



TE ARA HOU THE ROAD AHEAD

Strategic Plan 2014–2020

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2013 – A YEAR OF CHANGE

Looking ahead to an engaging future

The arrival of new Museum Director Dr Ian Griffin in May heralded a period of change throughout the organisation.

Changes to the management team and the organisational structure followed over the ensuing six months. Several workshops were conducted with key community representatives and stakeholders to develop the Museum's goals moving forward and a full ground-up review of the existing strategic plan was undertaken.

This outward looking, consultative approach has led to the development of the following 2014–2020 Strategic Plan, which looks ahead to several major gallery developments, the sesquicentennial anniversary of the founding to the Museum, and beyond.



EXECUTIVE SUMMARY

The road ahead

Following in-depth consultation with our communities, stakeholders, the Association of Friends of the Otago Museum, Otago Museum Trust Board members and Museum staff, the Executive Team has developed an ambitious and deliverable plan to ensure an engaging future for the Museum.

The Museum's new strategic plan takes into account our core values as outlined in the Otago Museum Trust Board Act 1996, aligning with our current vision and mission. Importantly, it adds a commitment to honouring the principles of the Treaty of Waitangi as an overarching guide.

This strategic plan specifically recognises our stakeholders in the Museum: the people of Otago and New Zealand; the international research and education communities; the local, regional and national authorities; colleagues from other regional cultural institutions; funding bodies; businesses; and an important and growing tourist and domestic visitor market.

The Museum's greatest strength is the quality, breadth and depth of the collection. With the collection as both inspiration and foundation we have developed four key strategic goals that will guide us through the next six years:

- We will care for, share, research and develop a world-class collection
- We will partner, support and engage with our community on-site, off-site and online to inspire a passion for lifelong learning, and be a valued community resource
- We will be a sustainable business that will secure and improve our financial position, maintain and develop fit for purpose spaces and operate sustainably
- We will be outward-looking and inclusive, driven by the needs of the communities we serve following our core mission and vision statements, and build and sustain a culture of collaboration and partnership.

Along with the goals and objectives outlined in the strategic plan, specific strategic development projects and proposed initiatives have been outlined, set against a three-year budget and six-year time frame.



GUIDING VALUES

Our vision

To be an inspirational Museum of which the people of Otago and Aotearoa are proud.

Our mission

To inspire and enrich our communities and enhance understanding of the world through our collection, our people and the stories we share.

The Otago Museum Trust Board Act 1996

We will collect, preserve, act as a regional repository for, research, display and otherwise make available to the people of the present and the future material and information relating to the natural, cultural and scientific heritage of the peoples of the world.

We will promote interest and education in the natural, cultural and scientific heritage of New Zealanders.

We will place particular emphasis on those activities as they relate to the greater Otago region, world history, natural history and science, and where appropriate their relationships in a wider global context.

Honouring the principles of the Treaty of Waitangi

We will honour and care for our collection in partnership with mana whenua.

We will recognise our commitment with the addition of a proposed statement that acknowledges the importance of our collection to mana whenua in the Otago region, and the people of Otago and Aotearoa.



THE COLLECTION

Underpinning the values of our Museum

The collection tells the stories of our natural, cultural and scientific world:

- All our efforts and outcomes derive from the objects in the collection, and the objects we will care for and hold in trust for future generations
- The Museum's buildings, exhibitions, programmes, research and marketing development is driven by our collection
- We will build a world-class reputation in researching and conserving our collection
- We deliver high quality programmes that relate to our collection
- Our diverse range of community and educational engagement programmes and experiences are drawn from the stories of our collection as they have relevance to our communities and stakeholders
- We are an institution that people come to for advice, support and expertise based on the work and research undertaken on our collection



OUR STAKEHOLDERS

The people of Otago

To engage with the wider communities and niche markets through the Museum's galleries, special exhibitions, programmes, off-site and outreach experiences, and through online engagement and integration with social media

Domestic and international visitors and tourists

To develop unique exhibitions, attractions and experiences that attract high value visitors including the cruise ship market, independent travellers and domestic visitors

Academic and research community

To provide access to our collection, staff and knowledge for research and stakeholder engagement

