



ANNUAL PLAN 2020-2021

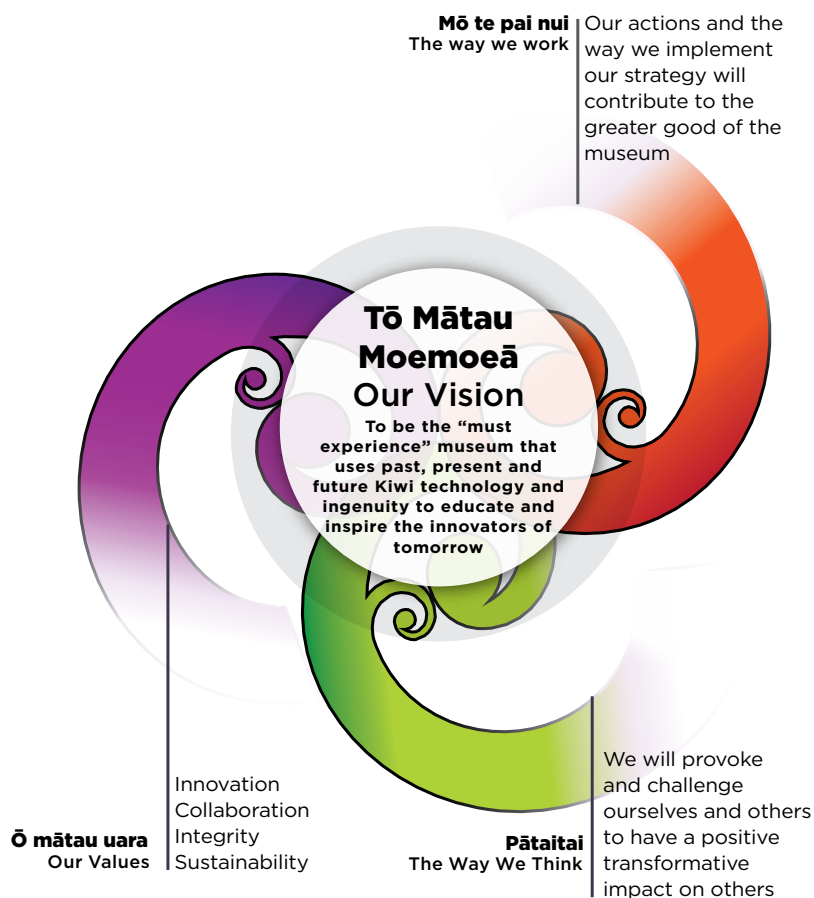
MOTAT
MUSEUM OF TRANSPORT AND TECHNOLOGY



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TŌ MĀTAU MOEMOEĀ OUR VISION



Ō mātau uara Our Values

INNOVATION

We will be courageous and try new things

COLLABORATION

We will work as a team that respects and supports others

INTEGRITY

We will act ethically and with respect and transparency

SUSTAINABILITY

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



CHAIR AND CHIEF EXECUTIVE OVERVIEW

This is the second Annual Plan under our revised and extended Strategy which covers 2019 to 2029. In accordance with our strategy we use past, present and future Kiwi technology and ingenuity to educate and inspire the next generation of innovators. The reason for this focus is that our nation has a rich history of technological innovation and ingenuity, starting with the tangata whenua who used cutting edge waka to sail across the Pacific to Aotearoa, and used their ingenuity to adapt their technology and skills to thrive in their new home.

Our approach is reflected in the Māori proverb “Kia whakatōmuri te haere whakamua” (My past is my present is my future, I walk backwards into the future with my eyes fixed on my past) which encourages you to use the past, in our case Kiwi technology, innovation and ingenuity, to guide your future. We believe that this approach encourages creativity, creates opportunity and improves the wellbeing and mana of our people. There are also valuable lessons to be learnt from the tangata whenua’s approach to the environment that could be adapted and applied today.

We were originally seeking a levy of \$17,087,900, which was 8% more than 2019-2020, but were asked to reconsider our request, after the publication of our Draft Annual Plan, due to the potential and adverse impact of COVID-19 on our operations and those of Auckland Council.

In the light of this request, we reduced our levy request to \$14,890,578, which is 5.8% less than 2019-2020. We managed to make this reduction by:

- Delaying the refurbishment of Building 5 and the development of the associated “SciTech Centre” by a year, which reduces our levy request by \$800,000 and pushes the second instalment of up to \$800,000 for the SciTech Centre out to 2022-2023.
- Freezing our salaries at their current level and restricting recruitment to essential personnel.
- Limiting the Approach 2 Projects in 2020-2021 to the car park and cycleway at our Meola Road site (MOTAT2) and the upgrading of our café at our Great North Road site (MOTAT1).

It should however be noted that we must progress the redevelopment of Building 5 and the SciTech Centre in 2021-2022 as:

- Building 5’s roof has come to the end of its design life and is starting to leak; and

- The SciTech Centre, which is aligned to our Strategy and Vision, will enable our audience to experience in a hands-on way, the delights of past, present and future science, technology and innovation and how it can be used to secure a sustainable future. This will be a “step change” from our traditional exhibitions and will clearly demonstrate to our stakeholders and audience what a reinvigorated MOTAT is capable of.

Looking forward, we have a number of challenges ahead of us due to the impact of COVID-19 and the current and proposed works at the Western Springs Stadium, Watercare’s Central Interceptor Works, the work we intend to undertake at MOTAT1 and MOTAT2, dealing with the subsidence and other issues associated with buildings located on a closed landfill site and the increasing cost of maintaining aging buildings and infrastructure.

It is difficult to anticipate and quantify what the impact of COVID-19 will be on our visitor numbers and the associated revenue, but we suspect that venues that have large open spaces and buildings, like MOTAT and the Auckland Zoo will be in demand as people want to experience the freedom of congregating safely with others as they come out of self-isolation. We have however taken a conservative approach and used our visitor numbers for 2018-2019 as a guide.

While the proposed car park at MOTAT2, the SciTech Centre and several other initiatives we are working on (e.g. a joint ticket with the Auckland Zoo) will help mitigate the impact of these challenges, it is anticipated that the projected growth in attendance and the associated revenue may be adversely affected.

In saying that it is anticipated that COVID-19 will have less of an impact on MOTAT, compared to other venues, as most of our visitors come from the Auckland region or New Zealand (i.e. 60% and 28% respectively). Our visitor demographics are also similar to Auckland Zoo, so the proposed joint ticket should be a major incentive for Auckland residents to visit the two institutions as we come out of self-isolation.

It is also anticipated that we will have to increase our levy over the next few years so that we have sufficient funds to address the subsidence and

other issues we have and are encountering and to ensure that our buildings and infrastructure are fit for purpose.

On a more exciting note, we are exploring with Regional Facilities Auckland and several other stakeholders, whether we can create a science, technology and ecological hub in the Western Springs precinct by leveraging off the combined strengths and knowledge of MOTAT, Auckland Zoo and Auckland Parks and the unique attributes of the precinct. This would not only be a unique proposition for Auckland but also Aotearoa and would send a clear message that the Auckland Council (and hopefully the Government), MOTAT, its stakeholders and partners take climate change seriously and are working together to create change by identifying the issues and the associated science, technology and innovations that our respective audiences can and should be using to address the problem.

Finally, it is worth noting that we developed a number of resources to help us address the impact of COVID-19 (e.g. a COVID-19 Response Plan, team and stakeholder communications and an implementation plan for each Alert Level) and we made these resources available to galleries, libraries, archives and museums in New Zealand and we will continue to provide this support and expertise for as long as it is required.

E hara taku toa i te toa takitahi he toa takitini



Michael Frawley
CHIEF EXECUTIVE/MUSEUM DIRECTOR



Sue Wood
BOARD CHAIR

MOTAT'S PAST, PRESENT AND ITS FUTURE



Hāpaitia te ara tika pūmau ai te rangatiratanga mō ngā uri whakatipu

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

In July 2014 we launched an ambitious Strategy that was designed to transition 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.

We knew at the time that it would take at least three years to bed the Strategy and the associated structures in. The audience research undertaken by Morris Hargreaves McIntyre (MHM) for us over the last two years together with our own metrics (e.g. visitor numbers and satisfaction) show that we have made significant progress in achieving our strategic objectives.

In July 2019 we refreshed and extended our Strategy to 2029, as the MHM research indicated that our focus on past, present, and future Kiwi technology and ingenuity resonated with our audience and was having a transformative impact on them and our wider community.

