

TE WAKA HUIA O NGA TAONGA TUKU IHO

2007 – 10



THE INSIDE STORY

MUSEUM OF
WELLINGTON
CITY & SEA

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TE WAKA
HUIA O NGA
TAONGA TUKU
IHO

SETTING THE SCENE

YOUR
SOCIAL
HISTORY
MUSEUM

The Museum's mission

Preserving, presenting and promoting Wellington's heritage – harbour, city and sea.

The Strategic Plan 2007-10 sets out a framework to settle on a focused institutional vision.

As a working document it describes how we will achieve a visionary and outstanding museum attraction that has high profile, wins larger and new audiences by delivering exceptional visitor experience through its programming and provides best care for its Collection.

The Strategic Plan sets out to build on the past work of the Museum so that it continues to be known as a unique Wellington experience with a powerful sense of value within the community. The Museum's Collection is a major focus of this Plan – it will be better housed, managed and understood. Our Collection will then begin to support our programmes to a greater degree.

Through active and thorough planning the Museum will ensure that it becomes better able to deliver on both its and the Wellington Museums Trust's mission and ultimately provide a museum that serves its community and befits the cultural capital of New Zealand.

The Wellington Museums Trust 'New Ways of Seeing' is at this time in a pre-implementation stage. As such it has been recognised as the basis of forming a lot of this Plan, however its interpretation into the Plan, in particular in programming and collaborations across-facility, has been left to be developed following its adoption.

CARING FOR
WELLINGTON'S
TREASURES

The Trust's mission

To lead the cultural development of Wellington maintaining and enhancing its status as New Zealand's ultimate arts and heritage city to live in and visit.

TE WAKA HUIA O NGA TAONGA
TUKU IHO: THE CONTAINER OF
THE TREASURES HANDED DOWN
BY THE ANCESTORS

LOOKING BACK

2003-06 Strategic Plan

The Museum's previous Strategic Plan 2003-06 concentrated on lifting the organization to a fully professional standard and establishing the Museum as a significant but quirky and innovative player in the Wellington cultural scene. It attempted to broaden public knowledge of the Museum and its appeal to Wellingtonians and considered that with an impeccable standard of visitor service and interesting exhibitions/events that our national and overseas visitors to Wellington would also find it a great experience.

Much of that first plan has been achieved –

Visitor Experience

- The Museum free entry has been achieved and visitor numbers including repeat visitation has risen markedly and stabilized.
- The visitor experience has been enhanced with a major new permanent exhibition.

Programming

- An interesting exhibition programme has been scheduled including a bi-annual contribution to the New Zealand International Festival of the Arts.
- There is now a well-established public programme season.

Collection

- The Collection is centralized and being catalogued.
- The Collection Store has had remedial work carried out on it following two major reports.
- Care and accessibility of the archives has been increased by the transfer to Wellington City Archives of the substantive archive while a survey of the remaining archives has been carried out.

Wellington Museums Trust Strategic Planning & Branding

As the umbrella organization the Wellington Museums Trust Strategic Plan 2004-07 has fed into this Plan. Further, in the past few months the Wellington Museums Trust has had a review of its governance, strategic plan and branding, the Museum has taken the findings from this into account. Both the Plan and the review can each find expression with specific outcomes within this Plan. In particular under 'the expectations of the public and stakeholder groups' from the 'Brand Profile' document –

- A sense of place
- Cultural leadership
- Credible quality
- Entertainment
- New experiences
- Accessibility

'People and organizations are looking for leadership in providing unique and profound experiences that offer them a sense of identity and pride.

Wellingtonians are looking for confirmation that they are a participant in New Zealand's "Cultural Capital".'

OUR COLLECTION NEEDS CARE

'The promise of the Museums Trust focuses on the excitement of discovery...'

'...the museums of the Museums Trust are a fundamental part of the experience of Wellington.'

'The museums from the Museums Trust are a celebration of the eclectic, the diverse, the thought provoking, the entertaining and the astutely observant.'

from Brand Profile document

Peer Review Report 2005

This Plan has used the Peer Review of the Museum carried out by Ken Gorbey and Gisella Carr at the end of 2005 for the Wellington Museums Trust. In particular as its review of stakeholder feedback –

'The "health check" undertaken of the Museum by the Consultants has found the Museum to be in good heart.' p9

'It is the conclusion of this review that collection work should be totally dedicated to the work of the next three years...' p10

'Ideally a museum should be able to draw on visitor research when planning for the future and quantifying effectiveness.' p16

