



Auckland War Memorial Museum  
Tamaki Paenga Hira

Annual Plan  
2007 | 2008

Whakamana  
Nga taonga tukuna iho  
Hei whakataki i nga ra ki muri

Honouring the past  
Embracing the present  
Guiding our future



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## Annual Plan

2007 | 2008

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# 1. INTRODUCTION

## 1.1 Chairman's and Director's Introduction

This is the Auckland Museum Trust Board's first full-year Annual Plan since completion of the Stage I and II refurbishment and development works which commenced in late 1994. Twelve continuous years of endeavour are now behind us; years which have accomplished the restoration of the building, its infrastructure, replacement of some thirty permanent exhibitions, new extensions and new service spaces, a dome-covered atrium and a dedicated underground car park.

Over the years since 1994 the Auckland War Memorial Museum has been transformed from a somewhat faded, albeit gracious, senior member of our institutional community, with under-funded operations, a building in serious disrepair, poor facilities and outdated exhibitions, to a modern institution with adequate funding, a restored and extended building, with world-class exhibitions and amenities, new legislation and governance, a new staff culture, and sustainable operations.

Significant, industry-leading initiatives have also been successfully achieved, none more so than a thirty-year programme of asset renewal, gallery renewals, and continuous Museum development and improvement funded from depreciation reserves.

It has been a decade of major change and renewal. The challenge that the Trust Board now faces is to sustain the 1994 to 2006 achievements and realise the gains made. It must deliver exemplary programmes and services befitting the investment made by the community, and it must continue to develop its team of high quality staff in pursuit of its goal to have a "Leading Team" and be the museum where the best people want to work. It must also work diligently to persuade the community to continue to invest and reinvest its trust in and commitment to the values of our Museum.

In 2001 the Board published its first Ten Year Plan. Three years later it published the first Triennial Review. Concurrent with this Annual Plan 2007-2008, the Board is publishing

the second Triennial Review of its Ten Year Plan. In it the Board has retained the five operational goals published in 2004. Those five goals still fit the Museum and its core purposes precisely, but this time the special place of Maori has been explicitly recognised in Goal 1 and a Pacific focus added to Goal 3.

The five goals are:

- **Access and Engagement:** Increase the value and appeal of the Museum for all, while recognising the special place of Maori.
- **Collection Centred:** To be New Zealand's leading object-based learning and research centre.
- **Aotearoa/The Pacific:** To be the world's pre-eminent Pacific-focused museum.
- **Auckland's War Memorial:** To be the pre-eminent place where people come to honour our war dead, and understand and reflect on our role in times of conflict.
- **Leading Team:** To have a leading team and be the museum where the best people want to work.

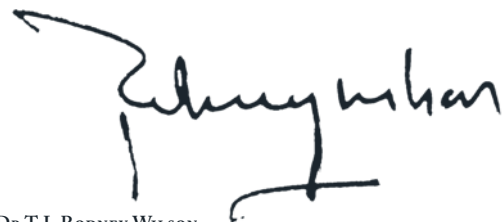
In late 2007 the Museum Director will retire. Care has been exercised in planning for the transition from one Director to another. The timing of this change aligns with the transition of the Museum's operations from a strongly "developmental" decade, to one of delivering long-term sustainable operations and programmes.

The values expressed and developed over the last twelve years - those of being collection rich, telling inspirational stories through the collections, engaging an increasingly diverse range of communities, delivering authentic programmes matched to the needs of a number of distinct audiences - will be maintained. But the emphasis will fall strongly on services and programmes now. The Museum is planning to increase its self-earned revenues by 43% from the 2006 financial year, the last year before the new Stage II facilities became operational, to 2008, the first full year of new operations following completion of the Grand Atrium Project. Emphasis will continue to be placed on growing self-earned revenues which, in concert with the further development of our existing qualities of excellence and innovation, will be the hallmark of the new Auckland War Memorial Museum.

The period of rapid repair and redevelopment is now behind us. Accordingly this Plan sets the Museum down a path of steady and sustainable development. While the Board foresees the need to conduct a major and comprehensive review of operations before the next Triennial Review, the orderly development and growth which is signalled by and characterises this Plan, as well as the responsible maintenance and improvement of the Museum's exhibitions and assets, will be the template for Plans in the following years.



DAVID HILL  
CHAIRMAN



DR T L RODNEY WILSON  
DIRECTOR

## 1.2 Taumata-a-Iwi Introduction

### He maimai arohanui

Kua hinga he kauri nui i te Wao Nui a Tane, he toka tu moana, he paatu whakaruruhau. E te rangatira a Ta Hugh haere atu ra. Haere ki te huihuinga o te kahurangi, ki te pae o Rehua, ki nga tini tupuna i arohanuitia e koe. Haere, haere, haere, e kore koe me ou tini mahi e warewaretia.

E nga mana, e nga reo, e nga karangatanga maha. Tena koutou i roto i te komuri aroha, te whaingā mai i raro i nga tikanga o matou matua tupuna kua kitea kanohi ora atu, kua kitea kanohi ora mai. No reira tena koutou katoa.

The coming year will be one of transition for the Taumata-a-Iwi as the Museum mirrors *he wawata*, stepping from the past through the present and into the future. As the Ancestral Human Remains Return to Source Project comes to a close, the much anticipated raft of new Maori-led initiatives can be launched, building the Museum to a new level of cultural alignment to which all peoples of Auckland will be proud to share with the world.

### Key Visions for next year:

- There will be a tangible change of emphasis from building a Museum to being a Museum.
- Our institution will grow ideas to contribute to and participate in the evolution of a distinct NZ identity.
- We will explore new and innovative ways to present Maori identities.

- The proactive design of new ways to engage with and involve Maori communities/people in Museum activities.
- Improved planning participation and contribution by the Taumata in Museum business.
- Assist in the development of an integrated Maori values kaupapa/strategy.

Supporting these visions will be a strengthening of Maori Education and Public Programmes. Accessing taonga, digitally and in person, will continue to be the Museum's central focus. Maori narratives will complement all gallery renewals and provide opportunity for an indigenous perspective to stand alongside other world views. And beyond the Museum, taonga like those travelling in the Ko Tawa Exhibition will provide descendants first-hand experiences, meeting Museum-held ancestors on their marae of origin. Behind the scenes the storage of taonga will be improved to international conservation standards while the Maori Values Team will develop a strategy that continues to integrate its knowledge and expertise across all of the Museum's operations.

The Taumata-a-Iwi joins with its Trust Board by looking forward to implementing this new generation of annual planning, setting the benchmark for future years of achievement - Ka tiro tawhiti rawa a Te Taumata-a-Iwi ki nga tau kei te heke mai tonu, me te tipua ake o te honoa a ratou ki te Poari ki te whakanui i nga wawata Maori hei painga mo te katoa.

Naku iti noa



TE PUNA (DANNY) TUMAHAI  
CHAIRMAN  
TAUMATA-A-IWI



DR PAUL TAPSELL  
TUMUAKI  
DIRECTOR MAORI

## 2. GOING FORWARD

### 2.1 Maintenance, Management and *Development* strategy

Concurrent with this year's Annual Plan, the Trust Board has published the second triennial review of its Ten Year Plan, first published in 2001. It has retained five goals, but extended Goal 1 to make provision for a clear focus on the special requirements of our Maori audience. It has also revised Goal 3 to give focus on the priority Aotearoa/New Zealand in all we do, and the Museum's intention to be the foremost Pacific-focussed Museum in the world.

The initiatives to be pursued under these Goals during 2007/2008 are set out below. Those set out in the first paragraph in each Goal statement are Maintenance and Management Goals, and are, therefore, the activities that will be conducted to maintain the Museum's current high level of service. Those set out in the second paragraph, and in italics, are the Development Goals, and are strategic new priorities for the Museum in seeking to become "a place of pride, inspiring and informing all."

