

# FUTURE MUSEUM

AUCKLAND WAR MEMORIAL MUSEUM – MASTER PLAN



AM

TAMAKI PAENGA HIRA

AUCKLAND WAR MEMORIAL MUSEUM



# Executive summary

*Future Museum* is a high-level strategic and capital investment plan that will guide a process of transformational change at Tamaki Paenga Hira – Auckland War Memorial Museum.

This change spans all the dimensions that the museum works in – onsite, offsite and online – and is necessary to make sure the museum can achieve its vision and mission over the next 20 years. *Future Museum* will be developed and delivered hand in hand with Auckland Council and the people and organisations of Auckland, thus ensuring that the museum is aligned with the Auckland Plan and so makes a meaningful and enduring contribution to aspirations for Tamaki Makaurau Auckland as a ‘Super City’. *Future Museum* will be developed, consulted and delivered through the Annual Plan.

*Future Museum* has a bicultural foundation, derived from the museum’s Te Tiriti o Waitangi and statutory obligations. This is expressed in practice, and encapsulated in the plan, through Te Kōrahi Māori – a genuine Māori dimension for Auckland Museum – guided by the principles of mana whenua, kaitiakitanga and manaakitanga. *Future Museum* has six strategic goals that act as touchstones for investment decisions and for measuring progress. They are: Achieve the museum’s vision; Open up the collections; Reach more people; Fulfil our building’s potential; Inspire our audience; Make it sustainable.

Once achieved, *Future Museum* will transform the content, layout and tikanga of the museum, and its digital presence, to broaden and deepen people’s engagement with it. It will reinforce the museum’s ongoing relevance for its diverse audiences: Māori, Pacific, Asian, European, and many others. It will ensure the museum’s sustainability; cement its status as a cultural leader and major tourist attraction; build its capacity as a place of learning and engagement; and have a direct and positive impact on Tamaki Makaurau Auckland’s communities and residents.

## What we plan to do

*Future Museum* identifies two driving purposes and five supporting strands of work that together will achieve the change that the plan describes.

### The two driving purposes are:

**To maximise access to and care of the museum's collections and the knowledge associated with them which cover social history, natural science and include internationally important Māori and Pacific taonga, for example by:**

- establishing an overarching structure for displaying and telling stories about collections
- ensuring collections grow in a sustainable way
- increasing the number of collections on display or digitally available
- upholding a quality curatorial approach
- encouraging information sharing around collections

**To serve the people that the collections are for, namely our current and future audiences, for example by:**

- retaining existing audiences and attracting diverse new ones
- providing experiences and services that enrich the lives of our visitors and their communities
- adopting a planned approach to gallery and content renewal over time
- reinforcing the museum's role as a place of learning and engagement
- increasing access to the museum and its collections
- using research and evaluation to underpin programmes and developments

### The five supporting strands are:

Furthering the museum's vision, and honouring its bicultural foundation and role as a war memorial museum for example by:

- embedding Te Kōrahi Māori; and upholding the significance of the war memorial, and the war galleries and collections

Respecting the heritage museum building for example by:

- protecting the integrity of the building's architecture; enhancing visitor comfort; installing core infrastructure
- improving work spaces; and developing shared aspirations for Auckland Domain

Reaching beyond the museum's walls for example by:

- providing quality offsite programmes; building reciprocal relationships that increase access to and knowledge about collections
- promoting contemporary artistic collaborations

Creating a digital museum for example by:

- digital guardianship: ensuring we protect our digital information from future changes to technology
- sustainable delivery: reusing and sharing digital content for many different formats
- universal access: visitors will have a seamless digital experience before, during and after their visit to the museum

Ensuring environmental sustainability for example by:

- reducing the museum's environmental impact
- adopting green building innovations; and reducing operational costs

These purposes and strands are multifaceted and interwoven. *Future Museum* describes the work that will happen in each area, including the key projects that we have planned, when they will happen and the approach we will adopt to implementation.

## When the change will happen

*Future Museum* encapsulates a phased process of change through a wide range of activities.

In the first instance, we will develop detailed plans for the projects in years 1 to 5. This will include some bold moves and we will consult with visitors and stakeholders about them. Some improvements have been initiated already, specifically in the current revamp of the popular interactive gallery 'Weird and Wonderful' and the creation of a picnic space for groups and families.

Years 5 to 10 are about consolidating the work begun in the early years. Changes in the plan's last 10 years are at this stage largely aspirational, although we will start doing the groundwork for them now.

We will monitor and report on *Future Museum's* impact throughout the life of the plan and beyond. We will use both quantitative and qualitative performance measures that reflect the plan's staged implementation.

The museum will remain open throughout, and we will take steps to minimise the disruption to visitors and employees.

## How *Future Museum* is funded

*Future Museum* involves a programme of capital expenditure, supported by proactive fundraising.

We have developed a specific funding approach for *Future Museum* based on Auckland Museum's existing asset replacement financial model, as set out in the Annual Plan.

Finally, none of this would be possible without the museum's people. *Future Museum* incorporates an ongoing programme of investment in employees and volunteers, ensuring that we develop a workforce that is truly fit for the future.



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# Foreword

## He timatanga noa, haere tonu, haere tonu tae noa ki tona otinga. Otirawa.

Tena koutou katoa.

As a new era begins for Tamaki Paenga Hira, we acknowledge the investment, care and dedication that have sustained this institution for 160 years.

Our first home was a small farm cottage in Grafton, with the fledgling collections in one room and a curator in the other. Relocation to custom-built premises in 1876 was followed in 1929 by the move to the Auckland Domain, where the museum for Auckland was combined with a war memorial that responded to the traumatic sacrifices of the Great War. The Hall of Memories was added to commemorate more than 4000 Aucklanders who lost their lives in World War II. As demand grew, a semi-circular extension at the southern end of the building was opened in 1960.

International recognition of the museum's collections and the continuing popularity of the institution led to further modernisation and redevelopment in the 1990s. A 12-year project concluded in 2006, delivering substantially greater space for public use and a better environment for the city's collections. The works extended over seven storeys in the former southern courtyard, characterised by a suspended bowl-shaped structure that appears to hover within the courtyard, topped by an undulating glass and copper dome with views across the city and its natural features.

*Future Museum* seeks to honour and repay this legacy by continuing to put the people of Auckland first; giving expression to Te Korahi Māori, a Māori dimension as a leading philosophy that has integrity and is solidly founded. We will encourage new ways of seeing things in the interest of improving the museum's respect for Māori practices and values, the care of Māori artefacts, Māori staff and Māori visitors. The Māori dimension of Tamaki Paenga Hira will be visible and valued as we contribute to the shaping of Auckland as a city of the Pacific, and as home to Pacific Island, European, Asian and many other people.

Responding to feedback from the public, we will cater for steadily increasing visitation and for the diversity of the city's population. We will continue to protect the natural environment and strengthen our sustainability, through operating more efficiently, generating revenue and nourishing tourism that is vital to the economy. We will make it possible for people to have even greater access to the museum's collections and to relish and thoroughly enjoy their experiences. We will invest in galleries and displays; produce programmes that reach communities across the city; and provide a more sophisticated presence online.

Our plan looks ahead 20 years, responding to the Auckland Plan with its aspirations for the city to compete globally. We know that museums can have a positive impact on the lives of people, enabling a greater sense of identity. We are committed to playing a leading role in the cultural and creative life of the city, helping to shape it, building up communities and providing a bridge between cultures.

Auckland War Memorial Museum will be sustained as a civic space for reflection and commemoration. We will continue to be a hub for intellectual interchange, a place for engagement and participation, and a source of creativity and inspiration. We will promote the habit of learning and be respected across the world for our thought-leadership and curatorial, scholarly and professional standards. We will be relevant to the social, cultural, economic and environmental well-being and success of Auckland as New Zealand's largest and most international city.

Our aim is to invest for the future to give Auckland the 21st century museum it merits as 'the world's most liveable city'.

