

**Delivering on
the Auckland Plan**

**Annual Plan
2014/2015**

AM

TAMAKI PAENGA HIRA
AUCKLAND WAR MEMORIAL MUSEUM

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Introduction

“...act at all times in the interests of the museum rather than in the interests of the body appointing them”

Auckland War Memorial Museum Act (1996)

The Auckland Museum Trust Board has a statutory obligation to make the case for sufficient funding for the museum, to enable it to respond to the growing market and to continue to deliver high quality services for the diverse population of Auckland.

**Te whānau, Tāmaki Paenga Hira
Te Moananui-a-Kiwa, Aotearoa
Te karanga o te manu, hui hui mai tātou**

He oranga tangata Ka Ao: Enriching Lives, Inspiring Discoveries

It is our pleasure to present the museum’s Annual Plan for 2014/15. It expresses our commitment to the Auckland Plan and it responds to the ambition of Auckland Tamaki Makaurau to be the “world’s most liveable city”.

Our Annual Plan meets the challenges of a city that spans 100 kms with an increasingly diverse and expanding population that has grown by 8% since 2006. Demand for what we do is increasing. We are reaching ‘beyond the walls’ to more Aucklanders every year. We are a must-see destination for tourists and we are achieving record levels of audience approval.

In fact, over the past year visitation by Aucklanders has increased 17%; tour group numbers 22%; and online demand 17%. In that period we have cut energy costs by a further 19% (a total of 40% since cost-reduction started) and made big gains in productivity, innovation and sustainability.

Our Plan brings to life *Future Museum* - a 20 year vision created with the input of many Aucklanders. Its purpose is to enhance public value for a growing city and provide resources for the steadily rising levels of participation on site, off-site and online. It increases the priority to care for the collections, nourish expertise and engage more widely. It has extended the capacity for research and scholarship; introduced He Kōrahi Māori – a Māori dimension – developing the museum’s role as kaitiaki for taonga, connecting across Aotearoa; and Teu le Vā, a plan for Pacific engagement.

As the centenary of the First World War dawns, the museum has a responsibility to be a place of remembrance for those who gave their lives and those whose lives were changed forever. Our commemorations recognise the incomparable contribution made by New Zealand. Titled *He toa taumata rau: Courage has many resting places*, our programme is a partnership with Auckland Council. We are a civic space for all, where “we will remember them”.

Our Plan assumes an increase in Levy of 2.5%. The museum is committed to making the most efficient use of the Levy to meet substantially increased demands from the public. Costs are under firm control, with prudent spending and award-winning innovation. We are continuing to act responsibly and with respect for the natural environment. We are deeply grateful for the city’s investment and the loyal support of Aucklanders; for the work of those who represent them, Auckland Council and Regional Facilities Auckland; and for the backing of our many other supporters, not least more than 280 volunteers. We also appreciate and acknowledge the support of Auckland Council in relation to a special grant for WWI joint programming of \$150,000.

Like our city, we are aiming high; fit for “the world’s most liveable city”.

Nāku noa, nā

Dr William Randall
Trust Board Chairman

Bernard Makoare
Taumata-ā-Iwi Chair

Roy Clare CBE
Director

Auckland War Memorial Museum Fit for the Future

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 people, lands and seas

Our Guiding Principles

Mana whenua

Our strong partnerships with Auckland iwi form the foundation for our relationships with other iwi and communities

Kaitiakitanga

We provide care for and access to collections and stories entrusted to us

Manaakitanga

We welcome all our visitors with care and generosity to provide great experiences

Our Values

Relevant, Connected, Inspired, Innovative and Respectful

Our Goals

A strong, sustainable foundation

A compelling destination and experience

Accessible beyond the walls

Playing our part among leaders in Auckland



Auckland Museum: Delivering on the Auckland Plan

Auckland is an ambitious city. It spans 100kms and its population is diverse and growing.

Auckland War Memorial Museum's Annual Plan 2014/2015 rises to these challenges with specific additional measures.

We are also maintaining imaginative programming, prudent spending, award-winning energy-efficiency and innovation.

We are reaching 'beyond the walls' to more Aucklanders every year; a destination for tourists; achieving record levels of audience approval.

At the heart of the 'liveable city', we offer world-class value for Auckland's ratepayers.

Statutory Obligations

The Auckland War Memorial Museum Act (1996) places obligations on the Trust Board to "*act at all times in the interests of the museum rather than in the interests of the body appointing them*", with specific duties and functions 'to adequately maintain, manage and develop the museum; to take such actions as it considers necessary or desirable to further stated objectives', including:

- Present the history and environment of Auckland, New Zealand and the South Pacific
- Be Auckland's War Memorial
- Encourage the spirit of goodwill and partnership envisaged by the Treaty of Waitangi
- Celebrate the rich cultural diversity of Auckland and its people
- Conserve the heritage of the museum
- Educate, enrich lives and promote well-being
- Advance and promote cultural and scientific scholarship and research
- Lead through professionalism, innovation and partnership
- Supplement ratepayer funding through compatible revenue-producing activity and fundraising

As a result of its prudence, Auckland Museum Trust Board accesses only 39% of the Levy available to it under the statutory formula in the Act.

