



M O T A T

ANNUAL PLAN

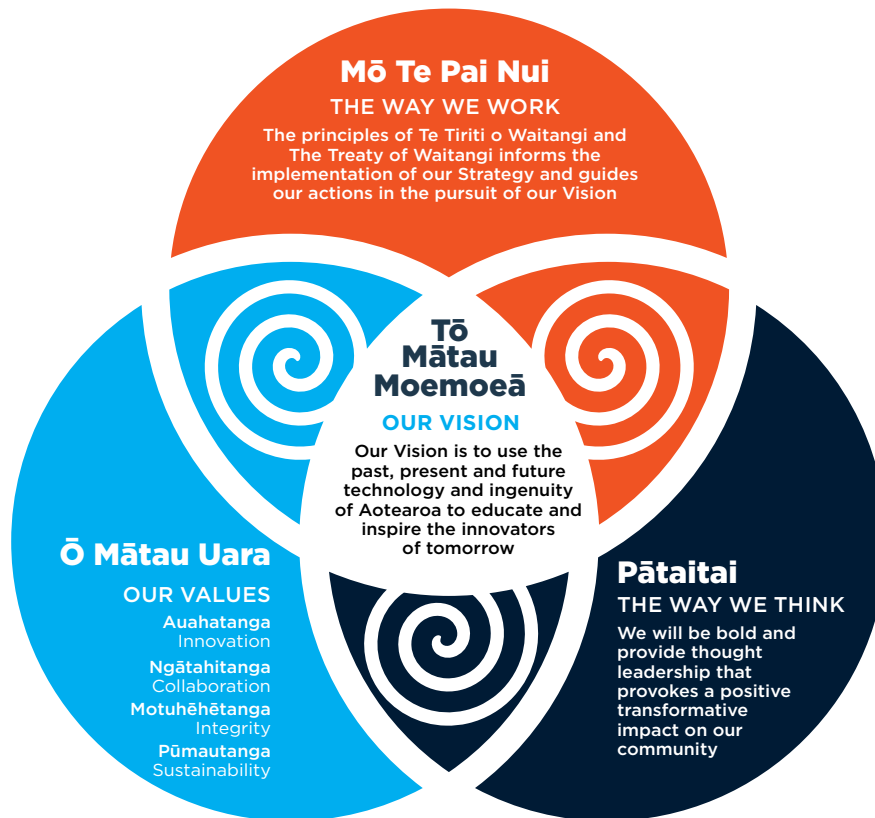
2022 - 2023

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TŌ MĀTAU MOEMOEĀ

OUR VISION



Ō MĀTAU UARA

OUR VALUES

AUAHATANGA INNOVATION We will be courageous and try new things

NGĀTAHITANGA COLLABORATION We will work as a team that respects and supports others

MOTUHĒHĒTANGA INTEGRITY We will act ethically and with respect and transparency

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

CHAIR AND CHIEF EXECUTIVE OVERVIEW

This is the fourth Annual Plan under our revised and extended Strategy which covers 2019 to 2029. Our Tō Mātau Moemoeā or Vision is to use the past, present, and future technology and ingenuity of Aotearoa to educate and inspire the next generation of innovators.

Our approach is reflected in the Māori proverb “Kia whakatōmuri te haere whakamua *My past is my present is my future, I walk backwards into the future with my eyes fixed on my past*”, and in our focus on families and those under the age of 15, as they are our nation’s future.

In preparing this Annual Plan we tried to estimate what our visitor numbers, revenue and other outcomes will be, but this is not easy due to the unpredictable nature of the Covid-19 pandemic. Despite this unpredictability, we will continue to develop and extend what we have to offer to our audience and increase the reach of our education programmes both on and offsite via amongst other things our STEAM Cells, Micro-credentials, and digital resources.

Our *Visitor Experience Plan* provides us with a strategic pathway for growth and development and this year we will be focusing on life changing science and technology experiences such as the development of the SciTech Centre and *Te Puna Puāwai*.

Te Puna Puāwai is an ambitious and innovative initiative, with a vision to co-develop Aotearoa’s most culturally diverse, accessible, and enriching STEAM (Science, Technology, Engineering, Arts and Maths) experiences for those under the age of six, and their whānau. Our aim is to deliver a pilot phase of *Te Puna Puāwai* so as to secure the resources for the delivery of the three-year project.

There are also a number of issues that we have highlighted in our Annual Plans and Annual Reports over the last five years that need to be addressed before they have an adverse impact on the visitor experience and/or the care, safety, and welfare of our collection and those who interact with it.

It is also crucial that we maintain the significant progress we have made over the last five years

as we focus on our target audience (i.e., families which account for 80% of our visitors, 71% of which come from Tāmaki Makaurau) as it becomes more culturally diverse (currently 10% Māori, 9% Pacific People, 18% Asian, 53% Pākehā and 10% other); increase dwell time (currently 2 hours 38 minutes) and visitor satisfaction (currently 90%). It is also worth noting that 19% of our visitors are under the age of five, and children drive half of the visits to MOTAT.

Our levy request when we sought public feedback on the Draft Annual Plan was \$20,082,336 but we were able to subsequently reduce it to \$19,282,336, as Auckland Unlimited provided us with a grant to cover the cost of filling the void that had developed under our Aviation Display Hall.

The Mayor of Auckland asked us in March 2022 if we could reduce our levy further as the Auckland Council finances had been and are still being adversely affected by the Covid-19 pandemic. In order to assist the Mayor and the Auckland Council we have reduced our levy to \$18,607,810 which is a reduction of \$1,474,526 on our original request and takes the following factors into account:

Operational Funding

We have increased our operational budget for 2022-2023 by 2% or \$312,703, which is significantly less than the current and projected rate of inflation.

Capital Funding

As outlined above there are certain projects that we have identified in our previous Annual Plans and Annual Reports that we can no longer delay, so we are seeking \$2,660,000 to cover the following:

1. Approach 2 and SciTech Commitments

These projects are the core but affordable (\$12.5 million) elements of the MOTAT Athfield Masterplan and are referred to in our previous Annual Plans and Annual Reports as the Approach 2 Projects.

The projects include:

- Environmental and roofing upgrades to Building 5 (Blue Building) so that it provides a suitable home for our SciTech Centre and environment for our collection, visitors, and staff – Developed design completed
- Carpark at MOTAT2 – Construction of Stage 1 Commenced in August 2021
- Upgrade of the entrances to our Great North Road (MOTAT1) and Meola Road (MOTAT2) sites.

As outlined in our Annual Plans for 2019-2020 through to 2021-2022, the Approach 2 Projects were to be funded by us 'ring fencing' \$1,000,000 per annum of our levy starting in 2019-2020, so that we could borrow the funds to undertake and complete the projects by 2024-2025.

Our levy in 2019-2020 included the first instalment of \$1,000,000 but we voluntarily suspended the payments in 2020-2021 and 2021-2022 to significantly reduce our levy to help mitigate the financial impact of Covid-19 on Auckland Council's finances. We are looking for that arrangement to be reinstated so that we can secure flexible financing from our bank.

In addition to the Approach 2 funding, our original 2020-2021 Draft Annual Plan included a request for a 'ring-fenced' levy of \$800,000 and \$400,000 for the following two years for the development of a SciTech Centre. In order to reduce our levy this was not included in the revised 2020-2021 Draft Annual Plan.

