

THE ROAD AHEAD

**ANNUAL PLAN
2010/2011**

**AUCKLAND WAR
MEMORIAL MUSEUM**





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**Auckland War Memorial Museum
Tamaki Paenga Hira**

**Annual plan
for 2010/2011**

**THIS IS A MOST
EXCITING TIME
FOR THE
MUSEUM AND
IT IS A MOST
EXCITING TIME
FOR OUR CITY**

1 | CHAIR AND DIRECTOR'S INTRODUCTION

We prepare to enter the 2010/2011 year having had the benefit of another full year of evolution, change, and bold new Museum offerings to ready us for the challenges to come. If the 2008 financial year was one of review, transition, and change, the 2009 year has been marked by the building of internal capability, the transition to a project-based organisation, and the beginning of developing a fully integrated programme.

There is still much to be done as we make our early preparations to enter the 2010 financial year. We know that we will face many challenges along the way, but we also know that the potential rewards are great. This is a most exciting time for the Museum and it is a most exciting time for our city. 2010 will be the year that sees Auckland transition to a unified city for the first time in its modern era of growth. The Museum has spent the last two years positioning itself as an important cultural institution of this new 'super city'; in parallel with this evolution, we will be offering a set of activities that celebrate the potential, the richness, and the diversity of the region via our collections and their interpretation. The Museum strives continuously to be the home and interpreter of this region's 'DNA' – our collections show us who we are and give us clues to how we can grow as a society. This is a natural extension of our desire to be as much about people as we are about objects and thus creates a broader context in which to develop our programme.

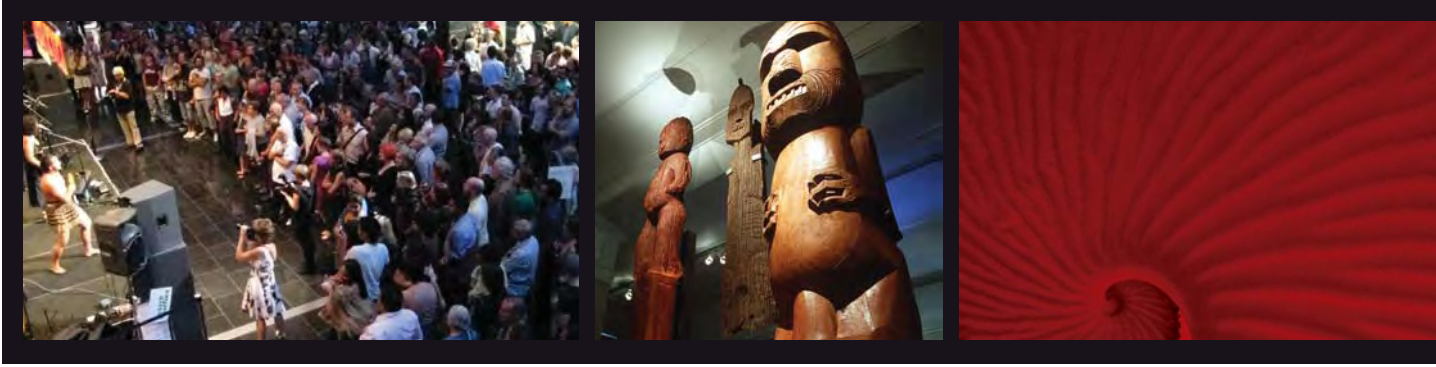
We undertake these activities having come through a time of economic uncertainty, and we do not expect that to change in the coming year. The region seeks to accomplish the goals it has set out for itself during a difficult time for the global economy. This will create challenges for the Museum as well as the fledgling unified city. Both are working to define themselves in terms of a broadened world view and a set of ambitious aspirations that far transcend 'business as usual'. Despite the possible economic challenges, our goals remain unchanged and our strategies have been created with the current and future environment in mind. We commit as always to taking a flexible approach to changing conditions, but will in all ways aim to accomplish our full programme in a responsible fashion that aligns with Auckland's progress toward its goals of unification and ascendancy to the world stage.

The coming year will show our continued commitment to connecting with community via a mobile classroom and other examples of new technology. Connection is an extremely important value to the Museum, and the one most essential to bring to the fore after relevancy is achieved. Public institutions, especially ones that want to be held so close to peoples' hearts, must welcome interaction with their communities. Our values are specifically articulated to create programmes which build strong and stable forms of social and civic discourse. Building these programmes takes time, but after several well-received launches to date, look for the Museum to further succeed at this in 2010/2011.

A second aspect of the coming year will be a continued commitment to bring the institutional reputation of the Museum, which has encountered challenges in the past, into alignment with the extremely positive reputation of the Museum's delivery of its programme, in the form of its exhibits and events. In addition the local and national view of Auckland Museum must begin to match the increasingly positive view of the Museum internationally, as its vision and goals are disseminated abroad. To achieve that, we know that everything the Museum does as part of its workstreams – from Museum as Forum to Business/Commercial and all points in between – must be executed with the highest quality outputs, with a focus on community needs and with the strongest possible stakeholder relationships as the central goal.

That kind of goal finds further articulation in our renewed commitment to the visitor experience. Each of the workstreams defined in our Annual Plan centres on improvement of all aspects of this, from circulation to gallery evolution, from new media to lifelong learning, from our continuing focus on War Memorial and *Te Korahi Maori* to the finalisation of our improvements to the Grand Foyer. All of this is critical to the Museum's success.

