



ANNUAL PLAN 2018-2019

MOTAT

MUSEUM OF TRANSPORT
AND TECHNOLOGY



Mō Te Pai Nui

THE WAY WE WORK

Our decisions and actions which contribute to the greater good of the Museum, and the way in which we implement the Strategy.

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
INTEGRITY
CREATIVITY
STEWARDSHIP

Whakahorohoro

THE WAY WE THINK

To challenge established thinking, provoke and positively confront in order to seek change

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

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

Contents

Chair and Chief Executive Overview	4
2016-2017 Review	7
2017-2018 Update	14
2018-2019 Preview	19
Our Future	30
Core Objectives	34
Financial Overview	42
MOTAT Leadership	48
In Appreciation	53

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 onto the next generation.

Our Approach

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

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

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

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

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

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

Sustainability

To us, sustainability is not just limited to reducing our impact on the environment and reducing our use of non-renewable resources; it is also

about preserving Auckland and New Zealand's heritage, the associated skills and knowledge and passing those on to the next generation.

MOTAT CHAIR AND CHIEF EXECUTIVE OVERVIEW

This Annual Plan outlines what we intend to focus on during the 2018-2019 financial year and is provided in support of MOTAT's levy request to Auckland Council in accordance with the provisions of the MOTAT Act 2000.

The 2018-2019 year is the fifth year of our 2014-2019 Master Strategy. We developed this strategy during 2013 in collaboration with our employees and volunteers, our stakeholders, and the local community.

In the process of developing our strategy we noted that, while there were many institutions that showcased New Zealand's social history, there were few that focused specifically on the country's rich heritage of technological adaptation, development, and innovation. This heritage, which started with the tangata whenua, not only defines who we are as a nation, but also continues to have a significant impact on the development of New Zealand and its people, culture, and economy.

Our strategy addresses Dame Cheryll Sotheran's challenge to the Board to transform MOTAT from being a "collection of things" to a

"lightbulb institution" that is customer focused, vision based, and has a transformative impact on its community.

The implementation of this strategy has had a positive impact on MOTAT, our team, and our visitors, and this journey is reflected in our 2014-2015, 2015-2016, and 2016-2017 Annual Reports.

MOTAT's Board, Chief Executive, and Senior Management Team reviewed our Master Strategy in October 2017. Part of this review considered the significant improvements we have made in terms of visitor numbers, visitor satisfaction, revenues, and MOTAT's engagement with the education sector, the museum sector, and the wider community.

It was concluded that MOTAT was on track to be the 'must experience' venue in Auckland and that our vision, our approach, and the Athfield

Masterplan (see below) provides the strategic framework for the next ten years.

One of our objectives going forward is to align MOTAT's activities and outcomes with the aims of likeminded institutions such as Auckland Council, ATEED, Auckland Transport, local Iwi, Panuku Development, and the arts, culture, heritage, and education sectors. We have already started on this path by identifying and working on several collaborative projects with the Auckland Museum, Auckland Art Gallery, Maritime Museum, and Stardome, including the possibility of a shared offsite storage facility to create a collection precinct.

This Annual Plan contains a review of what we achieved during the 2016-2017 year, an update on how we are tracking in the current year against the goals set out in our 2017-2018 Annual Plan, and a preview of what we intend to do during the 2018-2019

As part of that strategy we established a bold 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.

This approach is also aligned to the Māori worldview of:

Kia whakatōmuri te haere whakamua - my past is my present is my future, I walk backwards into the future

year, along with the associated cost. Some of our significant projects for 2018-2019 include:

- Ongoing renewal of our exhibition spaces to make them and our heritage collection more accessible to our visitors.
- Development of new exhibitions, including one that focuses on past, present, and future Māori Technology and Innovation.
- Being the only New Zealand venue for Boeing’s Above and Beyond exhibition, which explores the science of flight and space travel.
- Expansion of the number of operational objects available during our Live Days so that our visitors can experience the sights, sounds, and smells of heritage and modern technology.
- Continuation of our popular Christmas Lights, Night Lights/Matariki, Good Old Days, and Bubble Weekend events.

- Expansion of our After School Clubs so that we can help students from the local community to develop their knowledge and skills sets. This initiative includes Coding@MOTAT, Robotics@MOTAT, and DigitalTech@MOTAT, the last of which focuses on digital technologies, 3D printing, digital animation, and more.
- Rolling out our Digital MOTAT integrated digital approaches to all our work.
- Upgrading of the tram track and overhead power lines between our two sites to ensure our transport network can cope with increased passenger demand.
- Preservation and restoration of several significant heritage objects, including our Oberursel Locomotive, Rail Carriage A1819, Steam Tram No.100, Tram Trailer 21, Short Solent Mk IV Flying Boat, Short Sunderland Mk V Flying Boat, and (subject to receiving sponsorship funds) our very rare 1917 Harley Davidson 'board track racer' motorcycle.
- Development of a Conservation Laboratory and implementation of a Synergy Telemetry monitoring system so we can research, treat, and monitor our collection to the standards expected of a leading museum.
- Establishment of an Object Photography Suite as part of the new Conservation Laboratory to enable consistent and improved photography of collection objects.
- Continuation of our Collection Review to confirm the quality and significance of the objects in our collection and ensure they are aligned with our strategic and statutory objectives.

- Additional support for employee and volunteer Health and Safety initiatives across our organisation, including additional occupational health and wellness support.
- Professional development and training for our employees and volunteers to enhance engagement and retention, and ensure MOTAT remains a great place to work.

Finally, while we are satisfied that the Museum operates in a financially prudent manner, this Annual Plan includes a significant amount of funding to cover remedial maintenance of our aging buildings and infrastructure. A number of our buildings and their associate infrastructure will need to be replaced before they have a detrimental impact on the visitor experience and the care of our collection. In order to address this we applied for capital funding under the Council's Long Term Plan for some of the core projects of the MOTAT Athfield Masterplan. The MOTAT Athfield Masterplan was developed in 2015 and outlines how we can renew and upgrade our buildings and infrastructure to provide a more vibrant and inspiring environment for our visitors.

We are excited at the possibilities and opportunities for Auckland and New Zealand that the Masterplan contains. We have developed a Business Case for the Masterplan based on the Treasury Better Business Case template, and we have used an abridged version of the document to apply for the capital funding of some of the core projects under the Auckland Council's Long-Term Plan.

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei.



Michael Frawley
CHIEF EXECUTIVE/MUSEUM DIRECTOR



Dr Lesley McTurk
BOARD CHAIR

2016-2017 REVIEW

This section presents a brief overview of what we achieved between 1 July 2016 and 30 June 2017. For a more in-depth account, please see our 2016-2017 Annual Report.

262,943
*Total visitors
2016-2017*

*5.7% increase on
2015 - 2016*

2,205

*Visitors to
Science Street
Fair 2016-2017*

*67% increase on
2015-2016*

22,649

*Visitors to
Christmas Lights
2016*

*12.2% increase
on 2015*

2,291

*Visitors to Olde
Hallows Eve 2016*

*19% increase
on 2015*

16,882

*Visitors to
Backyard
Blockbusters*



25,389

*Learning experiences
outside the
classroom (LEOTC)
for Auckland
primary and
secondary students*

11,000

*Visitors to
Pasifika Vibes @
MOTAT during
Pasifika Festival*

28.7%

*Increase in
income from
corporate events*

The Innovators

Finalist

*for 'Exhibition Excellence –
Science and Technology'
Museum Aotearoa 2017
Awards*

Museum Experience Hub

We increased our visitor numbers by 5.7% to 262,943 and continued to transform MOTAT from being a “collection of things” to a “lightbulb institution” that is customer focused, vision based, and has a transformative impact on its community.

We launched The Innovators, which focuses on five Kiwi innovators, and it has become the centrepiece visitor experience of our new Innovation Hub. Our Christmas Lights event attracted 12.2% more visitors than in 2015 and we launched a new evening event during Matariki in June 2017 called Night Lights that turned the Great North Road site into a magical lightscape. Pasifika Vibes @ MOTAT built on our previous year's engagement and attracted approximately 11,000 visitors into our site during ATEED's Pasifika Festival, and our 2016 Olde Hallows Eve Halloween event attracted 19% more visitors than in 2015.

The Backyard Blockbusters school holiday experience featured a fun, hands-on series of activities designed to inspire and empower budding young filmmakers. Our annual Science Street Fair encouraged young people to develop their knowledge and skills in relation to science and technology. We continued our Weekends of

Imagination programme with creativity-enhancing activities based on cardboard, duct tape, games and puzzles, strategy games, Māori innovation, slot cars, and more.

MOTAT provided Learning Experiences Outside The Classroom (LEOTC) for 25,389 Auckland primary and secondary students during the year and weekly after school clubs for students that focused on coding (Learn to Code@MOTAT) and robotics (Robotics@MOTAT). We also provided several adult education programmes, including Jewellery Smithing in collaboration with the Peter Minturn Goldsmith School.

We continued to evolve, develop, and upgrade our infrastructure and buildings to support our strategic and statutory objectives, especially in relation to the use of our spaces and heritage objects to inspire our visitors and extend their knowledge. The year also saw major changes to our

Great North Road site, including the completion of the Library refurbishment, the reconditioning of our historic Beam Engine, the refit of The Explorium for a new exhibition, the opening of MOTOTS, our new space for 0 to 5-year-old visitors, and the introduction of colour to our buildings to make the museum a more vibrant place to visit and work in.

We hosted many corporate events, including several awards shows, weddings, trade groups, international trade and tourism delegations, and community groups. In August 2016, we appointed a new operator to run the popular café in Cropper House at our Great North Road site.

Collections Hub

The MOTAT collection aims to tell stories of New Zealand's transport, technology, and innovation history by acquiring, conserving, operating, and displaying objects with special significance to the country and its people.

