



MOTAT

MUSEUM OF TRANSPORT AND TECHNOLOGY



ANNUAL PLAN **2015/16**





**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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# OUR VISION:

## OUR VISION:

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

## OUR VALUES:

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

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

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

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

## OUR APPROACH:

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

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

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

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

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

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

## SUSTAINABILITY:

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

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## 1. SETTING THE SCENE

New Zealand has a proud history of innovation and ingenuity and this needs to be showcased, especially the evolution of our 'Number 8 wire' adaptability to the stage where Kiwi technology dominates the world in a number of areas.

Our strategy, which was launched on 1 July 2014, outlines how MOTAT will use its focus on New Zealand's past, present and future transport and technology heritage to tell the story of Kiwi innovation in a creative way that inspires and educates its visitors.

By providing a creative environment that allows people to interact with our collection and exhibits in a hands-on way we are well positioned to create a deeper level of engagement and understanding with our visitors so that they hopefully become the innovators of the future.

We are aiming to build on our relationship with other organisations and groups that can assist us with the achievement of our strategic plan. Some of these partnerships will help us align our respective and combined efforts to the Auckland Plan. This will also help MOTAT build on its reputation as a center for technological learning that draws on the knowledge and expertise from industry, government and a wide range of learning institutions.

In a similar vein, we have developed closer working relationships with Auckland's other cultural and heritage institutions so that we can operate in a more collaborative and sustainable way. By working together we will improve the diversity and quality of Auckland's arts, culture and heritage offering and help achieve Auckland Council's goal of making Auckland the most livable city.

Over the last 12 months we have been fostering our relationship with Ngāti Whātua. This has helped us identify opportunities to include Māori technology, knowledge

and culture in many of the things we do. By incorporating Māori culture and te reo into the life of MOTAT, we are ensuring that the customary Kaitiaki role is recognised and that knowledge is preserved and passed on to future generations.

Looking forward we have been working with Athfield Architects on a plan for the redevelopment/upgrading of MOTAT's buildings and infrastructure so that it provides an exciting and inspiring place to visit. We will need to work out the priority, timing and cost of the plan which will be implemented over a number of years. We are going to name the project the Athfield Plan out of respect for the late Sir Ian Athfield who left MOTAT and the Auckland Community with a fantastic legacy.

MOTAT has an inspiring vision for its future, however, in achieving it we face a number of challenges. One concern is the impact the current St Luke's overpass works may have on our visitor numbers and associated revenue. Likewise, quantifying the financial cost of our involvement in the Unitary Plan process and its impact on our budget is difficult to ascertain.

This is an exciting time for MOTAT and despite the challenges ahead, we are focused on building a destination that generates positive learning outcomes for the Auckland community and New Zealand as a whole, inspires future generations and results in us being the 'must experience' venue in the city.

Michael Frawley  
MOTAT CEO

Dr Lesley McTurk  
MOTAT BOARD CHAIR

## 2. OBJECTIVES

This is the second year of the strategy and we are aiming to deliver on the projects we started during the first year (i.e. 2014/15) and to refine our plan so as to ensure that MOTAT achieves the strategic objectives it has set for itself. These objectives are to:

### 1. MAXIMISE THE VISITOR EXPERIENCE

- Increase the number and quality of exhibitions and events that use MOTAT's heritage objects, Kiwi ingenuity, transport, technology and the associated stories in a creative and interactive way to inspire the Museum's visitors and extend their knowledge.
- Develop education and other learning programmes that are aligned to the Vision and highlight the associated historic and scientific principles in a fun and inspiring way.
- Continue to develop MOTAT's Online experience.
- Implement our Marketing Strategy which is aimed at attracting visitors, sponsors and volunteers to MOTAT and to promote the museum as the 'must experience' venue in Auckland.
- Implement the ideas that come out of our 'Think Tank' of leading New Zealanders. The 'Think Tank' is designed to explore how MOTAT can use its collection, Kiwi ingenuity, technology and innovation to inspire and educate the Museum's visitors.

### 2. EMPOWER THE MOTAT TEAM

#### (I.E. THE STAFF AND VOLUNTEERS)

- Refine the structures that were launched on 1 July 2014 to ensure that the Business Services, Museum Experience and Collections Hub and their respective team and individual members' objectives are aligned to the achievement of MOTAT's Vision.
- Continue to build and strengthen the working relationships across the MOTAT Team (i.e. staff and volunteers) to ensure that everyone works together towards the achievement of the Vision.
- Use our Values to define who we are, how we operate and how we relate to others both internally and externally.

### 3. IMPROVE THE QUALITY OF THE COLLECTION AND ITS CARE

- Progress MOTAT's Rationalisation Programme so that we identify the heritage objects that (a) are consistent with our Vision and should be kept (b) are inconsistent with the museum's Vision and should be deaccessioned and (c) should be acquired as they will facilitate the achievement of the Vision.
- Continue to develop, implement, communicate and monitor MOTAT's collection policies and ensure they are aligned to Museums Aotearoa Code of Ethics and museum best practice.
- Ensure MOTAT's collection objects are cared for in accordance with the Museum's policies.
- Use MOTAT's collection to enhance and support the visitor experience and achieve the Vision.

### 4. IMPROVE BUSINESS AND COMMUNITY SUSTAINABILITY

- Implement the Asset Management Plan (i.e. the plan for the maintenance or upgrading of MOTAT's buildings and infrastructure) developed by Beca and align it to the Athfield Plan (i.e. the plan for the replacement or development of MOTAT's buildings over time) being developed by Athfield Architects to ensure the Museum's buildings and infrastructures provide a proper platform for the achievement of the Vision.
- Continue to refine MOTAT's sustainability programmes so as to reduce the museum's impact on the environment.
- Continue to prudently and proactively manage MOTAT's finances and other resources.
- Build on the relationship that the Museum has started with Ngāti Whātua in accordance with the principles of Te Tiriti o Waitangi/the Treaty of Waitangi and our obligations pursuant to Section 12(c) and 13(2)(c) of the MOTAT Act 2000.
- Ensure that the principles of Te Tiriti o Waitangi and Māori customs and principles are incorporated and acknowledged where appropriate.
- Continue to build on the relationships MOTAT has







with its Stakeholders (i.e. the Auckland Council, Regional Facilities Auckland and the MOTAT Society), the Western Springs Community and major learning institutions such as Unitec, AUT and the Auckland and Massey Universities.

