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 Tāmaki Paenga Hira

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## Auckland War Memorial Museum Tāmaki Paenga Hira

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# Annual Plan for 2011/2012

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## Chairman and Interim Director's Report

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**We are preparing for 2011/2012 excited by the prospect of renewing the Museum's credentials as a leading cultural hub and a welcoming, accessible place for remembering and reflecting our national identity.**

New Zealand's oldest museum is now at the heart of one of the world's newest cities. As the international gateway city of New Zealand, Auckland is uniquely connected to the South Pacific through its history, location and peoples. Auckland Museum will strive to inspire connections – and be a powerful lens looking out to the world and looking in to Auckland, New Zealand and the South Pacific.

As 2011/2012 approaches, the achievements and learnings of recent years make the Museum well placed to meet the high expectations of Aucklanders and our many other visitors and stakeholders. The citizens of the recently enlarged Auckland City rightly want to see benefits flow from the way the reconfigured local government structures serve the region. As a public body, Auckland Museum is ready to satisfy increased demand for high quality yet efficient service delivery.

Our confidence is largely due to the extensive amount of strategic planning for the future which has been completed by the Trust Board and Management since the 2008/2009 year. Board governance has been reviewed and strengthened, including the creation of more professional and transparent policies regarding the management of investment funds, the Asset Replacement Reserve and Capital Expenditure Plan.

We have completed a number of significant projects designed to bring the Museum closer to international best practice. For instance, the professionalism of the Museum's collection management, visitor and market research, commercial benchmarking, building and security as well as other important compliance procedures have all been assessed and strengthened.

A Master Plan process was launched to shape the redevelopment of the Museum for several decades to come, and pivotal decisions were taken to give renewed emphasis to academic excellence and build an inclusive, respectful internal culture where great people will develop and thrive.



As a result, renewal will be a key theme of the 2011/2012 year. Reconstruction work will become evident as part of a multi-year project to redevelop gallery spaces according to our audience development strategy and overarching vision to do what no other Museum in the South Pacific can.

A far-sighted governance decision over a decade ago and subsequent prudent stewardship created a \$30 million reserve of funds committed to renew and refresh the fabric and positioning of the Museum. Careful information gathering and consultation is contributing to the decisions regarding the committing of these funds.

Also in renewal in 2011/2012 will be the reputation of Auckland Museum as a centre for scholarship, academic achievement and research. This investment in quality will underpin the success of everything we do. It will ensure the institution carefully balances how we resource our obligations to our collections and research functions, with our commitment to offer exhibition and other audience engagement programmes which entertain, educate and inspire fresh thinking.

And 2011/2012 will be the first full year in which a soon-to-be-appointed Director will be responsible for the Museum's management. We look forward to the oversight, direction and leadership this person will provide.

The four strategies set out in this publication show how the Museum's many responsibilities, aspirations and work programmes fit together as a coherent Annual Plan.

In pursuing the strategy of *A Strong, Sustainable Foundation*, activity in 2011/2012 will seek to boost commercial revenue, better care for and widen access to our collections, and deliver excellent operational processes in line with agreed KPIs and governance. Other key elements of this strategy are the commitments already highlighted: greater investment in academic scholarship and the development of a supportive, respectful internal culture.

Becoming *A Compelling Destination and Experience* will see sacred spaces such as the War Memorial and Māori gallery respected, whilst innovation will be fostered across our exhibition and programme experiences based on high quality visitor and community research. This second strategy will include gallery renewals and other improvements to the visitor experience, as well as progress in matching our actual visitor mix with the changing profile of Auckland.

The third strategy *Accessible Beyond the Walls* reflects our desire to use new programmes, partnerships and communication channels to become more accessible to current and under-represented audiences across Auckland, the rest of New Zealand and overseas. Digital access to the collections will increasingly support the use of Museum content by others and we will more strategically use social media channels. Lifelong learning programmes will utilise technologies to extend the Museum as a learning environment and engage audiences both within and beyond the building.

Finally, achieving *An Active Participant in Auckland* will position the Museum as an active and valued partner, fostering dialogue and closer relationships between Auckland's arts, cultural and heritage institutions. In the year ahead the Museum is committed to enhancing its reputation as an open, neutral platform for meaningful dialogue amongst the rapidly evolving, diverse network of communities that comprise our city.

We wish to acknowledge and thank a number of valued key stakeholders. The Taumata-a-Iwi, our key Treaty partnership, gives us wise advice on a wide variety of matters in addition to their stated focus on Māori issues. We expect to strengthen relationships with iwi in 2011/2012, as tangata whenua have important taonga in our collections. Their display brings mana to the Museum and we hope to iwi as well. Our partnership with the Auckland Museum Institute is a close one, and includes the Institute's and Museum's ongoing connection to the Royal Society of New Zealand. Similarly, our grateful thanks go to the Museum Circle and our commercial partners. We have enjoyed a close and productive relationship with our regional council funding bodies, a function now vested within the new Auckland Council. And we do appreciate our long-standing connection to the RSA, invaluable as we fulfill our responsibility as a war memorial.

And of course, we thank our visitors, the public and especially our dedicated staff and volunteers. The reputation and success of this Museum is built every day through the hard work, integrity and skills of our committed staff and volunteers.

For several generations past, and likely many more to come, the Museum and War Memorial has occupied a physical place of prominence atop a volcanic cone in the centre of Auckland Domain. In 2011/2012 we will seek to inspire connections – to be a place that connects our past with our present and our future, and connects Auckland to the South Pacific and the world beyond. We aim to end the year having enhanced the prominent place the institution occupies in the hearts and minds of Aucklanders as a leading and trusted cultural treasure.



Dr William Randall – Chairman



Sir Don McKinnon – Interim Director



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## Taumata-a-Iwi Report

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**He honore he korōria ki te atua, he maungarongo ki runga i te mata o te whenua, he whakaaro pai ki ngā tāngata katoa. Ki ngā tini aitua kua wheturangitia, kua haere ki te putanga o Rehua, moe mai, moe mai ra. Ngā hunga wairua kei waenganui ā tātou, tū honohonotia rātou, haere, haere, haere atu rā.**

Ko te hunga ora, ngā tai e rua, nga hau e whā, tēnā koutou, tēnā koutou, tēnā koutou katoa. Ko tēnei te mangai o te Taumata-a-Iwi e mihi nei, e tangi nei kia koutou.

The Taumata celebrates fifteen years since the Auckland War Memorial Act established the advisory committee. Over these years a special relationship with the Trust Board and its links to the Māori community place have ensured an important role to facilitate the ongoing recognition of the Māori character of the Museum and ensuring safeguarding of the mauri and wairua of its collections, as well as promoting the Museum as a prominent Auckland institution with past, present and future links into the South Pacific.

The Taumata-a-Iwi continues to grow on its vision He Wawata – honouring the past, embracing the present and guiding the future. The custodianship of the sacred spaces such as the War Memorial sanctuaries and the Māori gallery will be maintained whilst new life will be breathed into the galleries through consultations and partnership projects with communities over coming years. This work will be essential in underpinning ongoing programmes for the next decade.

The Taumata know that Māori 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. This can be done in traditional forms of display and events, but also through digital access and social media. The Taumata understands that being accessible beyond the walls is an essential strategy for keeping the Museum connected and relevant to all our audiences.

The Taumata-a-Iwi is committed to understanding the scope of the Māori collection and using this understanding to assure the establishment of formal and strategic relationships with Māori communities and institutions.

We acknowledge the support and assistance of the Trust Board, Museum Institute and Māori community leaders.

Nō reira, ngā manaakitanga o te runga rawa kia tātou. Noho ora mai.

**Martin Mariassouce**

Chairman



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## Background and Strategic Context

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### **Auckland War Memorial Museum: Whakamana ngā taonga tuku iho Hei whakataki ngā rā ki muri**

- **Honouring the past**
- **Embracing the present**
- **Guiding our future**

#### **Introduction**

The Auckland War Memorial Museum has been a part of the Auckland region for over 150 years. Founded in 1852, in a two-room cottage in the suburb of Grafton, today this iconic Auckland landmark stands on the hill known by Māori as Pukekawa. It has occupied this site since 1929 when subscriptions raised by Aucklanders in remembrance of their war dead enabled the construction of what is considered one of New Zealand's finest heritage buildings.

