



Annual Plan 2016/2017



Find out about
Auckland War
Memorial Museum's
commitment to the
people of Auckland



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TĀMAKI PAENGA HIRA
AUCKLAND WAR MEMORIAL MUSEUM

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Cover images:

BioBlitz

Meet the objects
Learning and
Engagement

Exploring
collection items
in the Weird &
Wonderful
Gallery

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 2016/2017.

Auckland War Memorial Museum is a kaitiaki (guardian) for millions of highly significant collection items, many of which are world-class. We are responsible for sharing the stories of the collections that represent our culture and history, and we are committed to extending the value that these collections offer to enrich the lives of the people of Auckland and visitors from further afield.

The Museum adds value to Aucklanders in many ways; it is an international tourist destination, a hub for environmental research and exploration, a specialist centre for collection preservation and an important conduit for cultural education, engagement and community involvement.

In line with *Future Museum*, our planning priority is to serve our diverse and growing audiences, meeting their expectations now and for the future. Our ability to serve all Aucklanders and to address the rapid growth of the city with its dispersed and increasingly diverse population calls for sustained investment.

As we have reported in our Annual Report for FY2014/2015, overall visitation to the Museum increased by 45,000; more than two thirds of adult visitors were from Auckland, one quarter international and a small proportion were domestic visitors from outside Auckland. While Auckland visitor participation is increasing, we are now reaching more people than ever – both 'beyond the walls' and online.

Collections Online and He Toa Taumata Rau Online Cenotaph have been major achievements that highlight the strategic direction and new levels of engagement which are matching us with the best in the world. More than 150,000 virtual poppies have been laid on Online Cenotaph and more than one million collection records have been released online; so, Auckland Museum's links with the world are growing at a faster pace than ever before.

Exhibition development is becoming more important to accommodate increasing expectations from visitors. We are delivering on these expectations through the launch of exhibitions such as *Taku Tāmaki Auckland Stories*, an exhibition to commemorate Auckland's 175th Anniversary, where we have tested new technologies and innovations to create a dynamic learning environment. There have been more than 120,000 visitors to the exhibition and the interest shown by Aucklanders is very encouraging.

Our presence in many of Auckland's libraries, at cultural festivals and in science and research initiatives across all Local Board areas highlights the increasing accessibility we are achieving for the people of the city, across all ages and backgrounds.

We are supporting the city by making its investment in us go further. We are embracing environmental sustainable practice through 'green' innovations and we are making cost efficiencies as we continue to contribute to community well-being. The collections are at the heart of the Museum as we maintain our focus on the value and the significance of these collections to the people of Auckland.

Nāku noa, nā

Dr William Randall
Trust Board Chairman

Danny Tumahai
Taumata-ā-Iwi Chair

Roy Clare CBE
Director

Summary of Strategic Framework and Goals

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 the walls'
- Active leader in Auckland



Enriching the lives of all Aucklanders



Onsite



Offsite



Online

Our role and statutory obligations

Auckland Museum is New Zealand's first museum and its largest regional museum. The collections are of national and international significance. It is the responsibility of the Museum to care for these collections and to share them and their stories with the world.

The significance of the Museum and its importance in New Zealand were recognised in the Auckland War Memorial Museum Act in 1996.

The Act places responsibility on the Museum's Trust Board to:

- 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, the Museum's Trust Board claims less than one third of the maximum levy defined by the Act.

The Trust Board has a statutory obligation to make the case for sufficient funding for the Museum, to enable it to respond to the demand for its services, to care for the collections and to continue to deliver high-quality services for the growing and increasingly diverse population of Auckland.

An investment in delivering value

Planning for Auckland's future

Future Museum is our published long-term strategy to evolve and deliver added value for New Zealand's largest, fastest growing and increasingly diverse city. Our ambitions are reflected in the publication of an Organisational Business Plan (OBP) which sets the agenda for the decade ahead, determines priorities for investment and describes how we will target additional commercial revenue opportunities.

