

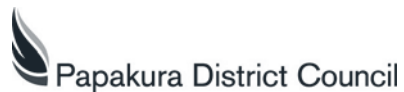


Auckland War Memorial Museum
Tamaki Paenga Hira

Annual Plan
2008 | 2009

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

Honouring the past
Embracing the present
Guiding our future



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Annual Plan

2008 | 2009

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1. INTRODUCTION

1.1 Chairman's and Director's Introduction

This is the first Annual Plan prepared following the completion of the extensive building redevelopment programme of the past decade. Liberated from that pre-occupation and with a new Director in place, we are able in this Annual Plan to refocus our attention and energies on the core business of the Museum - our collections, our publics, our programmes and our staff.

Underlying this Annual Plan (2008/2009) are a number of assumptions about what we will have completed in the intervening period between developing this draft Annual Plan in November 2007 and putting it into effect from July 2008. In large measure these "interregnum" activities involve the Director reviewing all facets of the Museum's operations and commitments, and preparing her new strategy within existing Board policy and budget parameters for the next few years. As these reviews are not yet complete, the exact assumptions upon which we will proceed remain uncertain.

Despite these uncertainties the Board has identified three key themes for the Museum for the 2008/2009 year:

1. From review to action

The Museum is completing a comprehensive review to establish more clearly its current position in the broader cultural landscape, and to identify key areas for further development. During the period of this Annual Plan we intend to position the Museum to respond positively to strategic opportunities as they emerge. Ongoing evaluation will be a part of this review process in order to guide the implementation of the review findings.

2. Engaging communities

Now that our facilities include a major exhibition area, events centre, auditorium, and classrooms,

the Museum is looking to extend its focus and reach through a renewed emphasis on exhibitions, events, public programmes, and online presence. This approach will engage our various communities through outreach programmes, especially within the Auckland region. The Museum will also strive to further enhance its national and international standing by benchmarking itself against international museum standards and by promoting fresh thinking about New Zealand.

3. Internal capability

During this Annual Plan period our focus now, and appropriately, shifts to ensuring that the internal functioning and operations of the Museum are at optimal levels. The Board and Director will have started a thorough financial review to initiate and secure greater financial self-reliance over the triennium.

The review of organisational structures, roles, and responsibilities currently underway is aimed at ensuring that the right people are engaged in the right functions, and that best practice and professional processes are applied across the Museum.

Accordingly, this Annual Plan adopts a particular focus to ensure that we are able to deliver on our promise of being Auckland's premier cultural institution. Two aspects of this plan are important to note:

1. Rather than separately identifying Maori activities

and values as we have in the past, and in line with the Taumata's advice, we have sought to integrate all such matters seamlessly across and into all of the Museum's outcomes and activities. In our opinion this shows a new maturity in the way in which we are seeking to work and to integrate that work.

2. The Museum's inter-relationship with the Auckland Museum Institute has further evolved and the annual programme of joint activity will be subject to review in the same way as all the Museum's other programmes. We anticipate that the focus of this programme of joint activity, when confirmed, will support the Museum's key themes for 2008 and ensure our respective goals coincide.

In order to keep the focus on the three key themes that underscore the comprehensive review, the Museum will prioritise two of its five core Goals for special attention in this Annual Plan period. These two Goals are:

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

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

These Goals fit well with the themes of the current review, and will allow the Museum to come out of its 2008/2009 year a stronger, more respected, and more cohesive institution.



DAVID HILL
CHAIRMAN



V VITALI
DIRECTOR

1.2 Taumata-a-Iwi Introduction

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.

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

The late Sir Hugh Kawharu provided the above
'whakatauki' or proverb as an enduring legacy to the
Museum, providing a charter by which the Taumata-a-
Iwi can guide Tamaki Paenga Hira into the future.

As the legislated Maori advisory committee, the
Taumata-a-Iwi is charged with the responsibility of
providing advice to the Auckland Museum Trust Board.
In 1997 Ngati Whatua o Orakei – on whose customary
land the museum has rested since 1852 – were invited
by the Auckland Museum Trust Board to form the
Taumata-a-Iwi. With the agreed assistance of wider
Ngati Whatua, Tainui and Ngati Paoa the Taumata-a-Iwi
was formed under the customary authority of Orakei
to principally shoulder the duty of guardianship over all
tribes' taonga in the Museum.