“Science is increasingly a leisure and a cultural activity” – MHM Research 2019

While we have made significant progress, repositioning an institution that was established over 55 years ago and working through its legacy issues takes time.

The following is a high-level overview of what we will be focusing on over the next few years.

EDUCATING AND INSPIRING OUR AUDIENCE

Our focus on Kiwi technology and ingenuity is a deliberate one as we are a nation of innovators, starting with the tangata whenua, who used cutting edge waka to get to Aotearoa and adapted their existing technology to flourish in their new environment.

The stories of our technological heritage and ingenuity have wide appeal and can and should lead to future innovation that benefits Aotearoa and improves the wellbeing of its people and the environment. This focus has also enhanced MOTAT’s reputation over the last three years or so and we are attracting a more diverse audience as well as sponsors, partners, employees and volunteers who are looking for a deeper engagement with the museum.

Introducing summer and winter exhibitions that are aligned to our Vision and leverage off our fantastic collection will also ensure that MOTAT remains a vibrant and inspiring place to experience.

While our application for funding for the MOTAT Athfield Masterplan (MAM) under the Auckland Council’s 2017-2018 Long Term Plan was unsuccessful, we are determined to progress the implementation of the MAM as and when resources allow. We have included elements of



the MAM in our request to the Government for “Shovel Ready” funding.

In order to maintain momentum and perhaps encourage a “Western Springs Precinct” mindset, we identified and sought financial support from the Auckland Council in 2019, for several smaller projects (i.e. the Approach 2 Projects, like the car park and cycleway at MOTAT2) as they will not only improve the visitor experience but benefit the Western Springs Precinct and the wider community. While we have decided to delay some of these projects due to the impact of COVID-19, we will progress the car park and cycleway at MOTAT2 as that will enable Auckland Transport to progress the proposed cycleway on Meola Road.

One challenge we face going forward is our ageing buildings and infrastructure which are getting more expensive to maintain and we have no option but to factor this into our short to mid-term budgets.

Another challenge is the geography of our two sites. The MOTAT1 site is predominantly basalt based making any ground and other work difficult and expensive. MOTAT2 is a closed quarry and landfill site, and prone to ground movement, subsidence and methane issues. A number of these challenges would be addressed by the implementation of the MAM, but we recognise that this would require significant investment. Unfortunately, some of these issues will need to

be addressed within the next few years and we are working with Regional Facilities Auckland on the best way to cover the cost of the requisite remedial work.

COLLECTION CARE AND DEVELOPMENT

Our primary focus over the next few years will be on our ageing tram infrastructure, as we know from our audience research, that riding on our trams is consistently one of the highlights of a visit to MOTAT. Our trams not only enable our audience to experience the technology of the past, they provide an invaluable link between our two sites and the other institutions in the Western Springs Precinct.

Another area of focus is the development of our collection in line with our strategic and statutory objectives and Collection Policy so that our collection is of the requisite museum standard and significance. The drive to improve the quality of our collection means that we will deaccession objects that do not meet our exacting requirements.

Our approach to collection care has led to several significant recent donations (e.g. the Kiwi bodied 1909 Clement Baynard motor vehicle, the Ligue International des Aviateur medal awarded to Jean Batten in 1937 and the Bell 47J Ranger helicopter used by Helicopter (NZ) Limited to support the offshore oil rigs) where the donors approached MOTAT. We have also been approached by a number of other institutions to assist them with the development and implementation of their strategies, policies and processes (e.g. the Kauri Museum and the Government House, Queensland).

The installation and development of our conservation workshop, and the information from our Synergy environmental monitoring system will enable us to monitor and improve the way that we care for our collection.

BUILDINGS, INFRASTRUCTURE AND MOTAT TEAM DEVELOPMENT

As outlined above our aging buildings and infrastructure mean that most of our facilities should be refurbished or replaced over time to provide our audience, and the MOTAT Team with an inspiring, safe and pleasant environment to be in. Until the funds for this become available, we will continue to maintain our aging buildings

and infrastructure the best we can and deal with the issues and challenges that the geography of our two sites present on a regular basis. It is anticipated that our maintenance costs will increase, and we have factored that into our budget for the subsequent years and adjusted that timeline to take into account the impact of COVID-19.

Like most other institutions we will also have to continually upgrade and integrate our systems to ensure that we operate as efficiently and economically as possible. We will also ensure that they support the development and the advancement of our digital strategy and other requirements of our audience and our exhibition and collections teams.

The MOTAT Team (i.e. our employees and volunteers) is the glue that holds the Museum together, and their dedication is the oil that ensures that we operate smoothly and provides our audience with an inspiring experience. As the MOTAT Team and indeed our audience continues to diversify, we will continue to invest in their training and put in place measures that will ensure the transfer of skills and knowledge - especially at the intergenerational level.

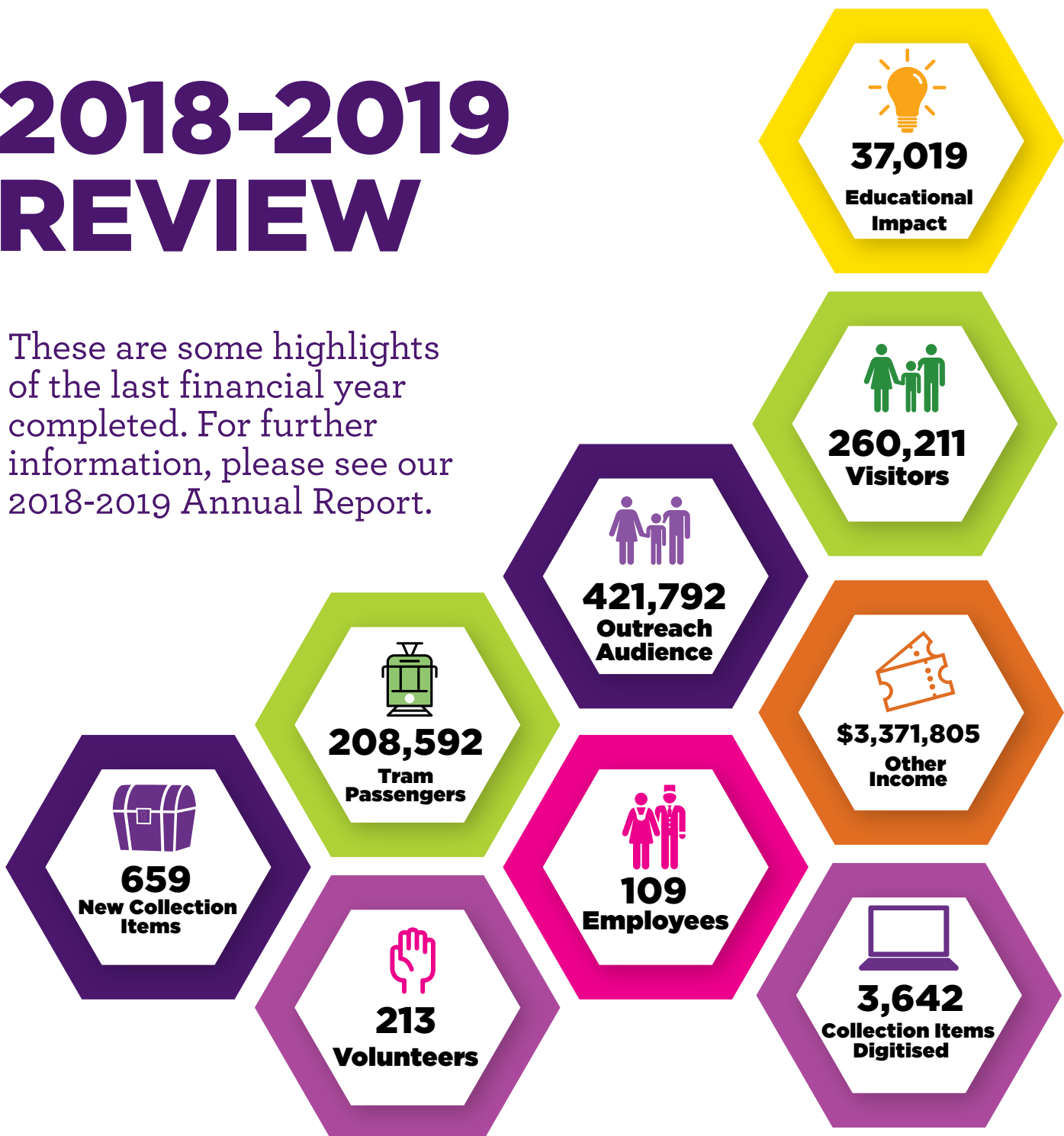
SUSTAINABILITY AND THE ENVIRONMENT

Sustainability is one of our Values and a major focus of our operations. As a leading science and technology museum we have and will continue to focus on and promote technology that is beneficial to the environment and makes the world a better place (e.g. the compostable bottles made from plants by For The Better Good).