*Future Museum* has been made possible by the ongoing support of the people of Auckland, backed by a decade of prudent financial planning, enabled by innovation, and motivated by teamwork among staff, volunteers, members, the Taumata-a-Iwi and the Trust Board.

We pay warm tribute to everyone who is helping the museum to learn, grow stronger and remain in the forefront of the life and vibrant future of Auckland and all of the city's people.

Ngā mihi na,



**Dr William Randall**  
Trust Board Chairman

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

**Roy Clare CBE**  
Director

SECTION ONE

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# How *Future Museum* came about

## Tui tui hono tangata, whenua me te moana

### Connecting through sharing stories of peoples, lands and seas

This is Tamaki Paenga Hira – Auckland War Memorial Museum’s mission, and this plan, *Future Museum*, is about how we will pursue that mission, in collaboration with the museum’s audiences, communities and other organisations, over the next 20 years.

*Future Museum*, too, is about connection – about connecting more people to the museum, more often; about enabling people to connect with the collections in different, innovative ways; about forging connections with other organisations, iwi and individuals to make more of the collections available and build our knowledge about them; about strengthening the physical connections within the historic museum building, and outside it, to Auckland Domain and the city beyond; and about cementing the museum’s broader connection with that city, Tamaki Makaurau Auckland, as kaitiaki of its stories and taonga, on behalf of Aucklanders, iwi and communities.

This document sets out the background to *Future Museum*, the detail of the aspirations therein and, in broad terms, the museum’s approach to delivering this 20-year strategic and capital investment plan.

## 1. *Future Museum*: a museum fit for the future

*Future Museum* is a high-level strategic and capital investment plan that will guide a process of transformational change at Tamaki Paenga Hira – Auckland War Memorial Museum.

This change is necessary to make sure the museum is, and remains, in best shape, so that it can achieve its vision and mission over the next 20 years.

*Future Museum* is aligned with the Auckland Plan, in order to ensure that the museum is fit for Auckland's future.

The process is a stepped one, towards defined strategic goals. But it is also flexible, recognising that over such a long timeframe, some things will alter. *Future Museum* will be developed in collaboration with audiences and stakeholders. It is intended to be flexible and responsive yet with a strong focus on clear strategic goals over the 20-year period.

Once achieved, *Future Museum* will transform the content, layout and tikanga of the museum, to broaden and deepen people's engagement with it. It will ensure the museum's sustainability and attract more visitors, more often – onsite, offsite and online.

We are committed to ensuring that *Future Museum* is implemented in a transparent way, and to measuring and reporting on the plan's impact and return on investment throughout its life.

The aim is to make the museum fit for the future, starting now.

### ***Future Museum* is**

#### **Onsite**

The museum building and its galleries.

#### **Offsite**

A museum beyond our walls, making connections and building relationships with local communities.

#### **Online**

A digital museum to expand access to collections, engage with audiences and to improve business processes.

## 2. Where we're headed: *Future Museum's* strategic goals

*Future Museum* is guided by overarching goals. They are the touchstones against which we make investment decisions, assess proposed plans, and measure our progress.

### ● **Achieve the museum's vision**

Work from a solid bicultural foundation, observing the principles of Te Kōrahi Māori, and honour our role as a war memorial.

### ● **Open up the collections**

Increase access to and engagement with the museum's collections and the stories they represent, including through full digital access, and support the museum's aims for collections care, scholarship and research.

### ● **Reach more people**

Retain our current audiences, and attract and retain new and more diverse ones, through a dynamic programme of working beyond our walls.

### ● **Fulfil our building's potential**

Realise and preserve the potential of our iconic building and its location in the Auckland Domain, while improving its capacity to accommodate future audience growth.

### ● **Inspire audiences**

Engage, inform, amaze and connect with our visitors, across the museum's three dimensions (onsite, offsite, online), including as a place of learning.

### ● **Make it sustainable**

Increase and diversify the museum's income, reduce operating costs, invest in our people and adopt green operating practices, to achieve business and environmental sustainability.

## 3. A Māori dimension

*Future Museum* has a bicultural foundation, derived from the museum's Te Tiriti o Waitangi obligations and embedded in the Auckland War Memorial Museum Act 1996.

Te Kōrahi Māori (the Māori dimension) of Auckland Museum is how we pursue this foundation in practice. It begins with the museum's shared decision-making approach, through the Taumata-a-iwi which advises the museum's Trust Board, and is expressed through our partnerships with Tamaki Makaurau iwi.

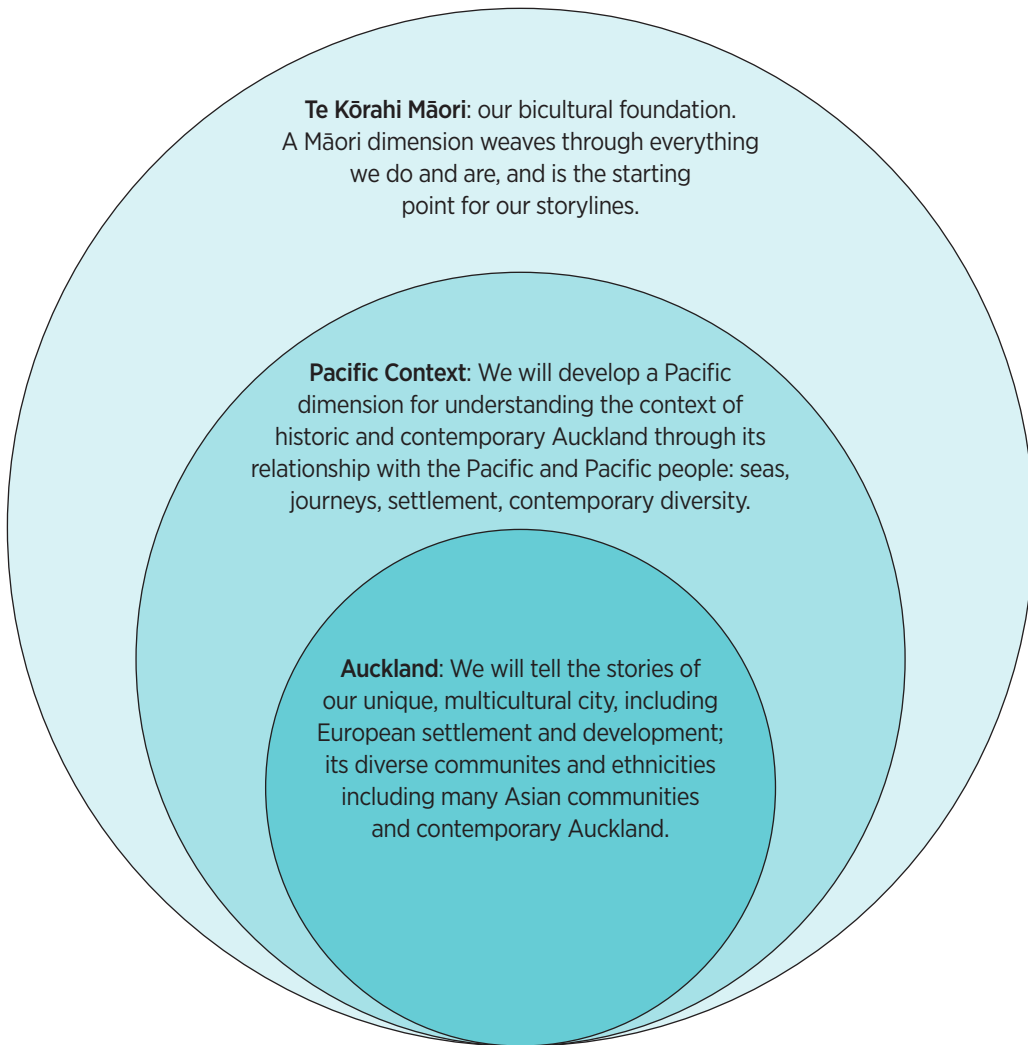
These partnerships, in turn, form the basis for our relationships with other iwi and communities, as encapsulated in the principle of mana whenua. Mana whenua also frames our relationship with Pacific communities through the unique whakapapa (genealogical connections) between our people, landscapes and collections.

