

'Mere Pounamu' – associated with Hongi Hika and given to Mary Marsden in 1830.

Collection of Auckland Museum Tamaki Paenga Hira (2012.1.1)

A recent acquisition made possible by the Auckland Museum Circle Foundation.

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## CONTACT US

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Tāmaki Paenga Hira

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Private Bag 92018  
Parnell, Auckland 1142  
New Zealand

### Physical Location

The Auckland Domain  
Parnell, Auckland  
New Zealand

# Executive Summary

Our resources enable people to search for ideas and we support communities as they engage and grow. We offer space for thoughts and we are a place of integrity, where people can come for inspiring discoveries. And in response to the City's vision, we aim to go out and share resources more effectively and more often, so that inspiring discoveries can happen in more places for more people. As we work to increase our self-sufficiency, we will aim to increase self-generated income in order to become more sustainable and provide greater value for ratepayers.

# We will

**EXPAND** THE WAY WE PROVIDE HIGH QUALITY VISITOR EXPERIENCES THROUGH DELIVERY ONSITE, OFFSITE AND ONLINE

**REACH** “BEYOND THE WALLS”; TO MAKE OUR COLLECTIONS AND PROGRAMMES ACCESSIBLE TO AS MANY AUCKLANDERS AS POSSIBLE, FROM A WIDER RANGE OF CULTURAL BACKGROUNDS, WHETHER OR NOT THEY CAN TRAVEL TO AND VISIT THE DOMAIN

**BROADEN** OUR AUDIENCES SO THAT THEY REFLECT AUCKLAND'S DIVERSE COMMUNITIES. CORE TARGET MARKETS WILL BE MAINTAINED AND GROWN AS WE POSITION OURSELVES AS A PLACE FOR CHILDREN AND FAMILIES OF ALL CULTURES AND BACKGROUNDS AND DEVELOP AUDIENCES IN UNDER-REPRESENTED COMMUNITIES

**IMPLEMENT** THE NEXT STAGE OF THE MUSEUM MASTER PLAN, INCREASING PUBLIC ACCESS TO OUR COLLECTIONS AND PROGRAMMES

**ESTABLISH** A RESEARCH CENTRE IN PARTNERSHIP WITH OTHER EDUCATIONAL AND CULTURAL INSTITUTIONS, ADDING STRENGTH TO THE STEWARDSHIP OF OUR COLLECTIONS AND REINFORCING THE CITY'S POSITIONING AS A “LEARNING AND INNOVATION CRADLE”

# We will maintain

**THE UNIQUE MAORI CHARACTER** OF THE MUSEUM AND ENSURE THE MAURI AND WAIRUA OF AUCKLAND'S COLLECTIONS ARE SAFEGUARDED FOR ALL PEOPLE

**THE SANCTITY** OF AUCKLAND'S WAR MEMORIAL SO WE CAN ENABLE AUCKLANDERS TO COMMEMORATE AND SHOW GRATITUDE TO THOSE WHO HAVE GIVEN THEIR LIVES IN THE ULTIMATE SACRIFICE

**OUR COMMITMENT** TO ENRICH LIVES THROUGH INSPIRING VISITORS AND USERS TO MAKE AND SHARE DISCOVERIES WITHIN OUR COLLECTIONS, SUBJECTS AND THEMES

# We will also

**CONTINUE** TO DRIVE DOWN COSTS AND INCREASE SUSTAINABILITY

**REVIEW** INCOME-GENERATING FUNCTIONS TO INCREASE THEIR REVENUE CONTRIBUTIONS TO OUR BUDGET

**MANAGE** RISKS TO ACHIEVE MORE WITHIN OUR OWN RESOURCES, BECOMING MORE SELF-SUFFICIENT

# Introduction

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**Chairman, Taumata-a-Iwi Chair, Director**

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## INTRODUCTION

We share the vision of Auckland Council for a thriving cultural sector which unites, delights, challenges and entertains residents and visitors in the world's most liveable city.

At this exciting time of Auckland's reinvention and renewal, Auckland War Memorial Museum is committed to enhance the everyday lives of Aucklanders through innovative cultural, economic and public good contributions. We seek to enrich lives through inspiring discovery as we share stories of our people's lands & seas.

Our 2012/2013 Annual Plan builds on the strong foundation put in place during the current year. Our emphasis is the goal for the Museum to reach "beyond the walls", make itself accessible in order to connect with as many Aucklanders as possible.

Aucklanders are fortunate to own such a loved and iconic building but – as its custodian – we must remind ourselves often that the Auckland War Memorial Museum is more than just a building. We are akin to a movement – reaching out and connecting with diverse communities, inviting them to engage with us, and making connections. A movement that connects to other museums, to Aucklanders and the world, and creates real benefits for the economy and social good.

A key focus for the year ahead will be to engage and interact with users of our services, not just the hundreds of thousands of visitors to our iconic site in the Domain but those who access us online or engage with us offsite in their communities.

Our plans for 2012/2013 recognise the rich diversity of Auckland's peoples; we are shaping ourselves to reflect that and to respond to the needs of differing audiences. The Museum services our multi-cultural society from a strong bi-cultural foundation. Our relationships with Maori influence the Museum's strategic programme in a positive way. We will live this commitment at all levels and in all we do. Our Maori advisory committee, the Taumata-a-Iwi, will continue to facilitate the ongoing recognition of the unique Maori character of the Museum and ensure the mauri and wairua of Auckland's collections are safeguarded for all people. The Taumata-a-Iwi mission is: *Whakamana, Nga taonga tuku iho, Hei whakataki i nga ra ki muri – Honouring the past, Embracing the present, Guiding our future.*

We will actively work to broaden our audience base to ensure it more broadly reflects Auckland's diverse communities, especially those from the Pacific and Asia. Core target markets will be maintained and grown as we position ourselves as a place for children and families of all cultures and backgrounds.

Investment in the Museum enables a programme that adds value. We are conscious of the pressures on the budgets of Auckland Council and we have negotiated a levy that balances the costs and opportunities. We will stimulate and champion creativity and innovation and we are committed to enriching the lives of all Aucklanders, inspiring them to make and share discoveries within our collections, subjects and themes.

We will build on the progress made since 2010, which will see the implementation of the next stage of the Museum's Master Plan, where the primary focus will be on increasing the public's access to our collections and programming, including by means of digital technologies.

A Research Centre will be established in partnership with other institutions, adding strength to the City's positioning as a "learning and innovation cradle".

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## INTRODUCTION

The Museum takes its responsibility as a War Memorial very seriously, especially as we move towards the WW1 centenary, with the key milestones for Gallipoli and Passchendaele among others. We will partner well to help Aucklanders commemorate and to show gratitude to those who have given their lives in the ultimate sacrifice.

The Museum will work closely with other cultural and arts sector partners to support the City in advocating to national government the importance of adequate funding for the creative industries and of recognition of the substantial contribution they make to informal learning for all. We believe that the arts and culture sector adds powerfully to the development of the human capital that will enable New Zealand to compete internationally in the coming decades.

Our resources enable people to search for ideas and we support communities as they engage and grow. We offer space for thoughts and we are a place of integrity, where people can come for inspiring discoveries. And in response to the City's vision, we aim to go out and share resources more effectively and more often, so that inspiring discoveries can happen in more places for more people. As we work to increase our self-sufficiency, we will aim to increase self-generated income in order to become more sustainable and provide greater value for ratepayers.

We do wish to acknowledge and thank our many valued stakeholders. The Board, Taumata-a-Iwi, management and staff appreciate the close and productive relationships we have with Auckland Council, the RFA, the Auckland Museum Institute, Museum Circle, the RSA, diverse community groups, our sponsors, and research and commercial partners. We thank Auckland ratepayers, our customers and especially the Museum's dedicated staff and volunteers.

This is a very exciting time for Auckland. The Auckland War Memorial Museum is ready to play its part. In the year ahead, we want our work to touch many; our leadership to influence much, and our capacity to reach as far as our imagination.



