

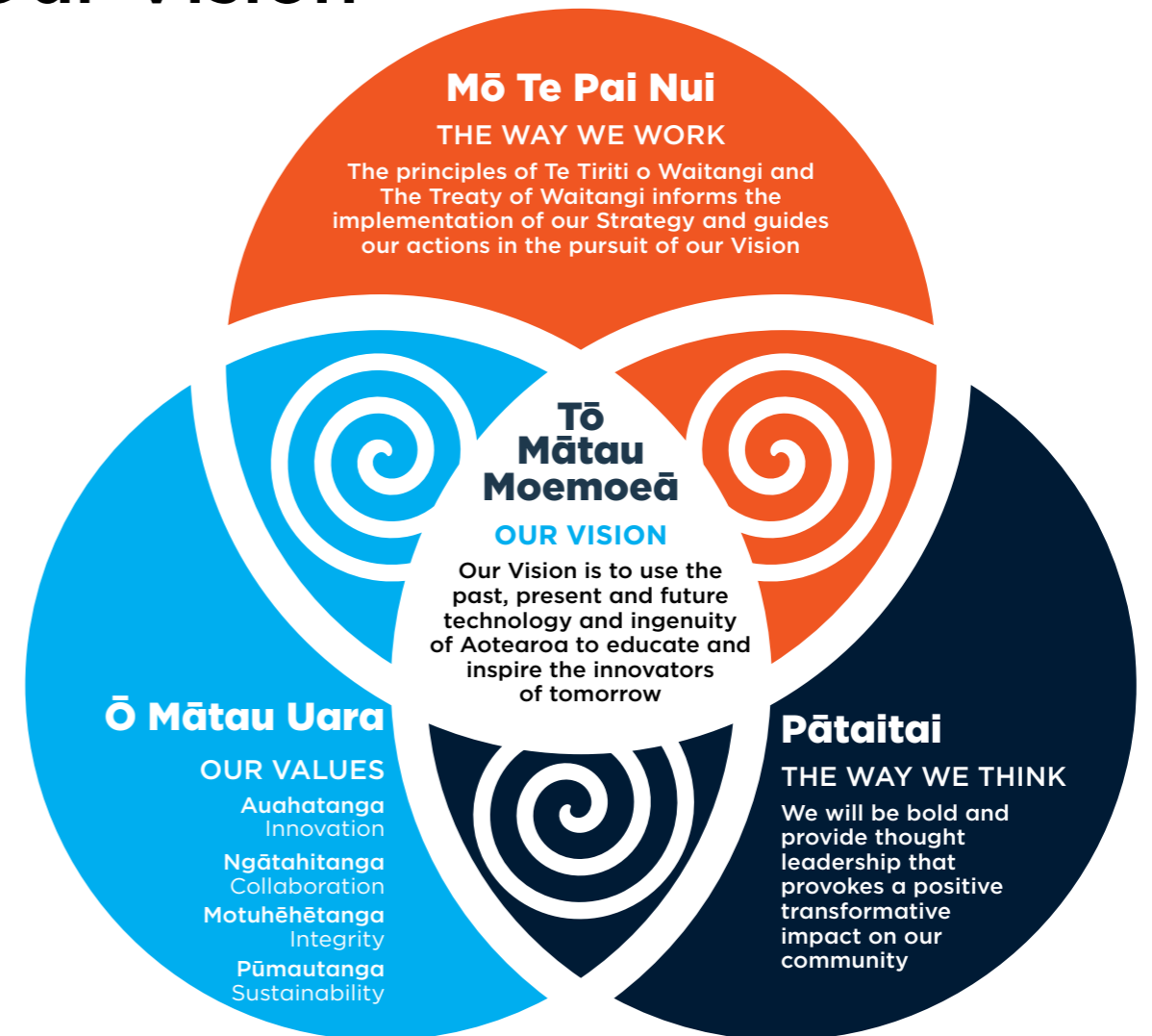
MOTAT



Mahere Ā-tau
Annual Plan
2024-2025



Tō Mātau Moemoeā Our Vision



Ō Mātau Uara Our Values

- AUAHATANGA INNOVATION** We will be courageous and try new things
- NGĀTAHITANGA COLLABORATION** We will work as a team that respects and supports others
- MOTUHĒHĒTANGA INTEGRITY** We will act ethically and with respect and transparency
- PŪMAUTANGA SUSTAINABILITY** We will foster knowledge and promote technology that is beneficial to our community and environment

Chair and Chief Executive Overview

Since we introduced our updated strategy in 2019, we have, despite the challenges of the pandemic and the storms in 2023, made significant progress with Tō Mātau Moemoeā/our Vision.

One of our significant projects in 2023-2024 was the renewal of the roof of our main exhibition hall so that it could house Te Puawānanga, our new science and technology centre. It is anticipated that Te Puawānanga will open to the public in the second quarter of 2024 and our goal in 2024-2025 is to establish the centre as a premium experience that educates and inspires our tamariki, rangatahi and whānau to be the innovators of tomorrow. The centre is also a cornerstone for the development of the Western Springs Precinct as a science, technology and ecological precinct with a cultural overlay. We are working with Tātaki Auckland Unlimited/Auckland Zoo, Ngāti Whātua Ōrākei, Haumi, and other stakeholders to develop that concept.

We will celebrate MOTAT's 60th Anniversary in 2024 and we will also be investing in the heritage infrastructure that helps make MOTAT such an inspiring and exciting place to visit.

Being acutely aware of the financial pressure on Auckland Council, we have developed a conservative budget to meet our minimum funding requirements. We will continue to increase our admissions revenue, grants and other income while developing what we have to offer to our visitors and the wider community, looking after our collection, people and supporting other organisations.

We advised Auckland Council's Governing Body last year that we would defer the proposed increase in our Board's remuneration budget from \$136,250 to \$222,500 to this year and that has been factored into this Annual Plan and the Indicative Budget.

There are, as in previous years, several infrastructure issues we need to address before they have an adverse impact on the visitor experience and/or the care, safety, and welfare of our collection and those who interact with it, and this has also been factored into the Indicative Budget. This Annual Plan does not, however, address the funding of the larger capital projects we need to undertake such

as the replacement of the Exhibition Building that runs along the front of our Great North Road site or the replacement of the front section of our Aviation Hall at Motions Road. These are issues that we will work through with Auckland Council, as well as implementing a fundraising strategy for these major investments.