The newly established Auckland Museum Foundation is a strategic development resource that is independent of the Museum and will help to garner stakeholder support for generations to come and finance deliverables that cannot be funded by the statutory levy alone.

Delivery and value

Our Annual Report 2014/2015 outlines the progress we have made. We have delivered against our goals with double-digit growth and impressive returns on investment – this success includes:

17%

growth in Auckland adult visitor numbers on prior year

16%

growth in the number of child visitors on prior year

22%

increase in the number of school aged children attending school programmes onsite

91%

increase in the number of online visitors

99%

visitor satisfaction

1,000,000

collection records now available online.

In this Annual Plan for 2016/2017, with an increase in levy of just 3%, we will continue to deliver world-class value for the ratepayers of Auckland.

Aligned for the fourth consecutive year with *Future Museum*, our plans will deliver onsite, offsite and online for all people, across Auckland and beyond.

We will:

Deliver across all 21 Local Board areas

Anticipate and respond to Auckland's rapidly changing demographics:
More programming for more people; meeting expectations of greater diversity

Grow 'Collections Online'

Share and exchange knowledge about the wealth of Auckland's collections:
As a kaitiaki, extend reach, inspire people and connect collections to their stories

Create a lasting legacy: enrich Online Cenotaph data

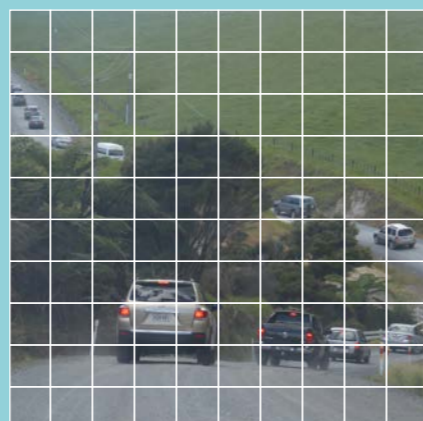
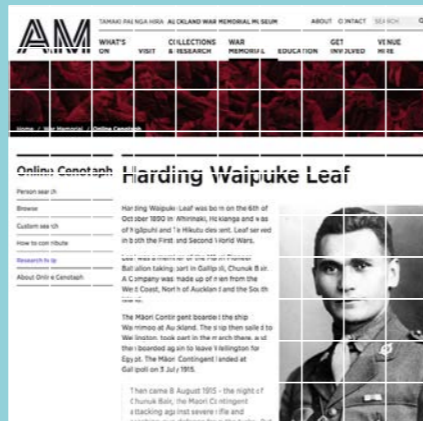
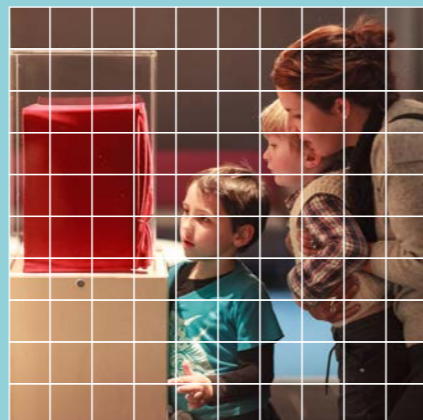
Be Auckland's war memorial and a civic space for commemoration, for everyone:
We will remember them

Co-develop consistently with iwi, hapū and whānau

Further develop He Korahi Māori, observing the partnership envisaged by the Treaty of Waitangi: *Address new obligations in a post-Treaty Settlement environment*

Increase the capacity; make each dollar count more

Act and react sustainably as an institution with obligations to future generations:
Increase earned income, fundraising and tight control of costs



Funding a museum fit for Auckland's future

The Annual Plan for 2016/2017 proposes a 3% levy increase, less than one third of the statutory maximum, to ensure that the Museum's service will continue to deliver great value to Aucklanders.

