



ANNUAL PLAN

2014 - 2015

Hapaitia te ara tika pumau ai te rangatiratanga mo nga uri whakatipu

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

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 and interactive way to educate and inspire the innovators of tomorrow.

Our Values:

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

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

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

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

Our Approach:

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

Make it simple: easy to understand, remember and use.

Make it personal: relevant and meaningful so that it stimulates thought, conversation and debate.

Make it active: a hands-on, multi-dimensional experience.

Make it connect: put the collection and the associated information into context in a way that connects people, concepts and ideas.

Make it happen: deliver what is promised in accordance with the strategy and the Annual Plan.

Sustainability:

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

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During the last financial year...

Visitors

- There were 247,087 visitors to MOTAT in the 2012/13 financial year ending 30 June 2013. The visitor numbers were down on the previous year due to a reduction in the number of public 'free days'. There was however an increase in the number of paying visitors by 10,974 or 5.3 %.



Michael Frawley, CEO

MOTAT Mates

- Sales of our 'MOTAT Mates' annual passes during the 2012/13 year were 3,184; an increase of 72 passes from the previous year.

Children/Learning Initiatives

- 25,613 children participated in MOTAT's Ministry of Education Learning Experiences Outside The Classroom (LEOTC) programme during the full academic year (Terms 1 to 4).
- There were 4,144 Early Childhood Education programme participants during the year, exceeding the annual target of 3,000 by 38%.

Community Support

- Auckland residents were provided with the opportunity to visit MOTAT free of charge at different times during the year. During the 2012/13 year more than 24,000 residents took advantage of this promotion.
- MOTAT continued with its 'Give and You Shall Receive' charitable promotion in December 2012. Visitors were encouraged to purchase a Christmas gift for a child from the museum's shop in lieu of an entry fee – 6,027 gifts were received. The gifts were donated to Auckland City Mission and Barnardos.
- The MOTAT Nights Christmas Lights initiative in 2012 ran over the seven nights leading up to Christmas. This event attracted 7,929 visitors who made cash donations of \$10,549.60 and purchased 2,208 gifts which were donated to Auckland City Mission and Barnardo's the two charities MOTAT supported in our 'Give and You Shall Receive promotion'.

Tram Passenger numbers

- The Tramway carried 175,639 passengers in the 2012/13 financial year ending 30 June 2013 and its one-millionth passenger in March 2013 since the opening of the tramway extension to MOTAT 2 in April 2007.



Collections

- Collection Care received a boost with a grant of \$507,832 from the Lotteries Grants Board. This grant is being used to cover the first stage of MOTAT's Collection inventory project. The major event over the period was the relocation of the Solent flying boat back into the Aviation Display Hall.
- A number of acquisitions were made during the year including the purchase of two steam traction engines and a Heron Car (a New Zealand designed and built sports car).

Museum Revenue

- Total revenue from admissions, shop sales and other income streams for the financial year ended 30 June 2013 was \$1,357,498 against a target of \$1,165,000, representing an increase of \$192,498 and 14% more than the museum's budget.

Unqualified Audit

- MOTAT is audited by the Office of the Auditor General and has maintained its unqualified audit report status in 2012/13.

Aviation Display Hall

- MOTAT's \$18.5m Aviation Display Hall continued to be a popular attraction in 2012/13. Because of its unique setting the promotional activities undertaken in the latter stages of the year, booking enquires from event organisers are increasing and will assist the museum to reach its revenue targets for the upcoming year and beyond.



Executive Summary

This is an exciting period in MOTAT's development, not only will the museum be celebrating its 50th Anniversary in October 2014 but it has developed a new Strategic Plan for 2014 -2019. The Plan is designed to reposition MOTAT so that it not only achieves the objectives outlined in section 12 of the MOTAT Act 2000 and the Auckland Plan and thereby ensures that the museum:

- (a) becomes a "must experience" venue that inspires the innovators of tomorrow;
- (b) meets the needs of the Auckland community; and
- (c) support the Council to achieve its stated aims of preserving and promoting Auckland's Arts, Culture and Heritage and making Auckland 'the world's most liveable city'

In order to do this the plan focuses on four broad objectives:

1. Maximise the Visitor Experience
2. Empower the MOTAT Team (i.e. the museum's staff and volunteers).
3. Improve the Quality of the Collection and its Care.
4. Improves Business and Community Sustainability.

The Board and the CEO are also in the process of reviewing the museum's:

- Management structures.
- Policies and procedures.
- Building and infrastructure requirements

Last year MOTAT applied for no increase in its levy, but that position is not sustainable as the rate of inflation alone means that the museum's operating costs have effectively increased.

