



*OTAGO*museum

**ANNUAL  
PLAN  
2018–2019**



Image: *Eurycnema goliath* in the refurbished tropical forest butterfly environment

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Image: Part of a *Ulemosaurus svijagensis* skeleton sits alongside a *Dimetrodon limbatus* model in *Permian Monsters: Life before Dinosaurs*, a travelling exhibition produced by Gondwana Studios.

# INTRODUCTION

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**It is with great pleasure that we share with you the Otago Museum's Annual Plan for 2018 – 2019, a period during which we will celebrate the 150th anniversary of the Museum's opening.**

This is the fourth Annual Plan since the publication of our five-year Strategic Plan in 2014, and during the coming year we will remain focused on working towards the long-term goals detailed in that document.

Following the opening of Tūhura Otago Community Trust Science Centre in December 2017, and the Perpetual Guardian Planetarium back in 2015, growth in the use of these amazing new facilities will continue.

During the period covered by this Annual Plan we will be working on the development of two major exhibitions, improving our facilities, and also continuing to refine plans for the complete renovation of the Tāngata Whenua gallery. Planning for the future is just one aspect of what we are

setting out to do in the next financial year. We also aim to provide high quality experiences to our visitors whether they are on-site, online or part of our growing programme of public engagement.

The Museum does not work in isolation, but relies on strong partnerships with others, including Kāi Tahu, the University of Otago, Otago Polytechnic, and the local funding authorities who support our work.

Thanks to the support of our key stakeholders we look forward to a year of continuing growth, and the delivery of top quality services to the many communities with whom we engage.

**Graham Crombie**  
**Chair, Otago Museum Trust Board**

**Dr Ian Griffin**  
**Director, Otago Museum**



Image: Otago Museum Director Dr Ian Griffin standing before an Aurora Australis

# TE ARA HOU – THE ROAD AHEAD

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## LONG-TERM STRATEGIC PLAN

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### MISSION (OTAGO MUSEUM TRUST BOARD ACT 1996)

To be of value and relevant to its communities and stakeholders

### OBJECTIVES

The objectives of the Museum shall be—

- (a) 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:
- (b) to promote interest and education in the natural, cultural, and scientific heritage of New Zealanders:
- (c) 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.



Image: Otago Museum's moko kākāriki (jewelled gecko) Manawa



# TE ARA HOU – THE ROAD AHEAD

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## STRATEGIC GOALS AND OBJECTIVES

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### GOAL ONE: A WORLD-CLASS 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: ENGAGE WITH OUR COMMUNITY AND STAKEHOLDERS

**Strategic objectives:**

1. We will be a valued community resource
2. We will encourage interaction on-site, off-site and online.

### GOAL THREE: INSPIRE LIFELONG LEARNING

**Strategic objectives:**

1. We will deliver inspiring educational experiences in science, nature and culture.

### GOAL FOUR: BUSINESS SUSTAINABILITY

**Strategic objectives:**

1. We will secure and future-proof the Museum's financial position and business model
2. We will develop and maintain quality spaces fit for purpose
3. We will operate sustainably
4. We will build and sustain professional expertise and knowledge across the organisation.



Image: A limestone carving with an uncertain locality; possibly Sāmarrā, Otago Museum Collection E47.1

# GOAL ONE: A WORLD-CLASS COLLECTION

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## 1. We will share our collections with the world:

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- Review, assess and/or digitise 10 000 collection items and increase number of items accessible online by 5000
  - NZ Lotteries grant-funded Taoka Digitisation Project continues with taoka online component going live
  - 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
  - Host the 2018 joint meeting of the Society for the Preservation of Natural History Collections (SPNHC) and Biodiversity Information Standards (TDWG) (Natural History collections management and bio informatics).
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## 2. We will strategically develop our collections:

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- Develop our collections, in line with our Collections Strategy.
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## 3. We will care for our collections:

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- Assess and when necessary, treat items in tandem with priority collections surveys, development projects, exhibitions and programmes
  - Maintain and develop preventative conservation programmes that apply to all collections
  - Address collection storage furniture for earthquake mitigation
  - Complete and implement the Disaster Plan.
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## 4. We will excel at researching and interpreting our collections:

