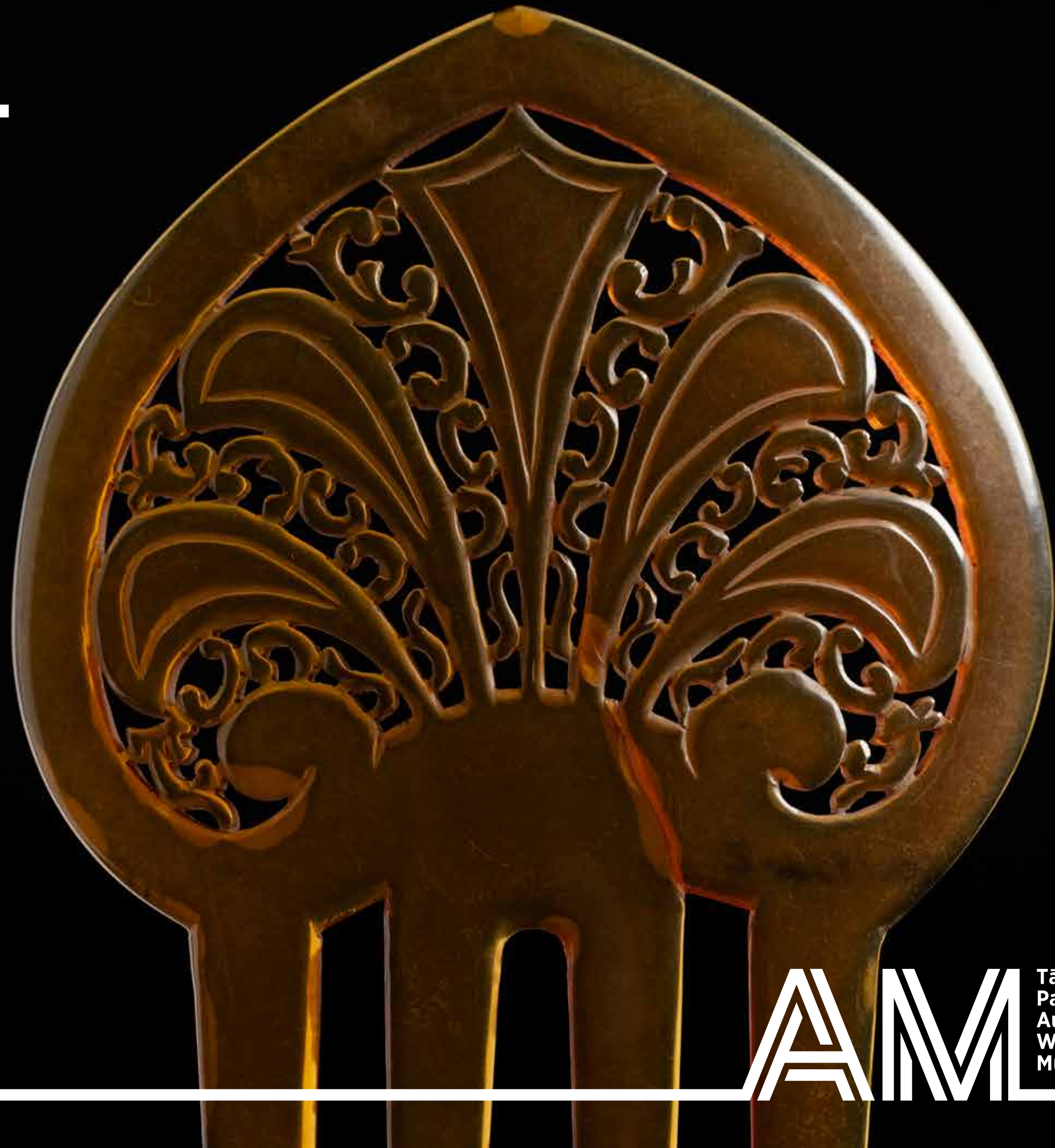


# DRAFT ANNUAL PLAN

—  
FY 2022/23



Tāmaki  
Paenga Hira  
Auckland  
War Memorial  
Museum

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Cover: Comb, hair. Collection of Auckland Museum Tāmaki Paenga Hira, 1967.197, col.1924.2  
Opposite: Figure. gift of Captain George A Humphreys-Davies, Kawakawa Bay, 1944 [S5].  
Collection of Auckland Museum Tāmaki Paenga Hira, 1944.19, K638



## OUR PLAN FOR FY 2022/23

Our Plan for FY 2022/23 represents the fifth and final year of our Five-Year Strategic Plan 2017-2022, which will see the Museum firmly focused on completing the final delivery of its key strategic priorities.

Tāmaki Paenga Hira, Auckland War Memorial Museum exists to serve Aucklanders and visitors to the city for today, tomorrow, and future generations. Auckland War Memorial Museum today stands on the hill known as Pukekawa. Built by subscriptions raised by Aucklanders in remembrance of their war dead, which enabled the construction of what is considered one of New Zealand's finest heritage buildings. From our original humble beginnings in a two-room farm cottage in the suburb of Grafton, in 2022, we will celebrate our 170th year as the museum for Tāmaki Makaurau, Auckland. A part of the social fabric of this city over the decades, we continue to facilitate cultural wellbeing and social cohesion by enabling Aucklanders to connect with the past and have a sense of their identity and place in a changing world.

We have recently concluded a major transformation programme of exhibition galleries and public spaces, enabling more compelling visitor experiences and learning opportunities. Increased accessibility to our collections has been enabled via investment in an expanded digital platform. Our Research Strategy has enabled collaborative partnerships with others to advance our primary research in the natural sciences and cultural history domains.

The Museum's mahi and stories are shared with more people today than ever before. Our new Museum Membership programme is proving popular for those looking for a deeper relationship with the Museum. A pipeline of international touring exhibitions has been

secured. While our self-generated revenue sources, largely reliant on the international tourism market, have not recovered to pre-COVID levels, slow signs of recovery are evident due to the development of ticketed products and enhanced engagement with our domestic audiences. Our educational platform will continue to strengthen and grow through programming the use of Te Whiwhinga The Imaginarium onsite whilst engaging the sector online and through outreach activity.

FY 2022/23 will see the Museum brought to life through enhanced programming, ensuring that Aucklanders visit their Museum more often. Our international reputation and collaboration have opened the door to touring partnerships with renowned global cultural institutions. Each provides our audiences with unique opportunities to explore global cultural and natural heritage. While border closures, lockdowns and social distancing have all combined to make our world smaller, the past eighteen months have taught us that sharing cultural experiences electronically as well as physically builds resilience and social cohesion.

The year will begin with the highly anticipated Ancient Greeks: Athletes, Warriors and Heroes from the British Museum, followed by a second international touring exhibition delivering on our commitment to bring the world to Auckland at a time when international travel is restricted. Te Taunga Community Hub will continue to provide the opportunity and space for Tāmaki's many cultural communities to share their own stories and reflect what they want to share about themselves.

Our focus in FY 2022/23 will be on the development of our Natural Environment and Human Impact galleries. Responsive to the sustainability goals of the city, we recognise the role the Museum has to play in educating



those who live here and visitors to our city. Uniquely our research efforts build a base of evidence that informs the understanding of climate change and biodiversity.

There has never been a better time to invest in research. We will continue to work alongside our partners to advance the nation's understanding of its cultural and natural heritage. As an internationally acknowledged leader in the digitisation of collections, we will make further investments in enhancing access to our rich content for local, national and global audiences through a range of online channels. Through our website and digital channels, we aim to enhance digital inclusion.

Partnership is critical to the delivery of our Annual Plan. With the guidance of the Taumata-ā-Iwi, we shall look to inform the development of our next Five-Year Strategic Plan with a focus on building a stronger bicultural museum. Guided by our Pacific Advisory Group, our work with our Pasifika communities will see us pilot several experiences, concepts and content to inform the redevelopment of our Pacific galleries. In partnership with the Auckland Museum Institute, we will grow opportunities to enable

tertiary students to undertake postgraduate research on an area of museum practice or the Museum's collections. And as the war memorial for the Auckland province, we will continue to partner with the RSA and the city as the home of Auckland's commemoration.

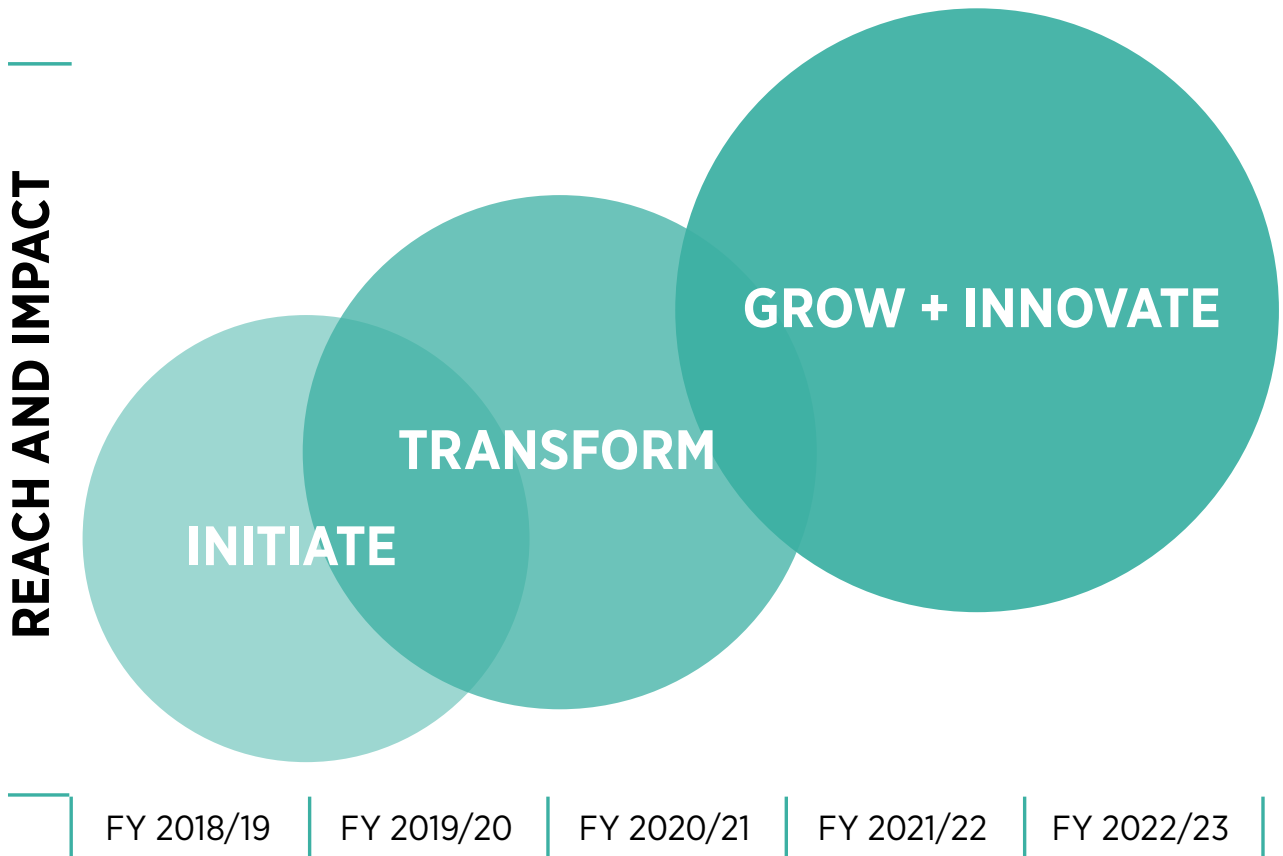
Each Auckland Museum Annual Plan is aligned with the key outcomes of the Auckland Plan 2050. The Museum's Trust Board has welcomed the opportunity to engage with Council directly by establishing the joint Rangatira ki Rangatira forum, which has brought about improved communication with elected members. Our financial outlook remains dominated by the impact of COVID-19 and the absence of the international tourism market, combined. This long tail of the pandemic, combined with static public funding, has contributed to a multi-year deficit position. This plan outlines our staged approach back to a balanced position. The proposed levy of 1.5% is the first increase to the Museum's public funding levy after two consecutive years of a 0% increase. We remain grateful to the ratepayers of Auckland and Auckland Council for their continuing support.

