



STRATEGIC PLAN

2021-2024

Prepared by Tim Walker Associates

Introduction

Howick Historical Village, like many other 'living history' museums, has experienced a decline in visitor numbers over the last five years. As part of the process to create a new strategic plan, the team consulted with external stakeholders, key volunteers, members, the board, and staff. We heard it was time for a bold change.

Under the direction of this strategic plan, the organisation will move to a customer centred operation over the next four years, with the visitor experience placed firmly at the heart of everything we do. Spaces will be activated. Barriers will be removed. Every interaction will count.

We will offer different perspectives and stories to create for our visitors a deeper connection to our shared histories and a broader understanding of their enduring effect on modern life.

Other key priorities are:

Transforming from a reactive, off the radar organisation to a well-known, professional and must-attend visitor attraction.

Growing our audience, collaborating with other institutions, building partnerships, and engaging with the local community.

We will honour Te Tiriti o Waitangi and engage with Ngāi Tai ki Tāmaki on telling a more accurate history of this whenua.

Our organisation will be future-proofed with a clear governance structure.

Our funding streams will diversify, and we will grow our revenue to ensure the longevity of the organisation as an integral part of the story of Tāmaki Makaurau.



PURPOSE

*We make you a part of history
and history a part of you,
so that our different perspectives
and stories interconnect
and open up deeper ways of seeing*

VISION

*We are a must-do and exceptional
visitor experience for a significant
and growing percentage of
Aucklanders and visitors to Auckland*

MISSION

*We develop and deliver our facilities,
programmes and initiatives
to encourage active exploration
through heritage, leisure
and learning experiences
that are relevant and meaningful
to those we serve*

VALUES

People-focused

*We are open, inclusive and relatable, as a team
and with our customers
- and with all of our partners and stakeholders.*

Curious

*The world is changing fast, so we are curious
about what our diverse customers value.
We encourage new approaches and technologies
to increase our ability to
build connections and deepen impact.*

Brilliant communicators

*We actively engage, listen and hear, and always
consider who we are communicating with
and the impact we want to have. We keep
everyone in the loop.*

Always professional

*We always use simple best-practice processes for
planning, prioritising, delegating responsibility,
measuring performance, caring for our collections
and managing risk.*

Mindful

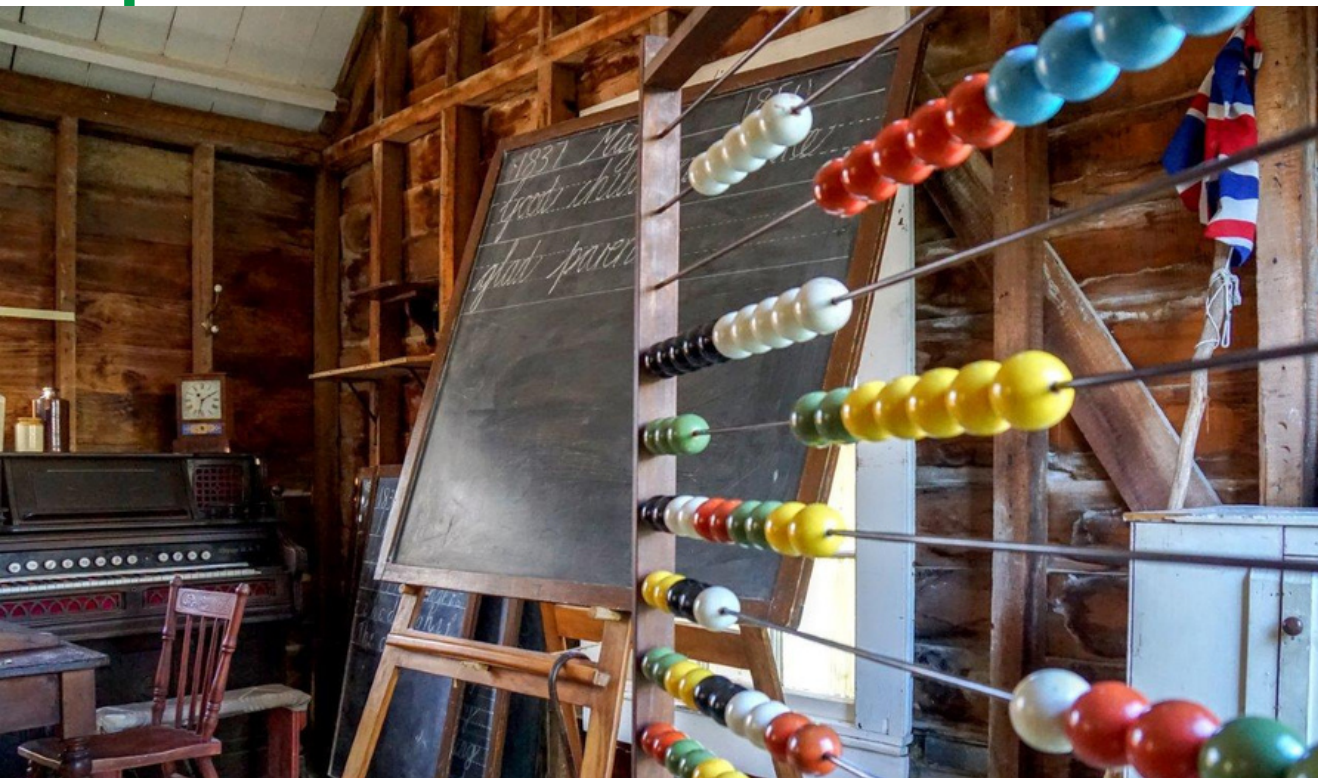
*We will make the time to have fun, to be
generous to ourselves and others
and to keep things in balance
- if we are enjoying being at work, our customers
will enjoy being here too!*