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- Support and encourage research outcomes of Honorary Curators
  - Encourage volunteer and internship participation to support collections management and research activities.
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Image: Advanced acrobatics required of the Collections team for cuneiform digitisation

## GOAL TWO: ENGAGE WITH OUR COMMUNITY AND STAKEHOLDERS

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### 1. We will be a valued community resource:

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- Attract over 360 000 visitors to the Museum
  - Offer free admission to the Museum
  - 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 Dunedin City Council and Waitaki, Clutha, Central Otago and Queenstown Lakes District Councils
  - Collaborate on the design and delivery of the University of Otago 150th Anniversary exhibition
  - Deliver conservation and professional services to five regional museums and other collections
  - Share our plans and results with our staff, stakeholders, partners and communities.
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### 2. We will encourage interaction on-site, off-site and online:

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- Open one premier exhibition over the period relating to our collections and/or community
- Engage in collaborations and foster ongoing partnerships across Otago and New Zealand
- Continue to develop online audience engagement through website, blog and social media activity.

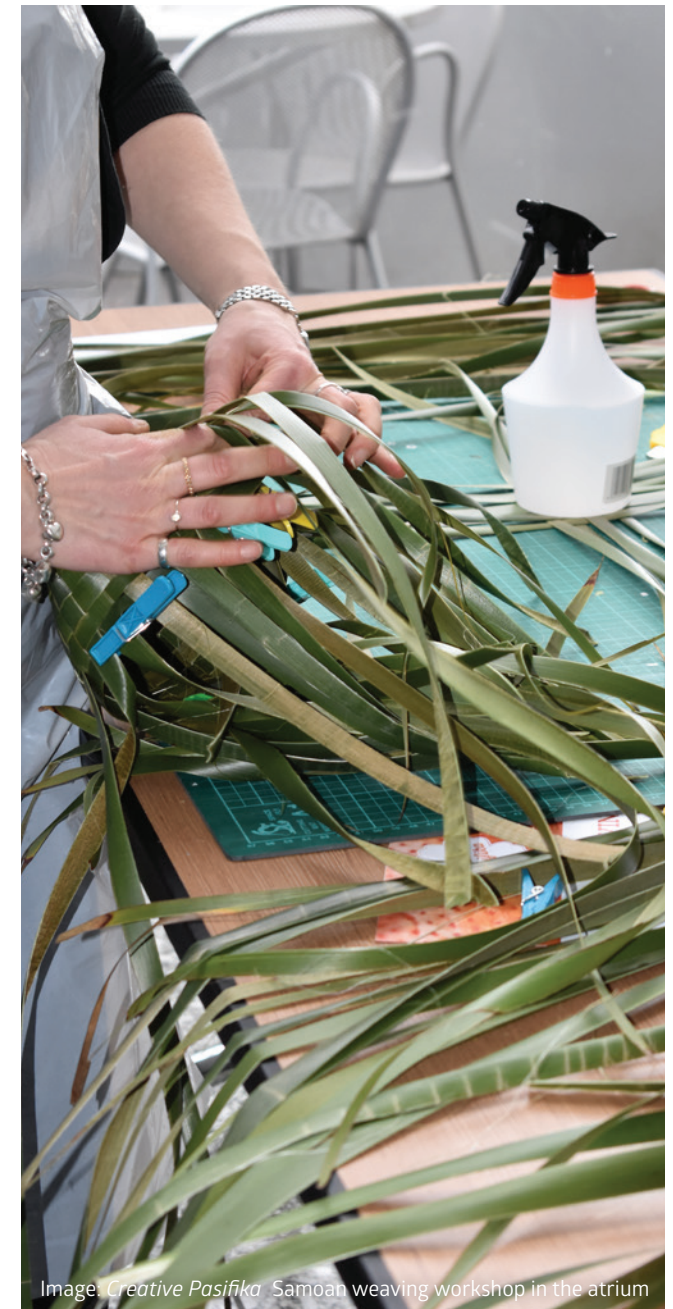


Image: Creative Pasifika - Samoan weaving workshop in the atrium

## GOAL THREE: INSPIRE LIFELONG LEARNING

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### 1. We will deliver inspiring educational experiences in science, nature and culture:

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- 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
- Deliver inspiring community programmes to engage target audiences in lifelong learning experiences of science, nature and culture.