The museum also needs additional funds to cover amongst other things:

- The development of its existing and future exhibitions and the associated educational programmes so that the museum creates a pathway of knowledge and experience that challenges and inspires its visitors.
- The rectification of issues that the museum expects to be identified in the Asset Management Plan that will be completed early in 2014. MOTAT has historically under invested in its



buildings and infrastructure due to the competing demands on its resources and funds. That lack of investment is starting to adversely affect the visitor experience and the museum's ability to care for its Collection.

MOTAT is conscious of the Auckland Council's desire to keep rate increases and its costs to a minimum and has therefore deliberately kept this year's request well below the maximum allowable under the MOTAT Act 2000 (i.e. we are seeking a 2.5% or \$292,375 increase in the museum's levy which takes the total to \$11,987,375 compared to the maximum of \$12,152,250).

It should be noted that:

1. MOTAT is aiming to increase its own generated revenue income by \$280,000 or 13.5% in 2014/15 and to develop further commercial and sponsorship/funding opportunities.
2. MOTAT's capital development costs will increase by 6.2% in 2014/15 and its debt commitment will cover approximately 23% of its total costs. This debt commitment relates to the \$8 million loan that was taken out in November 2011 to cover the construction of the Aviation Display Hall. MOTAT must continue to repay the principal and interest on the loan until November 2016.
3. It has been suggested from time to time that MOTAT should provide funding to smaller regional museums but this is not possible under the MOTAT Act 2000. The museum does however provide technical and other support where it can
4. The MOTAT Board is required by the MOTAT Act to provide the opportunity for members of the public and other interested parties to make submissions on the Draft Annual Plan. These submissions have been received and considered by the Board and where appropriate changes have been made and are incorporated in this document.
5. The figures in this Annual Plan take into account the increased focus on exhibitions, education and overall visitor engagement
6. MOTAT will need considerable investment in its buildings and infrastructure over the next few years as most of the museum's buildings have or are about to come to the end of their design life.





1. Strategic Review

Background:

An appreciation of MOTAT's past is helpful to understand the significance of this Annual Plan and the Strategy.

The MOTAT Society, which consisted of a group highly skilled enthusiasts, established the foundations of the museum in 1964 and they effectively developed the museum over the following 36 years.

In 2000 the museum's land, buildings and collection were transferred from the MOTAT Society to a "new" MOTAT established by the MOTAT Act 2000 so that it could be "securely funded" by the Council and thereby ensure that it fulfils the objectives outlined in section 12 of the Act. The Council and the "new" MOTAT Society, which was also established by the Act, were given a role in the governance of the museum by virtue of their ability to appoint members to the MOTAT Board.

It is fair to say that the transition from a volunteer run organisation to a publicly funded institution has been a challenging one.

The New Strategy

A new Chief Executive Officer (CEO) was appointed in February 2013.

Following this appointment the new CEO undertook an extensive analysis of MOTAT and what the museum needed to do in order to meet its obligations under the MOTAT Act 2000 and to make the museum more relevant to the Auckland community. He consulted with the MOTAT Team (i.e. the museum's staff and volunteers), Regional Facilities Auckland, the museum visitors and peers (e.g. the Auckland War Memorial Museum).

In October 2013 MOTAT welcomed eight new members to the Board. The Board and the CEO considered the feedback and a number of longer term strategies or scenarios that would enable the museum to achieve its objective but also reconfirm the museum's role and importance in helping Auckland develop its arts, cultural, heritage and learning strategies.

The MOTAT Chair and Strategy Committee worked with Dame Cheryl Sotheran to finalise the strategic plan. The strategy was approved by the Board at the end of January 2014.

The main thrust of the strategy is to use MOTAT's heritage objects, Kiwi ingenuity, transport, technology and the associated stories in a creative and interactive way that challenges and inspires the museum's visitors. By doing this the visitors will not only learn about New Zealand's history and innovators but they will learn about the associated technology and science.

The Board and the CEO have also taken on board the Council's request that the Strategy is aligned to the Auckland Plan and the needs of the Auckland Community. It also includes specific measures to actively develop the museum's relationship and engagement with manawhenua and mataawaka in the Auckland region.

2. Key Features – 2014/2015 Annual Plan

Council Funding

Increase of 2.5% on the 2013/14 levy amount of \$11,695,000 taking the total amount of the levy to \$11,987,375.

The levy increase is \$164,875 below the maximum allowable levy of \$12,152,250.

MOTAT Revenue

MOTAT is aiming to increase its own generated revenue income by \$280,000 or 13.5% in 2014/15 by increased visitor attendance and by utilising the museum's facilities for commercial functions and other commercial opportunities.

Increase revenue

- Increase commercial revenue by 2.5% to \$410,000 in 2014/15. Last year's commercial revenue target was \$400,000, which represented a major increase of \$150,000 from 2012/13.
- Increase sponsorship funding by 100% to \$225,000 in 2014/15. Last year's sponsorship and fundraising revenue target was \$112,000.

Increase attendances

- Increase paying visitor numbers by 14.9% to 270,000 in 2014/15. Last year's target was 235,000, a 7.9% increase from the 217,828 paying visitors in 2012/13.

