

# OTAGO MUSEUM

ANNUAL REPORT 2013–2014



OTAGOMUSEUM

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# INTRODUCTION

**Leadership at the Otago Museum is generational, with each Museum director's tenure being an average of 18 years. This length of service invariably defines the culture and organisational structure of the institution. Previous directors have placed emphasis on building and inspiring research into the collection, communicating our region's history and inspiring our community.**

For the past 20 years, the focus has been on building the Museum into a major visitor attraction and a strategy of continuing capital development, which has grown the Otago Museum into one of Otago's, if not New Zealand's, leading visitor attractions. Strong programmes, events and exhibitions were designed to continue a close dialogue with local, regional, national and international communities.

When leadership changes, opportunities arise to scrutinise and often modernise the processes of the organisation and review the organisation's focus.

Each new director builds on the legacy of those that have come before. Dr Ian Griffin, trained as a scientist and physicist, has a passion for science communication and informal learning engagement. He brings a new approach to, and awareness of, the potential and importance of the Museum, not only as a visitor attraction but as a centre for learning.

Our aim is to develop a fit for purpose repository for the Museum's collection, address the need to research history and science through the objects in the collection and share the knowledge gained with the people of Otago, New Zealand and the world.

Dr Griffin joined the Museum in May 2013, just six weeks before the start of the 2013–2014 financial year, and well after the 2013–2014 Annual Plan had been drafted. The annual plan was released with the understanding that a new strategic plan would be developed in consultation with the

wider community, taking into account the many varied functions of the Museum and its obligations to service its stakeholders and communities.

A strategy planning workshop held in November 2013 was attended by many sectors of the Museum's wider community, from Museum staff and the Otago Museum Trust Board, to educators and academics, to City, District and Regional Councillors, Kāi Tahu representatives, business operators and community workers in the Otago region. These groups shared their vision for the role of the Museum and how it could best serve its stakeholders over the next six years.

From this process came *Te Ara Hou – The Road Ahead*, our new strategic plan that encapsulates the wider aspirations of the community, refocuses the Museum on its core business and establishes a footprint and mandate for change across the Museum's culture, organisation and operations.

# CHAIRPERSON'S FOREWORD OTAGO MUSEUM TRUST BOARD

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**It is my pleasure as Chairperson to report on behalf of the Board on another eventful and successful year at Otago Museum. This annual report sets out our performance for the year, one of which we are very proud.**

A major project undertaken this year was the revision of our strategic plan. With the arrival of our new Director, the Board took the opportunity to take a full review of our direction. After significant input from stakeholders and staff, *Te Ara Hou* was finalised and provides a strong road map for our future.

We were delighted to open the former Dunedin North Post Office building as part of our complex. Renamed the H D Skinner Annex to recognise an individual who had a significant influence on our

organisation, this facility has already become a key part of the Museum.

Our organisation has continued to look critically at how we operate, and we have completed reorganisations of both our Finance and Commercial and Collections and Research divisions in line with our new strategic plan. A revitalised focus on our collections has seen growth in skilled staff in this area, including the appointment of our first Conservator in several years and the appointment of our first Curator, Māori.

We are also excited by the developing relationships with key organisations in the region, including the University of Otago and Otago Polytechnic, as well as the increase in research based on our collection.

Like all institutions, we continue to operate in a difficult financial environment at present.

We greatly appreciate the support of our contributing local authorities: Central Otago District Council, Clutha District Council, Waitaki District Council and Dunedin City Council.

We are planning to operate in a similar environment for the foreseeable future and are focusing on strategies to produce positive outcomes within our resource constraints.

This year we are reporting a loss of \$400,000, which is significantly below previous years and is not sustainable for us. The result is, however, \$850,000 better than our original budget due to the efforts of management in restructuring our cost base.

I would also like to reflect my gratitude for the work of the management team and all staff at Otago Museum. The commitment and dedication shown to the institution is significant and most appreciated.

My gratitude also goes to my fellow board members. The Board has worked well during the year and addressed some major decisions in a professional manner. I appreciate the energy and commitment they bring to Otago Museum.

We are looking forward to a very positive future for the Museum.



**Graham Crombie**  
Chairperson  
Otago Museum Trust Board

# DIRECTOR'S REVIEW OF THE YEAR



**As you can see by reading this report, 2013–14 was a very successful year for the Otago Museum.**

This year, we created and presented an extraordinary range of exhibitions and programmes that helped increase our visitor numbers over the previous year. Our collection continued to grow with the addition of objects both large (several dolphins and whales, a hammerhead shark headdress) and small (an extensive, scientifically important collection of mosquitoes).

After years of hard work and investment of some of our reserves, we returned a much loved public building (the former Dunedin North Post Office) to public use as an exquisite gallery and venue for meetings.

The fact that the Museum achieved so much against a backdrop of significant internal change is a real tribute to the dedicated and resourceful Board, staff and volunteers who collectively make up our team. I'd like to thank everyone who has helped make this year so successful for the Museum.

Change in leadership is a relatively rare event at the Otago Museum. In the 146 years since the Museum was founded there have been just eight directors who each served an average of just over 18 years at the helm. Following my appointment as Museum Director in May 2013, I was encouraged by the Board to re-evaluate the Museum's existing plans and to define new priorities for the Museum.

To this end, during the early part of the financial year I consulted with the Museum's staff and stakeholders to gain their perspective on the Museum. In September 2013 the Museum hosted a community strategic planning day, inviting over 150 staff, stakeholders and others to share their ideas and vision for our future.

The ideas garnered during this extensive consultation exercise were drawn together in *Te Ara Hou – The Road Ahead*, the Museum's new strategic plan, which was formally adopted by the Board in their February 2014 meeting and fully incorporated into our annual plan for 2014–15.

*Te Ara Hou* takes into account our core values as outlined in the Otago Museum Trust Board Act 1996, aligning with our current vision and mission. Importantly, it adds a commitment to honouring the principles of the Treaty of Waitangi as an overarching guide.

Our new plan specifically recognises our stakeholders in the Museum: the people of Otago and New Zealand; the international research and education communities; local, regional and national authorities; colleagues from other regional cultural institutions; funding bodies; businesses; and an

important and growing international tourist and domestic visitor market.

The Museum's greatest strength is the quality, breadth and depth of the collection. With the collection as both inspiration and foundation, we have developed four key strategic goals to guide us through the next six years:

- We will care for, share, research and develop a world-class collection
- We will partner, support and engage with our community on-site, off-site and online to inspire a passion for lifelong learning and be a valued community resource
- We will be a sustainable business that will secure and improve our financial position, maintain and develop fit for purpose spaces and operate sustainably
- We will be outward-looking and inclusive, driven by the needs of the communities we serve, following our core mission and vision statements, and will build and sustain a culture of collaboration and partnership

As we enter a new era for the Otago Museum, I feel very positive about our future. In the run up to the Museum's 150th birthday in 2018, it is exciting to think about what can be achieved by the Museum's outstanding team. It is my sincere hope that, as we work to deliver the ambitious goals outlined in our new strategic plan, the Otago Museum will continue to play its part in inspiring the next generation of creative citizens.

**Dr Ian Griffin**  
Director

# OTAGO MUSEUM TRUST BOARD

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Chair: Graham Crombie  
BCom, MDEnt, FCA(CPP), CF Inst D

Deputy Chair: Councillor Kate Wilson

Professor John Broughton  
ED, BSc, BDS, PhD, PGDipComDent, DipGrad

Associate Professor Peter Dearden  
BSc (Hons) (first class), PhD

Councillor Gaynor Finch  
NZ Vet Nurse, Hearings Commissioner

Associate Professor David Hutchinson  
BSc (Hons), PhD, PGDipArts (distinction),  
MInstD, FNZIP, CPhys, MInstP, MRSNZ

Julie Pearce  
BA

Councillor Neville Peat

Councillor Chris Staynes

Professor Paul Tapsell  
BA, MA (Hons) (first class), DPhil,  
Post-doctoral Scholar ANU, NZ Eisenhower Fellow

Jim Williams

## **Ex Officio**

Treasurer/Accountant: Mike Horne (Deloitte)

Deputy Treasurer/Accountant: Lisa Wilson (Deloitte)

Otago Museum Director: Dr Ian Griffin

Secretary: Jane Gregory

## **Audit, Finance and Risk Management Committee**

Chair: Councillor Kate Wilson

Deputy Chair: Councillor Gaynor Finch

Associate Professor David Hutchinson

Julie Pearce

Councillor Chris Staynes

## **Staffing Committee**

Chair: Graham Crombie

Associate Professor Peter Dearden

Councillor Gaynor Finch

Julie Pearce

Councillor Kate Wilson

## **Appointed by**

Dunedin City Council

Dunedin City Council

Mana whenua from June 2014

Royal Society of NZ

Clutha, Waitaki and Central Otago District Councils

University of Otago

Association of Friends of the Otago Museum

Dunedin City Council

Dunedin City Council

University of Otago

Mana whenua until December 2013

# MEMBERS OF THE MĀORI ADVISORY COMMITTEE

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The Māori Advisory Committee's role is to facilitate an effective, positive relationship between mana whenua, Otago Museum and Papatipu Rūnaka of Te Tai o Araiteuru.

Chair: Matapura Ellison  
Professor John Broughton  
Jane Graveson  
Marshall Hoffman  
Pat Hoffman  
Koa Whitau-Kean  
Janine Karetai (resigned March 2014)  
Moana Wesley (retired March 2014)  
Jim Williams (retired December 2013)

**Rūnaka**  
Puketeraki  
Puketeraki  
Moeraki  
Hokonui  
Hokonui  
Moeraki  
Ōtākou  
Ōtākou  
Puketeraki

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## HONORARY CURATORS

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Jim Bootten  
Melville Carr, MSc, PhD, DIC, FNZIC  
Brian Connor, OSTJ,  
Warwick Don, MSc  
Robert Hannah, BA (Hons), MPhil, FSA, FRSNZ  
Anthony Harris, MSc  
Jane Malthus, BHSc, MSc, PhD  
Tony Reay, PhD  
Peter Schweigman  
Joel A Vanderburg

**Specialist area**  
Maritime  
Philately  
Medals  
Entomology  
Classics  
Entomology  
Dress and Textiles  
Geology  
Ornithology  
Africa

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## ASSOCIATION OF FRIENDS OF THE OTAGO MUSEUM

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The Association of Friends of the Otago Museum has had a busy year. Through the Council of Friends, the Association has had a supportive, close working relationship with the Museum Director and members of the senior management team.

The Association of Friends raised \$3,000 toward the overall cost of the articulation of the skeleton of a fur seal pup and this was presented to the Director of the Museum.

The Council is gradually reshaping the daily affairs of the Association and expects to appoint a part-time administrator in the coming months.

In conversation with the Director, Marketing and Development, a beautiful new Friends brochure is in development and the Council has prepared a new membership and fees structure to take to the Association of Friends AGM in July of this year.

A major drive in the coming year will be to sign up new members as Friends of the Museum, and the Council is working on a plan of activities that we hope will be attractive to potential new members.

### **Council of the Association of Friends of the Otago Museum**

President: Julie Pearce  
Treasurer: Brigid Casey  
John Burton  
Dr Ian Griffin  
Douglas Holborow  
Allan Lyall  
Evelyn Mann  
Alan McLay  
Barbara Smith

**Julie Pearce**  
**President of the Friends Council**

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# ACKNOWLEDGMENTS

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## **Donors to the Humanities Collection**

Leonard John Bruss  
Bronwen de Waal  
Gaynor Eaton  
Alan Field  
Harris Family  
Lesley King  
Jane Malthus  
Mary McFarlane  
Margaret McLeod  
Mavis McMeekan  
Mark Mccicar  
Margaret Joan Nelson  
Nelson Provincial Museum  
Sharon Peach  
Barry Phillips  
Lauris Shaw  
Gwynnedd Somerville  
Margaret Tripp  
Marjorie Whelan  
Trevor John Wright

## **Donors to the Natural Science Collection**

Arizona Science Center  
Association of Friends of the Otago Museum  
Department of Conservation  
John Dennison  
Anthony Harris  
Dr Ted Nye  
Juliette Parsons  
Bronwen Presswell  
David Short

## **Sponsors of Exhibitions Programmes and Grants Received**

Heritage New Zealand  
Gallaway Cook Allan  
Jonathan's Photo Warehouse  
Monarch Wildlife Cruises and Tours  
Allied Press Limited  
Bill and Jason Veitch  
Brian Walker  
Trevor Kempton  
Museum of New Zealand Te Papa Tongarewa  
Shanghai Museum  
Cadbury Confectionary  
Dr Marjorie Barclay Trust  
Lottery Grants Board  
Perpetual Trust  
Deloitte

# OTAGO MUSEUM STAFF AS OF 30 JUNE 2014

Julia Addington, Teaching Diploma	Venue Host
Shanaya Allan, BDes (Com)	Design Services Officer, Exhibitions
Isobel Andrewartha, BA (Hons) (first class)	Communicator
Sam Anistasiou	Venue Host – Casual
Jill Bagley	Communicator – Casual
Jonathan Barnsley, BSc (Hons) (first class)	Communicator
Brenda Barron	Building Services Officer
Kathryn Barron, BA, BCom	Marketing Coordinator
Murray Bayly, BCom, CA	Commercial Director
Kimberley Beckett, BA (Hons), GradDip, DipGrad	Education Coordinator
Daniel Benson-Guiu, BA	Communicator – Casual
Georgia Best	Venue Host
Harry Bleasdale	Assistant Café Cook
Rachel Blois, BTchg	Communicator
Samantha Botting, BSc	Communicator – Casual
Emma Burns, BSc	Curator, Natural Science
Angela Caballero Alfonso, PhD, PDR	Communicator
Maria Calizaya	Shop Communicator – Casual
Andrew Charlton, BSc	Developer, Systems and Interactive Media
Caroline Cook, BCom	Director, Marketing and Development
Rachel Cooper, BEd	Communicator Weekend Supervisor
Katrina Craig	Venue Host
Abby Crowl	Administration Assistant – Casual
Thomas Csima, BEng	Facilities Officer
Courtney Davies	Café Supervisor
Lara Denby	Venue Host
Margot Deveraux, BA, PGDip CaPSc, Dip Museum Practice	Project Manager
Kayla Dwyer	Café Host – Part Time
Caitlin Dyas	Design Services Assistant – Casual
Amadeo Enriquez Ballesterero, BSc, PGDipTchg	Science Communicator
Migoto Eria, BA (Hons)	Curator, Māori
Ben Farry	Kitchen Assistant
Kane Fleury, BSc	Communicator – Casual
Teresa Fogarty, BA, DipBus	Human Resource and Support Coordinator
Cody Fraser, BSc, PGDip	Collection Manager, Natural Science
Aidan Geraghty	Kitchen Assistant – Casual

Garry Gibson	Production and Projects Officer
Nell Guy, BA (Hons)	Communicator
Jane Gregory, BAppMgt	Executive Assistant
Ian Griffin, BSc (Hons), PhD	Director
Jennifer Hale, LLB, BA	Visitor Programmes Officer
Sarah Harkness, National Cert Vet Nursing	Shop Communicator – Casual
Olivia Harland	Conference and Events Supervisor
Kathryn Holmes	Café Host – Part Time
Lindsey Horne, BSc	Conference and Events Supervisor
Helen Horner, DipTchg (Higher)	Director, Visitor Interaction and Programmes
Rose Howells	Communicator – Casual
David Johnston	Assets and Technology Assistant
Rebecca Keenan, BA (Hons)	Content Services Coordinator
Hollis Knight	Kitchen Assistant – Part Time
Tom Lancashire	Kitchen Assistant
On Lee Lau, BA, MSc	Communicator Coordinator
Vicki Lenihan, BVA, GradDipAdvC	Visitor Programmes Coordinator
Jessica Leov, BSc	Communicator – Casual
Andrea Liberatore, BSc, MSc	Communicator – Part Time
Carolina Loch S. Silva, PhD	Collection Audit Assistant
Aleisha Lord	Communicator – Casual
Samanta Luzzi King, BA	Shop Coordinator
Madeline Lysaght	Venue Host
Braydon MacDonald	Sleepover Presenter
Melissa Makarewitsch	Communicator – Casual
Amy Marr, BA (Hons)	Communicator – Casual
Emily Mathias	Café Host – Casual
Ben McCarthy	Communicator – Casual
Emma McCoy, BA	Communicator
Jacob McDowell, BA	Communicator – Casual
Murray McGuigan, BA (Hons), MA, DPH	Design Services Officer – Casual
Tegan McKegg, BA	Communicator – Part Time, Fixed Term
Ashley McKenzie	Sleepover Presenter
Paul McLachlan, MFA, BFA (Hons) (first class)	Education Communicator
Laura McLean	Café Host
Jessica McNamara, BA	Communicator
Jamie Metzger, BA (Hons), MAppSc	Collection Officer
Alice Milne, BA (Hons)	Tourism and Venues Officer – Part Time
Sebastian Newman-Dennis	Venue Host
Tyler Northern, BSc	Facilities Officer – Casual

Andrew Oliver, BA	Facilities Manager
Melanie Pearson	Café Coordinator
Grace Phillips, BA	Content Services Assistant – Fixed Term
Richard Powell, BDes (Product)	Production Services Officer
Hope Quijano	Café Host – Barista
Joy Quijano	Café Host – Part Time
Hamish Ralfe	Kitchen Assistant – Casual
Jess Ralfe, BA	Tourism and Venues Coordinator
Scott Reeves, BA	Collection Manager, Humanities
Isaac Robertson	Design Services Assistant – Casual
Bronwyn Robson	Assistant Café Cook
Alexandra Rogers	Communicator – Casual
Barry Schmidt	Venue Host
Lydie Schmidt	Communicator – Part Time, Fixed Term
Craig Scott, BDes (Com)	Design Services Manager
Sofian Scott	Communicator – Casual
Ellen Sima, BA, BSc	Collection Assistant
Andrew Spiegel	Café Cook Supervisor
Annah Taggart, BDes (Com)	Design Services Officer
Jason Taylor	Audiovisual and Technology Assistant
Nicolas Theis	Venue Host
Susan Tolich	Communicator – Casual
Graziella Trippa, BA	Shop Communicator
Samantha van der Mespel	Café Host – Part Time
Gabriel Vilgalys	Assets and Technology Assistant
Mari Vuorinen, BBA	Café Coordinator
Jessica Ward	Café Host
Nadine Ward	Café Host
Marilyn Washington	Gardener
Rosa Waters	Venue Host
Mary Watson, BCom, CA	Accountant
Trudi Webster, BSc (Hons), MSc	Collection Officer
Moira White, MA	Curator, Humanities
Martinette Williams, BA (Hons)	Café Host – Barista
Alishea Woodhead, BSc	Living Environments Coordinator
Jade York	Venue Host
Robbie Young, DipHospMgmt	Café Host – Barista

# GOAL ONE

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THE BIRD & THE WORD.

The Fighting Kiwi.

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# A WORLD-CLASS COLLECTION

# THE MUSEUM'S FOUNDATION

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Otago Museum's internationally significant collection of over 1.8 million objects is a key focus of the Museum's new strategic plan, from caring for and preserving the collection for future generations to making it accessible to researchers and visitors.

To help realise this goal three new positions were established within the Collections and Research team, with Migoto Eria welcomed to the team as the Museum's first Curator, Māori in June 2014.

The positions of Conservator and Director, Collections and Research were advertised worldwide and filled by Nyssa Mildwaters from the Royal British Armoury and Robert Morris from the South Australia Museum, respectively.