There are a number of key stakeholder relationships we wish to acknowledge and thank: Our partnership with the Auckland Museum Institute, with whom we work closely, including the Institute's and Museum's enduring connection to the Royal Society of New Zealand. We extend similar thanks for our work with the Museum Circle. We recognise the close relationship with our funding bodies, currently defined by our Territorial Local Authorities and soon to be vested within the new Auckland Council. As well, our Taumata-a-Iwi, advisors on a wide variety of matters that far transcend their stated focus on Maori issues; our appreciation of their contribution is considerable. And finally, we note the importance of our enduring connection to the RSA, invaluable in advancing our responsibility as a war memorial.



We also, as always, thank our visitors and public: look for the Museum to continue to surprise and delight you in the most unexpected ways in the coming year. Each of the four pillars on which we build our programmes – Auckland, Maori/Pacific, War Memorial, and Natural History – will be explored in a manner our visitors are coming to expect from us: a foundation of solid research and scholarship, combined with state-of-the art interpretation, and underpinned by a visitor experience that works toward an international standard of excellence. All that and more await us in 2010/2011.

William Randall
Chairman
Auckland Museum Trust Board

V Vitali
Director and CEO
Auckland Museum

2 | TAUMATA-A-IWI REPORT

THE TAUMATA-A-IWI CONTINUES TO GROW ON ITS VISION HE WAWATA – HONOURING THE PAST, EMBRACING THE PRESENT AND GUIDING THE FUTURE.

He honore he kororia ki te atua, he maungarongo ki runga i te mata o te whenua, he whakaaro pai ki nga tangata katoa. Ki nga tini aitua kua wheturangitia, kua haere ki te putanga o Rehua, moe mai, moe mai ra. Nga hunga wairua kei waenganui a tatou, tu honohonotia ratou, haere, haere, haere atu ra.

Ko te hunga ora, nga tai e rua, nga hau e wha, tena koutou, tena koutou, tena koutou katoa. Ko tenei te mangai o te Taumata-a-Iwi e mihi nei, e tangi nei kia koutou.

The Taumata-a-Iwi continues to grow on its vision He Wawata – honouring the past, embracing the present and guiding the future. The past few years have been a time of significant transition presenting the Taumata with the opportunity to review its contributions to Maori communities and the Museum.

The Taumata respect that Maori communities desire a greater level of access to elements of their heritage and identity and the need to express this in a way that fully conveys the importance for them. The Taumata understands that museums want to present their collections in ways that convey the importance of knowledge and development and ultimately improve the knowledge of people through scholarship and creativity.

The Taumata-a-Iwi are committed to understanding the scope of the Maori collection and using this understanding to assure the establishment of formal and strategic relationships with Maori communities and institutions. To sit alongside the Taumata-a-Iwi Kaupapa and further enhance He Wawata, He Korahi Maori – a Maori dimension and strategy – lays the foundation for building a Maori dimension at Auckland Museum.

We acknowledge the good work that has been done improving access to Maori collection information, the implementation of Maori values across the organisation, the development and implementation of policies and development of an integrated programme of events, exhibitions and activities. The completion of the human remains repatriation continues to be a priority with significant progress made on unprovenanced and international repatriations.

There are great opportunities ahead. The Rugby World Cup will bring many new visitors to Auckland and New Zealand. Many thousands of visitors will have their first and possibly only engagement with Maori culture here at the Museum. It will be most important that this experience be authentic, warm and positive. We have very special anniversaries for our War Memorial in the next five years including the 100th anniversary of the beginning of World War I and the 75th anniversary of the beginning of World War II, as well as our annual ANZAC, Armistice and other activities. The Museum will be laying the foundations for renewal of the Maori and Pacific galleries through consultations and partnership projects with communities. This work will be essential in underpinning ongoing programmes for the next decade.

No reira, nga manaakitanga o te runga rawa kia tatou. Noho ora mai.



Martin Mariasouce
Chairman
Taumata-a-Iwi

3 | BACKGROUND

**THE MUSEUM HAS CREATED
A SET OF REFRESHED VALUES TO
DEMONSTRATE AND BROADEN ITS
FOCUS ON VISITOR EXPERIENCE.**

Auckland War Memorial Museum is governed at an overarching level by its own Act of Parliament, the Auckland War Memorial Museum Act 1996. In it are found the statutory objectives that define the institution's responsibilities:

- The recording and presentation of the history and environment of the Auckland region, New Zealand, the South Pacific and, in more general terms, the rest of the world.
- Conservation of the heritage of the Museum, and of global resources.
- The role of the Museum as a war memorial.
- Celebration of the rich cultural diversity of the Auckland region and its people.
- Education which involves and entertains people to enrich their lives and promote the wellbeing of society.
- The advancement and promotion of cultural and scientific scholarship and research.
- Achievement of customer satisfaction by consultation, responsiveness, and continuous improvement.

- Leadership through professionalism, innovation, and co-ordination of effort with relevant organisations.
- Greater financial self-sufficiency through the prudent operation of compatible revenue-producing and fund-raising activities which supplement public funding.
- Providing maximum community benefit from the resources available.