**John Judge**  
Acting Chair,  
Auckland Museum Trust Board

**Precious Clark**  
Chair,  
Taumata-ā-Iwi

**Dr David Gaimster**  
CEO,  
Auckland War Memorial Museum

# OUR FIVE-YEAR STRATEGIC PLAN



As our current Five-Year Strategy draws to a close, our focus in FY 2022/23 is on its completion.

The Five-Year Strategy describes how we deliver against our legislative requirements and treaty responsibilities to create value for Aucklanders. We reference our key activities against the objectives of the Auckland Plan 2050. Internally, we cross-reference our activity against the New Zealand Treasury’s Living Standards Framework, which supports intergenerational wellbeing.

Every facet of our business was touched in some way by the impacts of the COVID-19 pandemic. The ongoing uncertainty as we look towards FY 2022/23 makes it difficult to predict with confidence what lies ahead. While our trajectory to achieve a number of

our five-year targets has been slower than anticipated as a result of this, we are excited about the future as we turn our attention to the development of our next Five-Year Strategy.

The period FY 2023/24 to FY 2027/28 will be shaped by our second Five-Year Strategy, which will see Auckland War Memorial Museum into its 100th year on Pukekawa, in the heart of Auckland Domain. Informed by our founding Act, and with the guidance of our partners, the Taumata-ā-Iwi, Auckland Museum Institute and our Pacific Advisory Board, together with inputs from the many stakeholder groups the Museum serves, will see us continue to contribute to Auckland’s vision of a world-class city with a thriving cultural sector.

# TĀMAKI PAENGA HIRA AUCKLAND WAR MEMORIAL MUSEUM

Tāmaki Paenga Hira Auckland War Memorial Museum is one of New Zealand's oldest and most significant museums, located in Aotearoa's largest city. The collections are of national and international importance. It is the responsibility of the Museum to care for these collections and share them and their stories with the world.

The significance of the Museum and its importance to the city and New Zealand is recognised in the Auckland War Memorial Museum Act 1996, which established the Trust Board and requires it to act on behalf of present and future Aucklanders.

The Act places responsibility on the Museum's Trust Board to recognise and provide for:

- (a) the recording and presentation of the history and environment of the Auckland region, New Zealand, the South Pacific and, in more general terms, the rest of the world
- (b) conservation of the heritage of the Museum, and of global resources
- (c) the role of the Museum as a war memorial
- (d) celebration of the rich cultural diversity of the Auckland region and its people
- (e) education which involves and entertains people to enrich their lives and promote the wellbeing of society
- (f) the advancement and promotion of cultural and scientific scholarship and research
- (g) achievement of customer satisfaction by consultation, responsiveness, and continuous improvement

- (h) leadership through professionalism, innovation, and co-ordination of effort with relevant organisations
- (i) greater financial self-sufficiency through the prudent operation of compatible revenue-producing and fundraising activities which supplement public funding
- (j) providing maximum community benefit from the resources available.

Our objectives as a museum are clearly outlined in the Auckland War Memorial Act 1996.

Amongst others, our role is to collect, preserve, and share the history and environment of Tāmaki Makaurau, the Auckland region, Aotearoa, the South Pacific and, the world around us. We share the story of who we are as Aucklanders, as New Zealanders and the world in which we live.

However, Auckland Museum is more than a visitor attraction. We have a duty to conserve the heritage of the Museum and act as a kaitiaki of the extensive collections of heritage, cultural, and scientific taonga we care for in perpetuity.

As the war memorial for the Auckland province, the iconic heritage building was built on Pukekawa in Auckland Domain in 1929, when subscriptions raised by Aucklanders in remembrance of their war dead enabled its construction as a touchstone for commemoration.



Tāmaki Makaurau is a rapidly growing and diversifying city. We have a responsibility to celebrate the rich cultural diversity of the city and its people and contribute to building social cohesion in an uncertain environment. We enable education, both formally through our support of the New Zealand Curriculum and by enhancing community understanding and awareness of social, cultural and environmental issues.

The advancement and promotion of cultural and scientific scholarship and research underpin every element of the Museum, from collecting taonga to informing exhibitions and providing educational services. There has never been a better time to invest in research. Through research, we build and enhance New Zealanders' understanding of the world and develop community understanding of historical and contemporary issues informed by different knowledge systems and

delivering important findings through a range of outreach activities.

Additionally, we have a responsibility to operate the Museum prudently and diversify revenue-raising activities to complement our public funding and maximise community benefit. We support the economic development of Auckland, both as the most liveable city and as a visitor destination for both domestic and international tourism.

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

# OUR STRATEGIC FRAMEWORK

Our vision at Auckland Museum is 'He oranga tangata ka ao – Enriching lives: Inspiring discoveries'.

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

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

We also reference our activity against the New Zealand Treasury's Living Standards Framework which supports intergenerational wellbeing.

## VISION

He oranga tangata ka ao –  
Enriching lives: Inspiring discoveries

## MISSION

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

## PAEREWAS TOUCHSTONES

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

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

**A bicultural heart connected to our communities**

**A place of innovation, curiosity, learning and research**

**A compelling experience** onsite, offsite, online

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

## FIVE-YEAR PRIORITIES

**Reach** out to more people

**Transform** our building and collections

**Stretch** thinking

**Lead** a digital museum revolution

**Engage** every schoolchild

**Grow** our income and enhance value for Aucklanders

## ANNUAL PLAN FY 2022/23

Gives life to the fifth and final year of the Museum's Five-Year Strategic Plan

## GUIDING PRINCIPLES

Manaakitanga, Kaitiakitanga, Mana Whenua

# OUR STRATEGIC PRIORITIES & KEY ACTIVITIES FOR FY 2022/23



## 1

## REACH OUT TO MORE PEOPLE

Operating in an uncertain environment, FY 2022/23 is based on the assumption that Aotearoa continues to operate at Alert Level 1. We anticipate that stringent MIQ procedures will continue to operate, and limited international travel will occur.

With compelling international touring exhibitions onsite and a programme of vibrant public experiences, we are confident that Auckland Museum will drive strong local interest and domestic visitation. Ongoing scheduling of Te Taunga Community Hub onsite will ensure Aucklanders can see themselves within their Museum and share their stories with the public. Our focus in FY 2022/23 is to rebuild onsite visitation to reach a total of 887,000 visitors by year-end.

Our role as Auckland's war memorial and home of collective remembering will continue to be at our heart as we lead the commemoration of sacrifices made in the context of war.

Our offsite programmes will engage the Aucklanders for whom access is a barrier in their communities.

Online, we will continue to enhance and expand our digital offering providing digital inclusion and connectedness for all, as we share the Museum's collections and content locally, nationally and internationally.

Bottle. Humphreys-Davies collection, gift of Captain George A Humphreys-Davies, 1944, collection of Auckland Museum Tāmaki Paenga Hira, 1944.19, K587, 27156, M1, M5-M10

### How will we add value for Aucklanders?

**By delivering a quality experience for Aucklanders and visitors to the city through compelling exhibitions and public activities**

### Key activities we will undertake in FY 2022/23

Deliver a compelling onsite experience within the Museum's galleries through a vibrant and diverse public programme

Bring the world to Auckland through the delivery of two international touring exhibitions that will inspire discovery and deliver visitation and engagement

Deliver two exhibitions annually which showcase Museum collections

Actively schedule Te Taunga Community Hub, which brings to life the stories of Auckland's diverse communities through their eyes

### Alignment with Auckland Plan outcomes

Belonging & participation  
Environment & cultural heritage  
Opportunity & prosperity

**By reaching out to Aucklanders in their communities through a series of inclusive outreach programmes that promote accessibility and diversity**

Increase accessibility by delivering a rich offsite programme with and for Auckland communities, including Museum experiences at key Auckland events and festivals like Pasifika, ASB PolyFest, Diwali, Waitangi Day and the Auckland Festival

Belonging & participation  
Environment & cultural heritage  
Opportunity & prosperity

**By sharing Auckland's collections with the rest of the nation**

Develop exhibition Nature Boy: Photographs of Olaf Peterson so it can tour selected venues nationwide

Continue an active programme of regional and national lending of collections to cultural institutions, scientific organisations and iwi for exhibitions, significant community events and research

Belonging & participation  
Environment & cultural heritage

**By increasing digital content and reach to share the Museum's collections, knowledge and stories locally, nationally and globally**

Undertake a prioritised programme of cataloguing and digitisation activities to enhance public access to and understanding of our world-class collections

Work with online partners to increase access to the Museum's collections and information

Belonging & participation  
Environment & cultural heritage  
Opportunity & prosperity

**Strengthen our bicultural foundation by promoting Māori identity and wellbeing**

Undertake a prioritised programme of cataloguing and digitisation activities to enhance public access to and understanding of our world-class collections

Work with online partners to increase access to the Museum's collections and information

Belonging & participation  
Environment & cultural heritage  
Opportunity & prosperity  
Māori identity & wellbeing

<b>Strengthen our bicultural foundation by promoting Māori identity and wellbeing</b>	Engage the Auckland community in the Māori dimension of Auckland Museum and Tāmaki, to grow Māori knowledge and awareness, through the delivery of unique Ngā Kākano Wānanga public events	Belonging & participation Environment & cultural heritage Māori identity & wellbeing
	Continue leadership in repatriation policy and practice across Aotearoa New Zealand and the exemplary delivery of the Museum's koiwi repatriation programme	
<b>By growing Pacific knowledge and awareness, through promoting Pacific identity and wellbeing</b>	In partnership with Auckland's Pasifika communities, grow public awareness of Pacific knowledge, language, and culture	Belonging & participation Environment & cultural heritage Pacific identity & wellbeing
	Engage the Auckland community in the Pacific dimension through the delivery of unique Ngā Kākano Wānanga public events featuring expert Pasifika speakers	
<b>By taking a leadership role as Auckland's war memorial and home of collective remembering in commemorating the sacrifices made in the context of war</b>	Deliver at least three major commemorative programmes annually in partnership with Auckland Council, RSA and other partners	Belonging & participation Environment & cultural heritage
	Actively engage with veteran communities to share their experiences of war and the impact of war on New Zealand	
<b>By enriching the visitor experience through the continued development of an active Museum Membership and AMI programme, which forms part of a framework of membership relationships for Aucklanders</b>	Continue to grow Museum Membership year on year	Belonging & participation
	Deliver a compelling Museum Membership product offer that delivers members' satisfaction and engagement	

## Measures we will audit and track over time

### Measures we will track and audit over time

**Deliver onsite visitation of 887,000 in FY 2022/23**

**Deliver visitor satisfaction at 95% or above as measured by our annual Visitor Profile Survey by June 2022**

**Demonstrate year-on-year growth of online public engagement with the Museum's digital content, directly or through partners**

### Alignment with the Auckland Plan

Belonging & participation

Environment & cultural heritage

Māori identity & wellbeing

Pacific identity & wellbeing

Opportunity & prosperity



## 2

## TRANSFORM OUR BUILDING AND COLLECTIONS

Our responsibility is to care for and protect Auckland's much-loved iconic heritage building and act as a kaitiaki for the extensive cultural and natural heritage collections under our stewardship for today and future generations. We will continue an active programme of regional and national lending to cultural institutions, scientific organisations and iwi for exhibitions, significant community events and research. Our collection development plans will continue to be responsive to Auckland's growing diversity and changing natural environment.

