

Annual **Auckland**
Report **War Memorial**
2007 | 2008 **Museum**



Annual Report 2007/2008

Vision

To be a place of pride, inspiring and informing all.

Mission

Collect and care for our communities' treasures.

Tell stories that stimulate mind and spirit.

Enhance understanding of ourselves and the world we live in.

Values

Authentic

Welcoming

Honouring

Engaging

Auckland War Memorial Museum Tamaki Paenga Hira

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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1 Chairman and Director's report

We are pleased to present this Annual Report for the 2007 /2008 financial year as required by Section 28 of the Auckland War Memorial Museum Act 1996. In last year's Annual Plan we signalled a year of change ahead for the Auckland Museum. This was, indeed, a year of change.

We farewelled our previous Director, Dr TL Rodney Wilson, at a fitting formal dinner tribute in our newly opened Event Centre in September 2007. In recognition of his commitment and leadership over the years we were joined by many of his colleagues and friends from across the heritage, arts and cultural sectors. Among his other achievements, the Stage I refurbishment and Noel Lane's spectacular Stage II building additions will always stand as testament to Rodney's vision and considerable skill and tenacity as a project leader.

The redevelopment of the physical space went a very long way toward bringing the Museum into the 21st century, but is only part of a longer-term evolution intended to create a Museum that is and will continue to remain current and relevant to the Auckland region.

Highlighted strongly in last year's Annual Plan was the Board's commitment to pursue its goal of a 'Leading Team' and to be the Museum where the best people want to work. This goal necessarily needed to start at the top and an extensive international search was conducted over 13 months. Dr Vanda Vitali was subsequently appointed to the position of Director and commenced her tenure on 1 October 2007. Vanda came to us from LA County Museum of Natural History where she was Vice President of Programming. This background, coupled with her many years of museological experience, mirrored the skills and expertise the Board sought as we switched our focus from the building itself to the actual development and use of the facilities thereby created – particularly the task of engaging with all of our various communities through creative and innovative programming.

Of the goals set by the Board in 2004 two were given particular prominence last year: (i) increasing the value and appeal of the Museum, and (ii) establishing a 'Leading Team'. In addition we identified three key themes for the upcoming 2008/2009 year:

1. From review to action
A comprehensive review to establish the Museum's current position and identify areas for further development
2. Engaging communities
Extending the Museum's focus and reach further into the Auckland region
3. Internal Capability
Optimising the internal functions and operations of the Museum

This future view shaped the remainder of our financial year and has been accomplished as per programme.

A period of review marked the new Director's initial months in office. Cross functional, internal and external peer reviews were conducted on everything from circulation to acquisition policy. Additionally, a series of Roundtables were initiated, which brought a host of leading voices from outside the Museum into our world and allowed them to feed back to us what they wanted from a relevant, connected Museum.

We then entered a period of, at times very public, change.

The organisational structure was realigned to reflect the challenges that we identified as lying ahead and the need for a project-based organisation to meet these challenges. While the Board constrained the overall full-time equivalent staff numbers to their existing level and budget, with new functions and reporting responsibilities requiring the advertising of many positions, it was recognised that some staff would leave and new people would join. This was challenging for those staff departing and those remaining or joining, and will take a while to settle down.

Institutional change inevitably unleashes individual emotions – as much for lost opportunities as for new ones. For those staff who, for whatever reasons, have not continued on the journey with us we would like to publicly acknowledge their commitment and contribution – for some over very many years. They can be secure in the knowledge that they are, forever, part of the institutional DNA of the Museum. And as the year came to a close, the Museum prepared to welcome a newly recast executive management team who would create the next chapters of the institution's history.

However, we must always remember that this iconic institution is more than the sum of its constituent parts; greater than any one of us; and as guardians of its past and future we must periodically and deliberately refine and redefine its purpose, relevance and direction. Having done that, having secured the physical foundation, reconfirmed our course, and engaged an appropriate team, we are now poised and ready to deliver on the promise. This is the challenge of the next five years.

We note that 2007–8 saw a number of significant achievements against the performance measures set out in the year's Annual Plan; they are discussed in detail elsewhere in this document. The past year also saw the adoption of a Statement of Investment Policy and Objectives (SIPO) governing decisions regarding investment of the Museum's long-term funds.

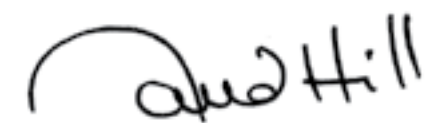
A number of parties merit our particular recognition over the past year.

Foremost we wish to acknowledge the Taumata-a-Iwi, our Maori advisory committee, for their support during this time of change. They have been a source of steadiness and calm when matters around us were turbulent.

Secondly, we thank the Auckland Museum Institute and the Museum Circle, both of which have supported us with programmes and funds – we look forward to continued and enhanced partnerships with them. Additionally, we thank our numerous corporate, government, and philanthropic sponsors and partners who continue to make many of our exhibits, gallery displays and special programmes possible.

Regarding the war memorial side of our activities, special thanks to our stakeholders in the RSA, NZ Defence Forces and other veterans' organisations; we are proud to have created such a special set of ANZAC Day activities this year, and look forward to future projects at the same level of quality. The projection of Peter Jackson's restored film *Gallipoli* onto the external northern façade of the building demonstrated how new technologies can enhance our traditional role of remembrance, as well as being successful in introducing this aspect of the Museum to a new audience of young Aucklanders.

Finally, to the local authorities and our ratepayers who provide a substantial portion of our funding, we say: 'watch this space'. We are ready to engage as an active civic player in our rapidly evolving city. Our partnership with you will make it possible to create some very exciting undertakings over the next few years.



David Hill
Chairman : Museum Trust Board



V. Vitali
Director : Auckland Museum

2 Auckland Museum Trust Board



David Hill
Chairman



William Randall
Deputy Chairman



Bruce Anderson
Chairman - Annual
Plan Committee



Dale Bailey



Timothy Hannah



John McIntyre



Danny Tumahai



Paul Reynolds



Carol Gernhoefer



Wendy McPhail

David Hill

David Hill has post-graduate qualifications in anthropology and planning, and has been professionally involved with heritage, historic and environmental planning issues in New Zealand and overseas since 1980, including private and public sector institutional reform. David has extensive ties with the Pacific where he has developed environmental and resource management law. Past chairman of the Auckland Conservation Board (1996-2000), he has also been a director at Hill, Young and Cooper Ltd - resource management consultancy since 1995.

Bruce Anderson

Bruce Anderson's background is in the public sector where he was a leader in the development of local government strategic management and customer service initiatives. He held the position of Chief Executive of Auckland City Council for 13 years. Before that, as a professional and chartered engineer, he had a wide range of project engineering, contracts engineering and design engineering experience. Bruce is a past chairman of the Trust Board (1999-2003) and currently chairs its Annual Plan Committee.

Timothy Hannah

An economist and former Foreign Affairs and Trade official, Timothy Hannah has represented New Zealand widely overseas and served as Executive Director of the APEC Secretariat. He is trained in public/private sector management and company directing (IOD). Since retirement Timothy has assisted with the governance and structural review of the Auckland Philharmonia and development of ASEAN/NZ business relations, and is also Associate Member of Malay Studies at Victoria University.

Danny Tumahai

Te Puna Tumahai is a nationally recognised kaumatua (elder) of Ngati Whatua o Orakei and chair of their Kaumatua Council. From 1996 to 2007 he was chair of the Museum's legislated Maori Advisory Committee: Taumata-a-Iwi (comprising Ngati Whatua, Tainui and Ngati Paoa). This year he replaced the late Sir Hugh Kawharu as the Taumata's second appointee to the Museum Trust Board, carrying overall responsibility for alignment of Maori Values (mana Maori, mana whenua, manaaki) at governance level. Te Puna advises departments of Courts, Corrections and Education; serves on the The Edge (Auckland City Council's Arts Board), the Orakei Reserves Board, National Maritime Museum Trust. On top of this he continuously fulfills Ngati Whatua civic duties in partnership with the Mayor of Auckland.

Carol Gernhoefer

Carol Gernhoefer is a chartered accountant with a post-graduate degree in Japanese. Carol has over 15 years of experience as an accountant and consultant working for one of the Big Four chartered accounting firms and also as a CFO for companies in the property, financial services and travel industry. As her work experience was gained in the UK, America, Japan and New Zealand she is able to apply a global perspective to business operations in New Zealand. Carol is currently a freelance accountant and business consultant and has a strong interest in not-for-profit organisations.

William Randall

With Masters and PhD degrees in biology as well as an MBA in business/finance, William Randall has spent 15 years in banking and finance where he managed the treasury function for a large US investment company (Fidelity Investments) and was the managing director of New Zealand stockbroking company ANZ Securities NZ Limited. Currently a director of Capstone Partners, William's primary interest lies in helping the country to develop its biotechnological capabilities in science.

Dale Bailey

The Counties Manukau regional manager for Career Services Rapuara, Dale Bailey has a Masters in Geography, a Masters degree in Public Management and a teaching diploma. He has had a career in secondary education and has worked for the Education Review Office. Dale has been widely involved in the governance of heritage and arts organisations and was the founding chairperson of the Te Manawa Museums Trust in Palmerston North. Dale is an honorary life member of the NZ Historic Places Trust, and in 1994 was awarded a Nuffield Commonwealth fellowship to the Commonwealth Institute in London.

John McIntyre

John's McIntyre's background is in the service industry where he has had an extensive career in the travel industry sector, principally in the fields of airline sales, marketing, operations and corporate key account management. He has a strong interest in history and heritage and is involved in the strategic development of the AUT University Business History Project. John is currently a freelance marketing consultant.

Paul Reynolds

Paul is the co-founder and Joint Managing Director of McGovern Online, a full-service on-line media company who, since 1995, have provided strategy, design and development in the field of new media and Internet to clients in New Zealand, Australia, Fiji and the UK. He is a participant in a number of NZ government advisory bodies, is Adjunct Director [Digital Library] to the National Library of New Zealand. He also consults on digital strategic planning to a number of other cultural and heritage organisations and institutions in New Zealand and Australia. He has a reputation for making the complex intuitive and the aspirational instrumental.

Wendy McPhail

Holding post-graduate qualifications in business administration, Wendy McPhail has 20 years of sales and marketing experience in senior management and professional consulting services. In 1992 she established the Covey Leadership Centre here in New Zealand, a highly successful leadership development organisation, where she worked with organisations throughout Asia Pacific. This work subsequently led to her interest in strategic foresight where, as a director of In Touch Group, she now advises start-ups, private and public sector and not-for-profit organisations on their ability to be positioned effectively in a world of accelerating change.

3 Taumata-a-Iwi report

E nga reo e nga mana e nga tapu
nga matawaka o te motu nga
karangatanga maha puta noa
Aotearoa tena koutou katoa. Nga
tatai whetu ki te rangi mau tonu,
nga tatai tangata ki te whenua
ngaro noa. Te hunga wairua i te
wahi ngaro ki a ratou – te hunga ora
ki a tatou tena koutou katoa.

Ko nga kuri purepure o Tamaki e
kore e ngaro i te po.

Those of Tamaki who lead in peace
or in war never rest.

It is appropriate that we reaffirm this whakatauki presented to the Museum by Sir Hugh Kawharu again in the Annual Report as it provides a timely reminder of the duties of leadership at the end of a challenging year for the Museum. The Museum moved from developing the physical structure of the building to focus on developing what is inside the building, from building a museum to being a museum. It was a time of significant review and the Taumata-a-Iwi continued to evolve their partnership with the Auckland Museum Trust Board and promote their vision *He Wawata* – whakamana, nga taonga tukuna iho, hei whakataki i nga ra ki muri – honouring the past, embracing the present and guiding the future. The Taumata-a-Iwi would like to take this opportunity to acknowledge the important contributions of Trust Board members, Taumata members and Museum staff and iwi Maori.

The Museum fulfilled some notable Maori-associated responsibilities and accomplishments during the year. The Human Remains kaupapa continued with returns to iwi and wider Pacific communities in the first part of the year. The return process underwent review in the latter part and the Human Remains policies were thoroughly examined and strengthened to be aligned with international conventions and ensure the veracity of all future returns. The Human Remains kaupapa continues to be a priority for the Taumata-a-Iwi as well as its support for the Auckland Museum Trust Board and iwi in the process.

The *Ko Tawa* tour came to a close in May 2008, hosted by Ngai Te Rangi at its last venue, the Tauranga Art Gallery. Since its opening at Auckland Museum in 2005, the taonga in *Ko Tawa* travelled to their descendant communities for the first time in over 100 years, engaging with marae and schools on their ancestral landscapes along the journey. The opening of the Matariki Celebrations in Auckland City was also successfully hosted by the Museum for the second year.

We had the privilege of being a part of the official 150-year celebrations of the Kingitanga in May 2008. The Museum has in its collections a kahukiwi that belonged to King Tawhiao, who was photographed wearing it during his visit to England in 1884. The Museum was invited to bring the kahukiwi to Turangawaewae Marae so that it could be displayed during the cloak parade, *He kakahu te tangata ka tau*, held Saturday 3 May, 2008. Taumata members and Museum staff were also pleased to support Ngati Whatua o Orakei when Kingi Tuheitia visited Orakei Marae in July 2008.

