



TORPEDO BAY  
NAVY MUSEUM

Navy Museum

# Organisational Profile

NATIONAL MUSEUM OF THE ROYAL NEW ZEALAND NAVY  
TE WAKA HUIA O TE TAUA MOANA O AOTEAROA



**TORPEDO BAY**  
NAVY MUSEUM

National Museum of the Royal New Zealand Navy

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## Navy Museum Organisational Profile

### Contents

	Contents	Page
1.0	Introduction	5
2.0	Background	6
3.0	Torpedo Bay	7
4.0	The National Museum of the Royal New Zealand Navy	9
5.0	Governance	10
6.0	Navy Museum Board of Trustees	10
7.0	Organisation	10
8.0	Funding	10
9.0	Organisational Culture	14
10.0	Strategic Framework	13
11.0	Future Museum	15
12.0	One Page Strategic Plan	16
13.0	Roles and Responsibilities	18
14.0	Main Products and Services	18
15.0	The Collection	19
16.0	Communities, Customers and Stakeholders	22
17.0	Success Factors	22
18.0	Measuring Success	22
<b>Tables</b>		
1	Organisational Culture	13
2	Communities Audiences and Delivery	18
3	Stakeholders	18
4	Key Performance Indicators	22
<b>Figures</b>		
1	Organisational Structure	12
2	Output Schedule	13
3	Future Museum	15
4	One Page Strategic Plan	17
5	Navy and NZDF Engagement Benefits Map	19



## The National Museum of the Royal New Zealand Navy

### Organisational Profile

#### 1.0 Introduction

##### 1.1 Institutions names:

- Official Name - *National Museum of the Royal New Zealand Navy.*
- Common Name - *Navy Museum*
- Maori Name - *Te Waka Huia O Te Taua Moana O Aotearoa<sup>1</sup>*

1.2 At the heart of the National Museum of the Royal New Zealand Navy is the notion of national identity and the recognition that in many ways New Zealand has been defined by its military history and its experience of war and conflict. We only need to consider the impact Gallipoli, the River Plate and the Anzac tradition has had on our national consciousness and continuing maturity as a nation to see this. As a result it is important that the role the military has played in building New Zealand as a nation, with its own identity, culture and ethos, is preserved and told.

1.3 The preservation of, and telling the story of, New Zealand's military heritage as a major part of what has helped build New Zealand as a nation, is therefore a crucial component in the fabric of this nation.

1.4 In this regard the National Museum of the Royal New Zealand Navy is the guardian of the Royal New Zealand Navy's memory. Preserving the Navy's physical, social and cultural heritage, telling its story and educating New Zealanders both young and old about the role the Navy has played in the development of New Zealand is a crucial responsibility and one that the Navy Museum takes great pride in.

1.5 The purpose of this organisational profile is to provide a picture of the National Museum of the Royal New Zealand Navy – who we are, who we serve and what we do.

1.6 As well you will learn about our history, how we are governed, our organisation and our institutional culture.

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<sup>1</sup> Translated as *The Canoe of Treasures of the Sea Warriors of New Zealand*

## 2.0 Background

- 2.1 Service museums were established in New Zealand due, in the main, to the lack of any other museums presenting the contribution of the Armed Forces to the history of New Zealand. With the exception of the Auckland War Memorial Museum the nation's principal regional museums do not provide significant coverage of New Zealand's involvement in international conflicts and the history of the New Zealand Armed Forces. As a consequence the Armed Services realised that if New Zealand's military heritage was to be preserved and made available to the public, they would have to do it themselves.
- 2.2 As a result three service museums were established in New Zealand; the Navy Museum at Devonport Auckland, The Queen Elizabeth II Army Memorial Museum located at Waiouru and the Air Force Museum at Wigram Christchurch. The Service Museums have an important role to play in the protection and exhibition of the nation's military heritage, with the museums fulfilling many of the functions of a national war museum.
- 2.3 The Navy Museum was established in 1982 for the purpose of supporting the delivery of the Navy's heritage programmes including the display, education and communication of the Navy's rich heritage to the public, Naval and NZDF personnel. Originally located adjacent to HMNZ Naval Base in Spring Street Devonport the Museum was accommodated in temporary accommodation that over time become unfit for purpose.
- 2.4 In 2001 the Navy Museum Board of Trustees embarked on a project to redevelop the Navy Museum culminating in the opening of the new Navy Museum at Torpedo Bay Devonport, in October 2010.



