

TŪHUŪKA

Otago Museum



Annual Plan

2023 – 2024



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Introduction

2023 – 2024 Annual Plan for Tūhura Otago Museum

We present the Annual Plan for Tūhura Otago Museum (Tūhura) for the 2023–24 financial year. As is required by the Otago Museum Trust Board Act 1996, this plan is circulated to our funding councils for feedback.

Historically the Museum, which self-generates approximately 50% of its operational funding, has aimed to achieve a minimum \$300k – \$400k surplus before depreciation to cover general operational capital expenditure. We have been unable to achieve this for a number of years, and at current funding levels this is not achievable in the foreseeable future.

In order to bring the budgeted result to the minimum \$400k before depreciation, the Museum requests:

- A levy of \$5,284,416 for 2024, representing a 7% increase on the 2022 – 2023 invoiced amount,
- We also request at least 8% an increase in 2024 – 2025 with 3% increases each following year to keep pace with inflation.

Background to our request:

The post-COVID fiscal environment continues to put enormous pressure on the Museum's finances.

With a slow recovery in tourism, and in the absence of new funding sources or a significant increase in funding from existing sources, we expect this pressure to worsen. Our assumption for the 2024 financial year is that the recovery in overseas and domestic tourist numbers will continue. However we don't expect them to return to their pre-pandemic levels in the near future.

Reduced visitor numbers will have a consequential flow-on effect across all levels of the organisation. Importantly, they will have a significant negative impact on the business units including our Science Centre, Planetarium, Shop, Café, venue hire and events.

Our business units have historically provided much needed surplus funds to support overall Museum operations and to assist with capital maintenance of assets. Reduced trading activity and pressure on the financial viability of these areas is of great concern, especially with rising costs and high inflation.

- To mitigate some of the risk, the Museum will be outsourcing our café operation this year. This will provide a guaranteed minimum level of income with reduced staffing costs.

With a budgeted net loss after depreciation for the current 2023 financial year of \$1 129 519, the Museum will be unable to fund any of its capital expenditure or deferred maintenance from operational funding. This is not a sustainable position, and the Museum is in a very challenging and difficult financial position.

Key points to note with the draft budget are:

- The high inflation rate (7.2% at the time of writing) is putting real pressure on costs.
- The revenue for Museum business units (Science Centre, Planetarium, and Shop) in the 2024 year (\$2 067 000) is forecast to be lower than in 2023 (\$2 901 000) as a result of the slow recovery following the global pandemic and the leasing of the café operation to a third party.

- Wages are under significant financial pressure. Our staff have received below inflationary increases for a number of years, and our salaries are becoming uncompetitive with those paid by similar institutions, not only in other parts of the country, but more concerningly with similar organisations in Dunedin.
- The Museum pays all staff at least the living wage, which is expected to increase in line with inflation.
- Deferred maintenance continues to be a significant concern due our ongoing inability to fund depreciation despite our best efforts.

To address the underlying challenges of our present business model, the Museum is actively seeking new sources of funding. In the past we have successfully obtained grant funding for a number of projects which support our ongoing work in education, collections care, and science engagement.

While overheads received from project-based funds are helpful, what the Museum really needs is a significant increase in operational funding. That is why, along with Canterbury and Auckland museums, we are making a case to Government that municipal museums like ours should receive national funding to support the care of the nationally important collections that we hold.

Despite the financial challenges identified above, 2023 – 2024 promises to be busy with much to anticipate. In late 2022, we purchased a site in Dunedin which we hope will be home to a facility which will eventually house a fit-for-purpose off-site store for our collections. We will continue to plan and fundraise for the development in 2024.

This project was identified in our recent master planning exercise as a key priority necessary for the safety of our collection. Tūhura is not the only cultural institution requiring better storage. Initial discussions with similar organisations across Otago have revealed there is interest in developing a shared regional facility. These discussions will continue this year.

In partnership with mana whenua, in 2023 we will host the Matariki dawn ceremony for a third time as part of the Matariki festival in Dunedin.

We will also premiere a newly developed planetarium experience which will be released internationally. The Tūhura science centre is now more than five years old so the time has come to upgrade and replace some of the less popular exhibits.