The Annual Plan for the 2011/2012 year is drafted within the context of an enduring mandate in an evolving city. The institution's responsibility as a War Memorial and a guardian of its precious collections sits alongside its role as an educator and promoter of cultural and scientific scholarship and research. The Museum strives to carry out its work in a respectful, yet innovative way, to preserve its relevance to the multi-cultural, multi-generational audiences which make up the ever-changing face of Auckland.

The following legislative and governance framework provides the overall strategic context to this Draft Annual Plan:

#### **The Auckland War Memorial Museum Act (1996)**

The Auckland War Memorial Museum Act sets out the obligations and 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.

### **The Museum Trust Board**

In 1996, the Auckland War Memorial Museum Act transferred the assets and governance of the Auckland Institute and Museum to the Auckland Museum Trust Board. The Act provides for a ten-member Board to be appointed by the Auckland Council<sup>1</sup> (five members), the Auckland Museum Institute (four members) and by the Māori advisory committee Taumata-a-Iwi (one member). In 2010 the Act was amended to replace the appointing role for the local authorities and vest that responsibility with the newly formed Auckland Council and Regional Facilities Auckland CCO (Council Controlled Organisation).

The Act sets out the obligations of the Trust Board and provides for sustained funding of the Museum through a local authority levy system. It also requires the Museum to actively supplement public funding with commercial activities.

### **The Taumata-a-Iwi Kaupapa**

The Act also provides for a Māori Advisory Board known as the Taumata-a-Iwi. The Taumata-a-Iwi is founded upon the principle of mana whenua (customary authority of and over ancestral land), and comprises Ngāti Whatua, Ngāti Paoa and Tainui.

The Taumata-a-Iwi is responsible for the provision of advice and assistance to the Trust Board in a series of matters set out in the Act. It acts in a trustee role in representing the interests of Māori and advising the Board on matters of custodial policy and guardianship of taonga (Māori ancestral treasures) and any whakapakoko, uru moko and koiwi (indigenous human remains) held by the Auckland Museum. It is also required to advise on all Māori cultural aspects concerning the Museum's sacred spaces, staffing, display, visitor, marketing and development policies.

### **Auckland Council**

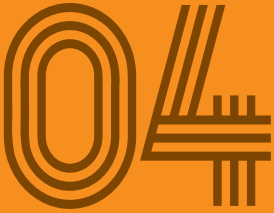
The introduction in November 2010 of the single Auckland Council and the establishment of the Regional Facilities Auckland CCO to oversee the region's cultural facilities heralds the beginning of a new era in the relationship between the Museum and its local council. The citizens of Auckland have high performance expectations for their council and the way in which government as a whole serves its people. As a result, the Museum welcomes increased emphasis on the delivery of high quality, efficient public services and a deepened relationship with other regional facilities.

As highlighted in last year's Annual Plan, the Museum aspires to actively contribute to the economic, environmental, cultural and social welfare goals of the Auckland region, as a centre of discourse and a driver for positive change. 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.

<sup>1</sup> Previously Auckland City Council, Franklin District Council, Manukau City Council, North Shore City Council, Papakura District Council, Rodney District Council, Waitakere City Council: Now merged into the single new Auckland Council.

Auckland Museum will play a valued role at the heart of Auckland as directions are charted for the coming years. Guided by major pieces of research such as the Auckland City Blueprint (2007), Growing Auckland Growing New Zealand (Committee for Auckland, 2008), Creating a Sustainable Super City (NZ Business Council for Sustainable Development, 2010) and the 2005 and 2008 Ministry for Culture and Heritage Annual Reports, Auckland Museum has sought to align with regional and national arts, culture and heritage goals as follows:

<b>National Goal: Identity</b>	
The Region:	Cultivate a sense of place; recognise the contribution of arts and culture, and the cultural diversity of communities
The Museum:	Become a hub of discourse and a social and civic player for the region
<b>National Goal: Research, Collections and History</b>	
The Region:	Destination Auckland developing the region as a global destination and location for major events
The Museum:	Create a new and engaging destination and experience that brings a world-class collection to life for generations to come
<b>National Goal: Enrichment for All</b>	
The Region:	Education sector becomes a key Auckland asset
The Museum:	Enhance the collaboration and partnership with schools and educators at all levels
<b>National Goal: Growing Cultural Appreciation</b>	
The Region:	Flourishing arts and cultural sectors and a vibrant Pacific arts and cultural centre
The Museum:	People, land, culture and society feature in the Museum's vision to be the South Pacific's iconic museum and War Memorial for Auckland.
<b>National Goal: Communication of Culture</b>	
The Region:	Auckland's creative industries acknowledged both nationally and internationally as world class
The Museum:	Build a shared and inclusive online and external Museum presence for regional and global access
<b>National Goal: Economic Growth Contribution</b>	
The Region:	Auckland's creative industries provide competitive advantage for region and NZ
The Museum:	A commercial delivery strategy that makes the Museum a financially responsible and successful civic participant



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## Museum Vision and Audience

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### Re-Visioning the Museum

In early 2010, the Trust Board initiated a formal review of the Museum's long-term vision. It was clear that a number of significant shifts in the operating environment were occurring, which would impact the long-term direction of the institution. Fundamental to the Trust Board's philosophy in undertaking this review was the aspiration for Auckland's Museum to be world class, embodying contemporary best-practice, while simultaneously preserving its unique identity.

Other drivers for the review included equipping the Museum to deliver a tangible contribution to the wider regional vision for the new Auckland city. Likewise, the review was designed to guide the appointment of the next Museum Director and, finally, it was intended to inform the detailed planning and design process which will precede the next stage of renewals to the Museum galleries, facilities and visitor spaces, commencing in late 2011/2012.

This re-visioning process, known as *'Your Museum'*, was carried out in a thoughtful and widely consultative manner. Seven models for the Museum were developed from the principles embodied in the Auckland War Memorial Museum Act (1996) and these were subjected to review and feedback by Museum staff, key stakeholder groups (Taumata-a-Iwi, RSA, Museum Circle, Museum Institute and volunteers) and the Auckland public. Subsequent refinement enabled the original seven models to be narrowed down to two and, following input from an external panel of experts, a combination of those models was chosen. This describes a museum spiritually anchored in Auckland, the international city of New Zealand. A museum telling the stories of Auckland and the South Pacific, and also a lens to the world beyond.

This renewed vision for the Auckland Museum underpins the strategies and goals outlined in the Annual Plan 2011/2012. It aspires to provide a higher level of clarity to the focus of the Museum – guiding all aspects of operations, from development of the collections, direction of its scholarly activities, through to the nature and delivery of galleries, exhibitions and programmes. It will continue to shape the Museum for decades to come.

Forward-looking, the Auckland Museum vision articulates what the Trust Board believes the Museum should evolve progressively into over the coming years. It is based around the special characteristics of Auckland Museum.

The vision recognises that Auckland has a unique connection to the South Pacific: geologically, genealogically, biologically and spiritually. It recognises that there are three sacred spaces within the Museum: the two Halls of Memory and the main Māori gallery. These spaces have a special status and their nature will continue to be reinforced. The vision states that the Museum should be a powerful lens – looking out to the world, and looking in to Auckland. Within this vision are two interwoven themes: the science and stories of the natural environment, and the taonga and stories of the people. Stories of identity forged through conflict are interwoven with many other aspects of the human condition that have contributed to the values and identities of Aucklanders, particularly the special relationships between Tangata Whenua and Pakeha.

## Values and Audience Development Strategy

The Museum has four values which were refreshed in 2008/2009 to demonstrate and broaden its focus on visitor experience. These values are relevancy, connectedness, innovation and inspiration.

In order to be effective a museum needs to be clear about the people it serves and tailor its exhibitions and programmes accordingly. In conjunction with the re-visioning process, the Trust Board refined its overarching audience strategy during 2010/2011. A guiding principle was adopted that the Museum will ‘nurture its audiences by providing content, experiences and services which are engaging and accessible’. Best-practice, peer-reviewed methods of visitor market research will be used to ensure decisions are based on reliable evidence, and measured accordingly. This will enable the Museum to engage existing audiences and Auckland ratepayers who are currently under-represented.

