
Annual Plan
2017/2018



AMM

TĀMAKI PAENGA HIRA
AUCKLAND WAR MEMORIAL MUSEUM

Contents

Introduction	2
Executive Summary	4
• Strategic Framework	5
• Our Role and Statutory Obligations	6
• Our Achievements 2015/2016	7
• Our Renewal Programme	9
• Delivering Value for Aucklanders	12
Our Performance Measures	17
• Goal One: A strong, sustainable foundation	19
• Goal Two: A compelling destination	20
• Goal Three: Accessible 'beyond the walls'	21
• Goal Four: Active leader in Auckland	22
Financial Summary and Commentary	23
• Financial Summary	24
• Financial Commentary	26
Funders, Partners and Supporters	29
Contact Information	30

Cover image:

Badge making
in the Weird &
Wonderful Gallery

Introduction

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

Auckland Museum's Annual Plan 2017/2018 expresses our commitment to the people of the city of Tāmaki Makaurau Auckland. We aim to make a meaningful, creative and enduring contribution to a vibrant and modern Auckland. The Plan anticipates steadily rising levels of public participation as the city grows and diversifies.

Future Museum, published in 2012, places the collections and visitors at the centre of what we do. He Korahi Māori inspires our staff and volunteers and responds to obligations under Te Tiriti o Waitangi Treaty of Waitangi. We are making significant improvements to the public experience and ensuring that the collections are increasingly accessible. Our programmes and projects are evident onsite in Pukekawa Auckland Domain, as well as 'beyond the walls' across Auckland and online. We are working in close partnership with many other institutions and organisations in Auckland and beyond.

The Museum is achieving record levels of audience approval (98 percent visitor satisfaction). A carefully planned programme of renewal and revitalisation will extend the quantity and scope of collections on display. We are preparing to install stairs and north-south laneways to improve navigation. These and other measures will increase the space available to the public by one fifth. We have made specific proposals to the Auckland Domain Master Plan Group for investment that would make a visit more attractive for those who come via public transport, cycleways and on foot.

Digital technology has dramatically extended the reach of the internationally-significant collections for which we are a kaitiaki. Collections Online, with almost one million records freely accessible online, means Auckland Museum is now open all hours, to inspire new audiences and foster the curiosity of people of all ages and backgrounds.

The Te Awe Māori taonga project has dramatically improved documentation for the collections and is coming to a successful conclusion. We have now established a Pacific Collections Access Project. For the first time, the Museum is opening up access to its Pacific taonga and is creating stronger connections with Auckland's Pacific communities, as envisaged in Teu le Vā.

We continue to observe with pride the centenary of WWI and provide a place of remembrance for those who gave their lives and those whose lives were changed for ever. Acknowledging the generous grant provided by the NZ Lottery Grants Board, He Pou Aroha Online Cenotaph has been active in communities collecting vital historical information from the public. November 2016 saw the opening of Pou Maumahara Memorial Discovery Centre, a new civic space for reflection and enquiry, followed in 2017 by Pou Kānohi New Zealand at War.

Working closely with the members of Auckland Museum Institute and supported by the newly-established Auckland Museum Foundation, we have great confidence in the Museum's future. We acknowledge the loyal support of Aucklanders, the benefit of the statutory levy and the engagement of Auckland Council and Regional Facilities Auckland. We are deeply grateful for the backing of our many supporters, not least our world-class staff and the hundreds of volunteers who continue to give their time and talent to ensure the Museum's continued growth.

Nāku noa, nā



Dr William Randall
Trust Board Chair



Precious Clark
Taumata-ā-Iwi Chair



Heather Harris
Acting Director

Executive Summary

Strategic Framework

Auckland Museum is guided by a robust strategic framework which forms the basis for how we operate and engage with communities.

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

One: A strong, sustainable foundation

Two: A compelling destination

Three: Accessible 'beyond the walls'

Four: Active leader in Auckland

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 1996.

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

- (a) present the history and environment of Auckland, New Zealand, and the South Pacific
- (b) conserve the heritage of the Museum
- (c) be Auckland's war memorial
- (d) celebrate the rich cultural diversity of Auckland and its people
- (e) educate, enrich lives and promote well-being
- (f) advance and promote cultural and scientific scholarship and research
- (g) achieve customer satisfaction by responsiveness and continuous involvement
- (h) lead through professionalism, innovation and partnership
- (i) supplement rate payer funding through compatible revenue-producing activity and fundraising
- (j) provide maximum community benefit from the resources available

(Source: Auckland War Memorial Act, Section 11)

The Auckland War Memorial Museum Act 1996 sets out the objectives of the Trust Board; prescribes its responsibilities in relation to those of Auckland Council as the local authority; and outlines the process that is followed each year.

Under the Act, the Trust Board is obliged to prepare a Annual Plan that is made available to the general public. The Trust Board and Auckland Council need to reach agreement on the draft or refer it to an independent arbitrator. For the purposes of funding its activities (including maintenance, operations and development) the Trust Board may make a levy against Auckland Council based on rateable value and population.

As a result of efficient operations the Annual Plan for 2017/2018 proposes a levy increase of three per cent; this is less than one third of the maximum defined by the Act and less than the average Auckland Council Domestic Rates increase.