The SciTech Centre is one of our core educational experiences, and one of the cornerstones supporting the development of the Western Springs Precinct as a science, technology and ecological precinct with a cultural overlay.

To progress the SciTech Centre, we are seeking an additional \$800,000 in 2022-2023, \$400,000 in 2023-2024 and \$400,000 in 2024-2025.

2. Infrastructure Issues

As outlined above, there are a number of critical issues that need to be addressed on a safety, welfare and/or care basis. These issues, which have been outlined in our previous Annual Plans and Annual Reports, include:

- The upgrading of the tram track that connects MOTAT1 site to the Auckland Zoo and MOTAT2 and adds movement and excitement to the Western Springs precinct.
- The replacement of the Blister Hanger roof.

These issues are outlined in more detail in the body of this Annual Plan and will cost in the region of \$860,000 to address.

In order to reduce our levy, we have moved the funding request for fit-for-purpose temporary staff accommodation to 2023-2024.

We look forward to progressing our discussions with Auckland Unlimited in relation to the alignment of Auckland Unlimited and MOTAT's operations and focus. Our goal is to provide a platform that supports an effective and integrated arts, culture, heritage, entertainment and sports offer that is truly aligned with mana whenua. This would be a step-change for Auckland and greatly enhance our city's potential with a world class offering.

We also remain committed to progressing the development of Western Springs as a science, technology and ecological precinct that leverages off MOTAT (science, technology, and innovation), Auckland Zoo (biological science and ecology), Auckland Parks (native flora and fauna and biodiversity) and incorporates mana whenua knowledge of the environment, sustainability and the cultural significance of the Springs. This would be the only precinct of its type in Aotearoa and would provide an ideal platform for Auckland Council to promote climate change and sustainability from a cultural, scientific, technological and uniquely Aotearoa perspective.

Finally, it should be noted that on the advice of the auditors appointed by the Office of the Auditor General, we have reduced the number of the Key Performance Indicators in the Annual Plan to comply with PBE FRS 48 Service Performance Reporting.

Ehara taku toa i te toa takitahi engari he toa takitini
Success is not the work of one, but the work of many

Helen Atkins
BOARD CHAIR



Michael Frawley
CHIEF EXECUTIVE/
MUSEUM DIRECTOR



2020-2021 REVIEW



2022-2023 ANNUAL PLAN



2022-2023 ANNUAL PLAN

An astute reader may have noticed the changes to our Tō Mātau Moemoeā/Our Vision, Pātaitai/The Way We Think, Mō Te Pai Nui/The Way We Work and Ō Mātau Uara/Our Values at the beginning of this document. These changes were made as part of the “review and refine” milestone process incorporated into our 2019 to 2029 Strategy and were implemented in order to:

- make Tō Mātau Moemoeā/Our Vision easier to remember;
- increase our Strategy’s resonance with our audience and stakeholders; and
- to reflect Te Tiriti o Waitangi and The Treaty of Waitangi obligations as outlined in the MOTAT Act 2000.

In particular:

- **Tō Mātau Moemoeā – Our Vision:** *is to use the past, present and future technology and ingenuity of Aotearoa to educate and inspire the innovators of tomorrow.*
- **Pātaitai - The Way We Think:** *We will be bold and provide thought leadership that provokes a positive transformative impact on our community.*
- **Mō Te Pai Nui - The Way We Work:** *The principles of Te Tiriti o Waitangi and The Treaty of Waitangi informs the implementation of our Strategy and guides our actions in the pursuit of our Vision.*



- Te reo Māori translations have been added for each of **Ō Mātau Uara – Our Values: Auahatanga - Innovation; Ngātahitanga - Collaboration; Motuhēhētanga - Integrity and Pūmautanga - Sustainability.**

These changes reflect our bicultural journey and our willingness to embrace our obligations under Te Tiriti o Waitangi and to weave mātauranga Māori and te reo Māori into everything we do. A good example of this co-design with iwi led organisations is projects, like *Te Puna Puāwai* which is aimed at increasing STEAM engagement for under six-year-olds and highlighting the development of Māori science and technology.

Like most of the organisations in Aotearoa, the frequent lockdowns have, and will continue to challenge us as an organisation as they reduce admissions and result in cancelled school bookings and events. In saying that, the lockdowns provided us with the opportunity to innovate and expand our online impact by offering online lesson plans for educators and providing hours of STEAM learning and entertainment fun through our online kids’ platform MOTAT.FUN.

Our audience research indicates that 80% of our visitors are culturally diverse families from across Tāmaki Makaurau and these families are and will continue to be our focus as we want to inspire their children to be the innovators of tomorrow.

As outlined in the Chair and Chief Executive Overview our levy request of \$18,607,810 factors in our operational and capital funding requirements (including our Approach 2 and SciTech projects) and several infrastructure issues that need to be addressed.

We have outlined below how this funding is aligned to our five strategic objectives. We will also be implementing the fourth year of our *Visitor Experience Plan* which focuses on the strengthening of our visitor offer onsite, increasing our understanding of our audience, building on our digital engagement, and extending our connection with the community.

OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

Our primary focus is on the continued growth of our education offer, the development of the SciTech Centre and delivering on Māori outcomes.

Our understanding of existing and potential audiences continues to grow, and with it our ability to meet their needs and expectations. Our commitment to seeking and using their feedback enables us to refine our offer so that we can provide the right activities for our target audiences. This means in practice changing exhibitions, special daytime events for families and the continuation of our popular evening events.

Iconic events such as MOTAT Christmas Lights and Night Lights have reached maximum capacity, consistently selling out. Our focus now is to improve the visitor experience by streamlining the ticketing, waiting times and the onsite experience so that they continue to be one of the city's premium experiences. Other events such as Squish! Bang! Splat! will be optimised, moving from popular one-day events to full weekend experiences.

The visitor experience will further be enhanced by our Exhibition Programme and our proposed SciTech Centre which is aimed specifically at our target audience.

EXHIBITION PROGRAMME

Alongside more permanent exhibitions such as Machine Makers, our *Visitor Experience Plan* emphasises the importance of a rotating exhibition programme that attracts new and repeat visitation. After the success of *Love/Science*, an in-house curated exhibition highlighting the MOTAT collection, we will once again look to design our key 2022-2023 exhibition using the talent and resources, we have at MOTAT.

Our exhibitions for 2022-2023 will focus on educating and inspiring the next generation of STEAM leaders. Exhibitions will explore ideas such as sustainability and regeneration and the role of women in Aotearoa's technological development.

We are also updating the arrival, entry and exhibition space of our Aviation Display Hall to coincide with the opening of our new carpark at MOTAT2. New content will highlight the iconic stories of key Aotearoa aviation figures such as Jean Batten, Sir Keith Park and Richard Pearse.



OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

SCITECH CENTRE

Our SciTech Centre is an ambitious project first conceived in conjunction with the MOTAT Athfield Masterplan in 2016. Unfortunately, we have had to defer this project for several years due to funding. We are now planning to align it with the re-roofing of our main exhibition hall - Building 5.