Our total Levy request is \$19,021,154, which is \$493,904 or 2.7% more than the previous year and comprises of the following operational and capital funding requirements:

Base Levy Operational Funding

Our Base Levy operational budget, which covers among other things our exhibitions, education programmes, events and collection care, has been increased by 3.5% or \$573,904, which is significantly less than the current and projected rate of inflation and the projected increase in salary and other costs.

Capital Funding

We are seeking a further \$2,050,000, which is \$80,000 less than the previous year, to cover the following projects:

1. Te Puawānanga Science and Technology Centre

There is no specific funding in 2024-2025 for Te Puawānanga. Looking forward, the operational, maintenance, and development of the experience will be incorporated in the Exhibitions budget from the 2025-2026 financial year onwards, and this is reflected in the Indicative Budget.

2. Approach 2

These projects are the core but affordable (circa \$15 million) elements of our Masterplan (which we are in the process of updating) that were referred to in our previous Annual Plans and Annual Reports as the Approach 2 Projects. These projects have been completed and include:

- Environmental and roofing upgrades to our main exhibition hall (completed September 2023);
- Car park at MOTAT Motions Road (Stage 1 completed in August 2022);
- Upgrade of the entrance to the Aviation Hall at our Motions Road site (completed August 2022).

We have ring-fenced \$1 million of our Levy to repay the funding from our bank for the Approach 2 Projects and we will continue that approach in each Annual Plan until that funding has been repaid.

3. Investment in Heritage Infrastructure

One of the infrastructure issues that we have identified is the renewal and upgrade of our tramline that connects our Great North Road site to the Auckland Zoo and our Motions Road Site and car park. We have allocated \$250,000 per annum to this project as it will be undertaken over several years and we may have to carry the funds forward so that we have sufficient funds to cover the cost of renewing a reasonable length of track and the associated points.

The second issue that we need to deal with is the renewal of the roof of the Pumphouse (a heritage asset owned by Auckland Council) as it is starting

to fail. The cost of this work is estimated to be \$1.1 million and will be covered by operational funding of \$300,000 that is included in the Base Levy and capital funding of \$800,000.

We will continue our discussions with Auckland Council's Arts, Social, Sports and Community Institutions Political Working Group, in relation to the alignment of our operations with Tātaki Auckland Unlimited and potentially with the Auckland Zoo. We will also continue to work with Tātaki Auckland Unlimited, local Iwi, and other stakeholders on the development of the Western Springs Precinct.

Finally, we would like to take this opportunity to thank our stakeholders Auckland Council, Tātaki Auckland Unlimited, the Local Boards, the MOTAT Society, the local community, and our partners and sponsors and Ngāti Whātua Ōrākei and Te Māhurehure Marae for their ongoing support and encouragement.

Ehara taku toa i te toa takitahi engari he toa takitini

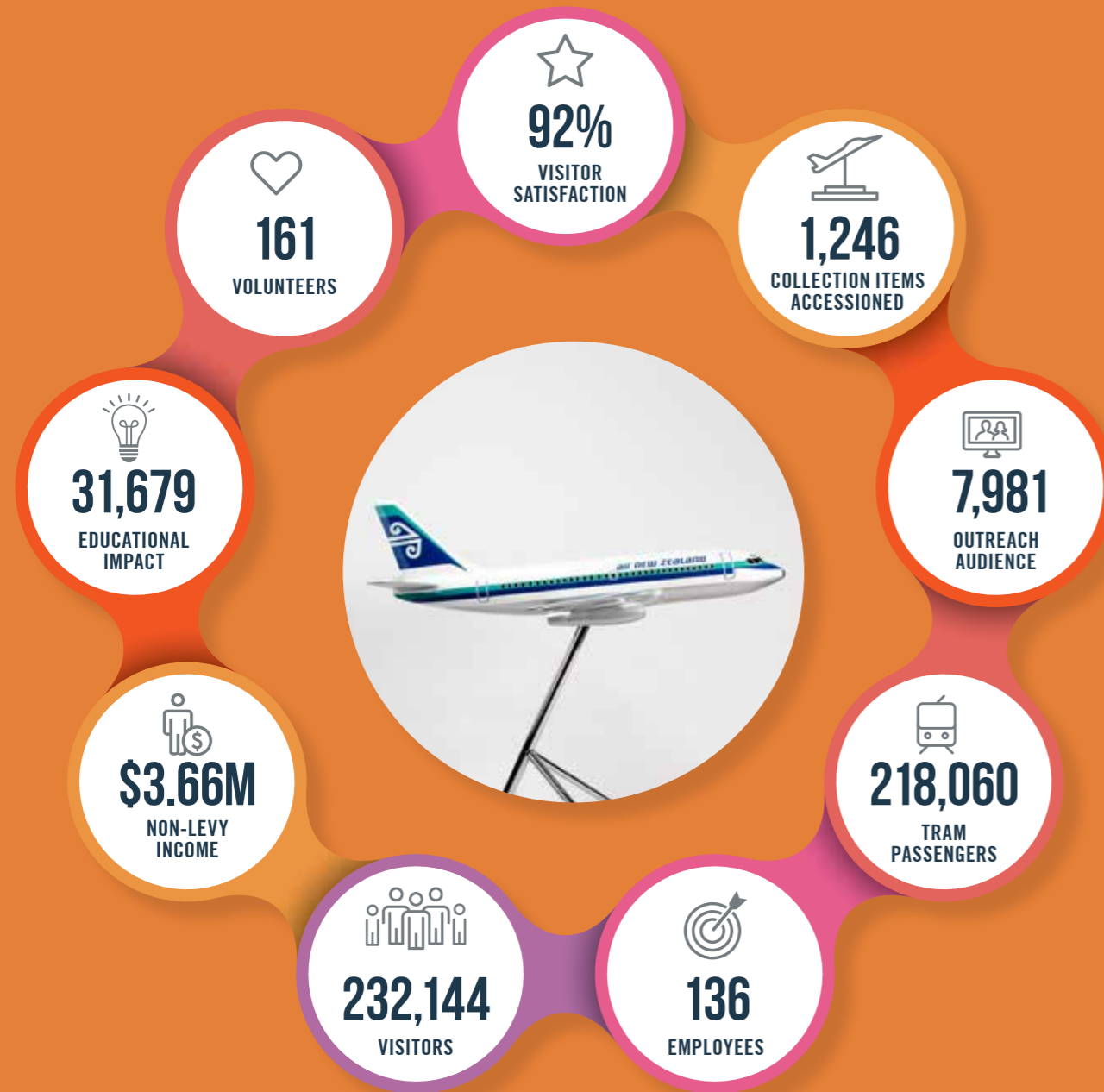
Success is not the work of one, but the work of many



Helen Atkins
BOARD CHAIR

Michael Frawley
CHIEF EXECUTIVE / MUSEUM DIRECTOR

2022-2023 Review



Achieving MOTAT's Vision and Objectives

MOTAT's Vision is to use the past, present and future technology and ingenuity to educate and inspire the innovators of the future.

