



ANNUAL PLAN

2017-18

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 CEO Overview	6
2015 - 2016 Overview	10
2016 - 2017 Update	16
2017 - 2018 Overview	18
Our Future	26
Objectives	28
Financial Overview	36
MOTAT Board	42
CEO and Management Team	43
In Appreciation	47

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 CEO OVERVIEW

This Plan outlines what we intend to do during the 2017/18 financial year; the fourth year of our strategy which was launched in July 2014. If you want to know what we have done in the past and what we are currently doing you should refer to our 2014/15 and 2015/16 Annual Reports and our 2016/17 Annual Plan respectively.

As outlined in our previous Plans, our Strategy is founded on the Māori proverb of “Kia whakatōmuri te haere whakamua/my past is my present is my future, I walk backwards into the future” and is aimed at meeting Dame Cheryll Sotheran’s challenge to transform MOTAT from being “a collection of things” to a “lightbulb institution”. We have been and are doing this by using our heritage collection to highlight past, present and future Kiwi technology and innovation in a way that

inspires the innovators of the future for the benefit of Auckland and New Zealand.

New Zealand has a rich history of transport, technology, innovation and adaptability which started with the tangata whenua. This history defines who we are and where we are going as a nation. To this end we have been working with Ngāti Whātua Ōrākei, Ngapuhi, Hoani Waititi Marae and the Rumaki at Western Springs College amongst others to ensure that tangata whenua technology, innovation and

the associated stories are “interwoven” into MOTAT’s fabric along with early customs, culture and principles.

The 2017/18 year will be one of reflection for us as we refine our strategy and review our organisational structure to ensure that we exceed Auckland’s and indeed the nation’s expectations of its leading transport and technology museum.

At the time of writing this overview we have a number of challenges ahead of us.

The first challenge is the Auckland Council's Finance and Performance Committee request in March, that our funding and governance structure, and by definition our legislation (i.e. the Museum Of Transport and Technology Act 2000) be reviewed. By the time you read this we are hoping to have agreed with the Ministry for Culture and Heritage what needs to be done to address the Committee's concerns.

The second challenge we have is securing the funding and other support we need to implement the Masterplan that we developed in conjunction with the late Sir Ian Athfield and his firm Athfield Architects. The Masterplan outlines how we intend to redevelop our buildings and infrastructure so that MOTAT is not only an inspiring and enjoyable place to visit and work at, but significantly improves the way that we display and care for our collection.

The Masterplan addresses the needs to upgrade existing infrastructure and buildings, which due to their age and their nature, require increasing maintenance costs.

It will also ensure that our facilities and objectives are aligned to our neighbours' (i.e. the Auckland Zoo, Western Springs Stadium, Western Springs College, TAPAC and Auckland Parks) so that we

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

can jointly make the Western Springs Precinct a vibrant and inspiring part of the City that the local community, Aucklanders and tourists want to engage with.

The implementation of the Masterplan will be an expensive and time consuming project and we are working closely with Auckland Council, Regional Facilities Auckland and our other stakeholders and partners on the funding of the Masterplan and how we can remain open while the requisite work is undertaken. If we conclude that we have to close the whole or part of the museum during this project, we will continue to promote transport and Kiwi technology and innovation via our "pop up" modules and outreach Education "STEAM Cell" programmes (i.e. programmes that focus on Science Technology, Engineering, Arts and Mathematics) and other initiatives that extend MOTAT beyond its physical boundaries.

The third challenge relates to the logistics arising from the recent discovery of potentially hazardous material in the infrastructure of our offsite storage facility. This facility houses a significant portion of our collection and in particular our road transport items. The contamination from the building materials requires us to remove, clean and relocate any affected collection items. The cleaning work is being overseen and undertaken by industry experts and our Collection

team. The financial impact of this work on our current budget and the budget outlined in this Annual Plan is significant. We are seeking an additional \$2.1 million to cover this issue and to enable us to pursue some of the critical projects we had to postpone in 2016/17.

In the light of the above challenge we have decided to align the review of our collection with the cleaning and relocation process so as to minimise 'double handling'. The review process, which is long overdue, will ensure that our collection is aligned to our statutory and strategic objectives and is of the requisite quality and significance for a major transport and technology museum. This process will also help us identify what we need to acquire and preserve for future generations so that the 'record' of New Zealand's transport and technology continues to evolve in line with the nation's development. As outlined above, we have adjusted the current budget and the Annual Plan budget to ensure that we have the requisite resources to undertake this important task.

Putting aside the debate on whether we should close completely or in part we will continue to develop new exhibits and experiences for The Idea Collective (which opened in December 2015) and The Innovators (a 'Hall of Fame' showcasing New Zealand leading innovators which opened in January 2017).

to a Baby X exhibition. If that project does not proceed as planned, we will look to develop an alternative exhibition that is aligned to our strategic and statutory objectives.

As outlined above we will continue to develop the content of our “pop up” modules and education programmes which will be taken around Auckland as part of our Outreach programme. These programmes are designed to enable schools and the wider Auckland community to experience what MOTAT has to offer without physically visiting the museum.

We are also planning to develop a number of these exhibitions, “pop ups”, events and experiences and education programmes in conjunction with local Iwi educators, and we have already engaged with the educators at the Western Springs College’s Rumaki – Nga Puna O Waiorea, Hoani Waititi Marae and Ngāti Whātua Ōrākei amongst others.

A number of experiences will incorporate our traditional events like the Science Street Fair, Christmas Lights, Fire and Rescue, Military Day and Halloween, but with a ‘twist’. We are also planning to introduce a number of new experiences and events focusing on past, present and future Kiwi technology and innovation including that introduced or adapted by Tangata Whenua.

On the collection front we will continue with the preservation of a number of our core collection objects like the Sunderland and Solent Flying Boats and the maintenance and operation of the heritage Beam Engine in the Pumphouse and our tram infrastructure. Our Collection and Museum Experience teams will also be working on the refreshment of our rail, transport and aviation exhibitions and displays so that they are not only accessible to our visitors on a daily basis, but

also highlight New Zealand’s rich transport, technology and innovation heritage.

As outlined above, we have a lot of work ahead of us over the next twelve months and beyond but it is crucial that we not only address MOTAT’s legacy issues but take significant steps to progress the Museum’s strategy and Masterplan. By doing this we will not only have a facility that Aucklanders and the rest of New Zealand can be proud of but one which they want to experience time and time again, because it highlights our rich transport and technology heritage and how that path leads to future innovation and career opportunities. We are also providing Auckland and the nation with a platform that can be used to highlight to international visitors what Kiwis have been and are doing on the technological and innovation front.

Mā whero, mā pango
ka oti ai te mahi



A stylized, handwritten signature in black ink.

Michael Frawley
CHIEF EXECUTIVE OFFICER



A stylized, handwritten signature in black ink.