Committed to our Green Museum Sustainability Plan, we will support the sustainability ambitions of the city, outlined in the Auckland Plan 2050 and Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. We recognise the unique role the Museum has to play in the way it operates as an organisation and its role in educating those who live here and visitors to our city. Our research efforts build a base of evidence that informs the understanding of climate change and biodiversity.

With the significant building transformation projects now concluded, in FY 2022/23, our attention will turn to the mobilisation of the Natural Environment and Human Impact galleries. Due to open the following year, the galleries will advance the city's climate change objectives through the role of public education.

With many of our galleries over 25 years old and needing to address the contemporary issues of the day, future projects will be advanced to concept design to enable us to seek fundraising and financial support for their longer-term delivery. Approaches to Māori and Pacific narratives will be piloted with visitor groups to test their impact and efficacy as we work towards the long-term redevelopment of these galleries.

Fan, Collection of Auckland Museum Tāmaki Paenga Hira, col.0970



### How will we add value for Aucklanders?

#### By transforming the visitor experience to meet the needs of our audiences

### Key activities we will undertake in FY 2022/23

Complete construction of the Natural Environment & Human Impact Galleries for launch in FY 2023/24

Work with the Auckland Museum Institute to fundraise for the development of a Members Lounge for those visitors who seek a closer relationship with the Museum through membership

Prototype and pilot a number of experiences, concepts and content to understand visitor and iwi engagement to the redevelopment of the Māori galleries

Prototype and pilot a number of experiences, concepts and content to understand visitor and community engagement to the redevelopment of the Pacific galleries

#### Through our leadership as a kaitiaki and by conservation of the iconic heritage-listed building for future generations

Continue to renew critical assets in line with the Museum's Asset Management Plan

Deliver a programme of core and essential repairs and maintenance identified in the Heritage Asset Management Plan 2018-26

#### Support the sustainability ambitions of the city

Deliver actions as set out in our Sustainability Framework 2021-2023

### Alignment with Auckland Plan outcomes

Belonging & participation  
Environment & cultural heritage

Belonging & participation  
Environment & cultural heritage  
Māori identity & wellbeing

Belonging & participation  
Environment & cultural heritage  
Pacific identity & wellbeing

Environment & cultural heritage

Belonging & participation  
Environment & cultural heritage

By developing, caring for and preserving Auckland’s world-class collections to ensure taonga are cared for, conserved and made available for future generations

- Continue to strengthen the Museum’s collection development in accordance with the Collection Development Plan 2020-2025, to reflect current issues and responses in Auckland and beyond
- Refresh gallery content, stories and objects through a prioritised programme of object rotations and gallery improvements
- Undertake an active programme of collections care and conservation so that taonga are preserved for continued accessibility now and in the future
- Progress our cultural safety protocol and risk management framework for advancement in the care and protection of taonga Māori
- Environment & cultural heritage
- Māori identity & wellbeing

Measures we will audit and track over time

Measures we will audit and track over time	Alignment with the Auckland Plan
Deliver a responsive programme of core and essential repairs and maintenance and heritage asset management aligned with the Asset Management Plan	Homes & places Environment & cultural heritage Māori identity & wellbeing Pacific identity & wellbeing



# 3

## STRETCH THINKING

The role of research underpins every activity the Museum undertakes. As the nation's oldest research museum and home to one of its largest reference libraries, Auckland Museum's Research Strategy charts the course of our direction.

In FY 2022/23, we will continue to progress our multi-year research programmes alongside our partners to advance the nation's understanding of heritage, cultural, and scientific taonga.

There has never been a better time to invest in research. Our research informs our understanding of collections, what we collect in the future, and how we raise awareness of issues and challenges through exhibitions, public programmes, online and on the gallery floor.

Compass, Collection of Auckland Museum Tāmaki Paenga Hira, 1967.109, col.1642, Mar.335

### How will we add value for Aucklanders?

**Through the delivery of our peer-reviewed Auckland Museum Research Strategy and working in partnership with others such as universities, science and iwi partners to identify mutual research interests and collaborate on research initiatives**

**Acknowledge excellence in the field of scholarship, academic achievement, research, service to the museum community or the generation of new knowledge drawing from the Museum's collections and research resources**

**Take a leadership role in growing the pipeline of tertiary students using the Museum as a resource through partnerships with teaching and training organisations, universities, science and iwi partners**

### Key activities we will undertake in FY 2022/23

Continue archaeological investigations on the Otata/Noises Islands and share research outcomes with iwi partners and the Neureuter Family Trust

Alongside Ngāti Kuri and in partnership with NIWA, Manaaki Whenua Landcare and universities, co-lead a multi-year MBIE Endeavour funded research programme at Rangitāhua/Kermadec Islands, that will lead to an indigenous-led ecosystem management plan by 2025

Work in partnership with the Auckland Museum Institute to host the Museum Medals, recognising individuals who have provided exceptional service in the field of scholarship, academic achievement, research, service to the museum community or the generation of new knowledge drawing from the Museum's collections and research resources

Deliver a sector-leading postgraduate student programme in Museums and Cultural Heritage in partnership with the University of Auckland

Recruit a new cohort for the Sheldon Werner Summer Studentships Programme to enable tertiary students to gain career-relevant work experience in the culture and heritage sector

Award annual scholarships to the Auckland Museum Institute Postgraduate Scholarship Programme to enable students to undertake postgraduate research on an area of museum practice or museum collections relevant to the priorities of Auckland Museum

In partnership with the Kawharu Foundation, award the Sir Hugh Kawharu Scholarship to support and encourage Māori research and leadership, particularly in the field of cultural heritage

### Alignment with Auckland Plan outcomes

Environment & cultural heritage  
Māori identity & wellbeing

Environment & cultural heritage

Belonging & participation  
Environment & cultural heritage  
Opportunity & prosperity

Belonging & participation  
Environment & cultural heritage  
Opportunity & prosperity  
Māori identity & wellbeing

**By undertaking research that delivers social and environmental benefits for Auckland and New Zealand, and that translates into outcomes for the Museum's public experience**

Use research undertaken in the Auckland region and regional Pacific to inform the content of the Natural Environment and Human Impacts gallery due to open in late 2023

Environment & cultural heritage

Share Museum research through an active publishing programme of books, records and bulletins, and online platforms

Environment & cultural heritage  
Opportunity & prosperity

Partner with Otago University to co-develop an early New Zealand photography touring exhibition

Belonging & participation  
Environment & cultural heritage

**By engaging the community in thought, debate and discussions about colonisation in Aotearoa**

Reframe and redevelop the New Zealand Wars public experience in collaboration with iwi partners

Belonging & participation  
Environment & cultural heritage  
Māori identity & wellbeing

**Measures we will audit and track over time**

**Measures we will track and audit over time**

**Publish at least six scholarly research articles, chapters or reports in peer-reviewed publications annually**

**Alignment with Auckland Plan**

Māori identity & wellbeing  
Pacific identify & wellbeing\*  
Environment & cultural heritage



## 4

**LEAD A  
DIGITAL MUSEUM  
REVOLUTION**

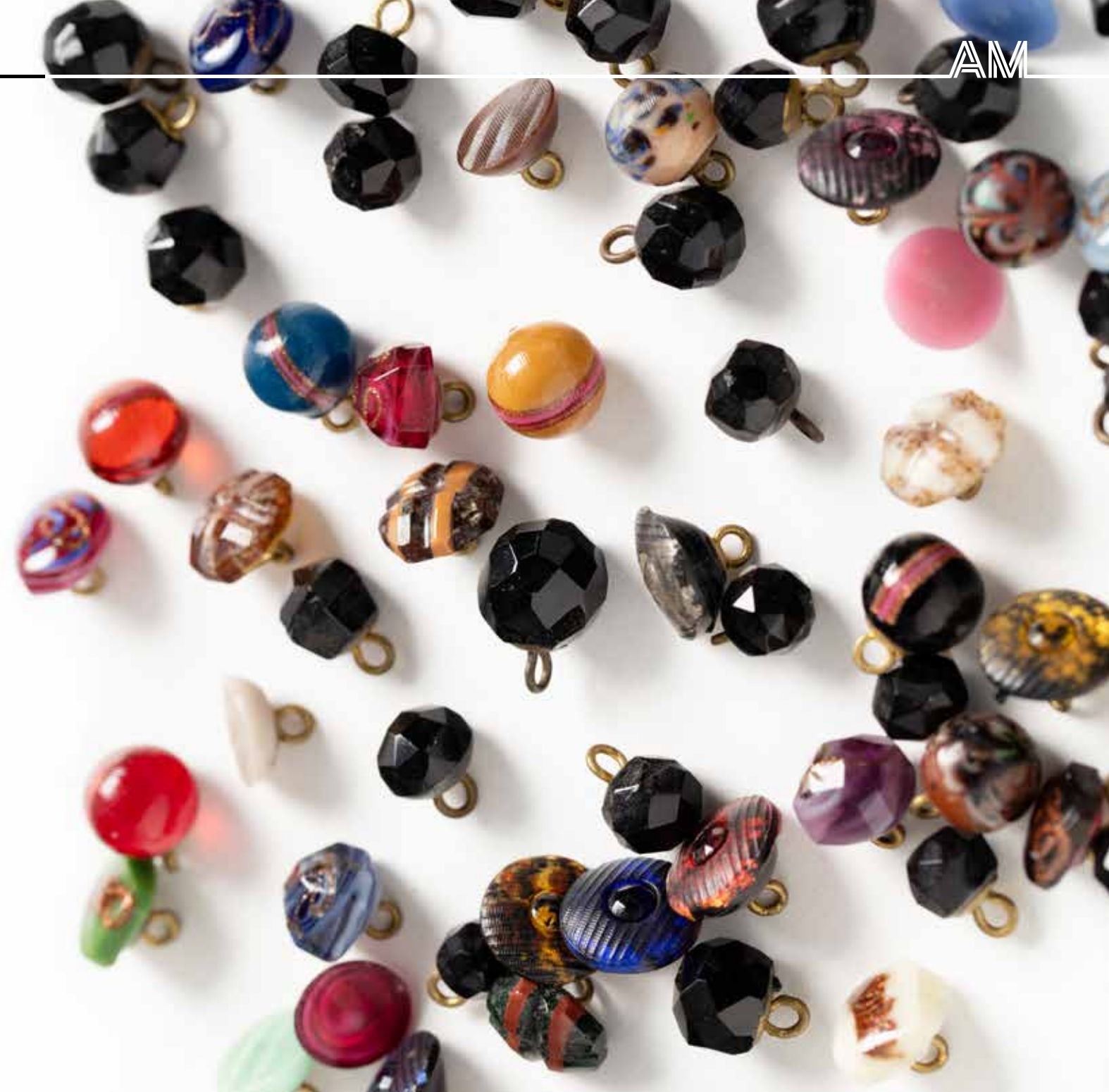
Auckland Museum's online presence has continued to go from strength to strength, with significant growth in the number of people globally accessing the Museum's collections online. We will continue to undertake digitisation activities to enhance public access to and understanding of the cultural, historical and scientific value of our world-class collections.