During the year we added 409 new objects to our collection, including the mobile rocket launch rail used to launch Rocket Lab's Atea 1 rocket, the original moulds used to manufacture the Heron MJ 1 sports car, clothing and sleepwear used during the 1955 – 1958 Commonwealth Trans-Antarctic Expedition, an ASEA IRB6 Series 1 Industrial Robot, and Jean Batten's flying cap, planisphere, and logbook.

We added 6,248 objects to our inventory, began a comprehensive Collection Review, and established a new Conservation Team. We uploaded many new images and information about our collections to the eHive international online catalogue system. We digitised 2,768 images and completed digitalising all our oral histories.

We finished the mammoth task of restoring and repainting the exterior of our Short Sunderland Mk V flying boat. We engaged International Conservation Services (ICS) to develop a new conservation management plan for our rare Short Solent Mk IV flying boat. A substantial donation from Air New Zealand

has helped us begin work on restoring the interior of the aircraft.

During our Collection Review process, we discovered that asbestos in K900, our iconic K Class Locomotive, could become exposed over time, creating a risk to the MOTAT Team and our visitors. We encapsulated and moved the locomotive to the safety of our workshop to avoid risk to staff and visitors, prevent further degradation, and enable us to develop a plan for its conservation.

The Curatorial and Projects Teams within the Collections Hub prepared new Heritage Operational Guidelines for our heritage tram fleet in the 2016-2017 year. These guidelines will inform the use and maintenance plans for the trams, and provide the Collections Hub with clearly documented usage reports. MOTAT employees and volunteers restored and upgraded our model railway, including improvements to the track, wiring, control systems, signage, and interpretation video

Objects assessed in our Collection Review during 2016-2017:

- 39 cars
- 28 fire and emergency vehicles
- 17 trucks and vans
- 13 military vehicles
- 11 buses
- 17 tractors and bulldozers
- 124 health sciences objects
- 346 commercial aviation objects
- 89 airline bags



203,843

*Tram passengers
10.4% more than
2015-2016*

12,110

*Records
of objects
uploaded to
eHive*

6,248
*Objects
inventoried*

*31.6% more than
2015-2016*





14

New employees

15%

Volunteers under 30 years old

23%

Improvement in volunteer engagement

19%

Improvement in employee engagement

48%

Improvement in leadership scores in our team engagement survey

23.3%

Improvement in how well the MOTAT Team communicates

230

*Total volunteers
3.1% more than
2015-2016*

272%

Increased investment in learning and development in the past three years

A vertical photograph on the left side of the page shows a person with grey hair, seen from the side, working on a mechanical component in a workshop. The background is blurred, showing industrial equipment and lights.

Business Services Hub

Behind MOTAT's fascinating heritage objects and inspirational exhibitions our people are hard at work behind the scenes ensuring that we have the right systems and infrastructure in place to support and improve the visitor experience, provide a safe, effective, and efficient working environment for our people, and ensure a secure environment for our heritage collection.

The Environment Team ensures that our collection is secure, our grounds are tidy, our gardens look presentable, and our buildings are maintained in good order. We expanded the Environment Team during the year to expedite the upgrading and maintenance of our infrastructure.

We restructured and upgraded our ICT network so that it is more robust and resilient, improved our data storage, and expanded our high-speed data network to reach every part of the Museum. We implemented hi-density Wi-Fi across our sites in all main public areas and offices, and commenced a project to document all aspects of the MOTAT ICT environment to enable more efficient resolution of ICT issues.

As part of our commitment to retaining and developing our dedicated team of employees and volunteers, we increased our investment in learning and development and implemented our Leadership Development Programme. We also reviewed our internal communications tactics and implemented more regular internal e-newsletters and an intranet site called Info Hub.

We introduced a suite of employee rewards and benefits including flexitime, birthday leave, study leave, and additional KiwiSaver contributions. To help build informal relationships between our diverse teams we introduced regular social functions for the MOTAT Team. We relocated our teams into more cohesive groups to enable better collaboration and we upgraded our workplace environments.

To ascertain the success of these initiatives and gauge our current levels of employee and volunteer engagement, we undertook a survey of our employees and volunteers so that we could compare the results with the previous year's survey. This revealed a 19% improvement in employee engagement and a 23% improvement in volunteer engagement.

We continued to improve our Health and Safety policies and procedures to ensure the safety and wellbeing of the MOTAT Team and our visitors. We have embedded Emergency Response Teams at both sites, put in place new emergency procedures, and carried out evacuation drills.

Our People and Culture Team inducted 35 new volunteers to the MOTAT Team during the year as part of our objectives to have a more diverse range of volunteers by age, gender, culture, and skills. We developed a Volunteer Implementation Plan that takes into account feedback gained during the previous year's volunteer engagement survey and workshops. We have also established a Volunteer Programme aligned with our overall strategy that has been recognised by Volunteering New Zealand as an industry-leading initiative.



WINNER

*“Excellence in
Marketing”
Westpac Business
Awards 2017*

FINALIST

*“Excellence in Planning
and Strategy”
and
“Employer of the Year”
Westpac Business
Awards
2017*

2017-2018 UPDATE

This section focuses on what we have been and are planning to do between 1 July 2017 and 30 June 2018.

Museum Experience Hub

We are in the process of reviewing and refreshing our Events Calendar and working towards achieving three, large-scale, signature events, along with more, smaller, themed events and pop-up visitor engagement activities.

We have established the Innovation Hub to highlight, in an inspiring way, Kiwi innovation and technology. We have also established a programme of regularly changing displays at our Great North Road site that highlight our collections, including in the Walsh Memorial Library and archives.

Our school holiday experiences are constantly being reviewed and refreshed, but our plan to expand our focus to include older children and young adults has been delayed until the next financial year. The redevelopment of the Explorium to offer more interactive experiences for 5 to 14-year-olds will also be postponed until the next financial year.

We are expanding our outreach initiatives through the deployment of our STEAM cells and our exhibition modules, 'Te Waka Huia'. These will be deployed throughout the wider Auckland region to provide a unique MOTAT experience for our community.

Education

We are developing Education Programmes that reflect our strategic focus on Kiwi technology and innovation, including design thinking, prototyping, product development, and commercialisation.

We are also working on delivering our STEAM (Science, Technology, Engineering, Art, and Mathematics) Cell concept. The STEAM Cells are special outreach trailers containing equipment, teaching resources, and collection items based on the STEAM concept and hosted by a MOTAT Educator. We deploy our STEAM Cells into schools that are unable to make the trip to MOTAT, or into the wider education community.



Digital, mobile, and online

This year we will launch our new Digital Strategy, which will help guide MOTAT's ongoing evolution into a more connected and engaged 'lightbulb institution' that is customer focused, vision based, and has a transformative impact on its community.

The Digital Strategy will identify digital opportunities and set the framework to grow the Museum's digital capacity. We are also in the process of developing a Mobile Solution so our visitors can interact with our collection and exhibits, navigate around the Museum, and engage digitally with us during and after their visit.

Commercial activities

We will increase our commercial activities this year by hosting major tourism, fundraising, and other events at the Museum. For example, we will be holding another MOTAT Charity Fundraising Gala in our Aviation Display Hall to raise funds for the restoration of our Solent Flying Boat. We will also explore new commercial opportunities with an improved hospitality service, and establish new, ticketed experiences with external partners. In the interim we are continuing to upgrade our café facility and offering.

Partnerships

We are progressing specific Partnership Opportunities, including those identified in the MOTAT Athfield Masterplan, plus other initiatives, especially in relation to visitor engagement, experiences, and exhibitions.

Audience research

Our audience research project will provide new and rich data about our audience and their motivations for visiting or not visiting, as the case may be. This research will also allow for the development of audience segments and provide a strategic opportunity to align our products and activities to specific audience segments.

MOTAT re-branding

We have refreshed the MOTAT logo, and we are now looking at market research with a view to reviewing and reinvigorating the MOTAT brand over the next few financial years.

Collections Hub

Cleaning and relocation

With the assistance of a professional project manager, we are progressing the cleaning and relocation of the collection objects that were contaminated by asbestos. All the vehicles have now been cleaned and relocated to an alternative storage facility.

Conservation Team

We have established a new Conservation Team dedicated to the conservation and care of our collection, and appointed a Manager Conservation. The Conservation Team has commenced a review of our collection care activities with the aim of implementing improved pest management, environmental monitoring, and collection cleaning programmes. In addition, the team is undertaking MOTAT's first exercise to benchmark collection care and conservation against national and international standards so we can clearly track our progress.

Infrastructure and conservation

In parallel with the conservation improvements outlined above, we are progressing several large collection infrastructure upgrades and conservation projects. These include the tramway track replacement and the tramway overhead refurbishment projects, the overhaul of an operational tram, and improving the operation of our heritage Beam Engine. We are also progressing several large restoration projects, including work on the Short Solent and Short Sunderland flying boats.

Providing objects for display

The Collections Team will continue to support the activities of the Public Programme, Exhibition and Education teams by providing collection vehicles, objects, textiles, and associated interpretative material for physical or digital display where required.

Walsh Memorial Library

Our Walsh Memorial Library is being used on a regular basis for external research and we are keeping a record of which collection objects and stories are being researched. We are also continuing the digitisation project, which is funded by NZ Lotteries, and looking at the feasibility of making our oral history collection available online.

Collection Review and Inventory

We have increased our Registry Team by two so that we can progress the Collection Review in line with our Collection Policy. The ongoing Collection Review project is currently being rolled out to our non-motorised vehicles and social history departments. We expect to complete our Collection Inventory project during this financial year, including auditing of over 5,000 collection items.

Collection objects online

The Registry Team is continuing to add new objects to our collections online site and they are making good progress with identifying and prioritising key objects of significance for online access, especially in relation to WWI and WWII. We are also enabling greater online accessibility for collection objects via photography of objects and the processing of object records and digital images, and their associated metadata.

Online research resource

We are developing an online research resource that focuses on the 'Makers and Manufacturers' of the objects in our collection and an archive of MOTAT's Exhibition History. The aim of the project is to provide a deeper knowledge of MOTAT's collections and to clarify public and researcher enquiries about collection objects.