Torpedo Bay and the Navy Museum 2010

- 2.5 In late 2012, to promote recognition of the Navy Museums role as a national institution, the official name of the Navy Museum was changed from the *Royal New Zealand Navy Museum* to the *National Museum of the Royal New Zealand Navy*. At the same time the Maori name for the institution *Te Waka Huia O Te Taura Moana O Aotearoa* was adopted.

### 3.0 Torpedo Bay

- 3.1 The Torpedo Bay site is part of the NZDF real estate portfolio and is designated for “Defence Purposes” under the operative North Shore City Council District Plan and has an underlying Recreational 3 zoning.
- 3.2 The Torpedo Bay site is of exceptional heritage significance. It was part of Auckland’s early defence system and is now the most substantial and intact 19<sup>th</sup> century mining base to survive in New Zealand. Two buildings have exceptional significance; the Loaded Mine Store and the Test Shop while other buildings on the site including the Connecting Shed, Loading store, Shipwright’s Building and Boatshed are considered to be of significance.



**Torpedo Bay Circa 1930**

- 3.3 The “Torpedo Bay Boat Repair Yard” is scheduled as a Category B heritage item in the operative North Shore City Council District Plan and is included in DFO 32 Chapter 15 Annex J Defence Buildings Assessed for heritage value.
- 3.4 The Torpedo Bay Boat Yard<sup>2</sup>, while not registered by the New Zealand Historic Places Trust, is a unique and recorded<sup>3</sup> archaeological site, rich in both prehistoric and European historic settlement activity relating to both pre European Maori settlement and early European industry.

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<sup>2</sup> The following background information was taken from the Opus International Archaeological Investigation Summary report dated 5 April 2010

<sup>3</sup> Recorded with the NZ Historic Places Trust R 11 / 1945

- 3.5 The site includes evidence of both mid 19th century ship building industry and the subsequent military activities of the Torpedo Submarine Mining Base an integral part of the late 19th century defence of Auckland.



**Layer 1 1886 - Office Floor**



**Layer 1 1886 Chimney Base**

- 3.6 As a result of an archaeological investigation of the Torpedo Bay Boat Yard, undertaken as part of the project to redevelop the site for use as the Navy Museum, evidence of extensive and significant prehistoric Maori settlement, possibly dating to the period of initial settlement of New Zealand, has now been identified.
- 3.7 The recently identified prehistoric settlement and excavation provides an extremely important additional aspect to the settlement activities at Torpedo Bay. Given the recorded tradition of the Tainui landing in the bay, the associated evidence of archaic stone adze manufacture in the adjacent foreshore and the historic activities of the adjacent Haukapua Village, the excavation layers provide significant material for analysis and research into early and ongoing settlement activities in the area.



**Layer 2 Motutapu Graywacke Adze**

- 3.8 To encounter a site with numerous and intensive overlying settlement activities that potentially date from early Polynesian settlement to Historic Maori and subsequent European military activities is unprecedented within Auckland (if not New Zealand).



#### 4.0 The National Museum of the Royal New Zealand Navy (Navy Museum)

- 4.1 The Navy Museum is housed in the heritage buildings located at Torpedo Bay that have been adaptively reused for the purpose. The historic connecting up shed and loading store accommodates the Museum and exhibitions while the restored Shipwrights Shop accommodates the museum administration and support function. The upgraded site assists in making Torpedo Bay a great place for the public to visit, picnic and enjoy the magnificent vista over Auckland harbour



- 4.2 Inside the restored Connecting Up shed completely new permanent exhibitions showcase the story of the Navy's contribution to the development of New Zealand's identity through the lens of the Navy's values - commitment, courage and comradeship.



- 4.3 As a significant public amenity the Navy Museum is freely and fully accessible to people of all ages, nationalities, ethnic origin, socio economic status and physical ability.
- 4.4 As New Zealand's only Navy Museum, the Torpedo Bay facility strongly complements other icons of New Zealand's military, maritime and social heritage, such as the Auckland War Memorial Museum, NZ National Maritime Museum, North Head, Bastion Point and Auckland Art Gallery. Alongside Auckland's other museums and heritage sites, this creates an unmatched cluster of valuable national historic facilities, spanning both sides of the Waitemata Harbour.
- 4.5 Since opening the Museum is quickly becoming an important part of New Zealand's culture and heritage landscape.