- Work with Regional Facilities Auckland and Auckland's Arts, Cultural and Heritage institutions (e.g. the Auckland Art Gallery, the Auckland War Memorial Museum, the Voyager Maritime Museum and the Stardome) on the development of an integrated approach for the enhancement of Auckland's Arts, Cultural and Heritage offering so as to make Auckland one of the world's most livable cities.

## 3. THE PAST 12 MONTHS:

Some positive progress has been made over the 12 months prior to this document being prepared, and this has helped set a solid platform for MOTAT's future.

### STRUCTURES

The Museum developed a new structure to facilitate the implementation of its strategy. The new structure, which was launched on 1 July 2014, is made up of three hubs:

#### 1. The Business Services Hub which includes:

- People & Performance (both staff and volunteers)
- Health, Safety, Security, Regulation and Compliance
- Finance and ICT
- Environment/Infrastructure

#### 2. The Museum Experience Hub which includes:

- Experience (Experiences and Education)
- Exhibitions
- Commercial (Retail, Events and Functions)
- Marketing and Communications

#### 3. The Collections Hub which includes:

- Registry – Collection Inventory
- Library & Research
- Registrar
- Collection Operations
- Collection Projects

### EXHIBITIONS

In September 2014 we launched 'Welcome To The Machine'. This was a 'watershed' moment for the Museum as it was the first exhibition to be developed in accordance with the objectives outlined in the new strategy. This exhibition focused on how six simple machines like the incline plane, wedge, lever, wheel and axle can be combined to make more complex machines. The exhibition also incorporated Māori technology and language and examples of Kiwi ingenuity such as Ayla Hutchinson's 'Kindling Cracker'.

We are currently developing 'Get Smart' which is our second exhibition that is specifically aligned to the Museum's new strategy. This exhibition, which is due to open in May 2015, will demonstrate in a hands on and creative way the development and evolution of the core technology found in smart phones, utilising a number of our heritage objects and a focus on Kiwi ingenuity and innovation.

### EDUCATION

Our Learning Education Outside the Classroom (LEOTC) contract was extended to 2016 as our programmes have been developed to include science and in particular physics. These programmes attract approximately 25,000 students per annum.

We have also been working with a number of tertiary and educational institutions on the development of learning programmes that are aligned to our exhibitions and Vision and appeal to a wider age and gender group.

### EVENTS

We held a number of new events throughout the year and developed and improved our Olde Hallows Eve and Christmas Lights offerings. Olde Hallows Eve's, which was held on 31 October 2014, was attended by over 3,250 people. Our Christmas Lights event programme attracted more than 15,000 people in the week leading up to Christmas. This event along with our 'Give And You Shall Receive' charitable campaign, raised funds for over 6,500 gifts which were donated to the Auckland City Mission and Variety – the Children's Charity.

### VISITORS

Over the 2013/14 financial year we attracted 249,314 visitors to the Museum with 90% of these visitors being from the wider Auckland region. On 1 July 2013 we introduced free entry for SuperGold Card holders and 8,366 visitors took advantage of this over the 2013/14 financial year.







## BICULTURALISM AND PARTNERSHIP AS ENVISAGED BY THE TREATY OF WAITANGI

MOTAT started incorporating Māori language, culture and technology into our exhibitions and education programmes. We have also involved Ngāti Whātua in our discussions regarding the development of the Museum and they have provided us with many interesting ideas that will help us develop a venue which encompasses Māori culture and beliefs.

## COLLECTIONS

We are in the process of developing a project plan which will ensure that we effectively rationalise our collection. The idea behind the plan is to identify the objects that are (a) aligned to the Museum's strategy and should be retained as part of the collection (b) are aligned to the Museum's strategy but should be deaccessioned so that they can be used (c) are not consistent with the strategy and should be deaccessioned or (d) should be acquired as they are aligned to our strategic aims.

The first stage of the rationalisation project will be implemented during 2015/16 and this is reflected in this Annual Plan.

## HEALTH & SAFETY

MOTAT takes its Health & Safety obligations seriously as we want to ensure that we provide a safe working and visitor environment at all times. We appointed a Health, Safety & Security Manager and a Regulation & Compliance Coordinator in 2014. One of their first tasks was to undertake a complete review of the Museum's Health & Safety policies to ensure that all of our operational vehicles and objects were compliant and being operated in accordance with the relevant legislation.

## WEBSITE

The Museum developed and launched a new website in August 2014. The new site and Facebook are two of our core tools for communicating with our visitors and they also provide information about our Collection for research and other purposes.

## SUPPORT OF OTHER INSTITUTIONS

The Museum and the MOTAT Society developed and agreed a Memorandum of Understanding which sets out how MOTAT and the MOTAT Society will support each other. The outgoing chair of the MOTAT Society advised their members that 'with this agreement the relationship

between the Society and [the Museum] has never been more favourable'. We have also been working with the trustees of a proposed medical museum with the development of a 'trial' exhibition at MOTAT and have liaised with Air New Zealand and Te Papa about the possibility of showcasing their exhibits for Air New Zealand's 75th Anniversary exhibition.

## FINANCIALS

We are pleased to report that our accounts for 2013/14 were unqualified. We always strive to reduce the Museum's operating costs and decided towards the end of 2014 to change our banking provider which will reduce our bank costs by approximately \$195,000 over the next 2 years.

In the last 12 months we have taken several steps to create more efficient processes. This included the development of a new Payroll/HRIS system in 2013/14, and the development of a new performance 'dashboard' which will help our management and staff to monitor their performance. The ICT team has also identified several projects to improve both the security and stability of the system, including antivirus and network upgrades and connectivity improvements.

## 4. THE NEXT 12 MONTHS

New Zealand has a proud history of innovation and ingenuity. We intend to showcase this at MOTAT and demonstrate how New Zealand's "Number 8 wire" adaptability has evolved to the stage where New Zealand is a world leader in a number of technological areas. This technology and the associated stories need to be celebrated as they are uniquely Kiwi.