Our Education and Outreach teams will continue to offer world-class experiences across Otago while working on nationally important projects like the MBIE-funded Tūhura Tuarangi Aotearoa in Space exhibition which is touring the nation this year. We aim to inspire everyone who visits to take an interest in our region’s culture, nature, and science.

We would like to thank our funding authorities for your ongoing support. We look forward to working with you and serving the needs of communities across Otago during 2023 – 24.



Image: Alan Dove Photography

Professor David Hutchinson
Chair, Otago Museum Trust Board



Dr Ian Griffin
Director, Tūhura 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 Tūhura Otago Museum – its staff, visitors, partners, stakeholders, and communities; whakapapa refers to the Museum's relationships and history.



Coronation of the Virgin. Flemish woodcarving. Barden Collection; Tūhura Otago Museum Collection. F54.36

Agnes Barden was the youngest daughter of Bendix and Mary Hallenstein. We are planning to put a group of items from the collection she and her husband, Siegfried, built up on display in the changing exhibition space in People of the World, in 2023.

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 whakaohooho
Te miharo, te manawa reka, te whakamarama hoki**
Engaging our community to inspire wonder,
curiosity and understanding

Strategic objectives:

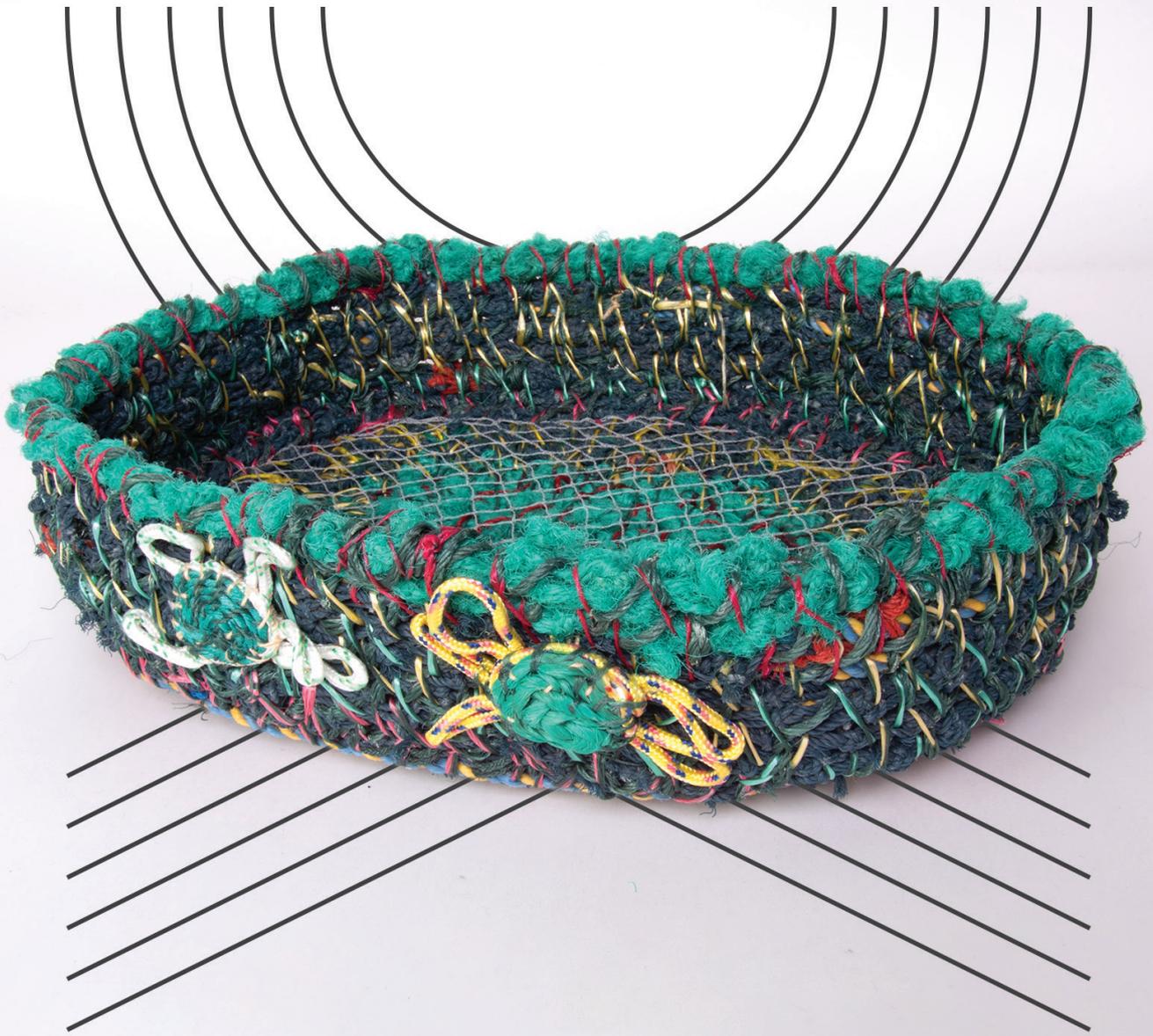
1. We will be a valued community resource
2. We will encourage interaction throughout Otago and beyond