In 2001, Auckland Museum published its first Ten Year Plan following implementation of the Act. It was renewed with a new set of goals in 2004 and reviewed and extended in 2007. In it, five overarching goals were articulated, goals that the Museum has continued to evolve and shape over the last six years. They are, in summary:

- Visitor access and engagement
- The importance of collections
- Aotearoa, Maori and the Pacific
- Auckland's War Memorial
- Building a leading team

During the 2008/2009 year, the Museum further clarified these goals with a set of refreshed values to demonstrate and broaden its focus on visitor experience:

| | |
|---|---|
| <p>VALUE:</p> <p>Relevancy</p> | <p>DEFINITION OF VALUE:</p> <p>The Museum becomes a vital civic and social player aligned with regional cultural, social, economic and political goals</p> <p>AUDIENCES:</p> <ul style="list-style-type: none"> • Auckland region leaders • Local and central government • Schools/tertiary institutions • RSA |
| <p>VALUE:</p> <p>Connectedness</p> | <p>DEFINITION OF VALUE:</p> <p>The Museum creates connections between itself and communities, and between communities and communities</p> <p>AUDIENCES:</p> <ul style="list-style-type: none"> • Visitation target audiences • Community and iwi-based stakeholders • Students, teachers, curriculum planners • Region-level communicators (suburban media, community and social welfare groups etc) • Staff • Membership |

| | |
|---|--|
| <p>VALUE:</p> <p>Innovation</p> | <p>DEFINITION OF VALUE:</p> <p>The Museum is a leader in new thinking, new media, and the application of new ideas in practical ways that enrich social and cultural discourse</p> <p>AUDIENCES:</p> <ul style="list-style-type: none"> • Academia • Private sector partners • Opinion leaders and shapers • Students, including tertiary |
| <p>VALUE:</p> <p>Inspiration</p> | <p>DEFINITION OF VALUE:</p> <p>The Museum inspires real and virtual visitors of all ages, fostering the next generation of Aucklanders to become creative and productive citizens</p> <p>AUDIENCES:</p> <ul style="list-style-type: none"> • Younger visitors • Staff and volunteers • Researchers/scholars • Under-served communities • RSA/military organisations |

In the 2009/2010 Annual Plan, the Museum articulated a series of workstreams based on the refreshed values, *Te Korahi Maori*, and the 10-Year Plan. These workstreams – which this Annual Plan for 2010/2011 sharpen and clarify – will occupy much of the Museum’s focus and energy for the next 3-5 years. After a year of analysis, research, and testing, the Museum is now ready to deliver on its value proposition.

4 | STRATEGIC CONTEXT

THE IMPORTANCE OF ALIGNING WITH REGIONAL AND NATIONAL ASPIRATIONS CANNOT BE UNDERESTIMATED.

A critical success factor for the Museum will be the institution's ability to align with the cultural needs of greater Auckland as a centre of discourse and a driver for positive change as the city evolves. The Museum will continue to position itself as a focal point for innovation and inspiration for the region, through a renewed emphasis on collections and research, through its new media effort, via innovative new exhibits and programmes, and through refinements of interior and exterior aspects of the building.

The Museum will accomplish these goals by building and refining internal capacity and expertise (furthering its long-term commitment to fielding a leading team); by aligning closely with the economic, environmental, cultural and social welfare goals of the new Auckland Council; and by emphasising ever stronger partnerships with the academic, cultural and business sectors of the region.

The importance of aligning with regional and national aspirations cannot be underestimated. The Museum's workstreams must help support and lead to the success of the new Auckland that is evolving:

| NEW ZEALAND ARTS, CULTURE AND HERITAGE GOALS | AUCKLAND REGIONAL ARTS, CULTURE AND HERITAGE GOALS | AUCKLAND MUSEUM ROLE |
|---|--|---|
| <ul style="list-style-type: none"> • Creating a sense of place/identity¹ | <ul style="list-style-type: none"> • Foster cultural expression by cultivating a sense of place, recognising arts and culture as key elements of place, enhancing cultural wellbeing and recognising the cultural diversity of local and regional communities² | <ul style="list-style-type: none"> • Become a hub of discourse and a social/civic player for the region |
| <ul style="list-style-type: none"> • Research, conservation, communication of and engagement with our history¹ | <ul style="list-style-type: none"> • Destination Auckland: developing the region as a global destination and major events locations³ | <ul style="list-style-type: none"> • Create a new and engaging destination and experience that brings a world-class collection to life for generations to come |
| <ul style="list-style-type: none"> • Insight and enrichment for all¹ | <ul style="list-style-type: none"> • Education sector is a key Auckland asset⁴ | <ul style="list-style-type: none"> • Enhanced collaboration and partnership with schools and educators at all levels |
| <ul style="list-style-type: none"> • Growing our appreciation of New Zealand's people, land, culture and society¹ | <ul style="list-style-type: none"> • Healthy and flourishing arts and cultural sectors and a vibrant arts and cultural centre of the Pacific⁵ | <ul style="list-style-type: none"> • An inspiring and enduring source for the Museum's four pillars: Auckland, Maori/Pacific, War Memorial, Natural Science |
| <ul style="list-style-type: none"> • Communicating New Zealand's culture to New Zealanders and the world¹ | <ul style="list-style-type: none"> • Auckland's creative industries are acknowledged both nationally and internationally as world class and provide competitive advantage in the regional, national and global economy⁶ | <ul style="list-style-type: none"> • Build a collaborative and inclusive online and external Museum presence for regional and global access |
| <ul style="list-style-type: none"> • Contribute toward economic growth¹ | <ul style="list-style-type: none"> • Auckland's creative industries provide competitive advantage in the regional, national and global economy⁶ | <ul style="list-style-type: none"> • A commercial delivery strategy that makes the Museum a financially responsible and successful civic participant |

Sources:

¹Ministry for Culture and Heritage Annual Reports, 2005 and 2008

²Auckland Regional Growth Strategy, 50-year plan

³One Plan for Auckland, October 2008

⁴Growing Auckland Growing NZ (Committee for Auckland 2008)

⁵Auckland City Arts Agenda, 2001

⁶Auckland City Blueprint, 2007

5 | STRATEGIC APPROACH

THE MUSEUM'S SIX WORKSTREAMS REMAIN THE CORE FOCUS OF ACTIVITIES FOR THE COMING YEAR.