The three strategies for developing Auckland Museum’s audiences are:

- *Provide all generations of the Auckland audience with experiences that encourage lifelong learning and engagement, and engender a sense of pride and ownership in the Museum.*
- *Captivate international audiences with experiences that provide a depth of understanding about the South Pacific, New Zealand and Auckland, are a highlight of their visit to the country and engender increased international awareness of the Museum.*
- *Engage educators and learners at all levels with unique experiences that extend skills, perceptions, critical thinking, creativity and opportunities for cultural exchange.*

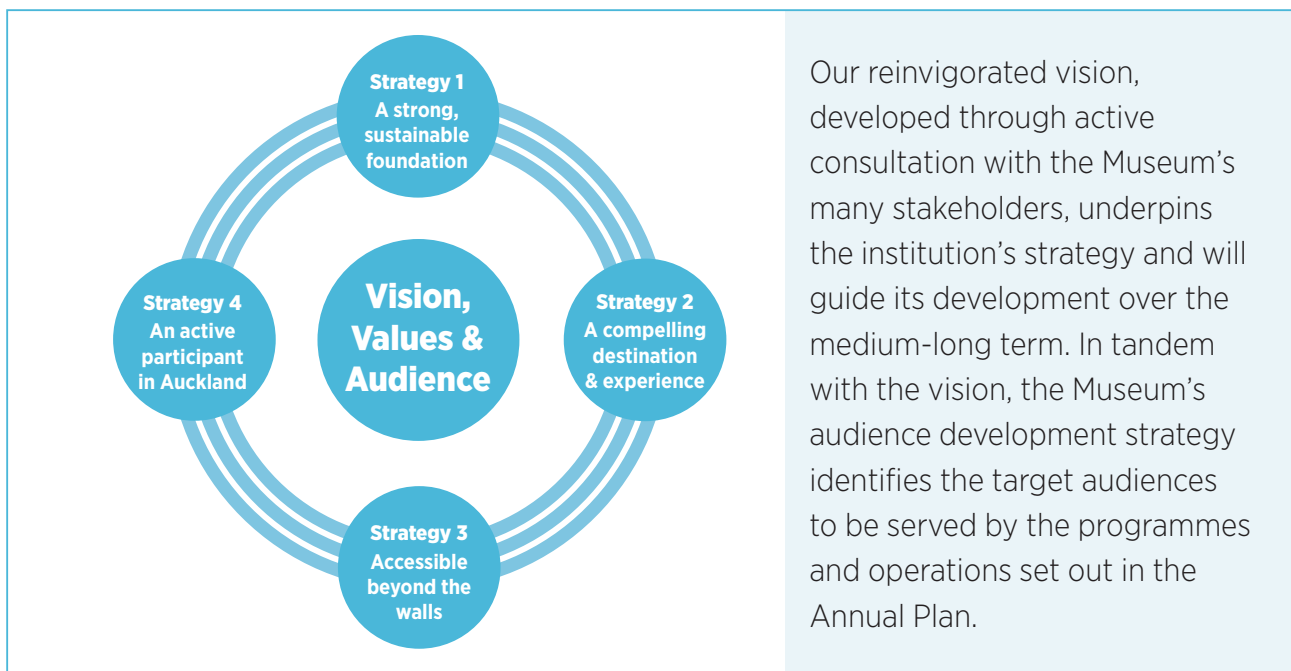
## Organisational Overview

The Museum has a variety of responsibilities spanning activities such as conservation, commerce, education, commemoration and research. Below is a summary of the functional structure used by the Museum to deliver its vision and strategic plans. A fuller description of roles and responsibilities can be found in Section 8.

<b>Collections and Research</b>	<b>Corporate Services</b>	<b>Communications and Marketing</b>	<b>Lifelong Learning, Visitor Services and New Media</b>	<b>Exhibitions and Events</b>	<b>Māori Partnerships and Development</b>	<b>Commercial</b>	<b>Human Resources</b>	<b>Capital Projects</b>
Collection management Research Library and archives	Finance Building Compliance Security Governance Investment	Internal/external communications Sponsorship Marketing Visitor and market research Stakeholder relationships	Educational services Visitor services and hosting Digital resources Online presence	Exhibitions Public events and programmes War Memorial Gallery maintenance ICT	Taumata-a-Iwi Relationships with Māori communities Repatriations	Commercial events Retail Cafe Tourism Cultural performances Car park	Recruitment Performance review Staff culture	Master Plan process Gallery renewal

## Strategic Approach

**The strategic approach and specific activities outlined in this 2011/2012 Annual Plan continue to build upon the work undertaken over previous years and remain consistent with the overall priorities established in the Ten-Year Plan. In tandem with revisiting and refining the long term direction for the Museum, the previously published ‘workstreams’ have been streamlined into four interlinking strategies, anchored by the Vision and Audience Strategy:**



The four strategies and their associated objectives, outputs, activities and performance measures are described in detail in the following section:

Strategy 1: **A strong, sustainable foundation** focuses on ensuring the Museum’s core operational processes are carried out to the highest standards of quality, stewardship and governance.

Strategy 2: **A compelling destination and experience** recognises the Museum must focus on the needs of its audiences as it develops and delivers content, learning experiences and services.

Strategy 3: **Accessible beyond the walls** reflects the need for contemporary museums to extend beyond their physical location to engage with audiences on their own terms and in their own spaces.

Strategy 4: **An active participant in Auckland** reflects the Museum’s aspiration to align itself with regional economic, cultural and social goals and make a valued contribution to the development of Auckland.

**Key Annual Plan Highlights for 2011/2012 include:**



**AQUA – A Journey into the World of Water**

June – October 2011

A unique exhibition that dips into a precious and essential resource: water.

AQUA was designed in 2009 by Cirque du Soleil founder Guy Laliberte's One Drop Foundation.

Visitors will be taken on a wondrous interactive journey with music, visual effects, 360 degree projections and water installations as they discover water in all its forms. Over 98,000 visited AQUA's inaugural presentation at Montreal's Science Centre in 2009, and Auckland Museum will be hosting its international debut.

To add a Kiwi perspective, the exhibition will include content about the realities of water issues faced by Auckland and New Zealand. Presented in both English and Te Reo, this inspirational and educational exhibition will provide individuals of all ages with a better understanding of global and local water sustainability issues, and practical ways to conserve water.

Auckland Museum is developing several other special exhibitions to feature during 2011-2012.



**Rugby World Cup – Exhibition and Events Programme**

September – October 2011

To coincide with city-wide and national activities relating to the Rugby World Cup in 2011, the Museum will feature a rich programme of culturally-based events and activities. The Museum will use the Rugby World Cup as an opportunity to cement its place as a tourist destination for international and domestic visitors.



### **Auckland Museum Master Plan**

Plan approved by December 2011

A Master Plan for Auckland Museum will recognise the riches of the taonga and collections, realise the potential of Auckland's most loved architecture and tune it to the changing nature of the city itself. To be written by August 2011 and approved by December 2011, the Master Plan is a 'once in a generation' investment that will demonstrably link the collections, narratives and audiences into a well-considered whole.

All museums change continuously, incrementally and in cycles, with the stages of those cycles broadly similar for all major museums. When galleries are created and opened to the public they tell a detailed and comprehensive story. Over time, collections change through new acquisitions or loans to other institutions. Research produces new knowledge, design styles change and objects are withdrawn from exhibition to undergo periodic conservation. Target audiences subtly shift, as do their attitudes and expectations. And new stories are continuously created in the world around us.

These changes eventually force museums to respond comprehensively rather than by incrementally making object replacements, adding new graphics and revised labels or replacing a display.

Auckland Museum is now on the cusp of moving from a period of incremental change to one of comprehensive renewal. A Master Plan will provide value for money for ratepayers, as it ensures their funding results in a compelling and inspiring visitor experience.

### Collection and Research Investment

Scholarship, academic excellence and best-practice collection management will be to the fore during 2011/2012 as the Museum invests in its collections and research functions. Collections will be better housed by June 2012 and ongoing staff training will lift the care and stewardship of collection items nearer to international best practice. Digital access to the collections will increase, with more images and data accessible to the public. A number of Auckland Museum collection items will feature overseas as an international exhibition on Gauguin and his experiences in the Pacific tours Denmark and the US.



The Museum's contribution to a major National Institute of Water and Atmospheric Research (NIWA)-led Fishes of New Zealand research project will be submitted by June 2012, funded by the Government's Outcome Based Initiative programme. Other research partners in 2011/2012 will include University of Auckland, Te Papa Tongarewa (Museum of New Zealand), the New Zealand Herbarium Network and Landcare Research. Curators, research associates and volunteers will continue to ensure accurate and comprehensive information about objects and specimens is available for research, exhibitions and public programmes. Collection-based research will be published and presented at significant scientific conferences.