Our Achievements 2015/2016



For more detailed achievements from FY 2015/2016, please review our *Annual Report*, [here](#).

Our Annual Report 2015/2016 outlines the progress we have made. We have delivered against our goals with double-digit growth and impressive return on investment.

Some of the many significant achievements of which we are proud include:

- **890,500** people visited Auckland Museum, a **4%** increase on the prior year
- **99%** of visitors would recommend Auckland Museum to others and we achieved a **98%** visitor satisfaction rate
- Almost **1 million** Auckland Museum collection records are now online, of which **250,000** records have been uploaded to the Global Biodiversity Information Facility, for research worldwide
- **43,000** Facebook followers and more than **1 million** social media engagements
- Commercial events delivered **21%** more revenue than the prior year with operating surplus **33%** above plan
- More than **28,000** volunteer hours donated by some **300** volunteers during the year

Our Renewal Programme



View the full *Future Museum Master Plan*, [here](#).

Investment enhances value for Aucklanders and caters for the steadily rising levels of engagement and participation onsite, offsite and online. Meeting the needs of a growing and increasingly diverse Auckland, in a relevant way, is at the heart of the Museum’s renewal and replacement capital investment programme.

Future Museum

Work to ensure the Museum is ‘fit for the future’ is well under way, with approval for a number of projects to proceed over the next seven years.

We will deliver:

- Significant improvements to the public experience, including 33 per cent of gallery space renewed and 19 per cent more gallery space overall, along with better wayfinding and improved access to collections both physically and digitally
- Collections care and research
- Care for our heritage building, by updating our infrastructure, both technical and physical, and by continued investment in heritage maintenance

Four years into the delivery of *Future Museum*, we continue to progress the aspirations of the people we serve by focusing on the following goals:

FUTURE MUSEUM GOALS	STRATEGIC FRAMEWORK GOALS
<p>■ Honour our Role as a War Memorial</p>	<p>One: A strong, sustainable foundation Two: A compelling destination</p>
<p>■ Open up the Collections Increase access to and engagement with the Museum’s collections and the stories they represent, including full digital access, and supporting the Museum’s aims for collections care, scholarship and resource</p>	<p>One: A strong, sustainable foundation Three: Accessible ‘beyond the walls’ Four: Active leader in Auckland</p>
<p>■ Reach More People Retain our current audiences and attract and retain new and diverse ones, through a dynamic programme of working ‘beyond the walls’</p>	<p>One: A strong, sustainable foundation Two: A compelling destination Three: Accessible ‘beyond the walls’</p>
<p>■ 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</p>	<p>One: A strong, sustainable foundation</p>
<p>■ Inspire Audiences Engage, inform, amaze and connect with our visitors, across the Museum’s three dimensions (onsite, offsite and online), including as a place of learning</p>	<p>One: A strong, sustainable foundation Two: A compelling destination Three: Accessible ‘beyond the walls’ Four: Active leader in Auckland</p>
<p>■ Make the Museum Sustainable Increase and diversify the Museum’s income, reduce operating costs, invest in our people and incorporate strategic ‘green’ innovations</p>	<p>One: A strong, sustainable foundation</p>

Our Renewal Programme

(continued)



View the *Organisational Business Plan*, [here](#).

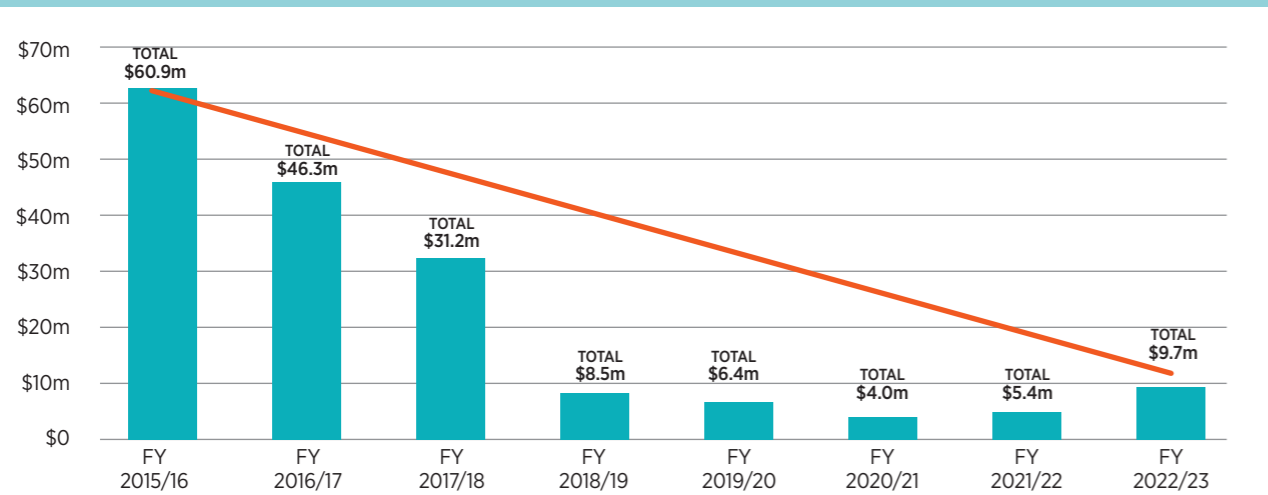
Organisational Business Plan

The Organisational Business Plan (OBP) is the Museum’s published 10-year plan, which outlines this future investment. It sets out our drawdown of renewal and replacement capital in order to meet the challenges of a developing city with an expanding population.

