

Pūrongo ā-Tau Annual Plan

—
FY 2025/26



Tāmaki
Paenga Hira
Auckland
War Memorial
Museum



Ngā Ihirangi

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Cover image: *Apteryx mantelli*, Southern Brown Kiwi. Tāmaki Paenga Hira Auckland War Memorial Museum Birds/Land Vertebrates collection. LB4225.

Image to left: *Puppet* (Pre 1999). Tāmaki Paenga Hira Auckland War Memorial Museum. 2004.89.148.

Mō Tāmaki Paenga Hira

About us

Tāmaki Paenga Hira Auckland War Memorial Museum is one of New Zealand's oldest and most significant museums, located in the largest city in Aotearoa.

Our collections are of national and international importance. It is the responsibility and the privilege of the Museum to care for these collections and share them and their stories with the world.

The significance of the Museum and its importance to the city and Aotearoa New Zealand is recognised in the Auckland War Memorial Museum Act 1996, which established the Auckland Museum Trust Board and requires it to act on behalf of present and future Aucklanders.

The Trust Board is a charity (CC11225) registered under the Charities Act 2005, and domiciled in New Zealand.

The Trust Board has a statutory obligation to make the case for sufficient funding for the Museum, to enable it to respond to the demand for its services, care for the collections, and continue to deliver high-quality programmes for Tāmaki Makaurau Auckland's growing and increasingly diverse population. It is required to recognise and provide for greater financial self-sufficiency and maximise community benefit from the resources available.



The Act places responsibility on the Museum's Trust Board to recognise and provide for the following:

- a) The recording and presentation of the history and environment of the Tāmaki Makaurau Auckland region, Aotearoa New Zealand, the South Pacific and, in more general terms, the rest of the world
- b) Conservation of the heritage of the Museum, and of global resources
- c) The role of the Museum as a war memorial
- d) Celebration of the rich cultural diversity of the Tāmaki Makaurau Auckland region and its people
- e) Education which involves and entertains people to enrich their lives and promote the wellbeing of society
- f) The advancement and promotion of cultural and scientific scholarship and research
- g) Achievement of customer satisfaction by consultation, responsiveness, and continuous improvement
- h) Leadership through professionalism, innovation, and coordination of effort with relevant organisations
- i) Greater financial self-sufficiency through the prudent operation of compatible revenue-producing and fundraising activities which supplement public funding
- j) Providing maximum community benefit from the resources available.

Ngā mahi hei painga mō Tāmaki

Aligned to deliver better outcomes for all Aucklanders

As one of the most beloved civic institutions in Tāmaki Makaurau Auckland, Tāmaki Paenga Hira Auckland War Memorial Museum actively contributes to Tāmaki Makaurau Auckland's social, economic, environmental and cultural wellbeing in a multitude of different ways.

The Path to 2029, our strategic direction published in July 2024 signalled our ambition to shape our work over the coming years towards the following impact statement:

To become an inclusive society of engaged and informed communities, where identities, cultures and our natural environment thrive under the korowai of Te Tiriti o Waitangi.

One of the ways that we hope to achieve this is by building on our bicultural foundation. Tāmaki Paenga Hira Auckland War Memorial Museum recognises Māori as tangata whenua, and all other cultures and communities that call Aotearoa New Zealand home, tangata Tiriti – the people of the Treaty. We are moving towards a more equitable and just future, where we lead with our Te Tiriti o Waitangi obligations, and examine and challenge colonial narratives. Through this mahi, we will improve our communities' sense of belonging and participation and ensure that Māori can see themselves in the Museum and have more opportunities to connect more closely with their cultural heritage.

Launched in 2023, our Te Aho Mutunga Kore fibre and textile knowledge exchange centre supports Māori and Pacific communities. We recognise and value mātauranga and cultural knowledge as we move towards a time when more collections may be repatriated, and the care of those items may be shared.

As Tāmaki Makaurau Auckland's home of commemoration, it is our responsibility and privilege to work with Auckland Council, Auckland RSA and other partners to deliver a wide range of commemorative events for collective reflection. We are also uniquely placed to inspire students to be critical thinkers and understand our past to make sense of the present.

Another key shift for the organisation is to increase our engagement with the community, and for that engagement to be more meaningful, impactful and reciprocal. To achieve this, we need to ensure that we embody manaakitanga, whanaungatanga, kotahitanga and kaitiakitanga. This will help us nurture and sustain our connections with the various communities we serve. Tāmaki Makaurau Auckland's unique identity

should be reflected in all Museum activities, enabling all Aucklanders to access and participate in a Museum experience onsite, offsite or online.

We contribute to the sustainability goals of the city by reducing our own environmental footprint and the impact of delivering our activities and operating our buildings. Our Natural Environment and Human Impact gallery, opening in FY 2025/26 will raise awareness of the climate challenges and empower Aucklanders to connect to and care for the environment around them. The accompanying education and public programming will give our visitors the opportunity to participate and take collective action against climate change.

The long-overdue work to renew our most popular galleries, Te Marae Ātea Māori Court and Pacific galleries will begin this year. While this will be a multi-year redevelopment, it is important that we continue to provide access for all visitors, local and international, to understand Aotearoa's unique and vibrant cultural identity and how this has evolved over time and contributed to our creative economy.

As an employer of choice, we pride ourselves on our strong, inclusive culture and the ongoing development of our diverse, talented workforce. We work hard to be an organisation where all voices are heard, and stories are told. We are proud to be Rainbow Tick accredited and have been recognised for our work to create a culture where you are valued for who you are. For Tāmaki Paenga Hira, diversity is not just a necessity, but a responsibility – in order to serve diverse audiences well, our workforce also needs to reflect that diversity. Tāmaki Makaurau Auckland is one of the most diverse cities in the world and the Museum has an important role to play as a place of learning, participation and belonging: enriching the lives of all Aucklanders and engaging all our visitors.

Te tau e tū mai nei

Looking to the year ahead

Tāmaki Paenga Hira Auckland War Memorial Museum exists to serve Aucklanders and visitors to the city, for today, for tomorrow, and for future generations.

Tēnā koutou katoa,

*E ngā hua o te kawariki, e ngā maunga tapu.
Nei rā a Tāmaki Paenga Hira e mihi atu nei, e tangi atu nei.*

*E tangi atu nei ki ngā mate huhua o te wā,
koutou kua ngaro i te tirohanga kanohi, kua ngaro i te ao, kua riro ki te pō. Haere, haere, haere atu rā. Ko te rangi ki a koutou, e ngā purapura whetū, hoki mai ki a tātou ngā mahue ihotanga o rātou mā. Tēnā tātou katoa.*

Ko te Pūrongo ā-Tau tēnei e tukuna atu kia whakamōhio atu i ngā mahi i mua i te aroaro, i ngā whāinga, i ngā hua ka puta mai i te tau e tū mai nei.

Mā Te Aramoana tātou e kōkiri atu ki te tahatū o te rangi.

We are pleased to present our Annual Plan for the year 2025/26. Last year was a transitional year as we launched our new strategic direction, *The Path to 2029* and this year will build upon those foundations and sharpen our focus on the impacts we are having on the communities we serve.

Professor Emeritus Richard Bedford retired from the Auckland Museum Trust Board in September 2024. We thank him for his many years of valuable contributions.

The Museum continues to be acutely aware of cost-of-living pressures and the fiscal constraints of Auckland Council. These have been key considerations in our budget-setting processes, balanced against the need for investment in our infrastructure and programmes to address growing community need. In April 2024, we agreed a multi-year funding agreement with Auckland Council, giving both parties greater financial certainty through to FY 2026/27. This year our agreed annual funding is \$34.81 million, which is an increase of 2% on the previous year. At this stage, we are signalling a 2% increase for the third outer year (FY 2027/28) and noting that for us to achieve our aspirations under *The Path to 2029*, specifically the renewal of Te Marae Ātea Māori Court and Pacific galleries, we will need to seek additional external funding in the outer years.