The Auckland Museum Trust Board has a statutory obligation to make the case for sufficient funding for the museum, to enable it to respond to the growing market and to continue to deliver high quality services for the diverse population of Auckland.

2013/2014 Funding Auckland's Museum

Auckland Council approved a 2.5% increase in the ratepayer funding for 2013/2014, less than the museum's original bid of 3.7%. To protect public programmes, the museum has responded by:

Putting renewed effort into achieving self-generated income

- An admission charge for international tourists was introduced on 1 October 2013
- Venue hire revenue will increase by more than 25% and car park revenue by 8%

Reviewing spending and producing hefty savings through environmental innovation

- By December 2013 the museum expects to achieve a 40% reduction in carbon emissions in just three years
- The government awarded the museum a coveted 2013 Green Ribbon Award for its sustainability programme, producing savings of \$340,000 in 2013
- Through continuing emphasis on building a positive culture in the workforce, the cost of unplanned absences was reduced by 30%

Reallocating resources

- \$2.4 million reallocated from Trusts and Bequests and Reserves towards special projects in 2013/14 that build the museum's professional capacity. In making such funds available from time to time, the Trust Board exercises prudent judgement about overall sustainability

Maintaining headway in line with the museum's published vision, *Future Museum*;

- Preparatory work has continued to plan the drawdown of the Asset Replacement Reserve, which exists to keep pace with growth and modernise the museum's capital infrastructure

Delivering exceptional results for the city of Auckland, for Aucklanders and visitors to the city

- 17% more Aucklanders visited, tour group visitation grew 22% and online visitation increased 17%
- 41,000 students came to the museum on school trips, and over 160,000 people visited the *Moana - My Ocean* exhibition
- 275 active volunteers gave the museum 25,000 hours – a wonderfully generous and much appreciated expression of support
- Surveys showed 99% of visitors would recommend the museum

2014/2015

Funding a museum fit for Auckland's future

Auckland is growing. People are expecting more. They are increasingly engaging onsite, online and in the community. The museum recognises the need for restraint; recent efficiency gains will be maintained and further economies are being made. But the market is expanding rapidly. As a result our plan is built on a 2.5% increase in Levy.

Without an increase in Levy, we will fall short in responding to demographics:

Our Plan recognises a changing city: broadens the reach of the museum; increases access to a more diverse range of Auckland communities; enables us to engage people in sharing the stories of their place; helps develop a sense of identity in a growing, complex environment.

- We envisage the creation of a mobile pop-up display and learning space, to be toured with public programming to communities that struggle to visit the museum due to distance and travel cost
- We will be able to resource a plan to include all 55 of Auckland's libraries in a museum learning programme, with some libraries being visited more than once during the year
- At least 1,000 Aucklanders will be reached each month by our offsite educational programmes, in addition to the thousands engaged with at Auckland-wide festivals such as Pasifika and Polyfest
- A steadily increasing percentage of Auckland's collections will become available online (currently under 4%)

Without an increase in Levy, we will fall short as kaitiaki for taonga:

Our Plan prioritises care for our collections, nourishes our research expertise, embraces He Korahi Māori (a Māori dimension), acts on a Pacific engagement plan – Tue le Vā – and celebrates the rich diversity of the city.

- The museum is kaitiaki for taonga connected to people across Aotearoa New Zealand; co-development is a principle in the era of Treaty Settlement. It is essential to increase focus on He Korahi Māori; to strengthen Māori and iwi partnerships
- We plan to further open up the taonga collection through investment in the Te Awe carving store project, to increase participation and collaboration with Māori
- The museum will play a stronger leadership role in enabling Tāmaki Makaurau Iwi and Māori communities in Auckland to tell their unique stories of this region in a way that resonates and excites other Aucklanders and visitors to the city
- There will be increased resourcing of the museum's research programme to expand knowledge about Auckland's collections, not least the Pacific collections

Without an increase in Levy, we will fall short as leaders in a 'liveable city':

Our Plan recognizes the importance of our role as Auckland's War Memorial as the centenary of WWI is marked; and the significance of the museum at the heart of the city, as a civic partner in wide range of endeavours that develop the vision for a 'liveable city'.

