



M O T A T

MUSEUM OF TRANSPORT AND TECHNOLOGY

2014 - 2019

MASTER STRATEGY
FOR THE MUSEUM





Foreword:

The Museum of Transport and Technology's (MOTAT) new CEO and Board are very pleased to launch a new five year strategic plan which focuses on using the museum's existing heritage objects and Kiwi ingenuity and technology in a 'hands on' way to inspire its visitors. The strategy was developed in conjunction with Dame Cheryl Sotheran. It provides a clearly defined plan to guide the museum through necessary change and to introduce Kiwi ingenuity and the associated stories and technology/science into everything MOTAT does, so that the museum moves from being a 'collection of things' to a 'light bulb institution'.

The organisation has also come a long way over the last 50 years and it is now the largest transport and technology museum in New Zealand attracting circa 270,000 visitors per year. The museum also carries out an important educational role within the community and we have over 26,000 school children attending lessons through the Ministry of Education's Learning Experiences Outside The Classroom (LEOTC). We are looking to increase the number of people who visit the museum and the type of education and other learning programmes we offer.

The plan as outlined on the following pages sends a clear message that MOTAT will adapt and change to meet the expectations and needs of the Auckland community and New Zealand as a whole. MOTAT is looking to work with community groups, businesses and top Kiwi innovators so that the museum achieves its strategic objectives.

MOTAT has some amazing heritage objects in its collection and enormous potential, built up from the efforts of volunteers over half a century. The key to unlocking that potential is the focus on New Zealand and its innovators to bring those objects and the associated people, stories, technology and science alive in a way that makes the museum a "must experience" for the Auckland community and beyond. We want our visitors to come away from their MOTAT experience and think 'if he can do it so can I', and to develop an understanding of the meaning of the past and how the human story has evolved over centuries.

New Zealand 'number 8 wire approach' and adaptability, which can be traced back to the tangata whenua, has evolved to a level where the country is known for its sophisticated and technologically advanced innovations and solutions at the international level and MOTAT seeks

to recognise and celebrate this in a way that inspires the innovators of the future. For example we envisage a MOTAT whereby you can walk into an exhibition where you are able to learn how the technology and scientific principles of the New Zealand designed YikeBike, which can be traced back to the Penny Farthing, or the story of Sir Richard Taylor who went from sculpting margarine to the world-leading Weta Workshop.

We and the Board are confident that this plan will enable MOTAT to demonstrate to its visitors, in a creative and inspiring way, the best the museum and New Zealand's innovators have to offer.

Michael Frawley
CHIEF EXECUTIVE OFFICER

Dr Lesley McTurk
BOARD CHAIR



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.



Outcome of Strategy:

OBJECTIVE ONE

– MAXIMISE THE VISITOR EXPERIENCE

- Increase the number and quality of exhibitions and events that use MOTAT’s heritage objects, Kiwi ingenuity, transport, technology and the associated stories in a creative and interactive way to inspire the museum’s visitors and extend their knowledge.
- Develop a new MOTAT Online experience.
- Develop and implement a Marketing Strategy (that includes the use of social media) designed to attract visitors, sponsors and volunteers to MOTAT and to promote it as a “must experience” venue.
- Establish a “Think Tank” of leading New Zealanders to explore how MOTAT can use its collection, Kiwi ingenuity, technology and innovation to inspire and educate the museum’s visitors.

OBJECTIVE TWO

– EMPOWER THE MOTAT TEAM

(I.E. THE STAFF AND VOLUNTEERS)

- Improve MOTAT’s structures and systems by aligning the Hubs and each MOTAT Team members’ objectives to the achievement of the Vision.
- Build and strengthen the working relationships across the MOTAT Team so as to ensure that the staff and volunteers work together as one towards the achievement of the Vision.
- Use the Values to define who we are, how we operate and how we relate to others.
- Implementing change programmes to ensure that the MOTAT Team is aligned with the Vision, Values and Strategy, thereby ensuring that the Team is accountable and responsible for the achievement of the associated goals.

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

- Develop and implement a Rationalisation Programme that identifies the objects that are or should be in MOTAT’s collection that can be utilised in the achievement of the museum’s Vision.
- Take proactive steps to improve the quality (as opposed to the quantity) of MOTAT’s collection.
- Review, develop, implement, communicate and monitor MOTAT’s collection policies and procedures in accordance with the Museums Aotearoa Code of Ethics so that they are aligned to best museum practice and facilitate the achievement of the Vision.
- Ensure that MOTAT’s collection objects are cared for in accordance with the museum’s policies.
- Use MOTAT’s collection to enhance and support the visitor experience and the achievement of the Vision.

