

# ANNUAL PLAN

2020/2021



PLATFORM FOR RECOVERY



Tāmaki  
Paenga Hira  
Auckland  
War Memorial  
Museum





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## Foreword

*He aha te mea nui o te ao? He tāngata, he tāngata, he tāngata.*

It is hard not to feel proud of the resilience and collective effort that all communities across Aotearoa New Zealand have demonstrated to contain the transmission of COVID-19. In response to the global pandemic and by adhering to an unprecedented nationwide lockdown for the better good of our society and especially those who may be more vulnerable, New Zealand has proven that we are truly 'a team of five million'. Ngā mihi, faafetai and thank you.

COVID-19 has inevitably required the Museum to review and adjust its plans to respond to the changed circumstances in which we find ourselves.

Before COVID-19, the Museum shared with Aucklanders a clear vision and a plan, in line with our shared values. Today, like many other organisations around Aotearoa, many of our 'knowns' have disappeared – and with them, the set of assumptions about how we would move into the future. With shifting global economies, and the likelihood of extended national border restrictions, our external environment will continue to be fluid, the length of which remains unclear.

It is in this state of flux that the Museum has flexed, reviewed and adjusted its plans, to look towards a different future. We anticipate bearing the brunt of the effects of the pandemic for the next 12 to 24 months. COVID-19 has disrupted our building projects, planned openings, exhibitions and events and forced temporary access restrictions to the taonga and collections we kaitiaki and care for. And so, as part of our planning process our Annual Plan for 2020/21 was reviewed and re-forecast to reflect these significant changes.

Our original planning anticipated the Museum increasing its self-generated revenue to \$11.8 million over FY 2020/21, a 27% increase on the prior year. Our revenue aspirations have been severely impacted by COVID-19 and

will remain so for the foreseeable future. The Annual Plan recognises this loss of revenue, driven predominately by the absence of the international tourism market, through admissions, performances and tours, reductions in large gatherings for conferences and commercial venue hire, as well as reduced incremental spend onsite through retail and food and beverage outlets.

The Museum has taken the necessary steps to address its new financial reality.

Our operational cost base has been reduced by 19% (\$8.3m), projects have been deferred and our programmes adjusted, resulting in a net deficit of \$3m.

Included amongst these initiatives are:

- The deferment of planned new gallery redevelopments
- Reduction in commercial activities cost base in response to reduced revenues
- Taking our education and public programmes online in the first half of FY 2020/21, in response to social distancing requirements which make onsite activity impracticable
- The cancellation of outreach activities in the first half of FY 2020/21 in line with social distancing
- The reshaping of our Special Exhibitions programme

We present our Annual Plan for 2020/21, which will ensure that Tāmaki Paenga Hira Auckland War Memorial Museum can retain its core functions as a major metropolitan museum without long-term harm to its capability to respond to the current crisis and its longer-term effects. The Plan also enables the Museum to enact its vital civic role in supporting the recovery of cultural and social life in the City of Auckland Tāmaki Makaurau.

We are also acutely aware of the economic effects COVID-19 will have on Auckland Council and ratepayers. For that reason, this Annual Plan includes no levy rate rise for the next financial year. The Annual Plan reflects a year

of consolidation, continuity, and social, cultural, and economic recovery.

And while the landscape of Aotearoa New Zealand may look different on the other side of lockdown, we know with certainty that the fundamental mission of Auckland Museum will endure. As a kaitiaki of collections and knowledge that inform and reflect our understanding of who we are, Auckland Museum has a key role in collecting and recording the experience and memory of this pandemic and how our community responded to it for future generations.

Despite the disruptions caused by COVID-19, the relevance of the strategic priorities in our Five-Year Strategic Plan remains as strong as ever, as does our commitment to their achievement.

The closure and staging of our re-opening as a public visitor attraction has enabled us to build our offer and reputation as an online museum and to enhance our core preservation, research and learning functions. Our programme of building works to transform the visitor experience, while delayed, will be completed in the first half of the financial year to support the city's revival. Our commitment to our Māori and Pasifika communities remains undiminished and we will work with them to proceed to concept development for the long-term renewal of Māori Court and the Pacific Galleries.

As Auckland's premier visitor attraction, we will shift our attention to the cultivation of our domestic audiences, working alongside local and national tourism agencies. And now more than ever, with the predicted longer-term restrictions on international travel for most citizens, we remain committed to the importance of international special exhibitions in bringing the globe, to Auckland. We remain

in dialogue with our partners across the globe and when it is safe and practicable for us to do so, we look forward to sharing with Aucklanders the natural and human histories of the world.

The Museum's iconic building has, for many Aucklanders, been a beacon in the landscape of Tāmaki Makaurau since its opening in 1929. From its hilltop position on Pukekawa, it has witnessed and weathered the many storms, trials and challenges that the city has faced. We trust it will continue to be an anchor of stability and hope for our communities, energised by the taonga that are cared for within its walls.

Auckland Museum was amongst the first visitor attractions to re-open to the public. It sparked hope, connectedness and, like all great museums, renewed curiosity about the world in which we live - its past, present and, most critically, its future.

We are as always, enormously grateful to the ratepayers of Auckland and Auckland Council. This Museum has a vital role to play in the recovery of our city, contributing to community cohesion, connectedness, and wellbeing.

The Museum is proud to work alongside Auckland Council in bringing people back to their city with confidence and helping stimulate and drive domestic tourism to restart the visitor economy. Auckland Museum has a crucial part to play in the revitalisation of civic and cultural life in New Zealand's largest city, contributing to economic revival.

While progress towards our long-term strategic goals will inevitably be disrupted for a time, our responsibility as kaitiaki of our taonga, our tangata, and our tūrangawaewae on Pukekawa remains steadfast.

Ia manuia.



Orchid Atimalala  
Chair, Auckland Museum Trust Board



Precious Clark  
Chair, Taumata-ā-Iwi



Dr David Gaimster  
CEO, Auckland War Memorial Museum



## Our statutory responsibilities

Tāmaki Paenga Hira, Auckland War Memorial Museum is one of New Zealand's oldest and most significant museums in Aotearoa's largest city. The collections are of national and international importance. 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 wellbeing
- 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 2020/21 proposes no increase in the rate-payer levy as we are acutely aware of the economic effects COVID-19 will have on Auckland Council and ratepayers. The Annual Plan reflects a year of consolidation, continuity, and social, cultural, and economic recovery.

## Taumata-ā-Iwi

The Museum's Act provides for a Māori committee known as the Taumata-ā-Iwi.

This committee was 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. The five year strategy He Ara Whaowhia outlines the vision of the Taumata-ā-Iwi for Tāmaki Paenga Hira, the strategic priorities and pathways.

## Māori outcomes

*He Korahi Māori*, the Museum's Māori dimension is a cultural philosophy drawn from Māori values, knowledge and protocols and breathes life into Te Tiriti o Waitangi. It is fundamental to the Museum as a bicultural institution, embedding tangata whenua (Māori) and interweaving tangata tiriti (non-Māori). It is inclusive of all cultures and perspectives.

Offered to the Museum by the Taumata-ā-Iwi in 2007, today it remains the foundation upon which all of the Museum's strategic plans – long term and annual are built. It underpins our role as a cultural leader, a place of learning and discovery and a museum of international significance. A number of Māori outcomes are specifically highlighted in the Annual Plan and *He Korahi Māori* is integrated throughout our operational plans and day-to-day-operations.

By working in partnership with communities we will deliver outcomes through ensuring mātauranga Māori concepts are embedded in our research and showcased in our approach to gallery renewal. Through our education programmes we will increase the volume of learning resources accessible to schoolchildren in te reo. Our focussed training will raise the competence and confidence of our people in tikanga Māori, Te Reo Māori and Treaty of Waitangi knowledge. Public programmes such as Ngā Kākano are designed to engage the Auckland community with the Māori dimension of Tāmaki.

However, *He Korahi Māori* manifests itself more broadly in the range of partnerships and relationships we have with Tāmaki iwi and other whānau, hapū and iwi through our gallery development programme,

exhibitions, education initiatives and public programmes. Additionally, the Museum supports Māori outcomes through our care and management of taonga, taonga loans and repatriations.

*He Korahi Māori* enables all areas across the Museum, to contribute to and construct a vibrant, visible and valued Māori dimension. We recognise that a thriving Māori identity advances wellbeing for Māori and benefits all Aucklanders. *He Korahi Māori* is a living document, an evolving philosophy that informs our strategic direction and operations. It will continue to be enhanced, deepened and shared.