Image: Harry Freeman explores the physics behind tornadoes during a Tūhura pre-opening photoshoot

# GOAL FOUR: BUSINESS SUSTAINABILITY

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## 1. We will secure and future-proof the Museum's financial position and business model:

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- 75 000 paid admissions to Tūhura Otago Community Trust Science Centre
  - 25 000 paid admissions to Perpetual Guardian Planetarium
  - Develop and maintain key business partnerships
  - 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.
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## 2. We will develop and maintain quality spaces fit for purpose:

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- Finalise a master plan for development of the Museum's buildings and facilities
  - Complete upgrade of Tropical Forest 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 galleries as per the Museum's five-year fire protection plan.
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## 3. We will operate sustainably:

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- 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
  - Upgrade lighting to LED – 3%
- 

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

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- Improve full-time, permanent staff retention by 5%
  - Develop staff through professional mentoring and training
  - Maintain relevant health and safety accreditation
- 



Image: Charlie – you're busted! | Jack Aubin



Image: A rare species of dolphin was found dead on Thursday 21 September at Warrington Beach, 30 km north of Dunedin. The dolphin was taken to the Otago Museum to complete the stranding report, which included identifying sex, taking a series of standard measurements, photography, and collecting a skin sample that is lodged in the New Zealand Cetacean Tissue Archive at Auckland University.

# EXHIBITIONS, PROJECTS AND DEVELOPMENT SCHEDULE

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## Exhibitions

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- Otago Museum 150th Anniversary exhibition
  - 20th Otago Wildlife Photography Competition exhibition
  - University of Otago's 150th Anniversary exhibition.
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## Capital Works

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- Scope new renewable energy options
  - Tropical Forest roof upgrade
  - Earthquake mitigation for Collection stores
  - Continue implementation of Museum's five year fire protection plan
  - Hutton Theatre entrance, Café extension, and visitor engagement centre.
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## Major Projects

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- Finalise a master plan for the development of the Museum's buildings and facilities
  - Ross Building restoration/development – subject to funding
  - Tāngata Whenua gallery: exhibition design and development.
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## Gallery Developments

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- Gallery refresh – Sir Edmund Hillary display moved from stairwell to People of the World.
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Image: The 7.6 m-high slide inspired by the DNA double helix was installed in Tūhura Otago Community Trust Science Centre



Image: Strong magnets and iron fillings in Tūhura



# FINANCIAL POSITION AND FORECASTS

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**The Museum, since its establishment in 1868, contributes to the cultural and economic landscape of Otago; it is a community hub, has sole responsibility for the care of its collection, and the buildings that house them; it is an invaluable resource for researchers, and provides educational experiences through its exhibitions and programmes to young and old alike.**

Over the last 10 years, Otago Museum has grown in strength with visitor numbers exceeding 350 000 in 2017. The Museum has proactively introduced new and innovative ways to attract visitors and create a busy, vibrant attraction for Dunedin and the local economy.

Recognising the importance of engaging its community in science and offering contemporary learning experiences, the Museum has invested in its recently opened state-of-the-art Tūhura Otago Community Trust Science Centre (opened December 2017). Encompassing a total redevelopment of its popular Discovery World (opened in 1991), a renovated Tropical Forest (opened in 2007), and adding to the Perpetual Guardian Planetarium and the Beautiful Science gallery (opened December 2015), Tūhura will be a science hub for learning across the ages.

In addition, the Museum has put on diverse and popular exhibitions including the *REvolution: 100 years of Motorcycles* Exhibition, *Bugs: The Mega World of Minibeasts* (40 000 visitors) and the international touring exhibition *Life before Dinosaurs: Permian Monsters*.

The Otago Museum is a major tourist attraction for the city (two thirds of its audience come from outside Dunedin) and is a major employer, with up to 120 staff. The Museum is a centre for learning, education and research, and is a showcase of Otago's natural and cultural heritage. Its collection comprises 1.5 million objects which are held in trust for future generations.

The Museum spends up to \$9 million within the local economy every year. It is a major economic contributor to the city, and is leveraged nationally and internationally by the city to attract tourists, students, conferences, investors and residents to the city. Its staff have contributed voluntarily and professionally not only to the Museum but to other institutions on boards and committees.