The MOTAT Act sets out certain objectives and duties including the obligation to: (1) maintain, manage and develop the Museum and its collection; and (2) be a good employer.

Our 2019 to 2029 Strategy sets out how we intend to achieve our Vision and statutory objectives and duties and outlines five core objectives and the associated Key Performance Indicators (KPIs) that will be used for monitoring the implementation and achievement of our Strategy. The five objectives are to:

1. Maximise the visitor experience.
2. Empower the MOTAT Team (both employees and volunteers).
3. Improve the quality of the collection, its care and accessibility.
4. Improve MOTAT's business and sustainability.
5. Engage with like-minded institutions.

The KPIs were reviewed, refined and agreed by the Auditors appointed by the Office of the Auditor General and Auckland Council and are included in the Annual Plan that is prepared in accordance with section 20 of the MOTAT Act. This Annual Plan also articulates how our objectives and the KPIs are aligned to Auckland Council's Arts and Culture Strategy and Auckland Plan 2050.

We report on the implementation and achievement of the objectives on an annual basis and this information is audited by the Office of the Auditor General and included in the Annual Report we prepare in accordance with section 25 of the MOTAT Act.

The following pages outline the significant activities and steps we intend to take in relation to each objective, the associated KPIs and any issues that may affect any part of the Museum or the services and support we provide. The Indicative Budget identifies the cost of those activities and the source of funds, and in particular the levy that will be used to support them.





OBJECTIVE 1

Maximise the Visitor Experience

Our visitor targets will be realised through a dynamic and relevant offer that is vision aligned, uplifts Te Ao Māori and promotes sustainability.

Amplify the visitor experience

In 2024-2025, our goal is to achieve significant growth in onsite visitation by using our education, exhibitions, public programmes, and community engagement to attract a diverse audience. We will also increase our digital engagement and reach across all MOTAT online channels.

We will extend the education offer for schools and build our Early Childhood Education programme. MOTAT's outreach will continue with STEM Cells, increasing access for schools across the region. Our "technology in action" programme, which gives visitors the chance to get up close to technologies of all eras, will see us draw on MOTAT's collection and work with other organisations to bring contemporary innovations to life.

We will also host a touring exhibition in 2024.

Engaging communities will be a priority, through visitor favourites such as Pasifika Vibes and Tram Talks as well as newer outreach initiatives such as MOTAT's Hapori Community Access Programme.

Visitor satisfaction is a priority. We will improve our exhibition and event spaces, and sustain investment in wayfinding. We will continue to improve communication with our audience with the help of the talented hosting team who interact with visitors daily.

Gathering visitor feedback is important, so we will continue to work with our research agency TRA and others to grow our multifaceted insights work.

Nurture Te Puawānanga Science and Technology Centre

A primary area of focus will be establishing Te Puawānanga as the premium science and technology experience for tamariki, rangatahi and whānau in Aotearoa.

The centre was designed in consultation with many knowledge holders including Pūhoro STEM Academy, Pita Turei and the University of Auckland, and they will remain important collaborators. Science Alive and Te Whai Ao Dodd-Walls Centre for Photonic and Quantum Technologies are important partners in the centre, providing both financial support, expertise, and programming.

The centre will be at the heart of MOTAT's education programme for schools and provides an ideal focal point for the STEM Fair, MOTAT's flagship event.

Creating access to and engagement with MOTAT collections

We will pursue further initiatives to increase access to MOTAT collections, including exhibitions in the Walsh Memorial Library. Digital access will grow through Collections Online and by

publishing content on MOTAT.NZ and other channels.

We will deliver several projects that make the MOTAT collection available to the public in 2025, including in the Aviation Hall and through the renewal of the Pumhouse.

Providing the firm favourites of MOTAT's offer

We will continue to deliver the iconic MOTAT experiences including operating the tram daily – a number one attraction – and Christmas Lights. The ever-popular Live Days and holiday experiences will remain, with new themes aligned to external festivals and events, such as Matariki and New Zealand Tech Week. Event days aimed at our youngest audiences, such as Ngā Mirumiru Bubbles and Squish! Bang! Splat! stay on the calendar.

We will also increase our offer for young people and adults, building on popular programming such as Aviation Conversations, Aviation Lates and the evolution of Food Truck Round Up that took place in 2023, with a view to engaging broader audiences.

OBJECTIVE 2

Empower the MOTAT Team

He aha te mea nui o te ao?

He tāngata, he tāngata, he tāngata.

What is the most important thing in the world?

It is people, it is people, it is people.

Our dedicated and highly skilled team of employees and volunteers are the backbone of the Museum and help make MOTAT such a unique and inspiring place to experience. Having an inclusive, collaborative, supportive and safe culture that empowers the MOTAT Team to be their authentic selves is important to us.

We undertake an annual survey to gauge our team's engagement and identify how we can continue to improve our culture, work environment and team wellbeing.

Kaupapa Māori

We take pride in the steps we have and are taking to embed a bicultural approach into our culture and everything we do. This approach is reflected in our Board Charter, our bi-cultural framework - Te Puna Whāngai Māori, our exhibition design,

and our event and education programming.

The achievement of our bi-cultural framework is supported by the Kaupapa Māori Team within People, Culture and Wellbeing and by the mātauranga Māori team members in the exhibition and other teams. We also ensure our Māori team members feel supported and can engage with iwi, hapū and whānau.

Our Team is encouraged to engage in learning and development opportunities, including te reo Māori, Te Tiriti o Waitangi, me ngā tikanga Māori training.

Safety and wellbeing

The safety and wellbeing of our Team and our visitors is of paramount importance to us. In 2023 we implemented Noggin, which helps us monitor

the safety of our people, environment and systems.

We will also continue to review and refine our policies and procedures to ensure the physical and mental wellbeing of our Team, contractors and visitors. We continue to build on our training programmes to develop and improve the professional and other skills of our Team.

As mental wellbeing is an area of focus, our support systems, such as Groov, will be reviewed to ensure they meet the needs of the MOTAT Team.

Staff environments and workforce planning

As outlined in previous years, our office buildings were not designed to be occupied as offices and have structural issues that could potentially create a safety and wellbeing hazard. One of the buildings that poses a significant risk will be removed with the establishment of temporary offices at our Motions Road location.