The knowledge and experience brought by all three appointments will allow the Museum to make the collection more accessible for research while continuing to develop and share its world-class collection.

In another move designed to bring the Museum in line with current practices, the title of Curator was reinstated, recognising the importance of the guardianship role played by the Collections and Research team.

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## GIFT AND LEGACIES EXHIBITION

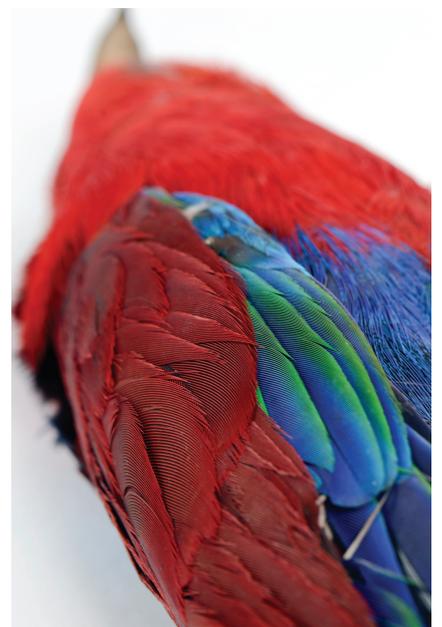
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The stories of over 45 benefactors are told in *Gifts and Legacies*, an exhibition curated by the Collections and Research team at Otago Museum in 2014.

Based entirely on objects held at the Museum, the exhibition's broad and sometimes eclectic nature offers a glimpse into how a world-class collection is formed, with displays such as Ray Columbus's glamorous 1960s jacket, a collection of deer fetuses, a shark-bitten surfboard and Mesopotamian cuneiform tablets.

Museums offer a way to preserve history for future generations, and to share that history with current generations; with *Gifts and Legacies*, the Otago Museum renews its dedication to both of those roles.



# DIRECTORIAL OUTREACH

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Over the past year, Museum Director Dr Ian Griffin has been invited to give presentations to a wide variety of groups in Dunedin and throughout New Zealand, reflecting the Museum's commitment to sharing its collection and communicating its value to the general public.

Topic	Organisation	Attendees
Otago Museum	Southern Heritage Trust AGM	60
Otago Museum	Clutha Museums meeting	30
Twitter and Science	Tweet Your Science panel	40
How the Hubble telescope works	Dunedin Astronomical Society	70
Otago Museum	The Dunedin Club	40
The <i>Bounty's</i> pintle and gudgeon	Centre for the Book Symposium, Toitū	20
Otago Museum	Central South Island Museum and Galleries meeting, Geraldine	50
Asteroids and Armageddon	ScienceTeller Dunedin	120
Astronomical photography	Dunedin Camera Club	50
Otago Museum	Waverley Masonic Lodge	30
Otago Museum	Friends of the Hocken Library	40
Otago Museum	The Otago Institute	20
Otago Museum	South Dunedin Rotary	40
Otago Museum	University Club	83
My life as a science communicator	Scanz NZ conference, Palmerston North	75
Management of change	ATEN meeting, University of Otago	40
The <i>Bounty's</i> pintle and gudgeon	<i>Pecha Kucha</i> #21 at the Otago Museum	150
Astronomical photography	Dunedin Photographic Society	40
Science communication for physicists	University of Otago Physics Department	50
The future of the Otago Museum	West Dunedin Probus	30
Science engagement at the Otago Museum	University of Otago Anatomy Department	30
The future of the Otago Museum	AGM Otago Art Society	50
How the Hubble telescope works	RSNZ Wanaka Branch	131
Being a scientist	Gifted and Talented Programme, North East Valley Normal School	15
The future of the Otago Museum	Port Chalmers Lions	30
The future of the Otago Museum	Rotary Club	30

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## RESEARCH SHINES LIGHT ON OBJECTS

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**The Otago Museum displays, interprets, researches and shares its collection to promote lifelong learning. External researchers accessing the collection add to the growing pool of knowledge used to interpret, educate and inspire.**

### Humanities research highlights

Andrew Brown of University College London accessed the Museum's collection of Māori matau (fishhooks) in his research reassessing the questions of change in New Zealand's archaeological record. The matau, mostly collected by dedicated fossickers H D Skinner (Otago Museum Director 1937–1957) and David Teviotdale (Otago Museum Honorary Archaeologist 1937–1958), were of particular help in Brown's research due to Skinner and Teviotdale's thorough and detailed records.

Dr Wayne Horowitz from Hebrew University in Jerusalem has started a project translating the Museum's Mesopotamian cuneiform tablets for a book on cuneiform in Australia and New Zealand. The translation will be an ongoing project lasting approximately three years. The Museum will gain a catalogue of all its tablets and exposure in the general academic community as a result of this work. According to Dr Horowitz, the Museum's collection of cuneiform is probably the most significant in the Southern Hemisphere.

### Natural science research highlights

Joe Jackson, the 2013 recipient of the Otago Museum Geology Scholarship, accessed the Museum's Ettinghausen fossil collection as part of his research on the formation and silicification of

Landslip Hill, located in Southland. Jackson described and identified the plant macrofossils in the collection, illustrating the specimens with line drawings and photography, and assigning them a family, genus and species where possible.

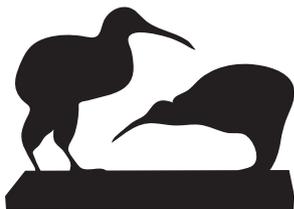
Wellington-based Kāi Tahu photographer Neil Pardington used specimen jars from the Museum's Natural Science wet store as subjects in his photography series *The Order of Things*. Pardington's exhibition will show in several galleries throughout the country. It will also be published in a book by Dr Kriselle Baker about the specimens photographed for the series.

# COLLECTION

## Requests for access to the collection



Humanities: 44



Natural Science: 37



Correspondence: 3

## Actively acquiring objects to grow the Museum collection

Annual acquisition goals enable the Museum to select objects that should be added to the collection by playing to its strengths and filling any gaps. Other factors considered when deciding to acquire an item include: rarity or originality, local or historical significance, technical excellence, and exhibition and research value.

### The following items were acquired in the 2013–2014 year:

- A liturgical stole
- A pair of *Just Cavalli* jeans in black denim with design referencing astrological symbolism
- *Rock & Pillar Range with Cloud* by Madeleine Child
- A burqini by *Ahiida*
- *Black Bamboo Hammerhead Shark Headdress 2010*, by Torres Straits artist Ken Thaiday
- A *Nom.D* blazer (2009) from their Bedlam range
- Two Taieri and Peninsula milk bottles, one 1/2 pint and one quart
- A 'Bring back our girls' Nigeria Michelle Obama photo unisex T-shirt

- The first five issues of the Kamala Khan *Ms Marvel* comic featuring a female Muslim superhero
- *Tokwampini*, a bird carving by Melville Island Tiwi artist Patrick Freddy Puruntatameri

### Commissioned items included:

- Taxidermy birds (weka, weka chicks, 2 blue penguins, 1 red-crowned parakeet, 1 crested penguin) by Pete Wells, Wildmount
- A New Zealand fur seal mount by Pete Wells, Wildmount
- Fibreglass fish mounts (kahawai, hoki, blue cod, snapper, barracouta) by Ross Brownson for the Shanghai exhibition project
- Six taxidermy sheep (3 lambs and 3 ewes) as non-collection display items by taxidermist David Jacobs
- An articulated New Zealand fur seal was completed by Judith Streat and funded by the Association of Friends of the Otago Museum

## Gifts received into the collection

All offers of gifts of objects and specimens are carefully considered by the Otago Museum.

Items that enhance cultural and learning experiences or have research potential are comprehensively assessed for addition to our collection.

Museum records note around 4,700 benefactors, past and present, who have gifted items to the collection.

## Items gifted and accepted into the Museum collection in 2013/2014:

- Garments by *Nom.D*
- Garments by *Fanny Buss*
- Garments by *Tanya Carlson*
- Garments by *World*
- Garments by Canterbury Woollen Mill
- Garments by Mosgiel Woollen Mill
- Group of 17 pieces of work by local embroiderer Gay Eaton
- Set of early 20th century Standard VI sewing sample exercises
- 1960s Burwell boomerang
- Seven parasol handles relating to the Eppinghoven Collection (already part

of the collection)

- Collection of Culicidae mosquitoes (pinned specimens and slide mounts)
- Paratype specimens of two new species of parasite digenea, Mircophallidae *Maritrema deblocki* and *Maritrema poulini*
- Two Mason wasps (*Pison spinolae*)
- Cleaned skeletal remains of a male New Zealand fur seal
- Cleaned skeletal remains of a male New Zealand sea lion
- Carapace of a Pacific green sea turtle
- A large female redback spider (*Latrodectus hasselti*)

## Collection audit continues

Otago Museum holds its collection in trust for present and future generations. It is committed to the preservation and care of collection items through the implementation of best practice procedures.

To this end, a long-term audit project is in process. The condition of each item is checked, high resolution photographs are taken for internal and online records and researcher access, any necessary conservation actions are taken, and the items are repacked in specially treated

cases and boxes, which are secured to minimise damage from earthquakes or other natural disasters.

# 3,576

items fully catalogued

# 20,013

items partially completed, had issues resolved or had data reviews undertaken

# 5,431

items RFID tagged

# 18

items fully conserved

# 2,076

working hours

# PUBLICATIONS

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**Part of a Museum's purpose is to add to the available body of knowledge about the objects and species in the collection. Otago Museum staff do this by making objects from the collection available to external researchers around the world. They also publish their own research on the objects in their care.**

Anson, D. and Hannah, R. *Lamps in New Zealand Collections*. Mediterranean Archaeology, Supplement. Sydney, Meditarch (2013) 212p

Griffin, I. 'Museums and Social Media' in *Museums Aotearoa Quarterly*, November 2013:16

Harris, A.C. 2013. Is *Maoripamborus fairburni* Brookes (Coleoptera: Carabidae) a generalist feeder on invertebrates? *The Weta* 45 (1): 35–37.

Hannah, R. 'Time in Written Spaces' in *Written Space in the Latin West, 200 BC to AD 300*. P. Keegan, R. Laurence, G. Sears eds. London and New York, Continuum press (2013) 83–102

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# GOAL TWO

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ENGAGING  
OUR  
COMMUNITY

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# EXHIBITIONS MAKE THEIR MARK

## REVOLUTION: 100 YEARS OF MOTORCYCLES

Featuring 105 magnificent machines, *REvolution: 100 years of motorcycles* explored advances in motorcycle design and technology from 1902 to 2013.

82,683 visitors attended the three-month exhibition, which was created by the Museum team in association with local experts Bill and Jason Veitch, Brian Walker and Trevor Kempton. The exhibition would not have been possible without the generosity of 47 enthusiasts from across New Zealand who loaned their motorcycles to the Museum.

A suite of interactive displays were developed for the exhibition and included five sit-on bikes: a Harley-Davidson, a BMW Superbike, a vintage Triumph, a KTM motocross bike and a Suzuki child's motocross bike.

Many visitor satisfaction survey interviewees commented that this was the first time they had visited a museum since their school years. Sixty-eight percent of *REvolution* visitors

were male, and participants rated the exhibition as exceeding expectations (7.6 rating, 5 is 'meets expectations').

*REvolution* engaged with this new audience by staging a range of programmes including the *REV'd Up*

*Rally*, a family event that saw over 100 motorcycles gathered on the Museum Reserve. Two talks from renowned superbike rider Graeme 'Crozz' Crosby were fully booked and the Steve McQueen classic *On Any Sunday* was screened. All events were free.



## HERITAGE LOST AND FOUND



***Heritage Lost and Found: Our Changing Cityscape* was the first exhibition to be held in the refurbished North Dunedin Post Office building, renamed the H D Skinner Annex, on the Museum Reserve (8 August–10 November 2013).**

The exhibition was so well received that it was brought back for a second run from 22 March to 30 August 2014. It showcased images of Dunedin's demolished, hidden and surviving buildings, and shared the stories behind their fate.

A series of very popular workshops and lectures were held to complement the second exhibition. Four lectures and a *Research your home* workshop were held in June and July. Another workshop was scheduled for August due to popular demand.

*Heritage Lost and Found* was developed in association with Heritage New Zealand and sponsored by Gallaway Cook Allan Lawyers.

# SILK TO SILVER

**China's Cultural Minorities: Silk to Silver, Collections from the Shanghai Museum** was presented in the Special Exhibitions Gallery from 6 July to 28 October 2013, attracting over 26,000 visitors.

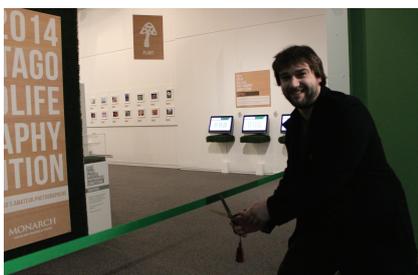
Opening day celebrations and other visitor programmes developed for the free exhibition demonstrated how the Museum uses a wide variety of events and activities to attract diverse sectors of the community to motivate visits and engagement.

Dunedin's Chinese community assisted the Museum in the development and delivery of programmes over the exhibition period, including a lion dance by the Chinese Dance Troupe, a dragon dance, Chinese kite making, Chinese mask making and Chinese dumpling demonstrations and tastings. Stories from *Chinese Fables* by Shiho S Nunes were read to visitors at a storytelling event on 4 August 2013, followed by a craft session where participants made an ikoi carp lantern.

The *Hot to Chop* Investigation Station examined a variety of eating utensils and food used by Asian cultures on weekends and daily during the school holidays, and a gallery talk was presented daily in the exhibition at 4pm.



# OTAGO WILDLIFE PHOTOGRAPHY COMPETITION 2014



**A record 1,175 entries were received for the annual *Otago Wildlife Photography Competition*, compared with 1,102 entries the previous year.**

Celebrating its 15th year, the competition and related exhibition (29 March 2014–14 September 2014) showcased the artistic talent of the Otago community. This year's youngest prizewinner was just four years old.

Three supporting programmes educated Otago residents on how to get the best out of their camera, helping and encouraging budding photographers to enter the competition.

Renowned local photographers Rod Morris and Steve Ting presented at the *Wildlife Photography Hot Tips* session

and welcomed questions from the crowd. *Otago Daily Times* photographer Gregor Richardson joined Steve Ting to lead a fieldtrip to Allans Beach, providing advice on how to capture the beauty of local flora and fauna.

Monarch Wildlife Cruises and Tours offered a cruise on the MV *Monarch* around Taiaroa Head and participants were invited to try out different camera lenses supplied by Jonathan's Photo Warehouse.

The *Otago Wildlife Photography Competition* was sponsored by Jonathan's Photo Warehouse and supported by Monarch Wildlife Cruises and Tours and the *Otago Daily Times*.

# PROGRAMMES

**2,045**

free events

**1,220**

paid events

**3,265**

total events

**3,021**

students attending  
sleepovers

**105**

parties

**1,157**

children attending parties

## PROGRAMMES HIGHLIGHTS

**In the 2013–14 financial year, the Museum offered 2,045 free events and activities, not including free exhibitions and displays throughout the museum. An additional 1,220 paid events were offered, some of which were held in Discovery World Tropical Forest.**

*Mary Celeste: Ghost Ship* – Whoduunit Mystery Evening (\$15)

*REV'd Up Rally* – Family Day (Free)

*Graeme 'Crozz' Crosby Presents: Superbike Superstories* – Special Guest Speaker (Free)

*Rob Thorne: Whaia te maramatanga* – Living Culture Performance (Free)

*Celtic Shenanigans* – Dunedin Celtic Arts Festival Concert (Free)

*Wildlife Photography Field Trip* (\$20)

*The Big Get Together* – Family Day (Free)

## A YEAR OF COLLABORATIONS

**Collaborations are a vital part of the Museum's goal of developing an outward-looking and inclusive culture that reflects the community's needs. This year the Museum worked closely with a number of organisations to create exciting new programmes for the community.**

*Brain Awareness Week* – Brain Health Research Centre and the Neurological Foundation of New Zealand (10–16 March 2014). In addition to a *Brain Awareness Family Day*, the Museum hosted experts like Dr Christine Jasoni and psychology Professors David Bilkey and Cliff Abraham. Talks included *Compendium for a Dream*, which looked at the modern scientific description and power of dreams, and *Growing Pains*, which explored neurological development.

*Genetics Week* – Genetics Otago (29 September 2013). The Museum put on a range of activities on *DNA Day*

to raise awareness for Genetics Week, including expert talks from Associate Professor Peter Dearden and Professor Lisa Matisoo-Smith. Kids became DNA detectives or made an edible helix.

*Celtic Shenanigans* – Dunedin Celtic Arts Festival (13 October 2013). The Museum held an afternoon of reels, jigs and music in association with the Festival.

*Heritage Lost and Found: Our Changing Cityscape* Lecture and Workshop Series – Heritage New Zealand, University of Otago, Historic Cemeteries Conservation Trust of New Zealand, Archives New Zealand and DCC Archives (4 June–23 August 2014). A series of lectures and workshops, many with full attendance, focused on conservation and restoration.

*Cadbury Carnival* – Cadbury Factory (24 July 2013) The Museum ran a special programme, *Choc-tastic Treasure*, to tie in

with the carnival. The programme looked at the origins of chocolate and how it evolved from a currency to a tasty treat.

*Pecha Kucha* – Dunedin Fringe Arts Trust (17 April 2014). *Pecha Kucha #21* focused on intriguing collections. Presenters included Museum Director Dr Ian Griffin, who spoke about the found treasures of the HMS *Bounty*, and Curator, Natural Science Emma Burns, who explored the gargantuan task of recovering stranded marine mammals for research and display.

*Moodie Tuesday presents: A celebration of Otago* (24 March 2014). A local fashion label, the team at Moodie Tuesday created a limited edition T-shirt design for Otago Anniversary Day. Visitors were given the chance to screen-print this design onto T-shirts.

## 2013–14 EXHIBITIONS AT THE OTAGO MUSEUM

### Exhibition

*China's Minority Cultures: Silk to Silver, Collections from the Shanghai Museum*  
*Heritage Lost and Found: Our Changing Cityscape*  
*REvolution: 100 years of motorcycles*  
*Brian Brake: Lens on the world*  
*Heritage Lost and Found: Our Changing Cityscape*  
*Otago Wildlife Photography Competition*

### Dates

**6 July–28 October 2013**  
**8 August–10 November 2013**  
**16 November 2013–16 February 2014**  
**8 March–20 July 2014**  
**22 March–30 August 2014**  
**29 March–14 September 2014**

### Visitor numbers (where known)

**26,415**  
**4,930**  
**82,683**  
**20,112**  
**6,355**

# GOAL THREE

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A photograph of a modern building with a stone facade and a glass-enclosed staircase. The building features a mix of materials, including stone, white trim, and dark metal accents. The staircase is enclosed in glass and has a dark metal railing. The building is surrounded by trees and a paved area. The sky is overcast.

# BUSINESS SUSTAINABILITY

# CAFÉ CUISINE

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**Tasty and popular changes to the Museum Café menu can be attributed to new chef Andrew Spiegel.**

Spiegel's New York-style bagels with hand-made cream cheeses and smoked salmon have proved an especially popular item, and the kitchen regularly bakes extra-large batches during the week to keep up with demand. Other menu updates include the addition of Whittaker's hot chocolate, a fresh look at kids' meals, creative salads and pulled pork buns.

Since Spiegel's start in November 2013, Café patronage has increased so much that a second EFTPOS machine has been purchased to speed up service and reduce wait time. Future plans for the Café include a refurbishment in 2015.

The Roast Office coffee window, opened in the H D Skinner Annex in August 2013, has returned good results its first year.