The Centenary Project

Te Marae Ātea Māori Court and Pacific galleries are situated in the original 1929 Museum building and occupy a vast space, not to mention housing significant taonga, including the large whareniui, Hotunui, the pātaka and the waka taua, Te Toki a Tapiri. These galleries consistently rank as our most popular spaces in our visitor profile surveys. However they are also among the oldest galleries and are long-overdue for a significant refresh. Initial scoping and engagement for this began last year and we are proposing to continue this work and begin the decant of taonga from the space in FY 2025/26. These redevelopment projects, now referred to as the Centenary Project, are vital to ensure that one of the most important civic institutions in the country, accurately reflects the culture and history of tangata whenua and Pacific peoples in its most popular galleries.

We are still scoping the project and it will be a substantial piece of work. However, we believe this is an important priority for the organisation, enabling communities to see themselves and connect more deeply with the Museum.

As Tāmaki Makaurau Auckland's home of commemoration, we will continue our annual programme of commemorative events and expand these to include a new event for He Rā Maumahara (New Zealand Wars).

We acknowledge the ahi kā of Ngāti Whātua Ōrākei and we thank them for their guidance and ongoing role in supporting tikanga at the Museum.

As always, we are grateful to the ratepayers of Tāmaki Makaurau Auckland for their continued support that enables us to maintain our buildings, collections and services for all our communities, for now and for the future.

Ngā mihi nui,

Rachael Tuwhangai
Chair, Auckland Museum Trust Board

Precious Clark,
Chair, Taumata-ā-Iwi

David Reeves
Tumu Whakarāe Chief Executive,
Auckland War Memorial Museum

Ngā whāinga paetawhiti me ngā tuinga

Our longer-term objectives and areas of focus

As we take steps on *The Path to 2029*, there are a number of longer-term objectives that will drive the Museum's work over the next few years.

1. Progress our gallery renewals programme, including the completion of the Natural Environment and Human Impact gallery and the renewal of Te Marae Ātea Māori Court and Pacific galleries as part of the Museum's Centenary Project
2. Move towards becoming a tikanga led Museum, leading with our Te Tiriti o Waitangi obligations under the Auckland War Memorial Museum Act: to observe and encourage the spirit of partnership and goodwill envisaged by the Treaty of Waitangi, the implications of mana Māori and elements in the care of Māori cultural property which only Māori can provide
3. Build deeper engagement with communities and collections across a diverse range of channels to help us reach greater audiences
4. Refresh and refine our educational offering to ensure greater alignment to the curriculum amidst the changing educational landscape and fit learners' diverse needs
5. Increase leadership and collaboration with sector colleagues, business partners and the wider tourism industry to share insights and enhance the visitor experience
6. Begin consultation and policy work to modernise the Auckland War Memorial Museum Act 1996 and ensure that it is fit for purpose in the twenty-first century



Tapulu fou (Pre 1985). Tāmaki Paenga Hira Auckland War Memorial Museum. 1985.118, 51784.

The Centenary Project

Our fundraising challenge

As the Museum's heritage building approaches 100 years of age, increased investment is required to maintain our public spaces, particularly our exhibitions and galleries.

From 1929 to 2029

The Museum building was funded by generous donations in 1929, when subscriptions raised by Aucklanders in remembrance enabled the construction of what is considered one of Aotearoa New Zealand's finest heritage buildings. Tāmaki Paenga Hira Auckland War Memorial Museum will need to seek the public's help once again to deliver the Centenary Project, particularly for the period 2027-2030 and look forward to sharing more about this important work very soon.

As indicated earlier in this plan, in the coming five years our key challenge will be to renew Te Marae Ātea Māori Court and our Pacific galleries. They are the premier cultural attraction in Tāmaki Makaurau Auckland, and consistently the most popular reason visitors come to the Museum. However, they also have ageing infrastructure and do not meet modern museological standards. The Trust Board is committed to renewing these spaces to present refreshed galleries that meet our communities' needs by 2029, the centenary of our time on Pukekawa Auckland Domain.

At this stage, we are estimating that this work will cost upwards of \$30 million. While some of this is covered within the budgeted asset renewals programme, we will need to seek additional capital in order to carry out this significant mahi. We believe this is a project of national scale.

The Trust Board has set ambitious fundraising and additional funding targets to raise capital investment.

This includes doubling our annual fundraising targets from \$4 million to \$8 million across the three-year period of this plan. These are our highest targets in recent years, if not ever.

They come with inherent risks, particularly the state of the local and global economy, and uncertainty over local and central government funding regimes.



Museum opening 28 Nov. 1929. Tāmaki Paenga Hira Auckland War Memorial Museum. PH-RES-1352.



Museum Opening 1929. Tāmaki Paenga Hira Auckland War Memorial Museum. PH-RES-1349.

Despite these increased targets, in the third year of this Annual Plan we estimate an approximately \$2 million funding gap associated with critical asset renewals and capital development; this is driven by the cost of renewing Te Marae Ātea Māori Court and Pacific galleries. At this stage this is shown as a \$2 million external debt in our prospective financial statements. We are forecasting this gap to grow quite significantly in the years beyond 2027/28. The Trust Board does not believe that debt is an appropriate way to fund the Museum's asset renewals and development. As a non-profit institution established for public good, we have limited opportunities to derive revenue to meet debt repayments. The Trust Board is committed to avoiding external debt funding in any event. A composite solution of additional funding will be required in the coming years to meet our asset renewal needs.

We will redouble our efforts with concerted capital campaigns to raise philanthropic funds, including working with values-aligned businesses and investigating

overseas-based funds. The Trust Board has also started to accrue endowment funds, a critically important safeguard for the Museum, and to build further capacity in attracting philanthropic funding.

We understand the increased pressure on local government, and strongly believe that a central government contribution is appropriate, particularly towards the renewal of the premier cultural attraction in the nation's largest city.

Key stakeholders including local and central government, iwi, philanthropic funders and the business community will play a critical role in achieving our ambitious funding targets, set to enable us to continue to deliver a world class cultural experience for our city.

We look forward to discussing possible funding solutions with local and central government leaders, as well as iwi and philanthropic supporters, over the coming year.

The weaving of Te Aramoana

To become an inclusive society of engaged and informed communities, where identities, cultures and our natural environment thrive under the korowai of Te Tiriti o Waitangi.

Turuturu

Tāwhiu
Impact Statement

Ara
Pathway

Te Aramoana
Outcomes



Whenu
Areas of focus

This strategic framework, Te Aramoana is representative of the Museum we are today and the organisation we aspire to become. Our Impact Statement defines the vision we have for society, and what we will contribute to for generations to come.

Papa
Enablers

HE WAKA EKE NOA VALUES - AUTHENTIC, CUSTOMER CENTERED, RESPECTFUL, CONNECTED AND GROWTH MINDSET

OUR GUIDING PRINCIPLES - KAITIAKITANGA AND MANAKITANGA

Ngā Tuinga

Areas of focus

Below we set out in more detail our strategic ara (pathways), tuinga (areas of focus) and other kaupapa matua (key activities) for 2025/26.

Ara 1:

Ara 1: Curiosity and learning inspired by compelling onsite, offsite and online experiences

Ngā tuinga – the stitches

- The Museum will continue and extend our mahi, which enables communities to connect, gather and share stories and experiences that are unique to Tāmaki Makaurau Auckland, Aotearoa New Zealand and our place in the Pacific.
- We will embrace the transformative power of technology to engage and captivate our audiences and extend our reach beyond the physical boundaries of the Museum.
- Our offerings will be dynamic, adaptive and evolving, addressing contemporary issues, supporting Māori and Pacific world views, and exploring diverse perspectives.
- The Museum is committed to hosting a rich programme of touring exhibitions exploring human culture and natural environments from around the globe.
- Education will encourage individuals of all ages to challenge their understanding of themselves, Aotearoa New Zealand's history and the world around them.



At Tāmaki Paenga Hira Auckland War Memorial Museum, we are committed to inspiring curiosity and facilitating lifelong learning through our varied and exciting experiences for visitors onsite, offsite and online.