The Taumata-a-Iwi now has ten years of experience of
shouldering this heavy responsibility and assisting in
the implementation of a robust Maori Values, which is
operationally demonstrated by the Museum's integrated
approach to Maori Values. Within this year's Annual Plan
there are very few specified Maori outcomes because
the Museum has sufficiently matured in its approach
that today Maori Values is integrated and included as a
matter of course in all its operational activities.



MARTIN MARIASSOUCÉ
CHAIRMAN
TAUMATA-A-IWI

This year also promises to be one that will build on Ko
Tawa and seek to further increase Maori relationships
and achievements for the Museum. With the completion
of the Museum renewal programme, the passing of Sir
Hugh Kawharu, the appointment of Dr. Vanda Vitali as
Director, and the elevation of Matua Te Puna Tumahai
to the Auckland Museum Trust Board, the Taumata-a-
Iwi looks forward to the new challenges these changes
each represent. In particular the Taumata-a-Iwi intends
to build on He Wawata, Kaupapa and Guiding Principles
by developing wider relationships with all Museum
stakeholders.

The Taumata-a-Iwi will also review their current
commitments and prioritise advice. They will develop
their capacity to provide and influence custodial
governance policy enhancing wider Maori connectivity
to their taonga. With the Trust Board's assistance they
will seek to identify and promote strategic responses to
the overall direction of the Museum in recognition of the
special status that only Maori can provide to regional,
national and international audiences.

In summary, creating a new level of relationships, both
internal (Trust Board) and external (wider Museum
stakeholders) is the core business of the Taumata-a-
Iwi, seeking solutions that will empower all parties
and assist the Museum in taking its place as a leading
heritage institution in the world.

No reira, ka tiro tawhiti rawa a Te Taumata-a-Iwi ki nga
tau kei te heke mai tonu, me te tipunga ake o te hononga
a ratou ki te Paori ki te whakanui i nga wawata Maori hei
painga mo te katoa.

Naku iti noa



DR PAUL TAPSELL
TUMUAKI
DIRECTOR MAORI

2. GOING FORWARD

2.1 Strategic Focus

For 2008/2009 the Museum will give top priority to a review of its position in the community as Auckland's premier cultural institution (Mana); its capability to deliver (Hira) and its sustainability (Rawa).

We will give top priority to two of our ten year goals and prioritise a few outcomes and activities in the other goal areas. We will thus reduce the usual comprehensive range of outcomes and activities for the 2008/2009 plan so we can focus our energies and resources on a thorough review of future directions for the Museum.

2.2 Priority Goals and Outcomes

Goals from 10 Year Plan	Positioning MANA Secure the Museum's position as the premier cultural institution in Auckland	Capability HIRA Able to deliver on our promise	Sustainability RAWA Community support and financial certainty
Goal 1 Increase the value and appeal of the Museum for all, while recognising the special place of Maori.	<ul style="list-style-type: none"> ▪ Improved understanding of the needs and wants of stakeholders and what the Museum should offer ▪ Delivered relevant & high quality programming in-house and as outreach ▪ Increased status of Museum nationally and internationally 	<ul style="list-style-type: none"> ▪ Access at distance to Museum collections and research is improved 	<ul style="list-style-type: none"> ▪ The Museum is secure and well maintained ▪ The Museum delivers strong sustainable membership growth ▪ Greater financial self-sufficiency
Goal 5 To have a leading team and be the museum where the best people want to work.			<ul style="list-style-type: none"> ▪ The right people are engaged in the right functions across the whole organisation

2.3 Other Key Goals and Outcomes

Goals from 10 Year Plan	Positioning MANA Secure the Museum's position as the premier cultural institution in Auckland	Capability HIRA Able to deliver on our promise	Sustainability RAWA Community support and financial certainty
Goal 2 To be New Zealand's leading object-based learning and research centre		<ul style="list-style-type: none"> ▪ The state of our collections is improved ▪ Access to our collection is improved ▪ Research on our collections is continued 	
Goal 3 To be the World's pre-eminent Pacific focused museum.		<ul style="list-style-type: none"> ▪ Research capacity is increased and partnerships with Pacific and other international museums established 	
Goal 4 To be the pre-eminent place where people come to honour our war dead, & understand and reflect on our role in times of conflict	<ul style="list-style-type: none"> ▪ War Memorial respected & honoured and Ceremonial role is enhanced ▪ The role of war in shaping New Zealand identity is understood 		