Goal three

Whakahaumarua 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



Ghost net basket. Thursday Island/Waiben. Gift of Gaynor Byers; Tūhura Otago Museum Collection. D2022.53

This is part of a contemporary art tradition made by a number of Aboriginal and Torres Strait Islander communities, that raises awareness of the terrible impact fishing detritus has on marine environments. It's an area of the collection we'd like to expand.

Goal one

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.
- Collections team contributes to the delivery of projects, exhibitions, programmes, and online content to engage our core audiences.

We will strategically develop our collection

- Develop our collections in line with our Collections Strategy.
- Accession a major entomology collection.

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 in line with best practice that apply to all collections.
- Continue to replace/repair collection storage furniture for earthquake mitigation and fire prevention.
- Manage the iwi relationship and curatorial support to ensure repatriation matters are managed within resource constraints.
- Develop relocation strategies for the collection in line with potential building works.

We will excel at researching and interpreting our collection

- Develop and support research endeavours in line with the Research Strategy.
- Support and encourage research outcomes of honorary curators and research collaborators.



Visitor enjoying classical Greek pottery in the People of the World gallery.

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

We will be a valued community resource

- Implement our Te Reo Māori Strategy.
- Attract more than 250 000 visitors to the Museum.
- Offer free admission to the Museum's permanent galleries and events.
- Achieve better than 90% in the Dunedin City Council Residents' Opinion Survey.
- Undertake targeted audience research to better understand our communities and how we can best meet their needs/engage and inspire them.
- Deliver a range of different programmes and events on-site that are relevant to our culturally and geographically diverse communities.
- Deliver programmes, events 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 2000 hours' service to Tūhura Otago Museum.
- Through the Tū Tonu project (which is looking at capability in the museum/heritage sector across Otago and Southland) we will engage with and collect information from museums, deliver capability-building opportunities and develop a heritage portal.
- Continue the 'Hidden Hazards' Lottery-funded project for the identification, management and disposal of hazards in cultural heritage collections.
- Deliver 100 presentations in-house and externally.

We will encourage interaction throughout Otago and beyond

- Open one new exhibition over the period 2023 – 2024.
- 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 and virtual conferencing.
- Deliver effective, curriculum-linked education programmes to at least 6000 students.
- We will ensure awareness of the Museum and its activities through an active media presence locally, (with 40 stories published annually) and nationally (with 10 stories published annually).



Attendees enjoying the iD International Emerging Designer Awards in the Museum Foyer.

Goal three

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

We will operate sustainably

- 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

- Actively pursue partnership and funding support from central and local government and wider key stakeholders.
- 60 000 paid admissions to Tūhura Otago Community Trust Science Centre.
- 12 500 paid admissions to Perpetual Guardian Planetarium.
- Foster repeat visitation.
- 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.