#### **1. Access and engagement**

##### **Goal 1**

**Increase the value and appeal of the Museum for all, while recognising the special place of Maori.**

The Museum will continue to increase community access and visitor numbers. It will do so by maintaining its "customer first" focus in all its services; and by being noteworthy for its innovation, quality and leadership. It will regularly refresh and renew its galleries, continue to provide relevant and stimulating programmes of exhibitions and events, and provide electronic and other access to its collections and information services. It will deliver comprehensive learning programmes for all ages, maintain active stakeholder relationships and develop a strong supportive membership organisation. It will provide programmes that recognise the unique place in New Zealand society Maori people have as our indigenous people.

*Schools Education services will be expanded, now that*

comprehensive new facilities have been provided in the Museum's Stage II building works. Further emphasis will be placed on the needs of Maori and Pacific students as part of the Museum's continuing efforts to build audiences in those communities. Adult Education activities will also be expanded, and the Museum's invaluable, 200-strong, Volunteer Team will be boosted through the provision of increased training and development. Library Access will be enhanced with Saturday open hours, and the public Information Services will be improved through seven day a week telephone information service, electronic media, guided visits through personal digital recorders and the provision of electronic notice boards in the foyers. Improved facilities will be provided for Special and Temporary Exhibitions. The Museum's reach into the region, and further afield, will be strengthened through a programme of Touring Exhibitions and increased regional Outreach Activity. The new theatre, provided in the Stage II development, will become the focus of new Theatre Programmes, and the Museum will continue to work with its membership bodies to build attractive, coherent Membership Services for the benefit of a wide range of interest groups. The Museum will continue its activities designed to make it more culturally attractive to Maori, increasing and completing its programme for the return of Ancestral Human Remains, strengthening its Maori Education and Maori Public Programmes offerings and introducing Maori narratives in all Gallery Renewals.

The Operating Cost of these Developments is \$582,000, of which \$522,000 is ongoing. Capital Expenditure of \$430,000 is required, and this is one-off.

## 2. Collection centred

### Goal 2

#### To be New Zealand's leading object-based learning and research centre

The Museum will be New Zealand's leading object-based learning environment for the study and enjoyment of our cultural and natural heritage, as well as the world around us. It will emphasise the importance of its collections, care for them, add to them, and engage in high quality research based on them so that all its displays, exhibitions, programmes,

publications and lifelong learning activities provide an authentic experience for visitors and participants.

With all the Museum's collections being progressively returned to the Museum's new facilities during Calendar 2007, Greater Access to Collections will be available. This, in turn, will result in more and better Exhibitions from the Collections. Special emphasis will be placed on servicing better the New Zealand History Collections so that programmes featuring them may be offered.

The Operating Cost of these Developments is \$70,000 and this is ongoing.

## 3. Aotearoa/The Pacific

### Goal 3

#### To be the World's pre-eminent Pacific-focused museum

The Museum will seek to become the World's pre-eminent Museum focussing on the Pacific, and with Aotearoa/New Zealand at its centre. It will pursue a policy of diminishing priority with the Auckland Region as its principal focus, followed by New Zealand, the Pacific, our wider Asian neighbourhood, and finally, its role as a window on the world. It will reflect the diverse natural and social landscapes of New Zealand, while engaging actively with our many communities of interest, belief and ethnicity. It will be a leading showcase for New Zealand's cultural and scientific heritage; will be a place of pride for all New Zealanders; and will actively collaborate with Pacific Islands communities and nations so that it may become the leading Pacific museum.

The Development emphasis in 2007/2008 will be on building the Museum's Pacific capability and reputation. The Museum will take the story of Pacific exploration and settlement, portrayed in its Vaka Moana: voyages of the ancestors exhibition (and book) to the world, by touring the exhibition internationally (Japan and Taiwan in 2007/2008). It will provide support to colleague institutions in the Pacific in Caring and Conserving Pacific Islands Held Collections, and build its Collections of Contemporary Pacific Islands Objects through fieldwork in the Pacific. It will commence the formation of a Network of World Pacific Collections, and

provide training and development support for Pacific Islands colleagues.

The Operating Cost of these Developments is \$60,000 and this is ongoing. (The touring of Vaka Moana is funded on a cost-recovery basis).

#### 4. Auckland's War Memorial

##### Goal 4

**To be the pre-eminent place where people come to honour our war dead, and understand and reflect on our role in times of conflict**

The Museum will remain an active living memorial to both those who served, and those who fell in service of their country, through relevant commemorative, educational, scientific and cultural activities.

It will further develop its War Memorial related data bases, provide a dedicated Temporary Exhibitions Gallery for War Memorial related programmes on the top floor adjacent to the sanctuaries, and offer an ongoing exhibition programme based upon the Memorial.

*Continued development and consolidation of the War Memorial related programmes and activities will occur during 2007/2008, building upon the strong emphasis provided in this area during recent years.*

No new Development Costs are required in 2007/2008.

#### 5. Leading team

##### Goal 5

**To have a leading team and be the museum where the best people want to work**

The Museum will attract and maintain a highly motivated, well trained, enterprising, fulfilled and successful staff at all levels throughout the organisation. It will actively train and develop all staff and volunteers with a continuous improvement focus. It will engage in mentoring and exchange programmes, and

value and reward individual and team success. It will stress teamwork in its programmes and activities.

*During 2007/2008 emphasis will be placed on Improving the Museum's level of service to the public. It will increase the quality of the Museum experience and services for our visitors and clients through enhanced staff servicing. It will increase the Museum's self-earned revenues, and provide more efficient customer service systems. It will provide improved induction and Training for new staff, and continue to improve general training programmes. It will provide increased training and management for its 200-strong Volunteer Team, in order to optimise the important contribution of those staff.*

*The Operating Cost of these Developments is \$38,000, and that is ongoing. Capital expenditure of \$70,000 is required, and that is one-off.*

#### **COSTS**

*The new Developments identified require a 2007/2008 Operating Expenditure of \$750,000, of which \$690,000 is ongoing, and one-off Capital Expenditure of \$500,000.*



## 2.2 Gallery Renewals

As part of its ongoing programme of Gallery Renewals, funded through annual depreciation funding, the Museum will be renewing and replacing a number of its long duration exhibitions.

Concept development for a new Children's Discovery Centre to replace "Treasures and Tales" has been completed during 2006/2007, and construction will take place in the first half of the 2007/2008 fiscal year. The old "Ancient Civilisations" and "Musical Collections" galleries on the Ground Floor will be replaced by a new exhibition on the history of Auckland.

This, in turn, means the musical instrument collection will be reinstalled in the Theatre Foyer, a new and beautiful space constructed under the Dome during the Stage II building development. The "Ancient Civilisations" collections will have already been installed in a gracious new exhibition on Level One, at the northern end of the building.

"Centennial Street", first opened in 1966, and rejuvenated during Stage One (1995/96) will now be removed. This was once the location of the Auckland Institute and Museum Library; and the gracious architectural detail which lies behind the mock-facades of the exhibition will be revealed and restored. This space will become a temporary exhibitions gallery focused on the War Memorial.

## 2.3 Funding – Indicative Levy

	2006	2007	2008	2009	2010
	Actual	Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
Revenue-producing activities	5,799	6,725	8,276	8,402	8,734
<b>Maintenance and management</b>					
Cost of activities	15,461	17,446	20,195	20,875	21,854
Depreciation	4,802	7,763	8,150	8,045	8,045
<b>Development</b>					
Cost of activities	1,466	1,000	750	1,000	1,000
New capital expenditure	400	400	500	600	500
<b>Total Levy</b>	<b>16,330</b>	<b>19,884</b>	<b>21,319</b>	<b>22,118</b>	<b>22,666</b>

