

# A NEW VISION

FIVE-YEAR  
STRATEGIC PLAN  
2021-2026



# FOREWORD

It is with great pleasure the Board and management of Stardome present this five-year Strategic Plan (2022–2026).

This Strategic Plan sets a course for the transformation of our organisation over the next five years which will ensure we remain relevant and fit for the future. The transformation will see us not only deliver an exceptional experience for our manuhiri, but honour our commitment to Te Tiriti o Waitangi and pick up the wero of environmental responsibility.

We have proudly stood on this whenua, on Maungakiekie, since 1967, offering Aucklanders an opportunity to view and be inspired by the skies above us, echoing what our ancestors and tūpuna have done for millennia – stared up at the heavens and wondered, told stories, made order of their lives, and tried to make sense of the universe and its many questions.

As we move into the future, we do so with renewed energy and a new vision that will ensure Stardome is a place of trust and integrity for celestial stories, astronomy, mātauranga Māori and cosmological science; one that honours and shares the first stories told about the skies over Tāmaki Makaurau and Aotearoa; that upholds the mana of Maungakiekie; is environmentally and financially sustainable; and above all inspires and excites the minds of our tamariki and rangatahi.

Ngā mihi nui



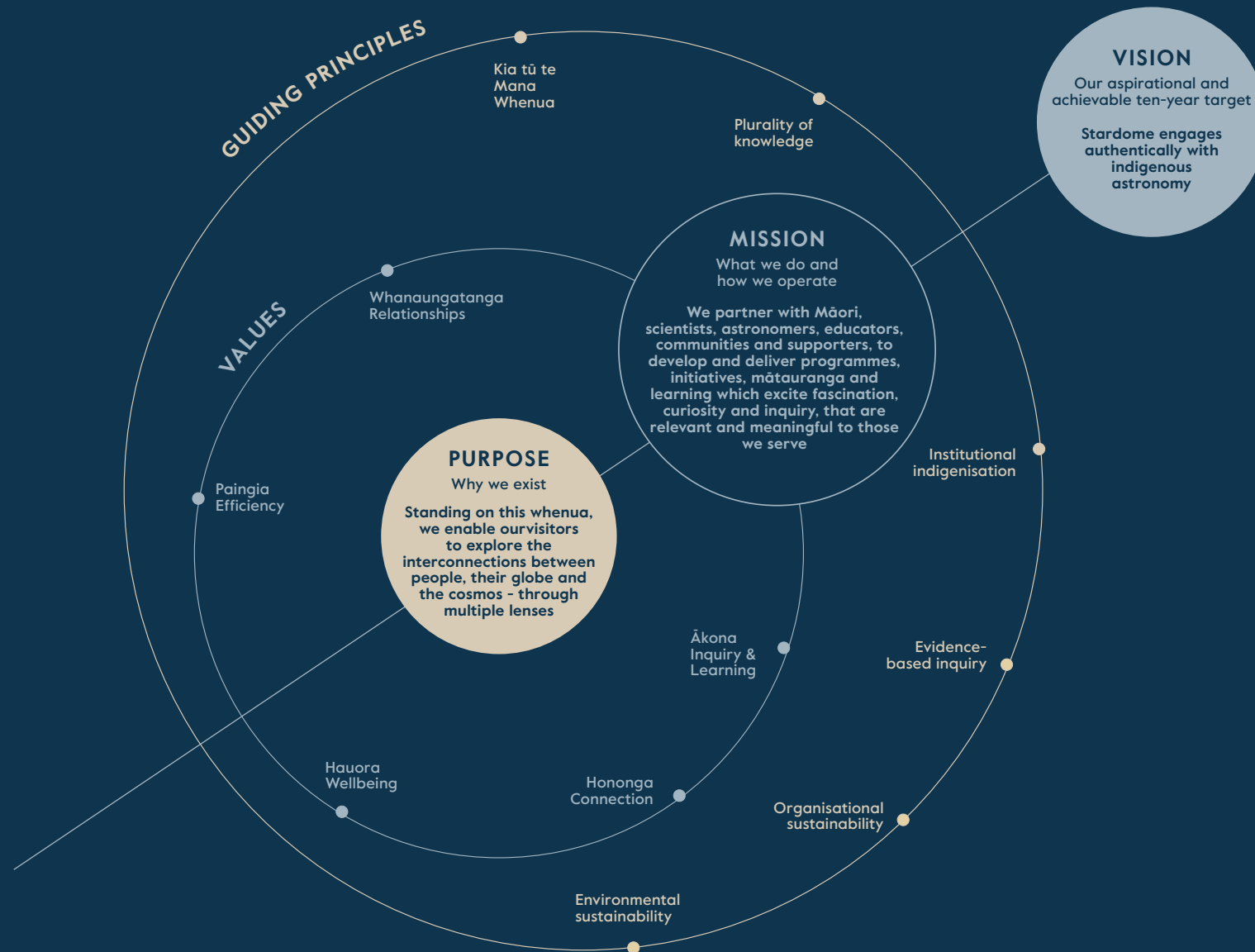
Richard Sorrenson  
Chairperson



Victoria Travers  
Chief Executive

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# OUR FRAMEWORK



The Strategic Plan sets a course for transformation over the next five years. This framework articulates not just what we will do, but the kaupapa that underpins our mahi.



## PURPOSE

### WHY WE EXIST

Standing on this whenua, we enable our visitors to explore the interconnections between people, their globe and the cosmos - through multiple lenses

## MISSION

WHAT WE DO AND  
HOW WE OPERATE

We partner with Māori, scientists, astronomers, educators, communities and supporters, to develop and deliver programmes, initiatives, mātauranga and learning which excite fascination, curiosity and inquiry, that are relevant and meaningful to those we serve

## VISION

OUR ASPIRATIONAL AND  
ACHIEVABLE TEN-YEAR TARGET

Stardome engages authentically with indigenous astronomy

