



Te Toi Uku

Crown Lynn and Clayworks Museum

2024 – 2027 Strategy

Strategy on a Page

<p>OUR ASPIRATION</p>	<p>Te Toi Uku is a thriving community museum telling the stories of Crown Lynn ceramics and West Auckland's clay industry.</p>				
<p>OUR AUDIENCES</p> <p>Key audience segment Te Toi Uku serves, enriches, inspires and hopes to retain</p>	<p>Ambrico Neighbourhood</p> <p>Our immediate neighbourhood including diverse ethnicities and recent immigrants</p>	<p>Māori</p> <p>Māori people and communities, in particular ex-Crown Lynn employees</p>	<p>Pacific People</p> <p>Pacific people and communities, in particular ex-Crown Lynn employees that migrated to Aotearoa</p>	<p>Children & young people</p> <p>Students participating in education and informal creative learning</p>	<p>The Whau</p> <p>Our wider diverse Whau community</p>
<p>OUR FOCUS</p> <p>Enabling capabilities that help Te Toi Uku deliver its aspiration</p>	<p>Operational Sustainability</p> <p>We operate with responsible financial management and care for our people, meeting best practice museum policies and procedures</p>	<p>Community Connections</p> <p>Our strong collaborative community relationships enable us to deliver quality on and off-site programmes</p>	<p>Education</p> <p>Our valuable educational resources deliver to schools and meet the curriculum needs of learners</p>	<p>Public Programming</p> <p>We deliver inclusive and fun community activities and programmes both on and off-site to share our rich heritage</p>	
<p>OUR STAKEHOLDERS</p> <p>Key stakeholder groups enabling Te Toi Uku's strategy</p>	<p>Core Funders</p> <p>Our core funders enable our museum to operate as a sustainable cultural and heritage facility</p>	<p>Strategic Partners</p> <p>Our strategic partners support us to develop and deliver community and education projects and activities</p>	<p>Community Partners</p> <p>We collaborate with community partners to serve our communities together</p>	<p>Supporters</p> <p>Our supporters facilitate us in a wide variety of ways to be a thriving museum</p>	

What we aspire to...

Te Toi Uku is a thriving community museum telling the stories of Crown Lynn ceramics and West Auckland's clay industry.

We serve our immediate Ambrico neighbourhood, expanding to New Lynn, the wider Whau, and broader West Auckland area. We work with communities and schools to inspire people with our unique ceramics' heritage; fostering a sense of belonging and connection for community well-being. We will be an anchoring force within our community.

We preserve and bring to life our collections with inspiring stories, exhibitions, educational resources and community activities. We will become a known cultural, arts and heritage destination.

Audiences that matter the most...

	Who they are	What are their key needs
Ambrico Neighbourhood	A diverse multi-ethnic community, including recent immigrants, living in the neighbourhood immediately surrounding the museum.	Community connection, a sense of place and safety are a priority for this community's well-being.
Māori	Māori people and communities, including ex-workers at Crown Lynn that made a significant contribution to the production of ceramics and migrated to Auckland to work.	Inclusion and celebration of Māori stories, acknowledging Mana Whenua and the role of uku in pre-settler heritage. A space to voice experiences and acknowledge the significant contribution to Crown Lynn and the ceramics heritage of West Auckland for identity and well-being.
Pacific People	Pacific people and communities, especially those with stories of immigrating to Aotearoa from Pacific Islands to work at Crown Lynn.	Inclusion and celebration of Pacific stories, acknowledging the significant contribution to Crown Lynn and the ceramics heritage of West Auckland. A space to voice experiences and share stories for a sense of connection, identity and pride.
Children & young people	Children and young people in the Whau area, participating in learning in schools and creative activities.	Engaging learning activities and resources for students and teachers delivering to curriculum requirements. Fun and accessible community activities highlighting our unique ceramics heritage and offering a sense of connection and belonging.
The Whau	The wider Whau area, encompassing diverse, multi-ethnic communities of all ages.	A welcoming safe space for all. Enjoyable and inspiring experiences celebrating our unique ceramics heritage, offering a sense of place, belonging and well-being to all living in the Whau area.

Capabilities we need to reach our full potential...

Operational sustainability

We operate with responsible financial management and care for our people, meeting best practice museum policies and procedures. Including health and safety policies, disaster plan, collection policies and procedures and cultural protocols.

Community connections

Strong collaborative relationships within our community enable us to thrive and deliver a wide-range of activities for our audiences. These relationships include community organizations and facilities, council facilities, businesses and schools. In particular, we are a welcoming space for the Ambrico Neighbourhood, facilitating community led activities for connection and place-making. This includes a community co-ordinator based at Te Toi Uku and operating as an Ambrico Community Hub.

Education

Develop and deliver unique local resources and activities to meet the education needs of learners, in particular the stories of Māori urbanization, Pacific people's migration, Dawn Raids and the economic development of the Whau, relevant to current curriculum requirements.