One of our goals over the next 12 months is to improve the visitor experience by delivering exhibitions and events that tell stories of New Zealand innovation, ingenuity, transport





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heritage and technology in a more interactive, hands-on and creative way. By developing hands-on exhibitions we will deliver a deeper learning experience that will improve educational outcomes and differentiate MOTAT from other museum and visitor attractions.

Delivering on this core goal will not only enhance our reputation as a 'must experience' venue but will build on our reputation that MOTAT is a more hands-on, educational and fun place to visit.

Progressing our strategy towards an improved visitor experience will also deliver tangible outcomes that will enable us to achieve the objectives outlined in our Strategy during the course of this Annual Plan and help us play our part in relation to the Auckland Plan. These outcomes will include improved visitor numbers, increased repeat visits, improved reputation and public perception. These factors will enable MOTAT to become a more attractive proposition for corporate sponsorship and other support which will in turn reduce our reliance on public funding.

An important part of our plan includes an improved approach towards the way we preserve and restore our collection. One of our objectives under the MOTAT Act 2000 is to conserve our heritage objects and over the next year, we will continue to acquire, restore, conserve and maintain objects that are aligned with our strategy. If we are unable to undertake some of this work because of budgetary constraints, we will seek sponsorship and support for the projects. We will also proceed with the implementation of our Rationalisation Programme which will enable us to identify the collection objects that:

- (a) are consistent with the Museum's Vision and should be retained;
- (b) are inconsistent with the Museum's Vision and should be deaccessioned; and
- (c) should be acquired as they will facilitate the achievement of the Vision.

We are also aiming to engage more directly with the other arts, culture and heritage institutions in Auckland so as to enhance the region's proposition as a culturally rich destination and collectively help Auckland achieve its objective of becoming the world's most livable city.

One of the biggest challenges we face is the maintenance and development of the Museum's buildings and associated infrastructure. An immediate objective over the next 12 months will be to consolidate our asset management and development plans and to find a solution that will make the Museum a more attractive and functional environment for our staff, volunteers and visitors.

We will continue to engage with Auckland Council about the impact that the unitary plan has on the Museum. While this process is time and resource intensive, it is important that we work closely with Council so as to ensure everyone's interests are taken into account.

The next 12 months is an exciting time for the Museum and, despite some ongoing challenges, the entire MOTAT Team is committed to achieving the objectives outlined in the strategy and this plan so that MOTAT becomes the 'must experience' venue that inspires the innovators of tomorrow.

**“ TELL STORIES  
OF NEW ZEALAND  
INNOVATION,  
INGENUITY,  
TRANSPORT  
HERITAGE AND  
TECHNOLOGY IN A  
MORE HANDS-ON,  
ENGAGING WAY.”**



## 5. CORE OBJECTIVES

The following objectives have been set to ensure that MOTAT achieves its Vision and complies with its obligations under the MOTAT Act 2000.

### OBJECTIVE 1

#### MAXIMISE THE VISITOR EXPERIENCE

MOTAT will focus predominantly on the Auckland community with a view to increasing the number of people it directly and indirectly engages with by ensuring that its exhibitions, events, website and social media are aligned to the Vision.

- Increase the number and quality of exhibitions and events that use MOTAT's heritage objects, Kiwi ingenuity, transport, technology and the associated stories to increase the number of people who visit the Museum on a regular basis.

- Develop education and other learning programmes (based on Kiwi ingenuity, transport, technology and innovation and its impact on New Zealand) that are designed to:

(a) appeal to a wide and diverse audience;

(b) improve their knowledge;

(c) encourage thinking and debate; and

(d) inspire them to become the innovators of tomorrow.

- Increase the Museum's marketing profile so as to attract more visitors, sponsors and volunteers to MOTAT and to promote the Museum as the 'must experience' venue in Auckland.

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
<ul style="list-style-type: none"> <li>• Develop and deliver a comprehensive museum experience programme that has a wide appeal and attracts a diverse audience to the Museum</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new exhibitions opened to the public</li> <li>• Visitor satisfaction level</li> <li>• Number of visitors</li> <li>• Attendance of SuperGold Card Holders</li> <li>• Maintain and grow database of potential and existing sponsors and funders</li> </ul>	<ul style="list-style-type: none"> <li>• At least one themed exhibition opened to the public increasing to three by 2019</li> <li>• Overall visitor satisfaction level 85% increasing in subsequent years to 90% in 2019</li> <li>• Increase visitor numbers by at least 8% per annum</li> <li>• Increase SuperGold Card Holder attendance by 5%</li> <li>• Secure at least 1 sponsor for each themed exhibition</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain LEOTC and Early Childhood Education programmes and develop new learning and experience programmes that:               <ol style="list-style-type: none"> <li>1. Are aligned to MOTAT's Vision</li> <li>2. Leverage off the museum's exhibitions and collection</li> <li>3. Are developed in conjunction with one or more learning institution</li> <li>4. Increase the reach of MOTAT's education programmes to non-traditional audiences (e.g. at risk youth)</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants in the MOTAT education programmes:               <ol style="list-style-type: none"> <li>1. LEOTC</li> <li>2. Early Childhood</li> </ol> </li> <li>• Number of partnerships with Auckland Tertiary Education Organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain 25,000 children visits to MOTAT as part of the LEOTC programme</li> <li>• 3,000 children participate in Early Childhood programme</li> <li>• Develop at least one programme targeted at non-traditional audiences in partnership with Tertiary Education Organisation (e.g. at risk youth)</li> </ul>
<p>Increase our relevance in the community by delivering Outreach programmes (Kete Taonga) that broaden our learning offering beyond the boundaries of the museum-both physically and via alternate means, (e.g. online Webinar or YouTube )</p>	<ul style="list-style-type: none"> <li>• Number of Outreach programmes delivered</li> <li>• Number of people who participated</li> <li>• Sample Outreach audience satisfaction surveys completed</li> </ul>	<ul style="list-style-type: none"> <li>• At least three outreach programmes per annum</li> <li>• Establish benchmark for Outreach attendance numbers</li> <li>• Outreach Programme Satisfaction 80%</li> </ul>





NEWTOWN PARK ZOO

5

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SWING THE POLE THIS SIDE

Motor Cycle ENGINEER

## OBJECTIVE 2 EMPOWER THE MOTAT TEAM

MOTAT will ensure that it has the right structure and people to achieve the objectives outlined in its Strategy and to ensure that each member of the MOTAT Team embraces the Museum's values, policies and procedures and is prepared to be held accountable and responsible for what they do.