# OUR VALUES



## WHANAUNGATANGA RELATIONSHIPS

Acknowledging the unique role of Māori as Tangata Whenua, we put people at the heart of our mahi and we respect and value diversity as an expression of tino rangatiratanga.

We are open, inclusive, empathetic and relatable – as Treaty partners, kaimahi and with our manuhiri, and stakeholders.



## ĀKONA INQUIRY & LEARNING

Inspiring curiosity and engaging people in meaningful inquiry is critical for our mahi.

We generate whakaohoho through diverse lenses, as drivers of rich collective exploration and learning.



## HONONGA CONNECTION

We are conscious of who we serve and make active contributions to upholding the mana of Maungakiekie, particularly through our relationship with Mana Whenua and Tangata Whenua.

We encourage people to participate as active citizens – to collectively create meaning and connection.



## HAUORA WELLBEING

We understand the importance of reciprocity and balance – as Treaty partners, kaimahi, with our manuhiri, partners and communities, the whenua, and within the broader realms of Papatūānuku and Ranginui.

We are all responsible for our collective wellbeing and to maintain a safe and healthy place for staff and manuhiri.



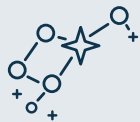
## PAINGIA EFFICIENCY

We are professional; we use efficient and effective processes to plan, prioritise and deliver the best outcomes with the resources at our disposal.

We communicate appropriately; with mana, integrity and in an effective and timely manner – we do what we say we will.



# OUR GUIDING PRINCIPLES



## **KIA TŪ TE MANA WHENUA**

We acknowledge that mana whenua stand as the first peoples of Aotearoa. We work with them to uphold and elevate their mana and the narratives and tikanga of this whenua.



## **PLURALITY OF KNOWLEDGE**

We acknowledge that there are many narratives, explanations, and understandings about the cosmos and that each allows rich exploration and offers insights into our place in it.



## **INSTITUTIONAL INDIGENISATION**

We are committed to ensuring that tangata whenua can influence and determine content and practice.



## **EVIDENCE-BASED INQUIRY**

We will generate, test and share ideas through logical and systematic work using scientific knowledge and creative insight built on evidence.