Likewise, we will continue to implement strategies that ensure that MOTAT continues to reduce its impact on the environment (e.g. looking at a more sustainable way to operate the heritage boilers in the Pumphouse that does not involve the burning of fossil fuel) and highlights the Kiwi technology and innovation that improves sustainability and wellbeing. We participate in an annual CEMARS audit, which measures the greenhouse gas emissions in respect of our operational activities. This programme enables us to measure the success of the steps we have and are taking to manage and reduce our emissions.

2018-2019 REVIEW

These are some highlights of the last financial year completed. For further information, please see our 2018-2019 Annual Report.



2020-2021 ANNUAL PLAN

This section provides a snapshot of what we intend to achieve between 1 July 2020 to 30 June 2021.



INSPIRING THE AUDIENCE

MOTAT's primary focus must be on its audience and community, as a museum without an audience and the support of its community will become an irrelevance. There is also a direct correlation between arts, culture, heritage, sports and individual and community wellbeing and we want to ensure that we are contributing to this outcome.

It is also worth noting that we anticipate COVID-19 will have less of an impact on MOTAT, compared to other venues, as most of our visitors come from the Auckland region or New Zealand (i.e. 60% and 28% respectively). Our visitor demographics are also similar to Auckland Zoo, so the proposed joint ticket should be a major incentive for Auckland residents to visit the two institutions as we come out of self-isolation.

While we will continue to develop and upgrade our exhibitions spaces in line with our Strategy and Vision, we are going to specifically focus on the following projects this year and for the foreseeable future.

SCITECH CENTRE

The SciTech Centre will be a step change for MOTAT and will use a combination of collection objects and hands-on interactive experiences to educate and inspire our audience in a way that fires up their curiosity, imagination and creativity.

Although the physical infrastructure elements of the SciTech Centre are being delayed, the conceptual development and design work necessary to create an inspirational visitor experience will continue this year.

EXHIBITION DEVELOPMENT

We are in the process of upgrading the heritage Pumphouse at MOTAT1 and this project will continue over the course of this Annual Plan. This project includes the introduction of redesigned barriers to protect the health and safety of our visitors and Team, new and more effective interpretation, improved accessibility, improved lighting and the

introduction of soundscapes and digital elements. We are also looking at ways to operate the heritage boilers in a more sustainable and environmentally friendly way.

Now that all of our significant aircraft are installed in our Aviation Display Hall at MOTAT2 we will update and highlight some of the key stories of Aotearoa's aviation, especially those relating to such iconic figures as Jean Batten and Richard Pearse.

During the year, we will replace the award winning Accelerate exhibition with one that celebrates the evolution of printing in Aotearoa and incorporates some of the key printing objects in our collection.

WINTER/SUMMER EXHIBITIONS

We are aiming to host a number of touring exhibitions, including the 'Slice of Life: The World-Famous Dunedin Study' exhibition from Toitu Otago Settlers Museum, which chronicles the story of the amazing long-term study of 1,000 Dunedin people from birth to middle age and beyond. This exhibit will follow 'Machine Makers', a highly interactive exhibition featuring hands-on experiences with machines and illustrated with relevant objects from the collection.

DIGITAL ENGAGEMENT

Digital engagement is an increasingly key touchpoint for our audience who expect a high standard of digital service and engagement from us. Our digital products and services require a cohesive, user-guided approach in order to meet audience expectations and achieve our Vision.

Our Digital Strategy is about driving the digital transformation of MOTAT through cultural change and leveraging this to deliver digital projects in keeping with the Museum's position as Aotearoa's leading technology museum, charged with inspiring its audience with stories of Kiwi innovation and ingenuity.

The basis of this digital transformation focuses on the needs and wants of our audience, making our digital content, collections, and products accessible to all and thereby encouraging participation, experimentation, and innovation. We aim to embrace the potential of digital thinking to improve the agility and flexibility of MOTAT going forward.

Part of the Digital Strategy is to establish and leverage new digital properties and platforms, the first of which is our new website which will be launched during the financial year. The website will help make information more readily available to our audience and promote the experiences and collections of MOTAT in new and compelling ways.

We will then use the website as a platform to launch new content, products and services that will enable our visitors to plan their visits better and provide them with information in a variety of intuitive ways in relation to our collection, exhibitions and experience while they are onsite and after they have left.

Technology moves at a disruptive pace and our strategy and the associated budgets will be reviewed on a regular basis to ensure that they are flexible and can adapt to an incorporate any new opportunities and/or audience capabilities.

One of the initiatives we introduced during COVID-19 Alert Level Four is motat.fun. This digital platform provides a new way for our visitors to “remotely” engage with the MOTAT experience, using fun, interactive activities. The platform is targeted at our key family and schools’ audiences. Fresh content is updated daily and includes many Science Technology Engineering Maths (STEM) based activities that can easily be done from home. We are looking to further develop this platform during the 2020-2021 financial year and to integrate it into our new website.

HANDS ON EXPERIENCES AND PUSHING THE BOUNDARIES

One of the benefits of our Vision is that it enables us to develop a wide range of science, technological and heritage experiences that are designed to educate and inspire our audience and fire up their imagination and creativity. It also enables us to support community events like the Pasifika Festival and Christmas Lights.

In planning our events and public programmes, we are considering the impact that the recent COVID-19 pandemic might have on visitor behaviour. Whilst

we will still deliver our events and programmes, we will implement initiatives such as timed ticketing and online booking to our larger events to manage the level and impact of visitation to MOTAT.

While there are several events that we will repeat during the year (e.g. our annual Science/STEM Fair) we are aiming to introduce the following experiences which are designed to increase not only the number of people who experience MOTAT but also the diversity of that audience.

FAMILY AND KIDS’ EXPERIENCE

As outlined above our visitors can expect many of their favourite MOTAT events during the year, including our community focused Christmas Lights, Night Lights and science focused events like our STEM Fair, Slime Days, Bubble Weekends. But we will also be introducing new events and public programmes to fire up the imagination and creativity of our audience. For example, we recently launched ‘Squish Bang Splat’, an event that mixes science and the arts and is designed to appeal to a wide range of children and families.

Our school holiday programmes will continue to be reviewed and changed to keep abreast of the needs and expectations of our school-age audience and to align with the exhibitions that we have on site.

Look out for another new event that was introduced during the year - a drive-in movie series at MOTAT2!

ADULT EXPERIENCE

We will continue to generate special events targeted at the independent adult audience, especially in the R18 space, building on the success of Prohibition Party, WTF?!, and Anti-Valentines. These events not only attract a demographic that is hard to attract to museums, but it will also reintroduce young adults to the delights of MOTAT and encourage them to visit during our normal operating hours.

OUTREACH PROGRAMMES

We will continue to work closely with the other Public Programme teams as part of the Museums of Auckland initiative (i.e. Auckland War Memorial Museum, Maritime Museum, Auckland Art Gallery,

Stardome and the Torpedo Bay Naval Museum) to identify onsite and offsite public events (e.g. Heritage Week) that we can collaborate on.

We will also continue to use our Te Waka Huia or outreach modules, to take the MOTAT experiences into the community (e.g. the Botanic Gardens). We will also send, where we can, operational objects to support community and other events like the ANZAC Day commemorations and Auckland Anniversary Weekend.

EDUCATING THE INNOVATORS OF TOMORROW AND STEAM

An important component of MOTAT's offering is our education programmes as they leverage our collections and help inspire our audience and fire their imagination and creativity.

Our contract with the Ministry of Education to provide Learning Experiences Outside the Classroom (LEOTC) was extended in 2019 so we continue to provide this to circa 25,000 students from schools in the greater Tāmaki Makaurau area and beyond during the year.

Many of our education programmes play well into recent changes in the Aotearoa's curriculum around digital technologies. Other changes to do with the inclusion of Aotearoa's history in the curriculum will be rolled out in the next few years, so MOTAT is now working towards leveraging its collections to offer teaching resources and learning experiences based on Aotearoa's history.

We are also focusing on programmes that promote sustainability and the care of the environment.

The following initiatives are underway and are designed to increase the coverage, depth and engagement of our education programmes.