The OBP is strategically aligned with *Future Museum*, our 20-year vision, which reflects the aspirations of Auckland.

Asset Replacement Reserve FY 2015/2016 – FY 2022/2023 Indicative Forecast

ASSET REPLACEMENT RESERVE BALANCE TREND



Source: Organisational Business Plan

The Museum’s Asset Replacement Reserve (ARR) fund receives the annual depreciation levy. The Trust Board is using ARR resources for the benefit of Auckland’s public. Expenditure is split between:

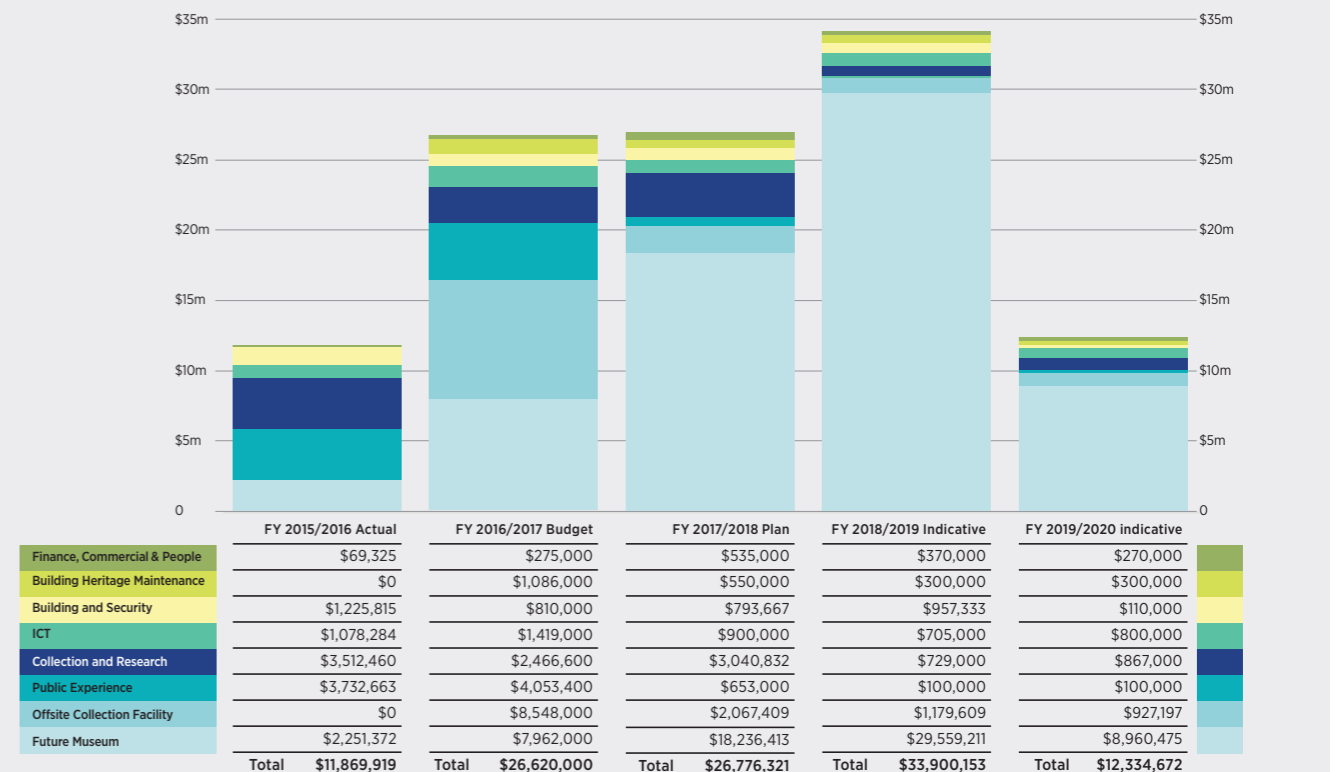
- Maintaining our heritage building and the replacement of other infrastructure including digital
- Ongoing heritage maintenance of Auckland’s collections to increase public access
- A process of gallery enhancement and renewal
- Projects which enhance the public experience

ARR funds have accrued in value during the 15-year planning phase, benefiting the Museum and Auckland Council, and ensures spending is timely and relevant. This means the Museum has been able to plan projects without requesting additional funding from the Council.

The Trust Board has undertaken the process of planning for renewal and replacement capital expenditure carefully and with due diligence.

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

Capital Spend FY 2015/2016 – FY 2019/2020



Source: Organisational Business Plan

Delivering Value for Aucklanders

Auckland Museum is both an encyclopedic museum and Auckland’s war memorial. It is an iconic cultural institution – a social business which delivers public value. Now in its fourth year of delivering *Future Museum*, it is moving at pace to deliver for the ever-growing and increasingly diverse people of Auckland.