- Refine the structures to ensure that the Business Services, Museum Experience and Collections Hubs and their respective teams and individual members' objectives are aligned to the achievement of MOTAT's Vision. This will ensure everyone knows what is expected of them.
- Ensure that each Hub and team works collaboratively with each other and across the Museum as a whole.
- Continue to build and strengthen the working relationships across the MOTAT Team to ensure that the staff and volunteers work together as one team, and towards the achievement of the Vision.
- Incorporate our values into everything we do.
- Provide a safe and enjoyable environment that supports an engaged workforce and a high quality museum experience for MOTAT's visitors.

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
<ul style="list-style-type: none"> <li>• Annual surveys of both staff and volunteers to assess engagement and culture</li> <li>• Develop a volunteer recruitment programme that appeals to a broader range of prospective volunteers by age, gender, skills and cultural background</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement Survey data</li> <li>• New employee three month survey</li> <li>• Exit Feedback</li> <li>• Number and range of new volunteer roles</li> </ul>	<ul style="list-style-type: none"> <li>• Average rating 3 or above</li> <li>• Average rating 3 or above</li> <li>• Establish benchmarks for surveys</li> <li>• 50 new volunteers join MOTAT</li> </ul>
<ul style="list-style-type: none"> <li>• Effective communication of Health &amp; Safety Protocols across all areas of the museum operation including communication channels that meet the needs of a 7 day operational museum on multiple sites</li> </ul>	<ul style="list-style-type: none"> <li>• MOTAT Team member participation in Health &amp; Safety Orientation</li> <li>• Health &amp; Safety meetings attendance</li> <li>• Lost time injury frequency rate</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> <li>• At least 12 Health &amp; Safety Meetings</li> </ul>







## OBJECTIVE 3

### IMPROVE THE QUALITY OF THE COLLECTION AND ITS CARE

MOTAT will use its heritage objects to demonstrate technology, ingenuity and innovation and to highlight the associated history, stories and scientific principles.

In order to ensure that MOTAT's collection is aligned with the Vision. It will:

- Continue to review, develop, implement, communicate and monitor MOTAT's Collection Policies and Procedures in accordance with the Museums Aotearoa Code of Ethics and ensure that they are aligned to best museum practice to facilitate the achievement of the Vision.
- Progress MOTAT's Rationalisation Programme and thereby identify the objects that:
  - (a) are consistent with the Museum's Vision and should be retained;

(b) are inconsistent with the Museum's Vision and should be deaccessioned; and

(c) should be acquired as they will facilitate the achievement of the Vision.

- Ensure that MOTAT's collection objects are cared for in accordance with the Museum's policies.
- Use MOTAT's Collection to enhance and support the visitor experience and the achievement of the Vision.
- If a collection object cannot be used as outlined above during the term of the strategy they will be stored until they can be used, lent to another institution or de-accessioned.

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
<ul style="list-style-type: none"> <li>• Review, update and align the Museum's collection policies with the Museums Aotearoa Code of Ethics (as amended to meet MOTAT's requirements) and where appropriate with similar institutions to MOTAT (e.g. Auckland War Memorial Museum, Air Force Museum and Voyager) so as to reflect the specific needs and requirements of an operational museum</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and collaborate with similar institutions to establish and align policies and protocols relating to operation and use of collection objects</li> <li>• Development of agreed collection policies relevant to operational museums</li> </ul>	<ul style="list-style-type: none"> <li>• Agree policy and protocols for operation and use of collection objects with Air Force Museum and Voyager</li> <li>• Complete review and updating of collection related policies</li> </ul>
<ul style="list-style-type: none"> <li>• Adopt a strategic and sustainable approach to the care of the Collection:               <ul style="list-style-type: none"> <li>(a) Commence the implementation of the Rationalisation Programme</li> <li>(b) Progress the Collection Inventory Project</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• In accordance with the milestones outlined in the Rationalisation Programme - 2015/2016</li> <li>• Collection Inventory Project – Milestone reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the planned work that is outlined in the Rationalisation Programme for 2015/2016</li> <li>• Complete the agreed planned work outlined in the Collection Inventory Project for 2015/2016</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor compliance of the safe handling and care of collection objects in accordance with MOTAT's policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Team members involved in collection handling or care of objects that require hazard control and/or management are provided with hazard specific training</li> </ul>	<ul style="list-style-type: none"> <li>• 100% training attendance</li> </ul>







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## OBJECTIVE 4

### IMPROVE BUSINESS AND COMMUNITY SUSTAINABILITY

MOTAT is of the view that there should be a closer working relationship between Auckland's Arts, Culture and Heritage institutions and local Iwi. Working in a more coordinated, efficient and sustainable way will improve the institutions offering to the Auckland Community and will help Auckland become the "world's most livable city".

- Implement the Asset Management Plan (i.e. the plan for the maintenance or upgrading of MOTAT's buildings and infrastructure) prepared by BECA and align it to the Athfield Plan (i.e. the plan for the replacement of MOTAT's buildings overtime) being developed by Athfield Architects to ensure that the Museum's buildings and infrastructures provide a proper platform for the achievement of the Vision.
- Continue to refine MOTAT's sustainability programmes to reduce the Museum's impact on the environment.
- Continue to prudently and proactively manage MOTAT's finances and other resources.
- Build on the relationship with Ngāti Whātua in accordance with the principles of Te Tiriti o Waitangi/ the Treaty of Waitangi.
- Ensure that the principles of Te Tiriti o Waitangi and Māori customs and principles are reflected and acknowledged where possible.
- Continue to build on the relationships MOTAT has with important stakeholders (i.e. the Council, Regional Facilities Auckland and the MOTAT Society), the Western Springs Community and major learning institutions such as Unitec, AUT and the Auckland and Massey Universities.
- Work with Regional Facilities Auckland and Auckland's Arts, Cultural and Heritage institutions on the development of an integrated approach to the enhancement of Auckland's Cultural and Heritage offering.