### War Memorial

As the War Memorial for Auckland, the Museum will honour fallen soldiers through a number of moving events in 2011/2012. These will include the annual November commemoration services for Remembrance Sunday and Armistice Day and the increasingly popular range of ANZAC Day events and related educational activities. Planning will also take place for several significant imminent milestones such as the 100 and 75 year anniversaries in 2014 of the start of WW1 and WW2 respectively, and the 100 year anniversary of the Gallipoli landings in 2015.



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## **Lifelong Learning and New Media**

The Museum will seize opportunities to use technology to make our resources available in informal or formal learning settings.

This will include greater use of high-quality digital images, videos, audio clips and animations related to our collections. Informed by latest trends, our strategy will embrace open content repositories for sharing educational materials, location-based learning, and enable visitors to digitally find, interpret and make their own connections with collections and ideas.

We will expand strategic partnerships with tertiary training providers and organisations serving Māori and Pacific communities. The Stevenson Children's Discovery Centre, *Weird & Wonderful*, will be revitalised as part of a renewed emphasis on the development of learning programmes for Auckland families visiting with young children during weekends and holidays.

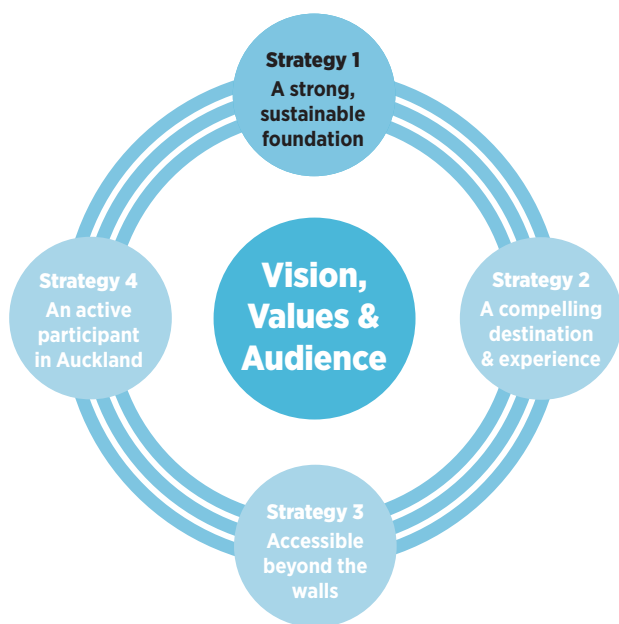


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## **Strategy Outputs, Activities and Performance Measures**

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## Strategy 1: A Strong, Sustainable Foundation



The Museum is a place of many extraordinary treasures protected, interpreted, and brought to life via a strong, successful institution. This encompasses effective stewardship and robust operational processes, reflecting a commitment to globally significant collections, research and staff development. The Museum will excel in its foundational strengths, with a particular focus on its Māori and War Memorial dimensions.

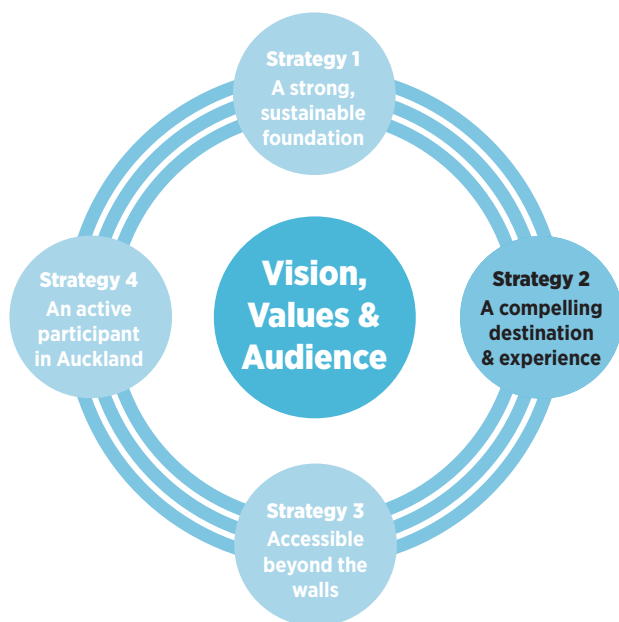
<b>Medium Term Strategy Objectives</b> <i>What we want to achieve from this strategy</i>	<b>Medium Term Strategy Outputs</b> <i>What the result will be when we have achieved it</i>
i. Ensure preservation, sustainability and development of the Museum’s building and collections.	An international standard of collection management, documentation, storage, preservation, acquisition, lending and accessibility.
ii. Become a centre for research, learning and scholarship.	An active, internationally significant research programme connected to the vision and collections.
iii. Build deep relationships with Māori in the Auckland region and beyond.	Strong Māori relationships that positively influence the Museum’s strategic programme.
iv. Nurture and honour the Museum’s responsibility as a War Memorial.	The War Memorial collections and programmes play an enduring role in honouring the fallen and in building understanding among new generations.
v. Build a positive workplace culture, develop and retain skills and foster cross-functional work practices.	High quality, engaged, capable and productive staff and volunteers delivering the Museum’s vision and goals in a manner consistent with its values.
vi. Improve the environmental footprint for the Museum.	Financial savings due to lower energy costs, and brand benefits such as increased patronage and reputation security.
vii. Deliver profitable growth from commercial activities.	Commercial activities delivering a high quality visitor experience and greater financial self-sufficiency.
viii. Extend relationships with new and existing sponsors and funding sources.	The Museum’s funding base is strengthened and broadened, through a combination of sponsorship, endowment and other fundraising sources.

<b>2011/12 Activities</b> <b>What we are going to do in 2011/12</b>	<b>2011/12 Performance Measures</b> <b>How we will measure our 2011/12 performance</b>
<p>Collection management activities and outputs aligned to the published <i>Collections Management Plan</i>.</p>	<p><i>Collection Management Plan</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Collections inventory verification: 90% complete.</li> <li>• Collections security: Post-audit implementation plan, funding and milestones approved by Trust Board.</li> <li>• Internal relocation and re-housing of collections: <i>Collection Management Action Plan</i> targets met.</li> <li>• Off-site storage plan for wet collections: Business case approved by Trust Board and funding in place.</li> </ul>
<p><i>Auckland War Memorial Museum Conservation Plan and Heritage Maintenance Plan</i> implementation of proactive replacement and deferred maintenance.</p>	<p>The completion of significant heritage projects including:</p> <ul style="list-style-type: none"> <li>• Refurbishment of exterior timber doors.</li> <li>• Replacement of copper flashing on parapet.</li> <li>• Clearstory windows inflorescence and rust project.</li> </ul>
<p><i>Environmental sustainability</i> undertaken in a comprehensive way, with external measurement.</p>	<p>The Museum's environmental footprint is subject to an annual independent review by an internationally recognised certification provider.</p>
<p><i>Collections Development Plan and Research Strategy</i> developed and published to international museological standards.</p>	<p><i>Collection Development and Research Strategy</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• <i>Collections Development Plan</i> documented, peer reviewed and approved by Trust Board, Dec 2011.</li> <li>• <i>Research Strategy</i> documented, peer reviewed and approved by Trust Board, Dec 2011.</li> <li>• <i>Digital Collections Strategy</i> documented, peer reviewed and approved by the Trust Board, Dec 2011.</li> </ul>
<p><i>Māori Partnership Strategy</i> reviewed and integrated into Museum vision, programmes and operations.</p>	<p><i>Māori Partnership</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• <i>Māori Partnership Strategy</i> reviewed in consultation with key Māori stakeholders and approved by the Taumata-a-Iwi and Trust Board.</li> <li>• 50% of provenanced ancestral remains returned and plan for resolution of unprovenanced remains completed and approved.</li> </ul>
<p><i>War Memorial Programme</i> to accompany key commemorative dates in 2011/2012. Planning done for significant commemorations in 2014 and 2015.</p>	<p>At least 2 activities associated with key War Memorial dates including:</p> <ul style="list-style-type: none"> <li>• Armistice Day 2011: 11 November 2011.</li> <li>• ANZAC Day 2012: 25 April 2012.</li> <li>• Board approves strategic plan for 2014 and 2015 commemorations by June 2012.</li> </ul>
<p><i>Workplace Values and Culture Development</i> programme developed, in consultation with staff and volunteers, aligned to Auckland Museum vision and incorporating Te Korahi Māori.</p>	<p><i>Workplace Values and Culture</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Organisational values developed with staff and formally adopted by Dec 2011.</li> <li>• Workplace culture development programme commenced and at least one review against staff satisfaction baseline completed.</li> <li>• By June 2012, survey volunteers to establish baseline measure of engagement and satisfaction.</li> <li>• By June 2012, Director receives report with recommendations detailing how the Museum will implement best-practice volunteer management learnings from two organisations.</li> </ul>