The key renewal and replacement capital projects delivering value to Tāmaki Makaurau and Aucklanders include:

Heritage Assets

A rigorous heritage restoration programme supports the ongoing maintenance of the Museum building to ensure it remains for future generations

OBLIGATIONS OF THE ACT	FUTURE MUSEUM ALIGNMENT	RENEWAL AND REPLACEMENT PROJECTS
(b) conserve the heritage of the Museum (c) be Auckland’s war memorial	Fulfil our Building’s Potential	An infrastructure upgrade is required in the Māori Court plant room to bring it up to standard. New fire detection systems will be installed along with HVAC air conditioning and an upgrade of security facilities from analogue to digital. Heritage maintenance on the east and west cornices is required to prevent water ingress. At the same time, asbestos will be removed and asphalt, which has come to the end of its lifespan, will be replaced. Heritage maintenance will be undertaken to ensure windows on the east side of the Museum are sound and waterproof. Damaged plasterwork will be repaired also. There is an ongoing programme in place for removing defective roof sealant and replacing with new copper flashing and tar sealant.

Our Communities

OBLIGATIONS OF THE ACT	FUTURE MUSEUM ALIGNMENT	RENEWAL AND REPLACEMENT PROJECTS
(a) present the history and environment of Auckland, New Zealand, and the South Pacific (b) conserve the heritage of the Museum (c) be Auckland’s war memorial (e) educate, enrich lives and promote well-being (h) lead through professionalism, innovation and partnership	Open up the Collections Inspire Audiences Honour our Role as a War Memorial Make the Museum Sustainable Fulfil our Building’s Potential	The development and delivery of refurbished gallery Pou Kānohi New Zealand at War will include significant restoration of the heritage fabric of the building. After 20 years of little change, the western Ground Floor galleries will be renewed to share the story of Tāmaki Makaurau Auckland more effectively. The space available for the public to use and enjoy will, over the next three years, increase by one fifth. This will include converting areas previously designated ‘back of house’ into public spaces for our growing number of visitors. Consequential rearrangement of some ‘back of house’ accommodation will be required. Significant heritage restoration work is required to be undertaken, as part of this renewal work. A third of the Museum’s gallery spaces will be refurbished and revitalised.
(b) conserve the heritage of the Museum (e) educate, enrich lives and promote well-being	Open up the collections Inspire Audiences Fulfil our Building’s Potential Make the Museum Sustainable	In order to address poor circulation from North to South, which has occurred during the 90-year span of the Museum’s construction, direct laneways will be created on the east and west side of the building. This will address the key customer complaint – that of wayfinding. This will provide a seamless navigation for our visitors, as well as the opportunity to view previously unseen collections. Visible storage will open up collections to the public.
(a) present the history and environment of Auckland, New Zealand, and the South Pacific (b) conserve the heritage of the Museum (e) educate, enrich lives and promote well-being	Open up the Collections Inspire Audiences Make the Museum Sustainable	An upgrade of the Museum’s classroom facilities is required after a 10-year period of 300 to 500 school children using these classrooms daily. The upgraded classrooms will deliver modern, contemporary educational facilities to maximise onsite learning.

Delivering Value for Aucklanders

(continued)

Our Communities (continued)

OBLIGATIONS OF THE ACT	FUTURE MUSEUM ALIGNMENT	RENEWAL AND REPLACEMENT PROJECTS
(e) educate, enrich lives and promote well-being (i) supplement rate payer funding through compatible revenue-producing activity and fundraising	Make the Museum Sustainable Fulfil our Building's Potential	The realignment of the southern Atrium will allow us to welcome manuhiri and demonstrate manaakitanga to an ever-increasing number of Museum visitors, whilst improving revenue-generating opportunities with the centralised location of commercial activities.
(a) present the history and environment of Auckland, New Zealand, and the South Pacific (e) educate, enrich lives and promote well-being (h) lead through professionalism, innovation and partnership	Open up the Collections Inspire Audiences Reach More People	The ongoing development of Collections Online will enable improved customer interaction world-wide, 24/7.
(e) educate, enrich lives and promote well-being (i) supplement rate payer funding through compatible revenue-producing activity and fundraising	Make the Museum Sustainable	ICT capital replacement is required to keep the Museum's business systems operational and ICT system up to date; for example, expanding storage capacity for Collections Online, Wi-Fi networks for improved visitor use and software serving our renewed galleries.
(a) present the history and environment of Auckland, New Zealand, and the South Pacific (c) be Auckland's war memorial	Honour our Role as a War Memorial Open up the Collections Inspire Audiences	We will continue to develop the Online Cenotaph database, including public contributions in the form of images, medals and notes connected to individual servicemen and women.

Collections and Expertise

OBLIGATIONS OF THE ACT	FUTURE MUSEUM ALIGNMENT	RENEWAL AND REPLACEMENT PROJECTS
(a) present the history and environment of Auckland, New Zealand, and the South Pacific (h) lead through professionalism, innovation and partnership	Open up the Collections Inspire Audiences Reach More People Make the Museum Sustainable	An interim Offsite Collections facility will be delivered in order that taonga can be cared for physically, appropriately and respectfully for further generations of Aucklanders, and to enable expansion of public space onsite at the Museum. All collection items will be documented, digitised and conserved for perpetuity.
	Make the Museum Sustainable	A new conservation lab is required to enable us to meet new health and safety standards and ensure collections can be cared for appropriately and support research.
	Open up the Collections Inspire Audiences	As a kaitiaki of internationally-significant Pacific collections, the Pacific Access Collection Project is engaging with local communities to enable over 5,000 collection items to be taken out of storage in order to conserve, document, digitise and store them for perpetuity.