As Museum operations were reviewed in the second half of the year, the Taumata-a-Iwi entered upon a new phase of provision of advice and operation. The Taumata engaged this opportunity to review its current commitments and prioritise work. Furthermore, the Taumata worked toward expanding on previous statements to develop a strategic response to the overall direction of the Museum. The Taumata-a-Iwi look forward to continuing to provide advice and building on their relationship with the Trust Board.

Kia kaha ra tatou ki te anga whakamua hei tirohanga tiaki i nga tumanako katoa. Me haere tahi tatou i roto te whakaaro me nga manaakitanga o te runga rawa. Kia ora mai ano tatou katoa.



4 Taumata-a-lwi kaupapa

This abbreviated version of the Kaupapa sets out the principles upon which the Auckland Museum's Taumata-a-lwi will discharge its responsibilities to Maori.

Tamaki Paenga Hira/Auckland Museum's legislated (AWMM 1996) Maori Advisory Committee is known as the Taumata-a-lwi. 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-lwi acts in a trustee role in representing all interests of Maori in the Museum.

Principle I : The right to advise

The Taumata-a-lwi 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-lwi 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-lwi's cultural responsibility to wider Maori.

Principle III : Maori expectations

The Museum recognises the right of all Maori to expect the Taumata-a-lwi, 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-lwi advice to:

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

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

Ko Te Taumata-a-lwi 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-lwi nga kaitiaki mo nga take Maori i roto i te whare taonga o Tamaki.

Kaupapa I : tohutohu

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

Kaupapa II: whakahoahoa

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

Kaupapa III: nga tumanako Maori

Ka tau Te Whare Taonga i nga tumanako a nga iwi Maori, me te turanga a Te Taumata a lwi 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-lwi 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



5 The year in review

The 2007–2008 period was a year of great transformation. For the first time since 1994, there was a change in directorship. With the completion of the Stage II construction project that had dominated the attention of the staff and public for the previous six years, Director Rodney Wilson made the decision to retire in order to allow new voices and fresh energy to fully realise the potential of the new space.

After a 13-month international search by the Museum's Trust Board the appointment of Dr Vanda Vitali was announced in July. Dr Wilson was farewelled in September with the thanks of the entire Board, staff and the people of Auckland.

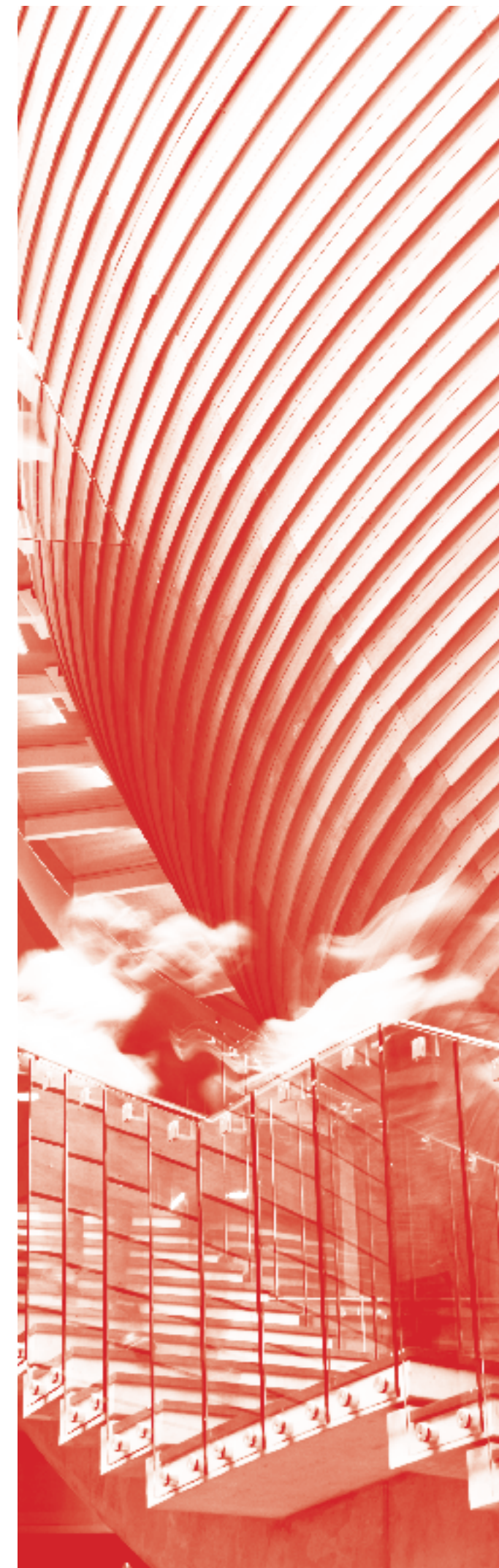
Dr Vitali's tenure at the Museum began on 1 October. In keeping with international best practice she initiated a six-month review of operations, which consisted of internal and external reviews, peer reviews from experts in the field, a branding and communications review, and a circulation review. The synthesis of these reviews was a suggested evolution to the existing organisational structure, which was presented to the Board of Trustees in February.

With Board approval, the proposed organisational structure was submitted to staff for consultation and feedback. Individual, group, and divisional meetings were held to review specific aspects of the proposal. A final version was re-presented to the Board and staff, after which a process of job evolutions and new hiring for open positions was begun.

The new organisational structure is designed to evolve the Museum to a modern, matrixed, team-based structure, drawing on cross-functional participants in project teams for exhibits, programmes, gallery renewal and design, etc. This blend of expertise and talent coming as it does from a variety of backgrounds will create a richer set of contributions for the Museum's public offerings.

Simultaneous with the organisational evolution, many finishing touches were still being put on the new building, with the result that the last few objects that had been in external storage were brought into the Museum. Thus for the first time in over 50 years, the Museum's collection was under one roof.

The fortuitous nature of the storage's completion arose when a planned visiting exhibition of objects from the Vatican, timed to coincide with the Pope's visit to Australia, had to be cancelled due to circumstances beyond the Museum's control. A strategic decision was made to fill the sudden gap in the programme with a celebration of objects in the Museum's storage allowing a glimpse into the backstage of the Museum's world. Development of an exhibition such as this would have been impossible without both the completion of the building and the new, project-based organisational structure. The creation of this exhibition occupied the staff's time over the final five months of the fiscal year.



6 Statement of service performance

Overview

Strategic Theme: Access And Engagement

Goal 1: To increase the value and appeal of the Museum for all, while recognising the special place of Maori

Auckland Museum is committed to providing value and appeal for all through its exhibitions and programmes. It was particularly pleasing to see over 5,000 adults attend the Lifelong Learning programmes, and for the Fazioli Piano Series to sell out for the second year running. Audiences were reached beyond the Museum through nationally touring exhibitions. Public access was also significantly improved through enhancements to the Museum website, including an augmented Cenotaph database and pictorial collections. Increased opening hours for the library also contributed to an increase in accessibility to materials.

Significant Exhibits and Programmes:

Darwin

Darwin was developed by the American Natural History Museum to celebrate the 200th anniversary of the life and discoveries of Charles Darwin. The exhibition was held from November to March and attracted just over 22,000 people. Visitors gave the exhibit very positive feedback, with an approval rating of 75%.

Egypt Beyond The Tomb

Egypt beyond the Tomb ran from 24 May to 12 August and attracted a record 64,239 visitors. The exhibit proved especially popular with families and schools, with numbers exceeding budget in both these groups. The exhibition, along with the Stevenson's Winter Family Festival, helped make the July school holidays one of the most popular on record.

Loli-Pop: A Downtown Auckland View on Japanese Street Fashion

The Loli-Pop exhibition, which occupied the Tamaki Gallery from 15 September to 18 November, explored one of Japan's fashion sub-cultures, the Gothic Lolita phenomenon. The exhibition featured garments created by AUT University fashion staff, photographs of students modelling the outfits, and images taken here and on the streets of Tokyo. The exhibit was very popular with a range of younger visitors, including a significant number from Auckland's burgeoning Asian population.

Regional Exhibitions

Auckland Museum continued its programme of regional exhibitions. This year the Museum worked with the Papakura District Council and Ernest Clarke Memorial Museum on Walsh Brothers to Warbirds, an exhibition that celebrated the rich aviation history of the district. The exhibition explored significant aviation events and landmarks within Papakura and beyond, including images of pilot training at Ardmore Airfield during the Second World War and the restored aircraft collections of the New Zealand Warbirds Association.

Gondwana

Over the summer holidays the Museum's events centre played host to thousands of families experiencing Gondwana's amazing prehistoric creatures. Ancient dinosaurs were brought to life by the internationally acclaimed puppet theatre company EARTH Visual and Physical Inc. The epic production featured a visual feast of spectacular full-body puppets in a giant inflatable garden, with huge projections, dramatic lighting and evocative soundscapes.

Visitor satisfaction was good, at 89% for domestic and international tourists, falling only slightly below the agreed benchmark of a 90% visitor satisfaction rating. The Museum hosted 557,000 visitors for the 2007–2008 period. This was a negative variance against budget of 2% on visitation, reflecting the lack of a special exhibition in early 2008 due to unforeseen cancellation of the Vatican exhibition. A decline in the overall group tourism market throughout the Auckland region also factored into this decrease.

Strategic Theme: Collection-Centred

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

The Museum's policy is to be 'collection-centred', which means that much of its research and scholarship stems from the value, breadth and depth of its collections. To this end, specimen-gathering field trips were undertaken to Whatipu and South Westland. These were successful in improving the Museum's goal of maintaining and building its focused collection.

Various acquisitions were made to enhance the Museum's contemporary Maori art collections. The Museum's goal to make greater use of New Zealand history collections were realised through the Encompass Auckland exhibition and the immensely successful ANZAC projection and programmes. Meanwhile, collaboration with outside institutions continues to grow.

The move of the collection to on-site storage was a great success, and was finally completed in June 2008. A significant achievement was that no object damage was incurred through the complexities of the moving process.

Throughout the year, research continued as a fundamental part of the operations of the Museum. Much of the results of this research can be found in the List of Publications [see Appendix 4].

Strategic Theme: Aotearoa, Maori And The Pacific

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

This year saw the successful voyages of Vaka Moana and Ko Tawa, and enhanced Matariki celebrations underscore the Museum's pre-eminence in Maori and Pacific Islands scholarship and programming.

Additionally, the Museum continued to increase its engagement with the Pacific community through its representation at Pasifika Festival, and by its entry into the Pacific Island Museum Association.

Significant Exhibits and Programmes:

Ko Tawa

Ko Tawa celebrated taonga from the extensive collection of Captain Gilbert Mair held at Auckland Museum. The exhibition first opened at Auckland Museum in 2005 and travelled to Pataka–Wellington, Whangarei Museum, Australian Museum in Sydney, Opotiki Museum, Whakatane Museum, and Rotorua Museum, before coming to a close this year, hosted by Ngai Te Rangi at its last venue, the Tauranga Art Gallery 15 March–14 May 2008. Tauranga was where Mair retired to in his later years and after his death in 1923 he was carried by Ngai Te Rangi to Rotorua via Maketu where he was laid to rest in front of St Faiths Church, Ohinemutu. Ko Tawa followed this same path on its return to Auckland Museum.

Vaka Moana

This year saw the Vaka Moana exhibition 'set sail' on its tour around the Asia Pacific region. The tour received an incredible response in each of the cities it visited. In Japan, Vaka was exhibited at the National Museum of Ethnology, drawing over 35,000 visitors. It then moved to Taiwan, where it was exhibited in Taitung's National Museum of Prehistory and the National Museum of Science, attracting over 100,000 visitors. Vaka will next travel to the National Maritime Museum in Sydney and the National Museum of Australia in Canberra before heading home.

Matariki

Matariki at Auckland Museum continues to grow in popularity and stature. This year the Museum hosted the opening function for the regional festival with the subsequent

celebrations focusing on Tangaroa, god of the sea. Specific events included a parent-and-child chartered fishing trip with Bill Hohepa, a surfing workshop with Miles Ratima, and a very popular Matariki gastronomical event.

Strategic Theme: Auckland's War Memorial Museum

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.

Auckland Museum's ANZAC commemorations were widened in scope in 2008, as noted below. Other collaborative events with the RSA, veterans' organisations and the Defence Force included Passchendaele and the Armistice symposium and ceremony. Expectations were well exceeded for the Cenotaph Database, with 80,000 additional records being made available along with 20,000 updated records.

Significant Exhibits and Programmes:

90th Anniversary of Passchendaele

In recognition of this significant anniversary, Auckland War Memorial Museum partnered with the RSA and NZ Defence Force to hold the first-ever commemorative service for this tragic battle. Held at the Cenotaph, the service gave Aucklanders of all ages the opportunity to honour those who served in the Battle of Passchendaele. The service was also supported by a full programme of events.