The principle of kaitiakitanga recognises that we have a shared interest in taonga with iwi and other communities that have a whakapapa (genealogical) connection to them. This principle captures the museum's responsibility to provide the best care, protection and access to the collections and the stories entrusted to us by iwi and communities.

The third principle, manaakitanga, is about ensuring we welcome all our visitors with care and generosity whether they come to our building, a community-based programme or event, or visit online.

Te Kōrahi Māori will be reflected in everything that we do and in what visitors will see, feel and experience.

We are committed to constructing Te Kōrahi Māori, a Māori dimension, at Tamaki Paenga Hira – Auckland Museum that is visible, valued and enduring, and guided by the principles of mana whenua, kaitiakitanga, and manaakitanga.



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*Future Museum* has a bicultural foundation encapsulated and expressed through Te Kōrahi Māori (a genuine Māori dimension). Te Kōrahi Māori places Māori narratives and taonga at the heart of the museum. From this starting point, the museum moves out into collections and knowledge about Tamaki Makaurau Auckland's Pacific location and heritage, European settlement, recent Asian influences and the city's contemporary multicultural communities.

## 4. A plan that builds on the past

Auckland War Memorial Museum has stood on its present site, on Pukekawa Hill, since 1929. One of New Zealand's finest heritage buildings, it is also one of the country's foremost social history and natural science museums, and a place of remembrance for those who have fallen and served their country in war.

Substantial investment in the museum over past decades has maintained it to an international standard. Much needed refurbishment in the 1990s, was followed by extensive development of the war memorial galleries. From 2000 to 2006, a second stage of developments enclosed the former southern courtyard with the distinctive dome and bowl-shaped addition.

*Future Museum* continues this legacy of care and development, ensuring that Auckland Museum holds its own as a world-class museum and enhancing its present status as a cultural leader and major tourist attraction in Tamaki Makaurau Auckland and nationwide.

## 5. A plan for Auckland

Through alignment with the Auckland Plan, *Future Museum* will help achieve Auckland Council's goals for a culturally rich and creative Tamaki Makaurau Auckland, and for sustainability.

Museums throughout the world foster cultural exchange, preserve memory and explore identity. At present, in a drive to remain relevant, many museums are repositioning themselves: from static keepers, to responsive sharers of knowledge and experiences. Museums are becoming places where people can participate to achieve their aspirations.

Auckland Museum is among this new wave of museums, working with Tamaki Makaurau Auckland's other arts, culture and learning organisations to shape the place and support the aspirations of Māori, Pacific, European, Asian and all communities. This includes contributing to a thriving arts and culture scene in the city.

*Future Museum* commits the museum to being relevant to the social, cultural, environmental and economic well-being, and ultimate success, of Tamaki Makaurau Auckland. It will have direct and positive impacts on the city's communities and residents.

We are seeking to align *Future Museum* with the Auckland Plan and will work closely with Auckland Council to identify opportunities to achieve the goals and objectives of both plans. We will also seek out relationships with other arts, cultural, learning and tourism organisations to build and further common aims.

## 6. Why *Future Museum* is needed

*Future Museum* builds on Auckland Museum's rich 160-year history. During that time, the museum has never stood still: its heritage building, collections, role and audiences constantly growing and evolving. That evolution is set to continue and many strategic opportunities present themselves.

This plan is also needed to address issues that prevent the museum achieving its potential for Auckland today and into the future. These issues include: displays of collections which are now dated; lower than reasonable proportion of collections available digitally; building facilities that were not designed for current or future increased visitor numbers; and a visitor profile that can better match the Auckland demographic. Some of these issues can be addressed through our day-to-day endeavours but most require additional effort and resources, and hence why *Future Museum* was needed.

*Future Museum* describes a planned process of transformational change that will require capital investment. Thanks to the prudence of past and present museum trust boards, funds are available to make this investment and we will add to these through our ongoing endeavours.

*Future Museum* will make sure that investment happens in the best way for the museum, its audiences, stakeholders and staff. It creates and delivers a long-term capital investment programme for the museum; ensures the sustainability of that investment; and measures and reports on its impacts and benefits over time.

*Future Museum*  
invests in  
a museum for  
the people.

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## 7. How *Future Museum* was developed

*Future Museum* has grown from the inspirational work of employees and volunteers, envisaging what their museum needed to be fit for the future. Informed by research and consultation, including with members of the public, it has subsequently been developed with the Trust Board and Taumata-a-Iwi to ensure its fit with the museum's other plans and Auckland Council's goals for Tamaki Makaurau Auckland.

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## 8. Taking *Future Museum* forward

*Future Museum* is an evolving process. As the museum delivers the plan, we will continue to work closely with Taumata-a-Iwi and the Trust Board, and in partnership with mana whenua and a wide range of other communities, to ensure that the mauri and wairua of the museum and its collections are safeguarded and accessible for all people. Our approach will be strongly collaborative.

The museum will remain open throughout, so that *Future Museum* will be integrated into everyday business.

Investing in skill development for employees and volunteers will be important to ensure successful delivery of *Future Museum*, as will leadership development. *Future Museum* is very much about organisational development and growth, in order that we can fully contribute to Auckland's aspirations for arts and culture and tourism.

Our intention is for *Future Museum* to set a benchmark for outstanding museum master planning in Aotearoa New Zealand and internationally, by establishing an innovative approach to long-term investment planning that puts collections and audiences first.

SECTION TWO

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# *Future Museum* in detail

## 9. *Future Museum's* driving purposes

Building on Te Kōrahi Māori, *Future Museum* has two driving purposes:

- to maximise access to and care of the museum's collections and the knowledge associated with them
- to serve the people that the collections are for, namely our current and future audiences

This section describes how *Future Museum* plans to achieve these two purposes, including the issues we face and the differences we want to make in each area.

In sections 13 to 18, we outline the other strands of work that will support these driving purposes. In section 19 we list the priority activities that will put *Future Museum* into action.

### Rangatira

He whare tū ki te paenga

He kai ma te ahi

He whare tū ki te pātū watawata

He kai ma te ahi.

### Leadership

A house standing in the wilderness  
is food for fire, but the house  
standing in the fortified village is  
a strong and noble house.