We continue to minimise our gender pay gap and move those remaining staff to the living wage.



OBJECTIVE 3

Improve quality of the collection, its care and accessibility

Our Collection Team will continue to develop, care for, curate, conserve and document the 300,000+ items in our custody to ensure their long-term preservation and accessibility to our audience and the wider community.

Develop the Collection

We will continue to draft and review significance statements in relation to our Collection as they are an important record of those objects, and that information can be used in articles and for research. We will also continue to update and improve the curatorial information we have in relation to our Collection and continue to acquire significant objects relating to the past, present and future technology, innovation and ingenuity of Aotearoa.

Our Walsh Memorial Library will also be promoted as an interesting place to visit. This will be aided by exhibitions in the space.

Collection care

Our Conservation and Collection Care Team will focus on analytical techniques to determine and predict colour changes on collection items when exposed to light while on display using the microfader acquired during 2022-2023. We will use microscopy as a tool to identify material types and components, which will help us to care for the collection objects when they are on display.

Our pest control, environmental management, cleaning programmes and storage management will continue to evolve to ensure the proper storage, preservation and display of our collection objects is maintained.

Collection inventory, digitisation, and photography

Registry is aiming to complete the inventory of the uncatalogued objects found at MOTAT Great North Road. The capturing of new and updated photos of the objects in our collection will also continue to improve our records and those photos will be available for our Collections Online platform.

The Walsh Memorial Library team will also focus on the digitisation of the collection to aid discoverability and accessibility.

Collections Online

Collections Online gives the public digital access to our collection and we will continue to develop and upload new content (research publications, brief histories, and improved images) to that platform.

Collection Workshops

The Collection Workshops Team's focus will be on the maintenance, provision, and operation of collection objects for our LIVE days and events during the year, as well as the preservation or, in some limited cases, the restoration of collection objects and the associated infrastructure.

Expanding the research and documentation of objects worked on as part of the transition to a more in-depth data management system will be another priority. Improving the storage and documentation of our spare parts will be another key area of work.



OBJECTIVE 4

Improve our business and sustainability

MOTAT will ensure the long-term sustainability of our business and assets as kaitiaki of our people, collection and infrastructure by prudently managing the Museum with business and environmental sustainability at the forefront.

There continues to be several infrastructure issues we need to address before they have an adverse impact. Some of these issues have been factored into the Indicative Budget and are outlined in more detail below.

However, this Annual Plan does not address the funding of the larger capital projects we need to undertake, such as the replacement of the Exhibition Building that runs along the front of our Great North Road site or the renewal of the front section of our Aviation Hall at Motions Road. We will work through these projects with Auckland Council.

Asset Management Plan

We are in the third year of our Asset Management Plan, a copy of which has been provided to Tātaki Auckland Unlimited and Auckland Council. The plan covers the next 26 years and includes the redecoration and renewal of all our buildings and heritage assets, as well as the Accessibility Plan we developed with Be.Lab

The plan has been costed and the requisite funds are incorporated into our Annual

Plans and Indicative Budgets. The plan will be adjusted to factor in the Master Plan, which is in the process of being updated, and the reprioritisation of some tasks where it is appropriate. Most of the work will be undertaken by our skilled Maintenance, Environment and Sustainability Team, using external contractors when appropriate.

We intend to undertake other projects that improve the visitor experience and/or the health and safety of the site. These include the continuation of the asphalt renewal programme, the upgrading of our security and onsite lighting and the replacement of the 1950s Blister Hangar.

Heritage buildings maintenance programme

We care for two heritage buildings owned by Auckland Council: the Pumphouse, which was built in 1877 and is classified as a category A heritage building of exceptional significance; and the associated Engineer's Cottage, which is a category B heritage building constructed in 1880. Both

buildings require significant maintenance, so we are planning to renew the Pumphouse roof before it fails and to remediate some of the building brick work. The estimated cost of this work is \$1.1 million and is factored into the Indicative Budget.

Approach 2 project commitments

As outlined in our previous Annual Plans and Annual Reports, we were unable to secure funding for the implementation of the MOTAT Athfield Masterplan in 2016, so we identified certain core components that needed to be progressed to improve the visitor experience and improve the care of the collection. Most of these projects, which we refer to as the Approach 2 projects, are funded by a revolving banking facility of up to \$12 million repayable over 10 years and we have, and will, ring fence \$1 million per annum in our Indicative Budget until the associated capital and interest has been repaid. We have also factored in an increase in interest rates for the 2025-2026 to 2027-2028 financial years.

The tramway was first laid in 1967 and subsequently extended in the early 1980s. The rails (and points) used were already 50 years old when they were laid and now need to be replaced.

The replacement of the tram infrastructure was identified as an issue in our previous Annual Plans and Annual Reports, but this is a major and expensive undertaking and one that will have to be completed over several years and factored into the associated Annual Plans.

The track now urgently needs to be replaced, notably the track on the corner of Motions Road and Great North Road and the "S-bend" located outside Western Springs College. The cost of this hardware was covered by the 2022-2023 and 2023-2024 Annual Plan and this Annual Plan will cover the installation of that hardware.

Because of the size, complexity, and cost of this project, we may have to carry funds forward into future years so the work can be done in a cost-effective manner.

Information communications technology and security

We will continue to invest in our technological and digital infrastructure and capabilities, including digital initiatives for visitor experience and collections access.

We will also continue upgrading our IT and security systems to keep our collection, visitors, MOTAT Team members and buildings safe and secure.

Sustainability

We have taken significant steps to reduce our energy consumption and carbon emissions, and this will continue to be an area of investment. Our budget includes

funds for the ongoing installation of more energy-efficient lights and solar panels.

We are investigating how to reduce carbon emissions from our coal-powered heritage engines, so we can continue to showcase this technology. Finding a solution that is viable in New Zealand is a priority. Following the successful trial of a biofuel alternative, we will continue to test similar fuels to identify the one that is best suited to our requirements.

We will continue our recycling and water harvesting and the monitoring of our carbon emissions by Toitū Carbonreduce.

We are members of the Sustainable Business Network.



OBJECTIVE 5

Engage with like-minded institutions

MOTAT continues to find opportunities to collaborate with organisations who share our passion for science, technology and innovation, in Aotearoa New Zealand and beyond.

We will continue to engage with and support like-minded institutions such as the Auckland War Memorial Museum, Maritime Museum, Navy Museum, Howick Historical Village, Kauri Museum, Waikato Museum, and Canterbury and Otago Museums.