## The Auckland Museum Institute

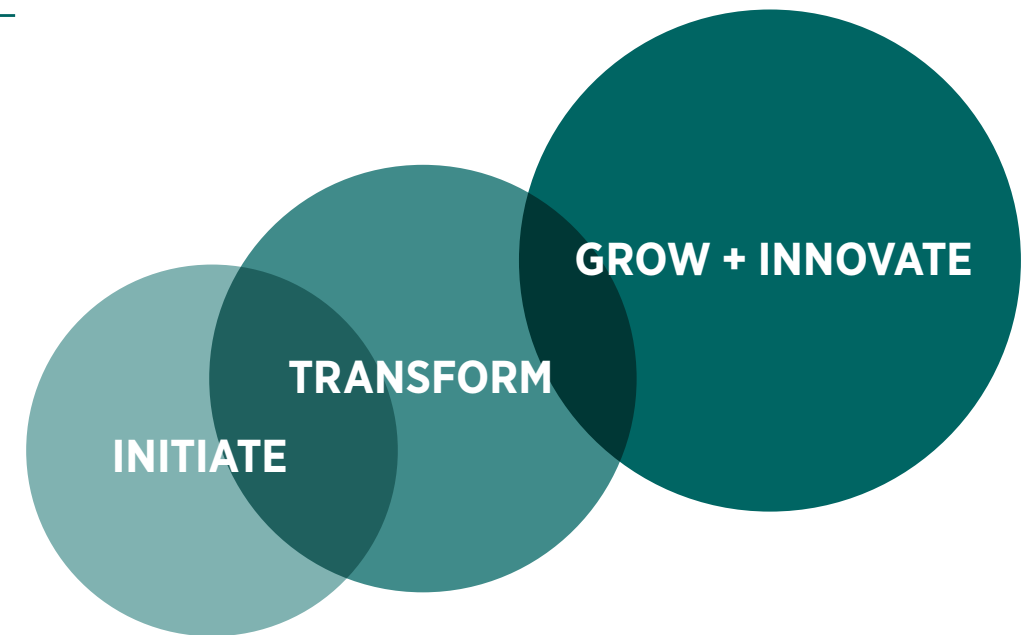
The Auckland Institute dates back to 1867. In 1868 it took over management of the fledgling Auckland Museum and changed its name to Auckland Institute and Museum. At the same time the Royal Society of New Zealand was established and the Institute became the Auckland Branch of the Royal Society, Te Apārangi, a role it still fulfils today.

The governing body remained the Auckland Institute and Museum until the Auckland War Memorial Museum Act 1996 saw the formation of the Auckland Museum Trust Board. An Auckland Museum membership body recognised as a learned society, the Institute Council makes four appointments to the Trust Board.

The Auckland Museum Institute is a highly valued partner that supports both the Museum and the Trust Board by providing advocacy, promoting understanding of the Museum's collections and activities and supporting the function of the War Memorial aspect of the Museum.

# OUR FIVE-YEAR STRATEGIC PLAN

REACH AND IMPACT



2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023

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

Each of the six strategic priorities described in the Five-Year Strategic Plan is outlined 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.

The nature of a global pandemic and a nationwide lockdown to contain the transmission of COVID-19 has required the Museum to review and adjust its planning to respond to the changed circumstances in which we find ourselves.

Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and our trajectory will be slower than planned.

We anticipate bearing the brunt of these impacts as the full effects of the pandemic become apparent over the next 12 to 24 months. With a shifting economy and the likelihood of extended national border restrictions, our external environment will continue to be fluid, the length of which is as yet unclear.

What is evident is the impact of this on self-generated revenue. Driven predominately by the international tourism market, our revenue aspirations have been severely impacted and will remain so for the foreseeable future.

Ongoing requirements for social distancing will present new operational challenges impacting onsite visitation. We will continue to explore ways to maintain our reach in this different operating environment, which reflect these changing times.



# OUR STRATEGIC PLANNING FRAMEWORK

The Auckland Plan's objectives are at 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

## PAEREWĀ

### 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 2020/2021

Gives life to  
the third 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



## 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. While social distancing is still a requirement, we will be focusing our public programming online and will be launching a refreshed onsite public programme offering in 2021.

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.

Our new *Tāmaki Herenga Waka: Stories of Auckland* galleries, opening later in the financial year will reflect the changing cultural dynamic of Auckland city. 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 set the groundwork for moving the Museum from the more traditional stance of holding knowledge and telling stories to a model that applies an integrative approach to working with Pacific communities. We will be working in partnership with our Pasifika community on the concept development and delivery of the long-term renewal of the Pacific galleries. This strengthens cultural identity, participation and awareness of the taonga cared for by Auckland Museum. Industry leading, this model of meaningful collaboration and knowledge sharing with Auckland's communities is central to the Museum's way of working.

## The 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.*

## Māori identity and wellbeing

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

As a kaitiaki (guardian) of treasured taonga (treasures) 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.

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 Wananga Series, established in FY 2017/18, demonstrates our commitment to raising indigenous and mātauranga Māori across Auckland's cultural sector and this will continue in FY 2020/21.

## 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, admission to Auckland War Memorial Museum is free to all residents of the city and will be supported by access to rich offsite public programming within local communities when it is safe to do so. We anticipate this will not happen until early 2021.

## 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. Te Ara Oranga (Southern Pathway) makes it easier for visitors walking from Parnell Road to access the Museum with a fully accessible route. We will continue to work closely with Auckland Council 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 through the subscriptions raised by Aucklanders in remembrance of their war dead. Today, the Museum is a Category 1 listed historic place of outstanding 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 seven 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. Public programmes will continue online and resume onsite and offsite when it is safe to do so. Supporting our onsite exhibitions are learning and engagement activities that target schools and community audiences.

Our new Environment and Human Impacts gallery, drawing on our natural science expertise and collections, will undergo concept design in FY 2020/21. This exhibition will integrate scientific and mātauranga Māori perspectives and will address issues of environmental change over time as well as how humans interact with the natural world.

## 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 wellbeing 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.



# THE LIVING STANDARDS FRAMEWORK



Image provided by the New Zealand Treasury - [www.treasury.govt.nz](http://www.treasury.govt.nz)

## The Living Standards Framework

The New Zealand Treasury's Living Standards Framework provides New Zealand with a shared understanding of what helps achieve higher living standards to support intergenerational wellbeing.

The Living Standards Framework looks across 'The Four Capitals' (natural, human, social, and financial and physical) as the assets that generate wellbeing.

Cultural organisations such as Tāmaki Paenga Hira contribute greatly to social and human capital, influencing the way in which people live and work together and

experience a sense of belonging, and the way people engage in work, study, recreation and social activities.

The 12 Domains of Current Wellbeing reflect our understanding of the elements that contribute to how New Zealanders experience wellbeing. An interaction with Auckland Museum can positively impact wellbeing in many of these categories including cultural identity, social connections and time use.



# PRIORITIES, ACTIONS, MEASURES AND OUTCOMES

## Aligning Auckland War Memorial Museum Act 1996 with the Auckland Plan 2050

### 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 wellbeing** – 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

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.

Toi Whītiki's goals are:

- All Aucklanders can access and participate in arts and culture.
- Auckland values and invests in arts and culture.
- The Museum has access to a network of vibrant arts and culture organisations and facilities.
- Arts and culture are built into Auckland's place-making.
- Auckland celebrates a unique cultural identity.
- Auckland has a robust and flourishing creative economy.



## 1

## Reach out to more people

By FY 2022/23, our five-year goal was to attract 1.2 million visitors to Auckland Museum. With the impact of COVID-19, we are now facing a very different operating environment. Our trajectory to achieve the ambitious measures we had set ourselves will be slower than originally anticipated. We remain committed to reaching out to all Aucklanders – the people who live and work here, those who feel at home here and those recently arrived. As Auckland's population continues to grow and diversify, the Museum has an integral role to play in enhancing and maintaining a shared sense of belonging.

On track to double our outreach audiences to 100,000 by FY 2022/23, the impact of the pandemic may cause large public gatherings such as festivals and community celebrations to continue to be assessed through the lens of public health. We look forward to the continuation of our outreach programme throughout Auckland when it is safe to do so. Our public programmes will continue online in 2020 before the launch of a revitalised public programme offering onsite and out in our communities in 2021. Our Museum Membership programme will launch to the public aligned with the reveal of our new galleries and the transformed South Atrium visitor hub.

Through the launch of our *Tāmaki Herenga Waka: Stories of Auckland* galleries, we will confirm our status as the place to go for information, debate and discussion on Auckland. We will continue to listen to and be relevant and inclusive of our many communities and diverse audiences, including Māori, Asian, Pacific, European and all who call Tāmaki Makaurau their home. And now more than ever, with the predicted longer-term restrictions on international travel, we remain committed to bringing the world to Auckland through major international exhibitions. We are in dialogue with our partners across the globe and when we can do so, we look forward to sharing with Aucklanders the natural and human histories of the world.