Taharakau, Gisborne

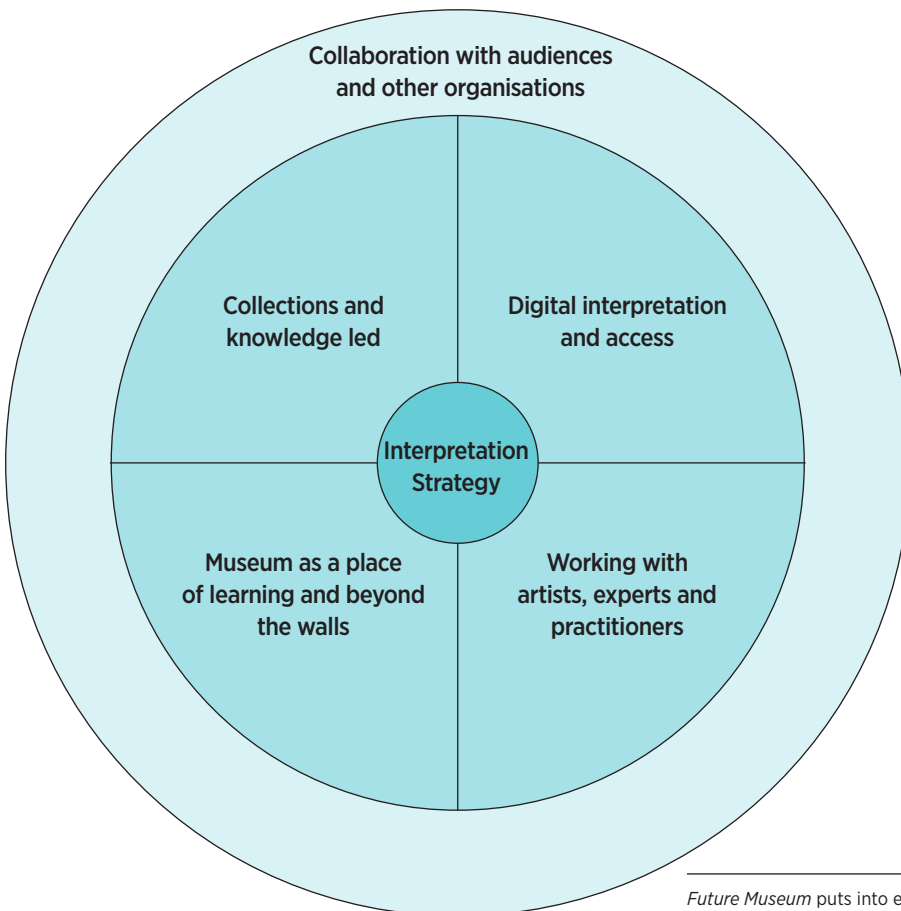
## 10. Driving purpose: collections

**Future Museum is a collections and knowledge-led plan, placing the collections and their care at the centre of all future development and investment.** Auckland Museum is kaitiaki for significant Māori, Pacific, and national taonga. Its collections and the knowledge that attaches to them are unique and specific to the museum's place in Aotearoa New Zealand, the Pacific and beyond.

These collections contain millions of amazing things and have remarkable breadth, encompassing natural science, human histories and histories of war. They have evolved over the museum's 160-year history, and bear the print of the people who have collected, cared for and contributed to them. As such, their equivalent can be found nowhere else in the world and we take them as our starting point.

*Future Museum* is based on a new approach to the museum's kaitiakitanga (stewardship) of taonga. This involves enabling reconnection between taonga and individuals, iwi and communities, allowing taonga to travel when appropriate.

The museum will foster the co-development of, and shared authority for, knowledge around all collections. We will recognise the expertise of individuals, communities and organisations, and create partnerships to build information and understanding. We will actively provide opportunities for people to participate in and contribute to what the museum does.



*Future Museum* puts into effect Auckland Museum's Interpretation Strategy. A collections-led plan, it works collaboratively with visitors, stakeholders, artists and many other partners to increase access to, knowledge about, the relevance of and engagement with its diverse and unique collections.

## 10.1 Gallery renewal

*Future Museum* establishes an overarching structure, through an Interpretation Strategy, for the stories told and shared onsite, offsite and online. The structure reinforces the museum's purpose as a natural and social history museum, following themes of 'who we are' (people), 'where we are' (land), 'where we came from' (seas, journeys) and 'what's happening now' (current issues).

Within this structure, *Future Museum* places Māori and taonga at the heart of the museum, beginning the visitors' museum experience with the first stories of this land, Aotearoa New Zealand, and its people. At a physical level, it increases access to all collections, starting with the Māori Court and galleries, including the carving store. Over the lifetime of *Future Museum*, all taonga will be made accessible to visitors and there will be opportunities for access for research, and for iwi and Māori to perform appropriate tikanga.

From this starting point, visitors can explore the rest of the museum, moving out along stories about Tamaki Makaurau Auckland: its Pacific location and heritage, the long history and presence of New Zealand European / Pakeha and recent Asian influences, the diversity and vibrancy of its contemporary communities, and its evolution into a truly multicultural city.

These stories are about Aucklanders of all cultures and origins. Our intention is that, within them, all Aucklanders will find turangawaewae, their place to stand. Visitors will be encouraged to add their own stories, extending and shaping those the museum tells.

## 10.2 Collections development

*Future Museum* anticipates the museum's collections will grow in some areas, and remain stable or be consolidated in others. We will take steps with key stakeholders to ensure that collections develop in a sustainable way, which maintains their quality and relevance, and incorporates contemporary materials.

We will also ensure there is sufficient and appropriate storage to accommodate them. Storage will keep collections accessible to staff, visitors and researchers, and take cultural and iwi interests into account. It is likely that we will need to collaborate with other organisations to provide offsite storage in the longer term.

## 10.3 Collections readiness and display

*Future Museum* will increase the number of collections that are on display or digitally available at any one time. Substantial work is needed to prepare the collections over the lifetime of this plan, so that this can happen. Collections records, images and digitisation, collections knowledge and presentation are all part of this preparation, and are addressed through the plan. From them, many programmes to increase access and engage audiences will spring.

Collaboration with iwi and Māori, industry colleagues and a broad range of communities will be another important way to increase collections exposure. We will open up the collections, receiving in return information and research to enhance collections knowledge. As this knowledge grows and we renew the galleries, we will be better able to address any gaps in the collections' completeness.

## 10.4 Collections care

Auckland Museum will uphold its current curatorial approach, encouraging scholarship and information sharing around the museum's collections, and maintaining public trust in the museum as a place of learning. We will invest in the capacity of our staff and volunteers to care for and learn about the collections, and provide opportunities for visitors and communities to be involved.

Our role as kaitiaki guides us: we provide care for & access to collections and stories entrusted to us, for all audiences.

## 11. Driving purpose: audiences

Auckland Museum has passionate and loyal audiences; people and families who come again and again to enjoy what the museum has to offer. It is also a significant tourist destination, one of the must-see attractions for visitors to Tamaki Makaurau Auckland.

We recognise that building and retaining those audiences is a vital element of being fit for the future. To this end, we will collaborate with audiences and key stakeholders to ensure broad relevance and accessibility.

People, after all, are what the museum is about. The challenge for *Future Museum* is to find and develop approaches that are relevant for new groups of people.

This is about making people feel that Auckland Museum is their museum – it is about them and they are part of what happens here. For local people, the museum will be a place of pride and daily relevance. For international visitors, their museum visit will be a touchstone; a high point and reference for the rest of their trip.

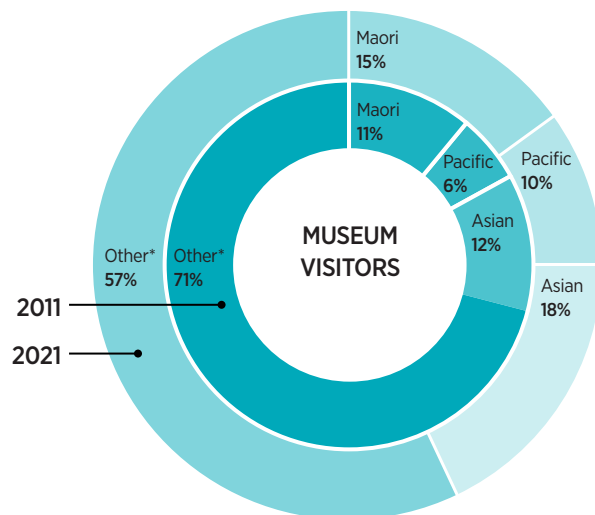
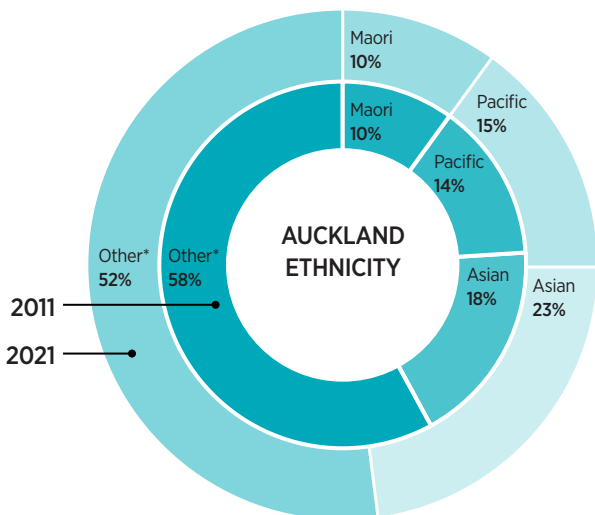
Of course there are people who do not currently use the museum. We want to reach them too. We want to understand why they don't visit, and enable them to change that, if they want to. We want them to know that the museum is a great place to come to and that there is always something here for them.