MOTAT STEAM CELLS

While our school visits are very popular and get positive feedback from students and teachers alike. We know that there are several schools that are either too far away, can't afford to transport their

classes to MOTAT, or simply want a more in-depth experience so this is where our STEAM Cells programme comes in.

Our STEAM Cells are special trailers filled with MOTAT collection items, specialised education equipment, and other Science, Technology, Engineering, Arts and Mathematics teaching resources that are transported to schools in the greater Tāmaki Makaurau area.

The STEAM Cells enable us to tailor the experience to each school's requirements and enables our educators to interact with the students at a deeper and more inspiring level.

Our STEAM Cell programme has shown strong growth over the last couple of years and we are looking to expand that offering beyond Tāmaki Makaurau, and we will seek corporate sponsorship to achieve this.

We are also looking to run several after school programmes that increases the range of digital technology experiences on offer through partnerships with third party providers in areas of STEAM practice.

MOTAT LEARNABLES

Our out-of-the-box learning experiences - 'Learnables' - will enable teachers to hire special technology resources and equipment for short periods at low cost. As the programme gains momentum, we expect to develop partnerships with technology companies to extend the range of kits available and expand the programme beyond the Tāmaki Makaurau region.

MOTAT'S MICRO-CREDENTIALS

MOTAT's latest education initiative is 'micro-credentials': very short courses around particular skillsets, knowledge sets, or technological capabilities within the National Qualifications Framework. Participants will not only learn a new skill but also gain an authenticated credential recognised by NZQA.

Collaborating with Otago Polytechnic, MOTAT will initially offer micro-credentials for tram conductors and tram motormen. The Museum aims to develop

more micro-credentials around other functional areas of MOTAT, such as the print shop and the blacksmith's forge.

The process of developing micro-credentials for the tramways qualifications involves sharing our current knowledge and documentation with Otago Polytechnic and working with them to identify the assessment tasks, the evidence that will be required, and the methodology for providing that evidence. Once this process is complete, Otago Polytechnic obtains the resulting qualification validated and accredited with the National Qualifications Framework.

Each micro-credential will require about 10 hours of learning and will be designed to be significant in itself rather than a steppingstone to a subsequent qualification, however, they can count towards a larger qualification or be transferred into another body of learning. And because they reduce the investment of time and money required to learn a new skill, micro-credentials can reduce the barriers to learning and encourage life-long learning.

It is anticipated that we will identify knowledge, skills and other information that MOTAT needs and we will identify the best way to address those gaps going forward.



COLLECTION CARE, DEVELOPMENT AND KNOWLEDGE

One of MOTAT's strategic and statutory objectives is the care and development of its collection. While we exist for our audience and community, the heart of MOTAT is its collection.

As outlined in our previous Annual Reports and Annual Plans we had to clean and relocate the collection objects in our off-site storage facility. While this placed us under immense pressure at the time, it enabled us to verify our records and we now know what we have in our collection and where it is located.

We are hoping to decamp the last remaining objects from our temporary storage space into our new off-site storage facility (MOTAT3) and we have offered that space to the Maritime Museum.

While we will continue with the preservation, conservation, maintenance and operation of our collection during the financial year, there are a number of projects that we are going to focus on.

COLLECTION DEVELOPMENT POLICY

In 2019-2020 we developed a Collection Development Policy. This policy, which will be implemented this year, provides clear guidelines in relation to the objects we should collect, help us identify any gaps in our collection, so that we can proactively acquire them, and help us identify any collection objects that should be disposed of in accordance with our Collection Policy.

RESTORATIONS

While the primary objective of MOTAT is the preservation of its objects, it undertakes a small number of restoration projects in relation to rare and significant heritage objects. One of the projects that we will be continuing during the financial year is the restoration of the 1935 steel-paneled passenger carriage numbered 'A1819'. This carriage was manufactured at the New Zealand Railways Addington workshop and originally operated on Christchurch's regional and suburban lines. The carriage is one of the few remaining first-class

carriages that featured electric lighting, steam heating and a toilet. The goal is to complete the restoration over the next few years so that it can be operated on our rail track at MOTAT2.

STORAGE RACKING UPGRADES

Plans are underway to improve the capacity and resilience of the storage racking at our off-site storage facility MOTAT3. Most of the objects stored at MOTAT3 are securely strapped to wooden pallets and then lifted onto reinforced shelves in large storage racks.

More racking, and more shelves will also be added to existing racks to enable more objects - including a sizable collection of historic motorcycles - to be moved from the floor to the racks, thereby freeing up more floor space for larger objects. The entire process is estimated to take two to three years and is expected to finish in 2022.

INTER-GENERATIONAL KNOWLEDGE AND SKILLS

We have over 200 volunteers with a wide range of knowledge, experience and skills developed over several years and in many cases, decades. We recognise the importance of preserving and passing on that knowledge and skills to the next generation so that they are not lost, especially those that relate to the preservation, maintenance and operation of our extensive collection.

We are aiming to have a complete picture of MOTAT Team's skill sets by the end of the current financial year so that we can create a plan for the preservation and passing on of those skills to other team members. Some of these skills will be of use to other museums and institutions.

BUILDINGS, INFRASTRUCTURE AND SYSTEMS

A significant amount of our budget goes on maintaining and running MOTAT 364 days of the year.

This Annual Plan no longer includes the second tranche of \$1 million per annum to cover the funding of the Approach 2 Projects, and reduces the amount of the levy accordingly as we have chosen to delay the acoustic, thermal and weathertightness improvements to Building 5, our main exhibition hall and education centre at MOTAT1, for a year.

It should however be noted that we must address Building 5 within the next couple of years as its roof has reached the end of its design life and is leaking.

We will however progress the 322 space car park and cycleway at MOTAT2 as the Museum has no dedicated parking for its visitors and we know that the current and proposed works at the Western Springs Stadium, and the Central Interceptor works is going to increase parking pressure in the area. We also know that the Auckland Zoo and the users of the Seddon Park playing fields are running out of carparking and this will be exacerbated by the removal of parking on Meola Road to accommodate Auckland Transport's cycleway.

Our carpark provides an elegant solution to the needs of MOTAT as well as neighbours in, and visitors to the Western Springs. The carpark will also connect the Meola Road cycleway to Motions Road and thanks to a generous grant from the Waitemata Local Board and Auckland Transport we will be able to upgrade the cycleway to Greenway Route standard and include lighting, security cameras and planter boxes.

The car park project will also enable us to upgrade the entrance of MOTAT2 so that it becomes the new 'front door' or starting point of the MOTAT experience.

Other areas of focus which commence during the financial year but extend into future years are highlighted below.

TRAM INFRASTRUCTURE PROJECT

Our trams have been running on the same tram tracks since the early 1980s and the rails and the associated infrastructure is beginning to show its age. In order to ensure that MOTAT can continue to provide this experience and important transport link within the Western Springs precinct, we are spending \$180,000 the current financial year and another \$375,000 in 2020-2021 to repair and, where necessary, replace or upgrade the track and infrastructure.

Unfortunately, this work is not straight forward. The replacement rails must be sourced from overseas and cover two gauges (i.e. a 4-foot gauge for the Wellington trams and a 4-foot 8½ inch gauge for the other trams in the collection), and the "points" for the corners need to be specially engineered and installed.

'SHED ALLEY' WORKSHOP REPLACEMENT

This Annual Plan includes funds for the replacement of one of the workshops in 'Shed Alley', the line of workshops behind the Aviation Display Hall at MOTAT2. These sheds provide crucial space for the storage, preservation and maintenance of some of our larger road transport objects.

A number of these sheds date back to the 1960's, they are well past their design life and most if not all of them have been adversely affected by subsidence and need to be replaced. The replacement of one shed is an interim measure pending the replacement of the remaining sheds. It is anticipated that the new shed(s) will not only improve the work and storage environment for the objects in question, they will enable our visitors to see, for the first time, the work that is being undertaken on them.

ESTABLISHING A DIGITAL ASSET MANAGEMENT SYSTEM (DAMS)

We are in the process of collating our institutional video, photo, and audio archives, for storage in a brand-new DAMS.

The information to be stored in the DAMS will pertain to MOTAT itself – its buildings, historical data, photos used for marketing purposes, and other operations-related files – rather than information about MOTAT’s collections. In the past, this information has been stored in various locations on several systems in different forms, so during the 2020-2021 financial year we will bring all of it together into a single, well organised central system.

The DAMS will most likely be cloud based and will associate useful metadata with each file to be fully searchable so that the MOTAT Team has quick and easy access to the institutional files they may need.

UPGRADING DATA STORAGE

Our current servers will come to the end of their warranty period during the year so we will be looking to replace them before we reach that point.

