

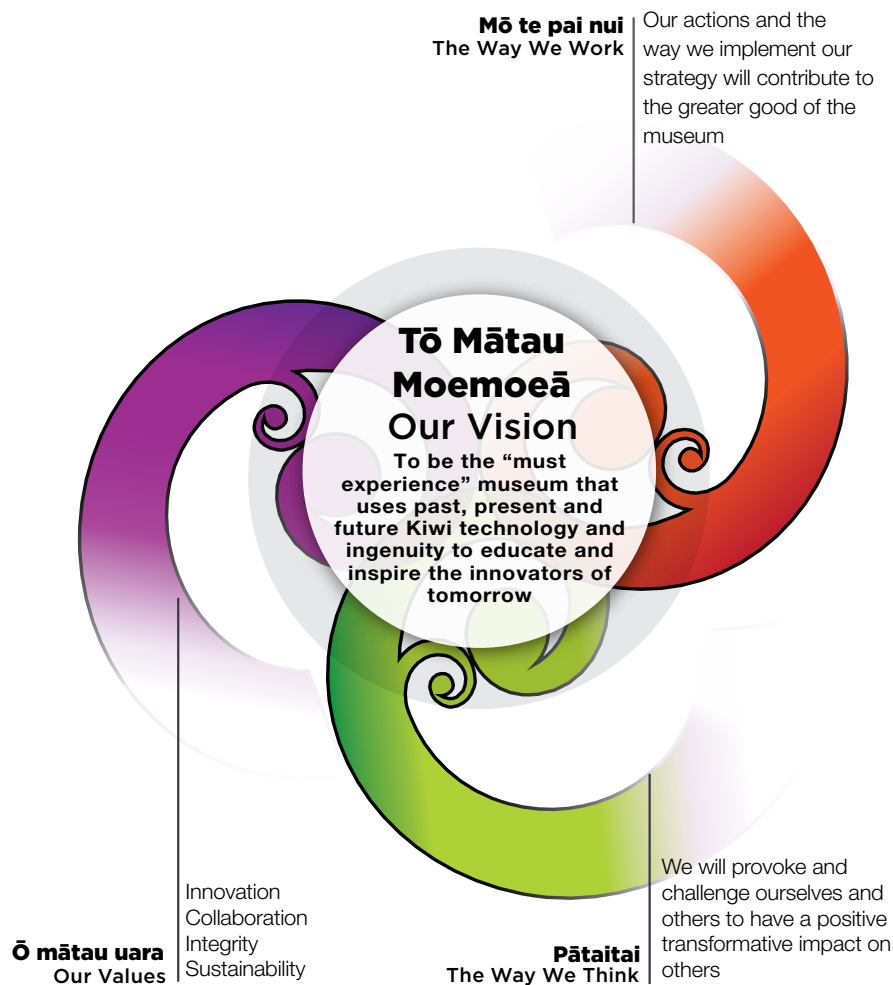


ANNUAL PLAN 2019–2020

MOTAT

MUSEUM OF TRANSPORT AND TECHNOLOGY





Hapaitia te ara tika pūmau ai te rangatiratanga
mo ngā uri whakatipu

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

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TŌ MĀTAU MOEMOEĀ OUR VISION

To be the “must experience” museum that uses past, present and future Kiwi technology and ingenuity to educate and inspire the innovators of tomorrow



Ō mātau uara **Our Values**

INNOVATION

We will be courageous and try new things

COLLABORATION

We will work as a team that respects and supports others

INTEGRITY

We will act ethically and with respect and transparency

SUSTAINABILITY

We will foster knowledge and promote technology that is beneficial to our community and environment



Pātaītai **The Way We Think**

We will provoke and challenge ourselves and others to have a positive transformative impact on others



Mō te pai nui **The Way We Work**

Our actions and the way we implement our strategy will contribute to the greater good of the museum

CHAIR AND CHIEF EXECUTIVE OVERVIEW

This Plan outlines what we intend to do during the 2019-2020 financial year and during the first year of our updated strategy, which covers the period from 1 July 2019 to 30 June 2029. If you want to know what we have done in the past and what we are currently doing, you should refer to our 2017-2018 Annual Report and our 2018-2019 Annual Plan respectively.



Our strategy was reviewed and updated during the course of the 2017-2018 financial year. From the various metrics we measure (e.g. visitor numbers and satisfaction) it was clear that the strategy we launched in July 2014 was meeting the late Dame Cheryll Sotheran's challenge to transform MOTAT from being "a museum of things" to a "lightbulb institution". In line with her recommendations, our strategy remains vision based and audience focused, and it is having a transformative impact on our community.

In particular our Vision/Tō Mātua Moemoeā is to be the "must experience" museum that uses past, present and future kiwi technology and ingenuity to educate and inspire the innovators of tomorrow. This is a deliberate focus on our part, as New Zealand has a rich history of technological innovation, which started with the tangata whenua and leads to the likes of Peter Beck at Rocket Lab. This evolution of the "number eight wire" approach defines who we are and is something that all Kiwis should be proud of as it builds our mana at home and overseas.

Our Vision is also aligned to and reflects the Māori proverb of "Kia whakatōmuri te haere whakamua" – "My past is my present is my future, I walk backwards into the future with my eyes fixed on the past".

This year we have worked closely with Regional Facilities Auckland to identify the areas and Key Performance Indicators that are aligned to the outcomes of the Auckland Plan 2050. This alignment is reflected in the tables on pages 38–47 of this Plan.

Two of the core objectives under our Strategy are to "Maximise the visitor experience" (Objective 1) and associated outcomes, and to "Improve the quality of the collection, its care and accessibility" (Objective 3).

One of our main challenges relates to our buildings and infrastructure as they directly impact on the visitor experience, the care and display of our collection, and our employees' and volunteers' work environments. We were hoping to get funding under the Auckland Council's Long-Term Plan to implement parts of the MOTAT Athfield Masterplan but this was declined pending the outcome of the Independent Cultural Review.

It is critical that we address our building and infrastructure issues and maintain the positive progress we have made over the last few years. So we have increased our levy request this year, and for the next 10 years, by \$1 million to cover the cost of a loan to address some of the smaller, but critical, issues identified in our Masterplan and Asset Management Plans. The loan will be used to cover the cost of re-roofing two of our exhibition halls, and the construction of a new entranceway and car park at our Meola Road site. The latter project will help to address our visitor parking requirements in the light of the proposed works by Watercare.

The second challenge that we face, along with the Auckland Art Gallery, Auckland Museum, Maritime Museum, and Stardome (together the 'Museums of Auckland'), is the outcome of the Independent Cultural Review the Auckland Council commissioned last year. While we acknowledge that there is room for improvement in the way that the Museums of Auckland are governed and funded, any substantive change to the status quo should only be undertaken if it results in a better outcome for the Museums of Auckland, the arts, culture, and heritage sector in Auckland, the citizens of Auckland, and Auckland Council.

We and the other Museums of Auckland will continue to work with the Council and its advisors on the development of a high level strategy for the city's arts, culture, and heritage sector and the associated structures. We will continue to work with the other Museums of Auckland on joint projects like Pasifika Vibes @ MOTAT and other initiatives that support the other arts, culture, and heritage institutions in Auckland. We will also progress our discussions with the Maritime Museum on joint storage and the sharing of curatorial and other services.

The third challenge is the review of our collection to ensure that we are not only caring for these objects but also that they are aligned to our strategy and are of the requisite quality and significance for a national technology museum.

This Annual Plan clearly sets out what each area of our business (i.e. Museum Experience Hub, Collection Hub, and Business Service Hub) intends to focus on during the year and the associated budgets. Their activities and the associated Key Performance Indicators are aligned to the Core Objectives outlined in our strategy, the MOTAT Act 2000, and, in several cases, the Auckland Plan 2050.

You will note from the various highlights outlined in this Plan that we have made significant progress and we anticipate that that will continue during the course of the financial year and beyond, thereby cementing MOTAT's reputation as a leading technology museum both here and abroad.

E hara taku toa i te toa takitahi he toa takitini.



Dr Lesley McTurk
BOARD CHAIR

A handwritten signature in black ink, appearing to read 'Lesley McTurk'.



Michael Frawley
CHIEF EXECUTIVE/MUSEUM DIRECTOR

A handwritten signature in black ink, appearing to read 'Michael Frawley'.





773

New objects added
to our collection



\$1,554,516

Admissions revenue

15.5% more than
2016–2017

5,614

Objects
inventoried

2017–2018 REVIEW

These are some highlights of the last financial year completed. For further information, please see our 2017–2018 Annual Report.

We attracted 3.5% more visitors, carried 2.8% more tram passengers, and achieved 15.5% more revenue from admissions than the previous year. We exceeded our targets for visitor satisfaction, school and pre-school visits, shop revenue, and venue hire revenue. We welcomed 32 new Volunteers to the MOTAT Team and exceeded our annual target for objects inventoried.



188
Volunteers



209,627
Tram passengers

2.8% more than
2016–2017



283,577
Visitors

3.5% more than
2016–2017

2018–2019 UPDATE

This section summarises what we have achieved so far during the current financial year (1 July 2018 to 30 June 2019).

BUILDING 6 UPGRADE

We have implemented significant upgrades for our exhibition Building 6 at our Great North Road site (MOTAT1), including re-roofing, replacement of the floor, insulation, and installation of an HVAC system. This and other built environment upgrade projects currently underway are managed by our Project Management Team but involve a high degree of collaboration across the whole Museum.

