



2013 | ANNUAL REPORT

MA Chair's Report

The last year has again proved challenging for the sector with buildings playing a prominent role for many of our institutions. At one end of the scale we must congratulate Douglas Lloyd Jenkins and the team at MTG for their redevelopment which has delivered a fantastic new cultural asset for Hawke's Bay. At the other end of the scale the future of a number of large and small institutions around the country is still uncertain due to the earthquake prone buildings they inhabit and the enormous cost of remediation work. Sadly, there is little we can do as an organisation except offer our moral support.

Getting to know you better could be seen as the theme for the last 12 months. The Museums Aotearoa team has spent more time on the road meeting members and discussing issues. The feedback has been very valuable and has helped us better understand what our members want the organisation to do and what the key concerns to work on are. We look forward to more gatherings this year. We are also delighted with the success of the Emerging Museum Professionals (EMP) group which was launched at the last conference and is growing in leaps and bounds. It just goes to show how a good idea and an enthusiastic museum professional or two can create benefit for the sector. Feedback from this group also helps the Board understand and inform our thinking about the issues facing members. And, the Board has initiated meetings with Te Papa's senior management team so that we can better work together for the benefit of the sector.

I would like to make special mention of three people. First, Dr Rodney Wilson, Museums Aotearoa Fellow and well known museum professional who lost his battle with cancer during the year. Rodney leaves a legacy of successes and a large hole in the fabric of the museum sector. Secondly, Betty Nelley who is retiring as manager of the Kauri Museum. Under her leadership the organisation has firmly established its green credentials, grown in professionalism and has weathered the difficult economic climate of recent years. We wish Betty all the very best in her retirement. Lastly, I'd like to acknowledge the work of retiring Board member Jenny Harper and in particular her role in driving the review of the Code of Ethics. At a time when she could be forgiven for turning her time and talents to issues closer to home, Jenny's energy and passion for ethics has delivered a living document that will help guide the sector for many years to come.

The many projects and tasks the small but dedicated office team of Phillipa and Talei have managed to accomplish this year will be set out in the rest of this report. That they manage to do so much with so little is a constant source of wonderment to me and I can only congratulate them all they have achieved and to thank them most heartily for their commitment and loyalty to Museums Aotearoa and to the wider sector.

A handwritten signature in black ink, which appears to be 'Thérèse Angelo'.

Thérèse Angelo
Chair

Executive Director's Report

2013 was a year of consolidation and networking for MA. This report outlines many activities, most of which are those which can be expected of a professional association. Our most important role is to represent and support our members. We do this through information and communication, research and publication, meetings and conferences, and the very many individual conversations with members and stakeholders throughout the year.

A big effort went into improving our systems for communication and record-keeping, particularly the back-end of our database and website. Any IT change project requires good preparation and ongoing attention, especially as we undertake each new process for the first time. Membership Services Manager Talei Langley has been leading this work very effectively. While it has been challenging for staff and contractors, we now have the basis of much more flexible and comprehensive systems, which will be able to adapt and grow.

Another highlight for 2013 was getting out and about more. Staff and Board members very much enjoyed meeting members at regional meetings around the country, and hearing first-hand about your concerns and activities. This in turn helps us to be more responsive and proactive in our support of members.

All this activity relies heavily on the expertise, time and personal commitment of all the individuals who give us feedback, ask us questions and take part in surveys and working groups. Most especially, I look to Board members for hands-on support as well as strategic and governance input, and thank all of you for that. In particular I acknowledge the hard work and collegial support of Greg McManus, whose Board term ended in 2013; of Jenny Harper, who lead the Code of Ethics review and will stand down in 2014; and Chair Thérèse Angelo for her unstinting dedication to MA. I also acknowledge the passing of former Board member Dr Rodney Wilson, who made such a substantial contribution to the advancement of the sector during his lifetime.

With such dedicated engagement from members, elected representatives and staff, MA is in good heart after a busy 2013, and well-positioned for a successful year ahead.



A handwritten signature in black ink, which appears to read 'Phillipa Tocker'. The signature is fluid and cursive, written over a white background.

Phillipa Tocker
Executive Director

Museums Aotearoa

Museums Aotearoa (MA) is New Zealand's professional association for public museums and galleries and those who work in, or are associated with them. MA strives to be the strong, objective, fully representative voice for the evolving museum community, and to promote a shared sense of professionalism, solidarity and identity. New Zealand museums are actively focused on enriching their communities by enhancing the quality of their facilities, collections, programmes, products and services. Museums play a pivotal role in the national heritage, education, leisure, and tourism sectors, and they demonstrate and profile New Zealand's innovation and leadership internationally.

