



TE
WHARE
TAOKA
O
OTAGO



Cover image: String of polished rainbow kelp shells, Polynesia, D59.236; Otago Museum Collection © Otago Museum.
Above image: Otago Museum entrance © Otago Museum.

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INTRODUCTION

2020 – 2021 Annual Plan for Otago Museum

We present the Otago Museum's draft annual plan for 2020/21 for your information and feedback.

The budgeted net deficit after depreciation is \$1.17 million. There is a budgeted net surplus before depreciation of \$123 000.

Key points to note with the 2020/21 draft budget are:

- Business units (Café, Tropical Forest/Tūhura, Planetarium) continue to trade well and generate additional funding. However, there is little potential to increase sales or revenue further, as these customer markets are saturated, and visitor numbers have plateaued.
- Wages are under significant financial pressure as the Museum moves to increase hourly rates to the living wage. As there are a large number of part-time and casual staff, these extra costs heavily impact the business units.
- Continued deferred maintenance continues to be a major concern, particularly as demand outstrips supply within the construction industry, forcing prices to rise.

Last year, to address historical long term flat funding issues in an era of increasing costs, the Museum sought a levy increase from our local government funding bodies with a 12% increase in 2020 and 2% increases thereafter.

While this was not approved by the DCC (the largest levy contributor to the Museum), it did agree to an increase of 5% together with future indicative increases of 5% (in 2020/21), resulting in a levy of \$4.753 million, and 6.5% (in 2021/22). We have used these figures (together with a \$30 000 grant contribution from Queenstown Lakes District Council) as the basis to prepare this annual plan.

The difference between what we asked for last year and the 5%, 5% and 6.5% going forward means that we will receive \$429 000 less than requested.

Combined with the rising costs of wages, deferred maintenance and other fixed overheads (such as insurance and power) have placed significant pressure on Museum finances. This is before even considering how the Museum can fund long overdue capital expenditure.

As you will learn by reading this document, the Museum continues to face significant financial challenges as a result of long term underfunding. A key issue is that the funding model does not provide for depreciation costs. It is important to budget for depreciation in order to fund capital expenditure or significant maintenance. Not providing for this will result in an erosion of assets due to deferred maintenance and deterioration with age.

This has been an ongoing issue for the Museum for an extended period of time, and, in addition to the health and safety concerns this raises, not addressing it will start to affect our customers' experience.

In this year, in an ideal world, we would seek to invest \$1.055 million for essential maintenance (eg sprinklers to protect our taoka). We wish to flag that the Museum will be unable to cover the proposed capital expenditure spend from its operating result, and so it will be deferred.

In the past, this expenditure would be funded by reserves. However, the reserves available to cover such expenditure have been significantly depleted in recent years due to key developments such as the Tūhura and Tropical Forest upgrades, and the fit-out of the DCC-owned property in Great King Street. These developments were important to the Museum as they provide much needed trading surpluses to help cover on-going operational costs.

Of the Special and Trust fund reserves remaining, the vast majority are restricted funds, meaning, when the funds were advanced to the Museum, there were strict criteria attached by the donor as to the specific purpose for which they could be used. An example are the funds of \$230 000 from the Avicé Bowbyes trust fund which must be spent on the upkeep of costumes and cannot be accessed for any other purpose.

This is but one example of the spending limitations that are in place for the Special and Trust funds. It is acknowledged that within Special and Trust funds there is \$2.3 million for 'Meeting House – Loss of Heart' funds. These funds were received as compensation for when the Māori meeting house was relocated to the North Island. While not legally restricted, the Board feels there is a moral obligation to use the funds for the redevelopment of the Tāngata Whenua gallery or something similar.

For these reasons, there are insufficient unrestricted funds available for any proposed capital expenditure. Capex will not occur unless we can cover it via grants, fundraising or other external contributions.

In addition, and of more concern, insufficient funding means the operations and funding for the Museum are at a tipping point. The day-to-day functions of the Museum are under significant financial pressure.

The scale of the historical funding issue is now to the extent that the Board will need to consider changes to the very core of its operations as the current position is unworkable and unsustainable.

We would welcome discussions with our funding partners about how we can overcome the challenges of funding basic operations and essential capital maintenance across the Museum.

Essential capital maintenance includes sprinklers and earthquake mitigation work for the collection, which is budgeted to cost \$1.5 million over the next five years. Our initial thought is that an annual grant of \$300 000 for each of the next five financial years would enable us to undertake this most critical work. However, this does not address the real concerns of a shortfall in funding and cash for operations, deferred maintenance, and overdue capital expenditure.