Dr Lesley McTurk
BOARD CHAIR

2015-2016 OVERVIEW

Business Services Hub

In 2015/2016 the Business Services Hub continued its focus on improving MOTAT's structures and systems and empowering the MOTAT team (i.e. the employees and volunteers) to ensure we have the right foundation to fulfil the Museum's vision. To these ends, we have undertaken engagement surveys and contract reviews to support, develop and grow the MOTAT Team, developed new leadership programmes and worked to maintain and upgrade MOTAT's buildings and infrastructure. The refurbishment and upgrading of the Walsh Memorial Library has been a significant milestone in providing fit-for-purpose spaces for our collections, the MOTAT Team, visitors and researchers, as has opening the new Innovation Hub. This dynamic new space for events, displays and changing exhibitions is an expression of our changing role in Auckland as a centre for debate, learning and innovation.

Below are a few notable achievements from 2015/2016. More in depth information is available in the MOTAT Annual Report 2015/2016.

**51 new
volunteers**
*recruited to the
MOTAT
Team*

Installation of
**737 metres
of new
perimeter**
*fencing around
MOTAT 1 site*

3,500+
*hours of Staff
Training*

Collections Hub

In 2015/2016 the Collections Hub continued its focus on managing and growing a collection that tells the story of transport, technology, ingenuity, and New Zealand's innovators. We have provided for greater protection, improved handling and storage of our collections, and successfully secured funding for the final two years of the Collection Inventory and Digitisation project. Some of the highlights include 477 objects added to the collection including the much publicised 1961 Volkswagen Beetle donated by Ivan and Beth Hodge, over 4,000 new images of our collection objects attached to our records in Vernon, supplying a number of items for Air New Zealand's high-profile 75th Anniversary exhibitions and an increase in visitor numbers and external researchers to the reopened Walsh Memorial Library.

Below are a few notable achievements from 2015/2016. More in depth information is available in the MOTAT Annual Report 2015/2016.

Re-opened the reconfigured and upgraded Walsh Memorial Library

477
objects added to the collection including the much publicised 1961 Volkswagen Beetle donated by Ivan and Beth Hodge

1,000+
new collection records and images uploaded to MOTAT's Collection Online



In 2016 MOTAT commissioned a number of murals to make the site more vibrant and appealing for our visitors. This mural, *A World Without Plastic*, was commissioned as part of a partnership with PangeaSeed as a satellite event for PangeaSeed's "Seawalls: Murals for Oceans", an international festival which took place in March in Napier.

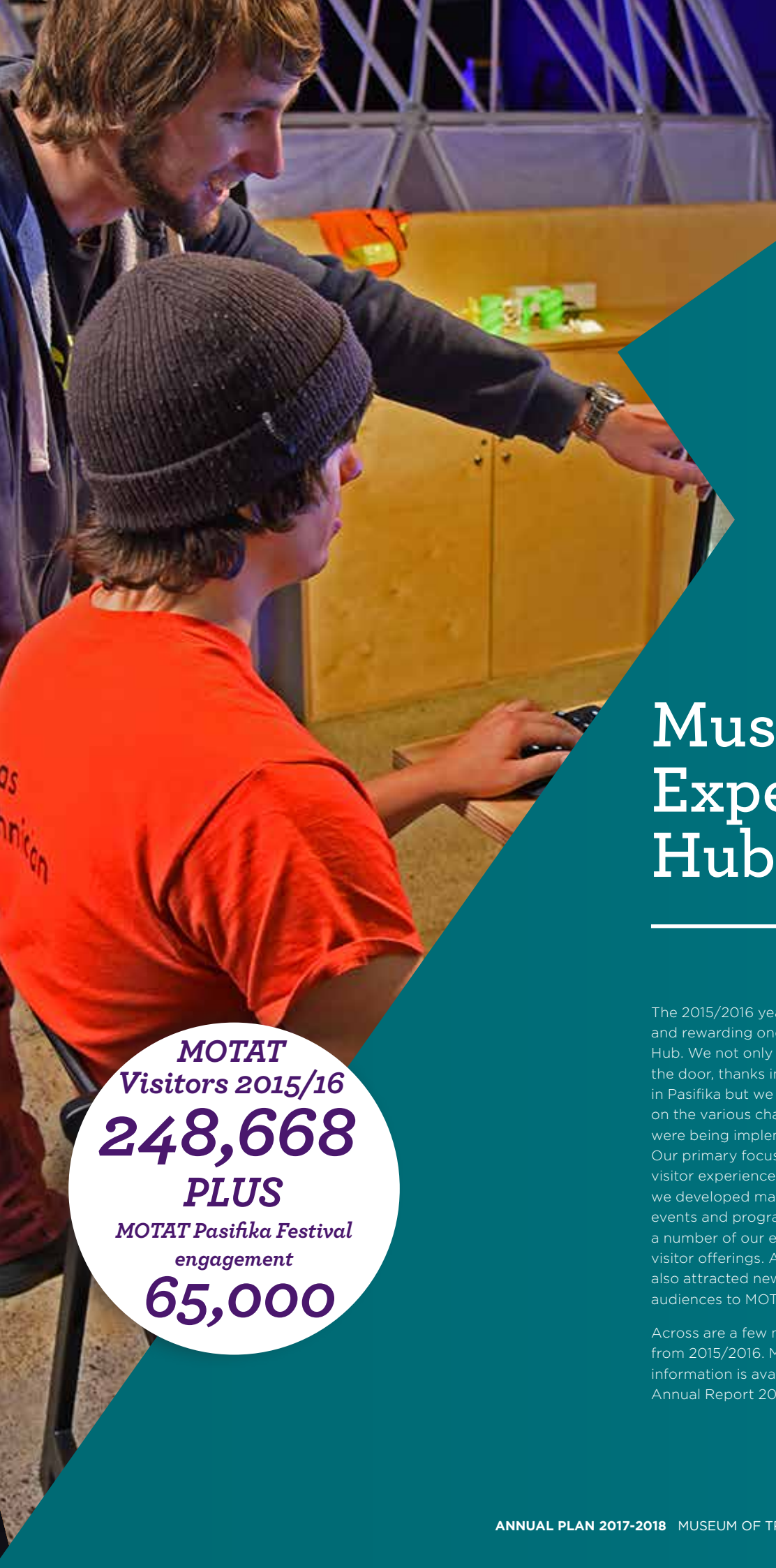
A World Without Plastic, by Australian, New York based artist Vexta is a meditation on the consumption of ideas, dreams, plastic particles and the interconnectedness of life. The incorporation of the QR code is a first for the artist, and links to a blog for sharing knowledge and discovering ways to create a less plastic-dependent world.