Environment

OBLIGATIONS OF THE ACT	FUTURE MUSEUM ALIGNMENT	RENEWAL AND REPLACEMENT PROJECTS
(j) provide maximum community benefit from the resources available	Fulfil our Building's Potential Open up the Collections	The Pukekawa Works project will deliver increased accessibility to the Museum by cycle and foot through collaboration with the Auckland Domain Master Plan. Current arrangements are inadequate. It will create better manaakitanga, improved and safe access via a footpath to the southern entry and ensure a connection to the wider Domain.

Delivering Value for Aucklanders
(continued)

Sustainability

Continued focus will be placed on operating efficiency and the delivery of self-generated revenue.

OBLIGATIONS OF THE ACT	FUTURE MUSEUM ALIGNMENT	RENEWAL AND REPLACEMENT PROJECTS
(i) supplement rate payer funding through compatible revenue-producing activity and fundraising	Make the Museum Sustainable	The southern Atrium improvements will create a best-practice commercial hub, which in turn will allow us to generate future revenue.
(i) supplement rate payer funding through compatible revenue-producing activity and fundraising (g) achieve customer satisfaction by responsiveness and continuous involvement	Make the Museum Sustainable	Manaakitanga will be provided through refreshment options being offered in the Grand Foyer.

People

The quality, capability and commitment of the Museum's people, paid staff, volunteers and workplace partners are critical to the Museum's success.

OBLIGATIONS OF THE ACT	FUTURE MUSEUM ALIGNMENT	RENEWAL AND REPLACEMENT PROJECTS
(e) educate, enrich lives and promote well-being (h) lead through professionalism, innovation and partnership (j) provide maximum community benefit from the resources available	Make the Museum Sustainable	We will engage our people and develop a high-performing workforce with an inspiring environment in order to deliver exceptional public experiences for all Aucklanders and visitors to the city.

Our Performance Measures

Our Performance Measures

Auckland 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’s diverse communities.

The following performance measures outline the key objectives the Museum will deliver for its stakeholders in 2017/2018 and those forecast for the two ensuing years.

The Museum’s functions are arranged under four goals, which have remained consistent for the past four 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 in achieving 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 the Museum is relevant, carefully considered and prudently calibrated.

Goal One: A strong, sustainable foundation

Auckland Museum supports the aspirations of Auckland, responding to the growth and increasing diversity of the city. As a kaitiaki of Auckland’s collections, we will safeguard taonga. We will do this by continuing to implement *Future Museum*, our long-term strategic plan, to ensure the Museum is fit for Auckland’s future generations. Our investment in research will strengthen our capacity and reputation for innovation, and we will continue to contribute to the cost of running the Museum via maximising self-generated revenue sources. We will continue to work alongside Auckland Council to commemorate the centenary of the First World War and develop new commemoration spaces, funded by the NZ Lottery Grants Board.

OBLIGATIONS OF THE ACT	FUTURE MUSEUM GOALS	HOW WE ARE GOING TO DO IT	OUTCOMES / MEASURES
(i) supplement rate payer funding through compatible revenue-producing activity and fundraising	Make the Museum Sustainable	Maintain and grow self-generated revenue	Meeting performance targets for annual self-generated revenue in accordance with budget
(b) conserve the heritage of the Museum	Fulfil our Building’s Potential Open up the Collections	Act as a kaitiaki for our heritage building and collections	Completing the annual schedule in accordance with the Asset Management Plan and Collection Care Plan
(f) advance and promote cultural and scientific scholarship and research	Inspire Audiences Open up the Collections	Encourage participation in learning and sharing knowledge to build awareness of identity, histories and a sense of place	Awarding a minimum of three scholarships related to cultural and scientific scholarship and research annually
(g) achieve customer satisfaction by responsiveness and continuous involvement; (j) provide maximum community benefit from the resources available	Open up the Collections Reach More People Inspire Audiences Fulfil our Building’s Potential Honour our Role as a War Memorial	Redevelop Museum galleries, improve access, enhance public experience and increase the readiness of our collections through improved care	Delivering a refurbished gallery for WWI, Pou Kānohi New Zealand at War, including increased access to collections Delivering improved public access through the Museum via the Eastern Laneway

Goal Two: A compelling destination

Auckland 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 Auckland’s changing demographics, 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.