**Dr William Randall**  
Trust Board Chairman



**Martin Mariassouce**  
Taumata-a-Iwi Chair



**Roy Clare** CBE  
Director

# **Culture in the World's Most Liveable City**

The Museum seeks to be at the heart of a thriving cultural sector which gives profound social benefits and economic prosperity to Aucklanders.

The scene is set for the Museum to partner creatively with a variety of cultural, arts, research and educational institutions to apply thought leadership and fresh initiatives in our region. A committed cultural forum such as this is well placed to use its diverse skills, experience and networks to generate real social return for Auckland.

In addition, we aim to see more artistic events taking place across the city in conjunction with Museum-based exhibitions or other initiatives relating to our collections. Our objective is to boost community connection with people of all ages, backgrounds and cultures.

The critical role the Draft Auckland Plan gave to the region's arts, culture and heritage sector provided timely and helpful guidance as the Museum prioritised activity for 2012/2013.

A key strategy of the Council's vision for the "world's most liveable city" is the integration of the current and potential contribution of the sector into the everyday lives of Aucklanders.

Key priorities identified to achieve this included strengthening the region's international-quality institutions so they do an even better job of creating financial and social value for Auckland ratepayers.

Auckland War Memorial Museum and similar organisations such as the city's highly-regarded philharmonia orchestra, art gallery and theatre company share a commitment to deliver value across numerous fronts.

We belong to a cultural sector that showcases our stories to the world and increases the confidence Aucklanders have about their place in the world. In doing so, culture directly builds a stronger economy – by making Auckland a more attractive tourism destination, creating jobs and providing new work for business. Culture is an important source of competitive advantage and the Museum is aligned with Council goals to position Auckland as a unique, creative and internationally connected city.

And as our region's diversity is showcased, cultural understanding increases, which supports the building of stronger communities where people have more civic pride, greater involvement and enjoy the benefits of improved social cohesion. Children and young people especially are provided with new opportunities to develop, learn and enhance their self-esteem, self-image and sense of community.

We will actively seek to develop new relationships that take us out of our physical site into under-represented communities particularly those Aucklanders of Maori, Pacific and Asian heritage. Our work in South Auckland and other regions of under-representation will support areas of population for whom distance is known to be a barrier. We will work in partnership with other creative organisations and those with scientific, research and educational facilities, and take part in city-wide events, festivals and initiatives.

As we deliver on our promise to be more inclusive, it will be important to assess the impact the Museum's services, collections and programmes have on our visitors, users, Auckland communities and other partners. In the coming year the current way of measuring the value and success of the Museum will need to adapt from a heavy focus on the number of people who enter our building in the Domain.

Internationally recognised research done in the UK has produced generic social outcomes which can be measured to show the impact of the creative and cultural sector. These include building stronger and safer communities, increasing health and wellbeing and strengthening public life. During 2012/2013 Auckland Museum will play a leadership role in the measurement of these impacts in New Zealand by commencing longitudinal research.

In 2012/2013 we aim to offer greater cultural and financial value to Auckland ratepayers, with increased impact per dollar spent. We will focus on audiences in under-represented communities and aim for greater levels of self-generated income, including from commercial sources, donations and sponsorship.

In line with the Council's strategic priority of putting children and young people first, the Museum will continue to enhance its appeal for families and offer programming that is of interest to this core audience. For instance, a Family Charter will be developed and implemented by September 2012 and the redevelopment of galleries and public spaces will provide interactive experiences for young visitors.

This Annual Plan for Auckland War Memorial Museum details how we will use our rich collections, our research capacity and the skills of our committed staff and volunteers to deliver high quality products and experiences in diverse ways.

# **Strategic Approach**

# Our Strategic Framework

## Our Vision

*He oranga tangata Ka Ao*  
Enriching Lives: Inspiring Discoveries

## Our Mission

*Tamaki Paenga Hira: Tui tui hono tangata,  
whenua me te moana*  
Auckland War Memorial Museum: Connecting  
through sharing stories of peoples, lands and seas

## Our Values

Relevant, connected, inspired, innovative  
and respectful

The strategic approach and specific activities outlined in this 2012/2013 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. These are anchored by the Vision and Audience Development Strategy.

Our Vision – “Enriching Lives: Inspiring Discoveries” – underpins the institution’s strategy and will guide its development over the medium-long term. In tandem with the Vision, the Museum’s Audience Development Strategy identifies the target audiences to be served by the programmes and operations set out in this Annual Plan.



## Goals

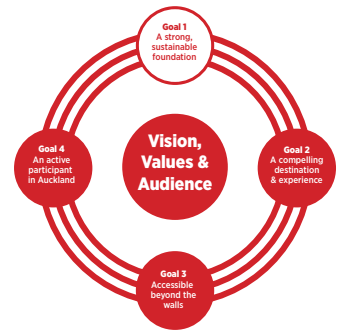
**Goal 1: A strong, sustainable foundation** focuses on ensuring the Museum’s core operational processes are carried out to the highest standards of quality, stewardship and governance. (see page 12)

**Goal 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. (see page 13)

**Goal 3: Accessible beyond the walls** reflects the needs for contemporary museums to extend beyond their physical location to engage with audiences on their own terms and in their own spaces. (see page 14)

**Goal 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. (see page 15)

**The four goals and their associated objectives, outputs, activities and performance measures are described in detail in the Appendices.**



**Goal 1                    a strong, sustainable foundation**

**Standing Objectives\***

**MEDIUM TERM GOAL OBJECTIVES 2012/2013  
WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 1.1** Ensure the preservation, sustainability and development of the Museum’s building, infrastructure and collections for the people of Auckland

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- 1.2** Build meaningful relationships and reaffirm partnerships with Maori in the Auckland region and beyond in the context of the Treaty of Waitangi

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- 1.3** Honour and safeguard the Museum’s responsibility as a War Memorial

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- 1.4** Further develop a positive and creative workplace culture and a strong employment brand which affirms our bi-cultural approach

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- 1.5** Strengthen Auckland City’s innovation and creativity by enhancing the Museum’s role as a centre for research, learning and scholarship

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- 1.6** Increase our ability to earn self-generated income

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**Change Objectives\***

**MEDIUM TERM GOAL OBJECTIVES 2012/2013  
WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 1.7** Develop 21st Century digital capability across the Museum

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- 1.8** Implement Phase Two of the Master Plan to improve the visitor experience both physically (in galleries and public spaces) and virtually (online and digital)

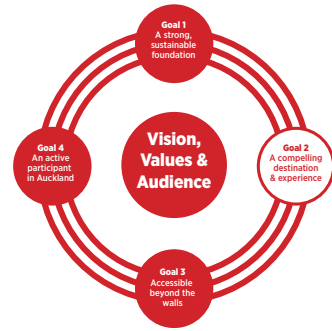
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**KEY FOCUS**

- Offer greater financial value to Auckland ratepayers by
  - Increasing our ability to grow self-generated income through sponsorship, donations and commercial sources
  - Continuing to drive down costs and increase sustainability
- Implement Phase Two of the Museum’s Master Plan, focusing on increasing public accessibility to our collections and programmes (including digital technologies)
- Contribute to Auckland City’s “Learning Cradle” through establishing a Research Centre in partnership with other educational and cultural institutions
- As a War Memorial, help Aucklanders commemorate and show gratitude to those who have given their lives in the ultimate sacrifice. Work with partners to plan for the WW1 centenary, with key milestones that include the Gallipoli and Passchendaele centenaries

For detailed activities and performance measures see Appendix One.