Despite the financial challenges detailed above, we continue to seek external funding to support our work. The education and outreach programmes at the Museum continue to attract significant support from MBIE (for

example in November 2019 we won approximately \$200 000 for three 'Curious Minds' proposals) and from our partners including Perpetual Guardian, The Dodd-Walls Centre for Photonic and Quantum Technologies, and others.

The 2020/21 financial year promises to be an important year for the Museum. We will complete a new master plan for the Museum which will detail how we plan to develop our site over the next ten years.

We will open a major new dinosaur-based travelling exhibition, which will educate, entertain and inspire our visitors.

Our collections team will continue its vital work preserving, protecting and interpreting our taoka, ensuring it is there for future generations; our education and outreach teams will continue to offer world class experiences across Otago; and visitors to our Museum will be inspired to take an interest in the culture, nature, and science of our region.



**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.

TE HUNA A TE MOA

OTHER MOA PRINTS BEEN FOUND?

Other moa footprints are the first to be found, they are not the only ones found. The South Island has been searched for moa prints for over 100 years. The South Island has been searched for moa prints for over 100 years. The South Island has been searched for moa prints for over 100 years.

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- 2020 - Nelson, Nelson

AMONG THE EARLIEST FOOTPRINTS

These are the earliest moa footprints found in the South Island. They were found in 1844 by Campbell and Coleraine in Otago. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face.

HOW DO YOU KNOW THEY WERE MADE BY A MOA?

The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face.

WHAT ROCK IS THE FOOTPRINT IN?

The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face.

WHAT DID YOU WRAP THE DAMP PRINTS IN?

The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face.

WHO WAS INVOLVED IN MOA FOOTPRINT PROJECT?

The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face. The footprints were found in a sandstone rock face.

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

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

WHAKAHAUMARU 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



Paisley shawl dress, G85.961, gift of Julie Baird featured in *Fashion Forward >> Disruption through Design*; Otago Museum Collection © Otago Museum.

GENERAL GOAL

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

We will excel at researching and interpreting our collection

- Support and encourage research outcomes of Honorary Curators and research collaborators



Otago Museum Sanata Parade float, December 2019 © Otago Museum.

OTAGO MUSEUM GOALS

**Whakaurua ā
tātou hāpori ki
te whakaohoho
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' Opinion Survey
- Undertake targeted audience research
- Deliver targeted programmes and services to Dunedin City Council, and Waitaki, Clutha, Central Otago, and Queenstown Lakes District Councils, and beyond
- 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 2020 – 2021
- Deliver a high quality Otago Wildlife Photography Competition and exhibition
- Engage in collaborations, and foster ongoing partnerships across Otago, New Zealand, and the world
- 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 funds



Making a banana leaf hut for World Rainforest Day © Otago Museum.

THREE GOALS

Whakahaumaru te wāheke i te ao hurihuri

A secure and sustainable future in a changing world

Covid-19

- The impact of Covid-19 will undoubtedly be enormous and, as a result, there is considerable ongoing uncertainty about income during the 2020-2021 year. The team will make best efforts to achieve the below goals, but it should be recognised that these goals were set before Covid-19.

We will operate sustainably

- Retain carbon (CEMARS) 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's windows
- Continue upgrading lighting to LED

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

- 65 000 paid admissions to Tūhura Otago Community Trust Science Centre
- 15 000 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
- 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 five-year fire protection plan
- Continue a programme of improving accessibility across the Museum

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
- Provide opportunities for staff to build capability in te reo Māori, Treaty, and bicultural operations
- Strive to improve staff retention year-on-year

EXHIBITIONS, PROJECTS + DEVELOPMENT SCHEDULE

Exhibitions

21st Otago Wildlife Photography Competition
Fashion Forward >> Disruption through Design

Dinosaur rEvolution

Kura Pounamu

Miscellaneous small exhibitions in
the H D Skinner Annex

People of the World – textiles changeover

Otago Wildlife Photography Competition
display at Cromwell

Planning for Pacific Cultures refresh
and intervention

Stairwell display changeover

Capital Works

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

Earthquake and fire mitigation for collection stores

Replace Tropical Forest roof

Replace roof on the Hocken building

Intervention in entrance area to enhance visitor
welcome experience

Scope possible renewable energy options

Major Projects and Gallery Developments

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

Tāngata Whenua gallery:
design and development

OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE 5 YEARS ENDED 30 JUNE 2021