## **ENVIRONMENTAL SUSTAINABILITY**

We take responsibility for our impact on our environment. We will interact responsibly with our environment to maintain natural resources and avoid jeopardising the ability for future generations to meet their needs.



## **ORGANISATIONAL SUSTAINABILITY**

We will operate within our fiscal and other resources to maximise the efficiency of our organisation and in a manner that will enhance its future.

# OUR GOALS



## GOAL ONE

**Be a trusted centre for sharing astronomy and mātauranga in Tāmaki Makaurau.**

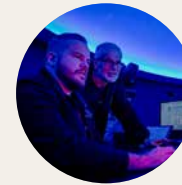
We are committed to being a place of trust and integrity for celestial stories, astronomy, mātauranga Māori, pūtaiao, and cosmological science.



## GOAL TWO

**Transform our visitor experience.**

Our audiences are at the heart of our mahi and during the next period of our development we will transform our visitor experience and continue to inspire and excite the minds of our tamariki, rangatahi, and adults alike.



## GOAL THREE

**Ensure organisational sustainability.**

We will continue to plan, prioritise and deliver the best outcomes for Aucklanders and maximise the resources we have available.



## GOAL FOUR

**Improve our environmental performance.**

We have a responsibility to contribute to Auckland's goals for a sustainable environment for future generations through our operational practice and communication with our audiences.



## GOAL FIVE

**Become a bicultural organisation.**

As part of our commitment to Te Tiriti o Waitangi and in our role as leaseholders to uphold the mana of Maungakiekie, bicultural practice will become integral to how we operate.



## GOAL SIX

**Tell our story.**

Our story is rich, having been part of the fabric of Auckland since 1967. We will continue to champion the work we do and the experiences that we offer.



# FIVE-YEAR INITIATIVES



**STARDOME**  
OBSERVATORY  
PLANETARIUM

## GOAL ONE

Be a trusted centre  
for sharing astronomy  
and mātauranga in  
Tāmaki Makaurau.



### INITIATIVE

Continue to develop and deliver trusted astronomy programmes that are relevant for our audiences.

Contribute to research in astronomy and mātauranga Māori through making our facility available to researchers.

Develop and deliver new Māori astronomy programmes.



### SUCCESS MEASURES

- Our visitation grows year-on-year to a total visitation of 95,000/annum by 2026.
- By 2022, 6,000 visitors/annum participate in Mātauranga Māori evening experiences.
- By 2023, education programmes are delivered to 45,000/annum from a representative geographic spread across Auckland.
- A research programme operates out of Stardome that partners with research institutions and individuals in astronomy, mātauranga Māori and other related fields.
- By 2026, a succession plan is in place for the research programme.
- By 2023, at least 30% of our yearly programme offering is Māori astronomy and related kaupapa.
- Partnership agreements for research and/or content co-development are in place with knowledge holders in the fields of Māori astronomy, traditional navigation, Maramataka and other relevant areas.
- Matariki programme attendances is at 80% capacity every year.



## GOAL TWO

Transform our  
visitor experience.



### INITIATIVE

Provide outstanding, accessible planetarium programming which is locally relevant for our visitors.

Refresh our education offering, ensuring we are a vital resource for teachers and learners, in line with current pedagogical practice and curriculum development.

Ensure the gallery experience is vibrant and up-to-date, unique to our location and kaupapa.



### SUCCESS MEASURES

- By 2022, at least one new planetarium experience is developed per annum using local creatives.
- Our visitation grows year-on-year to a total visitation of 95,000/annum by 2026.
- 95% customer satisfaction rate.

- By 2023, education programmes are delivered to 45,000/annum from a representative geographic spread of locations across Auckland.
- 95% satisfaction rate from teachers.
- By 2023, new education programming is delivered that reflects current pedagogy and is considered an exemplar for education outside the classroom and in STEM.

- By January 2023, new galleries are installed and open to the public.
- By end 2023, a feasibility study is undertaken for longer term capital development of the site including partnership opportunities with mana whenua and other key stakeholders.