Appropriate funding at that level mitigates key risks and enables:

- connection with those Aucklanders who cannot physically visit the Museum onsite
- the best possible care of the collections for future generations
- enhanced value for the people of Auckland, with its increasing population by:
 - actively engaging more Aucklanders and connecting them with their collections
 - reaching more people offsite – 'beyond the walls' in local communities
 - extending online engagement and accessibility
 - increasing the participation of schoolchildren in the Auckland area in the Museum's 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
 - initiating specific measures that build up knowledge of Pacific collections, increasing levels of engagement with corresponding communities
 - communicating with international tourists effectively and playing our part in positioning Auckland as a 'must-see' destination
 - continuing to pursue our 'green' 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 earned income streams, such as admissions, tours and customer-facing products
- step up the activity of our new Foundation, and seek sponsorship, donations and financial support from trusts and grants
- continue to increase our sustainability
- respect our volunteer engagement
- work with partners to deliver innovative and relevant programming
- collaborate with others to ensure the cultural offering of the city is well considered
- drive progress with the vision expressed in *Future Museum*
- make the case for assistance with funding for repatriation of nationally significant Māori taonga outside of the Auckland region.

Our capital investment programme

Investment enhances value for Aucklanders and caters for the steadily rising levels of engagement and participation onsite, offsite and online.

In the past year more Auckland residents visited their museum than ever before. By 2032, the Auckland population will be larger and even more diverse. Meeting the needs of a growing and increasingly diverse Auckland is at the heart of the capital investment programme.

The Organisational Business Plan (OBP) is the Museum's published ten-year plan which outlines future investment. It sets out our drawdown of capital in order to meet the challenges of a developing city with an increasingly diverse and expanding population.

The OBP is strategically aligned with *Future Museum* – our 20-year plan, which reflects the aspirations of Auckland. The Museum's Asset Replacement Reserve fund (ARR) receives the annual depreciation levy. This is invested and committed to the Museum's capital expenditure programme.

As ARR funds have accrued in value during the planning phase, benefitting the Museum and Auckland Council, the Museum has been able to reduce its capital levy requests over that time.

The Trust Board has undertaken the process of planning for capital expenditure carefully and with due diligence. Now, the Trust Board is to use the resources of the ARR for the next phase of development of the Museum, its collections and its facilities for the benefit of Auckland's public.

The funds in the present ARR balance and the annual depreciation levy from Auckland Council are committed to be spent between now and 2023.

Three years into the delivery of *Future Museum*, we continue to progress the aspirations of the people we serve by;

- Opening up the collections, including Māori taonga
- Reaching more people – working 'beyond the walls' of the Museum
- Remaining sustainable
- Fulfilling the long term potential of the Museum's heritage building
- Embracing He Korahi Māori (a Māori dimension)
- Honouring the fallen, in our role as a war memorial

Work to ensure the Museum is 'fit for the future' is underway with the approval of a number of projects to proceed over the next eight years.

Our focus is to ensure we deliver world class value for the ratepayers of Auckland.

Over the next eight years *Future Museum* will deliver:

■ Significant improvements to the public experience

As a cultural institution which serves its public, we will:

- undertake a programme of gallery renewal which will see at least a third of the Museum's gallery spaces refurbished and revitalised
- increase the gallery space available to the public by a fifth
- provide spaces within renewed galleries to enable public programmes to take place
- address current wayfinding issues within the Museum enabling people to navigate and orientate more easily, via new boulevards and stairs
- increase access by public transport, cycle and on foot to the Museum from the Domain via collaboration with the Auckland Domain Master Plan
- increase the volume of collections available via digital access

■ Collections care and research

As a kaitiaki for Auckland's collections, we will:

- improve spaces in order that collections are housed appropriately
- increase and enhance collection records available online
- work with source communities to unlock the knowledge and stories of their collections
- increase access to Māori taonga for co-curation
- strengthen connections with Pacific peoples via increased access to Island communities' collections
- increase digital and physical access to collections through 'visible storage' and associated displays

■ Caring for our heritage building

As kaitiaki for the heritage building, we will:

- update technical and physical infrastructure and systems required for future sustainability and cost-efficiency
- continue investment in heritage maintenance for the benefit of current and future generations

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. The following performance measures outline the key objectives the Museum will deliver for its stakeholders in 2016/2017 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.