OBLIGATIONS OF THE ACT	FUTURE MUSEUM GOALS	HOW WE ARE GOING TO DO IT	OUTCOMES / MEASURES
(d) celebrate the rich cultural diversity of Auckland and its people	Open up the Collections Reach More People Inspire Audiences	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	Delivering targeted programmes, published four times a year, for a range of Auckland audiences (onsite, offsite and online)
(d) celebrate the rich cultural diversity of Auckland and its people	Open up the Collections Reach More People Inspire Audiences	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
(a) present the history and environment of the Auckland, New Zealand, and the South Pacific	Reach More people Inspire Audiences	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
(e) educate, enrich lives and promote well-being	Open up the Collections Reach More People Inspire Audiences	Attract and engage Auckland’s youth	Growing by 4% on the prior year the number of school-age students participating in the Museum’s learning programmes onsite, offsite or online
(g) achieve customer satisfaction by responsiveness and continuous involvement	Reach More People Inspire Audiences	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 Visitor Profile Survey)

Goal Three: Accessible ‘beyond the walls’

Auckland Museum is enabling the vision for Auckland, which recognises that the population of the city spans more than 100km. We will continue to develop the scope and content of our outreach, in partnership wherever possible. We will extend the priority we already give to reaching Aucklanders disadvantaged through physical distance from the Domain and will continue to develop programmes offsite: for example, in conjunction with libraries and other institutions. 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.

OBLIGATIONS OF THE ACT	FUTURE MUSEUM GOALS	HOW WE ARE GOING TO DO IT	OUTCOMES / MEASURES
(j) provide maximum community benefit from the resources available	Open up the Collections Reach More People Inspire Audiences	Increase public access to vibrant digital content online, with resources available for research, study, scholarships and education	Increasing the number of collection items available for the public online by 10% on the prior year
(e) educate, enrich lives and promote well-being	Open up the Collections Reach More People Inspire Audiences	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

Goal Four:
Active leader
in Auckland

Auckland Museum is 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 enabling strategies to deliver this promise. We will continue to be strong advocates for the many benefits and public value 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 continue to provide highly valued civic spaces for reflection and commemoration.

OBLIGATIONS OF THE ACT	FUTURE MUSEUM GOALS	HOW WE ARE GOING TO DO IT	OUTCOMES / MEASURES
(c) be Auckland’s war memorial	Fulfil our Building’s Potential Honour our Role as a War Memorial	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
(h) lead through professionalism, innovation and partnership	Reach More People	Partnership with city-wide festivals which promote accessibility and diversity	Participating in at least three festivals across the city
h) lead through professionalism, innovation and partnership	Fulfil our Building’s Potential Make the Museum Sustainable	Investigate a strategic partnership in collaboration with the NZ Maritime Museum in order that Aucklanders and visitors to the city continue to have a viable maritime museum offering	Scoping a partnership and investigating its sustainability

Financial Summary and Commentary

Financial Summary

SUMMARY	2015/2016 ACTUAL \$000s	2016/2017 BUDGET \$000s	2017/2018 PLAN \$000s	2018/2019 INDICATIVE \$000s	2019/2020 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Cost of activities					
Maintenance and management	28,243	28,718	29,865	30,890	31,954
Depreciation	10,215	9,045	9,226	9,410	9,599
Total maintenance and management	38,458	37,763	39,091	40,300	41,553
Less revenue-producing activities	8,619	7,923	8,356	8,397	8,438
Net cost of activities	29,839	29,840	30,735	31,903	33,115
Total levy	28,970	29,840	30,735	31,903	33,115
Excess/(shortfall)	(868)	-	-	-	-

COST OF ACTIVITIES	2015/2016 ACTUAL \$000s	2016/2017 BUDGET \$000s	2017/2018 PLAN \$000s	2018/2019 INDICATIVE \$000s	2019/2020 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Maintenance and Management					
Strong, sustainable foundation	19,148	19,127	19,871	20,269	20,671
Accessible 'beyond the walls'	1,980	2,502	2,338	2,385	2,433
Compelling destination and experience	3,175	3,483	3,786	3,861	3,938
Active leader in Auckland	3,940	3,606	3,870	4,375	4,912
Depreciation	10,215	9,045	9,226	9,410	9,599
Total maintenance and management	38,458	37,763	39,091	40,300	41,553

REVENUE-PRODUCING ACTIVITIES	2015/2016 ACTUAL \$000s	2016/2017 BUDGET \$000s	2017/2018 PLAN \$000s	2018/2019 INDICATIVE \$000s	2019/2020 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Interest revenue	575	658	579	579	579
Grants revenue	653	349	348	348	348
Admissions	2,287	2,110	2,417	2,417	2,417
Commercial operations	4,104*	3,877	4,101	4,142	4,183
Sundry income	355*	201	160	160	160
Donations and sponsorship	644	728	751	751	751
Total revenue-producing activities	8,619	7,923	8,356	8,397	8,438
Net cost of activities	29,839	29,840	30,735	31,903	33,115

* The movement of carpark revenue from Sundry income to Commercial operations means figures in 2015/2016 and 2016/2017 differ from previously published.

