

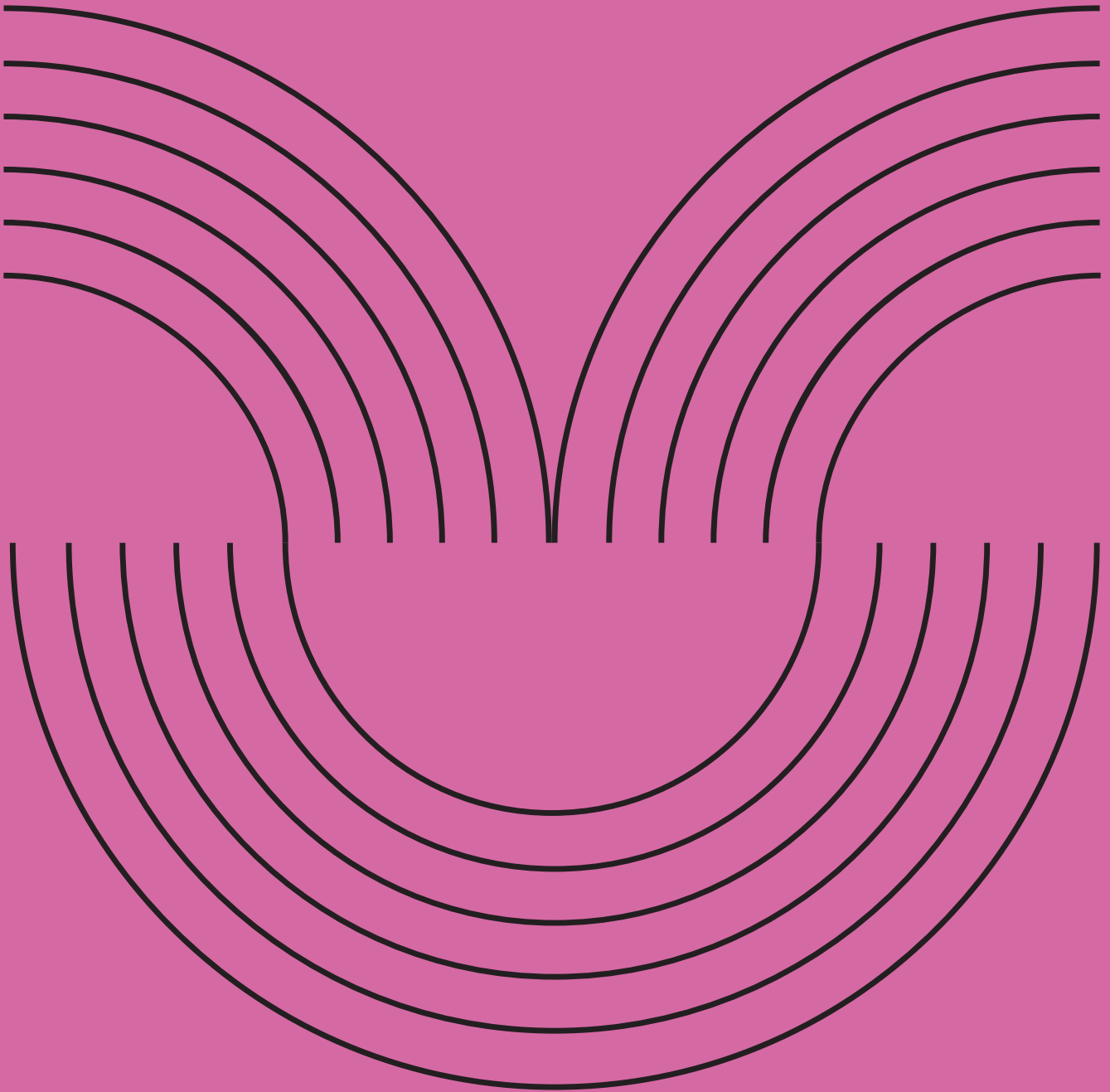
Annual Plan

2025 – 2026



TŪHUCA

Otago Museum



Cover image:

Tairiiri (fan)
Pukapuka, Cook Islands

D52.68
Tūhura Otago Museum Collection

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Tūhura Otago Museum Draft Budget - 2026



Telescope
F79.220 Gift of John Wyndham Begg; Tuhura Otago Museum Collection

Introduction



Image: Alan Dove Photography

Professor David Hutchinson
Chair, Otago Museum Trust Board



Dr Ian Griffin
Director, Tūhura Otago Museum

Tūhura Otago Museum: Strategic Priorities for 2026

Tūhura Otago Museum stands at a crucial turning point. The decisions we make this year will shape the Museum's future, ensuring sustainability while preserving the mana of our collections and deepening community engagement.