We are undertaking these building upgrades because our application under the Auckland Council Long Term Plan process for funding for a new exhibition hall was unsuccessful. This means we need to progressively upgrade our current facilities to provide better quality exhibition spaces. This will ensure we provide improved environments for exhibitions, visitors and staff, and will enable us to secure travelling exhibitions. The Building 6 project is the first phase of what we call the “Approach 2” projects (for more detail, please see the 2019-2020 section of this Annual Plan).

MOTAT has secured the exclusive New Zealand rights to present the international exhibition *Above and Beyond*, which will be hosted

in Building 6 from November 2018 to March 2019. Developed in partnership with Boeing, this highly interactive exhibition will reveal the science and technology of flight and space travel. *Above and Beyond* has provided a focus for our marketing campaign work. The exhibition will be promoted through online and outdoor campaigns developed with our partner Contagion. Our upgraded data network will also provide the greater connectivity and functionality required for the exhibition.

MAIN STREET UPGRADE

Closely aligned with the Building 6 project is the redevelopment of the Main Street area of MOTAT1 to create a new central visitor circulation space, public programming space, and integrated play experience for our younger visitors. Main Street is a key central thoroughfare space within MOTAT1, which has for some time been unavailable to our visitors. Coupled with redeveloping this area is the replacement of asphalt in several priority areas. This is a continuing process and we have set aside funding for the following year to address more of these areas.

EXHIBITIONS UPDATE

In addition to the installation of the upcoming *Above and Beyond* exhibition, our Exhibitions Team has been updating *The Innovators* exhibition with four new stories of great Kiwi innovation covering areas as diverse as food, health, agriculture, manufacturing, and the environment. Meanwhile, the Sattleday Gallery in the village is now presenting a celebration of the 125th Anniversary of women's suffrage and the role that the bicycle played in building the movement's momentum. We have also delivered an exhibition in the Walsh Memorial Library on internationally recognised industrial designer Gifford Jackson and his concept designs for the Auckland Rapid Transit (ART) rail project of the 1970s. And we have updated the information displays in our trams, so we can more effectively share the history and technology of our trams with our thousands of tram passengers.

SYNERGY ENVIRONMENTAL MONITORING SYSTEM PROGRESS

Alongside the upgrade of our exhibition spaces, we are making progress towards installing a new system to monitor our collections storage and display environments. Environmental monitoring forms the foundation of collection care by enabling museums to monitor and record critical environment data, including humidity levels, temperatures, light levels, moisture content, dust levels, and vibration. The Synergy system can use several hundred sensors at once and is modular, which will enable us to easily reconfigure it as our needs change. The system is scheduled for installation in early 2019.





LIVE DAYS AND GOOD OLD DAYS

Our Public Programmes and Events Team has been busy providing a range of high quality programmes for our visitors, such as our ever-popular Live Days on the third Sunday of every month. These included a Steam Live Day in July and a Rail Live Day in August, during which we unveiled and put into operation our newly restored F Class Locomotive No.180 'Meg Merrilies'. Our ongoing Good Old Days programme has included oral history stations, live music, era-specific movie screenings, and fashion shows.

FATHER'S DAY

This traditional MOTAT family event celebrating cars and motorcycles featured live music and a beer garden for the grown-ups, balloon cars, car simulators, mini hot rod ride-ons, and a 'dad jokes' competition for the kids. The event achieved great support from car groups and companies, including Ferrari, Mini, Mustang, Rover, and Harley Davidson, and included military vehicles from the MOTAT collection.

THE GREAT MOTAT BEAR HUNT AND BUBBLE WEEKEND

Aimed at under-5s and primary school aged children and their families, The Great MOTAT Bear Hunt received positive feedback and attracted 1,630 visitors. This new event involved a 'treasure hunt' to locate the MOTAT bears hidden amongst the collection items, and included other fun activities such as a craft area, giant games, movies, dress ups, and face painting. Bubble Weekend in September also targeted at our under-5s and attracted a whopping 5,203 visitors over the weekend, an increase of 56% on the previous year.

WTF AND MOVIE NIGHTS

For our more mature audiences, we have presented WTF – an After Dark series designed to disrupt perceptions of museums' events, challenge perceptions of MOTAT, and highlight weird and wonderful advances in science, technology, and the arts. The event featured a fire-breathing weta, Ivan Lupi's 'X', axe throwing, body art, projection mapping, and loo racing. We have also continued our Movie Nights Series celebrating film technology. This year we focused on cult classics, including The Blues Brothers (1980) with a tribute Blues Brothers band, The Big Lebowski (1998) with a pop comedy quiz, and Pulp Fiction (1994) with a themed photo booth and Pulp Fiction-style props. The Pulp Fiction screening was especially popular and quickly sold out.



EDUCATION PROGRAMMES UPDATE

Our Education Team continues to provide After School Clubs and Technology Experiences. These include Learn to Code@MOTAT, which is a collaboration between MOTAT Educators and volunteers from Code Club Aotearoa and the University of Auckland, and Robotics @MOTAT, which is co-ordinated by MOTAT Educators and volunteers from the robotics industry. We also ran Jewellery Smithing Workshops in July in collaboration with Peter Minturn Goldsmith School. These programmes attracted more than 50 participants.

Our STEAM (Science, Technology, Engineering, Art and Mathematics) Cell programme takes our education experiences into low decile and distant schools throughout Auckland. Each STEAM Cell is a special outreach trailer containing equipment, teaching resources, and collection items, and is hosted by a MOTAT Educator. The programme provides access to digital and physical resources that are rare, too expensive, or too specialised for schools to justifiably purchase for themselves, such as robotics, digital tech, and educational MOTAT collection items.

PARTNERSHIPS PROGRESS

We have partnered with Perpetual Guardian, whose sponsorship will enable decile 1 to 3 primary and intermediate students to attend the Above and Beyond exhibit. Education, and in particular low decile school support, is a significant opportunity area for partnership, which benefits school children who would not otherwise have the opportunity to visit MOTAT.

Alongside our own education programme, our educational partnership with The Mind Lab is now in full swing. In April 2018, The Mind Lab moved their nationally recognised school and holiday programme to MOTAT. This enables The Mind Lab and MOTAT to leverage each other's expertise and resources to provide outstanding and uniquely Kiwi education experiences to the children of Auckland. The Mind Lab operates out of Building 5 at MOTAT1, which is part of our Innovation Hub.

In October 2018 we began a significant partnership with the Automobile Association that offers AA members a year-round 20% discount on MOTAT General Admission tickets. In return, we receive targeted marketing opportunities to the organisation's million-strong membership base. This is a mutually beneficial and exciting partnership that is expected to drive positive visitation and improved exposure for MOTAT.

VISITOR RESEARCH AND RELATIONSHIP MANAGEMENT IMPLEMENTATION

To ensure that our initiatives are delivering on our visitor objectives, we have commenced the second year of visitor research with our research partner, Morris Hargreaves McIntyre (MHM). MHM is conducting surveys on-site with our visitors to help us to understand their expectations, gather their feedback, and gauge their satisfaction levels with the MOTAT visitor experience.

Another significant step forward for MOTAT is the implementation of our new Customer Relationship Management (CRM) system and front of house system, its integration with our website for e-commerce functionality, and a refresh of our website design. The cloud-based CRM system enables us to more easily capture and analyse visitor data, and manage our MOTAT Mates programme. The system can also potentially be integrated with our new Enterprise Resource Planning (ERP) system, which has been delayed by the extended implementation timeframe for the CRM system. We now expect the installation of the ERP to take place in the next financial year. These implementations are managed by our Project Management Team and involve our ICT, Commercial, Marketing, and Finance Teams.



COLLECTIONS UPDATE

Our Collections Team has been strongly focused on resuming 'business as usual' following the move of over 20,000 collection items to our new offsite storage facility in Penrose. The Conservation Team has set up an interim conservation laboratory at the new facility, and is assessing the suitability of the designated space for our permanent laboratory. When finished, the laboratory will provide us with a dedicated, clean, secure, and well-equipped workspace for the treatment of small to mid-sized collection objects. The laboratory will provide a place for donors, researchers, and visiting conservation professionals to collaborate with us on our collections. It will also provide great tour opportunities for school groups and the public.



RESTORATIONS PROGRESS

Our volunteers are currently working with us on the following restoration projects in progress:

- **Solent Flying Boat:** The major external work on the Solent will be completed by the end of November 2018 when the flying boat will be ready to be moved back into the Aviation Display Hall in 2019. Once inside, the last of the external details will be completed and work will continue on the interior.
- **Sunderland Flying Boat:** Work on the replacement turrets for this aircraft will be completed by December 2018. The original turrets will then be removed, stripped down, paint-stripped, corrosion treated, reassembled, and refitted by April 2019.
- **New Zealand Railways Carriage A1819:** This 50-foot NZR carriage was manufactured at Addington in 1935 and is now undergoing extensive restoration work, including removal and replacement of rotten timber, interior and exterior cleaning, sanding, and repainting, and window re-glazing.
- **Tram Trailer No. 21:** Work continues on tram trailer No. 21, including installation of new seat backs, and manufacture and assembly of new components for the saloon frame. New pillars for the trailer have been 3D scanned so MOTAT can pattern replacements if required.

DIGITAL SYSTEMS UPDATE

The Library and Registry Teams are increasing their use of our Collection Management System by the addition of a 'de-accessioning module' that can be used to document the disposal of non-accessioned objects such as unsolicited donations. We have also progressed our new collections online platform, which will enable better search functionality for users. The system facilitates live updates, which means the Library and Registry Teams will be able to update current records in real time. This project is ongoing, with a test site now up and running. A full inventory of the historic village will be completed by the end of 2018 and we will continue with our Digitisation project, which involves evaluating the best use of our server storage for the digitising of our archives and assessing the possibility of implementing a cloud-based solution.