'Stakeholders agree that the Museum is still in the process of defining the intellectual and experiential territory that it wishes to claim as its own...The process determining this should not be approached lightly, should be the subject of detailed exploration and testing, which requires time.' p17

TIME TO ASK THE QUESTIONS

Museums Aotearoa 'Strategy for the Museum Sector'

In 2005 Museums Aotearoa published its strategy for the museum sector. While this strategy is broad based it assists in the overall direction of the Museum when looking at how museums cooperate and provide support as well as avoiding duplication of resources. In particular –

'Provide for the interest and role of communities and iwi in contributing to the care and management of collections' p20

'Develop new potential funding sources and support' p23

'Promote best practice – Standards, Guidelines, and Training' p24

'Develop Strategic Alliances' p27

BUILDING ON RELATIONSHIPS

A NEW WAY OF SEEING

WHY DO IT?

As per the previous Plan it is now time to set the direction of the Museum for the next four years.

A strategic plan is essentially the framework for the 'how' and 'why' of doing business. A plan's job is to frame the question what is the Museum, why does it exist, how does it operate and to what ends.

A strategic plan is the ultimate tool for the staff of the Museum in communicating to our governing body and stakeholders what our overall goals are for the next period, and includes our expected outcomes and how we propose to achieve them over that period.

From this Strategic Plan staff will gain a clear and concise document that supports their efforts and encourages them to bring new ideas to the table. It also empowers them by setting the parameters for taking risks.

But first this is where we are today –

Strengths

- Small, dedicated team
- Strong training programme
- Growing reputation in Museum sector
- Astute use of funding
- Numbers of visitors steadied over three years since free entry
- Increase in repeat visitation
- Location on prime site on Wellington waterfront
- Education Service is well respected
- Free entry
- WCC networks
- WMT Trust & Facilities

Weaknesses

- Limited staff resources
- Staff remuneration not equivalent to sector
- Funding is static
- Collection is limited by its focus
- Collection store is below standard
- Research Service poorly utilised
- Two sites hinders working communication/team building
- Relationships/collaborations are project only based
- Profile is reliant on programming
- Shop needs upgrading/re-focussing
- Entry poorly designed
- Present leasing arrangements do not allow for one main office for staff
- Volunteers require management

A VITAL PART OF
THE CULTURAL,
INTELLECTUAL
AND ECONOMIC
LIFE OF THE CITY

Opportunities

- Develop further City Council relationship
- Understanding visitor/non-visitor needs
- WMT growing reputation
- Funding opportunities widen
- Relationships/collaborations become long term
- Profile draws sponsors/funders
- Further increase in repeat visitation
- Shop becomes a destination
- Redeveloped entry
- Museum becomes Information/Education Centre for the community

AT THE
FOREFRONT OF
MUSEUM THEORY
AND PRACTICE

Threats

- Reputation is diminished by poor/less programming
- Loss of MOE funding
- Numbers of visitors drop
- WCC focus changes under political climate
- Economic climate tightens
- Sponsors/funders reduce
- Collaborators are harder to attract

AN ENJOYABLE,
STIMULATING
AND HIGH
QUALITY
EXPERIENCE

TIME TO LOOK
TO THE FUTURE

THE VISION THING

Goal

To be an outstanding social history museum for Wellingtonians and their visitors, widely valued and respected

We require cohesive leadership and a focus on

- Thinking strategically with a clear long-term vision
- Awareness of our market
- Quality first
- Shared goals
- Good communication
- Attention to training
- Smart allocation of resources
- Valuing risk taking and ideas

Who we are

A Museum is a place where stories are told, people come together and identities survive. It has in a sense replaced the concept of the 'old town square'. Exhibitions can play a significant role in preserving culture but also an important role expressing continuity. A narrative can be communicated by arranging objects in a space but engaging with people to whom the stories belong deepens their meaning. Education programmes and public programmes from talks and seminars, to dance or theatre, all activities happening within the spaces of the Museum, deepen our collective understanding of culture and add to the story of who we are.

The Museum of Wellington City & Sea is located on Queens Wharf on the waterfront in New Zealand's capital city of Wellington. The Museum sits within the former Bond Store and offices of the Wellington Harbour Board in a heritage building. The Museum is a facility of the Wellington Museums Trust and through the Trust its major funder/stakeholder is the Wellington City Council and therefore the community of Wellington city. Drawing percentages from 2005-06 our visitors are made up of 21% from Wellington city (19.4% July to September 06), 16% from Wellington region (29.8%), 23% national (27.4%) and 40% international (23.4%). The number of repeat visits prior to the Museum going free was at below 8%, this has now risen to the average of 19% for 2005-06 (22.5%). The repeat visitors are by and large either Wellington city or region visitors.