ANZAC Commemorations

Auckland Museum's ANZAC commemorations were widened in both scope and duration in 2008. The centrepiece of the activities was the projection of Peter Jackson's restored film *Heroes of Gallipoli* onto the northern façade of the Museum. Thousands of Aucklanders were drawn to the Museum to watch the rare footage of English and ANZAC soldiers over the three nights the film was shown. Many people then came inside the Museum to sign the digital book of remembrance. On ANZAC Day itself a record crowd of over 20,000 attended the dawn service and over 8,000 participated in special commemorative events and activities inside the Museum.

Armistice

The traditional Armistice Day wreath-laying ceremony was well attended, and the Museum held another in its series of Armistice symposiums to further mark the occasion. Planning began immediately thereafter for the 90th anniversary of Armistice in 2008.

Strategic Theme: Leading Team

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

The 2007–2008 period witnessed evolutionary transformations in staff and structure. After consultation with outside experts and staff, a new organisation structure was put in place, emphasising a strong commitment to Museum Delivery and the visitor experience. This new structure was designed to ultimately create a museum that can strongly connect with the Auckland region and achieve a high degree of relevancy in its home city and internationally.

To this end, four functional groups were established, with a departmental head at the helm of each:

Museum Delivery: comprising research, collection management, lifelong learning, creative and project management, customer service, and safety and security

Commercial: comprising business development, events, and tourism

Internal Services: comprising HR, accounting, facilities, IT, compliance and contracts, and visitor and market research

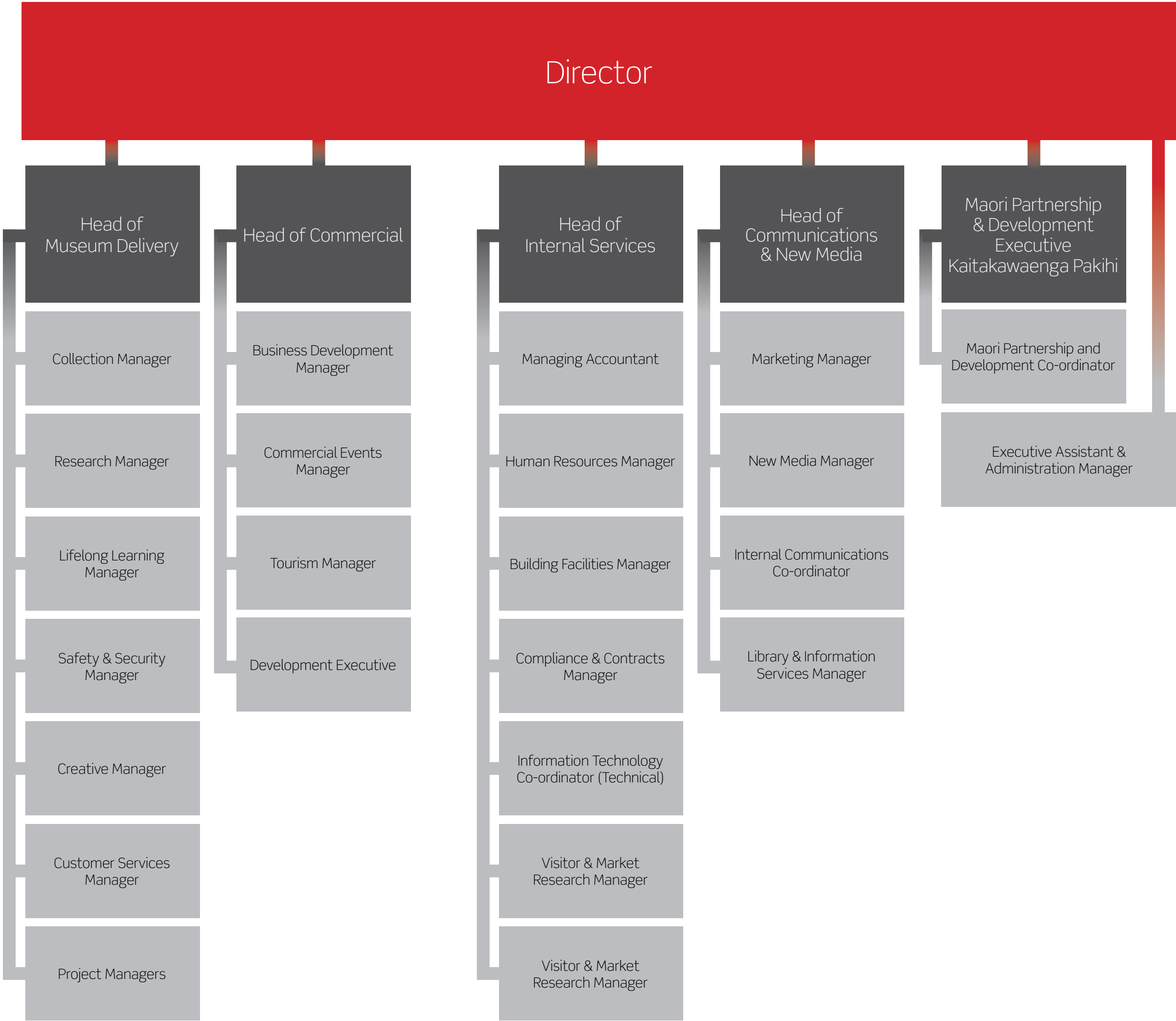
Communications and New Media: comprising marketing, new media, internal and external communications, publications, and the library and associated information services.

For further information on the new structure, refer to our organisational structure chart on the next page.

Notable new positions were created within this structure to build a well-managed museum adhering to best-practice standards in all areas. The Head of Museum Delivery manages a department designed to break smoothly into project-based, cross-functional teams tasked with creating an extremely high quality set of offerings. A Compliance Manager ensures that processes and procedures are in place to assure strong governance practices. A Market and Visitor Research Manager ensures that performance metrics are formally measured and tracked. The New Media Manager is chartered with opening the Museum to a much larger constituency through innovative use of technology.

To create this new structure, recruitment selection and development processes were streamlined and centralised, with online recruitment ability initiated. Professional development needs for staff were identified and addressed through individual performance planning and review processes. Additionally, a new generation of internal communication vehicles were embedded to ensure the free flow of information between management and staff.

7 Our organisational structure



8 Performance targets

The following Performance Targets describe the principal initiatives set out in the Museum’s Annual Plan 2007/2008. These initiatives implement actions, which are aligned to goals and strategic themes which form part of the Museum’s Ten Year Plan.

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

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Increased community access and visitor numbers	Provide exemplary customer environment and services	Visitor numbers increased from 532,000 (Annual Plan 06/07) to 571,000 (revenue \$1,484,000) made up as follows: Individual visitors 449,000 Adults 338,000 Children 111,000 Groups 50,000 Schools 65,000 Adults 7,000	Total Visitor numbers 557,703 (revenue \$1,511,872) made up as follows: Individual visitors 447,873 Adults 357,047 Children 90,826 Groups 33,969 Schools 75,861	Our visitor numbers were well above target for adults and schools, though slightly below for children and groups. This is partially explained by the lack of a special exhibition in the second half of the year due to the cancellation of the Vatican Exhibition, the Darwin exhibition not attracting a widespread general audience, and the continuing decline in the tourism group market. Final result was a minor negative variance of 2% on visitation, and a negative variance of 4.5% on revenue.
High levels of Public satisfaction with the Museum	Develop a ‘customer first’ focus amongst staff and volunteers	Visitor satisfaction ratings of 90% of visitor satisfied or better	Not achieved	89% of Domestic and International tourists satisfied or better 81% of Aucklanders satisfied or better It is hoped the Secrets Revealed exhibit will help bring this rating back up
	Publish Natural History Gallery guide by 31 December 2007	Publish Natural History Gallery guide by 31 December 2007	Published February 2008	
Highly profiled and well attended exhibitions which extend the range of experiences available from local sources	Opened by 30 June 2008 Two world class special exhibitions Four Pictorial Exhibitions Four Temporary Exhibitions Two Outreach exhibitions	Special Exhibition attendance of no fewer than 50,000 visitors each	Two special Exhibitions Egypt : Beyond the Tomb: 64,239 Darwin : 22,389 Five Pictorial Exhibitions Another View: International <i>Photographs from the Seresin Family Collection</i> Whale Stranding: Photographs by Jan Young Every picture tells a story: exquisite ex libris 1900-1950 Nuclear Free - Protest photography by Gil Hanly <i>Encompass Auckland</i>	Despite higher touch poll approval rating Darwin failed to meet its budgeted numbers



Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
			Five Temporary Exhibitions Lee Miller's War <i>IHC Telecom Art Awards Exhibition</i> Loli-pop: Japanese street fashion METAZOA (augmented reality interactive show) Army Art: The paintings of Capt Matt Gauldie Three Outreach Programmes: Celebrate Franklin (Franklin District) Whale Stranding: Photographs by Jan Young (Waitakere City) Walsh Brothers to War Birds (Papakura District) Touch poll attendance show 60% audience found exhibitions stimulating or very stimulating	
Inspiring and informative stories from the collections	Prepare 'War Brides' exhibition for opening September 2008	Visitors report satisfaction with the range, type and quality of exhibitions, and attendance are maintained to a high level	War Brides exhibition postponed	The Colmar Brunton half yearly does report visitor satisfaction with the range, type and quality of exhibitions
	Provide collection information to 'Matapihi' web service as required under Memorandum of Understanding with National Library of New Zealand	Information to 'Matapihi' web service provided	Achieved	3373 Pictorial and Library collection records contributed and published on 'Matapihi' in October 2007
	Provide four exhibitions from the collections	Four exhibitions from the collections provided	Five exhibitions achieved	Celebrate Franklin (TLA Exhibition) Every Picture Tells a Story: Exquisite Ex Libris 1900 – 1950 Nuclear Free: Protest Photograph by Gil Hanly Encompass Auckland Walsh Brothers to War Birds
The unique place of Maori is an integral component of the Museum's portrayal of New Zealand society	Provide programmes that recognise the unique place of Maori in Aotearoa/ New Zealand	At least 4,000 visitors participating in Matariki programmes	Total of 3851 School students: 1362 Visitor prog: 2489	Additional 1000 people participated in 15 other events/activities Number of school education programme on Maori themes were offered in Te Reo Maori and in English
	Complete digital imaging of Maori portrait collection	Digital imaging completed	50% completed	External funding sources were not approved; 07-08 programme was not additionally resourced
	Integrated Maori narratives into all new gallery renewals	Include Maori interpretations in Treasures and Tales Discovery Centre, new City Gallery, and in exhibitions held in new War Memorial Temporary Exhibitions Gallery	Maori involvement in redevelopment of Treasures and Tales concept	New City Gallery and War Memorial Temporary Exhibitions Gallery under review pending outcomes of circulation report



Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Optimise commercial gross and net revenues and fundraising income additional to the levy through a range of appropriate activities	Continue to build events business at the Museum, delivering budget operating surplus	Budgeted self-earned revenue targets achieved Commercial revenue \$4,033,000 Commercial surplus \$810,000	Targets not achieved Commercial revenue \$3,585,000 Commercial surplus \$610,000	Hospitality and the Maori Cultural performances exceeded budget; however lower international visitor numbers impacted on both the shop and tour group revenue. The car park revenue was significantly lower than budget due to customer reluctance to pay for parking while there is free parking in the Domain. Parking restrictions in the Domain were not implemented by Auckland City Council as expected. Commercial surplus ratios have been improved by careful management of costs within the reduced turnover.
	Redevelop the existing north foyer café into an espresso bar and destination café, and lease to suitable operator by September 2007	Espresso bar and destination café leased to suitable operator by September 2007	Deferred	Temporary coffee bar operating in front foyer. Café project under review pending outcomes of circulation report
	Refresh the existing Maori cultural performance offering, and develop new products that meet the demands of the tourists market	Maori cultural performance refreshed and new products developed	Achieved	Maori cultural performance refreshed, and new “out of hours” product developed
The Museum’s Funders and Stakeholders are well briefed, and supportive of the Museum’s planned activities and development	Annual presentation to contributing councils, and periodic briefing of key stakeholders carried out during the year	Key supporters well informed of the Museum’s direction, needs and achievements	TLA, donors, stakeholders and funders informed through events, openings and other key communication vehicles	New strategic development focus initiated in April 2008 Stakeholder roundtables commenced in May 2008
The Museum is relevant, attractive and well maintained	Develop and resource sustainable programmes of repairs and maintenance, asset renewals, and other activity critical to the wellbeing of the Museum	Gallery renewal, asset replacement, building maintenance, plant maintenance and gallery maintenance plans prepared, funded in the Annual Plan, and carried out	Ongoing	Asset replacement, building, plant and gallery maintenance plans have been prepared, funded in the Annual Plan and are being carried out within budget
Actively seeking out opportunities for collaborative relationships	Conduct collaborative activities with the following parties: The University of Auckland RSA Ministry of Defence Ministry of Culture and Heritage Veterans Affairs Auckland City Council Other New Zealand art galleries and museums International museums and art galleries Nga Pae o te Maramatanga	Stakeholders and Museums satisfied that the programme has further developed their relationships	Achieved	Collaborative activities included: War Memorial Ceremonies & Programmes (Passchendaele, Armistice, Anzac) RSA Ministry of Defence Ministry of Culture and Heritage Ministry of Veterans Affairs AUT University Auckland City Council Lecture Series The University of Auckland EQC Civil Defence



Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
				<p>Programmes Stevensons Ministry of Education Auckland City Council and Toi Whenua</p> <p>Other Institutions Museums Aotearoa Consulate General of Japan Human Rights Commission Auckland Regional Migrant Trust Asia New Zealand Foundation Consulate General of People's Republic of China Turn Your Life Around (support network for troubled youth) APO (Fazioli Series)</p> <p>Festivals Auckland City Council (Celebrate Pasifika, Matariki, Diwali, Heritage)</p> <p>Education COMET (City of Manukau Education Trust) Auckland Home School Network</p> <p>Outreach Exhibitions Franklin District Council Waitakere City Council Papakura District Council</p> <p>Other New Zealand art galleries and museums The NewDowse (Philip Treacy) Rotorua Museum (Ko Tawa) Tauranga Art Gallery (Ko Tawa)</p> <p>International museums and art galleries American Museum of Natural History (Darwin) Australian Museum and the National Museum of Antiquities, the Netherlands (Egypt: Beyond the Tomb) National Museum of Ethnology, Osaka, Japan (Vaka Moana) National Museum of Pre-history, Taitung (Vaka Moana) National Museum of Natural Science, Taichung, Taiwan (Vaka Moana)</p>
New technologies used to provide effective and efficient operations	Internet, intranet, network and databases better integrated	Better public access to information	Achieved	The website and intranet have been enhanced. Cenotaph database has been upgraded and enhanced. Pictorial Collection can now be viewed on Matapihi website

Development

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
More education services to Auckland School Children	Increase Ministry of Education funded Education staff	Service an additional 15,000 school children over and above budget	Not Achieved	Unsuccessful in obtaining additional Ministry of Education funding
An exemplary customer environment and services	Extend Museum Library public opening to improve service	Saturday opening of Museum Library achieved	Achieved	Saturday opening commenced 12 January 2008
	Establish What's On Foyer screens, website, intranet and kiosks to relay accurate and timely information to public	Implemented	What's On Board maintained with up-to-date information by Visitor Programme team Website 'What's On' implemented	Electronic signage pending outcome of circulation report
	Provide seven-day per week Telephone Enquiry service	Seven-day telephone service implemented	Achieved	Appointed 1 additional Bookings and Sales Coordinator and 1 additional telephonist to cover the seven day a week service.
Inspiring and informative stories from the collection	Introduce self-guided tours of galleries through Podcasts	Increased visitor satisfaction and enriched visitor experience as measured by visitor service survey	Initial foreign language pod cast developed	A podcast in Japanese for schools has been prepared
				Additional foreign language podcasts are pending
				An Audio Bank has been established for future exhibitions
Engage with and reflect Auckland's diverse communities	Evaluate multi-lingual Podcasts, kiosk and website information	Outcome of evaluation reported to Board	Deferred	Project pending outcome of circulation report
	Development and implement a Children's Diversity programme with Todd Foundation	Children's Diversity programme developed and implemented	Programme in development	Milestone report completed Programme delayed until redevelopment of Treasures & Tales
	Engage with diverse communities to increase/repeat their visitation	Diverse communities engaged	Achieved Communities engaged through programming	Conducted collaborative activities including with the following institutions: Japan Society Consulate General of Japan Embassy of France Human Rights Commission Auckland Regional Migrants Services Asia New Zealand Foundation Consulate General of People's Republic of China
Reach audience beyond the Museum through touring exhibitions and activity	Expand touring exhibitions and outreach activities	One exhibition toured nationally	Achieved	Ko Tawa national tour (Rotorua, Tauranga) Celebrate Franklin (Franklin District Council) Whale Strandings (Waitakere City Council) Walsh Brothers to War Birds (Papakura District Council) Outreach: an educator travelled daily to Pukekohe to lead two weeks of workshops offered with the travelling disability awareness programme, <i>Our Stories</i>
		Two exhibitions tour to contributing Territorial Local Authority districts	Achieved	

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Provide Lifelong learning programmes to meet the needs of different audiences and age groups, and theatre programmes which fully utilise the new facilities	Increase staff resources to provide enhanced Lifelong Learning programmes and theatre activity	High quality theatre programmes, lecture and workshop programmes for adults	Achieved	Over 5000 adults attended lectures and Lifelong Learning programmes. Topics included: Volcano Series Matariki Vatican Natural History War Memorial Second sold out year for Fazioli Piano Series
	Establish an ongoing lecture programme in honour of Sir Hugh Kawharu	Concept presented to MVT October 2007	Concept was presented to Maori Values Team	The University of Auckland has developed and implemented a similar programme
A growing sustainable membership organisation which meets the needs of different Museum supporters	Develop and integrated membership offering and improve services to members	6000 paid memberships Members expectations are met resulting in increase membership and less churn	Not achieved Total 2327 memberships; General – 827 Institute – 1415 Circle – 95	Annual Membership numbers grew by 16%; optimal levels of paid memberships is a long-term goal
Provide a culturally acceptable Museum to all visitors	Reduce barriers to Maori visitation and satisfaction	Return all Ancestral Human Remains to source communities	87% of ancestral human remains have been deaccessioned 7% of Ancestral Human Remains have been physically returned	The Museum is committed to the long-term process of return of all Human Remains to source communities Although the deaccessioning process is almost complete, there have been delays in the physical return of remains due to complexities involving iwi stakeholders. The Museum is actively seeking to resolve this and complete the entire process
Improved service to Maori and Pacific Island students	Appoint additional contract education staff, to improve services to Maori and Pacific students	Greater participation in education programme by Maori and Pacific students	Two Maori guest educators appointed and working with school groups One Maori guest educator has conceptualised and is presenting the <i>Te Korowai</i> trial	<i>Te Korowai</i> trial for a programme of incorporating the Museum into a rehabilitation programme for Maori youth offenders
Increase the certainty and amount of revenues and fundraising income additional to the levy	Further develop online retail shopping	Increase retail sales and customer satisfaction	Ongoing	On-line catalogue under development
	Increase servicing capability for Museum's event business	Events revenue increased above budget	Achieved	
Greater focus on Maori visitor programming	Provide specialist Maori programming capability	Greater engagement with Maori communities and increased Maori visitation	Ongoing	1/3 of school students attending educator led programmes are Maori. Visitor programmes included Face painting <i>moko</i> and <i>tattoo</i> , weaving experience, music and carving demonstrations as well as a series of floor talks and presentations well attended by Maori. Whakapapa Seminars and traditional tool making workshops held

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

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Improved collection care, storage, recording and requisition	Maintain and build focused collections in cultural and natural heritage with the best standards of care and guardianship	Compliant storage for special collections by 29 August 2007	Ongoing	Advanced planning, design and costings for P2 wet store prepared and reported to Trust Board
		Acquire collections through gift, purchase and field research	Achieved	Auckland City Council Resource Consent obtained
				Initial ERMA consent application rejected; appeal for application in process
				Natural History field trip to Whatipu acquired 300 insects, about 300 species of marine invertebrates, 36 species of fish, 20 species of plants, and 12 specimens of birds and frogs
				Entomology field research to South Westland acquired about 1500 specimens
				Shell collection of about 150 species from Sabah, Borneo
Galleries of international standard produced showcasing our collections, research and knowledge to the public and education groups	Maintain a programme of regular gallery renewal and multimedia replacement	<p>The following galleries will be renewed: Treasure and Tales Music Collection/ Theatre Lobby War Memorial Temporary Exhibitions New City Gallery</p> <p>Concept development for renewals of Scars on the Heart in 2008/2009 will be completed</p>	Deferred	Renewals pending outcome of circulation report
Periodically refresh gallery displays	Maori Natural History Gallery displays refreshed	Refresh display components and content in Maori natural history galleries	In progress	
Significant further collection information readily available electronically	Continue to develop and improve remote access to the collections through electronic technology	<p>Enhance search functions for online collection access databases</p> <p>Achieve enhancements to online access for cenotaph databases and information centres services</p> <p>Publish 500 additional taonga database records</p> <p>Add 50,000 additional records to cenotaph database</p>	In progress	<p>Enhancements achieved through cenotaph database project with assistance from Community Partnership Fund grant. Concurrent with Natural History Online Project which is awaiting final confirmation of contract with Department of Internal Affairs</p> <p>Enhancements (search interactives) available live via web by December 2007</p> <p>310 additional taonga database records prepared and entered</p>



Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
		Two additional groups of natural history data records available online		80,000 additional records made available on cenotaph database and 20,000 records updated 310 additional taonga database records made Four groups of insects (Hemiptera, Megaloptera, Neuroptera, Plecoptera), about 9,000 records, prepared for online access Applied Arts: updated 6,153 Vernon database records from catalogue cards, inventory, photography and research. Achieved in-gallery dataset in conjunction with the Arts of Asia gallery
Museum staff and facilities contribute to enhance knowledge	Carry out research, and collaborate with others	Comply with and meet all existing research contracts Initiate one new collaborative research programme in each area of human and natural history	In progress	Research contracts completed: Landcare Research pollinator database Auckland UniServices: Environment Waikato contract completed to 28 Feb 2008. New contract negotiated 1 Mar 2008 to 28 Feb 2009 Te Papa: Marine invertebrate identification for the Observer Programme. Contract completed Collaborative fish research projects with Te Papa and University of Auckland
Collaborations which provide a thorough and ongoing record of Maori culture	Place greater emphasis on collecting contemporary Maori art and craft	Collections that enable us to reflect the diverse nature of Maori culture both past and present	Achieved	Various acquisitions made to enhance collection including contemporary Maori art and craft including kowhaiwhai and tukutuku

Development

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Maintain and build focused collections in cultural and natural heritage with the best standards of care and guardianship	Improve access to, and service of History Collections	Improve access to, and service of History Collections Greater use made of New Zealand History Collections in online information services, exhibitions and publications	Achieved	Anzac Northern Façade projection Encompass Exhibit

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

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Enhance international understanding of the remarkable achievements of the Pacific peoples	Showcase the Museum's unique Pacific relationship to the world	Tour the 'Vaka Moana' exhibition, and its story of Pacific exploration and settlement, in 2007/2008 to Japan and Taiwan.	Achieved	National Museum of Ethnology, Osaka; Audience figures 50,000 National Museum of Pre-history, Taitung; Audience Figures 40,000 National Museum of Natural Science, Taichung, exhibition ongoing
Auckland audience have the opportunity to learn more of Pacific culture and history	Prepare exhibitions that portray the diversity and energy of Pacific Island cultures, both past and present and participate in the Pasifika Festival	South Sea Island photography exhibition by February 2008. Museum participate in Pasifika	Deferred Achieved	South Seas photography exhibition not achieved because of changed exhibition programme Museum represented at Pasifika Festival, March 2008 Provided Tala Pasifika programme for schools to 806 students
	Prepare proposal for Pacific temporary exhibition in consultation with relevant community	Exhibition planned and approved.	Ongoing	
Enhanced electronic access to Pacific Island collections to enable researchers to access the Museum collections via the internet	Provide opportunities for indigenous Pacific Island researchers to access the Museum collections for exhibitions and research	Publish two additional Pacific Island sets of collection data online	Deferred	Data preparation begun
Enhanced understanding and collaboration between the Museum and colleague institutions	Collaborate with other museums worldwide containing significant Pacific Island collections to enhance research and exhibition possibilities	Initiate reciprocal relationships with other museums. One relationship formalised by years end	Achieved	Auckland Museum joined Pacific Island Museums Association (PIMA) Curator Pacific attended inaugural Pacific Museums Workers collective meeting. ICOM Membership renewed
Strengthened relations between the Museum and other museums in the Pacific	Serve as a mentor and supporter of museums in the Pacific Island countries	Conduct one Preventive Conservation workshop in a location selected by Pacific Islands Museum Association	Deferred	Deferred due to PIMA schedule changes Curator Pacific attended inaugural PIMA symposium and 2008 AGM
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	Tell stories of New Zealand and New Zealanders that inspire, excite and sharpen our audience's enquiry	Four New Zealand-themed temporary exhibitions, and associated lifelong learning programmes	Achieved	Exhibitions and associated programmes included: Whale Strandings IHC Awards Loli-Pop: A downtown Auckland view on Japanese street fashion Every picture tells a story: Exquisite Ex Libris 1900 – 1950 Nuclear Free: Protest Photography by Gil Hanly Encompass Auckland Pictorial Exhibit Darwin lecture series – a New Zealand perspective on Darwin Anzac programme (Army Art exhibition) Projection of <i>Gallipoli</i> Film onto Northern Façade Matariki

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Significant New Zealand collections	Placed priority in collection acquisitions on obtaining significant items of New Zealand cultural and scientific heritage	Valuable New Zealand items acquired	Achieved	Acquisition of key contemporary New Zealand and International items of design. Tuhoe panels purchase complete