**Note** Comparative figures for 2006 Actual and 2007 Plan have been restated to align with 2008 Plan.

# 3. KEY OUTCOMES

## Goal 1: Increase the value and appeal of the Museum for all, while recognising the special place of Maori.

OUTCOME		ACTIVITY	EVIDENCE												
What do we want to achieve?	What are we going to do?	How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>													
<b>Management and Maintenance</b>															
1M.1	Increased community access and visitor numbers.	<ul style="list-style-type: none"> <li>Provide exemplary customer environment and services.</li> </ul>	<ul style="list-style-type: none"> <li>Visitor numbers increased from 532,000 (Annual Plan 06/07) to 571,000 (revenue \$1,484,000) made up as follows:               <table border="0"> <tr> <td>Individual visitors</td> <td>449,000</td> </tr> <tr> <td>Adults</td> <td>338,000</td> </tr> <tr> <td>Children</td> <td>111,000</td> </tr> <tr> <td>Groups</td> <td>50,000</td> </tr> <tr> <td>Schools</td> <td>65,000</td> </tr> <tr> <td>Adults</td> <td>7,000</td> </tr> </table> </li> </ul>	Individual visitors	449,000	Adults	338,000	Children	111,000	Groups	50,000	Schools	65,000	Adults	7,000
Individual visitors	449,000														
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Groups	50,000														
Schools	65,000														
Adults	7,000														
1M.2	High levels of public satisfaction with the Museum.	<ul style="list-style-type: none"> <li>Develop a "customer first" focus amongst staff and volunteers.</li> <li>Publish Natural History Gallery guide by 31 December 2007.</li> </ul>	<ul style="list-style-type: none"> <li>Visitor satisfaction ratings of 90% of visitors satisfied or better.</li> <li>Publish Natural History Gallery guide by 31 December 2007.</li> </ul>												
1M.4	Highly profiled and well attended exhibitions which extend the range of experiences available from local sources.	<ul style="list-style-type: none"> <li>Two world class Special Exhibitions.</li> <li>Four - Pictorial Exhibitions.</li> <li>Four - Temporary Exhibitions.</li> <li>Two - Outreach Exhibitions.</li> </ul>	<ul style="list-style-type: none"> <li>Special exhibition attendance of no fewer than 50,000 visitors each.</li> <li>Touch poll results to show 60% audience found exhibitions stimulating or very stimulating.</li> </ul>												
1M.5	Inspiring and informative stories from the collections.	<ul style="list-style-type: none"> <li>Prepare "War Brides" exhibition for opening September 2008.</li> <li>Provide collection information to "Matapihi" web service as required under Memorandum of Understanding with National Library of New Zealand.</li> <li>Provide four exhibitions from the collections.</li> </ul>	<ul style="list-style-type: none"> <li>Visitors report satisfaction with the range, type and quality of exhibitions, and attendances are maintained at a high level.</li> <li>Four exhibitions from the collections provided.</li> </ul>												
1M.6	The unique place of Maori is an integral component of the Museum's portrayal of New Zealand society.	<ul style="list-style-type: none"> <li>Provide programmes that recognise the unique place of Maori in Aotearoa/New Zealand.</li> <li>Complete digital imaging of Maori portrait collection.</li> <li>Integrated Maori narratives included in all new gallery renewals.</li> </ul>	<ul style="list-style-type: none"> <li>At least 4,000 visitors participating in Matariki programmes.</li> <li>Digital imaging completed.</li> <li>Include Maori interpretations in Treasures and Tales Discovery Centre, new City Gallery, and in exhibitions held in new War Memorial Temporary Exhibitions Gallery.</li> </ul>												

	OUTCOME	ACTIVITY	EVIDENCE
	What do we want to achieve?	What are we going to do?	How will we determine our success? (Target date for completion will be 30 June 2008 unless otherwise stated.)
1M.7	Optimise commercial gross and net revenues, and fundraising income additional to the levy through a range of appropriate activities.	<ul style="list-style-type: none"> <li>▪ Continue to build events business at the Museum, delivering budgeted operating surplus.</li> <li>▪ Redevelop the existing north foyer café into an espresso bar and destination café, and lease to suitable operator by September 2007.</li> <li>▪ Refresh the existing Maori cultural performance offering, and develop new products that meet the demands of the tourist market.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budgeted self-earned revenue targets achieved. Commercial revenue \$4,033,000. Commercial surplus \$810,000.</li> </ul>
1M.8	The Museum's Funders and Stakeholders are well briefed, and supportive of the Museum's planned activities and development.	<ul style="list-style-type: none"> <li>▪ Annual presentation to contributing councils, and periodic briefing of key stakeholders carried out during the year.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key supporters well informed of the Museum's directions, needs and achievements.</li> </ul>
1M.9	The Museum is relevant, attractive and well maintained.	<ul style="list-style-type: none"> <li>▪ Develop and resource sustainable programmes of Repairs and Maintenance, Asset Renewal, and other activity critical to the wellbeing of the Museum.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gallery renewal, asset replacement, building maintenance, plant maintenance and gallery maintenance plans prepared, funded in the Annual Plan, and carried out.</li> </ul>
1M.10	Actively seek out opportunities for collaborative relationships.	<ul style="list-style-type: none"> <li>▪ Conduct collaborative activities with the following parties: <ul style="list-style-type: none"> <li>- The University of Auckland</li> <li>- RSA</li> <li>- Ministry of Defence</li> <li>- Ministry of Culture and Heritage</li> <li>- Veterans Affairs</li> <li>- Auckland City Council</li> <li>- Other New Zealand art galleries and museums.</li> <li>- International museums and art galleries</li> <li>- Nga Pae o te Maramatanga.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders and Museum satisfied that the programme has further developed their relationships.</li> </ul>
1M.11	New technologies used to provide effective and efficient operations.	<ul style="list-style-type: none"> <li>▪ Internet, intranet, network and databases better integrated.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Better public access to information.</li> </ul>

OUTCOME			ACTIVITY		EVIDENCE	
	What do we want to achieve?		What are we going to do?		How will we determine our success? (Target date for completion will be 30 June 2008 unless otherwise stated.)	
<b>Development</b>						
1D.1	More education services to Auckland School children.		<ul style="list-style-type: none"> <li>Increase Ministry of Education funded Education staff.</li> </ul>		<ul style="list-style-type: none"> <li>Service an additional 15,000 school children over and above budget.</li> </ul>	
1D.2	An exemplary customer environment and services.		<ul style="list-style-type: none"> <li>Extend Museum Library public opening hours to improve service.</li> <li>Establish What's On foyer screens, website, intranet and kiosks to relay accurate and timely information to public.</li> <li>Provide seven day per week Telephone Enquiry service.</li> </ul>		<ul style="list-style-type: none"> <li>Saturday opening of Museum Library achieved.</li> <li>Implemented.</li> <li>Seven-day telephone service implemented.</li> </ul>	
1D.3	Inspiring and informative stories from the collections.		<ul style="list-style-type: none"> <li>Introduce self-guiding tours of galleries through Podcasts.</li> </ul>		<ul style="list-style-type: none"> <li>Increased visitor satisfaction and enriched visitor experience as measured by visitor service survey.</li> </ul>	
1D.4	Engagement with and reflect Auckland's diverse communities.		<ul style="list-style-type: none"> <li>Evaluate multi-lingual Podcasts, kiosk and website information.</li> <li>Develop and implement a Children's Diversity programme with Todd Foundation.</li> <li>Engagement with diverse communities to increase/repeat their visitation.</li> </ul>		<ul style="list-style-type: none"> <li>Outcome of evaluation reported to Board.</li> </ul>	
1D.5	Reach audiences beyond the Museum through touring exhibitions and outreach activity.		<ul style="list-style-type: none"> <li>Expand touring exhibitions and outreach activity.</li> </ul>		<ul style="list-style-type: none"> <li>One exhibition toured nationally.</li> <li>Two exhibitions tour to contributing Territorial Local Authority districts.</li> </ul>	
1D.6	Provide Lifelong learning programmes to meet the needs of different audiences and age groups, and Theatre programmes which fully utilise the new facilities.		<ul style="list-style-type: none"> <li>Increase staff resources to provide enhanced Life Long Learning programmes and Theatre activity.</li> <li>Establish an ongoing lecture programme in honour of Sir Hugh Kawharu.</li> </ul>		<ul style="list-style-type: none"> <li>High quality Theatre programmes, lecture and workshop programmes for adults.</li> <li>Lecture programme established by October 2007.</li> </ul>	