- Auckland Museum will be able to partner with Auckland Council and others to resource a programme of activity to mark the centenary of WWI
- The museum will make a matching contribution to secure significant external funding from the Lottery Commission for its WWI legacy project to benefit people
- Progress will be maintained on the redevelopment of the Cenotaph database, New Zealand's national online memorial, recording and sharing the stories of servicemen and women and their contributions to New Zealand involvement in conflict
- The museum will present opportunities for participation in a public programme that celebrates Auckland's stories and marks Auckland's 175th anniversary in 2015
- We can make further improvements to earthquake resilience, fire safety and pest control feature as part of activity to preserve and care for the museum's iconic building
- We will make further leadership contributions to the development of an arts and cultural strategy for Auckland; we are ready to partner with other museums in ways that reduce total overhead costs and increase professional capacity
- We will be a major partner in the purpose-built collections hub in Manukau being developed by Te Papa
- We will resource a reinvigoration of the daily Māori Cultural Performance to add to Auckland's reputation as a leading tourist destination, while increasing revenue for the museum

Without an increase in Levy, our performance will fall short:

- Accordingly, the Annual Plan 2014/2015 is built on a 2.5% increase in the ratepayer Levy, in line with demand, serving all the people of Auckland, right across the city
- The Annual Plan will enable the museum to reach an even more diverse range of communities, increasing access where geography, distance or travel cost are barriers

Our track record of prudent spending and award-winning innovation inspire confidence that the people of Auckland will experience outstanding benefits from the investment.

Goals, Themes, Activities and Performance Measures

Goal One – A strong sustainable foundation

Auckland War Memorial Museum supports the aspirations of the Auckland Plan. Specifically, given sufficient investment, we will continue to respond to the growth and increasing diversity of the City. We will prioritise Māori partnership and co-development aspirations, extending community engagement with taonga. We will safeguard the mauri and wairua of Auckland's collections. We will build the capacity of our staff and volunteers to provide high-quality, sustainable services for the public. Implementation of *Future Museum*, our long-term strategic plan, will deliver a museum fit for Auckland's future as a 'liveable city'. Our investment in research will strengthen Auckland's capacity and reputation for innovation.

1.1 INCREASE SUSTAINABILITY		
WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Increase self-generated revenue and continue to focus on operating efficiently.	Explore options for new revenue generation and deliver increased self-generated revenues year on year.	Meet performance targets for all revenue generating commercial activities as per the annual plan.
	Continue towards the achievement of a "green museum".	Retain CEMARS certification by reducing carbon emissions by at least 2.5% in the 2014 calendar year.
1.2 BUILD CAPACITY IN OUR PEOPLE		
WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Build an organisation with capacity to deliver <i>Future Museum</i> .	Increase the cultural capability and capacity of the museum to reflect He Korahi Māori aspirations.	Implementation underway by June 2015 of a training plan for our people, targeting front-of-house and volunteers so that they can embody the concept of manaakitanga to all our visitors.
	Reflect the diversity of Auckland's communities and our visitors through our people and volunteers.	Review and deliver an improved recruitment and talent management strategy in the first quarter of 2014/15.
	Continue to build organisational capability through investing in our people.	Create by July 2015 a report showing how the approved 2014/15 training and development budget and planned activity produced improved organisational capability during 2014/15.

1.3 KAITIAKI OF OUR BUILDING AND COLLECTIONS		
WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Care for our buildings and collections.	Care for our heritage building.	Implement on time and on budget the capital projects identified in the Heritage Asset Management Plan.
	Develop, care for and preserve Auckland's collections.	Implement on time and on budget the identified projects in the <i>Future Museum Collections Storage Optimisation Plan</i> , in order to increase the quality of care given to collection items and space usage efficiency.
	Demonstrate the museum's capacity as a centre for research scholarship, learning and museum practice.	Demonstrate the work of the museum's Research Centre through: <ul style="list-style-type: none"> • Collaborative partnerships and internships that take place as per Memo of Understanding commitments. • Museum staff and research associates are published in a variety of NZ and international peer-reviewed research publications. • Development of exhibition, gallery and online content in relation to <i>Future Museum</i>.
	Continued focus on collaborative partnerships with whānau, hapū and iwi.	Evidence of collaborative partnerships, including working with whānau, hapū and iwi over new ways for engagement with taonga with specific projects to be identified and referenced.
1.4 PLAN FOR THE FUTURE		
WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Plan for investment in <i>Future Museum</i> to create a museum for Auckland's future.	Progress <i>Future Museum</i> master planning.	Approval of a draft capital plan and preliminary budget by July 2014. Completion of a physical master plan including draft sequencing and operational implications by December 2014. By June 2015, the Trust Board will approve concepts for long-term gallery renewals, notably Pacific and Māori galleries and treasures of Auckland Museum and stories of Auckland.

Goal Two – A compelling destination

Given sufficient investment, Auckland War Memorial Museum will help deliver the Auckland Plan by increasing the number and diversity of Aucklanders actively participating in culture and the arts. We will respond to the latest demographic data, to enable participation by people of all backgrounds from right across the City. As a “must-see” for visitors to Auckland, the museum will continue to be positioned as a vibrant, leading component of the tourism market. We are working jointly with Auckland Council to prepare to commemorate the centenary of the First World War; we are shaping programmes to mark 175 years since the Treaty of Waitangi and founding of Auckland; and we will continue to be active partners with iwi, Māori and Pacific communities, welcoming more of them to the work of the museum.