Education community

To develop programmes that relate our collection to the New Zealand curriculum to impart knowledge and inspire lifelong learning

Regional and national authorities

To fund the development and conservation of the collection and to assist in the development of facilities, exhibitions, experiences and programmes

Donors and funding bodies

To support the strategic development of the collection and to support the development of galleries, exhibitions, collection facilities, education and programmes

Business and corporations

To support through sponsorship, preferred vendor agreements and philanthropy the development of the Museum's facilities, programmes, collections and exhibitions

Staff, Board and Advisory Councils and Committees

To engage with the Museum through advice, fundraising and access to networks and communities



STRATEGY SCREEN

Feasibility analysis

Consistent with our mission we will use the following questions to determine and prioritise what we do:

- Is this activity something only we can do?
- Is it consistent with the goals and objectives of our strategic plan?
- Do we have the resources to deliver it?
- Can the activity be developed, evaluated and disseminated?
- Does it involve partnership rather than competition?
- Will the activity be valued by our stakeholders?
- Is it authentic, innovative and inspirational?
- Is the activity relevant to our collection?



GOAL ONE a world-class collection

We will share our collection with the world.

We will increase access to our collection by presenting it in relevant and meaningful ways: on-site, online and off-site regionally, nationally and internationally.

Secure funding and resources for collection audit and digitisation project

Develop a schedule of object rotation to increase currency of content and encourage repeat visitation

We will strategically develop our collection.

We will continue to collect material relating to the natural, cultural and scientific heritage of the peoples of the world.

Open storage assessment to increase public interaction with the collection

Collection strategy will identify objects through acquisition and donation

We will care for our collection.

We will implement best practice collection care and conservation to preserve our collection for future generations.

Best practice care and conservation facilities ensure we can attract and house valuable collections with confidence

We will excel at researching and interpreting our collection.

The Museum will be a leading authority whose staff have the skills, resources and facilities to produce quality research and interpretation. Our collection and research facilities will encourage research, collaboration and partnerships.

Access to curatorial staff through programmes and exhibitions, online and through social media

Access to the collection to develop programmes and experiences that extend knowledge and understanding

Gallery redevelopment plan implemented to showcase collection

Develop a human resources strategy that focuses on attracting and retaining specialised, qualified and experienced curatorial and exhibitions staff to care for and develop the collection

Collections team will facilitate and collaborate in research and will publish findings



GOAL TWO engaging our community

We will be a valued community resource.

The Museum will be a trusted forum, encouraging curiosity and debate, promoting interest and learning about nature, culture and science. We will be accessible and engaging to all.

Create authentic and meaningful experiences relevant to our collection, engaging galleries, special exhibitions and programmes that shed new light on and increase understanding of the world around us

We will partner, support and engage with the communities of the Otago region.

We will deliver outreach programmes that inspire and have value throughout Otago.

Develop meaningful and understandable communication strategies and interpretive content that make our collection accessible to all

We will encourage interaction on-site, off-site and online.

By understanding the needs of our communities we will develop, implement and evaluate a range of authentic, innovative and evidence-based approaches to enable and encourage active participation by all.

Target external events and activities, and generate our own, to reach key audiences

We will inspire a passion for lifelong learning.

We will create and deliver experiences on-site, off-site and online that encourage and support lifelong learning.

Support and collaborate with regional museums

Leverage skills and technologies locally and globally to create world-class programmes, exhibitions and engagement

Engage with cultural, scientific and educational organisations to attract a wide range of audiences

Consult with our stakeholders and communities to develop innovative exhibitions, programmes and activities



GOAL THREE business sustainability

We will secure and improve the Museum's financial position.

- We will diversify our funding base.
- We will develop new and existing income streams.
- We will maximise income from our commercial activities.
- We will deliver value for money.
- We will have the highest standards of financial accountability.

We will develop and maintain quality spaces fit for purpose.

- We will invest in and maintain our site and facilities to ensure that they are appropriate for a major community asset operating year round and catering for a wide audience.

We will operate sustainably.

- We will operate in an economically, socially and environmentally responsible manner.

