



Museums Aotearoa Annual Report 2015



Our mission is to nurture excellence in museums and galleries through advocacy and service, to extend manaakitanga and community value

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 and galleries 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).

In September 2014 Eric Dorfman resigned from the Board and Cam McCracken was appointed in his place. At the May 2015 AGM, Cam McCracken,

Courtney Johnston and Ian Griffin were elected, replacing outgoing members Thérèse Angelo and Brett Mason. Tryphena Cracknell was endorsed by the Kaitiaki network for a further term, to be supported by Manu Kawana. In addition, Daniel Stirland was coopted as a nominee of the Emerging Museum Professionals (EMP) network at the invitation of the Board.

The 2015-2016 Board comprised:

- Roy Clare CBE, Auckland War Memorial Museum (Chair, I)
- Tryphena Cracknell, MTG Hawke's Bay (K)
- Ian Griffin, Otago Museum (I)
- Courtney Johnston, Dowse Art Museum (M)
- Manu Kawana (supporting K)
- Cam McCracken, Dunedin Public Art Gallery (M)
- Rhonda Paku, Te Papa (M)
- Daniel Stirland, Canterbury Museum (EMP)

The MA Board met twice in Wellington and twice in Auckland, as well as a brief meeting during the MA15 conference in Dunedin. Board members each attended at least one of the August MA-Te Papa strategic engagement workshops.

Museums Aotearoa values:

- **people who work in the museums and galleries sector in New Zealand**
- **partnerships established by the Treaty of Waitangi**
- **engagement with communities in the care and management, research, and interpretation of their treasures and taonga**
- **shared ideas and resources in collaborative projects inside the sector and with other partners**
- **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**

Chair's Report

It has been a privilege to serve the membership of Museums Aotearoa. After two years on the Board I wish my successor Cam McCracken every success for his tenure as Chair.

Museums Aotearoa is financially healthy, well-supported and – thanks to an energetic executive team – doing great work. I acknowledge the huge commitment shown by Phillipa Tocker; and, under Phillipa's lead, by Talei Langley – their performance has delivered in every sphere of our Strategic Plan. I also thank the Board who have contributed time and wisdom to ensure smooth governance.

Aotearoa New Zealand boasts some 500 museums and galleries. Their collections and taonga are irreplaceable, affirming national identity and enriching lives. Regardless of scale, museums and their resources are a wonderful legacy, with the potential to transform our understanding of ourselves – to engage, enlighten and entertain. I salute the staff – whether paid or voluntary: you, the people who help to operate our museums are the keys to our success – thank you, every single one of you!

I also signal a need for vigilance. Museums have no 'right to exist'. To sustain, we must continue to lean forwards; be agile and ambitious, able to evolve and innovate. Around the country the challenges include pressures on funding; inadequate investment; shortages of expertise; weak leadership; and un-mindful governance. There are joys, too: inter-generational appeal, schools' support and positive tourism outcomes.

Overall, the opportunities are neither for the faint-hearted nor a job for someone else. It's for each of us, at our respective levels, to advocate for the public added value of what we do. Our task is to convince people that museums are vital. Not as repositories of the past, but as vibrant beacons of the future – exciting, stimulating and relevant – expressions of the very DNA of our nationhood.



Roy Clare CBE
Chair

Executive Director's Report

2015 began with a new strategic plan driving Museums Aotearoa's projects and actions. The first half year was busy with the large and successful MA15 conference, awards and network meetings in Dunedin. At MA15 everyone helped us all to nurture excellence by the examples and presentations shared over three packed days in and around Dunedin.

The second half year focussed on advocacy as well as more networking and membership activity. With our aim of developing a closer working relationship with Te Papa, we jointly held a series of main centre workshops which brought together the energy of our larger museum and gallery members and agreed a unified approach to moving forward together.

We need to continue to renew our evidence base and get the message about the social and public value of museums and galleries out beyond those already in the know. We are pleased to be working with our own experts alongside Local Government NZ, councils and universities to develop more comprehensive and targeted research to support ongoing advocacy.