One of our key priorities is closing the Tangata Whenua Gallery in early 2026, paving the way for a major repatriation effort and renovations ahead of the 2027 exhibition *Tohu Whenua, Tohu Ora*. This investment will allow us to honour our responsibilities while enhancing the visitor experience. At the same time, with the launch of our new website, we are expanding digital access to our collections, aiming to make thousands of items available online and supporting research that enhances our understanding of these taoka.

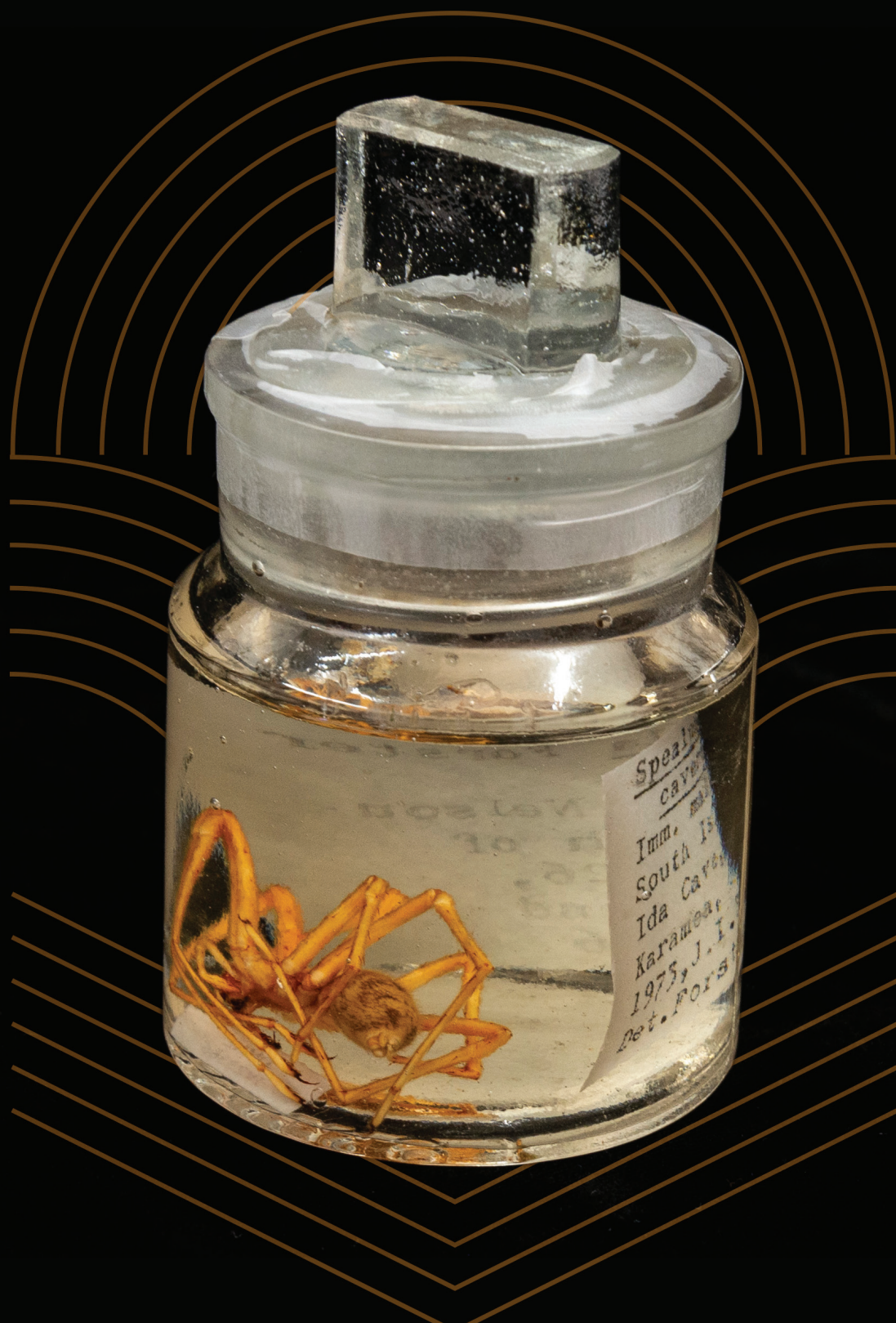
As we look to the future, we must make significant decisions about the Perpetual Guardian Planetarium and the Tropical Forest. With the Planetarium's sponsorship ending in 2025, investment in new projectors is required to maintain its role as an educational resource. And, as the Tropical Forest roof has reached the end of its lifespan, a cost-benefit analysis will determine its future.