Operational Costs

The funding and revenue will be used to cover the museum's operational costs and:

- The development of its existing and future exhibitions, events and the associated learning programmes so that the museum creates a pathway of knowledge and experience that challenges and inspires its visitors and in particular the innovators of tomorrow.
- The rectification of the issues that are expected to be identified in the Asset Management Plan (i.e. the plan for the maintenance and upgrading of the museum's buildings and infrastructure) that will be completed in 2014.



MOTAT has also reallocated the museum's funds so as to increase investment in the following areas as they have a direct impact on the visitor experience:

- Learning & Education (+\$20,000 or 44.4%)
- Exhibitions (+\$155,000 or 23.6%)
- Marketing/promotion (+\$45,000 or 10%)
- Museum Site & Environment (+ \$75,000 or 10%)
- Museum Experience (+ \$40,000 or 11.5%)
- MOTAT Society support, including joint publications (+\$15,000 or 28.8%)

The museum has also increased its Staffing budget (+\$461,000 or 10.2%) to cover the cost of the additional roles that will be required in order to implement the new strategy and to ensure that collection areas are appropriately managed and resourced.

We have also taken the opportunity to identify the funds that will be used for the restoration (\$150,000) and acquisitions (\$100,000) that are aligned to the museum's strategy.



3. Core Objectives

Objective 1 - Maximise the Visitor Experience

MOTAT will develop, implement, promote and deliver a consistent high quality experience and expand its appeal to a wider range of people. It will do this by:

- Developing “interactive” and educational exhibitions that are based on New Zealand’s Heritage and technology.
- Working together as a team to develop and deliver an integrated well communicated visitor experience that provides creative and interactive elements unique to MOTAT and its collection.
- Improving MOTAT’s online presence and thereby extend the visitor experience beyond the museum’s grounds.
- Implementing and monitoring a system which accurately monitors visitor engagement and satisfaction.

Annual Plan – Output/Impact	Performance Measure	Target
<ul style="list-style-type: none"> • Develop a comprehensive exhibition programme that is consistent with the museum’s vision and includes a major themed exhibition 	<ul style="list-style-type: none"> • Internally developed and implemented exhibitions • Utilise collection objects and their stories and associated technology in the planning and development of a new exhibition • Include interactive elements in the development of a new exhibition • Explore opportunities to introduce technological methods to support the display of collection objects and the sharing of information in the development of a new exhibition 	<ul style="list-style-type: none"> • An exhibition that highlights Kiwi ingenuity, transport, technology or innovation • Interactive elements included in the design of the exhibition • Technological or digital elements including the design of the exhibition
<ul style="list-style-type: none"> • Develop a quality experience that extends beyond the physical visit 	<ul style="list-style-type: none"> • Develop and implement a museum experience programme that incorporates events, educational and experience programmes and exhibitions beyond the physical visit 	<ul style="list-style-type: none"> • Implement at least three programmes that expand the impact of the exhibitions beyond the museum’s boundaries
<ul style="list-style-type: none"> • Develop and implement an enhanced new “MOTAT Online” that improves how visitors can access up to date information related to the museum 	<ul style="list-style-type: none"> • Quality of information, ease of use and navigation between previous website and new “MOTAT Online” 	<ul style="list-style-type: none"> • Google analytic results: <ol style="list-style-type: none"> (1) increased number of site visits (2) decrease in Bounce rates (3) increase in time spent on site • Include questions about MOTAT online in survey tools

<ul style="list-style-type: none"> • Continue to build online educational content • Develop and deliver recreational learning workshops to enhance the overall museum experience • Develop and align MOTAT's education programmes to the Vision and the NZ Curriculum and the Ministry of Educations priority areas 	<ul style="list-style-type: none"> • Develop and make available resources to enable user generated submissions • Develop and implement 3 recreational learning workshops to support the holiday experience • Develop and implement new education programme with a science and technology focus 	<ul style="list-style-type: none"> • Walsh Brothers online project goes live • Deliver 3 recreational learning workshops • Design, implement and promote 2 new education programmes
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Objective 2 – Empower the MOTAT Team

MOTAT will develop a high performing, engaged, creative and diverse MOTAT Team (i.e. staff and volunteers). It will do this by:

- Establishing a clear management structure that provides clarity and leadership to the MOTAT Team members in relation to their areas of responsibility and accountability whether that is in relation to the Collection or the delivery of a quality visitor experience and service.
- Clearly communicating and reinforcing MOTAT’s Values.
- Establishing integrated, practical, and well-communicated HR processes and initiatives.
- Aligning the museum’s structure, communication channels and systems so that they support the MOTAT Team in the achievement of the museum’s objectives.