STAFF AND VOLUNTEERS UPDATE

The MOTAT Team (employees and volunteers) is at the heart of the Museum. We continue to invest in Health and Safety initiatives across our organisation, including additional occupational health and wellness support. We have appointed a new Health and Safety Coordinator to focus on occupational health and wellbeing, and we have renewed and increased our Employee Assistance Programme Services.

We have invested in leadership development and professional development for our people. Our Leadership Development Phase 2 programme has commenced and is expected to be completed by December 2018. Our Emerging Leaders Phase 1 programme has been completed and evaluation has commenced. Feedback from the Emerging Leaders course has been very positive and there is potential for increased development of this programme later in the year.

We have increased our expenditure around our Volunteer Programme, with a focus on retention and development of skills and knowledge for the next generation of volunteers and employees. Our Volunteer Programme is well supported by our Volunteer Forum, and three significant projects are in progress, including Skills Database, Alumni Programme, and Young Volunteers Programme.



2019–2020 ANNUAL PLAN

This section provides a snapshot of what we intend to achieve from 1 July 2019 to 30 June 2020.

MOTAT ATHFIELD MASTERPLAN

In parallel with the launch of the new Strategy in 2014, we engaged Athfield Architects to work with us to develop a Masterplan for our exhibition sites at Great North Road and Meola Road. The Masterplan is an ambitious strategy to renew the Museum's buildings and infrastructure, improve the visitor experience and the care of our collection, and attract more visitors to MOTAT and the Western Springs precinct.

The Masterplan includes the development of a world-class, multi-purpose exhibition space that could be used for major travelling exhibitions, and the addition of new entranceways and cafes at both our sites, a canopy at the rear of the Aviation Display Hall, new display workshops for collection items, an education facility, external plaza areas, and a carpark.

Due to the cost of implementing the Masterplan, Auckland Council suggested that we produce a business case for the Masterplan (based on the Better Business Case framework advocated by the New Zealand Treasury) to support the funding we were seeking. We presented the resulting business case to the Council in late 2016. We were subsequently asked to reduce the amount we were seeking from

the Council and to re-present the business case as an application for capital funding under the 2018 Long Term Plan (LTP) process. We were disappointed when our application under the LTP process was unsuccessful due to the Council awaiting the outcome of the Cultural Heritage Review before committing any funds.

Despite this setback, it is critical that MOTAT maintains the positive progress it has made over the last four years and continues to address its significant building and infrastructure issues. We must do this so that we can continue to deliver on our strategic objectives, in particular the requirements to increase visitor numbers, improve the care of the collection, and generate additional revenue.

In order to do this, we have identified a number of smaller projects (a selection of which form part of the Masterplan) that can be funded by a loan from our bank and repaid from an increase in our levy and increased revenue over the next 10 years. These projects have been selected on the basis of the following criteria: improving the visitor experience, improving display and care of our collection, improving the visitor and work environment, and demonstrating positive change and progression. These renewal projects will also generate a greater level of income and will support other Council facilities within the Western Springs precinct, in particular Auckland Zoo, TAPAC, and users of the Seddon Park fields.

The selected projects form what we now call “Approach 2”, which has been incorporated into our current and future Annual Plans and budgets. The projects are:

- **New Carpark at the Meola Road site (MOTAT2):** This carpark has the potential to also serve users of Auckland Zoo, the Seddon Fields, TAPAC, and Western Springs College. Parking in the Western Springs precinct is a recognised issue and we are working with Regional Facilities Auckland, Auckland Transport, Auckland Council Sport and Recreation, and the Waitematā Local Board on an outcome that will benefit all users of the precinct. The carpark will raise additional revenue and will incorporate a cycleway and walkway between Meola Road

and Old Mill Road, supporting the Waitematā Greenways Plan.

- **New entrance way and café at MOTAT2:** Combined with the new carpark, this enables our MOTAT2 site to be the main gateway to MOTAT, allowing people to park and start their MOTAT/Western Springs journey there, before catching one of our trams to MOTAT1. This will relieve queuing pressures at MOTAT1, and also minimise the health and safety risks of having a tram stop right outside our existing main entrance.
- **Acoustic, thermal, and weathertightness improvements to Building 6 (MOTAT1):** This will improve the environment for our visitors and our collection objects in this exhibition building and will enable us to accommodate travelling exhibitions like Boeing’s Above and Beyond.
- **Re-roofing and internal improvements to Building 5 (MOTAT1):** This will improve the environment for our visitors and our collection objects in this exhibition building, including The Mind Lab @ MOTAT education experience.
- **New connection to Western Springs Lakeside Park:** This will enable visitors from Western Springs Park to access our café without having to purchase an entrance ticket to MOTAT. It will also make the transition through the park between Auckland Zoo and our facilities more seamless.

Our independent consultants have costed these projects at \$12.5 million. As outlined above, the funding for “Approach 2” forms part of this Annual Plan, and is based on the following:

- An additional \$1,000,000 a year of levy (over and above our operational levy) from Auckland Council for the following 10 years.
- Additional revenue generation through increased visitor numbers and carpark revenue.
- Securing external sponsorship of appropriate projects.
- Reprioritising our own capital expenditure over the following two years.
- A flexible financing facility from our bank.

While the project work will be undertaken over a period of two years, we will be able to utilise the cashflow of our levy to consolidate existing debt and minimise borrowings and the associated costs throughout the period. Our bank has been very helpful and is keen to support this initiative. The works will be managed internally by our Project Management Team, who will work with external project managers and consultants to ensure a high quality delivery within the required timeframes and budgets.



MUSEUM EXPERIENCE HUB

One of our core strategic objectives is to maximise the visitor experience and engagement at MOTAT.

The Museum Experience Hub, consists of the Exhibition, Education, Public Programmes and Events, Marketing and Communications, Digital Engagement, Partnerships, and Commercial (Events, Functions, Retail, and Fundraising) Teams, and maximises the visitor experience by ensuring that our exhibitions and programmes are aligned with the Museum's vision of using past, present, and future Kiwi transport and technology and ingenuity to educate and inspire our audiences.

The Museum Experience Hub works closely with the Collections Hub to develop programmes and events that showcase MOTAT's collection in inspiring, interactive, and hands-on ways. The Hub also works behind the scenes to expand our digital presence so that our audiences can access information about MOTAT and our collections online.

Here is a brief overview of what the Museum Experience Hub expects to achieve this year:

Exhibitions

Slice of Life Exhibition

We will host a travelling exhibition developed by Otago University and Toitū Settlers Museum about the 'The Dunedin Study', a 40-year investigation of 1,000 children that began in 1975 and is still going strong. The exhibition will explore 40 years of key health and wellbeing discoveries against a backdrop of the social and technological changes that have occurred in New Zealand and around the world during this time.

Print and Telecommunications Exhibition

We will refresh the Print and Telecommunications exhibitions and associated experiences (and possibly the Model Railway) and move them to Building 2 at MOTAT1. The initial design work will be undertaken this year with a view to installing the exhibitions the following year.

Sci-Tech Centre

This will be a new interactive learning and exhibition area that celebrates our collection and features interactive components that will bring science and technology alive and inspire innovation. This multi-year project begins this year with work on the design of the space with a view to installing it the following year. Capex expenditure will be directed towards the building or purchase of interactive elements and infrastructure.

Exhibition Space Upgrades

We will purchase new lighting systems that will enhance our exhibition spaces and improve the sustainability of our operations.

Rail Shed Viewing Gantry

We will construct a new viewing gantry within the rail sheds at MOTAT2. Along with additional interpretation, this will bring to life a part of MOTAT that has previously been inaccessible to the public and enable visitors to view some of our most significant rail artefacts.

Signage Upgrades

We will continue to replace damaged or redundant wayfinding, functional, and safety signage with new signage consistent with our branding guidelines, and incorporating Te Reo Māori.

Public Programmes

Our public events deliver diverse and increasing visitation to MOTAT during the day and after hours. We will continue to develop and grow these events, while diversifying and targeting our evening offerings for the young adult audience.

The Great MOTAT Bear Hunt

This bear treasure hunt event debuted in 2018 and was a great success, attracting lots of visitors and positive feedback, so we will offer it again in 2019. The event is aimed at under-5s, an audience that is often excluded from weekend experiences due to age limits, and seeks to engage them with MOTAT transport stories in interactive and creative ways.

Slime Day

We debuted this new event in November 2018. Similar to Bubble Weekends, but with Slime instead, it will feature live shows, slime-making areas, interactive activities, and scientific messaging around chemistry and reactions.

School Holiday Experiences

We develop and deliver four school holidays programmes every year. This year they will be aligned with elements such as the Up and Away January school holiday experience, the Above and Beyond exhibition, and Auckland Heritage Week.

Weekends of Imagination

We will offer this programme every weekend in 2019. Weekends of Imagination have a different theme each month and encourage children to think creatively and innovatively. Past themes have included cardboard, paper plane challenges, games, and flight.

WTF

Offered for the first time in 2018, WTF is specifically designed to attract a mature audience and will be offered again in 2019. The WTF event content is selected to deliberately challenge, unnerve, provoke strong reactions, and create an unforgettable evening of high impact experiences. WTF has been created to help reposition MOTAT as a destination for adult audiences, those without children, and those who like to be at the cutting edge. It fits within our newly developed R18 MOTAT After Dark suite of events that includes The Prohibition Party, MOTAT Movies, and another new event in development: Anti-Valentine's Day (see below).