Our partnership with Tātaki Auckland Unlimited/Auckland Zoo, Ngāti Whātua Ōrākei, Haumi, local Iwi, and the other stakeholders in relation to the development of the Western Springs as a science, technology and ecological precinct with a cultural overlay continues.

We are also looking to build on our partnership with Te Mahurehure Cultural Marae, especially in relation to their Taumata o Kupe offering, which is aligned to our focus on using the past, present and future to educate and inspire the next generation.

It is anticipated that Te Puawānanga Science and Technology Centre will become a meeting place for groups interested in science and technology and we will use that space (and STEM Cells) to develop our partnership with Samsung, Science Alive, Te Whai Ao The Dodd-

Walls Centre for Photonic and Quantum Technologies, Auckland University, as well as other tertiary institutions and organisations.

We will also extend our community outreach programmes and use our Hapori Community Access Programme to enable Māori and Pacific groups to experience MOTAT.

The MOTAT Team will continue to contribute to sector networks including the International Committee of Museums (ICOM)

and the Australasian Science and Technology Network (ASTEN).

Finally, a significant priority during 2024-2025 will be the delivery of a MOTAT 60th anniversary celebration in partnership with the MOTAT Society, Auckland Council Heritage Festival team and other interested parties. The programme will peak in October 2024 with a display of material relating to MOTAT's history and celebratory events for visitors and stakeholders alike.



Our strategic framework



Objectives into action

Our objectives

1. Maximise the visitor experience
2. Empower the Team
3. Improve quality of the Collection, its care and accessibility
4. Improve our business and sustainability
5. Engage with like-minded institutions

Annual Plan 2024-2025

- Leverage the launch of Te Puawānanga Science and Technology Centre to grow visitation and engagement.
- Build on our bi-cultural framework initiatives, foster engagement and strengthen culture, work environment and wellbeing.
- Develop, care for, curate, conserve and document the more than 300,000 objects in our Collection and improve audience accessibility to them.
- Maintain our heritage buildings and investigate ways of reducing carbon emissions to ensure the long-term sustainability of our business and infrastructure.
- Nurture our relationships with the many cultural institutions, science and technology organisations and businesses we connect with, and grow our collaboration with them.

OBJECTIVE 1

Maximise the Visitor Experience

2024-2025 Objectives And Key Performance Indicators

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2024-2025 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2024-2025 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Align MOTAT's exhibitions, events, education, and outreach programmes with the Museum's Vision			Auckland Plan 2050 <ul style="list-style-type: none"> Foster an inclusive Auckland where everyone belongs [Belonging and participation] Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life [Belonging and participation] Provide accessible services and social infrastructure that are responsive in meeting peoples' evolving needs [Belonging and participation] Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders' quality of life [Belonging and participation] Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living [Homes and places] Increase educational achievement, lifelong learning and training with a focus on those most in need [Opportunity and prosperity]
<ul style="list-style-type: none"> Provide onsite and offsite education programmes that inspire innovation and meet the needs of our target audience 	<ul style="list-style-type: none"> Number of participants in Enriching Local Curriculum (ELC), Early Childhood Education and other education programmes with other stakeholders and the associated impact Number of outreach programmes initiated 	<ul style="list-style-type: none"> 26,750 participants in ELC contract and Early Childhood programmes 7,150 students interact with STEM Cells Five community outreach programmes 	
2. Implement a marketing strategy that promotes the Museum's Vision and what it does in a vibrant and challenging way			Arts and Culture Strategy <ul style="list-style-type: none"> All Aucklanders can access and participate in arts and culture Auckland values and invests in arts and culture A network of vibrant arts and culture organisations meets Auckland's diverse needs Arts and Culture are intrinsic in Auckland's place making Auckland celebrates a unique cultural identity Auckland has a robust and flourishing creative economy
<ul style="list-style-type: none"> Ensure that our Marketing Strategy promotes our Vision and activities in a way that attracts our target audience Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience 	<ul style="list-style-type: none"> Measure our visitor satisfaction ratings Keep track of our overall visitor numbers Measure the online traffic to our website and engagement with our social media platforms 	<ul style="list-style-type: none"> 90% of visitors to MOTAT sites who are surveyed report a rating of satisfied or highly satisfied Total visitation to museum site 292,040 Exceed 557,000 visits to our online properties (website, Collections Online) 	
3. Increase digital access to MOTAT's collection and experiences			
<ul style="list-style-type: none"> Develop digital platforms that improve our target audience's remote access to our collection 	<ul style="list-style-type: none"> Measure engagement with our digital platforms and collections online 	<ul style="list-style-type: none"> A 3% year on year increase in overall engagement across existing and new digital publishing platforms 	Auckland Plan 2050 <ul style="list-style-type: none"> Harness emerging technologies and ensure equitable access to high quality digital data and service [Opportunity and prosperity]

OBJECTIVE 2

Empower the MOTAT Team

2024-2025 Objectives And Key Performance Indicators

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2024-2025 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2024-2025 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Ensure that MOTAT is a safe place to visit and work			Auckland Plan 2050 <ul style="list-style-type: none"> Increase educational achievement, lifelong learning and training with a focus on those most in need [Opportunity and prosperity]
<ul style="list-style-type: none"> Maintain, develop, implement and monitor policies and procedures designed to maintain a safe and secure environment at MOTAT 	<ul style="list-style-type: none"> Measure Lost Time Injury Frequency Rate ('LTIFR') 	<ul style="list-style-type: none"> LTIFR (Lost Time Injury Frequency Rate) rate less than or equal to June 2024 	
2. Manage performance and engagement of the MOTAT Team			Arts and Culture Strategy <ul style="list-style-type: none"> All Aucklanders can access and participate in arts and culture A network of vibrant arts and culture organisations meets Auckland's diverse needs Auckland celebrates a unique cultural identity
<ul style="list-style-type: none"> Monitor the MOTAT Team's engagement 	<ul style="list-style-type: none"> Complete annual engagement surveys for MOTAT Employees and MOTAT Volunteers 	<ul style="list-style-type: none"> Employee engagement survey scores greater than or equal to 2024 Volunteer engagement survey scores greater than or equal to 2024 	