\* All Objectives are of equal importance  
 Standing Objectives typically also featured in the 2011/2012 Annual Plan  
 Change Objectives are areas of special or new focus for 2012/2013



**Goal 2** a compelling destination and experience

**Standing Objectives\***

**MEDIUM TERM GOAL OBJECTIVES 2012/2013  
WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 2.1 The Museum is welcoming for children and families from all cultures and backgrounds
- 2.2 Maintain and grow existing target audiences and increase representation from under-represented customer segments to better reflect the diversity of Auckland’s population
- 2.3 Maintain and grow international visitation cementing Auckland’s position as a vibrant and engaging international city
- 2.4 Drive awareness of and value in the Museum’s brand through everything we do
- 2.5 Ensure all Museum users enjoy a quality, end-to-end visitor experience

**KEY FOCUS**

- Enhance our role as a place for children and families from all cultures and backgrounds
- Broaden our audience base so it reflects Auckland’s diverse communities
- Contribute to Auckland’s city centre being a vibrant and vital cultural and tourist destination
- Stimulate and champion creativity and innovation
- Enrich lives through inspiring visitors and users to make and share discoveries within our collections, subjects and themes

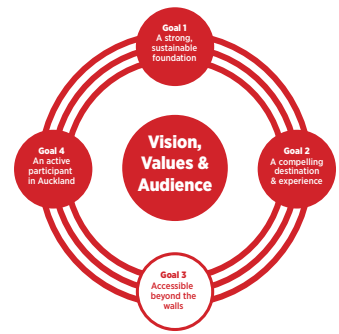
For detailed activities and performance measures see Appendix Two.

**Change Objectives\***

**MEDIUM TERM GOAL OBJECTIVES 2012/2013  
WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 2.6 Deliver experiences that connect audiences to collections and rich content which can be accessed onsite, offsite and online

\* All Objectives are of equal importance  
**Standing Objectives** typically also featured in the 2011/2012 Annual Plan  
**Change Objectives** are areas of special or new focus for 2012/2013



**Goal 3**  
Standing  
Objectives\*

**accessible beyond the walls**

**MEDIUM TERM GOAL OBJECTIVES 2012/2013**  
**WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 3.1** Encourage conversations with communities through increasing the exchange of knowledge ideas and dialogue

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- 3.2** Ensure Auckland Museum is the partner of choice for learning outside the classroom through collaborative relationships with educational institutions at all levels

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**Change**  
Objectives\*

**MEDIUM TERM GOAL OBJECTIVES 2012/2013**  
**WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 3.3** Extend the Museum’s reach beyond the building, with offsite initiatives particularly in South Auckland and other under-represented communities

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- 3.4** Extend the Museum’s reach beyond the building, by making the collections increasingly accessible online

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- 3.5** Develop new partnerships with other creative and innovative organizations locally, nationally, internationally to enhance the delivery of social and cultural value

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**KEY FOCUS**

- Reach ‘beyond the walls’ to make our programmes accessible to as many Aucklanders as possible
- Focus on audiences in under-represented communities by supporting the Southern Initiative with outreach activity
- Deliver high quality products and experiences offsite and online
- Work collaboratively in partnership with others to make Auckland War Memorial Museum inclusive and accessible

For detailed activities and performance measures see Appendix Three.

\* All Objectives are of equal importance  
Standing Objectives typically also featured in the 2011/2012 Annual Plan  
Change Objectives are areas of special or new focus for 2012/2013

\* The Southern Initiative is an Auckland Council program of action in areas of high social need and of significant economic opportunity. More information available on the Auckland Council website



**Goal 4**  
Standing Objectives\*

**an active participant in Auckland**

**MEDIUM TERM GOAL OBJECTIVES 2012/2013**  
**WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 4.1 Promote effective relationships between Auckland’s creative arts, cultural, heritage and tourism sectors
- 4.2 Play an active role in building collaborative partnerships between Auckland regional research-based organisations and the international academic, arts and culture creative sectors
- 4.3 Provide civic, social and meeting spaces for Aucklanders – onsite, offsite and online

**Change Objectives\***

**MEDIUM TERM GOAL OBJECTIVES 2012/2013**  
**WHAT WE WANT TO ACHIEVE FROM THIS GOAL**

- 4.4 The Museum contributes to Auckland City’s vision of becoming the world’s most liveable city by aligning its activities with regional goals for families, learning, creativity and tourism
- 4.5 Make the Museum inclusive and accessible for Aucklanders across the city
- 4.6 Work with others to improve the visitor experience in the Auckland Domain as it becomes part of Auckland City’s Green Link

**KEY FOCUS**

- Make Auckland War Memorial Museum inclusive and accessible to all
- Demonstrate the substantial contribution the arts, culture and creative sector makes to formal and informal learning
- Participate as a leader in the arts, culture and creative sector

For detailed activities and performance measures see Appendix Four.

\* All Objectives are of equal importance

Standing Objectives typically also featured in the 2011/2012 Annual Plan

Change Objectives are areas of special or new focus for 2012/2013

# **Financial Summary and Commentary**

## FINANCIAL SUMMARY

### 8.1 SUMMARY

YEARS ENDING 30 JUNE	2011	2012	2013	2014	2015
	Budget \$000s	Budget \$000s	Plan \$000s	Indicative \$000s	Indicative \$000s
<b>Cost of activities</b>					
Maintenance and management	23,462	26,062	26,317	27,459	28,734
Asset replacement (including depreciation)	8,031	8,193	8,357	8,524	8,694
<b>Total Maintenance and Management (8.2)</b>	<b>31,493</b>	<b>34,255</b>	<b>34,674</b>	<b>35,983</b>	<b>37,428</b>
Less revenue producing activities (8.3)	7,873	9,428	8,133	8,327	8,526
<b>Net Cost of Activities</b>	<b>23,620</b>	<b>24,827</b>	<b>26,541</b>	<b>27,656</b>	<b>28,902</b>
New capital expenditure (8.4)	710	790	100	280	400
<b>Net Cost of Activities and Development Capex</b>	<b>24,330</b>	<b>25,617</b>	<b>26,641</b>	<b>27,936</b>	<b>29,302</b>
<b>Total Levy</b>	<b>24,330</b>	<b>25,617</b>	<b>26,641</b>	<b>27,936</b>	<b>29,302</b>
<b>Total FTE</b>	<b>165</b>	<b>165</b>	<b>175</b>	<b>179</b>	<b>179</b>

### 8.2 COST OF ACTIVITIES

YEARS ENDING 30 JUNE	2011	2012	2013	2014	2015
	Budget \$000s	Budget \$000s	Plan \$000s	Indicative \$000s	Indicative \$000s
<b>Maintenance &amp; Management</b>					
Strong Sustainable Foundation	14,837	15,188	15,927	16,436	16,964
Accessible Beyond the Walls	1,261	1,322	1,963	2,026	2,090
Compelling Destination & Experience	4,181	5,708	4,496	4,640	4,788
Active Participant in Auckland	2,583	3,154	3,695	3,813	4,335
Asset replacement (including depreciation)	8,031	8,193	8,357	8,524	8,694
<b>Total Maintenance &amp; Management</b>	<b>30,893</b>	<b>33,565</b>	<b>34,438</b>	<b>35,439</b>	<b>36,871</b>
<b>New Development</b>	<b>600</b>	<b>690</b>	<b>236</b>	<b>544</b>	<b>557</b>
<b>Total Cost of Activities</b>	<b>31,493</b>	<b>34,255</b>	<b>34,674</b>	<b>35,983</b>	<b>37,428</b>

## FINANCIAL SUMMARY

### 8.3 REVENUE PRODUCING ACTIVITIES

YEARS ENDING 30 JUNE	2011 Budget \$000s	2012 Budget \$000s	2013 Plan \$000s	2014 Indicative \$000s	2015 Indicative \$000s
Interest revenue	720	675	675	675	675
Grant revenue	274	262	266	266	266
Admissions	1,300	1,144	1,138	1,138	1,138
Commercial operations	4,449	4,912	5,014	5,174	5,338
Sundry income	680	756	815	841	868
Special exhibitions	450	1,679	225	233	240
<b>Total Revenue Producing Activities</b>	<b>7,873</b>	<b>9,428</b>	<b>8,133</b>	<b>8,327</b>	<b>8,525</b>