REPLACEMENT CAPITAL EXPENDITURE	2015/2016 ACTUAL \$000s	2016/2017 BUDGET \$000s	2017/2018 PLAN \$000s	2018/2019 INDICATIVE \$000s	2019/2020 INDICATIVE \$000s
YEARS ENDING 30 JUNE					
Funded from Asset Replacement Reserve					
IT and Digital	1,078	1,419	1,055	725	820
Collections	3,512	3,996	4,305	1,569	1,504
Building and infrastructure	3,477	1,896	1,794	1,607	660
Offsite collection facility	0	8,548	2,067	1,180	927
Public space and visitor experience	3,802	10,761	17,555	28,819	8,423
Total Replacement Capital Expenditure	11,870	26,620	26,776	33,900	12,335

Financial Commentary

The proposed levy for the Annual Plan 2017/2018 is \$30.735m, an increase of \$0.895m. This increase of three per cent on the prior year will enable the Museum to meet its statutory requirements and at the same time contribute positively to the city of Auckland, the Auckland Council Arts and Cultural Strategy and its social initiatives.

The Museum's self-generated revenue targets have been increased from the \$7.923m planned for in 2016/2017 to \$8.356m for the 2017/2018 year – an increase of \$0.433m (5.5 per cent).

Operating Efficiently

Revenue targets take into account availability of commercial venues during a broad range of refurbishments. Sequence planning is currently being undertaken and every practicable step will be taken onsite to minimise and mitigate the impact this will have on our revenue sources.

The Museum's continued restraint reflects the success of a range of initiatives including: leveraging funds totalling some \$6m from other sources since 2011; prudent investment of the Asset Replacement Reserve; careful stewardship and conservation of resources; profitable self-generated income streams; and sustained pressure on costs.

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.

In addition, to cater for longer-term requirements, the Auckland Museum Foundation has been launched with the objective of raising funds for the strategic activities set out in the published *Future Museum* strategy; and for associated replacement and renewal works to keep pace with Auckland's growth.

Our strategic goals, outlined below, form the touchstones against which we make investment decisions.

Goal One: A strong, sustainable foundation

The major increase is in 'A strong sustainable foundation' where costs are up by \$0.745m. Reflecting the Museum's commitment to make its collections available onsite, offsite and online and supporting our vision of the collections being at the core of what we do, this increase largely relates to information technology costs.

Goal Two: Accessible 'beyond the walls'

Accessible 'beyond the walls' costs have had a decrease of \$0.164m. This reflects the efficient delivery of programming for both onsite and offsite events, resulting in more streamlined investment of funds in order to improve our visitor experience and support our outreach initiatives.

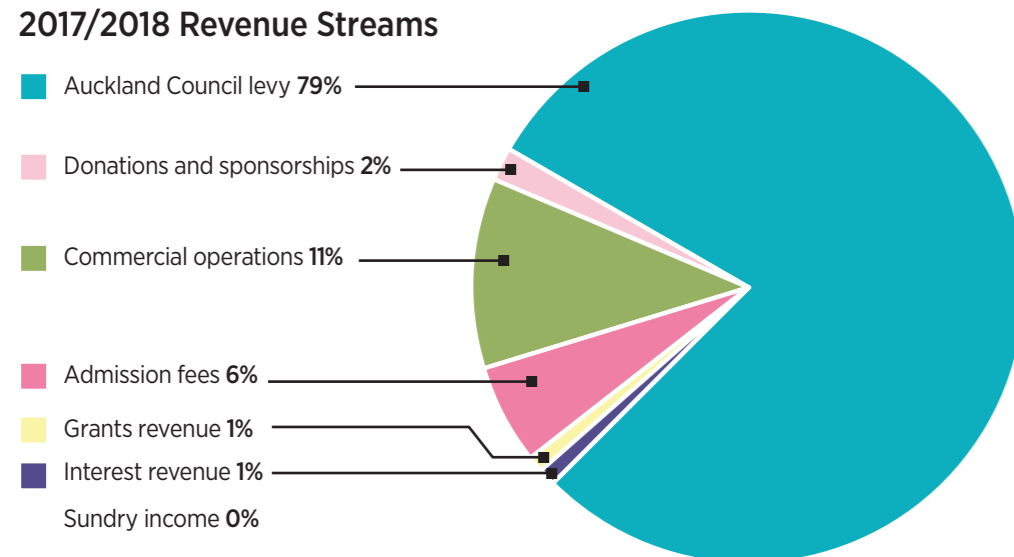
Goal Three: A compelling destination and experience

Costs in 'A compelling destination and experience' have increased by \$0.302m, for public experience and exhibitions.