Public Programmes

We are a welcoming safe space, delivering inclusive and engaging community activities and events (both on and off-site). These include school holiday programmes, participation in the Matariki, Heritage and World of Cultures Festivals, as well as talks, tours, workshops, temporary displays and exhibitions.

We share goals with these groups ...

Core Funders

Our core funders contribute to the operational sustainability of Te Toi Uku; partnering with the museum to deliver to shared arts and culture, heritage and community objectives.

Strategic Partners

Strategic partners work together with us to deliver shared goals for community, education and heritage outcomes. These partnerships are especially valued for the growth and development of the museum.

Community Partners

We work together with community partners to deliver on shared goals for the well-being of our communities. This includes community collaborations, sharing resources, facilities and knowledge.

Supporters

Our valued supporters range from philanthropic donors, Te Toi Uku members, collectors and researchers. This includes contributions from financial and operational, to professional museum and heritage expertise.

Volunteers

Our valued volunteers contribute their time and energy to supporting our operations and activities.

Where we are now...

Strengths

- A unique local museum with a nationally relevant heritage
- Hold a comprehensive collection of iconic Crown Lynn ceramics
- Tell important heritage stories for Auckland and Aotearoa
- Only museum in the Whau area
- Speaks to a powerful sense of NZ identity
- Professional displays are accessible for a wide range of ages
- Located on historically relevant site next to Gardner and Parker Bros kiln
- Location is close to public transport and a bike path
- New Lynn Community Hub is in close proximity
- We can host groups up to 25 in museum
- Deliver engaging tours and cater well to older audiences
- We can offer some outdoor activities in good weather

Weaknesses

- Lack of adequate financial resource for operational costs
- Lack of long-term financial security
- Under-resourced for staffing needs, leading to high staff turnover
- Limited space for display, collection storage and public programmes
- Inadequate way-finding signage means we are difficult to find
- Our current visitor audience is predominantly an older generation

Opportunities

- Under-utilised resource for a wide range of heritage, education and community activities
- Offers connection, identity and belonging for community well-being
- Economic benefits of a vibrant arts and culture facility for the Whau ensures we are a valued economic contributor
- Unique location for collaboration with New Lynn Community Hub
- Increased development in New Lynn means new audiences
- An attractive outdoor environment with seating, planting, artworks to encourage visitors
- The kiln is an under-utilized heritage building to promote history
- Retail products, museum tours and programmes to diversify income

Threats

- Lack of long-term financial stability makes strategic planning difficult
- Lack of staff continuity impacts on important continuity of community partnerships and relationships
- vandalism and crime in the area impacts on health and safety
- Reliance on annual Council Funding Agreement and building lease
- Funding for core operational costs (40% of our budget) relies on success with short-term contestable grants.

We know we're succeeding when...

Audience Our Ambrico neighbourhood regularly participate in our activities
Maori engagement and visitors increase
Pacific peoples' engagement and visitor numbers increase
Children and young people regularly attend our activities, schools participate in education programmes
Whau community engage in our programmes

Income Increased income from donations, membership and tour groups demonstrates the value we offer
Increased retail sales demonstrate our products appeal
Growing philanthropic donations demonstrate valuable support for what we do
We sustainably fund our core operations

Funding Continued and increased funding from our core funders
Successful grants from new funders and strategic partners

Community Participation numbers demonstrate our community are aware of our activities and what we do
Feedback shows that we are contributing to community connection, belonging and well-being
Feedback demonstrates we are a valued arts and culture heritage destination
Our membership grows
Our volunteer support increases
Community partnerships and relationships strengthen

Education Schools utilise our resources to meet curriculum needs
Schools bring students to the museum to participate in our education activities

What we need to do...

1. Networking and Partnership Plan

Develop collegial and beneficial relationships in our communities. For example, connecting with our local Business Association, Mana Whenua – Te Kawerau A Maki, the Whau Pasifika Komiti and Whau Schools.

3. Assess Risk – Actions and Mitigate

Assess our risks and implement actions to mitigate. This includes:

- health & safety
- disaster plan
- collection procedures
- financial and funding risks
- environmental sustainability

5. Engagement and Marketing Plan

- Develop an engagement plan for our audiences. Including displays, public programmes, education activities and community relationship building
- Utilise our media channels for consistent marketing of the museum
- Continue to develop our visual brand

2. Funding Strategy

- Deliver with impact to the objectives of our core funders.
- Develop a funding calendar of grants that align with our priorities and make applications.
- Explore the potential of other, realistic streams of additional income including philanthropic partners, our membership programme, public programmes and retail.

4. Development – Plan & Build new

Focused on our audiences we continue to develop the museum. This includes a new website, surveys to measure our impact, educational materials, Māori and Pacific exhibitions, an updated retail space, and an inviting outside environment.