Regional meetings are an opportunity to get out of our office and hear directly about the triumphs and challenges that MA members experience daily. The professionalism and dedication with which members – from volunteers to directors – bring to caring for and sharing our taonga and stories is awe-inspiring. I want to thank everyone associated with MA for their generosity, hard work and mutual support.

For me personally, the highlight of 2015 was participating in the Kāhui Kaitiaki Hui at Te Tii Marae in October. With the timely theme of Waitangi 175, I learned more about what the Treaty and biculturalism mean – and how they can be applied in professional museum practice – in those two days than I ever had through reading or studying. I feel immensely privileged to be working to support such wonderful individuals and organisations.



Phillipa Tocker
Executive Director

Strategic Plan

In August 2014 the MA Board developed and adopted a new Strategic Plan 2014-2016. As with any strategic plan, the actions and priorities have evolved and been adjusted according to immediate practicalities, operational requirements and changing environmental factors. This report reflects MA activities in 2015 and the progress and development of the MA Strategic Action Plan 2014-2016.

Museums Aotearoa Strategic Plan 2014 – 2016

Vision/Mission

Our mission is to nurture excellence in museums and galleries through advocacy and service, to extend manaakitanga and community value.

Key Strategies

To position Museums Aotearoa to achieve this vision now, and into the future, we are implementing the following key strategies:

Strategy 1: Nurture excellence by supporting knowledge development amongst museum staff in Aotearoa New Zealand

- Action 1.1 Leadership development
- Action 1.2 Advance sector training
- Action 1.3 Develop a mentoring programme

Strategy 2: Advocate to enhance the profile, credibility and future growth of museums in Aotearoa New Zealand

- Action 2.1 Increase dialogue with central government politicians and officials
- Action 2.2 Increase dialogue with member museums and local government to assist with sector credibility
- Action 2.3 Commit to developing an effective working relationship with Te Papa
- Action 2.4 Add to the evidence base for museum sector advocacy

Strategy 3: Through manaakitanga ensure the member experience reflects Museums Aotearoa's vision.

- Action 3.1 Enhance engagement with individual members through institutional members
- Action 3.2 Establish a networking events programme for 2014 – 2015
- Action 3.3 Develop processes to measure and report on member experience

Strategy 4: He Korahi Maori

- Action 4.1 Develop and model appropriate use of te reo and tikanga in all areas of Museums Aotearoa activity

Strategy 5: Ensure organisational sustainability

- Action 5.1 Ensure good governance
- Action 5.2 Enhance and diversify revenue sources
- Action 5.3 Build collaborative partnerships that benefit the sector
- Action 5.4 Ensure organisational sustainability

As approved by the Museums Aotearoa Board, 7 August 2014.

Nurture excellence

As a professional association, a vital role for MA is to identify and support the training and professional development needs of our members. For our members to continue to provide excellent service to their communities, we all need to be in a process of continuous improvement. Three priority areas are targeted.

Leadership development

Growing sector leadership capacity has been of concern for our museums and galleries for some time. In 2015 we researched current NZ and international museum leadership programmes. We found that there are plenty of generic and business-related leadership programmes available in this country which can help museum professionals to develop broader leadership skills and understanding. However, for museum specific opportunities, our people need to go to Australia or further afield. We have a number of alumni of the Australian Museum Leadership Programme in NZ, and this seems to be meeting some degree of the current need. However, access to overseas opportunities is very much limited by resources, especially for people outside the large metropolitan institutions.

We also began discussions with Te Papa and other potential providers to look at options for a new NZ-based museum strategic leadership programme. This project was put on hold when we undertook in-depth consultation on sector engagement in the second half year (see below).

Sector training

MA members and staff are actively involved with the NZ universities providing museums studies and related programmes. In late 2014 staff consulted with Gisborne's EIT on the introduction of a new graduate programme. Te Ara Pourewa

– Graduate Diploma in Heritage and Museum Practice was established in mid-2015 for the first intake of students in 2016. Phillipa Tocker presented to classes for both Massey and Victoria universities' post graduate museum studies programmes during the year.