OBJECTIVE 3

Improve quality of the Collection, its care and accessibility

2024-2025 Objectives And Key Performance Indicators

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2024-2025 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2024-2025 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Collection Care and Management			Auckland Plan 2050 <ul style="list-style-type: none"> Protect Auckland's significant environments and cultural heritage from further loss [Environment and Cultural Heritage] Arts and Culture Strategy <ul style="list-style-type: none"> All Aucklanders can access and participate in arts and culture Auckland values and invests in arts and culture Arts and Culture are intrinsic in Auckland's place making Auckland celebrates a unique cultural identity
<ul style="list-style-type: none"> Ensure that our collection is managed in accordance with our Collection Management Policy and related procedures Implement a Collection Care and Conservation Programme that improves the storage, preservation and display of our collection 	<ul style="list-style-type: none"> Number of Heritage Operations Guidelines completed for the preservation and safe operation of the collection Improve the care of objects on display and in storage through environmental management 	<ul style="list-style-type: none"> Complete 10 Heritage Operations Guidelines Maintain interventive pest, environmental conservation, and collection cleaning programmes across all three MOTAT sites 	
2. Collection development and accessibility			
<ul style="list-style-type: none"> Enhance online access to our collections and information about our collections 	<ul style="list-style-type: none"> Number of articles published on various media platforms including Collections Online topics page and the MOTAT website Number of object and archive records updated 	<ul style="list-style-type: none"> Publish at least 6 articles Update at least 40 brief histories Undertake improved photography of objects and continue to digitise items 	

OBJECTIVE 4

Improve our business and sustainability

2024-2025 Objectives And Key Performance Indicators

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2024-2025 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2024-2025 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Maximise commercial opportunities and fundraising activities			Auckland Plan 2050 <ul style="list-style-type: none"> Ensure Auckland's infrastructure is future proofed [Environment and cultural heritage] Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life [Belonging and participation] Auckland Plan 2050 <ul style="list-style-type: none"> Ensure Auckland's environment and ecosystems are valued and cared for [Environment and cultural heritage] Encourage all Aucklanders to be the stewards of the environment and to make sustainable choices [Environment and cultural heritage] Protect Auckland's significant environments and cultural heritage from further loss [Environment and cultural heritage]
<ul style="list-style-type: none"> Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy 	<ul style="list-style-type: none"> Retail Gross Profit to more than cover direct retail operating costs Grow external fundraising capacity 	<ul style="list-style-type: none"> Retail Gross Profit (physical and online) covers more than cost of retail staff, post online retail implementation Fundraising target as per budget 	
2. Buildings and Infrastructure			
<ul style="list-style-type: none"> Maintain our buildings and infrastructure as advised by our rolling 2020-2049 Asset Management Plan Review the MOTAT Athfield Masterplan as funds and other support allows to align with the vision for the Western Springs Precinct 	<ul style="list-style-type: none"> Complete work for 2023-2024 under our rolling 2020-2049 Asset Management Plan Progress "Approach 2" projects as funding allows 	<ul style="list-style-type: none"> Non-replacement works as per our rolling 2020-2049 Asset Management Plan are completed Plan and achieve design, consent, tender and construction budgets and target dates as per individual project plans 	
3. Environment			
<ul style="list-style-type: none"> Continue to refine our sustainability programmes so that MOTAT is carbon neutral 	<ul style="list-style-type: none"> Continue Toitū ReduceCarbon rating audit 	<ul style="list-style-type: none"> Maintain or improve on our prior year Toitū Reduce Carbon emissions measurement 	

OBJECTIVE 5

Engage with like-minded institutions

2024-2025 Objectives and Key Performance Indicators

MASTER STRATEGY 2019-2029 What we will do	ANNUAL PLAN 2024-2025 How we will measure our performance	ANNUAL PLAN 2024-2025 Our target	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Tāngata whenua technology and tikanga			Auckland Plan 2050 <ul style="list-style-type: none"> Promote Māori success, innovation and enterprise [Māori identity and wellbeing] Recognise and provide for Te Tiriti o Waitangi outcomes [Māori identity and wellbeing] Showcase Auckland's Māori identity and vibrant Māori culture [Māori identity and wellbeing] Strengthen rangatahi leadership, education and employment outcomes [Māori identity and wellbeing] Celebrate Māori culture and support te reo Māori to flourish [Māori identity and wellbeing]
<ul style="list-style-type: none"> Implement the Bi-Cultural Strategy Promote Tāngata Whenua technology and innovation, te reo and tikanga 	<ul style="list-style-type: none"> Offer learning and development to support the delivery of MOTAT's Bi-Cultural Approach Tāngata Whenua content (language, customs, technology, objects etc) included in exhibitions, programmes and initiatives 	<ul style="list-style-type: none"> Offer five matauranga Māori learning and development initiatives to the MOTAT Team Te reo Māori is integrated into new exhibitions, public programmes and education initiatives 	
2. Work collaboratively with like-minded institutions to develop the visitor offer including public programmes, exhibitions, education and outreach activities that benefit the community			Auckland Plan 2050 <ul style="list-style-type: none"> Foster an inclusive Auckland where everyone belongs [Belonging and Participation] Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life [Belonging and Participation] Provide accessible services and social infrastructure that are responsive in meeting peoples' evolving needs [Belonging and Participation] Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders' quality of life [Belonging and Participation] Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living [Homes and Places]
<ul style="list-style-type: none"> Collaborations with like-minded institutions undertaken to advance the objectives of the MOTAT Act and the MOTAT Strategy 	<ul style="list-style-type: none"> Record collaborative projects undertaken with like-minded institutions 	<ul style="list-style-type: none"> Three collaborative projects undertaken 	

With advice from our Auditors the following definition of Not Achieved/Partially Achieved/Achieved will be used:

- 0 - 50% Not Achieved
- 51 - 90% Partially Achieved
- 91% + Achieved



Financial Plan

Indicative Budgets and Levy Request

The Indicative Budget outlined in this Annual Plan sets out the minimum operational costs of MOTAT, the Levy to be provided by Auckland Council pursuant to the provisions of the MOTAT Act, the anticipated revenue, grants and other funding and income for the current and next two financial years.

MOTAT is funded from the following sources:

1. A Levy from Auckland Council pursuant to the provisions of the MOTAT Act 2000.
2. Gate admissions - <https://www.motat.nz/visit/prices/>
3. Commercial activities, including shop sales.
4. Grants, including educational grants from the Ministry of Education (contestable).
5. Donations, sponsorships and other partnership income.
6. Interest revenue.

The Indicative Budget outlined in this Annual Plan factors in the above sources of funding and:

- the cost of our proposed exhibitions, events, education programmes, outreach programmes and other activities;
- the development, care and operation of its collection;
- the implementation of our Asset Management Plan and the general maintenance, upkeep and operational costs associated with the Museum's three sites;
- the operation of the trams in the Western Springs Precinct and the Wynyard Quarter;
- the staffing and other costs associated with the Museum; and
- the repayment of the funding from MOTAT's bank for the Approach 2 Projects.

