

PŪRONGO Ā-TAU

Annual Plan FY26/27

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Tāmaki
Paenga Hira
Auckland
War Memorial
Museum

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 Aotearoa’s largest city. The 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 New Zealand are recognised in the Auckland War Memorial Museum Act 1996, which established the Trust Board and requires it to act on behalf of present and future Aucklanders.

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 the iconic heritage building, and continue to deliver high-quality programmes for 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 region, Aotearoa, the South Pacific and, in more general terms, the rest of the world.
- b. The conservation of the heritage of the Museum, and of global resources.
- c. The role of the Museum as a war memorial.
- d. The celebration of the rich cultural diversity of the Tāmaki Makaurau 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.

The Act provides for the appointment of the Taumata-a-Iwi to advise on matters such as Treaty of Waitangi responsibilities, and culturally appropriate stewardship of Māori taonga and protocol. The Act also provides for the Auckland Museum Institute to act as a learned society supporting the Museum in its objectives.

NGĀ MAHI HEI PAINGA MŌ TĀMAKI

ALIGNED TO DELIVER BETTER OUTCOMES FOR ALL AUCKLANDERS

As one of Auckland’s most beloved civic institutions, we align our work with key Auckland Council and central government strategies, contributing to the social, economic, environmental and cultural wellbeing of Tāmaki Makaurau and Aotearoa.

THE AUCKLAND PLAN 2050

Tāmaki Paenga Hira Auckland War Memorial Museum is a primary contributor to these outcomes:

- Belonging and participation
- Māori identity and wellbeing
- Environment and cultural heritage
- Opportunity and prosperity

We are a secondary contributor to:

- Homes and places

NGĀ HAPORI MOMOHO STRATEGY 2022-2032

Auckland Museum contributes to the following goals:

- Manaakitanga: All Aucklanders enjoy the essentials of a good life and fulfil their potential
- Whanaungatanga: Aucklanders are connected and feel as though they belong
- Kotahitanga: All Aucklanders can participate and take collective action to meet common goals
- Kaitiakitanga: Aucklanders are connected to and care for the natural environment

TOI WHĪTIKI: AUCKLAND’S ARTS AND CULTURE STRATEGIC ACTION PLAN

Auckland Museum contributes to the following goals:

- Participation: Ensuring all Aucklanders can access and participate in a museum experience onsite, offsite or online
- Identity: Sharing Auckland’s unique cultural identity
- Placemaking: Providing a place for Aucklanders to understand their city
- Creative economy: Contributing to Auckland’s creative economy
- Infrastructure: Playing our part in Auckland’s vibrant cultural network

ARA MOANA: AUCKLAND COUNCIL’S PASIFIKA STRATEGY

Auckland Museum contributes to:

- **Focus Area 2:** Engaging and enabling thriving Pacific communities
- **Focus Area 4:** Language, culture, and identity

INCLUSIVE AUCKLAND FRAMEWORK

Auckland Museum contributes to:

- **Focus Area 1:** Creating a diverse, talented workforce and a strong, inclusive culture
- **Focus Area 2:** Our processes, policies, plans and services meet the diverse needs of Aucklanders
- **Focus Area 3:** Our strategic leadership fosters social inclusion in Auckland
- **Focus Area 4:** Supporting diverse and inclusive governance – elected and appointed members

AOTEAROA NEW ZEALAND'S HISTORIES AND TE TAKANGA O TE WĀ

Auckland Museum is uniquely placed to inspire students to learn how our histories have shaped our present-day lives, supporting students to be critical thinkers and understand our past in order to make sense of the present.

TE TĀRUKE-Ā-TĀWHIRI: AUCKLAND'S CLIMATE PLAN

Auckland Museum contributes to the sustainability goals of the city through:

- Reducing our own environmental footprint and the impact of how we deliver our activities and operate our buildings
- Our role as a kaitiaki: Caring for collections and safeguarding natural and cultural history and the knowledge behind them
- Our research: Building a base of evidence that informs the understanding of climate change and biodiversity in terrestrial and marine environments
- Being a trusted voice: Enabling individuals and communities to take action through education, public programmes and exhibitions

AMPLIFY: A CREATIVE AND CULTURAL STRATEGY FOR NEW ZEALAND 2024-2030

The Museum's work aligns with these areas:

- Investing for maximum impact
- Identify opportunities to promote existing creative and cultural events to showcase our unique cultures globally and boost cultural tourism
- Support the repatriation of taonga tūturu and kōiwi
- Incentivise collaboration and the building of capability to attract audiences to creative content

Nurturing talent

- Partner with creative industry representatives to support skill development of creative professionals (including new sector qualifications) and improve the vocational education system to meet industry needs
- Investigate options to increase New Zealanders' access to the national collections, including through touring exhibitions and long-term loans to regional and local galleries

Reducing barriers to growth

- Work across government to make maintaining and conserving heritage places simple and practical for owners, including a review of earthquake strengthening requirements
- Work across government to respond to intellectual property risks to creative and cultural works, including ngā toi Māori, with a focus on stopping misappropriation of cultural works

OUR PARTNERS

Auckland Museum Institute

A foundational partner that supports the work of the Museum through advocacy and promoting research and use of collections, along with its role as the Auckland Branch of the Royal Society of New Zealand Te Apārangi.

MOTAT, Stardome, Auckland Art Gallery, Auckland Zoo and the New Zealand Maritime Museum – *Auckland Cultural Institutions Alliance*

A city-wide alliance coordinating resources, programming, and public engagement across Auckland's major arts and culture organisations.

Auckland Council and Auckland Unlimited – *Sector Collaboration and Cultural Infrastructure Planning*

Strategic partnerships aligning Museum operations with regional cultural and infrastructure strategies, including *Amplify* and *Te Tāruke-ā-Tāwhiri*.