Community engagement remains at the heart of our mission. By introducing charges for international visitors while maintaining free access for New Zealand residents, we can ensure the Museum continues to serve our local audience while strengthening financial sustainability. We aim to attract over 300 000 visitors, develop meaningful exhibitions, and expand educational programmes that reach communities across the region.

Financial resilience is imperative. This year, we will implement a five-year strategic plan reflecting the evolving landscape in which we operate. With a focus on diversifying income, we are strengthening philanthropic efforts through our newly appointed Head of Philanthropy and Development. At the same time, we are refining retail operations to improve profitability and efficiency.

Sustainability remains at the forefront of our approach. We are exploring renewable energy solutions, improving environmental controls, and advancing fire and earthquake protection measures to safeguard our visitors and collections. One of our most pressing long-term projects is creating an offsite storage facility. With collection preservation a growing challenge, we are initiating plans to develop a purpose-built space that meets the needs of the Museum and potentially other regional institutions.

The coming year requires bold leadership and strategic investment. The Museum's future depends on sustainable funding, innovative thinking, and a commitment to our core purpose. By making the right choices now, we will ensure that Tūhura Otago Museum remains a vital, thriving institution that inspires and educates future generations. We invite those who share our vision to join us in shaping this future.



Nelson cave spider (*Spelungula cavernicola*)
IV23366 Tuhura Otago Museum Collection

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.



3D printed footprint prototype
IRF2024-37 Kane Fleury

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.



Oxford sherd
E57.2 Gift of Ashmolean Museum; Tuhura Otago Museum Collection

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

Whakahaumarū 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



South Island kokako (*Callaeas cinereus*)
AV742 Tuhura Otago Museum Collection

Goal one

Whakamarakatia te mana o te kohika taoka

Upholding the mana of the collection

A focus for our team this year will be the closure of the Tangata Whenua Gallery in early 2026. This will pave the way for a major repatriation and allow the gallery to be readied for the opening of the *Tohu Whenua, Tohu Ora* – rock art exhibition in 2027.

Following *Tohu Whenua, Tohu Ora* the gallery will be renovated, with plans to open in 2030. We will initiate detailed planning for that renovation this year and also appoint a project manager.

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.
- Publish 20 publications based on the collections, from internal researchers via publicly accessible media, of which at least two will be peer-reviewed by Museum staff.
- Encourage the publication of collection-related content by external researchers, with at least five publications arising from this source.
- 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

- Continue to develop our collections in line with our Collections Strategy.

We will care for our collection

- 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.
- Apply 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.



Joe Te Wharau Smart Tiki
D2019.63 Fairweather Fund; Tuhura Otago Museum 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

This will be a year for big decisions concerning the future of both the Perpetual Guardian Planetarium and the Tropical Forest. The ten-year sponsorship of the Planetarium ends in 2025, and if we are to renew its projectors, significant investment will be needed.

The Tropical Forest roof is also well past its planned lifetime, and a decision needs to be made as to whether it should be replaced.

We will carry out a cost-benefit analysis which will inform our future plans for both facilities.

We will be a valued community resource

- Implement our Te Reo Māori Strategy.
- Attract more than 300 000 visitors to the Museum.
- Offer free admission to the Museum's permanent galleries and events for New Zealand Residents. Charges will be introduced for international visitors.
- 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 onsite 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.
- Deliver 30 presentations in-house and externally.

We will encourage interaction throughout Otago and beyond

- Open one new 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, and virtual conferencing.
- Deliver effective, curriculum-linked education programmes to at least 3000 students.
- 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).