**OBJECTIVE FOUR
– IMPROVE BUSINESS AND COMMUNITY
SUSTAINABILITY**

1. Develop and implement the Asset Management Plan (i.e. the plan for the maintenance or upgrading of MOTAT’s buildings and infrastructure) and the Development Plan (i.e. the plan for the replacement of MOTAT’s buildings overtime) so as to ensure that the museum’s buildings and infrastructures provide a proper platform for the achievement of the Vision.
2. Refine MOTAT’s sustainability programmes so as to reduce the museum’s impact on the environment.
3. Prudently and proactively manage MOTAT’s finances and other resources.
4. Re-engage and develop a mutually beneficial relationship with the local Iwi using the principles of Te Tiriti o Waitangi/the Treaty of Waitangi.
5. Ensure that the principles of Te Tiriti o Waitangi and Maori customs and principles are reflected and acknowledged where relevant.
6. Develop long term and mutually beneficial relationships with MOTAT’s Stakeholders (i.e. the Council, Regional Facilities Auckland and the MOTAT Society), the Western Springs Community and major learning institutions such as Unitec, AUT and the Auckland and Massey Universities.
7. Investigate the development of an integrated approach to the enhancement of Auckland’s Cultural and Heritage offering with Regional Facilities Auckland, the Auckland War Memorial Museum, the Voyager Museum and the Stardome.
8. Business Services will review and improve MOTAT’s systems and approach for securing and monitoring the museum’s site and collection.



Timetable:

YEAR ONE – DEVELOP AND IMPLEMENT

1. Commence implementation of strategy.
2. Review the existing structures so as to ensure that MOTAT has the right people, competencies and roles to achieve the strategy.
3. Develop and implement the Rationalisation Programme for the alignment of MOTAT's collection to the achievement of the Vision and to improve the significance and quality (but not the quantity) of MOTAT's collection.
4. Plan and develop the exhibitions, events and other projects that will have the biggest impact on the achievement of the Vision.
5. Align MOTAT's Annual Plan and budgets to the implementation of the strategy.
6. Develop and align MOTAT's education programmes to the Vision and the NZ Curriculum and the Ministry of Education's priority areas.
7. Engage with Unitec, AUT and the Auckland and Massey Universities to explore how they can assist MOTAT with the development of the museum's learning programmes.
8. Proactively engage with MOTAT's Stakeholders, the Western Springs community, the Auckland War Memorial Museum, the Stardome and Voyager Museum with a view to developing a closer working relationship.
9. Re-engage and develop a mutually beneficial relationship with the local Iwi using the principles of Te Tiriti o Waitangi/the Treaty of Waitangi.
10. Commence implementation of the Asset Management Plan recommendations.
11. Identify and appoint the requisite firm(s) that will help MOTAT map out and complete a Development Plan.

YEAR TWO – DELIVER AND REFINE:

1. Continue with implementation of Year One timetable.
2. Review the structures, systems and procedures so as to ensure that they are working effectively.
3. Create a “must experience” exhibition that is aligned to the Vision.
4. Commence implementation of the Development Plan.

YEAR THREE – REVIEW AND CONSOLIDATE:

1. Continue with implementation of Year Two timetable.
2. Review internally and with the relevant stakeholders, where appropriate, whether the objectives and the timetable so as to ensure that they remain relevant and will lead MOTAT to achieving its Vision.
3. Ensure that MOTAT is providing a consistent and high quality visitor experience that is aligned to the Vision.

YEAR FOUR/FIVE – REFLECT AND EVOLVE:

1. Continue with implementation of Year Three timetable.
2. Review and update strategy and associated plans for next five years.



Core Objectives:

The following objectives have been set to ensure that MOTAT achieves its Vision and complies with its obligations under the MOTAT Act 2000.

MOTAT's goal is to move away from being a museum that predominantly focuses on its objects to an institution that uses its collection and its focus on Kiwi ingenuity, transport, technology and the associated stories in a creative and interactive way that motivates and inspires the innovators of tomorrow. By doing this MOTAT will provide a multidimensional experience that its visitors will find rewarding and will make them want to return for more on a regular basis.