The six workstreams introduced in the *Annual Plan 2009/2010 with a Strategic Outline for Five Years through 2013/2014* remain the core focus of the Museum's activities for the coming year, and put us well on our way to accomplishing the goals set out for the full five years. These workstreams and the principals they embody, described in detail in the next section, are:

- **Foundations of the Museum**

Successful operation of all aspects of the Museum

The Museum is a place of many extraordinary treasures protected, interpreted, and brought to life via a strong, successful institution. This encompasses our building, collections, research, exhibitions, and staff.

Key Priorities: Undertaking efficient use of capital and managing capital resources; implementing a defined collection development strategy; museological development of staff.

- **Museum as Forum**

The Museum becomes a hub of social discourse and a civic player for the Auckland region

We commit to engaging in the public space through meaningful dialogue with the diverse network of communities that make up Auckland, to be a place for hearing, understanding, and acting on new thinking and fresh ideas.

Key Priority: Aligning the Museum more closely with regional goals through discourse, debate, connection.

- **Re-Telling the Museum**

A compelling destination and experience

Our traditional strengths become invigorated by what we continue to learn from our audiences through our commitment to visitor and community research and forum discourse. We evolve the exhibits, programmes, galleries and circulation flow to meet the specific needs of Aucklanders. Cornerstones of the Museum, such as the War Memorial aspect and Te Korahi Maori, strengthen these activities.

Key Priorities: Renewing and upgrading core Natural History, Maori, and Pacific galleries; producing superior exhibition experiences.

- **Lifelong Learning Laboratory**

A progressive educator

Our role as a source of inspirational learning experiences is extended into our communities to invite both collaboration and new partnerships with families, schools, tertiary training providers and educators at all levels.

Key Priorities: Lifelong Learning opportunities in all exhibits and programmes; new products for learning via online channels and outreach initiatives; development of the mobile classroom.

- **New Media Broad- and Narrow-casting**

Using new technologies to increase accessibility and create rich, compelling engagement with the collections

Over time, we evolve new communication channels and technologies with which to become a more active civic and educative participant, to break through the constraints of bricks and mortar and become more accessible to the Auckland region and the world.

Key Priorities: Redevelopment of the website and online attractions; in-gallery interactive implementation; online collections database.

- **Business/Commercial**

A responsible economic enterprise for the region

We evolve our commercial delivery strategy to further identify business development opportunities, affording greater financial self-sufficiency.

Key Priorities: Improved retail offerings and profitability; retail destination realignment; extended relationships with new sponsors and partners.

6 | PERFORMANCE OBJECTIVES

THE MUSEUM HAS ADOPTED A PERFORMANCE MEASURE STRATEGY MORE CLOSELY REFLECTIVE OF AUCKLAND'S BROADER GOALS.

As Auckland Museum becomes more closely aligned with the city's broader goals, it has moved to adopt a performance measure strategy more closely reflective of those goals. The Museum will use a Balanced Scorecard approach – a strategic performance management tool for measuring whether the smaller-scale operational activities of a company are aligned with its larger-scale objectives in terms of vision and strategy. It is used extensively in numerous variations in business and industry, government, and non-profit organisations worldwide, to align business activities, improve internal and external communications, and monitor organisational performance against strategic goals.

The Museum will begin employing a version of Balanced Scorecard evolved and adapted specifically for museums immediately, with the 2010/2011 year used to establish benchmarks for each category. As its measurements become more quality and outcome focused, the performance of the Museum will be assessed by reference to the significance and value of the ends it contributes to our community and the success with which it achieves them. 'Ends' are those positive differences in – or ultimate impacts on – the lives of the members of our community that the Museum is seeking to contribute to through its activities. The Museum is embedding these measures into the the Key Performance Indicators (KPIs) for its management team and staff. The success of this style of performance measurements will be the robustness and reporting style of both the qualitative and quantitative measures as they work across the categories. In effect, the measures will form a clear narrative meant to reflect the Museum's vision and goals, and assess the success of those against a background of regional need. The following is a summary of the measurement categories being employed:

Purposiveness assesses how effectively the Museum accomplishes its goals of creating public value; how well it remains a locus of public motivation and attitude; and how closely its exhibits and programmes

stay focused on its goals. A *purposive museum* demonstrates a clear understanding of what purposes external to itself it is seeking to accomplish:

- There is a clearly defined *purpose*, which states what value the Museum seeks to bring to the lives of the people it serves.
- This purpose is people-based: 'Museums are for people to enjoy and learn from collections which are held in trust for society.'
- The vision for the future, strategic plan, policies, and daily practices are all aligned with the stated purpose, which is understood by the staff working at the Museum. The purpose influences the values of the Museum and is felt by all who visit the Museum.

Capability assesses institutional readiness, shifts in institutional cultural attitudes, continuous learning, and skills development and training. A *capable museum* is able to command the internal and external resources necessary to accomplish its stated purpose:

- The Museum has a coherent plan that situates it within external changing contexts, addresses the interests of its various stakeholders and provides the means or capability to carry out its goals.
- This capability includes tangible aspects, such as the Museum's collections and exhibits, its facilities, its base of financial support, along with intangible aspects, such as its brand and wider reputation.
- The Museum is able to attract, develop and retain a strong and motivated staff, which comprises the appropriate set of technical skills, creative and leadership traits to deliver the outcomes in the strategic plan.