The visitor experience starts at the heart of the museum with the first story of Māori, in this place: mana whenua, tangata whenua; turangawaewae: a place to stand.

The Museum will invest in reaching more of Auckland's diverse ethnic communities, in particular Pacific and Asian people, matching the evolving demographic profile of Auckland. The Museum Visitors diagram shows recent progress in audience development, on which *Future Museum* builds.

Data source: Statistics New Zealand, Monitor Auckland

\* Other: New Zealand European / Pakeha and all other ethnicities



## 11.1 Audience development

**By 2032, we aim to welcome, and have capacity at the museum to accommodate, 1.4 million visits onsite every year.** It is also the aim to align museum visitation more closely with the Auckland demographic profile. The diagrams on page 20 show the shifts that are required. To do this we will retain our existing audiences (and encourage them to come back more often), and attract new and diverse audiences, including many more local visitors.

Taking the museum beyond the walls through an exciting programme of community, school and location-based events and exhibitions will build our Tamaki Makaurau Auckland audiences, across all of the city's cultures and communities.

Building our digital capacity – including increasing online access to our collection, and the ways people can explore those collections, online and onsite – will also attract new audiences. People will want to return again and again, as they build and revisit their personalised museum experience.

## 11.2 Relevance and collaboration

**Future Museum will provide experiences and services that enrich the lives of visitors and their communities.** It adopts a planned approach to renewing galleries and content over time, which will keep the museum fresh and relevant.

This approach is based on what the museum's audiences have said they want and need. It gives visitors multiple perspectives on the museum's collections and their stories, letting them engage with information at the level they choose (from brief and intriguing, to detailed and academic).

Auckland Museum will enable people to learn about, and build connections between each other, their communities and the things they know. It will reflect Tamaki Makaurau Auckland's evolution into a multicultural city, including recent Pacific and Asian influences; building on the history and living presence of the tangata whenua and New Zealand European / Pakeha settlement.

Both in the museum, and digitally, there will be opportunities for audiences to collaborate, comment on and add to the museum's collections knowledge. Visitors will be invited to share their stories and shape those the museum tells.

## 11.3 Learning and engagement

**As a result of the strategic investment described in this plan, Auckland Museum will be a vibrant place for learning, enabling young people in particular to realise their potential.**

Programmes will be based around the collections, and will draw on the expertise of staff to provide stimulating, memorable and appropriate learning experiences for visitors, educational and school groups, pre-schoolers, families and lifelong learners.

We will also partner with a range of individuals, communities and organisations to co-create programmes, and enrich what we offer. We want the museum to be a model for best practice, providing effective, innovative and responsive learning and engagement for all our visitors.

## 11.4 Access

**Future Museum will increase access: at a physical, intellectual, cultural and social level.** We will tackle all barriers to people engaging with us, actively helping people move from non-users to confident museum participants.

By harnessing new technologies, and adopting fresh approaches to interpretation and design, we will make more of the collections and services available in ways that best suit the museum's audiences.

## 11.5 Research and evaluation

**Future Museum activities (especially those involving redevelopment of galleries or programmes) will be underpinned by audience research and evaluation.** These are important ways to ensure our programmes reflect the diverse demographics of Tamaki Makaurau Auckland's communities and remain relevant to our visitors' needs.

We will also use research and evaluation to track the plan's impact, and monitor whether we are achieving our project, and audience objectives.

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## 12. Supporting strands

In this section, we describe the strands of work that support *Future Museum's* driving purposes. They are:

- furthering the museum's vision, and honouring its bicultural foundation and role as a war memorial museum
- respecting the heritage museum building
- reaching beyond the museum's walls
- building the museum's digital capacity and capability
- ensuring environmental sustainability

Ko au  
Taku tūrangawaewae  
Taku whenua  
Taku moana  
Taku maunga  
Taku mana

I am  
My standing place  
My land  
My water  
My mountain  
My mana

## 13. Bicultural foundation and role as war memorial

*Future Museum* furthers the museum's commitment to its bicultural foundation and Te Kōrahi Māori, and its dedication to upholding its role as a war memorial.

### 13.1 Te Kōrahi Māori

Te Kōrahi Māori is how Auckland Museum pursues its bicultural foundation in practice. It involves (among other things) maintaining partnerships with iwi that connect them to the taonga we hold, contribute to the building of matauranga Māori, and proudly tell past, present and future narratives of iwi and Māori.

*Future Museum* upholds the museum's role as a war memorial, preserving and promoting its sanctuary spaces and war history collections.

### 13.2 War memorial and galleries

*Future Museum* recognises the national and international significance of the memorial and the museum's war galleries and collections. This is especially the case as we approach the centenary of the First World War, which will mean a wide-ranging public offer at the museum.

There is potential for these collections to be experienced and understood in a highly emotional way. The plan will enable these experiences, creating a hub for sharing stories, historical and contemporary, of what war meant and means for Māori, Tamaki Makaurau Auckland, Aucklanders and New Zealanders, here and abroad.

*Future Museum* will also maintain quiet spaces within the museum where individuals, families and returned service personnel can gather, reflect and remember their loved ones and colleagues.

We will support Auckland Council in ensuring that the cenotaph and the consecrated ground around it are well-maintained and respected.

## 14. The museum building

Tamaki Paenga Hira – Auckland War Memorial Museum is a listed heritage building and an iconic building in the Tamaki Makaurau Auckland landscape. It contains consecrated spaces, and is a spiritual place for many tupuna (in the form of taonga). It is important that we continue to celebrate the architecture, maintain the fabric and protect the integrity of the founding design.

Our responsibilities in these areas are foremost in our mind as we look to the museum's future.

Already, the building receives more visitors than it can comfortably cater for, and pressures will increase as audiences grow. *Future Museum* will address these issues (and more), making the museum building work for visitors, employees and volunteers.

### 14.1 A building for all

***Future Museum* proposes investment in the building to both resolve issues that affect visitors, such as way-finding and circulation, and ensure it is fit for the future.**

The potential of newer architectural features, such as the bowl and events centre, will be further developed so that more people can appreciate and use them. We also plan to open out the galleries to create a feeling of room and light.

As part of *Future Museum* we will work with heritage architects on projects that affect the building. We will also create opportunities for visitors to appreciate the beauty of the building, as a taonga in its own right.

All developments will support and integrate with the museum's Heritage Maintenance Plan, and investments and work currently scheduled under that plan will remain a priority.

### 14.2 Navigation and access

***Future Museum* will address the museum's navigation and access issues, so that visitors can more confidently explore the museum.** This includes issues with the building's entrances, for example resolving access difficulties with the powerful north entrance, and fulfilling the southern entry's potential as a gateway for large groups.

Navigation within the building will be made clearer, and the flow and legibility of the internal spaces (how easy it is for people to understand where to go and how to move around) will be improved.

### 14.3 Visitor comfort

**As a result of *Future Museum*, the museum building will be more comfortable and inviting, with places visitors can gather, rest and take in the wonder of their surroundings.**

Visitors will feel welcomed as they arrive and confident about where to go. Improving transport interchange and car park access are aspirations that will be explored.

Windows will be uncovered, where appropriate, to let in light and let people see out, providing a sense of connection to the landscape.

The commercial areas, such as the shops and cafe, will be more enticing and effective, providing a distinctively Auckland Museum experience and a better income stream for the museum.

### 14.4 Building infrastructure

***Future Museum* will provide Auckland Museum with core infrastructure that makes the building flexible and fit for the future.** Infrastructure will serve the needs of the collections, and will support visitors' museum experiences and staff as they go about their work.

The aim is to achieve a level of technical flexibility throughout the building that allows us to service the changing uses of spaces and provide consistent infrastructure throughout the building. This includes physical infrastructure (such as lighting, fire protection and air conditioning systems) and information and communication technologies.