## **5.0 Governance**

- 5.1 Governance of the Navy Museum is the responsibility of the Navy Museum Board of Trustees (BOT). The BOT was established in 1987 and incorporated under the Charitable Trusts Act 1957.
- 5.3 The BOT operate under a Memorandum of Understanding (MOU) with the Navy. The MOU covers such issues as ownership, objectives and policies, Trust Board composition and responsibilities, NZDF responsibilities and personnel, governance and management arrangements, lines of communication and liaison and funding arrangements. The BOT is responsible for the day to day operation of the Navy Museum as well as for the long term growth and development of the Institution. The BOT own the Navy Museum collection.
- 5.5 The Navy is a direct financial contributor to the Museum and a key stakeholder in its long term success.

## **6.0 The Navy Museum Board of Trustees**

- 6.1 The Navy Museum Board of Trustees comprises an uneven number of between five and seven members including the Chair, Chief of Navy (ex officio) and Deputy Chief of Navy (ex officio) as Executive Trustee. At all times the Board must have a majority of members who are not currently serving members of the NZDF.
- 6.2 The Navy Museum Board of Trustees includes at least one distinguished former member of the RNZN and other persons whom the Board agree provide the skills required to enable the Board to perform effectively. One of the Trustees is appointed Chair by the Board.

## **7.0 Organisation**

- 7.1 The Navy Museum organisation comprises 14 positions. 13 positions are 100 % Full Time Equivalents (FTE) while one position is at 50 % FTE. All 14 of the positions are established as NZDF civilian posts and all FTE personnel are NZDF employees. The Navy Museum organisation chart is detailed at Figure 1
- 7.2 The small but highly qualified and experienced team promotes a culture of innovation and agility that contributes significantly to the success of the Museum.
- 7.3 The four units comprising the Navy Museum; Leadership, Operations, Collections and Public Programmes deliver the key value creation or key support processes, detailed at Figure 2. Delivery of these key value creation and key support processes contributes to the Museum achieving its required outputs and results in the museum delivering outcomes to its stakeholders.

## **8.0 Funding**

- 8.1 Operational funding of the Navy Museum is principally provided by the Navy. The Navy also provides indirect financial support to the Museum through the provision of services and support to the operation of the Museum.
- 8.3 The Navy Museum Board of Trustees also contributes financially to the operation of the Navy Museum

- 8.4 Capital investment in the Museum is provided by the BOT in partnership with the NZDF and Navy. The Boards contribution to capital investment is generally sourced from grants from community and charitable trusts.