Museums Aotearoa Te Tari o Ngā Whare Taonga o Te Motu The Museums Of New Zealand Incorporated is a registered charity (CC32927) governed by a Board of six elected by its members – three by museums (M) and three by individuals (I). One of the individual member positions is nominated by kaitiaki (K).

At the April 2013 AGM, Greg McManus stood down from the Board after completing 2 terms. Thérèse Angelo and Eric Dorfman were re-elected and Rhonda Paku and Brett Mason were elected. In April 2013 the Kahui Kaitiaki re-confirmed Tryphena Cracknell as their nominee, jointly with Manu Kawana. The combination of continuing and new Board members has been productive.

The 2013-2014 Board was:

- Thérèse Angelo, Chair (Air Force Museum, M)**
- Eric Dorfman (Whanganui Regional Museum, M)**
- Jenny Harper (Christchurch Art Gallery, I)**
- Brett Mason (Museums Wellington, I)**
- Rhonda Paku (Te Papa, M)**
- Tryphena Cracknell (MTG Hawkes Bay, joint K)**
- Manu Kawana (Te Manawa, joint K)**



Dr Rodney Wilson (1945 – 2013) receiving his Museums Aotearoa Fellowship in 2008

Museums Aotearoa values

People who work in the museums and galleries sector in New Zealand

Shared ideas and resources in collaborative projects inside the sector and with other partners

Engagement with communities in the care and management, research, and interpretation of their treasures and taonga

Partnerships established by the Treaty of Waitangi

Development of expertise, research and scholarship, including mātauranga Māori

Exchange of knowledge enabling New Zealand museums and galleries to set a benchmark for exemplary professional museum practices and ethical principles

Advocacy

As this country's national professional association for public museums and art galleries and their staff, advocacy is a major function of MA. The Board, staff and members are all engaged in advocacy on a daily basis, whether as a specific activity, or through promoting the museum and gallery work that we all do. Advocacy is part of every aspect of MA's work. This section outlines some particular areas of activity during 2013, with other aspects covered elsewhere in this report.

We communicate the value of our sector, its contribution to society and legacy importance in a variety of ways. MA strives to take a lead in promoting the overall national role of museums and galleries, rather than any individual organisation – our collective value is much more than the sum of its parts.

Our liaison with central government is primarily through the Ministry for Culture and Heritage, and its Minister, Hon Christopher Finlayson. Both the Minister and the Ministry have been actively engaged with MA and the sector. Following on from our work with MCH on sector statistics in 2012, we were pleased to continue the joint project as MCH augmented the data in 2013. We keep close contact with MCH on matters of national policy and on particular issues. Phillipa Tocker and Thérèse Angelo presented an outline of current museum sector matters to the government Heritage Forum in March, and to the Library and Information Advisory Commission in August. MA took part in consultation with MCH and the wider sector about the possible introduction of immunity from seizure legislation for New Zealand.

MA continues to liaise with the policy team at Local Government NZ. We also engage with councils on a case by case basis in response to the needs of member museums and galleries. To broaden our involvement with Regional Tourism Organisations and the tourism sector more broadly, MA joined the Tourism Industry Association of New Zealand.

Phillipa Tocker is an elected member of the Board of the ICOM NZ National Committee. MA supported ICOM-NZ membership administration until this was taken over by Te Papa, and administered registration for the ICOM-NZ gathering in Dunedin in October. As part of the liaison with ICOM, MA is engaged in ongoing liaison re ethics, Blue Shield and International Museums Day.

MA enjoys an active relationship with Museums Australia. Phillipa Tocker attended the MA2013 conference in Canberra, *How museums work: people, industry and nation*. It was good to see several New Zealanders presenting at this conference. Phillipa gave a paper exploring the staff churn which has been evident in New Zealand museums and galleries over the past two years, particularly at senior level. MA Board member Jenny Harper also gave a paper titled "Christchurch Art Gallery to Emergency Operations Centre to Gallery without Walls: our

response to the Canterbury earthquakes". Another important conference session was the beginnings of an Australian national discussion about accreditation, and we are continuing to keep in touch as this topic evolves on both sides of the Tasman.