Annual Plan – Output/Impact	Performance Measure	Target
<ul style="list-style-type: none"> • Ensure that each section of the museum is appropriately resourced and aligned to the strategy 	<ul style="list-style-type: none"> • Review and align current organisational structure with the museum’s objectives and priorities • Review and monitor the effectiveness of the orientation programme for all MOTAT team members • Review and monitor the effectiveness of the performance review process for all permanent employees 	<ul style="list-style-type: none"> • Progressive introduction of new roles and review of current roles and areas of responsibilities • Review and analyse survey information at completion of orientation process and three month health check • Develop new performance review format and supporting resources
<ul style="list-style-type: none"> • MOTAT commitment to embracing a safety culture 	<ul style="list-style-type: none"> • Effective Health & Safety Committee • Health & Safety objective included in all permanent employee annual performance reviews • Improve communication channels in the dissemination of Health & Safety information flow • Maximise ACC Performance employer benefits • Comprehensive safety planning prior to all operational activities, functions and events 	<ul style="list-style-type: none"> • Monthly meetings with action points completed in timely manner • Committee activities reported back to monthly staff Health & Safety meeting • Ensure that Health & Safety is discussed in all permanent employee annual performance reviews • Dissemination of Health & Safety information included in weekend team briefings each month for weekend employees and volunteers • Proactive management of “early return to work” programmes when required • Plans developed and circulated on every occasion

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

MOTAT will improve its knowledge, understanding and monitoring of its collection and its care. It will do this by:

- Aligning the collection to the museum’s Vision and Mission.
- Ensuring compliance with the museum’s Collection Policies and Procedures and ensuring that they are in turn consistent with the museum’s obligation as the stewards of the Collection.
- Ensuring that all acquisitions and disposals are in accordance with the museum’s Collection Policy and strategy.
- Increasing the museum’s online presence by making information about its Collection accessible to the public and learning and other institutions.



Annual Plan – Output/Impact	Performance Measure	Target
<ul style="list-style-type: none"> • Care for the Pumphouse reflect its significant heritage status 	<ul style="list-style-type: none"> • Pumphouse to be incorporated into the Asset Management Plan (AMP) 	<ul style="list-style-type: none"> • Prioritise the detailed condition assessment report for the Pumphouse within the AMP schedule being undertaken by external consultants.
<ul style="list-style-type: none"> • Prepare comprehensive restoration plans for identified collection objects that are supported by the appropriate research and aligned with the MOTAT Vision to seek out sponsorship opportunities 	<ul style="list-style-type: none"> • Quality and robustness of the restoration plan • Quality and appeal of the Sponsorship proposal 	<ul style="list-style-type: none"> • All major restoration projects to have comprehensive restoration plans and identified resources and budget
<ul style="list-style-type: none"> • Collection Inventory schedule remains on track 	<ul style="list-style-type: none"> • Number of objects identified and recorded in Vernon database 	<ul style="list-style-type: none"> • Six monthly report to Lotteries Commission continues to show good progress being made
<ul style="list-style-type: none"> • Increase the proportion of the Collections that are accessible online and to generate high quality digital content 	<ul style="list-style-type: none"> • Collection objects digitally accessible to the public 	<ul style="list-style-type: none"> • Up to 1,000 objects digitally accessible
<ul style="list-style-type: none"> • Align the Museum’s collection with the Vision and Mission 	<ul style="list-style-type: none"> • Develop and implement a Framework for rationalising the Museum’s collection so that it is aligned to the Vision, Mission and consistent with the Collection Policy 	<ul style="list-style-type: none"> • Finalise and commence the implementation of the Framework plan

<ul style="list-style-type: none">• Support increased Museum-wide knowledge and understanding of MOTAT Team members in relation to the museum's collective role as responsible stewards of the collection	<ul style="list-style-type: none">• Collection care incorporated in new MOTAT Team members orientation• Collection related training provided where appropriate to existing roles/assignments	<ul style="list-style-type: none">• All new MOTAT team members participate in orientation• Zero instances of damage to objects attributed through careless handling
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Objective 4 – Improve Business and Community Sustainability

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

It is also about developing a museum for the future and fostering long term and mutually beneficial relationships with our Stakeholders, the Western Springs Community (e.g. the Western Springs Speedway, TAPAC, UNITEC, Western Springs College and the Auckland Zoo) the Auckland War Memorial Museum, the Voyager Museum, the Stardome Observatory & Planetarium and learning institutions starting with Unitec, AUT and the Auckland and Massey Universities.



The museum will also be specifically focusing on its relationship with the local Iwi using the principles of Te Tiriti o Waitangi/the Treaty of Waitangi in a way that recognises and respects their customary Kaitiaki role. By doing this MOTAT is aiming to develop a mutually rewarding relationship whereby Iwi assist the museum to highlight Māori knowledge, culture and views in way that ensures that it is acknowledged, respected and passed on.