Engage with Friends, donors, sponsors and benefactors to develop a strong base for donations, endowments and membership

Target funding bodies and sponsors for specific development projects

Develop pricing strategies for special exhibitions, programmes and experiences for cost recovery whilst maintaining maximum access to our communities

Implement funding and sponsorship campaigns to support school programmes and outreach

Develop the Café, Shop, conference and venue offerings

Implement cruise ship visitor strategy

Increase understanding amongst stakeholders of the importance of their contribution to the Museum

Best practice financial management and accounting processes

Audit process is defined by financial and strategic parameters

Cost centres work to minimise costs and maximise revenues

Lead by example with a consistent focus on the social, environmental and economic impacts of our actions, in order to be responsible proactive contributors in our local and wider communities

Reduce carbon emissions through various initiatives including energy saving and waste reduction



GOAL FOUR an outward-looking and inclusive culture

We will be driven by the needs of those we serve.

We will listen to our community.

We will deliver experiences that are tailored to meet the needs we identify.

We will make every visitor's experience positive and meaningful.

We will build and sustain a culture of collaboration and partnership.

We will encourage collaborative working inside our organisation.

We will develop and maintain partnerships and collaborate with others.

Our culture supports our vision and mission.

Board and staff understand and embrace the strategic plan and will work together to achieve its aims.

Conduct ongoing research to assess visitor engagement and satisfaction with the Museum

Assess and act upon visitor feedback on experiences and exhibitions to ensure that we are meeting their needs and implement positive community-driven improvements

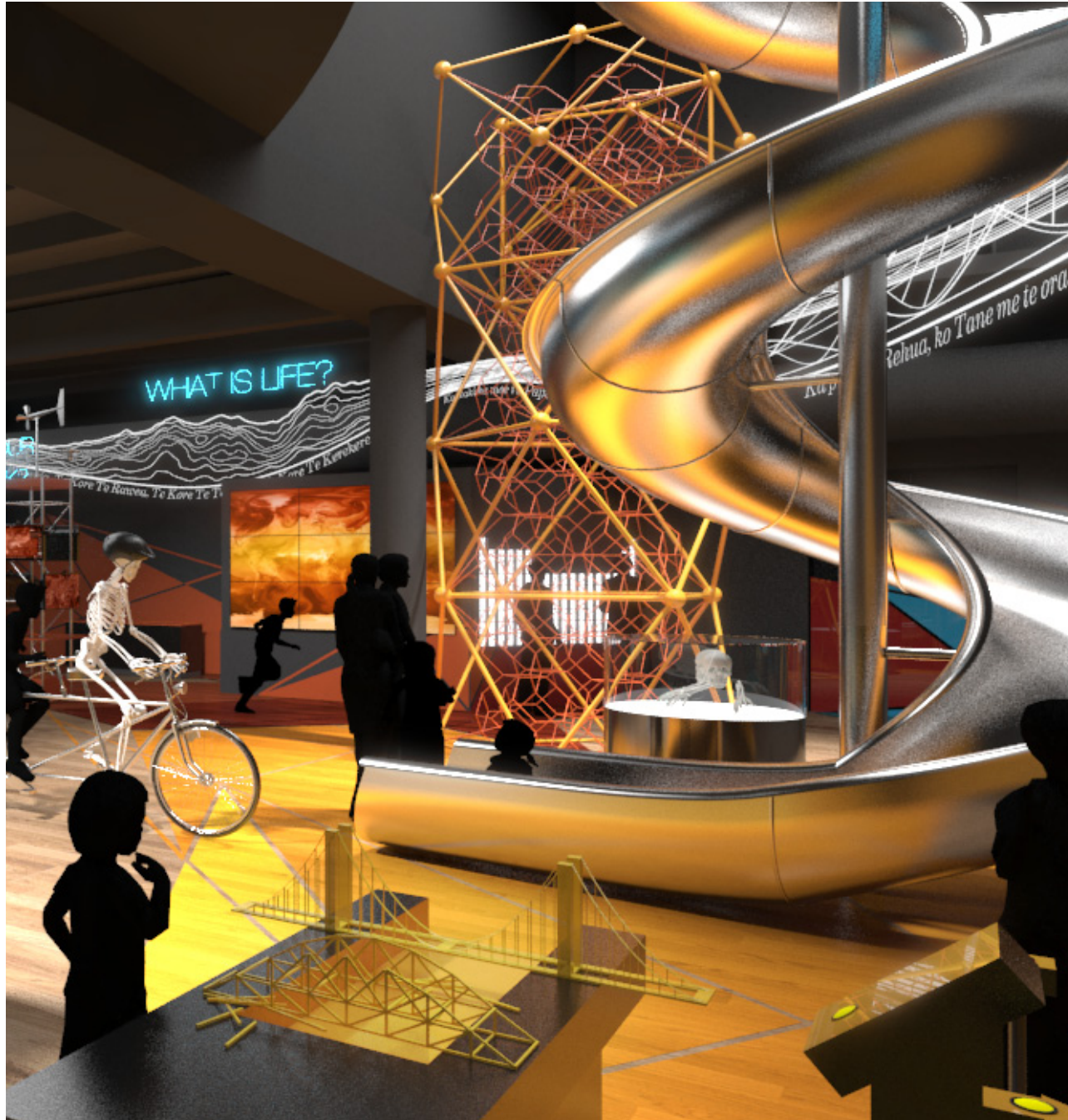
Ensure all our actions are measured against our objectives to deliver audience relevant experiences