Our incoming touring exhibitions will continue to engage Aucklanders, starting with *DIVA* in June 2025 which comes to us from the Victoria and Albert Museum in London. From nineteenth-century opera singers and goddesses of stage and film to contemporary global superstars, *DIVA* will feature icons such as Maria Callas, Dusty Springfield, Madonna, Whitney Houston, Cher and Rihanna, and we will work to build in some familiar faces from closer to home. Through iconic looks, posters, song sheets, personal objects, photography and more, *DIVA* will demonstrate the phenomenal ability of the diva to transform, inspire, and embrace. This exhibition will examine the external and internal forces that contribute to defining, shaping, and worshipping a diva. Delving into the origins of the term 'diva' – meaning goddess in Italian – the exhibition will explore how the definition of the word has been subverted and embraced over time, and how the label has been reclaimed by performers, their fans, and wider society. Then in December, *Sharks* invites you to explore the fascinating, and often misunderstood, world of sharks. Come face-to-face with life-sized scientifically accurate shark models, including one of the most famous and feared species, the great white shark. Learn through artefacts and tactile displays; be immersed in a 3D interactive scan of a shark body; and see the world in a 360-degree view through their eyes. *Sharks* presents the very latest information on conservation, sharks' impact on oceans, and efforts to protect them.

Te Taunga Community Hub will continue to provide opportunities and space for Tāmaki Makaurau Auckland's many diverse communities to share their stories. In 2025/26, we look forward to supporting Ngāti Whātua Ōrākei on the development of their exhibition, which will be open from March to September, followed by the Pacific Islanders' Presbyterian Church (PIC) Newton from November through to April 2026.

We will begin to decant collections and relocate taonga from Te Marae Ātea Māori Court and Pacific galleries as work begins to redevelop these spaces for the Centenary Project. In addition, we will establish a Māori and Pacific Collections Online project to provide enhanced information and continued research capacity while the objects are off display. Another way we plan to support continued community engagement during this time is by developing a suite of Collection access spaces to support and enable community engagement and research.

Mana: Protest in Print, our Pacific collections-based exhibition, which opened in December 2024 will remain in our Sainsbury-Horrocks gallery through this financial year. Onsite activations in alignment with Pacific Language Weeks and other key events throughout the year will engage audiences and enable greater connections for visitors with the collections and the history of Māori and Pacific protest through print.

Mana: Protest in Print will be followed by *A Suitcase of Saris*, which is centred on bringing to life the book *With a Suitcase of Saris | From India to Aotearoa: Stories of Pioneer Indian Women*. Like the book, this exhibition will chronicle the lives of these trailblazing women, most of whom settled in Tāmaki Makaurau Auckland or the wider region in the mid-20th century. Through the lives of these women, this exhibition will reveal the stories of migration, resilience, adaptation, hardship, and triumph of a community that has visibly shaped the landscape, character and economy of Aotearoa New Zealand for generations.

NGĀ KAUPAPA MATUA | KEY ACTIVITIES

Present two international touring exhibitions to deliver visitation and drive engagement

Support communities to deliver at least two exhibitions with Aucklanders in Te Taunga Community Hub

Decant collections and begin relocation of taonga from Te Marae Ātea Māori Court and Pacific galleries for the redevelopment of these galleries

Scope Māori and Pacific Collections Online Project to provide enhanced information, access and research capabilities

Develop a suite of Collection Access spaces to support and enable community engagement and research

Evaluate and refine the Collections to Classrooms project to encompass all of the Museum's collecting areas

Commence development of an Arts of Aotearoa gallery

Continue to build on our Pacific Language Week activities, including strengthening our engagement with the Solomon Islands and Papua New Guinea communities who we began working with last year

Morrow, Katie. *Floral study*. Painting. Oil on canvas. Part of the Paintings and Drawings Collection. Tāmaki Paenga Hira Auckland War Memorial Museum ref. PD-1996-1-8.

Ara 2:

Mātauranga Māori informs iwi partnerships and community co- development to transform our practice and purpose

Ngā tuinga – the stitches

- The Museum will begin our evolution to a tikanga-led Museum, where Māori culture, values and knowledge systems are inherent in our unique identity and focus our celebration of te ao Māori. Māori culture, values and knowledge systems are explored, celebrated and upheld, shaping the direction of Auckland Museum.
- In addressing our shared past, we aim to examine and challenge the colonial narratives and structures that have shaped our understanding of history.
- We plan to actively support, engage and partner with tangata whenua, iwi and Māori communities to develop programmes that authentically represent Māori culture, history and contemporary issues.
- Through partnership and collaboration, we will deepen our engagement with communities in the care and conservation, management and repatriation of taonga and kōiwi.
- In line with our commitment to whakapapa, place and taonga, we honour and support the unique connection between tangata whenua and Pacific peoples.
- We will develop and strengthen our Māori workforce.

In the last few years, we have progressed several initiatives which form the foundation for becoming a tikanga-led Museum and embraced mātauranga Māori to critique, examine, analyse and understand the world around us.

Te Aho Mutunga Kore, our textile and fibre knowledge exchange centre for Māori and Pacific communities, will continue to hold community drop-in sessions and provide on-demand access to community partners. This important space nurtures creativity, knowledge sharing and knowledge creation by decentring the Museum and handing agency back to communities. We hope that the centre will strengthen the ties between communities and their material cultural heritage and create a safe pathway for taonga tuku iho (knowledge transmission). To achieve this aspiration, in FY 2025/26, we will be seeking funding support from external partners.

With the opening of our Natural Environment and Human Impact galleries in 2025/26 we will signal an evolution in the way we work on and develop exhibitions. We invited tangata whenua and Pacific communities to work with the Museum on developing the concepts and stories for these redeveloped galleries, with the goal of asserting mātauranga Māori alongside western scientific knowledge to create a deeper understanding of

the taiao for our audiences. Taking the learnings from this mahi we will apply them onto future projects and grow our capabilities using this new approach. This will be reflected in our exhibition policy and planning documents and in our new Content and Engagement Framework.

NGĀ KAUPAPA MATUA | KEY ACTIVITIES

Continue to build financial support for Te Aho Mutunga Kore, sustain existing relationships and extend activities by hosting 15 community drop-in sessions and on-demand access for community partners

Publish a revised and refreshed Content and Engagement Framework

Establish a Provenance Research and Archives Project

Publish a repatriation policy with an emphasis on proactive repatriation

Prepare the Museum's approach to the Wai 262 claim, aligning with a commitment to Indigenous intellectual property rights, data sovereignty protocols, partnerships with iwi and Māori communities, and ethical collection management

Continue our specialised care and conservation programme for wet taonga tūturu in collaboration with the Ministry for Culture and Heritage



Cnidaria anthozoa. Tamaki Paenga Hira Auckland War Memorial Museum Marine collection. MA124736.

Ara 3:

Communities empowered to sustain and protect our natural environment

Ngā tuinga - the stitches

- We will deepen our understanding of the environment through discovery and research, in partnership with iwi.
- The Museum will continue to research, develop public programming and create educational resources that drive action and increase understanding.
- We will continue to be part of a wider network that shares expertise and best practice with regional communities here and in the Pacific.
- We are committed to reducing our own environmental impact and be a leader within our sector.

Our Natural Environment and Human Impact gallery will be completed this year. This experience will play a role in educating Aucklanders and visitors to our city about the urgency of the climate challenges ahead and what we can learn about the biodiversity and ecological connections in our immediate surroundings. We will develop and deliver a new suite of educational programming to accompany the gallery and run a series of activations to raise awareness and increase visitors' knowledge of the climate challenges and how they can drive positive change.

We will also launch an innovative public engagement project as part of *The Flowering Crisis: Confronting a changing climate's threat to NZ's tree crops*, in partnership with Plant and Food Research. This MBIE-funded research project by Plant and Food Research addresses the need to develop climate-ready cultivars for Aotearoa New Zealand's tree crops in response to the challenges posed by a changing climate, particularly in regulating flowering under warmer temperatures. The main aim of this collaboration is to engage the public and create new dialogue around cultural, societal and environmental issues and novel visitor experiences that enable the risks and opportunities raised by climate change to be explored.

While the bulk of the five-year, Ngāti Kuri-led research programme, *Te Mana o Rangitāhua* will be completed before this financial year begins, this is not the end of the work. We intend to continue working alongside Ngāti Kuri and other partners including publishing the research outcomes. This important work must continue, to finalise the indigenous-led ecosystem management plan, and better equip us for the ongoing effects of climate change.

