

MOTAT ANNUAL PLAN 2016/17

# OUR VISION:

To be the “must experience” venue that uses New Zealand’s heritage, Kiwi ingenuity, transport, technology and the associated stories in a creative, interactive and hands-on way to educate and inspire the innovators of tomorrow.

## OUR VALUES:

**COLLABORATION** is the way we work together internally and externally as a team that respects and supports one another, sharing ideas, knowledge and skills so that we achieve our full potential.

**INTEGRITY** is the foundation on which our relationships, reputation and authority are built. We will act morally, ethically and with respect and transparency at all times.

**CREATIVITY** is the quality that allows us to be courageous and to try new things so as to inspire those we interact with.

**STEWARDSHIP** is our individual and collective duty as custodians to manage, develop and preserve MOTAT’s collection, skills and knowledge and to pass them on to the next generation.

## OUR APPROACH:

In order to inspire and engage with our visitors and each other we will:

**MAKE IT SIMPLE:** easy to understand, remember and use.

**MAKE IT PERSONAL:** relevant and meaningful so that it stimulates thought, conversation and debate.


**MAKE IT ACTIVE:** a hands-on, multi-dimensional experience.

**MAKE IT CONNECT:** put the collection and the associated information into context in a way that connects people, concepts and ideas.

**MAKE IT HAPPEN:** deliver what is promised in accordance with the Strategy and the Annual Plan.

## SUSTAINABILITY:

To us, sustainability is not just limited to reducing our impact on the environment and reducing our use of non-renewable resources; it is also about preserving Auckland and New Zealand’s heritage, the associated skills and knowledge and passing those on to the next generation.

A close-up, profile shot of a young child with light brown, curly hair, looking out of a window. The child's face is in focus, showing a thoughtful expression. The background outside the window is blurred, showing warm, orange-toned light and indistinct shapes. The child is wearing a dark blue or grey garment.

**Hapaitia te ara  
tika pū mau ai te  
rangatiratanga mo ngā  
uri whakatipu**

Foster the pathway of  
knowledge to strength,  
independence and growth  
for future generations



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## 1. MOTAT CHAIR & CEO OVERVIEW

This is an exciting period for the Museum as we head into the third year of our Strategy. We have spent the last two years moving MOTAT from being a 'collection of things' to a 'lightbulb' institution that focuses on Kiwi technology, innovation and transport. In particular the story of the evolution of our nation's 'Number 8 wire' adaptability to the point where Kiwi technology and innovation is having a major impact at home and overseas is one that needs to be told, and we are in the best position to tell it.

It is clear from our visitor feedback and the media that our new approach is gaining traction. The press has described us as being:

**"...not quite like you remember it, it's very fresh with some cool stuff"**

**"... [MOTAT is] just very, very cool and there's heaps of new stuff here well worth checking out"**

We also received an award for the 'Most Innovative Use of Te Reo Māori' at the Museums Aotearoa conference in 2015 and were shortlisted as finalists in the 2015 Westpac Auckland Business Awards, Central in two categories: 'Excellence in Marketing' and 'Excellence in Strategy and Planning'.

During the course of 2015 we rolled out our 'Whakahorohoro MOTAT' programme. In this context 'Whakahorohoro'

means to 'provoke, challenge or confront' which is what we aim to do in relation to design and implementation of our exhibition, learning and all our other programmes. We are aiming to encourage thought, debate and innovation internally and externally. In other words, we want to have a 'lightbulb effect' on our employees, volunteers, visitors and in the community as a whole.

The objectives outlined in our Strategy and this Annual Plan are specifically aimed at ensuring that we not only continue to provide creative, hands-on and interactive exhibitions, events and learning experiences but also address our building and infrastructure issues so as to provide a stimulating and inspiring work and visitor environment.

Over the next 12 months we will review our Strategy and consolidate its implementation to ensure we achieve our vision to become the 'must experience' venue in Auckland. In particular we will showcase Auckland's technology and innovation heritage and future by working with leading innovators and technology companies in the city and providing them, Auckland Council and the leading learning institutions with an 'innovation hub'. This will be specifically designed to encourage the exchange of ideas, expertise and opportunities.

We will also design our exhibitions, experiences and education programmes to incorporate STEAM (i.e. Science,



Technology, Engineering, Art and Maths) so as to maximise the learning outcomes.

Our main exhibition in 2016/17 will be 'Baby X' which focuses on the artificial intelligence programmes being developed by Mark Sagar and his colleagues at Auckland University as well as the application of that technology in business and medicine, amongst other things.

We are going to roll out a number of smaller 'pop up' installations based on the 'Whakahorohoro MOTAT' approach. This will ensure there is something new, creative and challenging to experience at the Museum throughout the year. These installations will incorporate Māori technology, innovation, language (Te Reo) and culture where possible. They will also be specifically designed to be transported to schools and other venues around Auckland, as this will allow us to extend the reach and impact of what we do beyond the physical boundaries of the Museum.

As outlined in our previous Annual Plans, the late Sir Ian Athfield designed a blueprint for the redevelopment, upgrading or replacement of our buildings and the associated infrastructure. This blueprint, referred to as the 'Athfield Plan' in honour of 'Ath', will involve a significant investment in time, money and other resources. It will however provide the MOTAT Team and our visitors with a stimulating and inspiring environment that is on

par with the other leading transport technology museums around the world.

A number of the quick wins identified in the 'Athfield Plan', such as a new fence and the introduction of colour and art into the Museum environment, have already been completed. Construction of a much-needed visitor car park at the Meola Road site has also begun. Some of the other projects identified in the 'Athfield Plan' include, a purpose-built climate controlled exhibition hall and a new entrance zone that will encourage our visitors, commercial and artistic enterprises and the local community to engage with each other without having to enter the Museum's exhibition space.

We are also in the process of refreshing a number of our existing core exhibitions, such as the Aviation Display Hall, to align them to our Strategy and provide visitors and others with the engagement we are looking for.

Regional Facilities Auckland is helping us develop our relationship with the other organisation's in the 'Western Springs Precinct', local Iwi, Auckland Council and the other arts, culture and heritage institutions. Our aim is to align our efforts with the other institutions in making Auckland the most livable city in the world with a diverse, creative and vibrant culture.

Our new volunteer programme has already started to attract a diverse range of volunteers by age,

gender, skills and culture and we will progress this over the next 12 months. Core policies, especially in relation to health and safety, collection care and sustainability have been developed and will be updated regularly. This preserves the safety and security of our visitors, the MOTAT Team (staff and volunteers), the collection and our neighbours.

This Annual Plan outlines how we will balance the competing claims on our resources (i.e. the development of new installations and experiences, the 'refreshment' of our existing core exhibitions, the review of our collection and its care and the implementation of the 'Athfield Plan') so that we have the right people, systems and other resources in place to deliver on our Strategy.

As outlined above, the next few years are going to be an exciting and busy period for the Museum and we are confident that MOTAT will continue to generate positive outcomes for the Auckland community and New Zealand as a whole, especially in relation to Kiwi technology, innovation and ingenuity.



Michael Frawley  
MOTAT CEO



Dr Lesley McTurk  
MOTAT BOARD CHAIR





## 2. THE PAST 12 MONTHS

### OUR STRUCTURE

Our organisational structure, which was developed and launched on 1 July 2014 to facilitate the implementation of the Strategy, comprises three hubs:

1. The **Business Services Hub** which includes:
  - People & Performance (both employees and volunteers)
  - Health & Safety and Regulation & Compliance
  - Finance and ICT
  - Environment/Infrastructure and Security
2. The **Museum Experience Hub** which includes:
  - Visitor Engagement (Experience and Events)
  - Education
  - Exhibitions
  - Commercial (Retail, Functions, Fundraising & Bequests)
  - Marketing and Communications
  - Digital Experience
  - Partnerships
3. The **Collections Hub** which includes:
  - Registry – Collection Inventory

- Library & Research
- Registrar
- Collection Operations
- Collection Projects
- Curator
- Conservator

### MUSEUM AND HUB OVERVIEWS

Our focus over the last 12 months has been on the delivery and refinement of our Strategy and the associated structure.