### How does this strategic priority contribute to the Living Standards Framework?

Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing	
Social capital	Cultural identity	
	Environment	
Human capital	Knowledge and skills	
	Leisure (time use)	
	Social connections	

How will we add value for Aucklanders?	Key activities we will undertake in FY 2020/21	Alignment with Auckland Plan outcomes
<b>By delivering a quality experience for Aucklanders and visitors to the city through compelling exhibitions and public activities</b>	Deliver a compelling range of online public programmes during COVID Alert Level 1-2 over the first six months of the plan, with the reinstatement of the Museum's unique onsite experience from January 2021	Belonging and participation Environment and cultural heritage Māori identity and wellbeing Opportunity and prosperity
	Develop a pipeline of compelling international exhibitions and launch with at least one special exhibition in FY 2020/21 aligned with the recovery of Auckland as a destination locally and domestically	Belonging and participation Environment and cultural heritage Opportunity and prosperity
<b>By reaching out to Aucklanders in their communities and taking the Museum to them through a series of inclusive outreach programmes that promote accessibility and diversity</b>	Review and evaluate the Museum's Outreach Strategy to increase reach, impact and accessibility with a view to develop and deliver a programme of offsite museum experiences from January 2021 for communities with limited access to the Museum	Belonging and participation Environment and cultural heritage Opportunity and prosperity
	Work with Auckland Council to offer inclusive museum experiences at Auckland's key festival events from January 2021 like Pasifika, ASB Polyfest, Matariki and Elemental	Belonging and participation Opportunity and prosperity Pacific identity and wellbeing*



<b>By promoting Māori and Pacific identity and wellbeing through increased community engagement</b>	Work in partnership with Tāmaki iwi and mātā waka (Māori living in Auckland with ancestral links to other places in Aotearoa) on the concept development for the Environment and Human Impact Gallery	Belonging and participation Environment and cultural heritage Māori identity and wellbeing
	Work in partnership with Tāmaki iwi and mātā waka (Māori living in Auckland with ancestral links to other places in Aotearoa) on the concept development for the long-term renewal of the Māori Court	
	Work in partnership with the Pasifika community to enhance the Pasifika public experience through cultural activation of Museum spaces onsite and online from January 2021	Belonging and participation Environment and cultural heritage Pacific identity and wellbeing*
	Work in partnership with the Pasifika community on the concept development for the long-term renewal of the Pacific Galleries	
	Develop innovative ways to engage the Auckland community in the Māori and Pacific dimension of Tāmaki Makaurau through the delivery of the Ngā Kākano Wananga Series, online or onsite	Belonging and participation Māori identity and wellbeing Pacific identity and wellbeing* Environment and cultural heritage
<b>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</b>	Deliver three major commemorative programmes annually in partnership with Auckland Council, RSA and other partners – for example, Anzac Day, Armistice Day and the anniversary of Passchendaele	Belonging and participation Environment and cultural heritage
	Increase public engagement in partnership with veteran organisations through further promotion of Online Cenotaph during all commemorative events at the Museum	Belonging and participation Environment and cultural heritage
<b>By enriching the visitor experience through the development of a popular Museum Membership programme in partnership with and in mutual support of the Auckland Museum Institute and which forms part of a new framework of Membership relationships for Aucklanders</b>	Launch the Museum Membership programme for audiences who want deeper engagement with the Museum's content and collections	Belonging and participation
<b>By maximising the reach and impact of Auckland Museum's digital content through online channels and partnerships to share the Museum's collections and stories locally, nationally and globally</b>	Ensure every opportunity is maximised to increase access to Auckland Museum's stories, knowledge and collections through rich digital content and online programmes	Belonging and participation Māori identity and wellbeing Environment and cultural heritage Opportunity and prosperity

**Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and anticipate these impacts to be felt as the full effects of the pandemic become apparent over the next 12 to 24 months. Our trajectory to achieve the ambitious measures we had set ourselves will be slower than anticipated.**

<b>Measures we will audit and track over time</b>	<b>Alignment with the Auckland Plan</b>	<b>Living Standards Framework Capitals</b>	<b>Living Standards Domains of Current Wellbeing</b>
<b>Deliver onsite visitation of 401,000 to reach a target of 1.2 million by FY 2022/23</b>	Belonging and participation	Social capital Human capital	Cultural identity Knowledge and skills Time use Social connections
<b>Deliver visitor satisfaction at 95% or above as measured by our annual Visitor Profile Survey by June 2021</b>	Environment and cultural heritage Māori identity and wellbeing		
<b>Grow public engagements with offsite audiences year-on-year to reach a target of 100,000 by FY 2022/23</b>	Pacific identity and wellbeing*		
<b>Launch and grow a membership programme to deliver the five-year target of at least 5,000 memberships by the end of FY 2022/23</b>			
<b>Develop and deliver a baseline annual membership research survey which measures member satisfaction annually</b>	Belonging and participation		
<b>Demonstrate year-on-year growth of public online engagement with the Museum's digital content, directly or through partners</b>	Belonging and participation Māori identity and wellbeing Environment and cultural heritage Opportunity and prosperity		

\* The Auckland Plan does not have a specific outcome related to its Pasifika population. Auckland's Pasifika population, languages and cultural practices and customs contribute to Auckland's distinctive cultural identity. Auckland Museum cares for a significant Pacific collection of taonga so we have chosen to show this alignment in our strategic measures.



# 2

## Transform our building and collections

In FY 2020/21, we will reveal a substantially refreshed and improved visitor experience, with new spaces and offerings delivering a world-class museum for the city. Our new *Tāmaki Herenga Waka: Stories of Auckland* galleries will enable Auckland residents and all visitors to learn about Tāmaki Makaurau and its people – across the past, present and future. Auaha Atea Nui, the expanded Special Exhibitions Hall, will enable us to host major international exhibitions, bringing the world to Auckland.

The refreshed South Atrium will provide a place of welcome, orientation and performance. Home to a vibrant new café, Museum Store and Kai Room (for those who wish to self-cater), these new amenities will offer visitors greater choice during their museum experience and enable them to spend more time with us. Capital projects to further transform the visitor experience have been put on hold. The suite of Environment and Human Impact galleries will be developed to concept stage so that we can seek support for its future development.

We continue to act as a kaitiaki in caring for Auckland’s much-loved heritage-listed building. And we will drive forward sustainability initiatives through our Green Museum Sustainability Action Plan. Acting as a kaitiaki for the Museum’s collections, we provide professional stewardship, continuing to find new ways of creating enhanced access to our communities.

### How does this strategic priority contribute to the Living Standards Framework?

Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing	
Financial and physical capital	Cultural identity	
Natural capital	Knowledge and skills	
Social capital	Environment	
Human capital		

How will we add value for Aucklanders?	Key activities we will undertake in FY 2020/21	Alignment with Auckland Plan outcomes
<b>By the transformation of the visitor experience to meet the needs of our audiences and contribute to the Museum’s sustainability, ensuring that all Aucklanders can see themselves reflected in the many stories of Tāmaki Makaurau</b>	Complete the building works and fit-out to reveal a transformed visitor experience including new special exhibition suite and the South Atrium hub with enhanced welcome experience, hospitality and retail amenities	Belonging and participation Māori identity and wellbeing Pacific identity and wellbeing* Environment and cultural heritage
	Launch the <i>Tāmaki Herenga Waka: Stories of Auckland</i> galleries to ensure all Aucklanders can see themselves reflected in the many stories of the city	
	Develop the concept for the new Environment and Human Impacts Gallery so that it is ready to seek fundraising support	
<b>Through our leadership as a kaitiaki and by conservation of iconic heritage-listed building for future generations</b>	Deliver an amended programme of core and essential repairs and maintenance	Environment and cultural heritage
	Develop a ‘fit-for-purpose’ sustainability framework and deliver a prioritised FY 2020/21 Green Museum Sustainability Action Plan	Environment and cultural heritage Opportunity and prosperity



<b>By developing, caring for and preserving Auckland's world-class collections to ensure taonga are collected, conserved and made available for current and future generations</b>	In accordance with its Collections Development Policy, strengthen the Museum's role in contemporary collecting – reflecting and documenting current issues and responses in Auckland and beyond, including diverse communities and environments, in physical and born-digital formats	Environment and cultural heritage Opportunity and prosperity
	Enhance access to collections through digitisation and descriptive projects which unlock and make available their cultural, historical and scientific value	Environment and cultural heritage
	Extend the reach of collections through an active programme of regional and national lending to cultural institutions, scientific organisations and iwi for exhibitions, significant community ceremonies and research	
	Partner with Auckland-based institutions to share expertise and provide ongoing storage and care of collections through the optimisation of the Museum's onsite storage and the Manu Taiko Collections Centre	

**Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and anticipate these impacts to be felt as the full effects of the pandemic become apparent over the next 12 to 24 months. Our trajectory to achieve the ambitious measures we had set ourselves will be slower than anticipated.**

Measures we will audit and track over time	Alignment with the Auckland Plan	Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing
<b>Complete the annual schedule of renewal in accordance with the Heritage Asset Management Plan by June 2021</b>	Homes and places	Financial and physical capital	Cultural identity
		Natural capital	Environment
		Social capital	Knowledge and skills
<b>Implement the actions of the FY 2020/21 annual Green Museum Sustainability Action Plan</b>	Opportunity and prosperity	Human capital	

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# 3

## Stretch thinking



We want to stretch thinking – our own and everybody else’s. We care for a unique suite of collections, community relationships and digital tools which place us at the heart of the knowledge economy. Our goal is to generate new knowledge and ideas and be a catalyst for discussion and debate, while using these assets to educate and engage the next generation. This strategic priority has direct implications for how we present the collections, 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 does this strategic priority contribute to the Living Standards Framework?

Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing	
Social capital	Cultural identity	
	Environment	
Human capital	Knowledge and skills	
How will we add value for Aucklanders?	Key activities we will undertake in FY 2020/21	Alignment with Auckland Plan outcomes
By enhancing the understanding of collections and sharing authority for their meaning with communities and knowledge holders, and ensuring that narratives translate into relevant and inspiring outcomes for the Museum’s public experience	Deliver the second year of our Five-Year Auckland Museum Research Strategy across its six major themes: <ul style="list-style-type: none"><li>Biodiversity</li><li>Tāmaki Makaurau – histories, people and places</li><li>Human impacts on the natural environment</li><li>New Zealand in conflict and in peace</li><li>Evolving identities in Aotearoa New Zealand</li><li>Indigenous cultures and knowledge systems</li></ul>	Environment and cultural heritage
	Ensure mātauranga Māori concepts are embedded in our approach to research and concept development of the new Environment and Human Impacts Gallery	Belonging and participation Māori identity and wellbeing Environment and cultural heritage
	In partnership with external community specialists, implement a documentation and engagement programme for the collection of Documentary Heritage materials relating to Pacific cultures	Belonging and participation Pacific identity and wellbeing* Environment and cultural heritage



<b>By building and strengthening research as well as our teaching and training partnerships with universities, science partners and iwi to increase their awareness of Museum resources, identify mutual research interests and establish collaborative research initiatives</b>	Develop and implement a pipeline of research projects in collaboration with partners for the Future Tāmaki visitor experience focused on the city's people and environmental wellbeing	Belonging and participation Māori identity and wellbeing Pacific identity and wellbeing* Environment and cultural heritage
	Co-deliver a Master of Arts course in Museums and Cultural Heritage in partnership with the University of Auckland (semester 2)	Environment and cultural heritage Opportunity and prosperity
	Implement a new student engagement plan for the tertiary sector across Auckland and New Zealand, utilising flexible methods of delivery	Environment and cultural heritage Opportunity and prosperity
	Review and prioritise the FY 2020/21 priority actions developed through the MOUs in place with the University of Auckland, Otago University, Massey University and the Auckland Museum Institute	Environment and cultural heritage
<b>By undertaking research that delivers social and environmental benefits for Auckland and New Zealand, and ensuring that this translates into outcomes for the Museum's public experience</b>	Continue to build our research reputation through the delivery of our publishing programme based on the Museum's collections research and expertise and supported by fundraising	Environment and cultural heritage Opportunity and prosperity
	Diversify our research funding opportunities to support innovative research	Opportunity and prosperity
<b>By programming and promoting highly relevant Auckland content that fosters participation and belonging, thought, debate and discussion</b>	Utilise innovative onsite and online ways for the Museum, as a civic forum, to share current research that provides opportunities for audiences to discuss, contribute, debate and take action	Belonging and participation
	Actively participate as a regional contributor to the Auckland History initiative, in partnership with the University of Auckland, Auckland Council and Heritage New Zealand, to implement joint outcomes for publication and public experience	Belonging and participation Environment and cultural heritage
<b>By engaging the community of Auckland in a decolonisation initiative that engenders thought, debate and discussion</b>	Establish project to reframe and redevelop the New Zealand Wars public experience and engagement in collaboration with iwi partners	Belonging and participation Māori identity and well-being Homes and places

**Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and anticipate these impacts to be felt as the full effects of the pandemic become apparent over the next 12 to 24 months. Our trajectory to achieve the ambitious measures we had set ourselves will be slower than anticipated.**

<b>Measures we will audit and track over time</b>	<b>Alignment with the Auckland Plan</b>	<b>Living Standards Framework Capitals</b>	<b>Living Standards Domains of Current Wellbeing</b>
<b>Deliver at least three collaborative initiatives with research partners aligned to themes identified in the Auckland Museum Research Strategy</b>	Māori identity and wellbeing Pacific identify and wellbeing*	Social capital Human capital	Cultural identity Environment Knowledge and skills
<b>Maintain and grow our outputs of research-based papers, publications and other communications delivered annually</b>	Environment and cultural heritage		
<b>Deliver a rich annual public programme of events based on research</b>	Belonging and participation Māori identity and wellbeing Pacific identify and wellbeing*		
<b>Maintain a record of targeted research funding applications submitted per annum</b>		Financial and physical capital	Income and consumption

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# 4

## Lead a digital museum revolution

Auckland Museum will be recognised as an innovative and leading digital museum by FY 2022/23. Onsite, the visitor experience will be augmented by interactivity and richness of content. Online, we will continue to extend our reach and impact to connect with local, national and international audiences, enabling Aucklanders to be global citizens.

The importance of this has never been more apparent than during the pandemic. We have operated as an online museum, supporting the booming home-education economy and maintaining our connectivity with Aucklanders and our global audiences.

Auckland has a vision to be both a smart city and a connected city. Auckland Museum has a role to play in ensuring this vision becomes a reality by providing a focus on what makes Auckland unique — our connection to the environment, our community identity and our culturalism.

### How does this strategic priority contribute to the Living Standards Framework?

Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing	
Social capital	Cultural identity	
	Knowledge and skills	
Human capital	Social connections	
	Civic engagement and governance	

How will we add value for Aucklanders?	Key activities we will undertake in FY 2020/21	Alignment with Auckland Plan outcomes
By engaging Museum visitors with innovative new digital technologies to enhance their experience, enable deeper storytelling and to facilitate knowledge sharing	Create new digital experiences that optimise the Future Tāmaki 'in gallery' experience and engage Aucklanders to participate in dialogue about the future of their city	Belonging and participation Māori identity and wellbeing Homes and places Opportunity and prosperity
	Develop and pilot a range of digital products that increase inclusivity for all visitors by engaging the diverse communities across Tāmaki Makaurau	Belonging and participation Māori identity and wellbeing Pacific identity and wellbeing* Homes and places
By increasing access and inclusivity onsite and online using technology	Continue to deliver innovative ways to engage with our many audiences online via digital media channels like #AucklandMuseumatHome	Transport and access
	Create an online virtual tour to help audiences with accessibility needs to become familiar with the building before visiting	Belonging and participation Homes and places Transport and access



By demonstrating digital cultural leadership locally, nationally and internationally	Share free-of-charge open-sourcing standards and methodologies to build capability within the cultural sector locally, nationally and internationally	Opportunity and prosperity
	Participate in the leadership of national conversations about indigenous intellectual property in the digital environment	Māori identity and wellbeing Pacific identity and wellbeing* Environment and cultural heritage
	Enhance Auckland Museum's leadership role in the digital environment by bringing industry leaders in digital experience and technology to share knowledge with Auckland's science, arts and culture sectors through #Future Slam events	Environment and cultural heritage Opportunity and prosperity
	Undertake systems upgrades to support efficient online working, digital preservation and engaging digital products for audiences and sharing with cultural sector partners	Environment and cultural heritage Opportunity and prosperity

Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and anticipate these impacts to be felt as the full effects of the pandemic become apparent over the next 12 to 24 months. Our trajectory to achieve the ambitious measures we had set ourselves will be slower than anticipated.

Measures we will audit and track over time	Alignment with the Auckland Plan	Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing
Create and deliver at least five new public digital experiences to optimise emerging technologies and methodologies that enhance the visitor experience	Belonging and participation Māori identity and wellbeing	Social capital Human capital	Cultural identity Knowledge and skills Time use
Deliver at least four digital projects that showcase cultural leadership in the digital space locally, nationally and internationally	Pacific identity and wellbeing* Environment and cultural heritage		Social connections

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## 5

## Engage every schoolchild

The five-year goal outlined in our Five-Year Strategic Plan was to engage and inspire over 100,000 schoolchildren and students annually through our onsite, offsite and online education offerings.

While onsite and offsite education may take some time to recover and return to normal levels, the Museum's focus will be on delivering innovative online learning programmes and products for schools and families that support the swift emergence of the home-schooling market.

The launch of our new Learning Base will see our educational offering transformed. Scheduled to open at the start of the 2021 academic year, it will deliver innovative in-gallery learning programmes supported by new technologies. We will be recognised as a leader in immersive, experiential, self-directed and hands-on learning.

## How does this strategic priority contribute to the Living Standards Framework?

## Living Standards Framework Capitals

## Living Standards Domains of Current Wellbeing

Social capital

Cultural identity

Environment

Human capital

Knowledge and skills

## How will we add value for Aucklanders?

## Key activities we will undertake in FY 2020/21

## Alignment with Auckland Plan outcomes

By improving the reach of our onsite education offering

Deliver a range of online education programmes, products and services

Belonging and participation

Māori identity and wellbeing

Pacific identity and wellbeing\*

Homes and places

Environment and cultural heritage

Review and redevelop the Museum's face-to-face education offering for relaunch in 2021, leveraging the newly launched Learning Base and the content and collections developed in the Future Tāmaki experience

By implementing an offsite education outreach programme that ensures inclusivity and diversity

Seek funding to develop and deliver Discovery Kits to Auckland's primary and intermediate schools that inspire students to share stories and develop their own exhibitions that showcase their communities and sense of place

Belonging and participation

Seek funding to develop and make available for loan two Kete Wānanga educational resource kits based on Museum collections for primary and intermediate school students

Belonging and participation

By improving the reach of our online school programmes and resources

Develop new learning resources accessible to te reo Māori immersion and bilingual schools

Belonging and participation

Māori identity and wellbeing

Enhance learning opportunities for Auckland school students through the development of digital resources for our school programmes aligned with the New Zealand Curriculum

Belonging and participation

Opportunity and prosperity



Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and anticipate these impacts to be felt as the full effects of the pandemic become apparent over the next 12 to 24 months. Our trajectory to achieve the ambitious measures we had set ourselves will be slower than anticipated.