To this end, there is a need to invest in information technology to assist us to achieve our stated goals. We are doing this by taking a leadership role and progressively increasing our presence and relevance in a digital world. At the same time, we are strengthening key technology foundations to provide longevity for our technology assets.

Through our annual performance, we are supporting Auckland Council and the people of Auckland by ensuring that the return on their investment in Auckland War Memorial Museum is relevant, carefully considered and prudently calibrated.

Goal One A strong, sustainable foundation

Auckland War Memorial Museum supports the aspirations of Auckland and 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. Our investment in research will strengthen Auckland’s capacity and reputation for innovation. We are working jointly with Auckland Council to commemorate the centenary of the First World War and develop new commemoration spaces funded by the Lottery Grants Board.

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 MUSEUM ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Maintain and grow self-generated revenue	Meeting performance targets for annual self-generated revenue in accordance with budget	Section 11 (i) Greater financial self-sufficiency through fundraising and compatible revenue-producing activities which supplement public funding	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 MUSEUM 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	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 MUSEUM ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Encourage participation in learning and sharing knowledge to build awareness of identity, histories and a sense of place	Awarding three scholarships related to cultural and scientific scholarship and research annually	Section 11 (f) The advancement and promotion of cultural and scientific scholarship and research	A culturally rich and creative Auckland
1.4 INVESTMENT IN THE MUSEUM GALLERIES			
HOW WE ARE GOING TO DO IT	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL MUSEUM ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Redevelop Museum galleries to enhance public experience and increase the readiness of our collections through improved care: aligning with <i>Future Museum</i>	Deliver a new gallery for WWI, He Pou Maumahara, including newly prepared collections	Section 11 (g) Achievement of customer satisfaction by consultation, responsiveness and continuous improvement, and (j) providing maximum community benefit from the resources available	A culturally rich and creative Auckland

Goal Two A compelling destination

Auckland War Memorial Museum will help to deliver outcomes for Auckland by increasing the number and range 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 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 MUSEUM 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>	Delivering targeted programmes, published four times a year, for a range of Auckland audiences (onsite, offsite and online)	Section 11 (d) Celebration of the rich cultural diversity of the Auckland region and its people	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 annually		
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 MUSEUM 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 annually	Section 11 (a) The recording and presentation of the history and environment of the Auckland region, New Zealand, and the South Pacific	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 MUSEUM 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-aged students participating in the Museum's learning programmes	Section 11 (e) Education which involves and entertains people to enrich their lives, and promotion of cultural and scientific scholarship and research	Dramatically accelerate the prospects of Auckland's children and young people

continues >

2.4 DEVELOP A VIBRANT, COMPELLING EXPERIENCE FOR ALL VISITORS.			
HOW WE ARE GOING TO DO IT	MEASURED BY	ALIGNMENT WITH AUCKLAND WAR MEMORIAL MUSEUM ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Deliver a quality visitor experience for Aucklanders and visitors to our city	Achieving an overall visitor satisfaction score of 98%, with at least 68% rating 'excellent' (measured through the VPS)	Section 11 (g) Achievement of customer satisfaction by leadership consultation, responsiveness and continuous improvement	A fair, safe and healthy Auckland

Goal Three Accessible 'beyond the walls'

