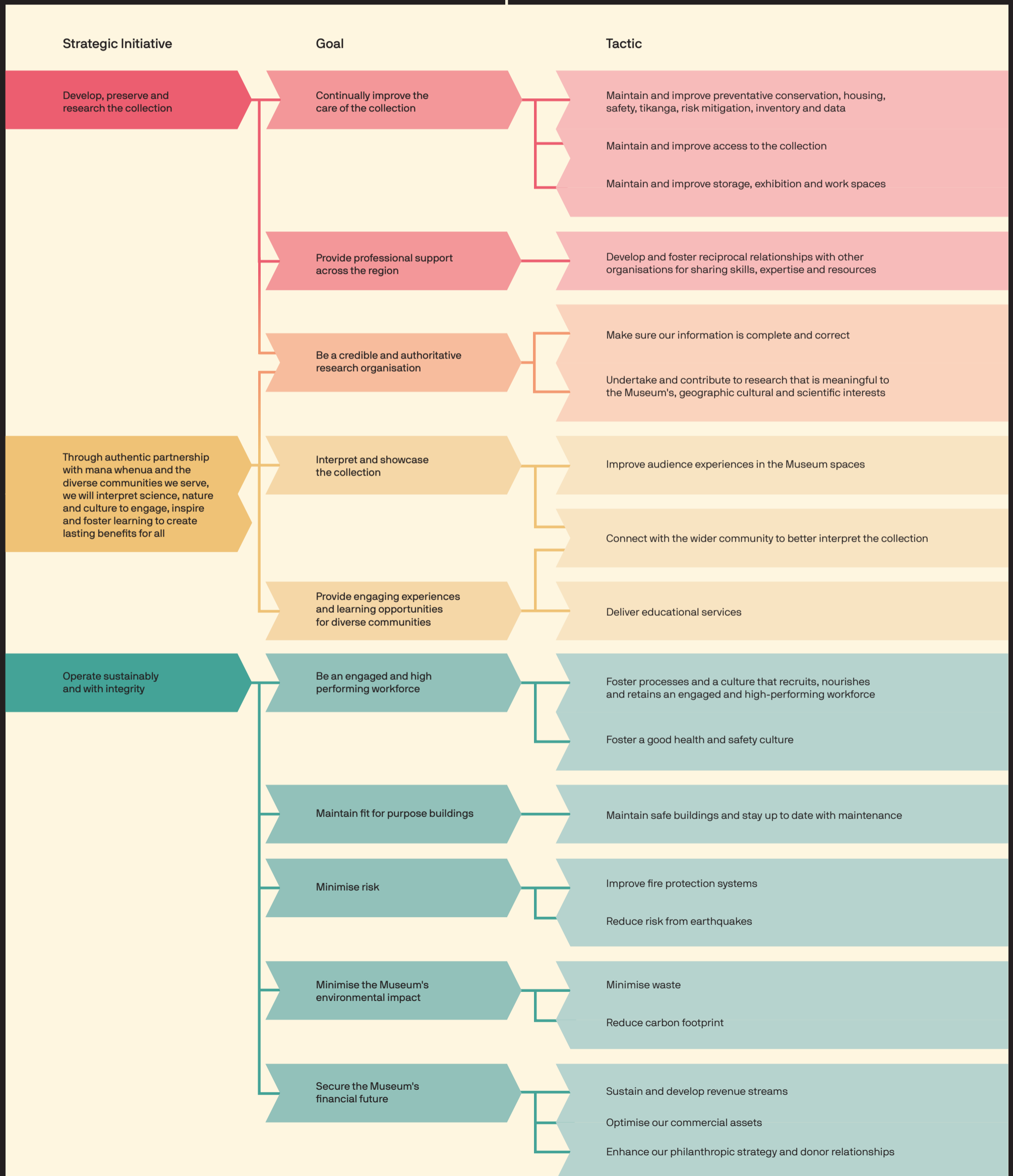
**Manaakitaka:**  
Welcoming  
to all

**Tautiakitaka:**  
Treasuring  
with care

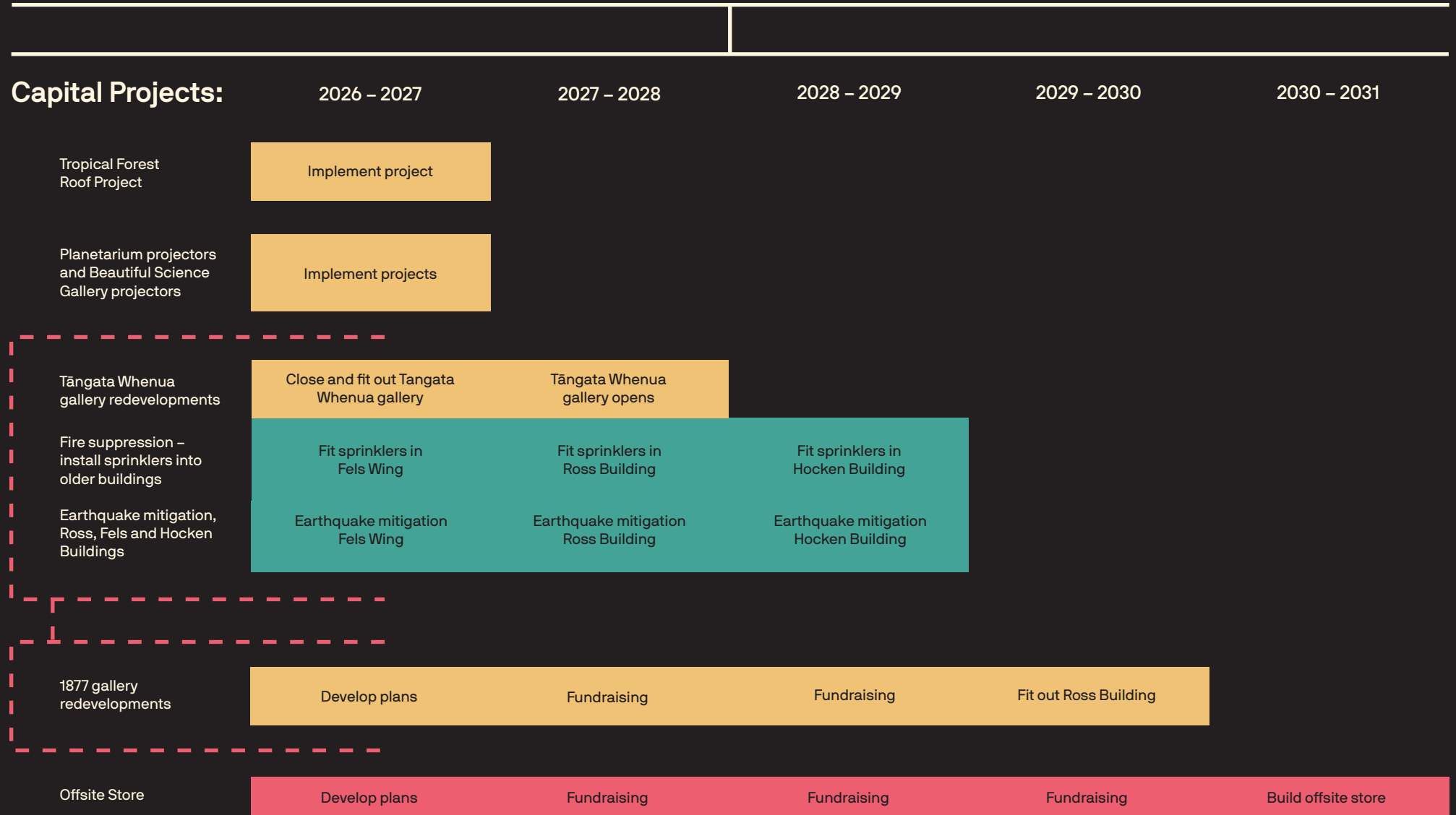
**Tohukataka:**  
Connecting  
with meaning

**Whanaukataka:**  
Honouring  
knowledge

**Rakitirataka:**  
Standing  
with mana



# Draft Strategic Plan 2026 – 2031





## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **TREASURER'S REPORT**

Jamie Adamson, Deloitte

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#### **EXECUTIVE SUMMARY**

The report provides a financial overview of the Otago Museum operations during the period and current financial position.

#### **RECOMMENDATIONS**

That the meeting:

**Notes** the Treasurer's report



**TŪHURA**  

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**OTAGO**  
**MUSEUM**

Otago Museum

Treasurers Report

For the period ending 30 April 2025

6 June 2025

# Contents

1. Profit & Loss Summary	3
2. Core Operations	3
3. Business Units	4
4. Investment Revenue and Special & Trust Funds	4
5. Balance Sheet Analysis	5

# 1. Profit & Loss Summary

The YTD operating profit after depreciation was \$191,712 (budgeted loss: \$982,271, last year loss before MacLaggan Street gains on sale: \$314,799). This is made up of:

- A YTD loss from Core Operations and Business Units after depreciation of \$172,452 (budget loss: \$1,292,281).
- Investment Income & net Special & Trust Fund revenue of \$364,164 (budget: \$310,000).