Representatives from a company that specialises in Microsoft Azure implementation will be working with us during the current financial year with a view to making recommendations about how best to move some of our information into cloud storage.

BUILDINGS AND INFRASTRUCTURE

While the cost of maintaining our buildings and infrastructure has not been materially increased in this year’s budget, we have factored in an increase in the subsequent budgets as those costs will go up as we work our way through the legacy, current and future issues.

Further as outlined in the Chair and Chief Executive Overview, we have encountered subsidence and other issues at our MOTAT2 site that will need to be addressed within the next few years and we are working with Regional Facilities Auckland on the best way to fund this work.

SUPPORTING OUR PEOPLE AND ENRICHING OUR CULTURE

A key component of MOTAT is its employees and volunteers (the MOTAT Team). We take our commitment to the MOTAT Team seriously and undertake an annual engagement survey to gauge the wellbeing and engagement of the team.

We provide leadership training, te reo Māori lessons, sign language courses, fitness classes and other initiatives to ensure the wellbeing and holistic development of the team.

Our main focus areas of this year are:

BICULTURALISM

For some time we have been promoting a bicultural approach, that recognises the importance of tikanga Māori and te reo Māori, and its relevance to our operations and the taonga preserved by MOTAT. This approach will continue during the financial year so that biculturalism becomes embedded into our culture and becomes part of our DNA.

Members of the MOTAT Team have been undertaking te reo Māori lessons and we have also won awards for the way that we “weave” te reo Māori into our exhibitions and other experiences. We are liaising with iwi in relation to a Māori name for the Museum that captures its spirit and that of the Western Springs, rather than a literal translation.

Our objective is to make MOTAT a place that the mana whenua want to engage with either as a visitor, partner or as a valued and supported member of the MOTAT Team.

HEALTH AND SAFETY

We will continue to focus on Health and Safety and the associated knowledge and practice across the organisation to ensure the physical and mental wellbeing of the MOTAT Team and our visitors.

This builds on the successful establishment over the last few years of a strong Health and Safety culture at MOTAT that has been reflected in a significant drop in lost time injuries and the MOTAT Team

proactively identifying and reporting potential hazards before they become an issue. We also now have dedicated Health and Safety personnel on-site seven days a week.

One of the challenges we have in relation to the health and wellbeing of the MOTAT Team and in particular our employees is the age and condition of the buildings we use for offices and the fact that our team is spread over three sites. While locating the MOTAT Team on one site is not a viable solution we are looking to improve their office and working conditions over time.





OBJECTIVES



CORE OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

**CORE OBJECTIVES
/NGĀ TINO WHĀINGA**

**ANNUAL PLAN 2020-2021
WHAT WE WILL DO**

**ANNUAL PLAN 2020-2021
HOW WE WILL MEASURE
OUR PERFORMANCE**

<p>1. Align MOTAT's exhibitions, events, education and outreach programmes with the Museum's Vision</p>	<ul style="list-style-type: none"> ▶ 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 inspires innovation and meet the needs of our target audience 	<ul style="list-style-type: none"> ▶ New exhibitions, installations and 'pop-ups' opened to the public ▶ Number of participants in LEOTC, Early Childhood Education and education programmes developed in conjunction with educational stakeholders and the associated impact ▶ Number of participants in outreach education programmes and the associated impact ▶ Measure impact of exhibitions, education and public programmes
<p>2. Be audience and community focussed</p>	<ul style="list-style-type: none"> ▶ Undertake annual visitor and community research and use the results to: <ul style="list-style-type: none"> (a) Develop and expand our offering (b) Identify new target audiences; and (c) Implement systems for monitoring our success 	<ul style="list-style-type: none"> ▶ Visitor research programme including six-monthly reporting
<p>3. Implement a marketing strategy that promotes the Museum's Vision and what it does in a vibrant and challenging way</p>	<ul style="list-style-type: none"> ▶ Ensure that our Marketing Strategy promotes our Vision and activities in a way that attracts our target audience ▶ Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction ▶ Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience 	<ul style="list-style-type: none"> ▶ Measure visitor satisfaction ratings ▶ Keep track of overall visitor numbers ▶ Measure online traffic to our website and engagement with our social media platforms ▶ Measure number of interfaces with Museum Outreach programmes
<p>4. Operate the collection</p>	<ul style="list-style-type: none"> ▶ 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 	<ul style="list-style-type: none"> ▶ Develop and implement the Collections Operation Framework

ANNUAL PLAN 2020-2021

OUR TARGET

- ▶ 3 new or refreshed exhibitions, programmes or initiatives
- ▶ 25,000 participants in LEOTC contract, Early Childhood programmes and The Mind Lab programmes
- ▶ 5,000 students interact with STEAM Cells
- ▶ Establish methodology and baseline target for measuring impact in future years

- ▶ Two pieces of Qualitative research undertaken on specific or potential target audiences) Research reports provided for both
- ▶ Two new or refreshed programmes or initiatives developed in response to findings
- ▶ All new digital, learning, public and exhibition programmes or initiatives aligned to identified target audiences

- ▶ Survey at least 600 visitors per annum, 90% of which rate their overall experience 7 out of 10 or higher
- ▶ Total visitors to site 260,000
- ▶ Exceed 400,000 visits to our online properties (website, Collections Online)
- ▶ 100,000 outreach interfaces

- ▶ Develop two new operating collection items or experience for our public offer to enhance the public experience

ALIGNMENT WITH AUCKLAND PLAN

ARTS AND CULTURE

Auckland Plan 2050

- ▶ Foster an inclusive Auckland where everyone belongs (Belonging and participation)
- ▶ Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation)
- ▶ Provide accessible services and social infrastructure that are responsive in meeting peoples' evolving needs (Belonging and participation)
- ▶ Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders' quality of life (Belonging and participation)
- ▶ Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living (Homes and places)
- ▶ Increase educational achievement, lifelong learning and training with a focus on those most in need (Opportunity and prosperity)

Arts and Culture Strategy

- ▶ All Aucklanders can access and participate in arts and culture
- ▶ Auckland values and invests in arts and culture
- ▶ A network of vibrant arts and culture organisations meets Auckland's diverse needs
- ▶ Arts and Culture are intrinsic in Auckland's place making
- ▶ Auckland celebrates a unique cultural identity
- ▶ Auckland has a robust and flourishing creative economy

CORE OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

**CORE OBJECTIVES
/NGĀ TINO WHĀINGA**

**ANNUAL PLAN 2020-2021
WHAT WE WILL DO**

**ANNUAL PLAN 2020-2021
HOW WE WILL MEASURE
OUR PERFORMANCE**

**5. Increase digital
access to MOTAT's
collection and
experiences**

► Develop digital platforms that improve the Museum's target audience's access to MOTAT's collection

► Measure engagement with Digital platforms and collections online



ANNUAL PLAN 2020-2021

OUR TARGET

- ▶ Two new digital publishing channels or partnerships
- ▶ Increase digital content publication by 100%.
- ▶ A 10% year on year increase in overall engagement across existing and new digital publishing channels

ALIGNMENT WITH AUCKLAND PLAN

ARTS AND CULTURE

Auckland Plan 2050

- ▶ Harness emerging technologies and ensure equitable access to high quality digital data and service (Opportunity and prosperity)



CORE OBJECTIVE 2

EMPOWER THE MOTAT TEAM

**CORE OBJECTIVES
/NGĀ TINO WHĀINGA**

ANNUAL PLAN 2020-2021
WHAT WE WILL DO

ANNUAL PLAN 2020-2021
HOW WE WILL MEASURE
OUR PERFORMANCE

<p>1. Ensure that MOTAT is a safe place to visit and work</p>	<ul style="list-style-type: none"> ▶ Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT 	<ul style="list-style-type: none"> ▶ Site orientations for all MOTAT Team Members ▶ Monitor accidents and incidents and report on these monthly to the MOTAT Team and Board ▶ Measure Lost Time Injury Frequency Rate ('LTIFR')
<p>2. Manage performance and engagement of the MOTAT Team</p>	<ul style="list-style-type: none"> ▶ Monitor the MOTAT Team's engagement ▶ Develop MOTAT's volunteer base so that it supports the needs of the Museum 	<ul style="list-style-type: none"> ▶ Complete annual engagement surveys for both MOTAT Employees and MOTAT Volunteers ▶ Create roles for volunteers that are aligned with the Museum requirements
<p>3. Improve knowledge and skills</p>	<ul style="list-style-type: none"> ▶ Implement training and other programmes that help the MOTAT Team to develop their skills and knowledge for the Museum and their benefit ▶ Ensure institutional knowledge is captured and retained for the benefit of the Museum 	<ul style="list-style-type: none"> ▶ Deliver training to the MOTAT Team ▶ Knowledge from volunteers documented

