

**MUSEUM OF TRANSPORT AND TECHNOLOGY**  
**2019-2029**  
**MASTER STRATEGY**

## Introduction/Kupu whakataki

This strategy is an evolution of the five-year strategy we launched in July 2014. The original strategy was designed to respond to the late Dame Cheryll Sotheran's challenge in 2012 to transform MOTAT from being a “*museum of things*” to a “*lightbulb institution*” that is audience focused, vision based, and has a transformative impact on its community.

It is clear from our Annual Reports that our original strategy has had a positive and transformative impact on MOTAT, our audience, community, and team. Our visitor numbers, visitor satisfaction, revenue, collection care and engagement with the education and museum sectors and the wider community have significantly improved. Our Vision is also specifically aligned to the Māori worldview - **kia whakatōmuri te haere whakamua** - *My past is my present is my future, I walk backwards into the future, with my eyes fixed on my past.*

In the process of updating our strategy it was noted that MOTAT is the only museum in New Zealand that focuses specifically on the nations technological and innovation heritage. This technological evolution, which started with the tangata whenua, has had and continues to have a significant impact on the development of our nation, its people, culture, and economy. It defines who we are – **we are a nation of innovators.**

The success of this strategy should not however be solely defined by our visitor numbers and revenue; it should be defined by the impact we have on others. We will know that we are a success when a visitor attributes their inspiration for a life changing innovation to their experience at MOTAT.

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

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

## **PART ONE**

### **Our Vision/Tō Mātau Moemoeā**

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

*Kia whakatōmuri te haere whakamua  
My past is my present is my future,  
I walk backwards into the future  
With my eyes fixed on my past*

### **Our Values/Ō mātau uara:**

<b>Innovation</b>	We will be courageous and try new things
<b>Collaboration</b>	We will work as a team that respects and supports others
<b>Integrity</b>	We will act ethically and with respect and transparency
<b>Sustainability</b>	We will foster knowledge and promote technology that is beneficial to our community and environment

### **The Way We Think/Pātaitai:**

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

### **The Way We Work/Mō te pai nui**

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

## **PART TWO**

This strategy, which is an evolution of the strategy we launched in July 2014, is Vision based, visitor and collection focused and designed to have a transformative impact on MOTAT and our target audience.

Our Core Objectives are set to ensure that we achieve our Vision, and our performance will be monitored by the inclusion of the Key Performance Indicators in our Annual Plans.

### **OBJECTIVE ONE – MAXIMISE THE VISITOR EXPERIENCE**

#### **1.1 Align MOTAT’s exhibitions, events, education and outreach programmes with the Museum’s Vision**

- Deliver exhibitions, events and outreach programmes that are aligned to our Vision and respond to the needs of our target audience.
- Provide onsite and offsite education programmes that promote innovation and meet the needs of our target audience.

#### **1.2 Be audience and community focussed**

- Undertake annual visitor and community research and use the results to:
  - a) develop and expand our offering;
  - b) identify new target audiences; and
  - c) implement systems for monitoring our success.

#### **1.3 Implement a Marketing Strategy that promotes the Museum’s Vision and what it does in a vibrant and challenging way**

- Ensure that our Marketing Strategy promotes our Vision and activities in a way that attracts our target audience.
- Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction.

- Review and update MOTAT's brand so that it reflects and promotes our Vision.
- Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience.

#### **1.4 Operate the collection**

- Develop and implement a Collections Operation Framework to identify current and future collection objects that can be operated at MOTAT and at our outreach events.

#### **1.5 Increase digital access to MOTAT's collection and experiences**

- Develop digital platforms that improve our target audience's access to MOTAT's collection.
- Create new digital content that is aligned to our Vision and is focused on our target audience, MOTAT Team, stakeholders and partners.

#### **KEY PERFORMANCE INDICATORS**

- Double visitor numbers over 10 years.
- Provide more engaging and inspiring exhibitions and events.
- Provide a wider range of outreach programmes.
- Provide a wider range of education opportunities.
- Increase the number of education participants.
- Use an evidence based approach to respond to the needs of our audience.
- Increase the number of operating Collection objects and the frequency they are operated.
- Increase digital engagement with MOTAT's collection and experience.

