



Otago Museum's Annual Plan 2019–2020

# OTAGO MUSEUM



# Otago Museum Annual Report

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Moa footprint extraction at Kye Burn. Image by Hannah Molloy © Otago Museum.

# Otago Museum Annual Plan

## 2019–2020 Annual Plan for the Otago Museum

Following extensive consultation with our funding partners since we presented our draft plan in January 2019, we are pleased to present the final version of the Otago Museum's Annual Plan for 2019–2020.

In our draft plan, The Otago Museum Board sought an adjustment in the Museum's levy funding for the year 2019–2020 to restore baseline public funding to a level that can sustain core collections care and visitor services operations.

This required a levy of \$4.838 million for 2019–2020 (a 12% increase on the current year).

While a 12% increase was not approved, after discussion with our funding councils, an increase of 5% for 2019–2020 was agreed to by the DCC as part of this year's annual planning process.

Subject to future approval, indicative increases of 5% in 2020–2021 and 6.5% in 2021–2022 were recommended by Council Officers as a way of providing the Museum with the funding we need to maintain our operations.

We wish to put on record our thanks to our funding bodies for their willingness to work with the Museum and provide a solution to our funding challenges.

The plan we present here has factored in a 5% increase in Levy for 2019–2020 and therefore the figures contained within this plan are slightly different to those presented in our earlier draft.

The next year promises to be an exciting one for the Otago Museum. In July we open the blockbuster exhibition *James Cameron – Challenging the Deep*. We will be kicking off an extensive master planning process that will help shape the future of our Institution over the next 20 years.



Our collections team will be working hard to conserve, study and exhibit the extraordinary Moa Footprints recovered earlier this year from the Kye Burn River. And our Education and Outreach teams will continue to deliver world class experiences and help inspire the next generation.

We look forward to seeing you at Otago Museum soon.

**Prof David Hutchinson, Chair,  
Otago Museum Trust Board**  
**Dr Ian Griffin, Director, Otago Museum**

# **TE ARA HOU – THE ROAD AHEAD LONG-TERM STRATEGIC PLAN**



## **VISION**

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

## **MISSION**

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

# THE OTAGO MUSEUM TRUST BOARD ACT 1996

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

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

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

## VALUES

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

### **MANAAKITAKA:**

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

### **KAITIAKITAKA:**

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

### **TOHUKATAKA:**

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

### **WHANAUKATAKA:**

We will collaborate and create partnerships

### **RAKATIRATAKA:**

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

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



A collaboration with Otago Polytechnic Food Design Institute for After Dark event  
inspired by the 'tastiest' section of the est. 1868 exhibition. Image by Jodie Gibson © Otago Polytechnic.

# **TE ARA HOU – THE ROAD AHEAD STRATEGIC GOALS AND OBJECTIVES**



## **GOAL ONE:**

### **WHAKAMARAKATIA TE MANA O TE KOHIKA TAOKA UPHOLDING THE MANA OF THE COLLECTION**

Strategic objectives:

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

## **GOAL TWO:**

### **WHAKAURUA Ā TĀTOU HĀPORI KI TE WHAKAOHOHO TE MIHARO, TE MANAWA REKA, TE WHAKAMARAMA HOKI ENGAGING OUR COMMUNITY TO INSPIRE WONDER, CURIOSITY AND UNDERSTANDING**

Strategic objectives:

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

## **GOAL THREE:**

### **WHAKAHAU MARU TE WĀHEKE I TE AO HURIHURI A SECURE AND SUSTAINABLE FUTURE IN A CHANGING WORLD**

Strategic objectives:

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



Kete houhi (lacebark kete), Moeraki, Otago, Early 20th century, Gift of Mrs J Flett; Otago Museum Collection. D68.5