Business Services Hub

MOTAT Athfield Masterplan

The MOTAT Athfield Masterplan is a strategic design framework for the future development of our buildings and infrastructure, including the addition of a new exhibition building on Great North Road. We have developed a Business Case for the funding of the Masterplan, and we have submitted it to Regional Facilities Auckland (RFA) for consideration.

We are currently preparing further documentation so the Masterplan can be considered by Auckland Council for inclusion in their Long Term Plan (LTP). We have support from the RFA for funding within the LTP, but this funding will need to be augmented by sponsorship and other support from other organisations. The LTP will not be finalised by Auckland Council until late in the current financial year and any plans to proceed with the preparatory works for the Masterplan will be commenced once funding has been confirmed.

Health and Safety

We have continued to improve our Health and Safety processes so as to ensure the safety of the MOTAT Team and our visitors. We have also improved the way that we deal with hazardous material and we are implementing our new Asbestos Management Plan in accordance with the new Health and Safety legislation. We have 10 staff now certified as Class A Friable Asbestos Removers. Our plan to establish a comprehensive Occupational Health and Wellbeing programme has been delayed to the new financial year.

Team engagement

We have undertaken several initiatives to empower the MOTAT Team, support team engagement, and increase retention. In particular our People and Performance Team is developing an Emerging Leaders Programme and we continue to invest in our targeted Learning and Development Programmes for the wider MOTAT Team. We are developing an Internship Programme and we have had a number of interns working with us in the current year. We will expand our Rewards and Recognition Programme, and are currently developing our Volunteer Programme to focus more closely on skills development and volunteer retention and development. The establishment of a Volunteer's Forum in the current year is also a high priority.

Asset management

Our Asset Management Plan (AMP) highlights the key buildings and areas to be maintained as part of a cost-effective maintenance routine, to ensure each asset has an adequate life cycle and provides a specific level of service. Implementation and monitoring of the AMP is a continuing priority for us.

ICT upgrades

We have increased the bandwidth of our ICT network to enable blanket Wi-Fi coverage at our Great North Road site and all the main public spaces at our Meola Road site.

Financial management

Our plans to investigate the upgrading and renewal of our Financial Reporting and Management Systems will be progressed this year, although the implementation of a new system is unlikely to be completed until the next financial year.





2018-2019 PREVIEW

This section provides a preview of what we intend to achieve between 1 July 2018 and 30 June 2019.



Museum Experience Hub

One of our strategic objectives is to maximise the visitor experience and engagement with MOTAT. We do this by ensuring our exhibitions and programmes support our vision of being Auckland’s “must experience” venue that uses Kiwi transport technology and heritage to educate and inspire the innovators of tomorrow.

The Museum Experience Hub plays a central role in making this objective a reality by presenting new exhibitions, implementing new programmes, and improving the visitor experience. The Hub consists of the Exhibition, Education, Public Programmes and Events, Marketing and Communications, Digital Engagement, Partnerships, and Commercial (Events, Functions, Retail, and Fundraising) Teams.

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

The Hub also develops learning programmes that support the National Curriculum and encourage schools to use MOTAT’s facilities, programmes, and education personnel. Our Education Team works on educational projects with universities and other tertiary institutions, and encourages their students to undertake research using the Museum’s collection. We have also developed a number of “after school clubs”, outreach programmes, and activities that enable schools, charities, and the public to actively engage with and learn about Kiwi technology and innovation, such as coding and robotics.

Here is a brief preview of what the Museum Experience Hub expects to achieve from 1 July 2018 to 30 June 2019:

EXHIBITIONS

Above and Beyond

MOTAT is working towards securing 'Above and Beyond', an international travelling exhibition developed by Boeing that explores the science of flight and space travel. Interactive, educational, and inspirational, this exhibition has already toured the USA, Europe, Middle East, Asia, and Australia, and is scheduled to land at MOTAT in late 2018. If we are successful in securing 'Above and Beyond', MOTAT will be the only place in New Zealand where the public will get to experience it.

Explorium

This educational, interactive, and fun zone for 6 – 12 year olds will be reconfigured during 2019 to focus on principles of science, innovation, and technology in ways that will engage, educate, and inspire.

Māori Technology

We are committed to showcasing the technology of tangata whenua, and will work to develop a new exhibition focusing on past, present, and future stories of Māori creativity and innovation. This exhibition is scheduled to open in the following year.

Innovation Hub

The Innovation Hub is a continually evolving space and we will continue to develop it as a centre of creativity and technological exploration that provides visitors of a slightly older demographic with hands-on, challenging, and fun ways to engage with scientific principles.

Pumphouse lighting and infrastructure

We will bring MOTAT's founding collection to life even when the Beam Engine is not running by upgrading the interpretation in the Pumphouse, including enhanced lighting that will direct visitor attention to key points of interest and importance. We will also add disability access to enable more visitors to enjoy this unique experience.

PUBLIC PROGRAMMES

Live Days

The MOTAT Live Days really do bring the Museum 'alive'. These regular monthly events have been consistently popular and we will continue to support them, increasing the scale of each event to help drive repeat visitation. To this end, we are working with the Collections Team to increase the number of operational objects available to the public on Live Days, alongside the existing steam train, double decker tram, and armoured personnel carrier rides.

We have already begun using each Live Day to feature a different collection theme of the Museum. For instance, in July 2017 we had Steam Live Day with multiple traction engines and steam trains operating at the Meola Road site, as well as the Beam Engine drawing large crowds at the Great North Road site. Despite unstable weather there was a clear jump in visitation (2,083 visitors compared with 1,186 for the July 2016 Live Day, a 75.6% increase), which suggests this strategy is working well.

Improving Live Days also enables us to deepen our relationships with important external parties, which will pay dividends well into the future. Our Fire and Rescue Live Day in February 2017, for example, developed our relationships with NZ Police, NZ Fire Service, Civil Defence, and Red Cross.

Christmas Lights

This MOTAT signature event continues to show steady growth, which we will support by increasing the amount of lighted areas at the Great North Road site, and offering more entertainment and activities during the ten evenings leading up to Christmas Eve. This event doubles as a fundraiser that supports regional family-based charities through what can be a difficult time of the year.

Night Lights

Introduced as a mid-year event to mirror the Christmas Lights event and re-engage that loyal audience for a second time during the year, Night Lights celebrates Matariki and challenges New Zealand artists to create light installations inspired by objects from our collection. Working alongside other culture and heritage institutions in Auckland, we intend to grow this event to the same levels of popularity as Christmas Lights.

Bubble Weekend

Bubbles provide an interactive and tactile way to inspire our youngest visitors to explore scientific principles in physics and chemistry. MOTAT's Bubble Weekend began as a one-day event but, due to high visitor numbers, we are expanding it into a twice yearly, two-day event. Aimed at families with pre-school and primary-aged children, Bubble Weekends will be held in September and May. Both weekends will include bubble science, bubble shows, bubble art, giant bubble making, bubble activities, and live music.

Pasifika Vibes @ MOTAT

In March 2017, we created Pasifika Vibes @ MOTAT, an event that complements ATEED's Pasifika Festival at Western Springs and enables us to give new visitors a taste of MOTAT. We will again work with local community groups to make the event a success, plus we will invite other arts, culture, and heritage organisations to participate, including the Auckland Museum and the Maritime Museum.

Good Old Days

This is the first programme that we have created to appeal specifically to the senior demographic. Each monthly Good Old Days event explores a different decade through talks, demonstrations, live music, and food offerings. The inaugural 'Good Old Days' was held in September 2017 with a focus on the 1900s.

The Time Traveller's Convention

This new event is a reimagining of the former Steam Fair event that enables us to expand the content beyond the Victorian period and highlight a broader range of MOTAT's collection items. We will also use this event to showcase the past, present, and future importance of this technology to appeal to a broader range of visitors.

Prohibition Party

Introduced as a series of after-hours events targeting young adult and adult audiences and focusing on the 1920s and 1930s, this event includes live entertainment, car displays, demonstrations, food offerings, and cocktails.

Science Street Fair

This joint initiative run by the Education and Public Programmes Teams continues to grow each year and attract very positive feedback from visitors and the organisations that contribute to the event, including the University of Auckland, Massey University, and well known scientists such as Michelle 'Nano Girl' Dickinson.

Dig It

A new event focusing on construction and targeting under-fives and their caregivers, Dig It runs for five weekdays, which spreads visitation across multiple days to alleviate site pressure and allows us to capitalise on word-of-mouth promotion.

Father's Day (Wild Wheels) and Mother's Day (Vintage 1950s)

Families are important to us so we tailor special experiences with families in mind. Our 'Wild Wheels' Father's Day event is the perfect day out for dad and the kids, with car clubs from around the Auckland region displaying their vehicles at MOTAT alongside live entertainment, food offerings, and activities for the whole family. The 'Vintage 1950s' Mother's Day event has a more feminine focus, with fashion shows, a 1950s-style pamper parlour, market stalls, live singers, dance demonstrations, food offerings, and car displays to make Mother's Day one to remember.

LEARNING PROGRAMMES

After School Clubs

Staff will work alongside volunteers to provide

fascinating after school clubs as part of our wider objectives around developing and implementing vibrant learning programmes designed to stretch the imaginations of young people:

- **Learn to Code@MOTAT:** teaches participants coding and programming in Scratch/Python and HTML using Code Club Aotearoa curriculum resources, Raspberry Pi, and Arduino.
- **Robotics @MOTAT:** teaches participants robotics and robotic control using VEX IQ Robotics.
- **DigitalTech @MOTAT:** teaches participants topics from the digital technologies area, including 3D printing, digital animation, green screen, and more.

STEAM Cells

Currently low decile schools and schools in distant parts of Auckland struggle to visit MOTAT because of the cost and time involved in travel, so we have developed the STEAM Cells to take our programmes directly to these schools.