MA has continued to support the Canterbury Cultural Collections Recovery Centre (CCCRC) at the Air Force Museum. We raised \$48,000 from other museums and a \$9,000 grant from Christchurch City Council on behalf of the CCCRC Advisory Group. These funds have gone towards equipment and supplies such as packing materials, most of which will go with the participating organisations when they move their collections out. It is good to see this centre operating so effectively – an excellent example of collaborative effort exceeding what could be done by individual organisations.



CCCRC at the Air Force Museum

Within the sector, our review of the Code of Ethics has highlighted the need for ongoing advice and guidance. The Board responded to one instance of an ethical dispute, and enlisted appropriately experienced professionals under the auspices of the MA Ethics Committee to give specific advice to the organisation concerned. Staff were able to provide information in response to several other queries.

Our New Zealand accreditation discussion continued slowly. MA began exploring the establishment of an accreditation scheme for New Zealand museums and galleries in 2010. Canvassing our members showed strong support for such a scheme in principle, and several important areas of concern were raised. In 2011 and 2012 this was a topic for discussion at the AGM. While there has been strong support for the establishment of an accreditation scheme for museums and galleries demonstrated among MA members, there has been less active engagement from some other key organisations over the past year. National Services Te Paerangi will be carrying out a review of the NZ Museums Standards Scheme in 2014, and MA expects to be involved in that. The Standards Scheme is an important aspect of the accreditation discussion, and the Board will consider ways forward in that context.

Membership

MA membership is stable and becoming more engaged. As a professional association, our relevance and representation is reinforced by the participation of a large proportion of the possible membership.

Membership numbers at the end of the year:

Member Type	end Dec 2011	end Dec 2012	end Dec 2013
Museums	169	175	184
Individual	192	185	159
Honorary	20	18	14
Associates	25	27	26
Museum Staff (email-only)	-	424	940

Museum membership has risen in number, partly because of the inclusion of staffed NZHPT properties. It is otherwise stable, and includes almost all the public museums and galleries with paid staff. In 2013 Otago Museum rejoined Museums Aotearoa after a break of several years, and the Dowse Art Museum resigned.

We have a much smaller proportion of the 300+ volunteer-run museums as members, and this is a possible segment for increasing MA membership. However, many of these smaller museums operate very much locally, and do not feel the need to engage with a national organisation.

We have extended 'email only' membership to nearly a thousand individuals since its introduction in 2012. While this has slightly reduced the number of paid individual members, it has vastly increased our communication reach into member museums and galleries. This kind of membership is also useful for engaging with students and the kahui kaitiaki group.

A more finely graduated museum membership fee structure introduced in 2013 has also proven effective. By making the steps smaller, fees are more closely aligned to museum capacity to support their MA membership. Museum member fees were raised by the annual CPI increase as per Board policy. Individual fees have been kept level.

Several initiatives in 2013 have built on our increased reach into the sector and supported active networking. A peer network for newer/younger



Kāhui Kaitiaki at Kohupātiki Marae, Clive, Hawkes Bay

members of the sector has grown from a grass roots initiative, supported by the MA Board. Growing out of a shared enthusiasm and desire to support each other in career development, this group became a more formal network in 2013. The Emerging Museum Professionals (EMP) group defines themselves as museum and gallery professionals in the first 10 years of their career, and now has over 100 members nationally, with groups meeting in Auckland, Wellington, Christchurch and Napier, as well as an online community. The EMP group are convening their own session for the MA14 conference and attendance is being encouraged by subsidised registration and an appeal to museum and gallery directors to take advantage of this to provide professional development to their keen emerging staff members. The development of this pro-active support network for future museum leaders bodes well for the future of our sector.

With the energetic leadership of Tryphena Cracknell and support from Manu Kawana, Kylie Ngaropo, Rhonda Paku and many others, the kaitiaki network is going from strength to strength. A full day Kāhui Kaitiaki Hui in Hamilton in April the day before the MA13 conference was attended by over 40 kaitiaki. The hui started with topical and reflective presentations, followed by a session dedicated to exploring possible futures for the network. Tryphena reported that, "this discussion time allowed the group to explore ways in which to come together as Kaitiaki, to generate aims and direction within the culture and heritage sector in order to be able to work collaboratively on





Northland Museums Regional meeting, Dargaville Museum

projects, to lead through innovative Kaitiakitanga and to find ways in which to encourage and mentor young people in roles working with taonga." The hui nominated Tryphena Cracknell and Manu Kawana as their representatives on the MA Board.