## NAVY MUSEUM – ORGANISATIONAL STRUCTURE

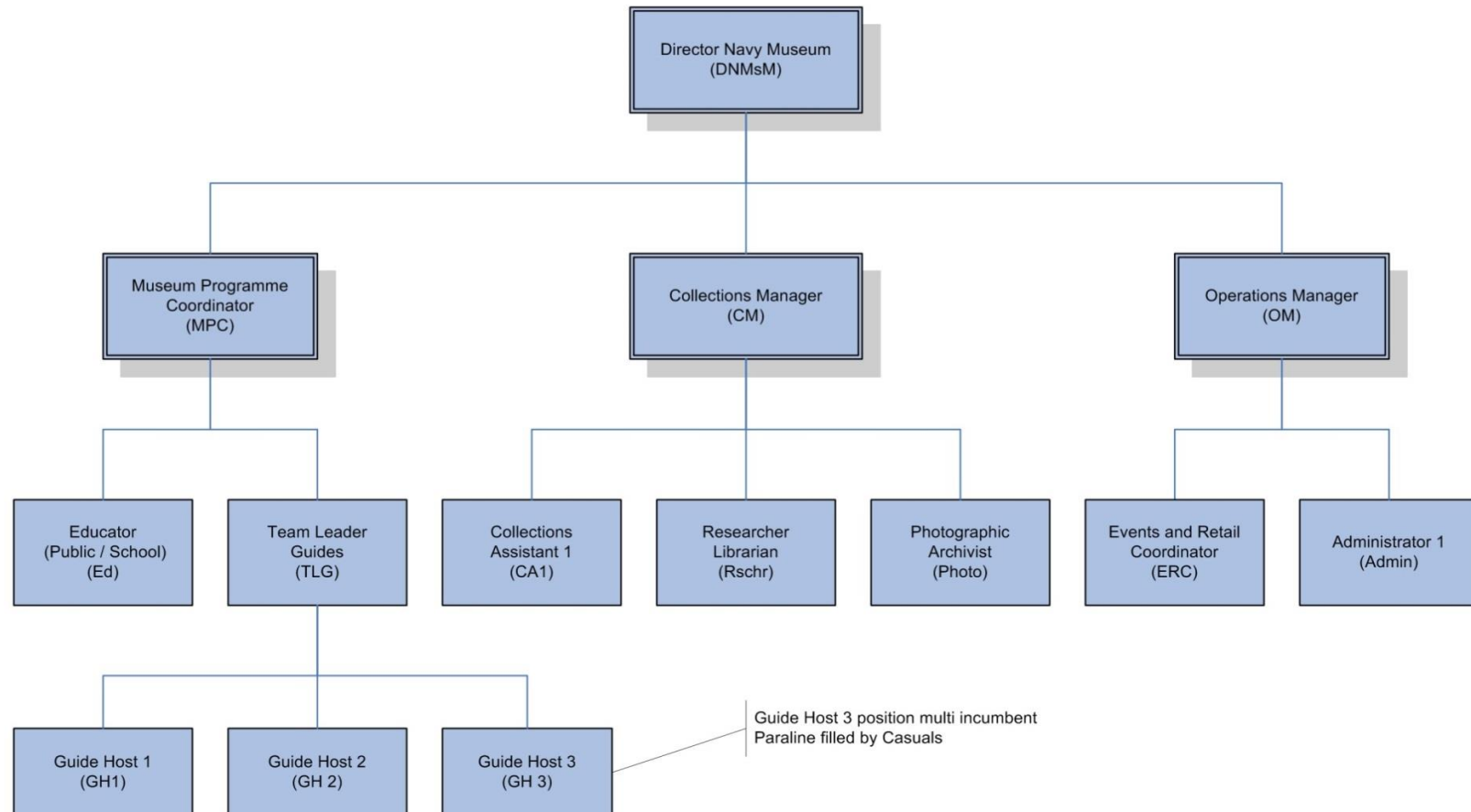
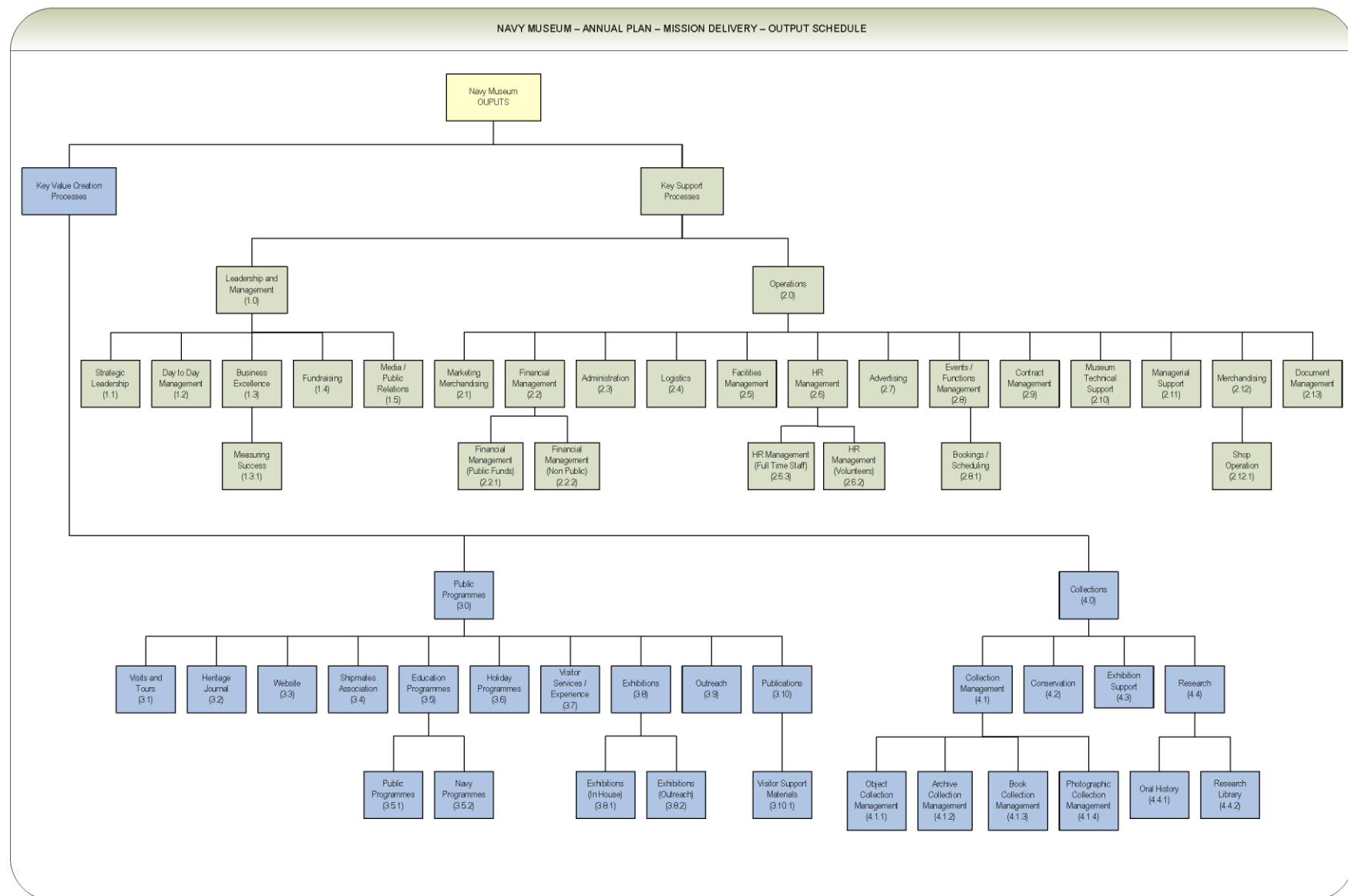