Auckland Libraries and local schools – *Outreach Programmes*

Collaboration to deliver learning resources linked to Museum exhibitions and curriculum outcomes.

Auckland Council, RSA and remembrance partners

As Auckland's war memorial and home of commemoration, we work with partners to deliver a wide range of commemorative programmes and engage actively with veteran communities to share their experiences of war and its impact on New Zealand, via the Online Cenotaph.

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 maunga whakahī, e ngā maunga whakaneke awa, ko Tāmaki Paenga Hira e mihi kau atu nei, e tangi atu nei, e mihi atu nei.

E tangi atu nei ki ngā mate huhua o te tau kua hipa, koutou kua ngaro i te ao, kua riro ki te pō, haere, haere, haere atu rā. Koutou te pō ki a koutou, hoki mai ki a tātou, te āpōpō ki a tātou. Tēnā tātou katoa.

Ko te Pūrongo ā-Tau tēnei e whakamōhio atu ana i ngā whāinga, i ngā tuinga, i ngā hua ka puta mai i te tau e tū mai nei.

Mā Te Aramoana tātou e hautū atu ki te pae tawhiti.

We are pleased to present Tāmaki Paenga Hira Auckland War Memorial Museum's Annual Plan for 2026/27.

Tāmaki Paenga Hira Auckland War Memorial Museum stands at a pivotal moment in its long history. As we approach its centenary on Pukekawa, Auckland Domain, we have a once-in-a-generation opportunity to celebrate the Museum's role as a landmark and war memorial, and to reimagine what it can be for the next 100 years. Renewing our galleries to reflect the needs of contemporary Tāmaki Makaurau, strengthening partnerships with communities and iwi, and building spaces where people can explore, learn, reflect, and connect in deeper and more meaningful ways will ensure the Museum's relevance for generations to come. While the opportunity is immense and compelling, the challenges we must overcome to achieve this vision are equally significant.

The heritage building requires essential infrastructure upgrades, while the costs of operating and maintaining a complex heritage facility and delivering quality public services have increased significantly. Combined with the discovery of asbestos, this has placed significant pressure on our financial position. Our immediate focus is on restoring the Museum to long-term financial sustainability, a goal that can only be achieved with further support from Auckland Council and philanthropic partners.

Work to address the remediation of asbestos in the ceiling above Te Marae Ātea Māori Court is a core focus for the next twelve months and beyond. This work also aligns with the need to undertake essential infrastructure upgrades. More broadly, the Museum's ageing critical infrastructure requires continued investment, and it is vital that our programme of renewals and upgrades is maintained to protect both people, taonga and the city's much-loved war memorial.

In the face of constrained resources and a leaner workforce, following a significant organisational restructure, we must concentrate on those activities that are at the heart of our mission: delivering compelling exhibitions and

public programmes, caring for collections, providing transformative educational experiences and new knowledge through research. This requires us to acknowledge that some activities we have been able to deliver in the past, over and above our obligations, may no longer be possible or must be done differently.

We also recognise the importance of revitalising our visitation offering. The past eighteen months have been marked by challenges, with building closures, a softer economy, and lower than expected international tourism levels contributing to lower visitation and revenue. In response, we will redouble our efforts to grow engagement by creating memorable visitor experiences. From long-term galleries and in-bound touring exhibitions, to public programmes and educational initiatives, we will continue to welcome and inspire diverse audiences. As Tāmaki Makaurau Auckland's home of commemoration, we will continue our annual programme of popular and important commemorative events.


Though the path ahead is difficult, Auckland Museum remains committed to its purpose. Exercising discipline in our financial management, focusing on core priorities, and strengthening the experiences we offer, will support the Museum to be a place of learning, connection, and inspiration for generations to come. However, we are facing the reality that without renewal and upgrade work on the building infrastructure, future investment in visitor experiences may be compromised or put at risk.

The Museum continues to be acutely aware of 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 delivery of public services and programmes. In April 2024, we agreed a multi-year funding agreement with Auckland Council, giving both parties greater financial certainty through to FY26/27. This Annual Plan represents the final year of the current funding agreement and seeks the agreed upon annual funding of \$35.5 million for this financial year, an increase of 2% on the previous year. A re-adjustment to our base Council funding will be necessary in the following year to return the Museum to financial sustainability.

The Museum will continue to lead with its Te Tiriti o Waitangi obligations as expressed in the Auckland War Memorial Museum Act 1996 and our Path to 2029 Strategic Direction. We acknowledge the ahi kā of Ngāti Whātua Ōrākei and we thank them for their support of tikanga at the Museum. We also acknowledge and thank Taumata ā Iwi members from Waikato, Ngāti Pāoa and Ngāti Whātua Ōrākei for their ongoing guidance and tautoko of the Museum.

As always, we are grateful to the ratepayers of Tāmaki Makaurau Auckland for their continued support that assists us to care for collections, the heritage building and provide services for our communities, for now and for the future.