3. KEY OUTCOMES

3.1 Priority Outcomes

OUTCOME		ACTIVITY	EVIDENCE
	What do we want to achieve?	What are we going to do?	How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>
Goal 1: Increase the value and appeal of the Museum for all, while recognising the special place of Maori.			
1.1	Improved understanding of the needs and wants of stakeholders and what the Museum should offer	<ul style="list-style-type: none"> Gather baseline demographic data on our audiences and potential audiences and identify and analyse their needs and wants Undertake stakeholder and audience research to evaluate current strengths and identify areas for improvement Develop, resource and implement a plan to promote key themes and approaches to stakeholders 	<ul style="list-style-type: none"> Baseline demographic data gathered and analysed with target audience in mind Stakeholder research strategy implemented and evaluated against agreed measures Plan & programme developed
1.2	Delivered relevant & high quality programming in-house and as outreach	<ul style="list-style-type: none"> Provide stimulating and balanced programme of exhibitions and gallery renewals which relate to the collection, are of scientific and cultural relevance and interest to our audience or provide the Auckland public with "a window on the world" Organise visitor programmes which are complimentary to exhibitions and gallery renewals or are of scientific and cultural relevance and interest to our members and visitors 	<ul style="list-style-type: none"> Strong and effective programming delivered through special, temporary and out reach exhibitions, gallery renewals and live programming and satisfies the needs of our audience and partners Visitor satisfaction is over 80%
1.3	Increased status of Museum nationally and internationally	<ul style="list-style-type: none"> Museum facilities, programmes and policies and procedures are at international standards Participation in national and international forums 	<ul style="list-style-type: none"> Our exhibits, programmes and collection items are seen nationally and internationally Our policies and procedures are benchmarked against international standards Our staff are active participants in national and international forums
1.4	Access at distance to collections and research is improved	<ul style="list-style-type: none"> Online or other digital programmes piloted 	<ul style="list-style-type: none"> Our broadcast/podcast or digital take away pilot programmes presented to our outreach communities
1.5	The Museum is secure and well maintained	<ul style="list-style-type: none"> Maintain and keep secure the exhibitions, building and amenities 	<ul style="list-style-type: none"> Maintenance and security is carried out in accordance with the plans

	OUTCOME	ACTIVITY	EVIDENCE
	What do we want to achieve?	What are we going to do?	How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>
1.6	The Museum delivers strong sustainable membership growth	<ul style="list-style-type: none"> Research and assess members needs Develop plan to facilitate growth in membership 	<ul style="list-style-type: none"> Members needs researched and understood Action plan established for membership growth based on understanding of members wants
1.7	Greater financial self-sufficiency	<ul style="list-style-type: none"> Review all revenue generating activities Review all costs 	<ul style="list-style-type: none"> Review of commercial operations completed and revenue increased Investment income exceeds benchmark Increase in sponsorship income Endowment strategy established and operating New development initiatives funded from some of the cost savings and revenue increases
<p>Goal 5: To have a leading team and be the museum where the best people want to work.</p>			
5.1	The right people are engaged in the right functions across the whole organisation	<ul style="list-style-type: none"> Define roles and job definitions Re-evaluate policies and procedures including recruitment, selection and placement processes to ensure best practice Re-evaluate performance requirements 	<ul style="list-style-type: none"> Improved clarity of roles and performance measures for individuals and the Institution Updated policies and procedures Improved professional development and learning for staff including volunteers