*Finalist for
“Excellence in
Marketing”
at the 2015 Westpac
Auckland Central
Business Awards*

20,000+
*visitors to our
our 2015
Christmas
Lights*

*Launched
Learn to
Code@MOTAT
a free afterschool
coding/programming
club*



Museum Experience Hub


MOTAT
Visitors 2015/16
248,668
PLUS
MOTAT Pasifika Festival
engagement
65,000

The 2015/2016 year was an incredibly busy and rewarding one for the Museum Experience Hub. We not only had more visitors through the door, thanks in part to our involvement in Pasifika but we also got positive feedback on the various changes that had been and were being implemented around the Museum. Our primary focus was on maximising the visitor experience across the Museum and we developed many new and innovative events and programmes, as well as enhancing a number of our existing and popular visitor offerings. A number of our events also attracted new and under-represented audiences to MOTAT for the first time.

Across are a few notable achievements from 2015/2016. More in depth information is available in the MOTAT Annual Report 2015/2016.



2016-2017 UPDATE



At the time of writing, we have commenced the 2016/2017 financial year. With our new organisational structure well embedded, the MOTAT team is delivering inspiring exhibitions and experiences based on and about Kiwi innovation and ingenuity.

Whakahorohoro – meaning to ‘provoke, challenge and confront’ – continues to inform everything we do. It guides the development of our new installations, pop-ups and programmes, to encourage thought, debate and innovation internally and externally. In other words, we want to have a “lightbulb effect” on our employees, volunteers, visitors and the community as a whole.

With innovation as the overarching theme for the Museum, we are positioning MOTAT as a thought-leader and innovation hub for the city. This means that in addition to traditional museum activities, we also introduced new types of museum experiences (and the new audiences these bring) by being a venue for technology based meetings, symposia, and workshops. The space designed for this – The Idea Collective – attracts special interest groups, technology and innovation experts, designers and artists, tertiary providers, and researchers. We have also commenced our first year of sponsorship of the New Zealand Innovation Awards for the Young Innovator category.

We have a more dynamic exhibitions programme including a major new exhibition, The Innovators which opened in January 2017. This exhibition, which specifically focuses on past, present and future Kiwi innovation, is being developed to inspire visitors young and old to be innovators in their own lives.

On a smaller scale, but by no means less inspiring, are our MOTAT Modules – these are large, transportable pop-up display boxes designed to be located onsite or offsite as part of taking MOTAT beyond its boundaries. Now in the developed design phase, content for the Modules will be developed in collaboration with external partners such as the New Zealand Innovation Council.

Other key milestones for this period included our meeting with the CEO of the Māori Independent Statutory Board, and our partnership with a number of Māori educators to grow our Māori and Pasifika engagement. Māori have a rich culture of technology and innovation, and only with the involvement of Mana Whenua can we legitimately share these stories of technology, adaptability and innovation and weave the associated customs and principles into the operation and experience of MOTAT.

The environment in our Walsh Memorial Library has been improved to provide a designated research area including a large work space, access to the vast audio and visual collection, and a public access computer to enable researchers to search our collection online

while researching onsite. Our Collection Inventory Project has also resulted in the upgrading of our facilities to maximise the vertical storage space in these areas so that we can store collection items more efficiently and safely.

We commenced the process of cleaning and relocating collection items from our offsite storage facility to remove any potentially hazardous material they may have picked up from the building. The collection items cannot be returned to that facility so additional storage space had to be rented. Once cleaned under the supervision of appropriately qualified contractors and the Collection team, the items are moved to the new storage facility. We are also taking the opportunity to accelerate the Collections Review Project to reduce the need for double handling.

Health and Safety is another key focus for this period, and we are working our way through the infrastructure and maintenance issues to keep the Museum a safe and secure environment.

The Athfield Plan and associated Masterplan remain a top priority and the business case for funding is in the process of being finalised so that we can discuss our requirements with Auckland Council, Regional Facilities Auckland as well as other stakeholders and partners.



2017-2018 OVERVIEW

The Chair and the Chief Executive's Overview outlines the key challenges and projects we have planned for the next twelve months. It will also be a period for reviewing and building on what we have achieved during the first three years of our Strategy to ensure that we have taken the requisite steps to transition MOTAT from being a “collection of things” to a “lightbulb institution” that challenges and inspires those who engage with the Museum. This will be the primary focus of the Museum Experience Hub. This year will also build a sound and secure base upon which the Masterplan can be implemented.

However, we can only get so far on this journey within the limitations of our current buildings and infrastructure. All our buildings, which have been developed over the last five decades, have issues and are compromised by age, poor design, hazardous materials, subsidence or not being fit-for-purpose. One of the crucial steps in 2017/2018 will be the implementation of the Masterplan, including funding, programme management of the preliminary works and the continual improvement in Health and Safety monitoring of staff and visitors. For our Strategy to reach its full potential we need to provide (a) a safe and inspiring infrastructure and environment to work in and visit and (b) a platform for displaying and storing our collection.

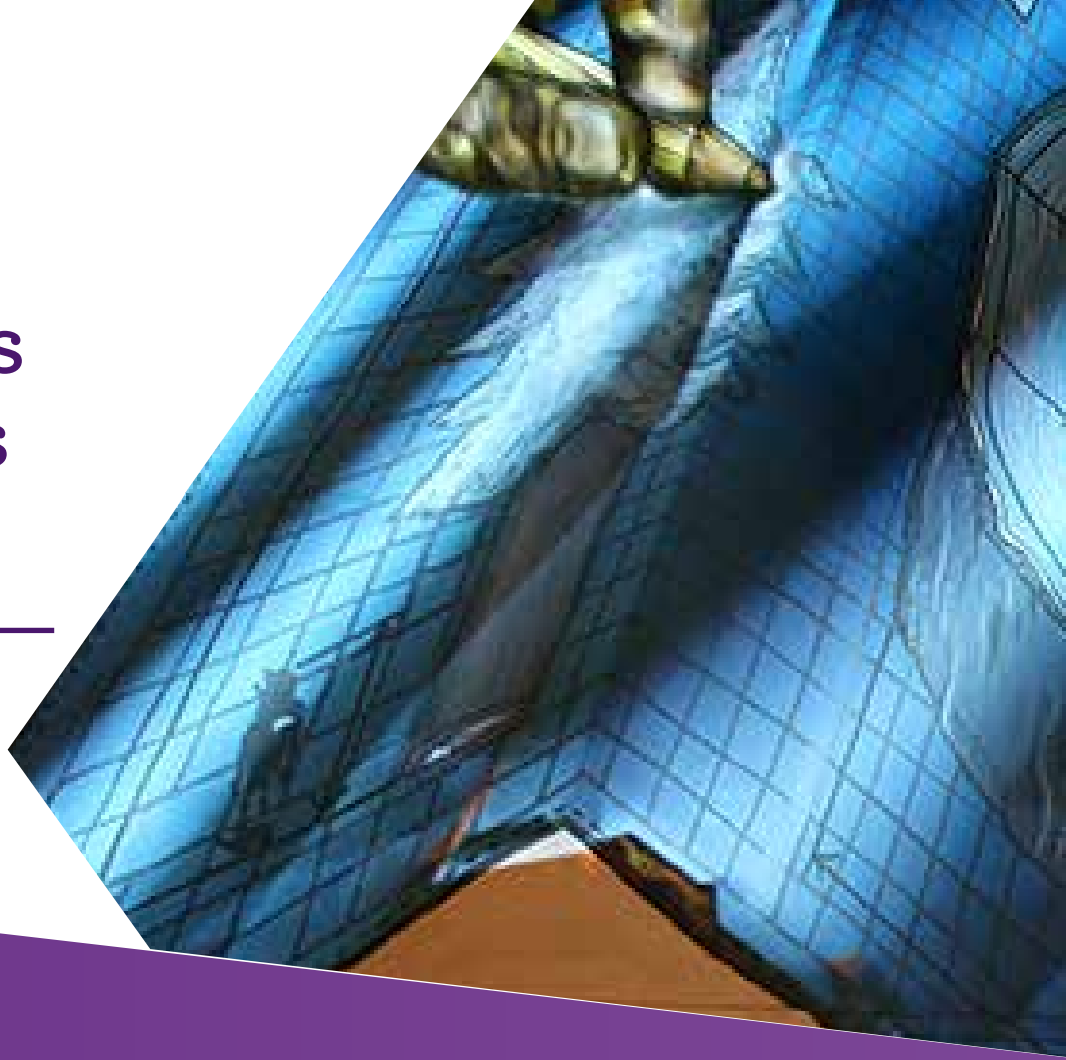
This Annual Plan takes a 'business as usual' approach dealing with challenges within existing funding streams. But we also keep our eyes firmly fixed on a future that incorporates significant change enabled by the Masterplan.