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET
<ul style="list-style-type: none"> <li>• Facilitate the use of MOTAT's resources to assist other museums within the Auckland region</li> </ul>	<ul style="list-style-type: none"> <li>• Number of hosted and facilitated engagements for and with other Auckland museums</li> </ul>	<ul style="list-style-type: none"> <li>• Host at least one facilitated and up to five external engagement initiatives for and with other Auckland museums</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to build a meaningful and mutually beneficial relationship with the local Iwi.</li> <li>• Increase Māori content in our storytelling and incorporate, highlight and celebrate Māori technology, custom and language into the Museum and its exhibitions where possible</li> </ul>	<ul style="list-style-type: none"> <li>• Level of engagement with local Iwi</li> <li>• Māori content (i.e. language, customs, objects and technology) included in themed exhibitions or major displays</li> </ul>	<ul style="list-style-type: none"> <li>• At least two meetings with local Iwi per annum</li> <li>• Māori technology, custom and/or language incorporated into at least one themed exhibition or major display per annum</li> </ul>
<ul style="list-style-type: none"> <li>• Develop key metrics that enable the Museum to monitor its progress over the term of the MOTAT Strategy and how we contribute to the Auckland Plan and Arts &amp; Culture Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a framework for monitoring and reporting on the following metrics to the Board and other interested parties:               <ul style="list-style-type: none"> <li>(a) Visitor profiles ( Families, Children, Young Adults)</li> <li>(b) Total attendance numbers</li> <li>(c) Revenue generated by the Museum excluding the levy</li> <li>(d) Average retail visitor spend</li> <li>(e) Lost time injury frequency rate (LTIFR)</li> <li>(f) Reported accidents/incidents to NZTA and/or WorkSafe</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Framework completed and in place</li> </ul>
<ul style="list-style-type: none"> <li>• Implement an initial plan of priorities from the Asset Management Plan information and align it with the Athfield Plan so as to ensure that the Museum's buildings and infrastructure provides a proper platform for the achievement of the Vision</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake agreed planned work included in the Asset Management Plan</li> <li>• Undertake agreed planned work included in the Athfield Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the planned and agreed work outlined in the Asset Management Plan for 2015/16</li> <li>• Complete the planned and agreed work that is outlined in the Athfield Plan for 2015/16</li> </ul>
<ul style="list-style-type: none"> <li>• Monitor the effectiveness of the Museum's environmental programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Energy Consumption</li> <li>• Water Consumption</li> </ul>	<ul style="list-style-type: none"> <li>• 2% reduction based on 2014/2015 actuals</li> <li>• Maintain current water harvesting methods</li> </ul>





## 6. FUNDING

### REGIONAL FACILITIES AUCKLAND FUNDING

The 2015/16 levy request has been increased by 2.5% from the 2014/15 year taking the total to \$12,287,000. This remains below the maximum allowable levy of \$12,322,972.

### MOTAT REVENUE

MOTAT's budgeted revenue, generated by non-levy sources, was increased to \$280,000 or 13.5% in 2013/14 and we aim to maintain an upward trend in 2015/16. We are better resourced and able to utilise the Museum's facilities for commercial functions and other opportunities.

The Museum is also looking to increase the amount of sponsorship funding and build on the support it receives. Last year we received \$395,000 from corporate and other sponsors including Air New Zealand which was more than we budgeted for.

### MOTAT EXPENDITURE

A key priority in the 2015/16 plan is to continue to improve the quality of our exhibitions and attractions, align them to the strategy and build on the foundations of the 'Get Smart' and 'Welcome to the Machine' exhibitions.

We are also focused on improving the Museum's buildings and infrastructures so as to improve the experience for our visitors and have allocated more funds to this area.

Further, we are continually looking at ways to reduce MOTAT's costs and to this end have changed our banking arrangements which will reduce the Museum's operating costs by approximately \$195,000 over the next 2 years.

### OPERATIONAL SURPLUS AND INVESTING IN THE FUTURE

As outlined in the Strategy for 2014 to 2019, our primary focus has been and will remain on our visitors so we will 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, instead of building up cash reserves for the following years:

- The development of new exhibitions and education programmes that use the museum's heritage objects and its focus on Kiwi ingenuity, transport and technology in a creative and hands on way to educate and inspire the innovators of tomorrow.

- The development of an outreach programme that extends the Museum's offering into the Auckland community.
- To address the building and infrastructure issues identified in the Asset Management Plan developed by BECA and to upgrade the buildings and the environment in accordance with the Athfield Plan prepared in conjunction with Athfield Architects.

We will also use our funds to ensure that we have the requisite skills and expertise to care for and rationalise MOTAT's collection.

Once we have identified the priority, timing and cost of the projects outlined in the Athfield Plan we will investigate and pursue the sponsorship and other funding opportunities that are available to us so that they can be implemented in a timely fashion.

We will continue to add to, maintain and preserve the Museum's valuable collection objects and the amount of money available for restorations has been increased by \$75,000. We will also look to external sponsors for financial and other support for our major restoration projects like the Solent Flying Boat.

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

The notable changes from the 2014/15 budget are:

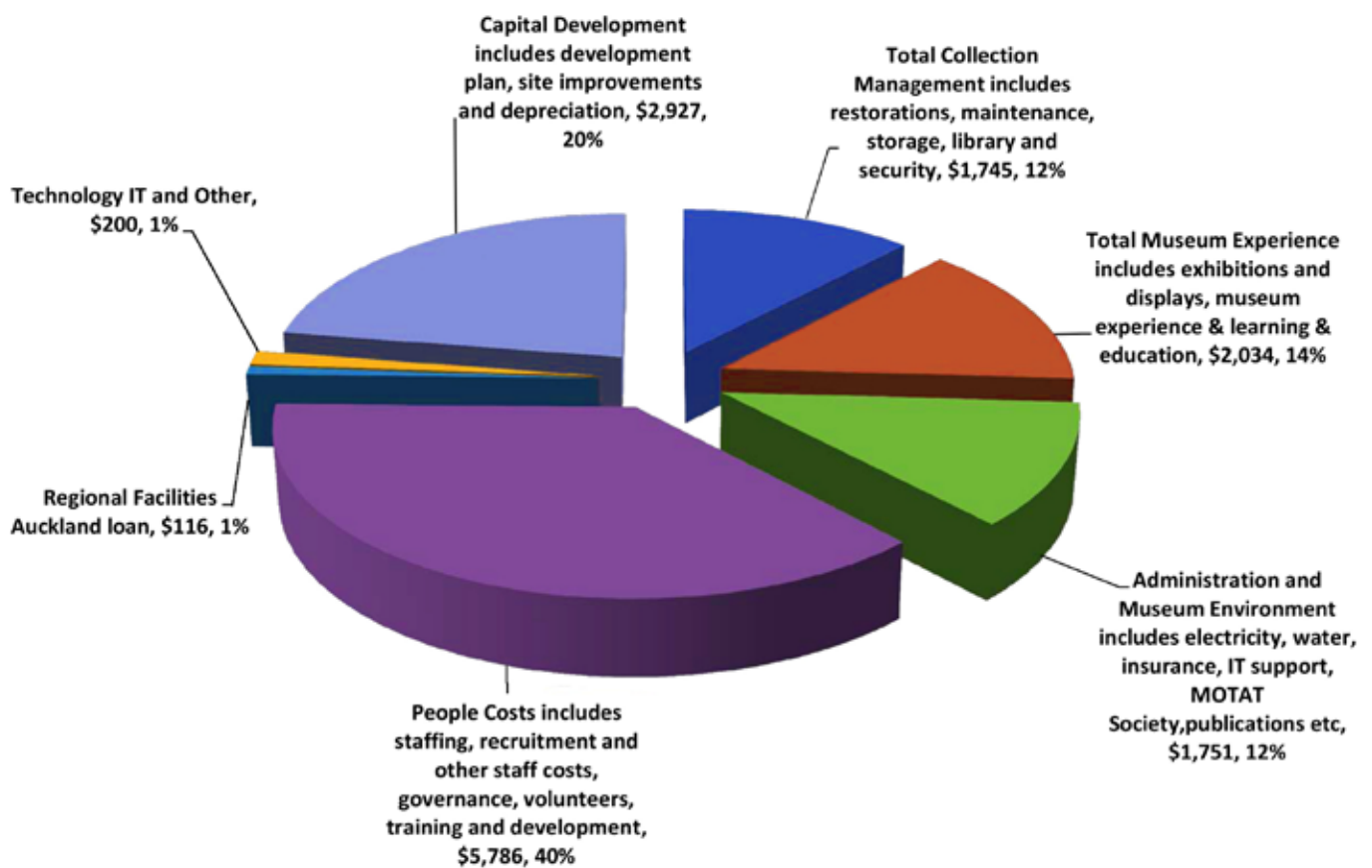
- The Museum's buildings and infrastructure budgets have been increased from \$1,176,000 to \$1,130,000 to enable the implementation of the "quick wins" and first year priorities identified in the Asset Management and Athfield Plans.
- The Collection restoration budget is increased by \$75,000.
- The total Staffing costs budget was increased by 10% to \$5,496,000 so as to ensure that the Museum has the right people and resources in the right place to achieve its strategic objectives. It should be noted that our staff cost to total revenue percentage is in line with the other major museums in New Zealand.
- We will continue to support the MOTAT Society including funding the joint publication of the Driving Wheel.





## 6.1 OVERVIEW

### 2015/16 Draft Annual Plan (\$'000s)









## 6.2 BREAKDOWN

### INDICATIVE BUDGET

	2013/14 Actual \$000's	2014/15 Plan \$000's	2015/16 Plan \$000's	2016/17 Plan \$000's	2017/18 Plan \$000's
<b>SUMMARY OF COSTS</b>					
<b><u>Museum Operating Expenditure</u></b>					
Operating Expenses	9,952	10,702	11,316	11,519	11,664
Less Projected Income	2,490	2,352	2,272	2,287	2,287
<b>Total Operating costs</b>	<b>7,462</b>	<b>8,350</b>	<b>9,044</b>	<b>9,232</b>	<b>9,377</b>
Plus Capital Development costs	4,233	3,637	3,243	3,177	3,156
<b>TOTAL LEVY</b>	<b>11,695</b>	<b>11,987</b>	<b>12,287</b>	<b>12,409</b>	<b>12,533</b>
<b><u>Breakdown of Capital Developments</u></b>					
Operating Expenses	32	25	25	25	25
Principal repayments	1,600	1,600	300	300	300
Technology (IT+Other)	32	200	200	200	200
Site improvements/Development Plan	888	300	1130	1006	985
Loan repayment (2003) - RFA	116	116	116	116	116
Depreciation	1,565	1,396	1,472	1,530	1,530
<b>Total</b>	<b>4,233</b>	<b>3,637</b>	<b>3,243</b>	<b>3,177</b>	<b>3,156</b>





## INDICATIVE COST OF ACTIVITIES & PROJECTS

<u>SOURCES OF FUNDS</u>	2013/14 Actual \$000's	2014/15 Plan \$000's	2015/16 Plan \$000's	2016/17 Plan \$000's	2017/18 Plan \$000's
Local Authority Levy	11,695	11,987	12,287	12,409	12,533
Interest Revenue	323	255	150	150	150
Grant Revenue	135	137	137	137	137
Sponsorship & Fundraising	395	225	225	225	225
Admissions	1289	1190	1195	1200	1200
Commercial	215	410	420	430	430
Sundry income	133	135	145	145	145
<b>Total Revenue</b>	<b>14,185</b>	<b>14,339</b>	<b>14,559</b>	<b>14,696</b>	<b>14,820</b>
<u>COSTS OF ACTIVITIES</u>					
<b><u>Collections Management</u></b>					
Conservation	63	100	100	105	105
Library	12	40	45	45	45
Registry	26	40	50	50	50
Collection related costs	1,830	1,219	1,225	1,226	1,226
Restorations	0	150	225	244	244
Acquisitions	8	100	100	100	100
<b>Total Collection Management</b>	<b>1,939</b>	<b>1,649</b>	<b>1,745</b>	<b>1,770</b>	<b>1,770</b>