Measures we will audit and track over time	Alignment with the Auckland Plan	Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing
Grow onsite student numbers visiting the Museum to achieve the five-year target of engaging over 100,000 schoolchildren annually	Belonging and participation Māori identity and wellbeing	Social capital Human capital	Cultural identity Knowledge and skills Social connections
Grow offsite student numbers through school outreach programmes to achieve the five-year target of engaging over 100,000 schoolchildren annually	Pacific identity and wellbeing* Environment and cultural heritage		
Develop at least three New Zealand Curriculum-aligned digital resources that support the Museum’s learning programmes			

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# 6

## Grow our income and enhance value for Aucklanders

The five-year goal outlined in our Five-Year Strategic Plan was to increase self-generated revenue to \$12 million by FY 2022/23 and achieve additional funding in commercial sponsorship and charitable giving.

Our revenue aspirations have been severely impacted by the economic effects of the pandemic with significant consequences for the Museum in the coming financial year. With shifting global economies, the likelihood of extended national border restrictions, and the possibility of long-term social distancing, our external environment will continue to be fluid, the length of which remains unclear.

Predominately driven by the international tourism market, the Museum generates its own revenue, which on top of the levy provided by Auckland Council, allows us to add additional value to Aucklanders. This occurs primarily through admissions, performances and tours, conferences and commercial venue hire, as well as incremental spend onsite through retail and food and beverage outlets.

In the near- to medium-term, our focus will be almost entirely on our regional and local audiences. Our commitment to free general admission entry for every Aucklanders remains unchanged. And when the time is right for international tourism to return, the Museum will be well positioned to rebuild and begin to grow its self-generated revenue again as Auckland's premier tourism attraction.

### How does this strategic priority contribute to the Living Standards Framework?

Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing
Social capital	Cultural identity
	Knowledge and skills
Human capital	Social connections
	Jobs and earnings
Financial and physical capital	Civic engagement and governance

How will we add value for Aucklanders?	Key activities we will undertake in FY 2020/21	Alignment with Auckland Plan outcomes
By ensuring the Museum remains an integral part of Auckland's tourism offering and contributes to a vibrant visitor economy	<p>Launch new Museum products during FY 2020/21 that respond to new opportunities to develop our community audiences and to support the domestic tourism market</p> <p>Play our part in re-establishing and growing Auckland's visitor economy through alignment with central and local government initiatives</p>	<p>Opportunity and prosperity</p> <p>Belonging and participation</p>
By delivering joint initiatives that enrich the Auckland story and add value for Aucklanders through demonstrating leadership and working collaboratively with the culture and heritage sector across Tāmaki Makaurau	With partners from the cultural sector, identify and prioritise key collaboration initiatives for the Museums of Auckland (MOA) to undertake in FY 2020/21	<p>Opportunity and prosperity</p> <p>Belonging and participation</p>



<b>By attracting and developing a diverse workforce and nurturing our bicultural capabilities so our people can continue to respond to, and reflect, the communities they serve</b>	Demonstrate sector leadership through delivery of the Museum's Diversity and Inclusion Strategy FY 2020/21 action plan	Opportunity and prosperity
	Demonstrate sector leadership supporting the creative economy as a viable career path by creating a pipeline of Museum graduates for the future	Belonging and participation
	Welcome our volunteers back to the Museum when it is safe to do so to support Auckland's community connectedness and civic engagement and deliver new volunteer-led products for visitors	
<b>By increasing the financial sustainability and resilience of the Museum through the enhancement of self-generated revenue and a continued focus on operating efficiently</b>	Review and resize the Museum operation in line with its reduced income base, but maintain its core and critical capability that will enable a springboard for staged recovery and future sustainability	
	Enable the Museum to deliver more for Aucklanders through targeted fundraising and development activities	

**Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and anticipate these impacts to be felt as the full effects of the pandemic become apparent over the next 12 to 24 months. Our trajectory to achieve the ambitious measures we had set ourselves will be slower than anticipated.**

Measures we will audit and track over time	Alignment with the Auckland Plan	Living Standards Framework Capitals	Living Standards Domains of Current Wellbeing
Create 10 new opportunities annually for students to undertake internships or studentships within the real-time professional museum environment	Belonging and participation	Social capital	Cultural identity
Deliver one new volunteer workforce development initiative annually		Human capital	Knowledge and skills
Deliver \$12m of self-generated revenue through commercial operations, sponsorship, philanthropic giving and donations by FY 2022/23			Social connections
		Financial and physical capital	Income and consumption





# FINANCIAL SUMMARY AND COMMENTARY

## Financial Projections 2020/2021

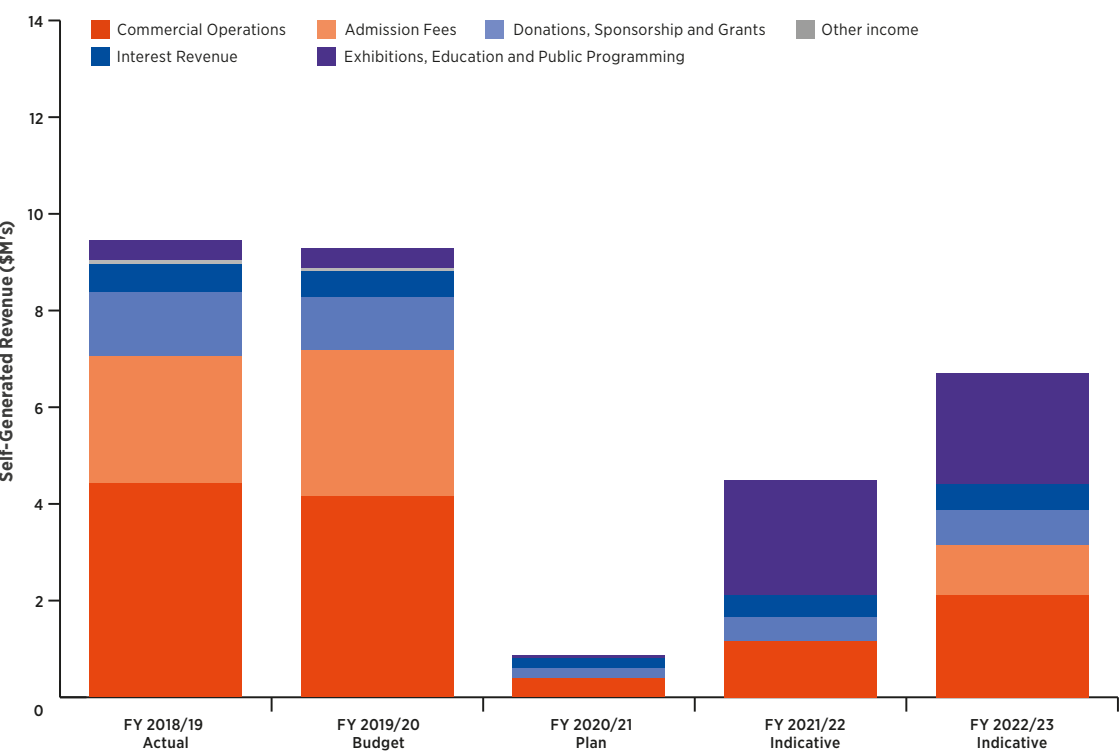
### Operating Revenue (\$M's)

OPERATING REVENUE	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Auckland Council Levy	31.50	32.29	32.29	33.10	33.93
Commercial Operations*	4.42	4.15	0.43	1.22	2.18
Admission Fees	2.63	3.04	0.00	0.00	1.01
Donations, Sponsorship and Grants	1.34	1.09	0.20	0.50	0.70
Exhibitions, Education and Public Programming*	0.42	0.40	0.07	2.40	2.30
Interest Revenue	0.56	0.52	0.22	0.41	0.58
Other Income*	0.09	0.08	0.00	0.00	0.00
Total	40.97	41.58	33.21	37.63	40.70

\*Reclassified in order to provide greater visibility of operating revenue.

OPERATING REVENUE SUMMARY (\$M'S)	FY 2018/9 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Auckland Council Levy	31.50	32.29	32.29	33.10	33.93
Self-Generated Revenue	9.47	9.28	0.92	4.53	6.78
Total	40.97	41.58	33.21	37.63	40.70

### Self-Generated Revenue (\$M's)





## Financial Projections 2020/2021 (continued)

The Museum signalled in its Five-Year Strategic Plan it would seek to grow its self-generated revenue to enable it to ensure more Aucklanders experience more of their Museum — onsite, offsite in their community and online. Driving our self-generated revenue enables the Museum to reduce the degree of reliance on the levy and strengthen economic resilience.