The Kaitiaki network built on the foundations laid at the April hui with Titiro Whakamua, a weekend hui in Hawke's Bay in October. This was attended by over 40 kaitiaki from throughout the country. Kahui Kaitiaki also has an active Facebook group and is planning a hui in association with MA14 in Napier in April 2014.

Other established groups continue to provide vital networks and peer support. Directors of Small Museums (DSM) and Touring Exhibitions Network NZ (TENNZ) both met during the MA13 conference, and TENNZ again in November in Wellington. The DSM group has signalled that it would like a longer meeting time during MA14.

A major activity in the second half of 2013 was a series of regional meetings. These were intended to be a forum in which MA members could discuss current issues and priorities, and for MA staff and Board to



Dunedin Regional meeting, Toitū Otago Settlers Museum

engage with members in person. Some meetings were stand alone, others associated with other local events or established regional groups. We held twelve regional forums, attended by over 200 museum and gallery staff and volunteers. Specific topics addressed included the Code of Ethics, insurance, funding and collection issues. We received very useful feedback and suggestions, and these will inform the Board's planning for activities and priorities in 2014 and beyond. A bonus was the collegial networking and positive engagement across institutions and at a local level.

In mid-2013 we switched all our membership records and website to a new platform. This was a major piece of work and a major investment for MA. The new database system includes many more features for member interaction, such as online forums and self-selecting groups, some of which we have activated already. It will take until at least mid-2014 to complete set-up as we go through a whole year's cycle of membership processing.

The MA Board met in Wellington three times and Napier once. We also met during the MA13 conference in Hamilton, and held an additional meeting with Te Papa senior staff in November.



Research And Publication

The Code of Ethics review begun in 2012 resulted in a revised CoE based on the same principles as the 2003 Code, with a more narrative approach, some areas updated and expanded, and more references. The revised CoE was confirmed by the 2013 AGM, subject to some minor revisions and additional material. This work was completed at the end of the year, and the CoE 2013 will be printed for distribution to members in early 2014. Thanks are due especially to Jenny Harper who lead this review and saw it through to completion. We also note valuable input from Rhonda Paku, Eric Dorfman and all the members who provided feedback.

From 2007-2009 MA contracted AUT to undertake an annual sector 'barometer' survey. With the aim of having more direct access to more in-depth data, MA commissioned research into sector statistics in partnership with the Ministry for Culture & Heritage, which lead to a museum and gallery survey undertaken in September-October 2012. The analysis was complete and a full report published in March 2013. For various reasons, participation by larger museums at the time of the 2012 survey was patchy, so the Ministry commissioned additional research in 2013 to fill that gap. We now have a more comprehensive set of base data which covers the sector's shape, size, visitation, access, collections, staffing and financials.

In 2014 we will review the data and the survey process, with a view to updating it regularly so that

shifts and trends can be analysed. We will also be working on a new publication which will draw on both the sector survey and external data to give a broad overview of museums and galleries to stakeholders and the public.

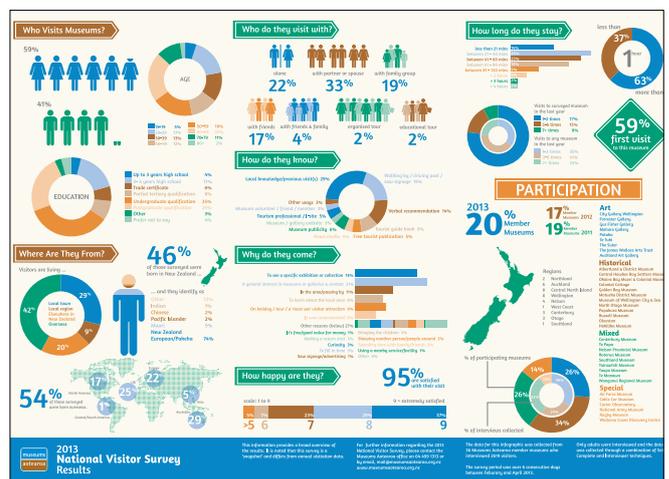
2013 saw the Museum Sector Remuneration Survey conducted by Strategic Pay continue, with a small increase in participation. This provides valuable and robust data at an affordable cost to members.

The National Visitor Survey was again run in February/March 2013. Those museums and galleries that participate find it a helpful part of their visitor information, by providing a reasonably comprehensive 'slice' towards the end of the summer season. Each museum can look at their own data against the national totals for the period. This year Jeremiah Boniface prepared an infographic poster using the national data. This was printed and distributed to members and is available for download on our website - it has proved extremely popular.