*Note-Collection related costs includes storage, security and operating the collection.*



## 6.2 BREAKDOWN

### INDICATIVE COST OF ACTIVITIES & PROJECTS

	2013/14 Actual \$000's	2014/15 Plan \$000's	2015/16 Plan \$000's	2016/17 Plan \$000's	2017/18 Plan \$000's
<b><u>Museum Experience</u></b>					
Commercial Operations	133	220	220	220	220
Museum Experience	267	385	389	395	395
Learning & Education	31	65	65	65	65
Exhibitions	552	841	846	856	856
Marketing	474	495	495	495	495
Museum Environment (see Business services)	756	820	0	0	0
<b>Total Museum Experience</b>	<b>2,213</b>	<b>2,826</b>	<b>2,015</b>	<b>2,031</b>	<b>2,031</b>
<b><u>Business Services</u></b>					
Administration*	1145	859	863	873	873
MOTAT Society	52	67	67	67	67
Health, Safety and Security	0	20	20	20	20
Museum Environment			820	825	830
Staffing**	4,368	4961	5496	5633	5773
Other Staff Costs	170	240	205	210	210
HR & Development	65	80	85	90	90
<b>Total Business services</b>	<b>5,800</b>	<b>6,227</b>	<b>7,556</b>	<b>7,718</b>	<b>7,863</b>
<b>Total Cost of Activities</b>	<b>9,952</b>	<b>10,702</b>	<b>11,316</b>	<b>11,519</b>	<b>11,664</b>

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

\*\*Staffing 2015/16 onwards includes additional roles in Collections/Experience.







## 7. STAFFING

The breakdown of Full Time Equivalent (FTE) paid staff (which includes anticipated recruitment) as at 1 March 2015 is as follows:

DEPARTMENT	FTE
<b>MUSEUM EXPERIENCE</b> - Experience, Education, Commercial, Events & Functions, Customer Service, Exhibitions, Marketing & Communications	38
<b>COLLECTIONS</b> - Collection Projects, Library & Research, Collection Inventory, Registry, Collection Operations	24
<b>BUSINESS SERVICES</b> - Environment, Finance & ICT, Health, Safety & Security, People & Performance	18
	<b>80</b>

The museum has *[figure to be added at the end of March 2015]* volunteers.

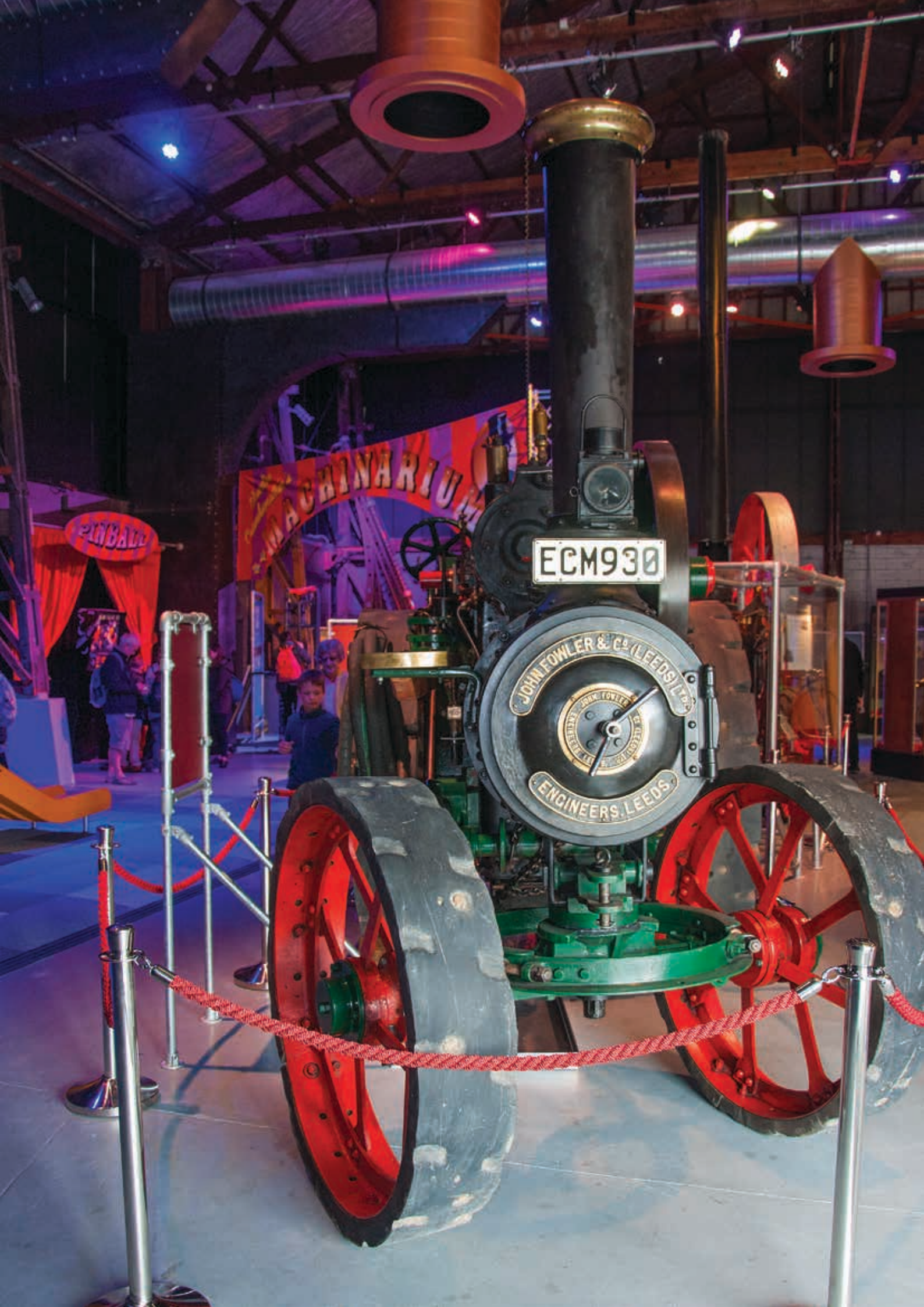
## 8. REMUNERATION OF BOARD MEMBERS

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

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

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





## APPENDIX A: CURRENT MOTAT BOARD

LINDSAY CORBAN

JAMES DOUGLAS

BRUCE HOWAT

RICHARD JEFFERY

JOHN McELHINNEY

DR LESLEY McTURK  
(CHAIR)