OBJECTIVE ONE – MAXIMISE THE VISITOR EXPERIENCE

VISITOR EXPERIENCE OBJECTIVES:

MOTAT will focus predominantly on the Auckland community with a view to increasing the number of people it directly and indirectly engages with by ensuring that its exhibitions, events, web site and social media are aligned to the Vision. In order to achieve this:

1. During the course of the strategy MOTAT will increase the number of themed exhibitions it undertakes from one to three per annum over the period of the strategy. Those exhibitions, which will be developed by the Experience Hub, shall be consistent with the Vision and will be designed to:
 - (a) Use heritage objects and where possible Kiwi ingenuity, transport, technology, and the associated stories in a creative way that challenges and develops the visitors' imagination and knowledge.
 - (b) Improve the visitor experience and associated feedback on an annual basis.
 - (c) Attract sponsors.
 - (d) Ensure that MOTAT becomes a "must experience" venue.
 - (e) Increase paying visitor numbers by 14% per annum in the first year and at least 8% in each of the following years.
 - (f) Increase the number of Gold Card holders that visit the museum each year by 5% per annum.

2. The Experience Hub will develop, with input from Collection Services and the Collection Hubs, programmes and events (including 'Mobile MOTATS') that:
 - (a) Enable the visitors to experience the museum's collection and team in a proactive way.
 - (b) Ensure that the associated stories are aligned with the Vision and are communicated to the museum's visitors.
 - (c) Ensure the museum provides an interactive and consistent experience to MOTAT's visitors.
 - (d) Demonstrates, where relevant the technological/scientific principles associated with the museum's objects.
3. Business Services will develop over the period of the strategy a new "MOTAT Online" that will increase the museum's online presence and will enable visitors to access (via the website or any device of their choice) information on MOTAT's:
 - (a) Admission prices, location and transport options.
 - (b) Collection, including technical specification, history and relevance to the Vision.
 - (c) Current and proposed exhibitions and events.
 - (d) Learning programmes and other initiatives.
 - (e) Vision, Values, history, governance and management structures and key personnel.
 - (f) Online dialogues and conversations between MOTAT, the online community and the community members themselves.
 - (g) Volunteer community and opportunities.
 - (h) The MOTAT Society
4. The Experience Hub will establish a "Think Tank" of leading New Zealanders to advise on the incorporation of Kiwi ingenuity, technology and innovation into the museum's exhibitions and learning programmes.





EDUCATION AND CHARITABLE OBJECTIVES:

MOTAT will develop learning programmes (based on Kiwi ingenuity, transport, technology and innovation and its impact on New Zealand) that are designed to (a) appeal to a wide and diverse audience (b) improve their knowledge (c) encourage thinking and debate and (d) inspire them to become the innovators of tomorrow. In order to achieve this:

1. The Experience Hub will develop and implement learning programmes that are aligned to the Vision and are consistent with the NZ Curriculum and the Ministry of Education's priority areas so as to encourage:
 - (a) Schools to use MOTAT's facilities, programmes and education personnel.
 - (b) Universities and other tertiary institutions to work on educational projects with MOTAT's education team and to encourage their students to undertake research in relation to the museum's collection.
 - (c) Teenagers to develop their skills and work readiness in conjunction with MOTAT's education team and third party providers (e.g. web, app and graphic designers).
2. The Business Services and Experience Hubs will develop a plan for the provision of apprenticeship support, internships and other training programmes so as to ensure that the requisite skills at MOTAT are preserved and passed onto the next generation.

3. The Experience Hub will develop, implement and monitor programmes that:
 - (a) Encourage charities and low decile families and schools to use MOTAT.
 - (b) Benefit directly or indirectly one or more charities a year.
 - (c) Use Mobile MOTAT's (at least four a year) to actively engage with schools, charities and the public in general.

MARKETING/PROFILE OBJECTIVES:

MOTAT will ensure that what it is trying to achieve is well publicised and in order to achieve this:

1. The Experience Hub will develop and implement a marketing strategy that:
 - (a) Is aligned to the Vision.
 - (b) Is focussed on the Auckland community.
 - (c) Highlights what MOTAT has to offer to its Visitors and why.
 - (d) Emphasises, when appropriate, any specific exhibitions and events being undertaken by MOTAT.
 - (e) Identifies certain areas of the Auckland community that should be focused on and tailors the museum's offers and promotions accordingly.
 - (f) Promotes MOTAT as a "must experience" venue.
 - (g) Promotes MOTAT's knowledge and expertise in relation to its collection.





