



NATIONAL TRUST

*Our birthplace Te pitowhenua*

# **ANNUAL MANAGEMENT REPORT SUMMARY**

**1 July 2008 – 30 June 2009**

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# SECTION ONE

## (1) General Overview

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### 1.1 Message from the Chair

The 2008/2009 year has presented a number of challenges to our organisation. I must say at the outset that I am proud of the way in which our organisation has responded to the pressures of the very austere international recessionary environment that we have operated in during most of the year.

Tourism and heritage organisations in New Zealand and beyond have all faced new and often unexpected demands from falling visitor numbers and resultant funding implications.

At Waitangi, we have regularly looked at the risk implications of this worldwide situation and made decisions accordingly to ensure our sustainability. In all of this, we have remained innovative and the development and marketing of our new twilight show is an example of this innovative approach.

Most innovative of all, however, has been the time spent planning improvements to our building and related infrastructure. I am pleased to report that the planning that we undertook in the 2008/2009 year has resulted in the very recent completion of some major improvements of which we can be justly proud.

The 2008/2009 year was also notable in that 'free entry to New Zealand residents' was introduced. This has been a marvellous innovation and we have been very gratified to see the huge increase in New Zealand visitors to the Grounds.

I would like to take this opportunity to thank Deputy Chair Pita Paraone for his work in sharing governance leadership with me. I would also like to thank fellow Board and ODC members for their dedication and commitment. I would further like to thank CEO Jeanette Richardson and the staff for their sheer hard work and willingness to always go the 'extra mile.' That effort has been noted and appreciated.

I am pleased to say that I can proudly repeat my final sentence of last year's report... 'Waitangi has been well governed and managed for the people, by the people'.

Jeremy Williams  
Chair  
Waitangi National Trust.

## 1.2 Overview from the Chief Executive Officer

The 2008/2009 year has been a very challenging one with a worldwide recession affecting the tourism and heritage sectors, along with other businesses and organisations, both nationally and internationally.

However, that said, there were some remarkable highlights over the year. WNT implemented free entry to New Zealanders, a long-held strategic aim of the Waitangi National Trust Board, in October 2008. This has proved to be a resounding success with a reasonably constant doubling of the numbers of New Zealanders visiting the Grounds.

Waitangi Day 2009 was as memorable as ever and it is hugely satisfying to see the large numbers of people who come to experience Waitangi Day at Waitangi. As was the case last year, I must express my ongoing thanks to the members of the Waitangi Day Governance Group. This multi-agency group works year round to help Waitangi Day run smoothly.

The 2008/2009 year saw us put the finishing touches to our plans for very significant upgrading of visitor facilities at Waitangi. Since the close of the year in question those plans have been put into action and some outstanding buildings are in the process of being completed. This is a landmark achievement for the Board and management and the buildings concerned will serve the manuhiri who visit Waitangi for many years to come. I would like to thank the architects, builders, suppliers and staff who worked on the planning aspects of the building programme, and latterly on the execution of those plans

Winter time saw the organisation develop and trial visitor products with a particular focus on the *Land of Plenty* twilight show. We attended TRENZ and undertook other marketing initiatives to highlight the Treaty Grounds and the many activities we offer.

Overall, the recessionary environment brought some challenges to us, particularly in regard to visitor numbers, and we are hopeful that the worldwide situation will right itself soon. The year, though, has been typified by the innovation, forward planning and the appropriate execution of plans which has come to be part of the modern-day environment of achievement at Waitangi.

In closing, I would like to thank the Chair, Deputy Chair, the Board, members of the Operations Development Committee, and staff, for the hard work put in over the year and for the special commitment that is regularly and always shown towards contributing to this special place.