The SciTech Centre will be the catalyst for a greater focus on sustainability and te Ao Māori, providing MOTAT with the opportunity to pilot our new project; *Te Puna Puāwai. Te Puna Puāwai* is an ambitious and innovative initiative, with a vision to co-develop Aotearoa's most culturally diverse, accessible, and enriching STEAM (Science, Technology, Engineering, Arts and Maths) experiences for those under the age of six, and their whānau.

FAMILY AND KIDS EXPERIENCE

'MOTAT Working Every Day' was introduced in 2021 and is aimed at bringing the collection alive for our audience; particularly families with children under five who visit during the week. After a successful six-month trial, which involved engaging visitors with key collection items such as the forge, Print Shop and the operation of the Avenger's wings; the programme will be adapted and embedded into our Public Programmes offering going forward.

ADULT EXPERIENCE

Our research confirms that our Adult (R18) event experiences are working well for independent adults and teens and have helped attract a new audience to MOTAT, many who haven't visited since their childhood. While we will continue to offer the best of these events throughout the year, the future focus is to test, refine and improve those initiatives and align them to our Vision.

DIGITAL ENGAGEMENT

Investing in new digital technologies is vital for MOTAT, especially as we focus on showcasing new science and tech innovations and move our static labels to digital experiences. It will also enable us to remain engaged with the younger generation which have come to expect information in an engaging and easy to navigate format.

We aim to inspire our visitors by creating new immersive digital experiences within our exhibitions and around our sites, by using technology such as augmented reality (AR) to tell the stories of our collection in rich and digitally enabled ways. This focus will enhance our audiences' engagement and interaction with our collection, adding to the unique experience of the sights, sounds, smells and movement that only MOTAT can provide.



MOTAT MATES

The development and retention of our biggest fans, our MOTAT Mates, is also an ongoing priority for us. We will highlight throughout the year the significant benefits of joining and being part of the MOTAT whānau.

SUPERCHARGING OUR LEARNING AND DISCOVERY OFFER

MOTAT will be responding to the Ministry of Education's 2022-2025 contract, by continuing with onsite school visits as well as by providing outreach science, technology, engineering, arts, maths experience via our Samsung supported STEAM Cells, online learning workshops and Learnables. A notable new component of our proposal will be an extended onsite education programme which allows schools to engage with our Education Team over longer durations. This will allow us to build deep and enduring relationships with education providers resulting in richer learning outcomes for students. This adapted offering aligns with our goals for Year 3 and 4 of the *Visitor Experience Plan* to 'Supercharge our Learning and Discovery Offer'.

MOTAT has provided significant input into the NZ Histories curriculum set to be released in 2022. The Education Team have been building their Māori cultural capabilities, participating in te reo Māori and tikanga professional development, enabling them to develop a new educational offering which will give a balanced and fully bi-cultural insight into our past. As outlined above we are particularly excited to be working with our partners on our *Te Puna Puāwai* pilot which provides diverse, accessible, and enriching STEAM experiences for those under the age of six, and their whānau.

MOTAT STEAM CELLS

MOTAT STEAM Cells enable all students across Tāmaki Makaurau to have equal opportunity to engage in our STEAM education programmes. Since its conception in 2017, STEAM Cell bookings have consistently shown strong growth, and during Covid-19 lockdowns provided a means for continued engagement when school visits to

the Museum weren't possible. A new partnership with Samsung Electronics NZ and their Solve for Tomorrow programme was established in the 2021-2022 year. This three-year contract will help raise the profile of the Cells further and increase exposure to additional sponsorship opportunities which are needed to resource the Education Team to extend the programme outside of Tāmaki Makaurau.

MOTAT.FUN

Our MOTAT.FUN website, which was developed in 2020, is a child friendly platform that can host content complementary to our onsite supercharged education offer. Activities such as our school holiday programmes now include in-depth or extra activities for those wishing to expand on the basic science concepts learned onsite.

MOTAT.FUN and our digital education programme helped create an appetite for online workshops and education plans which can be integrated into a school's remote learning programme. We will be looking to expand these programmes during the financial year and beyond.

MOTAT AS A PROVIDER OF TERTIARY QUALIFICATIONS

In 2021 we developed in partnership with Otago Polytechnic, two micro-credentials that formally recognise the skills gained through our TRAM Motorman and TRAM Conductor training programmes. Upon completion of these micro-credentials, participants receive a qualification officially recognised by the New Zealand Qualifications Authority (NZQA). Following the success of these micro-credentials, we are looking to develop similar programme for other functional areas of MOTAT so as to encourage the community to learn some of the boutique skills held by the MOTAT Team.

OBJECTIVE 2

EMPOWER THE MOTAT TEAM

He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata.

What is the most important thing in the world? It is people, it is people, it is people.



Our objective is to provide an inclusive environment where everyone feels comfortable engaging with us either as a visitor, partner, stakeholder, collaborator, or as a valued and supported member of the MOTAT Team.

Our focus for the 2022-2023 year is the development of our bicultural approach, He Aratakina Māori, and continuing our journey of becoming a responsible partner under Te Tiriti o Waitangi. Strengthening our Māori and Rainbow MOTAT communities by providing platforms to engage with and educate the wider team remain at the forefront of our 'people first' approach.

One of our other priorities, which is reflected in our levy request, is the need to improve our staff accommodation, site accessibility and digital literacy. We are also aiming to increase and build on the volunteer and internship opportunities across the Museum.

KAUPAPA MĀORI

MOTAT is committed to building a team culture that celebrates the unique dual heritage of Aotearoa New Zealand. As part of this journey, we will continue to take active steps towards becoming a responsive partner under Te Tiriti o Waitangi with the intention of seeing wider representation of te Ao Māori in our spaces.

Our team will continue to be encouraged to engage in meaningful learning and development opportunities, including te reo Māori, Te Tiriti o Waitangi and tikanga Māori training, with an aim of broadening our shared understanding of our nation's history, te tiriti, and its implications for our mahi.

From our visitor experience to our collections, our intention is to provide support and guidance to our wider team through both learning and development programmes and direct project support. We also intend to hire more kaimahi Māori and mātauranga Māori focussed roles across the organisation to support the work already being done by our Kaupapa Māori team. Underpinning this are our guiding principles and intentions, which include the development of relationships with kaupapa Māori organisations and local iwi.



SAFETY AND WELLBEING

The health and safety culture at MOTAT has grown in strength in recent years as we continue to establish better policies and processes, and educate the wider team on best practices, ensuring the physical and mental wellbeing of the MOTAT Team and our visitors.

To efficiently streamline our health and safety practices across our three MOTAT sites, we are planning to implement a new online Health and Safety Management System. This system will improve the way that the MOTAT Team monitors, manages and understands health and safety matters. The implementation of this system will allow the team to make better informed decisions, reduce risks and incidents, protect our team members, contractors, and visitors and improve the way that we respond to any incidents that may arise.



STAFF ENVIRONMENTS AND WORKFORCE PLANNING

One of the issues identified in our 2021 Engagement Survey was the quality of our staff accommodation. As outlined in our previous Annual Plans and Annual Reports our staff buildings have structural and other issues and they were never designed to accommodate staff on a long-term basis. Further, the cost of maintaining these buildings has been increasing on an annual basis, and we know that poor accommodation can have a direct impact on team morale, retention and attraction. We had included the provision and fit out of temporary staff accommodation in this year's levy but we have carried that forward to 2023-2024 and we will also explore with Auckland Council how we can address this issue outside the levy process.