	Core Operations					Business Units					Special & Trust Funds					Total						
	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET		
Income																						
Executive	5,722	7,500	2,663	-	-	-	-	-	-	-	-	-	-	-	5,722	7,500	2,663	-	-	-	-	
Collections, Experience & Development	133,993	336,653	287,357	20,696	134,885	-	-	-	-	-	-	-	-	-	133,993	336,653	287,357	20,696	134,885	-	-	
Finance & Commercial	331	294	-	300	300	1,837,735	2,004,609	1,970,750	-	-	-	-	-	-	1,838,066	1,839,754	2,004,609	1,970,750	2,161,500	-	-	
Visitor Interaction & Programmes	209,760	168,232	218,552	258,200	233,200	-	-	-	-	-	-	-	-	-	209,760	168,232	218,552	258,200	233,200	-	-	
Science Engagement & Outreach	665,431	496,555	611,287	532,000	494,000	725,344	871,833	864,429	1,114,600	943,000	-	-	-	-	1,390,775	1,368,388	1,475,716	1,646,600	1,437,000	-	-	
Assets & Technology	-	-	677	1,000	1,000	-	-	-	-	-	-	-	-	-	-	677	537	1,000	1,000	1,000	-	-
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	869,978	260,899	336,382	275,633	223,245	869,978	260,899	336,382	275,633	223,245	-	-
CLA Contribution	4,102,101	4,180,512	4,309,667	4,527,046	4,753,398	-	-	-	-	-	4,102,101	4,180,512	4,309,667	4,527,046	4,753,398	318,664	300,459	364,225	301,216	262,036	-	-
Other Income	318,664	300,459	364,225	301,216	262,036	-	-	-	-	-	318,664	300,459	364,225	301,216	262,036	-	-	-	-	-	-	-
Total Income	5,436,002	5,490,882	5,794,268	5,640,458	5,876,819	2,565,079	2,711,293	2,869,038	3,085,350	3,104,500	869,978	260,899	336,382	275,633	223,245	8,869,059	8,463,074	9,099,688	9,001,441	9,206,564	-	-
Wages & Salaries																						
Executive	(392,639)	(400,457)	(434,337)	(434,021)	(431,056)	-	-	-	-	-	-	-	-	-	(392,639)	(400,457)	(434,337)	(434,021)	(431,056)	-	-	
Collections, Experience & Development	(1,485,921)	(1,498,498)	(1,244,014)	(1,246,194)	(1,264,041)	-	-	-	-	-	-	-	-	-	(1,485,921)	(1,498,498)	(1,244,014)	(1,246,194)	(1,264,041)	-	-	
Finance & Commercial	(255,067)	(273,676)	(345,678)	(391,210)	(371,803)	(762,097)	(840,245)	(847,315)	(888,530)	(1,011,033)	-	-	-	-	(1,017,164)	(1,113,921)	(1,129,993)	(1,279,740)	(1,382,836)	-	-	
Visitor Interaction & Programmes	(559,294)	(602,988)	(759,849)	(664,529)	(809,604)	-	-	-	-	-	-	-	-	-	(559,294)	(602,988)	(759,849)	(664,529)	(809,604)	-	-	
Science Engagement & Outreach	(562,677)	(600,753)	(699,213)	(627,805)	(550,338)	(237,002)	(311,864)	(358,867)	(473,285)	(406,461)	-	-	-	-	(799,579)	(912,617)	(1,028,080)	(1,101,090)	(956,799)	-	-	
Assets & Technology	(239,564)	(292,199)	(355,974)	(390,519)	(312,680)	-	-	-	-	-	-	-	-	-	(239,564)	(292,199)	(355,974)	(390,519)	(312,680)	-	-	
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Wages & Salaries	(3,515,062)	(3,668,571)	(3,809,065)	(3,754,278)	(3,739,522)	(999,099)	(1,152,109)	(1,206,182)	(1,361,815)	(1,417,494)	-	-	-	-	-	(4,514,161)	(4,820,680)	(5,015,247)	(5,116,093)	(5,157,016)	-	-
Direct Costs																						
Executive	(332,911)	(220,834)	(306,837)	(263,000)	(255,000)	-	-	-	-	-	-	-	-	-	(332,911)	(220,834)	(306,837)	(263,000)	(255,000)	-	-	
Collections, Experience & Development	(404,333)	(525,395)	(617,188)	(454,241)	(368,792)	-	-	-	-	-	-	-	-	-	(404,333)	(525,395)	(617,188)	(454,241)	(368,792)	-	-	
Finance & Commercial	(12,389)	(13,100)	(10,916)	(22,000)	(14,500)	(795,166)	(811,815)	(872,626)	(866,200)	(950,200)	-	-	-	-	(807,555)	(824,915)	(883,542)	(882,200)	(964,700)	-	-	
Visitor Interaction & Programmes	(86,399)	(36,947)	(54,430)	(65,800)	(62,000)	-	-	-	-	-	-	-	-	-	(86,399)	(36,947)	(54,430)	(65,800)	(62,000)	-	-	
Science Engagement & Outreach	(374,785)	(213,827)	(364,339)	(285,500)	(414,610)	(185,298)	(255,057)	(235,785)	(326,798)	(257,200)	-	-	-	-	(500,083)	(468,884)	(600,124)	(612,298)	(671,810)	-	-	
Assets & Technology	(774,042)	(608,873)	(652,387)	(772,550)	(753,050)	-	-	-	-	-	-	-	-	-	(774,042)	(608,873)	(652,387)	(772,550)	(753,050)	-	-	
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation expense	(1,343,592)	(1,429,449)	(1,526,805)	(1,107,523)	(1,294,010)	-	-	-	-	-	-	-	-	-	(1,343,592)	(1,429,449)	(1,526,805)	(1,107,523)	(1,294,010)	-	-	
Indirect Costs	(529,681)	(723,303)	(784,277)	(750,255)	(639,600)	-	-	-	-	-	-	-	-	-	(529,681)	(723,303)	(784,277)	(750,255)	(639,600)	-	-	
Total Direct Costs	(3,798,132)	(3,775,728)	(4,317,179)	(3,720,869)	(4,001,562)	(980,464)	(1,066,672)	(1,108,411)	(1,186,998)	(1,207,400)	-	-	-	-	(4,837,728)	(4,866,694)	(5,476,154)	(4,918,867)	(5,219,862)	-	-	
Net Contribution	(1,877,192)	(1,951,417)	(2,331,976)	(1,834,689)	(1,862,265)	583,516	492,312	554,445	536,537	479,606	810,846	235,005	283,818	264,633	212,245	(482,830)	(1,224,100)	(1,493,713)	(1,033,519)	(1,170,414)	-	-

