

# APPENDIX 1

# MUSEUM OF TRANSPORT AND TECHNOLOGY

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## VISION

Celebrating innovation and learning.

## MISSION

Celebrating the heritage of New Zealand's Transport and Technology to fuel the innovative spirit of the future

## VALUES

Innovation  
Boldness  
Leadership  
Integrity  
Teamwork

## PERSONALITY

Dedicated  
Passionate  
Fun  
Authoritative  
Alive

## SUSTAINABILITY

To MOTAT sustainability is not limited to improving how we care for the environment.

MOTAT's vision is to Demonstrate Sustainability by:

- 1) Demonstrating 'old' and "new" technologies to our customers and,
- 2) Introducing and applying sustainable practices within our organisation with respect to caring for our collection, our people and our redevelopment projects.

## STRATEGIC OBJECTIVES

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1. MOTAT will strive to be internationally recognised as New Zealand's outstanding museum of transport and technology.
2. To support and foster a strong MOTAT community (TEAM MOTAT) that recognises the unique role and importance of the volunteer culture.
3. To create lively, interactive, integrated and entertaining recreational experiences for MOTAT customers.
4. To promote experiential learning and education through storytelling.
5. To collaborate with our communities and stakeholders to create a heritage centre that all New Zealanders are proud of.
6. To identify and maintain strategic alliances and partnerships.
7. To promote the highest standards of excellence in the conservation and management of the MOTAT collection.
8. To undertake site redevelopment that will enable MOTAT to meet its potential, exceed customer expectations and achieve its vision and mission.
9. To provide stewardship for past, present and future items of transport and technology in New Zealand society.

## EXECUTIVE SUMMARY

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The levy for the Draft Annual Plan requirements in 2008/09 of \$8,536,000 million is increased by \$780,000 over the amount forecast in the 2007/08 approved Annual Plan.

The increase in levy is attributable to:

1. This annual plan represents the 3<sup>rd</sup> year of the 3 year plan as the Museum continues to action recommendations arising from the Te Papa sponsored National Standards Te Paerangi Peer Review of the business.

The increase in levy over the forecast amount is attributable to:

1. The revaluation of museum assets in line with accepted standard financial business practices and the corresponding adjustment on depreciation (+\$360,000) and insurance premiums. (\$45,000)
2. An increase in forecast remuneration of \$324,000 levels reflecting:
  - a. Higher than planned labour market costs of 3.5% (+\$105,000)
  - b. Introduction of KiwiSaver employer contributions of 2% (+\$70,000)
  - c. Increase in Care of the Collection (1.5 people) (+\$90,000)
  - d. Increase in Customer Care (1.5 people) (+\$59,000)
3. Backdated infrastructure maintenance on the Tramway is higher than planned. The majority of these costs will be absorbed from existing budgets however an additional \$50,000 to address these matters is sought.

The Museums operations can be summarised into three key areas that enable progress to be made towards achieving its strategic objectives of:

- Improving the care of our Collection
- Improving the care of our people and customers
- Improving our physical presentation and facilities

The Draft Annual Plan also allows the continuation of the increased level of restoration, conservation and volunteer support established in earlier Annual Plans.

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## 1. Introduction

The most significant time in the 42 year history of the Museum of Transport and Technology was seven years ago when predictable operational funding commenced as a result of the Museum's Act of Parliament

Progress since then encouraged the Museum to seek an external, independent and professional review of its activities by way of a Te Papa sponsored National Standards Te Paerangi Peer Review.

The results and recommendations of this review provided the basis for the previous 2 Annual Plans and the upcoming 2008/2009 year.

This 2008/2009 Draft Annual Plan identifies areas to be addressed in the third year of this 3 year programme as the Museum continues to become more focused in its activities and to operate in a more structured, cohesive manner.

In 2007 the Board commenced a review of its 2002 – 2007 Strategic Plan. This process involved nine facilitated workshops where people were invited from the following groups: the Museum's Trust Board, staff, volunteers, Community Board members, Iwi, other museums (local, regional and national), MOTAT neighbours (schools, Zoo, Western Springs Stadium).

In addition to this the Museum's Trust Board held its own facilitated workshops.

At time of writing this Draft Annual Plan the Board was still concluding this work however the emerging major themes are consistent with those outlined in this and earlier Annual Plans.

