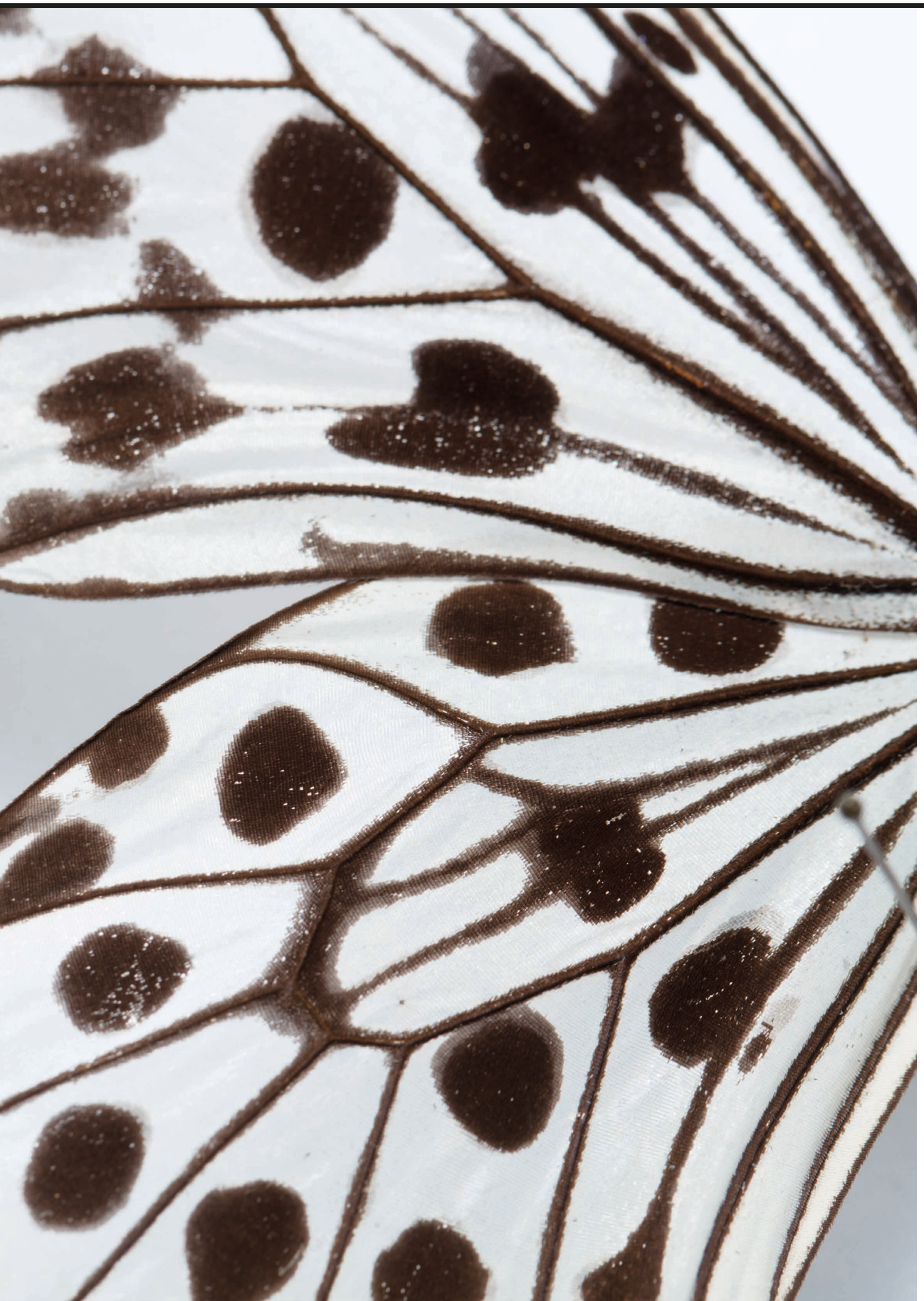
METAMORPHOSIS - A YEAR OF TRANSFORMATION

Chrysitrídea rhipheus (detail), Tāmaki Paenga Hira Auckland War Memorial Museum, CC BY.

Tāmaki
Paenga Hira
Auckland
War Memorial
Museum

Annual Plan
2019/2020



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Foreword

Ko Pukekawa, Puke Kāroro ngā maunga. Ko Waipapa, Wai Kohanga, Te Ako ō te Tui ngā puna wairere. Ko Waitematā te moana. Tāmaki Paenga Hira te whare. Ko Ngāti Whātua, Waikato Tainui me Ngāti Paoa ngā reo karanga.

Talofa Lava, Kia Orāna, Mālō ē Lelei, Fakaalofa Lahi Atu, Fakatalofa Atu, Bula Vinaka, Mālō Ni, Mauri, Aloha and warm Pacific greetings.

Transformation is at the heart of our Five-Year Strategic Plan, and FY 2019/20 will be the year when this ambition truly accelerates. By year-end the visitor experience at Auckland's museum and war memorial will be substantially refreshed with new spaces and offerings delivering a museum experience comparable to the best in the world.

Central to this transformation is the revitalisation of the South Atrium. Capital works will see this area opened up and enable the bowl, the centrepiece of the Atrium, to be a more prominent focal point. The enlarged space will provide a place of welcome, orientation and performance.

The Atrium will be home to a vibrant café experience, offering visitors greater choice in food and beverage. A new Kai Room will host those who wish to bring their own refreshments to the Museum. The new and expanded Museum Store will allow visitors to browse at their leisure and find mementos of their experience with us to take home.

The Eastern Walkway, together with the Western Walkway, will connect the ground floor and make wayfinding around the Museum more intuitive. A Special Exhibitions Hall will mean that the Museum can host major international exhibitions, bringing the world to our city.

Exhibitions showcasing Auckland's collections and content will be designed with touring in mind, so we can extend out beyond our walls to enable others to learn more about the world around us.

The new Tāmaki Stories gallery will be the place where Auckland residents and visitors can learn about the city and its people. Aucklanders of all backgrounds will be able to see themselves reflected in stories of Tāmaki Makaurau – across its past, present and future.

Our new Learning Base will engage every schoolchild when they arrive. It will introduce innovative educational programmes facilitated by hands-on learning throughout the Museum's galleries and supported by new technologies.

This investment in visitor experience will mean Auckland Museum is evolving to reflect the needs of a growing and diversified population and to accommodate future growth. We are anticipating 1.2 million visitors through our doors annually by the end of FY 2022/23.

Our commitment to ensuring every Aucklander can enjoy a museum experience will see us continue to collaborate with partners in communities across the city, from a 'pop-up' museum programme during the school holidays to community-based exhibitions across Auckland.

Together with Auckland Council, we have a vision for a world-class city that's able to compete on a global stage. World-class cities require a thriving cultural sector and a museum that unites, delights, challenges and reflects both residents and visitors alike. Collectively, the Museums of Auckland cultural consortium will continue to collaborate to develop initiatives that deliver value for Aucklanders.

We wish to acknowledge and thank Auckland Council for its ongoing commitment to ensuring the Museum remains connected to the city it serves and its many growing communities.

We remain immensely grateful for the continuing support of the people of this city since the Museum was built by the Aucklanders of 1929. We thank our people, partners and volunteers for the contribution they make to their museum.

As we enter this period of transformation, you can be assured your Auckland War Memorial Museum will continue to be an institution to be proud of – for today and for future generations.

This is an exciting time for Auckland as we all consider the future. And we at the Museum stand ready to play our part.

Orchid Atimalala
Chair, Auckland Museum Trust Board

Precious Clark
Chair, Taumata-ā-Iwi

Dr David Gaimster
CEO, Auckland War Memorial Museum

Chrysiridea rhipheus (detail), Tāmaki Paenga Hira Auckland War Memorial Museum CC BY.

Our Statutory Responsibilities

Auckland Museum is one of New Zealand's largest, oldest and most important museums. 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 to New Zealand is recognised in the Auckland War Memorial Museum Act 1996, which established the Trust Board and requires it to act on behalf of present and future Aucklanders.

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

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

The Trust Board has a statutory obligation to make the case for sufficient funding for the Museum, to enable it to respond to the demand for its services, to care for the collections and to continue to deliver high-quality programmes for the growing and increasingly diverse population of Auckland. It is required to recognise and provide for greater financial self-sufficiency and to maximise community benefit from the resources available.

The Annual Plan for FY 2019/20 includes a 2.5% increase in the rate-payer levy.

This will further reduce to 2.0% for the next two years as stated in the Five-Year Strategic Plan.