2.1 MAKE AUCKLAND MUSEUM ACCESSIBLE TO ALL AUCKLANDERS		
WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Increase the number of Aucklanders actively participating in culture, science and the arts.	Deliver programmes that attract families and adults from Auckland's diverse range of cultural and ethnic backgrounds.	By June 2015 implement plans for public programmes and exhibitions which will grow existing audiences and engage currently under-represented communities. Deliver a minimum of 672,000 onsite visits by Aucklanders.
	Make it easier for people to physically access the museum and domain.	Develop a strategy by July 30, 2014 to promote awareness and work collaboratively with key stakeholders for better public transport to the museum, and produce evidence in June 2015 the strategy was implemented.
	Increase access for young people through attracting and engaging Auckland's youth.	Grow by 5% the number of school-age students participating in the museum's innovative onsite school programme, and increase by 2% the number of 15-25 year olds taking part in museum youth programming onsite and offsite.

Engage Aucklanders in their museum of the future.	Seek input from Aucklanders into the stories that will be told as part of <i>Future Museum</i> .	Pilot by June 2015 at least two different approaches designed to inform gallery and public programme development.
	Use the Māori Carving Store Project as an enabler and exemplar of a new approach to collections access.	Through strong partnership with the communities, develop a framework for a new model of engagement with whānau, hapū and iwi to enhance mātauranga Māori and knowledge about taonga Māori. Co-develop the Māori Carving Store Project as evidenced by a pilot project with designated iwi.

2.2 PLAY OUR PART IN CEMENTING AUCKLAND'S POSITION AS AN INTERNATIONAL CITY

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Make a valuable contribution to Auckland's tourism industry.	Work collaboratively with Auckland Council, Regional Facilities Auckland (RFA), Auckland Tourism, Events and Economic Development, Waterfront Auckland and other partners to highlight the importance of cultural tourism and contribute to Auckland's sense of place.	Participation in at least 3 city-wide activities which help position Auckland as the world's most liveable city.
	Ensure that <i>Future Museum</i> delivers authentic premium experiences which attract and engage tourists by working with partners to ensure Auckland's Pacific and maritime history is fully expressed.	Co-creation of a concept document developed with other partners e.g. Voyager Maritime Museum and others.

2.3 A COMPELLING DESTINATION FOR ALL VISITORS

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Deliver quality experiences for all visitors.	Ensure all visitors have an outstanding visitor experience.	Achieve Visitor Profile survey research results which show that at least 95% of visitors are likely to recommend the museum to others. Ensure at least 90% of visitor satisfaction ratings are in the good to excellent categories. Implement Phase 2 of the Wayfinding Improvement Plan by June 2015.
	Deliver innovative and customer-driven programming.	All programming business cases clearly identify their target audience(s). Ensure Māori onsite visitation reflects the demographics of Auckland's population.

Goal Three – Accessible beyond the walls

Auckland War Memorial Museum is enabling the goals of the Auckland Plan, which recognises that the population of Auckland spans 100kms. Given sufficient investment, we will continue to develop the scope and content of our outreach, wherever possible in partnership. Specifically, we will extend the priority we already give to reaching Aucklanders disadvantaged through physical distance from The Domain; and we will continue to develop programmes offsite, for example in conjunction with libraries. We will build up further the infrastructure and capacity of our digital services online, so that people can participate wherever they may live in the City; and so that our digital content is available to more places of learning. We will continue to increase access to the collections so that people can interpret what they find and be inspired to discover and know more.

3.1 MAKE THE MUSEUM'S COLLECTIONS MORE ACCESSIBLE TO MORE PEOPLE ONLINE

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Operate efficiently through best practice digital infrastructure.	Ensure digital infrastructure is in place to support <i>Future Museum</i> .	Make the Electronic Document and Record Management System operational by October 2014.
		Make the Digital Asset Management System operational by December 2014. Upgrade the content and visual design of the website aucklandmuseum.com by October 2014. Implement the refreshed Library Management System by June 2015 in order that increased customer access and operational efficiencies can be delivered.
Increase vibrant and compelling content online.	Strengthen the knowledge and potential of our collections for greater public access.	Develop and embed an eLearning component in 70% of schools' programmes. Increase access to our collections online, as per priorities in the Collections Readiness Plan.

Create dialogues with online audiences.	Build capability for online users to contribute information about Auckland's collection via two-way dialogue.	Increase visitation to aucklandmuseum.com to 450,000 visits. Increase the amount of content uploaded by Cenotaph II database users compared to the prior year. Increase the number of Facebook 'likes' and Twitter followers compared to the prior year.
	Engage with iwi and Māori on a range of projects to increase access to and engagement with collections.	Make more digital content of taonga available online than was achieved in 2013/14.

