

2. COLLECTION CENTRED**Goal 2 To be New Zealand's leading object based learning and research centre**

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|--|---------|
| 2.1 Further capital expenditure to improve Natural History laboratories and work areas, air-conditioning in stores, library stack shelving, workshop tools and archival storage materials. This year only. | 129,000 |
| 2.2 Provide improved information technology to enhance collection databases and secure public access to the collection. Funds available for this have been reduced to make way for Stage II items. Once these are purchased, sufficient funds will be available in future years. | 150,000 |

3. AOTEAROA, MAORI AND THE PACIFIC**Goal 3 To be the foremost Maori and Pacific Museum in the world**

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|---|--------|
| 3.1 Further develop Pacifika and Matariki festival programs
As the holders of the most important collection of Maori and Pacific cultural material in the world, Auckland Museum is an appropriate venue to co-host aspects of these two festivals. This initiative will be ongoing. | 40,000 |
|---|--------|

4. AUCKLAND'S WAR MEMORIAL**Goal 4 To be the pre-eminent place where people come to honour Auckland's war dead**

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| 4.1 Produce a calendar of special war memorial occasions. Ongoing. | 40,000 |
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5. LEADING TEAM**Goal 5 To have a leading team and be the museum where the best people want to work**

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|---|--------|
| 5.1 Further improve staff communication with newsletters and intranet improvements. | 50,000 |
|---|--------|

Total net cost of desirable developments not yet included in proposed levy.	<u>1,376,000</u>
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FUNDING

2.4 INDICATIVE LEVY

	2004 Actual \$000s	2005 Plan \$000s	2006 Plan \$000s	2007 Plan \$000s	2008 Plan \$000s
Management and maintenance					
Net operating expenses	8,293	8,690	8,951	9,218	9,495
Percentage change	8.5%	4.8%	3.0%	3.0%	3.0%
Depreciation	4,949	4,927	5,153	5,410	5,681
Total management and maintenance	13,242	13,617	14,104	14,629	15,176
Development					
Net operating expenses	300	537	1,772	2,347	1,834
Stage II Grand Atrium depreciation			881	3,194	3,194
Capital expenditure	450	400	400	400	400
Total development	750	937	3,052	5,941	5,428
Total Levy	13,992	14,554	17,156	20,570	20,604

Note

Auckland City, Manukau City, North Shore City, Waitakere City, Franklin District, Papakura District and Rodney District are levied to fund the activities of the Auckland War Memorial Museum.

2.5 SUMMARY OF STAGE II GRAND ATRIUM PROJECT

	2004 Actual \$000s	2005 Plan \$000s	2006 Plan \$000s	2007 Plan \$000s	2008 Plan \$000s	2003-2008 Total \$000s
Expenditure						
Project progress payments	6,780	15,040	29,915	5,744	135	58,209
Funded by Museum fundraising:						
Government grant	4,711	4,711	4,711	4,711	4,711	23,555
Reserves	1,642	7,444	5,133	(1,845)	(6,454)	4,789
Other sources	3,094	10,658	9,998	2,396	1,993	29,865
	9,447	22,813	19,842	5,262	250	58,209

Note

Comparative figures for 2004 Actual and 2005 Plan have been restated to align with 2006 Plan.

3.1 MAINTENANCE & MANAGEMENT	ACTIONS	MEASURES
Access & Engagement		
Increase the value and appeal of the Museum for all	<ul style="list-style-type: none"> Maintain highest level of public satisfaction with Museum experience and services 	<ul style="list-style-type: none"> Increase visitor numbers from a forecast of 475,000 Visitors for 2004/2005 to 506,500 (including schools programmes) 80% of visitors surveyed by 30 June 2006 are satisfied or better
	<ul style="list-style-type: none"> Provide education services to people in the Auckland region children 	<ul style="list-style-type: none"> Increase education visitors from a forecast of 56,800 for 2004/2005 to 63,600 education visitors
A93	<ul style="list-style-type: none"> Provide a dynamic exhibitions programme and events activity 	<ul style="list-style-type: none"> 2 Special Exhibitions, 4 Pictorial Exhibitions, 8 Temporary Exhibitions By 30 June 2006
		<ul style="list-style-type: none"> Deliver a programme of concerts, lectures, workshops and live programmes
Collection Centred		
To be New Zealand's leading object based learning and research centre	<ul style="list-style-type: none"> Prepare collections held off site for move to Museum building Engage in collaborative research on collection related themes in partnership with the University of Auckland and other agencies 	<ul style="list-style-type: none"> Collections prepared and packed for transport by 31 December 2005 One collaborative national-level research grant awarded in each of Human History and Natural History by 30 June 2006
Aotearoa, Maori, Pacific		
To maintain our position as the foremost Maori and Pacific Museum in the world	<ul style="list-style-type: none"> Prepare A Company Maori 28th Battalion exhibition 	<ul style="list-style-type: none"> Exhibition achieved by 30 June 2006