We will continue to engage communities in local biodiversity work through at least three participatory activities, to build our capacity as kaitiaki. This may include undertaking field trips and BioBlitz biodiversity surveys to help determine a snapshot of the biodiversity in certain areas, engaging local communities and schools in the work and increasing their awareness of protecting the environment. These have proven to be incredibly valuable both in terms of data gathered and community engagement.

NGĀ KAUPAPA MATUA | KEY ACTIVITIES

Open Natural Environment and Human Impact gallery

Deliver new suite of educational programming associated with Natural Environment and Human Impact gallery

Launch public engagement for *The Flowering Crisis: Confronting a changing climate's threat to NZ's tree crops*, a five-year research partnership with Plant and Food Research

Continue to nurture our research partnerships, working with universities, scientific communities and iwi

Complete the iwi-led research programme *Te Mana o Rangitāhua* and publication of *Ngā Ture Wharahaere*, a conservation management plan for Rangitāhua

Cnidaria scyphozoa. Tāmaki Paenga Hira Auckland War Memorial Museum Marine collection. Ma656268.

Ara 4:

New ideas, meaning and conversations generated by collections and expertise

Ngā tuinga - the stitches

- Through diverse communication outputs, drawing on the collections and research collaborations, our intention is to share new findings and ideas with everyone.
- We will provide flexible spaces for communities to engage with taonga.
- We plan to continue to encourage the sharing of knowledge and different views, vā and wānanga to support intergenerational sharing and strengthen platforms for Māori and Pacific knowledge.

Tāmaki Paenga Hira Auckland War Memorial Museum, New Zealand's oldest research institution, is dedicated to research, anchored by our collection of over six million specimens, artefacts and documents, and diverse expertise. This global resource facilitates interdisciplinary, collaborative, and connected research. Collections-based research serves as the transformative link for interpreting our collections through exhibitions, digital media, and public programmes.

Our research outputs, spanning peer-reviewed articles, blogs, technical reports, books and other creative works, make significant contributions to national and international understanding in various curatorial areas. This strengthens our reputation as a hub for academic research, fostering knowledge creation through extensive collection research dissemination. It is important that we share our research as widely as possible and so we will continue to offer talks with subject matter experts, curators and external knowledge holders as part of our membership programme, in addition to our curators and other staff presenting their mahi at conferences and other events. Continuing to diversify our channels of engagement will also help to share our research far and wide.

The Museum's podcast, *The Amp*, launched in the last financial year will continue to help us reach new

audiences and amplify incredible stories from our collections, our mahi and our place in the Pacific.

We will continue to award and host our annual scholarship programme alongside Auckland Museum Institute and other partners. This is an important part of our annual research programme and produces a wealth of outputs on different areas of museological practice or collections-based work.

We look forward to refreshing our Collection Development Plan to align with *The Path to 2029* and include proactive repatriation. These shifts, signalled by our new strategic direction are crucial to the future of collections and research at the Museum. During this financial year, we will be also launching a new Research and Publishing Strategy, with a stronger te ao Māori framework. We are expanding our publishing efforts to support specific research projects, drive innovation, and maximise the impact of our research outputs, this includes beginning work on a Melanesia Collections Project in preparation for the new Pacific galleries.

NGĀ KAUPAPA MATUA | KEY ACTIVITIES

Award and host annual scholarship programme alongside Auckland Museum Institute (AMI) and other external partners to enable students to undertake research on an area of museum practice or collections

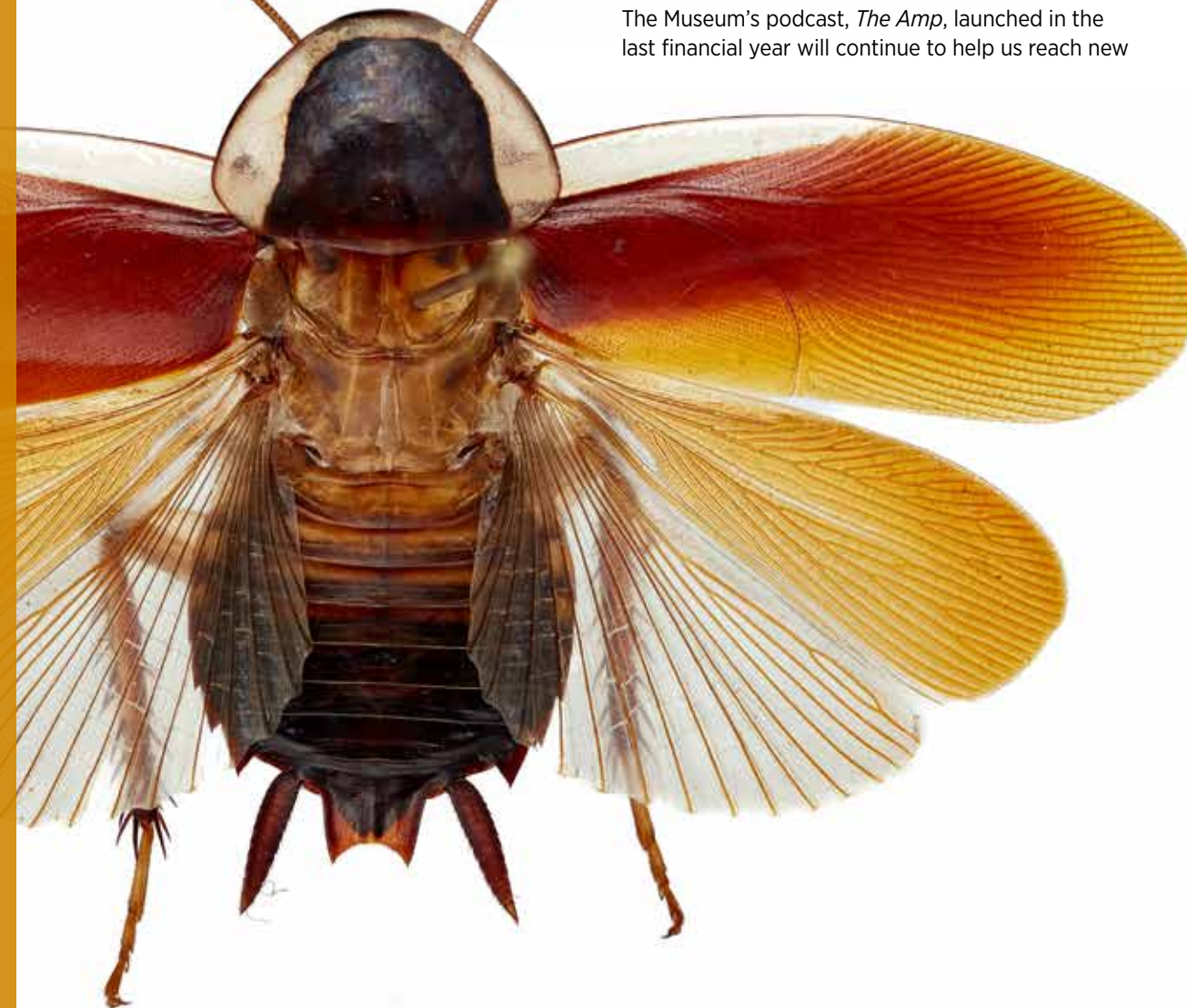
Continue collections description, imaging, 3D scanning and inventory review to ensure accurate knowledge and documentation of our existing world-class collections

Refresh the Collection Development Plan to align with the new strategic direction and work with regional partners to gain common understanding of collection priorities

Launch new Research and Publishing Strategy with a stronger te ao Māori framework, including the development of publishing projects relating to galleries and collections

Continue to offer a series of membership events aligned to Museum's research strategy

Scope a documentation project on the Melanesian collections in preparation for the new Pacific galleries



Methana marginalis. Tāmaki Paenga Hira Auckland War Memorial Museum. AMNZ189759.

Ara 5:

A focus for collective reflection and commemoration

Ngā tuinga - the stitches

- Tāmaki Makaurau Auckland's home of commemoration enables opportunities to reflect and connect while exploring themes of conflict and peace.
- We will explore the impact of war on Māori, providing a more holistic understanding of Aotearoa New Zealand's history, which includes Pacific peoples.
- We are committed to broadening our commemorative narrative to be inclusive of diverse experiences and events relevant to our communities.