As outlined above, our structure is designed to deliver on the objectives set out in our Strategy and the associated Annual Plans. These are designed to transform MOTAT into a 'lightbulb' institution that uses its heritage collection and focus on Kiwi technology and innovation in a creative, hands-on and interactive way that inspires our visitors to become the innovators of the future.

The year started with the opening of our second exhibition under our Strategy, 'Get Smart' and the opening of our 'new' Walsh Memorial Library. 'Get Smart' focuses on the development of communication, computing, gaming and smart devices from a Kiwi perspective.

We also received the 'Most Innovative Use of Te Reo Māori' award at the Museums Aotearoa conference for our first exhibition 'Welcome to the Machine' and were nominated as a finalist in the Westpac Auckland

Business Awards (Central) in two categories namely: 'Excellence in Marketing' and 'Excellence in Strategy and Planning'.

As outlined in our previous Annual Plan, we worked with the late Sir Ian Athfield on a blueprint for the redevelopment, upgrade or replacement of our buildings and the associated infrastructure so as to provide our visitors and the MOTAT team with a stimulating and inspiring place to visit and work in as well as a suitable environment for our heritage collection.

We commenced the implementation of the 'quick wins' outlined in the 'Athfield Plan' including the installation of a new fence along the Great North and Stadium Roads, the introduction of colour and art into the Museum's environment and 'pathway totem poles' to guide our visitors around the site. Work also started on a car park at our Meola Road site which will ensure that our visitors have somewhere to park as opposed to them trying to find a spot on the Great North and Stadium Roads or at the Zoo.

We faced a number of challenges during the year, including the impact of the St Lukes overpass work on our visitor numbers and the significant demand that the Unitary Plan Process placed on us both in terms of time and money, but it was reassuring to see the media describe us as being "...not quite like you remember it, [MOTAT is] very fresh and it's got some cool stuff" or "... [MOTAT is] just very, very cool and there's heaps of new stuff here well worth checking out".



**3,449**

MOTAT MATES  
MEMBERSHIPS

PR VALUE INCREASED  
NEARLY **300%** TO  
**\$2,960,377**

LAUNCHED

**WRIKE**

CLOUD-BASED PROJECT  
MANAGEMENT SYSTEM  
ACROSS THE MUSEUM

INTRODUCED NEW  
VOLUNTEER  
AGREEMENT

MOTAT VISITORS

**244,994**

**20,000+**

VISITORS TO  
MOTAT NIGHTS,  
CHRISTMAS  
LIGHTS

AVERAGE  
VISITOR  
SATISFACTION  
**84%**

INTRODUCED  
NEW HEALTH  
& SAFETY  
HANDBOOK

OVER  
**3,000**

IMAGES FROM THE  
MUSEUM'S PICTORIAL  
COLLECTION UPLOADED  
TO COLLECTIONS  
ONLINE

ACCEPTED  
**20**  
SIGNIFICANT  
ACQUISITIONS  
TO OUR  
COLLECTION

PR REACH  
INCREASED  
NEARLY  
**200%** TO  
**55,602,463**  
CONTACTS

## MUSEUM EXPERIENCE HUB

The Hub's highlights for the year included:

- **Education** [Developing and aligning MOTAT'S education programme with the national direction]
  - The MOTAT Science Street Fair attracted over 1,000 visitors
  - Nearly 25,000 children were reached through the Learning Experiences Outside The Classroom (LEOTC) programme
  - The development and filming of the Jiwi's Machines web series and associated intern programme was hosted at MOTAT
  - Bubble Dome worked with the Museum on a number of our educational holiday programmes
  - Two new learning programmes were developed
- **Exhibitions** [Developing a comprehensive exhibition programme]
  - 'Get Smart', our second major exhibition under the Strategy, was developed and opened
  - 'Welcome to the Machine', our first major exhibition under the Strategy, was awarded the 'Most Innovative Use of Te Reo Māori' at the Museums Aotearoa Conference
- The planning and consultation process for the upgrading of the Aviation Display Hall exhibition began
- A trial of a new wayfinding process, including pathway totem poles, was implemented
- **Commercial operations** [Considering all appropriate measures to increase revenue]
  - A number of new clients were attracted to our private function spaces across the Museum
  - Procedures for private functions were revamped
  - Olde Hollows Eve event attracted over 3,250 visitors
  - Christmas Lights, MOTAT Nights attracted more than 20,000 visitors
  - Grant applications for over \$250k of funding were successful
- **Experiences** [Developing quality experiences that extend beyond the physical visit]
  - Monthly themed Demonstration Days were launched in addition to our 'Live Days'
  - A number of joint ventures were developed to improve the visitor experience (for example with the Auckland LEGO® User Group)
  - Several new holiday experiences were produced
- In keeping with our Strategy, new interactive activities (such as the Imagination Playground and Imaginz replaced our mirror maze, tactile dome and a number of other experiences
- **Digital Experiences** (part year) [Developing a Digital Strategy for MOTAT]
  - A Digital Strategy was developed
  - An interactive WW1 exhibition, the First of the Few, was designed and installed
  - Free Wi-Fi was rolled out across the Museum for our visitors
  - Concepts for the positive 'disruption' of the Museum were developed so as to increase the 'lightbulb' effect
  - Our first installation focusing on NZ Innovation was developed and installed
- **Marketing and Communications** [Driving attendance numbers and communications around visitor opportunities]
  - MOTAT was short listed as a finalist in the Westpac Business Awards (Central) for Marketing Excellence
  - The new MOTAT website was launched and Phase 2 planning is in process
  - An internal e-newsletter was introduced across the Museum
  - Website visitation increased by over 35% year on year

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- Our Social media presence was extended by introducing a Twitter handle to marketing communications
  - **Strategic Learning Advisor** (part year)  
[Extending education beyond the traditional sectors]
    - We continued to strengthen our ties with the tertiary sector (e.g. Auckland University)
    - Relationships with technology and innovation organisations were established and developed during the year (e.g. Vex Robotics)





## COLLECTIONS HUB

The Hub improved the governance framework for our collection including the development of:

- A new collection policy aligned with our Strategy and focus on Kiwi technology, innovation, ingenuity and transport
- A comprehensive plan for our collection review project which started with a pilot project to test our methodology. This plan was developed in line with similar reviews overseas

The Hub accepted a significant number of acquisitions into the collection; the majority being as a result of donation. The highlights include:

- The donation by the late Les Munro DFC CNZM, Dambuster pilot and Bomber Command veteran, of his WWII gallantry medals and flying log books
- The loan and ultimate donation of the VW Beetle owned by Ivan and Beth Hodge. The adventures of Ivan and Beth have been well documented in their book “For love and a beetle: a tale of two journeys.”

**The Walsh Memorial Library** relocated into the newly refurbished Pioneers of Aviation building. The introduction of climate controlled archives storage is one of the major improvements to the facility which will ensure the long term preservation

of our nationally significant archives collection.

Our collection inventory project progressed following the successful application to the Lottery Grants Board for the final two years of the five year project. During the year:

- More than 3,600 collection objects were sighted and their detailed location data recorded on our Vernon system
- Over 400 unnumbered objects were 'isolated', assigned temporary numbers and recorded for further research and assessment
- In consultation with the collection team, more than 240 objects from the collection backlog were assessed in line with our new collection policy and accessioned into the collection

Since this project began in 2013, 11,179 objects have been audited and 7,881 were accessioned / added to our collection and 3,298 were un-accessioned / removed.

Online access to our collections was improved by means of our collections online site, the NZ Museums website and e-hive website including:

- Over 1,000 new records for collection items with images
- Over 3,000 images from the library pictorial collection

Our collection team undertook an audit of collection projects (i.e. restorations, conservation and preservation) and 16 'legacy' projects were completed. Legacy issues such as 'long term loans' of collection material both to and from MOTAT were also reviewed. Many of these date back decades so careful and detailed investigation is required to resolve.

There was a focus on getting more of our collection operating wherever it was appropriate and safe. This included a number of objects from our tram, rail, steam, military and road transport collections. There was also a significant increase in tram passengers with 189,602 passengers compared to the previous years' 182,930.