Belleek cup, Northern Ireland
F55.52 Gift of Arthur H Fisher; Tuhura Otago Museum Collection

Goal three

Whakahaumaru te wāheke i te ao hurihuri

A secure and sustainable future in a changing world

This year a major piece of work will be the creation and implementation of a new five-year strategic plan for the Museum. Much has changed since our last plan was written in 2019, and the new plan will have to take into account these changes. It will be developed in time to inform our Annual Plan for 2026/27.

A big change this year will be a focus on diversifying our sources of income. Charges will be introduced for international visitors, beginning on 1 July 2025. The newly appointed Head of Philanthropy and Development will implement a new fundraising strategy which seeks to significantly increase philanthropic funding. We will also implement changes in the Museum Shop to increase efficiency of operation and to improve profitability.

We will operate sustainably

- Explore and invest in renewable energy options and initiatives to reduce ongoing carbon emissions.
- Actively pursue partnership and funding support from central and local government and wider key stakeholders.
- 65 000 paid admissions to Tūhura Otago Community Trust Science Centre.
- 12 500 paid admissions to Perpetual Guardian Planetarium.
- 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 the 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.

Tūhura Otago Museum Strategic Plan 2025-2031 Measures

Annual Plan 2025-2026 Goals in Blue

Earlier this year Tūhura Otago Museum adopted a new five-year strategic plan, resetting our priorities and refining the outcomes we aim to deliver for our communities. To ensure clear alignment between our 2025-2026 Annual Plan and our new direction, we have developed a reduced and more focused set of performance indicators. These will form the basis of consistent reporting and will be subject to external audit next year and in subsequent years.

Collection care projects completed

5

Professional Services provided to other organisations across the region

5 organisations

Maintain access to the collection

75 completed access requests

Publications from internal researchers (refereed)

3

Publications authored by Tūhura Otago Museum Staff (non-refereed)

150

Newly displayed collection items

250

Visitors to the Museum

300,000

Attendance at free and paid public programmes

30,000

A dynamic programme of exhibitions and displays (free and paid)