Figure 1



**Figure 2**

## 9.0 Organisational Culture

9.1 The characteristics of the Navy Museum can be summed up by the institutions brand statements detailed at Table 1:

Organisational Culture		
Our Brand Personality.	Our Brand Image	Our Brand Values
As an Institution we: a. Are passionate b. Have a strong sense of Mana c. Are interested, engaging and exciting	As an Institution we: a. Are Contemporary b. Are open and accessible c. Are adventurous and challenging d. Are Interesting, active and nautical	As an Institution we: a. Are innovative and respectful of the past b. Demonstrate integrity and authenticity c. Are Proud of our New Zealand identity d. Are community focussed.

Table 1

## 10.0 Strategic Framework

10.1 The Navy Museum's mission, vision and values are expressed in the Navy Museum's Strategic Framework as follows

### Our Vision

To be recognised as a world class Navy cultural and heritage institution

### Our Mission

We are dedicated to telling the stories of our Navy enabled by our focus on collection, preservation, conservation, presentation, learning, research and scholarship.

### Our Purpose

We exist to inspire pride in being a New Zealander and for visitors to our country to understand why that is so.

### Our Values

Commitment, Courage and Comradeship

### Our Guiding Principle

To bind the values of Commitment, Courage and Comradeship we embrace the guiding principle that we are a customer driven organisation with an emphasis on inclusive behaviours that are professional, respectful, non judgemental, ethical and collegial.

### Our Goals

Integrity, Sustainability, Viability

Authority

Compelling, Connected, Meaningful, Relevant

## 11.0 Future Museum

- 11.1 As a key strategic objective the Navy Museum aspires to be a Museum of the Future.
- 11.2 Our Museum of the future will be represented onsite, offsite and online. We will move from being keepers to sharers. We will focus on relevance and meaningfulness and invite our visitor to actively participate with us in the Museum. The Navy Museum will be a platform for ideas, a civic place and forum for conversation, collaboration and connection.
- 11.3 Most importantly we will develop our authority and reputation as the key foundation on which the success of our institution will be built.
- 11.4 The characteristics of our future are detailed in the following diagram.