3.2 Other Outcomes

OUTCOME		ACTIVITY	EVIDENCE
	What do we want to achieve?	What are we going to do?	How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>
Goal 2: To be New Zealand's leading object-based learning and research centre.			
2.1	The state of our collections is improved	<ul style="list-style-type: none"> ▪ Improve conditions in Maori Carving Store to ensure appropriate management of taonga ▪ Provide compliant storage for Natural History collections 	<ul style="list-style-type: none"> ▪ Physical and procedural conditions improved for taonga and recognised by key stakeholders ▪ Compliant storage achieved for wet collections. Containment facility established in Herbarium
2.2	Access to our collection is improved	<ul style="list-style-type: none"> ▪ Enhance public access collection databases to facilitate dynamic and interactive searches for users ▪ Publish additional electronic collection records on public access databases 	<ul style="list-style-type: none"> ▪ Data structure and search functions improved for Taonga, Pacific, Cenotaph and Natural History Databases ▪ 2 additional groups of collection records published online for each of Taonga, Pacific, Cenotaph and Natural History public access databases
2.3	Research on our collections is continued	<ul style="list-style-type: none"> ▪ Publish results of original collection-based research in peer-reviewed journals, books and popular articles ▪ Improve access to Museum archives and records ▪ Initiate new research projects in Human and Natural History 	<ul style="list-style-type: none"> ▪ 10 peer reviewed papers published ▪ 10 popular articles or other media publications published on collection-based research ▪ Museum records and archives administration systematised and records easily available for internal and external users ▪ One new research project initiated in each of Human and Natural History and funding sought
Goal 3: To be the World's pre-eminent Pacific focused museum.			
3.1	Research capacity is increased and partnerships with Pacific and other international museums established	<ul style="list-style-type: none"> ▪ Research strategic linkages and establish partnerships with collaborating organisations ▪ Establish strategic partnerships with museums in the Pacific region and internationally ▪ Establish the desired policy position for Museum research on New Zealand and Pacific themes 	<ul style="list-style-type: none"> ▪ One strategic partnership established

OUTCOME		ACTIVITY	EVIDENCE
	What do we want to achieve?	What are we going to do?	How will we determine our success? <i>(Target date for completion will be 30 June 2008 unless otherwise stated.)</i>
Goal 4: To be the pre-eminent place where people come to honour our war dead, & understand and reflect on our role in times of conflict.			
4.1	War Memorial respected & honoured and Ceremonial role is enhanced	<ul style="list-style-type: none"> ▪ War Memorial is maintained and enhanced ▪ Major commemorations relating to New Zealand in times of war occur at Auckland War Memorial Museum 	<ul style="list-style-type: none"> ▪ Memorial is maintained and programmed enhancements occur ▪ All major national war related ceremonies are commemorated at Auckland War Memorial Museum

3.3 Indicative Levy

Years ending 30 June	2007	2008	2009	2010	2011
	Actual	Approved Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
Cost of activities					
Maintenance and management	20,285	20,195	20,707	22,048	22,574
Depreciation	5,631	8,150	7,874	7,874	7,874
Total maintenance and management	25,916	28,345	28,581	29,922	30,448
Development	732	1,050	725	500	750
Total cost of activities	26,648	29,395	29,306	30,422	31,198
Less revenue-producing activities	7,435	8,276	7,852	7,848	8,061
Net cost of activities	19,213	21,119	21,454	22,573	23,136
Development capital expenditure					
New capital expenditure	400	500	600	500	600
Acquisitions capitalised			250	250	250
Total development capital expenditure	400	500	850	750	850
Net cost of activities and development capital expenditure	19,613	21,619	22,304	23,323	23,986
Total levy	19,982	21,319	22,304	23,323	23,986
Excess (Shortfall)	269	(300)			

Note Comparative figures for 2007 Actual and 2008 Plan have been restated to align with 2009 Plan. The 2009 and subsequent levies have been increased by the unbudgeted \$186,000 increase in rates due to the increased building value.

4. FUNDING

4.1 COSTS OF ACTIVITIES

Years ending 30 June	2007	2008	2009	2010	2011
	Actual	Approved Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
MAINTENANCE AND MANAGEMENT					
COLLECTION MANAGEMENT					
Registration and conservation	1,215	1,477	1,165	1,200	1,236
Curatorial	1,675	1,690	1,791	1,845	1,900
Library	505	578	741	765	790
Total Collection Management	3,395	3,745	3,697	3,809	3,925
PUBLIC PROGRAMMES					
Education	1,411	1,203	1,569	1,777	1,831
Exhibitions	2,092	1,936	2,211	2,461	2,535
Marketing	927	1,138	1,014	1,145	1,179
Commercial operations	2,481	3,223	3,044	3,136	3,231
Admissions	660	669	708	730	752
Total Public Programmes	7,571	8,169	8,548	9,249	9,528
WAR MEMORIAL					
Activities	97	91	92	93	95
Total War Memorial	97	91	92	93	95
FINANCE AND FACILITIES					
Finance and administration	753	919	969	998	1,028
Facilities	6,277	4,991	5,498	5,663	5,833
Total Finance and Facilities	7,030	5,910	6,468	6,662	6,862
CORPORATE SERVICES					
Leadership, HR, development and Maori values	2,192	2,279	1,903	2,234	2,164
Total Corporate Services	2,192	2,279	1,903	2,234	2,164
Depreciation	5,631	8,150	7,874	7,874	7,874
TOTAL MAINTENANCE AND MANAGEMENT COSTS	25,916	28,345	28,581	29,922	30,448