KEY TRANSFORMATIONAL MOVES

Over the plan period the key transformational moves will be:

- From a village (product-centred) to an experience (customer-centred) focus
- From a relatively unknown, semi-professional, 'hand-to-mouth' operation to a well-known, professional, viable contemporary Auckland heritage visitor attraction
- From being based around a principal world-view to engaging and sharing diverse world-views
- Moving to a clear, professional separation between governance and management responsibilities and decision-making driven by the GM and President.
- A purpose-driven revitalisation of visitor leisure and learning experiences



PERFORMANCE

OBJECTIVE: The organisation operates as an effective, sustainable organisation with the financial resources to meet its evolving goals and deliver outputs and outcomes that meet or exceed business and funding requirements.



PERFORMANCE

Initiative	2024 Success measure
<ul style="list-style-type: none">• Increased local visitation - locally, across Auckland (including international visitors to Auckland), and from domestic travellers• Review of education programme costs and ROI• Incentives for multi-trip visits, joint ticketing etc developed	<ul style="list-style-type: none">• An increase in total visitation of at least 25% since 2019/20, and stable or trending up for previous three years• 100% increase in repeat visitation and 15% year-on-year increase in local visitation on 2019/20• Education model reviewed to increase by 25% the number of groups/students p.a. and the service cost-per-user per student has decreased on 2019/20 levels
<ul style="list-style-type: none">• Revenue planning to generate diversified and increased revenue	<ul style="list-style-type: none">• Primary funder contributing 45% of \$1.5 million annual opex budget• Per-user revenue has increased by at least 10% over and above CPI on 2019/20• Revenue from user charges, third party partnerships, grants, trusts and other sources yields 55% of \$1.5 million annual opex budget
<ul style="list-style-type: none">• High-value visitor experience product development, with a competitive point-of-difference	<ul style="list-style-type: none">• At least one Auckland Unlimited endorsed 'must-do' visitor product has been in place for at least one year• Significant increase in visitation/participation by targeted audience segments identified in visitor experience product development plan

CUSTOMERS

OBJECTIVE: The organisation sustains and develops its understanding of parties (including professional relationships and partnerships) on which its continuing success will rely.



CUSTOMERS

Initiative	2024 Success measure
<ul style="list-style-type: none">• MOUs, agreements, contracts etc are put in place where relevant and reviewed regularly	<ul style="list-style-type: none">• MOU in place with Ngāi Tai ki Tāmaki, reviewed every five years• No fewer than three annual value-adding partnerships are in place and renewed
<ul style="list-style-type: none">• A prioritised partnership plan outlines opportunities with local businesses, an East Auckland visitor destination offer and products and cash or in-kind sponsors	<ul style="list-style-type: none">• We will explore opportunities to form a win-win-win partnership between HHV, a sponsor and a charity each year and have one partnership in place annually• At least two combined initiatives with other institutions or organisations have been identified, assessed and progressed if found to add value
<ul style="list-style-type: none">• A prioritised and targeted visitor/user development plan is based on accurate data and trend analysis	<ul style="list-style-type: none">• Data and analysis of year-on-year trends in targeted user-groups' visitation and motivations is updated and assessed annually• Methodology to measure local visitation and buy-in, and understand barriers to engagement, has been in place since 2021, with advocacy and engagement increasing 10% year-on-year since 2022
<ul style="list-style-type: none">• Establish efficacy of establishing patron, community advocacy and supporter groups etc	<ul style="list-style-type: none">• A patron group is in place, with no fewer than 20 patrons at no less than \$500 per annum• A diverse 'our stories' ambassadors advocacy group is in place to actively contribute to and promote the organisation's emerging diversity agenda and narrative in the community

ORGANISATIONAL CAPABILITY

OBJECTIVE: The organisation has, and sustains the governance and management structures, personnel, skills and capability required to operate successfully.