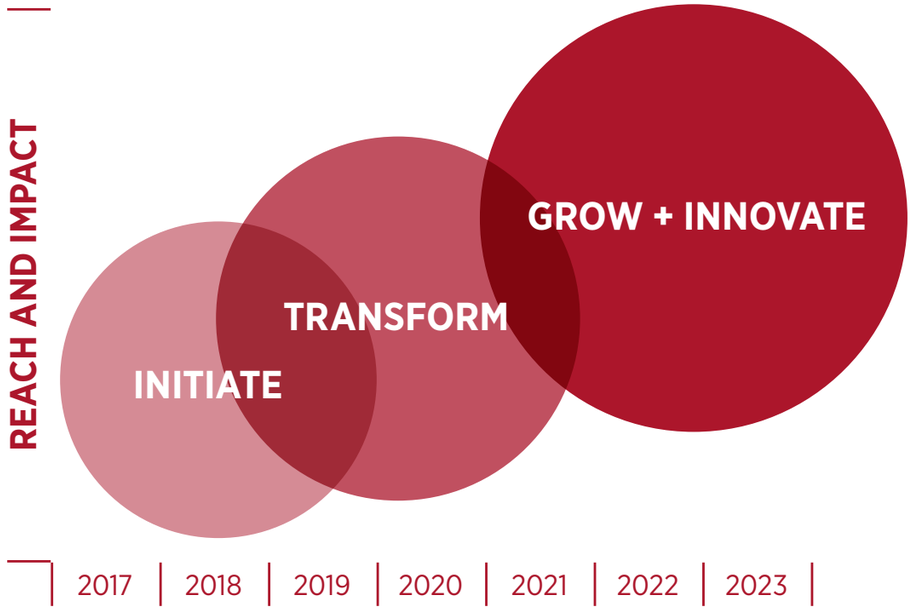
Taumata-ā-Iwi

The Museum's Act provides for a Māori committee known as the Taumata-ā-Iwi. The Taumata-ā-Iwi is founded upon the principle of mana whenua (customary authority of and over ancestral land), and comprises Ngāti Whātua, Ngāti Pāoa and Waikato Tainui. The Taumata-ā-Iwi serves an important role as both advisor and partner to the Trust Board and is strategically important to the cultural fabric of Tāmaki Makaurau.

In 2018, the Taumata-ā-Iwi agreed a new strategy that outlines six priority workstreams: proactive advisory, Māori professional development, narrative, strategic relationships, taonga and repatriation, and refurbishment and gallery renewal.

Over the coming years, this strategy will be developed in more detail, informing the Museum's overall strategic framework.

OUR FIVE-YEAR STRATEGIC PLAN



Auckland Museum's Five-Year Strategic Plan describes how we will deliver on and advance our legislative and Treaty responsibilities. Our Strategic Plan also aligns with the refreshed Auckland Plan and Toi Whītiki – the Arts and Culture Strategic Action Plan for Auckland.

This alignment is recorded for each of the six strategic priorities described in the Annual Plan.

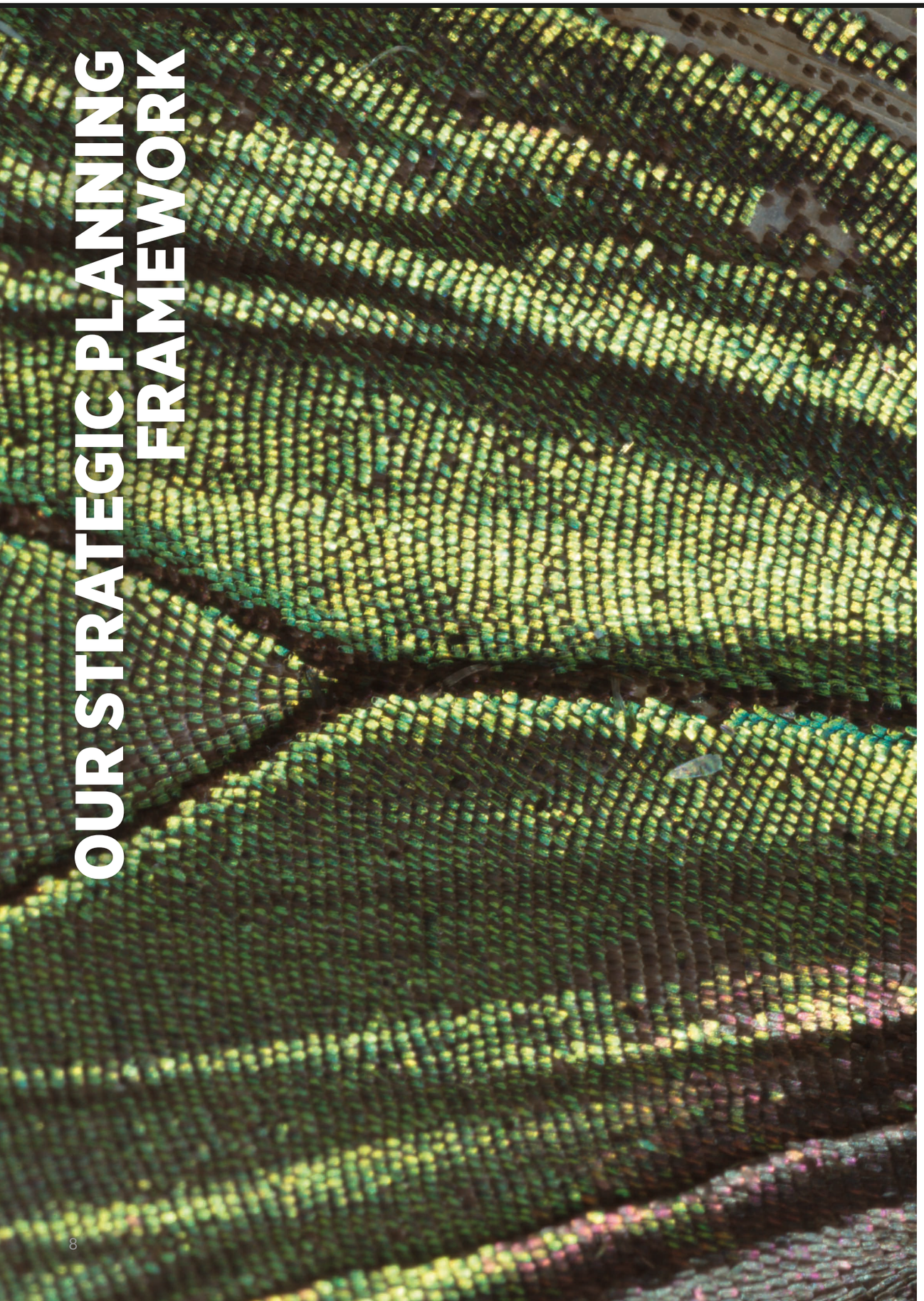
Our six strategic priorities are:

1. Reach out to more people
2. Transform our building and collections
3. Stretch thinking
4. Lead a digital museum revolution
5. Engage every schoolchild
6. Grow our income and enhance value for Aucklanders.

We have adopted a staged approach to the implementation of these five-year priorities, in order to ensure the Museum has sufficient resources. The foundations laid in earlier years have delivered a number of essential building and collection readiness projects.

Both 2019 and 2020 will truly be transformational years as we reveal game-changing initiatives designed to transform our visitor experience and increase our financial sustainability.

From the third phase, beginning in 2021, we will be positioned to accelerate growth. We will expand our reach and revenue and further invest in innovative and commercial partnerships that will help shape our future beyond 2022.



OUR STRATEGIC PLANNING FRAMEWORK

The Auckland Plan's objectives are the heart of what we believe and do. Our vision at Auckland Museum is 'He Oranga Tangata Ka Ao – Enriching lives: Inspiring discoveries'.

Our Paerewa describe who we are and what we stand for.

We are guided by a robust strategic framework which forms the basis of how we operate and engage with communities.

VISION

He oranga tangata ka ao –
Enriching lives: Inspiring discoveries

MISSION

Tui tui hono tangata, whenua me te moana
Connecting through sharing stories
of people, lands and seas

PAEREWA
FUTURE MUSEUM
TOUCHSTONES

Auckland's war memorial
Home of Auckland's collective remembering and commemoration

A kaitiaki for current and future generations of this iconic building, collections, people and taonga

A bicultural heart connected to our communities

A place of innovation, curiosity, learning and research

A compelling experience
onsite, offsite, online

Active leader and collaborator
in Auckland, nationally and internationally in all the sectors in which we operate

FIVE-YEAR PRIORITIES

Reach out to more people

Transform our building and collections

Stretch thinking

Lead a digital museum revolution

Engage every schoolchild

Grow our income and enhance value for Aucklanders

ANNUAL PLAN 2019/2020

Gives life to the second year of the Museum's *Five-Year Strategic Plan 2017–2022*

GUIDING PRINCIPLES

Manaakitanga, Kaitiakitanga,
Mana whenua

VALUES

Relevant, Connected, Innovative,
Respectful, Inspired

AUCKLAND MUSEUM: DELIVERING ON THE AUCKLAND PLAN

Outcomes of the refreshed Auckland Plan

The Auckland Plan is Auckland Council's long-term plan to ensure Auckland grows in a way that will meet the opportunities and challenges of the future.

Auckland Council has identified six important areas where it must make significant progress so that Auckland can continue to be a place where people want to live, work and visit. Auckland Museum delivers on these outcomes to create value for Aucklanders.

See how Auckland Museum contributes to the Auckland Plan.

Belonging and participation

All Aucklanders will be part of and contribute to society, access opportunities and have the chance to develop to their full potential.