	Core Operations					Business Units					Special & Trust Funds					Total						
	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET		
Contribution by Division																						
Executive	(719,828)	(613,791)	(738,511)	(697,021)	(686,056)	-	-	-	-	-	-	-	-	-	(719,828)	(613,791)	(738,511)	(697,021)	(686,056)	-	-	
Collections, Experience & Development	(1,756,261)	(1,687,240)	(1,573,845)	(1,679,739)	(1,497,948)	-	-	-	-	-	-	-	-	-	(1,756,261)	(1,687,240)	(1,573,845)	(1,679,739)	(1,497,948)	-	-	
Finance & Commercial	(267,125)	(286,482)	(356,594)	(412,910)	(386,003)	280,472	187,400	284,668	222,020	200,267	-	-	-	-	13,347	(99,082)	(71,926)	(190,890)	(185,736)	-	-	
Visitor Interaction & Programmes	(457,933)	(473,703)	(595,747)	(472,129)	(638,404)	-	-	-	-	-	-	-	-	-	(435,933)	(473,703)	(595,747)	(472,129)	(638,404)	-	-	
Science Engagement & Outreach	(211,931)	(318,035)	(422,285)	(381,305)	(470,948)	303,044	304,912	269,777	314,517	279,339	-	-	-	-	91,113	(13,113)	(152,488)	(66,788)	(191,609)	-	-	
Assets & Technology	(1,033,606)	(900,395)	(1,007,824)	(1,064,730)	(1,064,730)	-	-	-	-	-	-	-	-	-	(1,033,606)	(900,395)	(1,007,824)	(1,064,730)	(1,064,730)	-	-	
Special & Trust Funds	-	-	-	-	-	-	-	-	-	-	810,846	235,005	283,818	264,633	212,245	810,846	235,005	283,818	264,633	212,245	-	-
Museum Group	2,547,492	2,328,219	2,362,810	2,970,484	2,881,824	-	-	-	-	-	-	-	-	-	2,547,492	2,328,219	2,362,810	2,970,484	2,881,824	-	-	
Total Contribution by Division	(1,877,192)	(1,951,417)	(2,331,976)	(1,834,689)	(1,862,265)	583,516	492,312	554,445	536,537	479,606	810,846	235,005	283,818	264,633	212,245	(482,830)	(1,224,100)	(1,493,713)	(1,033,519)	(1,170,414)	-	-