In the 2018–2019 year a large body of work and funds is being directed into the care of the facilities and collections, amenity value, and fabric of the building to ensure it remains a safe, welcoming, functional and fit-for-purpose space for many years to come.

Upgrading earthquake and fire protection within collection stores and public spaces, improving health and safety, addressing sustainability, and developing and hosting new experiences and interactivity with the Museum collection are the primary focuses of this financial year.

Contributions from Local Funding Authorities will help the Museum to achieve its annual and long-term objectives. However to meet our wider commitments, the Museum must go beyond this funding pool. Run by an independent Trust Board, the Museum generates over 50% of its funding from individual donations, commercial activity, corporate sponsorship, targeted government funding, and contracted services to deliver programmes and events to meet national goals in learning and education.

Being independent and staying independent enables the Museum to respond quickly to opportunities and commit to activity (with the support of the Board and its constituent representatives).

Income received by the Museum is returned to Otago's communities by employing many young and upcoming graduates and locals and committing to their professional development, and through the payment for services across

a wide spectrum of local businesses, from our maintenance teams to advertising and promotions, to using local firms to build and service the facilities. Our education programmes provide exciting educational experiences to people of all ages.

It is the intention of this Annual Plan to capture the Museum's obligations and commitments to care for the collection, and promote interest and education in science, nature and culture by providing a clear path for its ongoing development to ensure the communities of Otago and New Zealand continue to be well served by Otago Museum and its collections.

As the Museum celebrates its 150th birthday, we are entering a period in which we will strive to maintain our position as a much loved cultural institution delivering services to hundreds of thousands of people annually. Almost two decades have passed since the last major upgrade of any gallery at the Museum, and with significant storage and environmental challenges facing us, there will have to be a focus on renewal and refurbishment. Over the next decade, significant investment is essential if our institution is to remain fit for purpose.