OUTCOME		ACTIVITY	EVIDENCE
	What do we want to achieve?	What are we going to do?	How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>
1D.7	A growing sustainable membership organisation which meets the needs of different Museum supporters.	<ul style="list-style-type: none"> <li>Develop an integrated membership offering and improve services to members.</li> </ul>	<ul style="list-style-type: none"> <li>6000 paid memberships.</li> <li>Members expectations are met resulting in increased membership and less churn.</li> </ul>
1D.8	Provide a culturally acceptable Museum to all visitors.	<ul style="list-style-type: none"> <li>Reduce barriers to Maori visitation and satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>Return all Ancestral Human Remains to source communities.</li> </ul>
1D.9	Improved service to Maori and Pacific Island students.	<ul style="list-style-type: none"> <li>Appoint additional contract Educational staff, to improve services to Maori and Pacific students.</li> </ul>	<ul style="list-style-type: none"> <li>Greater participation in education programme by Maori and Pacific students.</li> </ul>
1D.10	Increase the certainty and amount of revenues and fundraising income additional to the levy.	<ul style="list-style-type: none"> <li>Further develop online retail shopping.</li> <li>Increase servicing capability for Museum's event business.</li> </ul>	<ul style="list-style-type: none"> <li>Increased retail sales and customer satisfaction.</li> <li>Events revenue increased above budget.</li> </ul>
1D.11	Greater focus on Maori visitor programming.	<ul style="list-style-type: none"> <li>Provide specialist Maori programming capability.</li> </ul>	<ul style="list-style-type: none"> <li>Greater engagement with Maori communities and increased Maori visitation.</li> </ul>

## Goal 2: To be New Zealand's leading object-based learning and research centre.

<b>OUTCOME</b>				<b>ACTIVITY</b>				<b>EVIDENCE</b>			
<b>What do we want to achieve?</b>		<b>What are we going to do?</b>				<b>How will we determine our success?</b> <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>					
<b>Management and Maintenance</b>											
2M.1	Improved collection care, storage, recording and acquisition.	<ul style="list-style-type: none"> <li>Maintain and build focussed collections in cultural and natural heritage with the best standards of care and guardianship.</li> </ul>	<ul style="list-style-type: none"> <li>Compliant storage for special collections by 29 August 2007.</li> <li>Acquire collections through gift, purchase and field research.</li> </ul>								
2M.2	Galleries of international standard produced showcasing our collections, research and knowledge to the public and educational groups.	<ul style="list-style-type: none"> <li>Maintain a programme of regular gallery renewal and multimedia replacement.</li> </ul>	<ul style="list-style-type: none"> <li>The following galleries will be renewed:               <ul style="list-style-type: none"> <li>Treasures and Tales</li> <li>Music Collection/Theatre lobby</li> <li>War Memorial Temporary Exhibitions</li> <li>New City Gallery.</li> </ul> </li> <li>Concept development for renewal of Scars on the Heart in 2008/2009 will be completed.</li> </ul>								
2M.3	Periodically refresh gallery displays.	<ul style="list-style-type: none"> <li>Maori Natural History Gallery displays refreshed.</li> </ul>	<ul style="list-style-type: none"> <li>Refresh display components and content in Maori Natural History Galleries.</li> </ul>								
2M.4	Significant further collection information readily available electronically.	<ul style="list-style-type: none"> <li>Continue to develop and improve remote access to the collections through electronic technology.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance search functions for on-line collection access databases.</li> <li>Achieve enhancements to on-line access for Cenotaph Databases and Information Centres services.</li> <li>Publish 500 additional Taonga Database records.</li> <li>Add 50,000 additional records to Cenotaph Database.</li> <li>Two additional groups of Natural History data records available online.</li> </ul>								
2M.5	Museum staff and facilities contribute to enhanced knowledge.	<ul style="list-style-type: none"> <li>Carry out research, and collaborate with others.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with and meet all existing research contracts.</li> <li>Initiate one new collaborative research programme in each of Human and Natural History.</li> </ul>								
2M.6	Collections which provide a thorough and ongoing record of Maori culture.	<ul style="list-style-type: none"> <li>Place greater emphasis on collecting contemporary Maori art and craft.</li> </ul>	<ul style="list-style-type: none"> <li>Collections that enable us to reflect the diverse nature of Maori culture both past and present.</li> </ul>								
<b>Development</b>											
2D.1	Maintain and build focussed collections in cultural and natural heritage with the best standards of care and guardianship.	<ul style="list-style-type: none"> <li>Improve access to, and service of History Collections.</li> </ul>	<ul style="list-style-type: none"> <li>Greater use made of New Zealand History Collections in on-line information services, exhibitions and publications.</li> </ul>								

### Goal 3: To be the World's pre-eminent Pacific-focused museum.

OUTCOME			ACTIVITY			EVIDENCE		
What do we want to achieve?			What are we going to do?			How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>		
<b>Management and Maintenance</b>								
3M.1	Enhanced international understanding of the remarkable achievements of the Pacific peoples.	<ul style="list-style-type: none"> <li>Showcase the Museum's unique Pacific relationship to the world.</li> </ul>	<ul style="list-style-type: none"> <li>Tour the "Vaka Moana" exhibition, and its story of Pacific exploration and settlement, in 2007/2008 to Japan and Taiwan.</li> </ul>					
3M.2	Auckland audience have the opportunity to learn more of Pacific culture and history.	<ul style="list-style-type: none"> <li>Prepare exhibitions that portray the diversity and energy of Pacific Island cultures, both past and present and participate in the Pasifika Festival.</li> <li>Prepare proposal for Pacific temporary exhibition in consultation with relevant community.</li> </ul>	<ul style="list-style-type: none"> <li>South Sea Island photography exhibition by February 2008.</li> <li>Museum participation in Pasifika.</li> <li>Exhibition planned and approved.</li> </ul>					
3M.3	Enhanced electronic access to Pacific Island collections to enable researchers to access the Museum collections via the internet	<ul style="list-style-type: none"> <li>Provide opportunities for indigenous Pacific Island researchers to access the Museum collections for exhibitions and research.</li> </ul>	<ul style="list-style-type: none"> <li>Publish two additional Pacific Island sets of collection data online.</li> </ul>					
3M.4	Enhanced understanding and collaboration between the Museum and colleague institutions.	<ul style="list-style-type: none"> <li>Collaborate with other museums worldwide containing significant Pacific Island collections to enhance research and exhibition possibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Initiate reciprocal relationships with other museums. One relationship formalised by years end.</li> </ul>					
3M.5	Strengthened relations between the Museum and other museums in the Pacific	<ul style="list-style-type: none"> <li>Serve as a mentor and supporter of museums in the Pacific Island countries.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct one Preventive Conservation workshop in a location selected by Pacific Islands Museum Association.</li> </ul>					
3M.6	Museum's Pacific collections enhanced.	<ul style="list-style-type: none"> <li>Build collections that enable us to better reflect contemporary Pacific Islands' culture in source communities.</li> </ul>	<ul style="list-style-type: none"> <li>Acquire collections representing contemporary Pacific Island cultural practice by curatorial fieldwork in the Pacific Islands.</li> </ul>					



	OUTCOME	ACTIVITY	EVIDENCE
	<b>What do we want to achieve?</b>	<b>What are we going to do?</b>	<b>How will we determine our success?</b> <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>
3M.7	Audience provided with a range of exhibitions and events that enhance understand of New Zealand history, culture and environment and achieve high levels of satisfaction.	<ul style="list-style-type: none"> <li>Tell stories of New Zealand and New Zealanders that inspire, excite and sharpen our audience's enquiry.</li> </ul>	<ul style="list-style-type: none"> <li>Four New Zealand-themed temporary exhibitions, and associated lifelong learning programmes.</li> </ul>
3M.8	Significant New Zealand collections.	<ul style="list-style-type: none"> <li>Place priority in collection acquisitions on obtaining significant items of New Zealand cultural and scientific heritage.</li> </ul>	<ul style="list-style-type: none"> <li>Valuable New Zealand items acquired.</li> </ul>

**Goal 4: To be the pre-eminent place where people come to honour our war dead, and to understand and reflect on our role in times of conflict.**