## BUSINESS SERVICES HUB

The Hub's highlights were:

### • People and Performance

- The new organisational structure was implemented and came into effect on the 1 July 2014. The associated recruitment was undertaken
- Documentation was reviewed and new Individual Employment and Volunteer agreements were rolled out to all MOTAT Team members; including the introduction of a Team handbook
- Wrike Project Management Software was introduced to support a consistent and robust approach to Project Management across all areas of the business
- An Employee Engagement Survey was undertaken to establish a baseline for employee engagement, leadership, enablement, alignment and development. This allowed us to monitor our performance in these areas

### • Finance & ICT

- We achieved 'unqualified' financials and received an 'excellent' report by the Office of the Auditor General

- A number of cost savings were achieved, particularly in relation to our insurance premium and we 'accelerated' the repayment of the loan we took out to build the Aviation Display Hall in 2011 which resulted in further savings during the year
- Our systems and processes were integrated with a new bank, Westpac
- The MYOB Payroll and HR System was implemented
- ICT systems continued to be developed and improved; including the successful migration of the email exchange server into a Cloud delivered solution
- Our mail system was upgraded to Office 365
- ICT capability levels were increased to meet the needs of the re-opened Pioneers of Aviation building
- Wi-Fi was rolled out across the Museum

### • Environment and Infrastructure

- Security lighting across the Museum was upgraded and changed to LEDs as part of our energy saving strategy
- Additional external lighting was installed at our Meola Road site particularly around the workshop areas

- Security cameras were upgraded to IP CCTV to provide a clearer picture and more cameras were installed throughout the Museum
- New fencing was installed along the Great North and Stadium Roads
- A site-wide audit and re-keying project was undertaken to ensure a more robust system was in place

### • Health & Safety

- A new MOTAT Health & Safety Management system (HSMS) was implemented; including supporting resources aligned to the proposed changes in the legislation
- A review of the Safety cases for both the Railway and Tramway operations was undertaken. A Regulation and Compliance System was also developed to monitor the core regulatory requirements for both operations. The changes were supported by an in-depth accountability mapping process that clearly sets out the various levels of accountability across all tramway and railway related roles
- Volunteer Workshop Evenings were introduced





### 3. THE NEXT 12 MONTHS

This Annual Plan reflects a balanced approach to the development of new exhibitions and experiences, the 'refreshment' of existing core exhibitions, the review of our collection and its care, the implementation of the 'Athfield Plan' and the need to have the right people, systems and other resources in place to achieve the objectives outlined in our Strategy and the Plan.

All of these projects place a significant demand on our resources but it is an investment that needs to be made if MOTAT is to continue on its path to become a 'lightbulb' venue that the Auckland Community is proud of and people want to experience.

We will continue to develop our exhibitions, installations and experiences in line with our Strategy and 'Whakahorohoro MOTAT'. This programme is designed to maximise MOTAT's 'lightbulb' effect, by provoking and challenging the way we have done things in the past through to the way our visitors interact with us.

Our next major exhibition, 'Baby X' is scheduled to open during 2016/17 and we will also roll out a number of 'pop up' installations so that there is always something new to experience at the Museum. Most of the 'pop ups', including 'The Idea Collective' installation outlined below, will have a

large digital component and we will be boosting the exhibition team to support this.

'The Idea Collective' installation will showcase New Zealand's technology and innovation heritage and provide innovation collaborators with the opportunity to highlight their history and what they have to offer. This will involve the development of an 'innovation hub' that can be used by local councils, businesses, individuals and learning institutions for the exchange of ideas, expertise and contacts in the technology and innovation space.

The exhibition and collection teams will continue to refresh our existing exhibition areas, such as the Aviation Display Hall, so as to ensure they are aligned to our strategic outcomes.

All of our exhibitions, visitor engagements and education programmes will be STEAM (i.e. Science, Technology, Engineering, Art and Maths) powered where possible so as to maximise the learning outcomes.

The collection team has started their review of our collection but we will need to employ a curator and conservator to help facilitate this process.

We will continue to review and upgrade our systems especially in relation to IT, security and Customer Relationship Management.

Finally, we will progress with our biggest challenge and opportunity - the implementation of the building and infrastructure projects outlined in the 'Athfield Plan' and the development of the associated Masterplan. This will involve a significant investment of time, money and other resources and we intend to work with Regional Facilities Auckland, Auckland Council; our other stakeholders and partners on the implementation and funding of the Masterplan going forward as it is a significant project for the Museum and Auckland.







## MUSEUM EXPERIENCE HUB

The Hub's key goals and outcomes include:

- **Education** [Develop and align MOTAT'S education programme with the national direction]
  - Developing and hosting events that are aligned to the Strategy such as the Science Street Fair
  - Meeting the requirements of education/ learning contracts
  - Continuing and developing joint ventures with numerous external stakeholders (e.g. Bubble Dome)
  - Developing at least two new learning programmes in line with the Strategy
  - Strengthening ties and opportunities with the tertiary sector (e.g. AUT)
- **Exhibitions** [Develop a comprehensive exhibition programme]
  - Refreshing and redeveloping the existing visitor offer
  - Planning and implementing the Interpretative Review of the Aviation Display Hall
  - Developing and hosting the 'Baby X' exhibition
  - Implementing the new wayfinding processes
  - Completing the major 'Space Changes' project
- **Commercial Operations** [Consider all appropriate measures to increase revenue]
  - Developing further retail opportunities
  - Refining of our private functions processes and procedures
  - Developing business partnerships and alternative revenue streams through grants, bequests and donations
- **Visitor Engagement** [Develop quality experiences that extend beyond the physical visit]
  - Continuing with Live Days and Demo Days
  - Establishing joint ventures with various new external partners
  - Continuation of major events (e.g. Christmas Lights, MOTAT Nights)
  - Introducing holiday and other activities based around the concept of Whakahorohoro
  - Developing the He Kete Taonga and other outreach programmes
- **Digital Experiences** [Develop a Digital Strategy for MOTAT]
  - Completing the Digital Strategy for MOTAT
  - Refining and implementing experiences which 'disrupt' the Museum
  - Introducing pop-up installations to the Museum and including them in our outreach programme where appropriate
  - Refining the NZ innovation installation
- **Marketing and Communications** [Drive attendance numbers and communications around visitor opportunities]
  - Refining the MOTAT website
  - Introducing an intranet across the Museum to improve internal communication
  - Undertaking further market research on key areas for new audiences as well as branding
  - Reviewing and re-designing of the MOTAT brand across all touchpoints
  - Progressing our digital marketing initiatives





## COLLECTIONS HUB

The Hub's key goals and outcomes include:

- Continuing with the Collection Review Project and implementing the decisions arising from the process
- Continuing with the Collection Inventory and Digitisation Project, completing the inventory of our off-site stored collections and focusing on the digitisation of archives
- Continuing to develop our collection in a manner consistent with our collection development strategy and targeted collection areas. Building our research capacity and capability through the Walsh Memorial Library
- Reviewing our collections projects infrastructure and ensuring that they are factored in as part of the Masterplan process
- Improving collection care through planning for storage, conservation and preservation projects including cleaning regimes and integrated pest management planning

## BUSINESS SERVICES HUB

The Hub's key goals and outcomes include:

- Implementing the Engagement Survey Outcomes and monitoring MOTAT's performance in the key areas and identifying and implementing initiatives that support an engaged workforce
- Designing and implementing the Learning and Development programme
- Defining and communicating the employment brand
- Continuing to implement Health & Safety policies and procedures in line with the relevant Health & Safety at Work legislation
- Progressing building and infrastructure improvement work to enhance the museum environment for MOTAT's visitors and its team
- Transforming the 'Athfield Plan' into a Masterplan and working with Regional Facilities Auckland, Auckland Council and our other stakeholders on its implementation and financing.









## 4. OUR FUTURE

The launch of 'Welcome to the Machine', 'Get Smart', 'Baby X' and the development of an 'Innovation Hub' clearly demonstrate that we are in the process of transitioning from being 'a collection of things' to a 'lightbulb institution', but this is only the beginning.