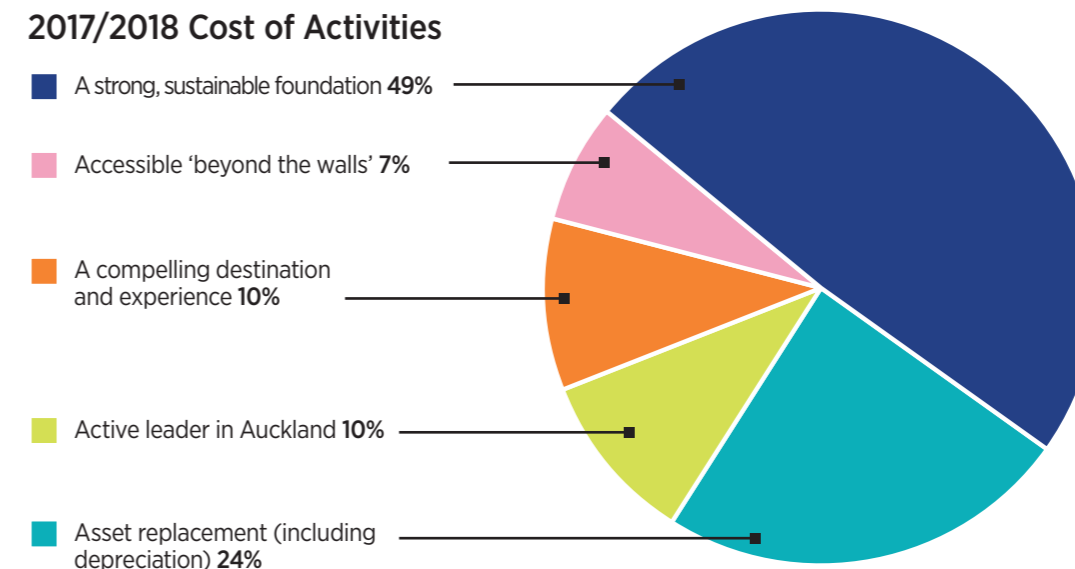
Goal Four: Active leader in Auckland

Costs have increased by \$0.264m in 'Active leader in Auckland' as the Museum responds to the plans of the city and prepares for the repatriation of human remains.

2017/2018 Revenue Streams



2017/2018 Cost of Activities



Financial Commentary

(continued)

In order to implement the objectives established in *Future Museum*, an Organisational Business Plan (OBP) that has a 10-year span has been published, which outlines broad priorities for investment and allocation of resources. Capital expenditure in 2017/2018 will be invested in the Museum's IT and digital capacity, building and operations infrastructure and gallery renewal.

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

The maximum remuneration payable to any member of the Trust Board is \$19,011, with an additional allowance of \$19,011, \$4,753 and \$2,852 payable to the Chair, Deputy Chair and Chair of sub-committee's respectively. The maximum remuneration payable to any member of the Taumata-ā-Iwi is \$10,795, with an additional allowance of \$10,795 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.

Fire Levy

The Department of Internal Affairs is undertaking a review of options for funding the New Zealand Fire Service. Public consultation on proposals for changing the basis for calculating the levy is expected in late 2016 with legislation enacted from 1 July 2017. The impact is at present unquantified, but the Museum could face an additional cost of up to \$800,000 per annum. Pending the outcome of the Parliamentary process and public consultation, no allowance has been made in the Annual Plan 2017/2018 for this risk, which would be the subject of a separate representation to Auckland Council.

Meanwhile, in common with other cultural bodies across New Zealand with responsibility for heritage collections, the Museum has made a submission to the Select Committee declaring the factors that we believe should be taken into account in calculating the fire levy.

In Summary

The Museum will continue to focus on projects that emphasise the richness of our collections and research, working in partnership and in joint projects with like-minded institutions. In addition to our regular activities, we will bring the Museum 'off the hill' and into communities to enhance the social and cultural fabric of greater Auckland.

Funders, Partners and Supporters

Funders

Auckland Council
Auckland Museum Foundation
(FY 2017/2018 onwards)

Partners

Auckland Museum Institute
Auckland Museum Foundation

Supporters

Lifelong Learning

Conference and Travel Expenses

Auckland Museum Institute
Pacific Arts Association
Matson Foundation
Creative NZ
US Embassy
Perpetual Guardian
Proper Crisps

Schools Programmes

Ministry of Education LEOTC Fund
EQC

BioBlitz

The Stout Trust – Managed by
Perpetual Guardian

Library Outreach Programme

The Stevenson Foundation

Urbanlife Youth Outreach Programme

Tennyson Charitable Trust

Te Reo Māori Film Day

Te Puni Kōkiri

Mana Aotūroa

MBIE Unlocking Curious Minds

War Memorial

Ministry for Culture and Heritage
NZ Lottery WWI Commemoration
Environment and Heritage
(grant 3388890)
The Stout Trust – Managed by Perpetual
Guardian
Memorial Hall Donation Fund
Margaret Blyth Bequest

Collections and Research

RT Shannon Memorial Trust
C&L Gregory Trust
Levingston Cooke Charitable Trust
Edward Earle Vaile Trust
LA Spedding Bequest
Nancy Bamford Trust
Ko Tawa Reserve
Auckland Museum Foundation
Auckland Museum Institute
Creative New Zealand
NZ Lottery Environment and
Heritage (grant 329556)
Auckland Zoo Conservation Fund

Exhibitions

Air New Zealand
Manukau Institute of Technology
Spark
APRA
Recorded Music NZ
NZ Hall of Fame Trust
Sony

Sustainability

Meridian Energy

Media

Metro Magazine
The New Zealand Herald
Soar Printing

Contact Information

Auckland War Memorial Museum
Tāmaki Paenga Hira

aucklandmuseum.com

Reception

09 309 0443

info@aucklandmuseum.com

Infoline

09 306 7067

Education Services

09 306 7040

Bookings Office

09 306 7048

Museum Store

09 309 2580

Venue Hire

09 302 9765

Postal Address

Auckland Museum
Private Bag 92018
Victoria Street West
Auckland 1142
New Zealand

Physical Location

The Auckland Domain
Parnell, Auckland
New Zealand

How to keep up to date

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