### 8.4 TOTAL CAPITAL EXPENDITURE

YEARS ENDING 30 JUNE	2011 Budget \$000s	2012 Budget \$000s	2013 Plan \$000s	2014 Indicative \$000s	2015 Indicative \$000s
<b>New Capital Expenditure</b>					
Collection acquisition	100	200	100	200	200
Building, space, collection care	410	390	-	-	-
Information technology improvements	200	200	-	80	200
<b>Total Development Capital Expenditure</b>	<b>710</b>	<b>790</b>	<b>100</b>	<b>280</b>	<b>400</b>
<b>Replacement Capital Expenditure</b>					
IT & digital media	880	824	2,024	1,600	1,600
Plant & equipment	2,040	2,636	1,360	1,400	1,400
Gallery	2,300	9,362	5,445	13,000	13,000
<b>Total Replacement Capital Expenditure</b>	<b>5,220</b>	<b>12,822</b>	<b>8,829</b>	<b>16,000</b>	<b>16,000</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>5,930</b>	<b>13,612</b>	<b>8,929</b>	<b>16,280</b>	<b>16,400</b>

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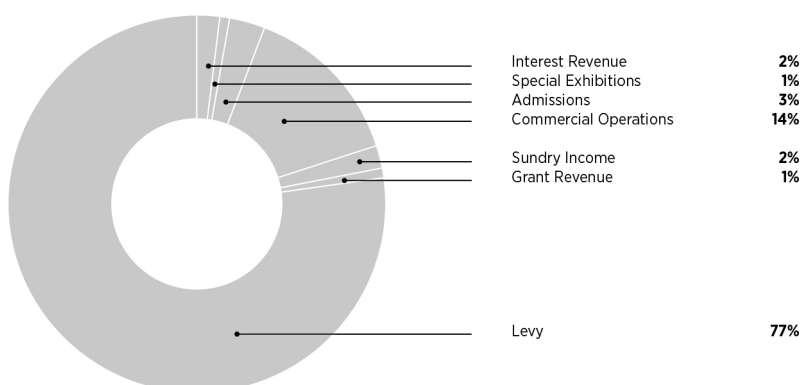
## FINANCIAL COMMENTARY

The financial plans of Auckland Museum are designed to support robust strategies and clear goals to serve all of the people of Auckland. The proposed levy for 2013 is \$26.641M, an increase of 4.0%. This is less than last year's increase of 5.29%, and less than the average increase over the past five years (5.2%). This investment trend reflects actions Auckland Museum is taking to become more self-sufficient and demonstrates excellent value for money.

The 2012 Annual Plan included one-off sponsorship of \$1.0 million for a special exhibition planned for that year but which did not proceed. This increased both revenue and costs for that year by the identical amount, so did not affect the year's levy. In 2013, self-generated revenue is reduced from the previous year's level due to the removal of this sponsorship, but is still 3% higher than 2011.

### REVENUE STREAMS

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The Museum's cost of activities is shown in section 8.2, which have been re-presented to reflect the four main initiatives in the Auckland Plan. Some resources have been shifted to "Accessible Beyond the Walls" and "Active Participant in Auckland" in order to deliver the Museum's plans.

Savings are planned in the areas of electricity and gas consumption (currently achieving about 10%), repairs and maintenance (with some contractor work now done in-house) and general overheads such as postage, printing and stationery. These have contributed to a leaner Museum, with better resource allocation and savings able to be identified in order to minimise the Museum's levy request.

Some costs have increased more than inflation due to current economic circumstances, such as insurance, where a further 16% has been budgeted. Software costs are generally annual licencing costs which are expensed whereas in the past software was purchased and depreciated over their useful lives. A sum has been provided for this cost, and for staff training and development initiatives and the staff wellness programme.

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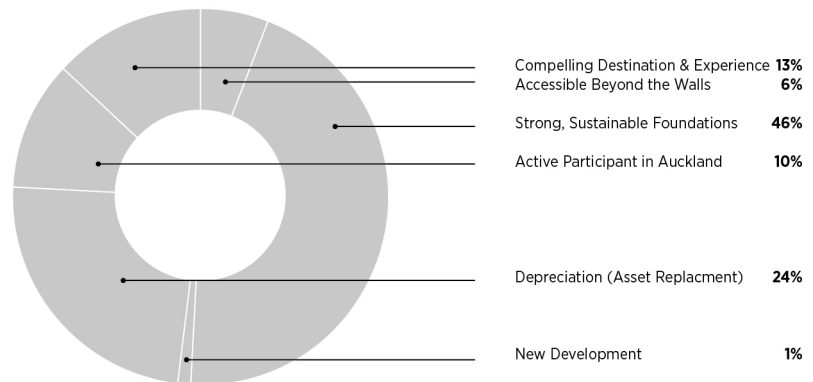
## FINANCIAL COMMENTARY

New Development Maintenance and Management has decreased from \$690,000 in 2012 to \$236,000, a reduction of 66%. This budget will be used to fund collections-related roles required to deliver the new initiatives and strategies set out in this Annual Plan.

New Capital expenditure has decreased from \$790,000 in 2012 to \$100,000, a decrease of 87%. This budget will be primarily used to support Goal 3: “Accessible Beyond the Walls”. Increased capacity assumes increased ability to build long-term partnerships with external organisations to co-develop and locate appropriate learning experiences for both formal and informal learners at community sites throughout Auckland region. In 2013 particular emphasis will be placed on early childhood education, and family and youth initiatives. Such initiatives will aim to nurture diverse languages and cultures, prioritise opportunities for Māori, Pasifika and Chinese peoples to play a lead role. The use of eLearning networks and technologies to provide ongoing engagement with collection-based content will be factored into all offsite programming.

### TOTAL COST OF ACTIVITIES

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The maximum remuneration payable to any member of the Trust Board is \$16,013, with an additional allowance of \$9,309 and \$4,562 payable to the Chairperson and Deputy Chairperson respectively. The maximum remuneration payable to any member of the Taumata-a-Iwi is \$9,003, with an additional allowance of \$3,025 payable to the Chairperson. The remuneration payable to any member of the Trust Board or Taumata-a-Iwi is inclusive of meeting travel and personal expenses.

# Appendices

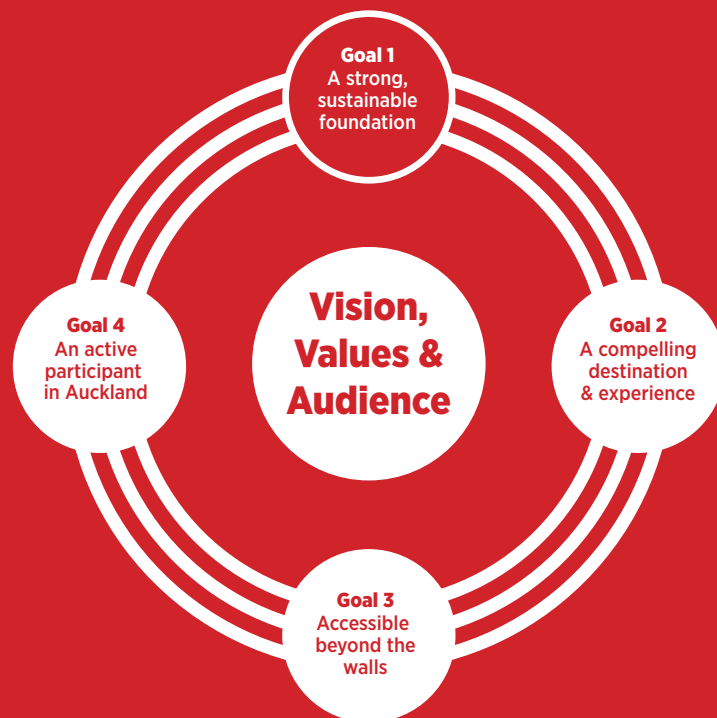
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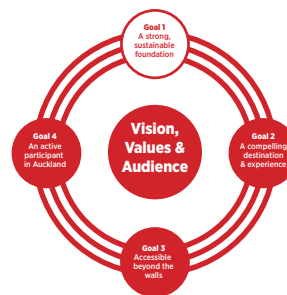
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# Goal 1