ANNUAL PLAN 2020-2021

OUR TARGET

- ▶ 100% of new MOTAT Team Members receive Health and Safety orientation
- ▶ 100% of reportable accidents and incidents reported to the MOTAT Board
- ▶ LTIFR rate less than or equal to June 2020

- ▶ Employee engagement survey scores greater than or equal to June 2020
- ▶ Volunteer engagement survey scores greater than or equal to June 2020

- ▶ Recruit volunteers into 80% of the advertised Volunteer roles

- ▶ 60% of MOTAT Employees attend a learning and development course or conference
- ▶ Arrange 6 training opportunities that Volunteers can attend
- ▶ Engage with volunteers to record five essential knowledge base gaps

ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE

Auckland Plan 2050

- ▶ Increase educational achievement, lifelong learning and training with a focus on those most in need (Opportunity and prosperity)

Arts and Culture Strategy

- ▶ All Aucklanders can access and participate in arts and culture
- ▶ A network of vibrant arts and culture organisations meets Auckland's diverse needs
- ▶ Auckland celebrates a unique cultural identity

CORE OBJECTIVE 3

IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

**CORE OBJECTIVES
/NGĀ TINO WHĀINGA**

**ANNUAL PLAN 2020-2021
WHAT WE WILL DO**

**ANNUAL PLAN 2020-2021
HOW WE WILL MEASURE
OUR PERFORMANCE**

**1. Collection
Procedure**

- ▶ Ensure that our collection is managed in accordance with MOTAT's Collection Policy and related procedures

- ▶ All collection acquisitions and disposals managed in line with to MOTAT Strategy and Collection Policy

**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 and information about our collections
- ▶ Facilitate visitor access to our curated storage, workshop and laboratory areas

- ▶ Milestones outlined in the Collection Review Programme
- ▶ Traffic to the Collections Online platform
- ▶ Ensure storage, workshop and laboratory areas are accessible for visitors and researchers, as requested

3. Collection Care

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

- ▶ Number of objects treated (cleaned/conservation treatment applied etc.)

ANNUAL PLAN 2020-2021
OUR TARGET

**ALIGNMENT WITH
AUCKLAND PLAN
ARTS AND CULTURE**

- ▶ All acquisitions and disposals are aligned to the acquisitions and disposals procedure.

Auckland Plan 2050

- ▶ Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage)

Arts and Culture Strategy

- ▶ All Aucklanders can access and participate in arts and culture
- ▶ Auckland values and invests in arts and culture
- ▶ Arts and Culture are intrinsic in Auckland’s place making
- ▶ Auckland celebrates a unique cultural identity

- ▶ Complete the review of the accessioned Industrial Heritage collection objects in the sub departments: Tools, Public Utilities and Primary Industries
- ▶ Increase traffic to Collections Online by at least 10% on 2019-2020
- ▶ Facilitate at least 6 behind the scenes access activities

Auckland Plan 2050

- ▶ Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage)

Arts and Culture Strategy

- ▶ All Aucklanders can access and participate in arts and culture
- ▶ Auckland values and invests in arts and culture
- ▶ Arts and Culture are intrinsic in Auckland’s place making
- ▶ Auckland celebrates a unique cultural identity

- ▶ 100 objects treated through either cleaning, conservation, freezing or other treatments

Auckland Plan 2050

- ▶ Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage)

CORE OBJECTIVE 4

IMPROVE MOTAT'S BUSINESS AND SUSTAINABILITY

**CORE OBJECTIVES
/NGĀ TINO WHĀINGA**

ANNUAL PLAN 2019-2020

WHAT WE WILL DO

ANNUAL PLAN 2020-2021

HOW WE WILL MEASURE
OUR PERFORMANCE

<p>1. Maximise commercial opportunities and fundraising activities</p>	<ul style="list-style-type: none"> ▶ Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy 	<ul style="list-style-type: none"> ▶ Grow retail sales and Gross Profit
<p>2. Buildings and Infrastructure</p>	<ul style="list-style-type: none"> ▶ Maintain our buildings and infrastructure as outlined in MOTAT's Asset Management Plan ▶ Implement the MOTAT Athfield Masterplan as funds and other support allows 	<ul style="list-style-type: none"> ▶ Complete work detailed for 2020-2021 under the 2014 Asset Management Plan that are cost beneficial ▶ Progress "Approach 2" projects as funding allows
<p>3. Environment</p>	<ul style="list-style-type: none"> ▶ Continue to refine the Museum's sustainability programmes so that MOTAT is carbon neutral ▶ Promote and use technology that reduces our impact on the environment and inspires the target audience to do the same 	<ul style="list-style-type: none"> ▶ Continue CEMARS rating audit ▶ Implement new initiatives or programmes that promote environmental sustainability

ANNUAL PLAN 2020-2021
OUR TARGET

**ALIGNMENT WITH
AUCKLAND PLAN**
ARTS AND CULTURE

- ▶ Commercial Revenue (Retail, Café, Corporate Events) as per budget

- ▶ 2020-2021 works as per Asset Management Plan are completed
- ▶ Implement Approach 2 projects in accordance with project plans

- ▶ Maintain or improve on prior year CEMARS emissions measurement
- ▶ Implement and promote 5 new initiatives or programmes that focus on positive environmental outcomes

Auckland Plan 2050

- ▶ Ensure Auckland’s infrastructure is future proofed (Environment and cultural heritage)
- ▶ Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation)

Auckland Plan 2050

- ▶ Ensure Auckland’s environment and ecosystems are valued and cared for (Environment and cultural heritage)
- ▶ Encourage all Aucklanders to be the stewards of the environment and to make sustainable choices (Environment and cultural heritage)
- ▶ Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage)



CORE OBJECTIVE 5

ENGAGE WITH LIKEMINDED INSTITUTIONS

CORE OBJECTIVES /NGĀ TINO WHĀINGA	ANNUAL PLAN 2020-2021 WHAT WE WILL DO	ANNUAL PLAN 2020-2021 HOW WE WILL MEASURE OUR PERFORMANCE
<p>1. Tangata whenua technology and tikanga</p>	<ul style="list-style-type: none"> ▶ Implement the Bicultural Strategy ▶ Promote tangata whenua technology and innovation, te reo Māori and tikanga 	<ul style="list-style-type: none"> ▶ Tangata whenua content (language, customs, technology, objects etc) included in exhibitions, programmes and initiatives
<p>2. Forge strategic partnerships that are aligned to the Vision and generate mutually beneficial outcomes</p>	<ul style="list-style-type: none"> ▶ Engage with likeminded organisations that have similar objectives to MOTAT ▶ Work collaboratively with likeminded institutions to develop public exhibitions, education and outreach programmes that benefit the community 	<ul style="list-style-type: none"> ▶ Collaborations with likeminded organisations undertaken to advance the objectives of the MOTAT Act and the MOTAT Strategy
<p>3. Western Springs</p>	<ul style="list-style-type: none"> ▶ Use our facilities to support the local community and events in the Western Springs Precinct 	<ul style="list-style-type: none"> ▶ Provision of facilities and support in response to Western Springs precinct activities

ANNUAL PLAN 2020-2021
OUR TARGET

**ALIGNMENT WITH
AUCKLAND PLAN**
ARTS AND CULTURE

- ▶ Tangata whenua technology, custom and/or language incorporated into at least 5 new exhibitions, programmes or initiatives.

Auckland Plan 2050

- ▶ Promote Māori success, innovation and enterprise (Māori identity and wellbeing)
- ▶ Recognise and provide for Te Tiriti o Waitangi outcomes (Māori identity and wellbeing)
- ▶ Showcase Auckland's Māori identity and vibrant Māori culture (Māori identity and wellbeing)
- ▶ Strengthen rangatahi leadership, education and employment outcomes (Māori identity and wellbeing)
- ▶ Celebrate Māori culture and support te reo Māori to flourish (Māori identity and wellbeing)

- ▶ Two collaborative projects undertaken with likeminded institutions or organisations

Auckland Plan 2050

- ▶ Foster an inclusive Auckland where everyone belongs (Belonging and participation)
- ▶ Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation)
- ▶ Provide accessible services and social infrastructure that are responsive in meeting peoples' evolving needs (Belonging and participation)

- ▶ Five collaborative opportunities executed within the Western Springs precinct

- ▶ Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders' quality of life (Belonging and participation)
- ▶ Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living (Homes and places)



FUNDING SOURCES



REGIONAL FACILITIES AUCKLAND FUNDING

Our levy request for the 2020-2021 financial year is \$14,890,578.