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

### **We will share our collection with the world**

- Review, assess and/or digitise 10 000 collection items and increase the number of items accessible online by 5000
- Facilitate loans of collection items to and from the Museum
- Publish 20 publications based on the collections, from internal researchers via publicly-accessible media
- Encourage the publication of collection related content by external researchers
- Facilitate and encourage research access and respond to public enquiries
- Deliver 20 presentations in-house and externally
- Collections team contributes to the delivery of projects, exhibitions and programmes to engage our core audiences

### **We will strategically develop our collection**

- Develop our collections, in line with our Collections Strategy

### **We will care for our collection**

- Assess, and when necessary, treat items in tandem with priority collections surveys, development projects, exhibitions, and programmes
- Maintain and develop preventive conservation programmes that apply to all collections
- Address collection storage furniture for earthquake mitigation and fire prevention
- Roll-out and embed the Disaster Plan

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

- Support and encourage research outcomes of honorary curators and research collaborators



James Cameron – Challenging the Deep exhibition open 21 July 2019 to 9 February 2020



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

**We will be a valued community resource**

- Attract more than 350 000 visitors to the Museum
- Offer free admission to the Museum's permanent galleries
- Measure value delivered to our core audience through the Dunedin City Council Residents' Satisfaction Survey
- Undertake targeted audience research to enable us to quantify and qualify the behaviours and composition of our audiences
- Deliver targeted programmes and services to the Dunedin City Council, and the Waitaki, Clutha, Central Otago and Queenstown Lakes District Councils
- Deliver conservation and professional services to five regional museums and other collections
- Share our plans and results with our staff, stakeholders, partners, and communities
- Facilitate opportunities for volunteers and interns to contribute to Otago Museum.

**We will encourage interaction throughout Otago and beyond**

- Open one new exhibition over the period 2019–2020
- Deliver a high quality *Otago Wildlife Photography Competition* and exhibition
- Engage in collaborations, and foster ongoing partnerships across Otago; New Zealand and internationally
- Continue to develop online audience engagement through website, blog and social media activity
- Deliver effective curriculum-linked education programmes to at least 5000 students, leveraging Learning Experiences Outside the Classroom (LEOTC) and the Perpetual Guardian Reach for the Stars educational fund
- Develop and deliver science engagement opportunities to visitors, and to communities across Otago and nationally, both directly and in partnership with other organisations



Staff participate in the Yellow Eyed Penguin Trust Tavora Reserve planting day. Image by On Lee Lau © Otago Museum.



# Whakahaumaru te wāheke i te ao hurihuri | A secure and sustainable future in a changing world

## We will operate sustainably

- Retain carbon certification and comply with international best practice
- Explore and invest in renewable energy options and initiatives to reduce ongoing carbon emissions
- Invest in double-glazing of the Museum
- Continue upgrading lighting to LED

## We will secure and future-proof the Museum's financial position

- 75 000 paid admissions to Tūhura Otago Community Trust Science Centre
- 20 000 paid admissions to Perpetual Guardian Planetarium
- Develop and maintain key business partnerships
- Develop systems to build an ongoing relationship with our visitors
- Develop and promote the Museum as a conference and events centre
- Be open and accessible in financial reporting to all stakeholders
- Optimise current commercial opportunities to sustain and grow financial contribution of Museum operations

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

- Finalise a master plan for development of the Museum's buildings and facilities
- Upgrade the Tūhura Tropical Forest roof and bridge
- Replace the Hocken building roof
- Continue environmental and controlled natural light penetration improvements in galleries
- Undertake earthquake mitigation measures in Collection stores
- Continue to undertake health and safety and accessibility improvements
- Upgrade fire protection in the galleries as per the Museum's 5-year fire protection plan

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

- Offer staff professional development and training opportunities
- Provide relevant health and safety training for all staff
- Offer opportunities for staff to build capability in te reo Māori
- Strive to improve staff retention year-on-year

SCIENCE  
INSTITUTE  
OF  
PROJECT  
MANAGEMENT

DEVELOPMENT  
AND  
IMPLEMENTATION

+

EXHIBITION

## **Exhibitions**

Dare to be Wise - Celebrating 150 Years of the University of Otago

James Cameron – Challenging the Deep

Museum of Broken Relationships

21st Otago Wildlife Photography Competition

iD Dunedin collaboration (title tbc)

