

Delivering on
the Auckland Plan

Annual Plan
2015/2016



AMM

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 Auckland War Memorial Museum’s Annual Plan for 2015/2016.

Auckland Museum is a museum for all Aucklanders. Museums house artifacts, information and taonga, but we have recognised that the physical confines of our building should not define the way we interact with our community. We need to be accessible across the 100km spread of the city, and our Annual Plan demonstrates how we will do this, by making ourselves and our collections more available, not only onsite, but increasingly offsite and online.

Over 2013/2014 Auckland visitation to the Museum has increased: adults by 11% and children by 46%. We have also grown our online engagement by 9%. Against that background, we want to deliver more ‘beyond the walls’ with an ambitious, achievable goal to engage with 50,000 people across the city. Successful partnerships last year with Local Boards, schools, public libraries and organisations such as Manukau Institute of Technology, Te Papa, Mangere Arts Centre and the Franklin Art Centre show us what’s possible, but there’s still more we can do.

We are opening up the collections that we have been entrusted with in our role as a kaitiaki. Our Te Awe project involves conserving, documenting, digitising images and developing our taonga Māori collections to improve our knowledge and to ensure taonga is inspiring and accessible for our visitors.

We are forecasting a dramatic improvement in our Collections Online experience, a significant project for the Museum and a key deliverable in our Digital Channel Strategy programme of work for 2015/2016.

Research will continue to be integral for the Museum, particularly as we look to unlock collections in our community-wide search for items for *Taku Tāmaki - Auckland Stories*, an exhibition to commemorate Auckland’s 175th Anniversary.

We will host a number of important events as part of our WWI Centenary commemorations, in conjunction with Auckland Council under the banner ‘He toa taumata rau: Courage has many resting places’. Activities include the relaunch of Online Cenotaph database, a new community outreach programme and the redevelopment of two galleries.

These initiatives, and other examples, demonstrate our commitment to *Future Museum*, our 20-year strategic plan, which is aligned with the Auckland Plan. We are supporting the city by making its investment in us go further. We acknowledge cost constraints and remain prudent with spending. We focus on value and innovation, on sustainability and efficiency.

We continue to reduce our energy costs, already cut by 50% since we began focussing on sustainability; and we’ve begun to look at the merits of diverting rainwater to reduce mains water costs.

To achieve all of this, the Museum has prepared a long-term plan based on its published vision *Future Museum*. To pay for the essential updates and improvements the Museum has committed capital from its carefully-managed asset replacement reserve. This strategic fund, provided within the terms of the governing Act, enables the galleries and other resources to be replaced and modernised to meet public expectations and comply with the latest standards. In addition, to supplement our capital, we are launching a Foundation that will enable the Museum to raise funds from a wide range of sources. We continue to rely on the generosity of our team of volunteers, who together contributed 29,127 hours in 2013/2014. This is the equivalent value of approximately \$600,000.

In terms of running costs, we continue to operate efficiently and manage our budgets conscientiously so as to reduce to a minimum the proposed levy increase. Our plan is based on an indicative levy increase of just 3.5%, which is less than 1% in real terms after accounting for inflation and depreciation.

We believe our Annual Plan should inspire confidence that Aucklanders and visitors to the city will continue to experience outstanding benefits from their Museum. We remain grateful for the loyal support of the people of Auckland; and for the work of those who represent them, especially the Mayor, Councillors and officers of Auckland Council and the Board and staff of Regional Facilities Auckland.

This Annual Plan should be read alongside the [Museum's Annual Report 2013/2014](#) which demonstrates the Museum's key achievements from the prior year.

Nāku noa, nā



Dr William Randall
Trust Board Chairman

Danny Tumahai
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

Tāmaki 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
- Accessible 'beyond our walls'
- Active leader in Auckland



Planning for the future

Like Auckland Council, the Museum has developed a Long Term Plan (LTP) for capital investment spanning 10 years ahead. In common with the Council, we are also looking further ahead, to prioritise strategic investment within the 30-year vision of the Auckland Plan. However, this Annual Plan moves to meet, with urgency, the current challenges of a population that is diversifying and growing at pace. It outlines our response to the increasing and immediate demands for onsite, online, and offsite access.

As envisaged in *Future Museum*, planning has been initiated for the sustainable care of the Museum's internationally-significant collections. These collections are the lifeblood of the Museum. They unlock our histories, our identity and our sense of place. Over time, as the city grows and becomes more diverse, so do the many taonga that illustrate the stories of our collective past.