Ngā mihi nui,



Rachael Tuwhangai
Chair,
Auckland Museum
Trust Board



Precious Clark
Chair,
Taumata-ā-Iwi

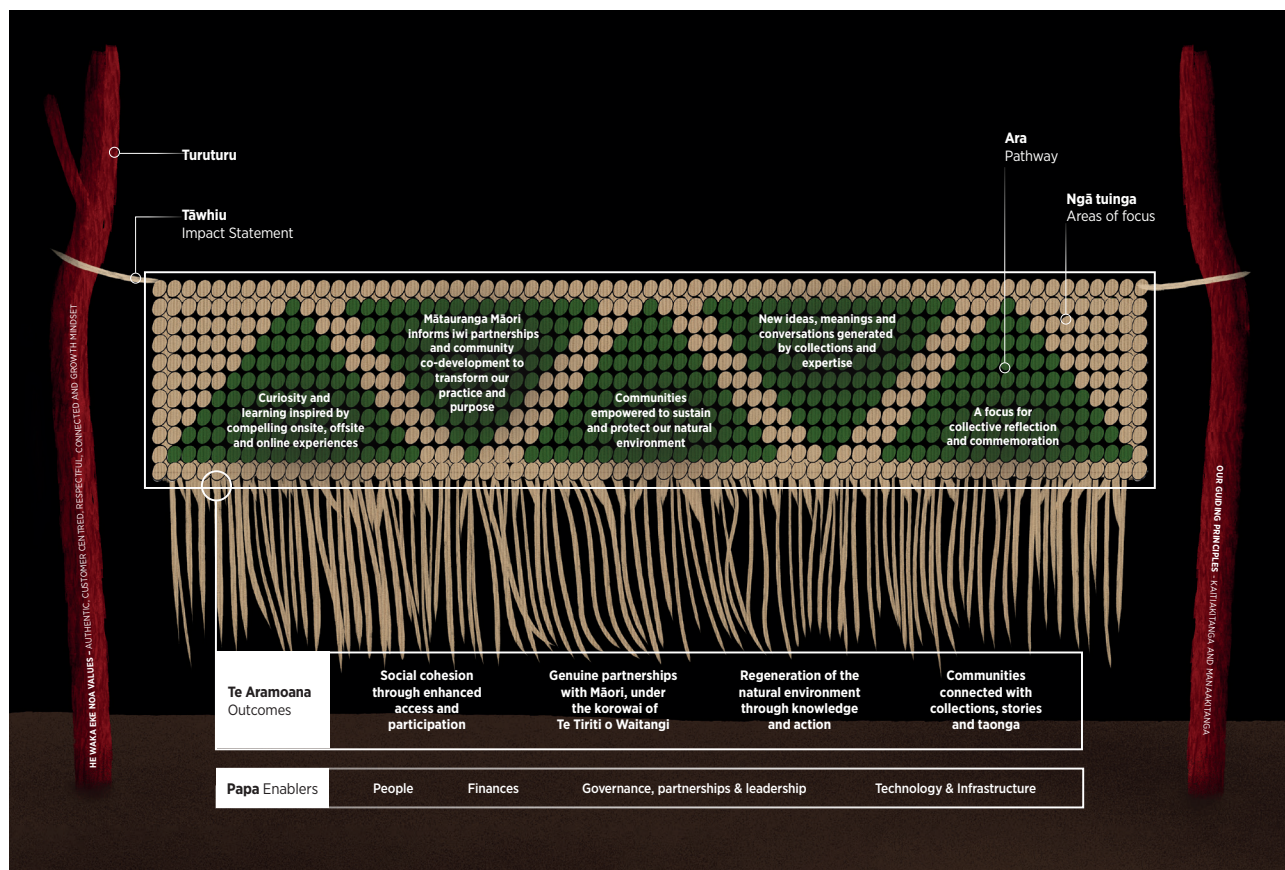


David Reeves
Tumu Whakarae Chief Executive,
Tāmaki Paenga Hira
Auckland War Memorial Museum

WHARE PORA AND THE WEAVING OF TE ARAMOANA

OUR 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.



OUR FY26/27 OBJECTIVES AND AREAS OF FOCUS

As we take steps on the Path to 2029, these objectives will drive the Museum's work over the next few years.

- 1. Advance the remediation of asbestos in Te Marae Ātea Māori Court and Pacific galleries, preparing these areas for infrastructure upgrades, while continuing to renew and upgrade the Museum's ageing critical assets.*
- 2. Strengthen the Museum's financial position by reducing deficits, avoiding debt, maintaining strict control of costs, and maximising revenue generation.*
- 3. Enhance visitor experiences through compelling permanent and touring exhibitions, engaging public programmes, war memorial and education initiatives, with the goal of increasing visitation and reaching broader, more diverse audiences.*
- 4. Prioritise resources to focus on core museological activities – exhibitions and public programming, collecting and research, education and applying appropriate cultural practice – while recognising that not all activities can be sustained.*

The objectives of our Annual Plan 26/27 are aligned with our *Path to 2029 Strategic Direction*, while considering the economic challenges the Museum is facing.

Objective 1

Advance the remediation of asbestos in Te Marae Ātea Māori Court and Pacific galleries, preparing these areas for infrastructure upgrades, while continuing to renew and upgrade the Museum's ageing critical assets.

Protecting the integrity and longevity of Auckland Museum's heritage building is fundamental to sustaining the Museum's role as a cultural and educational leader for Tāmaki Makaurau. Much of the building's infrastructure dates to its original 1929 construction and subsequent mid-century additions and now requires significant renewal to meet modern standards. Many of the electrical, mechanical and HVAC services date from the 1990s and are also in need of generational replacement.

The immediate priority is the safe remediation of asbestos in the ceiling above *Te Marae Ātea Māori Court*. This essential work also creates a prudent opportunity to renew these culturally significant spaces and deliver infrastructure upgrades that will support future exhibitions, digital innovation, and the reimagining of our Māori and Pacific galleries.

Investment in critical infrastructure is not only about preserving a heritage landmark; it underpins every aspect of the Museum's public service: caring for collections, welcoming visitors, and providing spaces for learning and remembrance.

To achieve this, further investment from Auckland Council will be vital to securing the Museum's long-term sustainability and ensuring it remains a source of pride and inspiration for future generations.