10

Engage communities through outreach, and curriculum-linked education programmes

5,000 people

Followers on social media

2% increase

Maintain engagement on the website

305,000 sessions

Media stories on the Museum

40 local
10 national

Support events which serve different ethnic and other diverse communities

20 events

Achieve better than 90% in the DCC Residents' Opinion Survey

> 90%

Part-time and full-time staff offered professional development opportunities

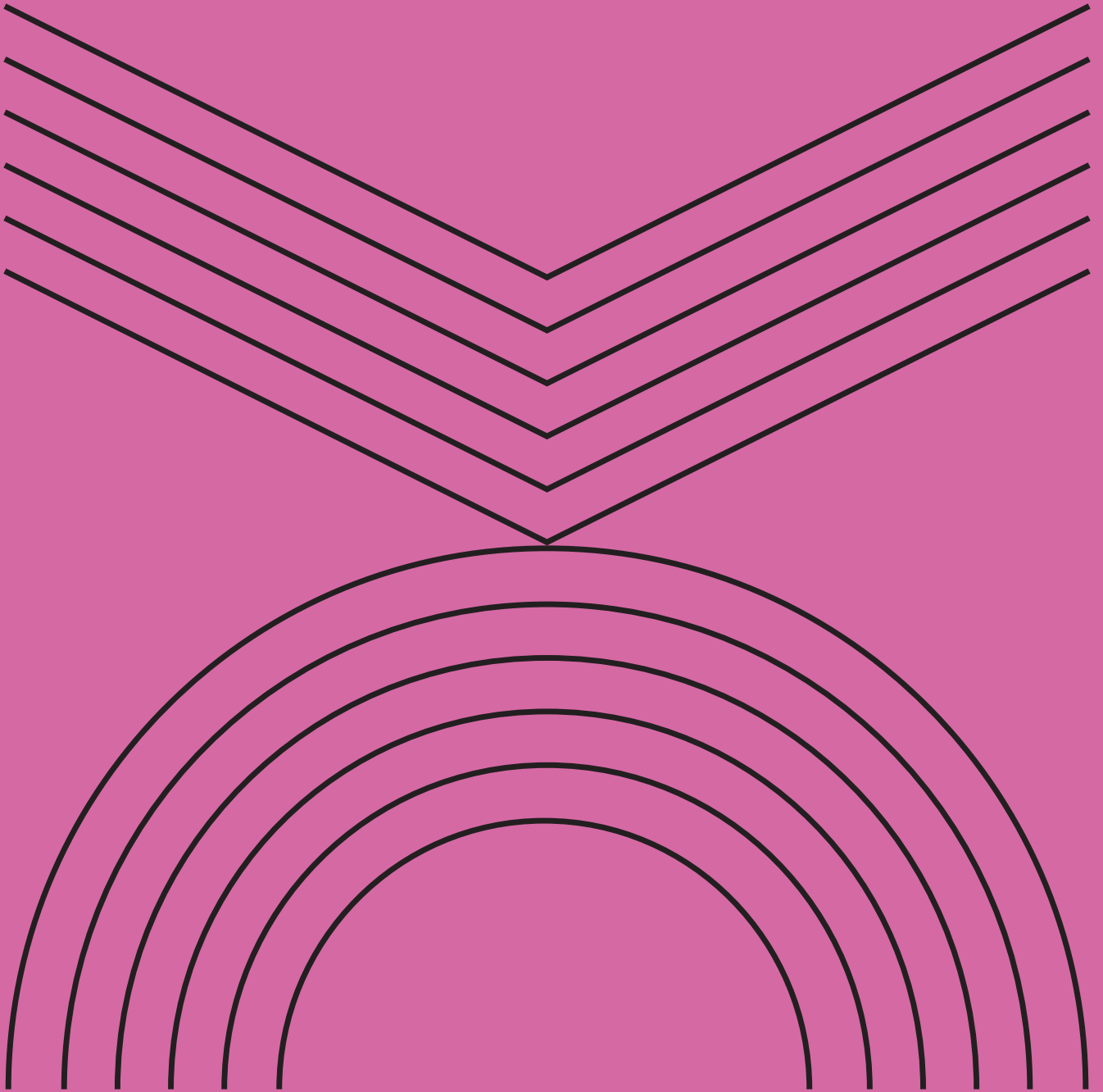
50%

Volunteer hours

2,000

Non-levy income

> 40%



Major Projects, Exhibitions, and Gallery Developments

Master Plan phase 1: Planning for an offsite storage facility

A key conclusion of the master planning exercise carried out over 2020 – 2021 was that the Museum urgently needs to find a cost-effective way to ensure that its collections are preserved and protected. The proposed solution was to build a fit-for-purpose offsite storage facility. Discussions with other cultural institutions suggest we are not alone in needing more storage. There is a need for an archives and collections facility which could serve our region. This will be a major project for the Museum and will take a number of years to complete.

This year we will begin to develop plans and fundraise for this project, as well as 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.