Effectiveness assesses the long term relationship with external communities, strategic partners and key stakeholders. An *effective museum* is able to demonstrably accomplish the outcomes necessary to achieve its purpose:

- The Museum is able to continuously learn and improve in a changing environment. The ongoing cycle of planning, action, evaluation and reflection is focused on 'Where we are going', 'How we will get there', and 'How well we are doing'.
- Quality-focused business processes are in place to manage and control resources to achieve the purpose, and to improve the delivery of visitor-focused outcomes.
- Outcomes are evaluated to assess how effectively the Museum is achieving its purpose and providing the desired tangible and intangible benefits to its visitors, other audiences, stakeholders and the Auckland region community.

Efficiency assesses financial planning and management, tracking, analysis and business acumen. An *efficient museum* is able to accomplish its purpose in the most cost-effective way:

- The Museum has the financial and physical resources to carry out its purpose.
- It efficiently leverages these resources, through efficient processes and prudent management, to deliver the best ratio of quality outputs to inputs, evidenced by continuous improvement over time.
- It has a robust facilities and risk management plan, to ensure its responsibilities for financial and collections stewardship, public safety and the visitor experience are met in a cost-effective manner.

The interim qualitative and quantitative measurement targets for 2010/2011 are listed with each workstream, as follows. These will allow us to establish baselines for subsequent reporting against the Balanced Scorecard.

7 | WORKSTREAMS

**THE MUSEUM'S SIX
WORKSTREAMS, AND THE
PRINCIPLES THEY EMBODY, ARE
DESCRIBED HERE IN DETAIL.**

FOUNDATIONS OF THE MUSEUM

Successful operation of all aspects of the Museum

This workstream focuses on ensuring the Museum continues to operate at peak efficiency and delivers a superior visitor experience, simultaneous with implementation of the new initiatives. New policies and procedures will ensure successful delivery in all operational aspects. Building a leading team remains an important focus as well.

These operational activities will reflect a commitment to globally significant collections, research and staff development. As new projects are developed and implemented, the Museum will excel in its foundational strengths, with particular focus on its Maori and War Memorial dimensions.

Building collections and research, and the development strategies associated with them, remain cornerstones of the Museum, as do the programme elements that define it: Matariki, ANZAC, and Armistice, among others.

| OUTPUTS | ACTIVITIES |
|--|---|
| Increased staff professionalism and museological capability through engagement in multi-disciplinary teams and training. | Cross disciplinary project team structure and project management methodology implemented for major projects. |
| Implementation of the Collection Development and Research strategies. | Continual care and maintenance of collections and improved electronic and physical access. |
| Research outputs reflect international standards of scholarship and impact. | Research partnerships established and concept development of public programmes consistently informed by superior scholarship. |
| Broadly enhanced stakeholder relationships. | Key undertakings to promote relationships at central and local government, and community. |
| Relationships with Auckland region tangata whenua strengthened. | Maori stakeholders engaged to participate and take a partnership/sponsorship interest in Maori exhibitions and events; ongoing repatriation of ancestral remains. |
| High quality upgrades and maintenance reflecting defined standards of service and access. | Review, identify, prioritise, risk-adjust and implement the Museum's asset replacement plan and schedule. |

| PERFORMANCE MEASURES AND TARGETS | BALANCED SCORECARD CATEGORY |
|---|-----------------------------|
| 1. Cross disciplinary teams in place for 100% of major projects. | Capability |
| 2. 100% of collection development activities and research outputs aligned with the published Collection and Research Plans. | Purposiveness |
| 3. Repatriation for Auckland provenanced, international returns, and all unprovenanced remains completed. | Effectiveness |
| 4. Sustainable operation of building validated by external audit. | Efficiency |
| 5. Stakeholder relationships with key groups validated as robust by external audit. | Effectiveness |
| 6. Financial prudence and stewardship of assets and investments validated by external audit. | Efficiency |

MUSEUM AS FORUM

A hub of social discourse and a civic player for the Auckland region

The Museum will evolve as a forum to help Aucklanders participate in the global conversation, build social capability and cohesion and contribute to the cultural, social, economic and environmental progress of the region.

The forum concept continues to evolve as a core activity to define the themes that inspire our exhibitions and programme. Roundtables become community-wide discussions and discourse, enhanced by events that bring diverse groups together in a series of innovative activities.

Events such as the *LATE* night fusions of talk, music and surprise embody much of the new character of both the Auckland Museum, and the region overall.

A wide variety of groups will be drawn from to achieve a robust and ongoing programme. The participation and engagement of diverse communities, RSAs, and learning institutions will become particularly crucial to its success.

The result is a Museum around which connections and conversations grow, through a strategic approach to community involvement and the ways the Museum can add value to society.

| OUTPUTS | ACTIVITIES |
|--|---|
| The Museum and new regional governance structure grow closer in mission and goals. | Programme of activities created specifically for Auckland communities, including a special exhibition that provides fresh insight into the essence of the new greater Auckland. |
| The Museum is acknowledged as a central hub for discourse by the new Auckland council, regional stakeholders and the Auckland community. | Continue <i>LATE at the Museum</i> and develop an associated programme of smaller, more focused series/events to explore issues in greater detail. |
| Internal and external audiences are broadened, though a programme of events developed in partnership with key community partners. | New programmes developed for: <ul style="list-style-type: none"> • War Memorial activities • Maori-focused activities • Lifelong Learning activities • Natural History-focused activities |

| PERFORMANCE MEASURES AND TARGETS | BALANCED SCORECARD CATEGORY |
|---|-----------------------------|
| 1. Auckland region visits exceed 50% of total visitation. | Purposiveness |
| 2. The quality and relevance of Museum programmes, events, and forum discussions reflect the current concerns of Aucklanders, as validated by visitor survey. | Purposiveness |
| 3. Baseline partnership goals established with the new Auckland Council. | Effectiveness |

RE-TELLING THE MUSEUM

A compelling destination and experience

A comprehensive Master Plan for re-telling the whole Museum is being developed and implemented based on new strategic approaches and visitor research. This includes development of new exhibits and programmes, and also allows for major replacement and refurbishment projects. Respect for *Te Korahi Maori* is explicit in all projects.