**OTAGO MUSEUM TRUST BOARD**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE 5 YEARS ENDED 30 JUNE 2019**

	Core Operations					Business Units					Special & Trust Funds					Total				
	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 BUDGET	2018/19 BUDGET	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 BUDGET	2018/19 BUDGET	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 BUDGET	2018/19 BUDGET	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 BUDGET	2018/19 BUDGET
<b>Income</b>																				
Executive	35,000	50	5,722	-	-	-	-	-	-	-	-	-	-	-	-	35,000	50	5,722	-	-
Collections, Experience & Development	22,244	109,606	133,993	165,284	80,696	-	-	-	-	-	-	-	-	-	-	22,244	109,606	133,993	165,284	80,696
Finance & Commercial	628	384	331	800	300	1,528,527	1,601,351	1,837,735	1,955,844	2,024,850	-	-	-	-	-	1,529,155	1,601,735	1,838,066	1,956,644	2,025,150
Visitor Interaction & Programmes	243,552	206,846	209,760	233,592	249,790	418,077	-	-	-	-	-	-	-	-	-	661,629	206,846	209,760	233,592	249,790
Science Engagement & Outreach	-	376,370	665,431	509,000	536,333	-	676,525	725,344	771,100	1,173,600	-	-	-	-	-	-	1,052,895	1,390,175	1,280,100	1,709,933
Assets & Technology	770	4,454	-	1,020	1,000	-	-	-	-	-	-	-	-	-	-	770	4,454	-	1,020	1,000
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	849,914	296,571	869,978	1,279,376	575,561	849,914	296,571	869,978	1,279,376	575,561
CLA Contribution	4,102,101	4,102,101	4,102,101	4,184,143	4,309,667	-	-	-	-	-	-	-	-	-	-	4,102,101	4,102,101	4,102,101	4,184,143	4,309,667
Other Income	61,297	128,695	318,664	126,100	28,600	-	-	-	-	-	-	-	-	-	-	61,297	128,695	318,664	126,100	28,600
<b>Total Income</b>	<b>4,465,592</b>	<b>4,928,506</b>	<b>5,436,002</b>	<b>5,219,939</b>	<b>5,206,386</b>	<b>1,946,604</b>	<b>2,277,876</b>	<b>2,563,079</b>	<b>2,726,944</b>	<b>3,198,450</b>	<b>849,914</b>	<b>296,571</b>	<b>869,978</b>	<b>1,279,376</b>	<b>575,561</b>	<b>7,262,110</b>	<b>7,502,953</b>	<b>8,869,059</b>	<b>9,226,259</b>	<b>8,980,397</b>
<b>Wages &amp; Salaries</b>																				
Executive	(365,872)	(349,168)	(392,639)	(402,730)	(417,629)	-	-	-	-	-	-	-	-	-	-	(365,872)	(349,168)	(392,639)	(402,730)	(417,629)
Collections, Experience & Development	(1,179,421)	(1,348,453)	(1,485,921)	(1,577,642)	(1,566,081)	-	-	-	-	-	-	-	-	-	-	(1,179,421)	(1,348,453)	(1,485,921)	(1,577,642)	(1,566,081)
Finance & Commercial	(246,913)	(271,887)	(255,067)	(283,344)	(307,215)	(643,723)	(694,501)	(762,097)	(888,077)	(844,598)	-	-	-	-	-	(890,636)	(966,388)	(1,017,164)	(1,171,421)	(1,151,812)
Visitor Interaction & Programmes	(960,101)	(684,803)	(559,294)	(635,123)	(630,797)	(52,898)	-	-	-	-	-	-	-	-	-	(1,012,999)	(684,803)	(559,294)	(635,123)	(630,797)
Science Engagement & Outreach	-	(351,899)	(562,577)	(414,475)	(554,165)	-	(194,989)	(237,002)	(325,307)	(383,132)	-	-	-	-	-	-	(546,888)	(799,579)	(739,782)	(937,297)
Assets & Technology	(304,926)	(278,098)	(259,564)	(273,634)	(298,916)	-	-	-	-	-	-	-	-	-	-	(304,926)	(278,098)	(259,564)	(273,634)	(298,916)
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Wages &amp; Salaries</b>	<b>(3,057,233)</b>	<b>(3,284,308)</b>	<b>(3,515,062)</b>	<b>(3,586,948)</b>	<b>(3,774,803)</b>	<b>(696,621)</b>	<b>(889,490)</b>	<b>(999,099)</b>	<b>(1,213,384)</b>	<b>(1,227,729)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,753,854)</b>	<b>(4,173,798)</b>	<b>(4,514,161)</b>	<b>(4,800,332)</b>	<b>(5,002,532)</b>
<b>Direct Costs</b>																				
Executive	(235,469)	(231,496)	(332,911)	(321,010)	(283,500)	-	-	-	-	-	-	-	-	-	-	(235,469)	(231,496)	(332,911)	(321,010)	(283,500)
Collections, Experience & Development	(511,077)	(522,341)	(404,333)	(545,919)	(448,299)	-	-	-	-	-	-	-	-	-	-	(511,077)	(522,341)	(404,333)	(545,919)	(448,299)
Finance & Commercial	(24,693)	(19,862)	(12,389)	(28,335)	(24,500)	(529,193)	(617,572)	(795,166)	(830,503)	(849,570)	-	-	-	-	-	(553,886)	(637,434)	(807,555)	(858,838)	(874,070)
Visitor Interaction & Programmes	(87,312)	(86,905)	(86,399)	(98,242)	(61,720)	(136,134)	-	-	-	-	-	-	-	-	-	(223,446)	(86,905)	(86,399)	(98,242)	(61,720)
Science Engagement & Outreach	-	(89,855)	(314,785)	(200,500)	(293,333)	-	(268,817)	(185,298)	(263,790)	(279,640)	-	-	-	-	-	-	(358,672)	(500,083)	(464,290)	(572,973)