Years ending 30 June	2007	2008	2009	2010	2011
	Actual	Approved Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
DEVELOPMENT					
COLLECTION MANAGEMENT					
Registration and conservation	232				
Curatorial		325		150	150
Library		60			
Total Collection Management	232	385		150	150
PUBLIC PROGRAMMES					
Education	100	180			200
Exhibitions	150	120		100	100
Marketing	250	40		50	50
Commercial operations		87			
Admissions		98			
Total Public Programmes	500	525		150	350
FINANCE AND FACILITIES					
Facilities		45	173	100	100
Total Finance and Facilities		45	173	100	100
CORPORATE SERVICES					
Leadership, HR, development and Maori values		95	552	100	150
Total Corporate Services		95	552	100	150
TOTAL DEVELOPMENT COSTS	732	1,050	725	500	750
TOTAL COST OF ACTIVITIES	26,648	29,395	29,306	30,422	31,198

4.2 REVENUE PRODUCING ACTIVITIES

Years ending 30 June	2007	2008	2009	2010	2011
	Actual	Approved Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
Interest revenue	1,156	750	960	750	750
Grant revenue	330	317	317	326	336
Admissions	1,553	1,284	1,323	1,363	1,403
Commercial operations	3,103	4,184	3,615	3,724	3,835
Sundry income	457	549	337	347	358
Special exhibitions	836	1,193	1,300	1,339	1,379
Total Revenue Producing Activities	7,435	8,276	7,852	7,848	8,061
NET COST OF ACTIVITIES	19,213	21,119	21,454	22,573	23,136

4.3 DEVELOPMENT CAPITAL EXPENDITURE

Years ending 30 June	2007	2008	2009	2010	2011
	Actual	Approved Plan	Plan	Plan	Plan
	\$000s	\$000s	\$000s	\$000s	\$000s
DEVELOPMENT					
New plant and equipment	350	300	400	300	400
Information technology improvements	50	200	200	200	200
Collection acquisition			250	250	250
Total Development Capital Expenditure	400	500	850	750	850
Net Cost of Activities and Development Capital Expenditure	19,613	21,619	22,304	23,323	23,986
LOCAL AUTHORITY LEVY	19,882	21,319	22,304	23,323	23,986
EXCESS (SHORTFALL)	269	(300)			

5. POLICIES

The Board's policies are published on the Museum's website www.aucklandmuseum.com. The Board has adopted the practice of including significant new or amended policies in the Annual Plan.

New Policies:

Conflict of Interest (June 2007)

1. Purpose

The purpose of this policy is to ensure that Board deliberations are conducted impartially, without bias, in a fair and open minded manner and in accordance with the law.

2. Definitions

Direct interest	Where the member has a direct interest, other than in common with the public.
Indirect interest	Where the member's partner or a company in which the member or partner, directly or indirectly has a 10% interest, or is the general manager.
Pecuniary interest	A matter which could reasonably give rise to an expectation of a gain or loss of money for the member concerned. Members' motives and good faith and whether they were actually influenced are irrelevant in determining whether there is a pecuniary interest.
Non-pecuniary interest	Interests that may give the appearance of bias because of a member's statements or conduct, or close relationships with people or organisations involved in the matter. Close relationships include immediate family, close friend, an organisation where the member is an executive officeholder, or senior employee.
Act	Local Authorities (Members' Interests) Act 1968

3. Policy

- 3.1 The Local Authorities (Members' Interest) Act 1968 applies.
- 3.2 Members may not hold office, and are disqualified from office if they have a direct or indirect pecuniary interest in contracts with the Museum exceeding \$25,000 including GST, in any financial year, without prior approval from the Auditor General. The disqualification lasts until the next opportunity for appointment.
- 3.3 At any meeting of the Board, members shall declare any direct, indirect or non-pecuniary interest and then abstain from discussion and voting on the matter. The declaration shall be recorded in the minutes of the meeting.
- 3.4 It is an offence under the Act for members to participate in any matter in which they have a direct or indirect pecuniary interest, other than an interest in common with the public, unless the member has an exemption or declaration on the matter from the Auditor General. If convicted, the member automatically vacates office.