The STEAM programme aligns well with the National Curriculum, encourages critical thinking, communication, and creativity, and can be tailored to suit the needs of the individual schools. During the 2018-2019 year we will take our STEAM Cell learning experiences to more schools to help more students develop STEAM competencies while interacting with some of our collection items.

Technology experiences

To encourage innovative thinking around technology to learners of all ages, we will offer the following interactive experiences:

- Jewellery Smithing Workshops: Peter Minturn Goldsmith School and MOTAT will offer jewellery smithing experience to the public. Utilising the MOTAT forge and the Goldsmith School, participants will create three metal smithing projects in steel and silver.
- Printing Workshop: A third party printing organisation and MOTAT will offer a printing experience utilising MOTATs printing resources and expertise.
- Behind the Scenes@ MOTAT: Our Collections and Education Teams will give participants an insight into museum practice around collections storage, conservation, preservation, and restoration of artefacts, and collections management practices.

MARKETING ACTIVITIES

MOTAT rebranding

We implemented a refreshed logo in July 2017 but we acknowledge that this was a transitional measure and that a more in-depth project to look at the entire MOTAT brand is required. This will be a multi-year project that will involve intensive research, discussion with our various stakeholders,

and the engagement of a brand specialist company to assist with appropriately positioning MOTAT for the future. We anticipate that there will be a two-year research and development phase in preparation for launching the revised branding during the following year. This project will help to position MOTAT as a “must experience” destination, as well as supporting our key theme of innovation.

COMMERCIAL ACTIVITIES

Venue upgrades

An event held in our iconic Aviation Display Hangar is always a memorable occasion, and we will continue to offer this venue for ‘high end’ corporate events. We will enhance our ability to generate revenue from our Cropper House/Cropper Lawn/Café precinct by dramatically upgrading the café environment, increasing its capacity, installing new flooring, and promoting greater use of the precinct for weddings and other functions.

Retail and Café

Our three retail outlets across our sites are receiving a refreshed ‘look and feel’ and are being upgraded to provide a more modern experience for our visitors and customers. Our product range is also constantly under review, with new offerings being released in alignment with our public activities.

DIGITAL DEVELOPMENTS

Improving online access

‘Technology’ is in our name, and increasingly the digital environment shapes the definition of what technology is. In response, we will continue to develop our digital capabilities by providing more online access to our collections and programmes for our visitors, employees, and volunteers. We will investigate ways to work smarter in our day-to-day operations by using technology such as Radio Frequency Identification (RFID) technology in collections, mobile technology for ticketing, and Bring Your Own Device (BYOD) initiatives for visitors. We will also ensure that when we develop new products, initiatives, and processes, we will consider the opportunities for digital uses and engagement.

Collections Hub

The Collections Hub is responsible for driving our strategic aims of improving the overall quality of our collection, using collection items to demonstrate technology and ingenuity, and inspiring our visitors with stories of New Zealand's history and innovation. Another important part of our role is supporting and collaborating with the Museum Experience Hub in developing and implementing exhibitions, events, and activities.

The Hub consists of the Registry, Library and Archives, Collection Operations, Collections Projects, Conservation and Collection Care, Curatorial/Research, and Inventory Teams.

We conduct reviews of our collection to check that our objects are consistent with MOTAT's overall vision, and make decisions around whether to retain objects in the collection, store them, transfer them to the Museum Experience Hub, loan them to another institution, or 'de-accession' them altogether. We also take opportunities to acquire new collection items that fit with our vision and our statutory objectives.

We develop procedures and policies around the storage, handling, operation, and display of MOTAT's objects, based on the International Council of Museums' Code of Ethics. Undertaking the conservation and preservation of objects also supports our vision to be Auckland "must experience" venue.

Here is a brief preview of what the Collections Hub expects to achieve between 1 July 2018 and 30 June 2019:

RESTORATION PROJECTS

Railway

The special magic of steam engines has drawn people to MOTAT since its beginnings and our visitors continue to be mesmerised by our collection of trains. For our older visitors, they evoke fond memories, and for our youngest visitors, they provide an irreplaceable experience of a vanished time.

We therefore take our stewardship of these mighty machines very seriously and will bring to completion several rail projects in the 2018-2019 year, including boiler retubing of our L Class Steam Locomotive L507 and restoration of Rail Carriage A1819.

We will also undertake restoration of our Oberursel Locomotive, which was one of New Zealand's first petrol-powered railway engines. Originally built in 1912 and used in the Thames-Hauraki region, the Oberursel is currently in pieces awaiting reassembly. We will develop a comprehensive conservation plan for the locomotive with the end goal of restoring it to operational status.





Tramway

Few things are more evocative of the MOTAT experience than a ride on one of our iconic heritage trams, and last year alone more than 200,000 people stepped aboard a MOTAT tram. Passenger numbers will continue to grow so we will continue our tram restoration efforts, including progressing tram track and overhead wiring repairs and replacements, and upgrading our incredibly rare Steam Tram 'No.100'.

Made by Baldwin Locomotive Works, Philadelphia, in 1891, Steam Tram No.100 is the only one of its kind still in operation anywhere in the world. No.100 will undergo a ten-year boiler survey during 2018-2019, at which time it will also be repainted. Meanwhile, we will complete the restoration of Tram Trailer 21, which was originally towed by No.100. The addition of Tram Trailer 21 will restore No.100 to its original configuration and enable many more visitors to enjoy the rare thrill of riding on a steam tram.

Aviation

Our one-of-a-kind aviation collection is MOTAT's jewel in the crown and for the first time in 50 years we now have all our planes under cover. This enables us to complete critical restoration work on our Solent and Sunderland Flying Boats as well as ensuring that our aviation collection

receives the best protection. Now that we have completed most of the structural repairs to 'Aranui', our unique Short Solent Mk IV Flying Boat, we will commence restoration of its exterior, including stripping and repainting. We will also complete the mammoth task of restoring our Short Sunderland Mk V Flying Boat, including final reassembly of the tail plane and detailing work to the interior.

Road Transport

Subject to sponsorship funding, we will undertake restoration work on our very rare Harley Davidson motorcycle, which was built in 1917 as a 'board track racer' and is mechanically different from other Harley Davidsons of that period. (Board track racing used circular or oval racecourses made of wooden planks and was popular in the US during the 1910s and 1920s).

Industrial

The Pumphouse was the foundation building of MOTAT back in 1961 and is still in many ways the heart of the Museum. It was built in 1877 to house the mighty Beam Engine that supplied the growing settlement of Auckland with water, pumping it from Western Springs up to reservoirs in Ponsonby and Karangahape Road. The Pumphouse boiler that powers the Beam Engine's huge pistons will be retubed and re-certified in 2018-2019 to



ensure its magnificent 16-ton flywheel will continue to turn for many years to come.

Note: There are various other restoration projects we could undertake that are not a priority for the 2018-2019 year but we will progress them if sufficient sponsorship is forthcoming.

CURATORIAL AND RESEARCH PROJECTS

Significance research

The goal of this project is to expand the contextual and significance data of objects in our collections so we can provide better information about our objects for our visitors. We have already conducted some significance research projects within the aviation, tram heritage, and rail heritage collections. Upcoming projects will focus specifically on smaller collections within the aviation collection, such as the engine collection and the propeller collection, and specific holdings related to key aviators such as Jean Batten, Captain Edwin Musick, Captain J W Scotland, and Sir Kingsford Smith.

Makers and Manufacturers research

This project will focus on developing and collating information on the people and companies behind the products, objects, and creations in MOTAT's collections. The goal of this research is to expand what is known about our collections and provide a useful, researchable product. Focus for this research will be on the Textiles and Transport collections.

CONSERVATION PROJECTS

Conservation Team

We established a Conservation Team during the 2017-2018 year, which has initially concentrated on the treatment of objects during our storage shift. In the 2018-2019 year, the Conservation Team will undertake conservation projects and implement the new Heritage Building Maintenance Plan, which includes the Pumphouse, Engineer's Cottage, and Waitakere Railway Station.

Conservation Laboratory

We will establish a new Conservation Laboratory to provide for the first time in MOTAT's history a dedicated and appropriate space for treatments and research of collections. This supports MOTAT's vision of collaboration, creativity, integrity, and stewardship. The laboratory will allow us to safely receive objects, provide a workspace for the conservation of the collections, enable us to maintain Health and Safety standards, and provide for the storage of conservation records.

It will also house key analytical equipment that will assist staff, visitors, and researchers to assess collection objects. By the 2020-2021 year we expect the analytical equipment to provide a new source of revenue by



providing a materials testing service for smaller museums and galleries. If the Maritime Museum agrees to share our storage facility, we will make the Conservation Laboratory available to the Maritime Museum as well.

Synergy Telemetry monitoring system

During the 2018-2019 year we will investigate and perhaps install Synergy Telemetry system hardware and software to provide consistent and holistic monitoring information about humidity, temperature, and light levels in our collection areas. This technology will support easy and effective data gathering, evaluation, and reporting.

This system would be the first radio telemetry-based monitoring system in New Zealand for the heritage sector and would allow MOTAT to take a huge step forward in terms of taking a measured approach to collections care.

LIBRARY PROJECTS

Library

Our Walsh Memorial Library is a wonderful treasury of historic media of all forms. We will continue to promote the Library and its collections to external parties for research and we will expand Library services through additional staffing, including:

- An Assistant Librarian to manage the pictorial collections, which have been accumulating and now need to be sorted, catalogued, and stored.
- A Records Manager to create and manage a system for our institutional archives.

Collection catalogue

We will continue to focus on fully cataloguing the collection and making it more widely accessible to staff and the public. We aim to ensure all accessioned items are recorded in our Collection Management System. This database provides a complete record of our collection and improves our capacity to handle research enquiries.

Off-site storage

We will undertake various assessment and catalogue projects to do with our collection objects that have now been moved to our off-site storage facility, including our moving image collection (film reels) and our framed prints collections. This assessment will carry on from our general enhancement of records, ensuring that all our records are full, accurate, and available for searching online.

