

OTAGO MUSEUM

Annual Report 2015–2016



OTAGO*museum*

Contents

Foreword, Chair, Otago Museum Trust Board	4
Year in Review, Director, Otago Museum	5
2015–2016 Key Highlights and Achievements	6
Our Mission	7
Otago Museum Trust Board	8
Māori Advisory Committee	9
Honorary Curators	9
Association of Friends of the Otago Museum	9
Highlights of the Year	
• Perpetual Guardian Planetarium	10
• Science engages	11
• Hākui: Women of Kāi Tahu	12
• Beautiful Science Gallery	13
• Taoka Digitisation Project	14
• Who Cared? Otago Nurses in WW1	15
• Museum's work recognised	16
Goal 1: A World-Class Collection	17
• 360° online resource	
• Object of the Day online	
• Inscriptions deciphered	
• Research Fellowships awarded	
• Identification of objects	
• Historical comparisons	
• Kāi Tahu Curator welcomed	
• Conservation and regional support	
• Collection management boost	
Goal 2: Engaging our Community	20
• Exhibitions share stories	
• Discovery World Stage Two	
• Otago Museum online	
• 2016 Otago Wildlife Photography Competition	
• Education beats targets	
• Reach for the Stars	
• Community connections	
Goal 3: Business Sustainability	24
• Qualmark and Enviro Gold	
• Venues business growing	
• Shop and Café contribute	
• Sponsorship endorses Museum projects	
• Facilities	
Goal 4: An Outward-looking and Inclusive Culture	26
• Shanghai exhibitions explored	
• Rating the Museum	
• Developing Museum people	
Otago Museum Staff List 2015–2016	27
Appendix 1: Statement of Service Performance	31
Appendix 2: Financial Statements	49
Appendix 3 : Independent Auditor's Report	87

Foreword, Chair, Otago Museum Trust Board



It is my pleasure as Chair to report on the continued successful execution of our Strategic Plan in the 2015–2016 financial year. This report captures the many successes delivered, outlines the challenges we face and sets out the future projects our team has been working on. As a Board, we continue to take great satisfaction in the progress the Museum has made over the last few years.

This progress has come about by hard work and the commitment of our team. In 2014 we focused on the revision of our Strategic Plan. The outcome of this process, *Te Ara Hou – The Road Ahead*, was a clear roadmap with significant input from our stakeholders. In 2016, after a mid-term review of the plan, we continue to see it coming to life.

We have continued to invest in skilled staff to underpin our developments, especially in the collection, conservation and communication areas. Our financial results reflect this investment.

We have worked hard at building partnership relationships with many organisations. This report demonstrates the success of these efforts and positions the Museum strongly for future development. These relationships continue to translate into new opportunities to build on the skills we have.

Like all institutions we continue to operate in a challenging financial environment. I would like to make special mention of our commercial teams who have been very successful this year.

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

The opening of the first stage of the Discovery World redevelopment at the end of 2015 in the form of the Beautiful Science gallery and the Perpetual Guardian Planetarium has been a great success. It marks the start of a major advance in our ability to connect with our communities. Planning for stage two of the redevelopment of the science centre is well advanced. Supporting this development have been several very successful exhibitions staged during the year.

I would like to reflect my thanks 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 appreciation 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. This year marks the end of the three-year appointment period and for those members finishing their terms, I thank you for your efforts over the years.

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

Graham Crombie
Chair
Otago Museum Trust Board

A handwritten signature in blue ink, appearing to be 'Graham Crombie', written in a cursive style.

Year in Review Director, Otago Museum



The 2015-2016 year has been a memorable one for the Otago Museum, with many notable achievements. I'm enormously proud to be part of a team that has delivered some remarkable projects, exhibitions and programmes.

With so much going on at the Museum, it's difficult to pick out individual highlights. However, I want to draw your attention to the ongoing investment in the Museum's collections – the Museum now has more staff working on preserving, interpreting, curating and conserving our collection than at any other time in its 148-year history.

Not only have we leveraged this new talent and expertise to develop two exceptional community-focused exhibitions, we have also invested significant funds to ensure they were highly engaging exhibitions in a year where connecting with our community was a primary focus. Over 65,000 visitors in total attended this year's special exhibitions: *Hākui: Women of Kāi Tahu* and *Who Cared? Otago Nurses in WWI*.

Last year's appointment of a Curator Māori ensured the successful delivery of the important and moving large-scale exhibition *Hākui: Women of Kāi Tahu*, which built on new linkages forged with iwi, hapu and whānau across Te Waipounamu South Island.

The Collections team should also be commended for its further success in attracting New Zealand Lottery Grants Board funding for the very important three-year Taoka Digitisation Project.

As someone passionate about engaging Museum visitors with science, the opening of the Perpetual Guardian Planetarium and the Beautiful Science Gallery in December were my personal highlights. The planetarium was funded from a significant contribution from Museum reserves and generous donations from our partners. The Perpetual Guardian Planetarium and Beautiful Science Gallery represent a more than \$1.5 million investment in the Museum's future. It was a wonderful opening night at the Museum, from the unforgettable music of Martin Phillips (of Dunedin band The Chills) to the astounding presentation by NASA Astronaut Col (retired) Rex Walheim. It was exciting that a number of our sponsors and supporters, including Perpetual Guardian, the Dodd-Walls Centre, and Otago Community Trust were able to be present.

Amidst the many highs of the year were also some financial setbacks. In particular the United Kingdom's vote to leave the European Union impacted significantly on the value of the Museum's investment portfolio at the end of the reporting period. Returns from investments help fund operations, so this loss reduced the Museum's buffer to withstand fluctuations in the markets, and further increases our reliance on core

funding from our four regional supporting authorities. While the Museum reserves still appear robust, it should be noted that a large proportion (the Museum Trust and Special Funds) is ring-fenced for particular activities, and is not available for general operations.

Economic pressures on the local funding authorities have resulted in zero increases in Museum funding in five of the past six years. The cumulative impact is of strategic concern long-term. With costs rising year on year as we continue to focus on delivering high quality experiences, upgrading facilities and capital investment in the buildings and infrastructure, the lack of increase puts further unsustainable pressure on the Museum to secure other sources of income.

The Museum gratefully acknowledges the generous sponsorship and grants from its partners, supporters and donors. However, while the Museum has been very successful in securing project-based sponsorship and grants, unless an adjustment is made by our funding bodies, I worry that the Museum's present success may not be sustainable in the long term.

I would like to record my sincere appreciation for the support of the Museum Trust Board and our Māori Advisory Committee, and acknowledge the hard work and dedication of everyone who works at the Museum, including Honorary Curators and volunteers. Each member of the Museum team has contributed significantly to this year's successes.

Our hard work over the past year has been recognised through a number of peer awards, including those won by the Museum at the 2016 Museums Australasia Conference. However, our focus remains on creating and delivering experiences that engage, excite, inspire and entertain our visitors. As the Museum enters a year of long-term development that includes working towards the renovation of Discovery World Tropical Forest, a renewed vision for Tāngata Whenua gallery, and new exhibitions and programmes, ensuring our visitors have inspirational experiences remains paramount. Do come and visit soon!

Dr Ian Griffin
Director

A handwritten signature in blue ink, appearing to read 'Ian Griffin'.

2015–2016

Key highlights and achievements

1.

Increased visitor numbers by 21% to 366,642.

2.

Kept entry free to visit eight galleries and five temporary exhibitions.

3.

Opened the Perpetual Guardian Planetarium and exceeded visitor targets by over 5000 people.

The planetarium won the ServiceIQ New Zealand Museum Awards Philips Selecon Award.

4.

Opened the Beautiful Science gallery, the world's first laser-activated digital gallery.

It won ServiceIQ New Zealand Museum Awards Metropolitan – Science and Technology.

5.

Set up new Science Engagement division which delivered science outreach programmes throughout Otago and New Zealand. Admissions to Discovery World Tropical Forest rose by 7.14%.

6.

Secured sponsorship and funding of over \$700,000 for science engagement, Taoka Digitisation Project, building the planetarium, and delivering free planetarium shows to low decile and rural schools.

7.

Opened *Hōkui: Women of Kāi Tahu* in collaboration with Kāi Tahu to coincide with Ngāi Tahu's Hui-ā-Iwi.

The exhibition won ServiceIQ New Zealand Museum Awards Taonga Māori category.

8.

Commemorated World War One through the *Who Cared? – Otago Nurses in WWI* exhibition and the long term display *Surviving Chunuk Bair: H D Skinner at Gallipoli*.

9.

Attracted over 116,000 visitors to exhibitions and 10,785 participated in public engagement programmes.

10.

Assessed and/or treated 30,534 museum items, provided 200 hours of services to five regional museums/heritage institutions, and coordinated two regional conservation workshops.

11.

Received 108 general and 47 conservation enquiries and 110 research access requests.

12.

Reviewed and revised the Otago Museum Collection Strategy to set the future direction of development and growth.

13.

Launched new website and an online Object of the Day social media linked post. The website received 146,000 hits compared to 85,430 the previous year.

14.

Retained Dunedin Residents' Opinion Survey satisfaction rating of 96%, and QualMark endorsed visitor activity and Enviro Gold ratings.

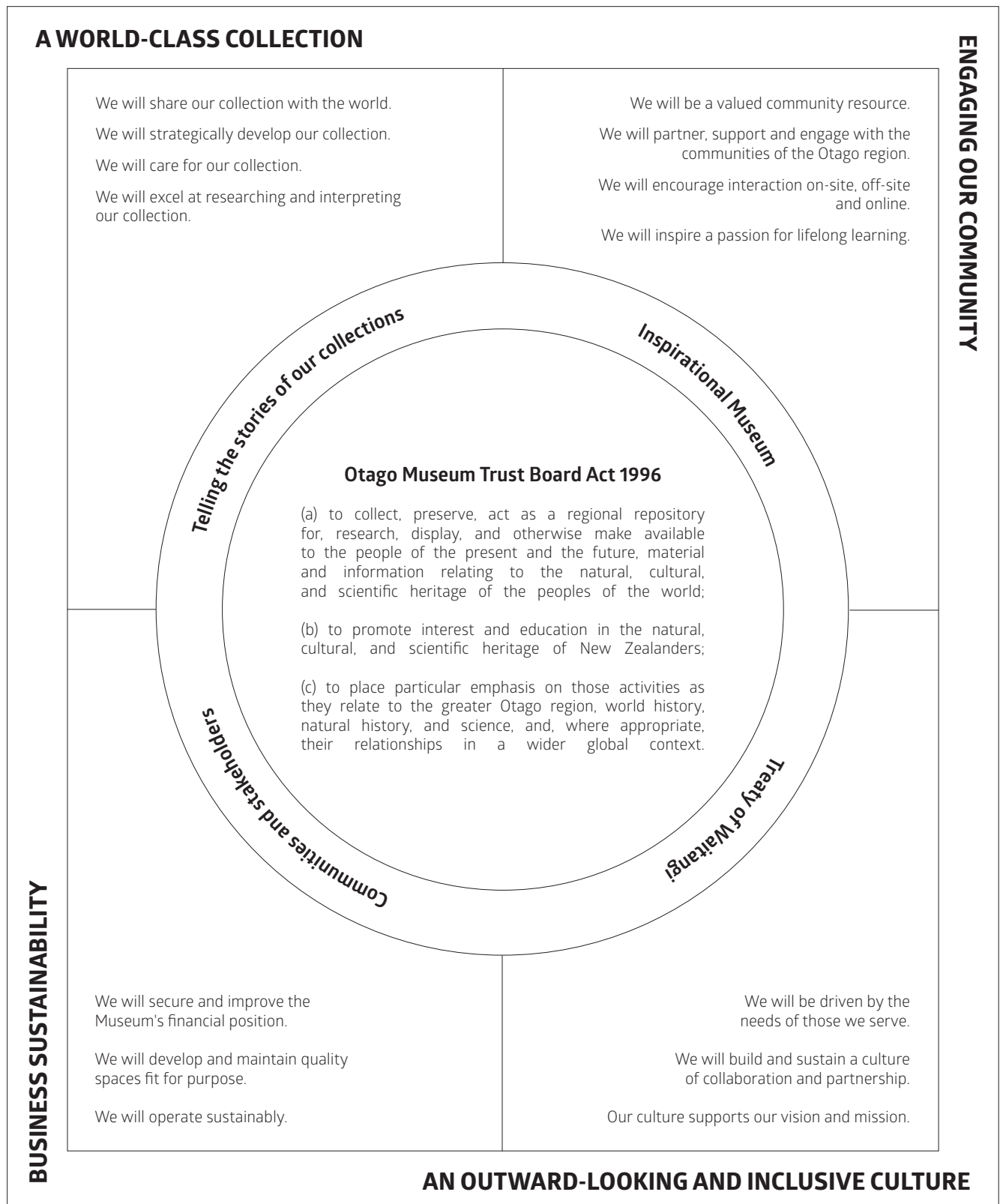
15.

Supported staff with over 100 professional development opportunities, and shared knowledge of the collections through 39 academic and research publications.

16.

Maintained sustainability focus with eco-friendly passenger lift, upgraded museum-wide HVAC system and purchase of an emission-free electric car.

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



Otago Museum Trust Board

Appointed by

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

Dunedin City Council

Deputy Chair: Councillor Kate Wilson
BA, LLB

Dunedin City Council

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

Mana whenua

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

The Royal Society of New Zealand

Councillor Gaynor Finch
NZ Vet Nurse, Hearings Commissioner

Regional Funding Authorities (Clutha District Council)

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

University of Otago

Julie Pearce
BA

Association of Friends of the Otago Museum

Councillor Neville Peat

Dunedin City Council

Councillor Chris Staynes
BSc, CM InstD

Dunedin City Council

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

University of Otago

Ex Officio

Treasurer: Mike Horne (Deloitte)
Deputy Treasurer: Lisa Wilson (Deloitte)
Otago Museum Director: Dr Ian Griffin
Secretary: Jane Gregory

Audit Finance & Risk Management Committee

Kate Wilson
Julie Pearce
Gaynor Finch
David Hutchinson
Chris Staynes

Staffing Committee

Graham Crombie
Kate Wilson
Gaynor Finch
Julie Pearce
Peter Dearden

Executive Committee

Graham Crombie
Julie Pearce
Chris Staynes
Paul Tapsell
David Hutchinson

Māori Advisory Committee

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
Paulette Tamati-Elliffe
Rachel Wesley (until 23 May 2016)
Koa Whitau-Kean

Rūnaka

Puketeraki
Puketeraki
Moeraki
Hokonui
Hokonui
Ōtākou
Ōtākou
Moeraki

Honorary Curators

Dr Melville Carr, MSc, PhD, DIC, FNZIC
Brian Connor, OStJ, ANZMSI, ANSIST
Dr Rosi Crane, BSc, MSc, PhD
Professor Robert Hannah, BA, MPhil
Anthony Harris, MSc
Dr Jane Malthus, BHSc, MSc, PhD
Dr Edwin (Ted) Nye, ONZM, MB, BS, PhD, DLSHTM
Dr Tony Reay, PhD
Peter Schweigman
Dr Catherine Smith, BAppSci, BA (Hons), PhD
Professor Glenn Summerhayes, MA (Hons), Dip Ed, PhD
Joel A Vanderburg

Specialist area

Philately
Medals
Science history
Classics
Entomology
European dress and textiles
Entomology (Culicidae) and European edged weapons
Geology
Ornithology
Conservation
Melanesia and Lapita materials
Africa

Association of Friends of the Otago Museum

The Friends of Otago Museum is growing. The membership is expanding slowly but surely – a very positive situation. The Friends now has 134 members.

Lee McLean is the new administrator for the Friends of the Otago Museum. Lee began her role in May and has been familiarising herself with the requirements of the role and building relationships with key Museum staff. The Friends Council has a wonderful relationship with Museum staff and the Director is supportive of that growing relationship.

Friends of the Museum was offered a subsidised show at the Planetarium to encourage people to find out more about this impressive facility and engage with the amazing technology in the Beautiful Science Gallery.

The Friends Council has been working on a number of projects over the last four to six months.

1. Oral History Project. After a slow start the paperwork was completed and interviews with the first subject should take place over the coming months, depending on availability of the Oral Historian. The Friends Council will apply for funding to support this project once the pilot is complete. We are working closely with the Museum curators on this project.

2. The Events subcommittee is developing a calendar of activities. Based around the Museum's galleries, collections, events and exhibitions, they will enhance the work and reputation of the Museum, engage existing Friends and attract new members.

3. Volunteer Co-ordinator pilot project. The Museum is keen to utilise the skills of the Friends' membership and of the wider community. An active and effective volunteer programme requires a coordinator. The Council is in discussion with the Museum about providing financial support for a part-time Volunteer Co-ordinator for a 6-12 month pilot project. This creates an opportunity for the Friends to invest in a partnership with the Museum.

4. 'Friends of Dunedin Culture'. Members of the Council have continued to engage with Friends associations from other local cultural institutions. Shared events are mainly hosted by the Otago Settlers Association and held at Toitū Otago Settlers Museum. Discussions have been wide-ranging and have given the participating organisations the opportunity to learn more about each other and the complex landscape for voluntary organisations.

The present Council has worked steadfastly to grow a Friends organisation that is forward-thinking and outward-focused. Council members know that the Friends of

the Otago Museum must be relevant to the membership, to the Museum, and to the organisations it connects with in the wider community.

Julie Pearce
President of the Council of the Association of Friends of the Otago Museum

Council of the Association of Friends of the Otago Museum

Patron: Dame Elizabeth Hanan
President: Julie Pearce
Treasurer: Brigid Casey
Sara Barham
John Burton
Dr Ian Griffin (Otago Museum Director)
Doug Holborow
Allan Lyall
Susan Ballantyne
Dr Anne Ford
Lee McLean



Perpetual Guardian Planetarium

Otago Museum cemented its place in space with the opening of its state-of-the-art 51-seat immersive theatre planetarium. The Perpetual Guardian Planetarium and the Beautiful Science Gallery were opened by Board Chair Graham Crombie, Science and Innovation Minister Hon Steven Joyce, Perpetual Guardian founder Andrew Barnes and NASA Astronaut Col (retired) Rex Walheim on 4 December 2015.

Perpetual Guardian partnered with Otago Museum to invest in a 10-year naming rights sponsorship of the planetarium, supporting the Museum's science engagement programme. The company also committed additional funding to assist schools from outlying areas and low decile schools to access planetarium programmes.

Evans and Sutherland technicians from Utah, USA, pieced together the perforated aluminium sections of the 900kg dome. It is 23% pierced to allow ventilation and reduce weight, and is suspended in a lightproof and soundproof space at a 12° angle to enable 360° viewing from tilted seats. The paired Sony projection system is state-of-the-art.

The planetarium's opening weekend on 5-6 December 2015 proved highly popular, with interactive and fun activities for families and astronomy enthusiasts. Guest appearances by real-life astronaut and veteran of three space shuttle flights, Rex Walheim, and his personal accounts of space flight captured the imagination of the public and attracted huge attendances.

Launch-day offerings included solar astronomy and creating a star-filled Southern Skies wall in the Atrium. Lab-in-a-box, with Kennedy Space Center engineer Anna Murphy, provided the opportunity for aspiring rocket scientists to make and launch water pressure-based rockets on the Museum Reserve.

Three shows were developed by the planetarium production team for the opening.

- *Mārama ā-Whetū*, an introduction to Māori myths and legends relating to the night sky, was written by Prof. John Broughton.
- Museum Director Dr Ian Griffin wrote, and actor Mark Hadlow narrated, *Amazing Universe*, taking travellers on an exploration

of some of the most wondrous astronomical sights humanity has discovered. The soundtrack for the show, *We are all Stardust*, was composed and produced by 2014-15 University of Otago Mozart Fellow, Jeremy Mayall.

- *The Sky Tonight*, a show focusing on the current night sky over Otago, was presented daily by Dome Producer Oana Jones and Museum science communicators.

The three new planetarium shows attracted sell-out audiences. By the end of January, just eight weeks after opening, 10,000 people had come through the planetarium. This contributed to one of the best summer Museum visitor attendances since 2009.

A new children's show *Spacetronauts*, was launched in April 2016, for the first time allowing children under 4 years old to attend. The show was created in-house by the Museum's planetarium team.



Science Engages

Dr Craig Grant was appointed to the Museum's newly-created position of Director, Science Engagement, at the end of June 2015. He is responsible for the Science Engagement team and the various platforms for science engagement, including Discovery World Tropical Forest, the new Perpetual Guardian Planetarium and delivering outreach programmes within the region and beyond.

The Museum's partnership with the Dodd-Walls Centre for Photonic and Quantum Technologies (a Centre of Research Excellence) together with new local, regional and national collaborations, resulted in the Museum securing in excess of \$250,000 to support its science engagement programmes. This gave the Museum a high profile in delivering engaging, science-rich programmes to widespread communities throughout the region.