	ACTIONS	MEASURES
Auckland's War Memorial To be the pre-eminent place where people come to honour Auckland's war dead.	<ul style="list-style-type: none"> • Work with Auckland City to achieve enhancement of Consecrated Ground, Cenotaph and environs • Include New Zealand Wars casualties in Cenotaph Database 	<ul style="list-style-type: none"> • Ongoing programme of enhancement achieved in 2006 • Entered by 30 June 2006.
Leading Team To have a leading team and be the Museum where the best people want to work	<ul style="list-style-type: none"> • Identify and implement initiatives to improve satisfaction of staff and volunteers 	<ul style="list-style-type: none"> • 5% Improvement in staff satisfaction as measured by the Organisation Culture Survey

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3.2 DEVELOPMENT	ACTIONS	MEASURES
Access & Engagement		
Increase the value and appeal of the Museum for all	<ul style="list-style-type: none"> Provide increased on-line access to collections records and data 	<ul style="list-style-type: none"> 20,000 additional collection records available on line by 30 June 2006
	<ul style="list-style-type: none"> Improve and extend information services provided through the Museum's web site 	<ul style="list-style-type: none"> Increase the number of website uses from a forecast 79,000 in 2004/2005 to 83,000 in 2005/2006
	<ul style="list-style-type: none"> Upgrade Museum signage, way finding and information 	<ul style="list-style-type: none"> All directional signage and way finding systems for Stage II and existing Museum prepared by 30 June 2006
	<ul style="list-style-type: none"> Enhance and refresh permanent exhibitions 	<ul style="list-style-type: none"> Volcanoes exhibition opened by 31 December 2005
		<ul style="list-style-type: none"> West side Applied Arts exhibition opened by 30 June 2006
	<ul style="list-style-type: none"> Construct major additions to the Museum 	<ul style="list-style-type: none"> Basements, ground floor and education suite completed June 2006
Collection Centred		
To be New Zealand's leading object based learning and research centre	<ul style="list-style-type: none"> Prepare collections held off-site for relocation to new collection storage depots 	<ul style="list-style-type: none"> All off-site collections registered and prepared for transport, and relocation underway by 30 June 2006
	<ul style="list-style-type: none"> Provide acceptable levels of climate control to Natural History and Archaeology collections 	<ul style="list-style-type: none"> By 1 May 2006

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	ACTIONS	MEASURES
Aotearoa, Maori, Pacific To maintain our position as the foremost Maori and Pacific Museum in the world	<ul style="list-style-type: none"> Build the Taonga Database so that it is a valuable tool for Maori communities and individuals Enhance the service provided by 'Te Kakano' Pacific Resource Centre Achieve greater engagement with Pacific Islands communities Provide major exhibition and book on the peopling of the Pacific 	<ul style="list-style-type: none"> 300 items researched, photographed and digitally registered by 30 June 2006 Permanent staffing from July 2005 Pacific Advisory Committee established by 31 December 2005 "Waka Moana" exhibition and book on track for opening/publishing December 2006
Auckland's War Memorial To be the pre-eminent place where people come to honour Auckland's war dead.	<ul style="list-style-type: none"> Conduct public programmes which create greater focus on important memorial days 	<ul style="list-style-type: none"> ANZAC Day Programme, Armistice Symposium, War Memorial Special Days Programme
Leading Team To have a leading team and be the Museum where the best people want to work	<ul style="list-style-type: none"> Enhance the staff team's capability through improved training and development activity 	<ul style="list-style-type: none"> Restructure the staff training programme for 2005/2006 to relate directly to annual staff skills and competency review, and increase the resources available for staff training. Conduct "Contingency Plan" training for all staff