Human Remains (April 2007)

1 Purpose

To provide direction on the care and handling of human remains

To ensure that the Maori values associated with any whakapakoko, uru moko or koiwi (Ancestral Human Remains) in the possession of the Museum are protected until such time as they can be repatriated to source.

To facilitate the repatriation of all Museum-associated Ancestral Human Remains back to source.

2 Definitions

- 2.1 Ancestral Human Remains can be classified into two categories:

Maori Human Remains

- Whakapakoko – preserved human corpse
- Uru moko – preserved human heads
- Koiwi – skeletal remains

Non-Maori Human Remains

- Pacific Islands
- Ancestral peoples from elsewhere in the world

- 2.2 Ancestral Human Remains (as above) are not taonga.

- 2.3 Artefactual Human Remains can be classified into two categories:

- Non-ancestral Human Remains, for example an Egyptian mummy
- Ancestral Human Remains that have undergone cultural modification prior to collection, for example Maori flutes, Pacific Island necklaces or items with human hair attached.

3 Policy

- 3.1 Artefactual Human Remains will be managed under relevant collections policies subject to the constraints of suitability, sensitivity and human dignity attached to those items and where the means of acquisition are acceptable to the descendant culture concerned.
- 3.2 The Taumata-a-Iwi are customarily accountable to all iwi for the guardianship (kaitiakitanga) of Ancestral Human Remains held by the Museum.
- 3.3 Ancestral Human Remains will be held in the Museum Urupa (cemetery). Access to the Urupa is restricted to the Director, Tumuaki, Head Collections Management, Curator Archaeology and Manager Safety and Security. Access for any other persons requires the Tumuaki's consent or must be accompanied by the Director, Tumuaki or Manager Safety and Security.

- 3.4 External requests for access to Ancestral Human Remains resting in the Museum must be made in writing to the Tumuaki.
- 3.5 The Board will consult with the Taumata-a-Iwi before agreeing to the entrance or departure of any Ancestral Human Remains.
- 3.6 The Museum will not classify Ancestral Human Remains as artifacts.
- 3.7 The Museum will facilitate the return of all Ancestral Human Remains in its holdings when the source is known.
- 3.8 The Museum will assist the tangata whenua in fulfilling their customary responsibilities concerning any Ancestral Human Remains of unknown source.
- 3.9 The Museum will, when requested and appropriate, facilitate the return to source of Ancestral Human Remains sent to the Museum from overseas institutions.
- 3.10 The Museum will develop an inventory of all Ancestral Human Remains for which the Museum has been responsible over the years.
- 3.11 The Museum will seek the cooperation of identified international museums and institutions to assist in the return of Auckland Museum-associated Ancestral Human Remains back to source.
- 3.12 The Museum will not receive any Ancestral Human Remains for which the Auckland Museum has no history of responsibility.

Mounting Exhibitions (May 2007)

1. Purpose

To establish how the Museum will use permanent,

special, temporary and touring exhibitions to further its statutory objectives and fulfil its mission to share knowledge for the enjoyment and enlightenment of Aucklanders and their visitors.

2. Definitions

Special Exhibitions are large exhibitions which will almost exclusively be housed in the Exhibition Hall, attract a separate admission charge, have a fully developed budget and require Trust Board approval.

3. Policy

3.1 Changing Exhibitions

The Museum will present changing exhibitions that will vary in size and scope from small temporary exhibitions operated from annual budget allocations at no charge to visitors, to special exhibitions each having a stand alone budget for which an entry fee will generally be charged.

3.2 Special Exhibitions

Programme Content

The Museum will present a stimulating and balanced programme of Special Exhibitions. The programme will relate to the collections where possible, but will also move beyond the scope of those collections. It will provide intensified foci on topics of cultural or scientific interest. It will also include the importing of material from international sources to provide the Auckland public with a "window on the world". The Museum will maintain an indicative programme of exhibitions extending three years ahead.