Otago Museum supported the Dodd-Walls Centre and Auckland University's Illuminating NZ: Te Kōanga events. This was a Ministry for Business, Innovation and Employment (MBIE) Unlocking Curious Minds-funded project designed to celebrate the International Year

of Light by offering school children engaging displays and hands-on activities based on physics and photonics. Otago Museum played a significant role facilitating connections to seven other museums nationally and providing design expertise as well as hosting the final event in partnership with the University of Otago's Physics Department. Over 4,500 'Light Matters' kits were made and distributed nationwide (including over 1,300 in the Otago region).

The Participatory Science Platform (PSP) Otago Pilot is an Otago Museum-led consortium that includes the University of Otago, Otago Polytechnic, Ngāi Tahu and the New Zealand International Science Festival. Funded by MBIE, the collaboration was branded Otago Science Into Action and the pilot was launched in July 2015 to support community-driven participatory science projects in the region. Projects arising from these new connections encouraged positive attitudes toward the role that science plays in society, bringing together community-based organisations with science professionals.

The Science Engagement team worked closely with the Genetics Otago Lab-in-a-box (LIAB) team sharing delivery of its programmes to communities across Otago and throughout the South Island. The LIAB, led by Prof. Peter Dearden and supported by an MBIE grant, is a shipping container that has been converted into a travelling science laboratory to deliver science outreach experiences to rural schools, marae and communities. In the Catlins a third of the community came out to explore LIAB's Star Lab mobile planetarium and to stargaze with Museum Director Ian Griffin.

Museum science communicators developed and delivered the STEAM Team after-school club every Thursday afternoon. STEAM integrates science, technology, engineering, and maths (STEM) activities with the arts (STEAM). The programme aims to break down traditional science stereotypes and encourage creative thinking about real-life science issues. It proved popular with young science enthusiasts and has expanded each term.



Hākui: Women of Kāi Tahu

After nearly three years of close consultation with local rūnaka and the wider Kāi Tahu community, the *Hākui: Women of Kāi Tahu* exhibition (Special Exhibitions Gallery, 20 November 2015 to 8 May 2016) was opened on 19 November.

The term hākui is an acknowledgement of respect and a form of address to a female elder. This exhibition celebrated mothers, aunts, grandmothers, taua, great-aunts, great-grandmothers and tūpuna wāhine. It shared the stories, achievements and legacies of respected Kāi Tahu wāhine – as seen from the perspective of kā uri whakatipu, today's generations – through objects, photographs and memories. The exhibition opening was timed to coincide with the Ngāi Tahu Hui-ā-Iwi festival held in Dunedin.

A mihi whakatau was attended by over 250 people, one of the largest opening functions in recent Otago Museum history. In the first

three weeks after opening the exhibition welcomed 3,613 visitors, and by closing in May 2016 had attracted a total of 34,377 visitors.

Fifty hākui were profiled in the exhibition, which also featured more than 55 taoka and 200 photographs. This was a very significant achievement and the first time that many of these taoka, stories and images had been shared outside whanau.

Interactive elements were a highlight, inviting visitors to step inside Aunty's kitchen, hear the pronunciation of te reo Māori words and place names, plait kawai kete (kete handles), listen to interviews and waiata, and share memories of the women in their own lives.

An *Inspired by Hākui* makerspace, comprising a series of hands-on activities, and events were held over the summer school holidays. These included plaiting,

making poi, raraka (weaving), whiri (plaiting) and artwork.

During the closing weekend, former students of Te Waipounamu Māori Girls' College and their whānau were invited to an afternoon tea to share memories of family, friendship and life at the school. Many of the hākui featured in the exhibition attended this school. The Museum and Hākui Steering Committee hosted a closing ceremony for exhibition contributors and their whānau in May.

After a visit by staff from Canterbury Museum, they approached Otago Museum to ask if they could host the exhibition in May/June 2017. This request was approved by the lenders and Māori Advisory Committee.



Beautiful Science Gallery

The latest permanent exhibition space in the Museum, the Beautiful Science Gallery, opened on 5 December at the same time as the Perpetual Guardian Planetarium.

The gallery was built by Wellington-based Gibson Group, based on a concept developed by the Museum. The gallery uses state-of-the-art laser technology to create an interactive digital installation featuring 12 projectors displaying large-scale images on the walls. World-first technology allows visitors to control their own exploration, discovering the beauty of science as they navigate vast immersive screens showing the seasons, people, landscapes and skies of Otago.

One hundred and fifty multimedia stories are layered into the huge canvases, so visitors can 'dig down' to explore the science behind the images. The gallery includes over 1,200 media components provided by local, national and international suppliers.

The Otago Daily Times contributed a large number of current and historical images of major Dunedin events and significant moments in Otago's history.

The gallery also functions as a sophisticated venue with event organisers able to tailor the content played on the 12 screens with their own corporate messages and branding.



Taoka Digitisation Project

The Museum houses one of the largest collections of Kāi Tahu taoka in the world, with over 66,000 registered objects and a further 670 registered lots.

In December the Museum's Collections and Research team was awarded over \$395,000 from the Lottery Environment and Heritage fund to support the Taoka Digitisation Project – to manage, assess and digitise the Māori collection over the next three years to provide a rich resource for online visitors worldwide. Selected key objects will be photographed with enhancements such as 3D renders or panning views, using custom-made technology developed by the Museum's Developer, Systems and Interactive Media. A target of 20,000 digitised taoka has been set for the project.

The project will enable the capture of the comprehensive information relating to taoka at the Museum, and facilitate coordination of access to objects and information. Staff

will build on existing outreach work to take the knowledge and experience gained in the digitisation process to the community, working directly with groups to gain a better understanding of the condition of objects held in various marae and elsewhere.



Who Cared?

OTAGO NURSES IN WWI

Who Cared? Otago Nurses in WWI

The *Who Cared? Otago Nurses in WWI* exhibition, researched and developed by Bachelor of Design (Communication) students at Otago Polytechnic in association with the Otago Museum exhibition development team, opened in the Museum's 1877 Gallery in September.

Based on the historical novel *Lives We Leave Behind* by local author Dr Maxine Alterio, the immersive and interactive exhibition told the stories of nurses who cared for wounded soldiers during the Great War.

Visitors were transported to the No. 1 New Zealand Stationary Hospital in Wisques, France, in the autumn of 1917 where they could explore a temporary surgery, hospital ward and a Nissen hut where the nurses lived.

Visitors could read nurses' letters, touch their few possessions, listen in on their conversations and gain an insight into their

most private thoughts. The exhibition was an example of a very successful collaboration resulting in an engaging, innovative and educational experience.



Museum's Work Recognised

Recognition of the Museum's excellence in all facets of its work was evidenced by its successes in several national awards.

The top science communication honour was awarded to Director Ian Griffin in November – the Prime Minister's Science Media Communication Prize. This was particularly noteworthy as it was the first time a person from the museum sector has won the award.

The award recognised not only his active role as science promoter and communicator as Director of the Museum, where he established the new Science Engagement division and built the world's southernmost planetarium, but also recognised Dr Griffin's activities throughout the community. He became Chair of Dark Skies Dunedin, served on the Boards of Museums Aotearoa and the International Council of Museums, wrote weekly astronomy columns for the Otago Daily Times, and gave numerous

presentations to diverse groups such as the University of the Third Age (U3A), Dunedin Theosophical Society, Dunedin South Rotary, Otago University Science Club, Emmanuel Church, Port Chalmers Historic Society, Naseby Vision, and many more.

ServiceIQ New Zealand Museum Awards for 2016

- 'Metropolitan – Taonga Māori' category for *Hākuī: Women of Kāi Tahu* exhibition (winner)
- 'Metropolitan – Science and Technology' category for Beautiful Science Gallery (winner)
- Philips Selecon Award for the Perpetual Guardian Planetarium (winner)
- 'Metropolitan – Art' category for *Intersections: Ceramics from Ralph Hotere's*

Personal Collection exhibition (finalist)

Best Awards (Designers Institute of NZ)

- Best Spatial Design, Exhibition Installations and Temporary Structures category for *Intersections: Ceramics from Ralph Hotere's Personal Collection* exhibition (finalist)



A World-Class Collection

360° online resource

A new online resource for Otago University Classics students was created by the Museum's Collection Manager, Humanities to remotely access ten artefacts from the collection.

The selected objects showed the importance of drinking in Ancient Greece's traditional symposium setting, where the male aristocracy drank together and conversed. The master of ceremonies oversaw the mixing of water with wine in a large central krater and slave boys served the participants. Vessels involved were various drinking cups, mixing pots, jugs and wine coolers.

The Museum's objects digitised in this project included two kylikes, two kraters, two oinochoai, a pedestal dish, a skyphos, a ladle and a lekythos.

A webpage was created to host 360° rotating images of the objects together with information from the Museum's collection records, including the physical description, measurements, and provenance. This was the first time the Museum and University have worked together to develop a digital resource specific to a course's needs that can be accessed online at any time.

Object of the Day online

The digital display of collection objects has become the norm in 21st century museums. Otago Museum's Object of the Day, showcasing individual collection items with their catalogue records to our local communities and the world, was launched on social media platforms, Facebook and Twitter, in April. Through these platforms audiences engage with the Museum by 'liking' the displayed objects, share items of interest with their networks, and comment or ask questions about the object. Over 10,000 (10,448 as at end of June 2016) objects are online with more being added as the digitisation project progresses.

Inscriptions deciphered

Under the umbrella of the Cuneiform in Australia and New Zealand (CANZ) project, visiting PhD students from the Hebrew University of Jerusalem examined and worked on translations of rare ancient cuneiform inscriptions discovered in the Museum's significant collection of around 150 cuneiform tablets, the largest known in the southern hemisphere. They identified a medical piece with prescriptions to ward off the Lamaštu-demon, who was believed to attack women in childbirth and new-born babies.

The researchers' work built on studies done on the Museum's cuneiforms in 2013 identifying a tablet with inscriptions attributed to Hašmar-Galšu, a ruler of Nippur, an ancient sacred Sumerian city. It is one of only five known inscriptions by him. Three of the examples, including the Otago Museum piece, gave the same dedicatory inscription for reconstruction work at the temple of the King of the Gods, Enlil, in the holy city of Nippur.



Research Fellowships awarded

The annual Otago Museum Linnaeus Taxonomy Fellowship, awarded for taxonomic research as a discrete project or part of a bigger study, went to two Masters students to work on the Museum collection as they undertook significant projects in zoology and geology.

Marcus Richards from Otago University Geology Department is studying the Museum's collection to inform his description of a new fossil penguin, and investigate its relationships. The specimen was the first of its kind found in the region and is one of the most complete Eocene (33–56 million years ago) penguins found in New Zealand. The fossil was found near Danseys Pass and is older than the recently-described Late Oligocene *Kairuku* penguin. Research on ancient penguins contributes to the understanding of evolutionary transition and sheds light on ancient climates.

Shaun Wilson from Otago University Zoology Department is investigating killer whales' skull morphology and modelling skull variations as part of a population genetics study. He collected data from the Museum's orca skull on display in Animal Attic. Wilson will also be examining the skulls of nine animals that stranded in Te Waewae Bay, Southland, last year and skulls from other museum collections around the world.

Identification of objects

Identification of objects is a service to the community that is popular with the public and staff alike – serendipity brings surprising things through the door.

A large scrimshaw whale tooth was donated to the local Hospice Shop. Was it real scrimshaw or 'faux-shaw'? Museum staff undertook diagnostic chemical analysis which showed that the Hospice tooth was very different from a real sperm whale tooth. It was shown to be missing a fundamental chemical component of teeth and bones. Although the result was compared with several plastics and other materials, the chemistry team were unable to reach a conclusion on what, exactly, the mystery 'tooth' was composed of. A microscopic examination showed small air bubbles across the surface which, combined with the analysis, suggested its composition was a man-made resin, and the tooth was therefore 'faux-shaw'.

Historical comparisons

The Otago Museum, in collaboration with Landcare Research, began a significant moth data-collection project. The Museum holds one of New Zealand's most accurately documented and regionally comprehensive collections of moths, assembled by former Otago Museum Collections and Research Manager Brian Patrick. The project will capture and digitise the data for over 23,000 specimens providing a snapshot of moth distribution from 20–30 years ago. As moths are sensitive indicators of environmental change, the standardised data will enable ecological monitoring by comparing historic data with new records from current field surveys.



Kāi Tahu Curator welcomed

Rachel Wesley, granddaughter of former Māori Advisory Committee and Board member Tatane Wesley, descendent of Edward Weller and his first wife Paparu, daughter of Tahatū, started at the Museum as Curator Māori on Monday 23 May. Formerly Manager of Te Runaka o Ōtākou and member of the Museum's Māori Advisory Committee, Wesley brings to the position active local and wider community links, and her whakapapa gives very strong ties into all of the major hapū from South Canterbury to Foveaux Strait. She has a background in archaeology, and has been involved with archaeological work at Papanui Inlet for ten years.

Conservation and regional support

2015-2016 has been a very busy year for the conservation team with 30,534 collection items assessed and/or treated, a significant rise on past years, though there is still much work to do to tackle existing backlogs. Important preventive conservation steps have also been taken with data from over 18 months' continuous environmental and pest monitoring as well as the Museum's first-ever complete gallery light survey providing firm figures upon which improvements can be planned and implemented.

Important links have been established within Dunedin and the wider Otago region with over 250 hours of free conservation and collection care support and training provided to regional museums, galleries and other heritage institutions. The team has also consulted and delivered contracted training as far afield as Middlemarch and Auckland. Strong relationships have also been formed with the Anthropology and Archaeology and Material Science Departments at Otago University as well as Toitū Otago Settlers Museum and Dunedin Public Art Gallery with staff sharing training opportunities, expertise and equipment.

Collection management boost

Curatorial, collections and conservation staff have assessed three times more items in 2015-2016 than in the previous year. This significant increase in collections information management reflects the team's renewed focus on data quality and dissemination. Ultimately the information and images generated will be made available online through the new Digital Asset Management System which is being implemented as part of the Lottery-funded Taoka Digitisation project.

INTERSECTIONS

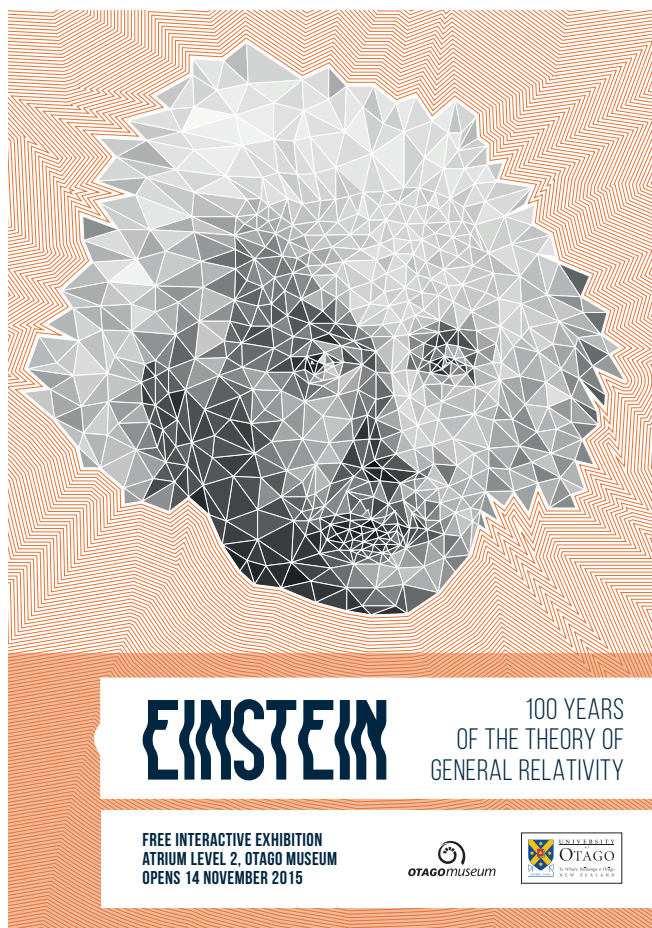


H D SKINNER AT GALLIPOLI



OTAGOmuseum

Image credit: On loan from H. D. Skinner's family.



part of the closing weekend activities, the Museum, in collaboration with The Print Room, offered a screen-printing workshop featuring a bespoke Museum design.

The Museum contributed *Time Warp* to the iD Dunedin Fashion Week programme with a temporary display case transporting visitors back to the diverse and chaotic fashions of the 1970s. Installed in the Museum's foyer cloakroom, the display featured over 40 items from the Museum's collection. A booklet was produced to accompany the display. With the current high interest in vintage fashion, the display proved popular and received much media attention. The four booked-out basement tours, Best Dressed Basement Tour, led by Museum conservation and collection staff, showed unique and historical pieces as well as the care and storage of the large collection of garments and accessories.

Discovery World Stage Two

Wellington-based Gibson Group was selected to deliver the Discovery World Stage Two redevelopment project by October 2017. The Museum's core project team worked closely with cultural adviser Tahu Potiki reviewing the original concept and undertook intensive in-house consultation with Museum teams and with the Gibson Group to develop the scope and direction of the project.

Otago Museum online

The redeveloped website was launched in December attracting a growth in both users and sessions. Users increased from 61,436 in the 2014-15 year to 95,292, an increase of over 55%, and sessions increased by 71% to 146,440 sessions (85,430). A Museum blog was offered, featuring stories of the Museum's history, collection objects, staff members and events. The blog proved popular and received good levels of attention. The Museum's social media channels drew increasing interest and engagement. Facebook 'likes' increased to 3510 (2690).



Image: Riley Baker, *Fernbird calling*



Image: Josie Cashmere-Reid, *The pipeline, Arrowtown*

2016 Otago Wildlife Photography Competition

In its 17th consecutive year, the Otago Wildlife Photography Competition once again attracted record entries (1997) showcasing diverse photogenic wildlife, plants and stories of human impact on the environment.

Two field trips and a specialist workshop were well-supported with Steve Ting (Centre for Science Communication), Paul Donovan and Gregor Richardson (Otago Daily Times) leading the field trips and workshop. The competition was presented in partnership with Jonathan's Photo Warehouse and Canon, and continued to receive support from local specialist freelance photographers as well as from the Otago Daily Times and Centre for Science Communication. Stephen Jacquieri (Illustrations Editor, Otago Daily Times), Rod Morris (wildlife photographer), and Jonathan Kemp (Jonathan's Photo Warehouse) judged the photographs, and the winning video was selected by Paul Donovan (documentary cameraman).

The winning photographs, along with highly commended images and a selection of other hand-picked entries and videos were displayed in the annual exhibition which opened in June. A mini film festival of nature documentaries from the Centre for Science Communication was held in support of the exhibition.

The winner of the 2016 Otago Wildlife Photography Competition, Riley Baker of Dunedin, died on 15 August 2016, following a motorbike accident.

The 2016 Otago Wildlife Photographer of the Year:

Riley Baker with *Fernbird calling*

Jury Prize:

Winner: Jack Aubin, *Okarito occupant*

The People's Choice Award:

Josie Cashmere-Reid, *The pipeline, Arrowtown*

Category Awards Winners:

Animal, 15 years and over
Animal, 14 years and under
Human impact, 15 years and over
Human impact, 14 years and under
Plant, 15 years and over
Plant, 14 years and under
Video, All ages

Riley Baker, *Fernbird calling*
Jack Aubin, *Little brown tree frog out on a limb*
Ruth Jeffery, *Lunch for sharks?*
Josie Cashmere-Reid, *The pipeline, Arrowtown*
Lorraine Adams, *Poppy*
Will Nelson, *Walnut leaf*
John Moran, *Whale jump*

Runner-up:

Video, All ages

Pat Wongpan, *Belly sliding penguins*

Category Awards Highly Commended:

Animal, 15 years and over
Animal, 14 years and under
Human impact, 15 years and over
Human impact, 14 years and under
Plant, 15 years and over
Plant, 14 years and under

John Moran, *Humpback whale mother and calf*
David Steer, *Fly*
Georgia Sanderson, *United we stand*
Tomas Whelan-Henderson, *Turtle*
Sharon Cook, *Barely a ripple*
Melissa Purnell, *Urban wetland*
Samantha Gray, *The boardwalk*
Liam Scaife, *Looking on*
Jan Vodrazka, *Flower*
James Best, *Forest paradise*
Fergus McMullan, *Poppy pollinators*
Rata McMullan, *Slice of kiwi fruit*



Education beats targets

The Museum's Learning Experiences Outside the Classroom (LEOTC) programmes were delivered at an unprecedented rate to very high numbers of students by the Museum's team of two educators. Programmes were provided to nearly 6000 students, representing 381% of the year's target.

The Methodist Mission and Otago Museum partnered to develop Science Kids – a programme targeting students who have an interest in science but barriers to their learning and engagement. The driving goals of the programme were to promote and develop life skills through engagement with science, enhancing individual confidence and achievement. The programme was delivered over four terms to two lower decile schools in Dunedin. The after-school sessions were well-received by schools and parents and will continue during 2016.