## **OBJECTIVE TWO – EMPOWER THE MOTAT TEAM**

### **2.1 Ensure that MOTAT is a safe place to visit and work at**

- Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT.

### **2.2 Manage performance and engagement of the MOTAT Team**

- Provide effective structures and systems to support, develop and retain the MOTAT Team.
- Monitor the performance of the MOTAT Team.
- Monitor the MOTAT Team's engagement.
- Develop MOTAT's Volunteer base so that it supports the needs of the Museum.

### **2.3 Improve knowledge and skills**

- Implement training and other programmes that help the MOTAT Team to develop their skills and knowledge for the Museum's and their benefit.
- Ensure institutional knowledge is captured and retained for the benefit of the Museum.

## **KEY PERFORMANCE INDICATORS**

- Maintain an outstanding health and safety culture.
- Provide a workplace that supports an engaged and stable MOTAT Team.
- Develop the capability and capacity of the MOTAT Team.
- Provide a broader range of opportunities for a more diverse group of volunteers.

## **OBJECTIVE THREE – IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY**

### **3.1 Collection Procedures**

- Ensure that our collection is managed in accordance with MOTAT’s Collection Policy and related procedures.
- Maintain professional standards of practice and protocols as set by Museums Aotearoa, ICOM and other relevant institutions.

### **3.2 Collection Development and Accessibility**

- Improve the quality of our collection in line with MOTAT’s strategic and statutory objectives and the Museum’s Collection Policy and Collection Development Framework.
- Enhance online access to our collections.
- Facilitate visitor access to our curated storage, workshop and laboratory areas.

### **3.3 Collection Care**

- Develop and implement a Collection Care Programme that improves the storage, preservation, and display of our collection.

## **KEY PERFORMANCE INDICATORS**

- Improve the management, development and care of MOTAT’s collection.
- Develop Heritage Operations Guidelines for the operation of collection objects.
- Increase access for visitors to curated storage, workshop and laboratory areas.
- Implement a Collections research framework and monitor its effectiveness.



## **OBJECTIVE FOUR – IMPROVE OUR BUSINESS AND SUSTAINABILITY**

### **4.1 Maximise commercial opportunities and fundraising activities**

- Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy.
- Use and promote the MOTAT Athfield Masterplan to generate funds and other support for the associated capital renewal projects.

### **4.2 Buildings and Infrastructure**

- Maintain our buildings and infrastructure as outlined in MOTAT's Asset Management Plan.
- Implement the MOTAT Athfield Masterplan as funds and other support allows.

### **4.3 Environment**

- Continue to refine our sustainability programmes so that MOTAT is carbon neutral.
- Continue to improve our systems for securing and monitoring our sites and collection.
- Promote and use technology that reduces our impact on the environment and inspires our target audience to do the same.

## **KEY PERFORMANCE INDICATORS**

- Increase non-levy revenue.
- Provide buildings and infrastructure that are properly maintained and fit for purpose.
- Implement the projects outlined in the MOTAT Athfield Masterplan as and when funds, support, and other resources allow.
- Improve the effectiveness of MOTAT's environmental programmes.

## **OBJECTIVE FIVE – ENGAGE WITH LIKEMINDED INSTITUTIONS**

### **5.1 Tangata Whenua Technology and Tikanga**

- Implement the Bicultural Strategy.
- Promote tangata whenua technology and innovation, te reo and tikanga.

### **5.2 Forge strategic partnerships that are aligned to the Vision and generate mutually beneficial outcomes**

- Engage with likeminded organisations that have similar objectives to MOTAT.
- Work collaboratively with other institutions to develop public exhibitions, education, and outreach programmes that benefit the community.

### **5.3 Western Springs**

- Use our facilities to support the local community and events in the Western Springs Precinct.

## **KEY PERFORMANCE INDICATORS**

- Biculturalism is something we are, not something we do.
- Develop projects and programmes with likeminded institutions.
- Be a good and supportive neighbour.

## **PART THREE**

### **Strategy Milestones/Ngā Takahanga Waewae o te Rautaki**

#### **2014-2019**

- New Strategy

#### **2019**

- Refresh

#### **2021-2022**

- Year Three
- Review and Refine

#### **2023-2024**

- Year Five
- Reflect and Evolve

#### **2026-2027**

- Year Eight
- Review and Refine