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	Status as at 30 June 2008	Commentary
Museum visitors obtain improved understanding about the role of New Zealanders have played in war	Provide exhibitions which support the Museum's role as a war memorial	A Company Maori Battalion exhibition open April 2008	Goal redefined	<p>A Company exhibition cancelled due to logistical difficulties. Exhibition of photographic portraits of remaining Maori Battalion Veterans by Jane Usher has been proposed in its stead</p> <p>Jane Usher photography project in progress</p>
Improved accessible records on Maori casualties during the New Zealand Wars	Recognise and incorporate the significant contribution of Maori in times of conflict and peace, both past and present	Publish additional lists of Maori casualties of New Zealand Wars	Achieved	48 additional records published in Museum Records
Museum continues to be an active memorial and place of commemoration	Provide ceremonies and public programmes which support the Museum's role as a war memorial	ANZAC Dawn and Civic Service Armistice Symposium Programme of events related to other significant military anniversaries held	Achieved	<p>Estimated 20,000 attended Dawn Service; estimated 4,000 at Civic Service. Projection of film Heroes of Gallipoli onto Northern Façade attracted 3602. War Memorial programmes to 2859 school students</p> <p>Work commenced on Armistice Video Exhibition</p>
Enhanced cenotaph data-base function and content to improve online services	Enhance the Museum's war memorial related archives and information resources	50,000 additional records added to cenotaph database	Target exceeded	80,000 additional records made available on cenotaph database and 20,000 records updated
Active participation with RSA, Defence Forces and Veterans organisations	Maintain and reinforce our relationships with the RSA, Ministry of Defence, Veterans Affairs, and other organisations relevant to the war memorial	<p>Develop ongoing programme with RSA on ceremonies and commemorations on Court of Honour and cenotaph</p> <p>Evidence of active relationships provided</p>	Achieved	Collaborate commemorative events included; Passchendaele, Armistice Symposium and Ceremony, and Anzac Day

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

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
Improved people management and enhanced staff satisfaction	Recruit, develop and retain the best people for the organisation	Recruitment, selection and development processes streamlined and centralised	Achieved	Online recruitment ability initiated. Recruitment training incorporated into learning and development framework
Improved team work, staff skills, knowledge and competencies aligned to organisational requirements	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'	Structured learning and development framework to enhance team work, skills capability, expertise and experience for all staff and volunteers published. Standards of 'Best Practice' documented	Achieved	Learning and development programme published and available to staff
Enhance staff and volunteer development, and increased organisational satisfaction	Train, developed 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	Continuous training and improvement strategies implemented to enhance staff and volunteer skills and motivation	Achieved	Professional development needs identified and met through individual Performance Planning & Review process Volunteers incorporated in the organisational orientation programme
Integration of Maori staffing and values throughout the organisation	Continue to take affirmative action in Maori recruitment training and education	Recruitment, Management and Development process for staff aligned with Kaupapa and Maori Values	Maori Values Training incorporated into learning & development framework	Treaty of Waitangi workshops completed

Development

Outcome	Activity	Evidence	Status as at 30 June 2008	Commentary
HR induction process streamlined and knowledge retention and transfer improved	Build effective teams by ensuring that knowledge, expertise and creativity are integrated throughout the organisation	Online staff inductions and introductions implemented	In progress	Development of an electronic induction module for recruitment process
The capability and effectiveness of the Museum's 200-strong volunteer team is maximised	Train, develop and empower volunteers so that they are enthusiastic and effective in their work	Increase volunteer management resources	Achieved	Volunteer Coordinator position increased from 0.5 to 1.0 FTE Training and development ongoing with guide training completed and volunteers continuing to take advantage of training and development courses run by the Museum
Administrative functions able to meet demands of expanded Museum activity	Take advantage of new technologies to provide effective and efficient operations	New electronic management systems introduced as required	In progress	Work has commenced on management of electronic documents

Statement of compliance

Auckland War Memorial Museum (the Museum) is a public benefit entity domiciled in New Zealand. Its principal activity is managing, maintaining and developing the Museum. The Museum is a statutory body corporate incorporated by the Auckland War Memorial Museum Act 1996 and its financial statements comply with that Act.

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) and other applicable financial reporting standards as appropriate for public benefit entities.

The financial statements were authorised for issue by the Auckland Museum Trust Board on 6 November 2008.

Basis of Preparation

The financial statements have been prepared on the basis of historical cost or deemed cost, except for:

- Investment property which is carried at fair value;
- certain financial instruments which are carried at fair value;
- inventory which is carried at the lower cost and net realisable value; and non-current assets held for sale or discontinued operations which are carried at the lower of carrying amount or fair value less costs to sell.

The functional and presentation currency is New Zealand Dollars (NZD).

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The Museum changed its accounting policies on 1 July 2006 to comply with NZ IFRS. The transition to NZ IFRS is accounted for in accordance with NZ IFRS 1 First-time Adoption of New Zealand Equivalents to International Reporting Standards, with 1 July 2006 as the date of transition. An explanation of how the transition from superseded policies to NZ IFRS has affected the Museum's balance sheet and income statement is discussed in note 18.

The Museum is taking the public benefit exemption in relation to IAS 36 Impairment, using depreciable cost rather than value in use.

The accounting policies set out below have been applied in preparing the financial statements for the year ended 30 June 2008. The comparative information presented in these financial statements for the year ended 30 June 2007 and in the preparation of the opening NZ IFRS balance sheet at 1 July 2006 (as disclosed in note 18), the Museum's date of transition.

Significant Accounting Policies

The following significant accounting policies have been adopted

in the preparation and presentation of the financial statements:

(a) Employment benefits

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave, long service leave, and sick leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits expected to be settled within 12 months are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Museum in respect of services provided by employees up to reporting date.

Contributions to defined contribution superannuation plans are expensed when incurred.

(b) Financial assets

Investments are recognised and derecognised on trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned. Investments are initially measured at fair value plus transaction costs except for those financial assets classified as fair value through profit or loss which are initially measured at their value.

Financial assets are classified into the following specified categories: financial assets 'at fair value through profit or loss', 'held-to-maturity' investments, 'available-for-sale' financial assets and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

Financial assets at fair value through profit or loss

Financial assets in this category are either financial assets held for trading or financial assets designated as at fair value through profit or loss.

A financial asset is classified as held for trading if:

- i. it has been acquired principally for the purpose of selling in the near future; or
- ii. it is a part of an identified portfolio of financial instruments that the Museum manages together and has a recent actual pattern of short-term profit-taking; or

- iii. it is a derivative that is not designated and effective as a hedging instrument.

All derivatives entered into by the Museum are classified as held for trading as the Museum does not apply hedge accounting.

Financial assets at fair value through profit or loss are stated at fair value, with any resultant gain or loss recognised in the income statement. The net gain or loss recognised in the income statement includes any dividend or interest earned on the financial asset.

Available-for-sale financial assets

Available-for-sale financial assets are those non-derivative financial assets that are designated as available-for-sale or are not classified as loans and receivables, held-to-maturity investments or financial assets at fair value through profit or loss. Certain shares held by the Museum are classified as being available-for-sale and are stated at fair value. Gains and losses arising from changes in fair value are recognised directly in the available-for-sale revaluation reserve, until the investment is disposed of or is determined to be impaired, at which time the cumulative gain or loss previously recognised in the available-for-sale revaluation is included in profit or loss for the period.

Dividends on available-for-sale equity instruments are recognised separately in the income statement when the Museum's right to receive payment is established.

Loans and receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in the active market are classified as loans and receivables. Loans and receivables are measured at amortised cost using the effective interest method less impairment.

Impairment of financial assets

Financial assets, other than those at fair value through profit or loss, are assessed for indicators of impairment at each balance sheet date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been impacted.

For financial assets carried at amortised cost, the amount of the impairment is the difference between the asset's carrying amount and the present value of the estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the

exception of trade receivables where the carrying amount is reduced through the use of an allowance account. When a trade receivable is uncollectable, it is written off against the allowance account. A trade receivable is deemed to be uncollectable upon notification of insolvency of the debtor or upon receipt of similar evidence that will be unable to collect the trade receivable. Changes in the carrying amount of the allowance account are recognised in the income statement.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed.

In respect of financial assets carried at amortised cost, with the exception of trade receivables, the impairment loss is reversed through the income statement to the extent that the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised. Subsequent recoveries of trade receivables previously written off are credited against the allowance account.

In respect of available-for-sale debt instruments, the loss is reversed through the income statement.

In respect of the available-for-sale equity instruments, any subsequent increase in fair value after an impairment loss is recognised directly in equity.

(c) Financial instruments issued by the Museum

Debt and equity instruments

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangement.

Debt is classified as current unless the Museum has the unconditional right to defer settlement of the debt for at least 12 months after the balance sheet date.

Borrowings

Borrowings are recorded initially at fair value, net of transaction costs.

Subsequent to initial recognition, borrowings are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit or loss over the period of the borrowing using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the borrowings or, where appropriate, a shorter period, to the net carrying amount of the borrowings.

(d) Derivative financial instruments

The Museum enters into forward foreign exchange contracts to manage its exposure to foreign exchange rate risk when purchasing

equipment and exhibitions in foreign currencies.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately. The Museum has not adopted hedge accounting.

(e) Foreign currency

All foreign currency transactions during the year are brought to account using the exchange rate in effect at the date of the transaction. Foreign currency monetary items at reporting date are translated at the exchange rate existing at reporting date. Non-monetary assets and liabilities carried at fair values that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined.

Exchange differences are recognised in profit or loss in the period in which they arise.

(f) Goods and service tax

All balances are presented net of goods and services tax (GST), except for receivables and payables which are presented inclusive of GST.

(g) Impairment of assets

At each reporting date, the Museum reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss (if any).

Where the asset does not generate cash flows that are independent from other assets, the Museum estimates the recoverable amount of the cash generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the

carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash generating unit) in prior years. A reversal of an impairment loss is recognised in profit or loss immediately, unless the relevant asset is carried at fair value, in which case the reversal of the impairment loss is treated as a revaluation increase. An impairment of goodwill is not subsequently reversed.

(h) Intangible assets

Computer software is a finite life intangible asset and is recorded at cost less accumulated amortisation and impairment losses. It is amortised over three years on a straight line basis.

(i) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined on an average basis. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

(j) Investment property

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured initially at its cost, including transaction costs. Subsequent to initial recognition investment property is measured at its fair value at the reporting date as determined by an independent registered valuer. Gains and losses arising from changes in the fair value of investment property are included in profit or loss in the period in which they arise.

(k) Leased assets

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Entity as lessor

Operating lease revenue is recognised in the income statement on a straight-line basis over the lease term. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised as an expense in the income statement over the lease term on the same basis as the lease income.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where

another systematic basis is more representative of the time pattern over which economic benefits from the leased asset are consumed.

(l) Payables

Trade payables and other accounts payable are recognised when the Museum becomes obliged to make future payments resulting from the purchase of goods and services.

(m) Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost with the exception of donated assets which are initially recorded at fair value less accumulated depreciation and accumulated impairment losses. At the date of transition to NZ IFRS the deemed cost exemption was taken. Cost includes expenditure that is directly attributable to the acquisition of the item. In the event that settlement of all or part of the purchase consideration is deferred, cost is determined by discounting the amounts payable in the future to their present value as at the date of acquisition. Subsequent costs are capitalised if it is probable that future economic benefits will flow to the Museum and the costs can be measured reliably. All other maintenance costs are recognised as an expense as incurred.

Depreciation is charged to the income statement. Land is not depreciated. The recoverable amount of the Collection is close to cost and their lives are indeterminate so there is no depreciation. The following rates have been used on a straight-line basis.

Buildings	1–2%
Office furniture and fittings	20%
Plant and equipment	5–20%
Motor vehicles	20%
Information technology	33%
Display galleries	7–13%
Collection	NIL

(n) Provisions

Provisions are recognised when the Museum has a present obligation (legal or constructive) as a result of a past event, the future sacrifice of economic benefits is probable and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the

receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

Onerous contracts

Present obligations arising under onerous contracts are recognised as provisions. An onerous contract is considered to exist where the Museum has a contract under which the unavoidable costs of meeting the contractual obligations exceed the economic benefits estimated to be received.

(o) Revenue recognition

Levies

Local authority levies are received from the seven contributing local bodies, being Auckland City, Waitakere City, North Shore City, Manukau City, Papakura City, Rodney District Council and Franklin District Council, and is recognised as revenue when received.

Donations

Donations are recognised as revenue upon receipt.

Admissions

Admissions received for special exhibitions and performances are recognised as revenue as received.

Sale of goods

Revenue from the sale of goods is recognised when the Museum has transferred to the buyer the significant risks and rewards of ownership of the goods.

Rental revenue

Rental revenue in relation to operating leases on the Museum's investment properties is recognised in the income statement on a straight-line basis over the lease term.

Dividend and interest revenue

Dividend revenue from investments is recognised when the shareholders' rights to receive payment have been established. Interest revenue is recognised using the effective interest rate method.