The Indicative Budget also includes the increase in the Board's remuneration budget from \$136,250 per annum to \$225,000 per annum. We were aiming to increase that remuneration for the 2022-2023 and 2023-2024 financial years, but decided to defer that to reduce our Levy request and help Auckland Council with the budget deficit it was facing.

The Board's remuneration budget will be applied as follows:

Board Role

Chair	\$30,000 per annum
Deputy Chair	\$23,000 per annum
Board Member	\$19,000 per annum
Committee Chair	\$2,500 per annum
Committee Member	\$500 per annum

We have also factored in the \$200,000 increase in the rent for our offsite storage facility and increased the Exhibitions Budget by \$300,000 from the 2025-2026 financial year to cover the cost of maintaining and developing Te Puawānanga, Science and Technology Centre.

Our Indicative Budget also factors in the increase in the cost of MOTAT's operations over the three financial years due to inflation, increases in the cost of the Museum's contractual obligations, salary costs and the living wage.

Levy Request

Our total Levy request is \$19,021,154, which is \$493,904 or 2.7% more than the previous financial year and comprises of the following Operational and Capital Funding requirements:

Base Levy Operational Funding

Our operational budget has been increased by 3.5% or \$573,904, which is significantly less than the current and projected rate of inflation and the projected increase in salary and other costs.

Capital Funding

We are seeking a further \$2,050,000 to cover the following projects:

1. Approach 2

These projects are the core but affordable (\$15 million) elements of our Masterplan (which we are in the process of updating) that were referred to in our previous Annual Plans and Annual Reports as the Approach 2 Projects. These projects have been completed and include:

- Environmental and roofing upgrades to our main exhibition hall (completed September 2023);
- Car park at MOTAT Motions Road (Stage 1 completed in August 2022);
- Upgrade of the entrance to the Aviation Hall at our Motions Road site (completed August 2022).

We have ring fenced \$1 million of our levy to repay the funding from our bank for the Approach 2 Projects and we have and will continue that approach in each Annual Plan until that funding has been repaid.

2. Infrastructure Issues

One of the infrastructure issues we have identified is the renewal and upgrade of our tramline that connects our Great North Road site to the Auckland Zoo and our Motions Road Site and car park.

This is a significant and very expensive undertaking and as such it will be completed over several years so as to keep our levy request at a level that can be accommodated by Auckland Council. We have allocated \$250,000 per annum to this project and we may have to carry the funds forward so that we have sufficient funds to cover the cost of renewing

a reasonable length of track and the associated points.

The second issue we need to deal with is the renewal of the roof of the Pumphouse, which is a heritage asset owned by Auckland Council, as it is starting to fail. The cost of this work is estimated to be \$1.1 million and will be covered by operational funding of \$300,000 that is covered by the Base Levy and capital funding of \$800,000.

Revenue

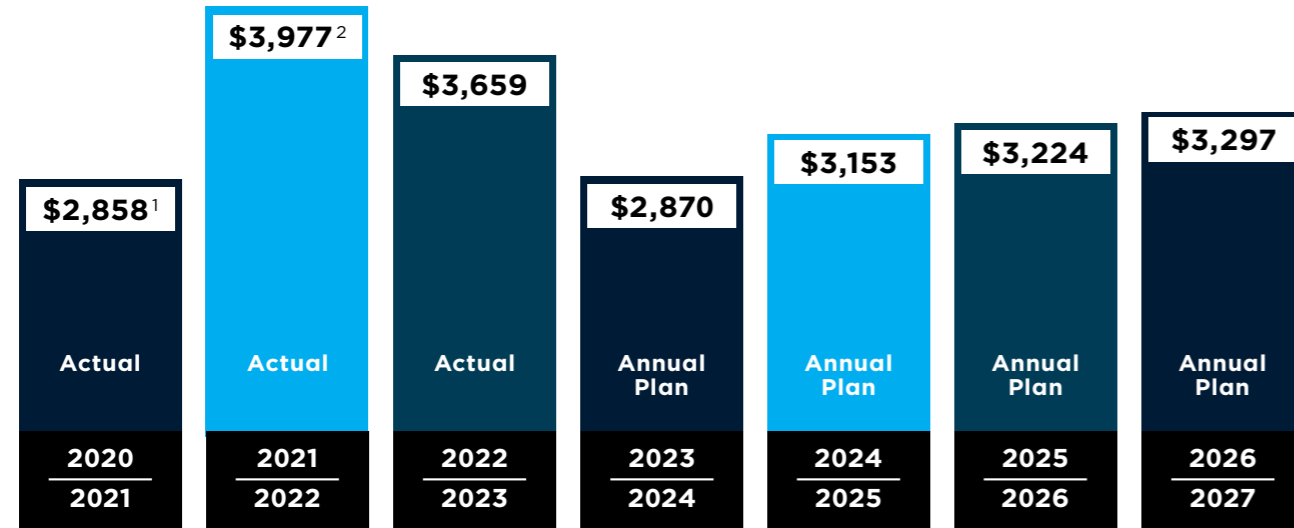
On the income front, we are looking to increase our visitor numbers and by definition the associated ticket and shop revenue. We are also looking to increase the volume and value of the grants and other support we receive, especially in relation to Te Puawānanga.



Financial Summary

2020-2027

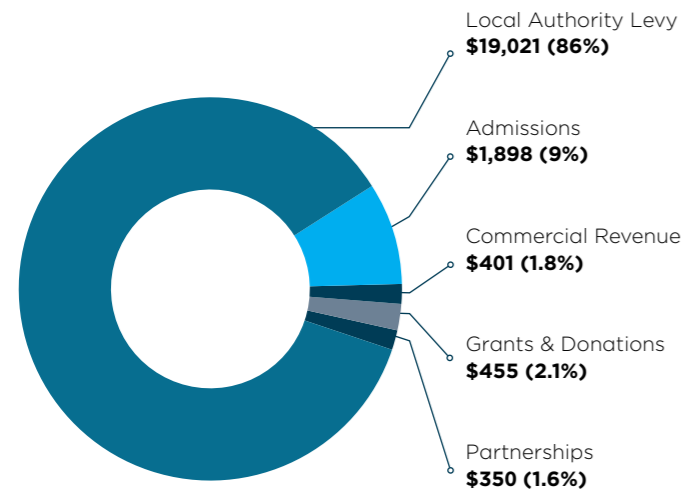
NON-LEVY REVENUE (\$000's)