Jeanette Richardson  
Chief Executive Officer  
Waitangi National Trust

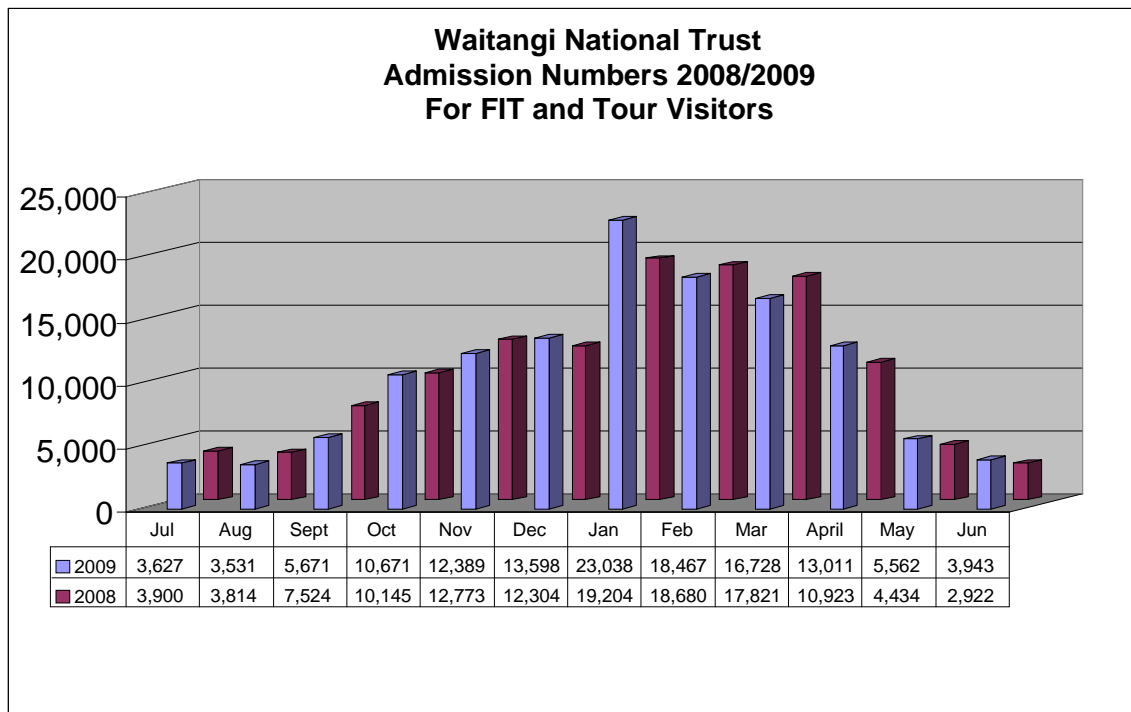
## SECTION TWO

### (2) Marketing and Promotion

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#### 2.1 Visitor Services

The 2008/2009 year saw a growth in FIT and tour visitors to the Treaty Grounds to 130,235, 4.7% more than in the 2007/2008 year. In addition to this there were the usual 40,000-50,000 visitors for Waitangi Day plus 16,547 visits by non-paying schoolchildren. The growth in FIT/tour visitors is illustrated below in both chart and graph form.



VISITOR COMPARISONS (FIT/TOUR VISITORS)			
	2008-2009		2007-2008
July	3,627		3,900
Aug	3,531		3,814
Sept	5,671		7,524
Oct	10,671		10,145
Nov	12,389		12,773
Dec	13,598		12,304
Jan	23,038		19,204
Feb	18,467		18,680
Mar	16,728		17,821
April	13,011		10,923
May	5,562		4,434
June	3,943		2,922
	130,235		124,445