To ensure all Aucklanders can participate in arts and culture, access to Auckland War Memorial Museum is free to all those who reside in the city and is supported by rich offsite public programming in the community as well as through dynamic collections and programmes that are available online.

With diverse and broad-reaching engagement across Auckland's many communities, through partnerships and collaboration, and via research and knowledge sharing, we understand the importance of our role as a 'place maker' – a civic space, where communities and individuals can meet, exchange ideas, build relationships, learn and have outstanding social experiences.

Our priorities support social belonging and participation and help to cement Auckland Museum as a place of gathering, welcome and orientation for all Aucklanders. The Museum demonstrates a shared identity that makes it an important cultural touchpoint for both residents and tourists alike. New galleries will reflect a changing cultural dynamic with the first, the Tāmaki Stories gallery, opening in FY 2019/20. It will be a place for all residents to see themselves represented and for visitors to the city to discover what makes Tāmaki Makaurau unique.

Auckland has one of the largest Pacific populations in the world. Our Pacific Advisory Group guides the Museum in developing a strong Pacific dimension to reflect Auckland's rich, contemporary Pacific culture. Teu le Vā is the Museum's framework that brings to life ways to ensure the Museum is an inclusive, relevant and engaging place for all Pacific people.

Initiatives such as the Pacific Collections Access Project have moved the Museum from the more traditional stance of an authority of knowledge to a model that applies an integrative approach to working with Pacific communities. This strengthens cultural identity and awareness of the taonga cared for by Auckland Museum. Industry leading, this model of meaningful collaboration and knowledge sourcing from Auckland's communities is central to the Museum's way of working.

Māori identity and well-being

A thriving Māori identity is Auckland's point of difference in a world that advances prosperity for Māori and benefits all Aucklanders.

He Korahi Māori is the Museum's cultural philosophy that breathes life into Te Tiriti o Waitangi and is fundamental to the Museum as a bicultural institution. It draws knowledge and protocols from Māori values and interweaves tangata whenua (Māori) and tangata tiririti (non-Māori). The Taumata-ā-Iwi guides the Trust Board in matters relating to He Korahi Māori.

A kaitiaki (guardian) of treasured taonga (objects) of local, national and international significance, Auckland Museum has relationships with whānau, hapū and iwi Māori in Auckland and across New Zealand who contribute to our national identity. These relationships centre on taonga that they whakapapa (connect) to the natural environment and mātauranga Māori (knowledge) projects, and participation in exhibition and public event programmes.

To date, Gallery Renewal Projects have seen, and will continue to enable, Tāmaki mana whenua to be involved through various touchpoints in gallery development including, but not limited to, iwi storylines.

Engagement with Māori taonga is achieved through our galleries, special exhibitions, educational initiatives, public programmes and our loans programme. Spaces within the Museum's galleries are being activated to enable Tāmaki and other iwi to curate their own stories and perspectives. And this will be a continuing focus moving forward.

Auckland Museum has relationships with iwi outside of Auckland based on cultural heritage values, the environment, research and education.

Focused training continues to raise the competence and confidence of our people around tikanga Māori, te reo Māori and the Treaty of Waitangi. The Ngā Kākano Lecture Series, initiated by the Museum in FY 2017/18, demonstrates our commitment to raising indigenous and mātauranga Māori across Auckland's cultural sector.

Homes and places

Aucklanders live in secure, healthy and affordable homes and have access to a range of inclusive public places.

To ensure inclusivity for all Aucklanders, access to Auckland War Memorial Museum is free to all residents of the city and is supported by access to rich offsite public programming within local communities.

Transport and access

Aucklanders will be more easily able to get to where they want to go and will have choices about how they get around

Pukekawa (Auckland Domain) and the Museum are not readily served by public transport.

The Museum has invested in a Southern Pathway to make it easier for visitors walking from Parnell Road to access the Museum. We will continue to work closely with the Domain Committee to improve parking and the amenity of Auckland Domain.

Environment and cultural heritage

Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value and for the benefit of present and future generations.

The Auckland War Memorial Museum was constructed in 1929 with the aid of subscriptions raised by Aucklanders in remembrance of their war dead. Today, the Museum is a Category 1 listed historic place of outstanding historical and cultural significance or value. As kaitiaki of the Museum, we manage and maintain a Heritage Asset Management Plan to ensure our iconic building is properly cared for in perpetuity.

With internationally significant collections, Auckland Museum is a kaitiaki of human, natural and scientific heritage, and holds one of New Zealand's top heritage libraries. Responsible for caring for more than 4.5 million treasures, we hold the 'DNA' of Auckland.

We protect and care for almost one million natural science specimens collected over more than 150 years. Over 3,000 type specimens are held; these are the irreplaceable specimens that bear the name of new species descriptions that stabilise the international biological naming system.

Auckland Museum has a role to educate, connect and engage with visitors about the natural environment, with our research informing our exhibitions and public programmes across onsite, offsite and online platforms.

Our developing exhibition Te Taiao (the natural world) is scheduled to open in 2021 and features issues of environmental change over time, and change caused by humans. This exhibition will integrate scientific and mātauranga Māori perspectives.

Supporting our onsite exhibitions are learning and engagement activities that target schools and community audiences.

Opportunity and prosperity

Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.

Auckland's future as a modern, inclusive and dynamic global city will require a thriving cultural sector and for all communities to have easy access to cultural experiences.

Arts and culture play a significant role in the well-being of our society and quality of life. They are an essential part of our individual, community and national identity.

With Auckland's population continuing to grow, it will be home to 40% of the country's population by 2040. Auckland Museum has an essential role to play as a place of learning, participation and belonging that enriches the lives of all Aucklanders.

AUCKLAND MUSEUM: DELIVERING ON TOI WHĪTIKI

Delivery of the Toi Whītiki Outcomes

Auckland Council's Toi Whītiki Arts and Culture Strategic Action Plan integrates arts and culture into our everyday lives and helps create a culturally rich and creative Auckland.

See how Auckland Museum delivers on the objectives of Toi Whītiki.

Participation

All Aucklanders can access and participate in arts and culture.

The Museum's Five-Year Strategic Plan outlines the importance of connecting with audiences, whether within the Museum building (onsite), beyond its walls (offsite) or digitally (online). It also has an explicit goal of more than doubling our outreach audiences in five years to 100,000 people.

The Museum's iconic building in the Domain is the hub from which we operate and reach out into communities. To ensure all Aucklanders can participate in arts and culture, access to Auckland War Memorial Museum is free to all those who reside in the city.

The Beyond the Walls outreach programme is designed to be flexible and nimble. Our focus is on programmes that maximise our potential to reach people and enable authentic engagement with communities that, by virtue of distance, are unable to engage with their Museum. Outreach programmes address this issue of access and inclusivity.

Investment

Auckland values and invests in arts and culture.

The Museum's Five-Year Strategic Plan will deliver increased visitation and the opportunity to amplify revenue-generation opportunities onsite through commercial activities such as corporate venue hire, retail, and food and beverage offerings. It will enable the Museum to develop a more economically resilient organisation, reducing our reliance on public funding by the end of this horizon.

We have a deliberate intention to grow our annual self-generated revenue by 30% to $12 million by FY 2022/23 while continuing to manage operational costs closely. This will be supported by additional funding raised via sponsorship, charitable partnerships and philanthropic appeals.

Infrastructure

The Museum has access to a network of vibrant arts and culture organisations and facilities.

Through loans of collections locally, nationally and internationally Auckland Museum contributes to a worldwide network of cultural organisations which share the stories of this city and its people.

Auckland Museum has demonstrated leadership through convening a collaborative consortium working with the culture and heritage sector across Tāmaki Makaurau to deliver joint initiatives which add value for Aucklanders.

As a possible New Zealand first, the Museums of Auckland cultural consortium has collaborated strategically to create new platforms of engagement for Aucklanders. Initiatives include joint marketing, learning and engagement activities, and a single Auckland-wide digital collection. Highlighting the contribution of the vibrant arts and culture sector is part of marketing Auckland as a leading global city.

Place-making

Arts and culture are intrinsic to Auckland's place-making.

With diverse and wide-reaching engagement across Auckland's many communities, through partnerships and collaboration, and via research and knowledge sharing, we understand the importance of our role as a 'place maker' – a civic space, where communities and individuals can meet, exchange ideas, build relationships, learn and have excellent social experiences.

Identity

Auckland celebrates a unique cultural identity.

Reflecting the dynamic cultural and ethnic mix of Auckland through its galleries, exhibitions, its collections, staff and volunteers, the Museum is an important cultural touchpoint for both residents and tourists alike. We readily acknowledge the essential role we have to play in the development of New Zealand's individual, community and national identity.

Auckland Museum acknowledges the essential role we have to play as representing a place of learning, participation and belonging. We understand our responsibility to foster identity and pride in the lives of all Aucklanders and the contribution that makes towards building strong communities. The priorities outlined in our Five-Year Strategic Plan centre on supporting social belonging and participation, cementing Auckland Museum's role as a place of gathering, welcome and orientation, particularly for new Aucklanders.