Our digital leadership has been recognised by becoming the nation's centre of excellence for the Biodiversity Heritage Library (BHL) in partnership with the Smithsonian Libraries and other global institutions. This initiative will enhance international scientific research through the provision of digital information about the endemic natural heritage of Aotearoa and the biodiversity of our flora and fauna.

Our onsite visitor experiences will be further enriched by digital interactivity and content. And we will continue to provide digital inclusion by utilising our online channels to share the stories of our collections, research and content.

Shawl. Collection of Auckland Museum Tāmaki Paenga Hira, col.1149

How will we add value for Aucklanders?	Key activities that we will undertake in FY 2022/23	Alignment with Auckland Plan outcomes
<b>By engaging Museum visitors with innovative digital technologies to enhance their experience, enable deeper storytelling and facilitate knowledge sharing</b>	Refine, build and test engaging digital experiences to enhance visitor experiences in the Human Impact and Natural Environment galleries	Belonging & participation Environment & cultural heritage
	Deliver digital experiences that enhance educational outcomes and visitor experience of the Museum's special touring exhibition programme	
<b>By using technology to increase access and inclusivity onsite and online</b>	Improve the Museum's website to deliver increased accessibility for online visitors	Belonging & participation Environment & cultural heritage Opportunity & prosperity
	Evaluate the success of our multilingual and special interest guides to inform updates to existing experiences and future product development	
<b>By demonstrating digital, cultural and scientific leadership locally, nationally and internationally</b>	Enable online users to share their knowledge to enrich and enhance collection records and research information by developing features and partnerships that encourage reciprocal engagement	Belonging & participation Environment & cultural heritage Opportunity & prosperity
	Become the national centre for the BHL, alongside the Smithsonian Libraries and institutions globally to enhance international scientific research through the provision of digital information about the biodiversity of Aotearoa's flora and fauna	Environment & cultural heritage Opportunity & prosperity
	Participate in the leadership of national conversations about copyright reform, indigenous intellectual property and digital preservation	Belonging & participation Environment & cultural heritage Māori identity & wellbeing
	Develop a set of principles, policies and procedures for collection information management and access that support the Museum's partnerships with iwi and Māori and indigenous intellectual property rights	



### Measures we will audit and track over time

#### Measures we will track and audit over time

**Create and deliver at least five new public digital experiences to optimise emerging technologies and methodologies that enhance the visitor experience**

**Deliver at least four digital projects that showcase cultural leadership in the digital space locally, nationally and internationally**

#### Alignment with Auckland Plan

Belonging & participation  
Māori identity & wellbeing  
Pacific identity & wellbeing

# 5

## ENGAGE EVERY SCHOOLCHILD

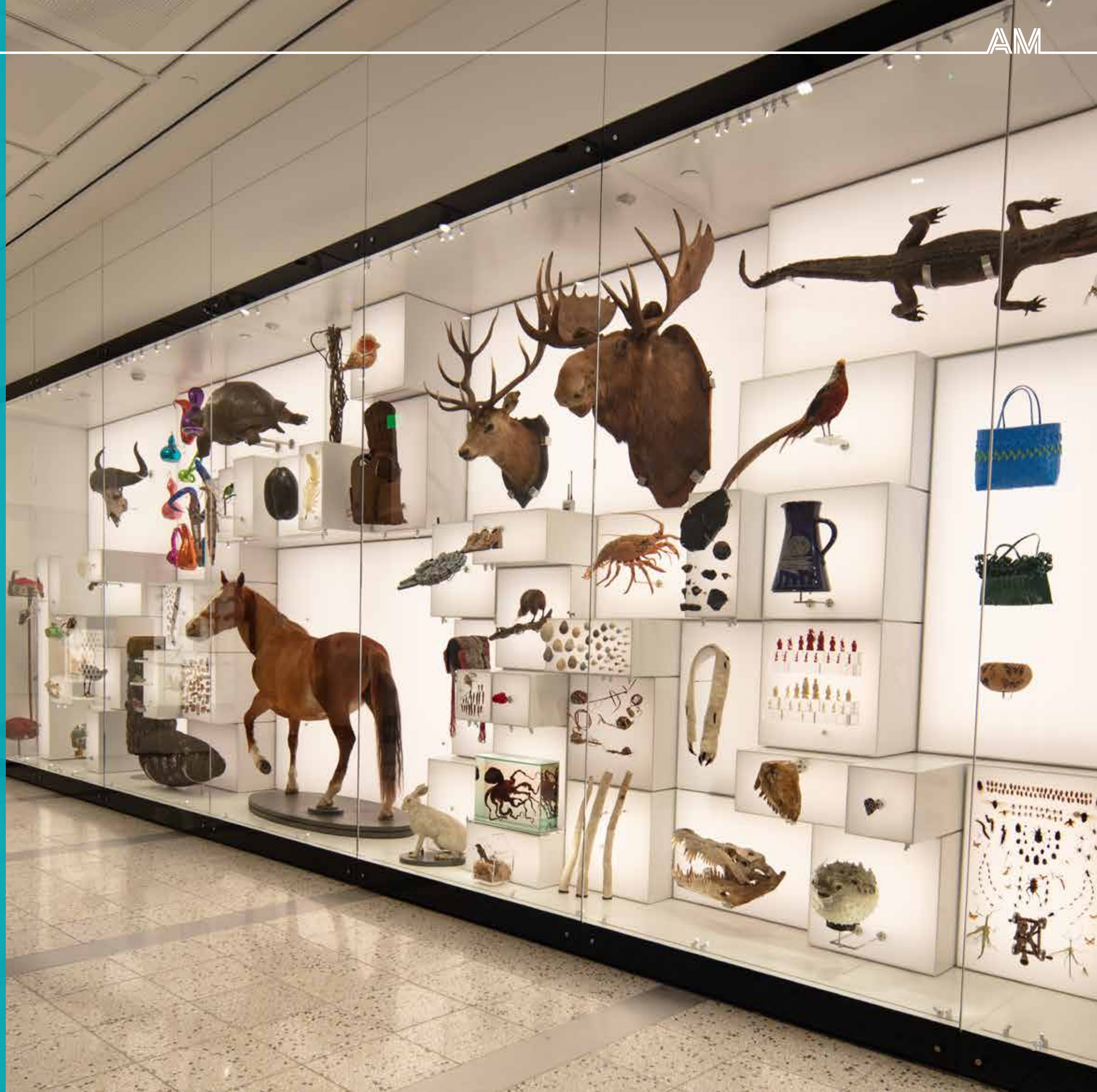
With our aspiration to engage every schoolchild, our education programmes enable engagement with experienced educators, collections and resources to spark the curiosity of all young learners.

Te Whiwhinga The Imaginarium is the home of education within the Museum's walls. It has rapidly become a centre of excellence in museum education, providing hands-on, experiential objects-based learning opportunities.

Offsite, innovative learning programmes and resource kits provide access to Museum experiences, and online our AM Learn educational platform provides rich resources and learning opportunities.

With a range of learning experiences on offer, the Museum provides a unique environment for young people to discover new knowledge and become inspired.

Model, ship, Collection of Auckland Museum Tāmaki Paenga Hira, 1957.133, col.1129, mar.328, mar.054



How will we add value to Aucklanders?	Key activities we will undertake in FY 2022/23	Alignment with Auckland Plan outcomes
<b>By improving the reach of our onsite education</b>	Adapt our programmes through the application of the foundations of Mātauranga Māori to enable learning equity and improved access and outcomes for all learners	Belonging & participation Māori identity & wellbeing Pacific identity & wellbeing Environment & cultural heritage
	Improve our onsite education programmes to support the Universal Design for Learning, enabling greater accessibility for students with higher learning needs	
	Develop new and compelling learning programmes to enhance the educational opportunities provided by international touring exhibitions	
	In preparation for the launch of the Natural Environment and Human Impact galleries, develop compelling learning programmes, which raise public awareness of the impact of humans on the natural environment and our shared responsibility to contribute to its care	
<b>By extending the reach of offsite education outreach programmes and learning events</b>	Continue to grow learning-focused and reciprocal relationships with schools and teachers, and more broadly within the education sector	Opportunity & prosperity
	Support schools and kura with their curriculum needs through the development of resources that embed the NZ Histories curriculum content	Belonging & participation Māori identity & wellbeing Pacific identity & wellbeing
	Adapt offsite learning resources to support the Universal Design for Learning, enabling greater inclusivity and accessibility for students with higher learning needs	
<b>By increasing the reach of our online school programmes and resources</b>	Expand outreach through the provision of learning opportunities to learning networks, external organisations and community groups	Environment & cultural heritage
	Optimise and extend the AM Learn online platform to represent the Museum's full educational offering	Belonging & participation Māori identity & wellbeing Opportunity & prosperity
	Develop a te reo Māori user journey on the AM Learn online platform and develop and create online learning resources in te reo Māori	
	Continue to create and develop online content as a resource for teachers and students to enable continued learning beyond their onsite Museum visit	



## Measures we will audit and track over time

### Measures we will track and audit over time

**Grow onsite student numbers visiting the Museum to 85,876 in FY 2022/23**

**Grow offsite student numbers through school outreach programmes to achieve the five-year target of engaging over 100,000 schoolchildren annually**

### Alignment with Auckland Plan

Belonging & participation  
Māori identity & wellbeing  
Pacific identity & wellbeing\*  
Environment & cultural heritage