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## HIT VENUES AT THE OTAGO MUSEUM

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**Otago Museum hosted the largest event in its history in December 2013, when the Society of Marine Mammalogy used its venues for their conference's welcoming function. Over 1,200 people attended the event, which was spread between three galleries and both Atrium levels.**

Other standout events hosted at the Museum included the Science Fair, multiple school and University balls and a Christmas party in the Animal Attic.

The Venues team consistently received excellent feedback from clients for their flexibility, competence and ability to host a huge range of events, from meetings and conferences to exams, ceremonies and celebrations.

With a range of versatile venue spaces, the H D Skinner Annex promises to continue being a prime meeting and event destination in future.

The past year was an outstanding one

for cruise ship visitors; almost 2,800 passengers booked Museum tours through their cruise ships, and many more came in while visiting Dunedin.

With new tour programmes being developed for the upcoming season, the Museum expects even more cruise visitors for the 2015 season.

**The H D Skinner Annex was runner-up and Highly Commended at the Dunedin Heritage Reuse Awards.**



# ENSURING A SUSTAINABLE FUTURE

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**Commitment to sustainability is a high priority for the Museum. The Facilities team ensures that the building (a registered Grade 1 Heritage building) and grounds are well-maintained, and that the systems and facilities for displaying and storing collection items are working at peak efficiency.**

In addition to ensuring that gas and electricity use are well managed, the

facilities team implemented an energy-saving plan to use LED lights in the galleries and installed motion sensor LED lighting in the stairwells.

Work has begun on replacing the motors in the lift to reduce its energy use by up to 40%. This work comes on top of maintaining and improving normal day-to-day operations at the Museum and creating fit-for-purpose

spaces so that staff and visitors may experience the collection in a safe and aesthetically pleasing environment.

Members of the Facilities team provided assistance at Toitū Otago Settlers Museum while it was without a facilities manager, reinforcing the ties between the two museums and introducing opportunities for further collaboration.

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## FUNDING

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	<b>2014</b>	
	<b>\$</b>	<b>Percent</b>
Grants - Govt & LEOTC funding	90,886	1.3%
Grants - Other	59,467	0.8%
Local Authorities	4,021,668	57.3%
Public	2,282,553	32.5%
Legacies and Bequests	1,683	0.0%
Investment Income - Dividends & Interest	560,702	8.0%
<b>TOTAL INCOME</b>	<b>7,016,959</b>	

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>Local Authorities Funding</b>		
Central Otago District Council	25,253	25,253
Clutha District Council	178,010	178,010
Dunedin City Council	3,767,900	3,767,900
Waitaki District Council	50,505	50,505
	4,021,668	4,021,668

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# GOAL FOUR



# AN OUTWARD-LOOKING AND INCLUSIVE CULTURE

culture  
what kind of organisation

# NEW ERA FOR FRIENDS OF THE OTAGO MUSEUM

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**The Association of Friends of the Otago Museum was established in 1926 to support the Museum and its collection.**

It has helped to raise funds, acquire new items and raise public interest while providing a solid link to Otago's wider community. Many familiar Dunedin names, including Hallenstein, de Beer, Fels, Brasch and Theomin were instrumental in the foundation and continuation of the Friends.

Nearly 80 years later, the Association of Friends has been re-launched and will continue to promote the Museum through its work.

A new Friends brochure was designed in 2014 to coincide with the *Gifts and Legacies* exhibition and an online sign-up option has also been developed.

Benefits of joining include invitations to select events and exhibition openings, opportunities to volunteer with Collections and Research staff and special discounts at the Café and Shop.

**Council members appointed at the 2013 AGM: Julie Pearse (President), Dr Ian Griffin, Brigid Casey (Treasurer), Evelyn Mann, John Burton, Allan Lyall, Barbara Smith and Douglas Holborow.**

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# MUSEUMS AOTEAROA RESEARCH PROVIDES BENCHMARK

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**In February 2014, the Otago Museum adopted the Museums Aotearoa National Museum Survey.**

The aim of the survey is to provide the museum sector in New Zealand with better information about its visitors. It allowed the Otago Museum to benchmark its results against those of the sector.

The survey and methodology were developed by Museums Aotearoa and Museum and Heritage Studies staff at Wellington's Victoria University.

Results for the Otago Museum showed 90% satisfaction across all visitors. A diverse range of visitors attended the Museum, with a particular skew towards the younger demographic. Thirty percent of visitors were under

30 years of age, compared to the national average (19%), which is a reflection of Museum programmes developed to attract younger audiences.

The survey showed the Museum is reaching its target audience, with 58% of visitors from Dunedin, 9% from the wider region and 9% from elsewhere in New Zealand, while the remaining were international visitors.

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# COMMUNITY FEEDBACK GUIDES NEW STRATEGIC DIRECTION

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**Trust Board members, councillors, community stakeholders and Museum staff were invited to participate in an in-depth strategic planning workshop and share their vision for the future of the Museum in October 2013.**

The full-day event focused on four main areas: collections, community, culture and commerce.

A follow-up workshop attended by Museum staff enabled the new framework to be developed into the Museum's new strategic plan for 2014 to 2020, *Te Ara Hou – The Road Ahead*.



# MUSEUMS AOTEAROA MEMBERSHIP AND CONFERENCE

**In 2013 the Otago Museum joined the Museums Aotearoa association, New Zealand's professional association for public museums and art galleries.**

In April 2014 the Museum sent a team to the annual conference in Napier to meet with colleagues and peers, listen to and work with industry leaders.

Staff from the Collections and Research, Marketing and Development, Visitor Interaction and Programmes, and Finance and Commercial teams were the face of the Museum at a number of important meetings and workshops, including the Touring Exhibitions Network New Zealand meeting, Emerging Museum Professionals group and the Metropolitan Museum Directors meeting.

Just prior to the Napier conference, the Venues team pitched to host the 2016 conference in Dunedin. Museums Aotearoa came back with an offer to host the 150-delegate 2015 conference instead. This was originally scheduled to be hosted by the Canterbury Museum, which suffered considerable damage during the Christchurch earthquakes.

Work has been underway since May to develop the 2015 conference, which will be hosted by the Otago Museum with the support of the Dunedin Public Art Gallery, Toitū Otago Settlers Museum, Hocken Library, Olveston Historic House and Ōtākou Marae.



## SIGNIFICANT SCIENCE OUTREACH ON THE HORIZON

**Otago Museum is partnering with the Dodd-Walls Centre, a collaborative research network in the fields of quantum optics, photonics and precision atomic physics based at the Universities of Otago and Auckland.**

The Dodd-Walls Centre was named a Centre of Research Excellence this year. As their outreach partner, the Museum will receive a portion of their Centre of Research Excellence grant to establish a Centre of Illumination in the Discovery World science centre.

This collaboration aligns with the Museum's goals of promoting science education and lifelong learning, building ties with institutions throughout New Zealand and offering exciting new experiences for visitors.



Dr Ian Griffin drew crowds in Shanghai at his talk on New Zealand's southern skies. He was invited to Shanghai to sit on a panel selecting the winning tender to design and build the Shanghai Science and Technology Museum's new planetarium.



Curator, Natural Science Emma Burns featured in a tongue-in-cheek segment on Campbell Live about a young boy's collection of dinosaurs who came to life in the night.

# VISITOR COMMENTS

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**Visitor experience is important to the Museum. Feedback is recorded in a number of forms, such as verbal or written comments, and includes everything from praise for exhibitions to suggestions for improvement.**

*We've been into the Museum three times these holidays, and I've got to say, everything was brilliant, we did everything in here (gestured to What's on these holidays guide). We've all had the best holidays with all your shows and activities.*

*Loved it!! I use a walking stick and have low stamina but found the Museum so easy to negotiate.*

*We live in Queenstown and read the Mountain Scene/Mirror local papers, rather than the ODT. It would be good to have more information and marketing in these papers. The Museum has started advertising exhibitions in the Mountain Scene.*

*I get great coffee here every time I come.*

*I have been to many galleries with paintings and stuff all around the world and I tell you, those motorcycles are more beautiful than anything I've ever seen. I can't believe you even got a Britten! Only thing missing is old Munroe's bike but I guess nothing is perfect and that's a compliment – that exhibition is damn near perfect.*

*What a delightful place to come to on a rainy day – the delightful young girl on the desk was so enthusiastic and stood up to greet every enquiry – so rare these days.*

*I came for the motorcycle exhibition (duly impressed) but was greatly satisfied at the more-or-less realistic pose of the giant moa at the entrance.*

*I particularly appreciated the Māori collection, including the way it was laid out from canoe through to meeting hall. Also, it was good to see the Animal Attic and get a sense of the original museum. The southland exchange was also well thought out and presented.*

*Discovery World needs more stuff! Discovery World is being redeveloped in 2015.*

*I would like to extend my gratitude to the chef in the Café at lunchtime on 21 April 2014. We had queued for a long time with feisty boys and it was a bit stressful trying to sort my son some lunch as he has celiac disease. The chef came out and offered a toasted sandwich, and when I tried to hurry my son the chef was so reassuring and offered to take him out to the kitchen to choose!! Consequently my very fussy boy ate all his toastie and wanted more. Your chef gave us the best service we have ever had at a very busy time. Thank you so much.*

# LOOKING FORWARD

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**Otago Museum has hit the ground running for the 2014–2015 year, with scheduled redevelopment projects including gallery redevelopment, organisational changes in line with the strategic plan, and plans for the 150th birthday celebrations in 2018.**

Discovery World, a long-time favourite with visitors, will be redeveloped into a flagship science communication gallery. Currently attracting over 100,000 people each year, the new and improved Discovery World will feature a new performance area, laboratory and interactive exhibits.

Part of the proposed Discovery World renovation includes the proposed installation of a 70-seat planetarium with multimedia capabilities, which will be the largest planetarium in the South Island. The Museum is currently in the process of applying for funding for this first stage of the redevelopment.

The Tāngata Whenua and People of the World galleries are scheduled for renovation in 2016 and 2017 respectively, followed by an update of the entrance and orientation areas in time for the Museum's 150th birthday in 2018.

These developments are ambitious in their scope, and will require significant amounts of time and effort, but the Museum is ready for the challenge and excited to continue providing the best possible experience to its visitors and community.

# STATEMENT OF SERVICE PERFORMANCE

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**The 2013-2014 financial year saw many changes to the Otago Museum's organisation, including staff, focus and culture, which has resulted in an amendment to how some of the performance measures will be reported in this year's service performance review.**

The aim of this report is to address each of the performance measures defined in the 2013-2014 Annual Plan in the context of the revised strategic plan, *Te Ara Hou – The Road Ahead* (2014-2020).

The new plan was presented to the Otago Museum Trust Board in February 2014, underwent consultation by its many stakeholders, and was unanimously ratified at the Otago Museum Trust Board meeting on 18 June 2014.

Although *Te Ara Hou* was not finalised until the last month of the financial year, senior executives and staff were implementing and working towards the key strategic goals identified in the draft plan since it was first presented to the Board.

This statement of service performance for the Museum in the 2013-2014 financial year will report on the goals determined in June 2013, but will reference the new goals that were set in place in February 2014, when *Te Ara Hou* was first presented to the Otago Museum Trust Board.

2013/14 ANNUAL PLAN STRATEGIC GOALS	2013/14 ANNUAL PLAN STRATEGIC OBJECTIVES	TE ARA HOU 2013/2014 STRATEGIC GOALS	TE ARA HOU 2013/2014 STRATEGIC OBJECTIVES
<b>EXPANDING JOY</b>	Reaching out to our communities and enabling access for all	<b>ENGAGING OUR COMMUNITY</b>	<p><b>We will be a valued community resource.</b> The Museum will be a trusted forum, encouraging curiosity and debate, promoting interest and learning about nature, culture and science.</p> <p><b>We will be accessible and engaging to all.</b> We will partner, support and engage with the communities of the Otago region. We will deliver outreach programmes that inspire and have value throughout Otago.</p> <p><b>We will encourage interaction on-site, off-site and online.</b> By understanding the needs of our communities we will develop, implement and evaluate a range of authentic, innovative and evidence-based approaches to enable and encourage active participation by all.</p> <p><b>We will inspire a passion for lifelong learning.</b> We will create and deliver experiences on-site, off-site, and online that encourage and support lifelong learning.</p>
<b>150TH BIRTHDAY</b>	Plan for a magnificent 150th birthday commemoration in 2018		
<b>DEMONSTRATING RELEVANCY</b>	<p>Communicating relevance and leadership</p> <p>Expand and gain value from the Museum's international profile</p>		
<b>COLLECTION CARE</b>	<p>Best practice collection care, building from quality standards achieved through collection re-housing, stabilised environmental conditions and security initiatives implemented within Museum redevelopment completed in 2000</p> <p>Value added to knowledge base</p> <p>Active collection development</p>	<b>A WORLD-CLASS COLLECTION</b>	<p><b>We will share our collection with the world.</b> We will increase access to our collection by presenting it in relevant and meaningful ways: on-site, off-site and online regionally, nationally and internationally.</p> <p><b>We will strategically develop our collection.</b> We will continue to collect material relating to the natural, cultural and scientific heritage of the peoples of the world.</p> <p><b>We will care for our collection.</b> We will implement best practice collection care and conservation to preserve our collection for future generations.</p> <p><b>We will excel at researching and interpreting our collection.</b> The Museum will be a leading authority whose staff have the skills, resources and facilities to produce quality research and interpretation. Our collection and research facilities will encourage research, collaboration and partnerships.</p>
<b>PEOPLE AND CULTURE</b>	People and culture develop positively	<b>AN OUTWARD-LOOKING AND INCLUSIVE CULTURE</b>	<p><b>We will be driven by the needs of those we serve.</b> We will listen to our community. We will deliver experiences that are tailored to meet the needs we identify. We will make every visitor's experience positive and meaningful.</p>

<b>PERFORMANCE EXCELLENCE</b>	People and culture develop positively		<p><b>We will build and sustain a culture of collaboration and partnership.</b> We will encourage collaborative working inside our organisation. We will develop and maintain partnerships and collaborate with others.</p> <p><b>Our culture supports our vision and mission.</b> Board and staff understand and embrace the strategic plan and will work together to achieve its aims.</p>
<b>DEPTH RATHER THAN EXTENDED BREADTH</b>	Embed Baldrige performance excellence principles throughout operations		
<b>DEMONSTRATING RELEVANCY</b>	Expand and gain value from the Museum's international profile		
		<b>BUSINESS SUSTAINABILITY</b>	<p><b>We will secure and improve the Museum's financial position.</b> We will diversify our funding base. We will develop new and existing income streams. We will maximise income from our commercial activities.</p> <p><b>We will deliver value for money.</b> We will have the highest standards of financial accountability.</p> <p><b>We will develop and maintain quality spaces fit for purpose.</b> We will invest in and maintain our site and facilities to ensure that they are appropriate for a major community asset operating year round and catering for a wide audience.</p> <p><b>We will operate sustainably.</b> We will operate in an economically, socially and environmentally responsible manner.</p>
<b>STRATEGIC CAPITAL DEVELOPMENT</b>	Core experiences cyclically improved to keep Museum fresh  Improve use of the Museum Reserve		
<b>RESPONSIBLE OPERATIONS</b>	Optimal resource management and sustainability in Operations		

# EXPANDING JOY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Reaching out to our communities and enabling access for all</p>	<p>Museum offerings attract participation by the Otago community, with broad demographic reach and high visitor satisfaction levels attained</p>	<p>Visitor numbers remain high, reaching over 450,000 onsite</p> <p>Quarterly market research results evidence broad reach across audience segments and characteristics, illustrating wide variety amongst visitors</p> <p>Quarterly market research results evidence satisfaction across the visitor experience by 90% of respondents</p>	<p>ACHIEVED: Total visitor audience to Museum 508,829 (previous year 432,570)</p> <p>In February 2014, as a consequence of joining the Museums Aotearoa association, the Otago Museum was invited to join the Museums Aotearoa National Museum Survey. The survey project was coordinated by Museums Aotearoa and Museum and Heritage Studies staff at Wellington's Victoria University, with additional input and advice from market and visitor research staff from several Museum organisations.</p> <p>The aim of the National Visitor Survey is to provide the Museum sector in New Zealand with better information about its visitors. Participating museums and galleries are able to use their individual visitor information for internal purposes such as reporting, funding applications and audience development, while the aggregated information provides a national picture of Museum visitation over time.</p> <p>The MA National Survey enabled the Otago Museum to benchmark visitor results against those of other New Zealand museums and galleries. The data gathering methodology had also been developed to offer a robust result, with no survey bias.</p> <p><b><i>Where possible the 2013/2014 service performance report uses the March 2014 Museums Aotearoa (MA) National Museum Survey results, and benchmarks them against the MA national survey results. Although in many cases the questions are similar to the Otago Museum Quarterly Visitor Survey, the questions and survey methodology used in the MA National Museum Survey eliminates much of the bias inherent in the in-house surveys, and enables the Otago Museum to be measured against all museums that participated in the national survey.</i></b></p> <p>ACHIEVED: Four visitor surveys were conducted in the period. Three Otago Museum General Satisfaction Surveys were completed to schedule in April, September and December. In March the first Museums Aotearoa National Museum Survey was conducted.</p> <p>ACHIEVED: A diverse range of visitors attended the Museum, with the Otago Museum skewing much younger demographics against national results in the MA National Survey. 30% of visitors were under 30 years, with the national audience at 19%. This reflects the programmes developed to attract younger audiences (first year of survey).</p>

# EXPANDING JOY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
	<p>Visitor interaction and programme initiatives and special exhibitions support the core Museum experience to draw regular visitors, attracting families especially and encouraging repeat visits, as well as drawing new audiences</p>	<p>Quarterly market research results evidence family participation</p> <p>Quarterly market research results evidence visitation patterns e.g. new visitors; annual visitors; weekly visitors</p>	<p>ACHIEVED: The Grouped Satisfaction percentages for Otago Museum in MA National Survey March 2014 showed 90% satisfaction. (Grouped Satisfaction percentages nationally in March 2014 showed 96% satisfaction.)</p> <p>Visitor satisfaction levels were high in all four surveys. The December 2013 Otago Museum quarterly visitor survey showed there was a generally high level of satisfaction across all characteristics surveys, ranging from 8.3 out of 10 (Museum Café) (December 2012 survey: 8.7) to 9.5 out of 10 (Clean and comfortable environment) (December 2012 survey: 9.5).</p> <p>ACHIEVED: In the March 2014 MA National Survey 'Friends and Family', and 'Family' groups made up 32% of the group composition, compared to the 22% national benchmark. In the quarterly survey (December 2013) 30% of visitors came to the Museum with family or accompanied by children (December 2012 survey: 55%). This result reflects the very different exhibitions that were on at the time of survey. In 2012 the major exhibitions were <i>Canterbury Quakes</i>, <i>The Moriuri of Rekohu</i>, <i>T'chatkat henu – People of the Land</i>, <i>Mirror Magic</i> (Discovery World). In 2013 for the same period the major exhibition was <i>REvolution: 100 years of motorcycles</i> in the Special Exhibitions Gallery. Event attendance was up nearly 76,259 in 2013 and the percentages were skewed by the high proportion of older males and couples who visited the <i>REvolution: 100 years of motorcycles</i> exhibition.</p> <p>ACHIEVED: 33 visitor programmes targeted at family groups in the period. The programmes were promoted through school newsletters, advertising in <i>The Star</i> and <i>Otago Daily Times</i>, and <i>Family Times</i> supplement. Advertising was run on family-friendly radio stations including MORE FM and The HITS.</p> <p>ACHIEVED: Demographics reflected the major exhibitions happening at the time of survey. In September 2013 63% of visitors surveyed were female (2012, 53%), while in December 2013, when the <i>REvolution: 100 years of motorcycles</i> exhibition was held, 51% of visitors were female (2012, 61%), reflecting an increase in male visitors attracted by the niche exhibition.</p> <p>ACHIEVED: A diverse range of exhibitions ran during the period, supported by a strong programme of events. The annual <i>Otago Wildlife Photography Competition</i> exhibition 29 March 2014–14 September 2014 attracted a record 1,175 entries (2012, 1,102 entries).</p>