OBJECTIVE 3

IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

At the heart of MOTAT is its Collection - we have more than 300,000 objects and archival materials which tell the stories of Aotearoa New Zealand's innovation, technology, and transport through the decades.



In order to better align the MOTAT collection to our Vision, our focus this year will be on science and tech items which showcase innovation in Aotearoa, New Zealand. We will aim to augment contemporary collecting with historical pieces, while also reviewing our existing collection against the recently updated Collections Management Policy. The digitisation of our Collection remains an ongoing priority, so that our unique collection is accessible online and available to the public.

COLLECTION CARE

During the 2017-2018 year, the majority of our collection was moved to one central offsite facility referred to as MOTAT3. MOTAT3 is specially equipped with two large climate-controlled textile storage rooms, archival and pictorial rooms, a quarantine room, a freezing facility and fully equipped conservation workshop. New racking has been installed in the warehouse area and the collection is now in a place where it is both easily located, accessible, and increasingly stored in bespoke storage boxes thanks to our Gunnar CMC, box making machine.

While MOTAT3 is a vast improvement to our previous storage site, it is not a purpose-built facility, so it requires additional work to bring it up to museum storage standards. The current warehouse floor is not sealed, exposing the collection to dust and debris. Gaseous pollutants from nearby factories are also present. Following an air test in 2019, MOTAT temporarily installed an air scrubber onsite which saw particulates drop up to 90%. Our levy includes the cost of installing permanent air scrubbers to improve the collection and working environment.

'SHED ALLEY' WORKSHOP REPLACEMENT

Shed Alley refers to the 1960s workshops behind the Aviation Display Hall at MOTAT2 that store large collection objects and provide working space for our workshop employees and volunteers. While the significant collection objects have been moved to MOTAT3, the sheds continue to provide storage for several large operational items.

Due to their age and the subsidence of the MOTAT2 site, the sheds are in disrepair and in

urgent need of renewal. Last year's Annual Plan factored in the replacement of one of the sheds, but it remains to be seen whether we will achieve this due to the Covid Alert Level/Traffic Light Framework requirements but in the interim all of the sheds continue to deteriorate. Our original levy request factored in the cost of replacing more of the sheds but this has been removed in order to reduce our levy and we will explore with Auckland Council how we can address this issue outside the levy process.

COLLECTION TOURS

We are planning to provide bespoke tours of our storage facility (MOTAT3) so that the public can get a feel for the size and significance of our collection. These tours will provide an additional and customisable experience for our audience while also generating additional revenue for the Museum.

COLLECTION REVIEW

The review of the collection in line with our statutory and strategic objectives is ongoing. The Collection Team have made significant progress on various subsections of the collection to ensure all objects have the requisite significance. This year the team will be reviewing our social history items including the associated subsets like dolls and games.

HERITAGE BUILDINGS MAINTENANCE PROGRAMME

MOTAT has two heritage buildings; the Pumphouse which was built in 1877 and is classified as a category A heritage building of exceptional significance; and the associated Engineer's Cottage, which is a category B heritage building constructed in 1880. As Kaitiaki of these buildings, which are owned by Auckland Unlimited on behalf of Auckland Council, and to ensure they remain in good working condition for future generations to experience and enjoy, we are actively implementing a maintenance framework. Some of the critical work that needs to be undertaken includes the waterproof membrane of the Pumphouse and the installation of light and sound to improve audience

engagement. Our levy request also includes funding for the repainting of the Engineer's Cottage.

HERITAGE OPERATIONAL GUIDELINES

Heritage Operational Guidelines set the standard for the optimal operation of heritage items to preserve the integrity of the items, whilst also providing for an inspiring visitor experience. The MOTAT Team are working towards completing ten heritage item guidelines by June 2023.

DIGITISATION

The digitisation of our collection has several benefits, firstly it makes our extensive collection, including blueprints, manuals, books, and photographs available to the public online. Secondly, it helps preserve the object itself, reducing the need for them to be handled.

Our Walsh Memorial Library has been working through a backlog of uncatalogued holdings, detailing new discoveries, and making new items available via online channels. Budget has been set aside in this Annual Plan to outsource some of the large format collection items and the audio-visual digitalisation of key collection items which are unable to be done in-house.

COLLECTIONS ONLINE

Our Collections Online database, which was launched in 2019-2020 contains over 84,000 objects, including an extensive oral history and photographic library. The Collections Online resource features heavily in our future planning and is a platform we will continue to develop at every opportunity. In order to make it more engaging for our online visitors we have recently added new features such as the ability to view the collection from a bird's eye view, categorise objects by topic, exhibitions, and persons.

OBJECTIVE 4

IMPROVE OUR BUSINESS AND SUSTAINABILITY

As outlined in our previous Annual Plans and Annual Reports there are a number of infrastructure issues that need to be addressed.

We have done our best to address these issues or slow down the rate of degradation with the funds and other resources available to us, but it is becoming increasingly difficult to maintain this approach and it is only a matter of time before it exposes the collection to risk or adversely affects the visitor experience.

ASSET MANAGEMENT PLAN

We are in our second year of our new Asset Management Plan which we have shared with Auckland Council via Auckland Unlimited. This plan covers the next 30 years and includes the redecoration and renewal of all our buildings, including the buildings in the historic village. The plan has been costed, and funds are set aside each year to undertake the requisite work. The plan also factors in the reprioritisation of some tasks to take into account the funds and resources that are available, the urgency of the matters that have to be addressed or to secure a more cost or time efficient outcome. Most of the work is undertaken by our highly skilled Maintenance, Environment and Sustainability Team but we also use external contractors where most appropriate.

There are several other projects which we need to undertake, even though they are not part of the Asset Management Plan, to improve the visitor experience and/or the health and safety of the visitors and the MOTAT Team. These projects include the continuation of the asphalt renewal programme, the re-roofing of the Blister Hangar at MOTAT2 which are factored into our levy request and the replacement of staff accommodation which will be postponed to 2023-2024.

AVIATION DISPLAY HALL VOID

As outlined in our previous Annual Plans and Annual Reports, a void has developed under the older section of our Aviation Display Hall at MOTAT2 due to the settlement and deterioration of the landfill over time. Auckland Unlimited kindly provided us with a grant in 2021-2022 to cover

the cost of filling the void so as to stabilise the concrete floor slab. In order to mitigate the effects of any subsequent deterioration of the void and to maintain the structural integrity of the slab the void will need to be "topped up" every five years or so. The long term solution will however involve the demolition and replacement of the original section of the Aviation Display Hall.

APPROACH 2 PROJECT COMMITMENTS

Following our inability to secure funding for the full implementation of the MOTAT Athfield Masterplan ('MAM') in 2016, we identified certain components of the MAM that needed to be undertaken to ensure that MOTAT continued to evolve, especially on the visitor experience and collection care front. These projects are the core but affordable elements of the MAM and are referred to as the Approach 2 Projects.