REGISTRY PROJECTS

Object photography suite

As part of the new Conservation Laboratory we will establish a dedicated photography suite to enable consistent and improved photography of collection

objects. High quality digital images play an important role in the documentation and preservation of collection objects by providing a permanent record of each object's physical appearance, configuration, and condition.

The new photography suite will enable our registry technicians to photograph more objects in a shorter time, which will reduce costs and improve the quality of the images. Providing a greater number of digital images will also make the collection more accessible to external audiences, make the collection more relevant to those audiences by providing greater detail, and also support internal collection and inter-hub activities by providing images for promotional or commercial use, documentation, and research.

Storage facility

Fine-tuning the arrangement of our stored items will make it easier to manage the collection and provide collection items for events, programmes, and exhibitions. We will investigate the possibility of offering visitors guided tours of the stored collection items, providing the public with valuable opportunities to view the majority of items that are not on display at our main sites.

Business Services Hub

The Business Services Hub supports our major strategic objectives, including empowering the Museum's employees and volunteers, and improving our business and community sustainability. The Business Services Hub includes the Human Resources, Finance, Project Management, Information and Communication Technology (ICT), Health and Safety/Compliance, and Environment Teams.

The Business Services Hub continually reviews our management structures to ensure we have the right people and systems in place, and provides learning and development programmes for the MOTAT Team. In collaboration with the Museum Experience Hub, we also support apprenticeships, internships, and other training programmes to ensure that the skills of the MOTAT Team are preserved and passed onto the next generation.

Building long-term relationships with our external stakeholders is an important part of what we do. The breadth of our stakeholder community is vast and includes iwi, Auckland Council, Regional Facilities Auckland, other institutions within the Western Springs precinct (including the Zoo, Unitec, TAPAC, and schools), the local Western Springs/Point Chevalier community, and Auckland's major learning institutions, such as Unitec, AUT, the University of Auckland, and Massey University Auckland.

We drive the maintenance, upgrading, replacement, development, and operation of MOTAT's sites and buildings in ways that are consistent with the Museum's vision and minimises our impact on the environment. Implementing and monitoring MOTAT's Health and Safety Management System is a critical role of the Business Services Hub, along with monitoring MOTAT's security. The Business Services Hub also ensures that MOTAT prudently and proactively manages its finances and resources.

Here is a brief preview of what the Business Services Hub expects to achieve between 1 July 2018 and 30 June 2019:

ICT PROJECTS

ICT equipment upgrades

As some of our computer equipment comes to the end of its viable lifespan, we will invest in replacements to ensure that the MOTAT Team has the best tools for the job. We will improve our data security and minimise performance risks by replacing any obsolete servers.

Server storage upgrades

As we add greater volumes of imaged data to our server environment as a result of our digitisation project and the expansion of our photographic suite at our off-site storage facility, we will add more physical storage for production data and backups.

Introducing Smart Technologies

In keeping with our strategic aims around showcasing technology and innovation, we will introduce Smart Technologies into the MOTAT environment, including the Internet of Things technologies, if funding permits. These additions would not only make MOTAT a more vibrant place to work and visit, but we also expect them to make MOTAT more attractive for sponsorship opportunities.

HEALTH AND SAFETY ACTIVITIES

Additional wellness support

We will invest in additional support for Health and Safety initiatives across our organisation, including additional occupational health and wellness support.

PEOPLE AND CULTURE PROJECTS

Professional development and training

MOTAT is built on the services of an incredibly talented and knowledgeable body of employees and volunteers – and MOTAT is committed to looking after them. As we grow our workforce and add more museum staff, we will continue to invest in initiatives designed to enhance employee engagement and retention, and ensure MOTAT is a great place to work. We will continue to invest in Leadership Development and Continuing Professional Development, and we will increase our spending on our Emerging Leaders programme. Our expenditure around our Volunteer Programme will be increased, with a focus on retention and development of skills and knowledge for the next generation of volunteers and employees. Our recently established Volunteer Forum will become more of a focus during the 2018-2019 year.

Potential new recruits

As we succeed in attracting more visitors and expanding the Museum's offerings, our service demands will grow and we need to consider recruiting additional personnel.

For instance, our Operations Team may require an additional Workshop Engineer (Tramways Heritage), and we will need more Tram Drivers, plus a new Steam Operator.

The Collections Hub expects to recruit an Assistant Librarian and a Records Manager, and the Exhibitions Hub anticipates taking on an Exhibition Project Officer, an Exhibition Maintenance Technician, and a Public Events Coordinator.

We expect to add a new person to the Maintenance Team, an Administration and Health and Safety support person to the Business Services Hub, and a Communications Intern to the Marketing Team. We also expect to establish a dedicated maintenance and cleaning resource for our Meola Road and offsite storage facilities.

SECURITY ACTIVITIES

Continuation of upgrades

The safety and security of the MOTAT Team, our visitors, and the collection is of prime importance. We will upgrade the security access system at our Great North Road and Meola Road to ensure greater control of where people can and can't access. In conjunction with this, we will progressively upgrade our security camera network as the present hardware approaches the end of its useful life.



A nighttime photograph of a modern building with a balcony. The building is illuminated from within, and the balcony has a glass railing. To the right, a digital display shows the word 'LUSTROUS' and some numbers. The foreground is dark, and the overall scene is lit with a mix of warm and cool tones.

OUR FUTURE

MOTAT has a vital role to play in encouraging New Zealand's technological development, using the country's past and present technology, innovation, and heritage to inspire young and old to help write the next chapter of New Zealand's story.

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

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

MOTAT is also developing, and we have made significant strides since the launch of our Master Strategy in 2014. The Museum has moved from being a “collection of things” to being a “lightbulb institution” that is vision-based, customer-focused, and has a transformative impact on its community.

But there is still more to come.

The overall blueprint for MOTAT’s future is imbedded in the MOTAT Athfield Masterplan, which is a bold and inspiring design framework for the future development of the Museum’s buildings and infrastructure. The Masterplan progresses the work that was begun with our Master Strategy and is designed to provide a visitor environment that is aligned to and just as inspiring as MOTAT’s vision.

The Masterplan represents a step-change not only for MOTAT, but also for the arts, culture, and heritage sector in Auckland and indeed New Zealand. It has the potential to revolutionise the MOTAT precinct with amenities in keeping with a world-leading technology museum like a new environment-controlled exhibition building that can host not only the Museum’s exhibitions but also significant large-scale international travelling exhibitions. Other features of the Masterplan include new entrance buildings (including cafés) that can be used by the local community at both MOTAT sites, a canopy extending from the rear of our Aviation Display Hangar, new dual purpose display workshops that will give visitors better access to our collections, and dedicated car parking.

We have done much to secure the significant investment required to fund this ambitious Masterplan, including submitting a detailed Business Case to Regional Facilities Auckland for consideration for funding, submitting documentation to Auckland Council for inclusion in their Long Term Plan, and preparing to attract the necessary partnership, sponsorship, and other support from other organisations. We will continue to invest substantial time and resources in the coming years to ensure the realisation of the Masterplan.

Museum Experience Hub

The Masterplan will have far-reaching effects on the Museum and the experiences we will be able to provide for visitors. It will also significantly improve the way that we display and care for our collection. Our education and public programmes will be easier for the public to access and the experiences themselves will be more inspiring and immersive, with enhanced public spaces and more intuitive site layout and navigation all playing their part.

However, it will take time for us to 'break ground' on these developments. In the meantime, we will continue to maximise the visitor experience by working with the Collections Hub to develop programmes and events that showcase our collection in interactive and hands-on ways.

We will refresh our successful Innovation Hub and add new technology and innovation experiences. We will utilise our Library collections to stage small-scale, in-depth exhibitions on specific topics that are relevant to the Museum and Auckland, and we will create more outreach education programmes to extend the Museum's influence throughout the Auckland region. We will also develop our digital engagement initiatives across all areas of our operations, but particularly focusing on our collections and telling their stories.

Collections Hub

We will not only continue to apply the highest possible standards of care to our collection objects through our new Conservation Laboratory, but we will also offer our services to other New Zealand museums and institutions. We will continue to implement our online collection management projects to ensure that our entire collection is available online, and in real time.

With our new off-site collections storage facility, MOTAT has the opportunity to address the challenge that all museums face regarding the care and accessibility of collection items held in storage. We will prioritise access for researchers and visitors to our storage facility, which will also support the Museum Experience Hub by ensuring that more of our collection is visible and accessible. We will establish a specific management system to provide access to collection items in storage without compromising the security of the collection.