Assets & Technology	(409,804)	(657,587)	(774,042)	(701,032)	(804,700)	-	-	-	-	-	(21,154)	(87,271)	(59,132)	(19,000)	(19,000)	(409,804)	(657,587)	(774,042)	(701,032)	(804,700)
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation expense	(1,020,244)	(1,030,619)	(1,343,592)	(1,206,887)	(1,293,349)	-	-	-	-	-	-	-	-	-	-	(1,020,244)	(1,030,619)	(1,343,592)	(1,206,887)	(1,293,349)
Indirect Costs	(833,673)	(559,325)	(529,681)	(896,135)	(778,755)	-	-	-	-	-	-	-	-	-	-	(833,673)	(559,325)	(529,681)	(896,135)	(778,755)
<b>Total Direct Costs</b>	<b>(3,122,272)</b>	<b>(3,197,990)</b>	<b>(3,798,132)</b>	<b>(3,998,060)</b>	<b>(3,988,156)</b>	<b>(665,327)</b>	<b>(886,389)</b>	<b>(980,464)</b>	<b>(1,094,293)</b>	<b>(1,129,210)</b>	<b>(21,154)</b>	<b>(87,271)</b>	<b>(59,132)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>(3,808,753)</b>	<b>(4,171,650)</b>	<b>(4,837,728)</b>	<b>(5,111,353)</b>	<b>(5,136,366)</b>
<b>Net Contribution</b>	<b>(1,713,913)</b>	<b>(1,553,792)</b>	<b>(1,877,192)</b>	<b>(2,365,069)</b>	<b>(2,556,573)</b>	<b>584,656</b>	<b>501,997</b>	<b>583,516</b>	<b>419,267</b>	<b>841,511</b>	<b>828,760</b>	<b>209,300</b>	<b>810,846</b>	<b>1,260,376</b>	<b>556,561</b>	<b>(300,497)</b>	<b>(842,495)</b>	<b>(482,830)</b>	<b>(685,426)</b>	<b>(1,158,501)</b>
<b>Contribution by Division</b>																				
Executive	(566,341)	(580,614)	(719,828)	(723,740)	(701,129)	-	-	-	-	-	-	-	-	-	-	(566,341)	(580,614)	(719,828)	(723,740)	(701,129)
Collections, Experience & Development	(1,668,254)	(1,761,188)	(1,756,261)	(1,958,277)	(1,933,684)	-	-	-	-	-	-	-	-	-	-	(1,668,254)	(1,761,188)	(1,756,261)	(1,958,277)	(1,933,684)
Finance & Commercial	(270,978)	(291,365)	(267,125)	(310,879)	(331,415)	355,611	289,278	280,472	237,264	330,683	-	-	-	-	-	84,633	(2,087)	13,347	(73,615)	(732)
Visitor Interaction & Programmes	(803,861)	(564,862)	(435,933)	(499,773)	(442,727)	229,045	-	-	-	-	-	-	-	-	-	(574,816)	(564,862)	(435,933)	(499,773)	(442,727)
Science Engagement & Outreach	-	(65,384)	(211,931)	(105,975)	(311,165)	-	212,719	303,044	182,003	510,828	-	-	-	-	-	-	147,335	91,113	76,028	199,663
Assets & Technology	(713,960)	(931,231)	(1,033,606)	(973,646)	(1,102,616)	-	-	-	-	-	-	-	-	-	-	(713,960)	(931,231)	(1,033,606)	(973,646)	(1,102,616)
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	828,760	209,300	810,846	1,260,376	556,561	828,760	209,300	810,846	1,260,376	556,561
Museum Group	2,309,481	2,640,852	2,547,492	2,207,221	2,266,163	-	-	-	-	-	-	-	-	-	-	2,309,481	2,640,852	2,547,492	2,207,221	2,266,163
<b>Total Contribution by Division</b>	<b>(1,713,913)</b>	<b>(1,553,792)</b>	<b>(1,877,192)</b>	<b>(2,365,069)</b>	<b>(2,556,573)</b>	<b>584,656</b>	<b>501,997</b>	<b>583,516</b>	<b>419,267</b>	<b>841,511</b>	<b>828,760</b>	<b>209,300</b>	<b>810,846</b>	<b>1,260,376</b>	<b>556,561</b>	<b>(300,497)</b>	<b>(842,495)</b>	<b>(482,830)</b>	<b>(685,426)</b>	<b>(1,158,501)</b>
<b>Contribution Adjusted for Depreciation</b>																				
<b>Net Contribution</b>	<b>(1,713,913)</b>	<b>(1,553,792)</b>	<b>(1,877,192)</b>	<b>(2,365,069)</b>	<b>(2,556,573)</b>	<b>584,656</b>	<b>501,997</b>	<b>583,516</b>	<b>419,267</b>	<b>841,511</b>	<b>828,760</b>	<b>209,300</b>	<b>810,846</b>	<b>1,260,376</b>	<b>556,561</b>	<b>(300,497)</b>	<b>(842,495)</b>	<b>(482,830)</b>	<b>(685,426)</b>	<b>(1,158,501)</b>
Add back Depreciation	1,020,244	1,030,619	1,343,592	1,206,887	1,293,349	-	-	-	-	-	-	-	-	-	-	1,020,244	1,030,619	1,343,592	1,206,887	1,293,349
<b>Net Contribution before Capex</b>	<b>(693,669)</b>	<b>(523,173)</b>	<b>(533,600)</b>	<b>(1,158,182)</b>	<b>(1,263,224)</b>	<b>584,656</b>	<b>501,997</b>	<b>583,516</b>	<b>419,267</b>	<b>841,511</b>	<b>828,760</b>	<b>209,300</b>	<b>810,846</b>	<b>1,260,376</b>	<b>556,561</b>	<b>719,747</b>	<b>188,124</b>	<b>860,762</b>	<b>521,461</b>	<b>134,848</b>
Capex Expenditure	(98,208)	(202,063)	(400,439)	(1,210,685)	(1,604,998)	-	-	-	-	-	(1,162,319)	(1,824,953)	(702,653)	(1,557,912)	(273,599)	(1,260,527)	(2,027,016)	(1,103,092)	(2,768,597)	(1,878,597)
<b>Net Contribution after Capex</b>	<b>(791,877)</b>	<b>(725,236)</b>	<b>(934,039)</b>	<b>(2,368,867)</b>	<b>(2,868,222)</b>	<b>584,656</b>	<b>501,997</b>	<b>583,516</b>	<b>419,267</b>	<b>841,511</b>	<b>(333,559)</b>	<b>(1,615,653)</b>	<b>108,193</b>	<b>(297,536)</b>	<b>282,962</b>	<b>(540,780)</b>	<b>(1,838,892)</b>	<b>(242,330)</b>	<b>(2,247,136)</b>	<b>(1,743,749)</b>