(p) Research and development costs

Expenditure on research and development activities is recognised as an expense in the period in which it is incurred.

(q) Changes in accounting policies

The Museum has adopted NZ IFRS as the basis for accounting standards. Comparative figures have been re-stated to comply with this policy, and the effect has been reflected within the current year's Statement of Financial Performance.

There are no other changes to accounting policies.

(r) Critical accounting judgements and key sources of estimation uncertainty

In the application of the Museum's accounting policies, which are described in the notes, the trustees are required to make judgements, estimations and assumptions about carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

(s) Transactions with related parties

The Museum has financial transactions relating to programmes with both the Museum Institute and Circle.

There are no other financial transactions with related parties with the exception of those key personnel who left during the restructuring undertaken during 2008, and who were paid termination benefits to the sum of \$376,000. Key personnel include the Trust Board, the director and department heads.

Income statement, balance sheet and cashflow statement

Income Statement for the year ended 30 June 2008

			Annual Plan	
	note	2008	2008	2007
		\$000's	\$000's	\$000's
Revenue				
Local authorities levy		21,319	21,319	19,882
Interest revenue		1,460	750	1,156
Grant revenue		340	317	330
Admissions		1,438	1,484	1,553
Commercial operations		3,439	4,032	3,103
Sundry income		825	500	457
Exhibitions		973	1,193	836
Total revenue		29,794	29,595	27,317
Expenses				
Cost of maintenance and management activities	1	30,476	28,000	27,177
Cost of development activities	1	776	1,050	732
Interest Expense	2	223	345	136
Total expenses		31,475	29,395	28,045
Operating (loss) surplus		(1,681)	200	(728)
Special Purposes Activities				
Revenue				
Interest revenue		1,573	-	810
Donations		110	-	358
Heritage assets donated	17	2,674	-	-
Sundry income		13	-	137
Change in measurement of investments at fair value		(126)	-	(528)
Change in measurement of investment property at fair value	17 & 6	25	-	95
Rental income from investment property		96	-	91
Transfer to exhibitions reserve	17	-	-	400
		4,365	-	1,363
Expenses				
Allocation to management & maintenance		30	-	30
Operating expenses		146	-	542
Investment property operating expenses		30	-	-
Operating loss transferred to Exhibition Reserve	17	407	-	-
	17	613	-	572
Transfer to Special Purposes Equity		3,752	-	791
Surplus before Capital Expenditure related transactions		2,071	200	63
Capital Expenditure				
Grand Atrium project fund raising	3	6,693	6,489	12,784
Effect of change in heritage assets accounting policy		-	-	1,394
Earthquake Commission Volcanoes sponsorship		300	300	300
		6,993	6,789	14,478
Net Surplus		9,064	6,989	14,541
Allocated to:				
General equity		5,312	6,989	13,750
Special purposes equity		3,752	-	791
		9,064	6,989	14,541

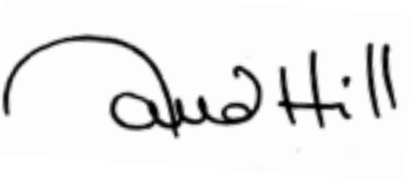
The accompanying notes and accounting policies form part of these financial statements

Balance Sheet as at 30 June 2008

	Note	2008	2007
		\$000's	\$000's
Current Assets			
Cash and cash equivalents		1,116	1,517
Short term investments		6,517	3,628
Short term investments-restricted	4	20,051	10,412
Trade receivables		244	635
Goods and services tax receivable		101	83
Prepayments		394	194
Inventory of finished goods		659	537
		29,082	17,006
Current Liabilities			
Trade payables and accruals		3,156	2,927
Employee benefits	5	807	848
Foreign currency forward contracts		-	59
		3,963	3,834
Working Capital		25,119	13,172
Non Current Assets			
Investments NZ Assets Management-restricted	4	7,113	7,239
Investment property-restricted	6	1,200	1,175
Property plant and equipment	7	421,671	424,450
Intangible assets	8	313	333
		430,297	433,197
Non Current Liabilities			
Interest bearing loan	9	3,000	3,000
Employee benefits	5	351	356
		3,351	3,356
Net Assets		452,065	443,013
Represented by Public Equity made up of:			
General Equity	16	418,948	416,263
Special Purposes Equity	17	33,117	26,750
		452,065	443,013

Statement of Recognised Income and Expense

	Note	2008	2007
		\$000's	\$000's
Transfer from Income Statement			
General equity		5,312	13,750
Special purposes equity		3,752	791
Total recognised revenues and expenses		9,064	14,541



D Hill
Chairman



V. Vitali
Director

For and behalf of the Trust Board
6 November 2008

Statement of Cash Flows for the year ended 30 June 2008

Note	2008	2007
	\$000's	\$000's
Cash Flows from Operating Activities		
Cash was provided from:		
Levy on local authorities	21,319	19,882
Receipts from operations	7,819	7,263
Interest received	3,033	1,514
Dividends & bequests received	110	-
	32,281	28,659
Cash was applied to:		
Payments to suppliers	13,707	12,147
Payments to employees	9,203	7,855
Payments relating to special purposes	215	582
Interest paid	223	-
	23,348	20,584
Net Cash Flow from Operating Activities	8,933	8,075
Cash Flows from Investing Activities		
Cash was provided from:		
Grand Atrium project fundraising	6,693	12,784
Other capital funds	300	300
Dividends & bequests received	-	229
Sale of investments	-	6,416
	6,993	19,729
Cash was applied to:		
Purchase of investments	12,528	-
Purchase of property plant and equipment	3,799	30,339
	16,327	30,339
Net Cash Flow Used in Investing Activities	(9,334)	(10,610)
Cash Flows from Financing Activities		
Cash was provided from:		
Auckland City carpark loan	-	3,000
Net Cash Flow Used in Financing Activities	-	3,000
Net (Decrease) Increase in Cash Held	(401)	465
Opening cash balance	1,517	1,052
Closing Cash Balance	1,116	1,517
Represented by:		
Cash and bank	1,116	1,517
Closing Cash Balance	1,116	1,517

This statement is prepared net of GST.

The accompanying notes and accounting policies form part of these financial statements

Notes to the Financial Statements for the year ended 30 June 2008

1 Costs of Activities

		Annual Plan	
	2008	2008	2007
	\$000's	\$000's	\$000's
Costs of Maintenance and Management Activites			
Collection Management			
Registration and conservation	1,155	1,477	1,215
Curatorial	1,830	1,690	1,675
Library	646	578	505
Corporate services	1,647	1,433	1,296
Occupancy	537	499	628
Depreciation	923	815	703
Total Collection Management	6,738	6,492	6,022
Public Programmes			
Education and publications	1,684	1,203	1,411
Exhibitions	2,160	1,936	2,092
Marketing	998	1,138	927
Commercial operations	2,639	2,878	2,345
Admissions	1,011	669	660
Corporate services	1,954	1,699	1,584
Occupancy	3,218	2,995	3,767
Depreciation - software amortisation	5,575	4,890	4,217
Total Public Programmes	19,239	17,408	17,003
War Memorial			
Activities	41	91	97
Corporate services	77	67	64
Occupancy	1,610	1,497	1,883
Depreciation	2,771	2,445	2,108
Total War Memorial	4,499	4,100	4,152
Total Maintenance and Management Costs	30,476	28,000	27,177
Costs Of Development Activities			
Collection Management			
Registration and conservation	302	300	232
Curatorial	13	25	-
Library	62	60	-
Corporate services	19	42	-
Occupancy	5	5	-
Total Collection Management	401	432	232
Public Programmes			
Education and publications	144	180	100
Exhibitions	34	120	150
Marketing	31	40	250
Commercial operations	53	98	-
Admissions	46	87	-
Corporate services	23	50	-
Occupancy	29	27	-
Total Public Programmes	360	602	500

1 Costs of Activites continued

		Annual Plan	
	2008	2008	2007
	\$000's	\$000's	\$000's
War Memorial			
Activities	-	-	-
Corporate services	1	2	-
Occupancy	14	14	-
Total War Memorial	15	16	-
Total Development Costs	776	1,050	732

2 Components of Surplus

	Maintenance & Management	Total	Annual Plan	
	2008	2008	2008	2007
	\$000's	\$000's	\$000's	\$000's
The surplus includes the following				
Revenue				
Fair value of volunteers' time	295	295	-	-
Expenses				
Auditors' fees-financial statements	34	34	34	32
Auditors' fees-other services	-	-	-	3
Employee benefits				
Salaries and wages	8,304	8,304	8,343	7,402
Redundancy payments	830	830	-	-
Defined contribution plans	149	149	76	77
	9,283	9,283	8,419	7,479
Fair value change in forward exchange contracts	(59)	(59)	-	59
Fair value of volunteers' time	295	295	-	-
Heritage assets written off	-	-	258	-
Impairment of trade receivables	1	1	-	-
Interest	223	223	345	136
Loss on disposal of fixed assets	751	751	-	156
Operating lease expenses	138	138	167	181
Taumatā-a-Iwi fees	39	39	38	18
Transfer of depreciation levy to GA funding	-	-	-	1,731
Transfer to Exhibitions Reserve	-	-	-	400
Trust Board fees	124	124	135	125
Inventory costs recognised as an expense	871	871	1,159	822

3 Grand Atrium Project Fundraising

	2008	2007
	\$000's	\$000's
Balance at beginning of year	44,852	32,068
Fundraising for year		
NZ Government	6,489	6,489
ASB Bank Community Trust	-	2,500
David Levene Charitable Trust	-	100
P H Masfen Charitable Trust	20	20
W A Stevenson & Sons Limited	-	600
Chrisholm Whitney Family Charitable Trust	-	50
McConnell Family	20	20
Museum Circle	164	413
Auckland Musuem Institute	-	290
Thermosash	-	50
Sky City Community Trust	-	100
Depreciation levy transferred	-	1,731
Lottery Grants Board	-	300
Interest	-	121
	6,693	12,784
Cumulative funds raised 30 June 07	51,545	44,852

4 Investments - Restricted

Restricted investments have been provided to the Museum for specific purposes determined by the donor and the Museum is obligated to use the funds for these specific purposes.

5 Employee Benefits

	Balance			Balance
	2007	Utilised	Expensed	2008
	\$000's	\$000's	\$000's	\$000's
Annual Leave	763	440	373	696
Long Service Leave (current)	70	16	16	70
Sick Leave	15	15	41	41
Employee Benefits - current	848	471	430	807
Long Service Leave (non-current)	142	-	(1)	141
Retirement Gratuity	214	21	17	210
Employee Benefits - non current	356	21	16	351
Total Employee Benefits	1,204	492	446	1,158

6 Investment Property – Restricted

	2008	2007
	\$000's	\$000's
Balance at beginning of year	1,175	1,080
Gain from fair value adjustments	25	95
Balance at end of year	1,200	1,175

The Vaile Trust investment property was valued by DTZ New Zealand Limited, independent registered valuers at 30 June 2008. The valuer has recent experience in the location and category of the property and was performed in accordance with New Zealand Valuation Standards by reference to market evidence of transaction prices for similar properties.

7 Property Plant and Equipment

	Capital WIP	Collection	Buildings	Displays	Equipment	Total
Cost	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Balance at 1 July 2006	38,746	262,702	90,373	27,840	19,194	438,855
Additions	23,235	-	262	2,744	2,124	28,365
Transfers	(61,981)	-	45,548	-	16,433	-
Disposals	-	-	71	105	1,932	2,108
Balance at 1 July 2007	-	262,702	136,112	30,479	35,819	465,112
Additions	1,268	3,014	6	1,090	1,753	7,131
Transfers	(278)	-	-	-	278	-
Disposals	-	-	58	1,327	5,911	7,296
Balance at 1 July 2007	990	265,716	136,060	30,242	31,939	464,947
Accumulated depreciation						
Balance at 1 July 2007	-	-	1,931	20,152	13,232	35,315
Depreciation expense	-	-	2,782	2,670	1,855	7,307
Disposals	-	-	44	88	1,828	1,960
Balance at 1 July 2007	-	-	4,669	22,734	13,259	40,662
Depreciation expense	-	-	3,012	2,423	3,083	8,518
Disposals	-	-	16	217	5,671	5,904
Balance at 30 June 2008	-	-	7,665	24,940	10,671	43,276
Book value 30 June 2008	990	265,716	128,395	5,302	21,268	421,671
Book value 30 June 2007	-	262,702	131,443	7,745	22,560	424,450

8 Intangible Assets

	2008	2007
	\$000's	\$000's
	Software Cost	Software Cost
Gross carrying amount		
Balance at 1 July	451	451
Additions	163	278
Disposals	44	278
Balance at 30 June	570	451
Accumulated amortisation and impairment		
Balance at 1 July	118	257
Amortisation expense	139	139
Disposals	-	278
Balance at 30 June	257	118
Book value 30 June	313	333

9 Interest Bearing Loan

	2008	2007
	\$000's	\$000s
Unsecured loan from Auckland City to fund the building of the carpark is repayable on 20/11/2011 and the interest is fixed at 7.44%.	3,000	3,000

10 Commitments Under Non-Cancellable Leases

	2008	2007
	\$000's	\$000's
Less than 1 year	-	80
Between 1 and 2 years	-	-
Between 2 and 5 years	-	-
	-	80

11 Capital Commitments

	2008	2007
	\$000's	\$000's
Grand Atrium project	-	737
Equipment	204	1,747
	204	2,484

12 Contingent Liabilities

The Museum has a contingent liability in respect of the Accident Compensation Commission’s (ACC) residual claims levy. The levy will be payable annually from May 1999 for up to 15 years. The Museum’s future liability is a function of ACC’s unfunded liability for past claims and future payments to employees by the Museum.