As Tāmaki Makaurau Auckland's home of commemoration, the War Memorial stands as a touchstone of remembrance for families and returned service personnel who wish to honour their loved ones and fallen comrades.

We will continue to work in partnership with Auckland Council, RSA and other partners to hold our annual commemorative events, including a new event to mark He Rā Maumahara (New Zealand Wars). We will also broaden our commemorative narrative to include hosting a Matariki event onsite for all communities to come together and reflect.

We will be launching the first phase of our Online Cenotaph renewal, as part of a wider website redevelopment project, aiming to enhance the user experience, improve accessibility and share diverse perspectives. Our hope is that this will also encourage greater engagement for the community with the platform, increase public contributions to the site and ultimately deliver an even richer national resource.

While Matariki falls outside of this financial year, we plan to host a commemorative event to mark Te Mātahi o te Tau (Māori New Year) and provide an opportunity for all communities to remember those who have passed, celebrate the present and plan for the future.

This year, we plan to review and improve our annual commemoration programme, working alongside the Auckland RSA and other partners, to ensure that the programme is fit for purpose and meets our communities' needs.

NGĀ KAUPAPA MATUA | KEY ACTIVITIES

Hold at least five commemorative events in partnership with Auckland Council, Auckland RSA and other remembrance partners, including a new event to mark He Rā Maumahara

Launch first phase of Online Cenotaph renewal

Host a commemorative event onsite to mark Te Mātahi o te Tau (Māori New Year) and Matariki and invite all communities to come together and reflect

Review and improve our annual commemoration programme to ensure it is fit for purpose and meets our communities' needs

Papa

Enablers

For Tāmaki Paenga Hira Auckland War Memorial Museum to complete the activities and take steps towards the longer-term objectives along *The Path to 2029*, it is important to recognise that none of this can be achieved without the papa – the enablers. None of the Museum’s achievements could be delivered without our people, our finances, governance, partnerships and leadership or technology and infrastructure. For us to succeed and to meet our objectives, we need strong enablers, forming the foundation from which we can continue to deliver high-quality, engaging experiences onsite, offsite and online.

The following activities provide a snapshot of the mahi that will take place in the 2025/2026 financial year to help us achieve our objectives.

NGĀ KAUPAPA MATUA | KEY ACTIVITIES

Launch biannual fundraising event to help secure funds for key capital projects, enabling us to continue enhancing our offering to visitors while preserving and protecting our heritage building for future generations

Develop an Impact and Learning Framework to support *The Path to 2029* strategic direction

Scope a refit of the café in the North Foyer to enhance the visitor experience and maximise the space when Te Marae Ātea Māori Court and Pacific galleries renewal work begins

Implement core technology renewals to mitigate the risk of ageing infrastructure, including scoping the upgrading of the Museum’s website and other digital platforms

Investigate a new digital entry model that incorporates ticketless entry and leverages benefits to MyMuseum and Museum Members

Explore improved tourism operator access to Museum systems to increase booking yields

Begin consultation and policy work to modernise the Auckland War Memorial Museum Act 1996 and ensure that it is fit for purpose in the twenty-first century

Work with Auckland Council, Tātaki Auckland Unlimited, and other colleagues to improve sector coordination and deliver value for money

Continue our organisational development activities including increasing cultural competency programmes, that ensures the Museum remains an inclusive employer of choice

Grow our Māori workforce and provide opportunities for development

Continue our programme of gallery renewals, and collection care and documentation activities



Kahoa (Pre 2004). Tāmaki Paenga Hira Auckland War Memorial Museum. 2004.120.5, 56261

Ngā hua o ngā rangapū mahitahi

Highlights of our work with partners in the community

2024 marked a century of netball in Aotearoa New Zealand. To celebrate the legacy of one of our most popular pastimes, we partnered with Netball New Zealand for an exhibition that explores the game's first 100 years. *Our Game: A Century of Netball in Aotearoa New Zealand* opened in our Te Taunga Community Hub in September, uncovering the history of netball in our nation through a diverse collection of photographs, memorabilia, archival footage, and personal stories.

In October, just before He Rā Maumahara, the National Day of Commemoration for the New Zealand Wars on Monday 28 October, we opened *Atarau: Stories of the New Zealand Wars*, a refreshed gallery exploring the wars' lasting impact on Aotearoa New Zealand. This gallery was initially opened in 1996 and was the first major museum presentation of the wars from both Māori and Pākehā perspectives. *Atarau: Stories of the New Zealand Wars* introduces new insights into the events that shaped our nation, incorporating taonga, contemporary artworks, and diverse viewpoints that encourage reflection on the complex legacies of the wars and their lasting influence on society today. It now builds on the Museum's commitment to multiple perspectives on these pivotal conflicts. The exhibition is part of a wider research and development programme, responding to both commemorative and curriculum changes addressing the New Zealand Wars in Aotearoa New Zealand.

We continue to celebrate Te Wiki o Te Reo Māori and Pacific Language weeks, and build on these activities each year, including hosting drop-ins to Te Aho Mutunga Kore, inviting communities to share aspects of their culture with visitors through song and dance performances as well as publishing interviews, poetry and other information on our website and social media channels.

To date, we have celebrated:

- Wikin te Taetae ni Kiribati, Kiribati Language Week
- Epetoma ō te reo Māori Kūki 'Āirani, Cook Islands Language Week
- Uike Kātoanga'i 'o e Lea Faka-Tonga, Tongan Language Week
- Te Wiki o te Reo Māori, Māori Language Week
- Te Vaiaso o te 'Gana Tuvalu, Tuvalu Language Week.
- Macawa ni Vosa Vakaviti, Fijian Language Week
- Faahi Tapu he Vagahau Niue, Niue Language Week
- Te Vaiaho o te Gagana Tokelau, Tokelau Language Week
- Papua Niugini Tok Pisin Wik, Papua New Guinea Pidgin Language Week
- Solomon Aelan Pijin Langguis Wik, Solomon Islands Pidgin Language Week



Painting, Rice Paper. Part of the Applied Arts and Design collection. Collection of Tamaki Paenga Hira Auckland War Memorial Museum. 2016.x.178, sc58

Tātaritanga

Service Performance Measures



Model, ship. Collection of Tāmaki Paenga Hira Auckland War Memorial Museum. 1957.133, col.1129, mar.328, mar.054

STRATEGIC PATHWAY

MEASURE

CURIOSITY AND LEARNING INSPIRED BY COMPELLING ONSITE, OFFSITE AND ONLINE EXPERIENCES

Support communities to deliver two Te Taunga Community Hub exhibitions and draw over 20,000 visitors to the space

Present two international touring exhibitions to over 150,000 total visitors

Deliver onsite visitation of 907,000 in FY 2025/26

Attract 10% of all international visitors to Tāmaki Makaurau Auckland* to the Museum

Provide 35,000 student learning hours both onsite and offsite.

Increase engagement with the Museum's digital content by 5% on the previous year, either directly or through partners

Deliver visitor satisfaction at 95% or above as measured by our annual Visitor Profile Survey

Deliver learning programme satisfaction at 95% or above as measured by our annual Learning Programme Survey

Percentage of Auckland visitors who agree that Auckland Museum is representative of Auckland and its communities is 85% or above

MĀTAURANGA MĀORI INFORMS IWI PARTNERSHIPS AND COMMUNITY CO-DEVELOPMENT TO TRANSFORM OUR PRACTICE

Deliver 15 community drop-in sessions in Te Aho Mutunga Kore, comprising Pacific Language Weeks, Independence Day and Te Wiki o Te Reo, among others

COMMUNITIES EMPOWERED TO SUSTAIN AND PROTECT OUR NATURAL ENVIRONMENT

Open Natural Environment and Human Impact gallery

Engage communities in local biodiversity through at least three participatory activities to build our capacity as kaitiaki

NEW IDEAS, MEANINGS AND CONVERSATIONS GENERATED BY COLLECTIONS AND EXPERTISE

Continue to share Museum research through actively publishing or presenting at least 100 instances of research outputs in books, journals and bulletins, research articles and conference and public presentations - in print, online and in-person formats

Percentage of Auckland visitors who agree that Auckland Museum is a place to think and talk about today's issues is 60% or above

A FOCUS FOR COLLECTIVE REFLECTION AND COMMEMORATION

15,000 contributions to Online Cenotaph by the public, including data, images, documents and notes

Percentage of Auckland visitors who agree that Auckland Museum is a home for remembrance and commemoration is 75% or above

*per Stats NZ figures

Te Tauākī Pūtea me Ngā Kōrero

Financial Summary and Commentary



Calliphora. Tāmaki Paenga Hira Auckland War Memorial Museum. AMNZ190888, 153.