3.2 MAKE THE MUSEUM'S COLLECTIONS MORE ACCESSIBLE TO MORE PEOPLE OFFSITE IN THEIR COMMUNITIES

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Engage communities offsite across the vast geographic region of Auckland and beyond.	Develop and implement a vibrant and relevant outreach programme.	Deliver visitation target of engaging at least 16,000 people offsite. Achieve by June 2015 the milestone of an agreed 2014/15 calendar of outreach activity.
	Work in partnership to engage communities offsite.	Increase the visibility and value of the outward loans programmes, via strategically significant partnerships including those with iwi, hapū and whānau, measured by evidence of successful stakeholder communications. Creation of an outreach project in South Auckland with MIT and their Pasifika Centre as a base by June 2015.

Goal Four – Active participant in Auckland

Auckland War Memorial Museum is already actively supporting the aspirations of the Auckland Plan. Culture and the arts have the potential to underpin Auckland's aspirations as a "liveable city" and the museum is committed to helping enable strategies for delivering the promise. We will continue to be strong advocates for the many benefits of museums. Given sufficient investment, we will continue to add cultural, social and economic value for all Aucklanders; we will nourish especially the life-changing social outcomes that are known to be achievable for individuals and across communities. As Auckland's War Memorial, we will continue to honour those who have made the ultimate sacrifice and those who served; and we will maintain the tradition of providing highly-prized civic spaces for reflection and commemoration.

4.1 BE AUCKLAND'S PLACE OF COMMEMORATION AND CEREMONY

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Take a leadership role in partnership with Auckland Council in commemorating the sacrifices made in the context of war, both at home and abroad.	Develop with partners an annual plan of commemoration which supports the city's programme of activity.	Delivery of Year 2 of the 5 year WWI Centenary Programme in collaboration with partners. An annual exhibition over the course of the Centenary Programme. Work with partners to deliver on an engaging programme of activity to support the commemoration of Gallipoli in 2015. Actively participate on the Steering Group of the Auckland Council-led WWI Memorial Programme in Auckland Domain.
	Lead the national cenotaph digital database programme and launch it by June 2015 (funding dependent).	Launch the Cenotaph II project online (funding dependent).

4.2 DEMONSTRATE LEADERSHIP IN ALL THAT WE DO

WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Demonstrate thought leadership in the many industries and disciplines the museum participates in.	The museum will demonstrate thought leadership in areas of core competencies.	Museum staff to demonstrate leadership through participation in: <ul style="list-style-type: none"> • local and national collaboration e.g. working groups, industry forums • industry boards • public presentations • presentations at local, national and international conferences.

4.3 ADVOCACY & COLLABORATION		
WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Create advocates for the museum's role in the city through ongoing communication and collaboration.	Engage with Council, Council-controlled organisations (CCOs) and local boards so that information can be shared about the contribution of the museum in making Auckland the world's most liveable city.	Evidence of engagement with Council, CCOs and local boards, for example presentations, submissions and meetings.
Continue to advocate for the social return on investment arts and culture have on the lives of communities, families, people and especially young people.	Work with Auckland Council, RFA, Ministry of Culture and Heritage and other partners to advance thinking on the social return of investment, in art, science and culture, of museum programmes.	Evidence the museum has been active in advocating for increased "social return awareness" through its own actions and in partnership with other institutions.
Lead collaboration within the industry through working alongside other arts, cultural, science and leading research institutions.	Partner with others to actively contribute and shape city discussions.	Demonstration of partnership, collaboration and shared projects with institutions in Auckland and around NZ.
4.4 SPACE FOR IDEAS AND DEBATE		
WHAT WE ARE GOING TO DO	HOW WE ARE GOING TO DO IT	MEASURED BY
Provide a forum for discussion and debate for issues of civic interest.	Engage Aucklanders in issues of importance for them.	By September 2014, develop programming focused on "Stories of Auckland" which supports the city's wider programme of activity for Auckland 175. Develop and implement an ongoing programme of lectures, symposia and events as outlined in the annual plan for public programmes.