MOTAT will also demonstrate its commitment to sustainability by

- Developing an Asset Management Plan and Development Plan that outlines the steps that need to be taken to maintain, develop or replace the museum’s buildings and infrastructure so that they are available for future generations.
- Making sound business decisions that blend the delivery of high quality museum experience with responsible stewardship and thereby make a long term and sustainable contribution to the overall Auckland experience.
- Reducing the museum’s impact on the environment and the use of non-renewable resources where possible.



Annual Plan – Output/Impact	Performance Measures	Target
<ul style="list-style-type: none"> Ensure that MOTAT has a long term strategy in place to progressively replace or refurbish MOTAT buildings and infrastructure, develop and efficiently operate the multiple sites. 	<ul style="list-style-type: none"> MOTAT Asset Management Plan Development of the Museum’s Development plan 	<ul style="list-style-type: none"> Asset Management Plan completed Short term plan of work to be completed within the period of the strategy Commence implementation of the Development Plan after receiving budget approval
<ul style="list-style-type: none"> Consider all appropriate opportunities to increase revenue including exploring new revenue streams 	<ul style="list-style-type: none"> Monthly commercial revenue accounts – actual against budget 	<ul style="list-style-type: none"> Increase commercial revenue to \$410,000 in 2014/15
<ul style="list-style-type: none"> Exhibitions and Events will continue to appeal to a diverse audience with greater emphasis on attracting sponsorship for specific exhibitions and events (excludes restoration projects) 	<ul style="list-style-type: none"> Design exhibitions and events that are aligned to the vision and where appropriate are attractive to potential sponsors 	<ul style="list-style-type: none"> Increase sponsorship funding to \$225,000
<ul style="list-style-type: none"> Marketing strategies and expenditure continues to enhance ‘brand MOTAT’ 	<ul style="list-style-type: none"> Increase paying visitor numbers target from 235,000 in 2013/14 	<ul style="list-style-type: none"> Increase paying visitor numbers to 270,000
<ul style="list-style-type: none"> Ensure that MOTAT develops, implements and monitors compliance of a Security Management System so as to ensure the security of its site, people and collection 	<ul style="list-style-type: none"> Undertake an overall review of the various security systems, policies and procedures in place Design and implement a Security Management System that is aligned to the Museum requirements to ensure the Museum, Its people and its collection are secure. 	<ul style="list-style-type: none"> Complete a review of the current security systems, policies and procedures Commence the development of a Security Management System
<ul style="list-style-type: none"> MOTAT being seen as Environmentally friendly within the immediate neighbourhood Museum wide sustainability practices 	<ul style="list-style-type: none"> Meola Rd Creek environmental group Energy consumption Water consumption 	<ul style="list-style-type: none"> Attend half yearly meeting 2% reduction based on 2012/13 actuals Maintain current water harvesting methods
<ul style="list-style-type: none"> MOTAT working cooperatively with Auckland Zoo, Western Springs Stadium, Western Springs High School and TAPAC to resolve local issues 	<ul style="list-style-type: none"> Effective management of issues as they arise 	<ul style="list-style-type: none"> Meeting with Auckland Zoo, Western Springs Stadium, Western Springs School and TAPAC on a regular basis.
<ul style="list-style-type: none"> Re-engage and develop a meaningful and mutually beneficial relationship with the local Iwi using the principles of Te Tiriti O 	<ul style="list-style-type: none"> Increase museum-wide understanding and appreciation of Maori protocols as they relate to Museum collections, MOTAT Team and visitors 	<ul style="list-style-type: none"> Continue to work with local Iwi to deliver a minimum of 2 Wananga for the MOTAT team

Annual Plan – Output/Impact	Performance Measures	Target
<p>Waitangi/ the Treaty of Waitangi in a way that recognises and respects their customary Kaitiaki role</p>	<ul style="list-style-type: none"> Engage with local Iwi to re-establish our relationship and work together to identify opportunities for Iwi to be involved in the Museum Commence the development of a Maori Partnership Strategy that reflects the principles of Te Tiriti o Waitangi and Maori customs guiding the future integration of the Museum’s vision and Strategy with the Museum’s engagement with Local Iwi 	<ul style="list-style-type: none"> Meet with local Iwi at least 2 times to establish on how local Iwi and MOTAT can work together for the common good, the museum’s visitors and Tamaki Makaurau/Auckland Establish a Maori Advisory Committee Commence the development of a Maori Partnership Strategy