Financial Summary and Commentary

Financial Summary (\$M)

	FY 2023/24 Actual	FY 2024/25 Annual Plan	FY 2025/26 Annual Plan	FY 2026/27 Indicative	FY 2027/28 Indicative
BASE OPERATING ACTIVITIES					
Auckland Council funding	\$33.26	\$34.06	\$34.81	\$35.50	\$36.21
Base Operating Expenditure					
Staff cost	\$23.23	\$23.63	\$26.05	\$26.71	\$27.53
Building Operations	\$5.90	\$6.05	\$6.93	\$7.10	\$7.28
Technology & Digital	\$2.11	\$2.47	\$2.41	\$2.47	\$2.53
Other Operating Expenses	\$2.79	\$3.74	\$3.56	\$3.64	\$3.74
Non-capitalised project expenses	\$1.38	\$1.69	\$1.12	\$0.73	\$1.00
Trust & Bequest Expenses	\$0.30	\$0.62	\$0.45	\$0.43	\$0.42
Depreciation (incl. loss on disposal)	\$10.02	\$10.70	\$10.70	\$10.70	\$10.70
NET OPERATING BASE DEFICIT	(\$12.47)	(\$14.84)	(\$16.41)	(\$16.27)	(\$16.98)
SELF-GENERATED REVENUE					
Admissions	\$3.14	\$3.29	\$3.40	\$3.23	\$3.27
Commercial	\$5.27	\$4.58	\$5.29	\$5.10	\$5.11
Membership revenue	\$0.34	\$0.34	\$0.27	\$0.27	\$0.28
Donation and operating grants	\$4.32	\$4.67	\$2.27	\$1.97	\$2.21
Capital Grants	\$0.60	\$1.74	\$2.90	\$4.00	\$4.00
Public Prog, Learning & Exhibitions	\$3.11	\$3.49	\$4.19	\$3.66	\$3.93
Interest and Investment revenue	\$3.47	\$1.33	\$1.85	\$1.85	\$1.85
Others	\$1.01	\$0.30	\$0.61	\$0.61	\$0.61
TOTAL SELF-GENERATED REVENUE	\$21.26	\$19.73	\$20.77	\$20.69	\$21.27
Admissions	\$0.13	\$0.24	\$0.10	\$0.11	\$0.11
Commercial	\$2.99	\$3.23	\$6.41	\$6.03	\$6.15
Donations, Grants & Membership	\$4.12	\$5.16	\$0.89	\$0.91	\$0.94
Public Prog, Learning & Exhibitions	\$3.36	\$3.31	\$3.50	\$3.42	\$3.89
Others	\$0.24	\$0.00	\$0.00	\$0.00	\$0.00
Self-Generated Expenditure	\$10.83	\$11.95	\$10.90	\$10.47	\$11.09
NET SELF-GENERATED (DEFICIT)/SURPLUS	\$10.43	\$7.78	\$9.87	\$10.22	\$10.18
TOTAL DEFICIT	(\$2.04)	(\$7.06)	(\$6.54)	(\$6.05)	(\$6.80)

During 2024, the Museum received a significant endowment gift of \$7.47 million. These funds have been placed with a newly established Auckland Museum Future Fund Trust (AMFFT) for the continued support of significant capital projects. The AMFFT will receive future gifts that are in the nature of endowments or for general development purposes.

Financial Summary and Commentary continued

Financial Overview

The Museum realised a better than planned total deficit of \$2.04 million in FY 2023/24. This was largely due to delays in our capital programmes, strict operational expenditure controls and returns on positive investment markets and short-term deposits, given the high underlying market interest rates. This provided a solid cash flow that helped our FY 2024/25 starting position and enabled us to avoid taking on expensive external debt over the short-term horizon. In FY 2025/26, our plan outlines the Museum’s multi-year strategy towards financial sustainability considering proposed infrastructure maintenance programmes, and gallery renewal and developments.

FY 2024/25 was the first year of the triennial funding agreement with Council. This financial stability has allowed us to create more secure gallery renewal development, building repairs and maintenance, and exhibition and education programme plans over the next five years.

Furthermore, in FY 2023/24, the tourism market continued to see steady growth, including the domestic market. Given the recent trend in the international market such as the predicted decline in cruise ships coming to Aotearoa New Zealand due to the high cost of travelling here, we anticipate a gradual decline of our international visitors over the next few years as we look to successfully enhance our Centenary Project gallery offering. We will continue to focus on internal cost control and seek funding opportunities to optimise revenue from external sources.

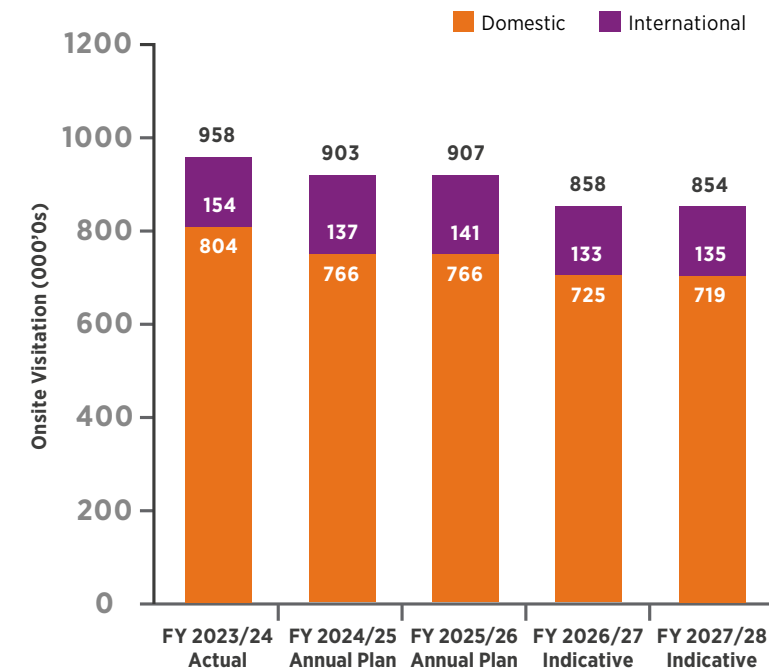
The Museum is an ageing heritage building with assets that require continuous maintenance and renewals. We will continue to invest in these in accordance with our Asset Management Plan and to meet critical risk and compliance obligations.

As we embark on our journey along *The Path to 2029*, Auckland Museum is excited about the future as we look forward to forging new relationships with our community, and strengthening our ongoing collaboration with Auckland Council.



Financial Summary and Commentary continued

Visitation



FY 2025/26 will be a year of maintaining momentum with domestic visitors and striving to grow our international visitors despite market indicators. Strong local interest will play a key role in maintaining projected domestic visitation, which will be driven by our world-class programme of international touring exhibitions and public experiences. Following FY 2024/25, over the three years of the Annual Plan, as the Centenary Project progresses and the affected galleries are closed, the Museum anticipates some level of consequential impact on both international and domestic visitation with a view that on the reopening of the refreshed galleries in 2029, visitation will begin to climb to beyond the strong results of FY2023/24.