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SOURCES OF FUNDS AND INDICATIVE COSTS OF ACTIVITIES

	2004 Actual \$000s	2005 Plan \$000s	2006 Plan \$000s	2007 Plan \$000s	2008 Plan \$000s
4.1 SOURCES OF FUNDS					
Local Authority levy	13,970	14,554	17,056	20,465	21,024
Interest revenue	542	304	450	464	477
Grant revenue	319	277	308	318	327
Admissions	1,209	1,287	1,340	1,380	1,422
Commercial operations	1,675	1,767	1,829	1,884	1,940
Sundry income	733	633	821	846	871
Special exhibitions	233	100	250	258	265
Rent	135	135	139	143	147
Total Revenue	18,816	19,056	22,193	25,757	26,474

**4. 2 COSTS OF ACTIVITIES
MANAGEMENT AND MAINTENANCE
COLLECTION MANAGEMENT**

Registration and conservation	897	978	1,115	1,148	1,183
Curatorial	1,599	1,662	1,668	1,718	1,769
Library	372	401	411	425	439
Corporate services	926	987	987	1,016	1,047
Occupancy	287	318	327	337	347
Depreciation	493	493	515	541	568
Total Collection Management	4,574	4,838	5,022	5,185	5,353

PUBLIC PROGRAMMES

Education	800	835	871	898	926
Exhibitions	1,300	1,026	1,084	1,117	1,150
Publications	27	52	52	54	55
Marketing	1,067	746	980	1,009	1,039
Membership	50	50	52	53	55
Commercial operations	1,812	1,754	1,919	1,976	2,035
Admissions	313	371	393	405	417
Corporate services	1,072	1,143	1,143	1,177	1,212
Occupancy	1,724	1,905	1,964	2,023	2,083
Depreciation	2,956	2,956	3,092	3,246	3,409
Total Public Programmes	11,120	10,839	11,549	11,957	12,382

WAR MEMORIAL

Activities	90	90	90	90	90
Corporate services	49	52	52	53	55
Occupancy	862	953	982	1,011	1,042
Depreciation	1,478	1,478	1,546	1,623	1,704
Total War Memorial	2,479	2,573	2,670	2,778	2,891

TOTAL MANAGEMENT AND MAINTENANCE COSTS

18,173	18,249	19,241	19,920	20,626
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DEVELOPMENT ACTIVITIES	2004 Actual \$000s	2005 Plan \$000s	2006 Plan \$000s	2007 Plan \$000s	2008 Plan \$000s
DEVELOPMENT SOURCES OF FUNDS					
Local Authority levy			100	105	110
Admissions			-	-	-
Commercial operations			317	333	349
Sundry income			-	-	-
Special exhibitions			-	-	-
Rent			-	-	-
Total Revenue	-	-	417	438	460

DEVELOPMENT COSTS OF ACTIVITIES					
COLLECTION MANAGEMENT					
Registration and conservation		103	20		
Curatorial			95		
Library			70	50	50
Corporate services	77	104	271	273	48
Occupancy	0	0	33	114	114
Depreciation	0	0	88	319	319
Total Collection Management	77	207	578	756	531

PUBLIC PROGRAMMES					
Education and publications		75	170	100	100
Exhibitions			225	235	235
Marketing			100	273	273
Membership			10		
Commercial operations			409	267	267
Admissions			20		
Corporate services	89	120	314	316	56
Occupancy	0	0	199	682	682
Depreciation	0	0	528	1,916	1,916
Total Public Programmes	89	195	1,976	3,789	3,529

WAR MEMORIAL					
Activities			37	15	15
Corporate services	4	5	14	14	3
Occupancy	0	0	100	341	341
Depreciation	0	0	264	958	958
Total War Memorial	4	5	415	1,329	1,317

TOTAL DEVELOPMENT COSTS	169	407	2,969	5,874	5,377
SURPLUS(DEFICIT)	474	400	400	400	931

CAPITAL EXPENDITURE					
DEVELOPMENT	450	400		400	400
Equipment for new workshops and collection storage			350		
Information technology improvements			50		
Total Development Capital Expenditure	450	400	400	400	400