## **Capital Works**

Continue implementation of the Museum's 5-year fire protection plan

Earthquake and fire mitigation for Collection stores

Tropical Forest roof and bridge upgrade

Replace roof on the Hocken building

Ground floor redevelopment

Scope new renewable energy options

## **Major Projects and Gallery Developments**

Finalise a masterplan for the development of the Museum's buildings and facilities

Tāngata Whenua gallery: exhibition design and development

Ross Building restoration/development – subject to masterplan outcomes and funding

**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE 5 YEARS ENDED 30 JUNE 2020**

|   | Business Units |             |             |             |             |             |             |             |             |             | Special & Trust Funds |             |             |             |             | Total       |             |             |             |             |
|---|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|   | 2015/16        |             | 2016/17     |             | 2017/18     |             | 2018/19     |             | 2019/20     |             | 2015/16               |             | 2016/17     |             | 2017/18     |             | 2018/19     |             | 2019/20     |             |
|   | ACTUAL         | BUDGET      | ACTUAL      | BUDGET      | ACTUAL      | BUDGET      | ACTUAL      | BUDGET      | ACTUAL      | BUDGET      | ACTUAL                | BUDGET      | ACTUAL      | BUDGET      | ACTUAL      | BUDGET      | ACTUAL      | BUDGET      | ACTUAL      | BUDGET      |
| <b>Income</b>                                 |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |
| Collections, Experience & Development         | 50             | 5,722       | 7,500       | -           | -           | -           | -           | -           | -           | -           | 50                    | 5,722       | 7,500       | -           | -           | -           | -           | -           | -           | -           |
| Finance & Commercial                          | 109,606        | 133,993     | 336,653     | 80,696      | 20,636      | 1,601,351   | 1,837,735   | 1,839,650   | 2,024,850   | 1,970,750   | 109,006               | 133,993     | 336,653     | 80,696      | 80,696      | 80,696      | 80,696      | 80,696      | 80,696      |             |
| Visitor Interaction & Programmes              | 384            | 331         | 294         | 300         | 249,700     | 248,200     | 536,333     | 529,000     | 675,344     | 675,344     | 1,601,735             | 1,839,754   | 2,024,850   | 1,970,750   | 1,601,735   | 1,839,754   | 2,024,850   | 1,970,750   | 1,601,735   | 1,839,754   |
| Science Engagement & Outreach                 | 206,846        | 209,700     | 168,232     | 1,479,790   | 496,555     | 1,000       | 1,000       | 1,000       | 1,114,600   | 1,114,600   | 206,846               | 209,700     | 168,232     | 1,479,790   | 1,479,790   | 1,479,790   | 1,479,790   | 1,479,790   | 1,479,790   |             |
| Assets & Technology                           | 376,370        | 665,431     | 677         | -           | -           | -           | -           | -           | -           | -           | 1,000                 | -           | -           | -           | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       |
| Special & Trust Funds                         | 4,454          | -           | -           | -           | -           | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>CL&amp;A Contribution</b>                  | 4,102,101      | 4,180,512   | 4,309,667   | 4,527,046   | 1           | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Other Income                                  | 128,695        | 318,654     | 300,459     | 28,600      | 301,216     | 4           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Total Income</b>                           | 4,526,506      | 5,546,002   | 5,490,882   | 5,203,366   | 5,640,458   | 2,277,876   | 2,563,079   | 2,711,293   | 3,198,450   | 3,085,550   | 296,571               | 869,978     | 260,899     | 575,561     | 275,563     | 275,563     | 275,563     | 275,563     | 275,563     |             |
| <b>Wages &amp; Salaries</b>                   |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |
| Executive                                     | (349,168)      | (382,639)   | (400,457)   | (417,629)   | (434,024)   | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Collections, Experience & Development         | (1,348,453)    | (1,485,921) | (1,498,498) | (1,566,081) | (1,246,194) | (525,067)   | (307,676)   | (391,210)   | (694,501)   | (762,097)   | (844,597)             | (888,30)    | (844,597)   | (888,30)    | (349,168)   | (382,639)   | (400,457)   | (417,629)   | (434,024)   |             |
| Finance & Commercial                          | (271,887)      | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)             | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   | (271,887)   |             |
| Visitor Interaction & Programmes              | (64,803)       | (659,294)   | (602,988)   | (630,797)   | (664,429)   | (664,429)   | (664,429)   | (664,429)   | (664,429)   | (664,429)   | (664,429)             | (664,429)   | (664,429)   | (664,429)   | (664,429)   | (664,429)   | (664,429)   | (664,429)   | (664,429)   |             |
| Science Engagement & Outreach                 | (315,898)      | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)             | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   | (562,753)   |             |
| Assets & Technology                           | (28,098)       | (259,564)   | (292,199)   | (298,916)   | (300,519)   | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Total Wages &amp; Salaries</b>             | (3,284,308)    | (3,515,062) | (3,668,571) | (3,774,803) | (3,754,278) | 2           | (889,490)   | (999,099)   | (1,152,109) | (1,227,729) | (1,361,815)           | 2           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Direct Costs</b>                           |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |
| Executive                                     | (2,21,496)     | (322,911)   | (220,334)   | (233,500)   | (263,000)   | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Collections, Experience & Development         | (19,334)       | (404,333)   | (424,299)   | (454,241)   | (454,241)   | (12,389)    | (13,100)    | (22,000)    | (617,572)   | (795,66)    | (811,815)             | (849,570)   | (860,200)   | (860,200)   | (860,200)   | (860,200)   | (860,200)   | (860,200)   | (860,200)   |             |