a strong, sustainable foundation





**Goal 1 a strong, sustainable foundation**

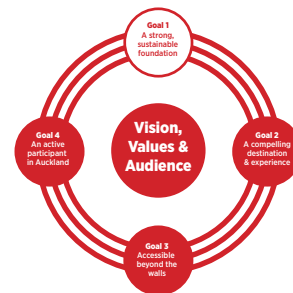
**Standing Objectives\***

MEDIUM TERM GOAL OBJECTIVES 2012/2013 WHAT WE WANT TO ACHIEVE FROM THIS GOAL	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<b>1.1</b> Ensure the preservation, sustainability and development of the Museum’s building, infrastructure and collections for the people of Auckland	An international standard of collection management (e.g. documentation, storage, preservation, acquisition, lending, accessibility) and the infrastructure to support this
<b>1.2</b> Build meaningful relationships and reaffirm partnerships with Maori in the Auckland region and beyond in the context of the Treaty of Waitangi	Strong active relationships with Maori positively influence the Museum’s strategic programme
<b>1.3</b> Honour and safeguard the Museum’s responsibility as a War Memorial	War Memorial collections and programmes play an enduring role in honouring the fallen and in building understanding among new generations
<b>1.4</b> Further develop a positive and creative workplace culture and a strong employment brand which affirms our bi-cultural approach	High quality, engaged, capable and productive staff and volunteers deliver the Museum’s vision and goals in a manner consistent with its values
<b>1.5</b> Strengthen Auckland City’s innovation and creativity by enhancing the Museum’s role as a centre for research, learning and scholarship	An active collaborative and internationally significant research programme connected to the vision and collections
<b>1.6</b> Increase our ability to earn self-generated income	Commercial activities provide revenue and our funding base is strengthened and broadened, through a combination of sponsorship, endowment, partnerships and other fundraising activities

**Change Objectives\***

MEDIUM TERM GOAL OBJECTIVES 2012/2013 WHAT WE WANT TO ACHIEVE FROM THIS GOAL	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<b>1.7</b> Develop 21st Century digital capability across the Museum	Robust technical infrastructure, rich content and capability to enable and strengthen engaging online user experiences
<b>1.8</b> Implement Phase Two of the Master Plan to improve the visitor experience both physically (in galleries and public spaces) and virtually (online and digital)	All projects implemented to international best practice standards, on time and within budget

\* All Objectives are of equal importance  
 Standing Objectives typically also featured in the 2011/2012 Annual Plan  
 Change Objectives are areas of special or new focus for 2012/2013



**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

Implement the programme of building maintenance as detailed in the Heritage Maintenance Plan and improve the environmental footprint for the Museum

**supports objective 1.1**

Commercial offerings deliver financial benefits to the Museum

**supports objective 1.6**

Build a sponsorship, partnership and fundraising framework which identifies a range of relationships and supports Museum objectives

**supports objective 1. 6**

Implement the Maori Partnership Strategy and integrate into the Museum's programmes and operations

**supports objective 1. 2**

Develop a strategy for a nationally distributed collection which is guided by the Maori Partnerships Strategy

**supports objectives 1.2, 1.5, 1.7**

Maori participation and engagement increased through collaborative programme development with Kohanga Reo, Kura Kaupapa, Whare Kura and Whare Wananga

**supports objective 1.2**

**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

**Measurement**

- Complete maintenance on windows and exterior doors identified in the Heritage Maintenance Plan by June 30, 2013
- Reduce total building electrical energy consumption by a minimum of 3% by June 30, 2013
- Introduce a recycling programme for our people and our visitors by October 2012

**Measurement**

- Meet performance targets for the retail store, food and beverage, carpark and venue facilities, as per their 2012/2013 budgets

**Measurement**

- Meet the contractual requirements of current sponsors, to ensure retention, by June 30, 2013
- Secure two new partnerships by June 30, 2013

**Measurement**

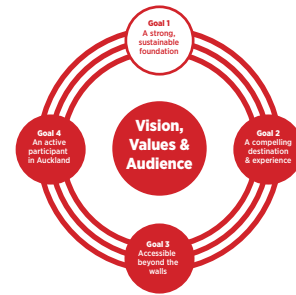
- Implement the strategy's identified milestones by June 30, 2013
- Develop a plan for resolution of provenanced and unprovenanced ancestral human remains by August 31, 2012 and meet identified milestones by June 30, 2013

**Measurement**

- Write and share guidelines by October 31, 2012 to allow for a nationally distributed collection which provides flexibility and tikanga for taonga

**Measurement**

- Document collaborative development processes and programme by August 31, 2012
- Offer at least two new learning programmes by June 30, 2013
- Establish a funded Maori Education internship by June 30, 2013



**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

Enhance Collections Development Policy incorporating acquisition, care, conservation, storage, display, loans and dispersal or deaccession

**supports objectives 1.1, 1.3**

Establish an Auckland Museum Research Centre

**supports objectives 1.1, 1.5, 1.8**

Maintain a programme of scholarships and grants which attract and support research and publication based on the Museum's Library and archive collections

**supports objectives 1.1, 1.5**

Form partnerships with research institutions to conduct a longitudinal study into how museum engagement (onsite, offsite, online) can enhance innovative and creative learning outputs

**supports goals 1.5, 3.5**

Develop a recruitment strategy to ensure a diverse workforce

**supports objective 1.4**

Develop and implement a programme to build Maori participation and capacity

**supports objectives 1.2, 1.4**

Develop flexible workplace practices through effective use of technology and appropriate work tools and spaces

**supports objective 1.4**

**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

**Measurement**

- Develop a Collection Management Action Plan (CMAP) by July 31, 2012 to bring standards of collection storage and care up to international best practice

**Measurement**

- Develop an Annual Research Plan consistent with the Museum's research strategy by July 31, 2012
- By December 31, 2012, an Advisory Group for the Centre is in place and the Centre has a presence on the Museum website

**Measurement**

- Award three grants to researchers/writers by June 30, 2013 for scholarships based on the Museum's Library and archive collections

**Measurement**

- Scope research and timeframes by November 30, 2012
- Agree MOU or contract with research partner by November 30, 2012
- Complete Phase One of study by June 30, 2013

**Measurement**

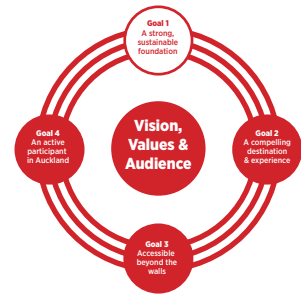
- Recruitment strategy delivered by June 30, 2013

**Measurement**

- Develop measurement programme by July 31, 2012, and meet 2012/2013 programme milestones by June 30, 2013
- Comply with section 19 of the AWMM Act 1996

**Measurement**

- Develop a business case by December 15, 2012 to support the implementation of a flexible workplace strategy and policies




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**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

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Ensure a robust IT infrastructure to support Museum growth and an evolving digital strategy

**supports objectives 1.1, 1.7, 3.4**

---

Implement Phase 2 of Master Plan, addressing gallery renewal, non-gallery visitor facilities, back of house spaces, welcome spaces and transport highways

**supports objectives 1.8, 2.5, 4.5**

---

Future proof gallery infrastructure

**supports objectives 1.8, 2.5**

---

Maintain and enhance annual programmes related to the War Memorial

**supports objectives 1.3, 2.3, 2.5, 4.3**

---

Develop onsite, offsite and online products to prepare the Museum for the WW1 centenary events which begin in 2014

**supports objectives 1.3, 2.6, 3.3, 4.5**

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**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

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**Measurement**

- Develop a Next Generation Disaster Recovery Strategy by December 31, 2012
- Develop full electronic data record management system (EDRMS) information management tools and deploy the knowledge base structure by December 31, 2012
- Ensure a searchable digital asset repository is operational within budget by June 30, 2013
- Expand the Museum fibre network by June 30, 2013 as part of the gallery renewal process, on budget
- Create a business case to upgrade or enhance the Library catalogue software by March, 2013