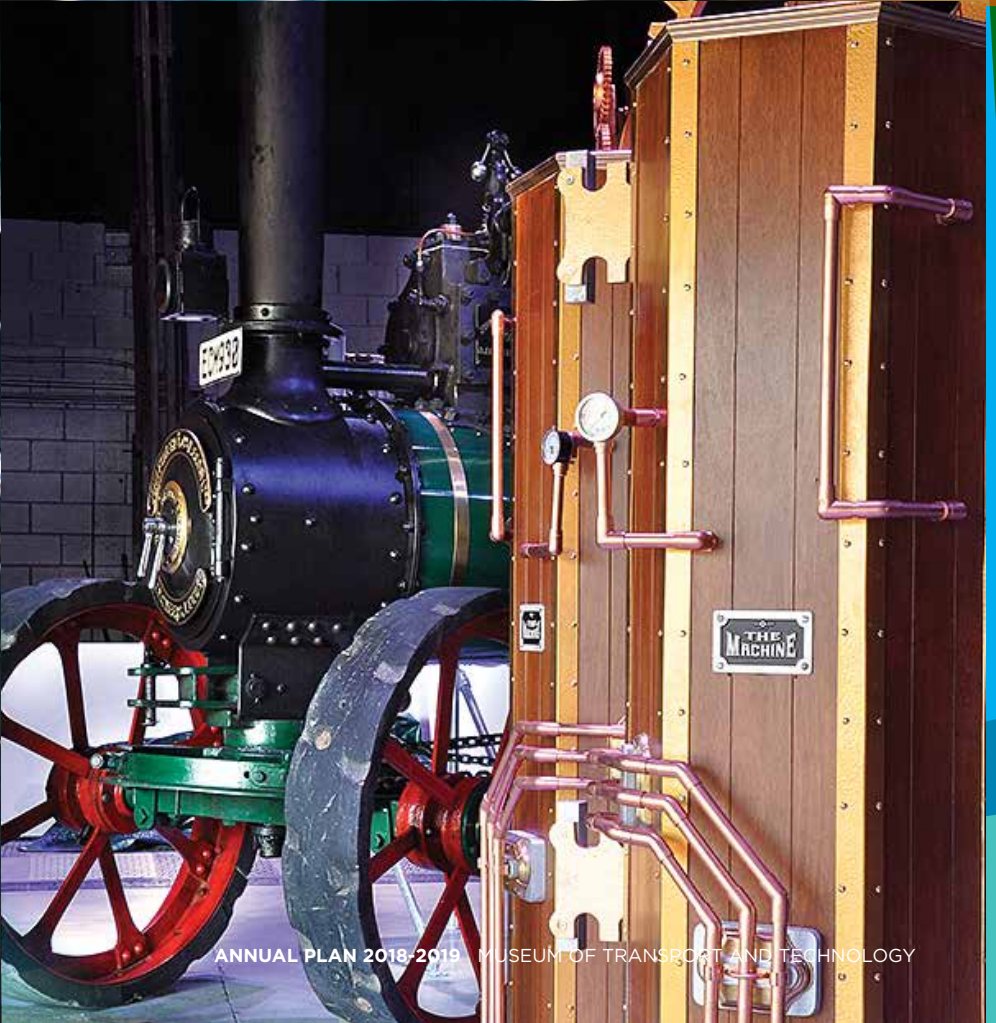
Business Services Hub

Much of the project management and financial requirements involved in rolling out the Masterplan will be undertaken by the Business Services Hub. This multi-year construction programme will require the MOTAT Team to work closely with external consultants to renew MOTAT while ensuring that the business of educating and inspiring the innovators of tomorrow continues uninterrupted. We will continue to maintain our usual high standards of presentation at both our main sites while we reinvigorate the existing infrastructure to complement the redevelopment.

All projects within MOTAT will be delivered to a high quality based on the principles and procedures developed by our internal Project Management Team. We will operate our finance and administration functions via an industry standard platform that enables greater transparency of finances, supports better decision-making, and aligns visitor data more usefully with financial data.

A critical part of our mandate is to showcase technology and heritage in novel and innovative technology based ways, so we will continue to investigate and implement opportunities that will enhance our reputation in this area with a view to attracting more visitors, sponsorships, and partnerships to the Museum. Examples of this are artificial intelligence software developed by a New Zealand company, which we could use to automate basic decisions around certain processes, and the 'Internet of Things', which we could use to enhance our exhibition experiences and increase staff productivity.





Objective 1: Maximise the Visitor Experience

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



WHAT WE WILL DO

HOW WE WILL MEASURE OUR PERFORMANCE

OUR TARGET IN 2018-2019

Develop and deliver a comprehensive museum experience programme that has a wide appeal and attracts a greater audience to the Museum.

- ▷ Number of new exhibitions, installations and “pop ups” opened to the public
- ▷ Visitor satisfaction level
- ▷ Number of total visitors
- ▷ Greater proportion of revenue from non-levy sources
- ▷ Increasing visitor numbers for Public Programmes

- ▷ 5 new or refreshed exhibitions as per the Exhibition Schedule
- ▷ 85% of completed visitor satisfaction surveys rate the overall experience 7 out of 10 or higher
- ▷ 289,000 visitors to the Museum
- ▷ Non-levy revenue at 19% of total revenue
- ▷ Hold Public Programmes as per the Event Calendar
- ▷ Increase total visitor numbers at Public Programmes by 5%

Provide and develop LEOTC and Early Learning programmes, and develop new learning and experience programmes that:

- ▷ **Are aligned to MOTAT’s Vision**
- ▷ **Leverage off the Museum’s exhibitions and collection**
- ▷ **Are developed in conjunction with one or more learning institution**
- ▷ **Help young people develop “work skills” (e.g. coding)**

- ▷ Number of participants in the MOTAT Early Childhood education programmes
- ▷ Number of participants in the MOTAT LEOTC education programme
- ▷ Number of participants involved in programmes developed in conjunction with other educational stakeholders including but not limited to AUT, ATEED and Media Design School, the MindLab

- ▷ 1,900 children participating in Early Childhood programme
- ▷ 25,000 children visiting as part of the MOTAT LEOTC programme
- ▷ 1,000 attendees for programmes developed with other educational stakeholders

- ▷ **Increase our relevance in the community by delivering Outreach programmes that broaden our learning offering beyond the boundaries of the Museum.**

- ▷ Number of Outreach programmes delivered
- ▷ Grow our online experience
- ▷ Implement an Outreach programme for all MOTAT Modules

- ▷ 4,000 students interact with our STEAM Cells
- ▷ Exceed 300,000 visits to our website
- ▷ MOTAT Modules spend 84 days in outreach opportunities (i.e. 2 modules out for 2 trips of 3 weeks each)

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.



WHAT WE WILL DO

HOW WE WILL MEASURE OUR PERFORMANCE

OUR TARGET IN 2018-2019

Facilitate a work environment that supports an engaged workforce.

- ▷ Annual Employee Engagement Survey
- ▷ Staff Turnover

- ▷ Participation level of 80%
- ▷ Engagement score of 70%
- ▷ Turnover rate of staff (excluding casuals) reduces from the 2017-2018 measure

Maintain a volunteer recruitment programme that meets the needs of the business and appeals to a broader range of prospective volunteers.

- ▷ New active volunteers
- ▷ Diversity in MOTAT volunteer group
- ▷ Annual Volunteer Engagement Survey

- ▷ Recruit 30 new volunteers into roles that meet the needs of the business
- ▷ Gender, age and culture mix of Volunteers more reflective of Auckland demographic than the 2017-2018 mix
- ▷ Participation level of 60%
- ▷ Engagement score of 75%

Effective communication of Health and Safety across all areas of the museum operation including communication channels that meet the needs of a 7-day operational museum on multiple sites.

- ▷ MOTAT Team members and Contractors participation in Health and Safety Orientation
- ▷ Health and Safety meetings attendance
- ▷ Lost Time Injury Frequency Rate ('LTIFR')

- ▷ All new staff and volunteers complete Health and Safety induction
- ▷ All contractors Health and Safety inductions and assessments are current
- ▷ At least 11 Health and Safety Committee Meetings
- ▷ At least 10 Health and Safety Team Meetings
- ▷ At least 20 volunteer group Health and Safety meetings
- ▷ Reduce LTIFR Per 200,000hrs year on year

Objective 3: Improve the Quality of the Collection and its Care

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



WHAT WE WILL DO

HOW WE WILL MEASURE OUR PERFORMANCE

OUR TARGET IN 2018-2019

Adopt a strategic and sustainable approach to the development and management of the Collection:

(a) Progress the implementation of the Collection Review Programme.

(b) Complete the Collection Inventory Project.

▶ Achieve the milestones outlined in the Collection Review Programme

▶ Complete the Collection Inventory Project

▶ Complete the Aviation, Printing and Social History (Furniture and Fixtures) review

▶ Submit final Otinga Kōrero Final Results Report by 7 December 2018 and receive formal acceptance from Lottery NZ

Review, update and align the Museum's collection related policies with the Museums Aotearoa Code of Ethics (as amended to meet MOTAT's requirements), ICOM and where appropriate with similar institutions to reflect the needs and requirements of an operational museum.

▶ Ensure policies and protocols relating to operation and use of collection objects reflect current practice

▶ MOTAT Conservation and Collection Care Policy approved by September 2018

▶ Conservation and Collection Care Policy (Environ Policy and IPM Policy) supporting policies approved and revise Conservation Documentation Forms

Curatorial and Research.

▶ Research and write Significance Statements for key objects in MOTAT's Collection

▶ Complete Significance Statements for the Aviation (aircraft) collection and Tram collection

Adopt a strategic and sustainable approach to restoration of collection objects.

▶ Undertake restoration projects of strategic objects

▶ Completing the work that is identified in the restoration plans for 2018/19 for:

- Tram 21
- Solent
- Sunderland
- Oberursel

Adopt a strategic and sustainable programme of Collections Conservation and Care.

▶ Benchmarking MOTAT collection care practices to meet basic requirements of collection care

▶ Activate Environmental monitoring system across MOTAT estate

▶ Set up and implement new collection cleaning, IPM and environment monitoring as per the agreed schedule across the MOTAT's sites

▶ Establish Conservation Lab at Offsite Storage

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 institution's offering to the Auckland Community and will help Auckland become a "world class city".



WHAT WE WILL DO

HOW WE WILL MEASURE OUR PERFORMANCE

OUR TARGET IN 2018-2019

Continue to build a meaningful and mutually beneficial relationship with the local Iwi.

Increase Māori content in our storytelling and incorporate, highlight and celebrate Māori technology, custom and language into the Museum and its exhibitions where possible.

▷ Level of engagement with Iwi

▷ Māori content (i.e. language, customs, objects and technology) included in themed exhibitions or major displays

▷ At least one Iwi involved in at least two Museum projects

▷ Māori technology, custom and/or language incorporated into at least one new exhibition

Implement an initial plan of priorities from the Asset Management Plan information and align it with the MOTAT Masterplan so as to ensure that the museum's buildings and infrastructure provides a proper platform for the achievement of the Vision.

▷ Undertake agreed planned work included in the Asset Management Plan

▷ Undertake work outlined in the MOTAT Masterplan and the associated Business Case

▷ Complete the planned work outlined in the Building Maintenance Plan for 2018-2019

▷ Progress MOTAT Masterplan milestones as funded by Auckland Council and set out in the associated Project Plan

Monitor the effectiveness of the Museum's environmental programmes.