Anti-Valentine's Day

We will introduce this new event in 2019 with a view to establishing it as an annual offering. The concept is an R18 alternative celebration of Valentine's Day, without the schmaltz. It will be aimed at people who dislike commercialised sentiment, and will include activities such as power ballad sing-along, make your own gingerbread voodoo doll, piñata bashing, swap shop, side show games, bad bridesmaid dress displays, dinner for one, cocktail making, free anti-wedding cake, music, dancing, and a shred your ex photo bar.

Back by Popular Demand

The following events will return in 2020:

- **Pasifika Vibes @ MOTAT:** We will again collaborate with the Auckland War Memorial Museum, Maritime Museum, and Auckland Art Gallery to present this popular event in conjunction with the annual Pasifika Festival held in the Western Springs park.
- **Bubble Weekends:** We will add new components to support strong audience growth for this event.
- **Live Days:** We will extend the themes of Live Days to highlight more areas of the Museum's collection, including telecommunications and print.
- **Christmas Lights:** This event continues to grow each year, so in 2019 we will add more nights, more installations, and more interactive experiences.
- **Night Lights:** In 2018 this event grew by 430% and will again be offered in 2020.
- **Movie Nights:** In 2018 this cult classics movie series sold out. In 2019, we will add a fourth movie screening to keep up with visitor demand.
- **Prohibition Party:** This event continues to attract strong visitation from the mature audience sector.
- **Dig It:** The introduction of this event resulted in strong visitation and positive feedback, so we will offer it again in 2020 and help it to grow and develop.

Outreach Programmes

We will expand our outreach activities to reach further into communities across greater Auckland. This will include stronger engagement with communities in south and west Auckland through partnerships with Museums of Auckland members, ATEED, and other community partners. We are working with the Auckland Botanic Gardens on a space themed experience that will also tie in with the Above and Beyond exhibition and the Up and Away January school holiday experience. We will also continue to take operating collection items outside the Museum walls as opportunities present themselves, e.g. fire appliances to the Sirens and Sounds Festival in Avondale, or military vehicles to NZ Warbirds Open Days at Ardmore.

Site Lighting

Due to the increasing number of evening events at MOTAT, we will investigate the feasibility of installing new and sustainable lighting solutions to improve visitor and staff safety, centralise lighting control, reduce pack-out times, and reduce overall costs, including lighting hire costs.

Education Programmes

Our Education Team develops and delivers learning programmes that support the National Curriculum and encourage schools to use MOTAT's facilities, programmes, and education personnel. These programmes are delivered to over 25,000 students each year, and are supported by grants from the Ministry of Education. We develop new and diverse learning programmes in conjunction with universities and other tertiary institutions. We have also developed a number of after school clubs, outreach programmes, and activities that enable schools and the public to actively engage with and learn about Kiwi technology and innovation. Examples of these programmes include:

After School Clubs

- **Learn to Code @ MOTAT:** Teaches participants coding and programming in Scratch/Python and HTML using Code Club Aotearoa curriculum resources, Raspberry Pi, and Arduino. Staffed by volunteers from the programming community and MOTAT Educators.
- **Robotics @ MOTAT:** Teaches participants robotics and robotic control using VEX IQ Robotics. Staffed by volunteers from the programming and robotics community and MOTAT Educators.

Jewellery Smithing Workshops

A collaboration between Peter Minturn Goldsmith School (PMGS) and MOTAT offers jewellery smithing experiences to the public. Utilising the MOTAT forge, participants create three projects in steel and silver. Staffed by PMGS, the MOTAT Blacksmith, and MOTAT Educators.

Outreach Activities

We will continue to develop our outreach efforts by refreshing our STEAM Cells and increasing the opportunities for low decile schools and schools in remote parts of Auckland to experience MOTAT. Each STEAM cell is a special outreach trailer containing equipment, teaching resources, and collection items, and is hosted by a MOTAT Educator. STEAM Cells encourage critical thinking, communication, and creativity, and can be tailored to suit the needs of individual schools.

The Mind Lab @ MOTAT

We will move The Mind Lab out of Building 5 so that we can upgrade the building as part of the "Approach 2" projects. While this work is underway, The Mind Lab will be relocated to Building 1. Once the upgrade is complete, The Mind Lab will be returned to Building 5, and then Building 1 will be reconfigured into a flexible, shared space for Education and Public Programmes that can be used for teaching on weekdays and for programmes and events during weekends and holidays.

Micro-Credentialing Project

This is an exciting new initiative where we will provide alternative educational pathway opportunities for youth through mid-term study and engagement with MOTAT resources to gain credentialed qualifications through a tertiary education provider. This is part of our goal to provide lifelong learning for the whole community. We are confident that we will be able to secure sponsorship for this initiative.

Commercial

Aviation Display Hall Venue

Our iconic Aviation Display Hall is an outstanding venue for corporate events, and we will continue to offer this space for 'high end' functions. In conjunction with our new café operators, we will also promote the use of Cropper House for weddings and functions, making use of the recently installed enclosed outdoor seating facility, and re-landscaped Cropper Lawn.

Great North Road Entry and Shop Redevelopment

We will move our ticket sales and public entry from the current location inside the MOTAT shop on Great North Road to Gate A, where we will provide a ticket kiosk with a canopy for weather protection. This will separate visitors exiting the site from those entering the shop and will enable us to redevelop the shop to maximise internal space, including new cabinets and fixtures.

Digital Engagement

New Digital Experiences

Building on our existing digital experiences, the Digital Engagement Team will develop new experiences that will facilitate more meaningful community engagement with our collections and activities. The application of Artificial Intelligence and big data in the Museum's context will also be a focus.





COLLECTIONS HUB

The Collections Hub is responsible for our core strategic objectives in relation to the care, development, and use of our collection. The Hub consists of Registry, Library and Archives, Collections Workshops, Conservation and Curatorial Research Teams, and we work closely with the Exhibition and Events teams in the Museum Experience Hub. Undertaking the conservation and preservation of objects supports our vision to be Auckland's "must experience" venue.

To support the MOTAT Collection Development Policy, we conduct reviews of our collection to ensure that our objects are consistent with MOTAT's overall vision. We use the results of these reviews to make decisions around whether to retain objects in the collection, store them, transfer them to the Museum Experience Hub or de-accession them. We also take opportunities to acquire new collection items that are aligned with our vision, strategic objectives, and statutory requirements.

We will continue to monitor, update, and develop our policies and procedures around the storage, handling, operation, and display of MOTAT's objects, based on the International Council of Museums' Code of Ethics.

Here is a brief preview of what the Collections Hub expects to achieve this year:

Collections Projects

Our staff, supported by our volunteers, will progress a number of restoration projects this year, including:

- **Flying Boats:** We will continue the internal restoration work on the Solent and the Sunderland flying boats in accordance with their Restoration Plans.
- **NZR Carriage A1819:** We will continue the restoration work on this historical railway carriage, including repairs to panelling, heating pipes, ceiling panels, flooring, and seating.
- **Tram Trailer No. 21:** We will complete the restoration of this heritage tram trailer during the year.
- **Tram Infrastructure:** We will continue to maintain the tram infrastructure and undertake a full assessment and upgrade of the track.
- **Hazardous Removal and/or Containment:** We will implement our hazardous material removal/containment programme in relation to various collection items, including trains, tram infrastructure items, aviation dials, and domestic technology.

Curatorial and Research

Significance Statements

A 'significance statement' details the meaning and values of an item or a collection, and defines what makes it important. Significance includes the historic, aesthetic, scientific, and social value that an item or a collection has for past, present, and future generations. We will continue to progress our ongoing programme of research to develop more significance statements for our collection objects.

Makers and Manufacturers Research

We will undertake research in relation to the manufacturers of collection objects, where that information is not already known, and we will also explore the connections between these objects and Kiwi innovation and ingenuity.

Exhibition Histories

We will continue to research and record the development of MOTAT's exhibitions from the Museum's opening in 1964.

Conservation

Dedicated Cleaning Team

Due to the 'open' display of a significant number of our objects over our two main sites, we need to establish a dedicated object cleaning team to work in conjunction with the Conservation Team to ensure that our objects are clean and displayed at their best at all times. This team may also include a number of volunteers who have a particular interest in the care of the collection items. The Conservation Team will also continue to roll out our environmental and pest management systems across the MOTAT sites.

Registry

Return of "Big Ticket" Objects

In the late 60s and early 70s, MOTAT was loaned several "big ticket" objects, including a Corporal E Rocket (a 1950s US Army surface-to-surface guided missile), and the periscope from the USS Cabrilla, a US Navy World War II-era submarine. The terms of these two loans have come to an end and MOTAT will return them in 2019. The Corporal Rocket has been on loan to MOTAT from the Smithsonian Institution, National Air and Space Museum (Department of Space History) in Washington DC and as it cannot fit into a standard shipping container, will require a custom-made crate to be constructed for shipment on deck. The USS Cabrilla periscope was loaned to MOTAT by Naval History and Heritage Command, also based in Washington DC.

Library

Collections Online

To keep our online platform up to date and relevant, we will link objects that are on display with the exhibition information on MOTAT's website and ensure all new records are publicly available at the time of cataloguing. We will continue to enhance our existing records and carry out regular data clean-ups. Articles written by our staff will be published via the 'topic page' function of the platform.

Digitisation

We will continue with our digitisation project with a view to capturing our core collections images and objects in digital form. We will enhance and update our processes for the reuse of images, and we will investigate open source and copyrighting of our collection for private and commercial public purposes.



BUSINESS SERVICES HUB

The Business Services Hub supports a number of strategic objectives, including empowering the Museum's employees and volunteers (the 'MOTAT Team'), improving our business and community sustainability, and ensuring that MOTAT prudently and proactively manages its finances and resources. The Business Services Hub includes the People and Culture (i.e. Human Resources), Finance, ICT, Health and Safety/Compliance, Project Management, and Environment and Infrastructure Teams.