Financial Summary and Commentary

SUMMARY	2012/13 ACTUAL \$000s	2013/14 BUDGET \$000s	2014/15 PLAN \$000s	2015/16 INDICATIVE \$000s	2016/17 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Cost of activities					
Maintenance and management	24,656	26,353	27,254	28,144	28,980
Asset replacement (including depreciation)	8,478	8,524	8,694	8,868	9,045
Total maintenance and management	33,134	34,877	35,948	37,012	38,025
Less revenue producing activities	6,421	7,769	7,957	8,040	8,040
Net cost of activities	26,713	27,108	27,991	28,972	29,985
New capital expenditure	-	200	-	-	-
Net cost of activities and new capital expenditure	26,713	27,308	27,991	28,972	29,985
Total levy	26,641	27,308	27,991	28,972	29,985
Excess (Shortfall)	(72)	0	0	0	0

COST OF ACTIVITIES	2012/13 ACTUAL \$000s	2013/14 BUDGET \$000s	2014/15 PLAN \$000s	2015/16 INDICATIVE \$000s	2016/17 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Maintenance & management					
Strong Sustainable Foundation	16,175	16,846	17,278	17,487	16,696
Accessible Beyond the Walls	1,391	2,645	2,708	2,740	2,772
Compelling Destination & Experience	3,563	3,831	3,594	3,637	3,681
Active Participant in Auckland	3,527	3,031	3,674	4,280	4,831
Asset replacement (including depreciation)	8,478	8,524	8,694	8,868	9,045
Total cost of activities	33,134	34,877	35,948	37,012	38,025

REVENUE

PRODUCING ACTIVITIES

YEARS ENDING 30 JUNE	2012/13 ACTUAL \$000s	2013/14 BUDGET \$000s	2014/15 PLAN \$000s	2015/16 INDICATIVE \$000s	2016/17 INDICATIVE \$000s
Interest revenue	596	540	580	580	580
Grant revenue	498	292	302	300	300
Admissions	689	1,051	1,367	1,400	1,400
Commercial operations	3,386	5,006	4,753	4,800	4,800
Sundry income	1,192	830	904	910	910
Special exhibitions	60	50	50	50	50
Total revenue producing activities	6,421	7,769	7,957	8,040	8,040
Net cost of activities	26,713	27,108	27,991	28,972	29,985

CAPITAL EXPENDITURE

YEARS ENDING 30 JUNE	2012/13 ACTUAL \$000s	2013/14 BUDGET \$000s	2014/15 PLAN \$000s	2015/16 INDICATIVE \$000s	2016/17 INDICATIVE \$000s
NEW CAPITAL EXPENDITURE					
Collection acquisition	-	200	-	-	-
REPLACEMENT CAPITAL EXPENDITURE					
Funded from asset replacement reserve					
IT & digital	1,700	3,244	3,039	3,200	3,200
Collections	-	-	1,927	1,900	1,900
Building & Infrastructure	1,117	1,041	2,136	2,100	2,200
Public Space & Visitor Experience	2,998	4,457	6,857	10,000	10,000
Total replacement capital expenditure	5,815	8,742	13,959	17,200	17,300
TOTAL CAPITAL EXPENDITURE	5,815	8,942	13,959	17,200	17,300

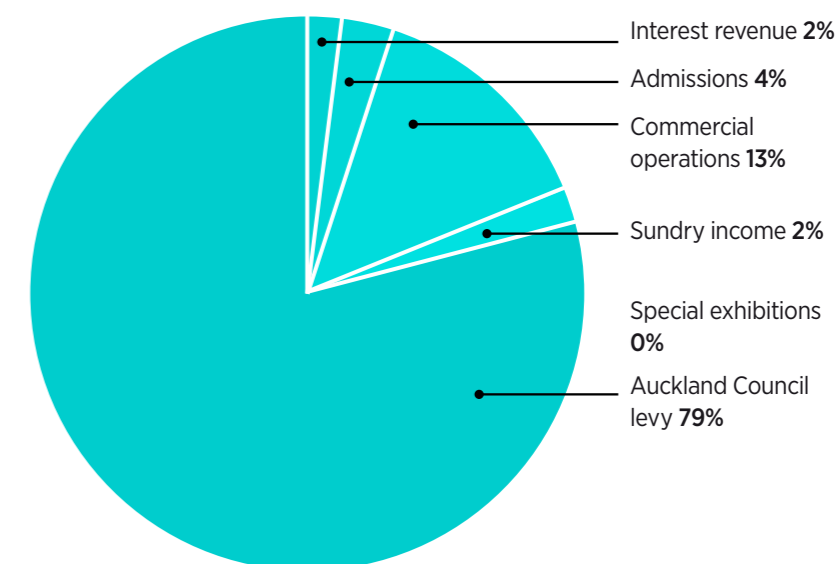
Financial Commentary

The Auckland War Memorial Museum expresses its gratitude to the Auckland Council for its continued support, and we thank the people of Auckland for their trust in us to create a world-class museum for the region and for New Zealand.

The proposed levy for the Annual Plan 2014/15 is \$27.991 million, an increase of \$683 million, 2.5 % more than last year. This increase will enable the museum to meet its statutory requirements and at the same time contribute strongly to the aspirations of the Auckland Plan and Auckland Council's cultural and social priorities.

Visitor numbers in the plan year are expected to be similar to that achieved in 2012/13, which is consistent with the latest tourism forecasts. Visitor-related revenue overall is forecast to improve in the plan year due to the introduction of an admission charge for international visitors (previously a donation), implemented in October 2013.