The focus continues to be on improving quality of experience for visitors with an emphasis on deriving maximum value in a responsible economic manner.

Renewed galleries and updated way-finding will improve the visitor experience and the upgrade of the Southern Atrium as a civic, social space for Auckland is planned.

The emerging new character of the Museum as an active, welcoming and involving experience becomes clear through programmes, exhibits, improved circulation and overall re-telling of the Museum.

| OUTPUTS | ACTIVITIES |
|---|---|
| An enriched visitor experience and provision of an enhanced civic, social space for Auckland. | Implementation of physical, commercial and behavioural improvements to circulation at arrival, departure and throughout the Museum. |
| Full integration of <i>Te Korahi Maori</i> into strategic programme. | Concept development of a new major narrative experience focused on Maori and Pacific collections. |
| Enhancement and maintenance of key War Memorial partnerships. | A strategy and implementation plan created for future War Memorial commemorations to coincide with key anniversaries. |
| Improved Natural History exhibition floor experience. | Design phases underway for a new Natural Environment narrative exhibition on Level One. |

| PERFORMANCE MEASURES AND TARGETS | BALANCED SCORECARD CATEGORY |
|--|-----------------------------|
| 1. Visitor satisfaction feedback regarding their overall Museum experience is minimum 85% positive. | Effectiveness |
| 2. Queue and flow management processes achieve documented service levels at least 90% of the time. | Effectiveness |
| 3. Development of gallery renewal and other capital projects meets pre-defined budgets, timelines, and international standards of quality. | Capability |

LIFELONG LEARNING LABORATORY

A progressive educator

The Museum will continue to fulfil the goal of becoming a Lifelong Learning Laboratory for people of all life stages, while still retaining its specialist schools service.

Embracing the concept of lifelong learning means extending the Museum's current services that complement the formal education sector to a broader community of self-directed learners, who are seeking experiences that are relevant to their own interests and lifestyles.

Becoming a Lifelong Learning Laboratory implies experimentation and innovation. Using its unique, resource-rich environment, the Museum will orchestrate experiences that engage the senses, cater to different learning styles, evoke feelings and emotions, and enhance powers of perception, critical analysis and awareness of ethical issues.

The Lifelong Learning Laboratory will play a distinctive role in fostering the creative and intellectual skills of the present, and for the future. The programmes will aim to contribute to personal growth, community well-being and, most importantly, a desire to learn more.

| OUTPUTS | ACTIVITIES |
|---|---|
| Closer relationship with schools and their communities via Museum visits and advisory group input. | Partnerships with teachers strengthened and key programmes formally evaluated to validate continuation, disestablishment or modification. |
| Engagement in curriculum based school programmes is enhanced through digital technologies. | Appropriate programmes extended through the provision of online learning resources and user-generated content created by students and teachers. |
| Enhanced visitor learning experiences, through integrated presentation of exhibitions, learning programmes and web resources. | Fully integrated onsite and online Lifelong Learning initiatives and resources for school and family audiences, for every public programme. |
| Increased dissemination of Lifelong Learning programmes to adult community audiences. | Ongoing development of both onsite programmes and outreach activities for communities via development of a mobile classroom. |

| PERFORMANCE MEASURES AND TARGETS | BALANCED SCORECARD CATEGORY |
|---|-----------------------------|
| 1. Teachers actively engaged in pre and post visit activities to provide evidence of effective inquiry-based learning programmes to produce one exemplar showcase project per term. | Effectiveness |
| 2. Percentage of positive programme evaluations achieves a minimum of 85%. | Effectiveness |
| 3. Mobile classroom sponsored, funded, and successfully launched. | Effectiveness |

NEW MEDIA BROAD- AND NARROW-CASTING

Increasing accessibility and creating rich engagement with our collections

In providing an online presence for exhibitions and operational divisions, the Museum website continues to be a focus of New Media planning and remains a key communication and promotional channel. It will also provide output for *Te Korahi Maori*.

Sustaining steady usage, the site now links to Museum profiles on a number of social media sites, online entertainment listings, event guides, features, reviews and blogs.

Along with the iterative development of online features, micro-sites and increased use of Web 2.0+ technologies, user-generated content and feedback will be invited.

The Museum will continue to use new media for the initiation and measurement of marketing campaigns and promotions and the integration of appropriate technologies within the Museum's public spaces.