Empower staff to develop and implement world-class contextual research, experiences and exhibitions, communications and relationships that benefit our stakeholders

Engage openly with our stakeholders locally, within New Zealand and worldwide to bring innovative concepts and learning to our community

Communicate objectives that are measurable as defined by our strategic plan

Set achievable targets that are appropriately resourced



STRATEGIC DEVELOPMENT PROJECTS

2014-2016 **Planetarium development**

2015-2017 **Discovery World redevelopment**

Discovery World Tropical Forest is our most popular gallery, appealing both to family and school audiences. However, the time has come to completely refit it and create a flagship science communication gallery of which we will be proud.

Up to \$2 million will be spent on completely renovating Discovery World (introducing a new performance area, a new laboratory and new curiosity-driven interactive exhibits).

We are adding a medium-sized 65-seat planetarium to the Discovery World offering.



STRATEGIC DEVELOPMENT PROJECTS

2016–2018

Tāngata Whenua redevelopment

This iconic gallery has not been renovated for 23 years. Our aim is to create a world-class gallery in keeping with the significance of the taoka we have in our care and taking into account the many changes in attitudes to, and appreciation of, Māori culture since the gallery first opened.

In partnership with the Museum’s Māori Advisory Committee, our plan is to create a new gallery in time for the 150th centenary in 2018. We estimate the cost of this project to be \$2 million.



STRATEGIC DEVELOPMENT PROJECTS

2018-2020

People of the World redevelopment

The Otago Museum has a collection that spans the ages. It allows us to tell the story of human culture from prehistoric times to the present day.

The new gallery will fully realise the range and quality of our collection, and encourage our visitors to learn more about their world.



STRATEGIC DEVELOPMENT PROJECTS

2015-2019

Entrance area, orientation gallery and collection centre development

Our aim is to create a stronger and immediate sense of the Museum as visitors enter.



PROPOSED AND PLANNED INITIATIVES

2014-2020

A world-class collection

Development of a new curatorial team through workforce development and recruitment

Establishment of research laboratory

Best practice conservation plan and facilities

Collection digitisation reviews

Increased published research by Collections and Research team

Collection centre

Outward-looking and inclusive culture

Build managerial and leadership capacity

Increase capacity through engagement with volunteers and Association of Friends of the Otago Museum

Active involvement with stakeholders in development, fundraising and support of the Museum



PROPOSED AND PLANNED INITIATIVES

2014-2020

Engaging our community

Targeted plan to involve low engagement stakeholders

Address physical access to the Museum – parking, signage

High rotation of objects in galleries and cases scheduled

Feasibility study of a Moa Gallery and Sir Edmund Hillary Gallery

Feasibility study of an outreach bus

Innovative educational programmes – on-site, off-site, online

Business sustainability

Implementation of business sustainability plan

Consolidation of financial management in-house



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