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**Measurement**

- Develop a phased strategy and budget for approval by July 31, 2012
- Implement Phase 2 on time, on budget, as per identified milestones

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**Measurement**

- Develop a costed plan to integrate all gallery technical systems e.g. sound, audio, PA, visual, lighting by July 31, 2012
- Meet key milestones by June 30, 2013

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**Measurement**

- Achieve identified milestones for onsite and online programmes related to Anzac Day and Armistice Day

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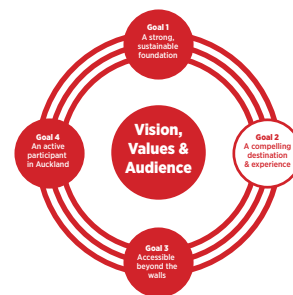
**Measurement**

- Participate in centenary planning with other Museums and the Ministry of Culture & Heritage
  - Ensure at least one online and one physical product is in development by the end of June 30, 2013
-

# Goal 2

## a compelling destination and experience





**Goal 2 a compelling destination and experience**

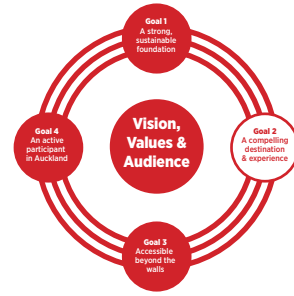
**Standing Objectives\***

MEDIUM TERM GOAL OBJECTIVES WHAT WE WANT TO ACHIEVE	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<b>2.1</b> The Museum is welcoming for children and families from all cultures and backgrounds	Children and families feel included, engaged and feel that the Museum is relevant to them
<b>2.2</b> Maintain and grow existing target audiences and increase representation from under-represented customer segments to better reflect the diversity of Auckland's population	Core target audiences remain engaged and grow. Museum's local audience profile increasingly reflects the demographic makeup of Auckland City (onsite, offsite, online)
<b>2.3</b> Maintain and grow international visitation cementing Auckland's position as a vibrant and engaging international city	The Museum makes a positive contribution to Auckland's tourism industry and is seen as an exceptional "must do" experience for international visitors
<b>2.4</b> Drive the value and awareness of the Museum brand through everything we do	A vibrant Museum brand (supported by campaign and other engagement strategies, relevant and engaging programming) increases awareness, support and visitation so the Museum contributes to Auckland's position as the world's most liveable city
<b>2.5</b> Ensure all Museum visitors and users enjoy quality end-to-end visitor experiences	The visitor experience (onsite, offsite, online) engages users and exceeds their expectations

**Change Objectives\***

MEDIUM TERM GOAL OBJECTIVES WHAT WE WANT TO ACHIEVE	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<b>2.6</b> Deliver experiences that connect audiences to collections and rich content which can be accessed onsite, offsite and online	Visitor programmes and experiences are integrated, accessible and informed by scholarship

\* All Objectives are of equal importance  
**Standing Objectives** typically also featured in the 2011/2012 Annual Plan  
**Change Objectives** are areas of special or new focus for 2012/2013



**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

Ensure Auckland Museum is family friendly to appeal to Auckland’s children and families

**supports objectives 2.1, 4.5**

Ensure the Museum contributes to Auckland’s tourism positioning as a vibrant and engaging international city

**supports objectives 1.5, 2.3, 2.4, 4.1**

**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

Develop programmes and family engagement strategies aligned to the Auckland Plan’s strategic priority: Putting children and young people first

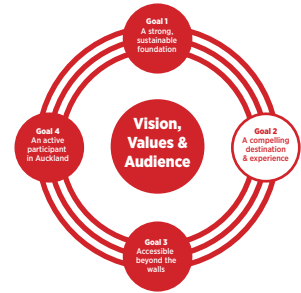
**Measurement**

- Develop and implement a family charter by September 30, 2012 informed by the Kids in Museums programme, UK
- Work with the Auckland Museum Institute to develop a family membership programme which achieves 10% growth year on year
- Increase family visitation, year on year, by June 30, 2013 as measured by the annual Visitor Profile Survey (VPS)
- Deepen engagement with our family audience as measured by VPS and project evaluations

Auckland Museum is an iconic “must do” experience for the international visitor, delivering a compelling tourism experience

**Measurement**

- Develop an international tourism business plan by July 31, 2012 to support the 2012/2013 year
- Continue to collaborate with the RFA Museums of Auckland (MOA) group to deliver joint marketing initiatives
- Be an active member of the International Media Programme (IMP) in 2012/2013 as evidenced by collaboration with ATEED and Tourism NZ
- Develop and implement an additionally charged Pacific attraction to sit alongside the Maori cultural performance by June 30, 2013




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**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

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Deliver integrated programmes and projects which appeal to Museum audiences and fulfill the objectives of the Audience Development Plan

**supports objectives 2.1, 2.2, 2.6 4.5**

---

Ensure Museum audiences have a compelling and satisfying overall visitor experience

**supports objective 2.5**

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**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

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Each seasonal programme to be supported by an approved business case.

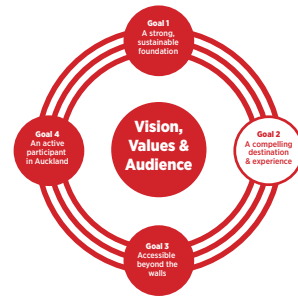
**Measurement**

- Meet all audience objectives set as targets in business cases
- Audience Research Team will develop measurable outcomes for all project business cases
- Develop a business case to support each integrated seasonal programme five months before the season starts
- Develop an integrated Marketing and Communications Plan to support each seasonal programme two months before the season starts
- Achieve business case outcomes for programmes as measured by summative evaluations

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**Measurement**

- Ensure at least 90% of visitor satisfaction ratings (VPS) are in the “good” to “excellent” categories
  - Achieve VPS research results that show at least 95% of visitors are likely to recommend the Museum to others
  - Improve on previous year (2011/2012) VPS results for the cleanliness of the building and the facilities, and the overall quality of the café
-



**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

Drive awareness of the AWMM brand through engaging programming to increase visitation onsite, offsite and online

**supports objectives 2.2, 2.3, 2.4, 3.3, 4.3**

Attract a broad demographic audience profile onsite, offsite and online as outlined by the Museum's Audience Development Strategy

**supports objectives 2.2, 2.5, 2.6, 3.3**

**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

Ensure a vibrant Museum brand and relevant, engaging programming contribute to Auckland's positioning as the world's most liveable city

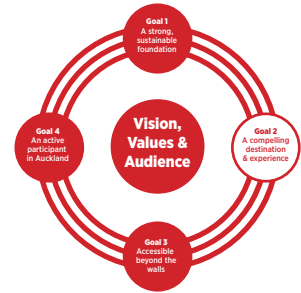
**Measurement**

- Achieve no fewer than 850,000 onsite visits in 2012/2013 as measured by Reveal (visitor recording system)
- Evidence of at least 390,000 onsite visits from Aucklanders as measured by Reveal and VPS
- Evidence of at least 320,000 onsite visits by international visitors as measured by Reveal and VPS
- Evidence of at least 80,000 onsite visits from formal learners – early childhood, primary and secondary students & tertiary students
- Ensure Museum participation at offsite events, festivals and learning programmes reach at least 40,000 people by June 30, 2013
- Evidence that the Museum's websites are used over 900,000 times per year (as measured by online analytical tools)
- Evidence that the Museum's websites are used by over 450,000 people (as measured by online analytical tools)
- Ensure more than 60% of visitors have seen, heard or read about Auckland Museum in the past three months as measured in the VPS

Informed by the Audience Development Strategy, develop authentically-voiced programmes which grow existing markets and increase the diversity of our audience

**Measurement**

- Achieve business case objectives for audience profile as measured by the annual VPS, the annual online VPS and in specific project summative evaluations and formal education visitation data
- Develop a seasonal plan of public programmes as part of integrated programming at least five months in advance of season



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**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

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Deepen the level of engagement of Museum visitors as outlined by our Audience Development Strategy