<b>2011/12 Activities</b>	<b>2011/12 Performance Measures</b>
<i>What we are going to do in 2011/12</i>	<i>How we will measure our 2011/12 performance</i>
<p><i>Commercial Events Business</i> delivers reputational and financial benefits to the Auckland Museum.</p> <ul style="list-style-type: none"> <li>• Venue hire.</li> <li>• Preferred supplier partnerships.</li> <li>• Value-added services.</li> </ul>	<p><i>Commercial Events</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Operating Surplus: \$790,000.</li> <li>• Overall client satisfaction rating, measured by returned surveys: 95%.</li> </ul>
<p><i>Tourism Offering</i> delivers an excellent visitor experience and financial benefits to the Museum.</p> <ul style="list-style-type: none"> <li>• Cultural performance and tour.</li> <li>• Museum highlights tour.</li> </ul>	<p><i>Tourism Programme</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• International Visitor Numbers: 13% increase over 2010/2011.</li> <li>• Tourism Visitor Yield<sup>2</sup>: \$12.80.</li> </ul>
<p><i>Retail and Other Commercial Offerings</i> deliver reputational and financial benefits to the Museum.</p> <ul style="list-style-type: none"> <li>• Retail stores.</li> <li>• Columbus Café.</li> <li>• Museum car park.</li> </ul>	<p><i>Retail/Other Commercial</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Retail Operating Surplus: \$275,000.</li> <li>• Retail Revenue: 10% increase on 2010/2011, subject to total Museum Adult Visitor numbers.</li> </ul>
<p>Revitalised <i>Sponsorship and Fundraising</i> programme.</p>	<p><i>Sponsorship and Fundraising</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Existing sponsorship relationships retained and agreed performance targets met.</li> <li>• Two new significant, medium-long term relationships established. Sponsorship may take the form of either cash funds or a material in-kind benefit to the Museum.</li> </ul>
<p>Auckland War Memorial Museum <i>Foundation Strategy</i> established.</p>	<p><i>Foundation Strategy</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Evaluation of appropriate models completed.</li> <li>• The Trust Board approves the milestones, outputs and funding proposed in the Foundation strategy.</li> </ul>

<sup>2</sup> For Non Auckland Adult Visitors: The combined General Admission Donation, Tour Group and Cultural Performance Revenue per Visitor.

## Strategy 2: A Compelling Destination and Experience



Traditional strengths are invigorated and informed by active visitor and community research and discourse. Innovation is fostered and exhibits, programmes, galleries and circulation are developed to meet visitor needs, consistent with an audience development strategy that reflects the evolving Auckland region.

### Medium Term Strategy Objectives

#### *What we want to achieve from this strategy*

- i. Deliver superior exhibition and programme experiences which are audience-focused and rich in content.
- ii. Extend learning and programming themes across all aspects of the Museum's audience-focused activities.
- iii. Maintain existing target audiences and boost representation from other, less-represented audience segments, as defined by our Audience Development Strategy.
- iv. Implement a coherent Master Plan to guide gallery renewals, commercial and work spaces and improvements to the visitor experience.<sup>3</sup>
- v. A coherent brand is in place to drive visitation and enhance the reputation and financial sustainability of the Museum.

### Medium Term Strategy Outputs

#### *What the result will be when we have achieved it*

- Programmes and exhibitions are consistently informed by superior scholarship, interpreted in a manner which delivers a relevant, enriched visitor learning experience.
- The visitor experience is enhanced through multiple, integrated experiences which reinforce learning opportunities across galleries, exhibitions, programmes, events, community and online initiatives.
- Actual (physical and virtual) visitor mix mirrors the goals of the Audience Development Strategy profile.
- The renewals projects and way-finding improvements are implemented on time, within budget, to international best practice standards.
- An overarching brand strategy is supported by campaign and other engagement strategies to shape the visitor experience and increase awareness and support for the Museum, using a mix of traditional and new media channels.

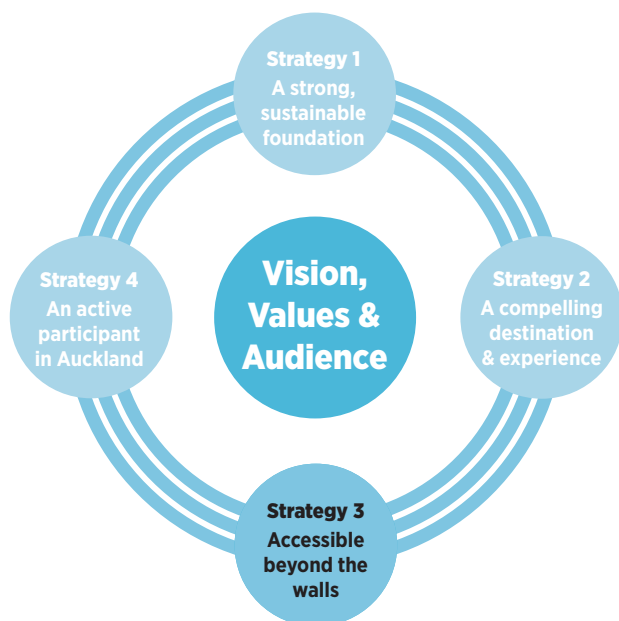
<sup>3</sup> Note: The Master Plan will have a planning horizon of 20-25 years.

<b>2011/12 Activities</b> <b><i>What we are going to do in 2011/12</i></b>	<b>2011/12 Performance Measures</b> <b><i>How we will measure our 2011/12 performance</i></b>
<p>At all times, enact the concept of manaakitanga (hospitality) and exceptional customer service for Museum visitors, both within the galleries and throughout public and commercial spaces.</p>	<p><i>Visitor Satisfaction</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• 50% 'Excellent' rating for overall quality of service, measured by Visitor Profile Survey<sup>4</sup>.</li> </ul>
<p>Two Special Exhibitions with fully integrated public programmes and events.</p> <ul style="list-style-type: none"> <li>• AQUA – A Journey into the World of Water.</li> <li>• One other Special Exhibition.</li> </ul>	<p>Special Exhibitions achieve their approved business case performance targets for attendance and visitor satisfaction, on time and within budget.</p>
<p>A vibrant, successful <i>Rugby World Cup Programme</i> of exhibitions, public events and tourism offerings.</p> <ul style="list-style-type: none"> <li>• Maori Rugby Exhibition (<i>proposed</i>).</li> <li>• One other exhibition and/or public programme.</li> </ul>	<p>Two new programmes achieve their business case performance targets for visitor satisfaction and attendance.</p>
<p><i>Family Programme Work Plan</i> to articulate an expansive approach to family programming, promoting cross-generational interaction, curiosity, imaginative thinking and the desire to learn more.</p>	<p><i>Family Plan</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Milestones and outputs approved by Trust Board, August 2011.</li> <li>• 5% increase in Auckland children visitation from June 2010/2011 baseline result.</li> <li>• Refreshment plan for Stevenson Children's Discovery Centre approved by Executive by September 2011.</li> </ul>
<p><i>Audience Development Work Plan</i> to address gaps in actual and desired audience profile, as defined in Audience Development Strategy<sup>5</sup>.</p>	<p><i>Audience Development Work Plan</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• The Museum meets the milestones and outputs approved in 2011/2012 by Trust Board.</li> </ul>
<p><i>Master Plan</i> documented to communicate a fully coordinated Museum Plan of gallery renewals, space utilisation and visitor flow.</p>	<p><i>Master Plan</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Master Plan delivered to the Trust Board, outlining conceptual design ideas, overall renewal programme budget, and proposed phasing of capital works by August 2011.</li> <li>• Master Plan approved by Trust Board by December 2011.</li> </ul>
<p>Improve clarity about the Museum brand and execute marketing activity in a comprehensive and timely fashion.</p>	<p><i>Marketing</i> performance targets met:</p> <ul style="list-style-type: none"> <li>• Brand strategy plan approved by Trust Board by December 2011.</li> <li>• Marketing and Communication campaign plans for all special exhibitions and seasonal events approved by Executive at least three months prior to launch.</li> <li>• Visitor Profile Survey: 5% increase in visitors who report seeing, reading or hearing about the Museum online from June 2011 baseline result.</li> </ul>

4 Visitor Satisfaction for the Overall Experience (Total Visitors) over June 2010 baseline result. Measure is a 5% increase from Front-of-House Follow-Up Report, May 2010.