The economic effects of the pandemic will have significant financial consequences for the Museum. We anticipate the impact of the pandemic will be felt for the next 12 to 24 months, with slow recovery.

This loss of revenue, is driven predominately by the absence of the international tourism market, through admissions, performances and tours, reductions in large gatherings for conferences and commercial venue hire and reduced spend onsite through retail and food and beverage outlets.

Revenue generated by the introduction of international special exhibitions was a key component of FY 2020/21 revenue. While we remain committed to the importance of international special exhibitions in bringing the world to Auckland, in the short term this will no longer be possible due to the potential of extended periods of social distancing. We remain in dialogue with our partners across the globe and will review this when it is safe and practicable for us to do so.

### Operating Expenditure (\$M's)

OPERATING EXPENDITURE (\$M'S)	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Reach out to more people*	5.30	5.44	4.61	4.77	5.01
Transform our building and collections	7.24	6.91	6.75	6.77	6.84
Stretch thinking	4.06	4.23	4.18	4.33	4.48
Lead a digital museum revolution	3.22	3.92	2.96	2.96	2.97
Engage every schoolchild	3.98	4.00	2.86	4.59	5.69
Grow our income and enhance value for Aucklanders*	7.38	7.62	6.07	6.36	6.72
Depreciation	9.77	9.60	8.79	9.99	10.19
<b>Total</b>	<b>40.95</b>	<b>41.73</b>	<b>36.23</b>	<b>39.76</b>	<b>41.90</b>

\* Reclassified in order to provide greater visibility of operating expenditure.

<b>Reach out to more people</b>	Public experience, role as Auckland's war memorial, Māori and Pacific community engagement, marketing
<b>Transform our buildings and collections</b>	Maintenance and security of the Museum heritage estate, stewardship and development of our collections
<b>Stretch thinking</b>	Research and curatorial services, cultural knowledge development and exchange
<b>Lead a digital museum revolution</b>	Information technology, digital experience and delivering our collections and information online
<b>Engage every schoolchild</b>	Learning and engagement, public programming and exhibitions delivering educational experiences to schools onsite, offsite and online
<b>Grow our income and enhance value for Aucklanders</b>	Social enterprise activities and business services costs

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

## Financial Projections 2020/2021 (continued)

### Operating Expenditure (\$M's)

Presented below is the operating expenditure shown by business areas at the Museum.

MUSEUM EXPERIENCE AND WAR MEMORIAL	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Commercial Operations	3.41	3.41	2.01	2.20	2.54
Exhibitions*	3.00	3.26	2.51	4.01	4.84
Marketing and Stakeholder Relations	2.36	2.51	2.33	2.32	2.43
Learning, Education and Public Programmes	2.73	2.65	1.73	2.12	2.47
Visitor Services and Volunteer Management	2.85	2.90	2.10	2.25	2.37
Digital Experience*	0.72	1.04	0.86	0.85	0.85
He Korahi Māori and Teu Ie Vā*	0.57	0.59	0.58	0.58	0.59
<b>Total</b>	<b>15.64</b>	<b>16.36</b>	<b>12.12</b>	<b>14.31</b>	<b>16.08</b>

COLLECTIONS AND HERITAGE BUILDING CARE	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Collections	5.74	5.94	5.91	6.05	6.20
Heritage Building Services	4.14	4.02	4.00	3.93	3.93
Health, Safety and Security	1.05	0.83	0.84	0.83	0.83
<b>Total</b>	<b>10.93</b>	<b>10.78</b>	<b>10.74</b>	<b>10.80</b>	<b>10.96</b>

BUSINESS SERVICES	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Management, Finance and Administration*	2.52	2.91	2.35	2.43	2.44
People and Organisation	1.51	1.54	1.71	1.70	1.70
Governance and Compliance*	0.58	0.54	0.51	0.53	0.53
<b>Total</b>	<b>4.62</b>	<b>4.98</b>	<b>4.58</b>	<b>4.66</b>	<b>4.68</b>

DEPRECIATION	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Depreciation	9.77	9.60	8.79	9.99	10.19
<b>Total</b>	<b>9.77</b>	<b>9.60</b>	<b>8.79</b>	<b>9.99</b>	<b>10.19</b>

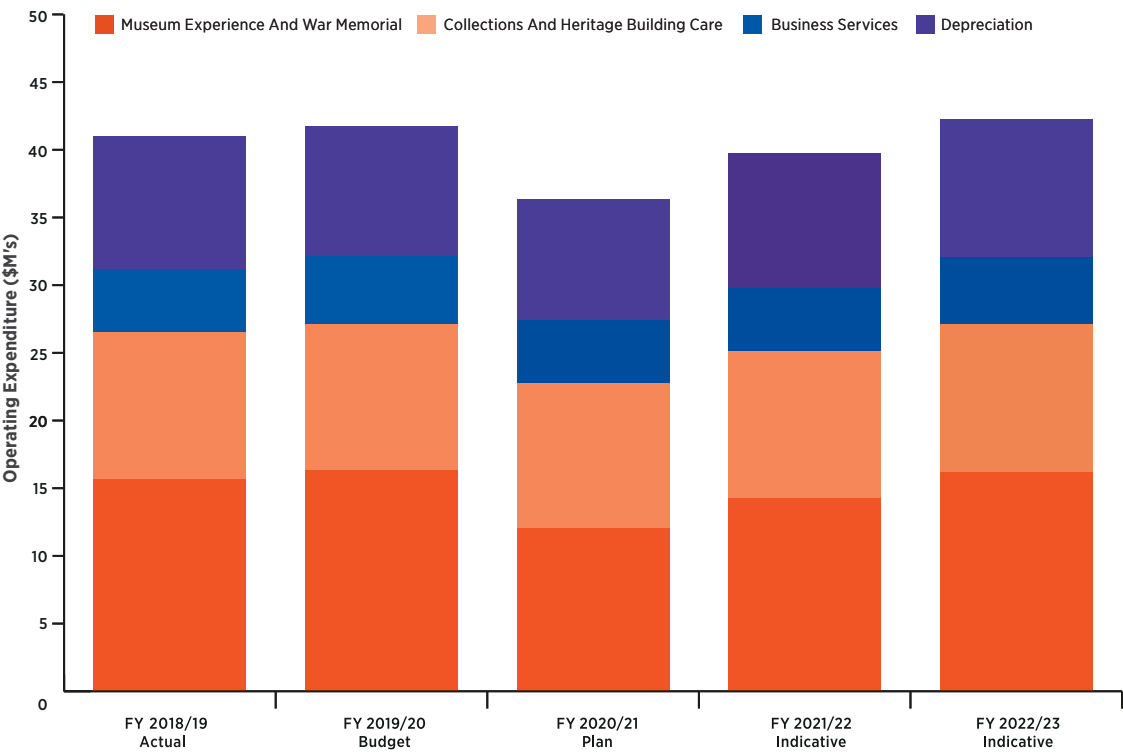
<b>Total</b>	<b>40.95</b>	<b>41.73</b>	<b>36.23</b>	<b>39.76</b>	<b>41.90</b>
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\* Reclassified in order to provide greater visibility of operating expenditure.



# Financial Projections 2020/2021 (continued)

## Operating Expenditure (\$M's)



## Governance Costs (\$000's)

GOVERNANCE COSTS	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
	228	228	205	207	212

Trust Board remuneration is reviewed by an independent external advisor. This independent assessment is benchmarked against other organisations of similar size and complexity operating in a local government environment. Considering the current economic downturn due to the pandemic, the Trust Board has resolved to reduce its fees by 10% in FY 2020/21.