The ultimate goals remain: to connect the Museum with people and communities; to promote accessibility; to enhance visitor interactions with exhibits and collections; and to engage in the new digital ecologies of participation and collaboration.

| OUTPUTS | ACTIVITIES |
|--|--|
| Redeveloped corporate website increases public access to, and engagement with, Museum programmes. | New site launched, with new content management system and associated workflow processes. |
| Increase public access to online collections. | Migrate current online collection records and associated digital assets to new platform. |
| New media leveraged to invigorate the Museum's marketing effectiveness through both traditional and online activities. | Evaluate, develop and integrate onsite visitor activities with associated print and online marketing campaigns. |
| Harness social media to increase the exchange of ideas and dialogue with visitors and drive new promotional opportunities. | Enhance Facebook and Twitter presence and extend the Museum's participation in appropriate emerging social media forums. |

| PERFORMANCE MEASURES AND TARGETS | BALANCED SCORECARD CATEGORY |
|---|-----------------------------|
| 1. Number of visitors to website and site-specific content increases by 25%. ¹ | Purposiveness |
| 2. Number of high-quality digital collection records made available online increases by 25%. ¹ | Purposiveness |
| 3. Membership in Museum-related social media communities increases by 20%. ¹ | Effectiveness |

¹Baselines for these targets will be established in 2008/2009

BUSINESS/COMMERCIAL

A responsible economic enterprise for the region

The Museum has undertaken reviews of its commercial ventures including retail, commercial events, and publications. Business plans have been created focused on both improvement and new development strategies.

These activities take place within the context of the connection that is being actively built with Aucklanders to their Museum and the Museum's place in the minds of domestic and international tourists, in order to develop an evolved and refreshed approach to the brand.

The Southern Atrium becomes a primary focus, acting as a commercial destination and a place that delivers on the promise of the refreshed galleries.

Current sponsorships are strengthened and opportunities to offer new and innovative sponsorship and partnership relationships become a critical part of the strategy for becoming a responsible economic enterprise.

| OUTPUTS | ACTIVITIES |
|--|--|
| Enhance the visitor experience relating to the Museum's commercial offerings, to maximise the revenue generating activities. | Implementation of the commercial venture business plans to drive continuous improvement in service levels and profitability. |
| Strengthened portfolio of commercial events and offerings. | Develop a new suite of corporate based offerings to use existing facilities and newly refreshed spaces. |
| Endowment strategy evaluated and established. | Endowment fund promoted and funds being raised. |
| Strengthened sponsorship and fundraising. | Broaden the fundraising base, via articulation of a compelling brand and value proposition to support sponsorship contributions. |
| Museum successfully incorporated into Auckland tourism strategy as a premier cultural destination. | Benchmark the Museum against other tourism offerings and continue the roll-out of new packages through the full range of tourism outlets and agencies. |

| PERFORMANCE MEASURES AND TARGETS | BALANCED SCORECARD CATEGORY |
|---|-----------------------------|
| 1. Commercial activity contributes at least 24% of the Museum's operating revenue. | Efficiency |
| 2. Two new fundraising relationships established during the financial year. | Efficiency |
| 3. Number of New Zealand and international tourist visitors increases by 10%, subject to economic/ environmental factors. | Purposiveness |

8 | FINANCIAL

THE MUSEUM CONTINUES TO RECOGNISE THAT BECOMING A RESPONSIBLE ECONOMIC ENTERPRISE IS AN IMPORTANT GOAL.

The Museum is moving into its second year of developing projects under six workstreams articulated in detail in the previous section. Financial projections for the next three years reflect that work and support the effort to create a progressive, visionary institution at the heart of Auckland's cultural framework.

This work is being done through a period of continuing global economic uncertainty, and our projections have evolved to accommodate this. The Museum has adjusted its scheduled increase in levy contribution to align with the nationwide effort to keep costs in check while the New Zealand economy finds firmer footing.

Museums are adept at working through the peaks and troughs of the economic landscape, and it is well-known that cultural institutions assume even more importance during uncertain economic times. The Museum will build on its momentum in its commitment to becoming a hub of social and civic discourse for the region.

With that in mind, the Museum will continue its focus on projects that emphasise the richness of its own collections and research, punctuating these with carefully selected special opportunities from abroad that resonate with the interests of our visitors. This focus will allow us to reduce our development expenditures without compromising the quality of our programme.

The Museum continues to recognise that becoming a responsible economic enterprise is an important goal. Self-generated income will be challenged by lower interest rates, fewer available grants, and the drive to keep special exhibitions affordable for visitors, especially families. The Museum responds to that by actively increasing our partnerships and opening new possibilities for joint projects and research with like-minded institutions. This is an equally important part of being a responsible enterprise.

While the Museum meets these various challenges, its relentless pursuit of a superior visitor experience, and its renewed strength of commitment to the people of the Auckland region remain healthy and vigorous. The financial projections on these pages reflect this, and as always we thank our funding bodies and the people of Auckland for their faith in us to create a world-class Museum for the region.

| 8.1 SUMMARY

| Years ending 30 June | Approved \$000's | 2010 Plan \$000's | 2011 Indicative \$000's | 2012 Indicative \$000's | 2013 |
|---|---------------------|-------------------------|-------------------------------|-------------------------------|---------------|
| Cost of Activities | | | | | |
| Maintenance and management | | 22,117 | 22,861 | 24,233 | 25,687 |
| Asset Replacement (including depreciation) | | 7,874 | 8,031 | 8,272 | 8,521 |
| Total Maintenance and Management | 8.2 | 29,991 | 30,893 | 32,506 | 34,208 |
| Development | 8.2 | 1,503 | 600 | 750 | 750 |
| Total Cost of Activities | | 31,494 | 31,493 | 33,256 | 34,958 |
| Less Revenue Producing Activities | 8.3 | 8,842 | 7,873 | 8,188 | 8,515 |
| Net Cost of Activities | | 22,652 | 23,620 | 25,068 | 26,442 |
| Development Capital Expenditure | | | | | |
| New capital expenditure | | 750 | 710 | 850 | 850 |
| Total Development Capital Expenditure | 8.4 | 750 | 710 | 850 | 850 |
| Net Cost of Activities and Development Capex | | 23,402 | 24,330 | 25,918 | 27,292 |
| Total Levy | | 23,402 | 24,330 | 25,918 | 27,292 |
| Excess (Shortfall) | | - | - | - | - |
| Staff | Total FTE | 166 | 165 | 165 | 165 |