Our key activities under this objective are:

- **Continuing asbestos remediation in the Pacific galleries and Te Marae Ātea Māori Court** and preparing these areas for future redevelopment. This work is essential to safely reopen these taonga-rich spaces, allowing them to be renewed in ways that reflect contemporary museological standards and culturally appropriate practice.
- **Continuing the Museum-wide security upgrade project** to safeguard our people, collections, and building. As a guardian of nationally significant taonga and scientific collections, enhanced physical and digital security systems are critical to managing risk and meeting international standards of collection care.
- **Continuing our heritage restoration programme**, including the inner elevation of Te Marae Ātea Māori Court, to ensure that our historic building is preserved in line with best-practice conservation principles.
- **Developing a long-term funding plan** to guide the sustainable renewal of our ageing infrastructure, balancing our heritage obligations with future operational needs.

Our Annual Plan 2026/27 ensures that, even in a constrained financial environment, the Museum continues to serve as a vital cultural, educational, and civic resource for Tāmaki Makaurau, while preparing the groundwork for future recovery and renewal.

Objective 2

Strengthen the Museum's financial position by reducing deficits, avoiding debt, maintaining strict control of costs, and maximising revenue generation.

Auckland Museum is committed to operating within its means through disciplined cost management, prioritisation of core activities, and careful investment in areas that deliver value.

The Museum will continue to identify operational efficiencies, manage staffing levels prudently, and apply strict financial oversight to ensure expenditure remains within approved budgets. Avoiding debt and reducing reliance on reserves is a key focus, alongside actively pursuing new revenue streams through philanthropy, partnerships, and commercial activity.

Increasing both domestic and international visitation is vital to strengthening the Museum's financial position and long-term sustainability. Every visitor contributes to our economic resilience through admissions, ticketed events and experiences, retail, hospitality, parking, and donations. International visitors play an important role in generating revenue, and as global tourism continues its gradual recovery, appealing to this audience remains essential.

Our 2026 exhibition programme has been designed to attract diverse audiences and increase onsite visitation.

- **Three international exhibitions** *Wildlife Photographer of the Year, March of the Triceratops* and opening in June 2027, *Ming: The Golden Empire*. Bringing extraordinary global stories to Tāmaki Makaurau and creating memorable experiences that spark curiosity and connection.
- **Development of a temporary exhibition of Māori and Pacific taonga** will further strengthen our international appeal, as well as provide access to taonga for our communities. With Te Marae Ātea Māori Court and the Pacific galleries currently closed for asbestos remediation, this exhibition would attract international travellers seeking a genuine cultural connection, while also ensuring that Māori and Pacific voices remain central to the visitor experience and education programmes during this period of remediation and renewal.

Overall, 2026/27 will be a financially conservative year. While these initiatives are expected to strengthen revenue performance, the Museum's underlying cost pressure remains significant. Substantial investment from both public funds and philanthropic sources will be required in the coming years to complete necessary building upgrades, reopen key galleries, and enable the Museum to meet modern standards of accessibility, sustainability, and care.

Objective 3

Enhance visitor experiences through compelling permanent and touring exhibitions, engaging public programmes, war memorial and education initiatives, with the goal of increasing visitation and reaching broader, more diverse audiences.

Providing high-quality, relevant, and engaging visitor experiences is an important way that Auckland Museum delivers value to Tāmaki Makaurau. Every exhibition, event, and digital experience shapes how visitors connect with the Museum, the collections, and the stories shared.

Quality experiences are a key driver of repeat visitation. When Aucklanders and visitors feel welcomed, moved, and represented, they return and they bring others. This cycle of engagement underpins our ability to grow our audiences, attract tourism, and ensure the Museum remains a vibrant and relevant destination.

Our 2026/27 programme has been developed to deepen this connection and broaden our reach:

- **A new Natural Environment Gallery** will open, connecting visitors with Aotearoa's unique ecosystems, biodiversity and mātauranga, and inspiring awareness of environmental stewardship, while increasing family and education-based visitation.
- **A Suitcase of Saris exhibition** will open in the Sainsbury Horrocks Gallery, highlighting the stories and artistry of Auckland's South Asian communities. This Museum-developed exhibition celebrates migration, identity, and cultural expression. With the Te Taunga Community Hub

closed, exhibitions like *A Suitcase of Saris* give voice to the diverse communities of Tāmaki Makaurau. This exhibition was listed in our 2025/26 Annual Plan; however, delivery was delayed due to asbestos-related disruptions.

- **Online Cenotaph and Collections Online improved access and user experience** will enhance how people engage with the Museum, beyond its walls. These upgrades will make it easier for users to explore the collections, discover personal and whānau connections, and contribute their own stories - building emotional and digital engagement.
- **A new commemorative event for Te Mātahi o te Tau (Māori New Year) and Matariki** will invite all communities to come together in reflection and celebration. This event reinforces the Museum's role as a gathering place that honours fostering a shared sense of belonging.
- **Pacific Language Week activities** will continue to strengthen our relationships with Pacific communities and create meaningful opportunities for cultural visibility and connection. These activities build on the Museum's longstanding partnerships and affirm our commitment to Pacific engagement, inclusion, and pride.
- **At least five commemorative events** in partnership with Auckland Council, Auckland RSA, and other remembrance partners will ensure that the Museum continues to be a trusted and respectful custodian of national memory. These events, including ANZAC Day, Armistice Day, and other remembrance occasions, provide important moments for collective reflection and civic participation.

Through these experiences, Auckland Museum will continue to serve as a space for connection, remembrance and learning. They also support tourism recovery and ensure that every visitor encounter contributes to a sustainable and inclusive future for the Museum.

Objective 4

Prioritise resources to focus on core museological activities – exhibitions and public programming, collecting and research, education, applying appropriate cultural practice – while recognising that not all activities can be sustained.

To return to financial sustainability and be true to our purpose as a museum, we must concentrate our energy and resources on the activities that define us: caring for collections, delivering meaningful exhibitions and learning experiences, and deepening knowledge through research. Identifying and working in mutually beneficial partnership, with iwi and other organisations that share similar drivers and objectives, will be key to leveraging the Museum's value in this area.