Ongoing and immediate capital works

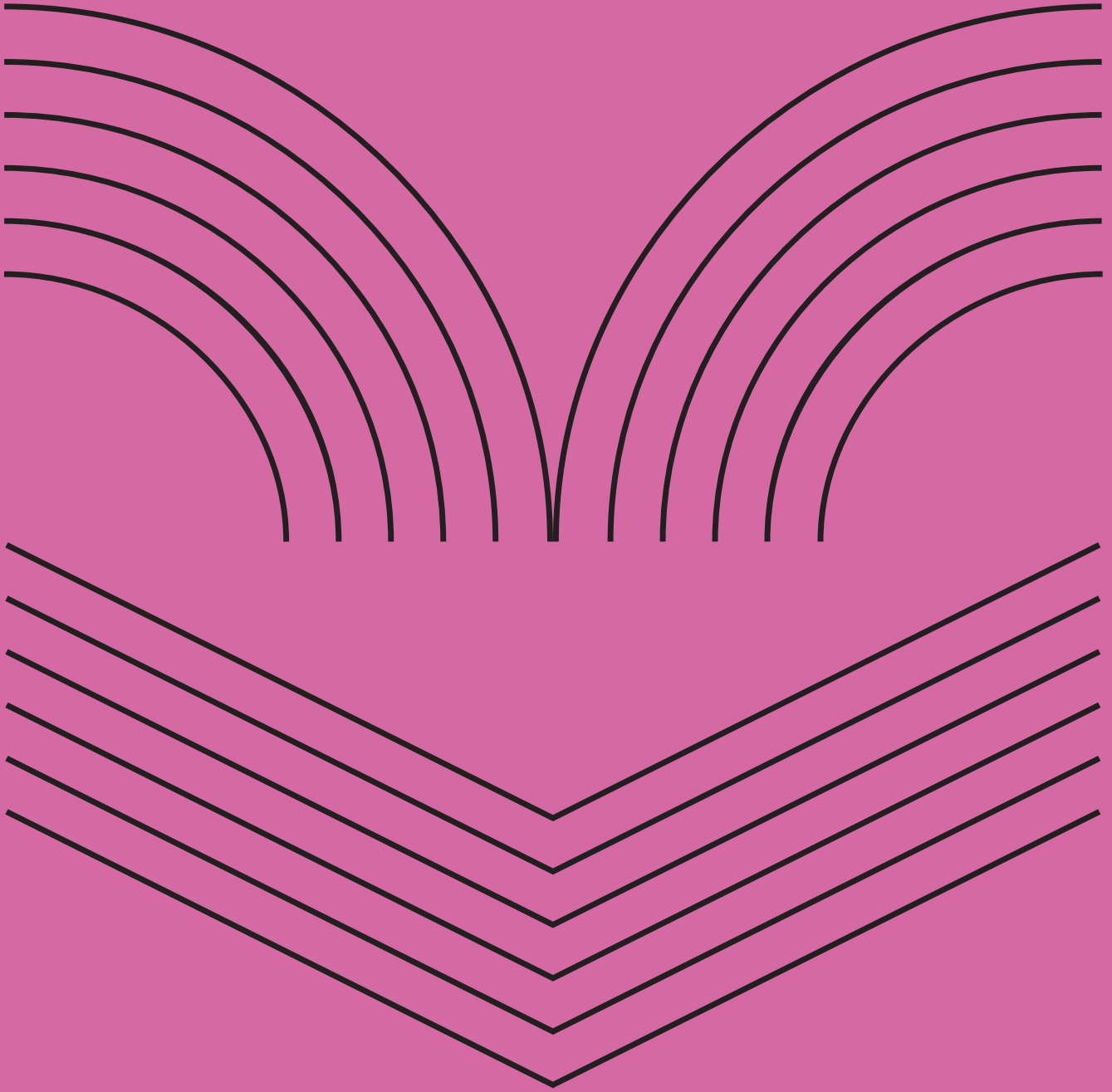
- Decision about the future of the Planetarium
- Decision about the Tropical Forest roof
- Closure of the Tangata Whenua Gallery

Ongoing and immediate capital works

- Continued implementation of the Museum's five-year Fire Protection Plan
- Earthquake and fire mitigation across the Museum
- Scoping possible renewable energy options

Exhibitions and galleries

- 26th Tūhura Otago Museum Photography Awards
- Summer exhibition
- Friends Association 100th Anniversary
- Tohu Whenua, Tohu Ora – Rock Art exhibition collaboration with Canterbury Museum
- Interventions and displays throughout the Museum and externally
- Tūhura Otago Community Trust Science Centre: refresh of interactives
- Tangata Whenua Gallery design progressed



Tūhura Otago Museum Draft Budget - 2026

OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE 5 YEARS ENDED 30 JUNE 2027