For the people of Wellington

- Enable them to understand their city – what it was and why it became what it is today and may be in the future
- Help them know as individuals where they may have come from
- Leave them to want to know more
- Provide them with an understanding of different cultures and ethnic groups that make up Wellington
- Encourage greater social responsibility and understanding of the contributions made by the various communities into the development of Wellington
- Help to establish Wellington as a great city
- To provide access to collections relevant to the city

For the visitor

- To know there is more to Wellington than the weather
- To be a portal into the city and its stories
- An understanding of why Wellingtonians choose to live here
- Add to its vibrancy as a place to visit and to return to

OUR BUILDING BLOCKS

VALUED

To ensure the Strategic Plan's relevance there are a range of policies and plans in place for the Museum that it is measured against. The Museum will carry out a review of these policies and plans to update or confirm their relevance as well as progressively developing new policies and plans as identified. All policies and plans are based on the overarching 'Museum Meta-Policy':

Museum Meta-Policy

All other policy documents amplify these principles and provide operational detail and area (marketing, collection, retail, training etc) delivery.

INCLUSIVE

Service to community

The Museum is to be accessible to all audiences in the community regardless of age, sex, ability, education, income, disability, social, ethnic or religious background.

TOP CLASS

Educational underpinnings

The Museum will promote the concept of life-long learning and provide a range of opportunities to encourage regular return visits.

Care and use of collections

The Museum will care for Wellington's treasures to the highest possible standards commensurate with resources and promote accessibility to their histories and stories

BEST PRACTICE

Customer focus

The Museum will provide an enjoyable, stimulating and high quality seamless museum experience in terms of customer care, exhibition programmes and resource provision

STATE OF THE ART

Striving for excellence

The Museum aims to be at the forefront of museum theory and practice in delivering its services to the community

WORKING TOGETHER

WE CAN DO THIS

To be valued by Wellingtonians

- Recognizing Wellingtonians as the primary audience
- Creating a strong Museum presence
- Programming that is relevant, exciting and entertaining

To make it inclusive

- Recognizing the unique place of mana whenua
- The people of Wellington and their communities trust us to tell their stories with honesty and originality
- Collaborations and partnerships with other organizations/institutions continue to grow
- Regular contact with other cultural, community and educational organizations

To deliver a top class visitor experience

- Maintaining high standards
- Actively seeking feedback
- Attracting new audiences through innovative programming
- Progressively refurbishing/upgrading permanent exhibitions
- Increasing public access to collections/resources

To strive for best practice

- Employing high quality staff
- Encouraging staff to extend themselves
- Rewarding/motivating staff
- Active affiliation with or membership of professional bodies

To manage a state-of-the-art facility

- Positive staff who are supported
- Ensuring there is a minimum standard of technical capability in-house
- Subscription to appropriate reference/professional literature
- Maintaining a balance between object-centred displays and media driven/delivered solutions

Contribute to the WMT vision and charter

- Work across all other WMT facilities
- Regular reporting to the WMT
- All staff being aware of WMT aims and goals
- Incorporating WMT goals into analysis in programming and services
- Providing expert museological/cultural advice to the WCC through the WMT

ACCESSIBLE
TO ALL
AUDIENCES
IN THE
COMMUNITY

MAKING IT HAPPEN

Timeline	2007				2008				2009				2010			
Museum staffing																
Market research																
Programming strategy																
Exhibition space																
Mana Whenua																
Funding policy																
Library collection																
Museum's collection																
New Collection Store																
New open plan office																
New entrance/gallery																
Permanent exhibitions																
Plimmer's Ark																

2007

Outcome: The Museum is staffed by a focused, well trained and resourced team keen to develop new ideas.

Tactic: Review of museum staffing, configuration and services by early 2007

Outcome: The Museum is clear who its users and non-users are and the best ways to inform them and attract them to the Museum.

Tactic: Extensive market research including visitor needs and museum identity, brand and profile in collaboration with Wellington Museums Trust by early-2007

Outcome: Increased public engagement with Wellingtonians to their history and cultural heritages.

Tactic: Development of programming policy with strategy and planning process by mid-2007

Outcome: The Museum has a flexible and innovative exhibition and public programming schedule.

Tactic: Container exhibition space opened and functioning by late-2007

2008

Outcome: The Museum's commitment to Mana Whenua acknowledges Maori in Wellington's historical and contemporary context alongside a strong, ongoing working relationship.

Tactic: Establish a Mana Whenua advisory committee by early-2008

DELIVERS
EXTREMELY
GOOD VALUE
FOR THE
FUNDING

Outcome: The Museum has a broader funding-base through projects identified for potential sponsors and funders.