We will continue to develop our 'Innovation Hub' so that it not only inspires the innovators of the future but provides an 'incubation space' for the exchange of ideas and concepts that promote the development of Kiwi technology and innovation in Auckland. This approach will not only challenge the traditional view of what a museum is but it will also provoke thought and constructive debate amongst our visitors and in the wider community

Our mobile 'pop up' installations will be designed in conjunction with Auckland's leading institutions and innovators and trialed at the Museum before being transported to schools and other venues around Auckland. This will extend MOTAT beyond its physical boundaries and enable us to interact with a larger proportion of the Auckland community. By showcasing what Kiwi and especially Auckland innovators are doing, we will enhance Auckland's technology reputation and help promote the city as the world's most livable city.

The implementation of the 'Athfield Plan' will be expensive and time consuming but this investment is worth making as it will provide Auckland with a world class 'must experience' venue that focuses specifically on past, present and future Kiwi technology and innovation.

In particular the 'Athfield Plan' will involve the development of the following:

1. A purpose-built climate controlled exhibition hall as MOTAT currently does not have the facilities to exhibit some of its more delicate collection objects
2. Classrooms and an auditorium in keeping with a world-leading technology museum
3. New entrance buildings (including cafes) at both MOTAT sites. These will encourage members of the community to congregate without necessarily entering the Museum's grounds
4. New display sheds which will give our visitors better access to military and transport collections
5. A canopy at the back of the Aviation Hall which will protect any collection objects that may be outside and our visitors from the weather

We will work with Regional Facilities Auckland, the Auckland Council and our other stakeholders on the implementation and financing of the Athfield Plan as providing a stimulating and inspiring environment to visit and work in is critical to our success and our offering to the Auckland community.

As outlined in our Strategy and this Annual Plan, our goal is to use the past and the present to inspire the innovators of the future. We will know that we have succeeded when one of our visitors attributes their achievements to something they experienced at MOTAT.





## 5. CORE OBJECTIVES

Our Strategy specifically states that our third year should be used to deliver on the projects we have started and to refine and consolidate the objectives we have set. These objectives are as follows:

### **OBJECTIVE 1: MAXIMISE THE VISITOR EXPERIENCE**

We will focus on increasing the number of people we directly and indirectly engage with by ensuring that our exhibitions, events, website and social media are aligned to our Vision. We will do this by:

- Increasing the number and quality of our exhibitions and events using our heritage objects and focus on Kiwi ingenuity, transport, technology so as to inspire, entertain and educate our visitors
- Aligning and progressing our education and other learning programmes to our Vision so that they highlight the associated historic and scientific principles in a fun and inspiring way
- Developing our Online Experience and Outreach Programme further
- Continuing with our Marketing Strategy which is aimed at attracting visitors, partners and volunteers to MOTAT and promoting us as the 'must experience' venue in Auckland

- Implementing the ideas that come out of our 'Think Tank' of leading New Zealanders. The 'Think Tank' is designed to explore how MOTAT can use its collection and focus on Kiwi ingenuity, technology and innovation in a way that inspires and educates our visitors so that they go on to become the innovators of tomorrow



WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2016/17
<ul style="list-style-type: none"> <li>Develop and deliver a comprehensive museum experience programme that has a wide appeal and attracts a diverse audience to the Museum</li> </ul>	<ul style="list-style-type: none"> <li>Number of new exhibitions and installations opened to the public</li> <li>Visitor satisfaction level</li> <li>Number of visitors</li> <li>Attendance of SuperGold Card Holders</li> <li>Examine and report on potential to grow partners, funders, in-kind support, donations and bequests</li> <li>Develop a Commercial Plan for 2016-19</li> <li>Scope and implement Stage 2 of the web development focusing on ecommerce, on-line ticketing and memberships</li> </ul>	<ul style="list-style-type: none"> <li>At least one themed exhibition opening to the public each year with visitor satisfaction at 85%</li> <li>At least two updated installations opening to the public each year with sample visitor satisfaction at 85%</li> <li>An overall visitor satisfaction level of 85% increasing in subsequent years to reach 90% in 2019</li> <li>To increase our visitor numbers by at least 8% per annum</li> <li>To increase our SuperGold Card Holder attendance by 5%</li> <li>Website Stage 2 development completed on time, on budget and meets Museum's and visitors' needs</li> </ul>
<p>Maintain education programmes and develop new learning and experience programmes that:</p> <ul style="list-style-type: none"> <li>Are aligned to MOTAT's Vision</li> <li>Leverage off the Museum's exhibitions and collection</li> <li>Are developed in conjunction with one or more learning institutions</li> <li>Increase the reach of MOTAT's education programmes to non-traditional audiences (e.g. at risk youth)</li> </ul>	<ul style="list-style-type: none"> <li>The number of participants in the MOTAT education programmes</li> <li>The number of partnerships established with Auckland Tertiary Education Organisations</li> </ul>	<ul style="list-style-type: none"> <li>Achieve the target numbers set in the LEOTC Contract</li> <li>To review whether the contracted service level agreement should be retained</li> <li>Develop at least one programme targeted at non-traditional audiences in partnership with a Tertiary Education Organisation (e.g. at risk youth)</li> </ul>
<ul style="list-style-type: none"> <li>Increase our relevance in the community by delivering Outreach programmes (Kete Taonga) that broaden our learning offering beyond the boundaries of the Museum - both physically and via alternate means, (e.g. online Webinar or YouTube)</li> </ul>	<ul style="list-style-type: none"> <li>The number of Outreach programmes delivered</li> <li>The number of people who participated</li> </ul>	<ul style="list-style-type: none"> <li>Delivering at least three outreach programmes per annum to the wider MOTAT community</li> <li>Establishing benchmark processes to determine the Outreach attendance numbers</li> </ul>

**OBJECTIVE 2:  
EMPOWER THE MOTAT TEAM**

We will continue to monitor the effectiveness of the Hub structure to ensure teams are appropriately resourced to meet the needs of the Museum and the achievement of its strategic objectives.

Programmes and initiatives will be implemented to support a culture where each member of the MOTAT Team embraces our values, policies and procedures and is prepared to be held accountable and responsible for what they do.

This will require:

- The alignment of individual and team objectives with the Museum's Vision and strategic objectives
- Collaboration between the teams within the three hubs
- Ongoing efforts to build and strengthen the relationships across the MOTAT Team to ensure that everyone works together as one team towards the achievement of our Vision
- Incorporation of our values into everything we do
- All MOTAT Team members to demonstrate commitment to a safe work ethos





WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2016/17
<ul style="list-style-type: none"> <li>Undertake annual surveys of both staff and volunteers to assess engagement and culture</li> </ul>	<ul style="list-style-type: none"> <li>Engagement Survey data</li> <li>New employee survey</li> <li>Exit Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Participation 85%</li> <li>Engagement level 63%</li> <li>Satisfaction level 3 or above</li> <li>Acceptance of invitation to participate in Exit Survey 100%</li> </ul>
<ul style="list-style-type: none"> <li>Maintain a volunteer recruitment programme that meets the needs of the business and appeals to a broader range of prospective volunteers</li> </ul>	<ul style="list-style-type: none"> <li>The number and range of new volunteer roles.</li> </ul>	<ul style="list-style-type: none"> <li>Participation in Exit Survey 85%</li> <li>All Volunteer Role opportunities advertised internally and externally in accordance with Volunteer Role Requests</li> <li>Volunteer survey participation 70%</li> </ul>
<ul style="list-style-type: none"> <li>Effectively communicate Health &amp; Safety protocols across all areas of the Museum operation. Including communication channels that meet the needs of a 7-day operational museum across multiple sites</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at Health &amp; Safety training (in-house and/or external)</li> <li>MOTAT Team member and Contractor awareness of MOTAT's Health &amp; Safety requirements</li> <li>Dissemination of Health &amp; Safety information</li> <li>Lost time frequency rate</li> </ul>	<ul style="list-style-type: none"> <li>100% of team members attending prescribed training</li> <li>100% of new MOTAT Team members and external contractors undergoing Health &amp; Safety induction</li> <li>At least 11 Health &amp; Safety Meetings</li> <li>MOTAT representation at RFA Health &amp; Safety meetings</li> <li>LTIFR against industry standard</li> </ul>

**OBJECTIVE 3:  
IMPROVE THE QUALITY OF THE  
COLLECTION AND ITS CARE**

We will use our heritage objects to demonstrate Kiwi technology, transport, ingenuity and innovation and to highlight the associated history, stories and scientific principles.