# FUTURE MUSEUM

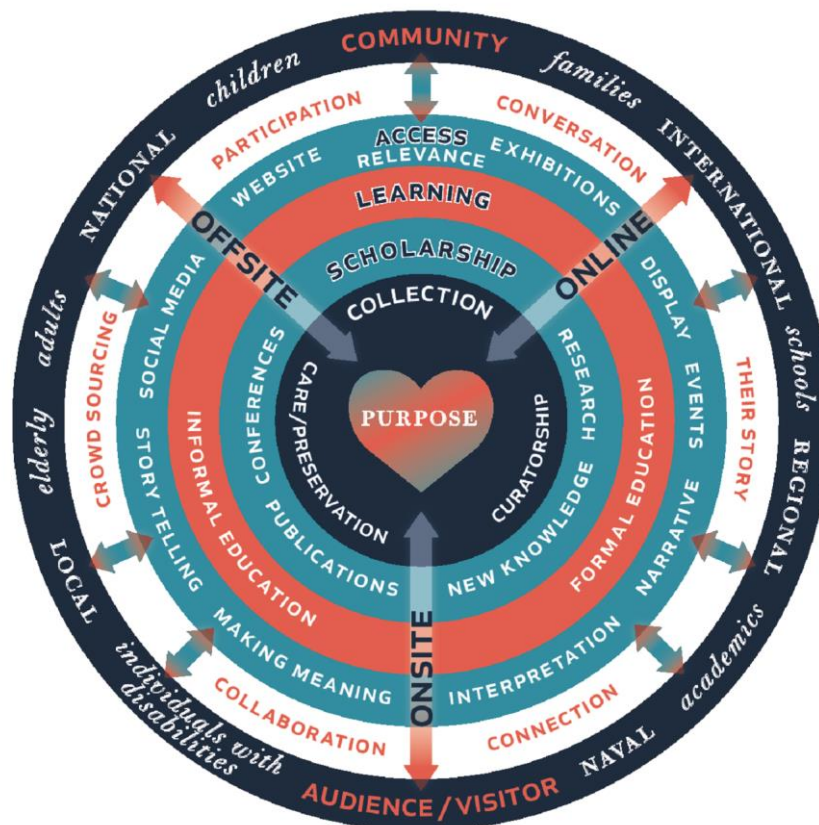


Figure 3

## **12.0 One Page Strategic Plan**

12.1 The Navy Museums One Page Strategic Plan is detailed at Figure 4.



# THE NATIONAL MUSEUM OF THE ROYAL NEW ZEALAND NAVY - ONE PAGE STRATEGIC PLAN

June 2014

## FUTURE MUSEUM

### Our Foundation

#### Our Purpose

We exist to inspire pride in being a New Zealander and for visitors to our country to understand why that is so

#### Our Mission

We are dedicated to telling the stories of our Navy enabled by our focus on collection, preservation, conservation, presentation, learning research and scholarship

#### Our Values

- Commitment, courage, comradeship

#### Our Guiding Principle

To encompass the values of Commitment, Courage, Comradeship and Integrity we embrace the guiding principle that we are a customer driven organisation with an emphasis on inclusive behaviours that are professional, respectful, non judgemental, ethical and collegial.

### Our Goals

#### Goal One - Integrity, sustainability, viability

At the Navy Museum we ensure that the integrity and viability of the institution is protected and constantly enhanced and that the operation of the Navy Museum meets and, where possible, exceeds the highest national standards.

As one of the top five culture and heritage institutions in the Auckland region we aspire to have extensive brand recognition, high institutional visibility and an outstanding institutional reputation.

We optimise the use of scarce resources, manage costs, operate sustainably and generate revenue to supplement our public funding.

We value our people and strive to ensure that the Museum has the right number of well trained, motivated and committed people in the right positions to enable the museum to deliver its mission and to make progress towards our vision.

We are guardians of this place Torpedo Bay, with its outstanding cultural, natural and built heritage. With this knowledge as our guide we will continue to work to maximise the potential of the site while remaining sensitive to these crucial heritage values.

#### Goal Two - Authority

The Navy Museum aspires to be recognised as the authority for naval heritage in New Zealand and to have an outstanding reputation as the world's leading repository of the most comprehensive and highest quality Royal New Zealand Naval heritage collection and as a centre of excellence for scholarship, research and the production of new knowledge.

#### Goal Three - Compelling, Connected, Meaningful, Relevant

The Navy Museum recognises and honours its responsibility as guardians of the Navy's memory and our role in telling the Navy story.

We strive to lead as a Museum of the Future. As a civic space and a forum for conversation, collaboration, connection and participation, we recognise our responsibility to be compelling, meaningful and relevant to our naval, local, regional national and international audiences.

The Navy Museum aspires to be recognised as a centre of excellence for formal and informal learning opportunities and the provision of a coherent, consistent and balanced portfolio of high quality and innovative events, exhibitions and programmes Onsite, Offsite and Online.

#### 1.1 Financial Sustainability

Ensure the ongoing financial sustainability of the Museum

#### 1.2 Integrity and viability

Ensure the ongoing integrity and viability of the Navy Museum

#### 1.3 Our people

We value our people and strive to ensure that the Museum has the right number of well trained, motivated and committed people in the right positions to enable the museum to deliver its mission, make progress towards our vision, exploit opportunities and mitigate risk.

#### 1.4 Compelling Destination

As one of the top five culture and heritage institutions in the Auckland region we aspire to have extensive brand recognition, high institutional visibility and an outstanding institutional reputation.