### 1.1 The Last 2 years ...

It is pleasing to note the following achievements in the last 2 years:

- |               |   |
|---------------|---|
| October 2005  | Implemented a new museum organisational structure.  |
| October 2005  | Created a dedicated Support Services function focussed on improving the care of our people. |
| October 2005  | Received the Resource Consent for the Aviation Display Hangar.                              |
| October 2005  | Received the Resource Consent for the Tramline Extension.                                   |
| November 2005 | Received the New Zealand Police Vehicle collection (temporary loan)                         |
| November 2005 | Launched the new Education book 'Celebrating Innovation'                                    |

December 2005	Appointed a higher level Finance Manager
January 2006	Implemented a Recruitment, Selection and Induction process
April 2006	Introduced a comprehensive Performance Management and Remuneration Review policy for staff.
June 2006	Conducted a tender process resulting in the selection of a contractor to commence construction on the Tramline Extension.
June 2006	Received a National award for the restoration of Tram No.44
July 2006	Launched the new museum logo, colours and uniform.
August 2006	Hosted the Prime Minister, donors, museum funders and supporters at a Groundbreaking Ceremony to celebrate the commencement of construction of the Tramline Extension.
October 2006	Approved the Museum Collection Policy at the October Board meeting. [
April 2007	Hosted the Prime Minister, donors, museum funders and supporters at a ceremony to celebrate the completion and opening of the Tramline Extension. Final cost (\$2 million – fully funded)
May 2007	Awarded a new three year Ministry of Education contract for LEOTC [Learning Experiences Outside The Classroom].
June 2007	<b>Year end ‘close off’ shows an increase in museum attendances of 12% for the year and 65% since funding was provided under the MOTAT Act.</b>
July 2007	Launched the new competency framework for museum staff aimed at improving “how” people at MOTAT undertake their work.
July 2007	Construction work commenced on stage 1 of the Aviation Display Hall project – the Blister Hangar relocation (\$1.6million – fully funded)
	The Strategic Planning workshops commence.
August 2007	Since opening the Tramline Extension, visitors to the Aviation display hall have increased 80%.
October 2007	The Board meets to consider the first draft of the 5 year 2008 – 2013 Strategic Plan.

## 1.2 Peer Review

The 2005 Peer Review formed the basis for the previous two Annual Plans and for consistency and clarity the key points, themes and recommendations are repeated below from these Plans.

“MOTAT is an impressive museum with an honourable history as a fixture on Auckland’s cultural landscape. It has arrived, however, at a critical point in its history.”

“There is a worrying gap between what MOTAT needs to do to become what it has the potential to be – a highly professional, world class institution - and what the museum has in the way of resources and staff to achieve this. A huge injection of capital is urgently needed in order to upgrade the museum into the national and international visitor attraction that it has the potential to be. Management are aware of the magnitude of the task ahead of them and they are having to adapt to a rapidly changing situation. The peer reviewers were impressed by their vision and energy.”

“the overall impression ...is of a sprawling and somewhat incoherent product and variable standards of presentation at times shabby, ‘tired’ and amateur.”

“ ...no indoor outdoor museum with drafty, gloomily lit pavilions, is going to be experienced by the visitor at its best in wintry conditions.”

### **The following key principles have been identified from the peer review:**

- That MOTAT is a working museum
- All museum standards are not MOTAT and we need to find our own solutions
- Volunteer use needs to be expanded to additional functions
- Lack of visitor focus
- Standard of exhibitions must focus on customer experience
- Continue to develop and explore bi-cultural linkages



The following specific recommendations from the Peer review are already being implemented:

## Care of our Collection

“Ensure that all staff are trained in basic museological constructs and visitor services” (\*Ref d.)

## Care of our Customers

“Improving physical presentation and facilities: consider the importance of small details as well as the big picture. As examples of low cost improvements: clean toilets, more way finding signage and identification of staff and volunteers” (\*Ref b.)

“That MOTAT and MOTAT 2 be defined and ‘packaged’ as a coherent and integrated product.” (\*Ref h.)

“That an architect or designer should be engaged to draw the disparate physical elements of the sites into a unified plan.” (\*Ref i.)

“That the areas of interactive hands-on science, heritage (pioneer village), and yesteryear’s technology be drawn into an overall interpretative strategy in which the individual areas resonate with and amplify each other.” (\*Ref l.)

“That MOTAT strengthen and reinforce its brand by developing and implementing a uniform and consistent style of exhibition presentation consisting of: a distinctive and serviceable colour palette; and a uniform style of signage, graphics, label, text, barrier, landscaping and street furniture.” (\*Ref m.)

“Upgrade the shop and provide a higher quality range of merchandise, including MOTAT publications and souvenirs.” (\*Ref s.)

“Give more consideration to visitor comfort by upgrading the coffee shop and providing a more appealing and sophisticated range of food and beverages, and upgrading the toilets.” (\*Ref t.)