As mentioned in the Chair and the Chief Executive's Overview a significant part of our budget will be dedicated to the cleaning and relocation of collection objects from our offsite storage facility which contains potential hazardous material in its infrastructure. The additional cost involved in cleaning and relocating the collection objects and the additional staff required to expedite the Collections Review process limits our ability to progress capital projects, such as our proposed carpark in the 2017/2018 year.

In parallel, our Collections Review team will be continuing with their three-year project to rationalise the collection through condition reporting, targeted acquisitions and disposal activity. This will improve the quality and the significance of the collection and its care and will ensure that we are in a position to exhibit and rehouse our collection as and when the new buildings under the Masterplan are completed.

Throughout these major activities, we will ensure that our people, physical, and digital infrastructure are maintained so we can continue with 'business as usual' as far as possible and provide our visitors and other audiences, both inside and outside the Museum's boundaries, with challenging and inspiring exhibitions, events and experiences.

Business Services Hub



The Business Services Hub consists of the People and Performance, Finance and IT, Environment and Infrastructure, and Health and Safety (including Regulation and Compliance) teams. The primary purpose of the Hub is to support the other Hubs and ensure that we operate in an efficient, safe and compliant manner, and that our staff are continually upskilling themselves for the roles they perform.

The 2017/2018 year will see significant emphasis within our hub on the planning for, and enabling of the implementation of the MOTAT Masterplan, including funding, programme management of preliminary physical works, and continual improvement in Health and Safety monitoring of staff and visitors.

Ensuring that the people, physical and digital infrastructure is maintained to achieve 'business as usual' within the museum – before and during the rollout of the MOTAT Masterplan will include the following initiatives:

- Continuous improvement within the area of **Health and Safety** and regulatory compliance. We will commit more resource to the management of Health and Safety, train all staff including senior managers in Health and Safety management, and establish an **Occupational Health and Wellbeing Programme**. All these initiatives are designed to reduce the number of Team and Visitor incidents at MOTAT, and reduce our Lost Time Incident Frequency Rate.
- Development by People and Performance of an **Emerging Leaders' Programme**, continued investment in a targeted **Learning and Development Programmes** for the wider team, and expansion of the **Reward and Recognition Programme**. These initiatives support the strategic objective to empower the MOTAT Team, support an engaged team, and increase retention.



- In line with the strategic objectives to improve business sustainability and the quality of the collection and its care, People and Performance will be seeking to develop an **Internship Programme**. Focused predominantly on the museum and tourism sectors, the Internship Programme will better position MOTAT as an employer of choice in these sectors, in particular for the more junior roles within the organisation.
- Further development of the **Volunteer Programme**, so that our focus moves from simply increasing the number and demographic makeup of MOTAT Volunteers to include skills development and volunteer retention.
- Continued implementation of the Asset Management Plan by the **Environment and Infrastructure** team will highlight key buildings and areas to be maintained as part of a cost-effective routine, providing a specific level of service and ensuring the asset has an adequate life cycle.
- IT Operations will look at **Increasing the Bandwidth** of the network to allow iBeacon Interactive Experiences and provide blanket **Wi-Fi** at the Great North Road site and at all the main public spaces at the Meola Road site. This will not only assist in the empowerment of the MOTAT Team, but also assist in maximising the visitor experience.
- Finance will begin investigations into the upgrading and renewal of our **Financial Reporting and Management Systems**.

Collections Hub

The Collections Hub is responsible for the care and documentation of collection items, the running of operational items, and the maintenance and conservation of operational items and associated infrastructure.

In the 2017/2018 year, the Collections Hub will progress initiatives that improve the quality of the collection and its care. As outlined in this Annual Plan one of the major issues that we need to address is the cleaning and relocation of the collection objects that may have been contaminated by our offsite storage facility. In order to avoid double handling, we have taken the opportunity to increase the size of the Collection team so that we can properly monitor the cleaning process and expedite the Collection Review in line with MOTAT's Collection Policy

In addition to the continuation of various large conservation projects, and upgrading of our collections infrastructure, and preparing for the rollout of the MOTAT Masterplan, we will also continue to support the activities of the Interpretation Team and the Events and Outreach calendar by providing collection vehicles, objects and textiles, and associated interpretative material for physical or digital display where required.

Aligning our collection to our Vision, by improving the quality of the collection and its care over the year will include the following initiatives:

- Apply the **Collection Review** project to non-motorised vehicles and Social History departments. Registry will support decisions made by the Acquisition and Disposal Committee.
- **Registry** will continue to add new acquisitions to collections online and will identify key objects of significance or current relevance as priority for online access. Specific priority will be directed towards WWI and WWII material.
- **Photography of Objects** and the processing of object records and digital images (and their associated metadata) will also enable a greater number of collection objects to be more accessible and visible online.
- Complete the final year of the **Collection Inventory** project, auditing some 5,000 collection items.
- Oversee the cleaning and removal of our collection from our storage facility, and reorganise the new facility to enable **Storage of Collection Items** according to department and preservation need. This will lead to collection items being grouped together in a meaningful way and stored in a safe and secure manner.
- Establish an **Online Resource** for researchers to access 'Maker and Manufacturers' featured in MOTAT's collection, and an archive of MOTAT's Exhibition History.
- Progress larger **Infrastructure Upgrades** and **Conservation Projects** including completing the tramway track replacement, continuation of the tramway overhead refurbishment project, the overhaul of an operational tram, getting the Beam Engine operational, and continuation of the Solent flying boat project.
- Collect and record data by which collections and items are being retrieved and viewed in the **Walsh Memorial Library**, and work on a rationalisation of the library collection. This will include a continuation of the digitisation project, the feasibility study for the digitisation of the oral history collection, and online access to this collection.