# Financial Projections 2020/2021 (continued)

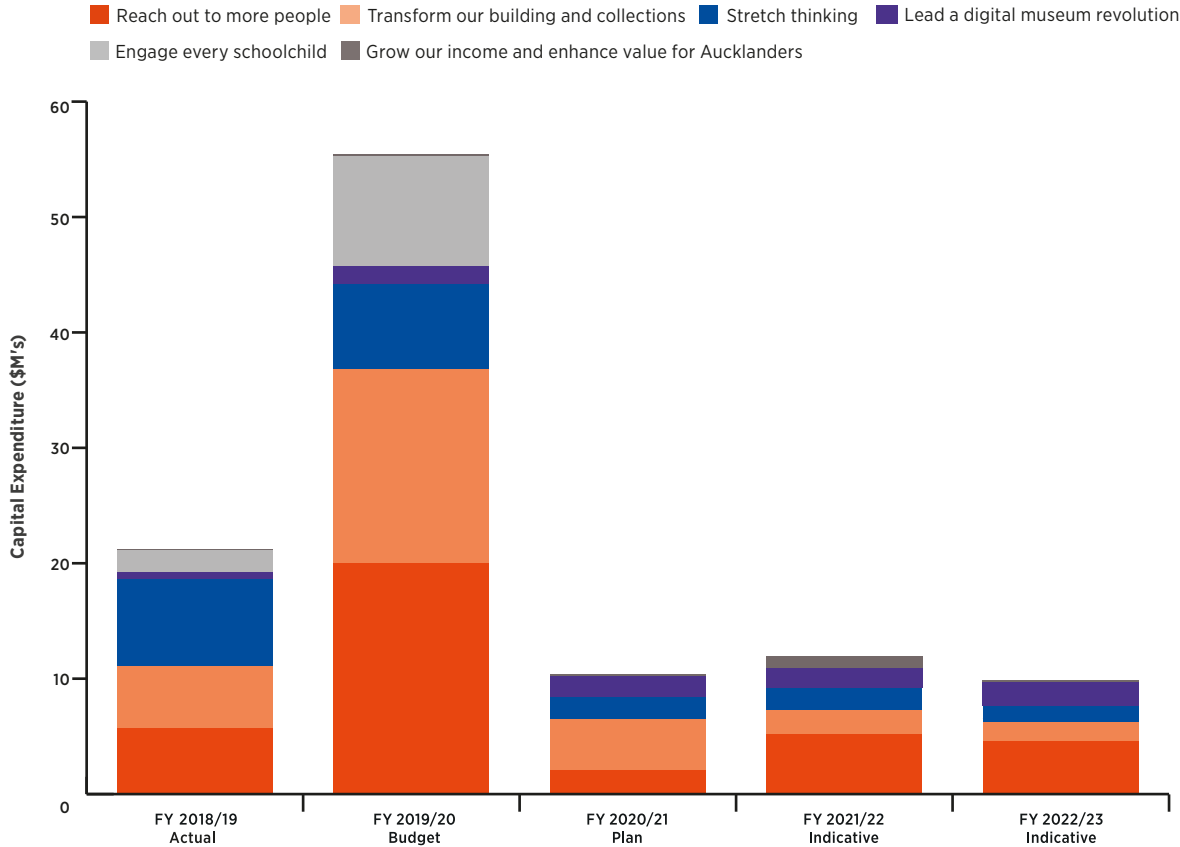
## Capital Expenditure (\$M's)

CAPITAL EXPENDITURE	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Reach out to more people	5.76	20.05	2.02	5.35	4.93
Transform our building and collections	5.35	16.77	4.42	2.09	1.41
Stretch thinking	7.61	7.35	1.82	1.87	1.45
Lead a digital museum revolution	0.56	1.57	1.88	1.75	1.97
Engage every schoolchild	1.88	9.46	0.00	0.00	0.00
Grow our income and enhance value for Aucklanders	0.09	0.22	0.03	0.93	0.03
<b>Total</b>	<b>21.26</b>	<b>55.41</b>	<b>10.17</b>	<b>11.99</b>	<b>9.79</b>

The capital works taking place throughout FY 2018/19 and FY 2019/20 will optimise the Museum's destination building, enabling a strong platform for growth. An expanded visitor experience ensures the Museum remains relevant to a growing and diversifying Auckland.

The Museum remains committed to completing the programme of building works currently in progress to transform the visitor experience in order to support Auckland's revival.

## Capital Expenditure (\$M's)





## Financial Projections 2020/2021 (continued)

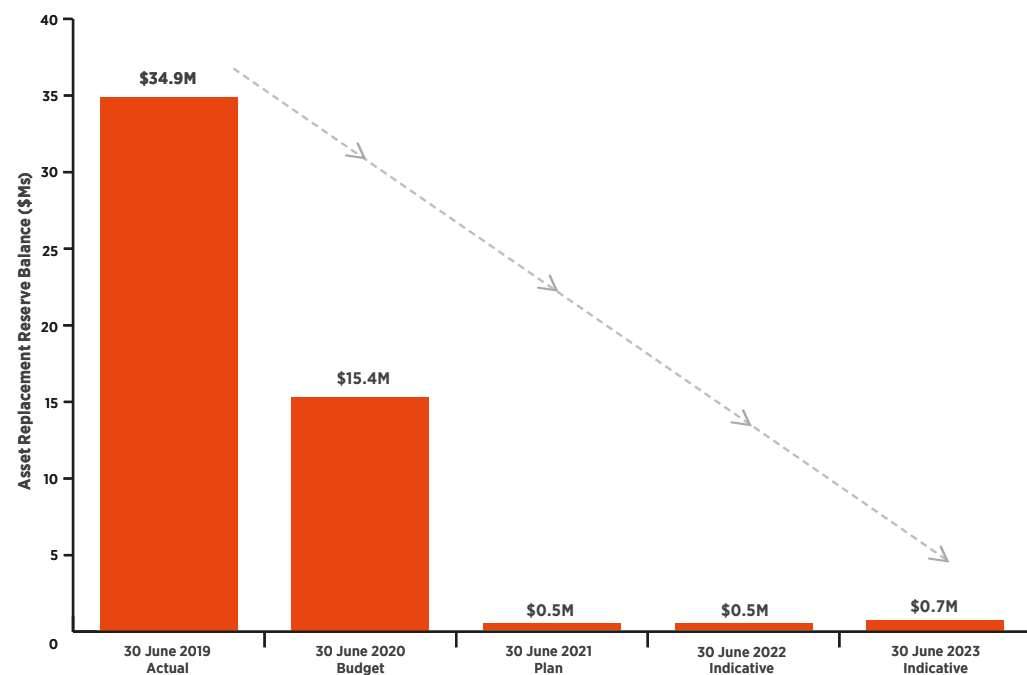
### Capital Expenditure (by business category) (\$M's)

CAPITAL EXPENDITURE	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Plan	FY 2021/22 Indicative	FY 2022/23 Indicative
Capital Transformation	18.14	50.54	6.30	7.94	5.67
ICT	0.54	1.57	1.63	1.50	1.62
Building, Heritage and Security	1.90	2.58	1.44	1.30	1.40
Collection and Research	0.35	0.46	0.67	1.05	0.90
Public Experience	0.20	0.10	0.10	0.17	0.17
Finance, Commercial and People	0.13	0.16	0.03	0.03	0.03
<b>Total</b>	<b>21.26</b>	<b>55.41</b>	<b>10.17</b>	<b>11.99</b>	<b>9.79</b>

The completion dates on some of the FY 2019/20 projects currently underway have been deferred due to the outbreak of COVID-19. These projects are now due for completion in FY 2020/21. The deferred project spend is estimated to be around \$20m (which forms part of the FY 2019/20 'Capital Transformation' budget of \$50.54m). This expenditure will be incurred in FY 2020/21.

These carried-over amounts, once finalised as at 30 June 2020, will form part of the FY 2020/21 budget and will be presented in the subsequent Annual Plan.

### Asset Replacement Reserve Balance (\$M's)



The above graph exhibits the estimated ARR balance after considering the likely deferment of some of the FY 2019/20 Capital Transformational projects due to COVID-19. The balance has been adjusted to reflect the consequential cashflow changes due to this deferment.

## Financial Projections 2020/2021 (continued)

### Asset Replacement Reserve Balance (\$M's)

In line with major museums globally, the requirement to refresh significant holdings and iconic attractions presents challenges of a different nature to short-term asset replacement. These large-scale projects require careful balancing of planning and spending cycles. Spending too little on a regular annuity-style basis, would result in suboptimal outcomes in terms of capital efficiency, project management and the visitor experience.