### 14.5 Work spaces

**Making sure that work spaces are fit for purpose and well located is an aim of our plans for the museum building.**

Staff, research and volunteer work spaces need to be efficient, flexible, technically supported and close to natural light. They must cater for the diversity and personal needs of the people who use them, and enable offsite working where this is required.

### 14.6 Auckland Domain

**We will work closely with Auckland Council to develop shared aspirations for the domain and the museum's place within it, building their combined status as a destination in the city.**

We will also continue to collaborate with the council and other organisations to address transport, way-finding and security issues. Our aspiration is for visitors to be easily able to reach the museum by foot, public or private transport, both from within the domain and further afield.

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

## 15. Beyond the walls

***Future Museum will make the museum relevant and accessible to everyone by reaching out, enabling people to contribute to its collections and knowledge.***

It is about building effective relationships with communities, organisations, individuals and audiences to achieve the museum’s vision and mission, and honour our bicultural foundation.

It is also about working in a connected and outward-looking way that values the input of our partners and stakeholders, and builds commercial sustainability.

### 15.1 Offsite programmes

***Future Museum will take Auckland Museum ‘beyond the walls’, providing quality, engaging museum experiences in a wide range of places, including community locations, libraries and schools.***

Programmes will be aimed at Tamaki Makaurau Auckland residents (and others) who either cannot physically visit the museum, or for whom collections and expertise are more appropriately accessed in their communities.

Programmes will be audience focussed, with particular emphasis on developing new audiences who do not currently use the museum and encouraging them (in time) to visit the museum building.

### 15.2 Research and collaboration

***Future Museum encapsulates a philosophy of sharing and exchange of ideas, where the museum is one contributor and one expert among many, valuing the input and interpretations of its audiences, communities, stakeholders and industry colleagues.***

As part of this, *Future Museum* seeks to build truly reciprocal relationships with other cultural, heritage, creative, educational and business organisations. Through these relationships we will increase access to, and knowledge about the collections, and explore opportunities for fundraising.

*Future Museum* will ensure that the building has excellent research facilities for communities and scholarly research on the collections. Our research aspirations will continue to be based around the museum’s collections, and will incorporate a prominent matauranga Māori component.

To this end, we will support and build the skills and experience of our curatorial staff, recognising that it is their work that unlocks the potential and energy of the museum’s collections.

### 15.3 Artistic collaborations

***Future Museum will promote contemporary artistic collaboration and draw on New Zealand talent as part of what makes the museum unique.***

We will work alongside creative and performing artists to develop artworks – film, visual arts and crafts, music, theatre, performing arts, Māori arts, dance, Pacific arts and literature – that respond to or enhance the museum’s collections. This may involve providing work and display spaces, mentorships and commissions.

Artworks will reflect and interpret what it means to live in Tamaki Makaurau Auckland now, including the vibrancy that Pacific, European and Asian cultures add to contemporary life in the city. They will add another strand to the narrative that begins at the museum’s heart, the Māori galleries, and proactively involve the museum in the city’s cultural life and heritage.

## 16. Creating a digital museum

*Future Museum* recognises that the only way that the museum can make the majority of its collections available to more people is through using digital technologies. Wherever and whoever our audiences are, we will help them create a vibrant, personalised and authentic museum experience – onsite, offsite and online. We will do this by building digital capacity and capability.

### 16.1 Digital investment

*Future Museum* will invest in the deployment of technical systems and digital technologies to transform the museum experience for visitors, and reach more people in new and innovative ways.

Our immediate goal is to provide an online publically available catalogue of the museum's collections. Additional information, images, narratives and opportunities for audiences to add to and comment on collections will follow, to enrich this resource.

We will start with new systems for managing and storing information. With these platforms in place, our online collections and library catalogues will be more accessible. Over time, collection records will be enriched with images, videos, stories, and information contributed by our visitors.

Outside the museum, collection stories, information about our vibrant public programmes and museum facilities will be accessible from any connected device. People will be able to enjoy the museum experience from anywhere in the world – enhancing an onsite visit, planning their next one, or pursuing their personal online museum journey.

Digital content will offer various layers of engagement according to user needs and goals, from formal learning, general enquiries, personal interest and professional research. No matter where their enquiry begins, visitors will be able to have their information needs met and make use of our digital resources in ways that are meaningful to them.

### 16.2 Library and enquiry centres

*Future Museum* supports Auckland Museum library's status as a major national documentary heritage research library by enhancing access to its collections and extending its records and information management functions.

Enquiry centres (in the museum and online) will be the first port of call for most visitors seeking collections information. Using multimedia, these will be hubs for learning, enquiry and exchange, and contain tools for visitors to personalise their visit. They will also encourage visitors to be part of what they are seeing, by contributing their own knowledge or story to those that the museum tells.

*Future Museum* will cater for visitor experiences ranging from browser, to follower, to searcher, to researcher, and encourage visitors to contribute and collaborate in their museum experience.

## 17. Environmental sustainability

We will continue our commitment to reducing the museum's environmental impact and carbon footprint. This includes measuring and reporting on our progress in this regard through our membership of CEMARS (Certified Emissions Measurement and Reduction Scheme).

We will embrace new ideas and seek opportunities for green building innovations with respect to all developments proposed or considered as part of *Future Museum*.

We will also adopt design, implementation and management policies that reduce the museum's ongoing operational costs.

Making the museum sustainable is one of the strategic goals of this plan and a key means of being 'Fit for the Future'.



SECTION THREE

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# Delivering *Future Museum*

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## 18. Summary of key activities

*Future Museum* encapsulates a phased, measured process of change through a wide range of activities. Some of the changes will happen quite quickly, within the next 1 to 5 years. Others will take more time, between 5 and 10 years, and beyond to 20 years.

### **Short term (years 1 to 5)**

We will be making some bold moves: enhancing the visitor experience, maximising the building's capacity, moving our programmes beyond its walls, fostering collaboration, internally and externally, and investing in digital.

### **Years 5 to 10**

Are about consolidating the work begun in the early years. They are about keeping pace with the needs of our new and larger audiences, and contributing in a meaningful way to Tamaki Makaurau Auckland's development as a super city.

### **Longer-term changes**

The plan's last 10 years are at this stage largely aspirational. We will start doing the groundwork for them now and make more concrete plans closer to the time. This will include making investment choices in the early years that take into consideration later planned investments.

Some strands of work, for example on the museum's collections and its digital capacity, will run throughout the plan's life.

We will articulate and seek feedback on yearly priorities through the museum's published Annual Plan and review *Future Museum* every 3 years. We will renew all aspects of the museum, in defined phases and within available resources, by 2030.

## *Future Museum's strategic goals:*

- Achieve the museum's vision
- Open up the collections
- Reach more people
- Fulfil our building's potential
- Inspire our audience
- Make it sustainable

## 18.1 Activity tables

The tables to follow summarise key *Future Museum* activities for the plan's first 5 years, by project and tasks.

The table also shows that during this time we will also be engaged in substantial preparatory work. This includes high-level strategic and policy work with respect to Te Kōrahi Māori, the museum's Pacific dimension, collections and knowledge access, audience development, interpretation, the visitor journey, learning and public engagement. It also includes more detailed planning with respect to audience development, commercial development, gallery development and renewal, the museum's enquiry approach and creative partnerships.

An initial task, which is already underway, is to procure the services of a Project Control Group, including architect, engineers, exhibition designers and other key professional services, drawing on the best New Zealand and the region has to offer in these areas. A functional design brief for the building investment is also under development, outlining our requirements for design development as described in *Future Museum*.

This table will form the basis for a detailed *Future Museum* delivery plan for years 1 to 5, which will connect with our annual planning process.