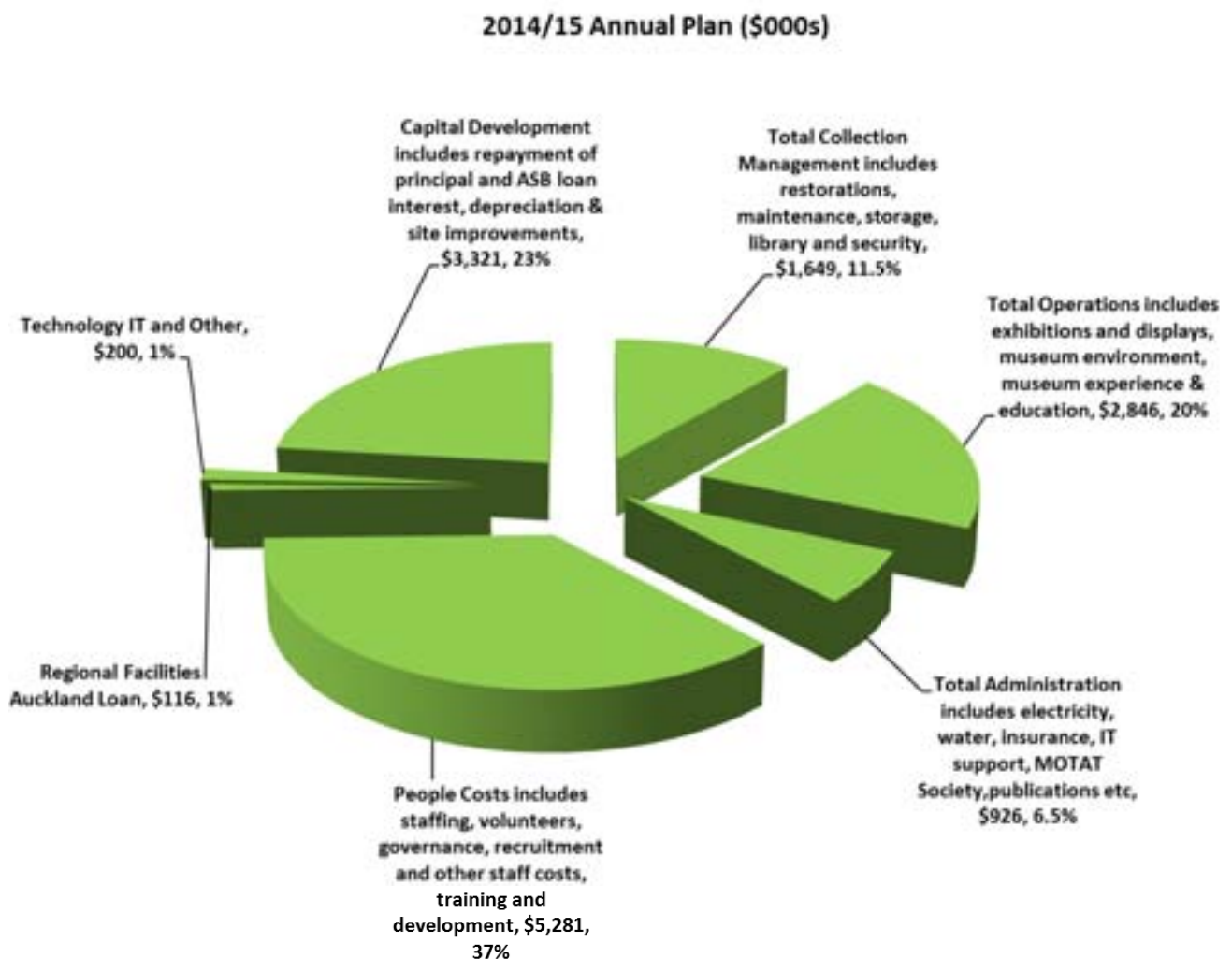
4. Funding

As outlined in section 2, MOTAT is aiming to increase its own generated revenue income by \$280,000 or 13.5% in 2014/15.

Capital development is 23% of MOTAT's total expenditure and includes repaying the principal and interest on the \$8 million loan the museum obtained from the ASB Bank to build the Aviation Display Hall.

As outlined above the museum will also look to raise sponsorship and other funding to cover the cost of its major restoration and other projects.

4.1 Overview



Over \$5 million is spent directly on caring, maintaining, protecting and restoring MOTAT's collection.

4.2 Breakdown

INDICATIVE BUDGET					
	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Plan	Plan	Plan	Plan
	\$000's	\$000's	\$000's	\$000's	\$000's
SUMMARY OF COSTS					
<u>Museum Operating Expenditure</u>					
Operating Expenses	9,781	10,343	10,702	10,901	11,112
Less Projected Income	2,021	2,072	2,352	2,387	2,412
Total Operating costs	7,760	8,271	8,350	8,514	8,700
Plus Capital Development costs	3,935	3,424	3,637	3,713	3,771
TOTAL LEVY	11,695	11,695	11,987	12,227	12,471
<u>Breakdown of Capital Developments</u>					
Operating Expenses	47	0	25	25	25
ADH loan- Principal repayment	1,600	1,600	1,600	1,600	800
Technology (IT+Other)	101	130	200	200	200
Site improvements/Master Plan work	799	320	300	300	1100
Loan repayment (2003) - RFA	116	116	116	116	116
Depreciation including ADH loan interest	1,272	1,258	1,396	1,472	1,530
Total	3,935	3,424	3,637	3,713	3,771