▷ Energy Consumption

▷ Other environmental impact

▷ Maintain or reduce 2016-2017 energy consumption levels

▷ Improve our CEMARS rating from the 2017-2018 audit

Financial Overview

REGIONAL FACILITIES AUCKLAND FUNDING

The 2018-2019 levy request is \$13,973,339 which is 8.2% less than 2017-2018.

MOTAT REVENUE

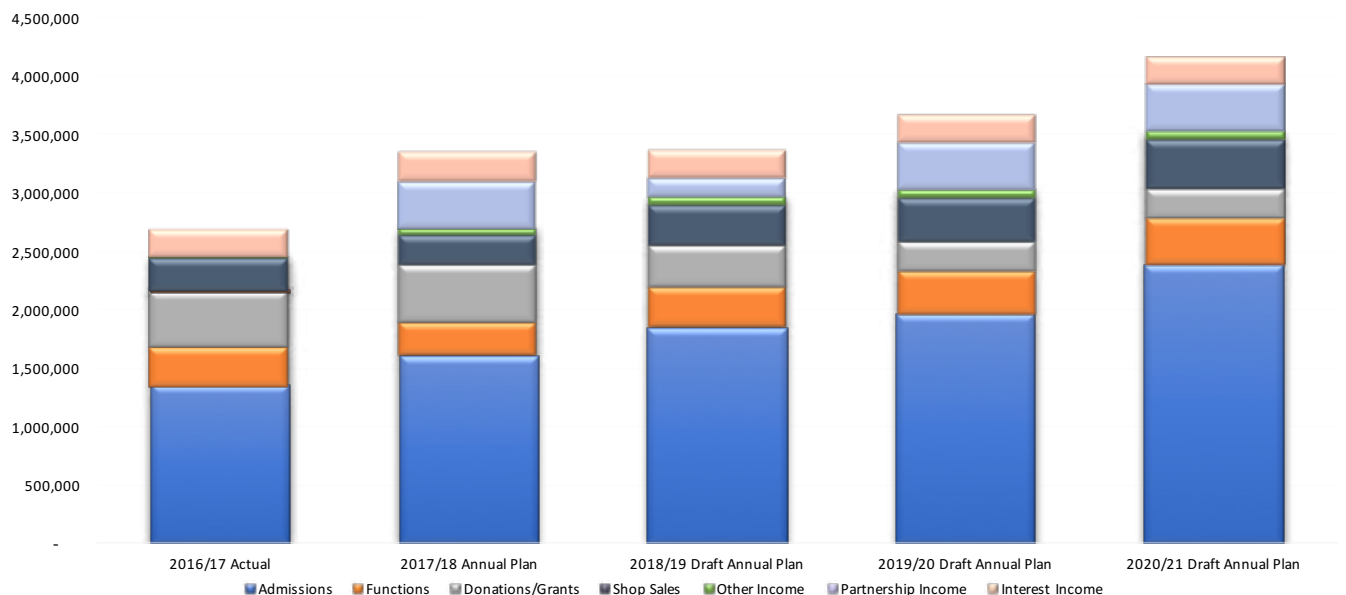
MOTAT's commercial revenue (i.e. revenue generated by non-levy sources), is expected to increase by \$240,361 or 8% in 2018-2019. This is due to an anticipated increase in visitor numbers, and average price uplift due to new revenue streams – particularly in relation to our new STEAM Cell outreach initiatives.

The improvement in MOTAT's reputation over the last few years also means that it is in a better position to raise sponsorship funds than has in the past. In particular, we will be seeking sponsorship funds for specific restoration projects (e.g. the Harley Davidson), expanded public events and new exhibitions.

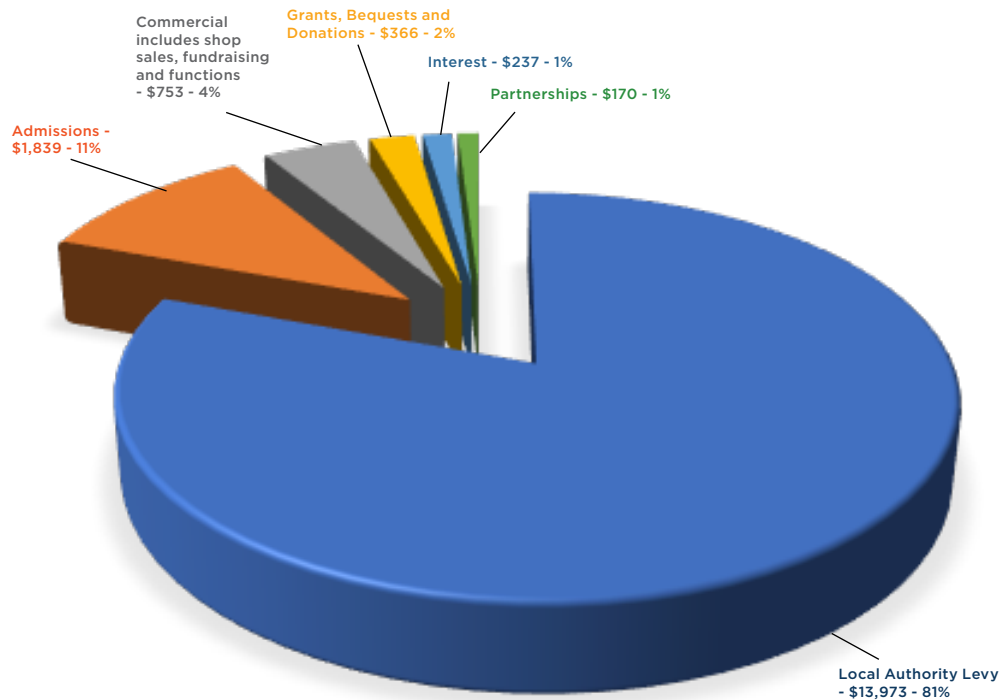
The alignment of our vision and Brand to potential sponsors and partners is also something that we will be focusing on especially in relation to the implementation of the MOTAT Athfield Masterplan.

Total revenue of \$17,337,700 is allocated to operational expenditure of \$15,779,701 and capital development of \$1,558,000.

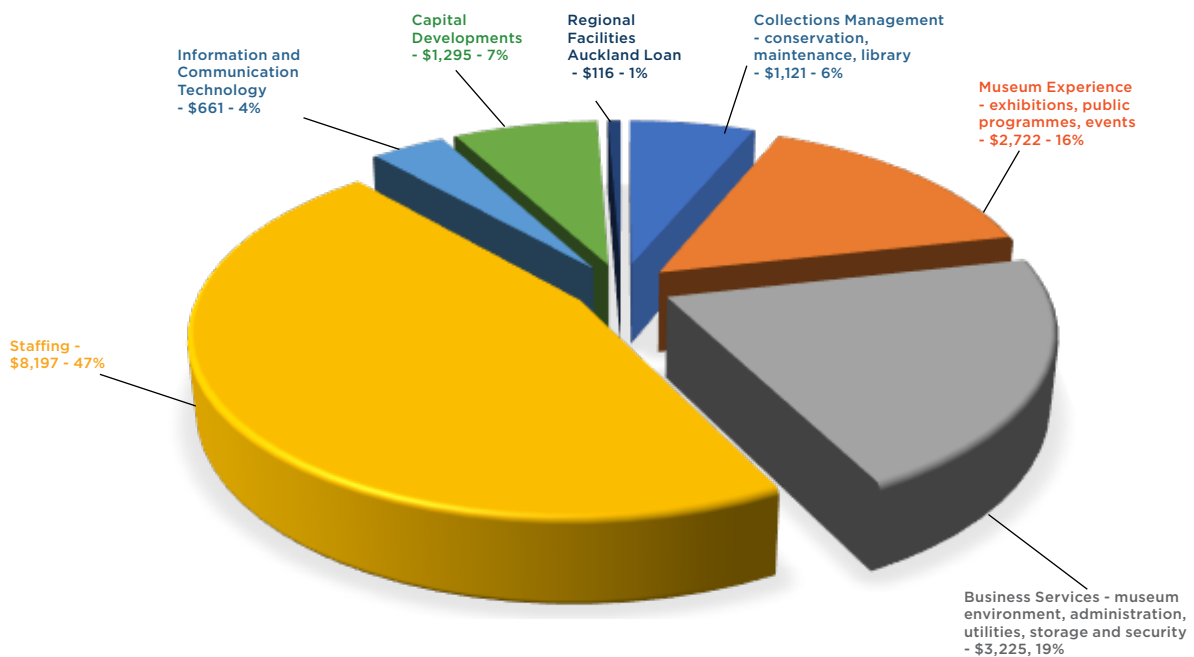
MOTAT NON LEVY REVENUE TRACKER



2018-2019 Annual Plan - Revenue (\$000's)



2018-2019 Annual Plan - Expenditure (\$000's)







Operational Surplus and Investing in the Future

As outlined in our Strategy for 2014 to 2019, our primary focus has been and will remain on our visitors and collection care. Developing new exhibitions and experiences and refreshing our 'core' exhibitions, along with reviewing our collection and the way it is cared for and displayed, are key to the achievement of these objectives.

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

- Creating a "must experience" venue in a rapidly changing technological world requires the continued development of our Information and Communication Technology platforms to support exhibitions, education programmes and visitor experiences which rely on up to date technology and communications infrastructure.
- Establishment of a Conservation Laboratory to improve the way that we care for our collection.
- Continued upgrade of our tram track infrastructure so that we can continue to provide a safe and reliable service to our visitors and the Western Springs Precinct.
- Establishment of a Science, Innovation and Technology zone that is specifically aimed at inspiring 6 – 12 year olds.
- Disability access and lighting enhancements to our historic Pumphouse.