We identified and included the Approach 2 Projects in our 2018-2019 Annual Plan on the basis that we 'ring fenced' \$1,000,000 per annum of our levy for the next 10 to 12 years so that we could borrow the funds to undertake the projects. The first instalment was incorporated in our 2019-2020 levy but we voluntarily suspended the funding of \$1,000,000 for 2020-2021 and 2021-2022 in order to reduce our levy request to help mitigate the financial impact of Covid-19 on the Council's finances.

Despite the reduced funding we were able to progress some of the Approach 2 Projects namely the re-roof of Building 6, the upgrade of our cafe facility and commence Stage 1 of our carpark.

We are working closely with Auckland Unlimited and Auckland Transport to deliver an integrated approach to accessibility and parking in the precinct that will generate a new revenue stream for MOTAT, but additional funding is needed to complete Stage 2 of the carpark project, which includes an additional 155 carparks.

This year's levy reintroduces the funding of the Approach 2 Projects as some of the buildings in question need to be addressed before they become a health and safety issue and in particular, we need to re-roof and upgrade the environment of our main exhibition building – Building 5 as it is well beyond its design life. Building 5 will accommodate our proposed SciTech Centre.

TRAM INFRASTRUCTURE PROJECT

Our tram rides are not only an extremely popular experience for our visitors, but they provide a useful connection between MOTAT1 and MOTAT2, the Auckland Zoo, the public bus stops and other facilities in the Western Springs.

The first part of our tram track was laid in 1967 and it was subsequently extended to Auckland Zoo and then MOTAT2 in the early 1980's. The rails that were used were already 50 years old at the time and the constant use of the network means that the track and the associated infrastructure is beginning to show their age.

The replacement of the tram infrastructure was identified as an issue in our previous Annual Plans and Annual Reports but we were unable to progress the project due to the reduction in our levy in 2020-2021 and 2021-2022. In order to provide this highly popular visitor experience and important transport link within the Western Springs precinct, sections of the track now urgently need to be replaced, notably the section of track on the corner of Motions Road and Great

North Road and the "S-bend" located outside Western Springs College and this cost has been incorporated in this year's levy request.

INFORMATION COMMUNICATIONS TECHNOLOGY AND SECURITY

MOTAT will continue to invest in its technological and digital capabilities, including digital wayfinding and the way in which our visitors obtain information, navigate around our sites, and interact with our collection.

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

SUSTAINABILITY

MOTAT is, despite operating heritage machinery that relies on fossil fuels, on a journey to become carbon neutral. We have and are implementing various initiatives, like water harvesting which will reduce our impact on the environment. We continue to seek new ways to educate and drive awareness of environmental issues amongst our visitors.

We are also investigating alternative and more environmentally friendly ways of powering our heritage objects so as to reduce emissions and our use of non-renewable resources.

The success of these initiatives will be seen in the reduction year-on-year in our Toitū Reduce Carbon emissions measurement.



OBJECTIVE 5

ENGAGE WITH LIKE-MINDED INSTITUTIONS

As our professional reputation continues to grow, so does the opportunity to collaborate with likeminded institutions who appreciate our professionalism and recognise us as a major promoter of science, technology, innovation and ingenuity in Aotearoa, New Zealand.

In January 2021 MOTAT agreed to take over the operation of the Wynyard Tram network for Eke Panuku Development Auckland and Auckland Council so that the tramway's mid to long-term viability could be assessed. Eke Panuku Development Auckland and Auckland Council concluded in October 2021 that the tramway was not viable and it is anticipated that it will be closed towards the end of the 2022-2023 financial year and that the trams and the associated movable plant and equipment will be transferred to MOTAT.

In 2021-2022 we entered into a three-year partnership with Samsung which supports the development and reach of our STEAM Cells in return for us promoting Samsung's 'Solve for Tomorrow' competition aimed at year 7-10 students. The inaugural competition proved

incredibly successful, engaging schools from across Aotearoa and we expect to see it grow in popularity, and with it MOTAT's profile as a leader in innovative STEM education programmes.

Our relationship with Otago Museum, The Dodd-Wall Centre and the Science Learning Hub at the University of Waikato continues as we collaborate on the Ministry of Business, Innovation and Employment project "Tūhura Tuarangi - Aotearoa in Space".

We will continue to provide our policies, procedures and other resources, like our COVID Response Plan, to the sector as and when required and we will work closely with other museums and galleries to identify onsite and offsite public events that we can work on together (e.g., Heritage Week).



OBJECTIVES



OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

2022-2023 OBJECTIVES AND KEY PERFORMANCE INDICATORS

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2022-2023 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2022-2023 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Align MOTAT's exhibitions, events, education and outreach programmes with the Museum's Vision			Auckland Plan 2050 <ul style="list-style-type: none"> Foster an inclusive Auckland where everyone belongs [Belonging and participation] Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life [Belonging and participation] Provide accessible services and social infrastructure that are responsive in meeting peoples' evolving needs [Belonging and participation] Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders' quality of life [Belonging and participation] Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living [Homes and places] Increase educational achievement, lifelong learning and training with a focus on those most in need [Opportunity and prosperity]
<ul style="list-style-type: none"> Provide onsite and offsite education programmes that inspire innovation and meet the needs of our target audience 	<ul style="list-style-type: none"> Number of participants in LEOTC, Early Childhood Education and other education programmes with other stakeholders and the associated impact Number of participants in other outreach programmes and the associated impact 	<ul style="list-style-type: none"> 25,750 participants in LEOTC contract and Early Childhood programmes 5,150 students interact with STEAM Cells 20,600 people engage with us through community outreach initiatives 	
2. 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 develop our website and social media platforms to ensure that they are effective and engage with our target audience 	<ul style="list-style-type: none"> Measure our visitor satisfaction ratings Keep track of our overall visitor numbers Measure the online traffic to our website and engagement with our social media platforms 	<ul style="list-style-type: none"> 90% of visitors to MOTAT sites who are surveyed report a rating of satisfied or highly satisfied Total visitors to museum site over 283,535 Exceed 412,000 visits to our online properties (website, Collections Online) 	
3. Increase digital access to MOTAT's collection and experiences			Arts and Culture Strategy <ul style="list-style-type: none"> All Aucklanders can access and participate in arts and culture Auckland values and invests in arts and culture A network of vibrant arts and culture organisations meets Auckland's diverse needs Arts and Culture are intrinsic in Auckland's place making Auckland celebrates a unique cultural identity Auckland has a robust and flourishing creative economy
<ul style="list-style-type: none"> Develop digital platforms that improve our target audience's remote access to our collection 	<ul style="list-style-type: none"> Measure engagement with our digital platforms and collections online 	<ul style="list-style-type: none"> A 3% year on year increase in overall engagement across existing and new digital publishing platforms 	
Auckland Plan 2050 <ul style="list-style-type: none"> Harness emerging technologies and ensure equitable access to high quality digital data and service [Opportunity and prosperity] 			