In order to ensure that our collection is aligned with our Vision we will:

- Implement, communicate and monitor our Collection Policies and Procedures in accordance with the Museums Aotearoa Code of Ethics and ensure that they are aligned to best museum practices
- Progress our Collection Review Programme by identifying the objects that:
  - a) Are consistent with the our Vision and should be retained
  - b) Are inconsistent with the our Vision and should be disposed of
  - c) Should be acquired as they will facilitate the achievement of our Vision
- Progress our collection inventory and digitisation project to improve collection information and access to digitised collection items

- Ensure that our collection objects are cared for in accordance with our Collection Policy
- Use our Collection to enhance and support the visitor experience and the achievement of our Vision



WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2016/17
<ul style="list-style-type: none"> <li>Review, update and align the Museum's collection policies with the Museums Aotearoa Code of Ethics (as amended to meet MOTAT's requirements) and, where appropriate, with institutions similar to MOTAT (e.g. Maritime Museum, Air Force Museum) so as to reflect the specific needs and requirements of an operational museum</li> </ul>	<ul style="list-style-type: none"> <li>Develop operating guidelines for our operating collection items (trams rail, road transport and steam collection areas)</li> <li>Implement collection development strategy</li> </ul>	<ul style="list-style-type: none"> <li>Complete guidelines for our heritage Tram Fleet</li> <li>Ensure 100% of acquisitions follow collection policy and collection development strategy</li> </ul>
<ul style="list-style-type: none"> <li>Ensure alignment of collection projects and operations to the overall museum experience programme</li> </ul>	<ul style="list-style-type: none"> <li>Use operating collection items to support events and outreach initiatives</li> <li>Provide reliable tram operations between MOTAT 1 and 2 sites</li> <li>Undertake collection projects in consideration of audience development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Provide support to at least three outreach programmes</li> <li>Provide tram operations for 364 days of the year and achieve passenger growth of 3%</li> <li>Include Museum Experience Hub staff in Collection Project Teams</li> </ul>
<ul style="list-style-type: none"> <li>Adopt a strategic and sustainable approach to the care of the Collection:</li> <li>Continue the Collection Review Project</li> <li>Progress the Collection Inventory Project</li> </ul>	<ul style="list-style-type: none"> <li>In accordance with the milestones outlined in the Collection Review Programme - 2016/2017</li> <li>Milestone reporting on the Collection Inventory Project</li> </ul>	<ul style="list-style-type: none"> <li>Complete the planned work that is outlined in the Collection Review Programme for 2016/2017</li> <li>Complete the agreed planned work outlined in the Collection Inventory Project for 2016/2017</li> </ul>



**OBJECTIVE 4:  
IMPROVE BUSINESS AND  
COMMUNITY SUSTAINABILITY**

We are of the view that there should be a closer working relationship between Auckland's Arts, Culture and Heritage institutions and local Iwi. The institutions should be working together in a more collaborative, coordinated, efficient and sustainable way. This would improve the institutions' offering to the Auckland Community and help Auckland become the 'world's most livable city'.

- Maintain our building and infrastructure in accordance with our Asset Management Plan
- Implement the 'Athfield Plan' (i.e. the plan for the replacement of our buildings overtime) to ensure that our buildings and infrastructure improve the visitor experience, the display and care of our collection and provide a proper platform for the achievement of our Vision
- Progress our sustainability programme to reduce our impact on the environment
- Continue to prudently and proactively manage our finances and other resources
- Continue to build on our relationship with Ngāti Whātua in accordance with the principles of Te Tiriti o Waitangi/ the Treaty of Waitangi

- Ensure that the principles of Te Tiriti o Waitangi and Māori customs and principles are reflected and acknowledged where possible
- Continue to build on our relationship with our stakeholders (i.e. the Council, Regional Facilities Auckland and the MOTAT Society), the Western Springs Community and major learning institutions such as Unitec, AUT and the Auckland and Massey Universities
- Work with Regional Facilities Auckland and Auckland's Arts, Cultural and Heritage institutions (e.g. the Auckland Art Gallery, the Auckland War Memorial Museum, the NZ Maritime Museum and Stardome) on the development of an integrated approach for the enhancement of Auckland's Arts, Cultural and Heritage offering so as to make Auckland one of the world's most livable cities



WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2016/17
<ul style="list-style-type: none"> <li>Facilitate the use of MOTAT's resources to assist other museums within the Auckland region</li> </ul>	<ul style="list-style-type: none"> <li>By the number of hosted and facilitated engagements for and with other Auckland museums</li> </ul>	<ul style="list-style-type: none"> <li>Engage with and or/host Auckland museums and other relevant institutions on at least four occasions</li> </ul>
<ul style="list-style-type: none"> <li>Continue to build a meaningful and mutually beneficial relationship with the local Iwi.</li> <li>Increase Māori content in our storytelling and incorporate, highlight and celebrate Māori technology, custom and language into the Museum and its exhibitions where possible</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Māori Advisory Committee to establish areas of focus for the 16/17 year</li> <li>Māori content (i.e. language, customs, objects and technology) included in themed exhibitions or major displays</li> </ul>	<ul style="list-style-type: none"> <li>Complete the identified action points for the 16/17 year</li> <li>Māori technology, custom and/or language incorporated into at least one themed exhibition or major display per annum</li> </ul>
<ul style="list-style-type: none"> <li>Monitor the key metrics that were set in 2015/16 to measure the Museum's progress over the term of the MOTAT Strategy and how it contributes to the Auckland Plan and Arts &amp; Culture Strategy</li> </ul>	<p>Monitor and report to the Board and other interested parties on the following key metrics:</p> <ul style="list-style-type: none"> <li>Total Attendance numbers (including where possible analysis of the visitor profile)</li> <li>Revenue generated by the Museum excluding the levy</li> <li>Average retail visitor spend</li> <li>Lost time injury frequency rate (LTIFR)</li> <li>Reported accidents/incidents to NZTA and/or WorkSafe</li> </ul>	<p>Demonstrate and improvement in:</p> <ul style="list-style-type: none"> <li>the Museum's total attendance numbers</li> <li>revenue generation (excluding the levy)</li> <li>average retail visitor spend</li> </ul> <p>Demonstrate that the LTIFR has remained the same or improved and that all relevant accidents or incidents were reported to NZTA and/or WorkSafe</p>
<ul style="list-style-type: none"> <li>Implement an initial plan of priorities from the Asset Management Plan information and align it with the 'Athfield Plan' to ensure that the Museum's buildings and infrastructure provide a proper platform for the achievement of the Vision</li> </ul>	<ul style="list-style-type: none"> <li>Undertake agreed planned work included in the Asset Management Plan</li> <li>Undertake agreed planned work included in the 'Athfield Plan'</li> </ul>	<ul style="list-style-type: none"> <li>Complete the planned and agreed work outlined in the Asset Management Plan for 2016/17</li> <li>Complete the planned and agreed work that is outlined in the 'Athfield Plan' for 2016/17</li> </ul>
<ul style="list-style-type: none"> <li>Monitor the effectiveness of the Museum's environmental programmes</li> <li>Develop new environmental policy</li> </ul>	<ul style="list-style-type: none"> <li>By measuring our energy consumption</li> <li>By measuring our water consumption</li> <li>Establish benchmarks for new policy</li> </ul>	<ul style="list-style-type: none"> <li>2% reduction based on 2015/2016 actuals</li> <li>Maintain current water harvesting methods</li> <li>Establish targets for new policy</li> </ul>



## 6. FUNDING

### REGIONAL FACILITIES AUCKLAND FUNDING

The 2016/17 levy request has been increased by 6.6% from the 2015/16 year taking the total to \$13.1m.