ServiceIQ industry training organisation administers workplace-based training including the level 4 Museum Practice Certificate as well as broader tourism and service qualifications. In previous years, Phillipa Tocker and other MA members took part in Sector Skills Advisory Group workshops to inform ServiceIQ planning and business development. In 2015 ServiceIQ changed their advisory framework to be topic based rather than sector based. Thérèse Angelo is the current museums representative on ServiceIQ's Advisory Groups.

Mentoring

In 2014 the Emerging Museum Professionals (EMP) group surveyed MA members about mentoring. Over 450 responses, from people interested in both mentoring and being mentored, established that there was significant appetite for this kind of career and professional development, especially among early-career museum and gallery staff.

During the 2015 year, further research and practical planning was undertaken. A pilot methodology and documentation were drafted by the EMP group and finalised by a small Board subcommittee. Expressions of interest were called in November 2015 for a pilot in 2016. The pilot is limited to the Auckland region to avoid, in the pilot phase, the difficulties of distance. It begins in February 2016 with 6-10 mentor/mentee pairings, to test the process, methodology and outcomes.



Advocacy

Advocacy is also a core role for a professional association. We are here to explain the challenges facing our members to all stakeholders, and do our best to improve the environment in which they operate – both nationally and locally.

Central government

Following the general election in late 2014 the Hon Maggie Barry was appointed Minister of Arts, Culture and Heritage, taking over from Hon Christopher Finlayson who had held the portfolio for 6 years. In March 2015 the then Chief Executive of the Ministry for Culture & Heritage was appointed to a new role in Auckland, and this position was vacant until the appointment of Paul James in August 2015. These changes, and others within the Ministry, meant that MA had opportunities to establish new relationships and enhanced understanding, especially in policy matters.

During 2015, Phillipa Tocker met with the Minister and Ministry officials regularly. MA Chair Roy Clare and Phillipa Tocker contributed to an MCH advisory group on museum sector policy. This included drafting background material based on further analysis of museum sector statistics undertaken by MA and funded by MCH to inform policy development (see Evidence base below). We also maintained regular liaison with the National Library of NZ, and Phillipa Tocker took part in cross-sector consultation on digital heritage convened by MCH and DIA.

Working with Te Papa

Active discussions with Te Papa on national museum sector support and activities lead to a joint Strategic Engagement Project undertaken in August-September 2015. Te Papa contracted Tracy Puklowski to work with Phillipa Tocker to convene a series of five regional workshops with directors

and senior staff of larger museums and galleries. These identified common aspects of the changing environment and current issues, and areas for priority action within the museum sector.

In particular, it was agreed that priority action areas will be addressed jointly with larger museums and galleries sharing expertise sector-wide. MA and NSTP are working to coordinate both effort and communication, including locating the MA office in Te Papa premises in 2016 to facilitate close collaboration and reduce MA overheads.

Evidence base

Robust current data is essential to support advocacy, both for MA and for our members. In 2015 MA continued to research and compile information. The annual National Visitor Survey was run in February-March, providing participants with sound methodology to produce reliable visitor data over a defined period. Technical development of the online tool enabled participating museums to enter data directly during interviews via iPads.

Resourcing from MCH allowed a detailed analysis to be commissioned of the museum sector survey data gathered in 2014. MA and LGNZ agreed to work in partnership in 2016 to develop new and improved evidence tools, especially for the social value of museums and galleries. This project will tie in closely with work that MCH is doing in this area, with the aim that our data can be shared across the wider national sectors, and tailored to suit targeted local and defined goals.

Phillipa Tocker and several MA members attended a workshop with UK researcher Jonathan Neelands, hosted by the University of Auckland, exploring the value of the creative industries. We also continued our annual Museum Sector Remuneration survey in partnership with Strategic Pay.



Manaakitanga

The character of a membership organisation is determined by the members. MA activities are intended to support our members to network, communicate and evolve, and to be a cohesive and self-sustaining sector.