# EXPANDING JOY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
		<p>Special Exhibition from Shanghai Museum presented</p> <p>Mix of programmes from high profile to individual activities offer a call to action which motivates visits.</p>	<p><i>REvolution: 100 years of motorcycles</i> attracted record numbers with over 82,000 visiting over a three-month period. A unique motorcycle rally was staged with over 100 motorcycles gathering on the Museum reserve. The rally created a high level of awareness for the exhibition through its physical visibility and the media coverage it received. Two sell out programmes run in conjunction with the exhibition featured Grand Prix motorcycle racer Graeme Crosby and added to the success of the exhibition in developing new audiences and growing visitor numbers.</p> <p>The very popular <i>Heritage Lost and Found: Our Changing Cityscape</i> exhibition (8 August–10 November 2013) was re-installed in the H D Skinner Annex from 22 March to 30 August 2014 as it was so successful the first time around. This exhibition was supported by a very strong series of free programmes in collaboration with Heritage New Zealand and the University of Otago, most of which were oversubscribed well in advance.</p> <p><i>REvolution: 100 years of motorcycles</i> (16 November 2013–16 February 2014): 82,683</p> <p><i>China's Minority Cultures: Silk to Silver, Collections from the Shanghai Museum</i> (6 July–28 October 2013): 26,415</p> <p><i>Brian Brake: Lens on the world</i> (8 March–20 July 2014): 20,112 total, 17,241 (8 March–30 June 2014)</p> <p><i>Heritage Lost and Found: Our Changing Cityscape</i> (8 August–10 November 2013): 4,930</p> <p><i>Heritage Lost and Found: Our Changing Cityscape</i> (22 March–30 August 2014): 6,355 total, 4,418 (22 March–30 June 2014)</p> <p>ACHIEVED: A free exhibition <i>China's Cultural Minorities: Silk to Silver, Collections from the Shanghai Museum</i> was presented in the Special Exhibitions Gallery from 6 July to 28 October 2013.</p> <p>ACHIEVED: The opening day celebrations and other visitor programmes developed for the <i>China's Cultural Minorities: Silk to Silver, Collections from the Shanghai Museum</i> exhibition offer good examples of how the Museum uses a wide variety of events and activities to target diverse sectors of the community to motivate visits to the Museum's exhibitions.</p>

# EXPANDING JOY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
	<p>Exhibitions highlight the Museum with external audiences in order to raise profile and encourage future visits</p>	<p>Commentary on programmes and exhibitions offered through the period which supplement the gallery offerings</p> <p>Twelve targeted outreach initiatives see Museum activities in off-site locations</p> <p>Otago Museum exhibition presented at the Shanghai Natural History Museum in 2014</p>	<p>ACHIEVED: In particular, for this example, Dunedin's Chinese community assisted the Museum in the development and delivery of programmes over the exhibition period, including a lion dance by the Chinese Dance Troupe, a dragon dance, Chinese kite making, Chinese mask making and Chinese dumpling demonstrations and tastings. On 4 August a storytelling session was held relating stories from the book <i>Chinese Fables</i> by Shiho S Nunes, followed by a craft session where participants made an ikoi carp lantern. A talk, <i>Silk to Silver</i>, was presented daily in the exhibition at 4pm. The <i>Hot to Chop</i> Investigation Station examined the variety of eating utensils and food used by Asian cultures and was presented on weekends and daily during the school holidays.</p> <p>ACHIEVED: Over the period the Visitor Interaction and Programmes team ran a series of outreach programmes to take the Museum out into the community. This included: Outreach Discovery Programmes – 6 days (2012, 6 days delivered), Out and About Science – 8 events (2012, 10 events delivered), Outreach talks – 34 events off-site (2012, 6 talks given), Community Packages – 6 groups (2012, no records). Starlab, a portable planetarium which is predominantly used to study astronomy, is used internally and taken out to regional schools for curriculum-based programmes at all levels: 2013–2014: 198 sessions/5,392 people (2012–2013: 172 sessions/2,197 people).</p> <p>ADDITIONAL OUTCOME: The Otago Museum presented a wide range of new programmes developed through closer engagement with the community, including wide participation in the New Zealand International Science Festival, Brain Week and Genetics Week. Further collaborations include events for WW100 Commemorations and an Artists in Residence programme that references the Otago Museum Collection.</p> <p>NOT ACHIEVED – DELAYED: The exhibition planned for the Shanghai Natural History Museum scheduled to open in June 2014 was postponed due to construction delays in Shanghai. Planning and development of the exhibition is near completion, in line with the production schedule. Collection items have been returned to the storeroom and, once a new date has been set, the exhibition elements will be reassembled and a new delivery schedule agreed. It is anticipated the exhibition will now open in mid to late 2015.</p>

# EXPANDING JOY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
	<p>Devise a system which makes it possible for economically challenged members of our community to access experiences that usually carry a charge freely on occasion</p> <p>Create innovative formal education connections focused on specialisation and extend relationships with high schools and online education users</p> <p>Museum offerings attract participation by the Otago community – with broad demographic reach and high visitor satisfaction levels attained</p>	<p>Commentary on initiatives aimed at enabling access by removing barriers for targeted audiences, in a fair and economically affordable manner</p> <p>Commentary on strategic developments and initiatives within formal education area</p>	<p>ACHIEVED: Delivered 20 free family passes to Discovery World Tropical Forest to be included in Christmas food packages for needy families through Presbyterian Support. (No records for 2012). 60 free passes to Discovery World Tropical Forest provided throughout year for school gala and community events for fundraising activities. (2012, 38). The total number of passes donated in the period was 275 (2012, 220 total passes donated). Admission prices for Discovery World Tropical Forest have not changed or increased with the CPI meaning that the real costs to visitors is reduced.</p> <p>ACHIEVED: The aim of the Museum is to enable as many people as possible to experience its offerings at no cost. 2,045 free events and activities were offered over the period (in 2012, 1,951), not including the free exhibitions and displays throughout the Museum. A further 1,220 paid events were offered (in 2012, 1,492), comprising of admission to the Discovery World Tropical Forest, where visitors had access to free shows lead by experienced science communicators. The paid admissions also included workshops that had a charge to cover materials, parties, sleepovers and D-Squad holiday programmes, which were fully subscribed.</p> <p>ACHIEVED: An Education Facebook page was established to communicate with online education users and to share ideas and offerings at the Museum developed to meet curriculum outcomes.</p> <p>ACHIEVED: Connections established with: TENZ (Technology Education New Zealand) resulting in a presentation at their 2013 conference. Proactive involvement in the Royal Society of NZ School Connections pilot. OSTA (Otago Science and Technology Association) resulting in the OSTA Science Fair being held at the Otago Museum. National Library of New Zealand, Services to Schools, resulting in a presentation to their network meeting.</p> <p>ACHIEVED: Based on the Museums Aotearoa March 2014 survey, 67% of Museum visitors were from the Dunedin and Otago region. Visitor satisfaction by city and by region was also measured in this survey with 74% of people from Dunedin satisfied by their experience while 84% from Otago were satisfied. (First year of survey)</p> <p>ACHIEVED: Demographic reach was very wide, with all age groups being represented. Otago Museum attracts more people aged 20 to 44 than the 2014 MA national survey and has a broader spread across older age groups.</p>

# EXPANDING JOY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
	<p>Outreach initiatives and off-site exhibitions highlight the Museum with external audiences in order to raise profile and encourage future visits</p>		<p>The MA 2014 survey also showed that 79% of visitors had post-secondary education qualifications, which is reflective of the Museum's proximity to the University and Polytechnic. The 2014 MA national survey showed 61% for the same demographics.</p> <p>79% of Otago Museum's visitors were New Zealand European (81%, 2014 MA national survey,) with 5.7% being NZ Māori (7.6%, MA national survey 2014). The New Zealand Māori visitor result is significantly higher than the 2013 Census, which shows that 3% of people living in Otago are of Māori ethnicity or descent (<a href="http://www.stats.govt.nz/Census/2013-census/profile-and-summary-reports/quickstats-about-maori-english.aspx">http://www.stats.govt.nz/Census/2013-census/profile-and-summary-reports/quickstats-about-maori-english.aspx</a>).</p> <p>ACHIEVED: The Museum encourages repeat visitation with 71% of visitors saying this was a repeat visit (42% 2014 MA national survey). 95% of first-time visitors interviewed were satisfied with their experience. 89% of repeat visitors had a positive visit to the Museum. (First year of survey)</p> <p>ACHIEVED: New audiences were attracted to the <i>REvolution: 100 years of motorcycles</i> exhibition, with a marked increase in the numbers of men attending. Special exhibition research showed that 68% of respondents were male within the exhibition, vs 32% female, while 51% of visitors surveyed in the December 2013 Quarterly survey were female (when the exhibition was on) and 64% were female in the March MA 2014 survey.</p> <p>ACHIEVED: The Museum displays at the Dunedin International Airport continue to be a major high profile initiative, with cases changing regularly to reflect the events in the Museum. Airport user statistics show the over 850,000 people go through the airport terminals annually, with the majority passing by the display on level one by the escalators and at the baggage claim.</p>

# COLLECTION CARE

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Best practice collection care, building from quality standards achieved through collection re-housing, stabilised environmental conditions and security initiatives implemented within Museum redevelopment completed in 2000</p>	<p>Continue to resource and implement the Collection Audit (incorporating RFID tagging) which further raises the standards of collection care through the condition assessment, updating of data records, re-housing as appropriate, photography and RFID tagging (for improved future accessibility) of each collection item one by one, in an order determined by exhibition, gallery development and research needs</p>	<p>Not less than 10,000 collection items individually accessed and audited</p>	<p>NOT ACHIEVED: The results of the collection audit in the 2013/2014 period were impacted by the number of people working on the audit. In the 2013 period an average of 1.7 people worked on the collection audit (2,076.31 hours) while an average of 2.17 people (3,497.73 hours) worked on the audit in 2012 period.</p> <p>A total of 3,576 items were fully catalogued in the period (2012: 5,761 items fully catalogued). For the same period a further 20,013 items were partially completed, had issues resolved or had data reviews undertaken (2012: 35,608).</p> <p>ACHIEVED: RFID tags on 5,431 items for period (2012: 10,401).</p> <p>ACHIEVED: Over the period 18 items were fully conserved (2012: 48 items were fully conserved).</p> <p>NEW OUTCOME: As a result of the renewed focus on the research, development and conservation of the Museum's collection there was a focus of bringing the staffing numbers and expertise within the Collections and Research division up to national and international museum standards to enable the Museum to increase its conservation capabilities, participate in more collaborations, undertake more research in house, better understand and interpret the collection, and have the ability to make the collection more accessible for research.</p> <p>Increased collection management staff numbers with the appointment of Director, Research and Collections Robert Morris (appointed 4 August 2014) and Curator Māori, Migoto Eria (appointed 30 June 2014);</p> <p>Conservator position reinstated to begin the work required to enable best practice conservation and preservation work on the collection. Nyssa Mildwaters was appointed 25 August 2014.</p> <p>Initiatives are underway to develop a new policy to appoint more Honorary Curators to enable faster access to collections for research.</p> <p>Review of research rooms underway to ensure access to the collection is made easier through physical relation to the collection and to collection staff.</p>
<p>Value added to knowledge base</p>	<p>Research partnerships and collection access provide new information for collection records</p>	<p>Commentary on internal and external research activities which add value to collection database</p>	<p>ACHIEVED: Report of the internal and external collaborations and research achieved as follows:</p>

# COLLECTION CARE

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
			<p>Geology scholarship student Joseph Jackson produced a catalogue document on the Otago Museum's Ettingshausen fossil plant collection with his supervisor Associate Professor Daphne Lee. Contract research work was carried out by Dr Maria Zammit on the moa bone collection updating the bone identifications in line with the most recent publications in order to move to this section of the collection audit. Papers were published on the distribution and host range of the frog pathogen chytrid fungus and another on the analysis of soft tissue of pre-European extinct birds of New Zealand.</p> <p>A project to publish the Irish coins in the Otago Museum collection has been undertaken; <i>FURtive Gathering</i> has been published – the outcome of a project begun the year before on identifications of the Museum's fur garments; a small number of textile samples have been dated (this is a collaborative project which the Museum anticipates publishing next year); and context has been added to a group of patchwork items donated to the Museum the previous decade (the subject of a conference paper earlier this year, but not yet published). In addition, research involved in the preparation of the <i>Gifts and Legacies</i> exhibition (opened 16 August 2014) has added value to many records in our person database.</p> <p>Dr Mark McCoy preformed XRF analysis of the New Zealand archaeological midden material to establish the source of each piece; Andrew Brown examined artefacts from Otago and Southland archaeological sites (for which he agreed to give us copies of his records). Dr Nic Rawlence requested access to sample penguin bones from Long Beach archaeological midden material and modern skeletal material for DNA analysis (the published results of which we have been given) and C14 dating; and analysis continues on the Museum's Mesopotamian cuneiform tablets (begun the previous year) by Dr Wayne Horowitz, which will lead to having translations of the text.</p> <p>Dr Robert Hoare of Landcare Research is carrying out a taxonomic review of New Zealand moths. Specimen of Geometridae and Noctuidae from the Otago Museum's entomology collection are on loan for examination. Transcriptions of the Rawson-Haeckel correspondence began as part of a collaborative work with Roman Goebel from the Ernst Haeckel Museum, Germany. Stefanie Grosser examined and measured all blue penguin (<i>Eudyptula minor</i>) skeletal material from Otago or other regions in New Zealand held in the collection. Carolina Loch requested the extraction of a vestigial tooth from a Cuvier's beaked whale for analysis and description.</p>

# COLLECTION CARE

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
			<p>The outcome of some of the other access requests (such as some of the requests to publish images of collection items) focuses more on creating or maintaining a national and international profile for the Museum's collection.</p> <p>Publication outcomes derived from research from the Otago Museum Collection:            Anson, D. and Hannah, R. <i>Lamps in New Zealand Collections</i>. Mediterranean Archaeology, Supplement. Sydney, Meditarch (2013) 212p            Griffin, I. 'Museums and Social Media' in <i>Museums Aotearoa Quarterly</i>, November 2013 : 16            Harris, A.C. 2013. Is <i>Maoripamborus fairburni</i> Brookes (Coleoptera: Carabidae) a generalist feeder on invertebrates? <i>The Weta</i> 45 (1): 35-37.            Hannah, R. 'Time in Written Spaces' in <i>Written Space in the Latin West, 200 BC to AD 300</i>. P. Keegan, R. Laurence, G. Sears eds. London and New York, Continuum press (2013) 83-102            Hannah, R. 'From here to the hereafter: genesis and apogenesis in ancient philosophy and architecture'. <i>Insights</i> 6 no.4: 2-9 (2013)            Hannah, R. 'Greek Temple Orientation: The Case of the Older Parthenon in Athens'. <i>Nexus Network Journal</i> 15: 423-43 (2013)            Hannah, R. and Rüpke J. 'The Roman Calendar from Numa to Constantine: Time, History, and the Fasti (Chichester, U.K.; Malden, MA: Wiley-Blackwell, 2011)'. Review in <i>Journal of Roman Studies</i> 103: 283-84 (2013)            Harris, A.C. 2013. 'Very early mid-August 2013 occurrence of live adult male and female <i>Pison spinole</i> (Smith, 1856) (Hymenoptera; Crabronidae) in Otago and Canterbury' in <i>The Weta</i> 46:46-48            Malthus, J. and M. White, 2013 'FURtive Gathering? Contextualising the furs in Otago Museum collection' in <i>Context</i> 26: 41-51            Malthus, J. and White, M. 2013 'Book Review: With Bold Needle and Thread by Rosemary McLeod and Exhibition Review: Adventures in Vintage Needlecraft , Objectspace, Auckland' in <i>Context</i> 26: 56-60            Malthus, J. 'Exhibition Review China's Cultural Minorities: Silk to Silver, collections from the Shanghai Museum' <i>Context</i> 27:33-39            Stephanie Shaw et.al. 'The distribution and host range of <i>Batrachochytrium dendrobatidis</i> in New Zealand, 1930-2010' in <i>Ecology</i> 94:2018. <a href="http://dx.doi.org/10.1890/12-1994.1">http://dx.doi.org/10.1890/12-1994.1</a>            White, M. 2013 'Exhibition Review: Obstructions: - Man Ray Ready-Mades &amp; Well Hung - works from the collection' in <i>Context</i> 26: 52-55            White, M. 2014. 'The Irish Coins in the Collection of the Otago Museum, Dunedin, New Zealand' in <i>Numismatic Society of Ireland Bulletin</i> 49: 18-22</p>

# COLLECTION CARE

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
Active collection development	Build the collection through acquisitions and gifts, in line with the Collection Policy, communicating with the community along the way	<p>Not less than ten sought after items actively acquired for the collection, using Trust Funds as appropriate</p> <p>Passive acquisitions through gifting</p>	<p>ACHIEVED: Active acquisitions 26 objects acquired (2012, 28 items added to the collection) as follows:            A liturgical stole; a pair of <i>Just Cavalli</i> jeans in black denim with design referencing astrological symbolism; <i>Rock &amp; Pillar Range with Cloud</i> by Madeleine Child; a burqini by <i>Ahiida</i>; <i>Black Bamboo Hammerhead Shark</i> <i>Headress</i> 2010, by Torres Straits artist, Ken Thaiday; a <i>Nom.D</i> blazer, 2009, from their <i>Bedlam</i> range; two Taieri and Peninsula milk bottles, one 1/2 pint and one quart; a 'Bring back our girls' Nigeria Michelle Obama photo unisex T shirt; the first five issues of the Kamala Khan <i>Ms Marvel</i> comic featuring a female Muslim superhero; <i>Tokwampini</i>, a bird carving by Melville Island Tiwi artist Patrick Freddy Puruntatameri</p> <p>Other notable items included commission of taxidermy birds (weka, weka chicks, 2 blue penguins, 1 red-crowned parakeet, 1 crested penguin) and a New Zealand fur seal mount by Pete Wells, Wildmount. Fiberglass fish mounts (kahawai, hoki, blue cod, snapper, barracouta) were completed by Ross Brownson for the Shanghai Natural History Museum exhibition project. Six taxidermy sheep (3 lambs and 3 ewes) were commissioned as non-collection display items by taxidermist David Jacobs. An articulated New Zealand fur seal was completed by Judith Streat and funded by the Association of Friends of the Otago Museum.</p> <p>ACHIEVED: Passive acquisitions            The Museum continues to receive offers to donate items to the collection. Most, but not all, are costume/textile items. Last year these included a mink coat and stole, and various garments by New Zealand designers and manufacturers including <i>Nom.D</i>, <i>Fanny Buss</i>, <i>Tanya Carlson</i>, <i>World</i>, <i>Canterbury Woollen Mill</i> and <i>Mosgjel Woollen Mill</i>. The Museum assesses each offer individually on criteria of research or display potential, designer, condition or social and provenance associations. One of the most important gifts from last year was a group of 17 pieces of work by local embroiderer Gay Eaton. The Museum was also offered (and accepted) a set of early 20th century Standard VI sewing sample exercises; a 1960s Burwell boomerang; and 7 parasol handles relating to the Eppinghoven Collection (already part of the collection).</p> <p>A career spanning collection of Culicidae mosquitoes (pinned specimens and slide mounts) from Dr Edwin (Ted) Nye was the largest of the passive natural science acquisitions. Paratype specimens were acquired of two new species of parasite digenea, Mircophallidae <i>Maritrema deblocki</i> and <i>Maritrema poulini</i>. Two August emerging wasps <i>Pison spinolae</i>, the cleaned skeletal remains of a male New Zealand fur seal and a male New Zealand sea lion were also acquired,</p>