At 30 June 2008 there were no other contingent liabilities (2007 nil).

13 Reconciliation of Surplus to Net Cash Flow From Operating Activities

	2008	2007
	\$000's	\$000's
Surplus before capital transactions	2,071	63
Add non-cash items:		
Depreciation, amortisation & loss on disposal	9,269	7,307
Other	(68)	(279)
Investment revaluations and reinvestments	101	433
Donation of heritage assets	(2,674)	-
	6,628	7,461
Add (less) movements in working capital:		
(Increase) / decrease in accounts receivable	173	195
(Increase) / decrease in inventory	(122)	(214)
(Decrease) / increase in accounts payable	229	(1,539)
(Decrease) / increase in employee benefits	(46)	452
	234	(1,106)
Add (less) items initially classified as financing/ investing related activity:		
Grand Atrium project fund raising costs	-	1,731
Dividend	-	(74)
	-	1,657
Net cash flow from operating activities	8,933	8,075

14 Segment Information

The Auckland War Memorial Museum is governed by the Auckland War Memorial Museum Act 1996 and operates primarily in the Auckland Region with the purpose of providing the public with a museum.

15 Financial Instruments

Qualitative disclosures

Exposure to credit, liquidity, currency and interest risk arises in the normal course of business.

Credit risk

The Museum has minimal exposure to a large volume of small value trade receivables arising from group and school visits and venue hire. Credit checks are done on new customers and deposits obtained for venue hire. Prompt action is taken to collect over due amounts. Bad debt write-offs in 2008 were \$1,276. Funds not immediately required are invested in accordance with the Investment policy with registered banks with an ‘A’ rating by Standard & Poors.

Liquidity risk

The Museum is able to meet its contractual obligations from the levy from the territorial local authorities.

Currency risk

The Museum has exposure to foreign exchange risk as a result of transactions denominated in foreign currencies arising from investing and exhibition activities. Foreign exchange risks on investment funds are hedged by the funds manager as considered necessary. Forward exchange contracts are taken out to cover exhibition commitments. There was no exposure for exhibitions at 30 June 2008.

Interest rate risk

The Museum has potential exposure to interest rates on its short term investments and interest bearing loan. These exposures are managed by investing in bank deposits maturing in less than 12 months and fixing the rate on the interest bearing loan at 5 year intervals. The range of interest rates is reported monthly.

Fair values

The carrying value of cash and equivalents, short-term investments, receivables and payables, is equivalent to their fair value. The fair value of the interest bearing loan is calculated on a discounted cash flow basis using rates for similar securities with that maturity.

Quantitative disclosures

Credit Risk	2008	2007
	\$000's	\$000's
Age of Trade Receivables		
Current	172	514
Past due but not impaired 0-30 days	35	80
Past due but not impaired 30-60 days	28	17
Past due but not impaired over 60 days	9	24
	244	635
GST - current	101	83
Short Term Investments - Current	6,517	3,628
	6,862	4,346

Liquidity Risk	Balance Sheet	Contractual Cash Flow	Less than 1 year	2-5 years	Total
	\$000's	\$000's	\$000's	\$000's	\$000's
30 June 2008					
Trade & other payables	3,156	3,156	3,156	-	3,156
Employee benefits	1,158	1,158	807	351	1,158
Forward exchange contracts	-	-	-	-	-
Interest bearing loan	3,000	3,000	-	3,000	3,000
	7,314	7,314	3,963	3,351	7,314
30 June 2007					
Trade & other payables	2,927	2,927	2,927	-	2,927
Employee benefits	1,204	1,204	848	356	1,204
Forward exchange contracts	59	59	59	-	59
Interest bearing loan	3,000	3,000	-	3,000	3,000
	7,190	7,190	3,834	3,356	7,190

Currency Risk	USD	EUR	AUD
	\$000's	\$000's	\$000's
30 June 2008			
Commitments	-	-	-
Cover	-	-	-
Net unhedged exposure	-	-	-
30 June 2007			
Commitments	265	40	41
Cover	265	40	41
Net unhedged exposure	-	-	-

Interest Rate Risk	Total	< 1 year	2-5 years
	\$000's	\$000's	\$000's
30 June 2008			
Fixed rate instruments	-	-	-
Interest bearing loan	3,000	-	3,000
Variable rate instruments			
Cash and cash equivalents	1,116	1,116	-
Short term investments	26,568	26,568	-
30 June 2007			
Fixed rate instruments	-	-	-
Interest bearing loan	3,000	-	3,000
Variable rate instruments			
Cash and cash equivalents	1,517	1,517	-
Short term investments	14,040	14,040	-

Classification and Fair Values

The Museum manages it’s capital to ensure that the Museum will be able to continue as a going concern while maximising the return to the Museum through the the optimisation of the debt and equity balance. The Museum’s overall strategy remains unchanged from 2007.

The capital structure of the Museum consists of debt, which includes the borrowings disclosed in note 9, cash and cash equivalents and equity comprising reserves and retained earnings as disclosed in notes 17 and 18.

	Trading at Fair Value	Loans and receivables	Available for sale	At Amortised Cost	Total Carry-ing Amount	Fair Value
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
At 30 June 2007						
Financial assets						
Cash and cash equivalents	-	1116	-	-	1,116	1,116
Short term investments	-	26,568	-	-	26,568	26,568
Trade receivables	-	345	-	-	345	345
Investments NZAM	-	-	7,113	-	7,113	7,113
	-	28,029	7,113	-	35,142	35,142
Financial liabilities						
Trade payables	-	-	-	3,156	3,156	3,156
Employee entitlements	-	-	-	1,124	1,124	1,124
Interest bearing loan	-	-	-	3,000	3,000	3,000
	-	-	-	7,280	7,280	7,280
At 30 June 2008						
Financial assets						
Cash and cash equivalents	-	1,517	-	-	1,517	1,517
Short term investments	-	-	14,040	-	14,040	14,040
Trade receivables	-	-	912	-	912	912
Investments NZAM	-	-	7,239	-	7,239	7,239
	-	1,517	22,191	-	23,708	23,708
Financial liabilities						
Trade payables	-	-	-	2,996	2,996	2,996
Employee entitlements	-	-	-	1,194	1,194	1,194
Interest bearing loan	-	-	-	3,000	3,000	3,000
	-	-	-	7,190	7,190	7,190

The fair value of financial assets and liabilities with standard terms and conditions and traded on active liquid markets is determined with reference to quoted market prices.

The Museum receives funding for Asset Replacement (including depreciation). The difference between the amount funded and the sum spent on Capital expenditure each year is adjusted to the Asset Replacement Reserve.

16 General Equity

	Note	2008	2007
		\$000's	\$000's
Opening balance		416,263	404,217
Transfer from Income		5,312	13,750
Statement Operating Surplus			
Transfer of capital expenditure from special purposes equity	17	6,056	6,059
Transfer of depreciation levy to asset replacement reserve	17	(8,683)	(7,763)
Closing balance		418,948	416,263

17 Special Purposes Equity

	Balance 2007	Levies, Gifts & Bequests	Investment Net Income	Operating Expenditure	Capital Expenditure	Balance 2008
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Restricted Trusts & Bequest Equity Trusts						
Levingston Cooke Family Bequest	2,452	60	148	(72)	-	2,588
Edward Earle Vaile Trust Fund	1,317	25	84	(30)	-	1,396
The Waldo Heap Bequest	422	-	25	(3)	-	444
AWMME&B Omnibus Trust	37	-	2	-	-	39
Life Members' Subscription Trust	109	-	6	(4)	-	111
Auckland Museum Endowment Act	45	-	3	-	-	48
Bertha Wilson-cinematography	6	-	1	-	-	7
Others under \$10,000	28	-	1	(1)	-	28
Restricted gifts & bequests						
Nancy Bamford bequest	654	-	39	(49)	-	644
Disney Trust	-	11	-	(11)	-	-
Others under \$10,000	55	-	3	-	-	58
Gifts & bequests subject to wishes						
A G W Dunningham bequest	120	-	7	-	-	127
C Whitney Trust	41	-	2	(36)	-	7
K Pritchard bequest	53	-	4	-	-	57
Len Coakley Trust Fund	-	50	-	-	-	50
Memorial Hall donations	91	-	6	-	-	97
	5,430	146	331	(206)	-	5,701
Special Purpose Museum Reserves						
Catherine E Tong reserve	85	-	7	-	-	92
Ko Tawa reserve	21	3	1	-	-	25
Refurbishment Stage II reserve	-	214	-	-	-	214
Perpetual maintenance reserve	562	-	-	-	(100)	462
Acquisitions reserve	278	2,674	-	-	(2,674)	278
Exhibition reserve	736	-	7	(407)	-	336
	1,682	2,891	15	(407)	(2,774)	1,407
Special Purposes Reserves (excluding Asset replacement reserves)	7,112	3,037	346	(613)	(2,774)	7,108
Asset replacement/Spedding	3,404	-	204	-	-	3,608
Asset replacement reserve	16,234	8,469	980	-	(3,282)	22,401
	19,638	8,469	1,184	-	(3,282)	26,009
	26,750	11,506	1,530	(613)	(6,056)	33,117

Nature and purpose of each reserve:
Trusts - trusts and bequests for general purposes.
Restricted Gifts and Bequests - trusts and bequests subject to special restrictions.
Gifts and Bequests subject to Wishes - trusts and bequests for special purposes as per the wishes of the Donors.
Special Purpose Museum Reserves - specific reserves established to meet the ongoing and future needs of the Museum.

18 Explanation of Transition to NZ Equivalents to International Financial Reporting Standards

Effect of NZ IFRS on Balance Sheet

	1 July 2006			30 June 2007		
Note	Previous GAAP	Effect of transition to NZ IFRS	NZ IFRS	Previous GAAP	Effect of transition to NZ IFRS	NZ IFRS
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Current Assets						
Cash and cash equivalents	1,052	-	1,052	1,517	-	1,517
Short term investments	7,047	-	7,047	3,628	-	3,628
Short term investments-restricted	13,409	-	13,409	10,412	-	10,412
Trade receivables	484	-	484	635	-	635
Goods and services tax receivable	398	-	398	83	-	83
Prepayments	225	-	225	194	-	194
Inventory of finished goods	323	-	323	537	-	537
	22,938	-	22,938	17,006	-	17,006
Current Liabilities						
Trade payables	4,525	-	4,525	2,927	-	2,927
Employee benefits	752	-	752	1,204	(356)	848
Foreign currency forward contracts	-	-	-	59	-	59
	5,277	-	5,277	4,190	(356)	3,834
Working Capital	17,661	-	17,661	12,816	356	13,172
Non Current Assets						
Investments NZ Assets Management	7,767	-	7,767	7,239	-	7,239
Investment property-restricted	1,080	-	1,080	1,175	-	1,175
Property plant and equipment	73,212	328,558	401,770	97,428	327,022	424,450
Intangible assets	-	194	194	-	333	333
	82,059	328,752	410,811	105,842	327,355	433,197
Non Current Liabilities						
Interest bearing loan	-	-	-	3,000	-	3,000
Employee benefits	-	-	-	-	356	356
	-	-	-	3,000	356	3,356
	99,720	328,752	428,472	115,658	327,355	443,013
Represented by Public Equity made up of:						
General Equity	75,465	328,752	404,217	88,908	327,355	416,263
Special Purposes Equity	24,255	-	24,255	26,750	-	26,750
	99,720	328,752	428,472	115,658	327,355	443,013

- a. In accordance with NZ IFRS 1 paragraph 16 the Museum has elected to measure the Collection at the date of transition at its fair value and use that fair value as its deemed cost at that date. The fair value of the Collection at 30 June 2006 was ascertained by Museum staff sufficiently experienced to conduct such a valuation and reviewed by an independent valuer who holds a recognised and relevant qualification with significant recent experience in the area of heritage asset valuation. This increased Property, Plant and Equipment by \$260,793,000.
- In accordance with NZ IFRS 1 paragraph 16 the Museum has elected to measure the Museum building at the date of transition at it's depreciated cost and use that depreciated cost as it's deemed cost at that date. The valuation was performed by DTZ New Zealand Ltd MRENZ, an independent valuer. This increases Property, Plant and Equipment by \$67,959,000 at 01 July 2006, and by \$66,562,000 as at 30 June 2007.
- b. Software was reclassified to Intangible Assets from Property, Plant and Equipment.
- Under NZ IFRS computer software is been classified as finite life intangible assets. These assets were included in property, plant and equipment.
- The net surplus under previous GAAP for the year ended 30 June 2007 was \$15,938,000. This reduces by \$1,397,000 due to the additional depreciation on the Museum building.
- Under NZ IFRS volunteer hours are valued and taken up in the accounts, as revenue and expenditure as disclosed in note 2.