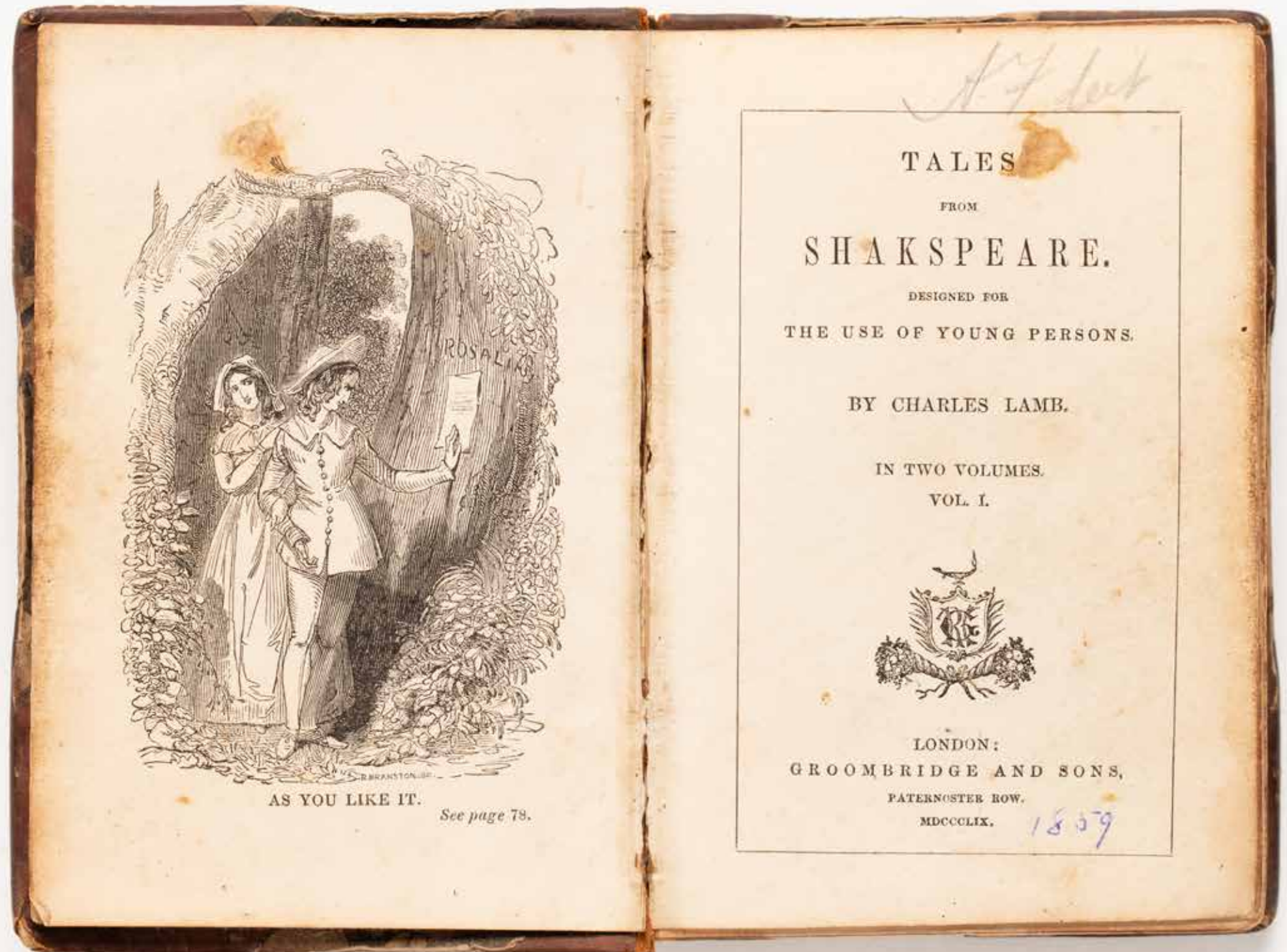
## 6

## GROW OUR INCOME AND ENHANCE VALUE FOR AUCKLANDERS

In the wake of COVID, we were immensely grateful to the ratepayers of Auckland and Auckland Council for the levy which enabled Tāmaki Paenga Hira to retain its core functions as a major metropolitan museum for the communities we serve. The ratepayer levy remains vital in enabling us to provide free general admission for Aucklanders and a range of free public programming and activities.

We continue to focus on rebuilding our pre-COVID self-generated revenue streams. With the continued absence of the international tourism market, it has been necessary to grow revenue streams from local and domestic markets to diversify our income. And through targeted fundraising, we work with the support of a wide range of individuals, communities, and organisations, whose generosity ensures that we can deliver more for Aucklanders today and into the future.

In FY 2022/23, we will continue to operate in deficit within a challenging funding environment, as the absence of international visitors due to COVID-19 continues to be felt.



How will we add value for Aucklanders?	Key activities we will undertake in FY 2022/23	Alignment to Auckland Plan outcomes
By ensuring the Museum remains an integral part of Auckland's tourism offering and contributes to a vibrant visitor economy	<p>Continue to grow Auckland's domestic tourism market by working with Auckland Unlimited to ensure the Museum's public offer is considered a key "product" to grow Auckland's visitor economy</p> <p>Play an active part in the business events sector through working with the BEIA and Tourism NZ to support them in bringing business events and conferences to Auckland</p>	<p>Environment &amp; cultural heritage</p> <p>Opportunity &amp; prosperity</p>
By demonstrating leadership and working collaboratively with the sectors in which we operate across Tāmaki Makaurau and nationally	<p>Be an active participant and work with like-minded partners to identify, secure and maximise opportunities of mutual interest</p> <p>Continue to enhance Auckland Museum's leadership role in the digital environment by bringing industry leaders in digital experience and technology to share knowledge with Auckland's science, arts and culture sectors through digital technology events</p> <p>Participate in the development of the visitor experience led by the New Zealand Memorial Museum Trust in Le Quesnoy, France, by providing curatorial, design, digital and delivery expertise to the project</p>	<p>Opportunity &amp; prosperity</p>
By attracting and developing a diverse workforce nurturing our bicultural capabilities so our people can respond to and reflect the communities they serve	<p>Deliver a dedicated leadership and career development programme for Māori staff at the Museum</p>	<p>Opportunity &amp; prosperity</p> <p>Belonging &amp; participation</p>
By increasing the financial sustainability and resilience of the Museum through continuing to focus on operating efficiently and actively growing our self-generated revenue	<p>Optimise commercial opportunities from the Museum's spaces to build the Museum's financial sustainability and self-generated revenue</p> <p>Enable the Museum to deliver more for Aucklanders through targeted fundraising activities for philanthropic supporters</p> <p>Deliver a significant capital campaign to support the delivery of the Natural Environment and Human Impact galleries</p>	<p>Opportunity &amp; prosperity</p>



### Measures we will audit and track over time

#### Measures we will track and audit over time

#### Alignment with Auckland Plan

**Deliver \$14.56 million of self-generated revenue through commercial operations, sponsorship, philanthropic giving and donations in FY 2022/23**

# FINANCIAL SUMMARY AND COMMENTARY



## Financial Projections FY 2022/23

### Financial Summary (\$M's)

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
<b>BASE OPERATING ACTIVITIES</b>					
Auckland Council Levy	\$32.29	\$32.29	<b>\$32.78</b>	\$33.76	\$34.77
<b>Base Operating Expenditure</b>					
Staff cost	\$19.19	\$20.05	<b>\$20.61</b>	\$21.07	\$21.31
Building Operations	\$4.99	\$5.28	<b>\$5.23</b>	\$5.36	\$5.50
Technology & Digital	\$2.13	\$1.74	<b>\$2.03</b>	\$2.07	\$2.11
Other Operating Expenses	\$2.72	\$3.09	<b>\$2.83</b>	\$2.98	\$3.05
Non-capitalised project expenses	\$2.18	\$1.80	<b>\$2.05</b>	\$2.08	\$1.82
Trust & Bequest Expenses	\$0.70	\$0.64	<b>\$0.89</b>	\$1.21	\$0.94
Depreciation (incl. loss on disposal)	\$9.68	\$9.99	<b>\$10.70</b>	\$10.70	\$10.70
<b>NET BASE RESULT</b>	<b>(\$9.30)</b>	<b>(\$10.30)</b>	<b>(\$11.57)</b>	<b>(\$11.71)</b>	<b>(\$10.66)</b>
<b>SELF-GENERATED REVENUE</b>					
Admissions	\$0.03	\$0.37	<b>\$0.63</b>	\$1.05	\$1.67
Commercial	\$1.63	\$2.09	<b>\$2.56</b>	\$2.63	\$2.95
Membership revenue	\$0.08	\$0.75	<b>\$0.51</b>	\$0.64	\$0.76
Donation and operating grants	\$1.65	\$3.29	<b>\$4.21</b>	\$3.66	\$3.31
Capital Grants	\$0.59	\$2.24	<b>\$2.24</b>	\$2.24	\$2.24
Public Prog, Learning & Exhibitions	\$0.93	\$2.51	<b>\$3.52</b>	\$5.13	\$3.40
Interest and Investment revenue	\$2.21	\$0.78	<b>\$0.76</b>	\$0.66	\$0.65
Others	\$1.38	\$0.00	<b>\$0.13</b>	\$0.14	\$0.15
<b>TOTAL SELF-GENERATED REVENUE</b>	<b>\$8.50</b>	<b>\$12.02</b>	<b>\$14.56</b>	<b>\$16.13</b>	<b>\$15.12</b>
Self-Generated Expenditure	\$4.72	\$8.64	<b>\$9.24</b>	\$9.48	\$8.55
<b>NET SELF-GENERATED SURPLUS</b>	<b>\$3.78</b>	<b>\$3.38</b>	<b>\$5.32</b>	<b>\$6.65</b>	<b>\$6.57</b>
<b>TOTAL DEFICIT</b>	<b>(\$5.53)</b>	<b>(\$6.92)</b>	<b>(\$6.25)</b>	<b>(\$5.06)</b>	<b>(\$4.09)</b>

### Financial Overview

Our financial outlook for FY 2022/23 remains dominated by the impact of COVID-19 and the absence of international tourism revenues. This continues to have a material impact on our business and makes it difficult to plan and predict with confidence what lies ahead. The long tail of the pandemic, combined with static public funding, has contributed to a multi-year deficit position. With the uncertainty of shifting global economies and the likelihood of extended national border restrictions, our self-generated revenue aspirations have been severely impacted and will remain so for the foreseeable future.

Our FY 2022/23 plan outlines the Museum's multi-year programme of financial recovery back to a balanced position. Given the uncertainties of the economic environment, this Annual Plan is a prudent plan that minimises risk, focuses on cost control, and allows the Museum to meet its obligations.

The key features of the FY 2022/23 plan will see us continuing to embed and build on our recovery strategies and optimising the Museum's operating model that support our visitation and revenue aspirations. The loss of the international tourism market continues to have significant

# Financial Projections FY 2022/23 (continued)

impacts resulting in loss of revenue through admissions, performances and tours, reductions in large gatherings for conferences and commercial venue hire and reduced spend onsite through retail and food and beverage outlets. The Museum has always taken the opportunity to maximise non-levy income and remains committed to doing so. Driving our self-generated revenue enables the Museum to contribute towards the overall funding required to operate and maintain the Museum. Aucklanders and visitors to the city will be encouraged to visit more often and stay longer, with the opportunity to spend more on a range of compelling leisure and social learning experiences.

Our international special exhibitions programme is a key contributor to this and is an integral part of the city’s attraction to New Zealanders beyond Auckland. Aucklanders have actively demonstrated their appetite for such experiences with 112,360 people visiting Brickman Awesome Epic Lego® Brick Creations in FY 2020/21 and over 30,000 visiting Sea Monsters: Predators of the Deep in the two weeks of the July school holidays, before Auckland was plunged into lockdown Level 4 in August 2021. FY 2022/23 will begin with the highly anticipated Ancient Greeks: Athletes, Warriors and Heroes from the British Museum followed by a second international touring exhibition delivering on our commitment to bring the world to Auckland at a time when international travel is restricted.