# COLLECTION CARE

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
			<p>The 2014 Calendar features a number of recent acquisitions telling the wider story of our collections to our communities.</p> <p>ACHIEVED: <i>Bugs: The mega world of minibeasts</i> is currently being developed for a December 2014 opening, drawing on the Museum's entomology collection. An exhibition of Ralph Hotere's personal collection of ceramics, recently acquired by the Museum, is in development for March 2015.</p> <p>ACHIEVED: Online engagement with the collection: The Museum has begun to put its collection online. This process works hand in hand with the audit, and so is not yet complete. The aim is to make the collection more accessible to anyone, anywhere. The objects online can be viewed here: <a href="http://www.otagomuseum.govt.nz/collection/">http://www.otagomuseum.govt.nz/collection/</a></p>

# PEOPLE AND CULTURE

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>People and culture develop positively</p>	<p>Annual team culture workshop held to enable all team members to contribute ideas for the development of the culture and establish an action plan for the year</p> <p>Team members work towards known and shared goals, feel valued and are satisfied with the Otago Museum as an employer</p>	<p>Commentary on outcomes of workshop and related activities undertaken throughout the period</p> <p>Employee engagement survey results indicate at least 75% of respondents understand the organisation's purpose, feel their contribution is valued and are satisfied with working at the Museum</p>	<p>ACHIEVED: As part of the significant process of organisational change undertaken at the Museum for the period, the staff and Trust Board were invited to be part of the dynamic and in-depth planning workshop to share their vision for the future of the Museum. They were further engaged as teams in a consultation process that lead to the development of the new strategic plan <i>Te Ara Hou – The Road Ahead</i>.</p> <p>In order to develop a more collegial atmosphere with more opportunities to share ideas between divisions, the senior management team initiated a quarterly social event called The Director's Sherry. This enables staff to mix with Otago Museum Trust Board members and a wide range of invited guests from the community. They are invited and encouraged to network and make connections that will help them develop their professional contacts and collaborations.</p> <p>Additionally the monthly Staff Forums were changed to be information sharing meetings called Staff Briefings; and after further consultation with staff a new three-tiered system has been implemented using the intranet @OM, Staff Briefings and starting in 2014/2015 Staff Forums, where keynotes and industry professionals will be invited to workshop and present new museum thinking to the group.</p> <p>NOT ACHIEVED. REVISED OUTCOME: It was determined that, in line with the culture change process, the employee engagement survey would not be conducted but that all staff would be updated on the organisational changes as they occurred through one-on-one meetings, divisional meetings and monthly staff forums, where staff could ask questions. The draft strategic plan was widely circulated and made available via the intranet and internet. The Museum Director also presented the strategy at Staff Briefings as it was developed, enabling further dialogue to occur.</p> <p>A review of divisional teams was begun in the period, starting with Collections and Research, to empower staff to lead and take responsibility for their work and outcomes and reward their contributions to their team and the Museum. This was done through a revision of staff contracts, roles and pay structures, made with the endorsement of the Otago Museum Trust Board, to bring the Museum in line with standard employment practices.</p> <p>This included acknowledging staff acting in the role of manager, training them to enable them to effectively carry out their job and remunerating staff in line with additional responsibilities.</p> <p>The Performance Incentive Plan (PIP) was removed from all staff contracts and new performance review processes were brought in, in line with standard Human Resource practices. Staff feedback to this change was very positive.</p>

# STRATEGIC CAPITAL DEVELOPMENT

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Core experiences cyclically improved to keep Museum fresh</p>	<p>People of the World Gallery redevelopment progressed</p>	<p>Content and design plans completed, gallery demounted and installation of new experience commenced</p>	<p>NOT ACHIEVED. REVISED OUTCOME: In order to better serve the Otago community, and based on the feedback received from the strategic planning workshops held in November 2014, a new programme and schedule of redevelopment was agreed to and approved by the Otago Museum Trust Board.</p> <p>REVISED DEVELOPMENT PLAN: 2014–2015 Discovery World Tropical Forest redevelopment/planetarium development. Discovery World Tropical Forest is the Museum’s most popular gallery, attracting over 100,000 visitors annually and appealing to family and school audiences. However, the time has come to completely refit it and create a flagship science communication gallery of which the wider community and region will be proud. Up to \$2 million will be spent on completely renovating Discovery World, introducing a new performance area, a new laboratory and new curiosity-driven interactive exhibits.</p> <p>The Museum also began investigating the option of introducing a medium-sized 150-seat planetarium to the Discovery World offering. (This has since been revised down to a 65-seat immersive theatre with multimedia capabilities that will sit within the existing structure of the Museum, with minimal impact on the architecture or structure of the building.)</p> <p>2015–2016 Tāngata Whenua redevelopment: This iconic gallery has not been renovated for 23 years. In line with the new strategic redevelopment plan, the Museum plans to create a world-class gallery in keeping with the significance of the taoka in the Museum’s care, taking into account the many changes in attitudes to and appreciation of Māori culture since the gallery first opened. In partnership with the Māori Advisory Committee, the plan is to create a new gallery in time for a November 2016 opening. The estimated cost of this project is \$2 million.</p> <p>2016–2017 People of the World redevelopment: The Otago Museum has a collection that spans the continents and the ages. It allows the Museum to tell the story of human culture from prehistoric times to the present day. By 2016/17 a new gallery that fully realises the range and quality of our collection and which encourages visitors to learn more about their world will be developed.</p> <p>2017–2018 Entrance area and orientation gallery development: In the lead up to the Museum’s 150th birthday celebrations in 2018, we will work towards the creation of a new orientation gallery and entrance area.</p>

# STRATEGIC CAPITAL DEVELOPMENT

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Improve use of the Museum Reserve</p>	<p>Investigate development options with Dunedin City Council</p>	<p>Commentary on discussions and outcomes</p>	<p>ACHIEVED: Ongoing discussion with the Parks and Reserves Department of the DCC to make the Museum Reserve more accessible for use by Museum visitors and University of Otago students and staff. This includes discussions with the DCC to improve drainage across the entire park, which is currently inaccessible in winter, and the addition of 'cells' between the Museum's whisper dishes so mud is not tracked into the Museum, necessitating further cleaning to be done on wet days.</p> <p>The Museum has applied for resource consent to have banners attached to the lampposts in the reserve as wayfinding and to dress the reserve. An arborist was contracted to assess the health and viability of the major trees alongside the Museum buildings. A major pruning plan is being developed to ensure further movement of the trees does not occur, and light and leaf-shed is improved reducing impacts on the Museum's resources, including increasing light into the building and the reduction of leaf litter in autumn.</p>

# RESPONSIBLE OPERATIONS

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Optimal resource management and sustainability in operations</p>	<p>Revenue generation initiatives diversify and strengthen financial position, enabling service delivery beyond level of Local Government investment</p> <p>Policy reviewed as needed to guide core responsibilities and decision-making</p> <p>Team members are empowered to make strategic, best value investments in improving the Museum's performance, leading, overseeing, encouraging and motivating positive change, building into each project ways to sustain the initiative</p> <p>Annual planning session held to identify strategies which encourage everyone to use resources mindfully and operate sustainably, every day in everything we do individually and collectively</p>	<p>Sources of income evidence spreading of risk</p> <p>Commentary on strategies implemented to increase revenue levels</p> <p>Commentary on activity levels achieved by combining Local Government investment with Museum revenue-generating initiatives</p> <p>Commentary on Policy decisions by OMTB during the period</p> <p>Team members are empowered to make strategic, best value investments in improving the Museum's performance, leading, overseeing, encouraging and motivating positive change, building into each project ways to sustain the initiative</p> <p>Commentary on initiatives which improve the Museum's resource consumption and environmental impact</p>	<p>ACHIEVED: Employed a qualified chef with external experience for the Museum Café. A new exciting menu was introduced and food cost management was implemented to achieve a better return on items sold. Introduced items included ice creams and milkshakes to meet the younger market demand, as well as real-chocolate hot chocolate. A second EFTPOS machine was added to reduce wait time and backlog at lunchtimes and holidays, increasing service and yield.</p> <p>ACHIEVED: H D Skinner Annex meeting room and presentation spaces offered for hire, with significant returns showing as a result of targeted marketing and a new high quality space close to key clients.</p> <p>ACHIEVED: Assessment and review of cruise ship market to develop a new tour package for the 2015 cruise ship season.</p> <p>ACHIEVED: Reviewed the product offering in the Museum Shop. Reduced the level of books that were competing directly with the University Book Shop offering. Increased number of educational children's and science toys to better reflect the core values of the Museum.</p> <p>ACHIEVED: A full review of the Otago Museum Trust Board procurement policy was undertaken and ratified by the Board. All other policies and guidelines reviewed on their review dates and approved by the senior management team, before policies were brought to the Otago Museum Trust Board for approval.</p> <p>ACHIEVED: A part of the strategic changes is to bring the organisation in line with the framework of New Zealand and international museums. Each division has either been through a review to enable staff to develop higher levels of performance or is in the process of being reviewed.</p> <p>ACHIEVED: The in-house job/project management system OMC (Otago Museum Central) was significantly upgraded to reduce staff time required to manage the reports and more time given to implement initiatives (OMC Lite).</p> <p>NOT ACHIEVED: Annual Planning Sessions</p> <p>NEW INITIATIVE: Instead of the annual planning session involving all staff, the Facilities Manager rolls out ongoing improvements to resource management, including an ongoing audit of the waste management options. One decision was to continue to use Envirowaste for rubbish removal. That decision was based on both the carbon footprint of the other options (who ship the recycling overseas and cannot guarantee what happens to it) as well as Envirowaste using local</p>

# RESPONSIBLE OPERATIONS

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
	<p>Proactive asset management maximises useful life and ensures safe public and working environment</p>	<p>Commentary on occupational safety and health initiatives and outcomes</p>	<p>council owned landfills and recycling stations, enabling the funds spent on rubbish and recycling to going back into the community.</p> <p>NEW INITIATIVE: Facilities team has rolled out a new energy saving plan to change all gallery lights to LED and add motion sensor LED into stairwells to save energy.</p> <p>NEW INITIATIVE: Additionally, new energy-saving initiatives are planned for the lift that will reduce energy use by up to 40% by replacing the motors, reducing the overall weight of the lift. This is ongoing.</p> <p>ACHIEVED: The Museum uses an asset register to log new asset purchases and monitor warranties. Ongoing electrical testing on all electrical equipment is undertaken, as are regular inspections and maintenance on all of HVAC gear. The Facilities team regularly calibrate humidity and temperature sensors to ensure the Museum is using gas and electricity as effectively as possible.</p> <p>ACHIEVED: The Museum encourages ongoing 'near-miss' reporting, as described in staff induction manuals, and the use of the accident registers to identify problem areas as well as hazard checks to identify potential dangers before they become an issue. The Museum sends a number of key staff to First Aid and Health and Safety training, both introductory courses and more advanced courses, ensuring ongoing training across multiple divisions.</p>

# PERFORMANCE EXCELLENCE

<p>Embed Baldrige performance excellence principles throughout operations</p>	<p>Cross-divisional team focuses on continuous improvement which strengthens Museum business model</p>	<p>Commentary on initiatives which motivate and effect continuous improvement; submission of application into NZ Performance Excellence programme</p>	<p>NOT ACHIEVED: In line with the new strategic plan, the Museum team has refocused on in-house development of the team with an alignment to the four key strategic goals. This was a time, resource and financial decision supported by the senior management team.</p>
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# DEMONSTRATING RELEVANCY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Communicating relevance and leadership</p>	<p>Develop a communication strategy for key stakeholders and media focused on the Museum's achievements, their importance and relevance in the Otago community</p> <p>Develop a communication strategy focused on the Museum's leadership in Museum practice locally, nationally and internationally</p> <p>Actively contribute to sister city relationships and identify a five year plan for joint projects</p>	<p>Communication initiatives and targets relating to demonstrating and evidencing relevance and value of the Museum and its activities for Otago embedded in annual Marketing and Communications Plan</p> <p>Commentary on activities and outcomes</p> <p>Communication initiatives and targets relating to Museum practice embedded in annual Marketing and Communications Plan Commentary on activities and outcomes</p> <p>Commentary on sister city related initiatives and defined forward plan based on resourcing</p>	<p>ACHIEVED: A comprehensive marketing and communication plan was developed and deployed throughout the year. This included an active online presence, including a dynamic website that is updated daily, with 82,869 unique visits over the period, and a Facebook page with over 1,900 likes for the period. Twitter and Instagram are also used to target a younger audience with niche messages.</p> <p>Targeted campaigns were developed to support exhibitions and programmes throughout the year. Newsletters were written quarterly to inform stakeholders. In addition, releases relating to the strategic plan were produced and the draft strategic plan was distributed to key stakeholders and presented at key meetings with Dunedin City Council and Waitaki, Clutha and Central Otago District Councils.</p> <p>Media were welcomed and present at the open session of the Otago Museum Trust Board meetings.</p> <p>In line with the Museum's outward-looking and inclusive policy, the Museum Director and senior staff have met with many key stakeholders one-on-one. This has led to new events, exhibition and research collaborations for the Museum, including securing the delivery of the outreach project for the Dodd-Walls Centre for Photonic and Quantum Technologies, a national Centre of Research Excellence; and developing a new exhibition collaboration with Architecture Van Brandenburg for the 2015 period.</p> <p>ACHIEVED: The director and senior staff have given 34 presentations to the key communities and stakeholders within the period. The Museum Director has presented the new strategic plan to the Museums Aotearoa board and to the New Zealand ICOM board.</p> <p>Otago Museum led a submission from the four major New Zealand museums in response to the Ministry of Business Innovation and Enterprise draft strategy, <i>A Nation of Curious Minds – He Whenua Hihiri i te Mahara</i>, leading to the recognition of the critical role museums and science centres play in the informal engagement of science within society.</p> <p>ACHIEVED: The Shanghai Natural History Museum will host <i>Aotearoa: Ngā taonga o te taiao/New Zealand: The wonders of the natural world</i> exhibition in 2015 (date TBC).</p> <p>ACHIEVED: In late March and early April the Museum Director was invited to Shanghai to collaborate with colleagues at the Shanghai Science and Technology Museum (SSTM). During the nine-day trip, entirely funded by SSTM, he took part</p>

# DEMONSTRATING RELEVANCY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
	<p>Participation in externally focused initiatives shares knowledge to help others</p>	<p>Commentary on activities and outcomes</p>	<p>in a selection panel to choose the company that will master plan a new US\$60 million astronomy museum. While there he gave a public lecture to an audience of 400 astronomy enthusiasts on New Zealand's southern skies. He was also able to visit the site of the new Shanghai Natural History Museum, the location of the Otago Museum exhibition travelling to Shanghai in 2015. During his visit he re-signed a MOU with the Shanghai Science and Technology Museum, which extended the successful staff exchange programme for another three years.</p> <p>ACHIEVED: In March 2014 the Natural Science team was contacted by the Department of Conservation to lead the recovery of the remains of a rare whale stranded on an off-shore island (location is confidential at this time). The same team assisted in the flensing of a humpback whale in September 2013 and recovered the jaw and fin, which are now being processed to be ready for display in 2015/16.</p>

# DEPTH RATHER THAN BREADTH

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Expand and gain value from the Museum's international profile</p>	<p>Build on existing profile and establish new international relationships in order to create opportunities to bring the world to Otago and take Otago to the world</p> <p>Build the profile of Otago Museum through networking and conference fixtures</p> <p>Collaborative initiatives with community partners add value to existing visitor experiences</p>	<p>Staff exchange programmes continue with Otago hosting exchanges and sending team members to other science centres and Museums to gather knowledge, gain experience and develop professionally</p> <p>Commentary on progress made on at least one new future initiative involving an international partner</p> <p>Commentary on profile-building of the Museum by team members participating in external gatherings</p> <p>Commentary on initiatives and outcomes resulting from partnerships in the community, including with specific community groups, associations and businesses as appropriate</p>	<p>ACHIEVED: The Shanghai Science and Technology Museum relationship continues to be developed with staff exchanges continuing between the two institutions. Two staff exchanges were made within the period. Staff exchanges have been discussed with the Shanghai Science and Technology Museum for the 2014–15 period.</p> <p>NOT ACHIEVED: This initiative was dropped as the new management team prioritised serving the needs of local communities by creating exhibitions and events based on our own collections rather than investing in speculative and expensive overseas ventures.</p> <p>ACHIEVED: The Otago Museum sent a cross-divisional team comprising of Collections and Research, Marketing and Development, Visitor Interaction and Programmes, and Finance and Commercial staff to the Museums Aotearoa Conference in March 2104 to represent the Museum at TEENZ meeting, Emerging Museums Professional group, Metropolitan Museum Directors meeting, and at networking and plenary sessions throughout the conference.</p> <p>ACHIEVED: As a result of joining the Museums Aotearoa association, the Otago Museum secured the hosting rights to the Museums Aotearoa conference to be held from 12 to 18 May 2015.</p> <p>ACHIEVED: The Otago Museum's Facilities team temporarily took over the running of Toitū facilities from February to May when they lost their operations manager. This enabled Toitū to benefit from the Otago Museum's strong operations management expertise while they had time to decide a new course of action and recruit a replacement.</p> <p>ACHIEVED: Otago Museum also established new relationships across the University of Otago and Otago Polytechnic, including new collaborations with the 3D printing unit at the polytechnic, discussion with the Mathematics Department at the university to celebrate the 100th anniversary of Einstein's theory of relativity, a co-curation opportunity with the Basil Hooper Trust, discussions with the Salvation Army regarding their 150th anniversary celebration, and the development of new programmes and events across the year with a wide variety of community groups.</p>

# 150TH BIRTHDAY

OUTCOMES	INDICATORS	PERFORMANCE MEASURES	PERFORMANCE STATUS
<p>Plan for a magnificent 150th birthday celebration in 2018</p>	<p>Project team identifies plan and actions, taking into account wider team and community needs</p>	<p>Commentary on the commencement of initial planning</p>	<p>ACHIEVED: In line with the new strategic plan, plans are being developed to redesign the foyer and entrance to the Museum, to bring elements of the Museum experience to the fore as people enter the building.</p> <p>Early investigations are underway to assess the feasibility of opening up a part of the 1877 Gallery through to the Maritime Gallery.</p> <p>Early research has begun into a book covering the 150-year history of the Museum. An exhibition telling the story of the Museum with objects from Otago, New Zealand and around the world is also in conceptual development stages with the Collections and Research team.</p>

# FINANCIAL STATEMENTS

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YEAR ENDED  
30 JUNE  
2014

**OTAGO MUSEUM TRUST BOARD**  
**FINANCIAL STATEMENTS**  
For the Financial Year Ended 30 June, 2014

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**OTAGO MUSEUM TRUST BOARD  
STATEMENT OF FINANCIAL PERFORMANCE  
For the Financial Year Ended 30 June, 2014**

	Notes	2014 \$	Budget \$	2013 \$
<b>Income</b>				
Grants-Government & Other		150,353	103,361	259,143
Local Authorities		4,021,668	4,048,210	4,021,668
Public		2,282,553	2,861,079	2,518,312
Legacies & Bequests		1,683	-	510
Investment income - Dividends		121,392	-	126,196
- Interest		439,310	502,648	523,395
<b>Total income</b>		<b>7,016,959</b>	<b>7,515,298</b>	<b>7,449,224</b>
<b>Expenditure</b>				
Employee benefits expense	2(a)	(3,560,158)	(3,587,113)	(3,290,611)
Depreciation and amortisation expense		(1,048,775)	(1,365,477)	(946,226)
Other expenses	2(b)	(2,808,779)	(3,829,537)	(3,212,670)
<b>Total operating expenditure</b>		<b>(7,417,712)</b>	<b>(8,782,127)</b>	<b>(7,449,507)</b>
<b>Surplus/(Loss) for the year</b>		<b>(\$400,753)</b>	<b>(\$1,266,829)</b>	<b>(\$283)</b>

The accompanying notes form part of these financial statements.