OBJECTIVE 2

EMPOWER THE MOTAT TEAM

2022-2023 OBJECTIVES AND KEY PERFORMANCE INDICATORS

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2022-2023 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2022-2023 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Ensure that MOTAT is a safe place to visit and work			Auckland Plan 2050 <ul style="list-style-type: none"> • Increase educational achievement, lifelong learning and training with a focus on those most in need [Opportunity and prosperity]
<ul style="list-style-type: none"> ▶ Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT 	<ul style="list-style-type: none"> ▶ Measure Lost Time Injury Frequency Rate ('LTIFR') 	<ul style="list-style-type: none"> ▶ LTIFR rate less than or equal to June 2022 	
2. Manage performance and engagement of the MOTAT Team			Arts and Culture Strategy <ul style="list-style-type: none"> • All Aucklanders can access and participate in arts and culture • A network of vibrant arts and culture organisations meets Auckland's diverse needs • Auckland celebrates a unique cultural identity
<ul style="list-style-type: none"> ▶ Monitor the MOTAT Team's engagement 	<ul style="list-style-type: none"> ▶ Complete annual engagement surveys for MOTAT Employees and MOTAT Volunteers 	<ul style="list-style-type: none"> ▶ Employee engagement survey scores greater than or equal to 2022 ▶ Volunteer engagement survey scores greater than or equal to 2022 	

OBJECTIVE 3

IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

2022-2023 OBJECTIVES AND KEY PERFORMANCE INDICATORS

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2022-2023 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2022-2023 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Collection Procedures			Auckland Plan 2050 <ul style="list-style-type: none"> Protect Auckland's significant environments and cultural heritage from further loss [Environment and Cultural Heritage] Arts and Culture Strategy <ul style="list-style-type: none"> All Aucklanders can access and participate in arts and culture Auckland values and invests in arts and culture Arts and Culture are intrinsic in Auckland's place making Auckland celebrates a unique cultural identity Auckland Plan 2050 <ul style="list-style-type: none"> Protect Auckland's significant environments and cultural heritage from further loss [Environment and Cultural Heritage]
<ul style="list-style-type: none"> Ensure that our collection is managed in accordance with our Collection Policy and related procedures 	<ul style="list-style-type: none"> Number of Heritage Operations Guidelines completed for the preservation and safe operation of the collection 	<ul style="list-style-type: none"> Complete 10 Heritage Operations Guidelines 	
2. Collection development and accessibility			
<ul style="list-style-type: none"> Enhance online access to our collections and information about our collections 	<ul style="list-style-type: none"> Number of articles published on the Collections Online platform topics page 	<ul style="list-style-type: none"> Publish at least 15 articles 	
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"> Improve the care of objects on display and in storage through cleaning and environmental particulates management 	<ul style="list-style-type: none"> Complete Aviation Display Hangar planes clean twice per annum 	

OBJECTIVE 4

IMPROVE OUR BUSINESS AND SUSTAINABILITY

2022-2023 OBJECTIVES AND KEY PERFORMANCE INDICATORS

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2022-2023 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2022-2023 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Maximise commercial opportunities and fundraising activities			<p>Auckland Plan 2050</p> <ul style="list-style-type: none"> • Ensure Auckland's infrastructure is future proofed [Environment and cultural heritage] • Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life [Belonging and participation]
<ul style="list-style-type: none"> ▶ Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy 	<ul style="list-style-type: none"> ▶ Retail sales Gross Profit net contributor ▶ Grow external fundraising capacity 	<ul style="list-style-type: none"> ▶ Retail Gross Profit (physical and online) covers more than cost of retail staff, post online retail implementation ▶ Fundraising target as per budget 	
2. Buildings and Infrastructure			
<ul style="list-style-type: none"> ▶ Maintain our buildings and infrastructure as outlined in our Asset Management Plan ▶ Implement the MOTAT Athfield Masterplan as funds and other support allows 	<ul style="list-style-type: none"> ▶ Complete work detailed for 2022-2023 under our 2020 Asset Management Plan ▶ Progress "Approach 2" projects as funding allows 	<ul style="list-style-type: none"> ▶ 2022-2023 non-replacement works as per our Asset Management Plan are completed ▶ Achieve Design, Consent, Tender and Construction targets as per individual project plans 	<p>Auckland Plan 2050</p> <ul style="list-style-type: none"> • Ensure Auckland's environment and ecosystems are valued and cared for [Environment and cultural heritage] • Encourage all Aucklanders to be the stewards of the environment and to make sustainable choices [Environment and cultural heritage] • Protect Auckland's significant environments and cultural heritage from further loss [Environment and cultural heritage]
3. Environment			
<ul style="list-style-type: none"> ▶ Continue to refine our sustainability programmes so that MOTAT is carbon neutral 	<ul style="list-style-type: none"> ▶ Continue Toitū ReduceCarbon rating audit 	<ul style="list-style-type: none"> ▶ Maintain or improve on our prior year Toitū ReduceCarbon emissions measurement 	

OBJECTIVE 5

ENGAGE WITH LIKE-MINDED INSTITUTIONS

2022-2023 OBJECTIVES AND KEY PERFORMANCE INDICATORS

MASTER STRATEGY 2019-2029 WHAT WE WILL DO	ANNUAL PLAN 2022-2023 HOW WE WILL MEASURE OUR PERFORMANCE	ANNUAL PLAN 2022-2023 OUR TARGET	ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE
1. Tangata whenua technology and tikanga			Auckland Plan 2050 <ul style="list-style-type: none"> ● Promote Māori success, innovation and enterprise [Māori identity and wellbeing] ● Recognise and provide for Te Tiriti o Waitangi outcomes [Māori identity and wellbeing] ● Showcase Auckland's Māori identity and vibrant Māori culture [Māori identity and wellbeing] ● Strengthen rangatahi leadership, education and employment outcomes [Māori identity and wellbeing] ● Celebrate Māori culture and support te reo Māori to flourish [Māori identity and wellbeing]
<ul style="list-style-type: none"> ▶ Implement the Bicultural Strategy ▶ Promote tangata whenua technology and innovation, te reo and tikanga 	<ul style="list-style-type: none"> ▶ Offer learning and development to support the delivery of MOTAT's Bicultural Approach ▶ Tangata whenua content (language, customs, technology, objects etc) included in exhibitions, programmes and initiatives 	<ul style="list-style-type: none"> ▶ Offer five mātauranga Māori learning and development initiatives to the MOTAT Team ▶ Te reo Māori is integrated into new exhibitions, events and education programmes ▶ Deliver one new exhibition, programme or initiative in partnership with Tangata Whenua 	

FUNDING SOURCES



FUNDING SOURCES

LEVY

Our levy request for the 2022-2023 financial year is \$18,607,810. The operational portion of our levy, \$15,947,810, is 2% more than the previous year's levy. The balance of the levy of \$2,660,000 covers urgent additional operational and capital requirements, several of which have been highlighted as issues in our previous Annual Plans and Annual Reports presented to Auckland Council.

These additional requests include:

- Re-establishing the funding for the Approach 2 Projects originally requested in our 2019-2020 Draft Annual Plan and the SciTech Centre funding originally requested in our 2020-2021 Draft Annual Plan totalling \$1,800,000 which we voluntarily reduced to mitigate the impact of Covid-19 on Auckland Council's finances
- Remediating the Tram Loop at Great North Road and Motions Road estimated to cost \$800,000 after taking into account the balance of any funds from the grant provided by Auckland Unlimited in 2021-2022
- The balance of the cost or replacing the Blister Hangar roof of circa \$60,000.