	Core Operations					Business Units					Special & Trust Funds					Total							
	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET			
Net Contribution																							
Add back Depreciation	(1,877,192)	(1,951,417)	(2,331,976)	(1,834,689)	(1,862,265)	-	-	-	-	-	-	-	-	-	(1,877,192)	(1,951,417)	(2,331,976)	(1,834,689)	(1,862,265)	-	-		
Net Contribution before Capex	(533,600)	(522,968)	(805,171)	(727,166)	(566,255)	583,516	492,312	554,445	536,537	479,606	810,846	235,005	283,818	264,633	212,245	860,762	205,349	33,092	74,004	123,596	-	-	
Capex Expenditure	(400,439)	(821,261)	(488,701)	(605,000)	(825,000)	-	-	-	-	-	(702,653)	(2,188,434)	(130,017)	(160,000)	(160,000)	-	-	-	-	-	-	-	-
Net Contribution after Capex	(934,039)	(1,343,229)	(1,293,872)	(1,332,166)	(1,393,255)	108,193	(1,953,429)	153,801	104,633	52,245	108,193	(1,953,429)	153,801	104,633	52,245	(242,330)	(2,861,001)	(607,467)	(760,996)	(951,404)	-	-	

	Core Operations					Business Units					Special & Trust Funds					Total						
	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 BUDGET	2020/21 BUDGET		
Contribution Adjusted for Depreciation																						
Executive	(719,828)	(613,791)	(738,511)	(697,021)	(686,056)	-																

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)
- * Due to uncertainty around the effects of Covid-19, the budget will be reforecast in October 2020

1. CLA contribution

An increase of 5% in CLA contribution has been budgeted for the 2019/20 year and 2020/21 year with a 6.5% increase in 2022/23. Central Otago District Council have agreed a 12% increase for the 2019/20 year.

Below is a summary of the CLA contributions per budget:

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
2020/21	4,753,398

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

	Dunedin	Central Otago	Clutha	Waitaki	Total
2020/21	4,451,593	31,823	210,310	59,669	4,753,395
2021/22	4,740,947	33,891	223,980	63,547	5,062,366
2022/23	4,859,470	34,739	229,580	65,136	5,188,925

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

2. Staffing costs

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

Overall indirect costs are expected to be higher due to forecasted increases in 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. Capital Expenditure

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

	2019/20	2020/21
* Building Development	60,000	50,000
* Furniture - General	15,000	15,000
* Hutton/Atrium Theatre Refurb & Sound System	40,000	20,000
* PA System	20,000	20,000
* Vehicles	-	50,000
* Energy Efficiency	30,000	20,000
* Planetarium - Digistar Version	-	60,000
* Replace Refrigeration	-	40,000
* Computer & Software	100,000	100,000
* Gallery Protection - Sprinklers	300,000	300,000
* Tūhura Otago Community Trust Science Centre	30,000	50,000
* Tāngata Whenua	-	-
* Earthquake Mitigation	80,000	60,000
* Roof Replacement (Dpad)	-	30,000
* Fencing - Offsite/Otago Museum	50,000	-
* Passive Fire Protection	-	100,000
* Health & Safety Improvements	-	20,000
* Administration / Hutton Heat Pumps	-	60,000
* Café Extension/Improvements/Furniture	40,000	30,000
* Front Entrance/Entrance Hutton/Café Extension**	40,000	-
* Conservation	30,000	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 Units

Business Unit sales are expected to increase each year, but are being offset somewhat by increasing costs (particularly in wages).

6. Other Income

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:

	2017/18 Actual	2018/19 Actual	2019/20 Budget	2020/21 Budget
* DCC Long Term Plan Contribution	75,000	75,000	75,000	75,000
* Queenstown Lakes District Council	-	-	30,000	30,000

7. Gains on sale of shares

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:

	2016/17	2017/18	2018/19	2019/20	2021/21
* Barclay	30,000	30,000	47,057	30,000	30,000
* Otago Community Trust	500,000	-	-	-	-
* Lions Foundation	-	100,000	-	-	-
* Development Fund (general fundraising)	-	28,230	12,607	-	-



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