# 2. Core Operations

*Core Operations include standard Museum cost centres including exhibition & creative Services and marketing costs; exhibition costs; projects; property services; IT & communication costs; education; sleepovers and holiday programmes and science engagement.*

## Trading Activity

- The YTD net profit before depreciation from core operations was \$507,958 which is better than budget and last year (budgeted: loss \$322,166; last year: profit \$11,925).
- **Revenue** is \$6,418,788 (budgeted: \$5,627,507; last year \$5,856,918).
- **Wages** are \$3,386,380 (budgeted \$3,887,161; last year: \$3,570,761).
- **Direct costs** were \$1,753,820 (budgeted: \$1,233,453; last year \$1,441,172).
- **Indirect costs** are the Museums general overheads and include costs such as audit & accounting, bank fees, power, insurance, rates, phones, printing & stationery etc. These costs are \$770,630 (budgeted: \$829,058; last year: \$833,060).
- **Depreciation expense** was \$879,771 compared to budget \$1,116,667.

## 3. Business Units

*Business Units include the commercial operations of the Museum - Museum Café; Toitu Café; shop; tours; venues; planetarium; Tropical Forest and Tuhura.*

### Trading Activity

- The YTD net operating profit from business units was \$199,361 (budgeted: \$146,562; last year: \$249,653).
- After adjusting for COVID leave support payments, last year's profit was \$250,853.
- **Revenue** was \$1,738,102 which is \$12,731 lower than budget (\$1,750,833) and lower than last year (\$1,899,598).
- **Wages** were \$673,247 (budgeted: \$867,688; last year: \$785,507).
- **Direct costs** were \$865,494 (budgeted: \$736,583; last year: \$864,438).

## 4. Investment Revenue and Special & Trust Funds

### YTD Results

- YTD investment revenue of \$145,666 (budgeted: \$124,000; last year: \$131,989).
- YTD Special & Trust revenue is \$218,498 (budgeted: \$186,000, last year: \$197,983).
- Special & Trust Funds total \$11.4m but a significant portion of these are "restricted" funds that have specific instructions attached by the doner as to their use and what they can be specifically spent on.

# 5. Balance Sheet Analysis

The Museum balance sheet indicates a strong position with \$24.7m of net assets. This is represented by:

- \$13.2m of Property, Plant & Equipment (which excludes the value of the collection),
- Other investments (shares and fixed interest bonds) of \$10m,
- STAPP Loan of \$1.1m
- and net working capital (debtors less creditors) of \$2.6m.

However, the balance sheet position does not accurately reflect the cashflow difficulties ahead when considering future operational and capital expenditure requirements and the amount of Special & Trust funds that are restricted.

## 5.1 Debtors

Below is an analysis of the aged debtors.

	30 April 2025		28 February 2025	
	\$	%	\$	%
Current	145,879	48.9%	106,532	42.1%
1 Month	13,807	4.6%	12,170	4.8%
2 Months	24,432	8.2%	15,642	6.2%
3 Months +	114,011	38.2%	118,480	46.9%
<b>Total</b>	<b>\$298,130</b>	<b>100.0%</b>	<b>\$252,824</b>	<b>100.0%</b>

## 5.2 Creditors

Below is an analysis of aged creditors. The Museum generally pays all creditors on the 20th of each month.

	30 April 2025		28 February 2025	
	\$	%	\$	%
Current	281,207	94.4%	290,610	84.2%
1 Month	16,976	5.7%	54,891	15.9%
2 Months	(49)	0.0%	177	0.1%
3 Months +	(181)	-0.1%	(726)	-0.2%
<b>Total</b>	<b>\$297,952</b>	<b>100.0%</b>	<b>\$344,951</b>	<b>100.0%</b>

## 5.3 Equity Analysis

The museum has a number of investments in both New Zealand and overseas equities. Although the investment portfolio has continued to be impacted by the volatility of the global environment, rolling 12-month returns have returned to positive figures.

## 5.4 Loan

The STAPP loan of \$1,065,000 was received during May 2021 and is repayable within five years. There are no repayments required for the first 24 months which were interest free, after which interest has been charged at 3%. As at 30 April 2025 the balance (including capitalised interest) was \$1,128,637.

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## **OTAGO MUSEUM TRUST BOARD**

**27 June 2025**

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### **REPORT FROM THE FRIENDS ASSOCIATION**

Brigid Casey

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#### **EXECUTIVE SUMMARY**

Brigid Casey will give a verbal update from the Friends Association.

#### **RECOMMENDATIONS**

That the Board

**Notes** the verbal update from the Friends Association.