MOTAT REVENUE

Our primary objective is to increase visitation as that was adversely affected by Covid-19 and the associated lock downs, but it is hard to predict what the ongoing impact the pandemic will have. Under the circumstances we have taken a conservative approach in relation to our budgets, and we are working on a 3% increase in visitors on the previous financial year.

We will continue to build and strengthen our partnerships with other significant organisations (e.g., NZ Automobile Association, Samsung Electronics NZ and JCDcaux Group) and we anticipate that we will be able to attract additional sponsorships and partners during the year. We also believe that we will be able to attract greater levels of grant funding as we target significant capital and educational projects that not only improve our environment, but more importantly, grow the education and inspiration of our visitors so that they become the innovators of tomorrow.

Our total operating revenue including the levy is \$21,614,496.

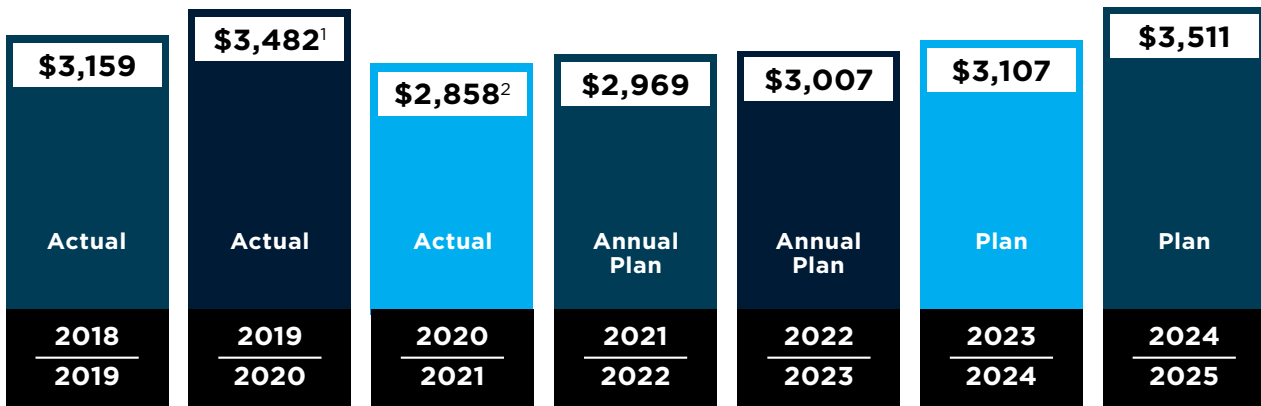
Our operational expenditure includes the ongoing upgrading of our exhibition spaces, the rotation of our exhibitions, the growing of our digital capacity across the Museum, our Asset Management Plan and further enhancement of some of our core information systems.



FINANCIAL OVERVIEW

2018-2025

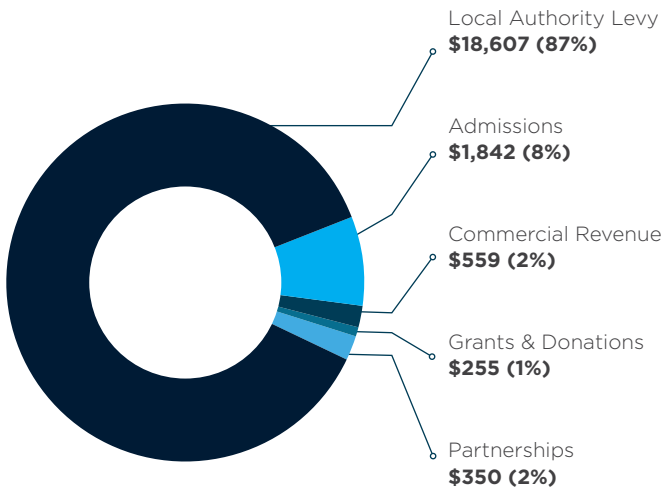
NON-LEVY REVENUE (\$000's)



Notes: ¹ Includes Government wages subsidy associated with Covid-19, and forgiveness of loans - 1.3 Million
² Includes Government wages subsidy associated with Covid-19, and forgiveness of loans - \$455,000

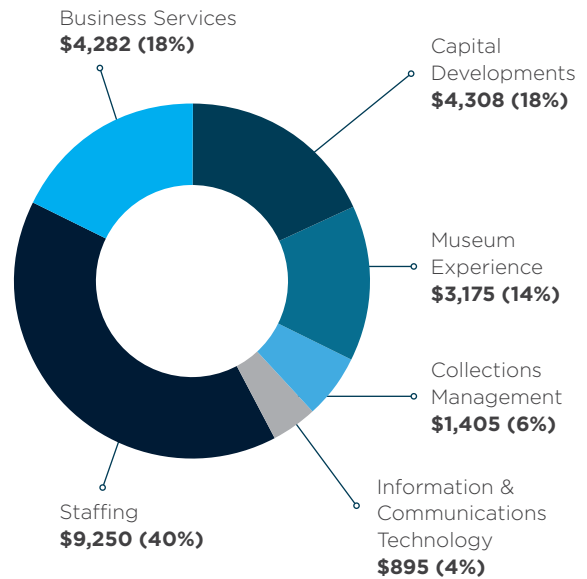
2022-2023

ANNUAL PLAN OPERATIONAL REVENUE (\$000's)



2022-2023

ANNUAL PLAN OPERATIONAL EXPENDITURE (\$000's)



Total costs in the 2022-2023 year of Approach 2 projects is \$2,100,000 and will be covered by borrowings from our bank. These borrowings will be repaid by our levy requests in the following financial years as outlined in our 2018-2019 Annual Plan.

FINANCIAL OVERVIEW



OPERATIONAL SURPLUS AND INVESTING IN THE FUTURE

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

We will therefore continue to invest any operational surplus (i.e., the balance that is remaining after the payment of our operational overheads) in the development of the following areas:

- Creating an inspiring visitor experience in a rapidly changing technological world. This will require improved visitor and collection environments, and the continued development of our information technology platforms to support a greater emphasis in digital technology in our exhibitions, education programmes and the associated visitor engagement.
- Reviewing and upgrading our tram track infrastructure so that we can continue to provide a reliable and safe service to our visitors and the Western Springs precinct.
- Establishing a SciTech Centre that focuses on Aotearoa's technology and mātauranga Māori.
- The continual upgrading of our security systems.
- Improving the exhibition and storage environments to ensure our collection is secure, preserved and well cared for so that it is protected for the next generations.