Building long-term relationships with our external stakeholders is also an important part of what we do. Our stakeholders include a wide range of institutions and interests including iwi, Auckland Council, Regional Facilities Auckland, other institutions within the Western Springs precinct (including the Zoo, Unitec, TAPAC, and schools), the local Western Springs/Point Chevalier community, and Auckland's major learning institutions, such as Auckland University of Technology, the University of Auckland, and Massey University Auckland.

Here is a brief preview of what the Business Services Hub expects to achieve this year:

People, Culture, Health and Safety

The People and Culture Team continually reviews our management structures to ensure we have the right people and systems in place. We also make sure that we provide learning and development programmes for the MOTAT Team, including apprenticeships, internships, and other training programmes to ensure that the requisite skills are preserved and passed on to the next generation.

Diversity and Inclusion Programme

We will develop a new Diversity and Inclusion Programme to help us recruit and support employees from a range of backgrounds, ages, genders, cultural identities, disabilities (both physical and intellectual), religions, and sexual orientations. We will also look at providing more flexibility for our employees by reviewing our leave policies and investigating family-friendly initiatives and flexible work practices.

Leadership Development Programme

We will continue our Leadership Development programme to help ensure that our managers and leaders have the requisite skills to undertake their roles and to support the Museum's objectives.

Administration and Project Management

"Approach 2"

Our Project Management Team will be heavily involved in the smooth running of the "Approach 2" projects.

Enterprise Resource Planning (ERP) System

Our Administration Team is continually refining and improving our internal systems. Implementation of our new Enterprise Resource Planning (ERP) system has been delayed due to a delay in the installation of our Customer Relationship Management (CRM) system. We now expect the ERP to be implemented in the 2019-2020 financial year.

ICT

Being a museum of technology, it is important that MOTAT keeps up with advancing technologies to ensure visitor experience is maximised, that our people are working smarter, and that our collections and our sensitive data are protected. In view of this, we will invest in the following technologies during this year:

SharePoint Implementation

SharePoint is a collaborative tool that can open opportunities for MOTAT to develop easier ways to find and share data across the organisation. We will investigate moving our shared data to a SharePoint platform to make it more useable, searchable, and relevant.

eForms Development

We will develop new, more efficient eForms, which simplify inefficient manual processes by turning them into online workflows that improve productivity and that will be recorded as part of our standard back-up regime to protect it against loss.

Hardware Upgrades

We will continue with our computer replacement programme, which ensures that our computers are replaced every five years or when they come to the end of their design life. This year we will replace approximately 20% of the machines. Switches are network equipment that computers and other devices use to connect and communicate with each other, and are also used to connect MOTAT to the internet. All our switches are reaching their maximum life expectancy and will also be replaced.

IT Security

The security of MOTAT's data environment is essential for the protection of sensitive data and the prevention of illegal 'hacking' of MOTAT's equipment. We will implement a range of new IT security strategies to ensure the security of our systems and people, including staff training and improving technical protective defences.

Smart Technologies

We will introduce Smart Technologies into the MOTAT environment, where appropriate. For example, we may introduce 'Internet of Things' technologies that could potentially be developed in New Zealand and include sensors that monitor MOTAT's environment. Additionally, we may automate and refine certain processes using Artificial Intelligence.

Environment and Infrastructure

Our Environment and Infrastructure team is responsible for the maintenance, upgrading, replacement, development, and operation of MOTAT's sites and buildings in a way that is consistent with the Museum's vision and minimises our impact on the environment. The age of our facilities means this is at times a significant challenge. Along with repair and replacement of damaged asphalt across MOTAT1, we will focus on the following during this year:

Underground Water Services Upgrade

The underground water services at MOTAT2 need to be upgraded as they are prone to failure, which in turn can cause flooding of the site.

Property Security

We now have three sites which require greater CCTV coverage, so we will install more cameras to ensure a greater level of security. We will also continue with our security fencing upgrade programme.



OUR FUTURE

MOTAT has refreshed and extended its strategy to 2029 because it is clear that our focus on past, present, and future Kiwi technology is having a transformative impact on our audiences and fostering the pathway of knowledge for the next generation of innovators.

Hapaitia te ara tika pūmau ai te rangatiratanga mo ngā uri whakatipu

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

A critical part of our mandate is to showcase technology and the associated stories in novel and innovative ways, so we will continue to investigate and implement opportunities that will enhance our reputation in this area and attract more visitors, sponsors, partners, and other support to the Museum.

While our application for funding in the 2017-2018 financial year under the Auckland Council's Long Term Plan was unsuccessful, we are determined to progress the implementation of the MOTAT Athfield Masterplan as and when resources allow. The Masterplan represents a step-change not only for MOTAT, but also for the arts, culture, and heritage sector in Auckland and indeed New Zealand. It has the potential to revolutionise MOTAT and the Western Springs precinct with incredible amenities like a new climate-controlled hall that can host not only the Museum's exhibitions but also significant international travelling exhibitions.

Other features of the Masterplan include a new auditorium in keeping with a world-leading technology museum, new entrance buildings (including cafés) at both MOTAT sites, that can be used by the local community, new display sheds that will give visitors better access to our collections, and dedicated car parking.

MUSEUM EXPERIENCE HUB

In terms of the visitor experience, the Masterplan will significantly improve public access to our education and public programmes, and will enable the Museum to upgrade the means by which we display and care for our collection objects. It has the potential to make the experiences we offer to the public more inspiring, immersive, and memorable, and it will provide more intuitive site layout and navigation for MOTAT, plus enhanced public spaces that will be accessible for all Aucklanders.

In the meantime, we will transform the visitor experience in our Aviation Display Hall with a new initiative that will integrate into our displays relevant collection items that support the stories of our aircraft. Our new science and technology experience for 8-14 year olds will be a focus of development.

We will progress our consultative approach to developing a touring exhibition exploring Māori technology and innovation. We will implement a more strategic approach to our outreach programmes, targeting areas of greater Auckland that currently face significant barriers to visiting MOTAT. Our digital engagement initiatives will create engaging storytelling around our collections, as well as helping MOTAT staff to become more digitally savvy.

COLLECTIONS HUB

Our new Conservation Laboratory will enable us to further upgrade our care of the objects in the Museum's collection and offer conservation services to other New Zealand museums and institutions.

Now that our new offsite collection storage facility is up and running, we will be able to improve our care of collection items held in storage and establish a management system that will provide better access to collection items for researchers and visitors without compromising security.

We are in the process of developing our new Collection Development Policy, which will be used to implement a carefully targeted acquisition programme designed to fill the gaps in our collection that have been identified through our extensive Collection Inventory project.

We will re-prioritise our maintenance activities to ensure the continued safe operating of the trams, tramway infrastructure, and other operational aspects of our collection. We will establish a Restoration Committee to assess restoration proposals and plans, and to ensure that we implement time managed, high quality, targeted restorations. The committee will also develop a programme to remove all asbestos from the collection.

We will undertake complete condition assessments of all the objects in our collection and then develop and implement preventive and interventive conservation activities for each object, as required.

Our Collection Review programme will be completed, allowing us to commence our Collection Rationalisation programme. We will establish an improved cleaning programme to ensure all objects on display and in storage are properly cleaned. This new programme will be carried out by a team comprised of staff and volunteers.

Following a detailed data verification process to ensure that information about our collection objects meets or exceeds best practice industry quality standards, we will implement an online collection management project that will eventually enable as much as possible of the MOTAT collection to be publicly available from a single online source.

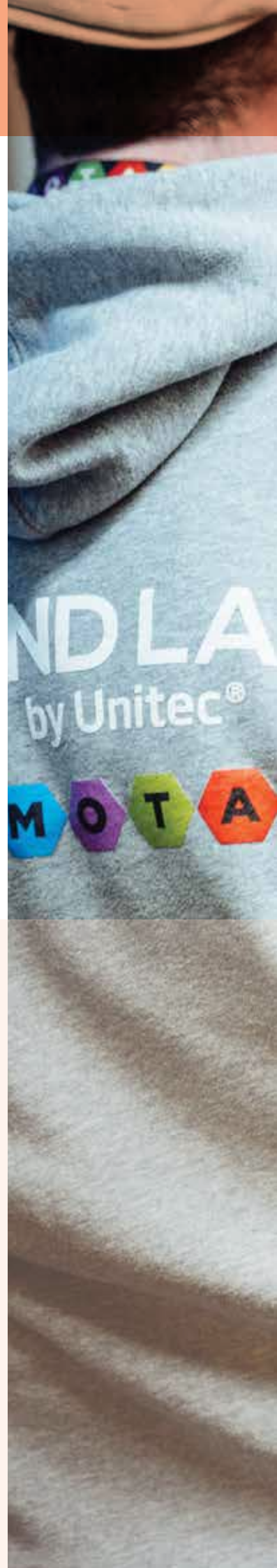
We will develop and implement an Information and Records Management Policy to ensure the accurate recording of MOTAT's institutional memory. We have already established a programme of regular publications of research which will be strengthened by the implementation of a collection research framework.

BUSINESS SERVICES HUB

We will ensure that the roles within the Business Services Team continue to evolve as the Museum matures, and as our facilities are progressively upgraded. Many of our facilities must be refurbished or replaced to ensure maximum protection for our precious collection items and provide greater accessibility to collection items for our visitors. We will continue to maintain our usual high standards of presentation at both our main sites while we reinvigorate the existing infrastructure to complement our ongoing redevelopment activities.