OBJECTIVE TWO – EMPOWER THE MOTAT TEAM

MOTAT TEAM OBJECTIVES:

MOTAT's evolution over the last 10 years has created a divide between the museum's staff and its volunteers. The implementation of this strategy depends on the staff and the volunteers working together as one towards the achievement of the Vision. Likewise each part of the MOTAT Team needs to recognise and acknowledge that the other part offers a different set of skills and knowledge that is critical to the overall success of the museum.

MOTAT will ensure that it has the right structures and people in place to achieve the objectives outlined in this strategy and to ensure that each MOTAT Team member embraces the Values and the museum's policies and procedures and is prepared to be held accountable and responsible for everything they do. In order to achieve this:

1. Business Services will review the management structures and resources to ensure that:
 - (a) MOTAT has the right people and structures in place to provide the requisite leadership and support to facilitate the achievement of the objectives.
 - (b) MOTAT has the right systems in place to facilitate regular and transparent communication between the museum, the Operational Hubs, the Collection Hubs, the MOTAT Team, the Stakeholders and the Auckland community.
 - (c) Learning and Development Programmes for the MOTAT Team members are developed, implemented and monitored to ensure their effectiveness.
 - (d) The MOTAT Team is familiar with the museum's procedure and protocols in relation to the handling, operation, maintenance, preservation and restoration of the museum's objects.



- (e) The MOTAT Team actively engages with and demonstrates their individual understanding of the museum's procedures and protocols in relation to Health and Safety.
2. Each Collection and Operational Hub will:
- (a) Support the achievement of MOTAT's shared objectives by adopting and reinforcing the museum's Values and by ensuring that everyone within each team and the wider MOTAT team is aware of forward plans and changes.
 - (b) Ensure that it has the right structures, personnel, resources and systems in place to provide the requisite leadership and support to the MOTAT Team members in their Hub
 - (c) Ensure that MOTAT team members are provided with the requisite training and work for the mutual benefit of that member, the MOTAT Team and the museum as a whole.
 - (d) Ensure that information is accurate, current and supports the day to day operation of the Hub and the museum.
 - (f) Have the right systems in place to ensure a safe, effective and efficient working environment and ensure that those systems are regularly reviewed and updated where necessary.
 - (g) Ensure that individual and team success is acknowledged and celebrated.
3. Each Collection and Operational Hub will actively implement and comply with the generally accepted principles of good governance, museum best practice and financial responsibility.
4. It is recognised that MOTAT's culture needs to change and each Hub and MOTAT Team member will embrace the Values so that they are incorporated into everything the museum, each Hub and MOTAT Team member does.
5. MOTAT will use integrated practical HR processes and initiatives to ensure that each MOTAT Team member's:
- (a) Behaviour is in accordance with the Values and that their performance goals are reviewed on a regular basis throughout the year and aligned to the achievement of the museum's objective and the Vision.
 - (b) Remuneration (if any) is aligned to their role and performance.



OBJECTIVE THREE – IMPROVE QUALITY OF COLLECTION

COLLECTION OBJECTIVES:

MOTAT will use its collection to:

- demonstrate technology, ingenuity and innovation and the associated scientific principles; and
- tell the stories of New Zealand's history and innovators;

with a view to informing and inspiring the museum's visitors.

If collection objects cannot be used as outlined above during the term of the strategy they will be stored until they can be used, lent to another institution or de-accessioned.

Restorations and preservations will only be undertaken if the object in question is (a) consistent with the museum's Vision (b) a Restoration or Preservation Plan in the requisite format (including the budget) is produced and approved and (c) funding for the project is available.

In order to achieve the above:

1. Collection Services and the Collection Hubs will support the Experience Hub in developing and implementing exhibitions, including 'cross' Collection Hub exhibitions, events and activities.
2. Collection Services will develop, with each Collection Hub, a Rationalisation Programme that will identify the objects that:

- (a) are consistent with the Vision and should be retained.
 - (b) are consistent with the Vision but should be transferred to another Collection Hub or to the Experience Hub as it is should be an operational item.
 - (c) are not consistent with the Vision and should be considered for de-accession.
 - (d) should be acquired as they are consistent with the Vision and the other collection objects.
 - (e) should be restored or preserved in accordance with the requisite restoration or preservation plan (including the associated budget and funding information).
- 3. Collection Services, working with the Collection Hubs, will develop, communicate and monitor procedures and policies for the storage, handling, operation and display of MOTAT's objects. These procedures and policies will be based on the International Council of Museums' Code of Ethics and will be adapted to accommodate the unique nature of MOTAT.
 - 4. Each Collection Hub will work with the Collection Services to ensure that MOTAT objects it deals with are:
 - (a) stored, handled and displayed in accordance with MOTAT's procedure and policies and in a manner that is consistent with the Museums Aotearoa Code of Ethics.
 - (b) displayed in a manner that is consistent with the directions of the Experience Hub and the Vision.
 - 5. The Experience Hub will take steps, where appropriate, to promote the Collection Hub's expertise in relation to their part of the MOTAT's collection.
 - 6. Collection Services will identify the "Orphan Objects" (i.e. objects that are not covered by a Collection Hub) and review whether they should be transferred to a Collection Hub, loaned to another institution or de-accessioned.