**OTAGO MUSEUM TRUST BOARD  
STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE 5 YEARS ENDED 30 JUNE 2019**

**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.
- \* There has been the following divisional changes over the past two years:

Changes from 2016 - 2017

A new division has been created called Science Engagement & Outreach. This area is responsible for Tropical Forest/Discovery World, Planetarium & general Science Engagement  
In 2015/16, electricity and energy for heating & climate control costs were moved from indirect costs to Assets & Technology. These costs were moved back to indirect costs in the 2016/17 budget onwards.

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

**Footnotes:**

1. An increase of 3% in CLA contribution has been budgeted for the 2018/19 year.

Below is a summary of the CLA contributions per budget:

2013/14	4,021,668
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

2. Staffing costs have been budgeted to increase with annual wages 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:

	<u>2017/18</u>	<u>2018/19</u>
* Building Development	40,000	40,000
* Hutton/Atrium Theatre Refurb & Sound System	40,000	-
* PA System	-	110,000
* Vehicles	40,000	45,000
* Energy Efficiency	165,000	50,000
* Planetarium - Lasers	100,000	50,000
* Dpad	30,000	-
* Replace Refrigeration	-	100,000
* Science Engagement Outreach	30,000	-
* Computer & Software	100,000	100,000
* Gallery Protection - Sprinklers	200,000	150,000
* Tuhura Otago Community Trust Science Centre	750,000	100,000
* Tangata Whenua	50,000	50,000
* Earthquake Mitigation	150,000	100,000
* Roof Replacement	-	100,000
* Fencing - Offsite/Otago Museum	-	60,000
* Tropical Forest Refresh (roof)	250,000	500,000
* Health & Safety Improvements	120,000	110,000
* Restoration of 1877 Building **	500,000	-
* Gallery Refresh	80,000	80,000
* Café Extension	30,000	40,000
* Conservation	60,000	60,000

\*\* 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 budget 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 contributions from the DCC Long Term Plan:

	<u>2016/17</u>	<u>2017/18</u>
* DCC Long Term Plan Contribution	75,000	75,000

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:

	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>
* Barclay	45,000	40,000	30,000	30,000	30,000
* Otago Community Trust	100,000	-	500,000	-	-
* Development Fund (general fundraising)	-	-	-	800,000	100,000



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