Our improved facilities will require high speed and highly connective industry standard technology and communications platforms, including cloud-based data capture and financial reporting systems. Working with the Digital Manager, our systems will support MOTAT as a hub of innovation whilst seamlessly managing digital experiences in our exhibitions and visitor experiences. Robust operating procedures and high quality principles and procedures developed by our internal Project Management Team will de-risk projects and drive out cost.

The MOTAT Team is the glue that holds the Museum together, and their dedication is the oil that ensures the Museum runs smoothly. We will continue to invest in training for staff and volunteers and we will seek to facilitate their seamless integration and collaboration. This will ensure that the visitor experience is maximised, and that staff and volunteers are not only highly engaged, but also performing at high levels. We will provide targeted learning experiences for the public and tertiary students in a range of disciplines, including heritage technologies, that will enhance the Museum's reputation as a learning and innovation environment.







OBJECTIVES



CORE OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

CORE OBJECTIVES /NGĀ TINO WHĀINGA	ANNUAL PLAN 2019–2020 WHAT WE WILL DO	ANNUAL PLAN 2019–2020 HOW WE WILL MEASURE OUR PERFORMANCE
1. Align MOTAT's exhibitions, events, education and outreach programmes with the Museum's Vision	<ul style="list-style-type: none"> ▶ Deliver exhibitions, events and outreach programmes that are aligned to our Vision and respond to the needs of our target audience ▶ Provide onsite and offsite education programmes that promote innovation and meet the needs of our target audience 	<ul style="list-style-type: none"> ▶ New exhibitions, installations and 'pop-ups' opened to the public ▶ Numbers of Public Programmes ▶ Number of participants in LEOTC, Early Childhood Education and education programmes developed in conjunction with educational stakeholders ▶ Number of participants in outreach education programmes
2. Be audience and community focussed	<ul style="list-style-type: none"> ▶ Undertake annual visitor and community research and use the results to: <ul style="list-style-type: none"> (a) Develop and expand our offering (b) Identify new target audiences; and (c) Implement systems for monitoring our success 	<ul style="list-style-type: none"> ▶ Visitor research programme including six-monthly reporting ▶ Number of new or refreshed programmes that are targeted towards new audiences
3. Implement a marketing strategy that promotes the Museum's Vision and what it does in a vibrant and challenging way	<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 update MOTAT's brand so that it reflects and promotes our Vision ▶ 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 visitor satisfaction ratings ▶ Keep track of overall visitor numbers ▶ Measure online traffic to our website and engagement with our social media platforms
4. Operate the collection	<ul style="list-style-type: none"> ▶ Develop and implement a Collections Operation Framework to identify current and future collection objects that can be operated at MOTAT and at our outreach events 	<ul style="list-style-type: none"> ▶ Develop and implement the Collections Operation Framework
5. Increase digital access to MOTAT's collection and experiences	<ul style="list-style-type: none"> ▶ Develop digital platforms that improve the Museum's target audience's access to MOTAT's collection ▶ Create new digital content that is aligned to the Museum's Vision and is focused on the target audience, MOTAT Team, stakeholders and partners ▶ Develop digital platforms that improve the Museum's target audience's access to MOTAT's collection 	<ul style="list-style-type: none"> ▶ Number of education programmes with digital engagement component(s) ▶ Number of digital programmes delivered ▶ Number of engagements with digital programmes

ANNUAL PLAN 2019–2020

OUR TARGET

- ▶ 6 new or refreshed exhibitions as per the Exhibition Schedule
- ▶ Hold Public Programmes as per the schedule
- ▶ Meet participation targets as specified in Ministry of Education LEOTC contract at conclusion of annual contractual period
- ▶ 2,000 children participate in Early Childhood programmes per annum
- ▶ 4,000 students interact with STEAM Cells

- ▶ Twelve months of visitor surveys (n=600) is completed and two research reports provided
- ▶ Two new or refreshed programmes are delivered in response to research results

- ▶ Survey at least 700 visitors, 94% of which rate their overall experience 7 out of 10 or higher
- ▶ Increase total visitors to 335,560
- ▶ Exceed 360,000 visits to our website

- ▶ Collections Operation Framework completed
- ▶ Operate a minimum of 15 collection objects as per the Framework

- ▶ Three education programmes with digital engagement component(s) by June 2020
- ▶ Two new digital programmes delivered
- ▶ Measure the number of interactions on the new digital platforms to establish benchmark

ALIGNMENT WITH AUCKLAND PLAN

ARTS AND CULTURE

Auckland Plan 2050

- ▶ 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]

Arts and Culture Strategy

- ▶ 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

Auckland Plan 2050

- ▶ Harness emerging technologies and ensure equitable access to high quality digital data and service [Opportunity and prosperity]

CORE OBJECTIVE 2

EMPOWER THE MOTAT TEAM

CORE OBJECTIVES /NGĀ TINO WHĀINGA	ANNUAL PLAN 2019-2020 WHAT WE WILL DO	ANNUAL PLAN 2019-2020 HOW WE WILL MEASURE OUR PERFORMANCE
1. Ensure that MOTAT is a safe place to visit and work	<ul style="list-style-type: none"> ▶ Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT 	<ul style="list-style-type: none"> ▶ Site orientations for all MOTAT Team Members ▶ Monitor accidents and incidents and report on these monthly to the MOTAT Team and Board ▶ Measure Lost Time Injury Frequency Rate ('LTIFR') ▶ Complete regular Health and Safety meetings and briefings
2. Manage performance and engagement of the MOTAT Team	<ul style="list-style-type: none"> ▶ Provide effective structures and systems to support, develop and retain the MOTAT Team ▶ Monitor the performance of the MOTAT Team ▶ Monitor the MOTAT Team's engagement ▶ Develop MOTAT's volunteer base so that its supports the needs of the Museum 	<ul style="list-style-type: none"> ▶ Complete annual performance reviews ▶ Complete annual engagement surveys for both MOTAT employees and MOTAT volunteers ▶ Create applications for volunteer roles that are aligned with the Museum requirements
3. Improve knowledge and skills	<ul style="list-style-type: none"> ▶ Implement training and other programmes that help the MOTAT Team to develop their skills and knowledge for the Museum and their benefit ▶ Ensure institutional knowledge is captured and retained for the benefit of the Museum 	<ul style="list-style-type: none"> ▶ Deliver training to the MOTAT Team ▶ Number of Standard Operating Procedures for operational items completed ▶ Knowledge from volunteers documented

**ANNUAL PLAN
2019-2020**
OUR TARGET

**ALIGNMENT WITH
AUCKLAND PLAN**
ARTS AND CULTURE

- ▶ 100% of new MOTAT Team Members receive Health and Safety orientation
- ▶ 100% of reportable accidents and incidents reported to the MOTAT Team and Board
- ▶ LTIFR rate less than or equal to June 2019
- ▶ At least 11 Health and Safety Committee meetings
- ▶ At least 10 Health and Safety briefings to the MOTAT Team

- ▶ 100% of all applicable* permanent and part-time MOTAT employees complete Performance Review
- ▶ *Only applicable to active employees who have been with MOTAT for at least three months at the time of the review
- ▶ Engagement survey scores greater than or equal to June 2019
- ▶ Engage volunteers into 80% of the advertised volunteer roles

- ▶ At least 80% of MOTAT employees attend an externally facilitated training course or other programme
- ▶ 10 Standard Operating Procedures for operational items completed
- ▶ Knowledge gaps from Volunteers Skills Database used to record five essential knowledge base gaps

Auckland Plan 2050

- ▶ Increase educational achievement, lifelong learning and training with a focus on those most in need [Opportunity and prosperity]

Arts and Culture Strategy

- ▶ 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

CORE OBJECTIVE 3

IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

CORE OBJECTIVES /NGĀ TINO WHĀINGA	ANNUAL PLAN 2019–2020 WHAT WE WILL DO	ANNUAL PLAN 2019–2020 HOW WE WILL MEASURE OUR PERFORMANCE
1. Collection Procedure	<ul style="list-style-type: none"> ▶ Ensure that our collection is managed in accordance with MOTAT's Collection Policy and related procedures ▶ Maintain professional standards of practice and protocols as set by Museums Aotearoa, ICOM and other relevant institutions 	<ul style="list-style-type: none"> ▶ All collection movements managed according to MOTAT Collection Policy
2. Collection development and accessibility	<ul style="list-style-type: none"> ▶ Improve the quality of our collection in line with MOTAT's strategic and statutory objectives and the Museum's Collection Policy and Collection Development Framework ▶ Enhance online access to our collections and information about our collections ▶ Facilitate visitor access to our curated storage, workshop and laboratory areas 	<ul style="list-style-type: none"> ▶ Milestones outlined in the Collection Review Programme ▶ Traffic to the Vernon Browser platform ▶ Ensure storage, workshop and laboratory areas are accessible for visitors and researchers, as requested.
3. Collection Care	<ul style="list-style-type: none"> ▶ Develop and implement a Collection Care Programme that improves the storage, preservation and display of our collection 	<ul style="list-style-type: none"> ▶ Benchmarking against Collections Trust Standards, the MOTAT collection care practices to meet basic requirements of collection care ▶ Carry out first conservation condition surveys on collections

**ANNUAL PLAN
2019-2020**
OUR TARGET

**ALIGNMENT WITH
AUCKLAND PLAN**
ARTS AND CULTURE

- ▶ Undertake quarterly Acquisitions and Disposal Committee meetings
- ▶ Report on all out-going loan requests, proposed donations, acquisitions and deaccessions

Auckland Plan 2050

- ▶ Protect Auckland's significant environments and cultural heritage from further loss [Environment and cultural heritage]

Arts and Culture Strategy

- ▶ 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

- ▶ Complete rail, trams, social history collection reviews
- ▶ Increase traffic to Vernon Browser by at least 10% on 2018-2019
- ▶ Publish 6 articles on the 'Topic' page on Vernon Browser
- ▶ Facilitate at least 3 behind the scenes access activities.