5 The Work Plan for Auckland will prioritise strategies to align the Museum's audiences with the evolving population of the city, with a focus on improving accessibility and visitation for under-represented Auckland audiences.

## Strategy 3: Accessible Beyond the Walls



The Museum delivers innovative programmes, creates partnerships and breaks through the constraints of bricks and mortar to become more accessible to its Auckland, New Zealand and international audiences.

### Medium Term Strategy Objectives

#### *What we want to achieve from this strategy*

- i. Develop closer relationships with schools and educational institutions, to deliver highly effective learning programmes aligned to their curricula.
- ii. Harness social media and new digital technologies to increase the exchange of ideas and dialogue with our target audiences.
- iii. Extend the Museum’s lifelong learning opportunities beyond the building into the wider community using online channels.
- iv. Develop partnerships of mutual benefit with other organisations in Auckland and elsewhere in New Zealand.

### Medium Term Strategy Outputs

#### *What the result will be when we have achieved it*

- Innovative learning programmes are of high quality, engaging, relevant and valued by teachers, parents and students.
- The Museum successfully connects with communities beyond its physical walls, enhancing access to its collections and programmes, and fostering active two-way communication and collaboration.
- The Museum is accessed by the community as a valued source of self-directed learning resources for people of all ages.
- The Museum contributes its skills and resources in cost-effective ways which ultimately benefit our financial, cultural and other goals.

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**2011/12 Activities*****What we are going to do in 2011/12***

Based upon the Museum's collection strengths *Student-centred Learning Programmes* will include:

- Te Ao Hurihuri.
- Matariki.
- Tala Pasifika.
- ANZAC.
- New Zealand Speciation.
- Volcanoes.

High quality *Family and Community-centred Learning Programmes*, which encourage participation from adult learners, Māori and Pasifika communities and the tertiary education sector.

- Tertiary Tourism and Travel Training Courses.
- AQUA supporting learning programme.
- One other new programme based on Māori or Pasifika collections.

*Lifelong Learning Strategy* aligned to the Museum's brand, vision and audience development strategies.

*Web and New Media Strategy* aligned to the Museum's brand, vision and values. This strategy to include greater use of high quality digital images, videos, audio clips and animations related to our collections.

Focus on partnerships in the tourism sector and major museums such as Te Papa, Canterbury and Otago.

**2011/12 Performance Measures*****How we will measure our 2011/12 performance***

*School Programme Delivery (LEOTC)* achieves the following performance targets:

- Attendance from school visits: 62,000.
- Participation in educator-assisted programmes: At least 50% of student visitation.
- LEOTC programmes: Attendance at least 85% of booking capacity.
- Teacher satisfaction ratings for educator assisted programmes: At least 85%.

*Community Programme Delivery* achieves the following performance targets:

- Tertiary Tourism Training Course approved for at least one training provider.
- AQUA and learning programmes achieve business case performance targets for attendance and participant satisfaction.

*Lifelong Learning Strategy* performance targets met:

- *Lifelong Learning Strategy* documented, peer reviewed and approved by Trust Board, August 2011.

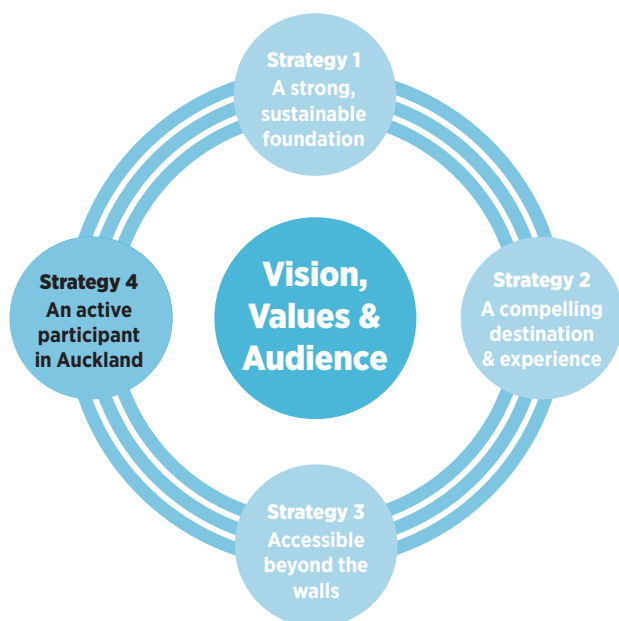
*Web and New Media Strategy* performance targets met:

- *Web and New Media Strategy* documented, peer reviewed and approved by Trust Board, August 2011.
- At least two new initiatives for content or service delivery through New Media applications trialled and evaluated.

By December 2011, Executive approves a formal review of tourism and museum relationships and the plan for the following 12 months.

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## Strategy 4: An Active Participant in Auckland



The Museum plays an active role as a positive contributor to the achievement of regional and national goals as Auckland City evolves. It provides a neutral focal point for meaningful dialogue with the evolving and diverse network of communities that make up the region, to be a place for hearing, understanding, and acting on new thinking and fresh ideas.

### Medium Term Strategy Objectives

*What we want to achieve from this strategy*

### Medium Term Strategy Outputs

*What the result will be when we have achieved it*

i.	Align the activities of the Museum with regional goals through discussion, debate, connection.	The Museum and new Auckland Council governance structure grow closer in mission and goals.
ii.	Promote effective dialogue and closer relationships between Auckland's arts, cultural, heritage and tourism institutions.	Active working relationships between the Auckland City museums and cultural institutions deliver both improved visitor experiences and fiscal efficiency.
iii.	Play an active role in building collaborative partnerships between Auckland regional research-based institutions and the international academic and arts and culture sector.	Research outputs make a valuable contribution to the community and to the body of knowledge about the Museum's collections.
iv.	Provide an enhanced civic, social and meeting space for Aucklanders.	The Museum is acknowledged as a key cultural hub by the Auckland Council and the Auckland public.

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**2011/12 Activities*****What we are going to do in 2011/12***

Regular dialogue and contact with Auckland region stakeholders including Auckland Council, CCOs, Museum Institute, Museum Circle, cultural/arts/tourism and heritage organisations, research institutions and international arts and cultural bodies.

An enhanced programme of community forums and events, aligned to the wider Auckland event calendar.

**2011/12 Performance Measures*****How we will measure our 2011/12 performance***

*Stakeholder relations management plan* created in consultation with key stakeholders and approved by Museum Director by end of December 2011 and performance milestones met by end of June 2012.

*LATE at the Museum, Matariki and Auckland Festival* will achieve their new approved business case performance targets for:

- Improved visitor satisfaction in regard to quality and relevance.
  - Three new partnerships with communities or institutions.
-



## Providing for the Future – Long Term Capital Planning

**The Auckland Museum has more than \$400 million worth of property, equipment and collections in its care. Excellent stewardship of these assets is a major priority for the Museum. A significant component of this responsibility lies in ensuring best practice maintenance and renewal of broadly diverse asset classes, from the Museum’s iconic heritage building, to its infrastructure, collections, galleries and public spaces.**

### Asset Management Plan

The capital planning process is driven from a comprehensive Asset Management Plan, put in place to ensure assets<sup>6</sup> are wisely administered, maintained and replaced when appropriate. This plan, which is underpinned by National Asset Management Steering Group principles, was drawn up to reflect local government best practice. It received considerable input from various local council officers and like organisations such as the Auckland City Art Gallery.

This plan enables the Museum to manage the same challenges faced by almost every New Zealand business or public sector entity – for example, the oversight and replacement of infrastructure such as IT, security and other building facilities; and the improvement of service levels and visitor experience, finance and resources, audit and risk management, recycling and the efficient use of power and water.