Balance

The Special Exhibitions programme will seek to achieve balance in discipline, target audiences, themes and subjects recognising the diverse collections and varying responsibilities of the Museum. Although external factors and

programming constraints / opportunities may vary the mix of exhibitions from year to year, the Museum will strive to mount at least one child or family oriented exhibition per year, one cultural exhibition per year and one science exhibition every second year. No fewer than three special exhibitions will be prepared each year.

Controversial material

When the Museum is contemplating exhibiting or publishing any material which may be considered offensive or confrontational to values held by significant sectors of the Community, the Director will seek advice from agencies or individuals regarded as appropriate and authoritative in the areas of concern, and recommend such actions as considered appropriate to the Trust Board in timely fashion so that the Board can provide appropriate advice to the Director.

Financial considerations

The Museum will set financial targets for Special Exhibitions as set out in the Funding Policies, recognising the differing motivations and risks involved in each exhibition but with the general intention of achieving a break even or better financial result in each year's programme. Financial targets for Special Exhibitions will be set in the Annual Plan (or at the time of commitment if planning is outside the Annual Planning process).

The Museum will establish a Special Exhibition Reserve for retaining Special Exhibition profits (including any interest accruing), to be used to partially fund some exhibitions and underwrite Special Exhibitions risk. The Board will review the Special Exhibition Reserve upper limit annually.

The Trust Board will, from time to time, set an upper limit on the amount to be held in the Exhibition Reserve and direct any surplus funds to general purposes.

Financial, quality and visitor satisfaction performance of Special Exhibitions will be reported promptly to the Trust Board on completion.

3.3 Temporary Exhibitions

At least three exhibitions should be exhibited per year for each of the Tamaki Applied Arts and Pictorial Galleries. These exhibitions will be generally, but not exclusively collection based. These exhibitions may combine collection-based material with external loans. One temporary exhibition of Maori and/or Pacific content will be mounted each year in the Maori or Pacific galleries.

3.4 Touring Exhibitions (incoming and outgoing)

As appropriate within our resources it is Auckland Museum's intention to provide small temporary exhibitions to Councils and galleries in our TLA funding areas.

Also it is our aim to foster the interchange of exhibitions amongst museums across Australasia, and accordingly we will use our best endeavours to both receive and generate exhibitions that travel nationally and to Australia and thereby serve the best interests of Auckland Museum and an audience wider than within the Auckland region.

From time to time as appropriate, Auckland Museum will also create major exhibitions to tour internationally; and receive major international touring exhibitions that provide our region with a 'window on the World'.

3.5 Exhibitions containing taonga and / or a Maori dimension

To ensure Maori values associated with any Museum exhibition or display that contain taonga or a significant Maori dimension are

upheld, the Board will seek advice from the Taumata-a-Iwi before confirming any significant new Museum exhibition proposal that is likely to impact on Maori values.

The Board will seek advice from the Taumata-a-Iwi before confirming any significant new offsite public display of Museum-held taonga.