MBIE's Unlocking Curious Minds fund provided support for Family Science Learning – an educational programme of family science activities for low-decile schools – allowed the Museum's programmes to be delivered to new audiences. The Education team took family-friendly hands-on science and technology to parents, caregivers and students in an after-school setting. The programme was delivered to 12 schools and was well-received, with 100% of respondents saying they would recommend the event to other schools.

Reach for the Stars

Perpetual Guardian's sponsorship of the Reach for the Stars funding programme enabled the delivery of educational planetarium shows to rural and low decile schools. The programme offered free admission to the planetarium and a 20% bus transport subsidy. Live shows that were curriculum-based and tailored for learning outcomes were developed. The team delivered 23 sessions to 635 students from 11 different Otago Schools, and the shows were very popular with these schools.

Community connections

The Brain Health Research Centre in association with the Otago Museum and the Neurological Foundation presented a week of talks by leading neuroscientists, panel discussions, a free Neurodome show in which visitors took a 3D tour of a brain in the Planetarium, and other family-friendly interactives. Specialist talks covered brain disease, concussion, hypnotherapy and the power of the subconscious, sleep and dreams, the formation of the foetal brain, the power of voice and song, and the establishment of New Zealand's first academic neurosurgery unit.

The director and many staff actively contributed to organisations locally, regionally, nationally, and internationally, taking leadership roles or sharing knowledge about the Museum, its collection and their personal specialties, contributing to their audiences' lifelong learning in the realms of science, nature and culture.



Business Sustainability

Qualmark and Enviro Gold

The Museum went through its annual Qualmark assessment in April and achieved Qualmark Endorsed Visitor Activity status with a mark of 96%, up from 89% in 2014. Qualmark New Zealand is the official mark of quality for tourism operations across the country, assuring visitors that customer service, visitor experience, health and safety, are of the highest standard at the Museum.

The Museum also retained its Enviro Award Gold status, demonstrating the ongoing commitment to environmental sustainability and responsible tourism by mitigating the effects of resource usage and contributing to wider community conservation activity.

In line with this commitment to operate sustainably, the Museum purchased a second-hand Japanese imported electric car – a 2013 Nissan Leaf. Running solely on battery power the Leaf is easy to drive, silently keeping up with traffic. It will comfortably transport four people and its running costs are about one-fifth to one-third of those of petrol-fuelled cars.

The new enviro-friendly passenger lift was commissioned in August and proved to be a welcome upgrade with increases in speed, efficiency and emergency safety systems.



Venues business growing

In December the Museum added 'wow' factor to its unique venues with the addition of two new award-winning options – the Beautiful Science Gallery and the Perpetual Guardian Planetarium.

Within the Beautiful Science Gallery, event organisers have the flexibility to tailor the content played on the 12 giant screens for clients to display their own corporate messages and branding. With the capacity to host up to 120 people, and optional customised shows in the 51-seat Perpetual Guardian Planetarium, the Museum can create an out-of-this-world evening for corporate or private events, product launches and conferences.

A virtual reality (VR) immersive tour of the Beautiful Science Gallery, Perpetual Guardian Planetarium and Tropical Forest was prepared for the 2016 Meetings conference – a national business tourism event for the conference and events industry. Equipped with a mobile VR headset, visitors toured the two new venues, as well as the ever-popular Discovery World Tropical Forest butterfly experience.

As a boost to the venues business the Otago Museum, in partnership with the University of Otago, was successful in its bid to host the inaugural 2018 conference for the Society of the Preservation of Natural History Collections (SPNHC) together with the Taxonomic Databases Working Group (TDWG). Supported by Tourism New Zealand and Enterprise Dunedin this success positions the Museum as a key player in this important field with up to 300 international delegates predicted to attend. It is forecast to have a significant impact on the local economy.

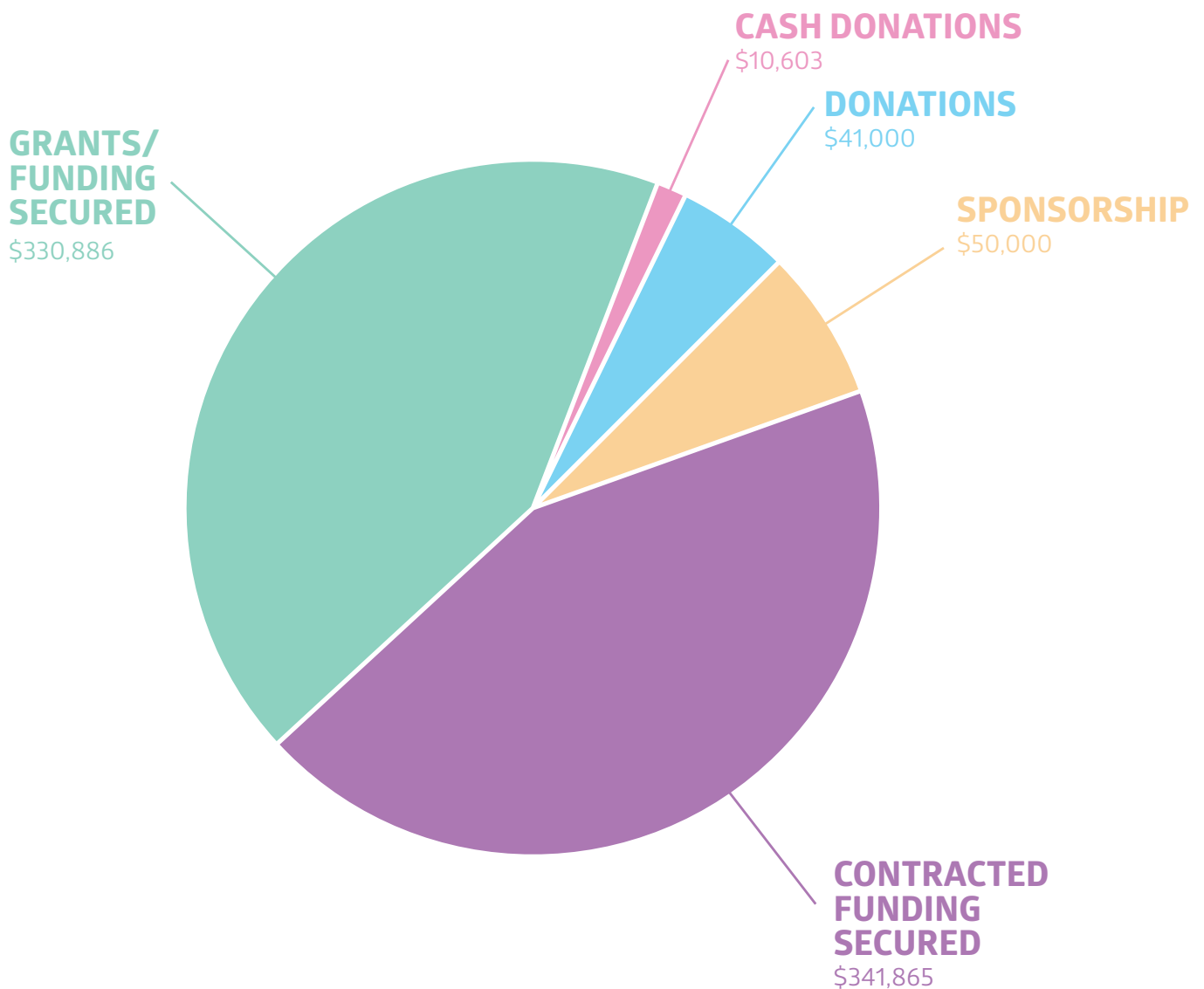
Shop and Café contribute

With the increase in visitor numbers, especially over the summer, the Museum Café and Shop incomes were up considerably on the same period last year. December in particular was an excellent trading month with the Perpetual Guardian Planetarium leading the way, followed by strong increases in sales across the Café, Shop and Discovery World Tropical Forest.

The Museum secured space for a pop-up shop at Dunedin International Airport over the Christmas period. The shop was installed in early December and promoted Perpetual Guardian Planetarium shows and the Museum's exhibitions, programmes and events, as well as selling merchandise.

Donations, Grants and Sponsorship Funds Secured TOTAL \$774,354

GOAL 3 SUSTAINABILITY



Sponsorship endorses Museum projects

In October the Museum announced a transformational sponsorship and philanthropic package with New Zealand blue chip company Perpetual Guardian. The company's 10-year strategic investment in the Museum's science engagement programme will inspire the next generation of young New Zealanders to take an interest in science, technology, engineering, arts and mathematics.

Andrew Barnes, founder of Perpetual Guardian, commented that the Museum's vision, to inspire a passion for science and to share engaging stories about the world and the universe, aligned perfectly with Perpetual Guardian's aim to support and

encourage learning and education in Otago.

The Museum won substantial external funding in the period covered by this report. A grant of \$500,000 towards the Discovery World Stage Two project was announced from the Otago Community Trust, although the Museum will not receive the funds until they are drawn down in 2016/2017 year. In addition to this, the Museum secured funding from partnerships in other projects that have been awarded funding from MBIE and the Lottery Grants Board.

Facilities

The Museum's investment in facilities and new technology also reaped rewards. The new HVAC system was commissioned in time for the hottest part of the holiday season when a significant part of the system was

replaced and upgraded. The much-needed upgrade enhanced control of the Museum's environment, improving both customer experience and collection care.

Investment of just under \$400,000 was made, and it is estimated that the new chiller will be about 20% more energy efficient than the previous one. Its seismically-rated spring mounts will protect it from movement associated with wind shear and earthquakes.

Veezi, a new ticket-booking system, was installed for sales of Planetarium tickets online and from the Museum. The Museum Shop was set up as a point of sale for ticketing to ease congestion at the Level one Discovery Desk in busy periods, and online tickets very quickly increased to about one third of all tickets sold.



An Outward-looking and Inclusive Culture

Museum team members travelled widely to visit museums and other institutions building new relationships and developing collaborations to inform future innovative exhibitions and programmes.

Shanghai exhibitions explored

Director Dr Ian Griffin together with Board Member Prof. John Broughton and Head of Design Craig Scott visited Shanghai to discuss planned and new exhibitions in partnership with the Shanghai Museum, the Shanghai Natural History Museum and the Shanghai Science and Technology Museum. Discussions were also held to develop a space-based show for both New Zealand and China audiences.

Rating the Museum

Survey results contributed to a deeper understanding of current Museum visitors and their needs.

The Dunedin City Council's 2015 Residents' Opinion Survey found that satisfaction with the Museum in 2015 came in at 96% – no change from the previous year.

The Museum's social media platform on Facebook saw increasing numbers of 'likes' 3510 (2690), and new followers on Twitter and Instagram, forming a baseline for future comparisons.

The Museum's Trip Advisor rating is 4.5 stars, and frequent, favourable reviews are posted. The Museums Aotearoa National Visitor Survey (135 respondents) investigated who visits New Zealand's museums, and why. The results create an overview of the demographics of the Museum's visitors as well as providing a satisfaction rating with specific highlights and improvements identified. The data can be compared with results for the New Zealand museum sector as a whole and are more fully reported in the Statement for Service Performance.

Developing Museum people

The Museum believes that investing in its people through professional development, as much as its preservation and presentation of its collection, is the key to engaging the staff, developing leaders and fulfilling its goal of sharing knowledge through its outward-looking and inclusive culture.

Staff or Honorary Curators attended, and in most cases, presented papers, posters or workshops at:

- The Society for the Preservation of Natural History Collections conference, Berlin
- International Association of Societies of Design Research, Brisbane

- International Biennial Conference for the Society of Marine Mammalogy, San Francisco
- Finding New Zealand's Scientific Heritage conference, Wellington
- Making Women Visible conference, Dunedin
- Biomouth Conference, Lincoln University
- Australasian Registrars' Committee conference, Auckland
- NZCCM Conference, Christchurch
- The UnSchool of Disruptive Design, Melbourne
- International Conference on Interpretation, Wellington
- Museums Australasia 2016, Auckland
- International Planetarium Society Conference, Warsaw.
- International Conference on Interpretation, Wellington
- Resilience to Nature's Challenge, Citizen Science workshop, Wellington

The Museum was honoured to have Head of Design, Craig Scott attend The UnSchool of Disruptive Design in Melbourne in January – only 16 people globally are accepted for each intake. The experiential lab focused on creative leadership for activating social and environmental change.

Otago Museum Staff 2015-2016

Executive

Ian Griffin, BSc (Hons), PhD

Director

Jane Gregory, BAppMgt

Executive Assistant

Collections, Research and Education

Robert Morris, BA (Hons), MSocSci

Director, Collections, Research and Education

Kimberley Beckett, BA (Hons), GradDip, DipGrad

Education Manager

Anusha Beer, PGDip Science

Assistant Curator, Natural Science - Casual

Rhianne Blockley, IBDip

Sleepover Presenter - Casual

Emma Burns, BSc

Curator, Natural Science

Ella Cooper

Sleepover Presenter - Casual

Migoto Eria, BA (Hons)

Curator, Māori

Gemma Feeney

Sleepover Presenter - Casual

Kane Fleury, BSc

Collection Officer, Natural Science

Christie Forsythe

Sleepover Presenter and Communicator,
School Holiday Programmes and Parties - Casual

Cody Fraser, BSc, PGDip

Collection Manager, Natural Science

Cara Gilmore

Sleepover Presenter - Casual

Fiona Glasgow, BA (Hons)

Project Officer - Taoka Online Project

Brooke Hannah

Sleepover Presenter and Communicator, School Holiday Programmes - Casual

Anne Harlow, BA, DipGrad, MAMusStud

Digital Content Manager

Lewis Howell

Sleepover Presenter - Casual

Carolina Loch Santos da Silva, PhD

Research Officer, Fixed Term - Part time

Lucy McGrannachan

Sleepover Presenter - Casual

Jamie Metzger, BA (Hons), MAppSc, PGDipMusStud

Collection Officer

Nyssa Mildwaters, BSc (Hons), MA, MSc, ACR

Conservation Manager

Xanthe Musgrave

Communicator, School Holiday Programmes - Casual

Lauren Pugh

Sleepover Presenter and Communicator,
School Holiday Programmes and Parties - Casual

Scott Reeves, BA

Collection Manager, Humanities

Sofian Scott

Sleepover Presenter - Casual

Ellen Sima, BA, BSc, MSciComm

Assistant Curator, Natural Science - Part time

Kate Timms-Dean, BA, PGDip Arts, GCTLT, PhD

Education Officer

James Tweed, BSc

Data Entry Assistant - Part time

Trudi Webster, BSc (Hons), MSc

Assistant Curator, Natural Science - Part time

Rachel Wesley, BA, PGDip Arts (with distinction)

Curator, Māori

Moira White, MA

Curator, Humanities

Lisa Yeats, BA, MA

Conservator

Finance and Commercial

Murray Bayly, BCom, CA

Commercial Director

Julia Addington, DipTchg

Venue Host - Casual

Brenda Barron

Building Services Officer

Alice Barrow

Café Host - Casual

Jacqueline Benn

Café Host

Daniel Benson-Guiiu, BA, MA

Museum Guide

Sarah Benwell

Accounts and Administration Assistant - Part time

Georgia Best

Conference and Events Supervisor - Casual

Vicki Bielski, BA

Museum Guide - Part time

Harry Bleasdale

Assistant Cook - Casual

Callum Booth

Café Cook

Otago Museum Staff 2015-2016

Emily Chatfield, BA
Nathaniel Christensen, BA
Joseph Clarke
Catherine Cooper, BA (Hons)
Abby Crowl, BCom
Thomas Csima, BEng
Kayla Dwyer
Madeline Dykes
Benjamin Farry
Teresa Fogarty, BA, DipCom
Emma Fraser
Aidan Geraghty
Garry Gibson
Kaitlyn Grace
Vanessa Graham
Emily Gray, BSc, PGDipSc, MSc
Martinette Greer
Georgia Gudex
Sarah Harkness, National Cert Vet Nursing
Kayla Hodge
David Johnston
Geoffrey Kern, BA, GradDip
Sarada Ketharnathan, BTech, MSc
Jeremy Kirkwood
Holly Kumbaroff
Ashleigh Lamb
On Lau
Jennifer Lawn
Jessica Leov, BSc, MHealSc
Emma Loader
Aleisha Lord
Emma Lunniss
Samanta Luzzi King, BA
Madeline Lysaght
Luke Swann
Joanne Marnane
Emily Mathias
Benjamin McCarthy
Emma McCoy, BA
Jacob McDowell, BA
Ross McKenzie
Steven McKenzie Cooke, BA
Paul McLachlan, BFA (Hons), PGDipTheol, MFA
Laura McLean
Lora Micharlian, BA, MA Philosophy
Alice Milne, BA (Hons)
Meghan Milner-Jones
Emma Morris
Rodrigo Olin-German, BA
Felix Page
Melanie Pearson

Front of House Officer
Communicator - Casual
Communicator - Casual
Museum Guide - Part time
Administration Assistant - Casual
Facilities Manager
Café Host - Part time
Venue Host - Casual
Kitchen Assistant - Casual
HR and Customer Services Manager
Communicator - Casual
Kitchen Assistant - Casual
Production and Projects Officer
Cafe Host
Venue Manager
Museum Guide
Café Host - Barista
Communicator - Casual
Shop Assistant - Casual
Venue Host - Casual
Facilities Assistant - Casual
Assistant Café Cook - Part time
Café Host - Casual
Kitchen Assistant
Café Host - Casual
Café Host
Shop Assistant - Part time
Communicator - Casual
Communicator and Front of House Officer
Café Host - Part time
Communicator & Sleepover Presenter - Casual
Café Host - Casual
Shop Manager
Venue Host - Casual
Venue Host - Casual
Communicator - Casual
Cafe Host - Casual
Communicator and Sleepover Presenter - Casual
Communicator - Casual
Front of House Manager
Museum Guide - Part time
Communicator - Casual
Front of House Officer
Cafe Host - Casual
Café Host
Venues Officer - Part time
Café Host - Casual
Communicator - Casual
Café Supervisor
Kitchen Assistant - Casual
Cafe Manager

Otago Museum Staff 2015-2016

Elsie Percival, BSc
Richard Powell, BDes Product
Caitlin Price
Raymond Quijano
Imogen Ramsay-Te Hauroa, Dip Hospitality Management
Ella Robinson, BA (Hons)
Bronwyn Robson
Alexandra Rogers
Teina Ruri, BA, Dip Social Services
Kendra Ryan
Barry Schmidt
Cassandra Severin
Jessica Bray Sharpin, BA, PGDipMusStud
Sarah Shipton
Trubie-Dylan Smith, Dip Language, BA
Samuel Spector
Jackie Spencer, BSc, PGDip, BEd
Andrew Spiegel
Taniele Sumner
Jason Taylor
Brian Templeton
Philippa Todd
Stephanie Todd
Samantha van der Mespel
Lisa van Halderen, BSc, PGDip Wildlife Management
Gabriel Vilgalys, BA (Hons 1st Class)
Elizabeth Vitali, BA, PGDip
Mari Vuorinen, BBA
Stevie Waerea
Samantha Walmsley-Bartlett
Nadine Ward
Marilyn Washington
Alice Waterman, LLB, BSc
Rosa Waters
Mary Watson, BCom, CA
Richard Wilson, DipEngDes
Sofia Yanez - Flores
Nicholas Yeats, BSc (Hons)
Jade York

Communicator - Casual
Production Services Officer
Shop Assistant - Casual
Cafe Host - Casual
Venue Officer
Communicator - Casual
Café Cook
Communicator and Sleepover Presenter - Casual
Museum Guide
Café Host - Part time
Venue Host - Casual
Venue Host - Casual
Communicator - Casual
Café Host - Casual
Front of House Officer
Facilities Assistant - Casual
Communicator - Casual
Café Cook Supervisor
Assistant Cook - Part Time
Audiovisual and Technology Assistant - Part Time
Café Host - Casual
Venue Host - Casual
Venue Host - Casual
Cafe Host - Part Time
Communicator - Casual
Facilities Assistant - Casual
Communicator - Part time
Café Manager
Venue Host - Casual
Venue Host - Casual
Venue Host - Casual
Gardener - Part time
Museum Guide - Part time
Venue Host - Casual
Accountant
Facilities Officer
Shop Assistant - Casual
Communicator - Casual
Conference and Events Supervisor - Casual

Marketing and Development

Caroline Cook, BCom
Shanaya Allan, BDes (Communication)
Kathryn Barron, BA, BCom
Victoria Bithell, BA
Suzanne Caulton, Cert Art & Des, Dip Craft Des
Andrew Charlton, BSc
Rachel Cooper, BEd
Margot Deveraux, PGDip CaPSc, DipMusPrac
Caitlin Dyas, BDes (Com)
Sarah Jones, BCom (Hons 1st class)