OUTCOME		ACTIVITY	EVIDENCE
What do we want to achieve?	What are we going to do?	How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>	
<b>Management and Maintenance</b>			
4M.1	Museum visitors obtain improved understanding about the role New Zealanders have played in war	<ul style="list-style-type: none"> <li>Provide exhibitions which support the Museum's role as a war memorial.</li> </ul>	<ul style="list-style-type: none"> <li>A Company Maori Battalion exhibition opened April 2008.</li> </ul>
4M.2	Improved accessible records on Maori casualties during the New Zealand Wars.	<ul style="list-style-type: none"> <li>Recognise and incorporate the significant contribution of Maori in times of conflict and peace, both past and present.</li> </ul>	<ul style="list-style-type: none"> <li>Publish additional lists of Maori casualties of New Zealand Wars.</li> </ul>
4M.3	Museum continues to be an active memorial and place of commemoration.	<ul style="list-style-type: none"> <li>Provide ceremonies and public programmes which support the Museum's role as a war memorial.</li> </ul>	<ul style="list-style-type: none"> <li>ANZAC Dawn and Civic Service.</li> <li>Armistice Symposium.</li> <li>Programme of events related to other significant military anniversaries held.</li> </ul>
4M.4	Enhanced Cenotaph Database function and content to improve online services	<ul style="list-style-type: none"> <li>Enhance the Museum's war memorial related archives and information resources.</li> </ul>	<ul style="list-style-type: none"> <li>50,000 additional records added to Cenotaph database.</li> </ul>
4M.5	Active participation with RSA, Defence Forces and Veterans organisations.	<ul style="list-style-type: none"> <li>Maintain and reinforce our relationships with the RSA, Ministry of Defence, Veterans Affairs, and other organisations relevant to the war memorial.</li> </ul>	<ul style="list-style-type: none"> <li>Develop ongoing programme with RSA on ceremonies and commemoration on Court of Honour and Cenotaph.</li> <li>Evidence of active relationships provided.</li> </ul>

## Goal 5: To have the leading team and be the museum where the best people want to work.

OUTCOME		ACTIVITY	EVIDENCE
	<b>What do we want to achieve?</b>	<b>What are we going to do?</b>	<b>How will we determine our success?</b> (Target date for completion will be 30 June 2008 unless otherwise stated.)
<b>Management and Maintenance</b>			
5M.1	Improved people management and enhanced staff satisfaction.	<ul style="list-style-type: none"> <li>Recruit, develop and retain the best people for the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment, selection and development processes streamlined and centralised.</li> </ul>
5M.2	Improved team work, staff skills, knowledge and competencies aligned to organisational requirements.	<ul style="list-style-type: none"> <li>Build effective teams by ensuring that knowledge, expertise and creativity are integrated throughout the organisation and that the Museum identifies appropriate levels of "Best Museum Practice".</li> </ul>	<ul style="list-style-type: none"> <li>Structured Learning and Development framework to enhance team work, skills capability, expertise and experience for all staff and volunteers published.</li> <li>Standards of "Best Practice" documented.</li> </ul>
5M.3	Enhanced staff and volunteer development, and increased organisational satisfaction.	<ul style="list-style-type: none"> <li>Train, develop and empower staff and volunteers so that they are enthusiastic and effective in their individual specialisation, and in meeting the Museum's customer and commercial needs.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous training and improvement strategies implemented to enhance staff and volunteer skills and motivation.</li> </ul>
5M.4	Integration of Maori Staffing and Values throughout the organisation	<ul style="list-style-type: none"> <li>Continue to take affirmative action in Maori recruitment, training and education.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment, Management and Development processes for staff aligned with Kaupapa and Maori Values.</li> </ul>
<b>Development</b>			
5D.1	HR induction process streamlined and knowledge retention and transfer improved.	<ul style="list-style-type: none"> <li>Build effective teams by ensuring that knowledge, expertise and creativity are integrated throughout the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>On-line staff inductions and introductions implemented.</li> </ul>
5D.2	The capability and effectiveness of the Museum's 200-strong Volunteer team is maximised.	<ul style="list-style-type: none"> <li>Train, develop and empower volunteers so that they are enthusiastic and effective in their work.</li> </ul>	<ul style="list-style-type: none"> <li>Increase Volunteer Management resource.</li> </ul>
5D.3	Administrative functions able to meet demands of expanded Museum activity.	<ul style="list-style-type: none"> <li>Take advantage of new technologies to provide effective and efficient operations.</li> </ul>	<ul style="list-style-type: none"> <li>New electronic management systems introduced as required.</li> </ul>

# 4. FUNDING

## 4.1 SOURCES OF FUNDS

	2006	2007	2008	2009	2010
	Actual	Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
Local Authority levy	16,330	19,884	21,319	22,118	22,666
Interest revenue	974	857	750	650	750
Grant revenue	296	313	317	326	336
Admissions	1,245	1,597	1,484	1,529	1,575
Commercial operations	2,307	3,362	4,033	4,154	4,278
Sundry income	378	338	500	515	530
Special exhibitions	599	258	1,193	1,228	1,265
<b>Total Revenue</b>	<b>22,129</b>	<b>26,609</b>	<b>29,595</b>	<b>30,520</b>	<b>31,400</b>

## 4.2 COSTS OF ACTIVITIES

	2006	2007	2008	2009	2010
	Actual	Plan	Plan	Plan	Plan
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>MAINTENANCE AND MANAGEMENT</b>					
<b>COLLECTION MANAGEMENT</b>					
Registration and conservation	1,066	1,413	1,477	1,521	1,767
Curatorial	1,750	1,619	1,690	1,766	1,919
Library	411	525	578	657	778
Corporate services	1,206	1,038	1,433	1,330	1,477
Occupancy	368	477	499	498	492
Depreciation	476	776	815	805	805
<b>Total Collection Management</b>	<b>5,277</b>	<b>5,849</b>	<b>6,492</b>	<b>6,576</b>	<b>7,238</b>
<b>PUBLIC PROGRAMMES</b>					
Education	1,024	1,131	1,203	1,420	1,563
Exhibitions	1,316	1,007	1,936	2,075	2,194
Marketing	1,061	1,082	1,138	1,212	1,350
Commercial operations	1,835	2,907	3,223	3,396	3,498
Admissions	463	584	669	788	871
Corporate services	1,369	1,231	1,699	1,577	1,752
Occupancy	2,154	2,863	2,995	2,988	2,954
Depreciation	2,853	4,658	4,890	4,827	4,827
<b>Total Public Programmes</b>	<b>12,075</b>	<b>15,462</b>	<b>17,753</b>	<b>18,283</b>	<b>19,009</b>
<b>WAR MEMORIAL</b>					
Activities	90	90	91	92	193
Corporate services	63	48	67	62	69
Occupancy	1,104	1,432	1,497	1,494	1,477
Depreciation	1,427	2,329	2,445	2,414	2,414
<b>Total War Memorial</b>	<b>2,684</b>	<b>3,899</b>	<b>4,100</b>	<b>4,062</b>	<b>4,153</b>
<b>TOTAL MAINTENANCE AND MANAGEMENT COSTS</b>	<b>20,036</b>	<b>25,209</b>	<b>28,345</b>	<b>28,920</b>	<b>30,400</b>