New galleries will reflect this changing cultural dynamic, with the first – the Tāmaki Stories gallery – opening in December 2019. It will be a place for all residents to see themselves represented and where visitors to the city can discover what makes Tāmaki Makaurau unique.

This new gallery will:

- Support belonging and participation within the city
- Help new Aucklanders adjust to their city and navigate their new landscape
- Help residents of the city to understand the changes happening around them
- Provide a one-stop destination for visitors to the city to understand Tāmaki Makaurau Auckland: its past, present and future.

Creative economy

Auckland has a robust and flourishing creative economy.

Auckland Museum plays a leading role in the local and national creative economy. In partnership with the University of Auckland, Auckland Museum provides a pipeline of Museum graduations for the future, supporting the Prime Minister's vision that young people should see the culture and heritage sector as a career path. Regardless of whether it is through direct employment, volunteering, internships, exchanges or by placement of postgraduate students, the Museum nurtures those for whom creativity is core. We also provide a pipeline of experienced senior talent who go on to lead museums in the regional areas of the country.

PRIORITIES, ACTIONS, MEASURES AND OUTCOMES

Aligning Auckland War Memorial Museum Act 1996 with the Auckland Plan 2050 and Toi Whītiki – Auckland's Arts and Culture Strategic Action Plan

Auckland War Memorial Museum Act 1996

Section 11(a) The recording and presentation of the history and environment of the Auckland region, New Zealand and the South Pacific.

Section 11(b) Conservation of the heritage of the Museum, and of global resources.

Section 11(c) The role of the Museum as a war memorial.

Section 11(d) Celebration of the rich cultural diversity of the Auckland region and its people.

Section 11(e) Education which involves and entertains people to enrich their lives.

Section 11(f) The advancement and promotion of cultural and scientific scholarship and research.

Section 11(g) Achievement of customer satisfaction by leading consultation, responsiveness and continuous improvement.

Section 11(h) Leadership through professionalism, innovation and co-ordination of effort with relevant organisations.

Section 11(i) Greater financial self-sufficiency through fundraising and compatible revenue-producing activities which supplement public funding.

Section 11(j) Providing maximum community benefit from the resources available.

Auckland Plan 2050

Belonging and participation – All Aucklanders will be part of and contribute to society, access opportunities and have the chance to develop to their full potential.

Māori identity and well-being – A thriving Māori identity is Auckland's point of difference in the world that advances prosperity for Māori and benefits all Aucklanders.

Homes and places – Aucklanders live in secure, healthy and affordable homes and have access to a range of inclusive public places.

Transport and access – Aucklanders will be able to get to where they want to go more easily, safely and sustainably.

Environment and cultural heritage – Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value and for the benefit of present and future generations.

Opportunity and prosperity – Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.

Toi Whītiki

Participation – All Aucklanders can access and participate in arts and culture.

Investment – Auckland values and invests in arts and culture.

Infrastructure – The Museum has access to a network of vibrant arts and culture organisations and facilities.

Place-making – Arts and culture are intrinsic to Auckland's place-making.

Identity – Auckland celebrates a unique cultural identity.

Creative economy – Auckland has a robust and flourishing creative economy.

1

Reach out to more people

The five-year goal by FY 2022/23 is to attract 1.2 million visitors annually to Auckland Museum and have a Membership Programme of 5,000 engaged supporters.

As Auckland's population continues to grow and diversify, there is a need to enhance and maintain a shared sense of belonging. Our aim is to double our outreach audiences in five years to 100,000. We will establish ourselves as the place to go to for information, debate and discussion on Auckland and our connection with it. We will reach out to all Aucklanders – the people who live or work here, those who feel at home here and those newly arrived.

We will also be relevant to and inclusive of our many communities and diverse audiences including Māori, Asian, Pacific, European and the many others who call Auckland home. We will continue to listen to our communities, share knowledge about our city and place, and speak out on Auckland issues.

How will we add value for Aucklanders?	Measured by	Delivering Auckland Plan Outcomes	Delivering Toi Whītiki Outcomes
By delivering a quality experience for Aucklanders and visitors to our city through a compelling programme of exhibitions and public activities	Deliver onsite visitation of 800,000 while mitigating the impact of capital projects on site to maintain visitor satisfaction at 95% or above as measured by our annual Visitor Profile Survey by June 2020		
	Deliver a dynamic public exhibition programme of three exhibitions annually, including opening the new Special Exhibitions Hall with a major international travelling exhibition, which brings the world to Auckland		
By reaching out to Aucklanders in their communities through an inclusive outreach programme that promotes accessibility and diversity	Increase public engagements with offsite audiences by 5% on prior year		
By promoting Māori identity and well-being through increased community engagement	Develop iwi- and Māori-led community engagement that sees Māori communities present their own stories through an active and changing public programme of exhibitions in our galleries	Belonging and participation Māori identity and well-being Homes and places	Participation Place-making Identity
By taking a leadership role as Auckland's war memorial and home of collective remembering in commemorating the sacrifices made in the context of war	Deliver three commemorative programmes annually in partnership with Auckland Council, RSA and other partners – for example, Anzac Day, Armistice Day and the anniversary of Passchendaele		
By enriching the visitor experience for Aucklanders through the development of a compelling new Museum Membership Programme	Launch the new Membership Programme to align with the launch of the South Atrium redevelopment, having evaluated pilot programmes in FY 2018/19		
By ensuring that all Aucklanders can see themselves reflected in the many stories of Tāmaki Makaurau through a programme of gallery refurbishments that transform visitor experience	Launch the new Tāmaki Stories gallery to the public, dedicated to exploring Auckland's past, present and future state, including a public Future City laboratory		
	Conclude the schedule of gallery improvements across the Museum to align with relaunch of the visitor experience		

27349_001 (detail), Tāmaki Paenga Hira Auckland War Memorial Museum CC BY.

2

Transform our building and collections

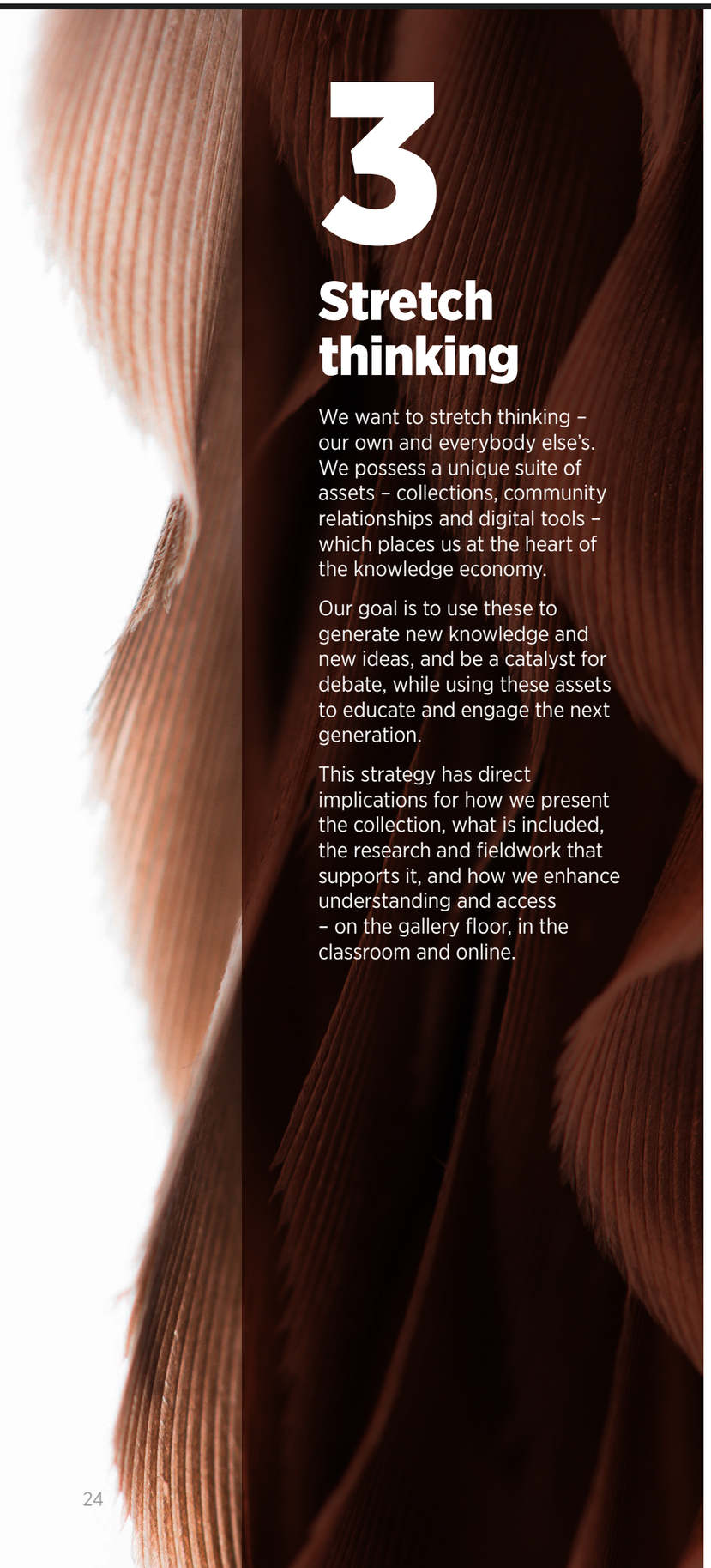
FY 2019/20 is the year of transformational delivery within our iconic building allowing us to accommodate Auckland's growth. By July 2020 the visitor experience will be substantially refreshed with new spaces and offerings delivering a world-class museum experience for the city.