OBJECTIVE FOUR – IMPROVE BUSINESS AND COMMUNITY SUSTAINABILITY

INSTITUTIONAL OBJECTIVES:

MOTAT is of the view that there should be a closer working relationship between Auckland's cultural and heritage institutions as that will not only enable the institutions in question to operate in a more coordinated, efficient and sustainable way but it will improve the institutions offering to the Auckland community as a whole. In order to achieve this:

Business Services will investigate, initially on an informal basis, with Regional Facilities Auckland, the Auckland War Memorial Museum, the Voyager Museum and the Stardome the development of integrated approach to the development of Auckland's Cultural and Heritage offering.

IWI OBJECTIVES:

MOTAT will re-engage and develop a meaningful and mutually beneficial relationship with the local Iwi using the principles of Te Tiriti o Waitangi so that the Tangata whenua are empowered, enabled and their customary Kaitiaki role is recognized and respected. In order to do this:

Business Services will establish a bi-cultural committee to help ensure that:

- (a) The mana of Tamaki Makaurau iwi and hapu is respected.
- (b) The MOTAT Team's understanding of Maori knowledge, wisdom and views is developed so that it can in turn be passed on to the MOTAT Team and the museum's visitors in a way that can be understood.
- (c) The museum respects and maintains, where possible, the mauri (life force and balance) of the natural environment.

STAKEHOLDER OBJECTIVES:

MOTAT will actively engage with those Stakeholders who have or should have a vested interest in the museum for the mutual benefit of all concerned. In order to achieve this:

Business Services will investigate and implement, over the period of the strategy, a programme that is designed to build a long term, resilient and mutually rewarding relationship with the following stakeholders for the overall benefit of the Auckland Community:

- (a) the MOTAT Society.
- (b) the Auckland Council/Regional Facilities Auckland.
- (c) the local Western Spring/Point Chevalier community.
- (d) Western Spring precinct institutions (e.g. the Zoo, Unitec, Tapac and schools).
- (e) major learning institutions such as Unitec, AUT and the Auckland and Massey Universities.

BUILDINGS AND OPERATIONAL OBJECTIVES:

Most of MOTAT's infrastructure and buildings are coming to the end of their design life and the museum needs to plan the MOTAT of the future and ensure that the museum's impact on the environment is reduced. In order to achieve this:

1. Business Services will develop an Asset Management Plan and Development Plan for the maintenance, upgrading replacement, development and operation of its site and buildings over a period of time that is consistent with the Vision and minimises MOTAT's impact on the environment.
2. Business Services will develop, implement and monitor a Health and Safety Management System that ensures:
 - (a) A safe, secure and healthy environment for the MOTAT Team, contractors, visitors and anyone else who may be affected by MOTAT's activities.

- (b) The safe and secure operation of the site.
- (c) The safe, secure and compliant operation of MOTAT's collection.
- (d) That the Board is kept up to date on the same.

3. Business Services will develop, implement and monitor a policy for environmental sustainability.
4. Business Services will review and improve MOTAT's systems and approach for securing and monitoring the museum's site and collection.



FINANCIAL OBJECTIVES:

MOTAT will prudently and proactively manage MOTAT's finances and resources.

In order to achieve this:

1. Business Services will ensure that:
 - (a) MOTAT maintains effective financial and reporting systems and procedures and that the requisite information is presented in the Annual Plan in an accurate and easy to understand format.
 - (b) MOTAT maintains its unqualified audit status for its annual financial and non-financial statements.
2. Each Hub will ensure that they manage and monitor their financial resources professionally and maximise efficiencies while delivering the desired Vision and Annual Plan.

3. The Experience and Business Services Hubs will continue to increase their external revenue streams via sponsorship and other commercial initiatives that are in keeping with the Vision and the Annual Plan.

20 March 2014





M O T A T

MUSEUM OF TRANSPORT AND TECHNOLOGY