### MOTAT REVENUE

MOTAT's budgeted revenue, generated by non-levy sources, is expected to increase by \$687,000 or 28% in 2016/17. We are better resourced and able to build on the commercial improvements in the last two financial years.

### MOTAT EXPENDITURE

The key priorities are:

- the development of new exhibitions and experiences
- the 'refreshment' of existing core exhibitions
- the review of our collection and its care
- the development of the Athfield Plan into a Masterplan and undertaking the preparatory work in relation to the initial projects selected by our Board under that Plan
- ensuring that we have the right people, systems and other resources in place to achieve the objectives outlined in our Strategy and this Plan

### OPERATIONAL SURPLUS AND INVESTING IN THE FUTURE

As outlined in the Strategy for 2014 to 2019, our primary focus has been and will remain on our visitors. We will therefore continue to invest our operational surplus (i.e. the balance that is remaining after the payment of our operational overheads) in the development of the following areas:

- The development of new exhibitions and education programmes that use our heritage objects and focus on Kiwi ingenuity, transport and technology in a creative and hands-on way to educate and inspire the innovators of tomorrow.
- The development of our Outreach programme (i.e. programmes that extend our offering beyond the Museum's boundaries).
- To address the building and infrastructure issues identified in the Asset Management Plan and to upgrade or replace the buildings and the environment in accordance with the 'Athfield Plan/Masterplan'.
- The upgrading of our Information and Communication Technology and Customer Relationship Management systems.

We will continue to add to, maintain and conserve our valuable collection and the amount available for collection care has been increased by \$235,000. We will also look to external partners for financial and other assistance for our major projects such as the Solent Flying Boat.

We will also continue to provide financial and other support to the MOTAT Society and its members in accordance with our agreement with them.

The notable changes from the 2015/16 budget are:

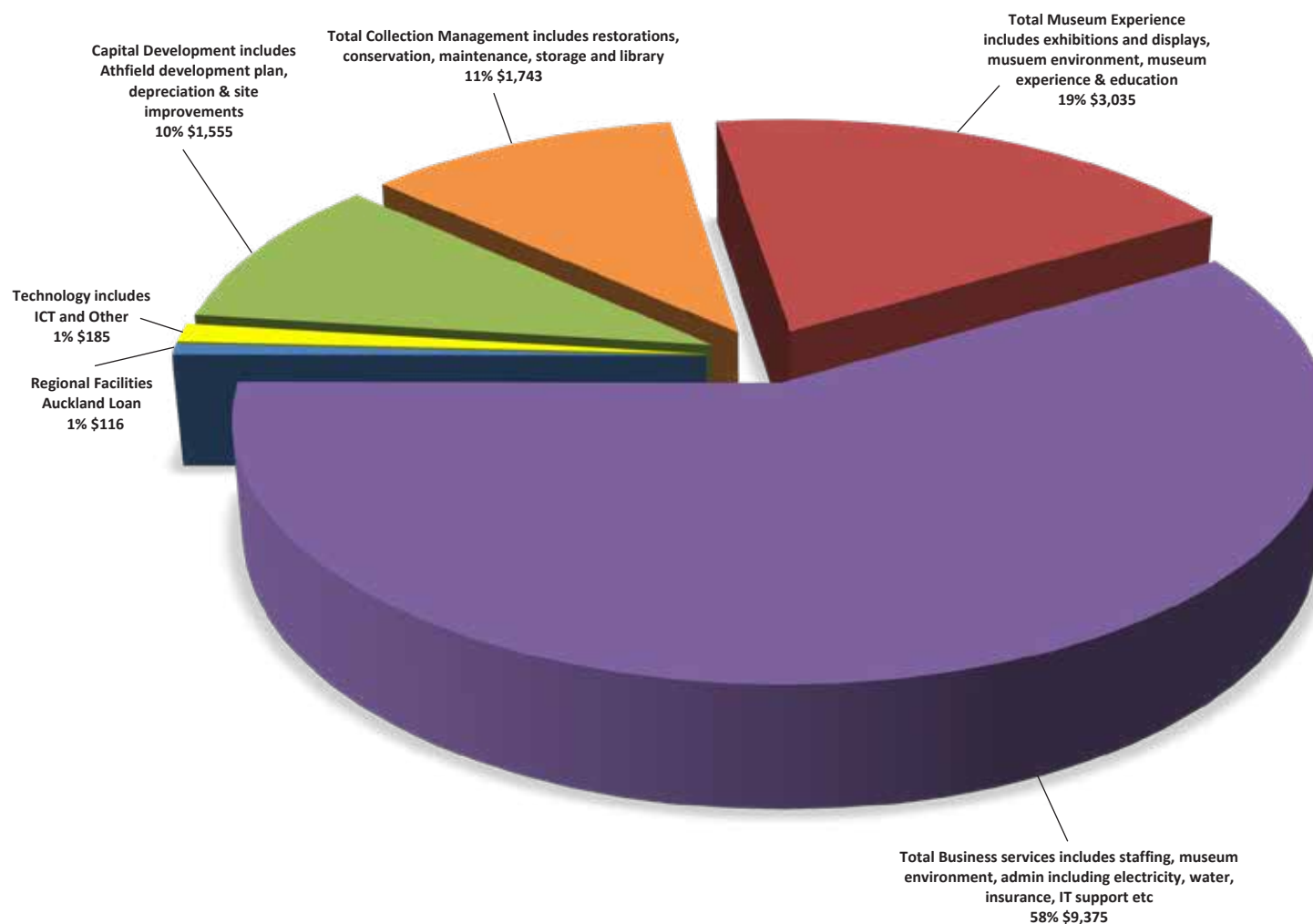
- The non-levy revenue received is expected to increase from \$2,272,000 to \$2,909,000.
- The collections management budget has been increased from \$1,508,000 to \$1,743,000.
- The total staffing costs budget was increased from \$5,496,000 to \$6,835,000 so as to ensure that the Museum has the right people and resources in the right place to achieve its strategic objectives. It should be noted that our staff cost to total revenue percentage is in line with the other major museums in New Zealand.
- The MOTAT Mates Family annual pass will increase by \$10.00, from \$75.00 to \$85.00





## 6.1 OVERVIEW

### 2016/17 Draft Annual Plan (\$000s)



## 6.2 BREAKDOWN - INDICATIVE BUDGET

	2014/15 Actual \$000's	2015/16 Plan \$000's	2016/17 Plan \$000's	2017/18 Plan \$000's	2018/19 Plan \$000's
<b><u>SUMMARY OF COSTS</u></b>					
<b><u>Museum Operating Expenditure</u></b>					
Operating Expenses	11,049	11,381	14,153	14,591	14,858
Less Projected Income	2,476	2,272	2,909	5,183	6,739
Total Operating costs	8,573	9,109	11,244	9,408	8,119
Plus Capital Development costs	3,414	3,178	1,856	6,640	7,929
<b>Total Levy</b>	<b>11,987</b>	<b>12,287</b>	<b>13,100</b>	<b>16,048</b>	<b>16,048</b>
<b><u>Capital Developments</u></b>					
Operating Expenses	0	25	25	25	25
Principal repayments/costs	2,000	300	0	0	0
Technology (ICT+Other)	89	185	185	350	350
Site improvements/Development Plan	46	1080	0	4619	5908
Loan repayment (2003) - RFA	116	116	116	116	116
Depreciation	1,163	1,472	1,530	1,530	1,530
<b>Total Capital Developments</b>	<b>3,414</b>	<b>3,178</b>	<b>1,856</b>	<b>6,640</b>	<b>7,929</b>



	2014/15	2015/16	2016/17	2017/18	2018/19
<u>SOURCES OF FUNDS</u>	Actual	Plan	Plan	Plan	Plan
	\$000's	\$000's	\$000's	\$000's	\$000's
<b><u>Revenue</u></b>					
Local Authority Levy	11,987	12,287	13,100	16,048	16,048
Interest Revenue	283	150	257	257	257
Grants, Bequests & Donations	136	137	372	372	372
Partnerships	189	225	300	2,500	4,000
Admissions	1180	1195	1350	1404	1460
Commercial	489	420	630	650	650
Sundry income	199	145	0	0	0
<b>Total Revenue</b>	<b>14,463</b>	<b>14,559</b>	<b>16,009</b>	<b>21,231</b>	<b>22,787</b>
	2014/15	2015/16	2016/17	2017/18	2018/19
<u>EXPENDITURE</u>	Actual	Plan	Plan	Plan	Plan
	\$000's	\$000's	\$000's	\$000's	\$000's
<b><u>Collections Management</u></b>					
Conservation	77	100	105	105	110
Library	51	45	50	50	55
Registry	31	50	50	50	55
Collection related costs	1,162	1,213	1,438	1,444	1,449
Acquisitions	0	100	100	100	100
<b>Total Collection Management</b>	<b>1,321</b>	<b>1,508</b>	<b>1,743</b>	<b>1,749</b>	<b>1,769</b>

Collection related costs includes storage and operating the collection (not security).