Director, Marketing and Development
Design Services Officer, Exhibitions
Marketing Coordinator
Marketing Assistant
Programmes and Events Officer
Developer, Systems and Interactive Media
Public Engagement Manager
Project Manager
Design Services Assistant - Casual
Marketing Manager

Otago Museum Staff 2015-2016

Rebecca Keenan, BA (Hons)

Vicki Lenihan, BVA, GradDipAdvC

Susan Maxwell, DipILS

Murray McGuigan, BA (Hons), MA, DPH

Grace Phillips, BA

James Reid-Lourie, BA, DipGrad

Isaac Robertson, BDes (Communication)

Craig Scott, BDes (Communication)

Annah Taggart, BDes (Communication)

Content Services Manager

Programmes and Events Manager

Programmes and Events Officer

Design Services Officer - Casual

Content Services and Marketing Assistant

Design Services Assistant - Casual

Design Services Assistant - Casual

Head of Design

Design Services Officer

Science Engagement

Craig Grant, BSc (Hons), PhD

Isobel Andrewartha, BA (Hons)

Samantha Botting, BSc, MSc

Angela Caballero Alfonso, PhD, PDR

Amadeo Enriquez Ballester, BSc, PGDipTchg

Nell Guy, BA (Hons)

Oana Jones, BIT, GradDip

Helena McAnally

Michael Smith, BSc

Susan Tolich, BA (Hons 1st Class)

Carolle Varughese

Moritz Vitz, BSc

Nathalie Wierdak Carlesso, BA, PGrad

Director, Science Engagement

Science Communicator

Living Environments and
Science Engagement Operations Manager

Science Communicator

Discovery World Coordinator

Science Communicator

Full Dome Producer

Science Communicator

Science Communicator

Science Communicator

Science Communicator

Science Communicator and Communicator - Part time

Outreach Coordinator

Appendix 1

Otago Museum

Statement of Service Performance 2015/2016

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
GOAL 1: A WORLD-CLASS COLLECTION:		
1.1 We will share our collection with the world.		
Implement comprehensive documentation, digitisation and accessibility reviews on targeted priority collections. Target collections are: Terrestrial invertebrates (partial); Mesopotamia; Māori (2016–2018).	Achieved: 55,683 assessed items (17,634 assessed items)	Curatorial and conservation staff have assessed 55,683 items in 2015-16 of which 3,930 are newly generated records and 51,753 have been updated or amended. Assessment here refers to sighting the item or object and then assessing it against international museum standards. This may include confirming that the item is adequately documented, safely housed and its conservation status is adequate to revising information about the item, digitising it to agreed Museum standards and/or fully treating it by the Conservation team. Agreed standards are fully articulated in the Museum's 'Collection Policy 2015-2020'. Key standards of note include SPECTRUM and CIDOC. Of the items that have been assessed 12,525 have been from target collections: <ul style="list-style-type: none"> • Terrestrial invertebrates 2,187 records • Mesopotamia 606 records • Taoka 9,732 new records
Develop collections content for online access, including image downloads, copyright management and collection access requests; develop metadata structure (2015–2017); build an image database for online usage (2015 – 2017).	Achieved: 10,448 items accessible online (8,861 items accessible online)	The facility to access collections online was provided with the new website. Growth in items available online will be incremental as the collections are digitised and ported via the Digital Asset Management System (DAMS) Piction. Integration with the Collections Management System (Vernon) is ongoing. Input of data has moved from the old collections database (Vernon) to the new Piction DAMS. The website offers the search capability to find a collection item through the search portal. A daily Object of the Day is also posted on the home page, and Facebook and Twitter. Copyright management is currently under review as part of a submission to the Otago Museum Trust Board to move to a Creative Commons platform. The Lottery-funded Taoka Digitisation Project has commenced and installation of the Piction DAMS is underway. The development of the image database is contingent upon the full implementation of the Piction DAMS. Collection metadata review commenced – Darwin Core categorisation has been selected for Natural Science collections. Requests for access to the collection grew over the period.
Facilitate access to our collections for all and continue to increase the number of researchers working with the collections. Increase the number of volunteers and honorary curators working with the collection (2015–2017).	Achieved: 110 access requests received, 96 completed (89 access requests) Not achieved: 11 honorary curators (12 honorary curators)	No new honorary curators were appointed this year. Two new honorary roles are being discussed with researchers but have not been confirmed. An honorary researcher position is also under discussion. Mr Jim Bootten, Honorary Curator Maritime History, passed away in 2015-16. There has been an increase in the number of volunteers working in the collections, specifically to assist with the recording of the Moth Collection and the Taoka Digitisation Project. A variety of Natural Science and Humanities objects were loaned in 2015-2016: <ul style="list-style-type: none"> • Toitū Otago Settlers Museum; Piupiu; Cloak • Toitū Otago Settlers Museum; Patu

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
	institutions (8 loans to other institutions)	<ul style="list-style-type: none"> • Department of Botany, University of Otago; Series of various parasites including tapeworms, isopod; fluke and other invertebrates • Private loan; Cloak • Toitū Otago Settlers Museum; Barracouta Lure; Lure: <i>Sammy</i>; mounted New Zealand sea lion (<i>Phocarctos hookeri</i>); model ship • Department of Botany, University of Otago; Parasites • Dunedin Public Art Gallery; Pouwhenua I: Wanaka; Pendant; Pouwhenua II: Wanaka; Pendant; Pouwhenua III: Wanaka; Pendant; • Roimata Toroa (Tears of the Albatross); Pendant • Hocken Library, University of Otago; Dress, Blouse; Coat; Hat; Boot; Scarf • Department of Geology, University of Otago; Ancient penguin (<i>Palaeudyptes</i> sp.) remains • Victoria Museum; Marine slugs (<i>Onchidella</i> spp.) • Special Collections, University of Otago Library; Shoe, Stiletto • Conservation loan; Tracing, Drawings
Fully utilise our collections for the redevelopment of Discovery World and Tāngata Whenua. Identify Natural Science and Humanities collection items to include in the Stage One Discovery World redevelopment.	Achieved: Included in project plans	A Discovery World Stage Two (DWII) project charter was drawn up outlining the process of developing the science centre. The charter defines the role of the Museum collection items within the new science centre. The Tāngata Whenua gallery redevelopment is at a very early stage, however work has begun on objects through conservation assessment and digitisation project work to identify those currently on display and in the collection that may be suitable in future gallery redevelopment.
1.2 We will strategically develop our collection.		
<p>Review and revise our Collection Strategy to set the direction for future collections development and growth.</p> <p>Acquire collection items in line with the Collection Strategy.</p>	<p>Achieved: Completed and ready for submission</p> <p>Achieved: New acquisitions, 25 acquisitions (New acquisitions 127)</p>	<p>The Collection Strategy is under review in preparation for submission to the Otago Museum Trust Board in October 2016.</p> <p>Humanities Acquisitions</p> <ul style="list-style-type: none"> • Aluminium, sterling silver and pearl lacebark leaf necklace by Dunedin jeweller, Lynn Kelly • One pair of Rayne shoes, in abstract floral design fabric • One sealed container of Hartnell face powder • Large dyed fringed textile valuable from north Pentecost, Vanuatu • Set of New Zealand Series 6 banknotes: \$5, \$10, \$20, \$50 and \$100 denominations • Ensemble consisting of a black/brown/white woollen Hardy Amies suit with a beige-coloured silk blouse • Child's white dress and child's yellow lederhosen-style shorts/rompers; both with Hungarian embroidered detail • Statue of Buddhist saint, Phra Upagutta • Small St Ives bowl with exterior and rim unglazed; interior glazed • Muff made from <i>Aptenodytes patagonicus</i> (king penguin) skin • Pounamu adze blade c 255g in weight, c 15.7cm in length. Variations in green colouring and some black speckles • Blue-grey suede Jean Muir dress • Slinky deerskin calf-length lined coat, with a Dunedin Fur Company Ltd. George St, Dunedin label, from around 1939 • WWII German Navy officer's dagger with eagle-shapedommel • .22 rimfire cartridge pocket pistol of the "derringer" type • Snuff box • Wedding kimono

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
		<ul style="list-style-type: none"> • Wooden south-west Queensland boomerang. Incised designs within four demarcated sections on the upper surface. Knotted twine loop threaded through hole probably drilled by the collector at one end. • Trans-Antarctic Expedition share certificate • Distal portion of broken adze blade – includes cutting edge and area of bevel. Tony Reay has described the stone: lithified fine ground sediment, fine sandstone fragments of quartz, felspar and mafic minerals, mineral fragments both angular and rounded. Strongly lithified low grade metamorphism. Meta-greywacke – possibly Canterbury source • One takiwai pendant, one pounamu adze blade; one shark tooth <p>Natural Science Acquisitions</p> <ul style="list-style-type: none"> • Kea mount (<i>Nestor notabilis</i>) • Yellow-eyed penguin/Hoiho mount (<i>Megadyptes antipodes</i>) • Parasite Acanthocephala worms (<i>Corynosoma hannahae</i>) vial containing 15 specimens • Beaks of arrow squid (<i>Nototodarus sloanii</i>) and warty squid (<i>Onykia ingens</i>) • The Ron Gardner fossil collection • Series of eight Otago soil profiles preserved from road cuttings • Partial skeleton of a bottlenose dolphin (<i>Tursiops truncatus</i>) <p>The Collections and Research teams received 108 general and 47 conservation enquiries about the collection. A spike in enquiries was noted during the <i>Hākui: Women of Kāi Tahu</i> exhibition as whānau requested access to view family taoka held by the Museum.</p>
Engage with the community to improve the knowledge of our collection, its importance and its value to the nation.	Achieved: 235 public enquiries (186 public enquiries) 43 presentations by Collections, Research and Education staff (11 presentations by Collections, Research and Education staff)	
Develop immersive tours for the cruise ship market and interest groups for the 2015-2017 cruise ship seasons.	Achieved: 1106 cruise ship tour bookings (2258 cruise ship tour bookings)	A change of International Tour Operator booking behaviour saw a decline in booked tours, however the number of cruise passengers visiting the museum (anecdotal) increased as they were dropped off to explore the museum in their own time. In the financial year two new cruise products were developed to meet the change in cruise passengers' purchasing behaviour in time for the 2016 cruise season starting October 2016.
1.3 We will care for our collection.		
Write and implement a Collections Disaster Plan, to be completed by 30 June 2016.	Achieved: Completed and ready for submission	A draft Collections Disaster Plan has been completed but has yet to be ratified by the Otago Museum Trust Board.
Undertake a comprehensive review of collection storage conditions, current capacity and constraints, and develop options for the future, to be completed by 30 June 2016.	Achieved: Completed review, work underway	A review of collection stores was undertaken and recommendations for improvements to collection store shelving, a packaging room, and upgrade of research offices were made.
Assess and, where necessary, treat collection items in line with targeted collection surveys.	Achieved: 30,534 items assessed and/or treated by conservation staff	Conservation staff assess items to determine whether they require conservation work, which may range from rehousing the item, to repair in a small number of cases. Ongoing monitoring is an important element in preventive conservation management.

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
	(17,634 items assessed 1,344 tagged 1,147 conserved)	
Build professional links to regional and national museums, offering conservation services and an advisory platform; develop a service offering and promote to regional museums, to be completed by 30 June 2016.	<p>Achieved: 40 Otago and Southland museum staff and volunteers attended Museum Gathering</p> <p>Achieved: Conservation and advisory services provided to museum and private sectors</p>	<p>A busy and extensive range of workshops, site visits and new work was generated through active engagement with regional museums, and other cultural institutions.</p> <p>The conservation team:</p> <ul style="list-style-type: none"> • Provided 200 hours of free conservation and collections support to five regional museums/heritage institutions • Quoted for 16 external contract conservation jobs • Visited three conservation labs, liaised with four universities • Hosted six visits to the Museum's conservation lab • Coordinated two regional conservation-focused regional workshops
1.4 We will excel at researching and interpreting our collection.		
Continue to develop research collaboration initiatives to improve our knowledge, and actively encourage researchers to focus on our collections.	<p>Achieved: Three scholarships taken up with the University of Otago (One scholarship taken up with the University of Otago.)</p> <p>Achieved: Collaborations underway</p>	<p>Three research scholarships were awarded in partnership with the University of Otago:</p> <ul style="list-style-type: none"> • The Otago Museum Linnaeus Taxonomy Fellowships were awarded to Shaun Wilson and Marcus Richards • The Otago Museum Zoology Research Scholarship was awarded to Anusha Beer <p>Six notable collaborations were undertaken or are underway:</p> <ul style="list-style-type: none"> • Otago Museum Linnaeus Taxonomy Fellow (2015) Marcus Richards working on the description of a new species of ancient penguin from fossils found in Central Otago. • Otago Museum Linnaeus Taxonomy Fellow (2014) Victoria Smith visited from Canterbury to examine over 100 tunnelweb spiders <i>Cantuarita</i> spp. held in the Forster collection. • Dr Nic Rawlence at the University of Otago continued his work using ancient DNA sampling and analysis to better understand the evolutionary and geographic history of various species of New Zealand fauna such as sea lions, galaxiid, takahē and black swan. • Justin Maxwell (currently a Postdoctoral Fellow, Department of Anthropology and Archaeology, University of Otago) worked on analysis of charcoal samples from the midden material we hold from the Chatham Islands. Maxwell's PhD thesis <i>The Mori. The Integration of Arboriculture and Agroforestry in an East Polynesian Society</i>, was based on this material. • The partnership with the Yellow-eyed Penguin Trust New Zealand began this year with the appointment of Trudi Webster as Science Advisor to the YEPT. This relationship aims to support the Trust's research and interpretation goals using the Museum's significant yellow-eyed penguin collection to foster conservation of this iconic local species. • Scott Jarvie's PhD research is on habitat mapping to assist with wildlife management of tuatara. Jarvie used 3D scanning technology to accurately measure the skin surface area of preserved tuatara in the collection. With accurate surface area data Jarvie can calculate heat exchange rates for different sized tuatara and help predict which habitats have the optimum climate for tuatara.
Increase the number of publications based on the collections, both from internal and external researchers, and via publicly-accessible media.	<p>Achieved: 39 Publications (31 Publications)</p> <p>Humanities</p> <ul style="list-style-type: none"> • Anderson, A. J., White, M. & Petchey, F. (2015). Interior lives: the age and interpretation of perishable artefacts from Maori rock shelter sites in inland Otago, New Zealand. <i>Journal of Pacific Archaeology</i> 6(2), 41-48 • Blackman, M. & White, M. (2015). Identifying an embroidered silk fragment. <i>Context</i> 31, 40-42 	<p>Otago Museum staff facilitate access to the collection to assist in research and subsequent publication of researchers' findings. Staff publish their own findings both in academic journals and the public domain, in print and online.</p>

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
		<ul style="list-style-type: none"> • Eria, M. (2015). He Rau Mahara: The Te Wananga Ledger. In A. Cooper, L. Paterson & A. Wanhalla (Eds.), <i>The Lives of Colonial Objects, Dunedin</i> (pp.122-127). Dunedin: Otago University Press • Eria, M. et al. (2015). <i>Hāku: Women of Kāi Tahu</i>. Dunedin: Otago Museum Trust Board • Hannah, R. (2015). Theorization, Measurement and Standardization of Calendrical Time. In G. Williams (Ed.), <i>Oxford Handbooks Online in Classical Studies</i> (pp.1–17). New York: Oxford University Press • Hannah, R. (2016). Putting the Astronomy back into Greek Calendars: the Parapegma of Euktemon. In A. Jones & C. Carman (Eds.), <i>Festschrift for James Evans</i>. • Hannah, R. (2016). Time-Telling Devices. In G. L. Irby (Ed.), <i>Companion to Greek Science, Medicine, and Technology</i> (pp.923–40), Oxford, Wiley-Blackwell • Hannah, R. (2016). Roman Calendars. In G. L. Irby (Ed.), <i>Companion to Greek Science, Medicine, and Technology</i> (pp.906–22), Oxford, Wiley-Blackwell • Hannah, R. (2016). Calendar. In E. Orlin, L. Fried, N. D. Lewis & M. Satlow (Eds.), <i>Routledge Encyclopedia of Ancient Mediterranean Religions</i> (pp.155–61). New York: Routledge • Hannah, R. (2016). Astrology. In E. Orlin, L. Fried, N. D. Lewis & M. Satlow (Eds.), <i>Routledge Encyclopedia of Ancient Mediterranean Religions</i> (pp.101–102). New York: Routledge • Hannah, R. (forthcoming 2015). Astronomy. In E. Orlin, L. Fried, N. D. Lewis & M. Satlow (Eds.), <i>Routledge Encyclopedia of Ancient Mediterranean Religions</i> (pp.102–104). New York: Routledge • Horowitz, W., Reeves, S., Stillman, L., White, M., & Zilberg, P., (2016). Cuneiform Texts in The Otago Museum: A preliminary report. <i>Buried History</i> 51, 51–56 • Malthus J., McCaw, C., Glen, L. & Barton, M. (2015). Interplay and Inter-place: A collaborative exhibition addressing place-based identity in fashion design. In V. Popovic, A. Blackler, D. B. Luh, N. Nimkulrat, B. Kraal and Y. Nagai (Eds.) <i>Proceedings of the International Association of Societies of Design Research</i> (pp.1396-1414) • Metzger, J. (2016). <i>Time Warp</i>. Dunedin: Otago Museum Trust Board. 52pp • Ruri, T. (2016). A Māori perspective on the localised relevance of museums and their community relationships. <i>Tauhere: Connections</i>, 1, (1), 10 • White, M., Smith, C. & Te Kanawa, K. (2015). Māori Textiles from Puketoi Station, Otago, New Zealand. <i>Textile History</i> 46 (2), 213-234 <p>Natural Science</p> <ul style="list-style-type: none"> • Crane, R. (2015). Whale Tales. In Annabel Cooper, Lachy Paterson & Angela Wanhalla (Eds.), <i>The Lives of Colonial Objects, Dunedin</i> (pp. 146-151). Dunedin: Otago University Press • Crane, R. (2015). Creating Parker & Haswell's A Textbook of Zoology (1897). <i>Script & Print</i> 39(4), 221-140 • Crane, R. (2015). A 'strange fauna': T.J. Parker (1850-1897) and the creation of zoological knowledge in Otago. <i>New Zealand Journal of History</i> 49(2), 60-80 • Dittmann S., Dawson S., Rayment W., Webster, T. & Slooten, E. (2016). Hector's dolphin movement patterns in response to height and direction of ocean swell. <i>New Zealand Journal of Marine and Freshwater Research</i> 50(2), 228-239 • Ganzedo, U., Josue, M., Polanco-Martinez, Angela M. Caballero-Alfonso, Sergio H. Faria, Jianke Li & Castro-Hernandez, Jose J. (2016). Climate effects on historic bluefin tuna captures in the Gibraltar Strait and Western Mediterranean. <i>Journal of Marine Systems</i> 158, 84-92. doi:10.1016/j.jmarsys.2016.02.002 • Harris, A. C. (2015). New Zealand spider wasp females (Hymenoptera: Pompilidae) feed mostly from the mouth parts of spiders. Are they adversely affected by competition with introduced vespid over honeydew in forests? <i>Weta</i> 49, 47-48 • Harris, A.C. (2015). A method for preserving insects with fine hair pile in a relaxed state in the field using creosote preservative. <i>Weta</i> 50, 55-56 • Harris, A C, (2015–16). 52 weekly 'Nature File' articles in the <i>Otago Daily Times</i> • Loch, C. & Jansen van Vuuren, L., (2016). Ultrastructure, biomechanical and chemical properties of the vestigial dentition of a Cuvier's beaked whale. <i>New Zealand Journal of Zoology</i> 43(2), 171-178