Research is an ongoing and important part of MA's work to support the sector and our own advocacy. Other activity included participating in a workshop with Statistics NZ exploring their Culture and Identity statistics - MA and Creative NZ were the only two cultural sector organisations present, with most of the others coming from health or social services. We are active users of Statistics NZ's data, which is becoming much more readily accessible, and it is important that we feed back into their planning and processes.

MA print publications include the annual *Directory of Museums & Galleries*, the *Annual Report*, and *Museums Aotearoa Quarterly*. MAQ in particular is providing an important channel for member communication. Ongoing work towards establishing a regular 'journal' for the sector - likely to be online - is making slow progress, and will be pursued in 2014.

Online communications included regular fortnightly *eNews&Notices*, job vacancies and special notices. We are also active on social media including Facebook and Twitter.



Professional Development and Training



Winners at the NZ Museum Awards 2013



MA13 in Hamilton



Winners at the NZ Museum Awards 2013

Our conference theme for MA13 in Hamilton was Leadership. We had engaging presentations from international guests John Orna-Ornstein and Andrew Sayers, which were filmed for reviewing on our website. Orna-Ornstein from the British Museum was undertaking research as part of a Clore Leadership Scholarship, and shared some of his experience of leadership by museums in their communities. Sayers, Director of the Australian National Museum, talked about leadership in the institutional as well as personal context, and emphasised the need to be adaptable - "The day you stop learning is the day you become redundant".

A lecture by University of Auckland Fletcher Challenge Professor Brad Jackson shared ideas he has been developing for a chapter in a new book by Conal McCarthy was also filmed. While the leadership theme was challenging to address in the conference format, we had a number of very engaging and inspiring sessions. As well as the keynotes, over 30 presenters and panellists contributed, raising important questions and encouraging delegates to think more deeply about their own and their institution's role in the sector and in society, and how leadership can be expressed in our day to day work.

The annual conference is also an opportunity for colleagues and friends to establish and renew their networks. This is an essential part of strengthening the sector nationally and internationally. We thank all the participants and especially our wonderful volunteers.

A major event each year is the NZ Museum Awards. The Awards recognise, promote and celebrate excellence, and once again the judges were pleased to make awards to museum and gallery projects that were innovative and stood out from the generally high quality of entries. Many of the finalists and winners were engaging in online and offsite projects, and a feature was the comprehensive approach to energy saving by both finalist Auckland Museum and winner of the innovation category, The Kauri Museum, for achieving CarboNZero certification. Toitū Otago Settlers Museum won for its transformational redevelopment project, and Auckland Museum (URBANLIFE), the Fashion Museum (Homesewn) and Christchurch Art Gallery (Outer Spaces) for outreach/offsite projects.

As the representative member organisation of our Industry Training Organisation (ITO), we support sector skills development for the museum sector. With the establishment of ServiceIQ as the new combined ITO from January 2013, we were engaged in the transition to new ways of working for the ITO. Later in the year we were able to take part in a Sector Skills Advisory Group exercise which contributed essential museum and gallery knowledge of issues and needs to Service IQ planning. 2013 also saw the successful review of the standards in the Museum Practice Certificate, and re-accreditation with NZQA.

Administration and Finance

Staff has been stable throughout 2013, with Executive Director Phillipa Tocker (full time) and Membership Services Manager Talei Langley (32 hrs per week). We have engaged various contractors and casual staff for particular projects such as accounting, conference coordination and publications.

Part time staff in 2013 included: Jeremiah Boniface in preparing the *Directory* and visitor survey coordinator; Megan Buchanan as conference coordinator; and Alex Hayden in design and layout for MAQ and Annual Report. Added to the 1.8 permanent staff, our total annual staff resource is the equivalent of just over 2.0 FTE.

We have continued to contract JBSL for accounting and business support such as payroll. With their input we have made improvements to our systems, and our annual audit preparation was successfully completed in record time.

The new database and website system already mentioned has provided a basis for more integrated administration systems. We will continue to work on improving these in 2014.

We have achieved a good year end surplus with overall turnover slightly down on 2012. This was due to a lower budget conference and less external project funding. Our membership fee income was higher with a slight increase in museum membership, and we directed some of this income towards supporting the regional meetings held in the second half year.

Publication expenses fluctuate depending on whether printing and design work for the annual *Directory* fall just before or just after the 31 December statement date. This timing also has an effect on 'other income' for *Directory* advertising revenue. The value of office equipment assets has increased with our website/database upgrade which had been deferred from 2012. Our auditors have once again passed our accounts with no issues.