**supports objectives 2.1, 2.2, 2.5**

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Align and integrate curricula outcomes into programmes and projects in order to maximise school participation and attendance onsite

**supports objectives 2.6, 3.2, 4.4**

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**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

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**Measurement**

- Achieve business case targets for engagement, as measured in the annual VPS and project summative evaluations
- 

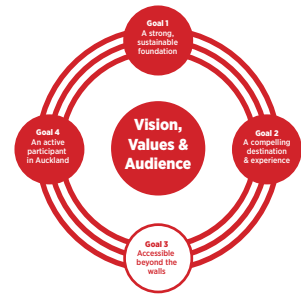
**Measurement**

- Reach school participation objectives as specified in business case
  - Develop teacher resources and training opportunities for all programmatic themes and gallery renewals
  - Develop and deliver at least two new initiatives in collaboration with the early childhood education sector by June 30, 2013
-

# Goal 3

## accessible beyond the walls





**Goal 3** accessible beyond the walls  
**Standing Objectives\***

MEDIUM TERM GOAL OBJECTIVES WHAT WE WANT TO ACHIEVE	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<p><b>3.1</b> Encourage conversations with communities through increasing the exchange of knowledge ideas and dialogue</p>	<p>The Museum continues to invest in programmes which connect successfully with Auckland's diverse communities beyond its physical walls by fostering active two-way communication, collaboration, learning and skill development</p>
<p><b>3.2</b> Ensure Auckland Museum is the partner of choice for learning outside the classroom through collaborative relationships with educational institutions at all levels</p>	<p>Innovative learning programmes are engaging, relevant and valued by educators, parents and students onsite, offsite and online.</p>

**Change Objectives\***

MEDIUM TERM GOAL OBJECTIVES WHAT WE WANT TO ACHIEVE	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<p><b>3.3</b> Extend the Museum's reach beyond the building, with offsite initiatives in South Auckland and other under-represented communities</p>	<p>Within the limitations imposed by the restrained levy, the Museum invests in and successfully connects with communities beyond its physical walls, sharing information and exchanging knowledge online with people of all ages, backgrounds and cultures</p>
<p><b>3.4</b></p> <p>Extend the Museum's reach beyond the building, by making the collections increasingly accessible online</p>	<p>The Museum invests in and successfully connects with communities beyond its physical walls, to be inclusive and accessible to people of all ages, backgrounds and cultures</p>
<p><b>3.5</b></p> <p>Develop new partnerships with other creative and innovative organisations locally, nationally, internationally to enhance the delivery of social and cultural value</p>	<p>The Museum contributes to thought leadership as it partners to contribute its skills and resources to access communities and strengthen the impact of collaborative programmes</p>

\* All Objectives are of equal importance  
 Standing Objectives typically also featured in the 2011/2012 Annual Plan



**2012/2013 ACTIVITIES**  
**WHAT ARE WE GOING TO DO?**

Deliver offsite learning experiences

**supports objectives 1.7, 2.6, 3.2, 3.3**

Make effective use of e-learning networks and relevant technologies (e.g. video conferencing) to promote open access to and enable self-directed discovery and use of Museum content

**supports objectives 1.7, 2.6, 3.4**

Increase the level of Museum collections and content accessible online by creating and publishing online digital images of collection objects and specimens

**supports objectives 1.7, 2.6, 3.4**

Create digital content based on Museum's collections

**supports objectives 1.7, 2.6, 3.5**

Stimulate and respond to public enquiries based on the Museum's collections, images, information resources and expertise

**supports objectives 2.5, 2.6, 3.1**

**2012/2013 PERFORMANCE MEASURES**  
**HOW WILL WE MEASURE OUR 2011/12 PERFORMANCE?**

**Measurement**

- Develop an integrated outreach plan by December 31, 2012 in partnership with community and/or educational organisations
- Develop at least one programme at offsite locations in the Auckland region by June 30, 2013
- Deliver 20 sessions through the Auckland Libraries network by June 30, 2013, a 25% increase on 2010/2011
- Reach at least 25,000 people at offsite events, festivals and learning programmes by June 30, 2013

**Measurement**

- Document evidence of Auckland e-learning community collaboration resulting in at least two new initiatives by June 30, 2013
- Create a collaborative digital transmission channel (such as video conferencing) by June 30, 2013
- Ensure at least 50% of collection items have geo-coordinated data by June 30, 2013

**Measurement**

- Achieve approval of an Annual Digitisation plan by July 31, 2012
- Ensure at least 50% of collection items and digital content assets have clear and accurate rights and licensing statements
- Publish 20,000 digital images of collection objects and specimens online by June 30, 2013
- Publish 20,000 digitised items from the Museum pictorial collections to agreed image specifications by June 30, 2013

**Measurement**

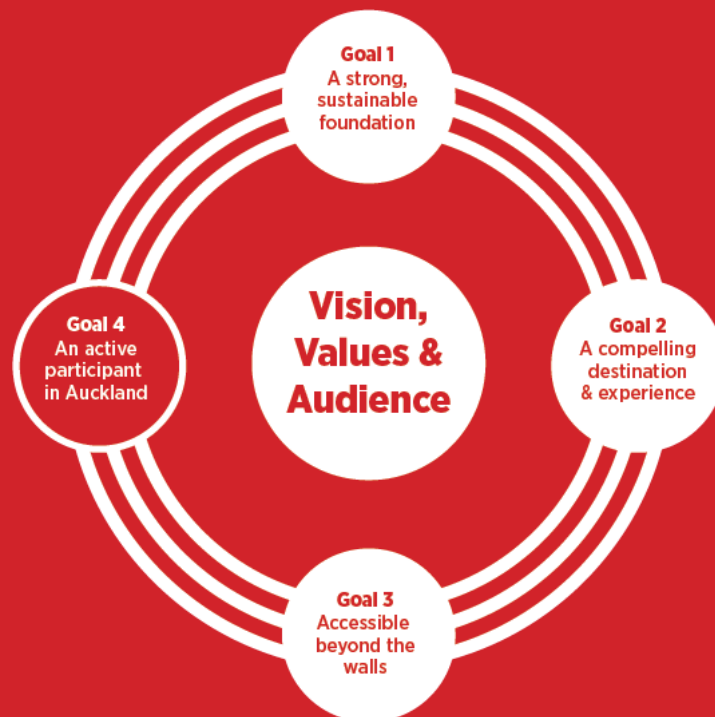
- Co-develop with a technology, industry or cultural partner at least one product that uses Museum digital content by June 30, 2013

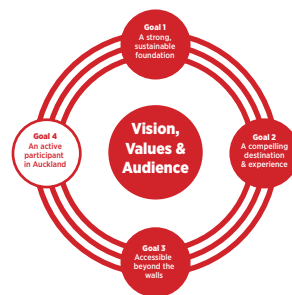
**Measurement**

- At least 24,000 onsite and email enquiries responded to
- At least 1000 images supplied in response to requests from the public
- 85% of requests replied to within five working days

# Goal 4

## active participant in Auckland





**Goal 4** active participant in Auckland  
**Standing Objectives\***

MEDIUM TERM GOAL OBJECTIVES WHAT WE WANT TO ACHIEVE	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<p><b>4.1</b> Promote effective relationships between Auckland’s creative arts, cultural, heritage and tourism sectors</p>	Active working relationships deliver improved visitor experiences, fiscal efficiency and collaborative work practices
<p><b>4.2</b> Play an active role in building collaborative partnerships between Auckland regional research-based organisations and the international academic, arts and culture creative sectors</p>	Research outputs based on the Museum’s collections and expertise make a valuable contribution to the community and to the body of knowledge about the Museum’s collections.
<p><b>4.3</b> Provide civic, social and meeting spaces for Aucklanders – onsite, offsite and online</p>	The Museum schedules and provides a safe space for thought-provoking debates and the exchange of ideas, and actively contributes to issues of importance to Auckland