Revenue Streams



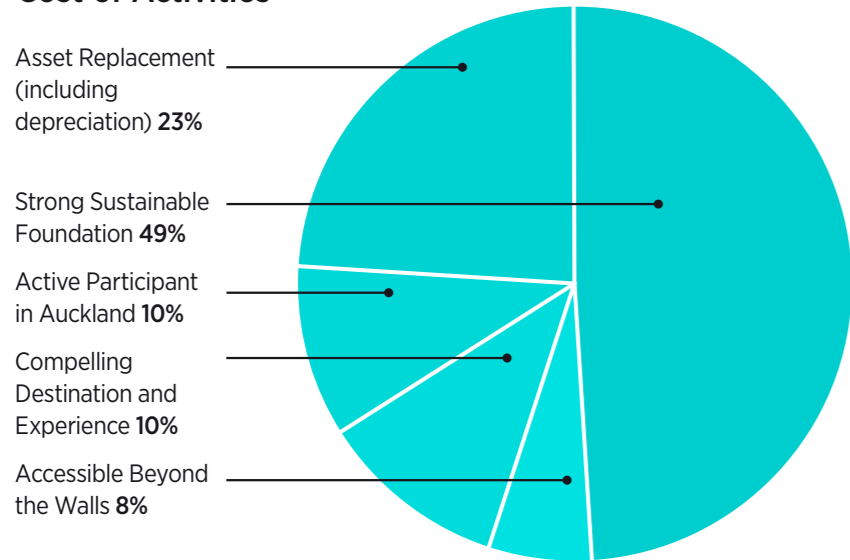
Revenue targets have been increased from \$6.421 million achieved in 2012/13 to \$7.957 million for the plan year – an increase of \$1.536 million (24%). These figures can be seen in section 8 of the plan.

We are forecasting an increase in the revenue in the plan year over and above that achieved in 2012/13 due to increased revenue expected from the new admission fee, cultural performances, sponsorship and commercial events.

This trend reflects actions Auckland Museum is taking to become more self-sufficient and at the same time provide our visitors with excellent experiences which represent real value-for-money.

The museum’s cost of activities is shown in section 8 of the plan, which reflects the four main initiatives in the Auckland Plan, plus the museum’s Asset Replacement (depreciation).

Cost of Activities



The museum’s total cost of activities has increased in 2014/15 by \$1.070 million, an increase of 3% over that for 2013/14.

Asset Replacement capital expenditure will be primarily used to invest in the museum’s IT and digital capacity, its building and operations infrastructure, and its gallery renewal – all key aspects of *Future Museum*, our 20 year strategic plan. *Future Museum* provides a framework for our long-term programme of capital works projects, based on the museum’s existing Asset Management Plan and the museum’s asset replacement financial model. Projects envisaged over the next 20 years are currently being evaluated for the museum Trust Board to approve. This budget has increased \$170K (2%) as per the museum’s Asset Management Plan guidelines.

Other costs have increased \$900K. The major increase is in Strong Sustainable Foundation where costs are up \$432K, with research and collection capacity being increased by \$269K, volunteers donated time is up, and additional resourcing provided for event hire, visitor services remuneration and software costs.

Active Participant in Auckland is up \$643K due to increases in Māori partnership staffing, marketing and market research.

Compelling Destination and Experience costs have decreased due to reduced expenditure for special exhibitions because of lower cost exhibitions being planned, despite some increase in gallery maintenance and our programming activity.

Accessible Beyond the Walls costs have a modest increase.