Auckland War Memorial Museum is enabling the vision for Auckland, 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 learn 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 MUSEUM ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Increase public access to vibrant digital content online, with resources available for research, study, scholarships and education, in line with <i>Future Museum</i>	Increasing the number of collection items available for the public online by 10% on the prior year	Section 11 (j) Provide maximum community benefit from the resources available	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 MUSEUM ACT	ALIGNMENT WITH AUCKLAND COUNCIL'S STRATEGIC VISION
Deliver compelling programmes offsite that stimulate engagement 'beyond the walls', in locations across Auckland	Adopting an approved 'beyond the walls' plan of museum activity, which increases the number of people the Museum reaches offsite year on year	Section 11 (e) Education which involves and entertains people to enrich their lives, and promotion of cultural and scientific scholarships	Substantially raise the living standards of all Aucklanders and focus on those most in need

Goal Four Active leader in Auckland

Auckland War Memorial Museum is already actively enabling the goals of Auckland. We build the capacity of our staff and volunteers to provide high-quality, sustainable services for the public. Culture and the arts underpin Auckland's aspirations as a leading 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 MUSEUM 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 annually in conjunction with Auckland Council, RSAs and partners	Section 11 (c) The role of the Museum as a war memorial	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 MUSEUM 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 coordination of effort with relevant organisations	A culturally rich and creative Auckland

Financial Summary and Commentary

SUMMARY	2014/2015 ACTUAL \$000s	2015/2016 BUDGET \$000s	2016/2017 PLAN \$000s	2017/2018 INDICATIVE \$000s	2018/2019 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Cost of activities					
Maintenance and management	25,905	27,925	28,718	29,501	30,335
Depreciation	9,920	8,868	9,045	9,226	9,410
Total maintenance and management	35,826	36,794	37,763	38,727	39,745
Less revenue-producing activities	7,710	7,628	7,923	7,844	7,687
Net cost of activities	28,115	29,166	29,840	30,883	32,058
Levy	27,991	28,971	20,795	30,883	32,058
Grant for depreciation	0	0	9,045	0	0
Excess (shortfall)	(125)	(195)	0	(0)	0

For the plan year 2016/2017, funding for the Museum's depreciation will be provided from Auckland Council by means of a grant.

COST OF ACTIVITIES	2014/2015 ACTUAL \$000s	2015/2016 BUDGET \$000s	2016/2017 PLAN \$000s	2017/2018 INDICATIVE \$000s	2018/2019 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Maintenance and management					
A strong, sustainable foundation	16,818	17,833	19,126	19,456	19,802
Accessible beyond the walls	2,220	2,748	2,502	2,546	2,590
A compelling destination and experience	3,478	3,473	3,484	3,545	3,605
Active leader in Auckland	3,389	3,872	3,606	3,954	4,338
Asset replacement (including depreciation)	9,920	8,868	9,045	9,226	9,410
Total maintenance and management	35,826	36,794	37,763	38,727	39,745

REVENUE-PRODUCING ACTIVITIES

YEARS ENDING 30 JUNE	2014/2015 ACTUAL \$000s	2015/2016 BUDGET \$000s	2016/2017 PLAN \$000s	2017/2018 INDICATIVE \$000s	2018/2019 INDICATIVE \$000s
				2.5%	2.5%
Interest revenue	704	595	658	651	638
Grants revenue	486	307	349	346	339
Admission fees	1,955	2,054	2,110	2,089	2,047
Commercial operations	3,570	3,383	3,670	3,627	3,546
Sundry income	282	347	408	410	410
Donations and sponsorships	712	942	728	721	707
Total revenue-producing activities	7,710	7,628	7,923	7,844	7,687
Net cost of activities	28,116	29,166	29,840	30,883	32,058

The 2015/2016 Annual Plan reported sundry income at \$1,467k. This figure has been revised with the separation of donations and sponsorship of \$942k and the transfer of car park revenue of \$176k to commercial activity.