INDICATIVE COST OF ACTIVITIES & PROJECTS					
	2012/13	2013/14	2014/15	2015/16	2016/17
<u>SOURCES OF FUNDS</u>	Actual	Plan	Plan	Plan	Plan
	\$000's	\$000's	\$000's	\$000's	\$000's
Local Authority Levy	11,695	11,695	11,987	12,227	12,471
Interest Revenue	314	250	255	265	275
Grant Revenue	135	135	137	137	137
(Sponsorship/Fundraising)	215	112	225	225	225
Admissions	958	1050	1190	1195	1200
Commercial	299	400	410	420	430
Sundry income	100	125	135	145	145
Total Revenue	13,716	13,767	14,339	14,614	14,883
COSTS OF ACTIVITIES					
<u>MANAGEMENT & MAINTENANCE</u>					
<u>Collection Management</u>					
Conservation	76	95	100	100	105
Library	23	30	40	45	45
Registry	22	24	40	50	50
Collection related costs	1,862	1,881	1,219	1,225	1,226
Restorations	0	0	150	225	244
Acquisitions(inc. steam engines)	0	0	100	100	100
Total Collection Management	1,983	2,030	1,649	1,745	1,770
Note-Collection related costs includes storage, security and operating the collection.					

	2012/13 Actual \$000's	2013/14 Plan \$000's	2014/15 Plan \$000's	2015/16 Plan \$000's	2016/17 Plan \$000's
Operations					
Commercial Operations	163	290	220	220	220
Museum Experience	282	345	385	389	395
Learning & Education	60	45	65	65	65
Exhibitions (inc. refurbishments)	530	655	810	815	820
Signage	32	24	31	31	36
Marketing	429	450	495	495	495
Museum Environment	784	745	820	820	820
Operations contingency	0	35	20	19	19
Total Operations	2,280	2,589	2,846	2,854	2,870
Administration*	982	853	853	858	868
MOTAT Society	32	52	67	67	67
Publications	8	6	6	6	6
Staffing	4,161	4,500	4961	5041	5191
Other Staff Costs	278	220	240	245	250
HR & Development	57	93	80	85	90
Total Facilities & Services	5,518	5,724	6,207	6,302	6,472
Total Cost of Activities	9,781	10,343	10,702	10,901	11,112
*Administration includes overhead costs e.g. utilities,insurance,telecoms.					
**Staffing 2014/15 onwards includes additional roles in Collections/Exhibitions.					

4.3 Staff numbers

The breakdown of Full Time Equivalent (FTE) numbers, which includes anticipated recruitment, is as follows:

Staff Numbers - FTE	FTE
Museum Experience - Includes Exhibitions, Education, Visitor Experience, Bookings, Functions, Retail and Marketing	29.5
Collections - Includes Registry, Conservation, Collection Inventory Project, Research and Library	29
Business Services - Includes HR, IT, Finance, Fundraising, Infrastructure, Security, Health & Safety, and Planning	21
	79.5