MOTAT REVENUE

As indicated in the Chair and Chief Executive Overview on pages 6-7, there are a number of factors beyond our control that may have an adverse impact on our visitor numbers and the associated revenue (e.g. COVID-19). While we have introduced a number of initiatives to address this issue, we have taken a prudent and conservative approach in relation to our budgets and maintained our visitor and revenue numbers at the same level as last year.

There are also several other changes and potential changes that impact on the comparison between our previous Annual Plan revenue and future projections. For example, in the 2018-2019 financial year we made the decision to outsource our Corporate Events business which means that our that our gross revenue drops by \$250,000.

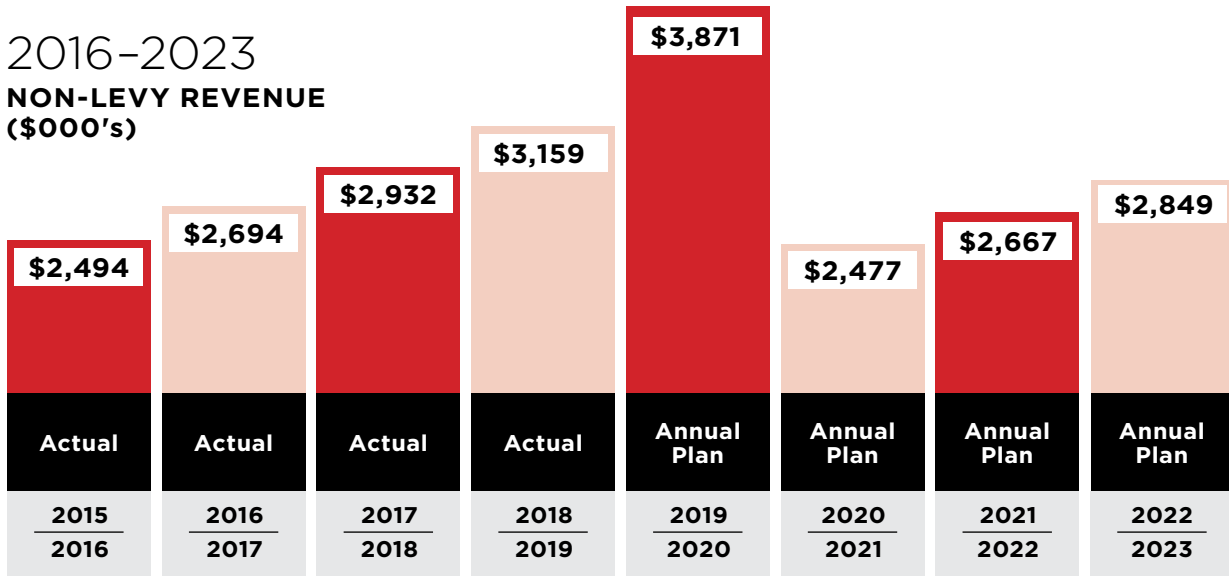
The improvement in MOTAT's reputation and the strengthening of its brand over the last few years, has improved our ability to forge strong partnerships with significant organisations (e.g. Auckland Transport, Automobile Association, JCDecaux Group and Perpetual Guardian) and we anticipate that we will be able to maintain and attract additional sponsorships and partners during the year. Some of these relationships will be targeted at specific events or projects (e.g. Christmas Lights or our Micro-credential project), but the alignment of our vision and brand to potential likeminded institutions/partners is something that we will be focusing on in relation to the implementation of the "SciTech" Centre, the "Approach 2" projects and the Science, Technology and Ecological hub concept discussed on page 7.

Our total operating revenue of \$17,367,569 and a drawdown of \$1,500,000 on our Flexible Financing Facility will therefore be allocated to operational expenditure of \$17,312,568 and capital development of \$1,555,000.

Our operational expenditure includes the continued restoration of several significant collection objects, establishing a cycle of exhibition upgrades, summer and winter exhibitions, a strong emphasis on growing our digital capacity across the Museum, and further enhancement of some of our core information systems.

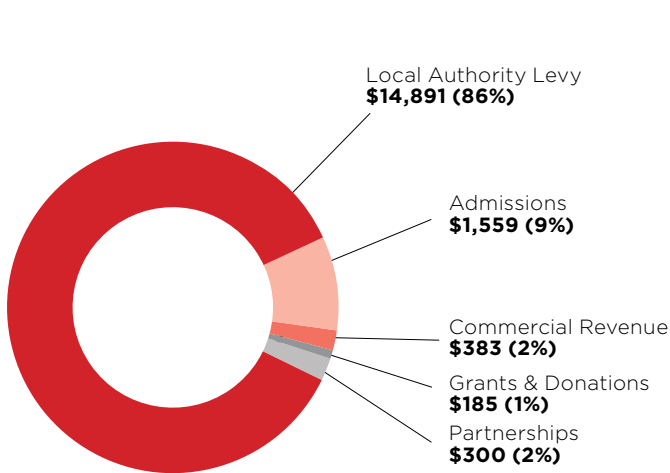
FINANCIAL OVERVIEW

2016-2023 NON-LEVY REVENUE (\$000's)

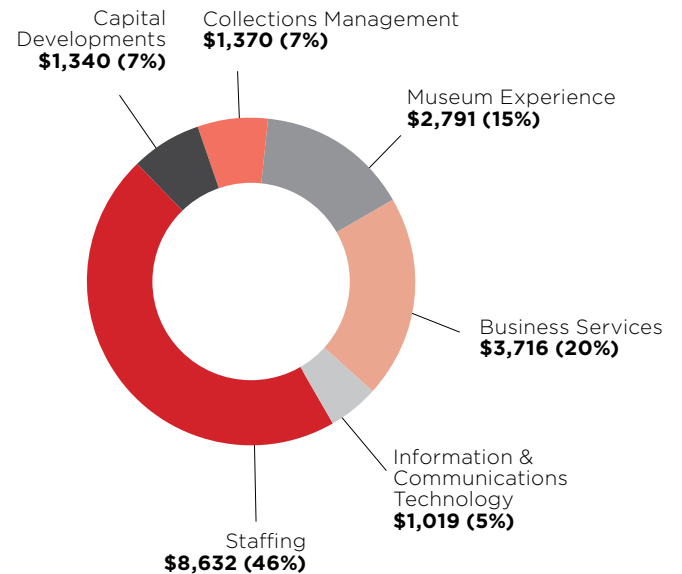


NOTE: comment on previous page in relation to the subcontracting out of our Corporate Events business in 2019-2020.

2020-2021 ANNUAL PLAN OPERATIONAL REVENUE (\$000's)



2020-2021 ANNUAL PLAN OPERATIONAL EXPENDITURE (\$000's)



Total costs in the 2020-2021 year of Approach 2 projects is \$1,000,000 and will be covered by borrowings from our bank of \$1,500,000. These borrowings will be repaid by our levy requests in the following financial years as outlined in our 2018-2019 Annual Plan, albeit now delayed for at least a year.

OPERATIONAL SURPLUS AND INVESTING IN THE FUTURE

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

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

- Creating a “must experience” venue in a rapidly changing technological world. This requires the continued development of our Information Technology platforms to support a greater emphasis in digital technology in our exhibitions, education programmes and the associated visitor engagement.
- Reviewing and upgrading of our tram track infrastructure so that we can continue to provide a reliable and safe service to our visitors and the Western Springs Precinct.
- Replacement the aging storage sheds at MOTAT2
- Upgrading our exhibition lighting.