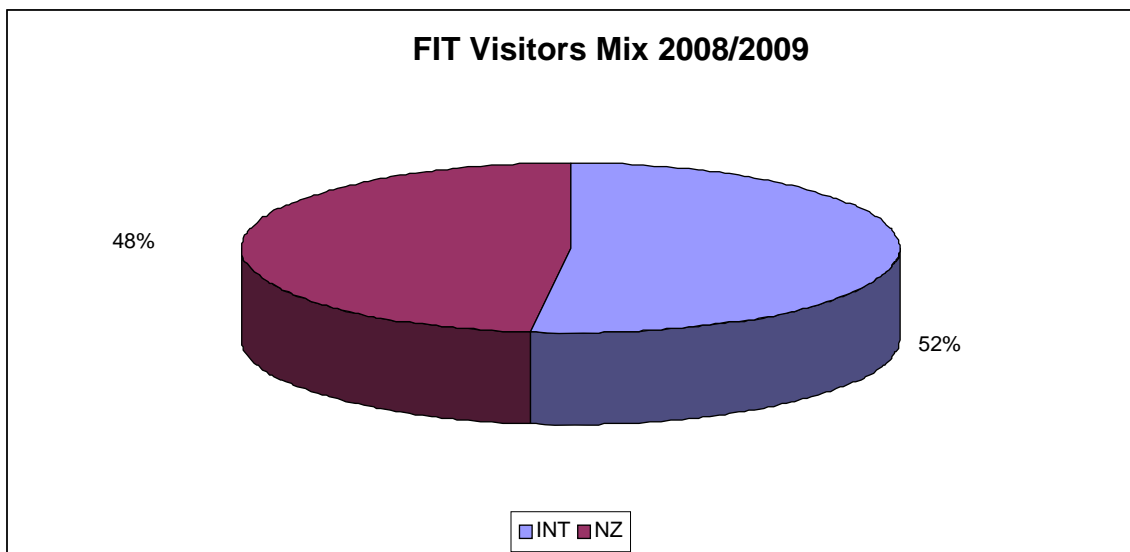
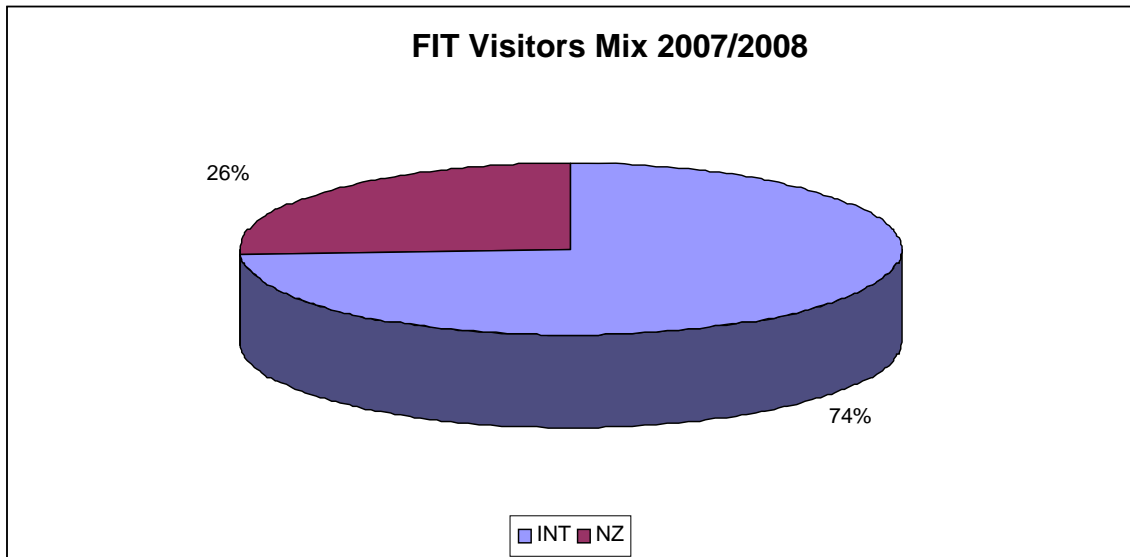
On 1 October 2008, the Board of the Waitangi National Trust realised its long-held vision of granting free entry to the Treaty Grounds for New Zealand residents.

The first entry charge to the Waitangi Estate was implemented in November 1937, fixed at one shilling (10 cents) per head. Since 1937, the entry fee has periodically increased in line with costs and the development of the Treaty Grounds as a flagship cultural, historical, educational and leisure facility of national and international significance.

At 8am on Wednesday 1 October 2008, Northland-born rugby great Sid Going was piped through the Visitor Centre doors and became the first Kiwi to enter the historic Birthplace of New Zealand free of charge.

The free admission to New Zealanders has brought a fundamental shift in the mix of visitors to the Treaty Grounds. The increased numbers of New Zealanders coming to the Grounds has been very pleasing. The challenge now is to increase the services for those New Zealanders and to tailor those services to the new mix of visitors.

The following pie graphs illustrate the change in visitor mix for the years 2007/2008 and 2008/2009:



## 2.2 Promotions and Special Events

Over the year, WNT worked with a number of film crews. One significant and interesting project was the “What do you say, UK?” campaign. A shipping container was transformed into a recording studio which was located by the main entrance and visitors were invited to share their thoughts about their visit to Waitangi. Comments were published immediately into media channels by way of email, social networking websites, a special You Tube channel and a new Zealand Tourism website.

This campaign was interesting in that it brought immediate ‘on the ground’ responses to the fore and it employed very modern techniques and technology to get the Waitangi word out.

## **Guest Services**

With the increase in visitor numbers coming into the Grounds last summer, it soon became apparent that the current Visitor Centre was stretched to capacity in terms of appropriately welcoming the manuhiri.

From December 2008, a new model was trialled whereby staff were employed in a special 'meet and greet' role. These staff members greeted visitors in a marquee prior to their entrance into the tunnel walkway and briefed them on the range of products available, thereby relieving the congestion at Visitor Centre reception. They also recorded statistical information which proved invaluable at the planning stage for the new buildings. In fact, it was the marquee experiment which partly formed the inspiration for the current building programme.