GRAEME OSBORNE

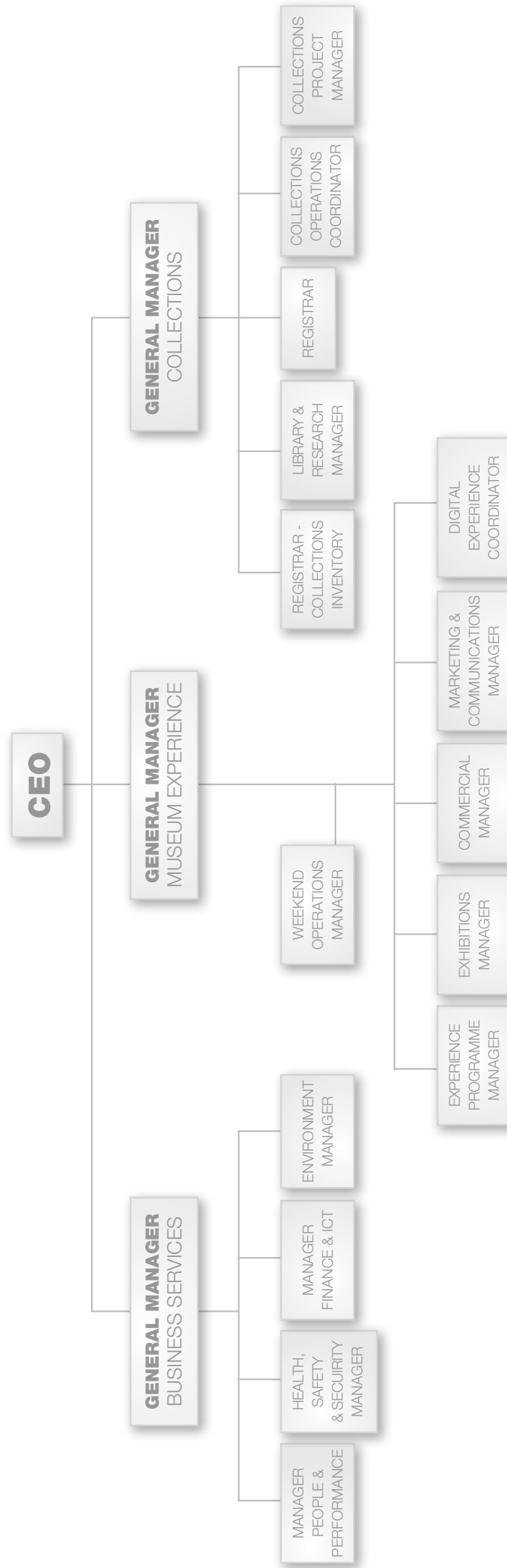
MIKE SPRAGGON  
(DEPUTY CHAIR)

HON. JUDITH TIZARD

VERN WALSH



## APPENDIX B: CURRENT ORGANISATIONAL STRUCTURE



## APPENDIX C: CURRENT CEO AND MANAGEMENT TEAM

CEO/Museum Director: Michael Frawley

### **BUSINESS SERVICES HUB**

General Manager: Robyn Winks

Manager – People & Performance: Robyn Winks

Health, Safety & Security Manager: Rubeana Reader

Manager – Finance & ICT: Peter Elderkin

Property Manager: Janna Gilligan

### **MUSEUM EXPERIENCE HUB**

General Manager: Malcolm Anderson

Weekend Manager: Grant Feasey

Experience Programme Manager: Brent Hemi

Exhibitions Manager: Lucinda Blackely-Jimson

Commercial Manager: Jeff Morris

Marketing & Communications Manager: Danielle Dunn

Digital Experience Coordinator: Luke Diggins

### **COLLECTION HUB**

General Manager: Steven Fox

Registrar: Shae Trewin

Registrar – Collection Inventory: Belinda Maingay

Library & Research Manager: Lucy McClenaghan

Collection Operations Coordinator: Toby Hutton

Collection Project Manager: Peter Fisk



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## APPENDIX D: MOTAT FUNDS

MOTAT is funded from the following sources:

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

### ADMISSION CHARGES

Adult	\$16.00
Child (5 – 16 years inclusive)	\$8.00
Overseas Senior Citizen (non NZ)	\$16.00
Student (with current student card)	\$8.00
Family (2 adults and up to 4 children under 17 years)	\$40.00
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

### ATTRACTIONS

Tactile Dome	no charge with entry
Tram ride	no charge with entry

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

Family (2 adults and up to 4 children under 16 years)	\$75.00
Individual (1 adult)	\$40.00
Student (1 adult)	\$20.00
Seniors (N/A - as free admission to Gold Card holders)	
Student (with current student card)	\$20.00

### 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

## APPENDIX E: MUSEUM'S OBJECTIVES

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

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





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## IN APPRECIATION:

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

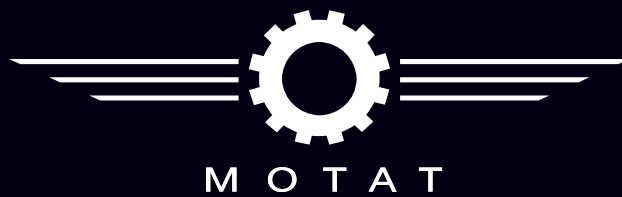
We would also like to thank Air New Zealand who provided us with funds to restore the interior of the Solent Flying Boat.

Likewise, Edward Sound, First Scene Costume and Prop Hire, Rainbow Rascals Face Painting and Phinea's Phrog Management who supported and continue to support our Olde Hallow's Eve event along with Trillian Trust for their support of our Christmas Lights event.

We would like to specifically acknowledge the late Sir Ian Athfield's and Athfield Architech's contribution in relation to the redevelopment of the Museum's buildings and infrastructure. The Athfield Plan will ensure that Sir Ath's legacy will live on at MOTAT.

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





MUSEUM OF TRANSPORT AND TECHNOLOGY

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