Through careful study and analysis we now foresee that the existing onsite arrangements for care and access will reach capacity and become increasingly unfit for purpose during the coming decade. To pay for the essential updates and improvements the Museum has laid plans that commit capital from its asset replacement reserve and we are launching a Foundation to enable additional funds to be raised over time.

In line with our statutory accountability as a kaitiaki, responsible for the long-term safe keeping of the collections, and in order to best serve our expanding communities, we are preparing the case for the city to invest in a secure, purpose-designed and publicly-accessible collections centre in a location to be determined in Auckland. Such a facility would reflect international best practice and match the interests of several of the city's museums and collecting bodies, many of which share a challenge to provide sustainably for their collections.

We are ready to lead a partnership with other museums and relevant public bodies to establish the parameters and options for long-term solutions for the care of heritage collections in Auckland. We foresee that an accessible collections centre, serving the needs of many bodies across the city, will merit additional capital investment beyond the resources of Auckland Museum alone.

Auckland Museum will work closely with Auckland Council to develop appropriate strategic plans for a collections centre, for implementation in the period 2025-2030. We believe that an allocation of capital will be required within the city's LTP, supplemented by contributions from third party sources including national government.

Auckland Museum: Rising to the challenge

Auckland is a world-class city. It deserves a museum Aucklanders can be proud of. It is an ambitious city; it spans 100km and its population is diverse and growing. The city is not static and neither is its Museum as we work to increase the access of all Aucklanders to their collections — onsite, offsite and online.

Our Annual Plan 2015/2016 rises to these challenges, and moves to meet them with urgency.

It outlines:

- how we will reach ‘beyond our walls’ to more Aucklanders every year
- how the Museum is a must-see attraction for visitors to the city, achieving record levels of visitor approval
- how the delivery of compelling public programmes has driven double-digit growth of Aucklanders actively seeking to engage with their Museum
- and how, at all times, we continue to ensure prudent spending and innovation in the way we operate.

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.

An investment in delivering value

In 2013/2014 we said we would build strong foundations, to reach ‘beyond our walls’, to make the Museum more accessible and to connect with as many Aucklanders as possible.

This year we plan to continue to focus on our ‘beyond our walls’ activities to raise greater awareness and understanding of what a museum can offer the people of Auckland.

We’ve worked in a large percentage of public libraries spanning the 100km diameter of the city. To open up our internationally-significant collections, we are undertaking a major cataloguing project to increase their online availability; and are increasing our interactions in partnerships with our communities across many of the Local Board areas. In response to Treaty Settlements, we have invested in Te Awe and are developing a wide range of bilateral relationships with Māori within Tāmaki Makaurau and across Aotearoa; with others, we are working closely with Te Papa in Manukau, as well as alongside the Maritime Museum, to develop new benefits for the people of Auckland.

The Museum’s presence online is being enriched, our relationships offsite are being extended and our welcome onsite is evidently appreciated by Aucklanders and visitors across New Zealand and the world.

As a result, more Aucklanders are actively engaging with their Museum each year. The quality of engagement is strengthening and there has been a 17% increase in onsite visitation by adult Aucklanders in 2012/2013 and a further 11% increase during 2013/2014. In 2013/2014 we saw a 46% increase in child visitation alone.

We will continue to work alongside Auckland’s libraries and schools to undertake our outreach programmes, language nests and digital ventures. In partnership with Auckland Council we are delivering activities to commemorate the First World War centenary; throughout 2015/2016 we are investing in projects to mark the 175th Anniversary of both the Treaty of Waitangi and of Auckland itself; our programmes are designed to appeal to Aucklanders of all backgrounds and to attract and support tourism to the city.

To complete all of this we are continually investing in the capacity of our people – all at significant cost.

Auckland Museum is seeking an investment in Auckland’s future to enable us to continue to offer world-class value for Auckland’s ratepayers. We have a clear understanding of how the public and the Local Boards wish to see the Museum interacting with their community ‘beyond our walls’. We wish to keep working in that way, creatively supporting the ambition to be a ‘liveable city’. Funding this outreach ourselves, as we have done for the last three years, is not sustainable.