ORGANISATIONAL CAPABILITY

Initiative

- Governance is continuously developed to ensure best-practice professional oversight of a successful visitor experience operation

2024 Success measure

- A purpose-built board made up of members and others who collectively have the skills, networks and capacity to strategically lead and oversee the successful transformation and operation of the organisation (President)
- A clear separation between the board and the GM acting as a CEO with full delegated authority has been in place since 2021
- Professional development requirements for the board are identified and addressed regularly
- A board succession plan is in place, and a new chair is in place or in waiting
- The 2025-2028 Strategic Plan is in place by January 2024
- Governance manual is reviewed every two years
- Board meeting agenda format puts an emphasis on discussing strategic issues and opportunities aligned to key business challenges

- Staff and volunteer capacity and capability is continuously developed to meet business requirements

- No fewer than three additional FTE in roles critical to the board's transformative goals are in place by the end of 2022
- Ensure a diverse staff (with a particular emphasis on hosts) that reflects the diversity of targeted visitors and user-groups
- Professional development requirements for the management, staff and volunteers - to achieve the board's transformation goals - are identified and addressed regularly
- A formal volunteer structure is in place, with an increased number of volunteers recruited to fill specified roles across all relevant aspects of the business (including running the volunteers as a group)

OPERATIONAL RESOURCES

OBJECTIVE: The organisation's policies, processes and systems ensure they are designed to be fit for purpose, compliant, easy to use and ensure professional standards are maintained at all times.



OPERATIONAL RESOURCES

Initiative	2024 Success measure
<ul style="list-style-type: none">Systems and processes are in place to ensure effective operation	<ul style="list-style-type: none">An effective performance management process cascading down from the strategic plan, to the annual plan, to performance plans has been in place since 2021A cost-benefit analysis is prepared on all operational and capital investments over \$20,000An effective MOU template is used for all key partnerships
<ul style="list-style-type: none">Facility development plan - including an asset management plan (including the collections) identifying health & safety, best practice and compliance issues	<ul style="list-style-type: none">No compliance issues for publicly accessible facilities and equipmentAll compliance breaches managed within agreed parametersVisitor journey, including café experience, is optimised to drive visitation (including duration) and spend
<ul style="list-style-type: none">Digital infrastructure development plan	<ul style="list-style-type: none">A purpose-fit customer relationship management (CRM) system is in operation and used effectively by staffA 5G preparedness plan - outlining issues, opportunities, costs and recommendations - has been developed incrementally since 2021, and is now factored into purpose-fit facility and operational planning and costs

STRATEGIC COMMUNICATIONS

OBJECTIVE: The organisation's value proposition, brand, narrative and point-of-difference are well known by, and aligned to the preferences of, key customers, partners and stakeholders - locally, across Auckland, and nationally/internationally as required by business objectives.



STRATEGIC COMMUNICATIONS

Initiative	2024 Success measure
<ul style="list-style-type: none">• A purpose-fit brand – name, visual identity and narrative	<ul style="list-style-type: none">• An evidence-based revised brand (based on an assessment of attractors, barriers to engagement, market attitudes etc) is or has been launched• There a significant and increasing association with and alignment to the emerging 'East Auckland' offer in visitors' and non-visitors' minds• Critical that brand confusion (eg: 'Howick Village', 'Pakuranga', 'Howick' etc) is effectively mitigated
<ul style="list-style-type: none">• An effective brand-aligned communications strategy – clarifying target audiences, key messages and customer platform preferences	<ul style="list-style-type: none">• The organisation is rated positively as a 'must do' visitor experience by specific visitor and user groups, as defined in annual targets• Use of no or low-cost editorial, online and word-of-mouth communication is leveraged as a primary communications tool• Future-focused and purpose-fit online collateral is aligned to 5G preparedness planning and visitor and user research and analysis
<ul style="list-style-type: none">• A visitor-as-active-participant/contributor approach is developed and tested	<ul style="list-style-type: none">• Onsite and online media engagement is focused on users and visitors as active participants - leveraging their stories, experiences and interconnections to build the value and reach of the brand story