4.4 Remuneration of Board Members

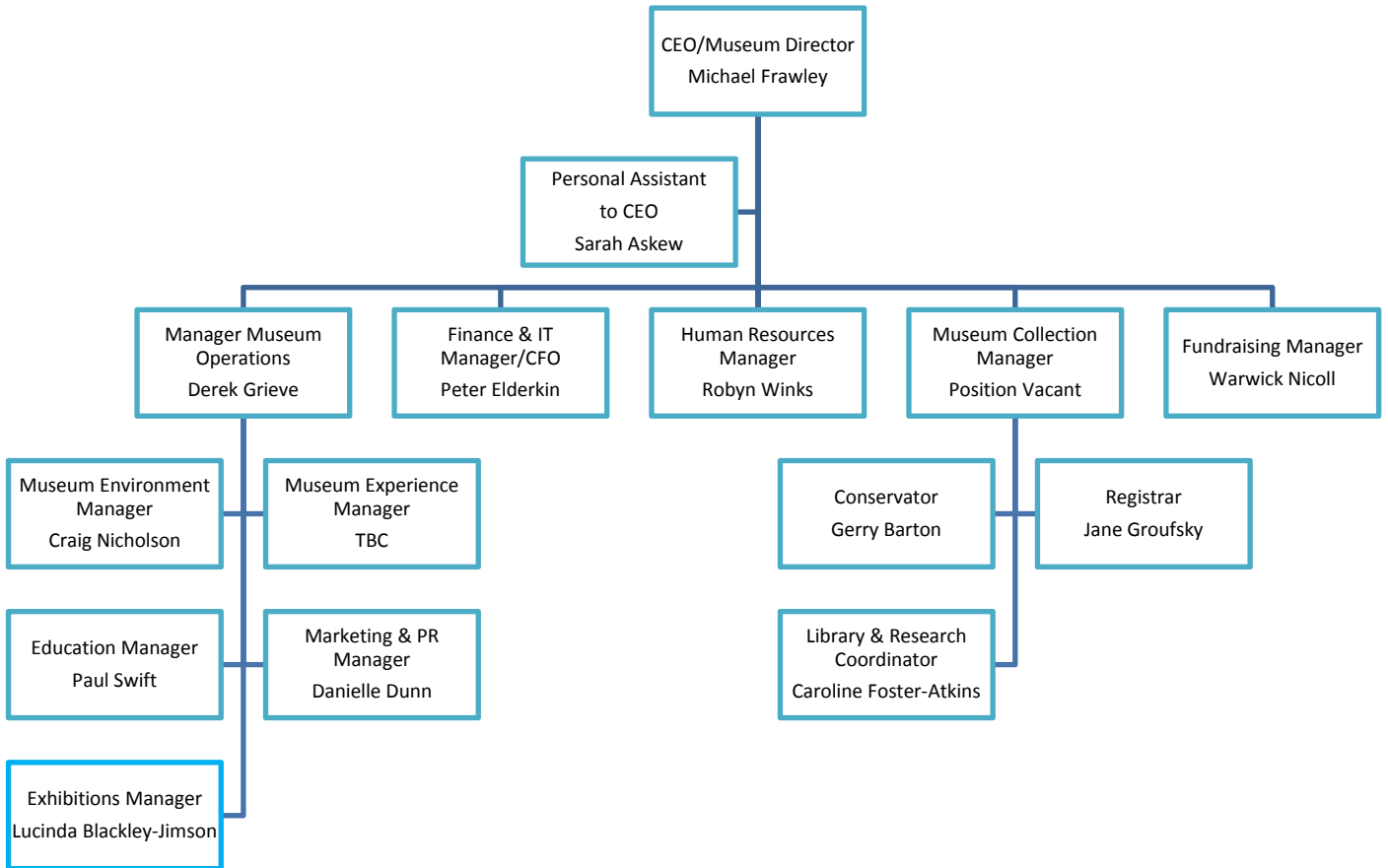
The Board remuneration was increased in 2013/14 and amounts to:

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

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



APPENDIX A: Current Organisational Structure





APPENDIX B: MOTAT Board

Lindsay Corban

James Douglas

Bruce Howat

Richard Jeffrey

John McElhinney

Dr Lesley McTurk – Chairman

Mike Spraggon – Deputy Chair

Hon. Judith Tizard

Vern Walsh

APPENDIX C: Current MOTAT Management – Key Roles

Michael Frawley	Chief Executive Officer/Museum Director
Derek Grieve	Manager Museum Operations
Robyn Winks	HR Manager
Peter Elderkin	Chief Financial Officer and IT Manager
Warwick Nicoll	Fundraising Manager
TBC	Head of Collections
Lucinda Blackley-Jimson	Exhibitions Manager
TBC	Museum Experience Manager
Danielle Dunn	Marketing & PR Manager
Craig Nicholson	Museum Environment Manager
Rubeana Reader	Safety & Security Manager
Debbie Brown	Customer Experience Coordinator
Paul Swift	Education Manager
Caroline Foster-Atkins	Library and Research Coordinator
Belinda Nevin	Collection Manager – Village, Textiles and Orphan Objects
Norm McKelvey	Collection Manager – Aviation
John Walker	Collection Manager – Fire/Emergency
Matthew White	Collection Manager – Military
Graham O’Keefe	Collection Manager – Printing
Graham Anderson	Collection Manager – Rail
TBC	Collection Manager – Steam
David Crozier	Collection Manager – Telecommunications
Colin Zeff	Collection Manager – Trams



APPENDIX D: MOTAT Funds

MOTAT is funded from the following sources:

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

Admission Charges

Adult	\$16.00
Child (5 – 16 years inclusive)	\$8.00
Overseas Senior Citizen (non NZ)	\$16.00
Student (with current student card)	\$8.00
Family (2 adults and up to 4 children under 17 years)	\$40.00
Gold Card holders	no charge
Schools and early childhood groups	\$5.00
Under 5 years of age	no charge
People with disabilities/special needs with care givers	no charge

Attractions

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

'MOTAT Mates' Unlimited Entry Pass (One Year)

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

Tram Fares

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

APPENDIX E: Museum's Objectives

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

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



IN APPRECIATION

The ratepayers of Auckland via the Auckland Council contribute significantly to the operating cost to maintain, operate and develop MOTAT. The Council interest in MOTAT is managed by Regional Facilities Auckland, an Auckland Council Controlled Organisation.

MOTAT is grateful for the support and is committed to achieving the targets contained within this Annual Plan.



The MOTAT Board looks forward to working with the MOTAT Society in the coming year.