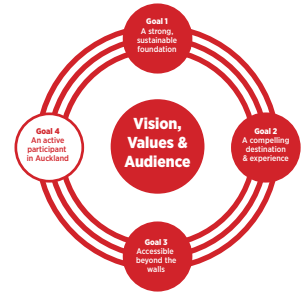
**Change Objectives\***

MEDIUM TERM GOAL OBJECTIVES WHAT WE WANT TO ACHIEVE	MEDIUM TERM GOAL OUTPUTS WHAT THE RESULT WILL BE WHEN WE'VE ACHIEVED IT
<p><b>4.4</b> The Museum contributes to Auckland City’s vision of becoming the world’s most liveable city by aligning its activities with regional goals for families, learning, creativity and tourism</p>	Museum programmes enhance Auckland as a great place to live and visit
<p><b>4.5</b> Make the Museum inclusive and accessible for Aucklanders across the city</p>	Understand Museum’s existing visitors and respond by reducing the barriers to access for non-visitors to ensure that the Museum is as inclusive as possible for all Aucklanders
<p><b>4.6</b> Work with others to improve the visitor experience in the Auckland Domain as it becomes part of Auckland City’s Green Link</p>	An improved experience for Museum visitors in the Auckland Domain

\* All Objectives are of equal importance

Standing Objectives typically also featured in the 2011/2012 Annual Plan

Change Objectives are areas of special or new focus for 2012/2013




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**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

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Develop an Audience Research Unit to ensure that Auckland Museum, its programmes and lifelong learning are accessible onsite, offsite and online

**supports objectives 2.6, 4.5**

---

Work with Auckland Council, RFA and other CCO's to achieve great results for the people of Auckland

**supports objectives 2.3, 2.4, 3.3, 4.4**

---

Regular, meaningful dialogue and collaboration with cultural arts, tourism and heritage organisations and international arts, research and cultural bodies

**supports objectives 1.2, 1.3, 3.5, 4.1**

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**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

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**Measurement**

- Produce evidence that the research function is integrated into the planning of audience-facing programmes and projects at their inception
- Develop an Annual Plan of Research Activity for the 2012/2013 year by July 31, 2012 to support business initiatives onsite, offsite and online
- Implement Annual Plan of Research Activity as per identified milestones by June 30, 2013
- Evidence of research findings being shared with Museum colleagues and relevant stakeholders through presentations and knowledge sharing

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Work in collaborative forums to achieve a result for culture, creativity and science in Auckland

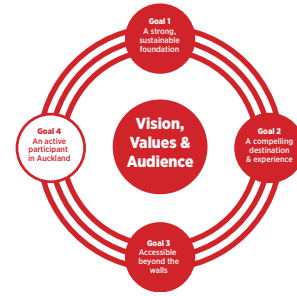
**Measurement**

- Participate in RFA collaborative forums and share expertise across a range of disciplines e.g. marketing, research, digital media
- Develop at least one visitor programme linked to another CCO member organisation during 2012/2013
- Produce evidence that online performance and user metrics are documented, analysed and shared during 2012/2013
- Provide programming at a minimum of at least four city-wide events/festivals such as Matariki
- Develop at least one Museum based school-to-work/school-to-tertiary study transition programme by June 30, 2013

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**Measurement**

- Participate in national and international cultural and heritage bodies or working groups such as the National Digital Forum and active involvement in Museums Aotearoa and AHLAG (Auckland Heritage, Librarians and Archives Group)
  - Present and attend national and international conferences to share and gain knowledge and expertise with the industry
  - Develop at least one international joint project in advance of WW1 centenary
-




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**2012/2013 ACTIVITIES**  
**WHAT WE ARE GOING TO DO**

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The Museum is seen as a good citizen of Auckland  
**supports objectives 4.2, 4.3, 4.5**

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Work with Auckland Council to improve the experience visitors have in the Auckland Domain and ensure access to Auckland Museum is inclusive to all  
**supports objectives 1.3, 1.6, 4.6**

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Deliver programmes to enhance Museum's position as the place where issues of importance to Aucklanders are discussed  
**supports objectives 3.1, 4.3**

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Enrich Museum knowledge and records of its collections by engaging community sources of expertise within Auckland  
**supports objectives 1.1, 1.5, 3.1, 4.2**

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**2012/2013 PERFORMANCE MEASURES**  
**HOW WE WILL MEASURE OUR PERFORMANCE**

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**Measurement**

- Develop a strategy by October 31, 2012 which enables staff to contribute to creative and arts sector and charitable causes in Auckland
- Award three pro bono venue waivers to selected charities during the 2012/2013 year

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**Measurement**

- Partner with Auckland Council to improve the preservation and care of Auckland's War Memorial Cenotaph
- Maintain and improve way-finding signage to the Museum by June 30, 2013
- Advise Auckland Council on how public transport can be improved to ensure access to the Museum is inclusive for all

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**Measurement**

- Develop and implement of an ongoing programme of lectures, symposia and events as evidenced by publication of seasonal programmes

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**Measurement**

- Identify three projects by July 31, 2012
- Design and get approval for engagement plans by December 31, 2012
- Enhance database records by June 30, 2013

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# **Funders, Partners and Sponsors**

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## FUNDERS, PARTNERS AND SPONSORS

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### FUNDERS

Regional Facilities Auckland

Auckland Council



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### PARTNERS

Auckland Museum Institute

Museum Circle Foundation



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### SPONSORS

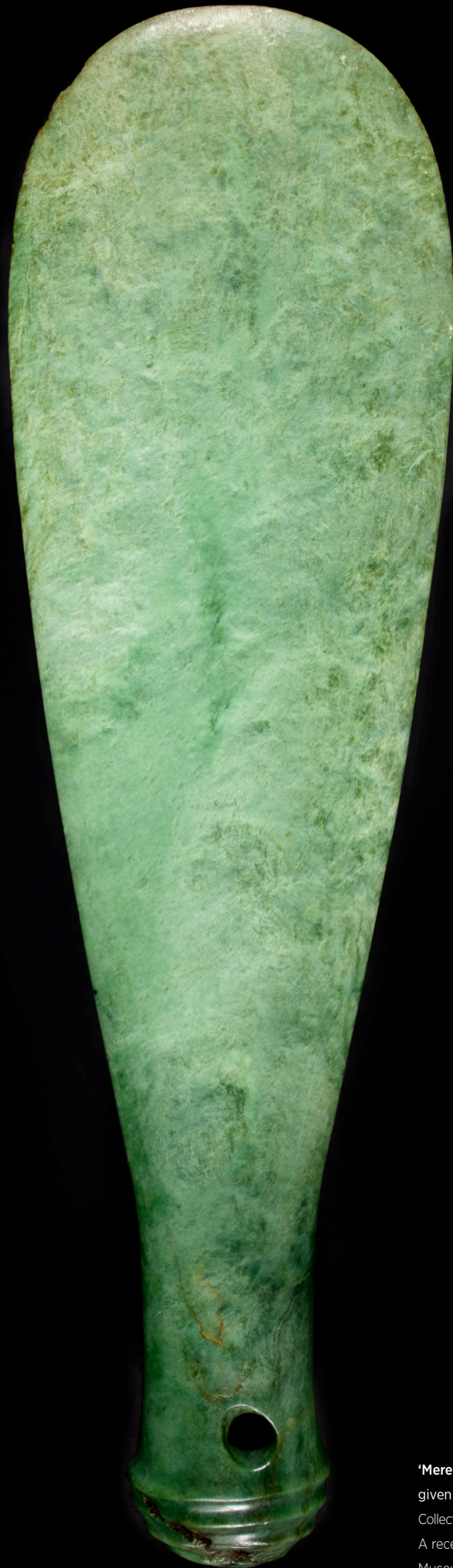
Stevenson Group

The Radio Network

ECC

NZ Bus





**'Mere Pounamu'** – associated with Hongi Hika and given to Mary Marsden in 1830.

Collection of Auckland Museum Tamaki Paenga Hira (2012.1.1)

A recent acquisition made possible by the Auckland Museum Circle Foundation.



[www.aucklandmuseum.co.nz](http://www.aucklandmuseum.co.nz)