## GOAL THREE

Ensure  
organisational  
sustainability.



### INITIATIVE



### SUCCESS MEASURES

Maintain sound fiscal, operational, fiduciary and asset management practices.

- All statutory and reporting obligations are met in a timely manner.
- Appropriate policies and procedures are in place, and adhered to, for all fiscal, operational and fiduciary matters.
- By July 2021, an Asset Management Plan is developed and activated.

Continuously develop kaimahi, board and volunteer capability to meet organisational requirements.

- By 2022, a staff professional development programme aligned to strategic objectives is developed and reviewed each year.
- By December 2021, a formal volunteer structure and programme is in place that provides meaningful work and contribution.
- A purpose-built board is maintained, made up of members who have the skills, networks and capability to lead and oversee the successful operation of the organisation.

Maximise self-generated income.

- By 2023, at least 50% of our income is self-generated.
- By 2026, sound retail management results in a year-on-year increase in ATV (average transaction value).
- By July 2023, a funding strategy is developed that aligns with our values and principles.

Ensure Stardome is considered a great place to work.

- By July 2022, best-practice welfare policies and health and safety procedures are in place.
- Remuneration reflects parity with the sector.
- Turnover of staff is lower than the average for other similar organisations.





PHOTOGRAPHY: NASA/GODDARD/NPP

# GOAL FOUR

Improve our environmental performance.



## INITIATIVE

Reduce the environmental impact of our operations.

Include environmental messaging in our programming and communication with the public wherever relevant.

Create a carbon reduction roadmap to 2030.



## SUCCESS MEASURES

- By 2022, environmental initiatives and targets are determined and achieved each year.
- By July 2022, all procurement includes consideration of environmental and social impact of product and services.
- By December 2022, a new education programme is developed on the topic of climate change.
- By December 2022, a new planetarium experience is developed on the topic of climate change.
- By January 2023, new galleries will include messaging about climate and climate change as a planetary process.
- By January 2022, a roadmap to carbon neutrality is developed that determines achievable targets and initiatives.
- Goals for carbon reduction are set and achieved each year.

## GOAL FIVE

Become a  
bicultural  
organisation.



### INITIATIVE



### SUCCESS MEASURES

Develop and maintain meaningful relationships with Mana Whenua and Tangata Whenua.

- A strong relationship with the Tūpuna Maunga Authority is maintained, including contributing to the outcomes, obligations and aspirations for Maungakiekie.
- By 2022, kaumatua guidance is in place to advise on matters relevant to our operation.
- Partnership agreements for research and/or content co-development are in place with knowledge holders in the fields of Māori astronomy, traditional navigation, Maramataka and other relevant areas.

Understand and uphold our Te Tiriti o Waitangi obligations.

- Biculturalism is entrenched through policies, procedures, tikanga and everyday practice.
- Staff maintain and develop their skills and competencies in tikanga, Te Tiriti, bicultural practice and Te Reo Māori.
- By 2023, a programme is in place to provide pathways for rangatahi interested in science, astronomy, and mātauranga.
- By January 2022 the tikanga specific to our location and kaupapa is understood and followed.

Increase capability of our kaimahi, board, and volunteers' bicultural practice.

- By July 2023, we have sufficient qualified staff who can deliver programmes in Te Reo Māori.
- By July 2022, training and development needs of kaimahi are identified and an ongoing programme of professional development is put in place.



## GOAL SIX

Tell our story.



### INITIATIVE

Develop and maintain a brand which is future-fit and reflects our kaupapa

Develop an effective, brand-aligned communications strategy that clarifies audience, key messages, and customer platform preferences.



### SUCCESS MEASURES

- By 2022, a new brand is developed and launched.
- By 2026, brand awareness with Aucklanders increases 5% year-on-year.
- By December 2022, market research metrics consistently show a positive trend in brand equity (including loyalty, awareness, associations, perceived quality, conversion measures, ROI, and favourability measures).
- By December 2021, brand health is measured and benchmarked, and year-on-year targets set.
- By June 2022, a new communications strategy is developed, identifying year-on-year targets.