**OTAGO MUSEUM TRUST BOARD  
STATEMENT OF COMPREHENSIVE INCOME  
For the Financial Year Ended 30 June, 2014**

	Notes	2014 \$	2013 \$
<b>Other Comprehensive Income</b>			
Realised net gains/loss on sale of financial instruments		66,533	220,863
Available-for-sale financial assets valuation gain/(loss)	14(a)	151,047	196,188
<b>Total other comprehensive income (net of tax)</b>		<b>217,580</b>	<b>417,051</b>
Surplus/(loss) for the year		(400,753)	(283)
<b>Total comprehensive income for the year</b>		<b>(\$183,174)</b>	<b>\$416,768</b>

**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF FINANCIAL POSITION**  
**As at 30 June, 2014**

	Notes	2014 \$	Budget \$	2013 \$
<b>Current assets</b>				
Cash and cash equivalents	19(a)	8,132,205	4,904,311	8,247,113
Trade and other receivables	7	227,949	185,374	304,559
Inventories	8	173,550	210,414	192,182
Other financial assets	9	196,932	346,161	329,648
Other current assets	10	160,471	-	
	147,290			
<b>Total current assets</b>		<u>8,891,107</u>	<u>5,646,260</u>	<u>9,220,792</u>
<b>Non-current assets</b>				
Other financial assets	9	5,064,455	4,534,878	4,679,286
Property, plant and equipment	11	14,262,916	16,172,765	14,878,600
<b>Total non-current assets</b>		<u>19,327,371</u>	<u>20,707,643</u>	<u>19,557,886</u>
<b>Total assets</b>		<u>28,218,478</u>	<u>26,353,903</u>	<u>28,778,678</u>
<b>Current liabilities</b>				
Trade and other payables	12	303,172	590,096	412,532
Employee entitlements	13	322,951	-	590,618
<b>Total current liabilities</b>		<u>626,123</u>	<u>590,096</u>	<u>1,003,150</u>
<b>Total liabilities</b>		<u>626,123</u>	<u>590,096</u>	<u>1,003,150</u>
<b>Net assets</b>		<u><b>\$27,592,355</b></u>	<u><b>\$25,763,807</b></u>	<u><b>\$27,775,528</b></u>
<b>Equity</b>				
Reserves	14	14,378,688	-	13,840,298
Capital	15	13,213,667	-	13,935,230
		<u><b>\$27,592,355</b></u>	<u><b>\$25,763,807</b></u>	<u><b>\$27,775,528</b></u>

On behalf of the Otago Museum Trust Board



Chairperson



Board Member

Dated 22.10.2014

The accompanying notes form part of these financial statements.

**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF CHANGES IN EQUITY**  
**For the Financial Year Ended 30 June, 2014**

	Notes	2014 \$	Budget \$	2013 \$
Equity at beginning of year		27,775,528	27,030,636	27,358,760
Total comprehensive income for the year		<u>(183,173)</u>	<u>(1,266,829)</u>	<u>416,768</u>
<b>Equity at end of year</b>		<b><u><u>\$27,592,355</u></u></b>	<b><u><u>\$25,763,807</u></u></b>	<b><u><u>\$27,775,528</u></u></b>

The accompanying notes form part of these financial statements.

**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF CASH FLOWS**  
**For the Financial Year Ended 30 June, 2014**

	Notes	2014 \$	Budget \$	2013 \$
<b>Cash flows to/from operating activities</b>				
Government, Local Authorities and the public		6,481,938	8,322,786	6,849,605
Dividends		121,392	-	126,196
Interest received		428,096	502,648	491,454
Payments to employees		(3,847,274)	(3,587,113)	(3,873,964)
Payments to suppliers		(2,885,157)	(4,618,853)	(3,648,096)
<hr/>				
Net cash inflow/ (outflow) from operating activities	19(b)	298,995	619,468	(54,805)
<hr/>				
<b>Cash flows to/from investing activities</b>				
Proceeds from maturity and sale of other financial assets		572,478	-	747,800
Proceeds from sale of property, plant and equipment		-	-	-
Purchase of property, plant and equipment		(379,030)	(2,755,612)	(1,634,869)
Purchase of other financial assets		(607,351)	-	(458,644)
<hr/>				
Net cash inflow/ (outflow) from investing activities		(413,903)	(2,755,612)	(1,345,713)
<hr/>				
<b>Net increase in Cash and cash equivalents</b>		<b>(114,908)</b>	<b>(2,136,144)</b>	<b>(1,400,518)</b>
<hr/>				
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>8,247,113</b>	<b>7,040,455</b>	<b>9,647,631</b>
<hr/>				
<b>Cash and cash equivalents at the end of the financial year</b>	19(a)	<b>\$8,132,205</b>	<b>\$4,904,311</b>	<b>\$8,247,113</b>
<hr/> <hr/>				

The accompanying notes form part of these financial statements.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the Financial Year Ended 30 June, 2014**

**1. STATEMENT OF ACCOUNTING POLICIES**

**Reporting Entity**

The Otago Museum Trust Board (“the Museum”) is a special purpose local authority constituted under the Otago Museum Trust Board Act, 1996.

The Otago Museum Trust Board administers the Otago Museum which is a non-profit making permanent institution, founded by the people of Otago for the service and development of their community with a particular responsibility for the natural and scientific heritage of the Otago region. The Museum has designated itself as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

**Statement of Compliance**

These financial statements have been prepared in accordance with NZ GAAP. They comply with NZ IFRS, and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

All available public benefit entity reporting exemptions under NZ IFRS have been adopted.

**Basis of Preparation**

The preparation of financial statements in conformity with NZ IFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and in future periods if the revision affects both current and future periods.

The financial statements have been prepared on the basis of historical cost, except for heritage assets and the revaluation of certain financial instruments. Cost is based on the fair values of the consideration given in exchange for assets. Heritage assets are valued as per note 1, Property Plant and Equipment, Heritage Assets.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

New Zealand dollars are the Museum’s functional and presentation currency.

The following accounting policies which materially affect the measurement of results and financial position have been applied:

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**STATEMENT OF ACCOUNTING POLICIES cont.**

**SIGNIFICANT ACCOUNTING POLICIES**

**Revenue Recognition**

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts and GST.

Local Authority Levy Revenue

Local Authority Levy revenue is recognised when it is levied.

Other Revenue

Revenue from services rendered is recognised when it is probable that the economic benefits associated with the transaction will flow to the entity. The stage of completion at balance date is assessed based on the value of services performed to date as a percentage of the total services to be performed.

Government grants are recognised when received.

Other grants and bequests are recognised when control over the asset is obtained.

Dividends are recognised when the entitlement to the dividends is established.

Interest revenue is recognised on an accrual basis.

**Leasing**

Leases which effectively transfer to the lessee substantially all the risks and benefits incident to ownership of the leased item are classified as finance leases.

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items are classified as operating leases.

Payments made under these leases are charged as expenses in the periods in which they are incurred.

(a) The Museum as Lessor

Amounts due from lessees under finance leases are recorded as receivables at the amount of the Museum's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Museum's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease.

(b) The Museum as Lessee

Assets held under finance leases are recognised as assets of the Museum at their fair value or, if lower, at the present value of the minimum lease payments, each determined at the inception of the lease. The corresponding liability to the lessor is included in the Statement of Financial Position as a finance lease obligation.

Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability.

Rentals payable under operating leases are charged to income on a straight line basis over the term of the relevant lease.

(c) Lease Incentives

Benefits received and receivable as an incentive to enter into an operating lease are also spread on a straight line basis over the lease term.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**STATEMENT OF ACCOUNTING POLICIES cont.**

**Taxation**

The Museum is exempt from Income Tax in accordance with Section CW39 of the Income Tax Act 2007.

**Goods and Services Tax**

Revenues, expenses, assets and liabilities are recognised net of the amount of goods and services tax (GST), except for receivables and payables which are recognised inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense.

**Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of 3 months or less.

**Financial Instruments**

Financial assets and financial liabilities are recognised in the Museum's Statement of Financial Position when the Museum becomes a party to contractual provisions of the instrument. The Museum is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents (including bank overdraft), trade and other receivables, other financial assets, trade and other payables and borrowings. The relevant accounting policies are stated under separate headings.

Investments are recognised and derecognised on trade date where purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, net of transaction costs, except for those financial assets classified as fair value through profit or loss which are initially valued at fair value.

(i) Financial Assets

Financial Assets are classified into the following specified categories: 'available-for-sale', and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

The effective interest method, referred to below, is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the interest rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Available-for-Sale Financial Assets

Equity securities held by the Museum are classified as being available-for-sale due to the fact that they are all tradable on public markets and are stated at fair value. Fair value is determined in the manner described later in this note. Gains and losses arising from changes in fair value are recognised directly in the available-for-sale revaluation reserve, with the exception of impairment losses which are recognised directly in the Statement of Financial Performance. Where the investment is disposed of or is determined to be impaired, the cumulative gain or loss previously recognised in the available-for-sale revaluation reserve is included in the Statement of Financial Performance for the period.

Dividends on available-for-sale equity instruments are recognised in the Statement of Financial Performance when the Museum's right to receive payments is established.

Fair Value Estimation

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance date. The quoted market price used for financial assets held by the Museum is the current bid price.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Museum uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term investment and debt instruments held.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**STATEMENT OF ACCOUNTING POLICIES cont.**

Foreign Currency

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions are recognised in the statement of financial performance.

Loans and Receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. An allowance for doubtful debts is established when there is objective evidence that the Museum will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the allowance is expensed in the Statement of Financial Performance.

Impairment of Financial Assets

Financial assets, other than those at fair value through profit or loss, are assessed for indicators of impairment at each Statement of Financial Position date. Financial assets are impaired where there is objective evidence that as a result of one or more events that occurred after the initial recognition of the financial asset the estimated future cash flows of the investment have been impacted. For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables where the carrying amount is reduced through the use of an allowance account. When a trade receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in the Statement of Financial Performance.

With the exception of available-for-sale equity instruments, if, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through the Statement of Financial Performance to the extent the carrying amount of the investment at the date of impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

(ii) Financial Liabilities

Trade and Other Payables

Trade payables and other accounts payable are recognised when the Museum becomes obliged to make future payments resulting from the purchase of goods and services.

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

**Inventories**

Inventories are valued at the lower of cost and net realisable value. Cost is determined on a weighted average basis with an appropriate allowance for obsolescence and deterioration.

**Property, Plant and Equipment**

The Museum has the following classes of property, plant and equipment:

Operational Assets and Heritage Assets

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**STATEMENT OF ACCOUNTING POLICIES cont.**

**Operational Assets**

Operational assets include land, buildings, plant and equipment, motor vehicles, office furniture and equipment.

Cost/Valuation

Property, plant and equipment is recorded at cost less accumulated depreciation.

Additions

Cost includes expenditure that is directly attributable to the acquisition of the assets. Where an asset is acquired for no cost, or for a nominal cost, it is recognised at fair value at the date of acquisition.

Depreciation

Depreciation is calculated as detailed below:

Expenditure incurred to maintain these assets at full operating capability is charged to the Statement of Financial Performance in the year incurred.

<b>Operational Assets</b>	<b>Rate</b>
Land	Nil
Buildings	3% S.L. - 18% D.V.
Cafe Equipment	19.2% - 24% D.V.
Computer Equipment	40% - 60% D.V.
Electrical & Mechanical Services	9.5% - 12% D.V.
Fit out Exhibitions	18% D.V.
Furniture, Fittings & Equipment	18% - 48% D.V.
Golden Kiwi Lottery Fund Equipment	10% D.V.
Motor Vehicles	26% D.V.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period.

Disposal

An item of property, plant and equipment is derecognised upon disposal or recognised as impaired when no future economic benefits are expected to arise from the continued use of the asset.

Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statement of Financial Performance in the period the asset is derecognised.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**STATEMENT OF ACCOUNTING POLICIES cont.**

**Heritage Assets**

The Otago Museum Trust Board owns an extensive collection of material and information relating to the natural, cultural and scientific heritage of the peoples of the World.

Heritage assets are valued at cost or fair value at the date of acquisition and are not depreciated.

All assets acquired prior to 30 June 2001 are recognised at cost at the date of acquisition. As a large number of the Heritage assets are donated or subsidised generally such cost will be nil unless they have been acquired as a result of a purchase by the Museum.

All assets acquired from 1 July 2001 are recognised at fair value at the date of acquisition for donated or subsidised assets where it is possible, practical and meaningful to arrive at such fair value or at cost where the assets have been acquired as a result of a purchase by the Museum. The difference between fair value and cost is recognised in the Statement of Financial Performance.

The bulk of the Museum's collection is represented by unrealisable or irreplaceable items and it is impracticable and cost prohibitive to value them on a "Market Based" or "Depreciated Replacement Cost" basis. As a consequence the Museum's collection is undervalued in these financial statements.

The result of this accounting policy means that the vast majority of the Museum's collection, having been obtained prior to 30 June, 2001, is effectively valued for accounting purposes at nil, or at historical cost for those few items purchased.

The primary function and purpose of the Otago Museum is the preservation and display of the extensive collection of heritage assets. These are the tasks that make up the bulk of the Otago Museum's activities.

This means that much of the collection is valued at nil, or very old historical cost for those few items purchased. The Board is confident, however, that if the collection was to be sold, its market value would be very substantial.

The fact that most of the collection has a nil, or low, value for accounting purposes in no way reduces the true value of the collection or the care that is exercised in its conservation and exhibition.

**Impairment of Non-Financial Assets**

At each reporting date, the Museum reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Museum estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset is not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential. In assessing value in use for cash-generating assets, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately, unless the relevant asset is carried at fair value, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised in the Statement of Financial Performance immediately, unless the relevant asset is carried at fair value, in which case the reversal of the impairment loss is treated as a revaluation increase.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**STATEMENT OF ACCOUNTING POLICIES cont.**

**Superannuation Schemes**

Defined Contribution Schemes

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the statement of financial performance as incurred.

**Provisions**

Provisions are recognised when the Museum has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

**Employee Entitlements**

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave, and sabbatical leave when it is probable that settlement will be required and they are capable of being measured reliably. Sabbatical leave has been calculated on the basis of current salary costs of the entitled employees. The sabbatical provisions also provide for reimbursement of related costs. These have not been calculated as they aren't capable of being reliably measured as they may vary significantly or not even be incurred depending on when or where the leave is taken.

Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Museum in respect of services provided by employees up to reporting date.

**Statement of Cash Flows**

Operating activities include cash received from all income sources of the Museum and record the cash payments made for the supply of goods and services.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise the change in equity and debt structure of the Museum.

**Equity**

Equity is the community's interest in the Museum and is measured as total assets less total liabilities. Equity is disaggregated and classified into Museum Capital and a number of reserves.

The components of equity are:

- Museum Capital Account
- Available-for Sale Revaluation Reserve
- Equalisation Fund
- Redevelopment Fund
- Special & Trust Funds

**OTAGO MUSEUM TRUST BOARD  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
For the Financial Year Ended 30 June, 2014**

**STATEMENT OF ACCOUNTING POLICIES cont.**

**Reserves**

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

Restricted reserves are subject to specific conditions. Expenditure or transfers from these reserves may be made only for certain specified purposes.

Museum reserves are reserves established by Museum decision. The Museum may alter them without reference to any third party. Expenditure or transfers to and from these reserves is based on established Museum policy.

The Museum's objectives, policies and processes for managing capital are described in Note 20.

**Budget Figures**

The budget figures are those approved by the Museum at the beginning of the year in the annual plan. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Museum for the preparation of the financial statements.

**Critical Accounting Estimates and Assumptions**

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

**Key Sources of Estimation Uncertainty**

Judgements made by management in the application of NZ IFRS that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements.

Key Sources of Estimation Uncertainty include:

- Estimating the remaining useful life of various items of property, plant and equipment. If the useful life does not reflect the actual consumption of benefits of the asset, the Museum could be over or under estimating the depreciation charge recognised as an expense in the Statement of Financial Performance.

Estimates and judgements are continually evaluated and are based on historical experience and other functions, including expectations of future events that are believed to be measurable under the circumstances.

**Standards, Amendments and Interpretations Issued that are not yet Effective and have not yet been Early Adopted**

The Minister of Commerce has approved a new Accounting Standards Framework (incorporating a Tier Strategy) developed by the External Reporting Board (XRB). Under this Accounting Standards Framework, Otago Museum Trust Board is classified as a Tier 2 reporting entity on the basis it is not considered publically accountable or large with expenditure under \$30 million per annum, and will be able to apply a reduced disclosure regime under the Public Benefit Entity Accounting Standards (PAS). The effective date for the new standards for public sector entities is for reporting periods beginning on or after 1 July 2014. This means the Otago Museum Trust Board will transition to the new standards in preparing its 30 June 2015 financial statements.

Due to the change in the Accounting Standards Framework for public benefit entities, it is expected that all new NZ IFRS and amendments to existing NZ IFRS will not be applicable to public benefit entities. Therefore, the XRB has effectively frozen the financial reporting requirements for public benefit entities up until the new Accounting Standards Framework is effective. Accordingly, no disclosure has been made about new or amended NZ IFRS that exclude public benefit entities from their scope.

The Trust Board anticipates that these standards will have no material impact on the financial statements in the period of initial application. It is likely that the changes arising from this framework will affect the disclosures required in the financial statements. However, it is not practicable to provide a reasonable estimate until a detailed review has been completed.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

	Notes	2014 \$	2013 \$
<b>2. EXPENDITURE</b>			
<b>(a) Employee Benefits Expense</b>			
Salaries and wages		3,389,541	3,673,935
Defined contribution plans		170,617	144,302
Movement in sabbatical leave provision		-	(527,626)
		<u>\$3,560,158</u>	<u>\$3,290,611</u>
		<b>2014</b>	<b>2013</b>
		<b>\$</b>	<b>\$</b>
<b>(b) Other Expenses</b>			
Computer costs		59,382	68,652
Maintenance		124,009	137,995
Other expenses		2,625,388	3,006,023
		<u>\$2,808,779</u>	<u>\$3,212,670</u>

**3. REMUNERATION**

The following table shows the number of employees that are paid more than \$100,000 gross per year.

	2014	2013
Remuneration Band	Number of Employees	Number of Employees
\$270,000 - \$279,999	1	-
\$260,000 - \$269,999	1	-
\$240,000 - \$249,999	-	1
\$180,000 - \$189,999	-	1
\$140,000 - \$149,999	1	-
\$120,000 - \$129,999	-	2

**4. KEY MANAGEMENT PERSONNEL COMPENSATION**

Key management personnel include Trust Board Members, the Chief Executive and other members of the Museum Management Team. With the exception of the Chairperson of the Board who receives a small honorarium, other Trust Board members do not receive any remuneration.