Membership

Membership numbers are stable for museums and paid individuals, and have increased for email-only. In 2015 we introduced the new Affiliate Membership approved by the 2015 AGM. This has been offered to selected institutions. We also redrafted and simplified the membership information, showing the Affiliates as 'non-voting museums' and email-only museum staff as 'non-voting individuals'. End of year membership numbers:

	Dec 2013	Dec 2014	Dec 2015
museums	184	182	190
museums (non-voting)	-	-	7
individuals	159	144	144
individuals (non-voting)	940	1315	1631
honorary	14	9	13
associates	26	31	29

Informal feedback from members attending regional meetings covered MA publications and communications, and suggestions for improving the usability and understanding of the Code of Ethics. Satisfaction for regional meeting attendance was very good, and analysis of the feedback will inform 2016 planning.

Institutional membership of MA has in some instances limited engagement to the director or senior management. The effectiveness of regional and special interest groups depends on a

minimum level of activity which in some cases has required additional support from MA staff and Board members. In 2015 MA actively extended our database to include 350 additional staff of member museums.

Networking events

The annual MA conference has been a major event on NZ's professional museum sector calendar. MA15 was held in Dunedin, hosted by Otago Museum and a team from other Dunedin institutions, with a theme of Communicating Culture. MA15 was record-breaking in terms of numbers and satisfaction. Over 280 delegates were a logistical challenge to our host who managed beautifully, and feedback on hosting, networking and keynotes was excellent.

Our keynote speakers were very well-received, and both made connections with museums and galleries in Aotearoa which have continued post-conference. Palaeontologist and inspiring science communicator Dr Phil Manning (Manchester University, UK) was interviewed by Kim Hill for her Radio NZ Saturday Morning programme. Research art curator Jane Clark (MONA, Australia) challenged delegates to consider taking risks, even within the public sphere in which most of our members operate. We welcomed Minister Hon Maggie Barry, who spoke at a session at Otākou Marae. MA15 made a modest profit.

The ServiceIQ NZ Museum Awards were held alongside the annual conference. With the sponsorship of ServiceIQ and entry fees introduced in 2014, the awards programme has grown incrementally. The 2015 awards programme was convened by Tryphena Cracknell. There were 41 entries in 7 categories. The judging panel, with guest Te Radar, awarded 22 finalists, including 7 winners.



Regional meetings were held nationally in August. These were open to non-members as well as members, and offered both professional development and networking. Each had a workshop component focussed on the Code of Ethics, and the opportunity for attendees to present to colleagues on current topics. We held 7 meetings: Auckland, Rotorua, Blenheim, West Coast, Mid-Canterbury, Wairarapa and Wellington. Total attendance was 170, including 50 at the 5 main-centre strategic engagement workshops with Te Papa.

MA supported and facilitated meetings of the Touring Exhibitions Network NZ (TENNZ), EMP network, Museum Education Association of NZ (MEANZ), Curators of Tertiary Collections, Northland Museums Association, Kaitiaki, and Metro, Mid-sized and Small museum directors' networks.

Kāhui Kaitiaki: he oranga taonga, he oranga tangata

The Kaitiaki network is going from strength to strength. Our Board nominee Tryphena Cracknell has provided excellent guidance and tireless commitment, supported by Rhonda Paku and many others across our member museums and galleries. They have now established a regular series of two hui each year, one alongside the annual MA conference, and another hosted at a marae later in the year. Following the success of 'Te Kai a te Rangatira' at Pukemokimoki Marae in Napier in April 2014, and 'Whaowhia ngā kete' at Tapu Te Ranga Marae in Wellington in November 2014, Kaitiaki met again twice in 2015.

Kaitiaki held a one-day hui at Otago Museum on the pre-conference day of MA15 Communicating Culture in May. This was an opportunity to share recent research as well as to plan for the October hui and strengthen the relationships and kaupapa for the network.

Over 40 kaitiaki registered for the hui at Te Tii Marae 20-22 October, joined by kaumatua, staff from Waitangi National Trust and guests. Within the whare Te Tiriti o Waitangi, the focus of kōrero was around Te Tiriti o Waitangi in institutional practice in the museums sector, in acknowledgement of the 175 year anniversary. Guest presenter Moana Jackson inspired those present with his view of Te Tiriti in its historical and international contexts,

and as a living, evolving set of principles which can (and should) be applied today.