| Finance & Commercial                          | (19,862)       | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)              | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    | (19,862)    |             |
| Visitor Interaction & Programmes              | (86,905)       | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)              | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    | (86,905)    |             |
| Science Engagement & Outreach                 | (89,855)       | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)             | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   | (314,785)   |             |
| Assets & Technology                           | (65,587)       | (774,042)   | (608,873)   | (772,550)   | (804,700)   | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Special & Trust Funds                         | -              | -           | -           | -           | -           | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           |             |
| Depreciation expense                          | (1,30,619)     | (1,343,592) | (1,429,449) | (1,493,349) | (1,107,523) | (1,723,033) | (778,755)   | (790,255)   | 1           | (886,389)   | (980,64)              | (1,066,872) | (1,129,210) | (1,186,986) | 3           | (87,271)    | (59,132)    | (25,894)    | (19,000)    | (11,000)    |
| <b>Indirect Costs</b>                         | (59,325)       | (529,681)   | (377,832)   | (377,832)   | (3,988,156) | (3,720,869) | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Total Direct Costs</b>                     | (3,197,990)    | (3,798,132) | (3,773,228) | (3,888,156) | (3,720,869) | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Net Contribution</b>                       | (1,553,792)    | (1,877,192) | (1,951,417) | (2,256,573) | (1,834,589) | 501,997     | 583,516     | 492,312     | 841,511     | 586,537     | 209,300               | 810,846     | 235,005     | 556,561     | 264,633     | (842,495)   | (482,830)   | (1,224,000) | (1,158,501) | (1,153,519) |
| <b>Contribution by Division</b>               |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |
| Executive                                     | (580,614)      | (719,828)   | (701,129)   | (697,021)   | (1,679,684) | (1,933,684) | (1,679,684) | (1,679,684) | (1,679,684) | (1,679,684) | (1,679,684)           | (1,679,684) | (1,679,684) | (1,679,684) | (1,679,684) | (1,679,684) | (1,679,684) | (1,679,684) | (1,679,684) |             |
| Collections, Experience & Development         | (1,761,188)    | (1,756,261) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240)           | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) | (1,687,240) |             |
| Finance & Commercial                          | (211,365)      | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)             | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   | (211,365)   |             |
| Visitor Interaction & Programmes              | (564,862)      | (485,933)   | (473,703)   | (472,727)   | (472,727)   | (311,931)   | (311,931)   | (311,931)   | (311,931)   | (311,931)   | (311,931)             | (311,931)   | (311,931)   | (311,931)   | (311,931)   | (311,931)   | (311,931)   | (311,931)   | (311,931)   |             |
| Science Engagement & Outreach                 | (65,384)       | (931,231)   | (1,035,606) | (900,995)   | (1,162,616) | (1,162,616) | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           |             |
| Assets & Technology                           | (2,64,852)     | 2,547,492   | 2,328,219   | 2,266,163   | 2,970,484   | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Total Contribution by Division</b>         | (1,553,792)    | (1,877,192) | (1,951,417) | (2,256,573) | (1,834,589) | 501,997     | 583,516     | 492,312     | 841,511     | 586,537     | 209,300               | 810,846     | 235,005     | 556,561     | 264,633     | (842,495)   | (482,830)   | (1,224,000) | (1,158,501) | (1,153,519) |
| <b>Contribution Adjusted for Depreciation</b> |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |
| Executive                                     | (201,516)      | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)             | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   | (201,516)   |             |
| Collections, Experience & Development         | (202,063)      | (400,439)   | (821,261)   | (1,564,998) | (635,000)   | 4           | -           | -           | (56,655)    | (40,000)    | (70,000)              | (1,824,53)  | (702,653)   | (2,188,434) | (271,599)   | (1,03,000)  | (1,103,092) | (3,066,350) | (1,878,597) | (835,000)   |
| Finance & Commercial                          | (725,236)      | (934,039)   | (1,343,229) | (2,282,222) | (1,362,166) | 4           | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)            | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)  | (1,03,000)  |
| Visitor Interaction & Programmes              | (2,64,852)     | (2,547,492) | (2,328,219) | (2,266,163) | (2,970,484) | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Science Engagement & Outreach                 | (65,384)       | (931,231)   | (1,035,606) | (900,995)   | (1,162,616) | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| Assets & Technology                           | (2,64,852)     | (2,547,492) | (2,328,219) | (2,266,163) | (2,970,484) | -           | -           | -           | -           | -           | -                     | -           | -           | -           | -           | -           | -           | -           | -           | -           |
| <b>Net Contribution after Capex</b>           |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |
| CapeX Expenditure                             |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |
| Net Contribution after Capex                  |                |             |             |             |             |             |             |             |             |             |                       |             |             |             |             |             |             |             |             |             |