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
		<ul style="list-style-type: none"> • Rawlence, N. J., Scofield, R. P., Spencer, H. G., Lalas, C., Easton, I. J., Tennyson, A. J., Adams, M., Pasquet, E., Fraser, C., Waters, J. M. and Kennedy, M. (2016). Genetic and morphological evidence for two species of Leucocarbo shag (Aves, Pelecaniformes, Phalacrocoracidae) from southern South Island of New Zealand. <i>Zoological Journal of the Linnean Society</i> 177, 676–694 • Shimizu, A., Wahis, R., Harris, A. C. & Pitts, J. P. (2016). An extraordinary new genus and species of spider wasps (Insecta: Hymenoptera: Pompilidae) from Southeast Asia. <i>Journal of Natural History</i> 50(25-26), 549-1559 • Webster, T. A., Dawson, S. M., Rayment, W. J., Parks, S. E. & Van Parijs, S. M. (2016). Quantitative analysis of the acoustic repertoire of southern right whales in New Zealand. <i>Journal of the Acoustical Society of America</i> 140(1), 322-333 <p>Publications containing Otago Museum collection content</p> <ul style="list-style-type: none"> • Brookes, B. (2016). <i>A History of New Zealand Women</i>. Wellington: Bridget Williams Books • Horowitz, W., Stillman, L. and Zilberg, P. (2015). <i>Cuneiform Texts in the Otago Museum. NABU Nouvelles Assyriologiques Breves et Utilitaires</i> 2, 87 • King, D. S. (2015). <i>Missionaries and Idols in Polynesia</i>. San Francisco: Beak Press • McCoy, M. D. & Robles, H. N. (2015). The Geographic Range of Interaction Spheres during the Colonization of New Zealand (Aotearoa): New Evidence for Obsidian Circulation in Southern New Zealand. <i>The Journal of Island and Coastal Archaeology</i>, 1-9 • McNabb, S. (2015). <i>100 years New Zealand military nursing: New Zealand Army nursing service: Royal New Zealand Nursing Corps, 1915-2015</i>. Hawke's Bay, New Zealand: Sheryl McNabb • Maxwell, J. J., Howarth, J. D., Vandergoes, M. J., Jacobsen, G. E. & Barber, I. G. (2016). The timing and importance of arboriculture and agroforestry in a temperate East Polynesia Society, the Mori, Rekohu (Chatham Island). <i>Quaternary Science Reviews</i> 149, 306-325 • Maxwell, J. J. & Smith, I. W. (2015). A reassessment of settlement patterns and subsistence at Point Durham, Chatham Island. <i>Archaeology in Oceania</i> 50(3), 162-174 • Patrick, B., (2015). Alexander Warwick Don, 2 September 1933–11 November 2014. <i>New Zealand Entomologist</i> 38(2), 156-158 • Rawlence, N. J., Kennedy, M., Anderson, C. N., Prost, S., Till, C. E., Smith, I. W., Scofield, R. P., Tennyson, A. J., Hamel, J., Lalas, C. & Matisoo-Smith, E. A. (2015). Geographically contrasting biodiversity reductions in a widespread New Zealand seabird. <i>Molecular Ecology</i> 24(18), 4605-4616 • Rawlence, N. J., Collins, C. J., Anderson, C. N., Maxwell, J. J., Smith, I. W., Robertson, B. C., Knapp, M., Horsburgh, K., Stanton, J. A. L., Scofield, R. P. & Tennyson, A. J. (2016). Human-mediated extirpation of the unique Chatham Islands sea lion and implications for the conservation management of remaining New Zealand sea lion populations. <i>Molecular Ecology</i> 25, 3950-61 • Wards, I. (2015). H.D. Skinner's use of associates within the colonial administrative structure of the Cook Islands in the development of Otago Museum's Cook Islands collections. <i>Tuhinga</i> 26, 20-30 <p><i>Hākui: Women of Kāi Tahu</i> utilised objects from the Māori taoka collection.</p> <p><i>Who Cared? Otago Nurses in WWI</i> exhibition utilised a number of small items from the collection and drew primarily on the expertise of the Design and Collections Teams to develop the concepts presented by the Otago Polytechnic students.</p> <p><i>Intersections: Ceramics from Ralph Hotere's Personal Collection</i> was a high quality display of the newly-acquired personal collection of ceramics from the well-known Dunedin artist, Ralph Hotere.</p> <p>All three exhibitions had accompanying programmes and events that enabled the community to gain a deeper understanding of the underlying exhibition themes.</p>
Utilise exhibitions, programmes and our website to interpret our collections.	<p>Achieved: 5 exhibitions were underway or staged in the period utilising Museum collection</p> <p>116,377 exhibition visitor numbers</p> <p>41,171 exhibition visitor programmes</p>	

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary																								
GOAL 2: ENGAGING OUR COMMUNITY																										
2.1 We will be a valued community resource.																										
Attract over 300,000 visitors to the Museum.	Achieved: 366,642 visitors to Museum (302,938 visitors to Museum)	Using the upgraded counting systems rolled out in 2014, and reflected in last year's audited visitor numbers, the Museum experienced an increase of over 21% from forecast. This was attributed in part to the opening of the Perpetual Guardian Planetarium and the Beautiful Science Gallery. However increases in publicity and media coverage, social media, and outreach activity can also be credited for contributing to the increase in visitor numbers.																								
Open Stage One of the Discovery World redevelopment.	Achieved: Stage One opened to public on 5 December 2015 Over 20,000 visitors to Perpetual Guardian Planetarium (15,000 forecast)	Stage One of Discovery World redevelopment included the completion of a 51-seat planetarium, and a gallery that showcased science and the region. On 5 December 2015 both the Perpetual Guardian Planetarium and Beautiful Science Gallery were opened to the public. It was projected that the planetarium could have had a negative impact on admissions to Discovery World Tropical Forest. Instead, an increase in sales through the purchase of combo passes, and single Discovery World Tropical Forest passes was seen.																								
Open an immersive theatre/planetarium, with two locally-produced shows, by December 2015.	Achieved: <i>Amazing Universe Mārama ā-Whetū: Light of the Stars</i> , and <i>The Sky Tonight: Live</i>	Three immersive planetarium shows were developed and produced by the Otago Museum. <i>Mārama ā-Whetū: Light of the Stars</i> was written by Professor John Broughton, and <i>Amazing Universe</i> written by Dr Ian Griffin. Both were produced in-house by the planetarium production team Oana Jones and Andrew Charlton.																								
Develop new collaborations with community groups that support their activities and outcomes, and align to the Museum's strategic goals.	Achieved: A wide variety of new collaborations were established	A third show presentation called <i>The Sky Tonight: Live</i> was developed to showcase the sky as it appears overhead, the night of the presentation. Exhibition collaborations that supported community groups: <ul style="list-style-type: none">IHC exhibition <i>Take a Moment with Us</i> (16 April-30 May 2016) held in the H D Skinner Annex was given marketing and installation support.The <i>Hākui: Women of Kāi Tahu</i> exhibition ran from November 2015 to May 2016, and was a co-creation between the Otago Museum and Kāi Tahu. From concept to development took over three years, encompassing the building of relationships, sharing of stories and treasured objects from whānau and hapū, rūnaka and iwi.The <i>Otago Wildlife Photography Competition</i> attracted over 1900 entries from amateur photographers from around Otago, and the Museum ran three successful workshops.The <i>Who Cared? Otago Nurses in WWI</i> exhibition was developed and researched by Bachelor of Design (Communication) students at Otago Polytechnic in association with the Otago Museum team, and was based on the historical novel <i>Lives we Leave Behind</i> by local author Dr Maxine Alterio. This immersive and interactive exhibition told the stories of nurses who cared for wounded soldiers during the Great War.																								
Redevelop the Museum website, and associated social media platforms, to facilitate engagement with Museum objects and staff, by December 2015.	Achieved: 146,440 unique hits on website (85,430 unique hits on website)	A major upgrade of the Otago Museum website resulted in an increase in the number of visitors to the website, along with a greater depth of content. A new Object of the Day feature, promoted on Twitter and Facebook daily, was a big drawcard for new visitors and a showcase of our collection online. <table><tr><th>Website Activity</th><th>2015/ 2016 YoY</th><th>2014/2015</th><th>% change</th></tr><tr><td>Sessions</td><td>146,440</td><td>85,430</td><td>(71.42%)</td></tr><tr><td>Users</td><td>95,292</td><td>61,436</td><td>(55.11%)</td></tr><tr><td>Bounce Rate</td><td>56.97%</td><td>51.15%</td><td>(11.40%)</td></tr><tr><td>Avg. Session Durations</td><td>00:02:49</td><td>00:01:55</td><td>(46.96%)</td></tr><tr><td>% New Sessions</td><td>64.22%</td><td>70.32%</td><td>(-8.68%)</td></tr></table> A more active use of social media has seen an increase in 'likes', yearly on Facebook and an increase in subscribers to weekly <i>What's On</i> emails.	Website Activity	2015/ 2016 YoY	2014/2015	% change	Sessions	146,440	85,430	(71.42%)	Users	95,292	61,436	(55.11%)	Bounce Rate	56.97%	51.15%	(11.40%)	Avg. Session Durations	00:02:49	00:01:55	(46.96%)	% New Sessions	64.22%	70.32%	(-8.68%)
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Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary																																																							
2.2 We will encourage interaction on-site, off-site and online.																																																									
Open three collection and community-led exhibitions.	Achieved: Five community-led exhibitions (Six community-led exhibitions)	<table><thead><tr><th>Exhibition</th><th>Date</th><th>Gallery</th><th>2014/2015</th><th>2015/2016</th></tr></thead><tbody><tr><td><i>Ice Lab: New Science and Architecture in Antarctica</i></td><td>Dec14-Mar15</td><td>1877</td><td>20,773</td><td></td></tr><tr><td><i>Intersections: Ceramics from Ralph Hotere's Personal Collection</i></td><td>Mar 15-Sept15</td><td>1877</td><td>18,393</td><td>13,674</td></tr><tr><td><i>Who Cared? Otago Nurses in WW1</i></td><td>Sep 15-Jan16</td><td>1877</td><td></td><td>35,137</td></tr><tr><td><i>Brian Brake: Lens on the world</i></td><td>Mar14-Jul15</td><td>SEG</td><td>20,387</td><td></td></tr><tr><td><i>Gifts and Legacies</i></td><td>Aug14-Nov14</td><td>SEG</td><td>11,319</td><td></td></tr><tr><td><i>Bugs: The Mega World of Minibeasts</i></td><td>Dec14-May15</td><td>SEG</td><td>40,639</td><td></td></tr><tr><td><i>2015 Otago Wildlife Photography Competition</i></td><td>Jun15-Sep15</td><td>SEG</td><td>4,866</td><td>13,846</td></tr><tr><td><i>Hākui: Women of Kāi Tahu</i></td><td>Nov15-May16</td><td>SEG</td><td></td><td>34,377</td></tr><tr><td><i>2016 Otago Wildlife Photography Competition</i></td><td>June16 -</td><td>SEG</td><td></td><td>4,612</td></tr><tr><td>TOTAL</td><td></td><td></td><td>101,646</td><td>116,377</td></tr></tbody></table> <p>The Museum remained a free cultural institution which 366,642 people visited over the year to attend exhibitions, enjoy free galleries, shop and get refreshments at the Museum Café.</p> <p>116,377 people visited the five free exhibitions held in 2015/2016.</p> <p>Two free displays of note were held at the Museum:</p> <ul style="list-style-type: none"><i>ZERO1 Arts Incubator</i> (in development)<i>Einstein: 100 Years of the General Theory of Relativity</i> <p>The Museum also provides a wide variety of public engagement opportunities in the form of programmes and events that encapsulate specific exhibition workshops and activities, science engagement activities, and school holiday programmes.</p> <p>69 individual Public Engagement programmes and events held over the financial year period:</p> <ul style="list-style-type: none">2 of those events were entry via gold coin donation8 of those had paid admission59 of those events were free admission <p>10,785 people participated in Public Engagement, Programme and Events related events:</p> <ul style="list-style-type: none">5,861 were adults4,924 were children	Exhibition	Date	Gallery	2014/2015	2015/2016	<i>Ice Lab: New Science and Architecture in Antarctica</i>	Dec14-Mar15	1877	20,773		<i>Intersections: Ceramics from Ralph Hotere's Personal Collection</i>	Mar 15-Sept15	1877	18,393	13,674	<i>Who Cared? Otago Nurses in WW1</i>	Sep 15-Jan16	1877		35,137	<i>Brian Brake: Lens on the world</i>	Mar14-Jul15	SEG	20,387		<i>Gifts and Legacies</i>	Aug14-Nov14	SEG	11,319		<i>Bugs: The Mega World of Minibeasts</i>	Dec14-May15	SEG	40,639		<i>2015 Otago Wildlife Photography Competition</i>	Jun15-Sep15	SEG	4,866	13,846	<i>Hākui: Women of Kāi Tahu</i>	Nov15-May16	SEG		34,377	<i>2016 Otago Wildlife Photography Competition</i>	June16 -	SEG		4,612	TOTAL			101,646	116,377
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Continue to offer free admission to the Museum, exhibitions and programmes, as resources allow.	Achieved: Free entry to Museum (Free entry to Museum) Five free exhibitions (Six free exhibitions) Over 10,785 people participated in public engagement programmes and events activities	<p>The research through Museums Aotearoa indicated there had been an increase in the numbers of international visitors, and tour product has been developed to ensure we meet the needs of these visitors.</p> <p><i>Hākui: Women of Kai Tāhu</i> was a great success in relation to developing an exhibition which reached our key identified audiences.</p> <ul style="list-style-type: none">In the April 2016 Museums Aotearoa Survey 10% of respondents indicated they were Māori, while 25% of responses to the <i>Hākui</i> special exhibition survey indicated they were of Māori descent.In the Museums Aotearoa survey 4% of the total visitors were over 60 years old, while the <i>Hākui</i> survey indicated 29% of the exhibition audience were over 60 years old																																																							
Utilise Museums Aotearoa and internal research on those who visit the Museum to inform the development of programmes, exhibitions and outreach.	Achieved: April 2016 Museums Aotearoa Survey Dunedin and Otago 44% Other regions 19% Overseas 37% (March 2015 Museums Aotearoa Survey Dunedin and Otago 63% Other regions 12% Overseas 26%)																																																								

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
2.3 We will inspire a passion for lifelong learning.		
Deliver education programmes to a minimum of 5,000 students within our community.	<p>Achieved: 10,026 LEOTC with accompanying adults (8,635 LEOTC with accompanying adults)</p> <p>4,013 Non-LEOTC with accompanying adults (2,700 Non-LEOTC with accompanying adults)</p>	<p>Under the Museum's education programme 14,039 students and accompanying adults participated in programmes including LEOTC, non-LEOTC, preschool, sleepovers, tertiary and external Family Science and Technology events. Adult participation was calculated on the required ratio asked by Otago Museum of visiting groups. Adults are included in the figures as these programmes are valuable in providing shared learning experiences for caregivers and educators as well as the participating children.</p>
Develop and deliver educational experiences that are suitable for a range of ages, abilities and interest levels.	Achieved:	<p>The programmes offered include Ministry of Education funded Learning Experiences Outside the Classroom (LEOTC) and non LEOTC experiences, including the <i>Reach for the Stars</i> programme funded by Perpetual Guardian, which allowed free access into specially produced curriculum-based planetarium shows:</p> <ul style="list-style-type: none"> • 48 learning programmes offered to teachers in the Otago Southland region through the Education team's website • 2 sleepover options offered • 3 online video resources offered <p>Educational programmes and learning experiences are also offered at schools; for preschools; and online.</p>
<p>Develop and create exhibitions, learning spaces, environments and outreach programmes that attract and engage an increasing number of enquiring minds on-site, off-site and online.</p> <p><i>ZERO1 Arts Incubator</i> display development</p> <p>Hands-on interactives spaces in the Museum and airport</p> <p>Outreach programmes were developed to deliver valued experiences to our communities</p> <p>Learning and Science Engagement spaces upgraded</p>	<p>Achieved: <i>Einstein: 100 Years of Relativity</i> display</p> <p><i>ZERO1 Arts Incubator</i> display development</p> <p>Hands-on interactives spaces in the Museum and airport</p> <p>Outreach programmes were developed to deliver valued experiences to our communities</p> <p>Learning and Science Engagement spaces upgraded</p>	<p>This year there has been a focus on creating engaging and educational displays and learning spaces at the Museum.</p> <p>In November 2015 a partnership between the University of Otago Mathematics Department, Centre for Science Communication and Otago Museum created an exhibition celebrating the 100th anniversary of Einstein's General Theory of Relativity. The interactive displays were developed to target and engage students Year 9-13.</p> <p>The <i>ZERO1 Arts Incubator</i> attracted arts and environmental communities aged 20 and over to challenge the concepts of environmental change through global warming through artistic interpretation.</p> <p>Pop-up exhibit on topic of galaxiids included as laser-cut chandelier suspended from the Atrium was a collaboration between Jenny Rock from the Centre for Science Communication and artist Anna Terry.</p> <p>A pop-up space at Dunedin International Airport was installed to promote the Planetarium and Dunedin's dark skies. This included a selfie photo opportunity to engage with visitors on social media and create an interesting Museum presence for those who are arriving in Dunedin by air.</p> <p>The following outreach programmes had exhibits and demonstrations designed to engage visitors off-site, and attract visitors to the Museum to engage further with collections and exhibitions:</p> <ul style="list-style-type: none"> • Illuminating New Zealand Gala Day (Sept 2015) • Mendel Day (March 2016) • International Oral Health Day (March 2016) <p>Since February 2016 refurbishment has been undertaken in:</p> <ul style="list-style-type: none"> • D-Pad learning spaces in the Hocken Building • Southern Land, Southern People Gallery update underway to improve the visitor learning experience and update research findings and visitor engagement with the spaces. • Discovery World refresh was completed with updated text and upgrades of some of the interactives to enhance visitor learning experiences.

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
	New online blog	<p>New website with online access to associated blog including guest posts, completed 30 November 2015.</p> <p>Posts in the Otago Museum blog series have included:</p> <ul style="list-style-type: none"> • Ellen and Antarctica series • Celebrating the 150th Birthday of Genetics (Sort of) • Hitchhiking Giant Weta • Death's Cruel Sting • World Penguin Day • Comedy on the High Seas • Pin-up models • Āwheto and the forest porina moth • How Christian Dior came to New Zealand • 2016 iD Fashion Week, series • Time Warp: Staging an Intervention • He taoka o te rā (Object of the day): Into the sun • Tooth be or not tooth be? • Shakespeare Day • Follow the Light: Surveying Our Galleries • All Dressed Up and Nowhere to Drive: Mounting A Historic Costume • Putting the Right Foot Forward: Custom Boot Supports • H and A – The Story of a Medieval Silver Coin
2.4 We will partner, support and engage with the communities of the Otago region. Maintain existing, and develop new relationships with regional, cultural, education and community institutions.	Achieved	<p>Executive team and Museum Director met regularly with both Museum-related and community-based organisations and played an active part in the community.</p> <p>The following relationships were developed or are established, and positions held:</p> <ul style="list-style-type: none"> • Association of Friends of the Otago Museum, member • Dark Skies Advisory Panel, chair • Dodd-Walls Centre, Outreach Education committee, chair • Dunedin Arts & Cultural Institutions committee • Dunedin City Council, DCC Community and Environment committee • Dunedin City Council, Premier and Major Event Funding Sub-committee, external adviser • Dunedin City Council, Te Ara Toi, consultation • Dunedin Host board, chair • Dunedin School of Art Permanent, external advisory, committee • Dunedin Shanghai Association, committee • International Year of Light, committee • Japanese IMP specialist from Tourism NZ, consultation • Māori Advisory Committee • Metropolitan Museum Directors (Metro), meetings • Mid-Winter Carnival board, chair • Museums Aotearoa and Te Papa Sector, collaboration project • Museums Aotearoa board, meetings

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
		<ul style="list-style-type: none"> • Netherlands Embassy • Otago Institute, member • Otago Regional Council, relationship • Otago University Centre for Science Communication • Otaru Sister City, relationship • South Otago Museum • Tertiary Precinct Planning Group, meeting • Tourism Committee - Otago Chamber of Commerce, committee • United States Embassy • University of Otago Centre for Science Communication board, member • Wigram Airforce Museum • Wild Dunedin organising committee, member • WW100 Organising committee, member <p>Community Groups associations:</p> <ul style="list-style-type: none"> • Albion Cricket Club, Committee • Dunedin Rotary Club, President Elect • Toastmasters International - Speakeasy Club 2498, President
Facilitate and assist with the membership drive for the Association of Friends of the Otago Museum.	Achieved	The Otago Museum has worked with the Association of Friends of the Otago Museum to grow their membership. Invitations are sent to all Friends for all exhibition openings to add value to the membership offering, and discussions are underway to develop more volunteering opportunities for members.
Develop and stage a major exhibition celebrating the women of Kāi Tahu.	Achieved: 34,377 visitors to exhibition	Opened in Special Exhibitions Gallery from November 2015 to May 2016.
Commemorate WW100 on a national platform by opening the <i>Who Cared? Otago Nurses in WWI</i> exhibition, in partnership with Otago Polytechnic.	Achieved: 35,137 visitors to exhibition	Opening in 1877 Gallery from September 15 to March 2016.