	2006	2007	2008	2009	2010
	Actual	Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>DEVELOPMENT ACTIVITIES</b>					
<b>COLLECTION MANAGEMENT</b>					
Registration and conservation		500	300	278	150
Curatorial	94		25	26	27
Library	62		60	62	
Corporate services	223		43	14	14
Occupancy	15		5	5	5
Depreciation					
<b>Total Collection Management</b>	<b>394</b>	<b>500</b>	<b>432</b>	<b>384</b>	<b>195</b>
<b>PUBLIC PROGRAMMES</b>					
Education	221	100	180	180	
Exhibitions	120	150	120	150	15
Marketing	36	250	40	40	40
Commercial operations	244		87	89	91
Admissions			98	98	98
Corporate services	258		51	16	17
Occupancy	90		27	28	29
Depreciation					
<b>Total Public Programmes</b>	<b>969</b>	<b>500</b>	<b>603</b>	<b>601</b>	<b>290</b>
<b>WAR MEMORIAL</b>					
Activities	46				
Corporate services	12		2	1	1
Occupancy	45		14	14	14
Depreciation					
<b>Total War Memorial</b>	<b>103</b>		<b>16</b>	<b>15</b>	<b>15</b>
<b>TOTAL DEVELOPMENT COSTS</b>	<b>1,466</b>	<b>1,000</b>	<b>1,050</b>	<b>1,000</b>	<b>500</b>
<b>DEVELOPMENT SURPLUS(DEFICIT)</b>	<b>(1,466)</b>	<b>(1,000)</b>	<b>(1,050)</b>	<b>(1,000)</b>	<b>(500)</b>
<b>TOTAL SURPLUS(DEFICIT)</b>	<b>627</b>	<b>400</b>	<b>200</b>	<b>600</b>	<b>500</b>

	2006	2007	2008	2009	2010
	Actual	Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>CAPITAL EXPENDITURE</b>					
<b>DEVELOPMENT</b>					
			500	600	500
Equipment for new workshops and collection storage	350	350			
Information technology improvements	50	50			
<b>Total Development Capital Expenditure</b>	<b>400</b>	<b>400</b>	<b>500</b>	<b>600</b>	<b>500</b>
<b>REPLACEMENT</b>					
Funded from Asset Replacement Reserve					
Plant and equipment	1,382	1,674	1,500	1,500	1,500
Gallery renewal	1,660	2,597	2,680	1,700	2,700
Multimedia renewal	317	421	580	840	610
Special lighting renewal	10	50	350	325	150
<b>Total Replacement Capital Expenditure</b>	<b>3,369</b>	<b>4,742</b>	<b>5,110</b>	<b>4,365</b>	<b>4,960</b>
<b>Total Capital Expenditure</b>	<b>3,769</b>	<b>5,142</b>	<b>5,610</b>	<b>4,965</b>	<b>5,460</b>



## 4.3 STAFFING

	2006 Plan	2007 Plan	2008 Plan				
	Staff Nos	Staff Nos	Staff Nos				
	FTE	FTE	FTE	\$000	\$000	\$000	FTE
							Development
<b>COLLECTION MANAGEMENT</b>							
Registration and conservation	11	10	10				
Curatorial	20	22	23				1
Library	10	10	11				2
<b>Total Collection Management</b>	40	42	44	2,189	2,398	2,601	2
<b>PUBLIC PROGRAMMES</b>							
Education	17	16	16				4
Exhibitions	6	6	6				3
Marketing	6	5	3				
Membership	1						
Commercial operations	9	10	13				2
Admissions	11	12	13				2
<b>Total Public Programmes</b>	50	49	51	2,176	2,452	2,731	11
<b>WAR MEMORIAL</b>							
Armoury	2	2	2				
<b>Total War Memorial</b>	2	2	2	60	60	60	0
<b>FINANCE AND FACILITIES</b>							
Finance and administration	4	4	4				
Facilities	30	36	38				1
Recovered from capital expenditure	(1)	(1)					
<b>Total Finance and Facilities</b>	33	39	42	1,564	1,916	2,024	1
<b>CORPORATE SERVICES</b>							
Leadership, HR, Development and Maori Values	7	9	11				1
Recovered from capital expenditure	(1)	(1)					
<b>Total Corporate Services</b>	6	8	11	574	601	927	1
<b>TOTAL</b>	131	139	150	6,563	7,427	8,343	15

## 5. MEMBERSHIP

The Museum will:

- Maintain the Membership Advisory Group to provide ongoing consultation on, and coordination of the Membership Programme.
- Work with the Auckland Museum Institute and Museum Circle to refine and integrate membership offers and improve the attractiveness of membership to members and potential members.
- Increase membership to 6,000 paid, annually subscribing memberships.

### **Annual Plan of Joint Activity agreed between Auckland Museum and the Auckland Museum Institute for 2007/2008**

#### **PREAMBLE**

Programme of activities between the Museum and the Auckland Museum Institute:

Membership Development:

- Continue to focus the Institute as a membership body and learned society for the Museum for members with academic and educative interests in Museum collections and activities.
- Continue to develop the Institute's role as the Auckland branch of the Royal Society of New Zealand.

Programme of Events

- Work in conjunction with the Museum to provide a complementary programme of public activities which meet the academic and educational interests of both Museum Institute members and other Museum visitors.
- Establish activities aimed at specialist interest groups.
- Develop a series of quarterly lectures which will come to be regarded as a premier lecture series in New Zealand.

Visiting Scholar Programme

Continue working with the Museum to identify, organise and host the Institute's Visiting Scholar programme.

#### **Background**

In November 2006, the Museum and Institute agreed to develop the Institute's learned society role; specifically that

the Museum Director would work with the Institute President to achieve this goal.

Timeline:

- Scope, quantify, qualify form and goals, preliminary meetings with representatives from RSNZ, CRIs, University of Auckland December 2006 - February 2007
- Identify the key contributors in the various fields of scientific endeavour and invite them to meet and form an advisory committee - March 2007
- Establish a committee with rules and the guiding principle that programmes be sustainable.
- April 2007, regular meetings begin.

## KEY AREAS IDENTIFIED FOR JOINT ACTIVITY

### Membership Development

- The Museum, with the support of the Auckland Museum Institute, has established a General Museum Membership service to address the increasing number of family, couple and individual memberships resulting from membership drives.
- The Institute will continue to provide for a membership with a more academic interest in the work of the Museum.
- Focus groups with special interests will be explored, developed and established.
- Work will continue to refine the number and type of membership categories and to assign benefits appropriate to each.
- Reciprocal agreements with similar institutions will be investigated.
- Efforts will be made to retain existing members and reduce churn.
- Research and monitor membership trends.

### Support structure

Support Structures are needed to ensure

- increased efficiency in the working relationship between the Institute and the Museum,
- roles are identified and described and,
- appropriate levels of funding are provided to support activities and staffing.

### Programme of Events

The Auckland Museum Institute will work with Museum staff to provide a programme of activities that meet the academic and educational interests of Institute Members and other visitors.

This will be done to support the Museum's Lifelong Learning policy. The programme will be based on the Museum's exhibition programme, and on the collections and research conducted by Museum staff. Where appropriate this will be done in collaboration with the Royal Society of New Zealand (RSNZ).

Specifically the joint plan will involve the following:

- a minimum of six lectures organized annually, making use of staff expertise and that of visiting speakers. All lectures will be jointly branded, and promoted to both Institute Members and to the general public.
- Member events which provide an in-depth look at some aspect of the exhibition programme or collections. These events will be promoted for all members (with an opportunity for members to bring a guest). There will be no charge unless the event is associated with a Special Exhibition, in which case normal discounts will apply.
- at least one event involving an aspect of the Museum's back-of-house operations.
- a minimum of one field trip will be offered annually. This will be available, in the first instance, to Institute Members but may be offered to the wider Membership of the Museum.

In addition the Institute may

- organise additional events of its own choosing. Where these involve the Museum, they will be agreed with the Museum, and the Museum will assist in ensuring that promotion is carried out in accordance with Museum practice.
- seek funding support to help promote the uptake of events and activities by specific target groups. This will be done in consultation with the Museum.
- organise and promote activities and events with external agencies which meet the objectives of the Museum and the Institute. These events will be agreed with the Museum staff which will provide assistance as required.

## 6. POLICIES

The Board's policies are published on the Museum's website [www.aucklandmuseum.co.nz](http://www.aucklandmuseum.co.nz). The Board has adopted the practice of including new or amended policies in the Annual Plan.

### 6.1 Investments

#### 1 Purpose

The purpose of this policy is to define the Museum's investment objectives and policies.