Museum Experience Hub

The Museum Experience Hub is responsible for providing an engaging visitor experience for the Museum's visitors across all touchpoints. The team consists of the Commercial, Education, Digital, Interpretation, Visitor Engagement, Partnerships and Marketing and Communications teams.

The 2017/2018 year will see the hub take visitor engagement to a new level across the Museum with increased activity and a number of new initiatives focussed on innovation. Our Partnerships and Outreach programmes will be activated, ensuring wider connection with community.

Supporting the Museum's Strategy, to make MOTAT a "must experience destination", the year will include the following initiatives:

Key goals and outcomes:

- Expand our **Outreach Initiatives** with pop up displays at external events and through our relocatable modular spaces, MOTAT Modules focusing on **Innovation Engagement**.
- Review and reinvigorate the **MOTAT brand** based on research, team input and stakeholder consultation.
- Undertake master planning for **Transport Focused Exhibitions** at MOTAT 2, including the Aviation Display Hall, rail workshops and vehicle and military storage areas.
- Open a **New Exhibition** at MOTAT 1 which continues the theme of **Inspiring Innovation** and the development of technology in New Zealand. We will also establish a programme



of regularly changing displays on the MOTAT 1 site that highlight our collections, including in the Walsh Memorial Library.

- Launch the MOTAT **Digital Implementation Plan**, which will help guide MOTAT's evolution into a connected and engaged 'lightbulb institution'. The Digital Implementation Plan will outline digital opportunities and set the framework to grow the Museum's digital capacity.
- Progress specific **Partnership Opportunities**, including those described in the Masterplan. We will also pursue partnership opportunities for initiatives particularly in the Visitor Engagement and Interpretation areas.
- Develop new **Education Programmes** that reflect MOTAT's strategic focus on technology and innovation. For example: design-thinking, prototyping, product development and commercialisation.
- Develop audience personas and customer journey mapping through **Market Research**.
- Deliver MOTAT's **STEAM Cell Concept** – taking education collection items and experiences to the wider education community, including schools, Private Training Establishments, and alternative education organisations.
- Review and refresh the **Events Calendar** and work towards achieving three large-scale signature events, along with increased smaller themed events and pop-up visitor engagement activities.
- Increase our commercial presence by hosting major **Tourism and Fundraising** events in our venues as well as again holding our **MOTAT Charity Fundraising Gala** in the Aviation Display Hall.
- Continue the **Redevelopment of the Explorium**. This will be based on STEAM (Science, Technology, Engineering, Art and Mathematics) principles, and offer interactive experiences with a focus on hands-on technology and innovation (5 – 14 years).
- Explore new **Commercial Opportunities** with an improved hospitality service and cultivate new ticketed experiences with external partners.
- Develop a **Mobile Solution** so visitors can interact with MOTAT collections and exhibits, navigate the physical environment, and engage with their experience during and after their visit.
- Review and refresh **School Holiday Experiences** and introduce new, specialised ticketed workshops both in holiday periods and term time. These will target older children in addition to our primary school-aged audience.

OUR FUTURE

Since we launched the MOTAT Master Strategy in July 2014, we have made significant progress towards achieving the Vision of a “must experience” venue for Auckland. Our streetscapes are coming alive with visitors and pop-up activities, more people are now visiting our regularly changing exhibitions and new groups are coming to take part in a wider selection of workshops and events, or to hold their own. This ‘new’ MOTAT experience – a combination of what people have always known and loved, layered with the new, modern, different and challenging – has led to a revitalised experience ready to be enjoyed by a whole new generation.

The future will see even more activation of the collection across both MOTAT sites on a daily basis, using New Zealand's heritage to tell the story of Kiwi innovators past, present, and future. Through innovative public programming, we will continue to push the boundaries of museum practice with an increasingly creative range of exhibitions, events, workshops, and education experiences cementing MOTAT's role as being provocative but inspiring.

An important goal in the coming years is to broaden our visitor demographics by attracting more visitors from around New Zealand and overseas, a wider spread of visitors in the 16-30 year old age group, and a greater number and range of community groups. We will continue to invest in our digital platforms and outreach programmes so that we can take MOTAT experiences beyond our boundaries to reach more communities, especially those who might never have the opportunity to visit the Museum in person.

Behind the scenes, the Collection Review and care programme will ensure that our collection is historically significant, relevant and of the requisite quality of a leading museum. We are also taking steps to make our collection more accessible.

While we have made significant progress towards our four key strategic objectives, we will not be able to ignite MOTAT's full potential unless we develop a more modern and fit-for-purpose physical environment. We are severely limited by our existing buildings and infrastructure that (with the exception of the Aviation Display Hall) all have issues and were not designed for their current purpose. We need to create an inspiring work and visitor environment, bring the buildings up to modern museum standards so we can properly care for the collection, create additional revenue, and bring the MOTAT team (who are currently spread across three sites) into one purpose-built facility for better communication and collaboration.

As outlined in our previous reports we have worked with the late Sir Ian Athfield and his firm Athfield Architects on what the MOTAT of the future could look like. This vision, which is referred to as the Athfield Plan, was developed and reviewed with a wide range of stakeholders and has, with the help of Athfield Architects evolved into a Masterplan which sets out how we intend to redevelop the Museum's buildings and infrastructure. The main objective of the Masterplan is to provide our visitors, employees and volunteers with an enjoyable and inspiring environment to visit and work in and a safe and suitable environment to display, maintain, preserve, store and operate our collection.

We plan to develop both MOTAT sites and work with our neighbours in the Western Springs Precinct to make the community a vibrant and exciting part of the world's most liveable city.

Key components of the Masterplan include:

- a purpose-built climate controlled exhibition hall, as we do not currently have the facilities to exhibit some of our more delicate collection objects or international standard travelling exhibitions,
- educational facilities and an auditorium in keeping with a world-leading technology museum,
- new entrance buildings (including cafés) at both MOTAT sites to encourage members of the community to congregate without necessarily having to enter the Museum,
- new display sheds which will give our visitors better access to our military and other transport collections,
- a canopy at the back of the Aviation Display Hall to protect outdoor collection objects (and our visitors) from the weather,
- a carpark as we do not have anywhere for our visitors to park and the other current parking areas, like Stadium Road, are due to be redeveloped by their owners.