<u>EXPENDITURE - CONTINUED</u>	2014/15 Actual \$000's	2015/16 Plan \$000's	2016/17 Plan \$000's	2017/18 Plan \$000's	2018/19 Plan \$000's
<b><u>Museum Experience</u></b>					
Commercial Operations	201	270	450	520	520
Visitor Engagement	366	389	450	468	468
Learning & Education	60	65	100	84	84
Exhibitions	894	846	1100	1144	1144
Innovation Engagement	0	0	295	364	370
Marketing	499	495	640	665	670
<b>Total Museum Experience</b>	<b>2,020</b>	<b>2,065</b>	<b>3,035</b>	<b>3,245</b>	<b>3,256</b>
<b><u>Business Services</u></b>					
Administration*	1174	878	940	940	945
MOTAT Society	65	67	67	67	67
Health and Safety	22	20	20	25	30
Museum Environment	1105	1057	1150	1155	1160
Staffing	4958	5496	6835	7040	7251
Other Staff Costs	304	205	188	190	195
Development & Care	80	85	175	180	185
<b>Total Business services</b>	<b>7,708</b>	<b>7,808</b>	<b>9,375</b>	<b>9,597</b>	<b>9,833</b>
<b>Total Cost of Activities</b>	<b>11,049</b>	<b>11,381</b>	<b>14,153</b>	<b>14,591</b>	<b>14,858</b>

\*Administration includes overhead costs e.g. utilities, insurance, telecoms.



## 7. STAFFING

The breakdown of Full Time Equivalent (FTE) paid staff taking into account this Annual Plan will be as follows:

DEPARTMENT	FTE
<b>MUSEUM EXPERIENCE:</b> Commercial, Innovation Engagement, Education, Visitor Engagement, Exhibitions, Marketing & Communications, Partnerships	44.5
<b>COLLECTIONS:</b> Collection Projects, Collection Inventory, Collection Operations, Library & Research, Registry, Conservation and Curatorial	29.3
<b>BUSINESS SERVICES:</b> Environment, Finance & ICT, Health & Safety, People & Performance together with the CEO and PA to the CEO	22.5
<b>TOTAL</b>	<b>96.3</b>

## 8. REMUNERATION OF BOARD MEMBERS

The Board remuneration was increased in 2013/14 and amounts to:

- Chairman \$23,000 per annum
- Deputy Chairman \$17,250 per annum
- Members \$12,000 per annum

*This disclosure of information is in accordance with Section 20(1)(h) of the MOTAT Act 2000*





## APPENDIX A: CURRENT MOTAT BOARD

DR LESLEY MCTURK  
(CHAIR)

RICHARD JEFFERY

HON. JUDITH TIZARD

MIKE SPRAGGON  
(DEPUTY CHAIR)

JOHN MCELHINNEY

SUE WOOD

LINDSAY CORBAN

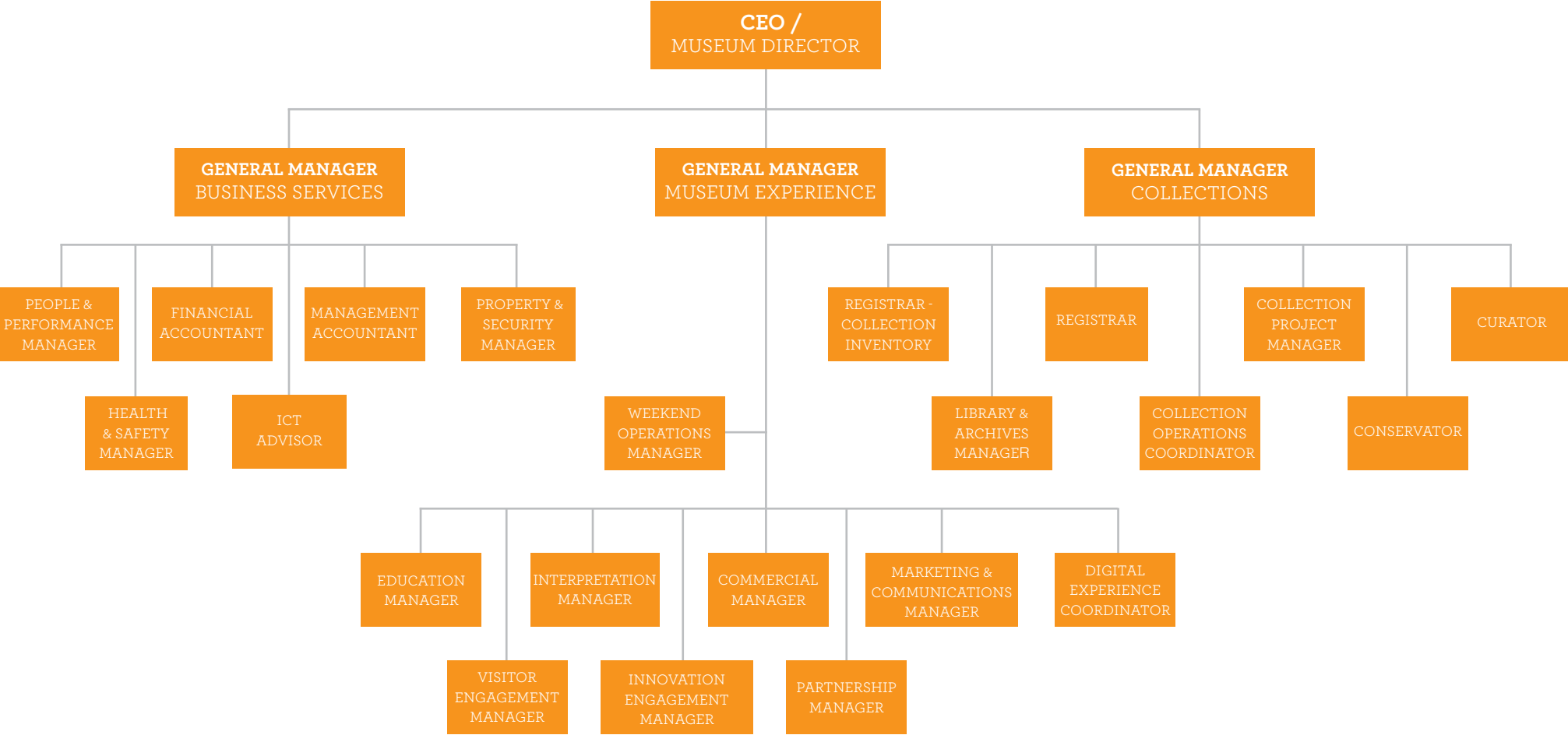
GRAEME OSBORNE

BRUCE HOWAT

BILL RAYNER



# APPENDIX B: CURRENT ORGANISATIONAL STRUCTURE



## APPENDIX C: CURRENT CEO AND MANAGEMENT TEAM

- CEO/Museum Director Michael Frawley

### BUSINESS SERVICES HUB

- General Manager Wayne Schache
- People & Performance Manager Stacy Busek
- Health & Safety Manager Paul Barnett
- Management Accountant Tim Davies
- Financial Accountant Jane Hay
- Property & Security Manager Janna Gilligan

### COLLECTIONS HUB

- General Manager Steven Fox
- Registrar – Collections Inventory TBC
- Curator Belinda Nevin
- Library & Archives Manager Philippa Robinson
- Registrar Shae Trewin
- Collections Project Manager Peter Fisk
- Collections Operations Coordinator Toby Hutton
- Conservator TBC

### MUSEUM EXPERIENCE HUB

- General Manager Malcolm Anderson
- Weekend Operations Manager Grant Feasey
- Visitor Engagement Manager Sarah Somerville
- Education Manager Julie Baddiley
- Interpretation Manager Rebecca Britt
- Commercial Manager Jeff Morris
- Marketing & Communications Manager Danielle Dunn
- Partnership Manager Jade Irons
- Digital Experience Coordinator Luke Diggins
- Innovation Engagement Manager TBC

## APPENDIX D: MOTAT FUNDS

MOTAT is funded from the following sources:

1. Levy from Auckland ratepayers collected by Auckland Council.
2. Gate admissions.
3. Commercial activities, including shop sales.
4. Special attractions, including tram rides.
5. Grants, including educational grants from the Ministry of Education (contestable).
6. Donations, sponsorships and other income.
7. Interest revenue.