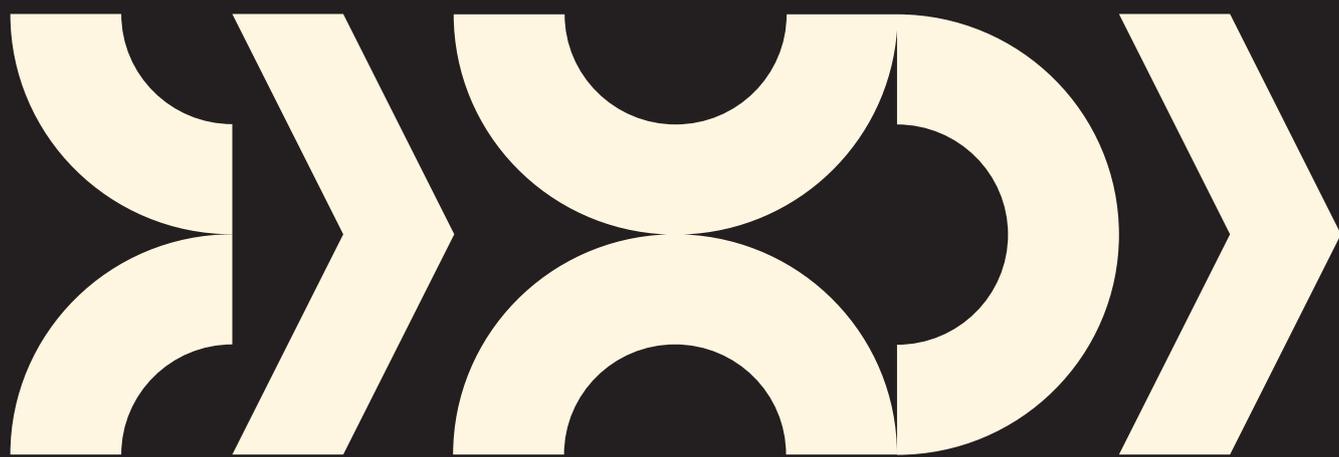
We will develop and maintain safe spaces that offer rich and rewarding experiences

- Progress implementation of the Master Plan for development of the Museum's buildings and facilities.
- Continue environmental and controlled natural light penetration improvements in galleries and collection stores.
- Improve access (physical, intellectual, economic and visual) and wellbeing initiatives across our spaces, exhibitions and programmes/events.
- Continue a detailed seismic assessment of the Museum.
- Undertake earthquake mitigation measures.
- Continue to undertake health and safety and accessibility improvements.
- Upgrade fire protection in the galleries and stores as per the Museum's five-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.
- Provide opportunities for staff to build capability in te reo Māori, Treaty and bicultural operations.
- Implement a staff wellbeing strategy.

Major Projects, Exhibitions, + Gallery Developments



Master Plan phase 1: Planning for an offsite storage facility

A clear outcome of our master planning exercise carried out over 2020 – 2021 was the urgent need to find a cost-effective way for the Museum to ensure that its collections are preserved and protected.

The result of this was to build a fit-for-purpose off-site storage facility. Discussions with other cultural institutions suggest we are not alone in needing more storage. There is a need for a regional archives and collections facility which could serve our region. This will be a major project for the Museum which will take a number of years to complete.

This year we will begin to develop plans and start to fundraise for this project and seek partners to work with us to take it forward.

A comprehensive survey of the collections at Tūhura Otago Museum will be undertaken to determine how they may be safely decanted to new premises. The survey will also inform how much space will be required to accommodate 25 years of collections growth, environmental and security requirements, conservation and research facilities and supporting infrastructure.

On-going and immediate capital works

- Continue implementation of the Museum's five-year Fire Protection Plan
- Earthquake and fire mitigation across the Museum
- Replace Tropical Forest roof
- Scope possible renewable energy options

Exhibitions and galleries

- *25th Tūhura Otago Museum Photography Awards*
- *Trouble In Paradise*
- *iNDx 2023*
- *Terminus*
- Interventions and displays throughout the Museum and externally
- Develop Pacific Cultures refresh concepts
- Beautiful Science gallery: develop one new showcase
- Tūhura Otago Community Trust Science Centre: refresh of interactives
- Tāngata Whenua gallery development
- Collaboration ongoing with Canterbury Museum and the Ngāi Tahu Māori Rock Art Trust

**OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE 5 YEARS ENDED 30 JUNE 2025**

	Core Operations					Business Units					Total				
	2020/21	2021/22	2022/23	2023/24	2024/25	2020/21	2021/22	2022/23	2023/24	2024/25	2020/21	2021/22	2022/23	2023/24	2024/25
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET
Income															
Executive	522	601,885	20,696	-	-	-	-	-	-	-	522	601,885	20,696	-	-
Collections, Experience & Development	425,876	-	-	90,696	95,288	-	-	-	-	-	425,876	-	-	90,696	95,288
Finance & Commercial	-	-	-	-	-	2,090,248	1,468,251	1,968,000	1,039,000	1,091,600	2,090,248	1,468,251	1,968,000	1,039,000	1,091,600
Visitor Interaction & Programmes	368,681	213,738	268,700	252,700	261,332	-	-	-	-	-	368,681	213,738	268,700	252,700	261,332
Science Engagement & Outreach	688,838	816,031	899,220	819,000	657,075	1,047,020	696,272	933,000	1,028,000	1,735,858	1,512,303	1,832,220	1,847,000	1,737,116	
Facilities	16,429	13,127	1,000	101,000	106,114	-	-	-	-	-	16,429	13,127	1,000	101,000	106,114
CIA Contribution	4,812,458	4,783,076	4,938,707	5,284,416	5,442,949	-	-	-	-	-	4,812,458	4,783,076	4,938,707	5,284,416	5,442,949
Other Income	193,495	103,167	344,384	156,889	157,918	-	-	-	-	-	193,495	103,167	344,384	156,889	157,918
Total Income	6,506,299	6,531,024	6,472,707	6,704,701	6,720,676	3,137,268	2,164,523	2,901,000	2,067,000	2,171,641	9,643,567	8,695,547	9,373,707	8,771,701	8,892,317
Wages & Salaries															
Executive	(418,686)	(417,733)	(423,485)	(525,580)	(557,465)	-	-	-	-	-	(418,686)	(417,733)	(423,485)	(525,580)	(557,465)
Collections, Experience & Development	(1,377,271)	(1,534,625)	(1,456,508)	(1,444,285)	(1,485,978)	-	-	-	-	-	(1,377,271)	(1,534,625)	(1,456,508)	(1,444,285)	(1,485,978)
Finance & Commercial	(381,536)	(434,307)	(446,206)	(650,932)	(690,574)	(947,302)	(846,823)	(993,769)	(353,140)	(374,646)	(1,328,838)	(1,281,130)	(1,439,975)	(1,004,072)	(1,065,220)
Visitor Interaction & Programmes	(714,144)	(818,906)	(867,742)	(866,354)	(917,718)	-	-	-	-	-	(714,144)	(818,906)	(867,742)	(866,354)	(917,718)
Science Engagement & Outreach	(447,869)	(620,724)	(586,329)	(466,770)	(443,359)	(669,602)	(610,331)	(555,795)	(689,629)	(731,626)	(1,117,471)	(1,231,055)	(1,142,124)	(1,156,399)	(1,174,985)
Facilities	(334,835)	(350,021)	(374,758)	(493,313)	(523,356)	-	-	-	-	-	(334,835)	(350,021)	(374,758)	(493,313)	(523,356)
Total Wages & Salaries	(3,674,341)	(4,176,316)	(4,155,028)	(4,447,234)	(4,618,450)	(1,616,904)	(1,457,154)	(1,549,564)	(1,042,769)	(1,106,272)	(5,291,245)	(5,633,470)	(5,704,592)	(5,490,003)	(5,724,722)
Direct Costs															
Executive	(178,152)	(123,463)	(175,000)	(132,500)	(139,209)	-	-	-	-	-	(178,152)	(123,463)	(175,000)	(132,500)	(139,209)
Collections, Experience & Development	(421,623)	(524,040)	(261,500)	(258,300)	(274,906)	-	-	-	-	-	(421,623)	(524,040)	(261,500)	(258,300)	(274,906)
Finance & Commercial	(17,951)	(18,088)	(14,500)	(53,000)	(65,685)	(877,237)	(601,996)	(853,900)	(531,200)	(558,098)	(895,188)	(620,084)	(868,400)	(584,200)	(613,783)
Visitor Interaction & Programmes	(52,684)	(40,034)	(91,200)	(60,200)	(63,256)	-	-	-	-	-	(52,684)	(40,034)	(91,200)	(60,200)	(63,256)
Science Engagement & Outreach	(293,997)	(439,446)	(392,318)	(334,500)	(280,543)	(276,102)	(289,892)	(255,012)	(259,000)	(272,117)	(570,099)	(729,338)	(647,330)	(593,500)	(552,660)