The implementation of the Masterplan will require a significant amount of money and will take a number of years. We will be liaising with the Auckland Council, Regional Facilities Auckland, the Ministry for Culture and Heritage, corporate and other partners as we develop the business case outlining the cost and the implementation plan of the Masterplan. MOTAT is a unique and important museum for Auckland and for New Zealand. At this time of unprecedented population and city growth, we are set to play a pivotal role in the cultural and economic landscape, once we have buildings and infrastructure which are as inspiring and exciting as our Strategy.

Through these actions, we will transform MOTAT into a world-class "must experience" destination that uses its heritage collection and focus on Kiwi technology and innovation to inspire its visitors and provide a "hub" for the exchanging of ideas, collaboration and the creation of new concepts. We will know we have succeeded when one of the innovators of the future attributes their success to something they did or experienced at MOTAT.

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 2017-2018

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
- ▷ Number of paying visitors
- ▷ Attendance of SuperGold Card Holders
- ▷ Level of interest from potential partners/sponsors

- ▷ Three new installations, exhibitions or "pop ups" (including the MOTAT Modules) opened to the public
- ▷ 85% of visitors completing the satisfaction survey rate their overall experience 7 out of 10 or higher.
- ▷ Increase in total visitors by 2% on 2016/2017
- ▷ Increase in revenue generating visitors by 4% on 2016/2017 (Note: Excludes all complimentary admissions such as SuperGold Card Holders, community outreach events such as Pasifika, under 5's, special needs entries, and others of a similar nature)
- ▷ Exceed 8,000 SuperGold Card Holder attendances
- ▷ Secure at least 1 sponsor across any of the three installations, exhibitions or "pop ups"

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

- ▷ 1,300 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 (e.g. Science Fair, Bubble Dome, Coding Club Aotearoa)

▷ 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
- ▷ Maintain and grow our online experience
- ▷ Implement an Outreach programme for all MOTAT Modules
- ▷ Implement the Digital Implementation Plan for the Museum

- ▷ Deliver six outreach programmes
- ▷ Exceed 285,000 visits to our website
- ▷ MOTAT Module programme delivered as per Outreach programme
- ▷ Implement the Digital implementation Plan

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 2017-2018

Facilitate a work environment that supports an engaged workforce

- ▶ Annual Employee Engagement Survey
- ▶ New employee three-month survey
- ▶ Exit Feedback
- ▶ Maintain participation level at least 85%
- ▶ Improve on 2016/2017 engagement score target of 63%
- ▶ 85% Participation
- ▶ 85% Participation

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
- ▶ Improve gender and age diversity of MOTAT volunteers from the 2016/2017 financial year
- ▶ Participation level 70%
- ▶ Achieve 2016/2017 engagement score of 63%

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')
- ▶ Reported accidents/incidents to NZTA and/or WorkSafe
- ▶ 100%
- ▶ At least 10 Health and Safety Committee Meetings
- ▶ At least 10 Health and Safety Team Meetings
- ▶ Reduce LTIFR Per 200,000hrs year on year
- ▶ 100%

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 2017-2018

Adopt a strategic and sustainable approach to the care of the Collection:

(a) Commence the implementation of the Review/Rationalisation Programme

- ▶ In accordance with the milestones outlined in the Review/Rationalisation /Digitisation Programme – 2017/2018

- ▶ Complete the planned work that is outlined in the Review/Rationalisation/ Digitisation Programme for 2017/2018

(b) Progress the Collection Inventory Project

- ▶ Collection Inventory Project – Milestone reporting

- ▶ Complete the agreed planned work outlined in the Collection Inventory Project for 2017/2018

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 the Maritime Museum) so as to reflect the specific needs and requirements of an operational museum

- ▶ Implement collection development strategy
- ▶ Ensure policies and protocols relating to operation and use of collection objects reflect current practice

- ▶ Ensure 100% of acquisitions and disposals follow collection policy
- ▶ Review collection policy against Museum Aotearoa Code of Ethics
- ▶ Refine and expand user manual for Vernon system
- ▶ Refine and expand Collections Procedure Manual

Ensure alignment of collection projects and operations to the overall museum experience programme

- ▶ Use operational and collection objects to support events and other initiatives

- ▶ Provide operational and collection objects for at least one event per month

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 the "world's most liveable city".



WHAT WE WILL DO

HOW WE WILL MEASURE OUR PERFORMANCE

OUR TARGET IN 2017-2018

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

- ▷ Iwi involved in at least 2 Museum projects
- ▷ Māori technology, custom and/or language incorporated into at least one new exhibition, installation or "pop-up" (including the MOTAT Modules)

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 and agreed work outlined in the Asset Management Plan for 2017/18
- ▷ Progress Business Case and MOTAT Masterplan as agreed by Auckland Council as set out in the associated project plan

Monitor the effectiveness of the Museum's environmental programmes

- ▷ Energy Consumption
- ▷ Water Consumption
- ▷ Other environmental impact

- ▷ Maintain or reduce 2016/2017 energy consumption levels
- ▷ Maintain current water harvesting methods
- ▷ Work with environmental advisor to develop initiatives designed to reduce MOTAT's environmental impact and improve environmental sustainability

Funding Sources

REGIONAL FACILITIES AUCKLAND FUNDING

The 2017/2018 levy request has been increased by 16% from the 2016/2017 year taking the total to \$15.2m.

MOTAT REVENUE

MOTAT's budgeted revenue, generated by non-levy sources, is expected to increase by \$445,000 or 15% in 2017/18. This continues the trend for the last four years of growth in non-levy revenue.