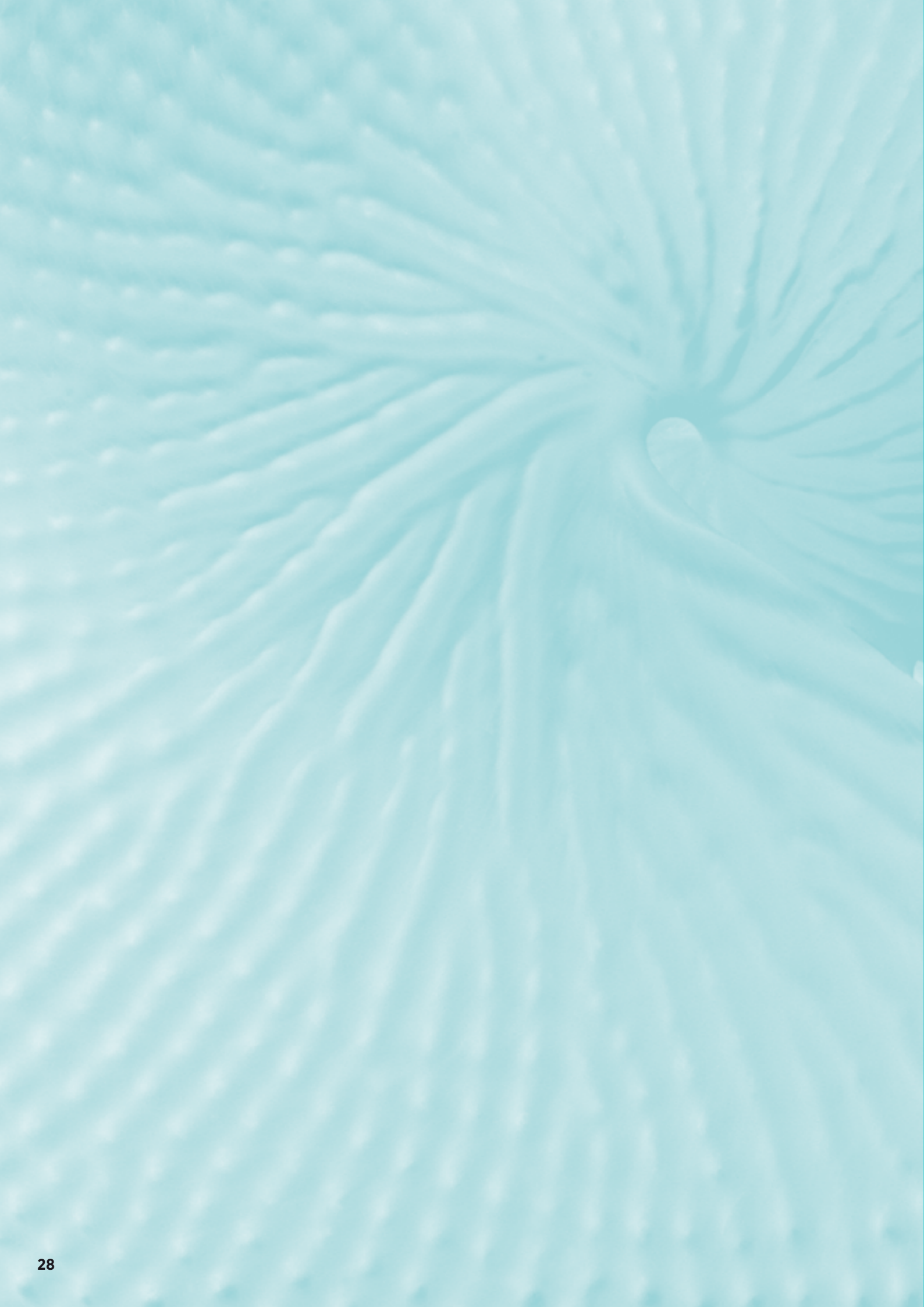
Increased research and collection capacity supports our vision for the collections to be at the core of what we do. Increased investment in our galleries and programmes will improve our visitor experience and support our outreach initiatives. Increased advertising and marketing associated costs will help drive up our visitation and will support our increased revenue planned from the new admissions fee.

Savings are planned to continue in the areas of electricity and gas consumption (currently achieving about 40% from our 2010 baseline). These savings have enabled the museum to more effectively re-allocate resources in order to minimise the museum’s Annual Plan levy request for 2014/15.

The museum is committed to maintaining free access for all Aucklanders. From 1 October 2013 the museum has an admission charge for international visitors. Details of current charges are available on the Auckland Museum website. www.aucklandmuseum.com/visit/plan-your-visit/hours-admission-info

The maximum remuneration payable to any member of the Trust Board is \$16,988, with an additional allowance of \$10,400 and \$5,052 payable to the Chairman and Deputy Chairman respectively. The maximum remuneration payable to any member of the Taumata-ā-Iwi is \$9,644, with an additional allowance of \$3,364 payable to the Chairman. The remuneration payable to any member of the Trust Board or Taumata-ā-Iwi is inclusive of all local travel and personal expenses.

The museum strives to provide maximum community benefit from the resources available and also to preserve and safeguard its role as a War Memorial, telling the stories of the Pacific, of Auckland and the commemoration of sacrifice. Resources and funds have been carefully allocated with these goals in mind.



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ICOM

Sustainability

Solar
Meridian Energy

Auckland War Memorial Museum Digital Cenotaph

Ministry for Culture and Heritage

Collections & Research

Disney Art Trust
Audrey Maddox Bequest

Revision and upgrade of the museum's marine collections database (grant 284872)

NZ Lottery Environment & Heritage

Conservation and incorporation of a large gift of botanical specimens (grant 311234)

NZ Lottery Environment & Heritage

Imaging of natural history "primary type" specimens for public access (grant 310828)

NZ Lottery Environment & Heritage

Grant for digitisation of herbarium type specimens

Mellon Foundation & Council Heads of Australasian Herbaria

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New Zealand

How to Stay in Touch

Receive regular [What's On](#) information about museum events and follow the museum on [Facebook](#) and [Twitter](#). Also available are details about [Auckland Museum Institute](#) membership and the [Auckland Museum Circle Foundation](#).