Tactic: Establish a funding policy with plan and schedule of targets in collaboration with Wellington Museums Trust by mid-2008

Outcome: The Museum either develops a library or deaccessions library collection.

Tactic: Specialist reports carried out on Museum's library collection by late-2008

2009

Outcome: The Museum better understands and knows its Collection.

Tactic: The collection is catalogued or deaccessioned according to collection policy and best public access by early 2009

Outcome: A new Collection Store future proofed for a growing collection opens.

Tactic: The Museum with the Trust and WCC have developed the best solution for a new Collection Store by May 2009

Outcome: The Museum's staff are well resourced and work in the best environment.

Tactic: The Museum takes over the top floor office area (south-end) by mid-2009

2010

Outcome: New entrance and gallery provides enriched programming and enhanced visitor experience.

Tactic: The entrance is developed to better sign the entry to the Museum and a new flexible gallery space by 2010

Outcome: The Museum receives 100% satisfaction ratings from its visitors.

Tactic: Review existing permanent exhibitions and plan for either upgrade or reconfiguration dependent on funding (ongoing timeframe)

Outcome: The Museum manages the Plimmer's Ark galleries development(s) to the highest standard.

Tactic: Carry out the long-term plan for Plimmer's Ark as decided by WCC (to their timeframe)

IN THE
SERVICE OF
SOCIETY

THE MUSEUM IS A LEADER IN PROVIDING CULTURAL PRODUCT TO ITS VISITORS/USERS. WE ARE ESTABLISHED AT THE FOREFRONT OF THE MUSEUM SECTOR AND ARE A VALUED AND ACTIVE MEMBER OF THE WELLINGTON COMMUNITY.

THINGS THAT MAY GET IN THE WAY

Risk Profile

To achieve what is expressed within this Plan hinges on a well qualified, resourced and motivated staff that are supported by a strong vision, consistent strategic direction and funding for the projects and programmes highlighted.

Staff

- Unable to grow staff and therefore resource projects
- Staff lose motivation affecting retention through inability to compete with other employers

Collection

- Collection is not fully understood/known and unable to be used in programmes
- Collection continues to deteriorate in condition

Programming

- Continued inability to maintain optimum frequency of exhibitions and public programmes
- Visitor satisfaction/repeat visitation falls away due to poor/infrequent programming
- Inability to recognise/actively seek sponsorship opportunities

Location

- Inability to fully realize opportunities with Queens Wharf location
- Collection remains at risk due to delay in Collection Store redevelopment
- Plimmer's Ark Gallery location is not resolved in a timely manner

Funding

- WMT unable to maintain being resourced at 2006 level (minimum) in regards to both operational and CAPEX funding
- Non-renewal of MOE LEOTC contestable funding

Other

- Unable to revitalize retail

THE MUSEUM OF WELLINGTON CITY &
SEA IS HERE TO OFFER WAYS OR PATHS
FOR OUR VISITOR TO VIEW, EXPLORE
AND EXPERIENCE THEIR HISTORY,
THEIR CULTURE AND BEYOND.

2010 & BEYOND

THE MUSEUM
IS PERCEIVED
AS A SITE OF
EXCELLENCE

The museum is a leader in providing cultural product to its visitors/ users, it is established at the forefront of the museum sector and is a valued and active member of the Wellington community.

Scenarios for possible futures

Vision

'A museum... [is a place where] scholarship is given public expression in a magical theatre of value rich objects, contexts and actions...'

from Peer Review document

'...a place of inspiration as well as instruction, as a site for dreaming...'

from Peer Review document

Our staff

'Our people understand our direction and values. They are challenged and inspired by their involvement in important creative work for successful organizations in an exciting city. We encourage and reward performance. We have a strong focus on continuing professional development. And increased visitor numbers are providing new career opportunities.'

from Brand profile document

Our standing

'Each facility fully understands its audiences and has the ability to develop and manage key relationships. Each is operating at the top of its game, is well resourced and has iconic housing that is "fit for purpose".'

from Brand profile document

Our public

'Wellingtonians and visitors from elsewhere in New Zealand and overseas have come to expect that their experience with Wellington's museums will help them find new ways of seeing and making new connections with our culture and our heritage.'

from Brand profile document

The Museum & its community

'By the year 2015, museums in New Zealand will be regarded by our people as the life blood of their communities...'

from A Strategy for the Museum Sector in New Zealand p17

Museum of Wellington City & Sea is here to offer ways or paths for our visitor to view, explore and experience new ways of seeing their history, their culture and beyond.