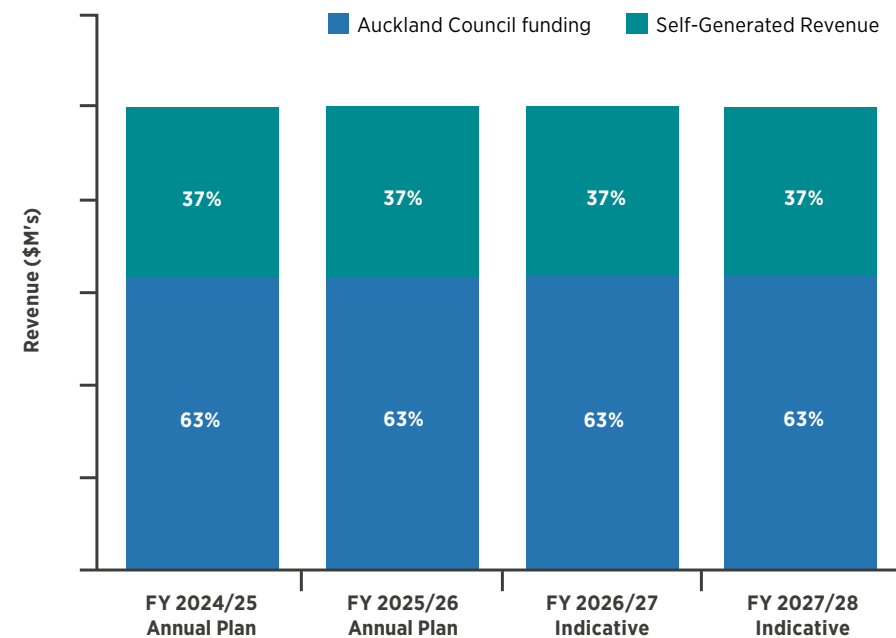
Revenue

CONSOLIDATED REVENUE SUMMARY (\$M's)	FY 2023/24 Actual	FY 2024/25 Annual Plan	FY 2025/26 Annual Plan	FY 2026/27 Indicative	FY 2027/28 Indicative
Auckland Council funding	\$33.26	\$34.06	\$34.81	\$35.50	\$36.21
Self Generated Revenue	\$21.26	\$19.73	\$20.77	\$20.69	\$21.27
Total	\$54.52	\$53.79	\$55.58	\$56.19	\$57.48

Containers. Three metal containers, possibly Tibetan holy water containers. Collection of Tāmaki Paenga Hira Auckland War Memorial Museum. B125L.

Financial Summary and Commentary continued

Consolidated Revenue Composition (\$M)



Overall, the Museum seeks to maintain its reliance on the Council funding relative to self-generated revenue to strive towards financial sustainability. To achieve our proposed key objectives in FY 2025/26, we will need to seek additional funding outside of the current Council funding mechanism across the Annual Plan 3-year horizon. This will likely be in the form of targeted fundraising programmes.

FY 2025/26 Funding

We are now signalling a modest 2% levy increase in the third year of the Annual Plan (FY 2027/28), which falls outside of our current triennial funding agreement term. This increase aligns to general inflation forecasts by the Reserve Bank of New Zealand. We are anticipating that we will be able to sign a subsequent agreement with Auckland Council for FY 2027/28 to FY 2029/30. This will help to ensure that Tāmaki Paenga Hira Auckland War Memorial Museum can deliver its statutory obligations under Section 11 of the Auckland War Memorial Museum Act 1996. It also allows us to maintain essential functions and core capability as a major metropolitan museum, continue to maintain our nationally important heritage building assets and services within manageable cashflow parameters and contribute to Auckland’s economic and social prosperity.

For FY 2025/26, we have a contracted funding of \$34.8 million. In FY 2026/27 this contracted funding increases to \$35.5 million. In FY 2027/28, we are indicating a levy of \$36.2 million, an increase of \$0.7 million (2.0%) on FY 2026/27. To accommodate this inflation-aligned request, we have prioritised our capital works programme with a focus on the highest priority items only. This does mean further delay of necessary infrastructure and certain gallery renewals. We have continued to maintain our projected self-generated revenue activities. The funding request represents the public funding necessary for the Museum to meet its statutory obligations.

We express our sincere gratitude and thanks to Auckland Council, our donors and supporters and the people of Tāmaki Makaurau Auckland for their support as we continue to perform our civic anchor role as the city’s museum and War Memorial.

Financial Summary and Commentary continued

Looking Ahead

The Museum appreciates the Council’s budget pressures following the significant weather incidents and withdrawal of fuel tax over the past year, and the unplanned but necessary redirection of financial resources. Our indicative levy funding request in the final year of the Annual Plan is very reasonable relative to economic market conditions and looks to ensure that our debt and operating deficits going forward are manageable. It also aligns to the forecasts coming from the RBNZ. Households and businesses continue to face higher debt servicing costs despite the recent downward trend in both interest rates and inflation, and when combined with increasing unemployment, domestic discretionary spend will tighten. Longer term, the Trust Board continues to hold the view that neither an operating deficit nor external debt is sustainable for a cultural entity such as the Museum.

It is difficult to make financial projections with confidence, given the volatility of the economic operating environment that reflects the significant global incidences and increasing major climate events. The indicative levy figures are reflective of this uncertainty. We continue to work with Council to further strengthen our relationship as we plan for the future. Our plan has a realistic mix of ambition, cultural awareness and community representation.

Operational Expenditure

Table 1 – Consolidated Expenditure by Function

CONSOLIDATED EXPENDITURE (\$M'S)	FY 2023/24 Actual	FY 2024/25 Annual Plan	FY 2025/26 Annual Plan	FY 2026/27 Indicative	FY 2027/28 Indicative
Staff cost	\$25.88	\$26.45	\$28.73	\$29.45	\$30.34
Depreciation (incl. loss on disposals)	\$10.02	\$10.70	\$10.70	\$10.70	\$10.70
Building operations	\$5.61	\$6.07	\$6.50	\$6.66	\$6.83
Grant expenses	\$2.60	\$3.68	\$1.25	\$0.70	\$0.74
Exhibition expenses	\$2.64	\$2.25	\$3.05	\$2.95	\$3.46
Technology & Digital	\$2.18	\$2.47	\$2.48	\$2.54	\$2.61
Non-capitalised project expenses	\$1.06	\$1.69	\$0.74	\$0.37	\$0.63
Trust & Bequest Expenses	\$0.26	\$0.62	\$0.45	\$0.44	\$0.42
Other Operating expenses	\$6.30	\$6.93	\$8.22	\$8.43	\$8.56
Total	\$56.56	\$60.85	\$62.12	\$62.24	\$64.28

Following the challenges posed by COVID-19 and the reduced operational cost base approach that was adopted with projects being deferred, and programmes adjusted, the Museum is continuing to look at addressing its ageing heritage building and galleries, and infrastructure assets. Particularly with the formal Trust Board adoption of our new strategic direction, *The Path to 2029*, this includes the long-overdue 5-year significant renovation of Te Marae Ātea Māori Court and Pacific galleries - now the Centenary Project.

As we move forward, the operating expenditure in FY 2025/26 and outer years now reflects what is necessary for the Museum to maintain essential functions and core capability without risking long-term financial unsustainability. This provides us with the necessary platform to deliver our unique Museum experience onsite, offsite, and online.

The key elements of operational expenditure include the effects of inflation (particularly with materials sourced overseas), Special exhibition costs, inflation-aligned wage costs, and the operating costs related to research funding from Te Mana o Rangitāhua, the Ministry of Business, Innovation & Employment’s Endeavour Fund (allocated over the 5-year period of the grant, concluding in Oct 2025). It also includes the increased maintenance costs associated with our heritage building, and a strong emphasis on ensuring our digital capacity and core information systems across the Museum are fit for purpose.

Financial Summary and Commentary continued

Trust Board and Taumata-ā-Iwi Remuneration

RENUMERATION (\$000's)	FY 2023/24 Actual	FY 2024/25 Annual Plan	FY 2025/26 Annual Plan	FY 2026/27 Indicative	FY 2027/28 Indicative
Trust Board Fees					
Chair	\$37	\$39	\$39	\$40	\$43
Deputy Chair	\$23	\$24	\$24	\$25	\$27
Committee Chairs (x4)	\$22	\$22	\$22	\$23	\$25
Board Members (x4)	\$19	\$20	\$20	\$20	\$21
Sub-Total	\$225	\$231	\$231	\$237	\$254
Taumata-ā-Iwi Fees					
Chair	\$20	\$22	\$22	\$23	\$24
Other Members (x7)	\$11	\$11	\$11	\$11	\$12
Sub-Total	\$74	\$99	\$99	\$102	\$110
Total	\$300	\$330	\$330	\$339	\$364

Following a period of reduction due to COVID-19, the Trust Board and Taumata-ā-Iwi fees are now budgeted to rise from FY 27/28 to a more representative level commensurate with role and market. FY 25/26 and FY 26/27 will have the wage inflation rate of 2.5% applied as per operational staff salaries.