REPLACEMENT					
Funded from Asset Replacement Reserve					
Plant & equipment	1,100	973	1,182	1,000	1,000
Gallery renewal	150	100	1,760	3,547	2,077
Multimedia renewal	338	241	317	621	405
Special lighting renewal	230	137	10	50	235
Total Replacement Capital Expenditure	1,818	1,451	3,269	5,218	3,717
Total Capital Expenditure	2,268	1,851	3,669	5,618	4,117

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	2004 Actual \$000s	2005 Plan \$000s	2006 Plan \$000s	2007 Plan \$000s	2008 Plan \$000s	
CORPORATE SERVICES, OCCUPANCY AND DEPRECIATION COSTS TO BE ALLOCATED						
MAINTENANCE & MANAGEMENT						
FINANCE AND FACILITIES						
Finance and administration (Corporate services)	881	874	840	865	891	
Facilities (Occupancy)	2,873	3,176	3,273	3,371	3,472	
Total Finance and Facilities	3,754	4,050	4,113	4,236	4,363	
CORPORATE SERVICES						
Leadership, HR, development and Maori values	1,165	1,307	1,342	1,382	1,423	
Grand Atrium transitional expenses	0	0	0	0	0	
Total Corporate Services	1,165	1,307	1,342	1,382	1,423	
Depreciation	4,927	4,927	5,153	5,410	5,681	
DEVELOPMENT						
FINANCE AND FACILITIES						
Finance and administration (Corporate services)			0	0	0	
Facilities (Occupancy)			332	1,137	1,137	
Total Finance and Facilities	0	0	332	1,137	1,137	
CORPORATE SERVICES						
Leadership, HR, development and Maori values			100	103	106	
Grand Atrium transitional expenses	169	229	500	500	0	
Total Corporate Services	169	229	600	603	106	
Depreciation			881	3,194	3,194	
COSTS TO ALLOCATE	10,016	10,513	12,420	15,962	15,905	
ALLOCATION OF COSTS						
MANAGEMENT AND MAINTENANCE						
	Basis					
Corporate services	# staff	2,046	2,181	2,181	2,247	2,314
Collection Management	38	(926)	(987)	(987)	(1,016)	(1,047)
Public Programmes	44	(1,072)	(1,143)	(1,143)	(1,177)	(1,212)
War Memorial	2	(49)	(52)	(52)	(53)	(55)
		84	0	(0)	0	0
Occupancy	Area	2,873	3,176	3,273	3,371	3,472
Collection Management	0.1	(287)	(318)	(327)	(337)	(347)
Public Programmes	0.6	(1,724)	(1,905)	(1,964)	(2,023)	(2,083)
War Memorial	0.3	(862)	(953)	(982)	(1,011)	(1,042)
		1	0	0	0	0
Depreciation	Area	4,927	4,927	5,153	5,410	5,681
Collection Management	0.1	(493)	(493)	(515)	(541)	(568)
Public Programmes	0.6	(2,956)	(2,956)	(3,092)	(3,246)	(3,409)
War Memorial	0.3	(1,478)	(1,478)	(1,546)	(1,623)	(1,704)
		1	0	0	0	0
DEVELOPMENT						
	Basis					
Corporate services	# staff	169	229	600	603	106
Collection Management	38	(77)	(104)	(271)	(273)	(48)
Public Programmes	44	(89)	(120)	(314)	(316)	(56)
War Memorial	2	(4)	(5)	(14)	(14)	(3)
		84	(0)	0	(0)	(0)
Occupancy	Area	0	0	332	1,137	1,137
Collection Management	0.1	0	0	(33)	(114)	(114)
Public Programmes	0.6	0	0	(199)	(682)	(682)
War Memorial	0.3	0	0	(100)	(341)	(341)
		1	0	0	0	0
Depreciation	Area			881	3,194	3,194
Collection Management	0.1	0	0	(88)	(319)	(319)
Public Programmes	0.6	0	0	(528)	(1,916)	(1,916)
War Memorial	0.3	0	0	(264)	(958)	(958)
		1	0	0	0	0
Total costs allocated		10,016	10,513	12,420	15,962	15,905