At Waitangi, the growing professional strength of the kaitiaki group was clear. Attendance demonstrated the diverse cross-section of disciplines – conservators, curators, interpreters, educators, front-of-house, collection managers, managers, archivists, writers, cataloguers, researchers, iwi liaison roles, kuia, volunteers, community liaison staff, artists, and local hapū wanting to establish a cultural centre.

Emerging Museum Professionals

The EMP network has also grown and developed in 2015. From an idea in 2012, it has now become an established part of our museum and gallery sector community, attracting both profile and support for the next generation of museum leaders. An active branch structure has been developing and Erin Flanigan was coopted as EMP member to the MA Board in 2014. The EMP group convened a one-day mini-conference as part of MA15 in Dunedin, and actively lobbied Directors to allow their EMP staff to attend – resulting in a 60% increase in EMP delegates over MA14. Their energy added considerably to the success of MA15.

Erin handed over to Daniel Stirland in 2015, and he has been a conscientious Board member. Daniel has been instrumental in establishing the mentoring scheme pilot for 2016 and the EMP network is making a significant contribution to MA16 as well as supporting their own career development. The existence and activity of this group is making more established professionals take notice, and sends a strong signal that their successors are looking to their future roles seriously and professionally.

Communications

In 2015 we debated whether to continue printing the annual Directory of Museums & Galleries, or just have this information online. The exercise of preparing copy is part of our regular database updates, and feedback from members is split fairly evenly between those who use the online directory, and those who prefer the book. We have continued the hard copy for 2016, and will review this decision annually.

Museums Aotearoa Quarterly is seen as an important channel for member communication, providing a 'low key' avenue for members to share ideas and experiences. This complements our blog posts and regular fortnightly eNews&Notices. Other online communications include job

vacancies and special notices, and we are active on social media including Facebook and Twitter.

Some members of the EMP group have been working on establishing an online 'journal', which they propose launching in early 2016.

Organisational sustainability

The MA Board is supportive of continuous development. 2015 has been a period of stability as well as some upgrades and changes to internal systems.

Staff

Executive Director Phillipa Tocker (full time) and Membership Services Manager Talei Langley (32 hrs per week) have been with MA for 10 and 4 years respectively. We have engaged various contractors and casual staff for particular projects such as accounting, conference coordination and publication design.

Part time staff in 2015 included: Lisa McClintock in preparing the 2016 Directory; Jeremiah Boniface as 2015 visitor survey coordinator; and Alex Hayden for publications design and layout. Added to the 1.8 permanent staff, our total annual staff resource is the equivalent of just over 2.0 FTE.

Administration

Contractors provide specialist series to MA. Kerry Buchan was our Dunedin-based MA15 conference

coordinator. JBSL were contracted for accounting and business support, and managed our finance system transfer from MYOB to Xero in October. JBSL resigned at the end of 2015 and we have engaged Accounting For Charities Trust from 2016, including preparation for the 2015 audit.

Zephyr provide IT support and have been addressing some difficult database and website issues during the year. These systems will be reviewed in 2016.

Finance

With the introduction of new Financial Reporting Standards, MA engaged our auditors Grant Thornton to undertake a transition assessment. We opted to adopt early the new Tier 3 Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) for the 2015 financial (calendar) year.

Once again we have achieved a good year end surplus. Overall turnover is up on 2014, mostly due to the larger conference and awards. Profit from MA15 will be directed to bursaries for attendance at the MA16 conference in Auckland.



Annual Accounts

The following are summary tables of financial performance and position as at 31 December 2015. The full audited Performance Report is published separately.