#### 2. Definitions

Long-term investments	Investments not expected to be realised within one year
Short-term investments	Investments expected to be realised within one year
Asset Replacement Fund	Depreciation funds received from Territorial Local Authorities to replace assets when they reach the end of their economic lives
Trust and Bequests Fund	Funds given to the Museum usually with obligations to invest the funds and spend the income on specified things
Endowment Fund	Funds given to the Museum to be used at the Board's discretion
Operating Reserves	Other funds for operating purposes

#### 3. Policy

- 3.1 The objective of the Asset Replacement Fund is to maintain the purchasing power of dedicated funds to replace assets at the end of their economic lives.

- 3.2 The objective of the Trust and Bequests Fund is to provide for expenditure specified by donors while maintaining the real value of the original trust donation.
- 3.3 The objective of the Endowment Fund is to grow total funds under management in order to provide for the Auckland War Memorial Museum's future funding needs.
- 3.4 The objectives for the Asset Replacement, Endowment and Trust and Bequest funds are similar and will be managed as a single fund (the Investment Fund). The obligations associated with the Investment Fund are framed as long term investment objectives.
- 3.5 The Operating Reserves are short-term in nature and will be invested in short-term investments.
- 3.6 The Investment Fund will be invested in a broad range of assets, which may include domestic and international investments, designed to achieve the following objectives:
- a) Maintain the real value of the Investment Fund with regard to inflation.
  - b) Maximise the total returns that can be provided by the Investment Fund over the long term, subject to a prudent level of portfolio risk as determined from time to time by the Board.
  - c) Maximisation of total returns also implies minimisation of fees and elimination of any unnecessary tax burden.
- 3.7 Investment responsibilities under specific trusts, common law and statute must be met. The Board will:
- a) determine an appropriate level of investment risk in consultation with professional advisers;
  - b) behave at all times in a prudent manner; and
  - c) consider the recommended asset allocation, being the level of diversification across asset classes, securities, sectors, and markets.
- 3.8 Liquidity must be considered and maintained at an appropriate level.
- 3.9 The investment structure must be able to accommodate changes in the Investment. Fund's requirements and the investment environment.
- 3.10 The Board will consider and approve an investment strategy to meet these objectives and engage investment managers to implement the strategy.
- 3.11 The portfolio will be monitored on an ongoing basis.
- 3.12 All aspects of the investment process and functions must be reviewed at three yearly intervals.

## 6.2 Delegation of Authority

### 1. Purpose

The purpose of this policy is to delegate financial authority to the Director and staff for the operation of the Museum.

### 2. Definitions

**Transaction** A total contract, order, invoice, receipt or payment

**Budget** The budget for the relevant activity centre or capital expenditure item

### 3 Policy

- 3.1 Staff shall have authority to approve individual transactions up to the level set out in the table below provided that it is within budget.
- 3.2 The Director is authorised to approve individual transactions of up to \$25,000 if not within budget.

3.3 Cheque signatories shall be any two of the Director, Section Heads and Financial Controller except that they may not sign for a transaction which they have authorised.

For payments over \$50,000 it is mandatory that one signatory be either the Director or the Head Finance and Facilities.

**4. Authorities**

Event	Position with Authority	Notes
Transactions within budget up to \$500,000	Chairman and Director	
Transactions within budget up to \$200,000	Director	
Transactions within budget up to \$100,000	Section Heads, Tumuaki Maori, Gallery Renewals Manager	
Transactions within budget up to \$20,000	Staff listed on schedule A	
Transactions within budget up to \$5,000	Staff listed on schedule B	

Schedule A and B signatories shall be maintained by the Director and updated at least every six months.

**6.3 Guardianship of Taonga**

**1 Purpose**

To ensure Maori values associated with all Museum-held taonga are protected.

**2 Definitions**

**Taonga** Any item housed in or under control of the Museum will be considered a taonga and identified accordingly by the Curator Maori if it fulfils the following criteria:

- a) Is a representation of a Maori ancestor; and or
- b) Was directly associated with a known Maori ancestor; and or
- c) Carries a Maori ancestral name; and or
- d) Is considered of ancestral importance to the Maori descent group from where it originated; and or
- e) Continues to carry Maori ancestral value\*.

\*For example: unprovenanced weavings of Maori antiquity made from harakeke, kiekie or pingao like kakahu (garments), whariki (fine floor mats), kete (kits) and maro (aprons); and or any artistically carved or embellished items of Maori antiquity made from wood, bone or stone like pounamu (greenstone), patu (weapons), heru (combs) and hei matau (personal adornments).

**3.1** To ensure Maori values associated with all taonga in the collections are upheld such items will remain within the Museum’s Auckland Domain precinct unless otherwise arranged by the Board under advice from the Taumata-a-Iwi.

**3.2** To further ensure Maori values associated with all taonga in the collections are upheld the Museum will categorise, inventory and manage every such item according to the acquisition pathway by which it originally entered the Museum:

- Gift: where taonga have been gifted the cultural obligations of the gift will be upheld;
- Purchase: where taonga have been purchased the Museum will exercise the responsibilities and authorities of normal ownership;
- Loan (deposit): where taonga have been loaned or placed on deposit, the Museum will act as trustee consistent with the terms of loan or deposit where known, or the conventions of trusteeship where unknown;
- Contested acquisitions: where dubious acquisition of

taonga is proven the Museum will do everything in its power to redress history;

- Exchange; where taonga have entered the Museum by way of formal exchange with another institution the Museum will exercise the responsibilities and authorities of ownership as if the taonga had been purchased.

**3.3** The Board will seek the advice of the Taumata-a-Iwi in any situations where the identification, categorisation or acquisition pathway of any taonga in the collections is questionable.

**3.4** Where verbal requests for repatriation of any Taonga from the collections are received from Maori parties, those parties will be asked to submit to the Museum Director, formal proposals in writing under Principle V of the Auckland War Memorial Museum Taumata-a Iwi's Kaupapa.

## 6.4 Protected Objects Registration

### 1. Purpose

The purpose of this policy is to describe the Museum's policy relating to protected objects and ensure that related costs are fully recovered

### 2. Scope

- 2.1 The following Policy shall apply to the Museum's statutory responsibilities arising out of the Protected Objects Act (1975)
- 2.2 The Protected Objects Act (the "Act") sets out a range of expert examination and registration responsibilities required of Auckland War Memorial Museum (the "Museum").
- 2.3 The Act also requires the Museum to provide advice to the Ministry for Culture and Heritage in respect of assessing export permissions for object categories under the Act.

### 3. Definitions

The Protected Objects Act (1975) replaces the provisions of the Antiquities Act (1975)

### 4. Preamble

- 4.1 The Museum recognises that the requirements of the Act place considerable burden on the Museum, deflecting staff from core Museum responsibilities and purposes.
- 4.2 The Museum recognises that no funding is provided from its contributing Local Authorities for the purpose of duties required under the Act, and nor does the Museum believe it appropriate that these duties and actions should be funded by the Museum's traditional Territorial Local Authority funders.
- 4.3 The Museum notes the protection provided by the Act to the Museum and its expert examiners for any liabilities arising out of the Act.

### 5. Policy

- 5.1 The Museum shall implement user chargers, applied to those seeking registration under the Act, for all registrations carried out.
- 5.2 User chargers implemented under this policy shall cover actual staff time, overheads, and any disbursements incurred in the carrying out of the registrations, providing advice on export requests and general advice, or any other duties arising out of the Act.
- 5.3 The Museum shall recover opportunity costs from the Ministry recognising the cost of maintaining a deployment to carry out the duties and actions arising out of the Act, and in advising the Ministry of Culture and Heritage.
- 5.4 The Museum shall require the Ministry to indemnify the Trust Board for any liabilities arising out of its role as bailee, and to indemnify or provide insurance for

objects held at the Museum while acting under the requirements of the Act and/or while acting under instruction from the Ministry of Culture and Heritage.

## 6.5 Commercial Activities

### 1. Purpose

To provide guidelines for the provision of commercial activities within the Museum

### 2. Definitions

The Commercial activities to which this policy shall apply are;

- i) Retail services
- ii) Retail catering services
- iii) Car park operations
- iv) Event Business activities excluding
  - Museum programmes
  - Membership activities
  - Fundraising activities
  - Not for profit professional and pro-bono activities

### 3. Preamble

The Auckland War Memorial Museum Act 1996 sets out 10 objectives for the Museum Board. Objective (iii) is 'Greater financial self-sufficiency through the prudent operation of compatible revenue-producing and fundraising activities which supplement public funding'.