As Auckland’s leading cultural visitor attraction, we will continue to work alongside local and national tourism agencies to attract and enable visitation from our domestic audiences. And while general admission to the Museum remains free for Aucklanders, our Museum Membership programme allows for those wishing to have a deeper engagement with the Museum.

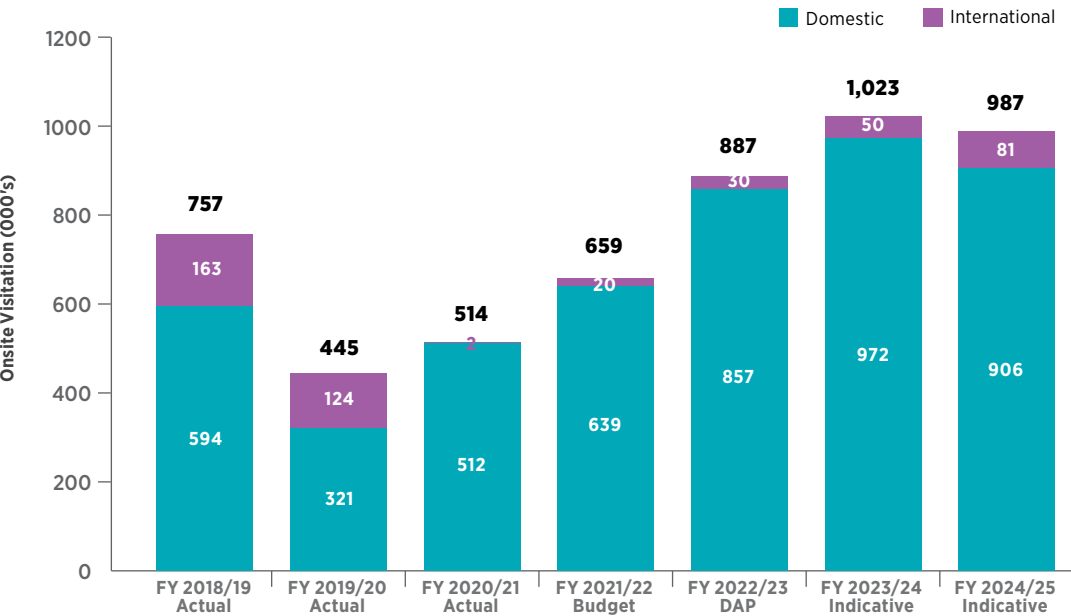
To ensure our public experience remains compelling for now and into the future, we remain committed to an ongoing programme of gallery renewal. This carefully considered and staged programme will be maintained at a pace that is both operationally sustainable and fiscally responsible. This optimises the opportunity for community co-development, allowing the Museum to achieve better engagement with its audiences. Our focus in FY 2022/23 will be on the development of our Natural Environment and Human Impact galleries that are responsive to the sustainability goals of the city. We recognise the role the Museum has to play in building awareness of the impacts of climate change on people and the natural world.

A key feature of note in our financial planning is our investment in research, for which the Museum has secured substantial levels of grant aid. An example is the funding received from the Ministry of Business, Innovation and Employment’s Endeavour Fund. Working together with Ngāti Kuri, the Museum has established a joint multi-year research programme focused on conservation research at Rangitāhua/Kermadec Islands. This programme has received \$13.3 million in research funding from the Endeavour Fund over five years. This funding is recorded as a revenue source, which is then expensed, dedicated to the achievement of targeted outcomes of the project. FY 2022/23 will see \$2.9 million of this funding being recognised in the Statement of Comprehensive Revenue and Expense. We will continue to seek partnerships to fund specific research projects.

# Financial Projections FY 2022/23 (continued)

## Visitation

### Onsite Visitation (000's)



Tāmaki Paenga Hira can be experienced onsite, offsite and online.

Our onsite growth projections are built on strong local and domestic visitation, with a continued focus on developing new products and experiences for our domestic audiences. Visitation estimates for FY 2024/25 are indicative only until such time as the pipeline of international touring exhibitions for that year has been confirmed.

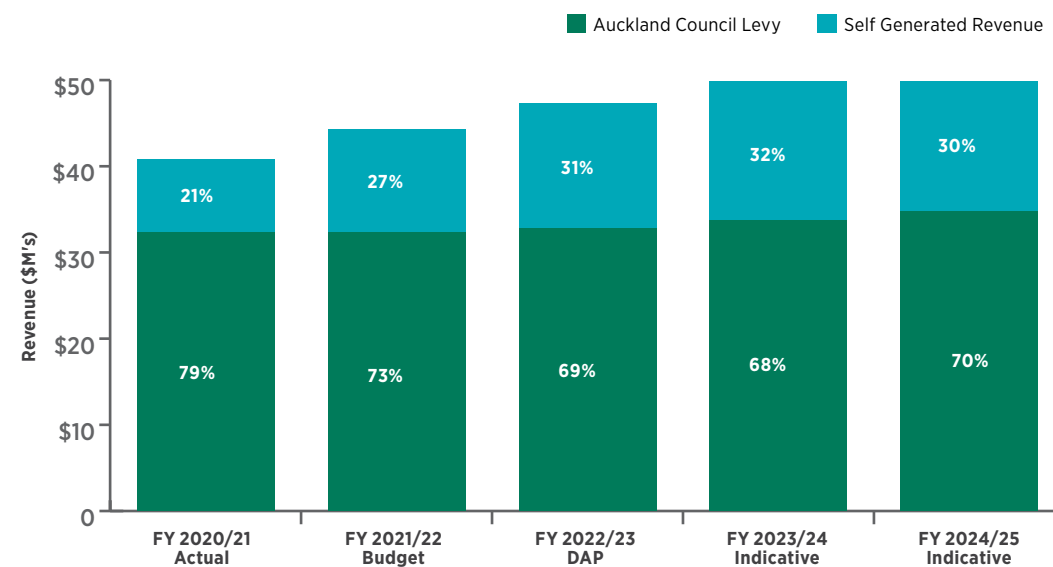
Whilst the global pandemic has delivered a very different operating environment which makes it difficult to plan and predict with confidence what lies ahead, our planning for FY 2022/23 has assumed Auckland and New Zealand remain at Alert Level 1. In line with Government guidelines, each Alert Level brings a different set of challenges that impact visitation. The Museum can only return to full public opening operations under Alert Level 1. This inevitably impacts both onsite and offsite programmes. Despite this, periods of closure have enabled us to build our offer and reputation as an online museum and enhance our core cultural preservation, research and learning functions.

## Revenue

CONSOLIDATED REVENUE SUMMARY (\$M's)	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
Auckland Council Levy	\$32.29	\$32.29	\$32.78	\$33.76	\$34.77
Self Generated Revenue	\$8.49	\$12.02	\$14.56	\$16.13	\$15.12
Total	\$40.79	\$44.31	\$47.33	\$49.89	\$49.89

## Financial Projections FY 2022/23 (continued)

### Consolidated Revenue Composition (\$M's)



### The FY 2022/23 Levy Request

The Annual Plan FY 2022/23 reflects the economic environment in which we will operate, impacted by the COVID-19 pandemic, the extended absence of international tourism revenues and a nationally subdued economy. Recognising the impacts these have had on Auckland Council and ratepayers, the levy request of FY 2020/21 of \$32.29 million was held static for two consecutive years.

The levy rate request of 1.5% increase for FY 2022/23 forms a critical part of the Museum's staged multi-year programme of financial recovery. Given the slow return of tourism income, we anticipate that the Museum will remain in a deficit position for the following two years. The Museum will still be required to carry debt in the short to medium term; however, this is not a sustainable outlook longer-term. This deficit will primarily be funded by an unsecured short-term debt facility.

The levy ensures that Tāmaki Paenga Hira Auckland Museum can deliver on its core statutory objectives under Section 11 of the Auckland War Memorial Act 1996. It allows us to maintain essential functions and core capability as a major metropolitan museum, continue to invest in some key assets within manageable cashflow parameters and so enable the Museum to contribute to Auckland's economic and social recovery.

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

### Looking Ahead

The Museum is required to provide an indicative levy for an additional two outer years.

It is extremely challenging to make financial projections with confidence, given the volatility of the economic operating environment. The indicative levy figures are reflective of this uncertainty and are responsible and sustainable.

Considering the Museum's ongoing deficit position, we will be better placed to make a more informed decision on the levy request at the start of the annual plan process for FY 2023/24, in consultation with Auckland Council.

## Financial Projections FY 2022/23 (continued)

### Operational Expenditure

**Table 1 — Consolidated Expenditure by Strategic Pillar**

CONSOLIDATED EXPENDITURE (\$M'S)	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
Reach Out To More People	\$9.08	\$10.70	<b>\$11.97</b>	\$12.91	\$11.94
Transform Our Building and Collections	\$9.46	\$8.72	<b>\$8.87</b>	\$9.11	\$9.31
Stretch Thinking	\$7.51	\$9.73	<b>\$9.87</b>	\$9.59	\$9.01
Lead A Digital Museum Revolution	\$4.00	\$4.13	<b>\$4.65</b>	\$4.96	\$5.06
Engage Every Schoolchild	\$1.08	\$1.09	<b>\$1.11</b>	\$1.14	\$1.17
Grow Our Income & Provide Value For Aucklanders	\$5.49	\$6.87	<b>\$6.42</b>	\$6.54	\$6.79
Depreciation	\$9.68	\$9.99	<b>\$10.70</b>	\$10.70	\$10.70
<b>Total</b>	<b>\$46.31</b>	<b>\$51.24</b>	<b>\$53.58</b>	<b>\$54.95</b>	<b>\$53.98</b>

**Table 2 — Consolidated Expenditure by Function**

CONSOLIDATED EXPENDITURE (\$M'S)	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
Staff cost	\$20.90	\$21.82	<b>\$22.61</b>	\$23.24	\$23.52
Depreciation (incl. loss on disposals)	\$9.68	\$9.99	<b>\$10.70</b>	\$10.70	\$10.70
Building operations	\$4.89	\$5.34	<b>\$5.25</b>	\$5.38	\$5.52
Grant expenses	\$0.84	\$3.07	<b>\$3.59</b>	\$2.78	\$2.26
Exhibition expenses	\$0.85	\$2.28	<b>\$2.07</b>	\$2.78	\$2.01
Technology & Digital	\$2.13	\$1.75	<b>\$2.03</b>	\$2.07	\$2.11
Non-capitalised project expenses	\$2.18	\$1.80	<b>\$2.05</b>	\$2.08	\$1.82
Trust & Bequest Expenses	\$0.70	\$0.64	<b>\$0.89</b>	\$1.21	\$0.94
Other Operating expenses	\$4.13	\$4.55	<b>\$4.38</b>	\$4.71	\$5.10
<b>Total</b>	<b>\$46.31</b>	<b>\$51.24</b>	<b>\$53.58</b>	<b>\$54.95</b>	<b>\$53.98</b>

In FY 2020/21, we implemented a significantly reduced operating model to respond to the immediate challenges posed by COVID-19. The Museum's operational cost base was reduced significantly, projects were deferred, and programmes adjusted, resulting in a net deficit of \$3 million.

As we move forward, the operating expenditure in FY 2022/23 reflects what is necessary for the Museum to maintain essential functions and core capability without risking long-term sustainability in Aotearoa's largest city. It allows the Museum the necessary platform to deliver the projected revenue and visitation aspirations through our road to recovery strategies.