We will engage further with visitors and stakeholders as we develop the detailed plan, putting into action our collaborative model. We will prioritise projects for inclusion according to a range of criteria, including:

- contribution to *Future Museum's* strategic goals
- cost and funding options
- return on investment
- ability to deliver (including budget and operational impact)
- risk assessment

**Years 1 – 5 are aligned with financial years as follows:**

Year 1: 2012/13 and therefore the current period

Year 2: 2013/14

Year 3: 2014/15

Year 4: 2015/16

Year 5: 2017/18

	ACTIVITY	AIMS AND OUTCOMES	RESOURCES AND RESPONSIBILITIES	REQUIRES CAPITAL INVESTMENT/ COMMITMENT	REQUIRES OPERATIONAL COST/COMMITMENT OVER AND ABOVE BUSINESS AS USUAL	TIMEFRAME (YEARS 1-5)	STRATEGIC FOCUS (LINK BACK TO GOALS)
<b>BUILDING</b>							
<i>Projects</i>	<b>Improved building infrastructure</b>	Improve the quality, environmental performance and flexibility of backbone building infrastructure  Develop alongside offsite and online infrastructure initiatives	Master Plan led with design work by procured Project Control Group (PCG) for internal review	✓	✓	Years 1 - 5 and beyond	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Fulfil our building's potential</li> <li>● Make it sustainable</li> </ul>
	<b>Redevelop shop and café</b>	Locate in areas of high footfall and ready access to maximise income	Master Plan led and aligned with the Commercial Development Plan. PCG design for internal review	✓	✓	Years 2 - 3	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Reach more people</li> <li>● Fulfil our building's potential</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Improve the Grand Foyer and entrance to Māori galleries</b>	Open up sightlines and access to Māori galleries from the north entrance	Master Plan led PCG design for internal review. Aligned with Gallery Development Plan	✓		Years 2 - 3	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Fulfil our building's potential</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Improve the south entry</b>	Create a more generous physical entry point	Master Plan led. PCG design for internal review	✓		Years 2 - 5	<ul style="list-style-type: none"> <li>● Fulfil our building's potential</li> <li>● Make it sustainable</li> </ul>
	<b>Open up areas in and around the bowl</b>	Reveal and celebrate the architecture and improve visitor facilities	Master Plan led. PCG design for internal review	✓	✓	Years 2 - 4	<ul style="list-style-type: none"> <li>● Fulfil our building's potential</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Build horizontal pathways (including boulevard solution) and improve vertical circulation</b>	Unite the two halves of the building and intergrade way-finding improvements into all building and gallery development projects	Master Plan led. PCG design for internal review	✓	✓	Years 3 - 4	<ul style="list-style-type: none"> <li>● Fulfil our building's potential</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Install escalators, new stairs and thoroughfares</b>	Vertical access and circulation improved	Master Plan led. PCG design for internal review	✓	✓	Years 4 - 5 and beyond	<ul style="list-style-type: none"> <li>● Fulfil our building's potential</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
		<b>Open up selected windows around the building</b>	Contribute to intuitive way-finding	Master Plan led	✓		Year 1

SECTION THREE – DELIVERING *FUTURE MUSEUM*

	ACTIVITY	AIMS AND OUTCOMES	RESOURCES AND RESPONSIBILITIES	REQUIRES CAPITAL INVESTMENT/ COMMITMENT	REQUIRES OPERATIONAL COST/COMMITMENT OVER AND ABOVE BUSINESS AS USUAL	TIMEFRAME (YEARS 1-5)	STRATEGIC FOCUS (LINK BACK TO GOALS)
<b>BUILDING</b>							
<i>Tasks</i>	<b>Procure external Project Control Group and create a Functional Design Brief for the building</b>	Deliver concept designs and briefs	Master Plan led with input from across the organisation	✓	✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Fulfil our building's potential</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
<b>COLLECTIONS</b>							
<i>Projects</i>	<b>Improve all collections storage and stores</b>	Improve capacity and functionality	Master Plan and Collections and Research led	✓	✓	Years 1 - 5	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Create improved collections records</b>	Increase access to collections for all users and audiences	Master Plan and Collections and Research led	✓	✓	Years 1 - 5	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
<b>DIGITAL</b>							
<i>Projects</i>	<b>Deliver Digital Channel projects</b>	Achieve the aims of the Digital Channel Strategy to create a digital museum	Digital led	✓	✓	Years 2 - 5 and beyond	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Implement an Electronic Document Records Management System</b>	Improve business performance	Digital led, with Collections and Research	✓	✓	Years 1 - 2	<ul style="list-style-type: none"> <li>● Make it sustainable</li> </ul>
	<b>Implement a Digital Asset Management System</b>	Improve business performance	Digital led, with Collections and Research	✓	✓	Years 1 - 2	<ul style="list-style-type: none"> <li>● Make it sustainable</li> </ul>
<i>Strategy Development and Policy Development</i>	<b>Implement the Digital Channel Strategy</b>	Create a digital museum	Digital led with input from across the organisation		✓	Years 1 - 2	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>

	ACTIVITY	AIMS AND OUTCOMES	RESOURCES AND RESPONSIBILITIES	REQUIRES CAPITAL INVESTMENT/ COMMITMENT	REQUIRES OPERATIONAL COST/COMMITMENT OVER AND ABOVE BUSINESS AS USUAL	TIMEFRAME (YEARS 1-5)	STRATEGIC FOCUS (LINK BACK TO GOALS)
<b>GALLERY DEVELOPMENT</b>							
<i>Projects</i>	<b>Redevelop the Māori galleries and taonga storage</b>	Increase access to taonga and radically improve visitor experience	Master Plan led with Collections and Research	✓	✓	Years 1 - 5	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Fulfil our building's potential</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Initiate Gallery Renewal Projects (according to Gallery Renewal Plans)</b>	Increase access to collections and radically improve visitor experience	Master Plan led with input from across the organisation	✓	✓	Years 2 - 5 and beyond	
<i>Tasks</i>	<b>Develop contemporary Māori, Pacific, and Auckland history/ material culture collections</b>	Tell stories of contemporary Auckland	Collections and Research	✓	✓	Years 1 - 5 and beyond	
	<b>Create the Gallery Development Plan</b>	Create a narrative and spatial layout and sequence of renewal	Master Plan and Collections and Research led	✓	✓	Years 1 - 2	
	<b>Create briefs for individual Gallery Renewal Plans</b>	Revitalised galleries	Master Plan and Collections and Research led	✓	✓	Years 1 - 5 and beyond	
	<b>Identify and implement Collections and Research Plan projects associated with gallery planning</b>	Support the Gallery Development Plan and implementation of Gallery Renewal Projects	Collections and Research	✓	✓	Years 1 - 5	
<b>LEARNING &amp; ENGAGEMENT</b>							
<i>Projects</i>	<b>Develop outreach projects</b>	Reach new audiences, as informed by the Public Engagement Strategy	Public Programming		✓	Years 1 - 5 and beyond	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> </ul>
	<b>Redevelop enquiry centres alongside Gallery Renewal Projects</b>	Facilitate access to collections information	Master Plan and Collections and Research led	✓	✓	Years 2 - 5	

	ACTIVITY	AIMS AND OUTCOMES	RESOURCES AND RESPONSIBILITIES	REQUIRES CAPITAL INVESTMENT/ COMMITMENT	REQUIRES OPERATIONAL COST/COMMITMENT OVER AND ABOVE BUSINESS AS USUAL	TIMEFRAME (YEARS 1-5)	STRATEGIC FOCUS (LINK BACK TO GOALS)
<b>LEARNING &amp; ENGAGEMENT</b>							
<i>Tasks</i>	<b>Create an Enquiry Approach Plan</b>	Inform approach to library and enquiry services for visitors onsite, offsite and online	Master Plan and Collections and Research led	✓	✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
	<b>Carry out summative evaluation of all galleries</b>	Support the Audience Development Plan and gallery renewal planning	Master Plan and Visitor Market Research led, external contract	✓	✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> </ul>
	<b>Consolidate the library as the centre for collections information</b>	Increase efficiency for processing enquires	Collections and Research led		✓	Years 1 - 2	<ul style="list-style-type: none"> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Make it sustainable</li> </ul>
<i>Strategy Development and Policy Development</i>	<b>Create a Public Engagement Strategy and a Learning Strategy</b>	Inform the development of the Public Programme and achieve vision of <i>Future Museum</i>	Public Programming led		✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> <li>● Make it sustainable</li> </ul>
<b>ACCESS</b>							
<i>Tasks</i>	<b>Commission an Access Audit and Action Plan</b>	Inform project development and building investment	Master Plan led	✓		Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Fulfil our building's potential</li> <li>● Make it sustainable</li> </ul>
<i>Strategy Development and Policy Development</i>	<b>Create the Collections and Knowledge Access Policy</b>	Increase access to more collections onsite, online and offsite	Collections and Research led	✓		Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> </ul>