Audit report to the Auckland Museum Trust Board

We have audited the financial statements on pages 18 to 39 and 40 to 64. The financial statements provide information about the past financial performance of the Auckland War Memorial Museum and its financial position as at 30 June 2008. This information is stated in accordance with the accounting policies set out on pages 40 to 45.

This report is provided solely for your exclusive use and solely for the purpose of providing an opinion on the statutory financial statements. Our report is not to be used for any other purpose, recited or referred to in any document, copied or made available (in whole or in part) to any other person without our prior written express consent. We accept or assume no duty, responsibility or liability to any other party in connection with the report or this engagement, including without limitation, liability for negligence

Trust Board Responsibilities

The Trust Board is responsible for the preparation, in accordance with New Zealand law and generally accepted accounting practice, of financial statements which fairly reflect the financial position of the Auckland War Memorial Museum as at 30 June 2008 and the results of operations and cash flows for the year ended on that date.

The Auckland War Memorial Museum Act 1996 also requires the Trust Board to report the performance targets and other measures by which the Museum's performance can be judged in relation to its objectives.

Auditors' Responsibilities

It is our responsibility to express to you an independent opinion on the financial statements, including the statement of service performance presented by the Trust Board.

Basis of Opinion

An audit includes examining, on a test basis, evidence relevant to the amounts and disclosures in the financial statements. It also includes assessing:

- the significant estimates and judgements made by the Trust Board in the preparation of the financial statements, and
- whether the accounting policies are appropriate to the entity's circumstances, consistently applied and adequately disclosed.

We conducted our audit in accordance with New Zealand Auditing Standards. We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to obtain reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Other than in our capacity as auditor, we have no relationship with or interests in the Auckland War Memorial Museum.

Unqualified Opinion

We have obtained all the information and explanations that we have required.

In our opinion the financial statements on pages 18 to 64, fairly reflect the financial position of the Auckland War Memorial Museum as at 30 June 2008 and the results of its operations and cash flows for the year ended on that date.

Our audit was completed on 13 November 2008 and our unqualified opinion is expressed as at that date.



AUCKLAND, NEW ZEALAND

Financial commentary

The 2007/08 year was one of consolidation and realignment in order to enable Auckland Museum to be responsive and relevant to the changing face of Auckland and the Museum visitor. Numerous advancements were made to prepare the accounts and financial reporting strategy for this new era of responsiveness, including a move to embrace international reporting standards, such as IFRS. In addition, improved cash flows and effective management of costs across the budgets mitigated the impact of increasingly or an increasingly turbulent economic climate.

An operating deficit of \$1,681,000 was incurred compared to the Annual Plan projected surplus of \$200,000 for this financial year. Additional depreciation of \$1,397,000 on the recognition of the buildings at their fair value has been provided in this year's operating results, which was not known at the time that the Annual Plan was prepared.

This was due, in the main, to three factors:

- i. Commercial revenue was down on budget by \$600,000. Although the event and tourism businesses performed strongly, the car park and retail businesses achieved lower than anticipated returns. This reflected the lower tourist visitor numbers, circulation/way finding concerns and free car parking in the Domain.
- ii. The special exhibitions revenue was \$220,000 less than the Annual Plan projected revenue of \$1,193,000. This was due to the early termination of the touring Vaka exhibition because of escalation in costs – in particular freight – and the cancellation of the Vatican exhibition, resulting in no revenue from special exhibitions in the last two quarters of the year.
- iii. Additional interest revenue of \$710,000 was used to partially fund voluntary severance (\$363,000) and redundancy costs (\$467,000).

The impact of these factors was minimised by improved cash flows and effective management of costs across the budgets. Although sundry income was increased by

\$325,000 as a result of recognition of volunteer hours donated, this amount is offset by the same amount against expenses.

Special purpose activities revenue include:

- i. The increase in value of the investment property
- ii. The decrease of the investments managed by New Zealand Assets Management, due to the strength of the New Zealand dollar
- iii. The heritage assets donated as the fair valuation of donated objects.

Pledged funding for the Stage II project is almost complete with \$6,693,000 received. A further \$180,000 is expected in 2008–2009.

Short Term Investments – Restricted reflects the increase in special purposes reserves. Investments are invested over time to meet the Museum's requirements.

The Auckland Museum has adopted the New Zealand International Financial Reporting Standards (NZ IFRS) for the year ending 30 June 2008, and prior year financial figures have been amended to reflect this.

To comply with FRS-3 heritage assets purchased or donated have now been capitalised and \$260 million has been taken up in the accounts as IFRS transition adjustments.

Museum volunteers
as of 30 June 2008

Applied Arts	Ethnology	Info Desk	Kirsten Bojsen-Moller	Library
Alwynne Crowsen	Hikitia Barton	Adrian Hart	Lance Yuan	Bridget Payne
Deborah Peek	Rebecca Washer	Alexander Grashchuk	Laurence Delina	David Simmons
Jenna McIntyre	Entomology	Allan Mutch	Leola Melles	Enid Eiriksson
Joan Hamilton	Andres Villegas	Alma Turner	Lon Ho Tsoi	Hamish Cowan
Liz Sharek	Dhahara Ranatunga	Angelica Bell	Lyn Beatson	Joyce Harvey
Lynsay Raine	Keith Wise	Ann McKay	Lynley Mahon	Rosemary Shaw
Margaret Oldham	Guide	Ann Thomas	Margaret Bain	Marine
Pia Gahagan	Alette Mead	Anna Ferguson	Margaret Dale	Aida Crombach
Rigel Sorzano	Alexander Grashchuk	Anna Ridler	Margaret Foote	Anne Nickless
Robyn Hart	Allan Mutch	Annabelle Perera	Marguerite Durling	Anne- Marie Perchec- Merien
Traci Meek	Barry Ensor	Annette Bierre	Marianne Willison	Douglas Snook
Vivien Caughley	Benjamin Crowe	Audrey Maddox	Marion Wood	Elizabeth Hunt
Archaeology	Bernadette Lo	Barry Butcher	Martin Taylor	Fiona Thompson
Angela Scott	Catherine Harris	Bernadette Lo	Monica Hunt	Gordon Nicholson
Armoury	Christopher Blackmore	Beverley Batkin	Murray Harford	Joanna Copedo
Annie Lee	Colleen Montford	Bob Keston	Owen Diggelmann	Jocelyn Nicholson
Bill Senior	Colleen Williams	Carmen Savage	Owen Mc Guinness	Lynette Hellyar
Christopher Blackmore	Dianne Aubin	Catherine Harris	Paul Taylor Blatchford	Margaret Morley
Darryl White	Emilija Nikolic	Christine Olsen	Paulette Melbye	Nand Ram
Donald Jamieson	Heni Goldsmith	Claire Dowling	Pauline Fisher	Susan Hawkeswood
Geoffery Burton	John Hammond	Clio Chiu	Priscilla Pitcher	Natural History
Jim Buckland	John Michaels	Colleen Sweeney	Robin Flynn	Darryl White
John Ross	Lea Signer	Cynthia Dove	Robyn Judd	Eleanor Duff
Joseph Pedersen	Lovonne Campbell	Diane Kan	Roselle Rasmussen	Kathleen Barrow
Judith Hislop	Lucy Mackintosh	Douglass Macalister	Ruby Suzuki	Sabrina Schulte
Kato Pero	Lyndsay Wyatt	Elizabeth Powell	Sally Ewart	Tony Williams
Marjorie Traill	Marguerite Durling	Eric Liu	Sally Kam	Annie Lee
Murray Harford	Marie Burman	Fern Harvey	Sue Cross	Jay Yang
Patricia Stroud	Michael Glass	Gay Croker	Susan Hawkeswood	Jay Yoon
Paul Hobbs	Patricia Sallis	Helen Clark	Suyang Kim	Suyang Kim
Peter Thompson	Patricia Stroud	Helen Hunter	Suzanne Boyes	Pictorial
Phil Lascelles	Peter Fisher	Helen Woodburn	Sylvia Perez	Amy Gould
Stoney Burke	Rachel Ronaldson	Heni Goldsmith	Theodora Wilmot	Jan Hawkins
Varvara Zapisetskaya	Rosalie Lockwood	Ian Kendall	Thomas Chin	RSA
Botany	Sandra Campbell	Irena Hodgson	Thomas Lim	Douglas Clark
Christine Ashton	Sheila Gray	Jacqueline Parker	Tom Matthews	Grayson Finlayson
Janice Butcher	Suzanne Boyes	Jay Yoon	Valerie Leech	Ken Johnstone
Jocelyn Day	Valerie Leech	Jewelee Mcleod	William Liang	Leslie Hughes
Joshua Salter	History	Jill Hodgkinson	William Tucker	Richard Ashton
Meryl Wright	Lucy Mackintosh	Jocelyn Hitchcock	Yujun/Nick Lu	Warren Schrader
Morag Macdonald	Miranda Tindill	John Hammond	Land Vertebrates	Te Kakano
Naomi Lorimer	Robyn Pegden	John Michaels	Eleanor Duff	Rose Rawiri
Shelly Heiss Dunlop		John Stockdale	Kathleen Barrow	
Wynefield Johns		John Hyung-Ki Klm	Michael Taylor	
		Josie Roberts		

11 Appendix 2

Museum medal recipients

- Trevor Bayliss
Associate Emeritus of the Auckland War Memorial Museum
- Dr Janet Davidson
Fellow of the Auckland War Memorial Museum
- Enid Evans
Associate Emeritus of the Auckland War Memorial Museum
- Dr Lindo Ferguson
Companion of the Auckland War Memorial Museum
- Sir Hugh Kawharu (deceased)
Fellow and Companion of the Auckland War Memorial Museum
- Dr Michael King (deceased)
Fellow of the Auckland War Memorial Museum
- William Laxon (deceased)
Companion of the Auckland War Memorial Museum
- Prof. John Morton
Fellow of the Auckland War Memorial Museum
- Mick Pendergrast
Associate Emeritus of the Auckland War Memorial Museum
- Lyndy Sainsbury
Companion of the Auckland War Memorial Museum
- Jeremy Salmond
Fellow of the Auckland War Memorial Museum
- Dr Lucy Cranwell Smith (deceased)
Fellow of the Auckland War Memorial Museum
- John M Stacpoole
Fellow of the Auckland War Memorial Museum
- Katrina Stamp
Associate Emeritus of the Auckland War Memorial Museum
- Henare Te Ua (deceased)
Companion of the Auckland War Memorial Museum
- Evan Graham Turbott
Associate Emeritus of the Auckland War Memorial Museum
- Dr Ranginui Walker
Fellow of the Auckland War Memorial Museum
- Sheila Weight
Companion of the Auckland War Memorial Museum
- Rev. Dr Takutai Wikiriwhi
Companion of the Auckland War Memorial Museum
- Dr T.L. Rodney Wilson
Companion of the Auckland War Memorial Museum
- Lorraine Wilson
Companion of the Auckland War Memorial Museum
- Keith Wise
Associate Emeritus of the Auckland War Memorial Museum

12 Appendix 3
Institute council

Museum circle

- President: Michael Rowe
- Councillors:
- Eric Keys
 - Philip Heath
 - Owen Ormsby
 - Allan C Mutch
 - Jennifer R Lamm
 - Jennifer Hand
 - Roger McElroy
 - Sam Rahui
 - Rae Nield
 - James Frater
 - John Duder
- Manager: Alison Barnett
- Chairman: Peter Hays
- Trustees
- David Nicoll
 - Lyndy Sainsbury
 - James Wallace
 - Peter Webb
- Committee:
- Anna Bidwell
 - Chris Devereaux
 - John Leaning
 - Andrew Melville
 - Alister M Martin
- Treasurer: Andrew Smith
- Development Manager: Rozelle Edwards

Staff publications

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14 Policies

Full copies of the Trust Board's Governance policies are published on the Museum's website www.aucklandmuseum.com. The Board has adopted the following Governance policies over the preceding 12 months:

- Investments
- Policy and Procedure Management
- Mounting Exhibitions

15 Donors, partners, funders and sponsors Local authorities

Partners of Auckland War Memorial Museum play a vital role in keeping the Museum at the forefront of Auckland's, indeed New Zealand's, major cultural institutions. Thanks to their dedicated support, the Museum is dramatically transforming itself to meet the challenges of the future, while maintaining the highest standards for exhibitions, galleries, research, collections care, education, and public programs.

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The Todd Foundation

Major Funders:

ASB Community Trust
The Lion Foundation

Principal Partners:

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Museum Circle

The following local authorities meet the net operating costs of maintaining, operating and developing the Museum:



The Museum Trust Board is grateful for the support and advice provided by the members of the Electoral College who approve the annual Museum Levy.