CAPITAL EXPENDITURE

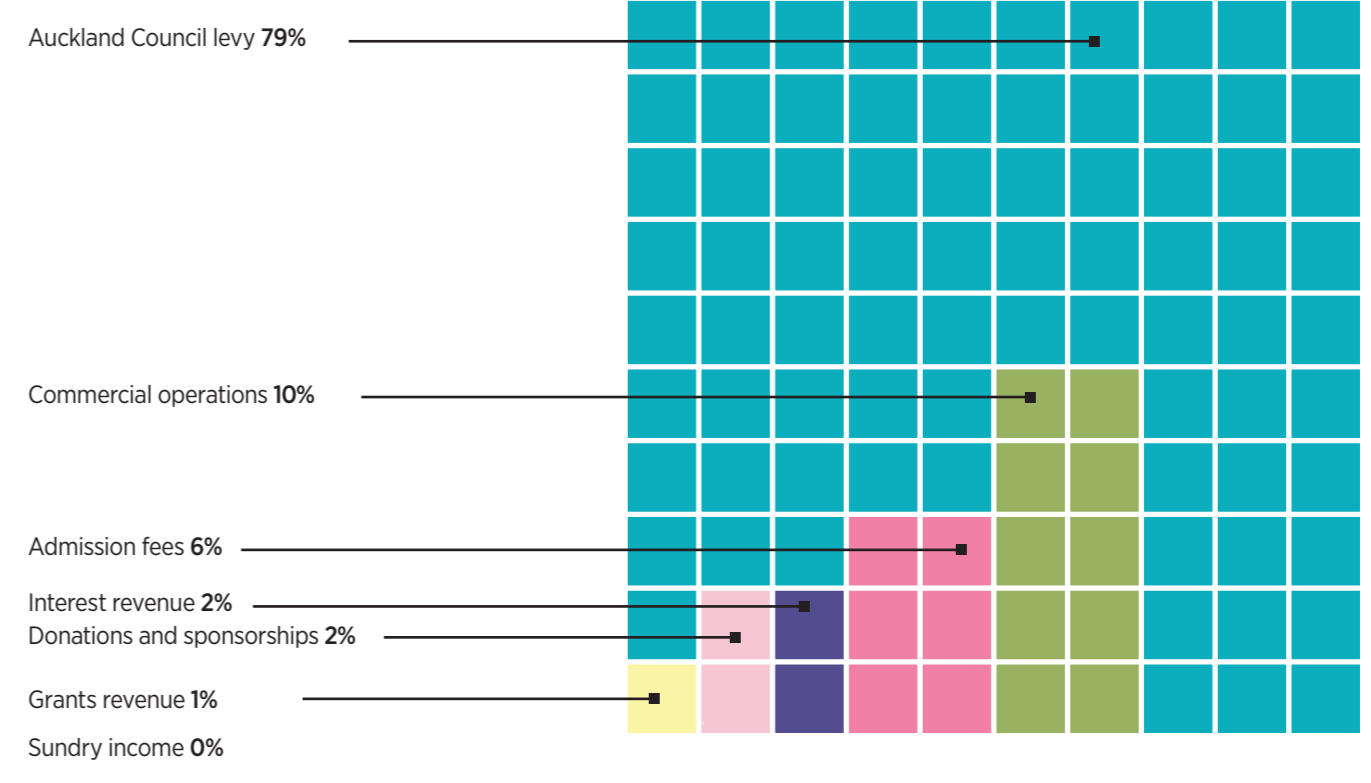
YEARS ENDING 30 JUNE	2014/2015 ACTUAL \$000s	2015/2016 BUDGET \$000s	2016/2017 PLAN \$000s	2017/2018 INDICATIVE \$000s	2018/2019 INDICATIVE \$000s
Replacement capital expenditure					
Funded from Asset Replacement Reserve					
IT and digital	2,717	2,055	1,419	1,500	1,500
Collections	1,681	4,500	3,996	2,912	1,816
Building and infrastructure	1,484	1,455	1,896	1,600	1,500
Offsite Collection Facility	0	150	8,548	579	597
Public space and visitor experience	4,867	10,940	10,761	16,561	10,134
Total replacement capital expenditure	10,749	19,100	26,620	23,152	15,547

Financial Commentary

The proposed levy for the Annual Plan 2016/2017 is \$29.840m, an increase of \$0.869m; that is 3% 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 city.