The Act sets out 12 Duties, functions and powers of the Board. Duty (12f) is to develop appropriate sources of income additional to funding by the contributing authorities.

Commercial activities shall be deemed to be operations in part fulfilment of those Objectives and Duties. The requirement that these activities be "compatible" and "appropriate" shall be noted.

### 4. Policy

#### 4.1. Intent

Commercial activities shall have as a primary purpose, to be profitable, and it is expected that levels of profitability will be broadly comparable to equivalent commercial activities elsewhere.

#### 4.2. "Compatible" and "Appropriate"

The Museum will not engage in commercial activities which are not compatible with, or appropriate in the Museum and War Memorial. This will include both the nature of these activities, the manner in which they are provided, merchandise and service. The Director shall determine what is compatible and/or appropriate when definition is required.

#### 4.3. Commercial Activities as Visitor Service

It is recognised that commercial activities are part of a total museum experience, and that the nature of those activities will be influenced, at times, by visitor service considerations. This will be apparent in the choice of certain retail merchandise, where the Museum shall stock items which broadly reflect the Museum's collections, activities and role and which are of a quality appropriate for a significant museum. Visitor service issues may also influence the choice of foods and beverages offered in retail catering operations, and will influence charging regimes for car parking.

#### 4.4. Financial Practice

4.4.1. An annual business plan shall be prepared for each commercial activity and monthly reports against this plan shall be provided to the Trust Board

4.4.2. The annual plans and monthly reports shall recognise the following businesses

- i) Museum operations
  - Car Park



- Events
  - Retail
  - ii) Tenant operations
    - Retail catering
- 4.4.1. Sales, commissions, rent, cost of sales, discounts, gross profit, direct and indirect costs and surplus shall be reported
- 4.4.2. Discounts on retail merchandise may be offered to Staff and Museum members, and these will be set and reviewed by the Director from time to time
- 4.4.3. A discount on car parking may be offered to staff, and discounts may be offered to Museum visitors paying the suggested donation. These discounts will be set and reviewed by the Director from time to time
- 4.4.4. Discounts and commissions may be offered to incentivise Events business, or to organisations/ activities supportive of the Museum and its programmes. These will be negotiated by the Commercial Manager within parameters set by the Director from time to time.

## 7. DISCLOSURES

### **DETAILS OF PROPOSED CHARGES**

Charges may be made for access to any part or parts, or the provision of service or services of the Museum. Charges will be applied to its Special or Temporary Exhibitions. The Museum currently operates an admission by donation scheme at entry, and charges for tourism services, performances, educational programmes, certain Library services, the Maori cultural group performances, retail and food services, hospitality services, car parking, venue hire, providing certain information, conservation and photographic services, tours and guiding services. Further details of these charges are available at the Museum. In accordance with statutory requirements there is free access to the memorial sanctuaries during such hours that the Museum is open to the public.

### **REMUNERATION**

The maximum remuneration payable to any member of the Trust Board is \$12,915. Additional allowances of \$6,764 and \$3,075 are payable to the Chairman and Deputy Chairman of the Trust Board respectively. The maximum remuneration payable to any member of the Taumata-a-Iwi is \$7,330 with an additional allowance of \$2,463 payable to the Chairman. The remuneration payable to any member of the Trust Board or Taumata-a-Iwi is inclusive of all local travel and personal expenses.

# 8. OUR ORGANISATION

STRUCTURE



# 9. TAUMATA-A-IWI KAUPAPA

## TAUMATA-A-IWI KAUPAPA

This Kaupapa sets out the principles upon which the Auckland War Memorial Museum's Taumata-a-Iwi will discharge its responsibilities to Maori.

Tamaki Paenga Hira/Auckland Museum's legislated Maori Advisory Committee is known as the Taumata-a-Iwi. It is founded upon the principle of mana whenua (customary authority of and over ancestral land), and comprises Ngati Whatua, Ngati Paoa and Tainui. The Taumata-a-Iwi acts in a trustee role in representing all interests of Maori in the Museum.

### PRINCIPLE I: THE RIGHT TO ADVISE

The Taumata-a-Iwi will give advice on all matters of Maori protocol within the Museum and between the Museum and Maori people at large.

### PRINCIPLE II: PARTNERSHIP

Both the Museum and the Taumata-a-Iwi will act reasonably and in the utmost good faith by encouraging the spirit of partnership and goodwill envisaged by the Treaty of Waitangi, recognising the Taumata-a-Iwi's cultural responsibility to wider Maori.

### PRINCIPLE III: MAORI EXPECTATIONS

The Museum recognises the right of all Maori to expect the Taumata-a-Iwi, on their behalf as the recognised kaitiaki of the Museum, to

- (i) monitor the management of their taonga within the Museum
- (ii) facilitate repatriation of all whakapakoko, uru moko and koiwi

### PRINCIPLE IV: ACTIVE PROTECTION

The rights of Maori in the Museum are protected, in kaitiakitanga terms, by:

- (i) safeguarding mana whenua and the lore of Maori
- (ii) safeguarding the tapu of the Museum's war shrines
- (iii) providing appropriate management of all taonga
- (iv) providing all staff and visitors with a culturally safe environment
- (v) taking affirmative action in Maori recruitment, training and education

### PRINCIPLE V: REDRESS FOR PAST MISUNDERSTANDINGS

The Museum acknowledges that there may be misunderstandings from the past needing redress and will seek the Taumata-a-Iwi advice to:

- (i) objectively explore and assess each example as it comes to light
- (ii) minimize and eliminate future needs for redress.

## TAUMATA-A-IWI KAUPAPA

He whakarapopoto tenei o nga Kaupapa a Te Taumata-a-Iwi ki te whakatu he huarahi ki te tutuki pai i nga wawata mo nga iwi Maori o te motu.

Ko Te Taumata-a-Iwi te komiti matua mo nga take Maori katoa i roto i a Tamaki Paenga Hira. Ko ratou a Ngati Whatua, Ngati Paoa, a Tainui nga mana o te whenua. Ko Te Taumata-a-Iwi nga kaitiaki mo nga take Maori i roto i te whare taonga o Tamaki.

### KAUPAPA I: TOHUTOHU

Ma Te Taumata-a-Iwi hei tohutohu i nga tikanga Maori mo Te Whare Taonga me ki waenga i te Whare Taonga me nga Iwi Maori whanui.

### KAUPAPA II: WHAKAHOAHOA

Ma te Tiriti o Waitangi hei whakahoahoa i Te Whare Taonga ki Te Taumata-a-Iwi mo nga take Maori.

### KAUPAPA II: NGA TUMANAKO MAORI

Ka tau Te Whare Taonga i nga tumanako a nga iwi Maori, me te turanga a Te Taumata a Iwi hei kaitiaki mo nga take e whai ake nei:

- (i) te tiakitanga o nga taonga i roto i te Whare Taonga.
- (ii) he huarahi mo te hokinga o nga whakapaakoko, nga uru moko, me nga koiwi ki te waa kainga.

### KAUPAPA IV: KAITIAKITANGA

Te Tiakitanga o te mana a nga iwi Maori ma runga i nga ahuatanga nei:

- (i) te tiakitanga o te mana o te whenua, me nga tikanga Maori.
- (ii) te tiakitanga o nga waahi tapu o Tumatauenga.
- (iii) kia pupuri tika i nga taonga katoa.
- (iv) kia whai waahi tika mo nga kaimahi me nga manuhiri.
- (v) kia whai turanga, akoranga, matauranga mo nga uri Maori.

### KAUPAPA V: TE WHAKATIKATIKA I NGA HE

Ma te Whare Taonga hei whai tohuohu mai Te Taumata-a-Iwi ki te whakatikatika i nga he no mua:

- (i) kia whakawetewete i nga take kia tika ai.
- (ii) whai huarahi mo apopo kia kore nga he kia puta ano.