| 8.2 COST OF ACTIVITIES

| Years ending 30 June | 2010 | 2011 | 2012 | 2013 |
|---|-----------------|-----------------------|-----------------------|---------------|
| Approved \$000's | Plan \$000's | Indicative \$000's | Indicative \$000's | |
| Maintenance and Management | | | | |
| Research and Collections | 3,354 | 3,358 | 3,560 | 3,773 |
| Capital Projects and Programmes | 4,175 | 4,236 | 4,490 | 4,759 |
| Visitor Services, Learning and Online Delivery | 2,898 | 3,372 | 3,574 | 3,788 |
| Commercial | 3,068 | 2,831 | 3,000 | 3,180 |
| Communications and Technology | 1,251 | 1,352 | 1,433 | 1,519 |
| Internal Services | 6,108 | 6,398 | 6,782 | 6,197 |
| Corporate | 1,262 | 1,316 | 1,395 | 1,478 |
| Asset Replacement (including depreciation) | 7,874 | 8,031 | 8,272 | 8,521 |
| Total Maintenance and Management Costs | 29,991 | 30,893 | 32,506 | 34,208 |
| | | | | |
| Total Development Costs | 1,503 | 600 | 750 | 750 |
| | | | | |
| Total Cost of Activities | 31,494 | 31,493 | 33,256 | 34,958 |

| 8.3 REVENUE PRODUCING ACTIVITIES

| Years ending 30 June | 2010 | 2011 | 2012 | 2013 |
|---|-----------------|-------------------------------|-------------------------------|---------------|
| Approved Budget \$000's | Plan \$000's | Indicative Plan \$000's | Indicative Plan \$000's | |
| Interest revenue | 960 | 720 | 749 | 779 |
| Grant revenue | 326 | 274 | 284 | 296 |
| Admissions | 1,363 | 1,300 | 1,352 | 1,406 |
| Commercial operations | 4,464 | 4,668 | 4,855 | 5,049 |
| Sundry income | 848 | 511 | 532 | 553 |
| Special exhibitions | 881 | 400 | 416 | 433 |
| Total Revenue Producing Activities | 8,842 | 7,873 | 8,188 | 8,515 |
| | | | | |
| Net Cost of Activities | 22,652 | 23,620 | 25,068 | 26,442 |

| 8.4 DEVELOPMENT CAPITAL EXPENDITURE

| Years ending 30 June | 2010 | 2011 | 2012 | 2013 |
|---|-----------------|-------------------------------|-------------------------------|---------------|
| Approved Budget \$000's | Plan \$000's | Indicative Plan \$000's | Indicative Plan \$000's | |
| Collection acquisition | 250 | 100 | 250 | 250 |
| Building, space, collection care | 300 | 410 | 400 | 400 |
| Information technology improvements | 200 | 200 | 200 | 200 |
| Total Development Capital Expenditure | 750 | 710 | 850 | 850 |
| | | | | |
| Net Cost of Activities and Development Capital Expenditure | 23,402 | 24,330 | 25,918 | 27,292 |
| | | | | |
| Funded by Local Authority Levy | 23,402 | 24,330 | 25,918 | 27,292 |
| | | | | |
| Excess (Shortfall) | - | - | - | - |

9 | DISCLOSURES

DETAILS OF PROPOSED CHANGES

The Museum currently operates an admission by donation policy. This policy may be subject to review and modification from time to time. Access by the public to the memorial sanctuaries, during Museum opening hours, remains free, in accordance with statutory requirements. The Museum may apply charges to its special or temporary exhibitions. The Museum currently charges for tourism services, performances, educational programmes, certain library services, the Maori cultural group performance, retail and food services, hospitality services, car parking, venue hire, providing certain information, conservation, photographic services, tours and guiding services. Details of these charges are available at the Museum.

REMUNERATION

The maximum remuneration payable to any member of the Trust Board is \$14,807. Additional allowances of \$8,606 and \$4,217 are payable to the Chairman and Deputy Chairman of the Trust Board respectively. The maximum remuneration payable to any member of the Taumata-a-Iwi is \$8,404 with an additional allowance of \$3,248 payable to the Chairman. The remuneration payable to any member of the Trust Board or Taumata-a-Iwi is inclusive of all local travel and personal expenses.

10 | SPONSORS LOCAL AUTHORITIES

The Museum acknowledges the ongoing support of our donors and corporate sponsors.



The following local authorities meet the net operating costs of maintaining, managing and developing the Museum.



CONTACT US:

www.aucklandmuseum.com

| | |
|----------------------------|---|
| Main Reception | Email: info@aucklandmuseum.com |
| Reception Telephone | 09 309 0443 |
| Infoline | 09 306 7067 (Recorded information) |
| Education Services | 09 306 7040 |
| Museum Shop | 09 309 2580 |
| Bookings Office | 09 306 7048 |

| | |
|-----------------------|--|
| Postal Address | Auckland Museum Private Bag 92018 Parnell Auckland, New Zealand |
|-----------------------|--|

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|--------------------------|---|
| Physical Location | The Auckland Domain Parnell Auckland, New Zealand |
|--------------------------|---|