Facilities	(562,624)	(551,625)	(862,750)	(591,150)	(622,593)	-	-	-	-	-	(562,624)	(551,625)	(862,750)	(591,150)	(622,593)
Total Direct Costs	(1,527,031)	(1,696,696)	(1,797,268)	(1,429,650)	(1,436,192)	(1,153,339)	(891,888)	(1,108,912)	(790,200)	(830,215)	(2,680,370)	(2,588,584)	(2,906,180)	(2,219,850)	(2,266,407)
Indirect Costs	(839,100)	(754,893)	(872,670)	(903,480)	(1,002,226)	-	-	-	-	-	(839,100)	(754,893)	(872,670)	(903,480)	(1,002,226)
Total Cash Expenditure	(6,040,471)	(6,627,905)	(6,824,966)	(6,780,364)	(7,056,868)	(2,770,243)	(2,349,042)	(2,658,476)	(1,832,969)	(1,936,487)	(8,810,715)	(8,976,947)	(9,483,442)	(8,613,333)	(8,993,355)
NET PROFIT BEFORE DEPRECIATION	465,827	(96,881)	(352,259)	(75,663)	(336,192)	367,025	(184,519)	242,524	234,031	235,154	832,852	(281,400)	(109,735)	158,368	(101,038)
Depreciation expense	(1,311,658)	(1,249,871)	(1,240,000)	(1,411,319)	(1,636,864)	-	-	-	-	-	(1,311,658)	(1,249,871)	(1,240,000)	(1,411,319)	(1,636,864)
Net Profit/(Loss) from Core & Business after Depreciation but before COVID-19 Wage Subsidy	(845,831)	(1,346,752)	(1,592,259)	(1,486,982)	(1,973,056)	367,025	(184,519)	242,524	234,031	235,154	(478,836)	(1,531,271)	(1,349,735)	(1,252,951)	(1,737,902)
Contribution by Division															
Executive	(596,316)	(541,196)	(598,485)	(658,080)	(696,674)	-	-	-	-	-	(596,316)	(541,196)	(598,485)	(658,080)	(696,674)
Collections, Experience & Development	(1,373,018)	(1,456,780)	(1,697,312)	(1,611,889)	(1,665,596)	-	-	-	-	-	(1,373,018)	(1,456,780)	(1,697,312)	(1,611,889)	(1,665,596)
Finance & Commercial	(399,487)	(452,395)	(460,706)	(703,932)	(746,259)	265,709	19,432	120,331	154,660	158,856	(1,333,778)	(432,363)	(340,375)	(549,772)	(587,403)
Visitor Interaction & Programmes	(398,147)	(645,202)	(690,242)	(673,854)	(719,642)	101,316	(203,951)	122,193	79,371	76,298	(398,147)	(645,202)	(690,242)	(673,854)	(719,642)
Science Engagement & Outreach	(53,028)	(244,139)	(79,427)	17,730	(66,827)	-	-	-	-	-	48,288	(448,090)	42,766	97,101	9,471
Facilities	(881,030)	(888,519)	(1,236,508)	(983,463)	(1,039,835)	-	-	-	-	-	(881,030)	(888,519)	(1,236,508)	(983,463)	(1,039,835)
Museum Group	2,855,195	2,881,479	3,170,421	3,126,506	2,961,777	-	-	-	-	-	2,855,195	2,881,479	3,170,421	3,126,506	2,961,777
Net Profit/(Loss) per Division	(845,831)	(1,346,752)	(1,592,259)	(1,486,982)	(1,973,056)	(478,836)	(1,531,271)	(1,349,735)	(1,252,951)	(1,737,902)	(478,836)	(1,531,271)	(1,349,735)	(1,252,951)	(1,737,902)
Additional Revenue & Expenditure															
Masterplan Costs	(305,883)	-	-	-	-	203,405	316,899	-	-	-	(305,883)	-	-	-	-
COVID-19 Wage Subsidy	67,500	21,115	-	-	-	307,500	103,885	-	-	-	370,000	125,000	-	-	-
STAPP Funding	(243,383)	21,115	-	-	-	510,905	420,784	-	-	-	267,522	441,899	-	-	-
Net Profit/(Loss) from Core Operations & Business Units after Covid Relief Funding & Master Plan Costs	(1,089,214)	(1,325,637)	(1,592,259)	(1,486,982)	(1,973,056)	877,930	236,265	242,524	234,031	235,154	(211,284)	(1,089,372)	(1,349,735)	(1,252,951)	(1,737,902)
Special & Trust Funds net revenue	103,154	239,407	220,216	225,087	231,184	103,154	239,407	220,216	225,087	231,184	103,154	239,407	220,216	225,087	231,184
Net Profit/(Loss) after Depreciation	(108,130)	(849,965)	(1,129,519)	(1,027,864)	(1,506,718)	(108,130)	(849,965)	(1,129,519)	(1,027,864)	(1,506,718)	(108,130)	(849,965)	(1,129,519)	(1,027,864)	(1,506,718)