We have had our proposed levy decreased three times in successive years:

- we planned for 4.49% levy in the 2012/2013 year. We received 4.0%.
- we planned for 3.7% levy in the 2013/2014 year. We received 2.5%.
- we planned for 4.9% levy in the 2014/2015 year. We received 2.5% plus an additional grant of \$150,000 towards the cost of WW100 programming.

Despite continued cost savings (including substantial energy savings of \$400,000 in the past year), it has been necessary to run at a deficit for the past two years. We have responded to the shortfall in levy by:

- continuing to manage our budgets assiduously to make each dollar go further; doing more for the same money
- continuing to operate efficiently – better trained staff, being more profitable and maintaining a focus on energy and other cost reductions.

2015/2016 Funding a museum fit for Auckland's future

The request for a 3.5% levy is just 0.9% in real terms (accounting for depreciation and inflation).

With a statutory obligation to make the case for sufficient funding for the Museum, this figure is 39% of that permitted by the levy formula in the Museum Act.

Unless we are appropriately funded we place at risk:

- connecting with those Aucklanders who cannot physically get to us
- the best possible care of the collections for future generations.

A levy of 3.5%, will allow us to deliver on the Auckland Plan, by:

- actively engaging more Aucklanders with their internationally significant collections
- reaching 50,000 people offsite – ‘beyond our walls’ in local communities
- increasing online engagement and accessibility
- increasing the participation of schoolchildren in the Auckland area in Museum education programmes – regardless of where they live in the city
- delivering on our centenary programme of activity
- accelerating iwi and Māori engagement to enable them to reconnect with locally and nationally significant taonga to increase their knowledge of taonga
- communicating effectively with international tourists and play our part in positioning Auckland as a must-see destination
- continuing to pursue our sustainability initiatives
- ensuring international best practice is applied across all areas of collection care.

We will maintain focus on delivering exceptional results for the city of Auckland, through continuing to:

- maximise self-generated revenue streams, such as charges for international visitor admissions, Museum tours and events
- seek sponsorship, donations and financial support from Trusts and Grants
- increase our sustainability
- respect our volunteer engagement
- work with partners to deliver innovative and relevant programming
- work with partners to ensure the cultural offering of the city is well thought out and drive progress with public vision expressed in our long-term strategy, *Future Museum*
- develop a case for national funds to assist us with the reconnection of nationally-significant Māori taonga outside of the Tāmaki Makaurau region.

Goals, Themes, Activities and Performance Measures

Our performance measures

The Auckland War Memorial Museum carries out a number of activities or functions in order to meet its statutory responsibilities as set out in the Auckland War Memorial Act 1996 and at the same time contribute to the aspirations of Auckland Council and its communities, as reflected in the Auckland Plan. The following Performance Measures set out the key objectives the Museum will deliver for its stakeholders in 2015/2016 and those forecast for the two ensuing years.

The Museum's functions are arranged under four goals, or areas of activities, which have remained consistent for the past three years. Each output is considered in relation to Auckland's expectations, expressed public demand and the steady implementation of *Future Museum*, our 20-year strategic plan for the collections and the audiences for them. Through our annual performance, we are supporting Auckland Council and the people of Auckland by ensuring that their investment in Auckland War Memorial Museum is relevant, carefully considered and prudently calibrated.

Goal One – A strong sustainable foundation

Auckland War Memorial Museum has a record of supporting the aspirations of the Auckland Plan. We will continue to do so, responding to the growth and increasing diversity of the city. As a kaitiaki of Auckland’s collections we will safeguard the mauri and wairua of taonga. 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 GREATER FINANCIAL SELF-SUFFICIENCY THROUGH FUNDRAISING AND COMPATIBLE REVENUE-PRODUCING ACTIVITIES WHICH SUPPLEMENT PUBLIC FUNDING			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Maintain and grow self-generated revenue	Meeting performance targets for annual self-generated revenue as per forecast budget	Section 11 (i) Greater financial self-sufficiency through fundraising and compatible revenue-producing activities which supplement public funding	Auckland Plan: An Auckland of prosperity and opportunity
1.2 CONSERVATION OF THE HERITAGE OF THE MUSEUM			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Act as a kaitiaki for our heritage building and collections	Completing of the annual schedule in accordance with the Asset Management Plan and Collection Care Plan	Section 11 (b) Conservation of the heritage of the Museum	Auckland Plan: A culturally rich and creative Auckland
1.3 THE ADVANCEMENT AND PROMOTION OF CULTURAL AND SCIENTIFIC SCHOLARSHIP AND RESEARCH			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Encourage participation in learning, sharing knowledge to build awareness of identity, histories and a sense of place	Awarding three scholarships related to culture and scientific scholarship and research per annum	Section 11 (f) The advancement and promotion of cultural and scientific scholarships and research	Auckland Plan: A culturally rich and creative Auckland