Financial Performance

	2015 (\$)	2014 (\$)
Revenue		
Donations, fundraising and project revenue	15,165	-
Fees, subscriptions, and other revenue from members:		
Membership fees	249,060	238,173
MA conference	99,003	88,334
MA Awards	20,478	13,566
Revenue from other services for members	45,564	36,176
Revenue from providing goods or services	7,554	4,911
Interest, dividends, and other investment revenue	11,497	11,101
Other revenue	-	834
Total Revenue	448,321	373,085
Expenses		
Provision of goods or services:		
Insurance	1,252	1,257
Internet/IT/website	21,218	6,658
MA conference	79,965	50,336
MA Awards	28,885	16,337
Membership communications and publications	44,929	34,352
Office rent	9,060	9,060
Photocopying, printing and stationery	1,523	3,275
Postage and courier	7,261	6,264
Professional fees	11,384	8,915
Project expenses	8,696	6,536
Travel	10,273	6,989
Workshops and meetings	10,638	7,992
Other overheads	10,221	8,007
Grants and donations	861	4,000
Volunteer and employee related costs	140,303	152,051
Other expenses:		
Audit fees	7,173	5,118
Bad debts		543
Depreciation	4,543	3,880
Sundry and one-off expenses	5,296	1,484
Total Expenses	404,024	332,511
Surplus for the year	44,297	40,574

Financial Position

	2015 (\$)	2014 (\$)
Assets		
Current Assets		
Bank and Cash	221,667	194,434
Bank Term Deposits over 90 days	185,397	179,435
Bank Trust and Special Fund Accounts	90,453	88,198
Debtors and Prepayments	239,185	211,675
Other current assets	2,494	1,711
Total Current Assets	739,196	675,453
Non-current Assets		
Property, Plant & Equipment	2,730	5,093
Total Non-current Assets	2,730	5,093
Total Assets	741,926	680,546
Liabilities		
Current Liabilities		
Creditors and Accruals	75,430	51,984
Employee Entitlements	16,768	18,488
Income in Advance	247,485	237,796
Unused Donations and Grants with Conditions	7,031	21,363
Total Current Liabilities	346,714	329,631
Total Liabilities	346,714	329,631
Net Assets	395,212	350,915
Accumulated Funds		
Accumulated Surpluses	304,759	262,717
Reserves	90,453	88,198
Total Accumulated Funds	395,212	350,915



Conference and Awards

MA15: Communicating Culture

- 289 participants
 - 240 delegates in attendance on any given day
 - 165 attended the Awards dinner
 - 150 attended one of three dinners on Wednesday
 - 100% of delegates registered before the early-bird cut off
 - 88 speakers and session chairs
 - 82% of delegates attended all 3 days (vs. 72% last year)
 - 76 people responded to the feedback survey
 - 60 attended the EMP mini-conference (36 in 2014)
 - 25 attended the Kaitiaki Hui
 - 20 non-member registrations
 - 16 attended the Educators Hui
 - 7 student registrations (0 in 2014)
 - 6 volunteers
 - 4 venues
 - 3 host museums
 - 2 international guest speakers
 - 1 Minister gave a speech
- ... and perfect weather

The sun shone on nearly all our activities, and we must have generated some energy – we raised Dunedin's average temperature for early May by 3 degrees!

"recharging my museum battery"

"The kaitiaki hui was fantastic... Learned a lot and came away with a lot to think about..."

"The EMP mini-conference was excellent - a talented, enthusiastic group"

"It was the first time ... I had the opportunity to attend the conference and I can now see what a central touch-point the event is across the whole sector"

ServiceIQ NZ Museum Awards

ServiceIQ sponsored the 2015 Awards programme and Visitor Experience prize. Other prize sponsors were Philips Selecon, NZ Micrographic Services and National Services Te Paerangi.

Celebration dinner held in Toitū's Josephine Foyer.

The Awards announced over the course of the evening by our guest judge and MC Te Radar.

Dunedin artist Madeleine Child made the awards trophies.

22 finalists and 7 winners

Thérèse Angelo was awarded the title of Fellow of Museums Aotearoa by MA Board Chair Roy Clare for her services to the sector over many years



Images, left to right

- Jane Clark, Senior Curator at MONA, the Museum of Old and New Art in Hobart, Tasmania.
- International Year of Light NZ 2015 sponsored lunch featuring Otago Museum science communicators demonstrating liquid fire.
- Dr Phil Manning of Manchester University.