The key elements of operational expenditure include special exhibition costs and the operating costs related to research funding from the Ministry of Business, Innovation & Employment's Endeavour Fund (allocated over the five-year period of the grant). It also includes the continued maintenance of our heritage building, a strong emphasis on ensuring our digital capacity and core information systems across the Museum are fit for purpose, and the cost of sales relating to the self-generated revenue streams.

## Financial Projections FY 2022/23 (continued)

### Governance Costs

Trust Board remuneration is reviewed by an independent external advisor. This independent assessment is benchmarked against other organisations of similar size and complexity operating in a local government environment.

GOVERNANCE COSTS (\$000's)	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
Trust Board Fees	\$204	\$228	<b>\$233</b>	\$237	\$242
Taumata-ā-Iwi Fees	\$65	\$97	<b>\$99</b>	\$101	\$103
<b>Total</b>	<b>\$268</b>	<b>\$325</b>	<b>\$332</b>	<b>\$338</b>	<b>\$345</b>

Trust Board fees will return to their original level after a full year of voluntary reduction due to COVID-19. The Taumata-ā-Iwi, supported by the Trust Board, will increase its membership by three committee members to ensure succession planning into the future.

### Asset Renewal Expenditure

**Table 1 — Asset Renewal Expenditure by Strategic Pillar**

ASSET RENEWAL EXPENDITURE (\$M'S)	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
Reach Out To More People	\$4.36	\$3.48	<b>\$5.82</b>	\$4.58	\$3.08
Transform Our Building and Collections	\$6.12	\$1.46	<b>\$1.45</b>	\$1.36	\$1.69
Stretch Thinking	\$0.10	\$0.30	<b>\$0.19</b>	\$0.41	\$0.28
Lead A Digital Museum Revolution	\$3.10	\$0.64	<b>\$0.52</b>	\$0.57	\$0.62
Engage Every Schoolchild	\$2.29	\$0.00	<b>\$0.00</b>	\$0.00	\$0.00
<b>Total Capital Expenditure</b>	<b>\$15.97</b>	<b>\$5.89</b>	<b>\$7.98</b>	<b>\$6.92</b>	<b>\$5.66</b>
Non-capitalised project expenditure	\$4.24	\$2.99	\$4.11	\$4.25	\$3.86
<b>Total Asset Renewal Expenditure</b>	<b>\$20.21</b>	<b>\$8.88</b>	<b>\$12.09</b>	<b>\$11.16</b>	<b>\$9.52</b>

**Table 2 — Asset Renewal Expenditure by Function**

ASSET RENEWAL EXPENDITURE (\$M'S)	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
Museum Transformation	\$12.14	\$0.00	<b>\$0.00</b>	\$0.00	\$0.00
Gallery Renewal	\$0.16	\$3.48	<b>\$5.82</b>	\$4.58	\$3.08
ICT	\$3.10	\$0.64	<b>\$0.52</b>	\$0.57	\$0.62
Building, Heritage and Security	\$0.48	\$1.46	<b>\$1.45</b>	\$1.36	\$1.69
Collection and Research	\$0.09	\$0.30	<b>\$0.19</b>	\$0.41	\$0.28
<b>Total Capital Expenditure</b>	<b>\$15.97</b>	<b>\$5.89</b>	<b>\$7.98</b>	<b>\$6.92</b>	<b>\$5.66</b>
Non-capitalised project expenditure	\$4.24	\$2.99	\$4.11	\$4.25	\$3.86
<b>Total Asset Renewal Expenditure</b>	<b>\$20.21</b>	<b>\$8.88</b>	<b>\$12.09</b>	<b>\$11.16</b>	<b>\$9.52</b>

The tables above show the Museum's overall asset renewal expenditure (including non-capitalised project expenses and resourcing costs reflected in the Statement of Comprehensive Revenue and Expenses).

## Financial Projections FY 2022/23 (continued)

### Overview

Given the uncertain and challenging times ahead, our approach to asset renewals will need to be more agile to keep the Museum relevant for the communities we serve. The deliberate move to staging the maintenance and renewal of our assets over longer timeframes will ensure our destination building is cared for in perpetuity and our public offer remains relevant to visitors over the long term. In reviewing our asset renewal expenditure, we have maintained our focus on the requirements of the Museum's Asset Management Plan as well as looking for opportunities to phase the projects within more restrained financial parameters. The projects embedded in the plan are critical to ensure that the Museum meets the needs of its many audiences and the communities of interest whilst delivering on its obligations under the AWMM Act.

The Museum's Asset Management Plan (AMP) sets out a 20-year view for the prudent management of the Museum's assets. As the population of Tāmaki Makaurau Auckland continues to grow and diversify, making the best use of the Museum's assets is recognised as the foundation to deliver optimised outcomes and public value for today and tomorrow. The Asset Management Plan focuses on the existing Museum estate. It includes its buildings, exhibition galleries and memorial spaces, collection storage facilities, plus operational infrastructure and IT systems.

The annual depreciation funding allocated from the Council levy will be supplemented by sponsorship, fundraising initiatives, investment income and external borrowing to fund the necessary asset renewals projects (inclusive of capitalised and non-capitalised expenditure).

Financial Projections  
FY 2022/23 (continued)

Statement of Comprehensive Revenue and Expense (\$M's)

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
REVENUE					
Revenue from Non-Exchange Transactions					
Auckland Council levy	\$32.29	\$32.29	\$32.78	\$33.76	\$34.77
Donation and operating grants	\$1.65	\$3.29	\$4.21	\$3.66	\$3.31
Capital Grants	\$0.59	\$2.24	\$2.24	\$2.24	\$2.24
Trust and Bequest revenue	\$0.74	\$0.00	\$0.13	\$0.14	\$0.15
	\$35.27	\$37.82	\$39.36	\$39.80	\$40.47
Revenue from Exchange Transactions					
Commercial operations	\$1.63	\$2.09	\$2.56	\$2.63	\$2.95
Membership revenue	\$0.08	\$0.75	\$0.51	\$0.64	\$0.76
Exhibitions, education and public programming	\$0.93	\$2.51	\$3.52	\$5.13	\$3.40
Admission fees	\$0.03	\$0.37	\$0.63	\$1.05	\$1.67
Interest and Investment revenue	\$2.21	\$0.78	\$0.76	\$0.66	\$0.65
Other income	\$0.64	\$0.00	\$0.00	\$0.00	\$0.00
	\$5.52	\$6.49	\$7.97	\$10.10	\$9.43
TOTAL REVENUE					
	\$40.79	\$44.31	\$47.33	\$49.89	\$49.89
EXPENDITURE					
Staff cost	\$20.90	\$21.82	\$22.61	\$23.24	\$23.52
Depreciation (incl. loss on disposals)	\$9.68	\$9.99	\$10.70	\$10.70	\$10.70
Building operations	\$4.89	\$5.34	\$5.25	\$5.38	\$5.52
Grant expenses	\$0.84	\$3.07	\$3.59	\$2.78	\$2.26
Exhibition expenses	\$0.85	\$2.28	\$2.07	\$2.78	\$2.01
Technology & Digital	\$2.13	\$1.75	\$2.03	\$2.07	\$2.11
Non-capitalised project expenses	\$2.18	\$1.80	\$2.05	\$2.08	\$1.82
Trust & Bequest Expenses	\$0.70	\$0.64	\$0.89	\$1.21	\$0.94
Other Operating expenses	\$4.13	\$4.55	\$4.38	\$4.71	\$5.10
TOTAL EXPENDITURE	\$46.31	\$51.24	\$53.58	\$54.95	\$53.98
TOTAL DEFICIT					
	(\$5.53)	(\$6.92)	(\$6.25)	(\$5.06)	(\$4.09)

The table above shows the Museum's overall revenue and expenses projections (including Special Purposes).

Cashflow and Debt Funding

CASH FLOW OVERVIEW (\$M'S)	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 DAP	FY 2023/24 Indicative	FY 2024/25 Indicative
Cash Flows from Operating Activities					
Auckland Council Levy	\$32.29	\$32.29	\$32.78	\$33.76	\$34.77
Self Generated Revenue	\$7.46	\$9.58	\$11.99	\$13.45	\$12.29
Capital Grants	\$0.59	\$2.24	\$2.24	\$2.24	\$2.24
Staff cost	(\$22.41)	(\$21.82)	(\$22.61)	(\$23.24)	(\$23.52)
Supplier payments	(\$16.83)	(\$20.32)	(\$19.75)	(\$19.27)	(\$18.11)
Net cash inflow from operating activities	\$1.09	\$1.98	\$4.64	\$6.95	\$7.68
Cash Flows related to Asset Renewal					
Drawdown from existing ARR	\$11.90	\$1.64	\$0.00	\$0.00	\$0.00
Asset Renewal Investment incl carryovers	(\$14.36)	(\$9.40)	(\$10.32)	(\$6.92)	(\$5.66)
Net cash outflow related to asset renewal	(\$2.46)	(\$7.76)	(\$10.32)	(\$6.92)	(\$5.66)
Net funding requirement					
	(\$1.37)	(\$5.78)	(\$5.68)	\$0.03	\$2.02
Funded By:					
Spedding Reserve	\$0.00	\$0.86	\$0.20	\$0.00	\$0.00
External Debt	\$0.00	\$0.00	\$4.91	\$4.89	\$2.86
Repayment of External Debt	\$0.00	\$0.00	\$0.00	(\$4.91)	(\$4.89)
Subtotal of funding sources	\$0.00	\$0.86	\$5.11	(\$0.02)	(\$2.02)
Net (decrease)/increase in cash					
	(\$1.37)	(\$4.92)	(\$0.57)	\$0.01	(\$0.00)
Cash at beginning of year	\$8.87	\$7.50	\$2.58	\$2.01	\$2.02
Cash at end of year *	\$7.50	\$2.58	\$2.01	\$2.02	\$2.01

\* Maintaining a prudent minimum balance of \$2M, as per Trust Board's approval.

The table above shows the Museum's overall cashflow projections, including funding sources consisting primarily of public funding, self-generated revenue, fundraising and external debt.

# AUCKLAND MUSEUM: DELIVERING ON THE AUCKLAND PLAN 2050

The Auckland Plan 2050 is Auckland Council’s long-term plan to ensure Auckland grows in a way that will meet the opportunities and challenges of the future. Auckland Council has identified six important areas where it must make significant progress so Auckland can continue to be a place where people want to live, work, and visit.

Auckland Museum delivers on these outcomes to create value for Aucklanders.

Tāmaki Paenga Hira is a primary contributor to the Auckland Plan outcomes of:

- Belonging and participation
- Māori identity and wellbeing
- Environment and cultural heritage
- Opportunity and prosperity
- Pacific identity and wellbeing.