Goal Two – A compelling destination

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 across the city. As a ‘must-see’ for visitors to Auckland, the Museum will continue to be positioned as a vibrant, part of the city’s tourism offering. We will prioritise Māori partnerships and aspirations, extending community engagement with taonga. We are working jointly with Auckland Council to prepare to commemorate the centenary of the First World War; we are delivering 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, and be welcoming of all Aucklanders to the Museum.

2.1 CELEBRATION OF THE RICH CULTURAL DIVERSITY OF THE AUCKLAND REGION AND ITS PEOPLE			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Increase the number of Aucklanders actively participating in culture, science and the arts through the delivery of inclusive public programmes for a wide range of demographics and interests, in line with <i>Future Museum</i>	Achieving a minimum of 800,000 onsite visits annually and increasing currently under-represented groups' visitation by 5% on prior year	Section 11 (d) Celebration of the rich cultural diversity of the Auckland region and its people	Auckland Plan: A culturally rich and creative Auckland
Increase Māori and Pacific community engagement with the collections of the city	Delivering at least two projects in partnership with Māori and Pacific communities		
2.2 THE RECORDING AND PRESENTATION OF THE HISTORY AND ENVIRONMENT OF THE AUCKLAND REGION, NEW ZEALAND, AND THE SOUTH PACIFIC			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Work collaboratively with ATEED and other tourism partners to position the Museum as an integral part of Auckland’s tourism offering	Participating in at least two tourism-related initiatives per annum	Section 11 (a) The recording and presentation of the history and environment of the Auckland region, New Zealand, and the South Pacific	Auckland Plan: A Māori identity that is Auckland’s point of difference in the world
2.3 EDUCATION WHICH INVOLVES AND ENTERTAINS PEOPLE TO ENRICH THEIR LIVES AND PROMOTE THE WELL-BEING OF SOCIETY			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Attract and engage Auckland’s youth	Growing by 4% on the prior year the number of school-age students participating in the Museum’s onsite learning programmes	Section 11 (e) Education which involves and entertains people to enrich their lives and promotion of cultural and scientific scholarship and research	Transformational Shift: Dramatically accelerate the prospects of Auckland’s children and young people

Goal Three – Accessible ‘beyond our walls’

Auckland War Memorial Museum is enabling the goals of the Auckland Plan, which recognises that the population of Auckland spans more than 100km. We will continue to develop the scope and content of our outreach, in partnership wherever possible. 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 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 PROVIDE MAXIMUM COMMUNITY BENEFIT FROM THE RESOURCES AVAILABLE			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Increase public access to vibrant digital content online, with resources available for research, study, scholarship and education, in line with <i>Future Museum</i>	Increasing the number of collection items available for the public online by 10% per annum on the prior year	Section 11 (j) Provide maximum community benefit from the resources available	Auckland Plan: A well-connected and accessible Auckland
3.2 EDUCATION WHICH INVOLVES AND ENTERTAINS PEOPLE TO ENRICH THEIR LIVES AND PROMOTE THE WELL-BEING OF SOCIETY			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Deliver compelling programmes offsite that stimulate engagement ‘beyond our walls’, in locations across Auckland	Reaching at least 50,000 people per annum in communities offsite across Auckland, in conjunction with partners in many Local Board areas	Section 11 (e) Education which involves and entertains people to enrich their lives and promotion of cultural and scientific scholarships and research	Transformational Shift: Substantially raise the living standards for all Aucklanders and focus on those most in need