On the ground floor the new Tāmaki Stories gallery will be the place where Auckland residents and visitors can learn about the city and its people – across its past, present and future. An expanded Special Exhibitions Hall will enable us to host major international touring exhibitions, bringing the world to Auckland. Wayfinding will be addressed, enabling visitors to easily navigate their way around this area.

The enlarged South Atrium will provide a place of welcome, orientation and performance. Home to a vibrant new café experience, a new and expanded Museum Store and a Kai Room for those who wish to self-cater, these new amenities will offer visitors greater choice during their museum experience.

By continuing with our Collections Readiness Programme, we will provide professional stewardship of the collections, inclusive of conservation, documentation and digitisation.

How will we add value for Aucklanders?	Measured by	Delivering Auckland Plan Outcomes	Delivering Toi Whītiki Outcomes
By the transformation of the visitor experience and through the delivery of enhanced visitor amenities that meet the needs of our visitors, transform the visitor experience and contribute to the Museum's sustainability	Launch to the public: • New Tāmaki Stories gallery • New South Atrium welcome and orientation experience • New café offering • New and enlarged retail space • Kai Room • Welcome Lounge	Belonging and participation Environment and cultural heritage Homes and places	Participation Investment Place-making Identity
Through our leadership as a kaitiaki and by conservation of our iconic heritage-listed building for future generations	Complete the annual schedule of work in accordance with the Asset Management Plan by June 2020, inclusive of: • Repairs to the World War II Hall of Memories roof and guttering • Modifications and additions to the World War I and World War II 'Names of the Fallen' • Replacing the neuchâtel (tar) roof on the North West and North East sides of the building to ensure they are watertight	Environment and cultural heritage	
By developing, caring for and preserving Auckland's world-class collections in accordance with the Collections Care Plan to ensure taonga are cared for and conserved for future generations	Through the utilisation of the Manu Taiko Collections Centre, undertake collection enhancement projects to document and digitise priority collections of 20th-century industrial photography and the 19th- and 20th-century holdings of key Auckland business archives Complete the transfer of 25% of the Museum's collections to Manu Taiko Collections Centre to enable building and gallery development projects to be finished	Belonging and participation Environment and cultural heritage Māori identity and well-being	



3 Stretch thinking

We want to stretch thinking – our own and everybody else's. We possess a unique suite of assets – collections, community relationships and digital tools – which places us at the heart of the knowledge economy.

Our goal is to use these to generate new knowledge and new ideas, and be a catalyst for debate, while using these assets to educate and engage the next generation.

This strategy has direct implications for how we present the collection, what is included, the research and fieldwork that supports it, and how we enhance understanding and access – on the gallery floor, in the classroom and online.

How will we add value for Aucklanders?	Measured by	Delivering Auckland Plan Outcomes	Delivering Toi Whītiki Outcomes
By working in partnership with communities and knowledge holders to enhance understanding of collections and sharing authority for their meaning	Complete the Te Awe Phase Two Māori Cloak and Textile store project by September 2019 ensuring all collections are conserved, documented, digitised and stored appropriately	Belonging and participation Māori identity and well-being	
By building and strengthening research as well as our teaching and training partnerships with universities, science partners and iwi partners to increase their awareness of Museum resources, identify mutual research interests and establish collaborative research initiatives	Develop at least three collaborative research initiatives with tertiary research partners, aligned to themes identified within the Auckland Museum 2018–2023 Research Strategy	Environment and cultural heritage	
By delivering the goal of year two of our five-year Auckland Museum Research Strategy, identifying key opportunities to build and develop priority research themes that translate into outcomes for the Museum's public experience and deliver social and environmental benefits for New Zealand	Accelerate our publishing programme for popular and academic audiences, based on Museum collections and expertise through a proactive approach of collaboration and partnership Undertake the research and development for the planned first-floor Environmental Gallery and identify outputs and outcomes for delivery	Environment and cultural heritage	Participation Investment Creative economy Infrastructure
By programming and promoting highly relevant Auckland content that fosters participation and belonging	Actively participate as a regional contributor to the Auckland History initiative, in partnership with University of Auckland, Auckland Council and Heritage New Zealand, agreeing joint outcomes for publication and public experience	Belonging and participation Māori identity and well-being Homes and places	
By engaging the community of Auckland in a decolonisation initiative that engenders thought, debate and discussion	Participate in the Raa Maumahara – National Day of Commemoration for the New Zealand Wars through an active public programme Redevelop the New Zealand Wars exhibition and visitor experience by June 2020, in collaboration with iwi partners		

4

Lead a digital museum revolution

The five-year goal by FY 2022/23 is to be recognised as a leading digital museum by making technology integral to what we do. Onsite, we will augment the visitor experience of the Museum through personalisation, interactivity, and richness of content. Online, we will continue to extend our reach and impact to connect with audiences around the world.

With collections of international significance and collections online, we are enabling Aucklanders living locally to be global citizens, enhancing Auckland as a smart world city.

How will we add value for Aucklanders?	Measured by	Delivering Auckland Plan Outcomes	Delivering Toi Whītiki Outcomes
By engaging with online audiences and making it easier for all visitors globally to access our collections online	Deliver one million engagements per month with our collections through partner websites and portals	Belonging and participation Homes and places	Participation Identity Creative economy
	Develop and implement a programme of targeted record enhancements of high-profile collection items		
By engaging onsite visitors with innovative new technologies to better enable storytelling and knowledge sharing to enhance the visitor experience	As part of the gallery renewal, undertake a targeted deployment of at least five to eight new digital experiences including digital hotspots, virtual reality, augmented reality and large-scale immersive projections that add value and enhance storytelling		
By partnering with leading research institutions, start-ups and businesses nationally and internationally to ensure Aucklanders can engage with their collections through innovative digital approaches	Demonstrate Auckland Museum's leadership position in the use of digital technology through the delivery of two partnerships by April 2020 that will enhance visitor experience through new innovative ways to engage digitally with collections		
By growing local and global audience engagement with Auckland's online collections through sharing and aggregation	Establish at least three new data-sharing partnerships to increase traffic to and engagement with our online collections		
By continuing to ensure Auckland's collections are accessible to the public and enhancing collection records through research and community participation, digital imaging and open licensing	Increase digital collections online by 90,000 records across a range of collection formats and areas (out of a planned 250,000 records over the period of the Five-Year Strategic Plan) by June 2020	Belonging and participation Environment and cultural heritage	