**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE 5 YEARS ENDED 30 JUNE 2020**

**Notes:**

\* Core Operating activities include those funded by CLA funding as well as some Museum contributions.

\* Business Units include Museum Café, Facilities, Tours, Tropical Forest, Shop & Annex Café. This also includes the Planetarium from mid-2016 financial year.

\* Special & Trust Funds show the movement within the funds as well as the fundraising, interest, dividends and foreign exchange movement for the period.

\* Special & Trust Funds includes accrued interest & interest allocated to the Equalisation Reserve (to maintain capital)

**Footnotes:**

1. An increase of 5% in CLA contribution has been budgeted for the 2019/20 year. Central Otago District Council have agreed a 12% increase for the 2019/20 year.

Below is a summary of the CLA contributions per budget:

|         |           |
|---------|-----------|
| 2014/15 | 4,102,101 |
| 2015/16 | 4,102,101 |
| 2016/17 | 4,102,101 |
| 2017/18 | 4,184,143 |
| 2018/19 | 4,309,667 |
| 2019/20 | 4,527,046 |

The proposed levy for the next three years is as follows:

|         | Dunedin   | Central Otago | Clutha  | Waitaki | Total     |
|---------|-----------|---------------|---------|---------|-----------|
| 2019/20 | 4,239,613 | 30,308        | 200,296 | 56,828  | 4,527,046 |
| 2020/21 | 4,451,594 | 30,915        | 210,310 | 59,670  | 4,752,389 |
| 2021/22 | 4,740,947 | 31,533        | 223,980 | 63,548  | 5,060,009 |

While the above proposed levies will get the Otago Museum to the point it would have been had it received at least 2% increases each year historically, this position does not assist in funding any capital development and is not considered sustainable.