Goal Four – Active leader in Auckland

Auckland War Memorial Museum is already actively supporting the aspirations of the Auckland Plan. We will build the capacity of our staff and volunteers to provide high-quality, sustainable services for the public. 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 to deliver this promise. We will continue to be strong advocates for the many benefits of museums. 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 THE ROLE OF THE MUSEUM AS A WAR MEMORIAL			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Take a leadership role as Auckland’s War Memorial, in commemorating the sacrifices made in the context of war	Delivering three commemoration programmes per annum in conjunction with Auckland Council, RSAs and partners	Section 11 (c) The role of the Museum as a War Memorial	Auckland Plan: A culturally rich and creative Auckland
4.2 LEAD, ADVOCATE AND SHAPE THE THINKING AROUND INNOVATION IN THE ARTS, CULTURE AND HERITAGE TO DELIVER ON THE ASPIRATIONS OF THE AUCKLAND PLAN			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Lead a partnership with other museums to establish options for long-term solutions for the care of heritage collections in Auckland	Developing appropriate strategic plans for a collections centre, for implementation in the period 2025–2030, allowing for sustainable care and access to Auckland’s internationally-significant collections	Section 11 (h) Leadership through professionalism, innovation and co-ordinations of effort with relevant organisations	Auckland Plan: A culturally rich and creative Auckland
4.3 ACHIEVEMENT OF CUSTOMER SATISFACTION BY LEADERSHIP, CONSULTATION, RESPONSIVENESS AND CONTINUOUS IMPROVEMENT			
HOW WE ARE GOING TO DO IT?	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Deliver a quality visitor experience for Aucklanders and visitors to our city	Ensuring 95% of visitors are likely to recommend the Museum to others (as measured by the annual VPS)	Section 11 (g) Achievement of customer satisfaction by leadership, consultation, responsiveness and continuous improvement	Auckland Plan: A fair, safe and healthy Auckland

Financial Summary and Commentary

SUMMARY	2014 ACTUAL \$000s	2015 BUDGET \$000s	2016 PLAN \$000s	2017 INDICATIVE \$000s	2018 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Cost of activities					
Maintenance and management	25,965	27,254	27,926	28,589	29,457
Asset replacement (including depreciation)	8,763	8,694	8,868	9,045	9,226
Total maintenance and management	34,728	35,948	36,794	37,634	38,683
Less revenue-producing activities	7,275	7,957	7,628	7,650	7,650
Net cost of activities	27,453	27,991	29,166	29,984	31,033
Total levy	27,308	27,991	28,971	29,984	31,033
Excess (Shortfall)	(145)	0	(195)	0	0

COST OF ACTIVITIES	2014 ACTUAL \$000s	2015 BUDGET \$000s	2016 PLAN \$000s	2017 INDICATIVE \$000s	2018 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Maintenance and management costs					
A strong sustainable foundation	16,482	17,250	17,833	18,143	18,463
Accessible 'beyond our walls'	2,535	2,628	2,748	2,795	2,844
A compelling destination	3,690	3,594	3,473	3,534	3,593
Active leader in Auckland	3,258	3,782	3,872	4,117	4,557
Asset replacement (including depreciation)	8,763	8,694	8,868	9,045	9,226
Total cost of activities	34,728	35,948	36,794	37,634	38,683

REVENUE-PRODUCING ACTIVITIES

YEARS ENDING 30 JUNE	2014 ACTUAL \$000s	2015 BUDGET \$000s	2016 PLAN \$000s	2017 INDICATIVE \$000s	2018 INDICATIVE \$000s
Interest revenue	556	580	595	600	600
Grant revenue	303	302	307	310	310
Admissions	1,643	1,643	2,054	2,060	2,060
Commercial operations	3,254	3,765	3,207	3,210	3,210
Sundry income	1,355	1,617	1,467	1,470	1,470
Special exhibitions	164	50	0	0	0
Total revenue-producing activities	7,275	7,957	7,628	7,650	7,650