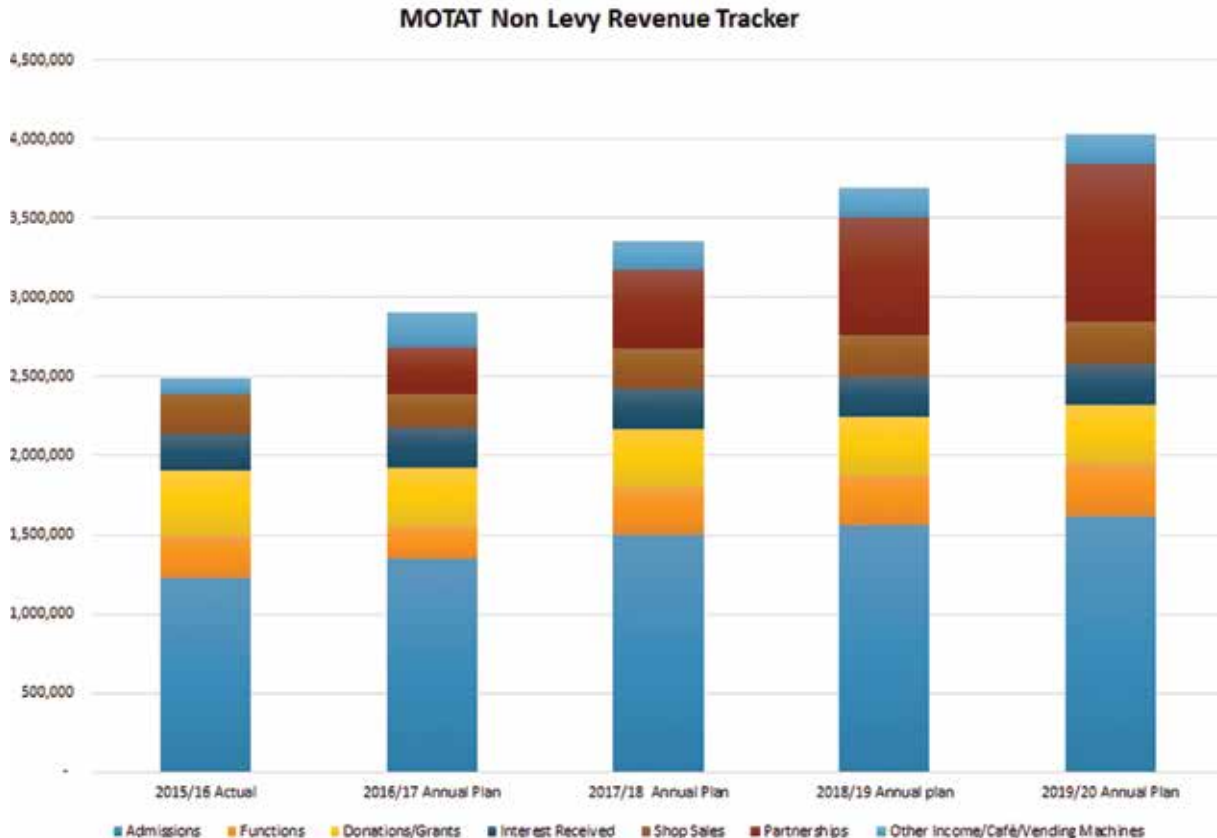
We have not raised our admission charges for four years, and so we have built an increase of \$3 for adults and \$2 for children into this Annual Plan. Our MOTAT Masterplan includes many significant capital projects that are designed to deliver high quality experiences for our visitors and greater protection of our collection items. Some of these projects may need to be expedited in the 2017/2018 financial year, and consequently we may be required to borrow funds. The increase in the admission fee will contribute to debt servicing of these loans.

MOTAT Mates rate will increase by \$10 for a family and \$5 for an individual. We will also introduce a new flexi pass option based on visitor feedback.

As part of our commitment to be less dependent on the Levy, we will also be actively looking to secure sponsorship funds for some of the significant projects, for example the canopy which will extend protection for aircraft while they are being maintained and stored outside.

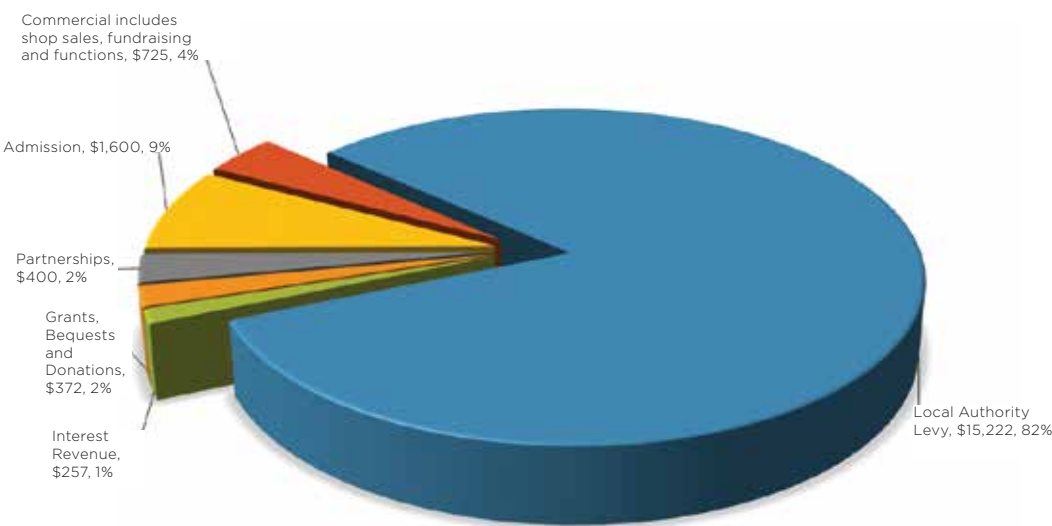
Total revenue of \$18.6m is allocated to operational expenditure of \$15.7m and capital development of \$2.9m

MOTAT NON LEVY REVENUE TRACKER

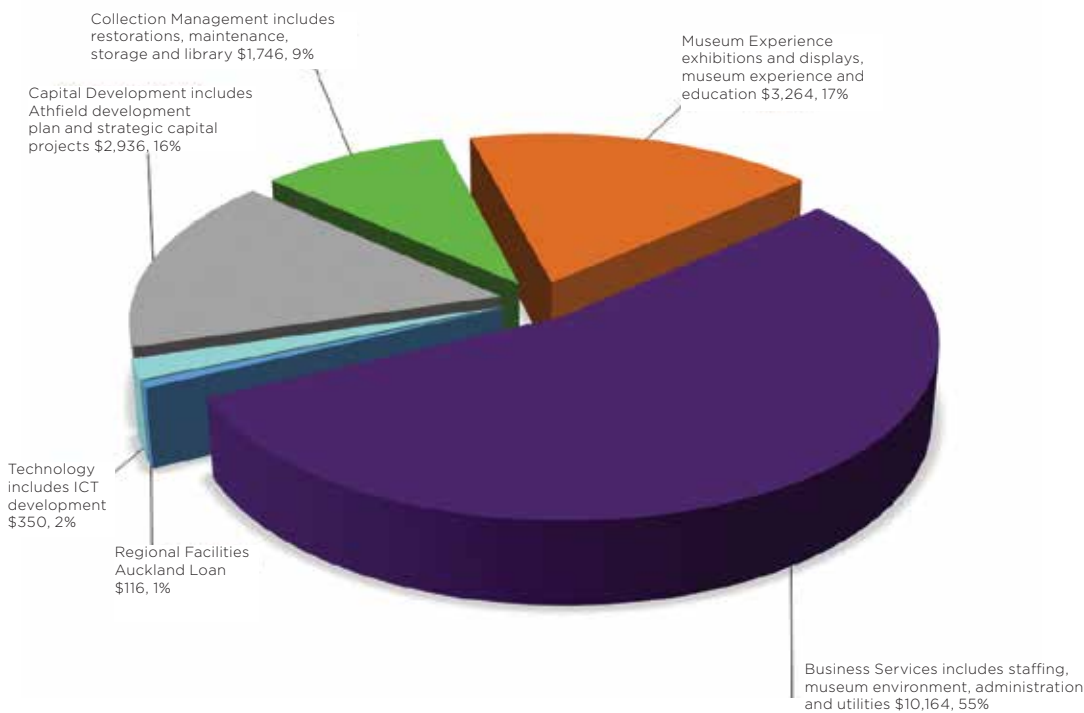


Overview

2017/2018 Draft Annual Plan - Revenue (\$000s)