	Core Operations				
	2022/23 ACTUAL	2023/24 Actual	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET
Income					
Executive	2,100	243,851	108,584	111,392	114,734
Collections, Experience & Development	336,677	154,529	31,000	162,000	166,860
Finance & Commercial	-	507,764	283,500	294,978	303,827
Visitor Interaction & Programmes	540,197	1,044,417	618,000	150,000	154,500
Science Engagement & Outreach	885,639	3,160	158,038	-	-
Facilities	78,366	5,199,741	5,542,924	5,542,924	5,709,212
CLA Contribution	4,951,324	350,533	42,159	294,107	302,930
Other Income	226,994	7,483,995	6,753,008	6,555,401	6,752,063
Total Income	7,021,497	10,241,497	10,241,497	10,241,497	10,241,497
Wages & Salaries					
Executive	(487,433)	(824,675)	(652,253)	(735,962)	(758,041)
Collections, Experience & Development	(1,467,555)	(1,444,571)	(1,628,169)	(1,341,915)	(1,382,173)
Finance & Commercial	(409,360)	(523,788)	(510,785)	(464,271)	(478,999)
Visitor Interaction & Programmes	(1,041,866)	(833,604)	(888,631)	(825,573)	(850,340)
Science Engagement & Outreach	(529,866)	(417,149)	(460,146)	(136,178)	(140,264)
Facilities	(468,848)	(485,254)	(504,609)	(394,674)	(406,514)
Total Wages & Salaries	(4,404,948)	(4,529,041)	(4,664,593)	(3,898,574)	(4,015,531)
Direct Costs					
Executive	(238,576)	(162,533)	(201,000)	(177,000)	(182,310)
Collections, Experience & Development	(433,031)	(401,061)	(267,300)	(429,295)	(442,174)
Finance & Commercial	(35,835)	(209,058)	(74,000)	(230,500)	(237,145)
Visitor Interaction & Programmes	(160,522)	(193,543)	(28,400)	(39,422)	(40,605)
Science Engagement & Outreach	(397,184)	(341,939)	(257,294)	(62,500)	(64,375)
Facilities	(618,219)	(533,134)	(652,150)	(547,000)	(563,410)
Total Direct Costs	(1,883,367)	(1,841,268)	(1,480,144)	(1,485,717)	(1,530,289)
Indirect Costs	(935,301)	(937,557)	(994,870)	(1,082,784)	(1,082,698)
Total Costs	(7,223,616)	(7,307,867)	(7,139,607)	(6,467,074)	(6,628,517)
Net Profit/(Loss) from Core & Business before Depreciation	(202,119)	176,128	(386,599)	88,327	123,546
Contribution by Division					
Executive	(723,909)	(987,208)	(853,253)	(912,962)	(940,351)
Collections, Experience & Development	(1,563,909)	(1,601,782)	(1,786,885)	(1,659,818)	(1,709,613)
Finance & Commercial	(445,195)	(578,317)	(553,785)	(522,771)	(548,154)
Visitor Interaction & Programmes	(662,191)	(519,383)	(633,531)	(570,017)	(587,118)
Science Engagement & Outreach	(41,431)	285,329	(19,440)	(48,678)	(50,139)
Facilities	(1,008,701)	(1,015,228)	(998,721)	(941,674)	(969,924)
Museum Group	4,243,217	4,592,717	4,559,016	4,754,247	4,929,444
Net Profit/(Loss) per Division	(202,119)	176,128	(386,599)	88,327	123,546
Additional Revenue					
COVID-19 Wage Subsidy	-	1,200	-	-	-
STAPP Funding	-	656,493	-	-	-
Gain on Sale of Property	-	657,693	-	-	-
Net Profit/(Loss) from Core Operations & Business Units after COVID Relief Funding	(202,119)	833,821	(386,599)	88,327	123,546

	Business Units				
	2022/23 ACTUAL	2023/24 Actual	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET
	-	-	-	-	-
	1,602,328	1,302,594	1,171,000	1,317,668	1,357,198
	838,307	978,305	930,000	1,023,000	1,053,690
	-	-	-	-	-
	2,440,635	2,280,899	2,101,000	2,340,668	2,410,888
	-	-	-	-	-
	(597,443)	(341,891)	(414,664)	(340,208)	(350,415)
	(650,331)	(598,242)	(626,562)	(535,817)	(551,892)
	(1,247,774)	(940,133)	(1,041,226)	(876,025)	(902,306)
	-	-	-	-	-
	(828,596)	(731,873)	(679,400)	(756,950)	(779,658)
	(301,374)	(329,666)	(304,500)	(286,500)	(295,095)
	(1,129,970)	(1,061,540)	(883,900)	(1,043,450)	(1,074,753)
	(2,377,744)	(2,001,673)	(1,925,126)	(1,919,475)	(1,977,059)
	62,891	279,226	175,874	421,193	433,828
	-	-	-	-	-
	176,289	228,830	176,936	220,510	227,125
	(113,398)	50,397	(1,062)	200,683	206,703
	62,891	279,226	175,874	421,193	433,828
	40,308	-	-	-	-
	40,308	656,493	-	-	-
	103,199	279,226	175,874	421,193	433,828