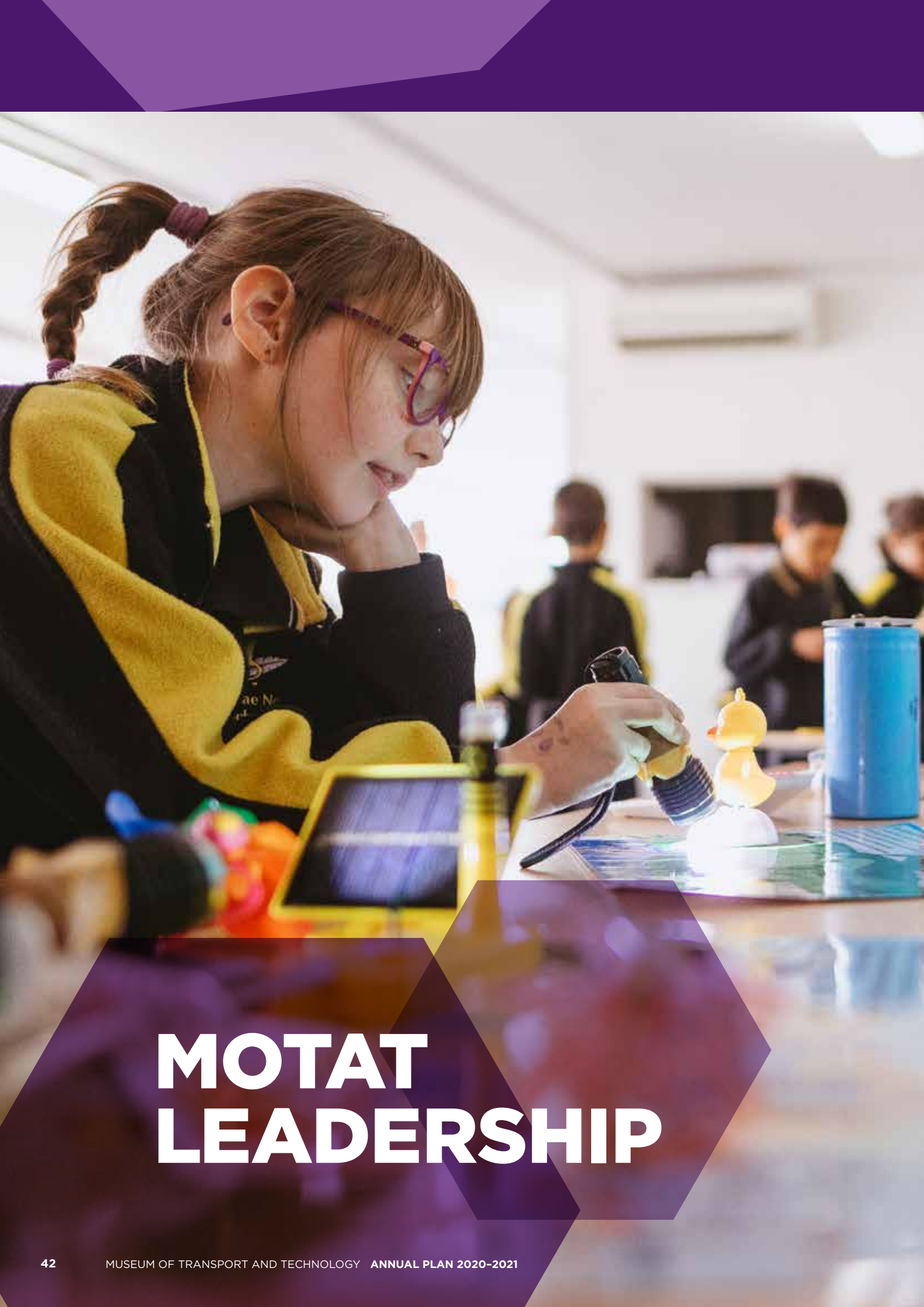


INDICATIVE BUDGET

	2018/19 Actual	2019/20 Plan	2020/21 Plan	2021/22 Plan	2022/23 Plan
REVENUE					
Paying Visitors	211,666	265,047	206,367	212,558	223,186
Total Visitors	260,211	335,560	260,785	273,824	287,515
Levy Request	13,973,339	14,811,739	14,890,578	15,647,487	16,354,070
Additional Levy – SciTech	-	-	-	800,000	800,000
Additional Levy – Approach 2	-	1,000,000	-	1,000,000	1,000,000
Total Levy Request	13,973,339	15,811,739	14,890,578	17,447,487	18,154,070
OTHER REVENUE					
Admissions	1,507,887	2,002,407	1,558,691	1,605,452	1,653,615
Commercial and Other Income	773,642	804,524	383,200	478,901	543,479
Grants and Donations	192,671	215,100	185,099	190,099	190,099
Interest Revenue	210,964	199,000	50,000	43,000	62,100
Partnerships	292,983	300,000	300,000	350,000	400,000
The Mind Lab	181,336	350,000	-	-	-
TOTAL REVENUE	17,132,821	19,682,769	17,367,568	20,114,939	21,003,364
Financing Facility	-	4,171,597	1,500,000	2,000,000	2,000,000
Funds Brought Forward	1,250,478	-	-	-	-
Total Cash Contributions	18,383,299	23,854,366	18,867,568	22,114,939	22,003,364
EXPENDITURE					
Collection Management					
Collection Care, Conservation	119,542	151,500	198,500	200,000	200,000
Collection Workshops	698,604	718,500	950,426	980,700	1,000,800
Curatorial and Research	3,474	7,000	60,000	60,000	60,000
Library	53,275	53,000	57,000	55,000	60,000
Registry	113,498	210,550	104,550	105,000	107,500
Total Collection Management	988,393	1,140,550	1,370,476	1,400,700	1,428,300
Museum Experience					
Commercial	226,639	345,665	-	-	-
Digital	11,689	15,000	110,000	145,000	185,000
Exhibitions	533,506	997,650	900,591	1,401,391	1,276,391
Learning and Education	78,589	85,000	118,320	104,000	104,000
Marketing and Communications	773,606	669,800	642,660	626,875	606,800
Partnership	12,546	11,000	18,400	18,860	19,330
Public Programmes	938,383	1,005,125	1,001,125	1,097,950	1,122,175
The Mind Lab	295,000	300,000	-	-	-
Total Museum Experience	2,869,958	3,429,240	2,791,096	3,394,076	3,313,696

INDICATIVE BUDGET

	2018/19 Actual	2019/20 Plan	2020/21 Plan	2021/22 Plan	2022/23 Plan
Business Services					
Administration	809,492	871,766	864,218	881,502	940,000
Commercial	-	-	148,400	222,390	231,126
Health & Safety	70,463	88,000	93,000	120,000	96,900
ICT	508,476	715,961	803,761	760,000	740,000
MOTAT Society	15,000	15,000	15,000	15,000	15,000
Museum Environment Team	660,621	758,898	720,898	1,015,000	1,075,000
Staffing	7,822,703	8,471,721	8,631,502	8,948,184	9,273,733
Staff Operating Costs	95,439	129,000	129,000	154,000	154,000
Staff Support and Development	205,525	279,300	247,300	250,000	252,500
Storage and Security	1,396,134	1,452,589	1,455,917	1,486,087	1,516,508
Bank Interest and Line Fee	48,158	36,667	42,000	108,000	81,600
Total Business Services	11,632,013	12,818,901	13,150,996	13,960,163	14,376,368
TOTAL COST OF ACTIVITIES	15,490,364	17,388,691	17,312,568	18,754,939	19,118,364
Development and Projects					
Loan Repayment - RFA	67,796	-	-	-	-
Depreciation and Capital Projects	2,825,139	1,294,000	555,000	560,000	885,000
SciTech Centre	-	-	-	800,000	800,000
"Approach 2" projects	-	5,171,675	1,000,000	2,000,000	2,000,000
Total Development and Projects	2,892,935	6,465,675	1,555,000	3,360,000	2,885,000
TOTAL EXPENDITURE	18,383,299	23,854,366	18,867,568	22,114,939	22,003,364



MOTAT LEADERSHIP

SENIOR MANAGEMENT TEAM



Michael Frawley
Chief Executive/
Museum Director



Wayne Schache
General Manager
Business Services



Alba Letts
General Manager
Collections



Steven Fox
General Manager
Museum Experience

MOTAT BOARD

- Helen Atkins
- Lindsay Corban
- David Downs
- Gavin Fernandez
- Dr. Bruce Hucker
- Amit Prasad
- Samantha Sharif
- Mike Spraggon
- Sue Wood
- Dr. Brian Young

REMUNERATION OF BOARD MEMBERS

The Board remuneration was increased in 2013-2014 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.

STAFFING

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

DEPARTMENT	FTE
Museum Experience	49.5
Collections	28.0
Business Services incl. Chief Executive and EA	33.0
TOTAL	110.5

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 - 15 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)	\$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

Note that admission charges may be discounted in the early part of the year.

'MOTAT MATES' UNLIMITED ENTRY PASS (ONE YEAR)

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

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 several organisations and institutions that we would specifically like to thank for their continued support, assistance and advice:

Auckland Council

Regional Facilities Auckland

Athfield Architects

KiwiRail

Ministry of Education

MOTAT Society

NZ Automobile Association

Perpetual Guardian

Ricoh

Waitematā Local Board

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



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