	2014 \$	2013 \$
Short-term employee benefits	1,067,233	873,039
Other benefits	-	56,950
	<u>\$1,067,233</u>	<u>\$929,989</u>

**5. SEVERANCE PAYMENTS**

For the year ended 30 June 2014, the Otago Museum Trust Board made no severance payments to employees outside the meeting of contractual payments in regards to outstanding leave, sabbatical, and retirement entitlements (2013: \$Nil).

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

6. REMUNERATION OF AUDITORS	2014 \$	2013 \$
Audit fees for financial statement audit	\$27,804	\$27,500

The auditor of Otago Museum Trust Board is Audit New Zealand on behalf of the Auditor-General.

7. TRADE AND OTHER RECEIVABLES	2014 \$	2013 \$
Trade receivables	114,213	116,223
	<u>114,213</u>	<u>116,223</u>
Sundry receivables and accruals	82,182	94,639
Estimated doubtful debts	-	-
Goods and services tax (GST) receivable	31,554	93,697
	<u>\$227,949</u>	<u>\$304,559</u>

Ageing of past due but not impaired:

0 - 30 days	71,039	47,872
31 - 60 days	14,005	51,679
61 - 90 days	1,551	9,107
90 days+	27,618	7,565
	<u>\$114,213</u>	<u>\$116,223</u>

The Museum holds no collateral as security or other credit enhancements over receivables that are either past due or impaired.

8. INVENTORIES	2014 \$	2013 \$
Shop stock	160,875	183,466
Cafe stock	12,675	8,716
	<u>\$173,550</u>	<u>\$192,182</u>

The carrying amount of inventories pledged as security for liabilities is \$Nil (2013: \$Nil).

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>9. OTHER FINANCIAL ASSETS</b>		
<i>Available-for-Sale at fair value:</i>		
<u>Current</u>		
Deposits	196,932	329,648
<u>Non Current</u>		
Equity securities - Company shares	3,908,786	3,511,527
Fixed Rate Bonds	1,155,669	1,167,759
	<u>5,261,387</u>	<u>5,008,934</u>
Disclosed in the financial statements as:		
Current	196,932	329,648
Non-current	5,064,455	4,679,286
	<u>\$5,261,387</u>	<u>\$5,008,934</u>

There are no impairment provisions for other financial assets.

Equity securities and fixed rate bonds are held in the name of Otago Museum Trust Board.

All banking activities relating to these Other Financial Assets are conducted by the Otago Museum Trust Board through its bank account.

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>10. OTHER CURRENT ASSETS</b>		
Prepayments	<u>\$160,471</u>	<u>\$147,290</u>

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**11. PROPERTY, PLANT AND EQUIPMENT**

	Cost/ Valuation 1 July 2013	Additions	Disposals	Transfers	Cost/ Valuation 30 June 2014	Accumulated Depreciation & Impairment Changes 1 July 2013	Depreciation Expense	Accumulated Depreciation Reversed on Disposal	Accumulated Depreciation Adjusted for Transfers	Accumulated Depreciation & Impairment Changes 30 June 2014	Carrying Amount 30 June 2014
<b>Museum Operational Assets</b>											
<b>At Cost</b>											
Land	979,952				979,952	-	-			-	979,952
Buildings	7,476,131	210,415			7,686,546	(2,753,586)	(342,694)			(3,096,280)	4,590,266
- Discovery World	2,256,032				2,256,032	(1,202,629)	(60,000)			(1,262,629)	993,403
Redevelopment - Phase 1											
Building	3,000,616				3,000,616	(1,366,230)	(90,018)			(1,456,248)	1,544,368
Fitout exhibitions	245,813				245,813	(212,245)	(6,042)			(218,287)	27,526
Mechanical services	362,465				362,465	(242,212)	(11,424)			(253,636)	108,829
Electrical	509,315				509,315	(340,344)	(16,052)			(356,396)	152,919
Redevelopment - Phase 2											
Building	5,409,584				5,409,584	(1,930,829)	(162,288)			(2,093,117)	3,316,467
Fitout exhibitions	2,906,971				2,906,971	(2,462,061)	(80,084)			(2,542,145)	364,826
Mechanical services	1,970,917				1,970,917	(1,238,073)	(69,620)			(1,307,693)	663,224
Electrical	451,183				451,183	(283,421)	(15,937)			(299,358)	151,825
Computer Equipment	1,570,796	97,820	(643,089)		1,025,527	(999,515)	(110,737)	631,904		(478,347)	547,179
Emergency Response Equipment	7,152				7,152	(6,898)	(47)			(6,945)	207
Exhibits	388,293	86,193			474,486	-	-			-	474,486
Furniture & Fittings	1,249,426	38,662	(193,571)		1,094,517	(890,473)	(62,172)	188,012		(764,633)	329,884
Golden Kiwi Lottery Fund	17,837				17,837	(17,508)	(33)			(17,541)	296
Motor Vehicles	108,753				108,753	(100,649)	(2,108)			(102,757)	5,996
Cafe Equipment	29,751				29,751	(15,713)	(2,775)			(18,488)	11,263
	<b>28,940,987</b>	<b>433,090</b>	<b>(836,660)</b>	<b>-</b>	<b>28,537,417</b>	<b>(14,062,386)</b>	<b>(1,032,031)</b>	<b>819,916</b>	<b>-</b>	<b>(14,274,501)</b>	<b>14,262,916</b>

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**11. PROPERTY, PLANT AND EQUIPMENT Cont.**

	Cost/ Valuation 1 July 2012	Additions	Disposals	Transfers	Cost/ Valuation 30 June 2013	Accumulated Depreciation & Impairment Changes 1 July 2012	Depreciation Expense	Accumulated Depreciation Reversed on Disposal	Accumulated Depreciation Adjusted for Transfers	Accumulated Depreciation & Impairment Changes 30 June 2013	Carrying Amount 30 June 2013
<b>Museum Operational Assets</b>											
<b>At Cost</b>											
Land	979,952				979,952	-	-			-	979,952
Buildings	6,018,012	1,458,119			7,476,131	(2,554,054)	(199,532)			(2,753,586)	4,722,545
- Discovery World	2,256,032				2,256,032	(1,142,629)	(60,000)			(1,202,629)	1,053,403
Redevelopment - Phase 1											
Building	3,000,616				3,000,616	(1,276,212)	(90,018)			(1,366,230)	1,634,386
Fitout exhibitions	245,813				245,813	(204,877)	(7,368)			(212,245)	33,568
Mechanical services	362,465				362,465	(229,589)	(12,623)			(242,212)	120,253
Electrical	509,315				509,315	(322,607)	(17,737)			(340,344)	168,971
Redevelopment - Phase 2											
Building	5,409,584				5,409,584	(1,768,541)	(162,288)			(1,930,829)	3,478,755
Fitout exhibitions	2,906,971				2,906,971	(2,364,398)	(97,663)			(2,462,061)	444,910
Mechanical services	1,970,917				1,970,917	(1,161,145)	(76,928)			(1,238,073)	732,844
Electrical	451,183				451,183	(265,811)	(17,610)			(283,421)	167,762
Computer Equipment	1,415,929	154,867			1,570,796	(877,751)	(121,764)			(999,515)	571,281
Emergency Response Equipment	7,152				7,152	(6,843)	(55)			(6,898)	254
Exhibits	317,712	70,581			388,293	-	-			-	388,293
Furniture & Fittings	1,215,747	33,679			1,249,426	(814,182)	(76,291)			(890,473)	358,953
Golden Kiwi Lottery Fund	17,837				17,837	(17,471)	(37)			(17,508)	329
Motor Vehicles	108,753				108,753	(97,801)	(2,848)			(100,649)	8,104
Cafe Equipment	29,751				29,751	(12,249)	(3,464)			(15,713)	14,038
	<u>27,223,741</u>	<u>1,717,246</u>	<u>-</u>	<u>-</u>	<u>28,940,987</u>	<u>(13,116,160)</u>	<u>(946,226)</u>	<u>-</u>	<u>-</u>	<u>(14,062,386)</u>	<u>14,878,601</u>

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

	<b>2014</b>	<b>2013</b>
	\$	\$
<b>12. TRADE AND OTHER PAYABLES</b>		
Trade payables (i)	287,630	326,949
Other accrued charges	15,542	85,583
	<u>\$303,172</u>	<u>\$412,532</u>

(i) The average credit period on purchases is 30 days.

	<b>2014</b>	<b>2013</b>
	\$	\$
<b>13. EMPLOYEE ENTITLEMENTS</b>		
Accrued salary and wages	164,500	426,124
Annual leave	158,451	164,494
	<u>\$322,951</u>	<u>\$590,618</u>

	<b>2014</b>	<b>2013</b>
	\$	\$
<b>14. RESERVES</b>		
Available-for-sale revaluation reserve (a)	463,377	312,331
Equalisation Fund (b)	279,690	269,384
Restricted Reserves (c) (Trust Funds)	5,287,425	5,137,380
Museum Reserves (d) (Special Funds)	8,266,280	8,028,074
Unallocated accrued interest	81,916	93,129
	<u>\$14,378,688</u>	<u>\$13,840,298</u>

	<b>2014</b>	<b>2013</b>
	\$	\$
<b>(a) Available-for-Sale Revaluation Reserve</b>		
Balance at beginning of year	312,331	116,143
Valuation gain/(loss) recognised	217,579	417,051
(Gain)/loss transferred to Income Statement on Sale of financial assets	(66,533)	(220,863)
	<u>\$463,377</u>	<u>\$312,331</u>

The available-for-sale revaluation reserve represents gains (net) on revaluation of financial assets held.

	<b>2014</b>	<b>2013</b>
	\$	\$
<b>(b) Equalisation Fund</b>		
Balance at beginning of year	269,384	256,923
Interest transfer	10,306	12,461
	<u>\$279,690</u>	<u>\$269,384</u>

A fund established to enable the Board to handle expenditure on major maintenance projects which occur irregularly.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

	Notes	2014 \$	2013 \$
14. <b>RESERVES cont</b>			
<b>(c) Restricted Reserves (Trust Funds)</b>	14 (e)		
Balance at beginning of year		5,137,380	4,747,420
Transfer from/(to) Retained Earnings		150,045	389,960
Balance at end of year		<u>\$5,287,425</u>	<u>\$5,137,380</u>

Restricted reserves include:

- trust and bequest funds that have been provided to the Museum for specific purposes.

	Notes	2014 \$	2013 \$
<b>(d) Museum Reserves (Special Funds)</b>	14 (f)		
Balance at beginning of year		8,028,074	8,940,377
Transfer from/(to) Retained Earnings		238,206	(912,303)
Balance at end of year		<u>\$8,266,280</u>	<u>\$8,028,074</u>

Museum reserves are made available for specific events or purposes, based on established Museum policy.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**14 (e) Restricted Reserves (Trust Funds)**

<u>TRUST FUND</u>	<u>BALANCE</u> <u>01/07/2013</u>	<u>ADD INCOME &amp;</u> <u>TRANSFERS</u>	<u>DEDUCT</u> <u>EXPENDITURE &amp;</u> <u>TRANSFERS</u>		<u>BALANCE</u> <u>30/06/2014</u> <u>TOTAL</u>	<u>CAPITAL</u>	<u>INCOME</u>
<b>Elizabeth Alexander</b>	146,896	Gain on sale of shares Investment income	1,902 5,893		154,691	87,506	67,185
<b>Beth and Mark Anderson</b>	97,489	Gain on sale of shares Investment income	1,263 3,911		102,663	74,643	28,020
<b>Avice Bowbyes - Costumes</b>	185,211	Gain on sale of shares Investment income	2,399 7,430		195,040	68,503	126,537
<b>Colquhoun</b>	490,431	Gain on sale of shares Investment income Donations	6,351 19,673 3,000	Purchases – Natural History 21,000	498,455	173,674	324,781
<b>De Beer Publications &amp; Research</b>	1,121,399	Gain on sale of shares Royalties Investment income	14,524 - 44,984	Calendars Purchases – Natural History Scholarships 3,191 10,000 20,973	1,146,743	372,636	774,107
<b>Fairweather</b>	328,852	Gain on sale of shares Investment income Grants/Sponsorship	4,259 13,192 -	Social Club Contribution 8,053	338,250	141,756	196,494
<b>Fairweather - Collections</b>	522,130	Gain on sale of shares Investment income	6,762 20,945	Purchase – Misc from Trust Funds Purchase of Textiles 1,098 286	548,453	199,792	348,661
<b>Gollan</b>	196,302	Gain on sale of shares Investment income	2,542 7,875		206,719	42,364	164,355
<b>Brenda Joyce Harding</b>	101,187	Gain on sale of shares Investment income	1,310 4,059		106,556	40,480	66,076
<b>Lyders</b>	177,918	Gain on sale of shares Investment Income	2,304 7,137		187,359	39,853	147,506
<b>Cowie Nichols</b>	21,247	Gain on sale of shares Investment income	275 852		22,374	2,606	19,768
<b>Cyril Nichols</b>	977,739	Gain on sale of shares Investment income	12,662 39,221	Purchase of Ceramics 32,621	997,001	222,859	774,142
<b>Peter Snow MAC Fund</b>	1,079	Gain on sale of shares Investment Income	14 43		1,136	-	1,136
<b>Willi Fels</b>	769,500	Gain on sale of shares Investment Income	9,965 30,868	Purchase – Misc from Trust Funds 28,348	781,985	254,775	527,210
<b>TOTAL RESTRICTED RESERVES</b>	<b><u>\$5,137,380</u></b>		<b><u>\$275,615</u></b>	<b><u>\$125,570</u></b>	<b><u>\$5,287,425</u></b>	<b><u>\$1,721,447</u></b>	<b><u>\$3,565,978</u></b>

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**14 (f) Museum Reserves (Special Funds)**

<u>SPECIAL FUND</u>	<u>BALANCE</u> <u>01/07/2013</u>	<u>ADD INCOME &amp;</u> <u>TRANSFERS</u>	<u>DEDUCT</u> <u>EXPENDITURE</u> <u>&amp; TRANSFERS</u>	<u>BALANCE</u> <u>30/06/2014</u> <u>TOTAL</u>	<u>CAPITAL</u>	<u>INCOME</u>
<b>Allocation for Special Purposes</b>	43,116	Est. E.O. Naylor Investment income Grant	360 1,730 24,467	69,673	-	69,673
<b>Barclay</b>	409,245	Majorie Barclay Trust  Investment income	51,000  2,858	Transfer to Development Fund  338,000	125,103	-  125,103
<b>Conservation Materials</b>	180,257	Budget Transfer  Investment income	6,993  7,231		194,481	-  194,481
<b>Development</b>	2,168,882	Budget Transfer  Transfer from Barclay Donations Investment Income	3,564  338,000 35,000 100,562	Annex Development Costs Transfer to LEOTC  197,657 52,388	2,395,963	-    2,395,963
<b>Emergency Response</b>	42,549	Investment income	1,707		44,256	- 44,256
<b>Freda Stucky</b>	240,843	Investment Income Legacy	9,215 1,323		251,381	- 251,381
<b>Loss of Heart Compensation</b>	2,093,895	Investment income	86,829		2,180,724	1,106,913 1,073,811
<b>Maori Ethnology</b>	94,108	Investment income	3,775		97,883	- 97,883
<b>Purchase of Collections</b>	84,745	Budget Transfer  Investment income	952  3,399	Purchases – Natural History  5,839	83,257	-  83,257
<b>Retirement Leave</b>	178,426	Budget Transfer Investment income	12,947 7,157		198,530	- 198,530
<b>Scientific Publications</b>	64,309	Budget Transfer Investment income	833 2,580		67,722	- 67,722
<b>Shop and Publication Sales</b>	952,641	Investment income	38,215		990,856	- 990,856
<b>Special Exhibitions &amp; Programmes</b>	627,231	Budget Transfer  Investment Income	38,662  25,161		691,054	-  691,054
<b>Study &amp; Training</b>	101,616	Budget Transfer Investment Income	2,925 4,076		108,617	- 108,617

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**14 (f) Museum Reserves (Special Funds) cont.**

<u>SPECIAL FUND</u>	<u>BALANCE</u> <u>01/07/2013</u>	<u>ADD INCOME &amp;</u> <u>TRANSFERS</u>	<u>DEDUCT</u> <u>EXPENDITURE</u> <u>&amp; TRANSFERS</u>	<u>BALANCE</u> <u>30/06/2014</u> <u>TOTAL</u>	<u>CAPITAL</u>	<u>INCOME</u>	
TOTAL BOUGHT FORWARD FROM PAGE 23	\$7,281,863		\$811,521	\$593,884	\$7,499,500	\$1,106,913 \$6,392,587	
<b>Project &amp; Development Fund</b>	746,211	Transfer from Income & Expenditure Investment income	85,994 29,934	Equipment & upgrades Maintenance	79,295 16,064	766,780	- 766,780
<b>TOTAL MUSEUM RESERVES</b>	<u>\$8,028,074</u>		<u>\$927,449</u>	<u>\$689,243</u>	<u>\$8,266,280</u>	<u>\$1,106,913</u> <u>\$7,159,367</u>	

	<b>2014</b>	<b>2013</b>
	\$	\$
<b>15. CAPITAL</b>		
<b>Capital</b>		
Balance at beginning of year	13,935,230	13,172,827
Plus exhibits and equipment purchased from Restricted and Museum Reserves	363,145	1,590,229
Net surplus/(deficit)	(984,226)	(717,550)
Transfers from/(to) reserves: Restricted and Museum Reserves	(100,482)	(110,276)
Balance at end of year	<u>\$13,213,667</u>	<u>\$13,935,230</u>

**16. COMMITMENTS FOR EXPENDITURE**

**(a) Capital and Other Expenditure Commitments**

Capital and other expenditure commitments at 30 June 2014 were \$Nil (30 June 2013: \$Nil).

The Otago Museum Trust Board entered into a 33 year lease with the Dunedin City Council on the 19<sup>th</sup> of October 2010 for the Old Post Office building located on the Museum Reserve. The initial yearly rental is set at \$12,000 plus GST and is subject to yearly rental reviews.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

	<b>2014</b>	<b>2013</b>
	\$	\$
<b>17. CONTINGENT LIABILITIES AND CONTINGENT ASSETS</b>		
<b>Contingent Liabilities</b>		
ATA Carnet	19,930	19,930
(A Customs document to facilitate the temporary duty free admission of goods into the Republic of China).		

**Contingent Assets**

There were no contingent assets at 30 June, 2014 (2013: Nil).

**18. RELATED PARTY DISCLOSURES**

**Contributing Local Authorities**

Under the Otago Museum Trust Board Act, 1996 contributing authorities are required to provide certain levels of funding to the Otago Museum.

**Transactions with Related Parties**

During the year the following receipts (payments) were received from (made to) contributing authorities and these were conducted on normal commercial terms:

		<b>2014</b>	<b>2013</b>
		\$	\$
Central Otago District Council	Levy received	25,253	25,253
Clutha District Council	Levy received	178,010	178,010
Dunedin City Council	Levy received	3,767,900	3,767,900
Waitaki District Council	Levy received	50,505	50,505
		<u>\$4,021,668</u>	<u>\$4,021,668</u>
Dunedin City Council	Rent & Rates paid	<u>\$78,279</u>	<u>\$75,857</u>

Otago Museum purchased services from Central Otago District Council totalling: \$334 (2013:\$334)  
Dunedin City Council purchased services from the Otago Museum totalling: \$580 (2013: \$304)  
Otago Museum purchased services from Dunedin City Council totalling: \$5,165 (2013: \$2,128)

The transactions above related to water rates, liquor licensing, advertising, building warrants of fitness and venue hires which were all completed on normal commercial terms.