Revenue targets have been increased from the \$7.710m achieved in 2015 to \$7.923m for the plan year – an increase of \$0.213m (3%).

2016/2017 Revenue Streams



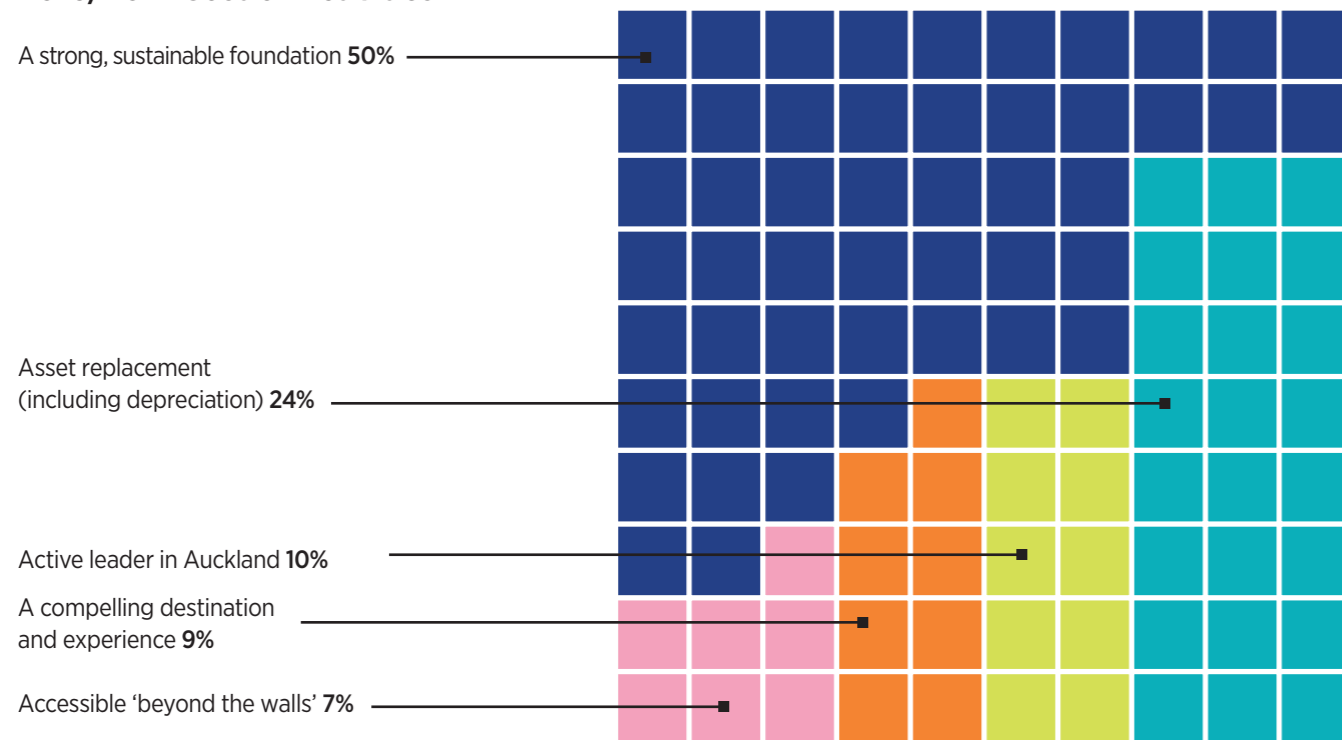
We are forecasting an increase of revenue in the plan year over and above that achieved in 2015 due to increased revenue expected from admission fees, supported by strong revenue targets for cultural performances, retail sales, sponsorship and commercial events – which brings the plan revenue target to \$7.923m.

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

Revenue producing activities are likely to be impacted in years 2017/2018 and 2018/2019 as a broad range of programmes and refurbishment associated with *Future Museum* progress. The impact is reflected in the indicative figures for these years.