5

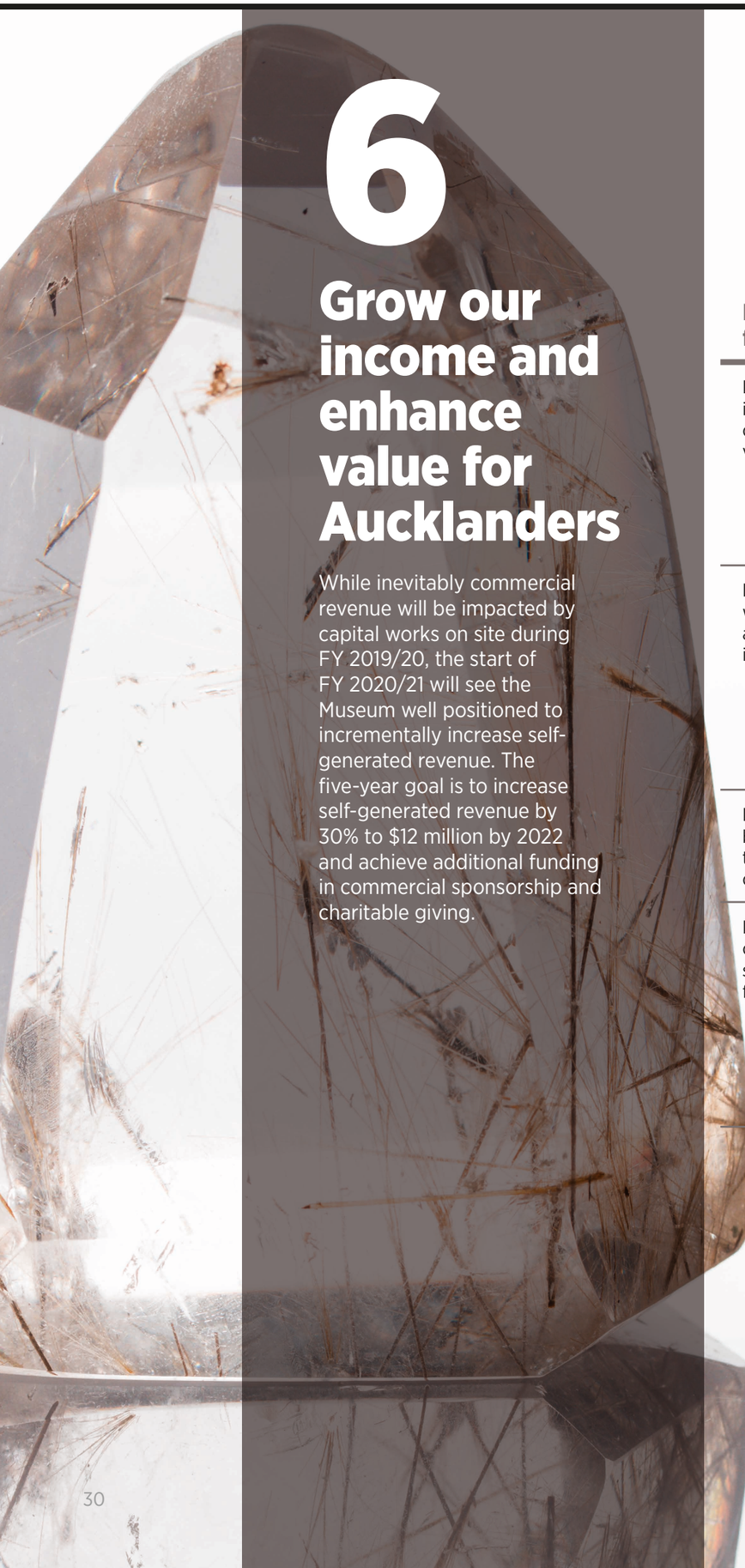
Engage every schoolchild

By FY 2022/23, the five-year goal is to engage and inspire over 100,000 schoolchildren and students annually by improving the reach of our onsite, offsite and online education offerings.

Our new Learning Hub on the first floor will be delivered in FY 2019/20 and will transform the education experience – delivering innovative learning programmes facilitated by 'in gallery' learning throughout the Museum, supported by new technologies. We will be recognised as a leader in immersive, experiential, self-directed and hands-on learning.

We will partner with individuals, communities, government and organisations to co-create programmes that enrich what we offer. The Museum will be a model for best practice, providing effective, innovative and responsive learning and engagement for all our visitors.

How will we add value for Aucklanders?	Measured by	Delivering Auckland Plan Outcomes	Delivering Toi Whītiki Outcomes
By improving the reach of our onsite education offering	Grow onsite student numbers to over 50,000 by June 2020		
By implementing an intensified offsite education outreach programme during our most intense period of capital works onsite, ensuring inclusivity and diversity	Grow offsite student numbers to over 55,000 by June 2020 through offsite school outreach programmes		
	In partnership with Museum of New Zealand Te Papa Tongarewa, deliver the Auckland-based programme for the Raranga Matihiko, Weaving Digital Futures project and engage with 1,800 students	Belonging and participation Māori identity and well-being Homes and places	Participation Identity Place-making
	Develop and execute two new free "Discover Your Museum" education outreach programmes annually for schools in the Tāmaki Makaurau region		
	Develop and deliver two new "Museum in a Box" education outreach programmes for schools in the Tāmaki Makaurau region annually		
By improving the reach of our online secondary-school programmes and resources	Evaluate and develop digital curriculum content and enriched digital resources for secondary-school students by June 2020 using our website as the platform		



6

Grow our income and enhance value for Aucklanders

While inevitably commercial revenue will be impacted by capital works on site during FY 2019/20, the start of FY 2020/21 will see the Museum well positioned to incrementally increase self-generated revenue. The five-year goal is to increase self-generated revenue by 30% to $12 million by 2022 and achieve additional funding in commercial sponsorship and charitable giving.

How will we add value for Aucklanders?	Measured by	Delivering Auckland Plan Outcomes	Delivering Toi Whītiki Outcomes
By ensuring the Museum remains an integral part of Auckland's tourism offering and contributes to a vibrant visitor economy	Deliver a new cultural performance space in the Grand Foyer and a refreshed tourism experience that shares the story of Tāmaki Makaurau Work with the the Taumata-ā-Iwi and Pacific Advisory Board to develop a project plan by December 2019 which will revitalise the visitor experience in Māori Court and the Pacific Galleries	Belonging and participation Māori identity and well-being	Place-making Identity
By demonstrating leadership and working with the culture and heritage sector across Tāmaki Makaurau to deliver joint initiatives that add value for Aucklanders	As a member of Museums of Auckland, work in partnership with cultural sector partners to deliver at least two new initiatives in the fields of visitor experience, digital collections, workforce development, marketing and connectivity	Belonging and participation	Participation Investment Infrastructure Place-making Identity Creative economy
By growing inclusive leadership and bicultural capability in our people so they can continue to respond to the communities they serve	Develop and deliver an annual development programme with initiatives that help our people to understand, foster and leverage diversity in order to improve visitor experience	Belonging and participation	
By increasing the financial sustainability of the Museum through the delivery of self-generated revenue and a continued focus on operating efficiently	Develop targeted fundraising and development activities to a capital campaign of $1,300,000 and philanthropic giving of $1,535,000 in FY 2019/20 Maintain focus on mitigating loss of self-generated revenue during the period of intense capital works on site by delivering $9,284,000 of self-generated revenue	Opportunity and prosperity	

FINANCIAL SUMMARY AND COMMENTARY

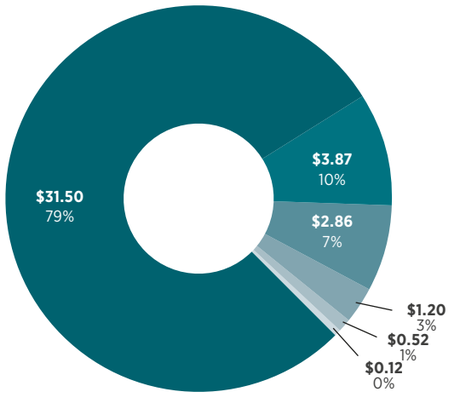
Financial Projections 2019/2020

Operating Revenue

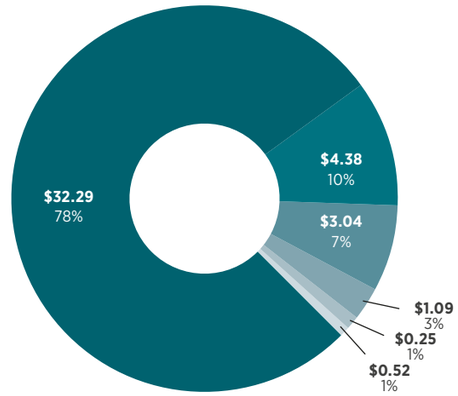
OPERATING REVENUE ($M's)	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Auckland Council Levy	30.74	31.50	**32.29**	33.10	33.76
Commercial Operations	4.41	3.87	**4.38**	4.65	5.06
Admission Fees	2.85	2.86	**3.04**	3.26	3.55
Donations, Sponsorship and Grants	0.96	1.20	**1.09**	1.40	1.52
Interest Revenue	0.53	0.52	**0.52**	0.56	0.61
Other Income	0.68	0.12	**0.25**	0.14	0.16
Total	**40.17**	**40.07**	**41.58**	**43.10**	**44.66**

OPERATING REVENUE SUMMARY ($M'S)	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Auckland Council Levy	30.74	31.50	**32.29**	33.10	33.76
Self-generated revenue	9.44	8.57	**9.28**	10.01	10.90
Total	**40.17**	**40.07**	**41.58**	**43.10**	**44.66**

FY 2018/19 Budget ($M's)



FY 2019/20 Plan ($M's)



Key

- Other Income
- Interest Revenue
- Donations, Sponsorship and Grants
- Admission Fees
- Commercial Operations
- Auckland Council Levy

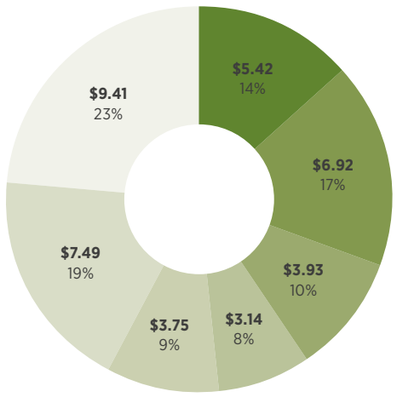
The intensive period of capital works during FY 2018/19 and FY 2019/20 will inevitably impact our revenue stream. As a result, we have planned for a modest decline in self-generated revenue during that time. Upon completion, the works will have enabled increased self-sufficiency and our revenue is planned to increase significantly. By FY 2022/23, we expect an increase in self-generated revenue to $12 million per annum – a 30% increase on FY 2016/17 when our Five-Year Strategic Plan was initiated. This will allow us to reduce our levy increases from FY 2021/22 from 2.5% to 2.0% per annum.