Asset Renewal Expenditure

Table 1 – Asset Renewal Expenditure by Function

ASSET RENEWAL EXPENDITURE (\$M'S)	FY 2023/24 Actual	FY 2024/25 Annual Plan	FY 2025/26 Annual Plan	FY 2026/27 Indicative	FY 2027/28 Indicative
Gallery Renewal	\$2.14	\$1.25	\$3.38	\$4.67	\$6.43
ICT	\$0.62	\$0.51	\$0.96	\$1.25	\$1.00
Building, Heritage and Security	\$1.43	\$4.64	\$1.48	\$0.97	\$0.99
Collection & Research	\$0.37	\$0.31	\$1.03	\$0.90	\$0.83
Finance, Commercial & People	\$0.00	\$0.00	\$0.26	\$0.01	\$0.01
Total Capital Expenditure	\$4.55	\$6.72	\$7.11	\$7.80	\$9.25
Non-capitalised project expenditure	\$2.48	\$3.71	\$2.37	\$1.98	\$2.11
Total Asset Renewal Expenditure	\$7.04	\$10.43	\$9.47	\$9.78	\$11.36

The total asset renewal expenditure for FY 2025/26 is forecasted to be \$9.47 million. No carry overs are taken into FY 25/26 as the Natural Environment and Human Impact gallery is expected to complete in December 2025.

Capital expenditure is driven by the Museum's Asset Management Plan (AMP), which sets out a 20-year view for the prudent but essential management of our assets. As the population of Tāmaki Makaurau continues to grow and diversify, making the best use of the Museum's assets is recognised as the foundation to deliver optimised outcomes and public value for today, and into the future. The AMP focuses on the existing Museum estate. It includes its buildings, exhibition galleries and memorial spaces, collection storage facilities, plus operational infrastructure and IT systems.

The FY 2025/26 Annual Plan reflects the impact of resequencing the Museum's programme of capital investment. Following a period of gallery renewal deferment and stressing infrastructure assets beyond their useful lives, it is now relevant and critical that the Museum focuses on the development of these capital programmes in FY 2025/26 and beyond to ensure that we deliver on our key strategic objectives and meet our obligations under the Auckland War Memorial Museum Act 1996 and our other compliance and regulatory obligations.

Financial Summary and Commentary continued

Statement of Comprehensive Revenue and Expense (\$M's)

REVENUE	FY 2023/24 Actual	FY 2024/25 Annual Plan	FY 2025/26 Annual Plan	FY 2026/27 Indicative	FY 2027/28 Indicative
Revenue from Non-Exchange Transactions					
Auckland Council funding	\$33.26	\$34.06	\$34.81	\$35.50	\$36.21
Donation and operating grants	\$4.32	\$4.67	\$2.27	\$1.97	\$2.21
Capital Grants	\$0.60	\$1.74	\$2.90	\$4.00	\$4.00
Trust and Bequest revenue	\$0.14	\$0.16	\$0.17	\$0.17	\$0.17
	\$38.31	\$40.63	\$40.15	\$41.65	\$42.60
Revenue from Exchange Transactions					
Commercial operations	\$5.27	\$4.58	\$5.29	\$5.10	\$5.11
Membership revenue	\$0.34	\$0.34	\$0.27	\$0.27	\$0.28
Exhibitions, education and public programming	\$3.11	\$3.49	\$4.19	\$3.66	\$3.93
Admission fees	\$3.14	\$3.29	\$3.40	\$3.23	\$3.27
Interest and Investment revenue	\$3.47	\$1.33	\$1.85	\$1.85	\$1.85
Other income	\$0.87	\$0.13	\$0.44	\$0.44	\$0.44
	\$16.21	\$13.16	\$15.43	\$14.55	\$14.88
TOTAL REVENUE	\$54.52	\$53.79	\$55.58	\$56.19	\$57.48
EXPENDITURE					
Staff cost	\$25.88	\$26.45	\$28.73	\$29.45	\$30.34
Depreciation (incl. loss on disposals)	\$10.02	\$10.70	\$10.70	\$10.70	\$10.70
Building operations	\$5.61	\$6.07	\$6.50	\$6.66	\$6.83
Grant expenses	\$2.60	\$3.68	\$1.25	\$0.70	\$0.74
Exhibition expenses	\$2.64	\$2.25	\$3.05	\$2.95	\$3.46
Technology & Digital	\$2.18	\$2.47	\$2.48	\$2.54	\$2.61
Non-capitalised project expenses	\$1.06	\$1.69	\$0.74	\$0.37	\$0.63
Trust & Bequest Expenses	\$0.26	\$0.62	\$0.45	\$0.44	\$0.42
Other Operating expenses	\$6.30	\$6.93	\$8.22	\$8.43	\$8.56
TOTAL EXPENDITURE	\$56.56	\$60.85	\$62.12	\$62.24	\$64.28
TOTAL DEFICIT	(\$2.04)	(\$7.06)	(\$6.54)	(\$6.05)	(\$6.80)
EXTERNAL DEBT	\$0.00	\$0.00	\$0.00	\$0.00	\$3.91

The table above shows the Museum's overall revenue and expenses projections.

Financial Summary and Commentary continued

Cash Flow and Debt Funding

CASH FLOW OVERVIEW (\$M)	FY 2023/24 Actual	FY 2024/25 Annual Plan	FY 2025/26 Annual Plan	FY 2026/27 Indicative	FY 2027/28 Indicative
Cash Flows from Operating Activities					
Auckland Council funding	\$33.26	\$34.06	\$34.81	\$35.50	\$36.21
Self Generated Revenue	\$20.32	\$16.73	\$16.31	\$15.07	\$15.59
Capital Grants	\$0.60	\$1.74	\$4.90	\$4.00	\$4.00
Staff cost	(\$25.98)	(\$26.45)	(\$28.73)	(\$29.45)	(\$30.34)
Supplier payments	(\$22.94)	(\$21.79)	(\$21.16)	(\$22.00)	(\$23.06)
Net cash inflow from operating activities	\$5.27	\$4.28	\$6.13	\$3.11	\$2.40
Cash Flows related to Asset Renewal					
Asset Renewal Investment incl carryovers	(\$4.42)	(\$6.72)	(\$5.69)	(\$6.24)	(\$7.40)
Net cash outflow related to asset renewal	(\$4.42)	(\$6.72)	(\$5.69)	(\$6.24)	(\$7.40)
Net cash flow from Operating and Asset Renewal	\$0.85	(\$2.44)	\$0.45	(\$3.13)	(\$5.00)
Funded By:					
External Debt	\$0.00	\$0.00	\$0.00	\$0.00	\$3.91
Repayment of External Debt	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal of funding sources	\$0.00	\$0.00	\$0.00	\$0.00	\$3.91
Net (decrease)/increase in cash	\$0.85	(\$2.44)	\$0.45	(\$3.13)	(\$1.09)
Cash at beginning of year	\$16.42	\$9.01	\$5.87	\$6.32	\$3.19
Cash at end of year *	\$17.27	\$6.57	\$6.32	\$3.19	\$2.10

The table above shows the Museum's overall cashflow projections, including funding sources consisting primarily of public funding, self-generated revenue. As detailed on page 13, there is a significant cost associated with the planned Centenary Project, which will require additional funding support. The cashflow reflects the Trust Board's direction in ensuring the Museum's debt remains at a maximum level of one month levy within the financial year, with an expectation of minimal debt by FY 2027/28. Longer term, the Trust Board is of the view that debt is not a sustainable funding source for a cultural entity such as the Museum.

During 2024, the Museum received a significant endowment gift of \$7.47 million. These funds have been placed with a newly established Auckland Museum Future Fund Trust (AMFFT) for the continued support of significant museum capital projects. The AMFFT will receive future gifts that are general in nature.

Shoe. Tāmaki Paenga Hira Auckland War Memorial Museum. 2013.18.13.



How to stay in touch

To follow our social-media channels and sign up for our regular Museum e-newsletters, please visit: aucklandmuseum.com

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