The Asset Management Plan equips the Museum to implement essential large-scale projects such as gallery renewals, space management changes and building heritage maintenance and replacement.

### The Challenge of Major Renewals

In line with major museums overseas, Auckland Museum plans to renew its most important galleries every 10-15 years. The requirement to refresh popular and iconic attractions such as the Māori and natural history galleries presents challenges of a different nature to short-term asset replacement.

These large-scale projects require careful balancing of planning and spending cycles. Spending too little on a regular annuity-style basis results in sub-optimal outcomes in terms of capital efficiency, project management and the visitor experience. For example, galleries which are renewed in an incremental manner, as funds become available, can become disconnected from the spaces around them and lack the step-change expected from a high-quality institution.

<sup>6</sup> Excluding the Museum’s heritage building and collections which have separate management plans.

Best practice asset planning for this kind of capital renewal requires a long-term overall approach to gallery design, visitor flow and building refurbishment. By their very nature, these are large spends, preceded by intensive planning, which run across multiple years.

The challenge facing the Museum and the Trust Board lies in providing for these multi-million dollar projects, which occur on long-term cycles. Periodic calls for approximately \$20 million+ would not be acceptable to ratepayers. Nor would it provide the certainty necessary to effectively plan and implement asset renewals of this magnitude.

### **The Asset Replacement Reserve**

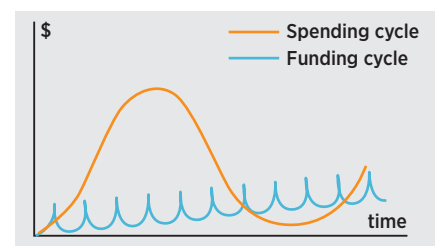
To meet this challenge, an Asset Replacement Reserve was created over a decade ago. Funded depreciation from Auckland Council for longer-term renewals and replacements are held in reserve until required. This enables major capital projects to be carried out in line with the Asset Management Plan, whilst maintaining a steady and predictable levy drawdown from ratepayers.

This reserve also serves a second important function. It enables the Auckland Museum to bridge the gap between the measurement approach used to fund asset replacement through the levy (based on historical cost) and the likely true cost at the time of replacement, in order that purchasing parity is maintained. This is achieved by investing reserve funds received annually, until they are required. Investment of the reserve is subject to strict governance against stated 'Statement of Investment Policy and Objectives' (SIPO) and is managed on behalf of the Museum by independent investment managers.

Prudent stewardship has steadily grown this reserve through funded depreciation paid in equal installments from the Auckland Council and prudent investment returns. Funded depreciation based on historical values provides only half the sum required to pay for assets when they require replacement. Investing the depreciation levy as and when it is received (ie in equal payments over an asset's life) provides the balance of income necessary to maintain purchasing parity. The investment returns on these funds is critical in order that the Asset Replacement Reserve has sufficient funds to meet the replacement cost of assets when needed.

The Trust Board expects that the transparent and professional governance controls and procedures in place will mean the reserve as currently managed will be sufficient to fund the required gallery renewals and other major asset replacement costs into perpetuity, as those assets need to be replaced.

There is a significant difference between the 'funding cycle' and the 'spending cycle'



The reserve is the only mechanism to accommodate this substantial difference.

## Major Asset Renewals during this Plan Period and Beyond

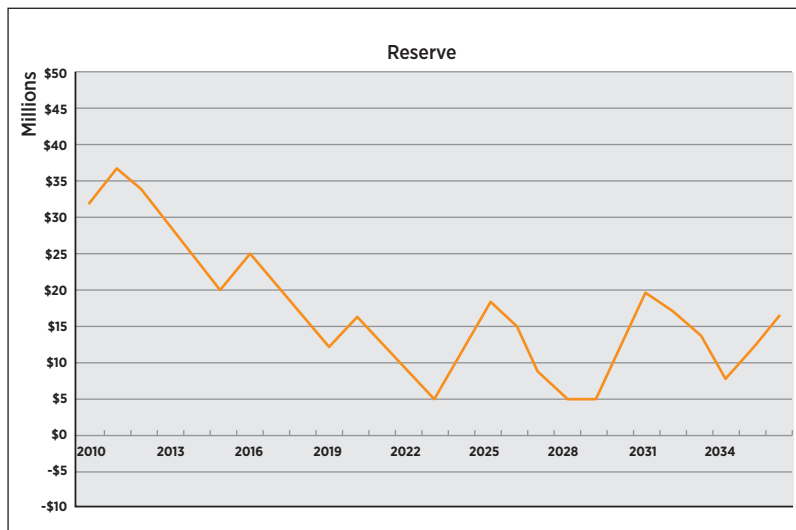
During 2011/2012, the Auckland Museum will enter a significant new phase in its asset renewal process, preceding a major capital expenditure programme over the following 4-5 years.

Planning for this process was consolidated during the 2010/2011 year through extensive stakeholder consultation, to define the Vision and audience development strategy which will guide future renewals. An extensive information gathering and Master Plan process was launched, in line with international museum best practice.

In 2011/2012, the Museum's process for major asset replacement will begin to transition from this information gathering and planning stage to implementation. Information gathering is due to be completed in March 2011, with a Master Plan delivered by August 2011, and approved by December 2011.

This in turn will enable detailed implementation plans to be drawn up for a range of complementary projects, including Māori/Pacific gallery and Natural History gallery renewals, improvements to visitor flow throughout the building, collection storage, staff accommodation and safety. These major capital projects will take place over the following 3-4 years according to a carefully-phased timetable, driven by the Master Plan.

**Asset Replacement Reserve** (Forecast: 2010-2035)



As a result – as seen in the above graph – the Asset Replacement Reserve is expected to continue to grow slightly in 2011/2012 due to delayed funding of the Museum Master Plan, and then will steadily reduce as funds are allocated to capital projects over the mid-term – 2012 to 2015. Following this cycle the Asset Replacement Reserve will slowly increase again to allow gallery conceptual planning and to build up funds required for the next planned cycle, and will then decrease over the next renewal cycle – 2017 to 2019.

The graph then continues to show gallery renewal cycles – concept development and planning where the reserve balance builds up, then gallery renewal expenditure where the reserve balance reduces – through to 2035.



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## Financial Summary and Commentary

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Given our desire to be responsible and prudent, especially in the current economic climate, the Museum's proposed levy increase is \$1,287,000. This is a 5.29 percent increase on the previous year, and less than the previously anticipated increase for 2011/2012 of 6.54 percent (\$1,588,000). The 5.29 percent increase in the proposed levy will be spent in the following areas: operating activities (1.44 percent), special exhibitions (0.72 percent), asset replacement (0.67 percent) and new development initiatives (2.47 percent).

Maintenance and management costs (excluding Special Exhibitions and Asset Replacement) will increase almost 2.3 percent, of which one third will be funded by the Museum's own revenue producing activities.

In light of our goal of using our own commercial resources to contribute more to the Museum's maintenance and management costs, commercial revenue (excluding Special Exhibitions) is expected to increase from \$7.423m to \$7.749m, an increase of 4.4 percent, despite visitor numbers being less than previously forecast.

Special exhibitions costs are anticipated to increase due to three planned exhibitions in the year rather than the normal two as in previous years. This reflects the need to capture a greater audience and showpiece Auckland during the Rugby World Cup. In this year's plan the net cost of the additional exhibition has been significantly reduced by additional sponsorship being secured, which has meant that the net cost for special exhibitions will increase by only \$174k.

The Museum's maintenance and management costs for the plan year are divided into six broad areas; being collections and research, lifelong learning and customer service, events and programming, commercial, communication and new media, and corporate services. In line with this new structure, some costs have been moved around to better reflect the new responsibilities in these areas.

Collections and research has responsibility for the care and maintenance of the Museum's collections and their associated research, as well as the Library operation and care of library books and other documents. Also included here are research contracts which are to a large degree externally funded.

Lifelong learning and visitor service have responsibility for the many areas that interact directly with the Museum's visitors. Visitor hosts throughout the Museum provide a warm welcome to our visitors and are responsible for ticketing and collecting the Museum's admissions donation, as well as revenue for other activities such as the cultural performance, public events and special exhibitions. The bookings office handles online bookings and telephone bookings. Additional resource will be allocated to the Museum's lifelong learning area in order to meet the Museum's responsibilities under its 1996 Act regarding education which 'enriches people's lives' and promotion of 'well-being of society'. Also included here is the cost and recognition of the huge contribution made to the Museum by its many volunteers, and support made to membership.