Clock, mantel. Collection of Auckland Museum  
Tāmaki Paenga Hira, H13



## AUCKLAND PLAN OUTCOMES

### Belonging and participation

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

Directions	Focus Areas for Tāmaki Paenga Hira	Degree of Contribution	How Tāmaki Paenga Hira Contributes
Foster an inclusive Auckland where everyone belongs	Create safe opportunities for people to meet, connect, participate in, and enjoy community and civic life	Primary	Auckland War Memorial Museum supports social belonging and participation as a place of gathering, welcome and orientation for all Aucklanders. To ensure all Aucklanders can participate in arts and culture, general admission is free to all those who reside in the city
Improve health and wellbeing for all Aucklanders by reducing harm and disparities in opportunities	Provide accessible services and social and cultural infrastructure that are responsive in meeting people’s evolving needs		The Museum provides a civic space, where communities and individuals can meet, connect, exchange ideas, build relationships, learn and have authentic social experiences
	Recognise, value and celebrate Aucklanders’ differences as a strength		Community outreach programmes are focused on delivering to those communities who are under-represented in onsite audiences
	Recognise the value of arts, culture, sports and recreation to quality of life		Auckland Museum’s online content and collections are available for all Aucklanders and audiences around the globe
			Through vibrant public programming, the Museum supports the creation of a shared sense of belonging and recognises, values and celebrates Auckland’s diversity
			Tāmaki Herenga Waka: Stories of Auckland launched in FY 2020/21 reflects the changing cultural dynamic of Auckland city. It’s a place which demonstrates our shared identity and where all residents can see themselves represented. It fosters an inclusive Auckland where everyone belongs. It serves as a starting point for new residents and visitors to the city to find out more about what makes Auckland unique

AUCKLAND PLAN OUTCOMES

Māori identity and wellbeing

A thriving Māori identity is Auckland’s point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders

Directions	Focus Areas for Tāmaki Paenga Hira	Degree of Contribution	How Tāmaki Paenga Hira Contributes
Advance Māori wellbeing	Meet the needs and support the aspirations of tamariki and their whānau	Primary	By developing, caring for and preserving Auckland’s world-class collections to ensure taonga are cared for, conserved and made available for future generations through the kaitiaki (guardianship) of precious taonga (treasures) of local, national and international significance
Promote Māori success, innovation and enterprise	Strengthen rangatahi participation in leadership, education and employment outcomes		Engagement with Māori taonga is achieved through the Museum’s galleries, special exhibitions, educational and public programmes and our loans programme
Recognise and provide for te Tiriti o Waitangi outcomes	Celebrate Māori culture and support te reo Māori to flourish		Through the Museum’s relationships with whānau, hapū and iwi Māori in Auckland and across New Zealand who contribute to our national identity. These relationships centre on taonga that they whakapapa (connect) to, the natural environment and mātauranga Māori (knowledge) projects, and participation in exhibition and public event programmes
Showcase Auckland’s Māori identity and vibrant Māori culture	Reflect mana whenua, mātauranga and Māori design principles throughout Auckland		Through the development of innovative public experiences and programmes to engage the Auckland community in the Māori dimension of Tāmaki Makaurau by sharing Māori history and stories to create opportunities for all Aucklanders and visitors to learn about, experience and embrace Auckland’s vibrant Māori culture
			Focused training continues to raise the competence and confidence of our people around tikanga Māori, te reo Māori and the Treaty of Waitangi
			Through the continued leadership in repatriation policy and practice across Aotearoa New Zealand and the exemplary delivery of Auckland Museum’s Kōiwi repatriation programme

Environment and cultural heritage

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

Directions	Focus Areas for Tāmaki Paenga Hira	Degree of Contribution	How Tāmaki Paenga Hira Contributes
Ensure Auckland’s natural environment and cultural heritage is valued and cared for	Encourage all Aucklanders to be stewards of the natural environment, and to make sustainable choices	Primary	By developing, caring for and preserving Auckland’s world-class collections to ensure taonga are cared for, conserved and made available for future generations
Apply a Māori world view to treasure and protect our natural environment (taonga tuku iho)	Focus on restoring environments as Auckland grows		Through our role as kaitiaki for Auckland’s iconic building
Ensure Auckland’s infrastructure is future-proofed	Account fully for the past and future impacts of growth		Through our research strategy, the Museum contributes to the bank of knowledge to understand and protect Auckland’s natural environments, ecosystems, indigenous species and sites of cultural significance
	Protect Auckland’s significant natural environments and cultural heritage from further loss		Through our public experiences and education programmes, the Museum shares knowledge to ensure all Aucklanders are aware of how they can play an active role in ensuring our natural environment and cultural heritage are valued and cared for
	Use green infrastructure to deliver greater resilience, long-term cost savings and quality environmental outcomes		Through our annual Green Museum Sustainability Action Plan, the Museum ensures that we minimise the use of electricity, water and associated waste and that any works undertaken eliminate the impacts of inefficient infrastructure



# AUCKLAND PLAN OUTCOMES

## Opportunity and prosperity

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

Directions	Focus Areas for Tāmaki Paenga Hira	Degree of Contribution	How Tāmaki Paenga Hira Contributes
Create the conditions for a resilient economy through innovation, employment growth and raised productivity	Harness emerging technologies and ensure equitable access to high-quality digital data and services	Primary	With a unique collection of assets, collections, community relationships and digital tools, Auckland Museum is at the heart of the knowledge economy. Through our vision He oranga tangata ka ao – Enriching lives: Inspiring discoveries, the Museum experience is designed to spark curiosity and encourage a culture of lifelong learning
Attract and retain skills, talent, and investment	Increase educational achievement, lifelong learning and training, with a focus on those most in need		Working in partnership with Auckland's community tohunga and knowledge holders, the Museum works to unlock cultural knowledge to transform our understanding of the collections
Develop skills and talent for the changing nature of work and lifelong achievement			Through an active curatorial research programme, industry partnerships and knowledge of collections, the Museum actively contributes to information on Tāmaki Makaurau, its origins, current state and future biodiversity and human impact on our environment as well as colonialism and decolonisation
			With education programmes and internships, the Museum engages students at all curriculum levels - from early childhood to academia, both formal and informal
			Through making digital technology an integral part of the Museum experience to provide context and share knowledge
			Working closely with our tertiary education partners, Auckland Museum plays a key role in nurturing the talent pipeline for the museums and galleries sector of Aotearoa
			The Museum contributes to Auckland's future as a modern inclusive and dynamic global city, with a thriving cultural sector and providing for all communities to have easy access to cultural experiences

## Homes and places

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

Directions	Focus Areas for Tāmaki Paenga Hira	Degree of Contribution	How Tāmaki Paenga Hira Contributes
Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living	Create urban places for the future	Secondary	To ensure inclusivity for all Aucklanders, general admission to Auckland War Memorial Museum is free to all residents of the city
			Auckland Museum has an essential role to play in creating a sense of place and belonging in the lives of all Aucklanders and in the individual, community and national identity
			With diverse and broad-reaching engagement across Auckland's many communities, through partnerships and collaborations and via research and knowledge sharing, we understand the importance of the Museum's role as 'place maker'

## Transport and access

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

Directions	Focus Areas for Tāmaki Paenga Hira	Degree of Contribution	How Tāmaki Paenga Hira Contributes
Better connect people and places	Make better use of existing transport networks	Secondary	Through partnering with Auckland Council, Auckland Transport and the Auckland Council Domain Committee to ensure access to the Museum and the amenity of Auckland Domain is not a barrier to participation

# ABOUT THE MUSEUM

## TAUMATA-Ā-IWI

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

The Taumata-ā-Iwi serves an important role as both advisor and partner to the Trust Board and is strategically important to the cultural fabric of Tāmaki Makaurau. This committee was founded upon the principle of mana whenua (customary authority of and over ancestral land) and comprises Ngāti Whātua, Ngāti Pāoa and Waikato.

In 2020, the Taumata-ā-Iwi presented its five-year strategy: He Ara Whaowhia. In breathing life to an ever-evolving bicultural relationship, it is through the expression of mana whenua that the Taumata's engagement with Tāmaki Paenga Hira is effective in fostering a tikanga-led Museum as a service to whānau, hapū, iwi and hāpori.

He Ara Whaowhia provides clarity of focus and the Museum continues to respond to the rapidly changing world of Te Ao Māori.

## AUCKLAND MUSEUM INSTITUTE

The Auckland Museum Institute was the governing body of the Museum until the Auckland War Memorial Museum Act 1996 saw the formation of the Auckland Museum Trust Board. A membership body and learned society, it is the Auckland Branch of the Royal Society, Te Apārangi. The Auckland Museum Institute supports the Museum by providing advocacy, promoting understanding of the Museum's collections and activities and supporting the commemorative function of the war memorial. The Institute Council makes four appointments to the Museum's Trust Board.

## PACIFIC ADVISORY BOARD

Our Pacific Advisory Board advances Teu le Vā to provide the Museum with a rich Pacific dimension to better reflect Auckland's distinctive Pacific identity. Members support engagement with the Museum's significant Pacific collections through storytelling, public programmes and events, projects and education to ensure the Museum operates as a relevant and engaging space for Pacific people and communities across the city.



## About Tāmaki Paenga Hira Auckland War Memorial Museum

Established in 1852 as a Museum for the province of Auckland, Auckland Museum has been part of the social fabric of this city for over 165 years.

Auckland War Memorial Museum has occupied its site on Pukekawa in Auckland Domain since 1929. The subscriptions raised by Aucklanders in remembrance of their war dead enabled the construction of what is considered one of New Zealand's finest heritage public buildings. To this day, Auckland War Memorial Museum remains a touchstone of remembrance for families and returned service personnel who wish to honour their loved ones and fallen comrades.

After World War II, the building was extended to encompass war memorials for over 4,000 Aucklanders who lost their lives in the war, and to house the Museum's growing collections.

By the early 1990s, the Museum was suffering from several decades of neglect and underfunding. Changes in legislation, governance and management were introduced. In 1996, the Auckland War Memorial Museum Act transferred the assets and governance of the Auckland Institute and Museum to the Auckland Museum Trust Board. Amongst its responsibilities is the trusteeship and guardianship of the Museum and provision of the Museum's maintenance, management, development, ownership and funding for both the building and its extensive collections of taonga and scientific materials. Since that time, several building projects have been undertaken to ensure the Museum remains relevant and can respond to the growth and increasing diversity of the city around it.

Today, Auckland Museum maintains its founding encyclopaedic educational mission and houses unrivalled collections of the natural and human history of Auckland, Aotearoa New Zealand and the Pacific. Among these are the world's leading collection of Māori taonga and, reflecting Auckland's place as the world's largest Polynesian city, collections of traditional and contemporary arts from throughout the Pacific region. The Museum's holdings of botanical, marine and land specimens, applied arts, military history and documentary heritage, including prints, drawings and early photography, are among the most extensive in the southern hemisphere. Accounting for some 4.5 million objects and specimens in total, the collections are growing at pace, partly due to the acceleration of born-digital content.

Tāmaki Makaurau, Auckland is a rapidly growing and diversifying global city. In response, the Museum has embarked on a series of major transformations. These include creating more gallery space and expanding visitor facilities, improving the care of collections and research capability, investing in digital connectivity, and providing an enhanced object-based learning experience for every schoolchild. An ongoing programme of gallery renewal and refreshment has now become "business as usual" to ensure our galleries continue to remain relevant to our future audiences.

Over 165 years later, the kaupapa of the Museum remains constant: to enrich lives, inspire curiosity and to help people make sense of their changing world, for today, and for future generations.



## Acknowledgements

Supported by the ratepayers of Auckland



Auckland Museum Institute

## How to stay in touch

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