## **School Holiday Programme**

A school holiday programme was designed for the April school holidays. This proved to be a useful innovation and is one which will be developed over time.

## **Treaty of Waitangi Workshops**

The Treetops Boardroom was a popular venue for Treaty of Waitangi workshops. There is an abiding interest in 'Treaty' education at the site where the Treaty was signed.

## **The Waitangi Wander**

The Waitangi Wander was a cycling event which debuted in June with local enthusiasts cycling a track in a circular route from Waitangi, up Mt Bledisloe and down through Wairoa Bay returning to the Treaty Grounds.

The trail was completed by all ages and components were planned to provide additional challenges for experienced riders. The theme for the event was a "family fun event" and approximately fifty riders took part in the event.

## **Trade Shows**

### **TRENZ**

TRENZ is the industry's biggest international marketing and business to business event of the year for tourism business. With international visitors making up 50% of the WNT market share, and 100% of admission revenues, it is a worthwhile event to attend.

WNT hosted 59 appointments and met key contacts at breaks and at the functions. WNT staff had researched all confirmed appointments by sourcing company profiles and websites and this made for a successful event.

## **2.3 Product Development**

For the summer of 2008/2009 WNT extended its hours of operation opening at 8.30am and closing at 7.30pm. Admission now comes in the form of a two-day pass which covers multiple admissions over two consecutive days. This particular innovation was new to this period and has been retained as it has proved to be both appreciated and successful.

The popular 'Embrace Waitangi' guided tours again served as a good introduction to the history of Waitangi and the daily performances have continued to attract good numbers.

Some new tours which have been introduced and have proved to be popular are:

- 1 Specialised guided tours of the Treaty House Garden of National Significance
- 2 Historical curator-guided tours of the taonga (treasures) of the estate
- 3 Preparation and traditional weaving of flax (interactive)
- 4 An introduction to Maori language place names and common expressions
- 5 A tour entitled 'Living with Nature' where guests are taken on a journey of the natural environment with stories of its relationship to Maori society lore and legend
- 6 Treaty House Treasures where the Education Officer dresses up as Agnes Busby and takes guests on a personalised tour of her home.

### **Cruise Ship Strategy**

There were 28 visits to the Bay of Islands by cruise ships over this year. WNT has developed some specific welcome procedures for guests coming off the cruise ships as most of them now arrive via the refurbished Waitangi wharf.

### **2.4 Retail**

Retail sales for the year were 4.4% down on 2006/2007, a reasonable result given the challenges of the slowing global economy, fluctuating oil prices and adverse exchange rates. These issues meant that a 'tightened spending environment' emerged.

With the increasing numbers of New Zealand guests the product range was adapted to cater more for this growing market. This work is ongoing.

## **SECTION THREE**

### **(3) Properties and Leases**

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#### **3.1 Bledisloe Domain**

The Bledisloe Domain was well supported by several sports codes and particularly by junior soccer. Eight soccer teams participate in regular competitions throughout the winter months. Several tournaments and coaching camps were held throughout the year.

The Domain was made available for local school athletic competitions. The Domain is also used by NZ Police for training exercises. The annual Waitangi vs Russell rugby fixture was played at Bledisloe Domain this year in front of an enthusiastic local crowd. This rugby fixture is now something of an institution.

#### **3.2 Heritage Buildings**

Considerable preparation work was done in readiness for the re-roofing of the Treaty House and Whare Waka and it can be reported that this was completed in the current (succeeding) year.

A comprehensive Conservation Plan was prepared for all WNT heritage buildings by renowned Auckland conservation architects Matthews and Matthews and this will provide WNT with a guiding document which will be of use for many years.

Routine maintenance including spraying of the roofs was conducted to ensure that the heritage buildings are kept in sound repair.

#### **3.3 Rental Properties**

A long-term tenant vacated the Whare Moe Cottage and a maintenance programme was undertaken. The interior of one of the other rental properties was repainted.

All residential buildings remained tenanted in the 2008/2009 year.

## SECTION FOUR

### (4) Education Services

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#### 4.1 Ministry Contracts

##### **The LEOTC Contract – Curriculum Areas: Science, Technology & Maths**

WNT continued with the delivery of this contract and the year saw all the targets for the LEOTC contract being met and exceeded. This was a gratifying result and is indicative of the importance placed on Waitangi-based education by schools.

In fact, the number and variety of schools hosted throughout the year was 150% above the contract target. The Education team hosted schools from all over NZ as well as hosting international students.