Our priorities for the coming year reflect this commitment:

- **A refreshed education offering** will ensure that programmes better meet the needs of ākonga and kaiako across Aotearoa. By aligning our learning experiences with the refreshed New Zealand Curriculum

and Te Mātaiaho, we can deepen our impact on learning outcomes and young people's understanding of our country's histories.

- **Natural Environment research programmes and partnerships** will leverage our collections and expertise to contribute to national and local priorities such as climate change research and biodiversity protection. These initiatives demonstrate how museums can play an active role in the wellbeing of the planet and its people.
- **A refocused Research Strategy** will prioritise partnerships, publication, and kaupapa Māori research. This approach recognises that research is most powerful when it is collaborative, grounded in cultural values, and shared widely for public benefit.
- **Activating and programming collection access spaces** will provide more access for communities, researchers, and partners to connect directly with the collections in new and engaging ways. We will do this through *Te Aho Mutunga Kore*, our textile and fibre knowledge exchange centre, and by activating the research library and collection stores.
- **The Melanesian Collections research programme** will prepare us for the future renewal of our Pacific galleries. This multi-year project will rely on new partnerships and will ensure that Pacific perspectives and expertise guide how these collections are cared for.
- **Delivering conservation services** for wet taonga in collaboration with the Ministry for Culture and Heritage reinforces our leadership in specialist care. This partnership ensures that significant taonga – both within and beyond the collections at the Museum – are protected using world-class techniques and culturally appropriate methodologies.
- **Continuing our annual scholarship programme** with the Auckland Museum Institute and external partners enables emerging researchers to explore areas of museum practice and collection-based study, supporting the next generation of museum professionals and scholars.
- **Trialling new approaches to collection access** through innovations such as AI-supported cataloguing and image recognition will modernise how we document and share information. These technologies will enhance accuracy, speed up discovery, and create more inclusive access to knowledge.

By prioritising these core museological functions, we ensure that the Museum continues to provide public value, create and share knowledge, and preserve the taonga and stories entrusted to our care for future generations.

This focus means acknowledging that not all activities can continue at the same scale. Instead, we will direct resources to the work that most directly supports our mission and provides a robust foundation for future growth.

TĀTARITANGA

NON-FINANCIAL PERFORMANCE MEASURES WE WILL AUDIT AND TRACK OVER TIME

Measures

- Deliver onsite visitation of 810,000.
- Deliver visitation of 148,000 to international touring exhibitions.
- Grow onsite student numbers visiting the Museum to 55,000.
- Reach 8,000 students through school outreach programmes.
- Engagement with the Museum's digital content, either directly or through partners, of 95 million views.
- 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.
- The percentage of Auckland visitors who agree that Auckland Museum is representative of Auckland and its communities is 85%, or above.
- 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.
- The percentage of Auckland visitors who agree that Auckland Museum is a place to think and talk about today's issues is 60%, or above.
- 20,000 contributions to the Online Cenotaph by the public, including data, images, documents and notes.
- The percentage of Auckland visitors who agree that Auckland Museum is a home for remembrance and commemoration is 85%, or above.

HOW TĀMAKI PAENGA HIRA AUCKLAND WAR MEMORIAL MUSEUM IS FUNDED

Tāmaki Paenga Hira Auckland War Memorial Museum delivers a strong economic return to Auckland, contributing to the \$398 million GDP generated annually by the region’s museums and galleries sector (*The Economic Impact of Museums and Galleries on Regional Clusters*, BERL 2024), driving visitor spending, supporting local employment, and strengthening Auckland’s cultural economy.

The Museum is funded through a combination of public and self-generated sources. Public funding through Auckland Council continues to be the bedrock of our funding model, supporting the Museum’s statutory role as both the region’s war memorial and a cultural, educational, and research institution for Aucklanders. Ongoing public funding also recognises the intergenerational value and benefit, beyond immediate transactional engagement. While we currently operate without dedicated central government funding, the Museum consistently delivers outcomes that contribute to government goals and priorities across the education, cultural and natural environment research, and cultural sector strategy. We welcome conversations about how a more collaborative funding relationship with central government could strengthen these outcomes for all New Zealanders, given the national impact and benefit of a number of the Museum’s programmes.

FY26/27 marks the third and final year of our three-year funding agreement with Auckland Council, which began in FY24/25 and replaced the previous levy system. This financial year, Council funding totals \$35.50 million, around 60% of the Museum’s total revenue. The remaining 40% comes from commercial operations, philanthropy, grants, bequests, utilisation of trust funds and visitor-related income.

TE TAUĀKĪ PŪTEA ME NGĀ KŌRERO

FINANCIAL SUMMARY AND COMMENTARY

Financial Overview

For FY26/27, the Museum's contracted funding from Auckland Council is \$35.5 million, and overall, it will be a financially constrained year. We are projecting our highest-ever deficit of \$9.34 million, \$3 million more than previously planned. This increase reflects the cost of asbestos remediation and the impact of gallery closures in a subdued economic environment, which is affecting our ability to achieve self-generated revenue targets.

While we have already implemented measures to reduce our cost base, to return the Museum to financial sustainability, a readjustment to our base Council funding will be necessary in the coming years. We anticipate this adjustment in FY27/28, after which funding increases will align with inflation. Without a reset, the Museum faces heightened risks, including further operational disruptions, accelerated deterioration of the building, and constrained revenue generation. We therefore seek to work with Council to reset funding levels and explore alternative capital funding pathways to safeguard the Museum for the people of Tāmaki Makaurau.