2. Staffing costs have been budgeted to increase with annual wage rises to keep wages at what is considered to be a fair level. The increased wages in Science Engagement is expected to be covered by increased Grant revenue.

3. Overall indirect costs are not expected to decrease to prior levels due to forecasted increases in other costs such as electricity, gas and insurance. Increased expenditure is also evident in Science Engagement & Outreach, but this is expected to be covered by increased Grant revenue.

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

|  | 2018/19 | 2019/20 |
|--|---------|---------|
| * Building Development                           | 40,000  | 60,000  |
| * Furniture - General                            | -       | 15,000  |
| * Hutton/Atrium Theatre Refurb & Sound System    | -       | 40,000  |
| * PA System                                      | 110,000 | 20,000  |
| * Vehicles                                       | 45,000  | -       |
| * Energy Efficiency                              | 50,000  | 30,000  |
| * Planetarium - Lasers                           | 50,000  | -       |
| * Replace Refrigeration                          | 100,000 | -       |
| * Computer & Software                            | 100,000 | 100,000 |
| * Gallery Protection - Sprinklers                | 100,000 | 300,000 |
| * Tūhura Otago Community Trust Science Centre    | 100,000 | 30,000  |
| * Tangata Whenua                                 | 50,000  | -       |
| * Earthquake Mitigation                          | 100,000 | 80,000  |
| * Roof Replacement (DPd)                         | 100,000 | -       |
| * Fencing - Offsite/Otago Museum                 | 60,000  | 50,000  |
| * Tropical Forest Refresh (Roof)                 | 500,000 | -       |
| * Health & Safety improvements                   | 110,000 | -       |
| * Gallery Refresh                                | 80,000  | -       |
| * Café Extension/Improvements/Furniture          | 40,000  | 40,000  |
| * Front Entrance/Entrance Hutton/Café Extension* | -       | 40,000  |
| * Conservation                                   | 60,000  | 30,000  |

\*\* These projects are subject to further feasibility studies before any financial commitment is made. They are also subject to gaining appropriate funding via fundraising and grants. Should sufficient funding not be secured, these projects will either be delayed or not go ahead.

5. Business Unit sales are expected to increase each year, but are being offset somewhat by increasing costs (particularly in wages). 2017/18 actual includes the closure of Tropical Forest & Discovery World for approximately two months while the Discovery World II project is completed.

6. Other Income includes donations, collection boxes and interest income, as well as any income received from exhibitions and programmes. It also includes the following additional contributions from the supporting councils:

|  | 2016/17          | 2017/18          | 2018/19          | 2019/20          |
|--|------------------|------------------|------------------|------------------|
| * DCC Long Term Plan Contribution        | Actual<br>75,000 | Actual<br>75,000 | Budget<br>75,000 | Budget<br>30,000 |
| * Queenstown Lakes District Council      | -                | -                | -                | -                |
| * Barclay                                | -                | -                | -                | -                |
| * Otago Community Trust                  | -                | -                | -                | -                |
| * Lions Foundation                       | -                | -                | -                | -                |
| * Development Fund (general fundraising) | -                | -                | -                | -                |

7. Gains made on the sale of shares is included in the actual income, but not included in the budget. The actual figures also include donations received. Below is a summary of donations received/budgeted:

|  | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|--|---------|---------|---------|---------|
| * Barclay                                | 45,000  | 40,000  | 30,000  | 30,000  |
| * Queenstown Lakes District Council      | 100,000 | -       | 500,000 | -       |
| * Lions Foundation                       | -       | -       | 100,000 | -       |
| * Development Fund (general fundraising) | -       | -       | -       | 100,000 |



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