Financial Projections 2019/2020 (continued)

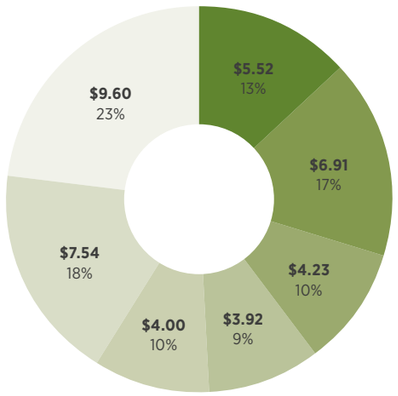
Operating Expenditure

OPERATING EXPENDITURE ($M's)	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Reach out to more people	5.83	5.42	**5.52**	5.89	6.13
Transform our building and collections	6.71	6.92	**6.91**	7.52	7.83
Stretch thinking	4.23	3.93	**4.23**	4.27	4.45
Lead a digital museum revolution	3.50	3.14	**3.92**	3.41	3.55
Engage every schoolchild	3.83	3.75	**4.00**	4.08	4.24
Grow our income and enhance value for Aucklanders	7.26	7.49	**7.54**	8.14	8.47
Depreciation	8.96	9.41	**9.60**	9.79	9.99
Total	**40.30**	**40.07**	**41.73**	**43.10**	**44.66**

FY 2018/19 Budget ($M's)



FY 2019/20 Plan ($M's)



Key

- Depreciation
- Grow our income and enhance value for Aucklanders
- Engage every schoolchild
- Lead a digital museum revolution
- Stretch thinking
- Transform our building and collections
- Reach out to more people

STRATEGIC PRIORITIES

Two versions of operating expenditure are provided. Presented above is operating expenditure by strategic priority, which is best practice by international museum standards.

Reach out to more people	Visitor experience, programming, exhibitions, war memorial responsibilities, Māori and Pacific community engagement and marketing
Transform our buildings and collections	Maintenance and security of the Museum building and care and stewardship of our collections
Stretch thinking	Research and curatorial activities
Lead a digital museum revolution	Information technology, digital experience and delivering our collections and information online
Engage every schoolchild	Learning and engagement, and public programming including delivering educational experiences to schools onsite, offsite and online
Grow our income and enhance value for Aucklanders	Commercial activities and management costs

Financial Projections 2019/2020 (continued)

Operating Expenditure ($M's)

MUSEUM EXPERIENCE AND WAR MEMORIAL	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Exhibitions	3.34	3.88	3.61	3.74	3.90
Commercial Operations	3.14	3.00	3.41	3.54	3.68
Visitor Services and Volunteer Management	3.10	3.16	2.90	3.01	3.13
Learning, Education and Public Programmes	2.46	2.03	2.65	2.75	2.86
Marketing and Community Relations	2.62	2.15	2.51	2.61	2.71
Digital Experience	0.69	0.50	0.69	0.71	0.74
He Korahi Māori and Teu le Vā	0.62	0.43	0.67	0.70	0.73
Total	**15.97**	**15.15**	**16.44**	**17.05**	**17.75**

COLLECTIONS AND HERITAGE BUILDING CARE	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Collections	5.79	5.52	5.94	6.16	6.41
Heritage Building Services	3.88	3.94	4.02	4.17	4.34
Health, Safety and Security	0.93	0.79	0.83	0.86	0.89
Total	**10.60**	**10.25**	**10.78**	**11.18**	**11.64**

BUSINESS SERVICES	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Governance, Management and Administration	2.25	2.65	1.96	2.03	2.11
People and Organisation	1.26	1.35	1.54	1.59	1.66
Finance and Compliance	1.26	1.26	1.40	1.46	1.52
Total	**4.77**	**5.25**	**4.90**	**5.08**	**5.29**

DEPRECIATION	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Depreciation	8.96	9.41	9.60	9.79	9.99
Total	**8.96**	**9.41**	**9.60**	**9.79**	**9.99**

Total	**40.30**	**40.07**	**41.73**	**43.10**	**44.66**

Trust Board Remuneration ($000's)

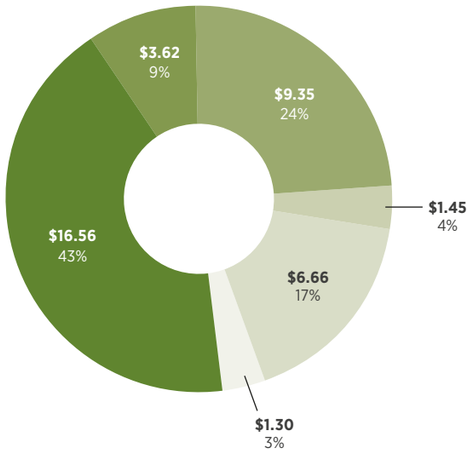
	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Trust Board Remuneration	225	228	228	233	233

Financial Projections 2019/2020 (continued)

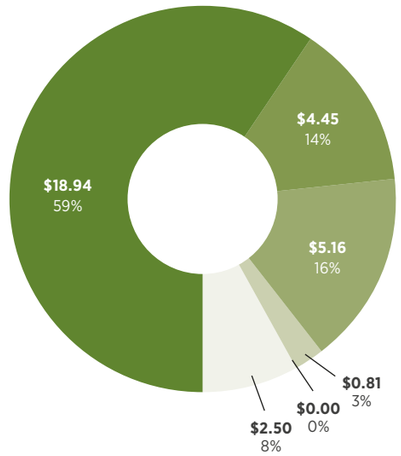
Capital Expenditure

CAPITAL EXPENDITURE ($M's)	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Reach out to more people	3.35	16.56	**18.94**	6.13	2.13
Transform our building and collections	6.48	3.62	**4.45**	2.06	1.39
Stretch thinking	10.70	9.35	**5.16**	2.13	1.48
Lead a digital museum revolution	1.40	1.45	**0.81**	0.77	0.56
Engage every schoolchild	0.42	6.66	**0.00**	0.00	0.00
Grow our income and enhance value for Aucklanders	0.78	1.30	**2.50**	0.10	0.10
Total	**23.13**	**38.93**	**31.85**	**11.19**	**5.67**

FY 2018/19 Budget ($M's)



FY 2019/20 Plan ($M's)



Key

- Grow our income and enhance value for Aucklanders
- Engage every schoolchild
- Lead a digital museum revolution
- Stretch thinking
- Transform our building and collections
- Reach out to more people

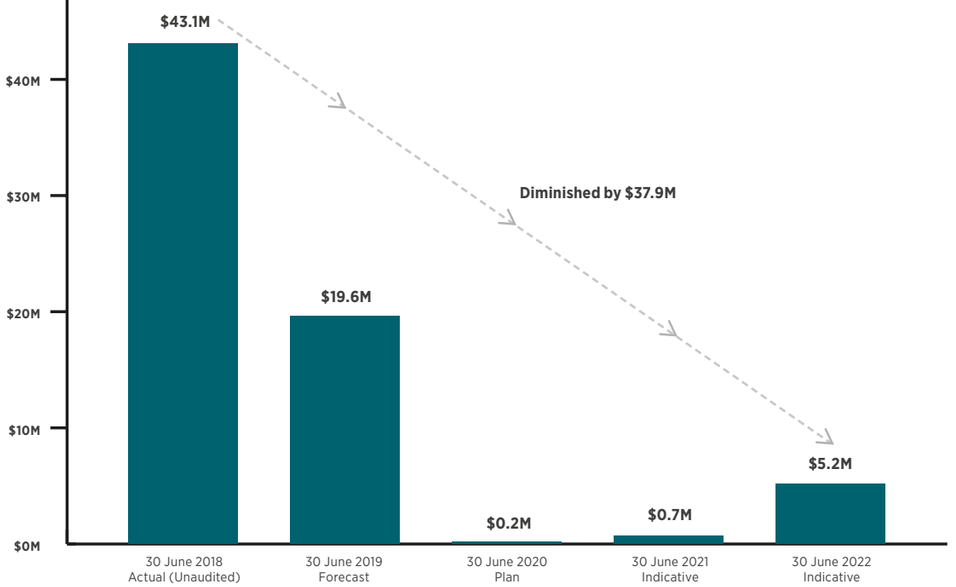
STRATEGIC PRIORITIES

Capital Expenditure (by asset class)

CAPITAL EXPENDITURE ($M's)	FY 2017/18 Actual (unaudited)	FY 2018/19 Budget	FY 2019/20 Plan	FY 2020/21 Indicative	FY 2021/22 Indicative
Finance, Commercial & People	0.75	0.75	**0.10**	0.10	0.10
Building Heritage Maintenance	0.00	1.51	**0.73**	0.30	0.30
Building and Security	0.36	0.12	**0.07**	0.07	0.07
ICT	1.37	1.45	**0.81**	0.77	0.56
Collection and Research	0.37	2.45	**1.23**	0.28	0.28
Public Experience	2.13	0.16	**0.10**	0.10	0.10
Offsite Collection Facility	4.11	0.68	**0.66**	0.66	0.69
Future Museum	14.03	31.81	**28.16**	8.92	3.57
Total	**23.13**	**38.93**	**31.85**	**11.19**	**5.67**

Asset Replacement Reserve Balance ($M's)

The asset replacement reserve is planned to support the capital works programme that will transform the public experience and collections for the benefit of future generations of Aucklanders.