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
GOAL 3: BUSINESS SUSTAINABILITY		
3.1 We will diversify our funding base.		
Develop and deliver outreach programmes with internal and external partners to meet contracted commitments, and develop new opportunities to build sustainable collaborations.	Achieved: 5 contracted commitments	<p>Contracted Commitments:</p> <ul style="list-style-type: none"> Ministry of Education Learning Experiences Outside the Classroom delivered Genetics Otago MBIE Lab-in-a-Box – Science Communications delivered The Dodd-Walls Centre Science communications delivery contract delivered MBIE Action Participatory Science Platform contract delivered Yellow-eyed Penguin Trust Research partnership underway
Seek business partnership and community funding opportunities for sponsorship of exhibitions, programmes and redevelopment.	Achieved: Sponsorship, in-kind support, grants and donations secured totalled over \$700,000	<p>Sponsorship:</p> <ul style="list-style-type: none"> Perpetual Guardian naming rights to Perpetual Guardian Planetarium, in its first year of a ten year sponsorship Sponsorship and in-kind support for development of Beautiful Science Gallery, special mention to the Otago Daily Times for their contribution in time and images for the interactive walls Sponsorship of Otago Wildlife Photography Competition by Jonathan's Camera Warehouse, Canon, and Otago Daily Times <p>Grants and Donations:</p> <ul style="list-style-type: none"> Otago Community Trust has confirmed a donation to assist with the purchase of interactive exhibits for the Discovery World Stage Two redevelopment The Perpetual Guardian <i>Reach for the Stars</i> education programme supports rural and low decile schools by offering free admission to curriculum-based planetarium shows, and subsidising transportation to the Otago Museum Dr Marjorie Barclay Trust provided funding for the assessment of Ross Building for future restoration A Lottery grant for the three year Māori Taoka Digitisation Project, which is in its first year
Seek additional external support contracts for government research and community science engagement projects.	<p>Achieved: Contracted commitments: LEOTC Contract delivered</p> <p>Lab-in-a-Box – Genetics Otago MBIE funded</p> <p>The Dodd-Walls Centre for Photonic and Quantum Technologies – Science Communications contract</p> <p>Otago Science in Action – Participatory Science Platform – Lead organisation</p> <p>Yellow-eyed Penguin Trust – research partnership</p>	<p>A number of positions and roles, and contracted deliverables form the basis for activities undertaken by the Museum's research, education and science engagement teams.</p> <p>This included delivering:</p> <ul style="list-style-type: none"> Education programmes to over 10,026 students and adults this year through the Ministry of Education LEOTC programme Delivering outreach activities for Genetics Otago through their Ministry of Business Innovation and Employment (MBIE) funded Lab-in-a-Box 4576 students, with overall event visibility of double those numbers Dodd-Walls Centre (DWC) science engagement saw 442 students engaged in a Physics light show, and over 65,000 visitors to Discovery World potentially engaging with the DWC Light Zone The Otago Museum is also a lead partner in the delivery of the MBIE funded Participatory Science Platform Otago pilot programme now in its second term, that facilitates the relationship between community and researchers to assist in undertaking research around compelling issues throughout Otago Part-funding a researcher with the Yellow-eyed Penguin Trust to undertake a literature review in 2015/2016
Build relationships with new and existing patrons to grow	Achieved: Discussions underway	New approaches and philanthropic base are being developed by the Otago Museum team.

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
the Museum's philanthropic base.		
3.2 We will develop new and existing income streams.		
Open the immersive theatre/planetarium on a commercially viable model by December 2015 and attract over 15,000 visitors by June 2016.	Achieved: Over 20,000 visitors (target 15,000)	Over 20,000 planetarium visitors paid admission from the opening of the Perpetual Guardian Planetarium on 5 December 2015 to 30 June 2016.
Seek out new business opportunities through commercial enterprises in our Shop, Café, and Tropical Forest, tours, venues, conferences and meetings.	Achieved: New Venues marketing and sales activity	A new Museum venue marketing pack has been launched supported by an innovative marketing campaign including using virtual reality mobile phone video technology, which can be viewed through a headset or online using YouTube software.
	Achieved: Successful bid for conference in 2018	The sales team attended the <i>Meetings</i> conference in Auckland and secured a major conference event within weeks of their return. Redesigned venue collateral has been launched on new website.
	Achieved: Developing new sales opportunities	The director of Collections, Research and Education worked with Enterprise Dunedin staff and Tourism New Zealand to secure two major conferences for the Museum and city in 2018. These are Society of the Preservation of Natural History Collections (SPNHC) together with the Taxonomic Database Working Group (TDWG).
Increase revenue through the development of the cruise ship market.	Achieved: Two new cruise tours developed to meet change in market behaviour	Tickets to Museum attractions are being sold through the Museum Shop enabling staff to sell tickets and generate additional sales to visitors.
3.3 We will deliver value to all stakeholders.		
Ensure that our commercial activities are seen as good value by our customers.	Achieved: 7.14% increase in visitor numbers to Discovery World Tropical Forest over 2014/2015	In the 2015 cruise season a new trend was identified where cruise ship passengers were booking tours and attractions independently of Inbound Tour Operator, and on-board Cruise Ship travel agents. As a result Otago Museum developed two new commission-bearing products that enable Free Independent Travellers (FIT) passengers to book online or through local iSites, in the Octagon or at their Port Chalmers site. The new Museum tours are expected to grow revenue from existing channels and markets in the 2016 cruise season.
Ensure that expenditure is allocated to meet our planned strategic outcomes.	Achieved	As a result of a new discounted combo pass, which includes a planetarium show and an all-day Discovery World Tropical Forest experience, numbers in Discovery World Tropical Forest increased year on year by 7.14%. Visitors have unlimited access to an all-day pass to the science centre, enjoyment of eight free galleries and a show in the new planetarium. The increase and uptake of tickets indicated this is perceived to be good value by our visitors.
		Three major projects were delivered on time: <ul style="list-style-type: none"> • Perpetual Guardian Planetarium opened 5 December 2015 • Beautiful Science Gallery opened 5 December 2015 • New Museum-wide heating, ventilation and air conditioning (HVAC) system installed
3.4 We will maximise income from our commercial activities.		
Develop products and services that grow new income from identified key audiences: education, tourism and entertainment; this year we will focus on the cruise ship and planetarium markets.	Achieved: New shows, programmes and products have been developed to meet market need.	New products were developed which have or over the long term will grow income potential: <ul style="list-style-type: none"> • Two new cruise ship tours were developed and released in May 2015 to Inbound Tour Operators (ITOs) in time for the October 2016 season • Two new commission-bearing Museum tours were developed in 2015, and launched 1 September 2016 to reach independent travellers • Three planetarium shows developed for planetarium in market with unique locally made and relevant content • Education programmes developed for planetarium attract new audiences especially over Matariki, to tie into astronomy curriculum outcomes

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
Develop and promote the Museum as a premier conference and events centre locally, nationally and internationally.	Achieved	<p>The Museum Venues sales team attended <i>Meetings</i> conference in June 2015:</p> <ul style="list-style-type: none"> • New venues sales packs developed for online and print distribution • New wedding package developed • Successfully bid for international conference in collaboration with Tourism NZ
3.5	We will have the highest standards of financial accountability.	
Be open and transparent in financial reporting to all stakeholders.	Achieved: Audited financial accounts made public through the audited Annual Report on Otago Museum website.	<p>Following the processes outlined in the Otago Museum Trust Board Act 1996 for consultation on Annual Plan and Annual Report. The Annual Plan and Annual Report are available online and also in print on request.</p> <p>The financial position of the Museum is reported through Otago Museum Trust Board on a two-monthly basis.</p>

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
GOAL 4: AN OUTWARD-LOOKING AND INCLUSIVE CULTURE		
4.1 We will be driven by the needs of those we serve.		
Identify the needs of our core visitor audience through research to ensure they remain engaged and supportive.	<p>Achieved: April 2016 Museums Aotearoa National Survey (March 2015 Museums Aotearoa National Survey):</p> <p>Grouped satisfaction - neutral or satisfied: 99% National benchmark: 97% (Grouped satisfaction - neutral or satisfied: 98% National benchmark: 94%)</p> <p>Visitor satisfaction for groups with children for this Museum 100% (Visitor satisfaction for groups with children for this Museum: 97%)</p> <p>Visitor satisfaction for first-time visitors for this Museum 96% (Visitor satisfaction for first-time visitors for this Museum 98%)</p>	<p>The annual Museums Aotearoa National Museum Survey surveys visitors to museums over a period of two weeks in the third or fourth month of each year. Survey results are benchmarked against all museums that took part. Our survey asked visitors to measure their satisfaction with their visit to the Museum (results shown to left).</p> <p>A "General Satisfaction Survey" of visitors to the <i>Hākui</i> exhibition was also undertaken. Participants were asked to rate their entire experience (for that day's visit) at the <i>Hākui</i> exhibition on a scale of 1–9, 1 being extremely dissatisfied and 9 being extremely satisfied. The mean rating was 7.9, indicating that visitors were satisfied with their experience at <i>Hākui</i>.</p> <p>The Dunedin City Council (DCC) Residents' Opinion Survey measures residents' satisfaction for services and facilities provided by, or funded by the DCC, including museums and galleries. This is done annually and independently of the Museum. In both 2014/15 and 2015/2016 the Otago Museum received a rating of 96% satisfaction within the survey.</p>
Identify new audiences and engage with them through innovative exhibitions, programmes and outreach activities.	Achieved	<p>Many programmes, exhibitions and activities supported new audiences. Examples of developing innovative exhibitions, programmes and outreach activities include:</p> <ul style="list-style-type: none"> • Lab-in-a-Box outreach to rural communities and schools • Dodd-Walls Centre outreach to Science Wānanga and Queenstown via Catalyst Trust • Otago Polytechnic Student/Arts community through <i>Who Cared: Otago Nurses of WWI</i> exhibition • IHC community support through boosted marketing via Otago Museum marketing channels • Perpetual Guardian <i>Reach for the Stars</i> programmes supporting low decile and rural student and communities in curriculum-based planetarium shows
Build relationships with stakeholders and communities who have had little engagement with the Museum.	Achieved	<p>Regular and ongoing commitment to serving communities with low engagement with Museum:</p> <ul style="list-style-type: none"> • <i>Creative Pasifika</i> was held in September 2015 to support and celebrate the Pasifika community with workshops, demonstrations and performance; over 400 people who do not usually attend came to the museum, and made the Pacific Cultures gallery their base for the weekend. • IHC exhibition <i>Take a Moment with Us</i> (16 April–30 May 2016) held in the HD Skinner Annex was supported by the Museum through marketing and installation assistance. Māori students received a science outreach programme in collaboration with Lab-in-a-Box and through Dodd-Walls Centre outreach to Science Wānanga at Ōtakou Marae

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
		<ul style="list-style-type: none"> Delivered 64 sessions of Science Kids programme, in collaboration with the Methodist Mission, across 8 low decile schools in Dunedin. The purpose of this programme is provide low-decile learners the opportunity to engage in unique hands-on science learning
4.2 We will build and sustain a culture of collaboration and partnership.		<p>Otago Museum is the lead organisation in the Otago Participatory Science Platform that aims to build on the popularity of citizen science to bring scientists and community groups together to undertake collaborative research projects that have both scientific and community value outcomes.</p> <p>Otago Science Into Action is a collaborative partnership with the Otago Polytechnic, University of Otago, Kāi Tahu, and the New Zealand International Science Festival and is funded through Ministry of Business Innovation and Employment. The platform engages with students, kura, schools, Māori collectives and organisations, businesses and community-based organisations.</p>
4.3 Our culture supports our vision and mission.		
Encourage dialogue with staff to facilitate the flow of ideas and skills across the organisation.	Achieved: Undertaken regularly, and on a project basis	The Museum operates a diverse and complex operation, and sharing new ideas, knowledge and experiences is fundamental to operating effectively and sustainably. Staff are collegial and bring ideas from conferences, training and professional development courses to share with their colleagues. Communications ranged from formal presentations at monthly staff briefings to informal and cross-divisional meetings. Project teams were formed to manage specific projects and outcomes were shared with the wider team as necessary.
Meet with key funders, supporters and contributors to share ideas, knowledge and opportunities within and outside the Museum.	Achieved: Regular contact made with funders, stakeholders and contributors to discuss new initiatives, share knowledge and opportunities	<p>City and District Councils, Councillors and Staff</p> <ul style="list-style-type: none"> Dunedin City Council Clutha District Council Central Otago District Council Waitaki District Council <p>Collaborative partners</p> <ul style="list-style-type: none"> University of Otago Dodd-Walls Centre for Photonic and Quantum Technologies Genetics Otago Centre for Science Communication Otago Polytechnic Orokoni Ecosanctuary Royal Society of New Zealand Otago Institute for the Arts and Sciences Heritage New Zealand Dunedin Astronomical Society Dunedin Airport
		<p>Funding</p> <ul style="list-style-type: none"> Ministry of Business, Innovation and Employment Ministry of Education New Zealand Lottery Grants Board Ministry for Culture and Heritage <p>International Partners</p> <ul style="list-style-type: none"> Network of Australasian Museum Exhibitors Shanghai Museum Shanghai Science & Technology Museum

Strategic Objectives	Status 2015/2016 (2014/2015)	Commentary
		<ul style="list-style-type: none"> • Shanghai Natural History Museum • Shanghai Space Museum • Exploratorium San Francisco
Encourage the professional development of staff and recruit to broaden the Museum's knowledge base.	<p>Achieved</p> <p>Achieved: Four new positions were recruited in Collections, Research and Education for strategic projects</p>	<p>Staff were encouraged to attend conferences, seminars, talks and courses to develop their knowledge and skills base.</p> <p>The Māori Taoka Digitisation Project required the creation and recruitment of two new roles, Project Officer – Taoka Online Project and Digital Content Manager. A fixed-term part-time Conservation Science Advisor was appointed to fill the Yellow-eyed Penguin Trust research role.</p>
Create an organisation that encourages collaboration and professional development, helping staff to reach their potential and enhance their contribution to the Museum.	<p>Achieved: 110 professional development opportunities were taken up.</p> <p>Ongoing collaborations undertaken locally, nationally and internationally</p>	<p>Giving academic and research papers and attending a wide range of conferences reflects the complexity of Museum operations and the need for diverse base of skills and expertise.</p> <p>Staff attended a wide range of conferences and professional training opportunities including:</p> <ul style="list-style-type: none"> • Training in the Digistar5 Planetarium systems with manufacturer Evans and Sutherland • Museums Australasia conference • International Associates of Butterfly Exhibitors and Breeders conference • Society for the Preservation of Natural History Collections conference • National Digital Forum • Yellow-eyed Penguin Trust conference <p>Collaborations that help build staff experience and the wider knowledge base included collaborative research with the:</p> <ul style="list-style-type: none"> • Yellow-eyed Penguin Trust • ZERO1 Arts Incubator project supported by the US Embassy and US State Department

Appendix 2

OTAGO MUSEUM TRUST BOARD

**Annual Report for the Financial Year
Ended 30 June 2016**

OTAGO MUSEUM TRUST BOARD
FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

CONTENTS	PAGE
Statement of Responsibility	51
Statement of Financial Performance	52
Statement of Comprehensive Revenue & Expenses	52
Statement of Financial Position	53
Statement of Changes in Equity	54
Cash Flow Statement	55
Notes to the Financial Statements	56–86
Auditor's Report	87

**OTAGO MUSEUM TRUST BOARD
STATEMENT OF RESPONSIBILITY
For the Financial year ended 30 June 2016**

We are responsible for the preparation of the Otago Museum Trust Board's financial statements and statement of performance, and for the judgements made in them.

We have the responsibility for establishing and maintaining a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of the Otago Museum Trust Board for the year ended 30 June 2016.

On behalf of the Otago Museum Trust Board


_____ Chairperson


_____ Board Member

Date 19/10/2016

OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL PERFORMANCE
For the Financial year ended 30 June 2016

	Notes	2016 \$	Budget \$	2015 \$
Grants-Government & Other		625,435	91,386	111,982
Local Authorities		4,102,101	4,102,101	4,102,101
Public		2,506,236	2,673,150	2,328,697
Legacies & Bequests		360	-	360
Investment Revenue - Dividends		147,828	-	146,363
- Interest		344,589	32,000	504,781
Realised Net Gains on Sale of Financial Instruments		-	-	67,826
Valuation Gain on Derivatives		-	-	68,293
Total Revenue	2	7,726,549	6,898,637	7,330,403
Expenditure				
Employee Benefits Expense	3(a)	(4,163,438)	(4,009,046)	(3,741,854)
Depreciation & Amortisation Expense		(1,030,619)	(1,216,420)	(1,020,244)
Other Expenses	3(b)	(3,151,390)	(3,288,651)	(2,800,509)
Realised Net Loss on Sale of Financial Instruments		(137,572)	-	-
Valuation Loss on Derivatives		(86,024)	-	-
Total Operating Expenditure		(8,569,043)	(8,514,117)	(7,562,607)
Surplus/(Loss) for the year		\$ (842,494)	\$ (1,615,480)	\$ (232,204)

The accompanying notes form part of these financial statements.

OTAGO MUSEUM TRUST BOARD
STATEMENT OF COMPREHENSIVE REVENUE & EXPENSES
For the Financial year ended 30 June 2016

	Notes	2016 \$	2015 \$
Other Comprehensive Revenue & Expense			
Available-for-sale financial assets valuation gain/(loss)	16(a)	(108,124)	418,154
Total Other Comprehensive Revenue & Expenses (Net of Tax)		(108,124)	418,154
Surplus/(Loss) for the year		(842,494)	(232,204)
Total Comprehensive Revenue & Expense for the Year		\$ (950,618)	\$ 185,950

OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL POSITION
As at 30 June, 2016

	Notes	2016 \$	Budget \$	2015 \$
Cash & Cash Equivalents	21(a)	519,724	7,036,375	1,152,751
Trade & Other Receivables	8	175,649	170,769	188,128
Derivative Financial Instruments	9	-	-	68,292
Inventories	10	175,482	173,550	163,777
Other Financial Assets	11	6,489,060	-	7,161,971
Other Current Assets	12	-	-	-
Total Current Assets		7,359,915	7,380,694	8,734,919
Non-Current Assets				
Other Financial Assets	11	5,177,134	3,364,455	5,449,325
Property, Plant & Equipment	13	15,455,050	15,739,628	14,503,198
Intangible Assets		44,546	-	-
Total Non-Current Assets		20,676,730	19,104,083	19,952,523
Total Assets		28,036,645	26,484,777	28,687,442
Current Liabilities				
Trade & Other Payables	14	834,919	608,141	545,764
Derivative Financial Instruments	9	17,730	-	-
Employee Entitlements	15	356,309	-	363,373
Total Current Liabilities		1,208,958	608,141	909,137
Total Liabilities		1,208,958	608,141	909,137
Net Assets		26,827,687	25,876,636	27,778,305
Equity				
Reserves	16	13,099,769	-	14,683,121
Accumulated Surplus/Deficit	17	13,727,918	-	13,095,184
		26,827,687	-	27,778,305

OTAGO MUSEUM TRUST BOARD
STATEMENT OF CHANGES IN EQUITY
For the Financial year ended 30 June 2016

	Notes	2016 \$	Budget \$	2015 \$
Equity at Beginning of Year		27,778,305	26,883,637	27,592,355
Total Comprehensive Revenue & Expenses		(950,618)	(1,007,000)	185,950
Equity at End of Year		\$ 26,827,687	\$ 25,876,637	\$ 27,778,305

OTAGO MUSEUM TRUST BOARD
CASH FLOW STATEMENT
For the Financial year ended 30 June 2016

	Notes	2016 \$	Budget \$	2015 \$
Cash Flows to/from Operating Activities				
Government, Local Authorities & the Public		7,284,555	6,793,869	6,576,683
Dividends		147,828	-	146,363
Interest Received		334,511	805,202	512,682
Payments to Employees		(4,170,502)	(4,009,046)	(3,713,432)
Payments to Suppliers		(2,935,986)	(3,348,647)	(2,503,136)
Net Cash Inflow/(Outflow) from Operating Activities		<u>660,406</u>	<u>241,378</u>	<u>1,019,160</u>
Cash Flows to/from Investing Activities				
Proceeds from Maturity & Sale of other Financial Assets		1,107,138	1,300,000	1,433,827
Proceeds from Sale of Property, Plant & Equipment		-	-	-
Purchase of Property, Plant & Equipment		(1,992,837)	(2,796,597)	(1,134,686)
Purchase of Other Financial Assets		(407,733)	-	(724,582)
Net Cash Inflow/(Outflow) from Investing Activities		<u>(1,293,432)</u>	<u>(1,496,597)</u>	<u>(425,441)</u>
Net Increase/(Decrease) in Cash & Cash Equivalents		(633,026)	(1,255,219)	593,719
Cash & Cash Equivalents at the Beginning of the Financial Year		1,152,750	8,094,663	559,031
Cash & Cash Equivalents at the End of the Financial Year	21(a)	<u>\$ 519,724</u>	<u>\$ 6,839,444</u>	<u>\$ 1,152,750</u>

Cash flows from financing activities have not been separately identified in the Statement of Cash Flows as there are no transactions that are considered to be classified as financing activities.

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 2016**

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 (PBE) for reporting purposes.

Statement of Compliance

These financial statements have been prepared in accordance with NZ GAAP. They comply with Tier 2 PBE (RDR) accounting standards on the basis the Museum is not considered publically accountable or large with expenditure under \$30 million per annum. All available disclosure concessions have been applied.