The Museum's total cost of activities has increased in 2016/2017 by \$0.969m: being an increase of 3% over that for 2016.

2016/2017 Cost of Activities



Operating costs have increased by \$0.937m. The major increase is in 'A strong, sustainable foundation', where costs are up by \$1.293m. The largest increase is for information technology costs, which reflect the Museum's commitment to making collections available onsite, offsite and online and supports our vision of the collections being at the core of what we do.

Accessible 'beyond the walls' costs have decreased by \$0.246m. This reflects the efficient delivery of programming for both onsite and offsite events, resulting in better investment of funds in order to improve our visitor experience and support our outreach initiatives.

'A compelling destination and experience' costs are expected to be at a similar level as for the past few years.

Costs have reduced marginally in 'Active leader in Auckland' as the Museum responds to the plans of the city.

Our strategic goals, as outlined in *Future Museum*, form the touchstones against which we make investment decisions. In order to implement the objectives established in *Future Museum*, an Organisational Business Plan (OBP) that has a 10-year span has been developed and published. The OBP is a high-level tool to be used at a governance and senior management level to determine broad priorities for investment and allocation of resources.

The intended capital expenditure in 2016/2017 will be used primarily to invest in the Museum's IT and digital capacity, building and operations infrastructure, and gallery renewal. This budget has increased by \$900k (5%) in accordance with the Museum's Asset Management Plan guidelines.

Savings are planned to continue in the areas of electricity and gas consumption (the Museum has reduced its carbon footprint by 50% from our 2010 baseline). These savings have enabled the Museum to reallocate resources more effectively in order to minimise our planned levy request.

The maximum remuneration payable to any member of the Trust Board is \$18,197, with an additional allowance of \$12,043 and \$5,416 payable to the Chairman and Deputy Chairman respectively. The maximum remuneration payable to any member of the Taumata-ā-Iwi is \$10,333, with an additional allowance of \$4,010 payable to the Chair. The remuneration payable to any member of the Trust Board or Taumata-ā-Iwi is inclusive of all local travel and personal expenses.

Our financial projections reflect the work to create a progressive, visionary institution at the heart of Auckland's cultural offering.

We will continue to focus on projects that emphasise the richness of our collections and research, working in partnerships and in joint projects with like-minded institutions. We will continue with our efforts to bring the Museum off the hill and out into communities to enhance the social and cultural fabric of greater Auckland.

Funders, Partners and Supporters

Funders

Auckland Council
Regional Facilities Auckland



Library Outreach Programme
The Stevenson Foundation

Urbanlife Youth Outreach Programme
Tennyson Charitable Trust

War Memorial

Ministry for Culture and Heritage

NZ Lottery WWI Commemoration
Environment and Heritage
(grant 338980)

Collections and Research

C&L Gregory Trust
Auckland Museum Foundation
Auckland Museum Circle Foundation
Auckland Museum Institute
Creative New Zealand
NZ Lottery Environment and Heritage
(grant 329556)
Auckland Zoo Conservation Fund

Partners

Auckland Museum Institute
Auckland Museum Circle Foundation
Auckland Museum Foundation



Supporters

Lifelong Learning

Conference and Travel Expenses

Asia NZ Foundation
Museums Aotearoa
Auckland Museum Institute

Schools Programmes

Ministry of Education LEOTC Fund
EQC

BioBlitz

WWF – Environmental Education
Action Fund
Auckland Council – Environmental
Initiatives Fund
Biosecurity and Biodiversity Services
Landcare Research
Unitec Institute of Technology

Exhibitions

Ministry of Foreign Affairs and Trade

Sustainability

Meridian Energy

Media

NZ Bus
Metro Magazine
The New Zealand Herald
Soar Printing

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How to Stay in Touch

Visit aucklandmuseum.com to follow our social media channels and sign up for our fortnightly Museum e-newsletter. Also available online are details about Auckland Museum Institute membership and the Auckland Museum Foundation.