Auckland Plan 2050

- ▶ Protect Auckland's significant environments and cultural heritage from further loss [Environment and cultural heritage]

Arts and Culture Strategy

- ▶ 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

- ▶ Implement Environmental Monitoring and Integrated Pest Management procedures to Basic level in Collection Care 2.1 from Collections Trust
- ▶ Pilot Discreet Condition Survey of collections in the Dangerous Goods store and Secure Storage

Auckland Plan 2050

- ▶ Protect Auckland's significant environments and cultural heritage from further loss [Environment and cultural heritage]

CORE OBJECTIVE 4

IMPROVE MOTAT'S BUSINESS AND SUSTAINABILITY

CORE OBJECTIVES /NGĀ TINO WHĀINGA	ANNUAL PLAN 2019-2020 WHAT WE WILL DO	ANNUAL PLAN 2019-2020 HOW WE WILL MEASURE OUR PERFORMANCE
1. Maximise commercial opportunities and fundraising activities	<ul style="list-style-type: none"> ▶ Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy ▶ Use and promote the MOTAT Athfield Masterplan to generate funds and other support for the associated capital renewal projects 	<ul style="list-style-type: none"> ▶ Grow retail sales and Gross Profit ▶ Grow Corporate Events ▶ Partnership revenue targets achieved to support "Approach 2" projects
2. Buildings and Infrastructure	<ul style="list-style-type: none"> ▶ Maintain our buildings and infrastructure as outlined in MOTAT's Asset Management Plan ▶ Implement the MOTAT Athfield Masterplan as funds and other support allows 	<ul style="list-style-type: none"> ▶ Complete work detailed for 2019-2020 under the 2014 Asset Management Plan that are cost beneficial ▶ Review Asset Management Plan ▶ Progress "Approach 2" projects as funding allows
3. Environment	<ul style="list-style-type: none"> ▶ Continue to refine the Museum's sustainability programmes so that MOTAT is carbon neutral ▶ Continue to improve our systems for securing and monitoring MOTAT's site and collection ▶ Promote and use technology that reduces our impact on the environment and inspires the target audience to do the same 	<ul style="list-style-type: none"> ▶ Continue CEMARS rating audit ▶ Increase Security fencing and camera coverage of site ▶ Upgrade Access System

**ANNUAL PLAN
2019-2020**
OUR TARGET

**ALIGNMENT WITH
AUCKLAND PLAN**
ARTS AND CULTURE

- ▶ Sales and Gross Profit targets as per budget
- ▶ Increase number of Corporate Events held at MOTAT by 10%
- ▶ Per Plan \$300,000

- ▶ 2019-2020 works as per Asset Management Plan
- ▶ Independent review of Asset Management Plan completed
- ▶ Commence two of the “Approach 2” projects as funding allows

- ▶ Maintain or improve on CEMARS 2017-2018 emissions measurement
- ▶ Extend MOTAT2 security fencing
- ▶ Add additional cameras to security network
- ▶ New Access system installed

Auckland Plan 2050

- ▶ 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

- ▶ 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]

CORE OBJECTIVE 5

ENGAGE WITH LIKEMINDED INSTITUTIONS

CORE OBJECTIVES /NGĀ TINO WHĀINGA	ANNUAL PLAN 2019-2020 WHAT WE WILL DO	ANNUAL PLAN 2019-2020 HOW WE WILL MEASURE OUR PERFORMANCE
1. Tangata whenua technology and tikanga	<ul style="list-style-type: none"> ▶ Implement the Bicultural Strategy ▶ Promote tangata whenua technology and innovation, te reo and tikanga 	<ul style="list-style-type: none"> ▶ Tangata whenua content (language, customs, objects etc) included in exhibitions and displays. ▶ Progress bi-cultural strategy
2. Forge strategic partnerships that are aligned to the Vision and generate mutually beneficial outcomes	<ul style="list-style-type: none"> ▶ Engage with likeminded organisations that have similar objectives to MOTAT ▶ Work collaboratively with likeminded institutions to develop public exhibitions, education and outreach programmes that benefit the community 	<ul style="list-style-type: none"> ▶ Collaborations with likeminded organisations undertaken in either exhibition, education or outreach programming
3. Western Springs	<ul style="list-style-type: none"> ▶ Use our facilities to support the local community and events in the Western Springs Precinct 	<ul style="list-style-type: none"> ▶ By provision of facilities and support in response to Western Springs precinct activities

**ANNUAL PLAN
2019–2020**
OUR TARGET

**ALIGNMENT WITH
AUCKLAND PLAN**
ARTS AND CULTURE

- ▶ Tangata whenua technology, custom and/or language incorporated into at least three new exhibitions.
- ▶ New Māori name for MOTAT officially launched and included in branding

Auckland Plan 2050

- ▶ 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]

- ▶ At least one collaboration with likeminded organisations undertaken
- ▶ At least one outreach programme extended into a newly identified community

- ▶ At least one collaborative opportunity executed
- ▶ One MOTAT project commenced/undertaken that benefits the Western Springs precinct users

Auckland Plan 2050

- ▶ 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]



FUNDING SOURCES

AUCKLAND COUNCIL FUNDING

The 2019-2020 levy request for operational matters is \$14,811,739 plus an additional \$1,000,000 for the funding of the "Approach 2" capital items as described on pages 18-19.

MOTAT REVENUE

MOTAT's commercial revenue (i.e. revenue generated by non-levy sources), is expected to increase by \$206,669 or 5.6% in 2019-2020. (Note that our original 2018-2019 Annual Plan did not include income or expenditure from The Mind Lab @ MOTAT experience, but this has now been added for completeness). This is driven mainly from an anticipated increase in visitor numbers of 6% with associated revenue increase, plus an increased revenue stream from our partnership with The Mind Lab @ MOTAT.

The improvement in MOTAT's reputation, the strengthening of its brand over the last few years, and our ability to forge strong partnerships with significant organisations (e.g. Auckland Transport, Automobile Association and Perpetual Guardian), gives us confidence that we will be able to attract additional sponsorships and partners. Some of these relationships will be targeted at specific events or projects

(e.g. Christmas Lights and our micro-credential project), but the alignment of our vision and brand to potential likeminded institutions/partners is something that we will be focusing on in relation to the implementation of the "Approach 2" projects.

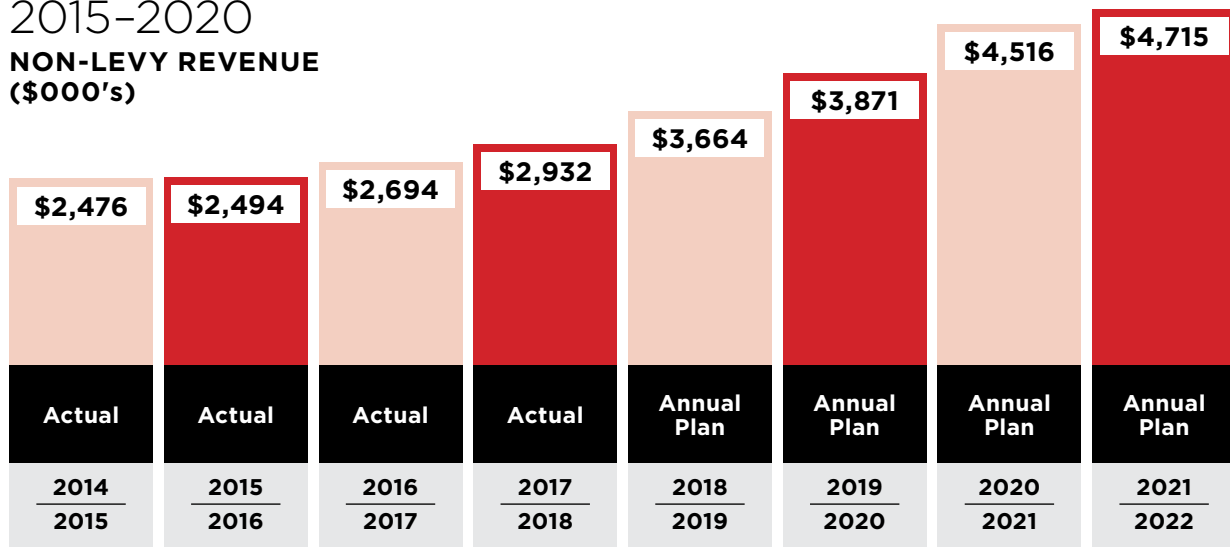
Our total operating revenue of \$18,682,769 will therefore be allocated to operational expenditure of \$17,388,691 and capital development of \$1,294,000.

Our operational expenditure includes the restoration of several significant collection objects, refreshing a number of exhibitions and exhibitions areas, an update of our website, and continuation of our security fencing project at MOTAT2.