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 net 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)

1. CLA contribution

DCC advised there would be no levy increase for 2021/22

Clutha District Council continue to calculate their levy differently from the method agreed with the other local authorities.

Under the Otago Museum Trust Board Act 1996, the shortfall in this levy payment has to be met by the Dunedin City Council.

Below is a summary of the CLA contributions per budget:

2017/18	4,184,143	
2018/19	4,309,667	3%
2019/20	4,527,046	5%
2020/21*	4,812,458	6%
2021/22	4,783,076	-1%
2022/23	4,938,707	3%
2023/24	5,284,416	5% - 7%
2024/25	5,442,949	3%

*2021 includes additional double payment of \$30k by Queenstown - hence the apparent decrease in 2022

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

	Dunedin	Central Otago	Clutha*	Waitaki	Total
2022/23	4,625,450	32,732	218,524	62,000	4,938,707
2023/24	4,949,232	35,023	233,821	66,341	5,284,416
2024/25	5,097,709	36,074	240,835	68,331	5,442,949

The proposed levies are insufficient to fund delayed capital expenditure and are not considered sustainable.

2. Staffing costs

Wage costs are under pressure with living wage expectations and the minimum wage increases having a significant impact. Accordingly 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

Overall indirect costs are expected to be higher due to forecasted increases in costs such as electricity, gas and insurance.

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:

	2022/23	2023/24	2024/25
* Building Development	50,000	50,000	50,000
* Furniture - General	15,000	15,000	15,000
* Vehicles	50,000	-	50,000
* Energy Efficiency	20,000	20,000	20,000
* Computer & Software	120,000	120,000	120,000
* PGP Projectors	-	-	150,000
* HVAC Upgrade	60,000	60,000	60,000
* Heatpumps - Admin/Hutton	60,000	20,000	-
* Web design	-	-	-
* Sprinklers	200,000	300,000	200,000
* Passive Fire Protection	30,000	40,000	30,000
* Conservation	30,000	-	30,000
* Tūhura Otago Community Trust Science Centre	150,000	30,000	30,000
* Tāngata Whenua	-	-	200,000
* Earthquake Mitigation - Buildings	30,000	30,000	30,000
* Earthquake Mitigation - Collections	30,000	30,000	30,000
* Café Furniture	20,000	15,000	-
* Gallery refresh	40,000	40,000	-
* Tropical forest bridge replacement	-	-	-
* Tropical Forest - upgrade (roof) and refresh	-	-	1,100,000
* Roof Replacement	-	-	500,000
* Fit-out Shelving (McLaggan)	-	3,000,000	-
* Office Furniture (McLaggan)	-	-	-
* Computers & IT (McLaggan)	-	-	-
* Building (McLaggan)	2,400,000	-	-
* Fire Protection (McLaggan)	-	-	-
	\$3,305,000	\$3,770,000	\$2,615,000

5. Business Units

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

The ongoing impact of COVID-19 on the commercial operations is difficult to forecast but has a detrimental effect on the ability of the organisation to generate additional funds which are required to maintain Museum services and operations.

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:

	2022/23 Budget	2023/24 Budget	2024/25 Budget
* DCC Long Term Plan Contribution	175,000	-	-
* Queenstown Lakes District Council	30,000	30,000	30,000

TŪHUŪA

Otago Museum



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