6. DISCLOSURES

DETAILS OF PROPOSED CHARGES

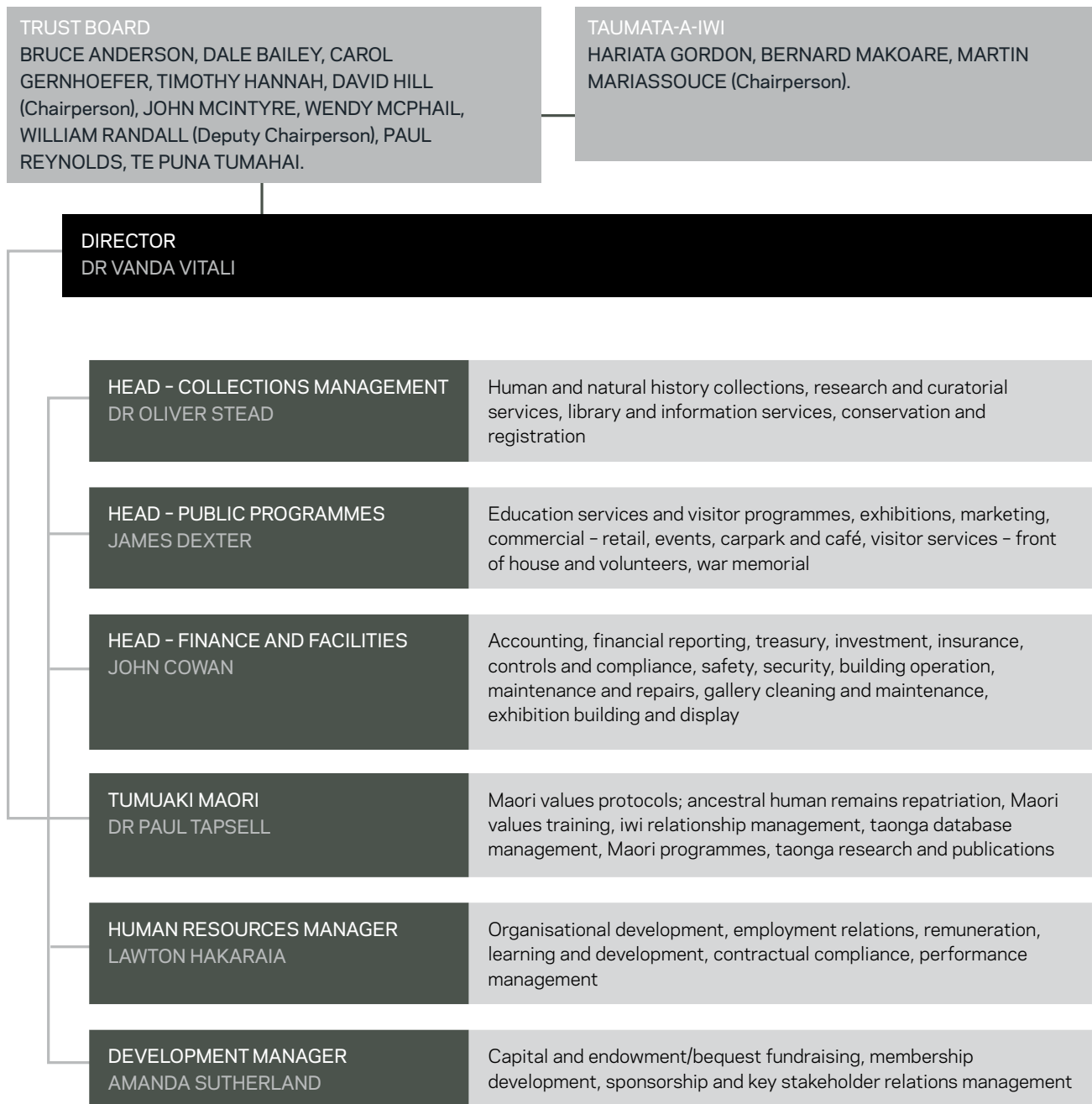
Charges may be made for access to any part or parts, or the provision of service or services of the Museum. Charges will be applied to its Special or Temporary Exhibitions. The Museum currently operates an admission by donation scheme at entry, and charges for tourism services, performances, educational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

REMUNERATION

The maximum remuneration payable to any member of the Trust Board is \$13,302. Additional allowances of \$6,967 and \$3,167 are payable to the Chairman and Deputy Chairman of the Trust Board respectively. The maximum remuneration payable to any member of the Taumata-a-Iwi is \$7,550 with an additional allowance of \$2,537 payable to the Chairman. The remuneration payable to any member of the Trust Board or Taumata-a-Iwi is inclusive of all local travel and personal expenses.

7. OUR ORGANISATION

STRUCTURE



9.
TAUMATA-A-IWI
KAUPAPA

TAUMATA-A-IWI KAUPAPA

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

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

PRINCIPLE I: THE RIGHT TO ADVISE

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

PRINCIPLE II: PARTNERSHIP

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

PRINCIPLE III: MAORI EXPECTATIONS

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

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

PRINCIPLE IV: ACTIVE PROTECTION

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

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

PRINCIPLE V: REDRESS FOR PAST MISUNDERSTANDINGS

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

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

TAUMATA-A-IWI KAUPAPA

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

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

KAUPAPA I: TOHUTOHU

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

KAUPAPA II: WHAKAHOAHOA

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

KAUPAPA III: NGA TUMANAKO MAORI

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

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

KAUPAPA IV: KAITIAKITANGA

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

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

KAUPAPA V: TE WHAKATIKATIKA I NGA HE

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

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