### ADMISSION CHARGES

Adult	\$16.00
Child (5 – 16 years inclusive)	\$8.00
Overseas Senior Citizen (non NZ)	\$16.00
Student (with current student card)	\$8.00
Family (2 adults and up to 4 children under 17 years)	\$40.00
SuperGold Card holder	NO CHARGE
Schools and early childhood groups	\$ 5.00
Under 5 years of age	NO CHARGE
People with disabilities/special needs with care givers	NO CHARGE

### ‘MOTAT MATES’ UNLIMITED ENTRY PASS (ONE YEAR)

Family (2 adults and up to 4 children under 17 years)	\$85.00
Individual (1 adult)	\$40.00
Student (with current student card)	\$20.00

### TRAM FARES [Ride Only]

Adult (return)	\$2.00
Child (return)	\$1.00
Family (return) (2 adults and up to 4 children)	\$5.00
Adult (one way)	\$1.00
Child (one way)	\$0.50



## APPENDIX E: MUSEUM'S OBJECTIVES

The Objectives of the Museum as outlined in Section 12 of the MOTAT Act requires that “the Board must recognise and provide for, in such a manner as it considers appropriate, the following”:

1. The recording and preservation of the history of transport and technology and the effect it has had on the Auckland region, New Zealand, and, in more general terms, the rest of the world.
2. Conservation of the heritage of the Museum, the Museum heritage buildings, and its collections.
3. Biculturalism of the spirit of partnership and goodwill envisaged by the Treaty of Waitangi.
4. Education which involves and entertains people to enrich their lives and promote the well-being of society.
5. The advancement and promotion of historical and scientific scholarship and research.
6. Achievement of customer satisfaction by consultation, responsiveness, and continuous improvement.
7. Leadership through professionalism, innovation, and co-ordination of effort with relevant organisations.
8. Greater financial self-sufficiency through the prudent operation of compatible revenue producing and fundraising activities which supplement public funding.
9. Providing maximum community benefit from the resources available.



## IN APPRECIATION:

There are a number of people and institutions that we would specifically like to thank for their continued support, assistance and advice, namely the MOTAT Society, Regional Facilities Auckland, Auckland Council, Ngāti Whātua Orakei, BECA and the Lottery Grants Board.

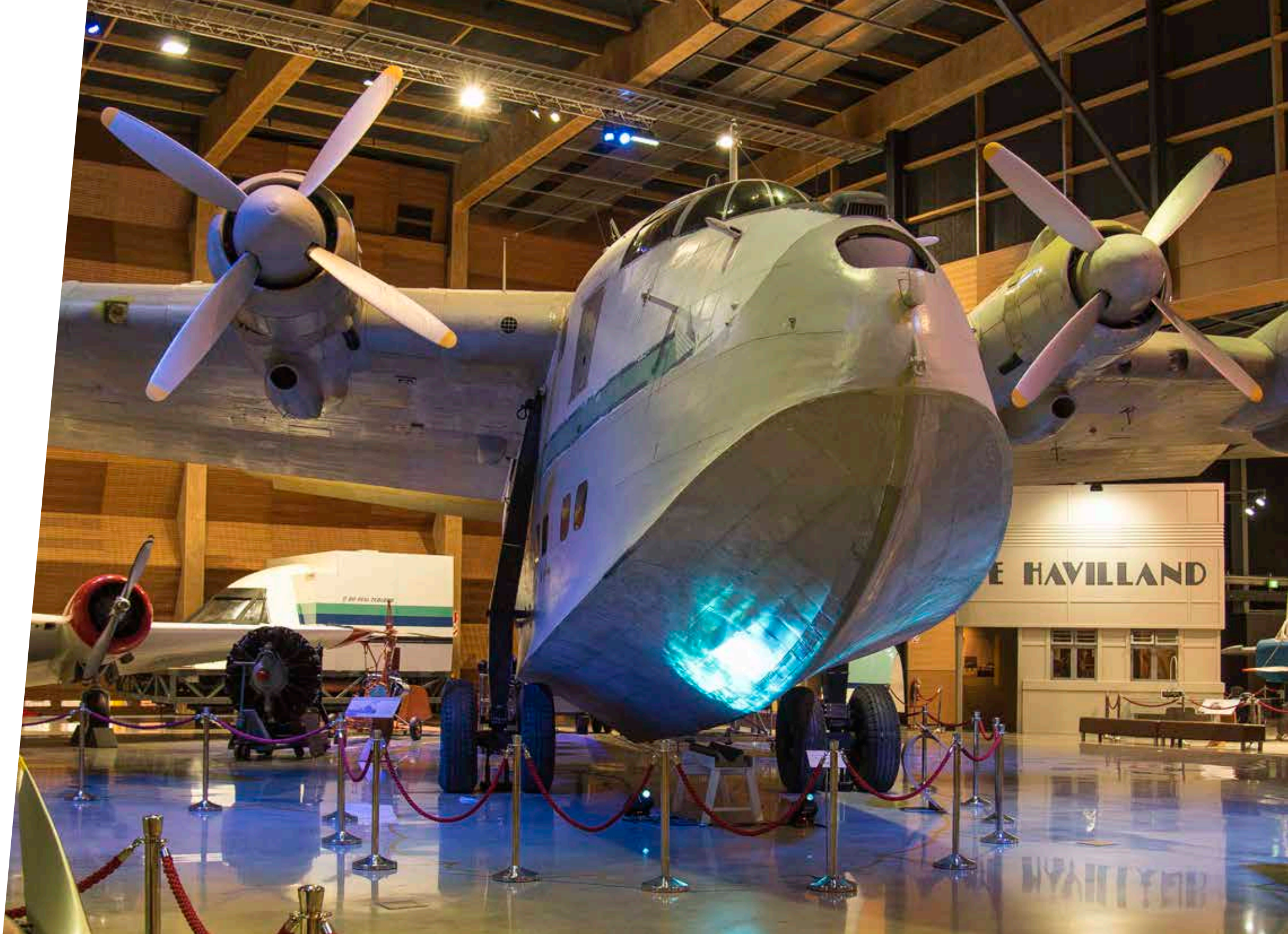
Likewise, Edward Sound, First Scene Costume and Prop Hire, Rainbow Rascals Face Painting and Phineas Phrog Management who supported and continue to support our Olde Hallows Eve event and La Lumiere for their support of our Christmas Lights, MOTAT Nights event.

We would also like to specifically acknowledge the late Sir Ian Athfield and Athfield Architects for their contribution in relation to the redevelopment of our buildings and infrastructure. The 'Athfield Plan' will ensure that Sir Ath's legacy lives on at MOTAT.

Finally we would like to thank the MOTAT Team (i.e. employees and volunteers) who have contributed not only their knowledge and skills, but a lot of their time and energy in helping us achieve our strategic objectives and Vision.







HAVILLAND



M O T A T

MUSEUM OF TRANSPORT AND TECHNOLOGY

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