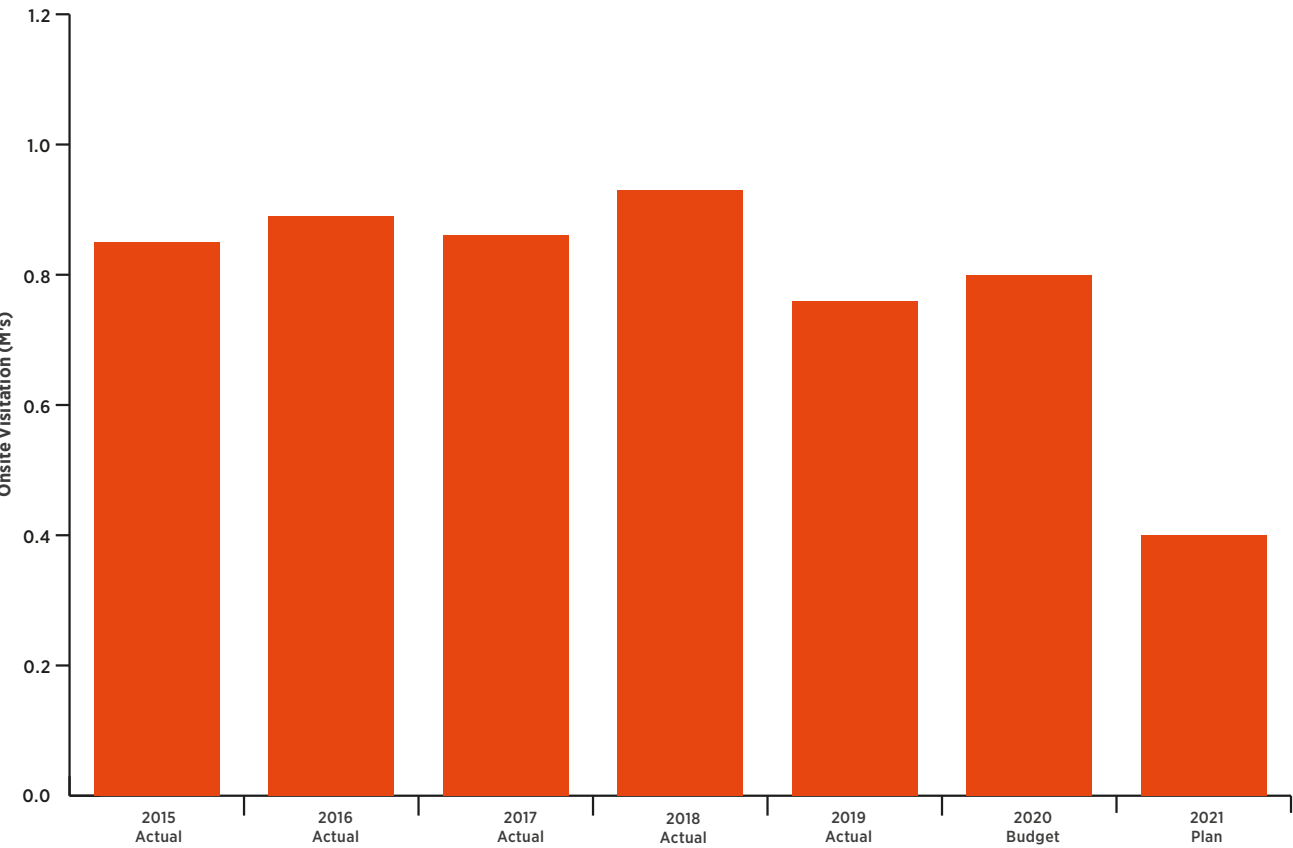
The Asset Replacement Reserve (ARR) has, therefore, been the mechanism for meeting future capital needs. A portion of the annual levy from Auckland Council is allocated to the ARR for longer-term purchases and replacement. These funds are invested in accordance with the Statement of Investment Policy and Objectives, approved by the Trust Board. The ARR balance has been supplemented by sponsorship, fundraising initiatives, investment income and external borrowing.

Prudent stewardship over the ARR reserve witnessed the fund grow over a period of years. This has enabled the Museum to undertake the current capital programme in line with the Heritage Asset Management Plan, whilst maintaining a steady and predictable levy drawdown. The investment returns on these funds along with fundraising successes have ensured the Museum has had sufficient funds to meet the replacement cost of assets when needed.

As illustrated in the graph to the left, careful planning and delivery of the capital transformation programme that are currently underway will see the balance of the ARR reserve reduce significantly. This programme of capital transformation works is already committed and significantly advanced, but construction has been interrupted and delayed due to the pandemic lockdown, and these works will now be completed in the first half of FY 2020/21. This will result in the ARR balance reducing significantly in subsequent years. With the major investment complete, moving forward, our intention is to be more agile in our approach to heritage management capital development.

# Financial Projections 2020/2021 (continued)

## Onsite Visitation (M's)



ONSITE VISITATION	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Plan
	0.85	0.89	0.86	0.93	0.76	0.80	0.40

Tāmaki Paenga Hira can be experienced onsite, offsite and online. Our Five-Year Strategic Plan looked to deliver 1.2 million visitors onsite by the end of FY 2022/23. Midway through our Five-Year Strategic Plan, we are now facing a very different operating environment and our trajectory will be slower than anticipated. The full impact of the pandemic will be felt over the next 12 to 24 months.

With a shifting economy, and the likelihood of extended national border restrictions, our visitation from international tourists will be severely impacted for the foreseeable future. As Auckland’s premier visitor attraction, we will shift our attention to the cultivation of our domestic audiences, working alongside local and national tourism agencies.

In line with Government guidelines and given the the high levels of interactivity on our gallery floor and the continuing requirement for social distancing, only limited admission during COVID-19 alert level 2 will be possible. Only once alert level 1 is reached, will the Museum return to full public opening operations. This will have an inevitable impact on offsite programmes in the first six months of the financial year.

The closure and prolonged staging of our re-opening as a public visitor attraction has enabled us to build our offer and reputation as an online museum and to enhance our core preservation, research and learning functions.

# Financial Commentary

## FY 2020/21: Shifting our focus to consolidation, continuity and recovery

Transformation has always been at the centre of our Five-Year Strategic Plan. While FY 2020/21 was planned to be the watershed year when the new visitor experience would be revealed, the repercussions of COVID-19 will impact our delivery timelines.

With shifting global economies, and the likelihood of extended national border restrictions, our revenue aspirations have been severely impacted and will remain so for the foreseeable future. COVID-19 has severely disrupted our scheduled builds and openings, our planned exhibitions and events.

Original planning for FY 2020/21 anticipated the Museum increasing its self-generated revenue to \$11.82 million, a 27% increase on FY 2019/20. These revenue streams were to be driven predominately by international tourism, and as such have disappeared.

We anticipate re-opening to our public and communities with this revised Annual Plan, a reduced public programme in the first half of FY 2020/21 and a lower cost structure due to the loss of tourism visitation and spend.

While our doors may be closed, we have continued to engage with local, national and international audiences via our website, social media and other digital channels to share the many compelling stories of the Museum’s collections, knowledge and its people. The impact of the COVID-19 alert levels and the importance of social distancing for the foreseeable future will strengthen that digital engagement as, for the first six months of FY 2020/21, we take our public programmes and education offerings increasingly online.

However, before the end of FY 2020/21, we will unveil our new public and community spaces offering new galleries, education and circulation spaces, together

with expanded dining and retail experiences. This reveal will be an important contribution to the revitalisation of civic and cultural life in New Zealand’s largest city. The new Learning Base will transform our learning offering and deliver innovative educational programmes to all our onsite learners. This will be supplemented by optimisation of our Museum entry and orientation spaces for all our visitors.

One impact of the new reality has been the necessity to re-schedule our International Special Exhibitions programme. Because of the current environment, our first major touring exhibition in our new special exhibition suite, *Ancient Greeks: Athletes, Warriors and Heroes* from the British Museum, due to open in July 2020, has been postponed. We continue to work with our venue partners in Australia to re-schedule the exhibition for Auckland at a later date. As we enter a period where international travel will continue to be restricted, more than ever, we remain committed to bringing the world to Auckland at a time that is right to do so. The Museum’s special exhibitions programme will form an integral part of the city’s plans to encourage New Zealanders to visit Auckland.

While admission to the Museum remains free for Aucklanders, those wishing to have a deeper Museum experience will be able to elect to join a new Museum Membership scheme. Membership will be launched to align with the reveal of the visitor transformation and special exhibitions.

As we transition our business to accommodate the impacts of this global pandemic, we remain committed to maximising our engagement with the communities we serve so that we continue to improve the social, cultural and intellectual wellbeing of all Aucklanders.



# Financial Commentary (continued)

## The FY 2020/21 Levy

The Annual Plan FY 2020/21 reflects the changed context in which we will operate as a result of the COVID-19 pandemic, which sees the Museum incurring substantial revenue losses of over \$11m (27% of total income). This challenging outcome is driven predominately by the absence of international tourists, who drive income through admissions, cultural performances, guided tours, conferences, commercial venue hire as well as through retail and food and beverage sales.

We have taken the necessary steps to respond to a new financial reality. Our operational cost base has been reduced, projects have been deferred and our public programmes adjusted. Consequently, we are planning for an operating deficit of circa \$3m in FY 2020/21. The resulting deficit in FY 2020/21 will primarily be funded by an unsecured short-term debt facility. Any borrowings undertaken will be repaid in the subsequent year.

The following two years will be a period of continuity and recovery for the Museum, at the end of which the Museum’s finances are projected to be in balance again. The Trust Board and senior executive of the Museum have confidence that the Annual Plan offers the best prospect for stabilisation of the financial position and a sound platform for operational recovery within a 24-month horizon.

For that reason, this Annual Plan includes no levy rate increase for the next financial year. It requests the same levy as the Museum received in FY 2019/20 (\$32.292m), reflecting what will be a year of consolidation, business continuity and slow recovery.

The levy will ensure that Tāmaki Paenga Hira Auckland Museum can deliver on its core statutory objectives under Section 11 of the Auckland War Memorial Act 1996, maintain its essential functions and core capability as a major metropolitan museum without long-term harm, and enable the Museum to play its part in contributing to Auckland’s economic and social recovery.

We express our sincere gratitude to Auckland Council, our donors and the people of Auckland for their support as we continue to perform our civic anchor role as the city’s museum and war memorial.



# Acknowledgements

Supported by the ratepayers of Auckland



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## How to stay in touch

To follow our social-media channels and sign up for our regular Museum e-newsletters, please visit: [aucklandmuseum.com](http://aucklandmuseum.com)