Talei Langley, Jerimiah Boniface and Phillipa Tocker



Talei Langley, with three young tuataras at the Southland Museum

Annual Accounts

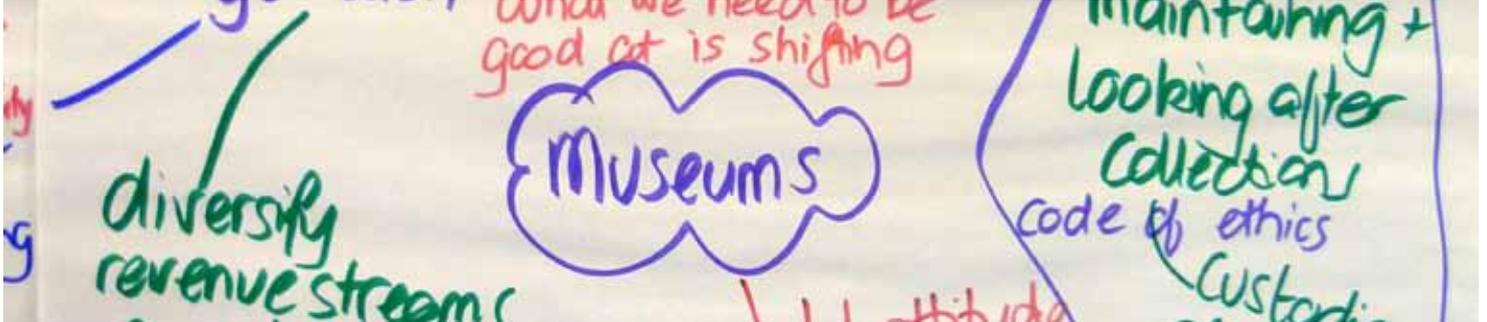
The following are summary tables of financial performance and position as at 31 December 2013. Full annual accounts and accompanying notes are published separately.

Financial Performance

	2013 (\$)	2012 (\$)
INCOME		
Membership Fees	236,606	221,796
AGM and conference	74,107	77,464
MA Awards	14,139	11,927
Creative NZ - Clark Collection Scholarship	-	12,000
Project Income	-	10,000
Interest	8,585	8,698
Other Income	27,404	42,440
TOTAL INCOME	360,840	384,325
LESS EXPENSES		
AGM and conference	52,789	63,651
MA Awards	13,933	14,866
Creative NZ - Clark Collection Scholarship	-	11,523
Project expenses	13,867	10,110
Audit fees	4,800	5,200
Depreciation	2,900	818
Employment expenses	143,957	139,469
Insurance	1,211	1,163
Interest and bank charges	1,271	1,161
Membership communications	14,506	17,508
Office rent	9,060	9,060
Postage and courier	4,006	4,378
Printing and stationery	5,692	4,578
Professional Fees	7,733	4,024
Publications	9,472	29,515
Travel	16,781	7,411
Other overheads	13,415	10,667
TOTAL EXPENSES	315,393	335,103
NET SURPLUS FOR THE YEAR	45,446	49,221

Financial Position

	2013 (\$)	2012 (\$)
CURRENT ASSETS		
Trade debtors and other receivables	190,122	254,294
Cash and bank current accounts	125,715	104,165
Bank term deposits and savings	232,180	136,978
Interest accrued	1,293	1,838
TOTAL CURRENT ASSETS	549,310	497,274
CURRENT LIABILITIES		
Trade creditors & other payables	16,637	15,501
Special purpose funds	30,231	18,031
GST payable	39,815	30,825
Employee entitlements	9,839	9,204
Income in advance	241,040	245,682
TOTAL CURRENT LIABILITIES	337,561	319,244
WORKING CAPITAL	211,749	178,030
NON-CURRENT ASSETS		
Savings accounts - restricted project	89,619	86,632
Office equipment and furniture	8,973	233
TOTAL NON-CURRENT ASSETS	98,592	86,865
NET ASSETS	310,341	264,895
Accumulated funds	220,721	178,263
Trust and special funds reserve	89,619	86,632
TOTAL EQUITY	310,341	264,895



Museums Aotearoa | www.museumsaotearoa.org.nz

Level 8, 104 The Terrace, Wellington 6143, New Zealand
T +64 4 499 1313 | F +64 4 499 6313 | PO Box 10928
mail@museumsaotearoa.org.nz