	ACTIVITY	AIMS AND OUTCOMES	RESOURCES AND RESPONSIBILITIES	REQUIRES CAPITAL INVESTMENT/ COMMITMENT	REQUIRES OPERATIONAL COST/COMMITMENT OVER AND ABOVE BUSINESS AS USUAL	TIMEFRAME (YEARS 1-5)	STRATEGIC FOCUS (LINK BACK TO GOALS)
<b>AUDIENCE DEVELOPMENT</b>							
<i>Projects</i>	Initiate audience research and collaboration projects (ongoing)	Inform the redevelopment of the galleries and building projects	Master Plan and Communications and Marketing	✓	✓	Years 2 - 5	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Reach more people</li> </ul>
<i>Strategy Development and Policy Development</i>	Create the Audience Development Strategy and longitudinal Audience Development Plan	Ensure that we are audience focussed	Communications and Marketing	✓	✓	Years 1 - 2	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Reach more people</li> <li>● Make it sustainable</li> </ul>
<b>COMMERCIAL</b>							
<i>Strategy Development</i>	Create a Commercial Development Plan	Increase self-generated revenue	Commercial led		✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Make it sustainable</li> </ul>
<b>INTERPRETATION</b>							
<i>Projects</i>	Commission collaborative projects with artists, experts and practitioners	Interpret the collections and reach new audiences	Master Plan, Collections and Research, Learning and Engagement, Public Programming	✓	✓	Years 1 - 5	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> </ul>
<i>Strategy Development and Policy Development</i>	Create the Interpretation Strategy	Set out approaches and methods for delivery: a structure that relates to the museum's purpose and provides a framework for the stories that will be shared and told	Master Plan led with input from across the organisation	✓	✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Inspire our audiences</li> </ul>
	Establish a process for working with creative and performing artists, experts and practitioners	Develop interpretation that enhances the museum's collections	Master Plan led with Learning and Engagement, Collections and Research, Public Programming, Digital	✓	✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> </ul>

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	ACTIVITY	AIMS AND OUTCOMES	RESOURCES AND RESPONSIBILITIES	REQUIRES CAPITAL INVESTMENT/ COMMITMENT	REQUIRES OPERATIONAL COST/COMMITMENT OVER AND ABOVE BUSINESS AS USUAL	TIMEFRAME (YEARS 1-5)	STRATEGIC FOCUS (LINK BACK TO GOALS)
<b>PARTNERSHIPS</b>							
<i>Tasks</i>	Develop a framework for consultation and collaboration with iwi and Māori	Ensure Māori are consulted and involved in all planning and development for <i>Future Museum</i> projects	Master Plan led with input from across the organisation		✓	Year 1	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> </ul>
	Embed the Pacific dimension for the museum in consultation and partnership with Pacific communities	Redeveloped Pacific galleries and collections access; increased Pacific audience engagement	Master Plan and Pacific Engagement Group led with input from across the organisation		✓	Years 1 - 2	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Open up the collections</li> <li>● Reach more people</li> <li>● Inspire our audiences</li> </ul>
	Investigate options for sharing storage with the city's other cultural institutions	Increase storage capacity	Collections and Research led		✓	Years 1 - 5	<ul style="list-style-type: none"> <li>● Open up the collections</li> <li>● Make it sustainable</li> </ul>
	Contribute to the council's 2013/14 plan for Auckland Domain (including the cenotaph)	Develop the shared aspirations for the domain and the museum's place in it to enhance the visitor's experience of both	Master Plan led		✓	Years 1 - 5	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Fulfil our building's potential</li> <li>● Make it sustainable</li> </ul>
<b>ORGANISATIONAL CAPACITY</b>							
<i>Tasks</i>	Deliver a programme of leadership development and training in key skills for <i>Future Museum</i> delivery, for all staff including volunteers	Organisational change and capacity building for successful <i>Future Museum</i> outcomes	Human Resources led with whole organisation input		✓	Years 1 - 5 and beyond	<ul style="list-style-type: none"> <li>● Achieve the museum's vision</li> <li>● Make it sustainable</li> </ul>

## 19. Our approach to implementation

All *Future Museum* projects will align with and contribute to the museum's vision and values and to the driving purposes and supporting strands of work described in this plan.

Decisions about the feasibility and management of projects will be made using a robust decision-making process which takes into account the following principles:

- success – project success measures will be defined at the outset, and will be the basis for project management decision-making and post-project evaluation
- trade-offs – the four key variables within the project management process (scope, quality, critical path timeline, cost) will be managed to ensure they are mutually consistent and realistically attainable
- strategy – projects will have a strategy in place that encompasses planning, then doing, in a set of sequential and progressive phases
- management – there will be effective and efficient policies and procedures in place for the proper conduct and control of projects

Our aim is to build an improved audience-focussed approach to project management at Auckland Museum and to develop staff capacity for project delivery in the long term.

### 19.1 Building works and gallery renewals

*Future Museum* involves some major building work and gallery renewal projects.

The museum will remain open throughout *Future Museum* building works. Projects will be implemented sequentially to minimise disruptions to public and staff access, and the museum's day-to-day business.

Consultation will take place before work begins and a comprehensive communications plan will be followed. Gallery renewals will be coordinated with other building works projects and phased to maximise available display space.

### 19.2 How we will measure success

We will continually measure both our progress towards achieving *Future Museum's* goals and the impact of its projects, against objectives that will be defined at the outset, and will incorporate lessons learned throughout.

Measurement will be ongoing and include both quantitative and qualitative measures.

Quantitative measures will include visitation numbers and habits, demographic statistics, psychographic diversity, spend-per-head and revenue.

Qualitative measures will include levels of engagement, learning, social impact and public good, and staff satisfaction.

Measures will be varied to reflect the differences between onsite, offsite and online projects, and the different funding approaches used for particular projects.

New and better measures will be developed as needed. For example, new ways are currently needed to measure the museum's impact on learning and well-being. To this end, we will contribute to Auckland-wide and other studies aimed at better understanding the impact that arts, heritage and culture have on social well-being and learning, and their economic benefits, locally and nationally.

## 20. How *Future Museum* is funded

*Future Museum* involves a programme of capital expenditure, supported by proactive fundraising, phased to take place over the next 20 years.

The museum has a model to guide funding for *Future Museum* projects. It is based on Auckland Museum's existing asset replacement financial model as set out in the museum's annual plan. It shows the funding that is available for each of the projects proposed in *Future Museum*, the timing of those funds, and any future funding requirements that will need to be met over the next 20 years.

We are confident that, through strategic draw-down of these funds and continued investment in the museum's depreciation (the source of the existing reserve), we will cover the bulk of the funding required for *Future Museum*. As prescribed in the museum's Act of Parliament (1996), agreement is reached with Auckland Council on the levy from the people of Auckland by means of an Annual Plan. As now, the museum will work with Regional Facilities Auckland and will develop, consult and deliver *Future Museum* through its Annual Plan, which will contain the detailed proposals for delivering the 20-year vision of *Future Museum* year on year.

The balance of funds will come from commercial income generated by the museum itself, sponsorship and other fundraising initiatives, and appropriate use of bequest and trust funds administered by the museum Trust Board. We believe that *Future Museum* capital projects will provide unique opportunities for generating financial support, for example, through providing naming rights for spaces and programmes. We will explore these opportunities further as project details are finalised.

Each *Future Museum* capital project is likely to have different funding elements. Looking ahead, a detailed plan for *Future Museum* will break down each capital project into its various funding elements and identify appropriate funding sources for each part.