During the year the following receipts (payments) were received from (made to) Board members and associated personnel. These were conducted on normal commercial terms:

	<b>2014</b>	<b>2013</b>
	\$	\$
Polson Higgs	-	20,250
Innovatio Limited	7,575	3,815
	<u>\$7,575</u>	<u>\$24,065</u>

The transactions above related to professional services rendered, remuneration for the Chair of the Board and reimbursement expenditure relating to the Chair of the Board carrying out his role. All transactions were completed on normal commercial terms.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**19. NOTES TO THE CASH FLOW STATEMENT**

**(a) Reconciliation of Cash and Cash Equivalents**

For the purposes of the cash flow statement, cash and cash equivalents includes cash on hand, deposits held on call with banks and other short-term highly liquid investments with original maturities of three months or less. Cash and cash equivalents at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Statement of Financial Position as follows:

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Cash and cash equivalents	8,132,205	8,247,113
	<u>8,132,205</u>	<u>8,247,113</u>

**(b) Reconciliation of Surplus for the Year to Net Cash Flows From Operating Activities**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Surplus for the year	(400,753)	(284)
Add/(less) non-cash items:		
Depreciation	1,048,775	946,226
	<u>648,022</u>	<u>945,942</u>
Movement in working capital:		
(Increase) Decrease in Trade and other receivables	63,429	19,524
(Increase) Decrease in Inventories	18,632	18,232
Increase (Decrease) in Trade and other payables	(377,027)	(956,128)
	<u>353,056</u>	<u>27,570</u>
Less items reclassified as investing or financing activities		
Fixed Asset Purchase in Accounts Payable	(54,061)	(82,375)
	<u>(54,061)</u>	<u>(82,375)</u>
Net cash/loss inflow from operating activities	<u>\$298,995</u>	<u>(\$54,805)</u>

**20. FINANCIAL INSTRUMENTS**

**(a) Capital Risk Management**

The Otago Museum Trust Board Act 1996 (the Act) requires the Museum to manage and account for its revenue, expenses, assets, liabilities, investments and financial dealings generally and in accordance with the relevant financial management principles of the Local Government Act 2002 and Generally Accepted Accounting Practice. Museum Capital is largely managed as a by-product of managing revenues, expenses, assets, liabilities, investments and general financial dealings.

The Museum has the following reserves:

- Restricted Reserves (Trust Funds); and
- Museum Reserves (Special Funds).

Interest and realised gains or losses on the sale of shares are recognised through the Statement of Financial Performance. They accordingly form part of the surplus or deficit transferred to Museum Capital. Investment income is then allocated to the Reserves on a pro-rata basis. Subsequent use of these funds may be restricted by Trust Deed or established policy.

The Museum's overall strategy remains unchanged from 2010.

**OTAGO MUSEUM TRUST BOARD  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
For the Financial Year Ended 30 June, 2014**

**20. FINANCIAL INSTRUMENTS cont.**

**(b) Significant Accounting Policies**

Details of the significant accounting policies and methods adopted, including the criteria for recognition, and the basis of measurement applied in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 1 to the financial statements.

**(c) Categories of Financial Instruments**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>Financial Assets</b>		
Cash and cash equivalents	8,132,204	8,247,113
Trade and other receivables	227,949	304,559
Other financial assets:		
• Loans and receivables	-	-
• Available-for-sale financial assets	5,261,387	5,008,934
<b>Financial Liabilities</b>		
Trade and other payables	303,172	412,532

**(d) Financial Risk Management Objectives**

The Museum has a series of policies to manage the risks associated with financial instruments. The Museum is risk adverse and seeks to minimise exposure from its treasury activities. The Museum has established Museum approved Financial Management and Investment policies. These provide a framework for the management of financial resources in an efficient and effective way.

The Museum does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

**(e) Market Risk**

**Interest Rate Risk**

The Museum is exposed to interest rate risk as it invests cash in short term deposits at fixed interest rates.

Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Investments at fixed interest rates expose the Museum to fair value interest rate risk.

**(f) Credit Risk**

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Museum.

The Museum has no significant concentrations of credit risk arising from trade receivables.

The carrying amount of financial assets recorded in the financial statements, net of any allowance for losses, represents the Museum's maximum exposure to credit risk without taking account of the value of any collateral obtained.

**(g) Liquidity Risk Management**

Liquidity risk is the risk that the Museum will encounter difficulty in raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash.

The Museum manages liquidity risk by maintaining adequate funds on deposit, reserves, banking facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**20 (h) FINANCIAL INSTRUMENTS cont.**

**Maturity Profile of Financial Instruments**

The following tables detail the Museum's exposure to interest rate risk on financial instruments:

2014	Effective Interest Rate %	Rate \$	Less than 1 year \$	1-2 Years \$	2-3 Years \$	3-4 Years \$	4-5 Years \$	5+ Years \$	Non Interest Bearing \$	\$
<b>Financial assets:</b>										
Cash and cash equivalents	4.13	8,132,204								8,132,204
Trade and other receivables									227,949	227,949
Other financial assets										-
- Current										
- Short term deposits	2.86		196,932							196,932
- Non current										-
- Equity securities - NZ									920,331	920,331
- Equity securities - Aust									1,557,951	1,557,951
- Equity securities - UK									765,159	765,159
- Equity securities - USA									665,345	665,345
- Fixed rate bonds	6.53		342,444	168,450	29,399	74,098	270,832	270,446		1,155,669
<b>Financial liabilities:</b>										
Trade and other payables									303,172	303,172

2013	Weighted Average Effective Interest Rate %	Variable Interest Rate \$	Fixed Maturity Dates						Non Interest Bearing \$	Total \$
			Less than 1 year \$	1-2 Years \$	2-3 Years \$	3-4 Years \$	4-5 Years \$	5+ Years \$		
<b>Financial assets:</b>										
Cash and cash equivalents	4.01	8,247,113								8,247,113
Trade and other receivables									304,559	304,559
Other financial assets										-
- Current										
- Short term deposits	1.82		329,648							329,648
- Non current										-
- Equity securities - NZ									819,024	819,024
- Equity securities - Aust									1,508,447	1,508,447
- Equity securities - UK									646,007	646,007
- Equity securities - USA									538,049	538,049
- Fixed rate bonds	6.92		206,785	353,884	173,278	28,709	75,073	330,030		1,167,759
<b>Financial liabilities:</b>										
Trade and other payables									\$412,532	\$412,532

**(i) Fair Value of Financial Instruments**

The fair values of financial assets and financial liabilities are determined as follows:

- the fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices.

The Museum considers that the carrying amount of financial assets and financial liabilities recorded at amortised cost in the financial statements approximates their fair values.

**OTAGO MUSEUM TRUST BOARD**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**For the Financial Year Ended 30 June, 2014**

**(j) Sensitivity Analysis**

The tables below illustrate the potential effect on the surplus or deficit and equity (excluding accumulated funds ) for reasonably possible market movements, with all other variable held constant, based on the Museum's financial instruments exposures at balance date.

	2014		2013	
	-0.05%	+0.05%	-0.05%	+0.05%
<b>Interest Rate Risk</b>	<b>Surplus</b>	<b>Surplus</b>	<b>Surplus</b>	<b>Surplus</b>
<b>Financial Assets</b>				
Cash & Cash Equivalents	(1,681)	1,681	(1,970)	1,970
Fixed Term & Other Interest Bearing	(221)	221	(545)	545
<i>Total Sensitivity</i>	<i>(1,902)</i>	<i>1,902</i>	<i>(2,515)</i>	<i>2,515</i>
<b>Foreign Exchange Risk</b>	<b>-5%</b>	<b>+5%</b>	<b>-5%</b>	<b>+5%</b>
<b>Financial Assets</b>	<b>Surplus</b>	<b>Surplus</b>	<b>Surplus</b>	<b>Surplus</b>
Listed Shares	(6,070)	6,070	(4,491)	4,963
<i>Total Sensitivity</i>	<i>(6,070)</i>	<i>6,070</i>	<i>(4,491)</i>	<i>4,963</i>

**(k) Credit Quality of Financial Instruments**

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to Standard & Poor's credit ratings (if available) or to historical information about counterparty default rates.

	2014 \$	2013 \$
<b>Counterparties with Credit Ratings</b>		
<u>Cash at Bank &amp; Cash Equivalents</u>		
AA-	8,117,770	8,237,324
Total Cash at Bank & Cash Equivalents	8,117,770	8,237,324
 <u>Fixed Term Interest &amp; Other Interest Bearing</u>		
AA-	659,025	393,403
A+	177,747	106,946
A	-	87,832
BBB+	237,498	318,610
BBB	-	104,571
BB+	-	75,188
Total Fixed Term Interest & Other Interest Bearing	1,074,270	1,086,550
 <b>Counterparties without Credit Ratings</b>		
<u>Cash at Bank &amp; Cash Equivalents</u>		
Existing counterparty with no defaults in the past	14,434	9,789
Total Cash at Bank & Cash Equivalents	14,434	9,789
 <u>Fixed Term Interest &amp; Other Interest Bearing</u>		
Existing counterparty with no defaults in the past	278,331	410,857
Total Fixed Term Interest & Other Interest Bearing	278,331	410,857
 <u>Equity Investments</u>		
Existing counterparty with no defaults in the past	3,908,786	3,511,527
Total Equity Investments	3,908,786	3,511,527

**OTAGO MUSEUM TRUST BOARD  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
For the Financial Year Ended 30 June, 2014**

<u>Trade &amp; Other Receivables</u>		
Existing counterparty with no defaults in the past	227,949	304,559
	<hr/>	<hr/>
Total Trade & Other Receivables	227,949	304,559

**21. SUBSEQUENT EVENTS**

There are no significant events subsequent to balance date.

**22. ANNUAL REPORT**

The Otago Museum Trust Board Act (1996) requires adoption of the audited Annual Report by 30 November.

**OTAGO MUSEUM TRUST BOARD  
SUPPLEMENTARY INFORMATION  
For the Year Ended 30 June, 2014**

**COMPARISON OF OPERATIONAL INCOME AND EXPENDITURE TO THE ANNUAL PLAN**

	Core Operating		Business Units		Special & Trust Funds		Total	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
<b><i>Income</i></b>								
Executive	663,489	663,017	-	-	-	-	663,489	663,017
Collections, Experience & Development	1,787,223	1,875,877	-	-	-	-	1,787,223	1,875,877
Finance & Commercial	(551,105)	(544,243)	1,727,743	1,796,535	-	-	1,176,638	1,252,292
Assets & Technology	667,756	660,454	-	-	-	-	667,756	660,454
Visitor Interaction & Programmes	726,077	753,408	406,246	461,250	-	-	1,132,323	1,214,658
Special & Trust Funds	-	-	-	-	641,754	754,648	641,754	754,648
CLA Contribution & Other Income	1,067,174	1,094,352	-	-	-	-	1,067,174	1,094,352
<b><i>Total Income</i></b>	<b>4,360,614</b>	<b>4,502,865</b>	<b>2,133,989</b>	<b>2,257,785</b>	<b>641,754</b>	<b>754,648</b>	<b>7,136,357</b>	<b>7,515,298</b>
<b><i>Wages &amp; Salaries</i></b>								
Executive	(360,906)	(315,103)	-	-	-	-	(360,906)	(315,103)
Collections, Experience & Development	(1,061,157)	(1,308,488)	-	-	-	-	(1,061,157)	(1,308,488)
Finance & Commercial	(251,774)	(195,829)	(584,583)	(516,668)	-	-	(836,357)	(712,497)
Assets & Technology	(337,214)	(330,560)	-	-	-	-	(337,214)	(330,560)
Visitor Interaction & Programmes	(938,345)	(873,042)	(45,628)	(47,423)	-	-	(983,973)	(920,465)
Special & Trust Funds	-	-	-	-	-	-	-	-
<b><i>Total Wages &amp; Salaries</i></b>	<b>(2,949,396)</b>	<b>(3,023,022)</b>	<b>(630,211)</b>	<b>(564,091)</b>	<b>-</b>	<b>-</b>	<b>(3,579,607)</b>	<b>(3,587,113)</b>
<b><i>Direct Costs</i></b>								
Executive	(283,561)	(281,038)	-	-	-	-	(283,561)	(281,038)
Collections, Experience & Development	(443,858)	(567,389)	-	-	-	-	(443,858)	(567,389)
Finance & Commercial	(37,331)	(27,848)	(789,855)	(947,895)	-	-	(827,186)	(975,743)
Assets & Technology	(297,473)	(318,784)	-	-	-	-	(297,473)	(318,784)
Visitor Interaction & Programmes	(85,958)	(136,661)	(132,551)	(183,359)	-	-	(218,509)	(320,020)
Special & Trust Funds	-	-	-	-	(58,281)	(335,500)	(58,281)	(335,500)
<b><i>Total Direct Costs</i></b>	<b>(1,148,181)</b>	<b>(1,331,720)</b>	<b>(922,406)</b>	<b>(1,131,254)</b>	<b>(58,281)</b>	<b>(335,500)</b>	<b>(2,128,868)</b>	<b>(2,798,474)</b>
Depreciation	(1,048,775)	(1,365,477)	-	-	-	-	(1,048,775)	(1,365,477)
Indirect Costs	(779,860)	(1,031,063)	-	-	-	-	(779,860)	(1,031,063)
<b>Net Contribution</b>	<b>(1,565,598)</b>	<b>(2,248,417)</b>	<b>581,372</b>	<b>562,440</b>	<b>583,473</b>	<b>419,148</b>	<b>(400,753)</b>	<b>(1,266,829)</b>

**OTAGO MUSEUM TRUST BOARD  
SUPPLEMENTARY INFORMATION  
For the Year Ended 30 June, 2014**

**FIXED ASSETS AND EXHIBITS ACQUIRED DURING THE YEAR**

<b>Account</b>	<b>Capital Account</b>	<b>Local Body Levies</b>
<b>EXECUTIVE</b>		
Equipment & Furniture		4,630
		<u>          </u>
<b>FINANCE &amp; COMMERCIAL</b>		
Equipment & Furniture		-
		<u>          </u>
<b>COLLECTIONS, EXPERIENCE &amp; DEVELOPMENT</b>		
Equipment & Furniture		22,705
		<u>          </u>
<b>VISITOR INTERACTION &amp; PROGRAMMES</b>		
Equipment & Furniture		1,180
		<u>          </u>
<b>ASSETS &amp; TECHNOLOGY</b>		
Equipment & Furniture		-
		<u>          </u>
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>		
Equipment & Furniture		41,431
		<u>          </u>
<b>MUSEUM RESERVES</b>		
Development Fund	197,657	
Project and Development Fund	79,295	
Purchase of Collections	5,839	
	<u>          </u>	
<b>FAIRWEATHER COLLECTIONS TRUST FUND</b>		
Textiles	286	
Purchases – Misc from Trust Funds	1,098	
	<u>          </u>	
<b>COLQUHOUN TRUST FUND</b>		
Purchases – Natural History	18,000	
	<u>          </u>	
<b>CYRIL NICHOLS TRUST FUND</b>		
Ceramics	32,621	
	<u>          </u>	
<b>WILLI FELS TRUST FUND</b>		
Purchases – Misc from Trust Funds	28,348	
	<u>          </u>	
<b>TOTAL ACQUISITIONS FOR YEAR</b>	<u><u>\$363,144</u></u>	<u><u>\$69,945</u></u>

## Independent Auditor's Report

### To the readers of Otago Museum Trust Board's financial statements and statement of service performance for the year ended 30 June 2014

The Auditor-General is the auditor of Otago Museum Trust Board (the Trust Board). The Auditor-General has appointed me, Ian Lothian, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and statement of service performance of the Trust Board on her behalf.

We have audited:

- the financial statements of the Trust Board on pages 55 to 82, that comprise the statement of financial position as at 30 June 2014, the statement of financial performance, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Trust Board on pages 29 to 52.

#### **Modified opinion – Inappropriate accounting for museum collection assets**

##### **Reason for our modified opinion**

As stated in the accounting policies on pages 59 to 66, the Trust Board has not recognised the museum collection assets owned by the Trust Board in the statement of financial position, nor the associated depreciation expense in the statement of financial performance. This is a departure from applicable New Zealand Equivalent to International Accounting Standard 16 (NZ IAS 16): Property, Plant and Equipment, which generally requires assets to be recognised and depreciated during their useful lives in the financial statements. There are no practical audit procedures that we have been able to apply to quantify the effect of this departure from NZ IAS 16.

In our opinion, because of the effect of the inappropriate accounting for museum collection assets, the financial statements of the Trust Board on pages 55 to 82:

- do not comply with generally accepted accounting practice in New Zealand; and
- do not fairly reflect the Trust Board's:
  - financial position as at 30 June 2014; and
  - financial performance for the year ended on that date.

##### **Opinion on the statement of cash flows**

In our opinion, the financial statements of the Trust Board on pages 55 to 82 fairly reflect the cash flows for the year ended 30 June 2014.

## **Opinion on the statement of service performance**

In our opinion, the statement of service performance of the Trust Board on pages 29 to 52:

- complies with generally accepted accounting practice in New Zealand; and
- complies with generally accepted accounting practice and fairly reflects the Trust Board's service performance achievements measured against the performance targets adopted for the year ended 30 June 2014.

If it were not for the failure to account for the museum collection assets in the manner required by NZ IAS 16 as outlined above, then, in our opinion, the financial statements of the Trust Board would have fairly reflected the financial position as at 30 June 2014 and the results of its operations for the year ended on that date.

Our audit was completed on 22 October 2014. This is the date at which our opinion is expressed.

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

### **Basis of opinion**

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

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. We found material misstatements that were not corrected, as we referred to in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements and statement of service performance. The procedures selected depend on our judgement, including the assessment of risks of material misstatement of the financial statements and statement of service performance, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the financial statements and statement of service performance that fairly reflect the matters to which they relate. We consider internal control in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Board;
- the adequacy of all disclosures in the financial statements and statement of service performance; and

- the overall presentation of the financial statements and statement of service performance.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance. We have obtained all the information and explanations that we have required, to provide a basis for our adverse opinion on the statement of financial position and the statement of financial performance and our unmodified opinion on the statement of cash flows and statement of service performance. We believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

## **Responsibilities of the Trust Board**

The Trust Board is responsible for preparing financial statements and statement of service performance that:

- comply with generally accepted accounting practice in New Zealand; and
- fairly reflect the Trust Board's financial position, financial performance and cash flows; and
- fairly reflects the Trust Board's service performance achievements measured against the performance targets adopted for the year ended 30 June 2014

The Trust Board is also responsible for such internal control as it determines is necessary to enable the preparation of financial statements and statement of service performance that are free from material misstatement, whether due to fraud or error.

The Board's responsibilities arise from the Otago Museum Trust Board Act 1996.

## **Responsibilities of the Auditor**

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you based on our audit. Our responsibility arises from section 15 of the Public Audit Act 2001 and the Otago Museum Trust Board Act 1996.

## **Independence**

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

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



Ian Lothian  
Audit New Zealand  
On behalf of the Auditor-General  
Dunedin, New Zealand



**OTAGO***museum*

419 Great King Street

PO Box 6202

Dunedin 9059

Telephone +64 3 474 7474

**[www.otagomuseum.govt.nz](http://www.otagomuseum.govt.nz)**