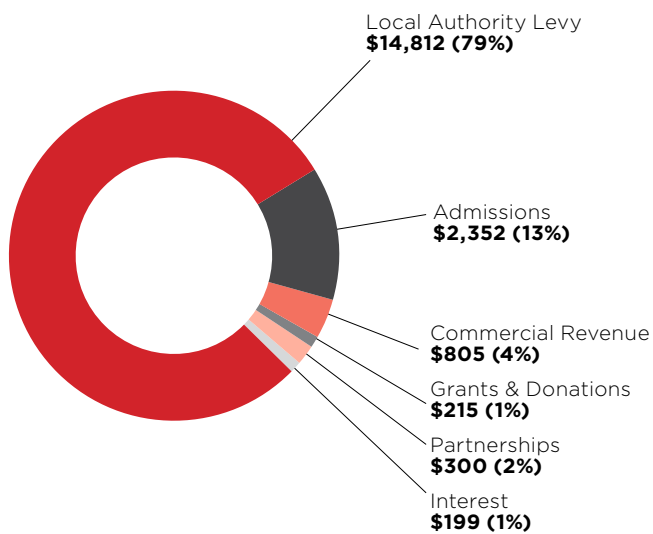
Note that expenditure on our "Approach 2" projects, and the associated additional levy or borrowing are not included in the above figures.

FINANCIAL OVERVIEW

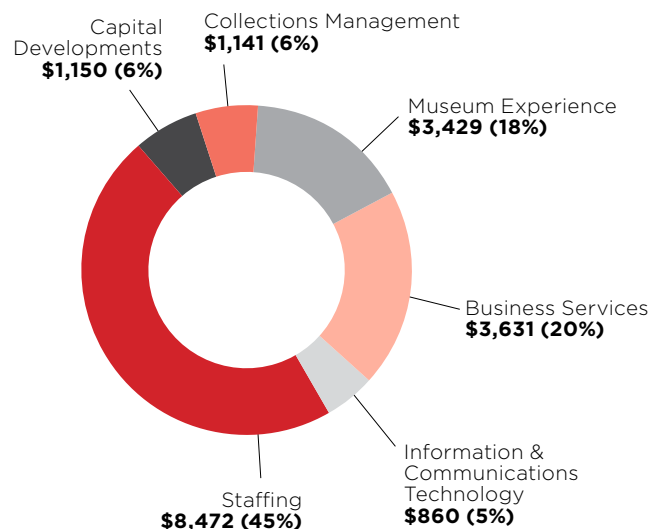
2015-2020 NON-LEVY REVENUE (\$000's)



2019-2020 ANNUAL PLAN OPERATIONAL REVENUE (\$000's)



2019-2020 ANNUAL PLAN OPERATIONAL EXPENDITURE (\$000's)



OPERATIONAL SURPLUS AND INVESTING IN THE FUTURE

As outlined in our Strategy for 2019 to 2029, our primary focus has been and will remain on our visitors and collection care. Developing new exhibitions and experiences and refreshing our 'core' exhibitions, along with reviewing our collection and the way it is displayed and cared for, are key to the achievement of our core objectives.

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:

- Creating a “must experience” venue in a rapidly changing technological world. This requires the continued development of our information technology platforms to support exhibitions, education programmes and the associated visitor engagement.
- Reviewing and upgrading of our tram track infrastructure so that we can continue to provide a reliable and safe service to our visitors and the Western Springs precinct.
- Establishment of a Science, Innovation and Technology zone that is specifically aimed at inspiring 6 - 12 year olds.
- Upgrading our exhibition lighting.
- Upgrading our underground water services at MOTAT2 to minimise flooding and other issues.
- Installation of a new financial reporting package that fully integrates with our Customer Relationship Management system and provides the information that our stakeholders find useful.

INDICATIVE BUDGET

	2017/18 Actual	2018/19 Plan	2019/20 Plan	2020/2021 Plan	2021/2022 Plan
MUSEUM NET COSTS OF ACTIVITIES					
Total Cost of Activities	15,316,042	16,079,701	17,388,691	18,287,183	18,747,255
Less Projected Income	2,931,923	3,664,361	3,871,030	4,516,121	4,714,315
Net Cost of Activities	12,384,119	12,415,339	13,517,661	13,771,061	14,032,941
Plus Capital Development costs	2,837,991	1,558,000	6,465,675	6,850,000	2,823,382
Less Borrowing	-	-	4,171,597	4,266,474	-
TOTAL LEVY	15,222,110	13,973,339	15,811,739	16,354,587	16,856,323
BREAKDOWN OF CAPITAL DEVELOPMENTS					
Depreciation and capital projects	2,728,986	1,442,000	1,294,000	1,450,000	1,750,000
"Approach 2" projects	-	-	5,171,675	5,400,000	645,100
Loan Repayment - RFA	109,005	116,000	-	-	-
Loan Repayment - Bank	-	-	-	-	428,282
Total Capital Developments	2,837,991	1,558,000	6,465,675	6,850,000	2,823,382
REVENUE					
Local Authority Levy	15,222,110	13,973,339	14,811,739	15,354,587	15,856,323
Additional Local Authority Levy - Approach 2	-	-	1,000,000	1,000,000	1,000,000
Total Local Authority Levy	15,222,110	13,973,339	15,811,739	16,354,587	16,856,323
Admissions	1,489,468	1,838,687	2,002,407	2,425,936	2,591,055
Commercial and Other Income	726,185	752,576	804,524	1,109,403	1,180,100
Grants, Bequests & Donations	352,420	366,099	215,100	195,099	200,099
Interest Revenue	263,801	237,000	199,000	85,684	43,060
Partnerships	35,000	170,000	300,000	350,000	350,000
The Mind Lab	65,049	300,000	350,000	350,000	350,000
TOTAL REVENUE	18,154,033	17,637,700	19,682,769	20,870,708	21,570,638

INDICATIVE BUDGET

	2017/18 Actual	2018/19 Plan	2019/20 Plan	2020/2021 Plan	2021/2022 Plan
EXPENDITURE					
Collection Management					
Collection Care and Conservation	110,188	161,500	151,500	160,000	170,000
Collection Projects	671,567	785,000	718,500	714,060	728,341
Curatorial and Research	-	5,000	7,000	10,000	10,200
Library	46,117	55,000	53,000	58,000	59,000
Registry	126,348	115,000	210,550	155,190	140,190
Total Collection Management	954,220	1,121,500	1,140,550	1,097,250	1,107,731
Museum Experience					
Commercial Operations	316,303	345,665	345,665	373,927	403,954
Digital	-	15,000	15,000	30,000	30,000
Exhibitions	818,699	553,300	997,650	1,437,200	1,487,250
Innovation Engagement	337,511	-	-	-	-
Learning and Education	48,742	78,000	85,000	89,600	91,232
Marketing and Communications	579,497	682,800	669,800	707,796	721,052
Partnership	5,375	11,000	11,000	13,000	15,000
Public Programmes	825,651	1,019,525	980,125	1,028,798	1,049,373
The MindLab	100,000	300,000	300,000	300,000	300,000
Contingency	-	25,000	25,000	25,000	25,000
Total Museum Experience	3,031,778	3,030,290	3,429,240	4,005,320	4,122,862
Business Services					
Administration	996,546	747,200	871,766	818,754	835,129
Health and Safety	64,501	55,000	88,000	109,760	91,555
ICT	325,369	657,241	715,961	725,000	730,000
MOTAT Society	20,000	15,000	15,000	15,000	15,000
Museum Environment Team	974,297	588,898	758,898	822,076	835,517
Staffing	7,737,549	8,053,859	8,471,721	8,683,514	8,900,601
Staff Operating Costs	118,309	137,500	129,000	131,580	134,212
Staff Support and Development	194,089	226,600	279,300	283,763	286,251
Storage and Security	899,384	1,446,612	1,452,589	1,491,433	1,552,197
Bank Interest and Line fee	-	-	36,667	103,733	136,200
Total Business Services	11,330,044	11,927,910	12,818,901	13,184,613	13,516,663
TOTAL COST OF ACTIVITIES	15,316,042	16,079,701	17,388,691	18,287,183	18,747,255

STAFFING

The breakdown of Full Time Equivalent (FTE) employees taking into account the implementation of this Annual Plan and our Strategy will be as follows:

DEPARTMENT	FTE
Museum Experience	56
Collections	25.5
Business Services incl. Chief Executive and PA	29
TOTAL	110.5

REMUNERATION OF BOARD MEMBERS

The Board remuneration was increased in 2013-2014 and amounts to:

Chair	\$23,000 per annum
Deputy Chair	\$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.

MOTAT BOARD

- Dr. Lesley McTurk (Chair)
- Mike Spraggon (Deputy Chair)
- Helen Atkins
- Lindsay Corban
- Bruce Howat
- Dr. Bruce Hucker
- Amit Prasad
- Bill Rayner
- Hon. Judith Tizard
- Sue Wood

MOTAT LEADERSHIP

Senior Management Team



Michael Frawley
Chief Executive/
Museum Director



Wayne Schache
General Manager
Business Services



Alba Letts
General Manager
Collections



Steven Fox
General Manager
Museum Experience



MOTAT FUNDING

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.....	\$19.00
Child (5 – 16 years inclusive)	\$10.00
Overseas Senior Citizen (non NZ)	\$10.00
Student (with current student card)	\$10.00
Family (2 adults and up to 4 children under 17 years)	\$45.00
Gold Card holders	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 16 years)	\$95.00
Individual (1 adult)	\$45.00
Student (1 adult)	\$22.50
Child Flexi (1 child with flexible accompanying adult)	\$65.00

THE MIND LAB @ MOTAT EXPERIENCE

Full Day	\$27.60
Half Day	\$13.80
Half Day Combo with MOTAT	\$17.00

TRAM FARES

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

MOTAT ACT 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 organisations and institutions that we would specifically like to thank for their continued support, assistance, and advice:

- Auckland Council
- Athfield Architects
- KiwiRail
- The Ministry of Education
- NZ Automobile Association
- NZ Lottery Grants Board
- Perpetual Guardian
- Regional Facilities Auckland
- Ricoh

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











MOTAT

MUSEUM OF TRANSPORT
AND TECHNOLOGY

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