Financial Commentary

FY 2019/20: A Year of Transformation

Transformation is at the heart of our Five-Year Strategic Plan and FY 2019/20 will be the year when this ambition truly accelerates. Consequently, it will be the watershed year for planned capital spend enabling the transformational delivery within our iconic building to accommodate Auckland's growth and visitation.

While it is our intention to remain open during the period of intensive building works on site, it is inevitable the capital works will impact on existing revenue streams. As a result, the Museum has planned for a decline in self-generated revenue for FY 2018/19 and FY 2019/20.

By July 2020 the visitor experience will be substantially enhanced, with over half of our galleries refreshed, creating more public and special exhibition space and developing a hospitality hub that will encourage visitors to make the Museum a destination.

On the ground floor the new Tāmaki Stories gallery will be the place where Auckland residents and visitors can learn about the city and its people – past, present and future. The Special Exhibitions Hall will host major international touring exhibitions, bringing the world to Auckland. Wayfinding will be addressed, ensuring visitors can easily navigate their way around this area.

The new Learning Base on level one will be delivered in FY 2019/20 and will transform the educational experience, delivering innovative education programmes facilitated by 'in gallery' learning throughout the Museum, supported by new technologies. We will be recognised as a leader in immersive and hands-on learning, partnering with individuals, communities, government and other agencies to develop programmes that enrich our offerings.

The enlarged South Atrium will provide a place of welcome, orientation and performance. Home to a vibrant new café experience, an expanded retail store and a Kai Room for those who wish to self-cater, these new amenities will offer visitors greater choice during their museum experience.

By year-end the visitor experience at Auckland's museum and war memorial will be substantially refreshed with new spaces and offerings delivering a world-class museum experience.

The FY 2019/20 Levy

Before the 1996 Auckland War Memorial Act, the Museum was funded substantially by Auckland City Council. The Act redistributed funding across seven of the eight local and regional territorial authorities within the Auckland Region.

The Auckland War Memorial Museum was built by the people of this city through subscription, for Aucklanders past and present, and for future generations in perpetuity. It is important to recognise that the legislation which established the levy was a direct response to Council underfunding of the Museum in favour of its many competing financial priorities of the time. By the early 1990s Auckland Museum was suffering from several decades of neglect and underfunding caused through short-term decision-making. The building was in need of repair, our services were malfunctioning, our exhibitions were outdated and our collections were lacking the appropriate care. Changes in legislation, governance and management were introduced to address this and have been in place ever since.

In 2017, the Museum produced for the first time a Five-Year Strategic Plan that outlines our key strategic priorities. Each year, the Annual Plan brings these to life with greater granularity and provides key measurements for success. It provides the Council with a five-year strategic outlook, outlining our levy requests for the next five years.

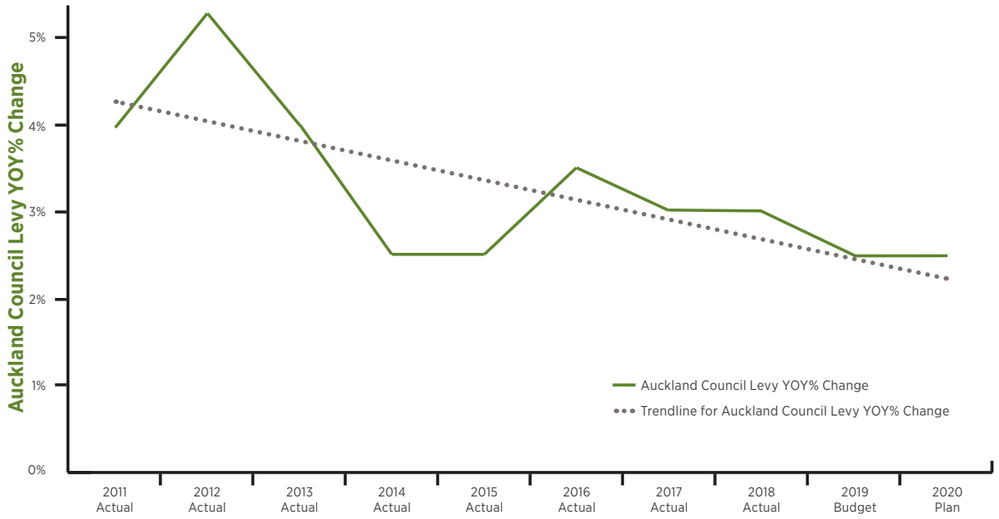
The proposed levy for the Annual Plan FY 2019/20 is $32.292 million, an increase of $0.788 million (2.5%). This increase will enable the Museum to serve the increasing Auckland population and meet our statutory requirements, as well as undertake planned renewal and capital investment, while enhancing our contribution to the aspirations of the Auckland Plan and Toi Whītiki, Auckland's Arts and Culture Strategic Action Plan.

Resources and funding have been allocated carefully to provide maximum community benefit from and to preserve the role of the Museum as the city's war memorial. As can be seen from the graph opposite, while Auckland Museum appreciates that we have the potential to call on a far greater degree of funding than we request, it is important to note that we have always acted with financial and social responsibility. The funding provided to the Museum reflects the size of the city's heritage collections, the scale of our operation and service level, together with the demands of the growing city we supports.

Our people are what enable us to care for the building and collections and provide all Aucklanders with the opportunity to interact with their Museum.

Auckland Council Levy Year-on-Year Percentage Change

The percentage increase in the Auckland Council levy has reduced over time.

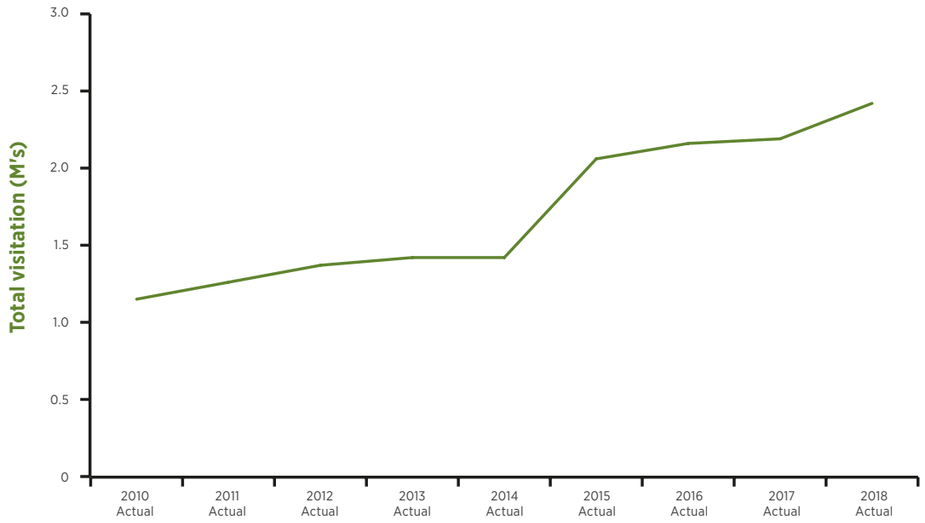


Comparison of Cost Per Visitor and Auckland Council Levy Per Visitor

As our visitation increases, carefully managed costs have meant that over time the total cost per visitor is declining as is the amount of Auckland Council levy received per visitor.

Visitation includes onsite, offsite and online. Offsite visitation is only included from 2014 as previous data is unavailable.

Total Visitation by Year (M's)



	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual
Total visitation	**1.15**	**1.26**	**1.37**	**1.42**	**1.42**	**2.06**	**2.16**	**2.19**	**2.42**
Online	0.34	0.43	0.52	0.57	0.58	1.19	1.21	1.29	1.42
Onsite	0.80	0.83	0.85	0.85	0.81	0.85	0.89	0.86	0.93
Offsite	-	-	-	-	0.04	0.02	0.05	0.04	0.07

Offsite visitation is only included from 2014 as previous data is unavailable.

Looking Ahead

Priority Six of our Five-Year Strategic Plan sets targets to grow our income base. The capital works being undertaken in FY 2019/20 will enable us to grow our self-generated revenue significantly.

We are confident in our ability to achieve these targets, as evidenced by our strong performance in FY 2017/18. Total visitation was measured at 931,487 visits, a transformational shift from previous years underpinned by an appealing exhibition programme and ticketed international exhibition *Brickman: Wonders of the World*. It demonstrates the appetite of the Auckland and drive-time public in attending high-interest international exhibitions. The trend is evidenced by the significant growth of our Auckland and Rest of New Zealand adult and child audience segments. Self-generated revenue was $1.08 million above full-year budget (12.9%) and $0.435 million above prior year (5%).

By FY 2022/23 we expect to deliver an increase in self-generated revenue to $12 million per annum, a 30% increase on FY 2016/17 when the Five-Year Strategic Plan was initiated. This will allow us to reduce our levy increases from FY 2021/22 from 2.5% to 2.0% per annum, while continuing to maximise community benefit and increase public good.

The Museum expresses our ongoing gratitude to Auckland Council and the people of Auckland for their support as we continue to deliver a world-class museum and war memorial the city can truly be proud of.

Acknowledgements

Funders

Supported by the ratepayers of Auckland

Auckland Council
Te Kaunihera o Tāmaki Makaurau

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