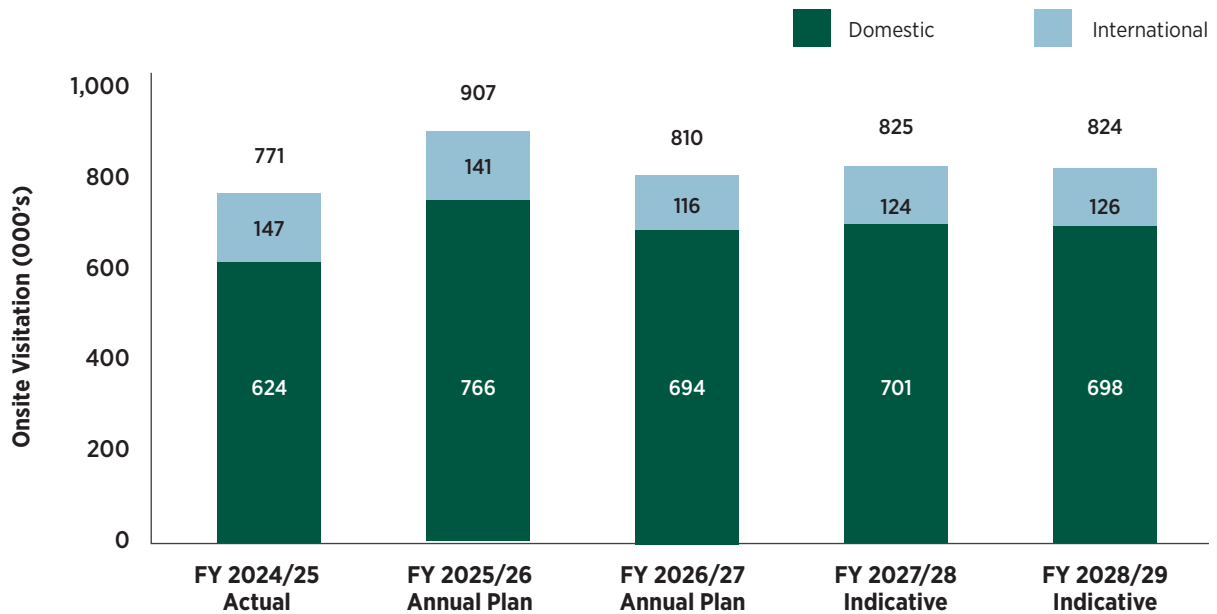
The combined pressures of asbestos remediation and ageing infrastructure create an unavoidable wave of expenditure that cannot be deferred. The asbestos programme is critical for compliance with national health regulations and to unlock future capital works in affected areas. This complex, high-risk work is located above and around priceless taonga, and requires staged implementation and specialist expertise, creating substantial pressure on operational continuity and capital planning.

Though we face significant challenges, we remain sincerely grateful to Auckland ratepayers and Council, our donors, supporters, and the community, for their ongoing trust and partnership.

FINANCIAL SUMMARY (\$M)	FY 2024/25 Actual	FY 2025/26 Annual Plan	FY 2026/27 Annual Plan	FY 2027/28 Indicative	FY 2028/29 Indicative
Base Operating Activities					
Auckland Council funding	\$34.06	\$34.81	\$35.50	\$42.60	\$43.88
Provisional asbestos insurance funding	\$0.00	\$0.00	\$2.50	\$0.00	\$0.00
Base Operating Expenditure	\$51.61	\$51.23	\$54.87	\$50.22	\$51.32
Staff cost	\$24.39	\$26.06	\$24.80	\$25.53	\$26.29
Building operations	\$6.17	\$6.93	\$6.86	\$7.03	\$7.17
Technology & digital	\$2.39	\$2.41	\$2.73	\$2.79	\$2.85
Other operating expenses	\$3.86	\$3.56	\$3.35	\$3.44	\$3.51
Non-capitalised project expenses	\$2.00	\$1.12	\$0.24	\$0.38	\$0.35
Trust & bequest expenses	\$0.22	\$0.45	\$0.29	\$0.34	\$0.34
Depreciation & impairment (incl. loss on disposals)	\$10.96	\$10.70	\$10.60	\$10.70	\$10.80
Asbestos remediation	\$1.62	\$0.00	\$6.00	\$0.00	\$0.00
Net Operating Base Deficit	(\$17.55)	(\$16.42)	(\$16.87)	(\$7.62)	(\$7.44)
Self-Generated Revenue					
Admissions	\$3.23	\$3.40	\$2.78	\$2.96	\$3.02
Commercial	\$4.87	\$5.29	\$4.94	\$5.01	\$5.12
Membership revenue	\$0.27	\$0.27	\$0.27	\$0.28	\$0.29
Donation and operating grants	\$5.95	\$2.27	\$1.18	\$1.25	\$1.26
Capital grants	\$0.63	\$2.90	\$1.50	\$2.00	\$2.50
Public prog, learning & exhibitions	\$2.23	\$4.19	\$3.18	\$3.70	\$3.35
Interest and investment revenue	\$3.64	\$1.85	\$1.80	\$1.80	\$1.80
Others	\$8.31	\$0.61	\$0.55	\$0.55	\$0.55
Total Self-Generated Revenue	\$29.12	\$20.77	\$16.19	\$17.56	\$17.90
Admissions	\$0.15	\$0.10	\$0.17	\$0.18	\$0.18
Commercial	\$3.37	\$6.41	\$3.32	\$3.41	\$3.49
Donations, grants & membership	\$6.00	\$0.89	\$1.47	\$1.51	\$1.55
Public prog, learning & exhibitions	\$2.49	\$3.50	\$3.51	\$3.60	\$3.67
Others	\$0.21	\$0.00	\$0.20	\$0.20	\$0.21
Self-Generated Expenditure	\$12.22	\$10.89	\$8.67	\$8.89	\$9.09
Net Self-Generated Surplus / (Deficit)	\$16.91	\$9.88	\$7.53	\$8.66	\$8.80
Total Surplus / (Deficit)	(\$0.64)	(\$6.54)	(\$9.34)	\$1.05	\$1.36

In FY28/29, we anticipate a surplus of \$1.36 million, which is an important step to rebuilding the Museum's financial reserves and resilience to manage unexpected shocks.