Indicative Budget

	2016-2017 Actual	2017-2018 Plan	2018-2019 Plan	2019-2020 Plan	2020-2021 Plan
Museum Operating Expenditure					
Operating Expenses	13,404,424	15,174,190	15,779,701	16,602,706	17,157,096
Less Projected Income	2,693,755	3,354,000	3,364,361	3,660,597	4,159,509
Total Operating costs	10,710,669	11,820,190	12,415,339	12,942,109	12,997,587
Plus Capital Development costs	2,389,331	3,401,920	1,558,000	1,966,000	2,357,000
TOTAL LEVY	13,100,000	15,222,110	13,973,339	14,908,109	15,354,587
BREAKDOWN OF CAPITAL DEVELOPMENTS					
Operating Expenses	-	25,000	-	-	-
Loan repayment (2003) - RFA	112,563	116,000	116,000	116,000	116,000
Depreciation and Capital Projects	2,849,614	3,260,920	1,442,000	1,850,000	2,241,000
Total	2,962,177	3,401,920	1,558,000	1,966,000	2,357,000
REVENUE					
Local Authority Levy	13,100,000	15,222,110	13,973,339	14,908,109	15,354,587
Admissions	1,345,782	1,600,000	1,838,687	1,955,855	2,374,134
Commercial and Other Income	644,262	725,000	752,576	804,642	875,276
Grants, Bequests & Donations	468,609	372,000	366,099	260,100	265,099
Interest Revenue	235,102	257,000	237,000	240,000	245,000
Partnership		400,000	170,000	400,000	400,000
TOTAL REVENUE	15,793,755	18,576,110	17,337,700	18,568,706	19,514,094
ADMISSIONS	262,945	274,669	289,796	305,073	325,311
EXPENDITURE					
Collections Management					
Collection Care and Conservation	119,366	120,000	161,500	164,730	168,025
Collection Projects	767,535	748,088	785,000	575,360	582,867
Curatorial and Research	-	-	5,000	7,000	10,000
Library	25,775	55,150	55,000	56,210	57,615
Registry	32,095	166,470	115,000	117,300	119,646
Total Collection Management	944,771	1,089,708	1,121,500	920,600	938,153

Indicative Budget

	2016-2017 Actual	2017-2018 Plan	2018-2019 Plan	2019-2020 Plan	2020-2021 Plan
Museum Experience					
Commercial Operations	283,821	297,100	345,665	372,474	394,716
Digital	-	15,000	15,000	65,000	65,000
Exhibitions	869,696	1,039,000	553,300	1,093,662	1,249,753
Innovation Engagement	197,809	359,000	-	-	-
Learning and Education	97,100	50,000	78,000	75,000	75,000
Marketing and Communications	608,615	660,000	682,800	715,956	712,730
Partnership	-	11,000	11,000	13,000	15,000
Public Programmes	636,294	869,237	1,011,020	1,026,140	1,051,794
Contingency	-	-	25,000	25,000	25,000
Total Museum Experience	2,693,335	3,300,337	2,721,785	3,386,232	3,588,993
Business Services					
Administration	1,013,294	936,200	747,200	762,144	785,008
Health and Safety	18,641	50,000	55,000	56,100	57,503
ICT	-	350,000	513,526	594,053	618,755
MOTAT Society	20,039	20,000	15,000	15,000	15,000
Museum Environment Team	737,560	781,821	588,898	626,746	639,914
Staffing	6,758,725	7,360,000	8,197,574	8,427,106	8,663,065
Staff Operating Costs	177,085	217,800	137,500	137,500	137,500
Staff Support and Development	179,046	152,200	226,600	230,500	230,500
Storage and Security	861,928	916,124	1,455,117	1,446,726	1,482,705
Total Business services	9,766,318	10,784,145	11,936,415	12,295,874	12,629,950
Total Cost of Activities	13,404,424	15,174,190	15,779,701	16,602,706	17,157,096

Staffing

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

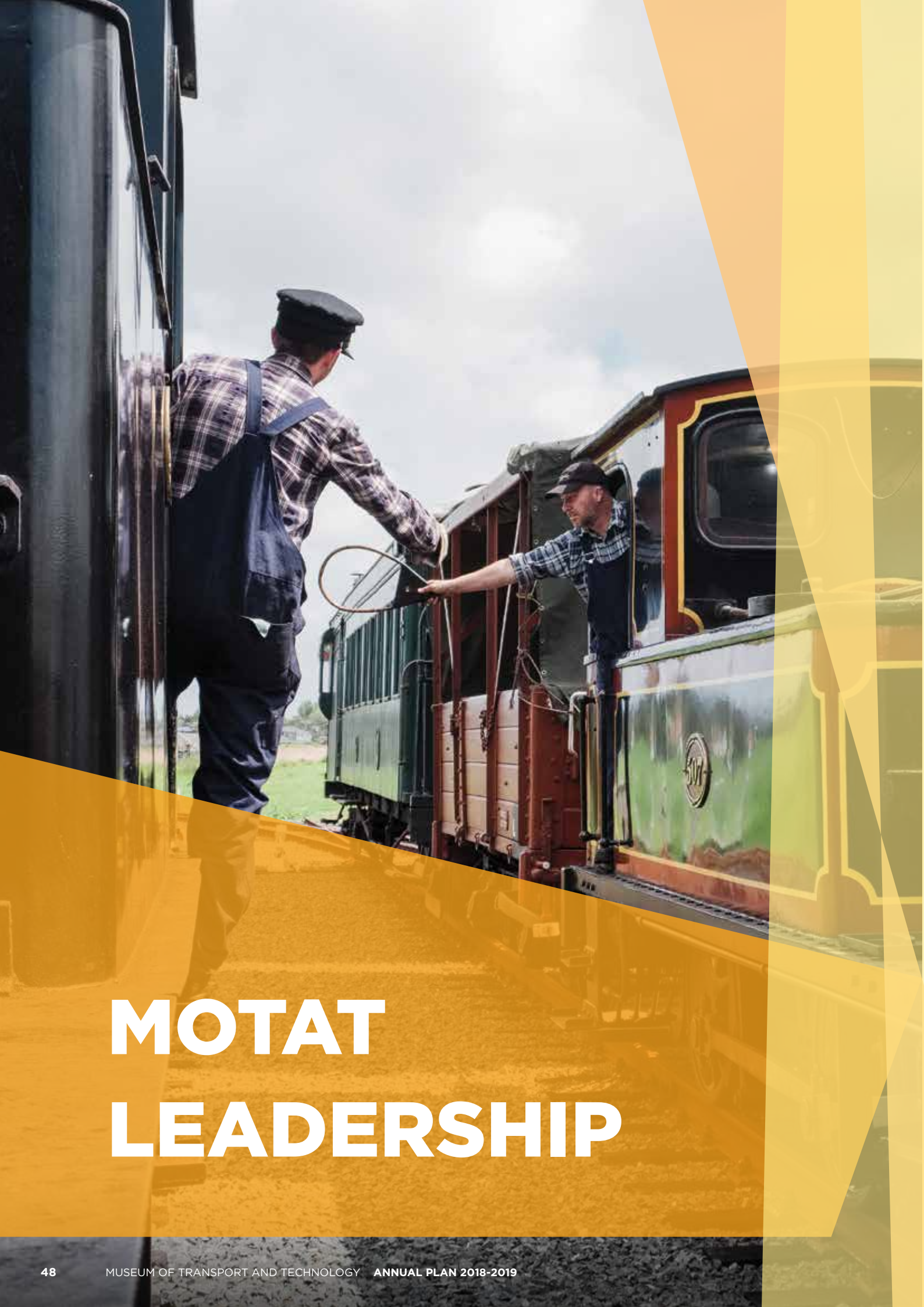
Department	FTE
Museum Experience	51
Collections	29
Business Services inc. Chief Executive and PA	32
TOTAL	112

Remuneration of Board members

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

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

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



MOTAT LEADERSHIP

Current MOTAT Board

DR LESLEY MCTURK (CHAIR)

MIKE SPRAGGON (DEPUTY CHAIR)

HELEN ATKINS

LINDSAY CORBAN

BRUCE HOWAT

DR BRUCE HUCKER

JOHN MCELHINNEY

BILL RAYNER

HON. JUDITH TIZARD

SUE WOOD

Senior Management Team



**WAYNE
SCHACHE**

General Manager
Business Services

**STEVEN
FOX**

General Manager
Museum Experience

**MICHAEL
FRAWLEY**

Chief Executive/
Museum Director

**ALBA
LETTS**

General Manager
Collections

MOTAT Funding

MOTAT is funded from the following sources:

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

ADMISSION CHARGES

Adult	\$19.00
Child (5 – 16 years inclusive)	\$10.00
Overseas Senior Citizen (non NZ)	\$10.00
Student (with current student card)	\$10.00
Family (2 adults and up to 4 children under 17 years)	\$45.00
Gold Card holders	NO CHARGE
Schools and early childhood groups	\$5.00
Under 5 years of age	NO CHARGE
People with disabilities/special needs with care givers	NO CHARGE

'MOTAT MATES' UNLIMITED ENTRY PASS (ONE YEAR)

Family (2 adults and up to 4 children under 17 years)	\$95.00
Individual (1 adult)	\$45.00
Student (1 adult)	\$22.50
Child Flexi (1 child with flexible accompanying adult)	\$65.00

TRAM FARES

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

MOTAT Act Objectives

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

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



In Appreciation:

There are a number of organisations and institutions that we would specifically like to thank for their continued support, assistance and advice:

Auckland Council	The Ministry of Education
Athfield Architects	NZ Lottery Grants Board
Museums Aotearoa	Regional Facilities Auckland
The MOTAT Society	Ricoh

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



Supported by the ratepayers of Auckland





MOTAT
MUSEUM OF TRANSPORT
AND TECHNOLOGY

GREAT NORTH ROAD AND MEOLA ROAD
WESTERN SPRINGS, AUCKLAND 1022
0800 MOTATNZ (0800 668 286)
www.motat.org.nz