2017/2018 Draft Annual Plan - Expenditure (\$000s)



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. 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 delivering this strategy. 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 Technology platforms to support exhibitions, education programmes and visitor experiences which rely on up to date technology and communications infrastructure.
- The infrastructure which our trams run on will continue to be upgraded and renewed, improving the care and conservation of our historic operating trams.
- Completing the process of cleaning and removing our collection items from the contaminated storage facility to a new facility.
- Development of 'STEAM Cells' which create educational outreach opportunities.
- Completing the fit out of our interactive and educational experience for younger children in the Explorium.
- Progressing the implementation of the CRM system approved in the 2016/2017 financial year that was put on hold due to reallocation of funds to the offsite storage issue.
- Reduction in our loan from Regional Facilities Auckland.



Indicative Budget

	2015/2016 Actual	2016/2017 Plan	2017/2018 Plan	2018/2019 Plan	2019/2020 Plan
Museum Operating Expenditure					
Operating Expenses	11,335,887	14,153,000	15,174,190	15,401,390	15,635,214
Less Projected Income	2,493,549	2,909,000	3,354,000	3,689,900	4,028,200
Total Operating costs	8,842,338	11,244,000	11,820,190	11,711,490	11,607,014
Plus Capital Development costs	3,444,662	1,856,000	3,401,920	4,610,620	4,715,096
TOTAL LEVY	12,287,000	13,100,000	15,222,110	16,322,110	16,322,110
BREAKDOWN OF CAPITAL DEVELOPMENTS					
Operating Expenses	-	25,000	25,000	25,000	25,000
Technology (IT+Other)	314,830	185,000	350,000	350,000	350,000
Site improvements/ Development Plan	1,588,146	-	1,380,920	2,589,620	2,694,096
Loan repayment (2003) - RFA	116,000	116,000	116,000	116,000	116,000
Depreciation	1,425,686	1,530,000	1,530,000	1,530,000	1,530,000
Total	3,444,662	1,856,000	3,401,920	4,610,620	4,715,096
REVENUE					
Local Authority Levy	12,287,000	13,100,000	15,222,110	16,322,110	16,322,110
Interest Revenue	231,186	257,000	257,000	257,000	257,000
Grants, Bequests & Donations	414,203	372,000	372,000	372,000	372,000
Partnerships	-	300,000	400,000	750,000	1,000,000
Admissions	1,229,976	1,350,000	1,600,000	1,560,000	1,622,400
Commercial and Other Income	618,184	630,000	725,000	750,900	776,800
Total Revenue	14,780,549	16,009,000	18,576,110	20,012,010	20,350,310

Indicative Budget

	2015/2016 Actual	2016/2017 Plan	2017/2018 Plan	2018/2019 Plan	2019/2020 Plan
COSTS					
Business Services					
Administration	1,231,971	1,151,600	1,174,000	1,174,000	1,174,000
MOTAT Society	26,000	67,000	20,000	20,000	20,000
Health and Safety	17,555	20,000	50,000	50,000	50,000
Museum Environment Team	1,090,283	993,000	1,190,145	1,190,145	1,190,145
Staffing	5,385,364	6,960,000	7,360,000	7,580,800	7,808,224
Other Staff Costs	224,979	188,000	152,200	152,200	152,200
Development & Care	96,638	175,000	217,800	217,800	217,800
Total Business Services	8,072,791	9,554,600	10,164,145	10,384,945	10,612,369
Collections Management					
Conservation	112,954	147,750	150,000	150,000	150,000
Library	40,478	25,000	55,150	55,150	55,150
Registry	45,646	51,080	66,470	66,470	66,470
Collection related costs	1,141,062	1,294,170	1,374,170	1,374,170	1,374,170
Acquisitions	2,300	100,000	100,000	100,000	100,000
Total Collection Management	1,342,440	1,618,000	1,745,790	1,745,790	1,745,790
Museum Experience					
Commercial Operations	409,329	217,700	317,100	323,500	329,900
Visitor Engagement	347,377	625,700	713,155	713,155	713,155
Learning & Education	63,575	100,000	50,000	50,000	50,000
Interpretation	623,221	1,100,000	1,139,000	1,139,000	1,139,000
Innovation Engagement	-	295,000	359,000	359,000	359,000
Partnerships	-	12,000	11,000	11,000	11,000
Digital	-	-	15,000	15,000	15,000
Marketing	477,154	630,000	660,000	660,000	660,000
Total Museum Experience	1,920,656	2,980,400	3,264,255	3,270,655	3,277,055
Total Cost of Activities	11,335,887	14,153,000	15,174,190	15,401,390	15,635,214

Staffing

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

Department	FTE
Business Services incl. CEO and PA	27.5
Museum Experience	45
Collections	29
Total	101.5

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

Current MOTAT Board

DR. LESLEY MCTURK (CHAIR)
MIKE SPRAGGON (DEPUTY CHAIR)
HELEN ATKINS
LINDSAY CORBAN
DR. BRUCE HUCKER

RICHARD JEFFERY
JOHN MCELHINNEY
BILL RAYNER
HON. JUDITH TIZARD
SUE WOOD

MOTAT LEADERSHIP

Senior Management Team



**MICHAEL
FRAWLEY**

Chief Executive Officer/
Museum Director



**WAYNE
SCHACHE**

General Manager
Business Services



ALBA LETTS

General Manager
Collections



STEVEN FOX

General Manager
Museum Experience



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

'MOTAT MATES' UNLIMITED ENTRY PASS (ONE YEAR)

Family (2 adults and up to 4 children under 16 years)	\$95.00
Individual (1 adult)	\$45.00
Student (1 adult)	\$22.50
Child Flexi (1 child with flexible accompanying adult)	\$65.00

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 people and institutions that we would specifically like to thank for their continued support, assistance and advice, namely Regional Facilities Auckland, Auckland Council, the MOTAT Society, NZ Lottery Grants Board and Museums Aotearoa.

We would also like to specifically acknowledge Athfield Architects for their contribution in relation to our Masterplan for the redevelopment of our buildings and infrastructure.

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



MUSEUM OF TRANSPORT AND TECHNOLOGY

Great North Road, Western Springs

P.O. Box 44-114, Point Chevalier, Auckland 1246

Telephone +64 815 5800 Fax +64 846 4242

www.motat.org.nz