	Total				
	2022/23 ACTUAL	2023/24 Actual	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET
	2,100	243,851	108,584	111,392	114,734
	336,677	1,457,123	1,202,000	1,479,668	1,524,058
	540,197	507,764	283,500	294,978	303,827
	1,723,946	2,022,722	1,548,000	1,173,000	1,208,190
	78,366	3,160	158,038	-	-
	4,951,324	5,199,741	5,511,727	5,542,924	5,709,212
	226,994	350,533	42,159	294,107	302,930
	9,462,132	9,764,894	8,854,008	8,895,069	9,162,951
	(487,433)	(824,675)	(652,253)	(735,962)	(758,041)
	(1,467,555)	(1,444,571)	(1,628,169)	(1,341,915)	(1,382,173)
	(1,004,803)	(865,679)	(925,449)	(804,480)	(828,614)
	(1,041,866)	(833,604)	(888,631)	(825,573)	(850,340)
	(529,866)	(417,149)	(460,146)	(136,178)	(140,264)
	(468,848)	(485,254)	(504,609)	(394,674)	(406,514)
	(5,652,722)	(5,469,174)	(5,705,819)	(4,774,599)	(4,917,837)
	(238,576)	(162,533)	(201,000)	(177,000)	(182,310)
	(433,031)	(401,061)	(267,300)	(429,295)	(442,174)
	(84,431)	(940,931)	(653,400)	(981,450)	(1,017,073)
	(160,522)	(193,543)	(28,400)	(39,422)	(40,605)
	(698,558)	(671,606)	(361,794)	(349,000)	(359,470)
	(618,219)	(533,134)	(652,150)	(547,000)	(563,410)
	(3,013,337)	(2,902,808)	(2,364,044)	(2,529,167)	(2,605,042)
	(935,301)	(937,557)	(994,870)	(1,082,784)	(1,082,698)
	(9,601,360)	(9,309,639)	(9,044,733)	(8,386,549)	(8,605,676)
	(139,228)	455,354	(210,725)	509,519	557,374
	(723,909)	(987,208)	(853,253)	(912,962)	(940,351)
	(1,563,909)	(1,601,782)	(1,786,885)	(1,659,818)	(1,709,613)
	(268,906)	(349,488)	(376,849)	(312,662)	(321,629)
	(662,191)	(519,383)	(633,531)	(570,017)	(587,118)
	(154,829)	335,726	(120,502)	152,005	156,565
	(1,008,701)	(1,015,228)	(998,721)	(941,674)	(969,924)
	4,243,217	4,592,717	4,559,016	4,754,247	4,929,444
	(139,228)	455,354	(210,725)	509,519	557,374
	40,308	1,200	-	-	-
	40,308	656,493	-	-	-
	(98,920)	1,113,047	(210,725)	509,519	557,374

OTAGO MUSEUM TRUST BOARD
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE 5 YEARS ENDED 30 JUNE 2027

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:

	2024/25	2025/26	2026/27
* Building Development	60,000	50,000	50,000
* Furniture - General	15,000	15,000	15,000
* Hutton / Atrium Theatre Refurb and Sound system/Barclay	-	50,000	-
* Vehicles	50,000	40,000	-
* Energy Efficiency	20,000	20,000	20,000
* Computer & Software	120,000	140,000	120,000
* New Website	100,000	-	-
* PGP Projectors	150,000	-	150,000
* HVAC Upgrade	60,000	60,000	60,000
* Heatpumps - Admin/Hutton	-	15,000	-
* Web design	-	-	-
* Galley Protection - Sprinklers	200,000	300,000	300,000
* Passive Fire Protection	30,000	30,000	30,000
* Conservation	30,000	20,000	30,000
* Tuhura Otago Community Trust Science Centre	30,000	200,000	30,000
* Tangata Whenua	-	80,000	1,500,000
* Earthquake Mitigation - Buildings	30,000	30,000	30,000
* Earthquake Mitigation - Collections	30,000	30,000	30,000
* Café Furniture	10,000	-	10,000
* Galley refresh	-	40,000	-
* Tropical forest bridge replacement	-	-	-
* Tropical Forest - upgrade (roof) and refresh	100,000	-	1,100,000
* Roof Replacement	-	-	600,000
* Fit-out Shelving (McLaggan)	-	-	-
* Office Furniture (McLaggan)	-	-	-
* Computers & IT (McLaggan)	-	-	-
* Building (McLaggan)	-	-	-
* Fire Protection (McLaggan)	-	-	-
	300,000	250,000	-
	\$1,335,000	\$1,370,000	\$4,045,000

5. Business Units

Business units are expected to improve profitability in FY26, particularly in the Planetarium and Tuhura Science Centre. Better cost allocations and cost management look to improve profitability in these cost centres.

6. Other Income

Other income includes income from donations and collection boxes, as well as sundry income amounts.

	2024/25	2025/26	2026/27
	Budget	Budget	Budget
	30,000	-	-

* Queenstown Lakes District Council

TŪHURA
Otago Museum

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