Events and programming teams have the responsibility of maintaining the Museum's many galleries and displays, as well as the creation and delivery of the Museum's many public events and programmes. Also included here is special exhibitions, generally located in the Museum's exhibition hall. This year it is planned to have two exhibitions during the Rugby World Cup as well as another later in the year.

The commercial team has responsibility to generate revenue for the Museum in order to meet the Museum's responsibilities under its 1996 Act regarding greater 'financial self-sufficiency'. Revenue producing activities include venue hire, retail, tour groups, cultural performance, car park and sponsorship.

The communication and marketing team has responsibility for communicating and marketing the Museum and its many activities to the wider Auckland community and to our international and other New Zealand visitors, and publishing the Museum's research documents, annual report and annual plans. Also included here are sponsorship, publications and stakeholder relations.

The Corporate Services budget provides for the delivery of the internal services of the Museum, such as management, human resources, administration and finance. Also included here is Māori partnership and development that is responsible for the Museum's Māori governance and values, as well as relationships with the Taumata Board and local iwi. The most significant cost in this area is the Museum's building maintenance and security, as stated in the Museum's 1996 Act - 'conservation of the heritage of the Museum'.

New development maintenance and management, and new capital expenditure will increase \$90k and \$80k respectively, funded by the Museum's own revenue producing activities. This means the requested funding from the Auckland Council levy for these budget lines will be held at the previous year's level.

The new development maintenance and management of \$690,000 will fund the new initiatives and strategies set out in Section 6 of this annual plan. These include activity to make Museum collection items and education resources more accessible through new media channels, improve collection management practices and boost the ability of the Museum to earn commercial revenue.

The Museum strives to provide maximum community benefit from the resources available and preserve the role of the Museum as a War Memorial. Resources and funds have been carefully allocated with these goals in mind.

The Auckland Museum expresses its gratitude to the Auckland Council for its continued long-term support, and we thank the people of Auckland for their faith in us to create a world-class Museum for the city and for New Zealand.

Years ending 30 June		2010 Budget \$000s	2011 Budget \$000s	2012 Plan \$000s	2013 Indicative \$000s	2014 Indicative \$000s
	Note					
<b>8.1 SUMMARY</b>						
<b>Cost of Activities</b>						
Maintenance and Management		22,117	22,862	<b>25,372</b>	25,641	26,666
Asset Replacement (including depreciation)		7,874	8,031	<b>8,193</b>	8,357	8,524
<b>Total Maintenance and Management</b>	8.2	29,991	30,893	<b>33,565</b>	33,998	35,190
<b>New Development</b>	8.2	1,503	600	<b>690</b>	725	753
<b>Total Cost of Activities</b>		31,494	31,493	<b>34,255</b>	34,722	35,944
<b>Less Revenue Producing Activities</b>	8.3	8,842	7,873	<b>9,428</b>	8,758	8,995
<b>Net Cost of Activities</b>		22,652	23,620	<b>24,827</b>	25,964	26,949
<b>Development Capital Expenditure</b>						
New Capital Expenditure	8.4	750	710	<b>790</b>	830	863
<b>Total Development Capital Expenditure</b>		750	710	<b>790</b>	830	863
<b>Net Cost of Activities and Development Capital Expenditure</b>		23,402	24,330	<b>25,617</b>	26,794	27,812
<b>Total Levy</b>		23,402	24,330	<b>25,617</b>	26,794	27,812
<b>Excess (Shortfall)</b>		-	-	-	-	-
<b>Staff</b>	<b>Total FTE</b>	166	165	<b>165</b>	165	165

Years ending 30 June	2010 Budget \$000s	2011 Budget \$000s	2012 Plan \$000s	2013 Indicative \$000s	2014 Indicative \$000s
<b>8.2 COST OF ACTIVITIES</b>					
<b>Maintenance and Management</b>					
Collections and Research	3,354	3,358	<b>3,671</b>	3,854	4,009
Lifelong Learning and Customer Service	2,302	2,506	<b>2,858</b>	3,001	3,121
Events and Programming	3,924	3,863	<b>5,683</b>	4,967	5,165
Commercial	3,376	3,139	<b>2,924</b>	3,070	3,193
Communication and New Media	1,939	2,498	<b>2,645</b>	2,777	2,888
Corporate Services	7,223	7,497	<b>7,591</b>	7,971	8,290
Asset Replacement (including depreciation)	7,874	8,031	<b>8,193</b>	8,357	8,524
<b>Total Maintenance and Management</b>	29,991	30,893	<b>33,565</b>	33,998	35,190
<b>New Development</b>	1,503	600	<b>690</b>	725	753
<b>Total Cost of Activities</b>	31,494	31,493	<b>34,255</b>	34,722	35,944

Years ending 30 June	2010 Budget \$000s	2011 Budget \$000s	2012 Plan \$000s	2013 Indicative \$000s	2014 Indicative \$000s
<b>8.3 REVENUE PRODUCING ACTIVITIES</b>					
Interest Revenue	960	720	<b>675</b>	675	675
Grant Revenue	326	274	<b>262</b>	262	262
Admissions	1,363	1,300	<b>1,144</b>	1,144	1,144
Commercial Operations	4,464	4,449	<b>4,912</b>	5,158	5,364
Sundry Income	848	680	<b>756</b>	756	756
Special Exhibitions	881	450	<b>1,679</b>	763	794
<b>Total Revenue Producing Activities</b>	8,842	7,873	<b>9,428</b>	8,758	8,995
<b>Net Cost of Activities</b>	22,652	23,620	<b>24,827</b>	25,964	26,949

Years ending 30 June	2010 Budget \$000s	2011 Budget \$000s	2012 Plan \$000s	2013 Indicative \$000s	2014 Indicative \$000s
<b>8.4 DEVELOPMENT CAPITAL EXPENDITURE</b>					
Collection Acquisition	250	100	<b>200</b>	210	218
Building, Space, Collection Care	300	410	<b>390</b>	410	426
Information Technology Improvements	200	200	<b>200</b>	210	218
<b>Total Development Capital Expenditure</b>	750	710	<b>790</b>	830	863
<b>Net Cost of Activities and Development Capital Expenditure</b>	23,402	24,330	<b>25,617</b>	26,794	27,812
<b>Funded by Local Authority Levy</b>	23,402	24,330	<b>25,617</b>	26,794	27,812
<b>Excess (Shortfall)</b>	-	-	-	-	-

Years ending 30 June	2010 Budget \$000s	2011 Budget \$000s	2012 Plan \$000s	2013 Indicative \$000s	2014 Indicative \$000s
<b>8.5 CAPITAL EXPENDITURE</b>					
<b>Development Capital Expenditure</b>					
Collection Acquisition	250	100	<b>200</b>	210	220
Building, Space, Collection Care	300	410	<b>390</b>	410	420
Information Technology Improvements	200	200	<b>200</b>	210	220
<b>Total Development Capital Expenditure</b>	750	710	<b>790</b>	830	860
<b>Replacement Capital Expenditure</b>					
Funded from Asset Replacement Reserve					
IT and Multimedia Renewal	600	880	<b>820</b>	850	880
Plant and Equipment Renewal	1,230	2,040	<b>2,640</b>	3,260	2,300
Gallery Renewal	11,450	2,300	<b>9,360</b>	11,300	11,460
<b>Total Replacement Capital Expenditure</b>	13,280	5,220	<b>12,820</b>	15,410	14,640
<b>Total Capital Expenditure</b>	14,030	5,930	<b>13,610</b>	16,240	15,500



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## Disclosures

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### **Details of Proposed Charges for 2011/2012**

Auckland residents and ratepayers are given free admission to public galleries. Access by the public to the War Memorial sanctuaries, during Museum opening hours, remains free, in accordance with statutory requirements. The Museum currently operates an admission by 'requested donation' policy for non-Auckland visitors. This policy may be reviewed and modified from time to time. 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 Māori cultural group performances, retail and food 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 \$15,547, with an additional allowance of \$9,037 and \$4,428 payable to the Chairman and deputy chairman respectively.

The maximum remuneration payable to any member of the Taumata-a-Iwi is \$8,741 with an additional allowance of \$2,937 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.



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## Funders, Partners and Sponsors

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