#### 1.5 Our natural and built environment

We are guardians of this place Torpedo Bay, with its outstanding cultural, natural and built heritage. With this knowledge as our guide we will continue to work to maximise the potential of this place while remaining sensitive to these crucial heritage values.

#### 2.1 Collection

To be recognised as the authority for naval heritage in New Zealand and to have an outstanding reputation as the world's leading repository of the most comprehensive and highest quality Royal New Zealand Naval heritage collection.

#### 2.2 Scholarship and Research

To be recognised as the authority for naval heritage in New Zealand and as a centre of excellence for scholarship, research and the production of new knowledge.

#### 3.1 Programming

Develop and deliver a coherent, consistent and balanced portfolio of high quality and innovative events, exhibitions and programmes Onsite, Offsite and Online.

#### 3.2 Learning

Develop a centre of excellence for formal and informal learning opportunities, Onsite, Offsite and Online.

### Our Aspiration

#### We aspire to be a Museum of the Future.

Our Museum of the future will be represented onsite, offsite and online. We will move from being keepers to shapers. We will focus on relevance and meaningfulness and invite our visitor to actively participate with us in the Museum. The Navy Museum will be a platform for ideas, a civic place and forum for conversation, collaboration and connection.

Most importantly we will develop our authority and reputation as the key foundation underpinning the success of our institution.

### Our Vision

#### To be recognised as a world class cultural and heritage institution

With world class being defined by nine principle elements:

1. Institutional visibility Achieving and sustaining a world renowned brand and "buzz"
2. Collections definitive quality and scope in relation to the mission
3. Exhibitions and programmes leadership in fostering learning and participation
4. Stewardship Unflinching attention to the Museums long term responsibilities
5. Scholarship Prioritising original Research and its promulgation
6. Education recognised innovation in learning practices and technologies
7. Visitor experience top ranked and memorable
8. Management and governance ensuring vigour, transparency and accountability
9. Facilities strategic use of physical infrastructure to support the Museum

Note 1 - From Museums of Australia Report Elements of World Class - AEA Consulting Limited

Figure 4

### **13.0 Role and Responsibilities**

13.1 The main roles and responsibilities of the Navy Museum are to:

- Collect, care for and provide access to the naval heritage collection.
- Train naval and NZDF personnel in the history and traditions of their service; essential in maintaining an effective force imbued with a sense of military values and ethos.
- Educate the general public on the purpose of the Navy both by reference to its part in the history of the nation and by depicting the contributions made to contemporary NZ life and to the development of New Zealand's national identity.
- Preserving documentary and photographic records; and,
- Facilitate research.

13.2 The Museum provides many New Zealanders their first and only contact with the NZDF. As a result the Museum is a critical tool in the Chief of Defence Forces reputation, communications and public relations tool box.

### **14.0 Main Products and Services**

14.1 From this foundation the Navy Museum's main products and services are:

- To be a national repository for the collection of objects, artefacts, archives and ephemera that tell the story of the Navy.
- To tell the story of the Navy through the provision of permanent and temporary exhibitions and other media.
- The provision of research services to the public, the Navy, Naval and NZDF personnel and units
- Training naval and NZDF personnel in the history, values, ethos and traditions of their service.
- Delivering comprehensive naval heritage education programmes to the public, schools, and a wide range of interest groups.
- Delivering an active and successful web presence at [www.navymuseum.co.nz](http://www.navymuseum.co.nz)
- Being active in the development and publication of books related to New Zealand's naval heritage.
- Maintaining and making available a comprehensive photographic archive.
- Maintaining and making available a comprehensive library of books and publications.

## 15.0 The Collection

- 15.1 A critical component of the Museums role and responsibility is to collect and care for the collection of artefacts that represents the evolving Navy over time and contributes to the telling of the Navy's story. The Navy Museum holds a unique collection of objects that tell the story of New Zealand's Navy. These objects are of a functional, ceremonial, social, spiritual, and cultural nature and serve to represent the full range of events, experiences and responsibilities of our Navy.



- 15.2 As well as naval material relevant to the operation of the RNZN ship's artefacts and instrumentation, the Museum also collects social and personal items that illustrate the lives of our naval personnel, both at sea and ashore.



- 15.3 The collection comprising in excess of 400,000 items is owned by the Board of Trustees.

## 16.0 Communities, Visitors and Stakeholders

16.1 As a significant public amenity the Navy Museum is freely and fully accessible to people of all ages, nationalities, ethnic origin, socio economic status and physical ability. The Museums key communities, audiences and the means by which we connect with those groups is detailed at Table 2.