Basis of Preparation

The preparation of financial statements in conformity with Tier 2 PBE accounting standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, revenue 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 financial statements have been prepared on a going concern basis, and 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
For the Financial year ended 30 June 2016

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.

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Where a physical asset is gifted to or acquired by the Museum for nil consideration or at a subsidised cost, the asset is recognised at fair value and the difference between the consideration provided and fair value of the asset is recognised as revenue. The fair value of donated goods is determined as follows:

Some services within the Museum are performed by volunteers. These volunteer services are not recognised as revenue or expenditure by the Museum.

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

Interest revenue is recognised on an accrual basis.

Leasing

Finance Leases

Leases which effectively transfer to the lessee substantially all the risks and rewards incidental to ownership of the leased item are classified as finance leases, whether or not title is eventually transferred.

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

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

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

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

Operating Leases

Leases where the lessor effectively retains substantially all the risks and rewards incidental to ownership of the leased item are classified as operating leases.

Payments made under these leases are recognised as expenses on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense spread on a straight-line basis over the lease term.

Taxation

The Museum is exempt from income tax in accordance with Section CW39 of the Income Tax Act 2007. Accordingly, no provision has been made for income tax.

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.

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

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

Commitments and contingencies are disclosed exclusive of GST.

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 three 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.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

STATEMENT OF ACCOUNTING POLICIES (Cont.)

(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 revenue 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.

Foreign Currency

Foreign currency transactions (including those for which forward exchange contracts are held) are translated into NZ dollars, being the functional currency, using the spot exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Museum's surplus or deficit.

Derivative Financial Instruments

Derivative financial instruments are used to manage exposure to foreign exchange risk arising from the Museum's operational activities. The Museum does not hold or issue derivative financial instruments for trading purposes. The Museum has not adopted hedge accounting.

Derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently re-measured at their fair value at each balance date with the resulting gain or loss recognised in the statement of comprehensive revenue & expense.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

STATEMENT OF ACCOUNTING POLICIES (Cont.)

The full fair value of the forward foreign exchange derivative is classified as current if the contract is due for settlement within 12 months of balance date. Otherwise, foreign exchange derivatives are classified as non-current.

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 uncollectable, 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.

**OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016**

STATEMENT OF ACCOUNTING POLICIES (Cont.)

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.

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

Property, Plant and Equipment

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

Operational Assets and Heritage Assets

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

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

Work in progress is recognised at cost less impairment and is not depreciated.

Cost includes expenditure that is directly attributable to the acquisition of the assets. In most instances, an item of property, plant and equipment is recognised at cost. Where an asset is acquired through a non-exchange transaction, 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.

Operational Assets

	Rate
Land	Nil
Buildings	3% S.L. - 18% D.V.
Café Equipment	19.2% - 30% D.V.
Computer Equipment	18% - 67% D.V.
Emergency Response Team Equipment	18% D.V.
Furniture, Fittings & Equipment	8% - 67% D.V.
Golden Kiwi Lottery Fund Equipment	10% D.V.
Motor Vehicles	26% - 30% D.V.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

STATEMENT OF ACCOUNTING POLICIES (Cont.)

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.

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.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

STATEMENT OF ACCOUNTING POLICIES (Cont.)

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.

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, and annual leave when it is probable that settlement will be required and they are capable of being measured reliably.

Employee benefits that are due to be settled within 12 months after balance date are measured based on the accrued entitlements at current rates of pay.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

STATEMENT OF ACCOUNTING POLICIES (Cont.)

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured at 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 revenue 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
- Accumulated Surplus/(Deficit)
- Available-for-Sale Revaluation Reserve
- Equalisation Fund
- Redevelopment Fund
- Special & Trust Funds

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 21.

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.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the Financial year ended 30 June 2016

STATEMENT OF ACCOUNTING POLICIES (Cont.)

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 assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Key Sources of Estimation Uncertainty

Judgements made by management in the application of Tier 2 PBE accounting standards 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.
- Determining whether the conditions of a grant has been satisfied, to determine whether the grant should be recognised as revenue in the Statement of Financial Performance. This judgement will be based on the facts and circumstances that are evident for each contract.

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.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

2. REVENUE

For financial reporting purposes, revenue received from local authorities in regards to payments under the Otago Museum Trust Board Act 1996 is considered non-exchange revenue. These amount to \$4,102,101 in 2016 (2015: \$4,102,101). Legacies & Bequests, Interest & Dividends, as well as Grants – Government & Other are also considered non-exchange revenue.

Included within Public revenue are the following non-exchange transactions:

	2016	2015
	\$	\$
Donations	11,643	175,873
Sponsorships	50,861	5,574
Other	-	-
	<u><u>\$ 62,504</u></u>	<u><u>\$ 181,447</u></u>

3. EXPENDITURE

	2016	2015
	\$	\$
(a) Employee Benefits Expense		
Salaries & Wages	4,070,533	3,662,159
Defined Contribution Plans	92,905	79,695
	<u><u>\$ 4,163,438</u></u>	<u><u>\$ 3,741,854</u></u>

From June 2015, the recognition of defined contribution plans has been adjusted to only represent the employer contribution to these schemes. Prior to this, both the employee and employer contributions were recognised.

(b) Other Expenses

Computer Costs	118,713	64,066
Maintenance	260,946	178,423
Other Expenses	2,771,731	2,558,020
	<u><u>\$ 3,151,390</u></u>	<u><u>\$ 2,800,509</u></u>

4. REMUNERATION

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

	2016	2015
Remuneration Band	Number of Employees	Number of Employees
\$270,000 - \$279,999	1	
\$260,000 - \$269,999	-	1
\$140,000 - \$149,999	2	1
\$130,000 - \$139,999	2	-
\$110,000 - \$119,999	-	2
\$100,000 - \$109,999	-	1

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

5. 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.

	2016	2015
	\$	\$
Short-Term Employee Benefits	916,019	831,256
Other Benefits	-	-
	<u>\$ 916,019</u>	<u>\$ 831,256</u>

The full-time equivalent of key management personnel receiving remuneration is detailed below:

Trust Board Members	0.04	0.04
Museum Management Team	<u>6</u>	<u>6</u>
	<u>6.04</u>	<u>6.04</u>

6. SEVERANCE PAYMENTS

For the year ended 30 June 2016, 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 (2015 :\$Nil)

7. REMUNERATION OF AUDITORS

	2016	2015
	\$	\$
Audit Fees for Financial Statement Audit	<u>28,770</u>	<u>28,134</u>

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

8. TRADE & OTHER RECEIVABLES

Trade Receivables	<u>106,059</u>	<u>84,233</u>
	106,059	84,233
Sundry Receivables & Accruals	58,487	70,718
Estimated Doubtful Debts	-	-
Goods & Services Tax (GST) Receivable	<u>11,103</u>	<u>33,177</u>
	<u>\$ 175,649</u>	<u>\$ 188,128</u>

The following are recognised as non-exchange transactions:

	2016	2015
	\$	\$
Accrued Interest	63,936	74,014
GST Receivable	<u>11,103</u>	<u>33,177</u>
	<u>\$ 75,039</u>	<u>\$ 107,191</u>

All other trade & other receivables are considered as exchange transactions.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

TRADE & OTHER RECEIVABLES cont.

Trade Receivables

	2016	2015
	\$	\$
Ageing of past due but not impaired:		
0- 30 days	81,661	192
31 - 60 days	23,553	59,002
61- 90 days		1,502
90 days+	845	23,537
	<u>\$ 106,059</u>	<u>\$ 84,233</u>

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

9. DERIVATIVE FINANCIAL INSTRUMENTS

	2016	2015
	\$	\$
US Forward Contracts	(17,730)	68,292
	<u>\$ (17,730)</u>	<u>\$ 68,292</u>

The notional principal amounts of outstanding forward exchange contracts in New Zealand dollars were \$1,027,324 (2015: \$1,333,040). The foreign currency principal amounts were US\$729,400 (2015: US\$909,400). The cost of these forward contracts to the Museum is \$1,045,054 (2015: \$1,264,747).

The fair values of forward foreign exchange contracts have been determined using a technique based on quoted market prices. The inputs into the valuation model are from independently sourced market parameters such as currency rates.

10. INVENTORIES

	2016	2015
	\$	\$
Shop Stock	163,901	147,446
Café Stock	6,609	10,213
Venue Stock	4,972	6,118
	<u>\$ 175,482</u>	<u>\$ 163,777</u>

The carrying amount of inventories pledged as security for liabilities is \$Nil (2015: \$Nil).

	2016	2015
	\$	\$

11. OTHER FINANCIAL ASSETS

Available-for-Sale at Fair Value:

Current

Deposits	6,365,806	6,895,905
Fixed Rate Bonds	123,254	266,066
	<u>6,489,060</u>	<u>7,161,971</u>

Non-Current

Equity Securities- Company Shares	4,222,440	4,471,179
Fixed Rate Bonds	954,694	978,146
	<u>5,177,134</u>	<u>5,449,325</u>

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

Disclosed in the financial statements as:

Current	6,489,060	7,161,971
Non-current	5,177,134	5,449,325
	<u>\$ 11,666,194</u>	<u>\$ 12,611,296</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. Equity investments are measured at fair value with fair value determined by reference to published bid price quotations in an active market.

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

	2016	2015
	\$	\$
12. OTHER CURRENT ASSETS		
Prepayments	<u>\$ -</u>	<u>\$ -</u>

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the financial year ended 30 June 2016

13. PROPERTY, PLANT AND EQUIPMENT

	Cost/ Valuation 1 July 2015	Additions	Disposals	Transfers	Cost/ Valuation 30 June 2016	Accumulated Depreciation & Impairment Changes 1 July 2015	Depreciation Expense	Accumulated Depreciation Reversed on Disposal	Accumulated Depreciation Adjusted for Transfers	Accumulated Depreciation & Impairment Changes 30 June 2016	Carrying Amount 30 June 2016
At Cost											
Land	979,952				979,952	-	-			-	979,952
Buildings	8,730,537	1,719,303			10,449,840	(3,437,135)	(352,717)			(3,789,852)	6,659,988
- Discovery World	2,256,032				2,256,032	(1,322,629)	(60,000)			(1,382,629)	873,403
Redevelopment - Phase 1	-					-				-	-
Building	3,000,616				3,000,616	(1,546,266)	(90,018)			(1,636,284)	1,364,332
Fitout exhibitions	245,813				245,813	(223,242)	(4,063)			(227,305)	18,508
Mechanical services	362,465				362,465	(263,975)	(9,357)			(273,332)	89,133
Electrical	509,315				509,315	(370,923)	(13,147)			(384,070)	125,245
Redevelopment - Phase 2	-					-				-	-
Building	5,409,584				5,409,584	(2,255,405)	(162,288)			(2,417,693)	2,991,891
Fitout exhibitions	2,906,971				2,906,971	(2,607,814)	(53,848)			(2,661,662)	245,309
Mechanical services	1,970,917				1,970,917	(1,370,699)	(57,021)			(1,427,720)	543,197
Electrical	451,183				451,183	(313,781)	(13,053)			(326,834)	124,349
Computer Equipment	1,111,516	123,926		3,817	1,231,625	(603,916)	(125,082)			(728,998)	502,627
Emergency Response Equipment	7,152				7,152	(6,982)	(30)			(7,012)	140
Exhibits	523,128	14,031			537,159	-	-			-	537,159
Furniture & Fittings	1,174,241	74,612	1,107		1,247,746	(829,158)	(64,471)			(893,629)	354,117
Golden Kiwi Lottery Fund	17,837				17,837	(17,571)	(27)			(17,598)	239
Motor Vehicles	108,753	37,986	396		146,343	(104,317)	(5,970)			(110,287)	36,056
Café Equipment	31,931	1,035			32,966	(20,931)	(2,630)			(23,561)	9,405
	29,797,943	1,970,893	5,320		31,763,516	(15,294,744)	(1,013,722)			(16,308,466)	15,455,050

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

13. PROPERTY, PLANT AND EQUIPMENT

	Cost/ Valuation 1 July 2014	Additions	Disposals	Transfers	Cost/ Valuation 30 June 2015	Accumulated Depreciation & Impairment Changes 1 July 2014	Depreciation Expense	Accumulated Depreciation Reversed on Disposal	Accumulated Depreciation Adjusted for Transfers	Accumulated Depreciation & Impairment Changes 30 June 2015	Carrying Amount 30 June 2015
Museum Operational Assets											
At Cost											
Land	979,952				979,952	-	-	-	-	-	979,952
Buildings	7,686,546	1,043,991			8,730,537	(3,096,280)	(340,855)	(340,855)	(340,855)	(3,437,135)	5,293,402
- Discovery World	2,256,032				2,256,032	(1,262,629)	(60,000)	(60,000)		(1,322,629)	933,403
Redevelopment - Phase 1	-				-					-	-
Building	3,000,616				3,000,616	(1,456,248)	(90,018)	(90,018)		(1,546,266)	1,454,350
Fitout exhibitions	245,813				245,813	(218,287)	(4,955)	(4,955)		(223,242)	22,571
Mechanical services	362,465				362,465	(253,636)	(10,339)	(10,339)		(263,975)	98,490
Electrical	509,315				509,315	(356,396)	(14,527)	(14,527)		(370,923)	138,392
Redevelopment - Phase 2	-				-					-	-
Building	5,409,584				5,409,584	(2,093,117)	(162,288)	(162,288)		(2,255,405)	3,154,179
Fitout exhibitions	2,906,971				2,906,971	(2,542,145)	(65,669)	(65,669)		(2,607,814)	299,157
Mechanical services	1,970,917				1,970,917	(1,307,693)	(63,006)	(63,006)		(1,370,699)	600,218
Electrical	451,183				451,183	(299,358)	(14,423)	(14,423)		(313,781)	137,402
Computer Equipment	1,025,527	85,989			1,111,516	(478,347)	(125,569)	(125,569)		(603,916)	507,600
Emergency Response Equipment	7,152				7,152	(6,945)	(37)	(37)		(6,982)	170
Exhibits	474,486	48,642			523,128	-	-	-		-	523,128
Furniture & Fittings	1,094,517	79,724			1,174,241	(764,633)	(64,525)	(64,525)		(829,158)	345,083
Golden Kiwi Lottery Fund	17,837				17,837	(17,541)	(30)	(30)		(17,571)	266
Motor Vehicles	108,753				108,753	(102,757)	(1,560)	(1,560)		(104,317)	4,436
Café Equipment	29,751	2,180			31,931	(18,488)	(2,443)	(2,443)		(20,931)	11,000
	28,537,417	1,260,526	-	-	29,797,943	(14,274,500)	(1,020,244)	-	-	(15,294,744)	14,503,199

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

	2016	2015
	\$	\$
14 TRADE & OTHER PAYABLES		
Trade Payables (i)	376,921	359,880
Other Accrued Charges (ii)	457,998	185,884
	<u>\$ 834,919</u>	<u>\$ 545,764</u>

- (i) The average credit period on purchases is 30 days.
- (ii) The Museum holds unspent grant funding received, included in cash & cash equivalents, of \$401,085 (2015: \$168,789) that is subject to restrictions. The restrictions generally specify how the grant is required to be spent providing specified deliverables of the grant arrangement. This grant funding is considered a non-exchange transaction.

15 EMPLOYEE ENTITLEMENTS

Accrued Salary & Wages	142,150	184,823
Annual Leave	214,159	178,550
	<u>\$ 356,309</u>	<u>\$ 363,373</u>

16 RESERVES

Available-for-Sale Revaluation Reserve (a)	755,680	949,824
Equalisation Fund (b)	301,779	291,590
Restricted Reserves (c) (Trust Funds)	5,598,569	5,567,939
Museum Reserves (d) (Special Funds)	6,379,805	7,799,753
Unallocated Accrued Interest	63,936	74,014
	<u>\$ 13,099,769</u>	<u>\$ 14,683,120</u>

(a) Available-for-Sale Revaluation Reserve

Balance at Beginning of Year	949,824	463,377
Valuation Gain/(Loss) Recognised	(331,716)	554,273
(Gain)/Loss transferred to Revenue Statement on Sale of Financial Assets	137,572	(67,826)
Balance at End of Year	<u>\$ 755,680</u>	<u>\$ 949,824</u>

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

(b) Equalisation Fund

Balance at Beginning of Year	291,590	279,690
Interest Transfer	10,189	11,900
Balance at End of Year	<u>\$ 301,779</u>	<u>\$ 291,590</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 2016

	Notes	2016 \$	2015 \$
16. RESERVES cont.			
(c) Restricted Reserves (Trust Funds)	16 (e)		
Balance at Beginning of Year		5,567,939	5,287,425
Transfer from/(to) Retained Earnings		30,630	280,514
Balance at End of Year		<u>\$ 5,598,569</u>	<u>\$ 5,567,939</u>

Restricted reserves include:

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

	Notes	2016 \$	2015 \$
(d) Museum Reserves (Special Funds)	16(f)		
Balance at Beginning of Year		7,799,753	8,266,280
Transfer from/(to) Retained Earnings		(1,419,948)	(466,527)
Balance at End of Year		<u>\$ 6,379,805</u>	<u>\$ 7,799,753</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 2016

16 (e) Restricted Reserves (Trust Funds)

TRUST FUND	BALANCE 01/07/2015	ADD REVENUE & TRANSFERS	DEDUCT EXPENDITURE & TRANSFERS	BALANCE 30/06/2016 TOTAL	CAPITAL	REVENUE
Elizabeth Alexander		Gain on Sale of Shares Investment Revenue	(4,048) 5,726			
	163,841			165,519	87,506	78,013
Beth & Mark Anderson		Gain on Sale of Shares Investment Revenue	(2,687) 3,800	Transfer to Income & Expenditure 11,068		
	108,736			98,781	74,643	24,138
Avice Bowbyes - Costumes		Gain on Sale of Shares Investment Revenue	(5,104) 7,220	Transfer to Income & Expenditure 2,400		
	206,577			206,293	68,503	137,790
Colquhoun		Gain on Sale of Shares Investment Revenue	(12,851) 18,178			
	520,119			525,446	173,674	351,772
De Beer Publications & Research		Gain on Sale of Shares Investment Revenue	(30,009) 42,449	Transfer to Income & Expenditure 7,727		
	1,214,574			1,219,287	372,636	846,651
Fairweather		Gain on Sale of Shares Investment Revenue	(8,418) 11,907			
	340,696			344,185	141,756	202,429
Fairweather - Collections		Gain on Sale of Shares Investment Revenue	(14,293) 20,218	Purchases - Natural History 4,000		
	578,480			580,405	199,792	380,613
Gollan		Gain on Sale of Shares Investment Revenue	(5,410) 7,652			
	218,947			221,189	42,364	178,825
Brenda Joyce Harding		Gain on Sale of Shares Investment Revenue	(2,789) 3,944			
	112,859			114,014	40,480	73,534
Lyders		Gain on Sale of Shares Investment Revenue	(4,902) 6,935	Purchases - Jewellery 1,200		
	198,414			199,247	39,853	159,394
Cowie Nichols		Gain on Sale of Shares Investment Revenue	(586) 828			
	23,697			23,939	2,606	21,333
Cyril Nichols		Gain on Sale of Shares Investment Revenue	(26,091) 36,906			
	1,055,974			1,066,789	222,859	843,930
Peter Snow MAC Fund		Gain on Sale of Shares Investment Revenue	(30) 42			
	1,204			1,216	-	1,216
Willi Fels		Gain on Sale of Shares Investment Revenue	(20,355) 28,793			
	823,821			832,259	254,775	577,484
TOTAL RESTRICTED RESERVES	\$ 5,567,939	\$ 57,025	\$ 26,395	\$ 5,598,569	\$ 1,721,447	\$ 3,877,122

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

16 (f) Museum Reserves (Special Funds)

<u>Special Fund</u>	<u>BALANCE</u> <u>01/07/2015</u>	<u>ADD REVENUE &</u> <u>TRANSFERS</u>	<u>DEDUCT</u> <u>EXPENDITURE &</u> <u>TRANSFERS</u>	<u>BALANCE</u> <u>30/06/2016</u> <u>TOTAL</u>	<u>CAPITAL</u>	<u>REVENUE</u>
Allocation for Special Purposes	73,260	Est. E O Naylor Investment Revenue 2,560	360	76,180	-	76,180
Barclay	5,795	Majorie Barclay Trust Investment Revenue 203	40,000	45,998	-	45,998
Conservation Materials	162,188	Budget Transfer Investment Revenue 5,668	7,098 Transfer to Income & Expenditure 24,439	150,515	-	150,515
Development	2,777,253	Rental Income Investment Revenue 97,078	12,485 Capital Expenditure 1,733,406	1,153,410	-	1,153,410
Emergency Response	46,306	Investment Revenue 1,618		47,924	-	47,924
Freda Stucky	262,022	Investment Revenue 9,158		271,180		271,180
Loss of Heart Compensation	2,270,130	Investment Revenue 79,341		2,349,471	1,106,913	1,242,558
Māori Ethnology	102,417	Investment Revenue 3,579		105,996	-	105,996
Purchase of Collections	88,080	Budget Transfer Investment Revenue 3,078	966	92,124	-	92,124
Retirement Leave	220,867	Investment Revenue 7,719		228,586	-	228,586
Scientific Publications	71,704	Budget Transfer Investment Revenue 2,506	845	75,055	-	75,055
Special Exhibitions & Programmes	762,307	Budget Transfer Investment Revenue 26,364	39,242 Transfer to Income & Expenditure 7,635	820,278	-	820,278
Study & Training	116,617	Budget Transfer Investment Revenue 4,076	2,969 Staff- Conference & Study Leave 5,813	117,849	-	117,849
Project & Development Fund	840,807	Transfer Income & Expenditure Investment Revenue 29,386	89,304 Capital Expenditure 33,078 Direct Costs 81,458	844,961	-	844,961
TOTAL RESTRICTED RESERVES	\$ 7,799,753	\$ 465,603	\$ 1,885,829	\$ 6,379,527	\$ 1,106,913	\$ 5,272,614

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

	2016	2015
	\$	\$
17. CAPITAL		
Accumulated Surplus/(Deficit)		
Balance at Beginning of Year	13,095,184	13,213,667
Plus Exhibits & Equipment Purchased from: Restricted & Museum Reserves	1,824,953	1,162,319
Net surplus/(Deficit)	(1,051,795)	(1,129,257)
Transfers from/(to) Reserves: Restricted & Museum Reserves	(140,424)	(151,545)
Balance at End of Year	<u>\$ 13,727,918</u>	<u>\$ 13,095,184</u>

18. COMMITMENTS FOR EXPENDITURE

(a) Capital & Other Expenditure Commitments

Capital commitments at 30 June 2016 were \$395,668 (30 June 2015: \$821,046). These affect the following asset classes:

- Buildings \$250,773

At 30 June, 2016, the Otago Museum had been awarded \$175,176 grant funding from the Ministry of Business, Innovation and Employment, of which \$84,835 had been paid out to funding recipients. This leaves \$90,341 to be paid out in 2017. There is also a further \$54,554 of committed grant expenditure that has been awarded to recipients but not yet paid out.