CAPITAL EXPENDITURE

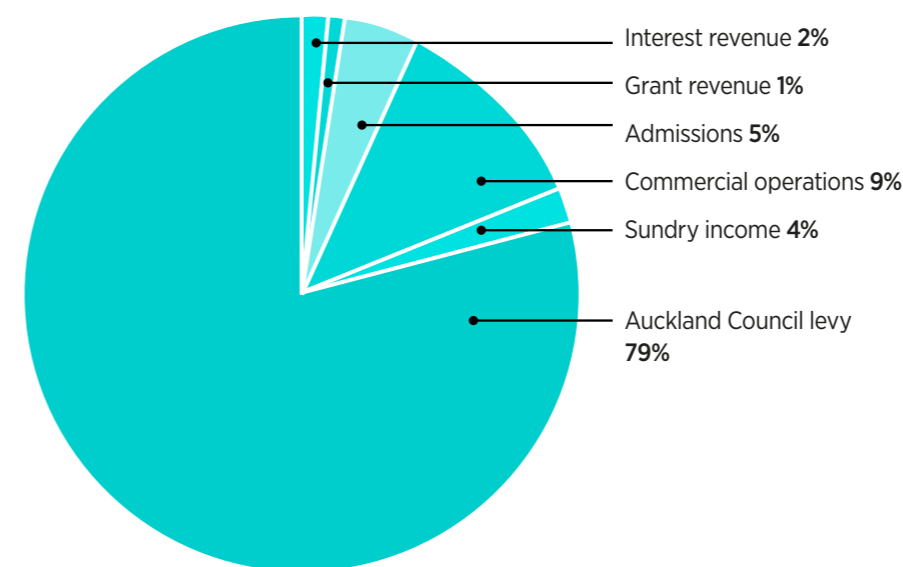
YEARS ENDING 30 JUNE	2014 ACTUAL \$000s	2015 BUDGET \$000s	2016 PLAN \$000s	2017 INDICATIVE \$000s	2018 INDICATIVE \$000s
Replacement Capital Expenditure					
Funded from asset replacement reserve					
IT and digital	4,055	3,039	2,155	2,050	945
Collections	1,389	1,927	4,650	3,975	3,270
Building and infrastructure	943	2,136	1,355	1,511	1,511
Public space and visitor experience	3,738	6,857	10,940	11,892	13,274
Total Capital Expenditure	5,815	13,959	19,100	19,428	19,000

Financial Commentary

The proposed levy for the Annual Plan 2015/2016 is \$ 28.971m, an increase of \$980,000 which is 3.5% more than last year. Costs have been increased to enable the Museum to meet its statutory requirements and at the same time contribute strongly to the aspirations of the Auckland Plan, the Auckland Council Arts and Culture Strategy and its social initiatives. However, these costs exceed the amount of levy needed from Auckland Council and the revenue raised by the Museum. In order for the Museum to meet its obligations, it is predicting a planned deficit of \$195,000, which the Museum will fund.

Revenue targets have been increased from \$7.275m achieved in 2013/2014 to \$7.628m for the plan year – an increase of \$0.353m (5%). These figures can be seen in Section 8 of the plan.

Revenue Streams



We are forecasting an increase of revenue in the plan year over and above that achieved in 2014 due to increased revenue expected from the new international admission fee, supported by strong revenue targets for cultural performances, sponsorship and commercial events. Our total revenue in the plan year is \$329,000 less than 2015, that bring the plan revenue target to \$7.628m.

In the past our planned revenue target have been adjusted for realism, and now our revenue targets are realistic, and we are buoyed by our increased profitability, which is higher because of recent efficiencies. For example, we have consolidated two onsite Museum stores into one.

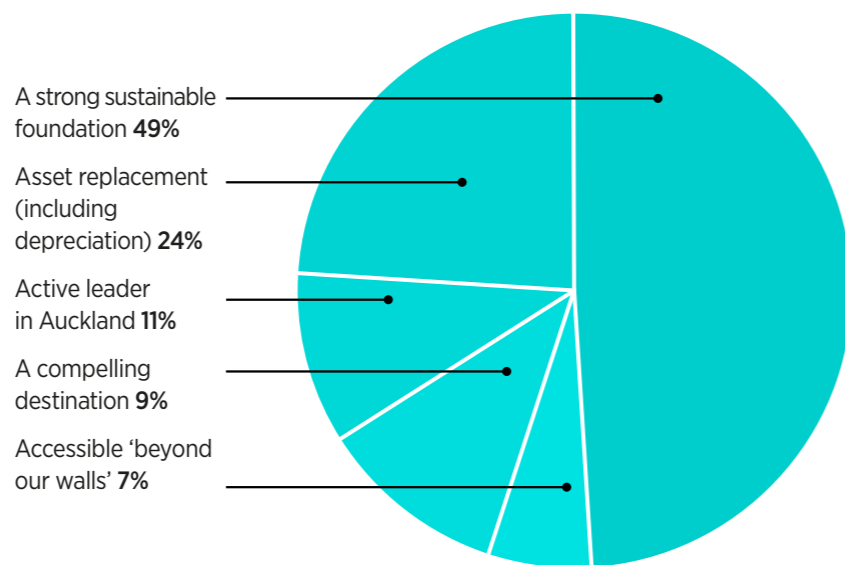
Visitor-related revenue overall is forecast to be significantly improved in the plan year due to the introduction of the new international admission fee (previously a donation). Visitor numbers in the plan year are expected to be similar to the level achieved in 2014, which is consistent with the latest tourism forecasts.