Visitation



Visitation targets for FY26/27 have been adjusted to reflect the closure of key tourism galleries (including *Te Marae Ātea Māori Court* and Pacific galleries) due to scheduled asbestos remediation works. In response, alternative tourism offerings will be activated to sustain international visitation, despite softer market indicators. Domestic audiences remain a strategic priority, with international touring exhibitions and public programmes continuing to play a vital role in driving engagement and repeat visitation.

Revenue

CONSOLIDATED REVENUE SUMMARY (\$M)	FY 2024/25 Actual	FY 2025/26 Annual Plan	FY 2026/27 Annual Plan	FY 2027/28 Indicative	FY 2028/29 Indicative
Auckland Council funding	\$34.06	\$34.81	\$35.50	\$42.60	\$43.88
Provisional asbestos insurance funding	\$0.00	\$0.00	\$2.50	\$0.00	\$0.00
Self-generated revenue	\$29.12*	\$20.77	\$16.19	\$17.56	\$17.90
Total	\$63.18	\$55.58	\$54.19	\$60.16	\$61.77

*Includes a one-off special bequest from the Turnbull estate of \$7.5 million.

Operational Expenditure

CONSOLIDATED EXPENDITURE (\$M)	FY 2024/25 Actual	FY 2025/26 Annual Plan	FY 2026/27 Annual Plan	FY 2027/28 Indicative	FY 2028/29 Indicative
Staff cost	\$28.26	\$28.73	\$26.87	\$27.67	\$28.50
Depreciation & impairment (incl. loss on disposal)	\$10.96	\$10.70	\$10.60	\$10.70	\$10.80
Building operations	\$6.22	\$6.50	\$7.01	\$7.18	\$7.33
Grant expenses	\$4.52	\$1.25	\$0.44	\$0.45	\$0.46
Exhibition expenses	\$2.09	\$3.05	\$3.15	\$3.23	\$3.30
Technology & digital	\$2.37	\$2.48	\$2.57	\$2.64	\$2.69
Non-capitalised project expenses	\$0.56	\$0.74	\$0.33	\$0.51	\$0.48
Trust & bequest expenses	\$0.22	\$0.45	\$0.20	\$0.21	\$0.21
Other operating expenses	\$7.02	\$8.22	\$6.35	\$6.51	\$6.64
Asbestos remediation	\$1.62	\$0.00	\$6.00	\$0.00	\$0.00
Total	\$63.82	\$62.12	\$63.54	\$59.11	\$60.41

Trust Board and Taumata-ā-Iwi Remuneration

REMUNERATION (\$000)	FY 2024/25 Actual	FY 2025/26 Annual Plan	FY 2026/27 Annual Plan	FY 2027/28 Indicative	FY 2028/29 Indicative
Trust Board Fees					
Chair	\$38	\$39	\$40	\$41	\$41
Deputy Chair	\$24	\$24	\$24	\$25	\$25
Committee Chairs (x4)	\$22	\$22	\$22	\$23	\$23
Board Members (x4)	\$19	\$20	\$20	\$21	\$21
Sub-Total	\$226	\$231	\$236	\$240	\$245
Taumata-ā-iwi Fees					
Chair	\$22	\$22	\$22	\$23	\$23
Other Members (x7)	\$11	\$11	\$11	\$11	\$12
Sub-Total	\$77	\$99	\$101	\$103	\$105
Total	\$303	\$330	\$337	\$343	\$350

A recent independent benchmarking review found that Trust Board and Taumata-ā-Iwi remuneration is below market rates, as it is based on a framework that has not been updated since 2016. The Board recognises that increases will be needed in future to meet external benchmarks, but given the Museum's current financial position, a modest 2% inflation adjustment is proposed for FY26/27 with a broader review of remuneration expected when finances improve.

Asset Renewal Expenditure

ASSET RENEWAL EXPENDITURE (\$M)	FY 2024/25 Actual	FY 2025/26 Annual Plan	FY 2026/27 Annual Plan	FY 2027/28 Indicative	FY 2028/29 Indicative
Gallery renewal	\$1.63	\$3.38	\$4.19	\$13.18	\$6.21
Tech & digital	\$1.48	\$0.96	\$1.22	\$0.85	\$0.89
Building, heritage & security	\$2.32	\$1.48	\$1.18	\$1.39	\$1.39
Collection & research	\$0.53	\$1.03	\$1.09	\$1.39	\$0.90
Finance, commercial & people	\$0.00	\$0.26	\$0.01	\$0.01	\$0.01
Total Capital Expenditure	\$5.96	\$7.11	\$7.69	\$16.81	\$9.40
Non-capitalised project expenditure	\$2.00	\$2.37	\$0.92	\$1.02	\$1.14
Asbestos remediation	\$1.62	\$0.00	\$6.00	\$0.00	\$0.00
Total Asset Renewal Expenditure	\$9.58	\$9.47	\$14.61	\$17.83	\$10.54

Capital expenditure continues to be guided by the Museum’s Asset Management Plan (AMP), which provides a 20-year framework for the responsible stewardship of our built and operational assets. As Tāmaki Makaurau’s population grows and diversifies, the AMP ensures that the Museum’s estate (including buildings, galleries, memorial spaces, collection storage, infrastructure, and IT systems) is positioned to deliver enduring public value.