Communities	Audiences	Delivery Mechanisms
<ul style="list-style-type: none"> <li>Navy and NZDF</li> <li>Local Community – Devonport and North Shore</li> <li>Auckland Regional Community</li> <li>National Communities - New Zealand Wide</li> <li>International communities</li> </ul>	<ul style="list-style-type: none"> <li>Navy and NZDF personnel</li> <li>Families and Whanau as intergenerational Units</li> <li>Adults (16 – 64 years of age)</li> <li>Seniors (&gt; 64 years of age)</li> <li>Children (&lt;16 years of Age)</li> </ul>	<ul style="list-style-type: none"> <li>Permanent Exhibition</li> <li>Temporary Exhibitions</li> <li>Tours</li> <li>Formal and Informal Education</li> <li>Research</li> <li>Web site <a href="http://www.navymuseum.co.nz">www.navymuseum.co.nz</a></li> <li>Facebook</li> <li>Twitter</li> </ul>

Table 2

16.2 The Museums key Stakeholders are detailed at Table 3:

Customer / Stakeholder	Key Requirements and Expectations
Navy	<ul style="list-style-type: none"> <li>Protect heritage of the Navy</li> <li>Tell the story of the Navy</li> <li>Vibrant, contemporary and relevant training courses to Naval personnel</li> <li>Sound stewardship of the public account</li> </ul>
Community	<ul style="list-style-type: none"> <li>Protect heritage values of Torpedo Bay</li> <li>Contribute to the formal and informal recreational, educational, health and wellbeing opportunities of the community</li> </ul>
<ul style="list-style-type: none"> <li>Public,</li> <li>Naval and NZDF Personnel</li> <li>veterans,</li> <li>local and international travellers</li> </ul>	<ul style="list-style-type: none"> <li>Formal and informal recreational, educational, health and wellbeing opportunities.</li> <li>Museum to be free, fully accessible and welcoming to people of all ages, nationalities, ethnic origin and physical ability</li> <li>A wide range of activities and experiences</li> <li>Protect heritage of the Navy</li> <li>Access the story of the navy</li> </ul>
Schools and other Educational Institutions	<ul style="list-style-type: none"> <li>Provide vibrant, contemporary relevant and accessible education courses</li> </ul>
Academics / researchers	<ul style="list-style-type: none"> <li>Provision of research academic support</li> <li>Access to naval heritage library</li> </ul>

Table 3

16.3 A critical objective of the Navy Museum is to provide significant and tangible benefit to its principal stakeholder the Navy and NZDF. Ensuring that this benefit continues to be delivered in a meaningful way is an important consideration in the development of the Navy Museums Annual Plan. The Navy Museums contribution to Navy and NZDF outcomes is detailed in the Benefits Map at Figure 5.

## BENEFIT MAP - NAVY MUSEUM CONTRIBUTION TO NZDF / NAVY OUTCOMES



Figure 5

## 17.0 Success Factors (Points of Difference)

17.1 The principal factors contributing to the Navy Museums success and those factors that differentiate the Navy Museum from its competitors include:

- That the Navy Museum is the only institution in New Zealand dedicated to telling New Zealand's naval story
- That the Navy Museum provides a vibrant contemporary visitor experience.
- Being an institution with free entry is a substantial attractor and makes the Museum fully accessible to people of all socio economic levels.
- The Torpedo Bay site is outstanding in its own right and a significant attractor.

## 18.0 Measuring Success

18.1 The principal tool utilised by the Navy Museum to measure success and to monitor and improve performance is the Navy Museum Performance Measurement Framework (PMF). The PMF enables the Navy Museum to be managed by fact and lead by results.

18.2 The results from the PMF, and in particular the key Performance Indicators, are monitored and analysed by both the Navy Museum leadership team at their monthly leadership meeting and by the Board of Trustees at their meetings.

18.3 After continuous review the Navy Museums PMF now comprises 12 Key Performance Indicators (KPI's) The KPI's are detailed at Table 4.

	Activity
1	Total Visitors
2	Visitor recommendation %
3	Visitor Satisfaction %
4	% of repeat visitors
5	% of visitors to the galleries
6	# in organised education programmes.
7	# of visitors to the website
8	\$ revenue / visitor
9	\$ Donations / Visitor
10	Education Satisfaction Index (Schools)
11	Education Satisfaction Index (Navy/NZDF)
12	Event Customer Satisfaction Index

Table 4

**Notes:**