The contract catchment group of Tai Tokerau was well represented with some schools coming for the first time and others making their regular annual visit.

The different aspects of delivering a high quality LEOTC programme involved the education team in a variety of training, professional development and cooperative learning experiences.

In October 2008, the Trust was offered an opportunity to extend the contract for one further year in order to allow WNT to tender for a new contract under the Social Sciences round.

A Ministry appraisal of the education programme in May gave a very positive report about the way in which the Waitangi education programme was managed and delivered over the year.

#### 4.2 General Services

##### **Resources**

The development of additional educational activities resulted in more physical resources being incorporated into the education programme.

The use of costuming to bring the Treaty House 'alive' was very well received by school groups and the general public. Articles such as writing slates, historically used by children in their daily activities, were popular 'props'. Resources for traditional games were used often and have become an integral part of the education activities eg. quoits, hoops, sugar sacks and skipping ropes. Materials found on the Grounds have been used in kite-making and flax weaving.

## **Marketing**

An advertisement was placed in the Educational magazine “Starters and Strategies” to promote the education programmes throughout all the schools in NZ.

The Waitangi website was continually available as a school resource and was used often as a contact point with the Education Officer.

The Tai Tokerau schools principals’ conference in September 2008 saw Education staff present the programme to many principals from our catchment area so that they could familiarise themselves with it. This work resulted in many schools planning visits to Waitangi.

The Education team were also asked to be involved in the next conference in August 2009

## **Workshops**

The Trust hosted a two-day science teachers’ workshop where WNT staff presented the elements of sustainability that are important at Waitangi. The presentation incorporated some new programmes based around Mataariki and Mount Bledisloe.

The Education Officer was involved in training and preparation for delivery of Treaty of Waitangi workshops. Several workshops were scheduled and delivered successfully.

## **Waitangi Festival**

The Education Team was involved in running a programme for 200 Year 1-3 children from Tai Tokerau schools in collaboration with Sport Northland. The children were divided into groups and experienced some of the activities from the 19<sup>th</sup> century. These included ‘Mrs Busby’ at the Treaty House and childrens’ games of the era, both Maori and European.

The information marquee open to the public throughout the festival presented a wide range of information about Waitangi to the general public.

Also as part of the festival, the Education Team again worked with the Royal NZ Navy to enable specially selected students to be personally hosted aboard a RNZ navy vessel. This is a highly anticipated annual event which celebrates the connection between the Navy, the Trust and the community.

## **School Holiday Programmes**

Programmes entitled ‘Busy with Mrs Busby’ and ‘Explore Waitangi’ were developed and instigated during each of the school holiday periods during the year. The programme was designed to attract local children as well as visiting families. Children had the opportunity to dress up in period costumes and explore the grounds with the Education Officer, similarly

costumed, to get a taste of what life might have been like for a child during Treaty times. Maori crafts and activities were also available as an alternate activity with another member of the team.

### **4.3 Guiding Services**

Guides were involved in a whole range of new offerings over the year.

#### **Matariki 2009**

The Matariki presentation focused on enhancing the visitor's spiritual connection to Te Whanau Ariki, (The Highborn Family of Stars). This was the second year that a special night time Matariki tour was offered.

#### **Laws of Nature**

The substantial amount of information researched and collected for the Matariki presentation was further developed and condensed into a tour entitled 'Laws of Nature'. During the tour, tribal customs surrounding seasonal food gathering activities are explored and segments of the tour are dedicated to promoting natural healing, sustainability of natural resources and Maori oral traditions.

#### **Kite Making**

This new 'hands on' kite-making component featured as a central part of the school holiday programme in the Whare Runanga.

## SECTION FIVE

### (5) Heritage

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#### 5.1 Museum Collection

The 2008/2009 year was significant in many areas. Some highlights were the return to Waitangi and re-display of the the *Kakauroa* which has been on a touring exhibition and the completion of the annual loan objects assessment by the Auckland War Memorial Conservator. Specific documents in preparation for the assessment of a number of objects for insurance valuation were completed and a number of collection objects were photographed, documented and placed on the NZ Museums on-line database for public access.

The library received a number of new acquisitions relating to Waitangi history.

The year saw much research completed for the development of displays. Some of that research related to:

- 1 Waitangi Festival 2009
  - 'Celebrating Cultural Values through the Performing Arts.'
  - 'Waitangi Events 2009.'
  - 'Foot Prints, Nga Tohu, names and symbols from our shared past.'
  