Notes: ¹ Includes government wages subsidy associated with Covid-19 and forgiveness of loans - \$455,000
² Includes government wages subsidy associated with Covid-19 and forgiveness of loans - \$1.4 million

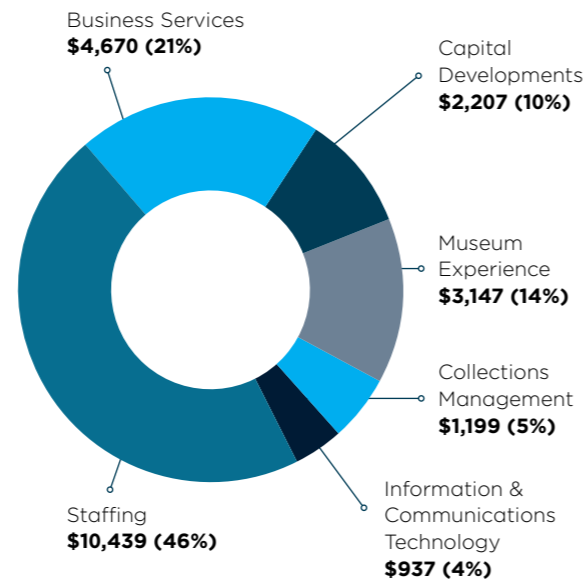
2024-2025

ANNUAL PLAN OPERATIONAL REVENUE (\$000's)



2024-2025

ANNUAL PLAN OPERATIONAL EXPENDITURE (\$000's)



Indicative Budget

	2023-2024 Annual Plan	2024-2025 Annual Plan	2025-2026 Annual Plan	2026-2027 Plan	2027-2028 Plan
Paying Visitors	208,743	240,497	247,712	255,143	262,797
Total Visitors	258,786	292,040	300,801	309,825	319,120
Base Levy Request	16,397,250	16,971,154	18,590,144	19,241,924	19,910,581
Additional Levy - Sci-Tech	400,000	-	-	-	-
Pumphouse heritage repair	-	800,000	-	-	-
Repay Approach 2 loan	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Urgent Infrastructure	730,000	250,000	250,000	250,000	250,000
Total Levy Request	18,527,250	19,021,154	19,840,144	20,491,924	21,160,581
Other Revenue					
Admissions	1,637,657	1,897,658	1,954,588	2,013,225	2,073,622
Commercial and Other Income	577,572	400,629	414,362	428,733	442,772
Grants and Donations	255,099	455,099	455,099	455,099	455,099
Interest Revenue	49,985	50,000	50,000	50,000	50,000
Partnerships	350,000	350,000	350,000	350,000	350,000
TOTAL REVENUE	21,397,562	22,174,539	23,064,193	23,788,981	24,532,074
Financing Facility	1,759,837	424,092	-	-	-
Total Cash Contributions	23,157,399	22,598,631	23,064,193	23,788,981	24,532,074

EXPENDITURE

Collection Management

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Collection Care, Conservation	303,224	314,814	313,974	317,610	311,490
Collection Workshops	558,700	575,461	592,724	610,506	628,821
Curatorial and Research	57,304	69,809	71,255	77,800	84,330
Library	72,901	77,351	77,651	79,651	81,851
Registry	134,725	161,150	189,670	221,520	233,520
Total Collection Management	1,126,854	1,198,585	1,245,274	1,307,087	1,340,012

Museum Experience

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Digital	246,050	253,610	261,926	271,073	281,135
Exhibitions	971,169	985,304	1,299,855	1,320,853	1,342,471
Learning and Education	192,504	172,504	172,504	146,504	146,504
External Relations	751,302	751,302	751,302	751,302	751,302
Public Programmes	955,519	984,185	1,013,710	1,044,121	1,075,445
Total Museum Experience	3,116,544	3,146,905	3,499,297	3,533,853	3,596,857

Indicative Budget

	2023-2024 Annual Plan	2024-2025 Annual Plan	2025-2026 Annual Plan	2026-2027 Plan	2027-2028 Plan
Business Services					
Administration	1,077,663	1,095,242	1,113,358	1,132,016	1,151,235
Bank Interest and Line Fee	95,438	98,299	197,017	178,129	149,024
Commercial Operations	155,445	162,115	169,118	176,472	184,194
Health and Safety	106,728	107,000	107,000	107,000	107,000
ICT	910,722	937,083	964,236	992,203	1,021,009
MOTAT Society	15,000	15,000	15,000	15,000	15,000
Museum Environment Team	1,169,570	941,437	827,903	1,202,729	1,288,658
Staffing	10,032,640	10,438,970	10,976,328	11,324,819	11,684,810
Staff Operating Costs	119,050	122,900	122,900	122,900	122,900
Staff Support and Development	204,935	211,800	211,800	211,800	211,800
Storage and Security	1,663,612	1,916,295	1,971,180	2,034,479	2,100,292
Total Business services	15,550,802	16,046,141	16,675,839	17,497,547	18,035,922
Total Cost of Activities	19,794,200	20,391,631	21,420,410	22,338,487	22,972,790
Development and Projects					
Approach 2 Projects	1,600,000	-	-	-	-
Pumphouse heritage repair		1,100,000			
SciTech Centre	400,000	-	-	-	-
Other Capital Projects	1,363,200	1,107,000	1,111,400	874,000	1,158,000
Flexible Finance Facility Reduction	-	-	532,382	576,494	401,284
Total Development and Projects	3,363,200	2,207,000	1,643,782	1,450,494	1,559,284
TOTAL EXPENDITURE	23,157,400	22,598,631	23,064,192	23,788,981	24,532,074

MOTAT Governance and Executive Leadership Team



MOTAT Leadership

Michael Frawley, Chief Executive/Museum Director

Sally Manuireva, Director, Museum Experience

Alba Letts, Director, Collections

Craig Goodall, Chief Operating Officer

MOTAT Board

Helen Atkins (Chair)

Amit Prasad (Deputy Chair)

Gabriel Kirkwood

Peter Lensink

Wayne Schache

Jeremy Sole

Hema Sridhar

Dr Nicholas Waipara

Penny Webster

In Appreciation

We would like to thank the organisations listed below for their continued support, assistance and advice:

Supported by the ratepayers of Auckland



Finally, we would like to thank the MOTAT Team (our employees and volunteers) for their ongoing support, passion, knowledge and skills and for helping us achieve our strategic objectives and vision.



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