In FY26/27, the Museum will commence critical infrastructure upgrades in Te Marae Ātea Māori Court and Pacific galleries. These works are essential to address ageing systems, improve environmental controls, and ensure accessibility. They form the foundation for future gallery renewal and are vital to the long-term preservation of taonga and the delivery of culturally appropriate and inclusive visitor experiences.

Statement of Comprehensive Revenue and Expense (\$M)

REVENUE & EXPENSE (\$M)	FY 2024/25 Actual	FY 2025/26 Annual Plan	FY 2026/27 Annual Plan	FY 2027/28 Indicative	FY 2028/29 Indicative
REVENUE					
Revenue from Non-Exchange Transactions					
Auckland Council funding	\$34.06	\$34.81	\$35.50	\$42.60	\$43.88
Provisional asbestos insurance funding	\$0.00	\$0.00	\$2.50	\$0.00	\$0.00
Donation and operating grants	\$5.95	\$2.27	\$1.18	\$1.25	\$1.26
Capital grants	\$0.63	\$2.90	\$1.50	\$2.00	\$2.50
Trust and bequest revenue	\$7.67	\$0.17	\$0.16	\$0.16	\$0.16
	\$48.31	\$40.15	\$40.84	\$46.01	\$47.80
Revenue from Exchange Transactions					
Commercial operations	\$4.87	\$5.29	\$4.94	\$5.01	\$5.12
Membership revenue	\$0.27	\$0.27	\$0.27	\$0.28	\$0.29
Exhibitions, education and public programmes	\$2.23	\$4.19	\$3.18	\$3.70	\$3.35
Admission fees	\$3.23	\$3.40	\$2.78	\$2.96	\$3.02
Interest and investment revenue	\$3.64	\$1.85	\$1.80	\$1.80	\$1.80
Other income	\$0.64	\$0.44	\$0.39	\$0.39	\$0.39
	\$14.88	\$15.43	\$13.36	\$14.15	\$13.97
TOTAL REVENUE	\$63.18	\$55.58	\$54.19	\$60.16	\$61.77
EXPENDITURE					
Staff cost	\$28.26	\$28.73	\$26.87	\$27.67	\$28.50
Depreciation & impairment (incl. loss on disposals)	\$10.96	\$10.70	\$10.60	\$10.70	\$10.80
Building operations	\$6.22	\$6.50	\$7.01	\$7.18	\$7.33
Grant expenses	\$4.52	\$1.25	\$0.44	\$0.45	\$0.46
Exhibition expenses	\$2.09	\$3.05	\$3.15	\$3.23	\$3.30
Technology & digital	\$2.37	\$2.48	\$2.57	\$2.64	\$2.69
Non-capitalised project expenses	\$0.56	\$0.74	\$0.33	\$0.51	\$0.48
Trust & bequest expenses	\$0.22	\$0.45	\$0.20	\$0.21	\$0.21
Other operating expenses	\$7.02	\$8.22	\$6.35	\$6.51	\$6.64
Asbestos remediation	\$1.62	\$0.00	\$6.00	\$0.00	\$0.00
TOTAL EXPENDITURE	\$63.82	\$62.12	\$63.54	\$59.11	\$60.41
TOTAL DEFICIT	(\$0.64)	(\$6.54)	(\$9.34)	\$1.05	\$1.36

Cashflow Forecast

CASHFLOW OVERVIEW (\$M)	FY 2024/25 Actual	FY 2025/26 Annual Plan	FY 2026/27 Annual Plan	FY 2027/28 Indicative	FY 2028/29 Indicative
Cashflows from Operating Activities					
Auckland Council funding	\$34.06	\$34.81	\$35.50	\$42.60	\$43.88
Provisional asbestos insurance funding	\$0.00	\$0.00	\$2.50	\$0.00	\$0.00
Self-generated revenue	\$17.75	\$16.31	\$13.07	\$13.92	\$13.75
Capital grants	\$0.20	\$4.90	\$1.50	\$2.00	\$2.50
Staff cost	(\$27.91)	(\$28.73)	(\$25.42)	(\$26.13)	(\$26.91)
Supplier payments	(\$22.21)	(\$21.16)	(\$19.63)	(\$20.23)	(\$20.74)
Asbestos remediation costs	(\$1.62)	\$0.00	(\$6.00)	\$0.00	\$0.00
Net cash inflow from operating activities	\$0.27	\$6.13	\$1.53	\$12.16	\$12.48
Cashflows related to Asset Renewal					
Asset renewal investment incl. carryovers	(\$5.84)	(\$5.69)	(\$7.13)	(\$13.44)	(\$8.36)
Net Cash Outflow related to Asset Renewal	(\$5.84)	(\$5.69)	(\$7.13)	(\$13.44)	(\$8.36)
Net Cashflow from Operating and Asset Renewal	(\$5.57)	\$0.45	(\$5.60)	(\$1.28)	\$4.12
Funded By:					
Drawdown of Auckland Museum Future Funds Trust	\$0.00	\$0.00	\$3.00	\$1.00	(\$4.00)
Subtotal of funding sources	\$0.00	\$0.00	\$3.00	\$1.00	(\$4.00)
Net increase/(decrease) in cash	(\$5.57)	\$0.45	(\$2.60)	(\$0.28)	\$0.12
Cash at beginning of year	\$17.27	\$5.87	\$5.18	\$2.57	\$2.29
Cash at end of year *	\$11.70	\$6.32	\$2.57	\$2.29	\$2.41

The table above outlines the Museum's overall cashflow projections, incorporating funding sources that continue to be anchored in public investment and self-generated revenue.

Unfortunately, the Museum anticipates needing to draw down from its Auckland Museum Future Funds Trust to cover cash shortfalls in the near term. As we move closer to delivering key capital programmes, including critical infrastructure upgrades in Te Marae Ātea Māori Court and Pacific galleries, the need for additional funding support is significant, particularly from FY27/28 onwards.