- Anzac Day
  - Locals wartime oral histories
  - Flanders Fields
  
- 1 Early American Influence in the Bay of Islands
  - Whaling
  - Explorers
  - Ships
  - US Consul
  - Trading
  - Education

Two metal wheels were excavated from Nias Track and were put on display in the Treaty House. They have proven to be an interesting talking point with many visitors offering suggestions as to their origin.

The curator was very significantly involved in the development of conservation plans which were worked on, and completed, over the year.

## SECTION SIX

### (6) Nationhood

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#### 6.1 Waitangi Week 2009

Waitangi Day fell on a Friday in 2009 and this meant that the Waitangi Festival had activities on the two days preceding and the day after Waitangi Day. The theme for the Festival continued to focus on family participation. The festival opened with the Theresa Reihana exhibition. Theresa Reihana produces authentic indigenous Maori art and design that captures the wairua or spirit of Maori. Theresa's work was displayed and was for sale in the Visitor Centre.

Wednesday evening saw the first of the increasingly popular twilight Waitangi concerts with Ray Woolf and Rodger Fox, followed by soul singer Whirimako Black and popular band 1814 the following evening. The last of the concerts was held on Waitangi evening when the four-woman stage show, the dynamic 'Lady Killers' performed. All shows drew crowds of several hundred with the billing of 1814 and Whirimako Black bringing close to 500 concert-goers.

Daytime activities included Mau Rako demonstrations, folk music in the Treaty House courtyard, sports, kite flying demonstrations, demonstrations by the Navy, flax weaving and competitions.

The arrival of Kingi Tuheitia and 600 of his Tainui supporters along with leading New Zealand political figures meant many high profile people joined us for our special day. WNT hosted the annual Waitangi luncheon at the Copthorne where over 100 guests had the opportunity to learn about, and celebrate the work and achievements of the Trust.

The weather was again fine and the day was, as always, special.

## **SECTION SEVEN**

### **(7) Environmental Management**

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#### **7.1 Projects**

There were a number of environmental projects undertaken over the year and some of them are described below.

The ground surrounding the historic pohutukawa trees between the Whare Runanga and the Treaty House was re-seeded to make an attractive lawn.

The Haruru Falls track went through its annual maintenance programme which included track tidying and pruning.

Both the entrance way and access to the beach at Wairoa Bay were landscaped with native trees and a planting programme was commenced to enhance the entrance to the Education Centre.

## **SECTION EIGHT**

### **(8) Special Projects**

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#### **8.1 Building Programme**

A review of the proposed new visitor centre project in August and September 2008 gave rise to the formation of a working group with representatives from key organisations to assist the Board with the building programme. On the recommendation of the working group, the Board withdrew the resource consent application it had lodged for the new visitor centre and worked through a process of considering alternative sites and development options.

Arising from this, the Board adopted a philosophy of developing new facilities based on the existing point of entry into the Treaty Grounds and staging building work over a number of years. This approach included improving the visitor flow into the grounds and increasing the opportunities for interpretation and visitor experiences.

The need for improvements to the entry of the existing visitor centre together with new toilets was identified as the highest priority. Planning and design for a new gateway building, new toilets, conversion of existing space to a gallery and a new high level canopy was undertaken. A resource consent application for the work was lodged in May 2009.

As a result of the consultative effort by the Board the application was supported by all of the parties involved and the Far North District Council issued a resource consent for the \$2.4mil project on 15 July 2009.

## **SECTION NINE**

### **(9) Financial Results**

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#### **9.1 Financial Results Information**

The Waitangi National Trust reported a net surplus for the financial year of \$714,222.

October 2008 saw the introduction of free admission to New Zealand residents and increased admission fees for international visitors. This initiative resulted in significant changes in the mix of FIT and local visitors and the income generated from this changing customer base. The pricing model adopted by the Trust coped well with these changes with income from admissions being within 4.7% of last year.

The global recession and the swine flu pandemic had a marked effect on FIT visitor numbers and the discretionary spend of all visitors for the latter part of the year. Increased product income (+10.9%) offset a decrease in retail sales of 4.9%. Operating income was within 1.9% of last year which is encouraging given the poor economic climate.

Interest received was above budget due to the investment of funds at favourable rates prior to the expected fall in interest rates.

Expenditure was 11.0% below budget for the year. Total expenditure was 14.4% above 2008 due to increased expenditure on marketing, promotional activities and wages. An increase in employee costs was attributable to the seasonal wages required to provide product and services during the extended hours of operation introduced in October 2008.