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

The Museum is committed to maintaining free Museum entry for all Aucklanders. Charges may apply for other visitors, events, exhibitions, tours and programmes. Details are available at www.aucklandmuseum.com/visit/plan-your-visit/hours-admission-info

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 2016 by \$0.846m, being an increase of 2.4% over that for 2015.

Operating costs have increased \$0.672m. The major increase is in 'A strong sustainable foundation' where costs are up \$0.583m. The largest increase being for collection care and services, and in information technology costs that reflect the Museum's commitment to make its collections available onsite, online and offsite, which supports our vision of the collections being at the core of what we do.

Costs associated with being 'Accessible beyond our walls' have increased \$0.120m, mainly in the area of Learning and Engagement. Increased investment in our galleries and programmes will improve our visitor experience and support our outreach initiatives.

'A compelling destination' costs have decreased due to reduced expenditure for gallery renewal, pending the new capital works due to commence.

Costs have increased in 'Active Leader in Auckland' as the Museum responds to the Auckland Plan and Auckland Council's Arts and Culture strategy.

Asset replacement capital expenditure will primarily be used to invest in the Museum's IT and digital capacity, its building and operations infrastructure, and its gallery renewal (*Future Museum*). *Future Museum* involves a 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 Auckland Museum Trust Board to approve. This budget has increased \$174,000 (2%) as per the Museum's Asset Management Plan guidelines.

Savings are planned to continue in the areas of electricity and gas consumption (currently achieving approximately 50% from our 2010 baseline). These savings have enabled the Museum to more effectively allocate resources in order to minimise the Museum's levy request.

The Museum intends to publish a summary of its 10-year Organisational Business Plan online, which encompasses a full view of the Trust Board's intentions for development in line with the 20-year vision expressed in *Future Museum*.

The maximum remuneration payable to any member of the Trust Board is \$17,840, with an additional allowance of \$10,960 and \$5,310 payable to the Chairman and Deputy Chairman respectively. The maximum remuneration payable to any member of the Taumata-ā-lwi is \$10,130, with an additional allowance of \$3,530 payable to the Chairman. The remuneration payable to any member of the Trust Board or Taumata-ā-lwi 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.

Asset Replacement Reserve

The Museum has some \$800m assets (Collections and Building) in its care, at historical cost. Excellent stewardship of these assets is a major priority for the Museum. A significant component of this responsibility lies in ensuring best practice maintenance and renewal, from the Museum's iconic heritage building, to its infrastructure, collections, galleries and public spaces.

To meet this challenge, an Asset Replacement Reserve was created over a decade ago. As stipulated in the Auckland War Memorial Museum Act (1996) the Museum is funded for depreciation from Auckland Council for longer-term renewals and replacement. These funds are held in reserve until required.

Methodical strategic planning, based on the published vision *Future Museum* equips the Museum to implement essential large-scale projects such as gallery renewals and space management changes; and to meet its long term legal responsibilities for building heritage maintenance and replacement.

Funders, Partners, Sponsors and Supporters

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School Programmes
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WWF – Environmental Education Action Fund

Auckland Council – Environmental Initiatives Fund, Biosecurity and Biodiversity Services

Landcare Research
Unitec Institute of Technology

Tales of Tāmaki
Officemax

VOU Fijian Dance Group
Creative Communities Scheme – Auckland Council

Library Outreach Programme
Tennyson Trust

Studio Craft in Aotearoa Research, Workshops and Symposium
Creative New Zealand

Auckland War Memorial Museum Community Cenotaph, Galleries Renewal and He Pou Aroha Community Cenotaph

Ministry for Culture and Heritage
NZ Lottery WWI Commemoration, Environment and Heritage (grant 3388890 for the redevelopment of two WWI Commemoration Galleries and He Pou Aroha Community Cenotaph outreach programme)

Collections and Research

Collections
C&L Gregory Trust
Auckland Museum Circle Foundation

Research Funders
C&L Gregory Trust
Auckland Museum Institute – Archey Fund

NZ Lottery Environment and Heritage (grant 329556) for digitisation of a nationally significant palaeontology collection)

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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](#).