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

19. CONTINGENT LIABILITIES & CONTINGENT ASSETS

	2016	2015
	\$	\$
Contingent Liabilities		
ATA Carnet	19,930	19,930

A Customs document to facilitate the temporary duty free admission of goods into the Republic of China. A carnet acts like an insurance policy in that should a customs duty arise, the Museum's liability is limited to \$19,930.

Contingent Assets

There were no contingent assets at 30 June, 2016 (2015: Nil).

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

20. 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:

		2016	2015
		\$	\$
Central Otago District Council	Levy Received	25,758	25,758
Clutha District Council	Levy Received	181,570	181,570
Dunedin City Council	Levy Received	3,843,258	3,843,258
Waitaki District Council	Levy Received	51,516	51,516
		<u>\$ 4,102,101</u>	<u>\$ 4,102,101</u>
Dunedin City Council	Rent & Rates Paid	\$ (84,848)	\$ (79,273)
Dunedin City Council	Other	\$ (3,251)	\$ (11,329)
Central Otago District Council	Other	\$ (421)	\$ (376)
NZ Genomics	Other	\$ 1,683	0
		<u>\$ (86,837)</u>	<u>\$ (90,978)</u>

The Otago Museum also received a rates grant from the Dunedin City Council totalling \$6,000 (2015: \$6,000) as well as \$75,000 contribution towards the Shanghai: Natural History Museum Exhibition (2015: \$Nil) .

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

	2016	2015
	\$	\$
Innovatio Limited	15,000	15,000
	<u>\$ 15,000</u>	<u>\$ 15,000</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 2016

21. NOTES TO THE CASH FLOW STATEMENT

(a) Reconciliation of Cash & 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:

	2016	2015
	\$	\$
Cash & Cash Equivalents	519,724	1,152,751
	<u>\$ 519,724</u>	<u>\$ 1,152,751</u>

22. 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 revenue 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.

Following the change in leadership and an extensive consultation process with stakeholders, both internal and external, the Otago Museum Trust Board has adopted a new strategic direction. This strategy has four main focuses.

- A World Class Collection: aiming to share the collection as much as possible; develop the collection where appropriate; care for the collection; and research and interpret the collection.
- Engaging our Community: aiming to be a valuable part of the community; partner, support and engagement with communities throughout Otago; encourage interaction on-site, off-site and online; and inspire passion for learning.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

22. FINANCIAL INSTRUMENTS cont.

- Business Sustainability: aiming to diversify the organisation's funding base; develop new and existing income streams; deliver value for money; maximise income from commercial activities; and have the highest standards of commercial accountability.
- An Outward-Looking and Inclusive Culture: aiming to be driven by the needs of those the organisation serves; building and sustaining a culture of collaboration and partnership; and supporting vision and mission.

(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

	2015	2015
	\$	\$
Financial Assets		
Cash & Cash Equivalents	519,724	1,152,751
Trade & Other Receivables	175,649	188,128
Derivative Financial Instruments	-	68,292
Other Financial Assets:	-	-
· Loans & Receivables	-	-
· Available-for-Sale Financial Assets	11,666,194	12,611,296
Financial Liabilities		
Trade & Other Payables	834,919	545,764
Derivative Financial Instruments	17,730	-

(d) Financial Risk Management Objectives

The Museum has a series of policies to manage the risks associated with financial instruments. The Museum is risk averse 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.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

22. FINANCIAL INSTRUMENTS cont.

(e) Market Risk

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Museum's exposure to interest rate risk is limited to its bank deposits and some long-term investments (bonds) which are held at fixed interest rates. Investments and bank deposits held at variable interest rates also expose the Museum to interest rate risk.

To help minimise interest rate risk, bank deposits are invested with a spread of maturity dates over a range of financial institutions to limit exposure to short-term interest rate movements.

At 30 June 2016, if the 90-day bank bill rate had been 5% (2015: 5%) higher or lower, with all other variables held constant, the surplus/deficit for the year would have been \$10,066 (2015: \$14,724) lower/higher. This movement is attributable to interest on call accounts.

Price Risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. The Museum's equity investments are exposed to price risk because they are listed investments. The Museum's equity investments are principally held for strategic purposes as opposed to generating a financial return.

The equity investments are publically traded. Holding everything equal, if the share price at 30 June 2016 has fluctuated by plus or minus 5% (2015: 5%), the effect would have been to increase/decrease other comprehensive revenue and expense by \$214,627 (2015: \$177,212).

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates.

The Museum holds some equity investments in Australia, the United Kingdom and the United States markets. These holdings are primarily managed by Craigs Investment Partners on the Museum's behalf. The Museum also makes purchases of goods and services overseas that require it to enter into transactions denominated in foreign currencies. As a result of these activities, exposure to currency risk arises.

This year, the Museum has entered into foreign exchange forward contracts due to the large amounts of capital expenditure expected to be spent over the next 12-24 months, to help to manage the foreign currency risk exposure. Historically, these instruments have not been utilised.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

22. FINANCIAL INSTRUMENTS cont.

At 30 June 2016, if the NZ dollar had weakened/strengthened by 5% (2015: 5%) against the US dollar with all other variables held constant, the comprehensive income & expenses for the year would have been \$117,133 (2015: \$100,256) lower if the NZ dollar had weakened and \$76,549 (2015: \$114,527) higher if the NZ dollar had strengthened. This movement is attributable to foreign exchange gains/losses on translation of US dollar denominated forward contract, bank balances and equity investments.

If the NZ dollar had weakened/strengthened by 5% (2015: 5%) against the UK pound with all other variables held constant, the comprehensive income & expenses for the year would have been \$36,982 (2015: \$47,412) lower if the NZ dollar had weakened and \$40,877 (2015: \$52,404) higher if the NZ dollar had strengthened. This movement is attributable to foreign exchange gains/losses on translation of UK pound denominated bank balances and equity investments.

If the NZ dollar had weakened/strengthened by 5% (2015: 5%) against the AUD dollar with all other variables held constant, the comprehensive income & expenses for the year would have been \$53,343 (2015: \$67,748) lower if the NZ dollar had weakened and \$58,955 (2015: \$74,882) higher if the NZ dollar had strengthened. This movement is attributable to foreign exchange gains/losses on translation of AUD dollar denominated bank balances and equity investments.

(f) Credit Risk

Credit risk refers to the risk that a third party 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. Due to the timing of when the annual levies are received from the contributing local authorities, the Museum invests surplus cash with registered banks.

In the normal course of business, the Museum is exposed to credit risk from cash and term deposits with banks, trade receivables, and derivative financial instruments. For each of these, 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.

The Museum limits the amount of credit exposure to any one financial institution for term deposits and funds held on call to no more than 60% of total funds held (excluding fixed term bonds). The Museum invests funds and enters into derivative financial instruments only with registered banks that have a Standard and Poor's credit rating of at least A for short-term and long-term investments. Funds are currently held with Southland Building Society which does not have a rating with Standard and Poor's. However, the amount invested is limited to \$150,000. The Museum has experienced no defaults of interest or principal payments on any term deposits.

The Museum holds on collateral or other credit enhancements for financial instruments that give rise to credit risk.

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

22. FINANCIAL INSTRUMENTS cont.

(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, and banking facilities by continuously monitoring forecast and actual cash flows, and matching the maturity profiles of financial assets and liabilities.

(h) Maturity Profile of Financial Instruments

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

	Effective Interest Rate	Rate	Less than 1 year	1-Feb Years	2-Mar Years	3-Apr Years	4-May Years	5+ Years	Non Interest Bearing	
2016	%	\$	\$	\$	\$	\$	\$	\$	\$	\$
Financial assets:										
Cash and cash equivalents	2.98	6,202,813							-	6,202,813
Trade and other receivables									1,191,870	1,191,870
Other financial assets										
Current										
- Short term deposits	2.36		174,961						-	174,961
Non current										
- Equity securities - NZ									1,357,368	1,357,368
- Equity securities - Aust									1,195,604	1,195,604
- Equity securities - UK									771,142	771,142
- Equity securities - USA									898,326	898,326
- Fixed rate bonds	5.36		123,254	176,057	280,443	223,876	-	274,318	-	1,077,948
Financial liabilities:										
Trade and other payables									1,581,044	1,581,044

	Weighted Average Effective Interest Rate	Variable Interest Rate	Less than 1 year	Fixed Maturity Dates					Non Interest Bearing	Total
2015	%	\$	\$	1-2 Years	2-3 Years	3-4 Years	4-5 Years	5+ Years	\$	\$
Financial assets:										
Cash and cash equivalents	3.76	7,851,719								7,851,719
Trade and other receivables									1,538,163	1,538,163
Other financial assets										
Current										
- Short term deposits	3.2		196,932						-	196,932
Non current										
- Equity securities - NZ									1,102,944	1,102,944
- Equity securities - Aust									1,510,952	1,510,952
- Equity securities - UK									1,026,092	1,026,092
- Equity securities - USA									831,191	831,191
- Fixed rate bonds	5.06		266,066	29,984	76,310	281,285	219,906	370,661	-	1,244,212
Financial liabilities:										
Trade and other payables									1,971,883	1,971,883

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

22. FINANCIAL INSTRUMENTS cont.

(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.

(j) 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 and Poor's credit ratings (if available) or to historical information about counterparty default rates.

	2016 \$	2015 \$
Counterparties with Credit Ratings		
<u>Cash as Bank & Cash Equivalents</u>		
AA-	6,695,797	7,819,044
	<u>6,695,797</u>	<u>7,819,044</u>
<u>Fixed Term Interest & Other Interest Bearing</u>		
AA-	549,464	611,413
A+	76,495	351,395
A	221,926	-
BBB+	94,081	158,492
BBB	-	40,929
BB+	106,133	-
Total Fixed Term Interest & Other Interest Bearing	<u>1,048,099</u>	<u>1,162,229</u>
<u>Derivative Financial Instruments</u>		
AA-	(17,730)	68,292
Counterparties without Credit Ratings		
<u>Cash at Bank & Cash Equivalents</u>		
Existing counterparty with no defaults in the past	14,772	32,680
Total Cash at Bank & Cash Equivalents	<u>14,772</u>	<u>32,680</u>
<u>Fixed Term Interest & Other Interest Bearing</u>		
Existing counterparty with no defaults in the past	204,810	278,915
Total Fixed Term Interest & Other Interest Bearing	<u>204,810</u>	<u>278,915</u>

OTAGO MUSEUM TRUST BOARD
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
For the Financial year ended 30 June 2016

Equity Investments

Existing counterparty with no defaults in the past	4,222,440	4,471,179
Total Equity Investments	<u>4,222,440</u>	<u>4,471,179</u>

Trade & Other Receivables

Existing counterparty with no defaults in the past	191,401	205,123
Total Trade & Other Receivables	<u>191,401</u>	<u>205,123</u>

23. SUBSEQUENT EVENTS

There are no significant events subsequent to balance date.

24 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 Financial year ended 30 June 2016**

COMPARISON OF OPERATIONAL REVENUE & EXPENDITURE TO THE ANNUAL PLAN

	Core Operating		Business Units		Special & Trust Funds		Total	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Revenue								
Executive	50	50,000	-	-	-	-	50	50,000
Collections, Experience & Development	109,606	12,346	-	-	-	-	109,606	12,346
Finance & Commercial	384	1,000	1,601,351	1,828,400	-	-	1,601,735	1,829,400
Assets & Technology	4,454	4,500	-	-	-	-	4,454	4,500
Visitor Interaction & Programmes	206,846	227,010	-	-	-	-	206,846	227,010
Science Engagement	376,370	-	676,525	588,675	-	-	1,052,895	588,675
Special & Trust Funds	-	-	-	-	382,595	705,341	382,595	705,341
CLA Contribution & Other Revenue	4,230,796	4,186,706	-	-	-	-	4,230,796	4,186,706
Total Revenue	4,928,506	4,481,562	2,277,876	2,417,075	382,595	705,341	7,588,977	7,603,978
Wages & Salaries								
Executive	(349,168)	(358,625)	-	-	-	-	(349,168)	(358,625)
Collections, Experience & Development	(1,348,453)	(1,322,725)	-	-	-	-	(1,348,453)	(1,322,725)
Finance & Commercial	(271,887)	(281,770)	(694,501)	(614,705)	-	-	(966,388)	(896,475)
Assets & Technology	(278,098)	(348,837)	-	-	-	-	(278,098)	(348,837)
Visitor Interaction & Programmes	(684,803)	(624,882)	-	(259,789)	-	-	(684,803)	(884,671)
Science Engagement	(351,899)	(197,713)	(194,989)	-	-	-	(546,888)	(197,713)
Special & Trust Funds	-	-	-	-	-	-	-	-
Total Wages & Salaries	(3,284,308)	(3,134,552)	(889,490)	(874,494)	-	-	(4,173,798)	(4,009,046)
Direct Costs								
Executive	(231,496)	(359,377)	-	-	-	-	(231,496)	(359,377)
Collections, Experience & Development	(522,341)	(547,838)	-	-	-	-	(522,341)	(547,838)
Finance & Commercial	(19,862)	(21,250)	(617,572)	(842,198)	-	-	(637,434)	(863,448)
Assets & Technology	(657,587)	(637,533)	-	-	-	-	(657,587)	(637,533)
Visitor Interaction & Programmes	(86,905)	(84,516)	-	-	-	-	(86,905)	(84,516)
Science Engagement	(89,855)	-	(268,817)	(198,612)	-	-	(358,672)	(198,612)
Special & Trust Funds	-	-	-	-	(87,271)	(29,000)	(87,271)	(29,000)
Total Direct Costs	(1,608,046)	(1,650,514)	(886,389)	(1,040,810)	(87,271)	(29,000)	(2,581,706)	(2,720,324)
Depreciation	(1,030,619)	(1,216,420)	-	-	-	-	(1,030,619)	(1,216,420)
Indirect costs	(559,325)	(597,328)	-	-	-	-	(559,325)	(597,328)
Net Contribution	(1,553,792)	(2,117,252)	501,997	501,771	295,324	676,341	(756,471)	(939,140)

**OTAGO MUSEUM TRUST BOARD
SUPPLEMENTARY INFORMATION
For the Financial year ended 30 June 2016**

FIXED ASSETS & EXHIBITS ACQUIRED DURING THE YEAR

Account	Reserves	Accumulated Surplus/Deficit
EXECUTIVE		
Equipment & Furniture		1,591
FINANCE & COMMERCIAL		
Equipment & Furniture		1,035
COLLECTIONS, EXPERIENCE & DEVELOPMENT		
Equipment & Furniture		119,889
VISITOR INTERACTION & PROGRAMMES		
Equipment & Furniture		8,224
ASSETS & TECHNOLOGY		
Equipment & Furniture		26,823
SCIENCE & ENGAGEMENT		
Equipment & Furniture		37,351
STATEMENT OF FINANCIAL PERFORMANCE		
Equipment & Furniture		7,150
MUSEUM RESERVES		
Conservation Materials	24,439	
Development Fund	1,733,406	
Special Exhibitions & Programmes	7,635	
Project and Development Fund	33,078	
AVICE BOWBYES - COSTUMES		
Cloak Foam	2,400	
BETH & MARK ANDERSON		
Starlab Equipment	11,068	
DE BEER PUBLICATIONS & RESEARCH		
Weather Station & Camera Equipment	7,727	
FAIRWEATHER COLLECTIONS TRUST FUND		
Natural History	4,000	
LYDERS TRUST FUND		
Jewellery	1,200	
TOTAL ACQUISITIONS FOR YEAR	\$ 1,824,953	\$ 202,063

Independent Auditor's Report

To the readers of Otago Museum Trust Board's financial statements and performance information for the year ended 30 June 2016

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

We have audited:

- the financial statements of the Museum on pages 52 to 84, that comprise the statement of financial position as at 30 June 2016, the statement of financial performance, statement of comprehensive revenue and expenses, statement of changes in equity, and cash flow statement for the year ended on that date and the notes to the financial statements that include the statement of accounting policies and other explanatory information; and
- the performance information of the Museum on pages 31 to 48.

Adverse opinion on the financial statements, other than the cash flow statement – Inappropriate accounting for museum collection assets

As stated in the statement of accounting policies on page 62, the Museum has not recognised the majority of its collection assets in the statement of financial position, nor the associated depreciation expense in the statement of financial performance. This is a departure from applicable Public Benefit Entity International Public Sector Accounting Standard 17 *Property, Plant and Equipment* (PBE IPSAS 17), which generally requires assets to be recognised, and depreciated over 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 PBE IPSAS 17.

In our opinion, because of the effect of the failure to account for all of the museum collection assets:

- the financial statements of the Museum:
 - do not present fairly, in all material respects:
 - its financial position as at 30 June 2016; and
 - its financial performance for the year then ended; and
 - do not comply with generally accepted accounting practice in New Zealand in accordance with the Public Benefit Entity Standards Reduced Disclosure Regime.

Unmodified opinion on the cash flow statement and the performance information

In our opinion:

- the cash flow statement of the Museum on page 55:
 - presents fairly, in all material respects, its cash flows for the year ended 30 June 2016; and
 - complies with generally accepted accounting practice in New Zealand in accordance with the Public Benefit Entity Standards Reduced Disclosure Regime.
- The performance information of the Museum on pages 31 to 48:
 - presents fairly, in all material respects, the Museum's actual performance compared against the performance targets and other measures by which performance was judged in relation to the Museum's objectives for the year ended 30 June 2016; and
 - complies with generally accepted accounting practice in New Zealand.

Other than for the effects of failing to account for the museum collection assets in the manner required by PBE IPSAS 17 as outlined above, in our opinion the financial statements of the Museum present fairly in all material respects its financial position as at 30 June 2016 and its financial performance for the year ended on that date.

Our audit was completed on 19 October 2016. This is the date at which our opinion is expressed.

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

Basis of opinion

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

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the financial statements and the performance information. We found material misstatements that were not corrected, as we have referred to in our adverse opinion on the financial statements, other than the cash flow statement.

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

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

An audit also involves evaluating:

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

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

We believe we have obtained sufficient and appropriate audit evidence to provide a basis for our unmodified audit opinion on the cash flow statement and performance information and adverse opinion on the financial statements (other than the cash flow statement).

Responsibilities of the Board

The Board is responsible for the preparation and fair presentation of financial statements for the Museum that comply with generally accepted accounting practice in New Zealand. The Board is also responsible for preparation of the performance information for the Museum.

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

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

Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements and the performance information and reporting that opinion to you based on our audit. Our responsibility arises from the Public Audit Act 2001 and section 27 of 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 External Reporting Board.

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

A handwritten signature in black ink, appearing to read 'S. Tobin', with a long horizontal stroke extending from the top of the first letter.

Scott Tobin
Audit New Zealand
On behalf of the Auditor-General
Dunedin, New Zealand



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