INDICATIVE BUDGET

	2020-2021 Annual Plan	2021-2022 Annual Plan	2022-2023 Annual Plan	2023-2024 Plan	2024-2025 Plan
Paying Visitors	206,367	226,691	233,492	240,497	247,712
Total Visitors	260,785	275,276	283,534	292,040	300,801
Levy Request	14,890,578	15,635,107	15,947,810	16,505,983	17,083,692
Additional Levy - SciTech	-	-	800,000	400,000	400,000
Additional Levy - Approach 2	-	-	1,000,000	1,000,000	1,000,000
Additional Levy - Urgent Infrastructure	-	-	860,000	324,000	-
Total Levy Request	14,890,578	15,635,107	18,607,810	18,229,983	18,483,692
Other Revenue					
Admissions	1,565,691	1,788,725	1,842,387	1,897,658	1,954,588
Commercial and Other Income	376,200	452,200	536,201	584,329	931,254
Grants and Donations	185,099	385,099	255,099	255,099	255,099
Interest Revenue	50,000	43,000	23,000	20,000	20,000
Partnerships	300,000	300,000	350,000	350,000	350,000
TOTAL REVENUE	17,367,568	18,604,131	21,614,496	21,337,069	21,994,634
Financing Facility	1,500,000	3,500,000	1,700,287	591,799	-
Total Cash Contributions	18,867,568	22,104,131	23,314,783	21,928,868	21,994,634
EXPENDITURE					
Collection Management					
Collection Care, Conservation	198,500	263,349	283,349	263,349	263,349
Collection Workshops	950,426	899,405	896,965	896,965	896,965
Curatorial and Research	60,000	57,000	57,000	57,000	57,000
Library	57,000	82,900	67,900	67,900	67,900
Registry	104,550	99,322	99,322	99,322	99,322
Total Collection Management	1,370,476	1,401,976	1,404,536	1,384,536	1,384,536
Museum Experience					
Digital	110,000	167,628	182,727	188,627	195,127
Exhibitions	900,591	1,115,861	1,165,861	1,190,861	1,020,861
Learning and Education	118,320	121,904	121,904	121,904	121,904
External Relations	661,060	815,584	750,084	750,084	750,084
Public Programmes	1,001,125	954,569	954,569	954,569	964,569
Total Museum Experience	2,791,096	3,175,546	3,175,145	3,206,045	3,052,545

	2020-2021 Annual Plan	2021-2022 Annual Plan	2022-2023 Annual Plan	2023-2024 Plan	2024-2025 Plan
Business Services					
Administration	864,218	1,003,205	988,319	993,392	994,692
Bank Interest and Line Fee	42,000	83,818	97,737	129,066	129,618
Commercial Operations	148,400	148,117	143,317	143,317	353,199
Health and Safety	93,000	88,348	88,348	88,348	88,348
ICT	803,761	777,897	827,897	804,897	792,897
MOTAT Society	15,000	15,000	15,000	15,000	15,000
Museum Environment Team	720,898	904,061	1,012,913	903,361	1,208,882
Staffing	8,631,502	8,923,333	9,249,824	9,581,595	9,786,716
Staff Operating Costs	129,000	132,050	122,050	122,050	119,850
Staff Support and Development	247,300	234,935	234,935	234,935	234,935
Storage and Security	1,455,917	1,537,907	1,579,762	1,613,626	1,643,904
Total Business services	13,150,996	13,848,671	14,360,102	14,629,586	15,638,041
Total Cost of Activities	17,312,568	18,426,193	18,939,783	19,220,167	19,805,122
Development and Projects					
Approach 2 Projects	1,000,000	3,000,000	2,100,000	1,600,000	500,000
SciTech Centre	-	150,000	800,000	400,000	400,000
Other Capital Projects	555,000	508,000	1,475,000	708,700	775,000
Debt Reduction -Auckland Unlimited	-	19,939	-	-	-
Flexible Finance Facility Reduction	-	-	-	-	514,512
Total Development and Projects	1,555,000	3,677,939	4,375,000	2,708,700	2,189,512
TOTAL EXPENDITURE	18,867,568	22,104,131	23,314,783	21,928,867	21,994,634

MOTAT LEADERSHIP

SENIOR

MANAGEMENT TEAM



MICHAEL FRAWLEY CHIEF EXECUTIVE/MUSEUM DIRECTOR

Michael Frawley started at MOTAT in 2013 and has used his 25 years of business restructuring, strategic development, and cultural change experience to lead and develop MOTAT's vision, values and strategy to achieve the objectives outlined in the MOTAT Act. Michael works closely with the MOTAT Board, Senior Management and the wider MOTAT Team to achieve MOTAT's Vision of inspiring the next generation of innovators so that the technological mana of Aotearoa and its people is ensured. Michael is of Ngāti Maniapoto and Ngāpuhi decent.



ALBA LETTS GENERAL MANAGER COLLECTIONS

Alba Letts has worked in the arts, culture and heritage sector for the past 26 years. At MOTAT, she is responsible for the Collection Hub which covers Collection Development and Management, Registry Management, Storage, Conservation and Collection Care, Workshops (maintaining and restoring operational collections), Heritage Buildings and the Walsh Memorial Library. Alba's strong leadership skills and transformative mindset have inspired the way in which MOTAT cares for, develops and increases access to its diverse collection.



SALLY MANUIREVA GENERAL MANAGER MUSEUM EXPERIENCE

Sally Manuireva has worked in the cultural sector for over 20 years and maintains positions on boards across a variety of prestigious museums and performing arts venues. She is committed to ensuring thriving, engaging cultural institutions, and is charged with creating the best possible experiences for MOTAT visitors, whether at the Museum, online or in the community. Sally is responsible for MOTAT's Museum Experience Hub which covers Digital, Education, Exhibitions, External Relations, Public Programmes and Visitor Services.



CRAIG GOODALL GENERAL MANAGER BUSINESS SERVICES

Craig joined MOTAT in January 2022 as the General Manager Business Services. His role covers the management of MOTAT's support services, which includes Finance and Commercial, People and Culture, Health and Safety, ICT, Environment and Security, as well as oversight of the Museum's large capital projects. Craig has held several senior leadership positions in the arts, culture and heritage sector in New Zealand, including the role as the Deputy Director of Auckland Art Gallery from 2013 to 2019 and the Chief Executive of the St James Theatre and Opera House and North Harbour Stadium.

MOTAT BOARD

Helen Atkins (Chair)
Amit Prasad (Deputy Chair)
Lindsay Corban
Gavin Fernandez
Dr Bruce Hucker
Tupara Morrison
Samantha Sharif
Dr Nicholas Waipara
Sue Wood
Dr Brian Young

REMUNERATION OF BOARD MEMBERS

The Board remuneration was increased in 2013-2014 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.

STAFFING

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

DEPARTMENT	FTE
Museum Experience	56
Collections	27
Business Services incl. Chief Executive and PA	34
TOTAL	117



FUNDING

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. Grants, including educational grants from the Ministry of Education (contestable).
5. Donations, sponsorships and other partnership income.
6. Interest revenue.

ADMISSION CHARGES

Adult	\$19.00
Child (5 - 14 years inclusive)	\$10.00
Student (with current student card)	\$10.00
Family (2 adults and up to 4 children)	\$45.00
SuperGold Card holders with ID	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
Overseas Seniors	\$10.00

'MOTAT MATES' UNLIMITED ENTRY PASS (ONE YEAR)

Family (2 adults and up to 4 children)	\$95.00
Individual (1 adult)	\$45.00
Student (1 adult)	\$22.50
Child Flexi (1 child with flexible accompanying adult)	\$65.00

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 Te Tiriti o Waitangi/ 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

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

Athfield Architects

Auckland Council

Auckland Transport

Auckland Unlimited

JC Decaux

La Lumiere

Ministry of Education

MOTAT Society

NZ Automobile Association

Ricoh

Ryman Healthcare

Samsung Electronics

Te Māhurehure Marae

Waitematā Local Board

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



Supported by the ratepayers of Auckland





MOTAT

MUSEUM OF TRANSPORT AND TECHNOLOGY

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