4.3 STAFFING

	2005 Plan		2006 Plan		2006 Plan	
	\$000	Staff Nos FTE	\$000	Staff Nos FTE	\$000	Staff Nos FTE
			MANAGEMENT		DEVELOPMENT	
COLLECTION MANAGEMENT						
Registration and conservation		10.0		10.0		0.5
Curatorial		18.0		18.0		2.5
Library		8.0		8.0		1.5
Total Collection Management	1,853	36.0	2,054	36.0	185	4.5
PUBLIC PROGRAMMES						
Education		18.0		18.0		
Exhibitions		6.0		6.0		
Marketing		6.0		6.0		
Membership		1.0		1.0		
Commercial operations		8.0		8.0		1.0
Admissions		8.0		8.0		0.5
Total Public Programmes	1,804	47.0	2,071	47.0	105	1.5
WAR MEMORIAL						
Armoury	60	2.0	60	2.0		
Total War Memorial	60	2.0	60	2.0	-	-
FINANCE AND FACILITIES						
Finance and administration		5.0		5.0		
Facilities		25.0		25.0		3.0
Recovered from capital expenditure		(1.0)		(1.0)		
Total Finance and Facilities	1,375	29.0	1,467	29.0	97	3.0
CORPORATE SERVICES						
Leadership, HR, development and Maori values		6.0		6.0		
Recovered from capital expenditure		(1.0)		(1.0)		
Total Corporate Services	385	5.0	574	5.0	-	-
TOTAL	5,477	117.0	6,226	117.0	387	9.0

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5. POLICIES

5.1 Delegation of Authority

1. Purpose

To delegate financial authority to the Director and staff for operation of the Museum

2. Definitions

Section Head Staff who report to Director and head a section of the Museum, and the Tumuaki Maori

Manager Staff who report to the Director or Section Head

Team Leader Staff who report to Manager

Transaction Operating or Capital Expenditure and amount of Revenue or Expense under any contract which has an annual value of the Sum stated.

3. Policy

- 3.1 The Chairperson and Director jointly, are authorised to approve transactions within Budget of up to \$250,000
- 3.2 The Director is authorised to approve transactions within budget of up to \$100,000
- 3.3 Section Heads are authorised to approve transactions within budget of up to \$50,000.
- 3.4 Managers are authorised to approve transactions within budget of up to \$10,000.
- 3.5 Team leaders are authorised to approve transactions within budget of up to \$1,000.
- 3.6 The Director is authorised to approve transactions not in budget of up to \$5,000.
- 3.7 Cheque signatories shall be any two of the Director, Section Heads, Gallery Renewal Manager, and Accounting Manager, save that any person who authorises a transaction shall not be a cheque signatory for that transaction.

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5.2 LIFELONG LEARNING

1. Purpose

To provide a framework for the development and delivery of lifelong learning opportunities at Auckland War Memorial Museum that reflect the core functions of the museum and relate to the needs and interests of all visitors, volunteers and staff.

2. Definition

Lifelong Learning encompasses both the delivery of knowledge and the learning skills and strategies that encourage ongoing self-directed learning.

Lifelong Learning applies to all people throughout their lives and has no boundaries of time, place, delivery or motivation. It includes formal and informal education, Professional Development and training.

3. Policy Statement

Auckland War Memorial Museum makes a commitment to Lifelong Learning for its visitors, volunteers and staff in acknowledgement that, for reasons of both human and social capital, we must all constantly improve our knowledge and skills. Changing demographics of age and ethnicity increase the responsibility for Auckland Museum to provide for Lifelong Learning. The principles implicit in this policy document are integral to the work of all staff and the experiences of all visitors.

4. Key Policy Points

4.1 Lifelong Learning will be incorporated in all Strategic and Business Planning.

4.2 Auckland Museum will facilitate and promote the use of its collections, facilities, information resources and services as a resource for teaching and learning.

4.3 Opportunities for Lifelong Learning will be incorporated in the development of exhibitions, learning resources and public activity programs

4.4 At Auckland Museum learning opportunities provided by educational interpretive services will generally relate to exhibitions based on the key collection areas and to opportunities provided by travelling exhibitions

4.5 Auckland Museum will actively participate in networks and partnerships that enable action for mutual benefit, and in particular the involvement of the education community in planning, delivery and evaluation of learning programs for students of all ages

4.6 Auckland Museum is committed to providing Lifelong Learning experiences that are informed by best practice evidence of teaching and learning.

4.7 Auckland Museum will ensure that regular ongoing self-review and evaluation provides the basis for continuous improvement of learning products and services

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6. DISCLOSURES

6.1 Details Of Proposed Charges

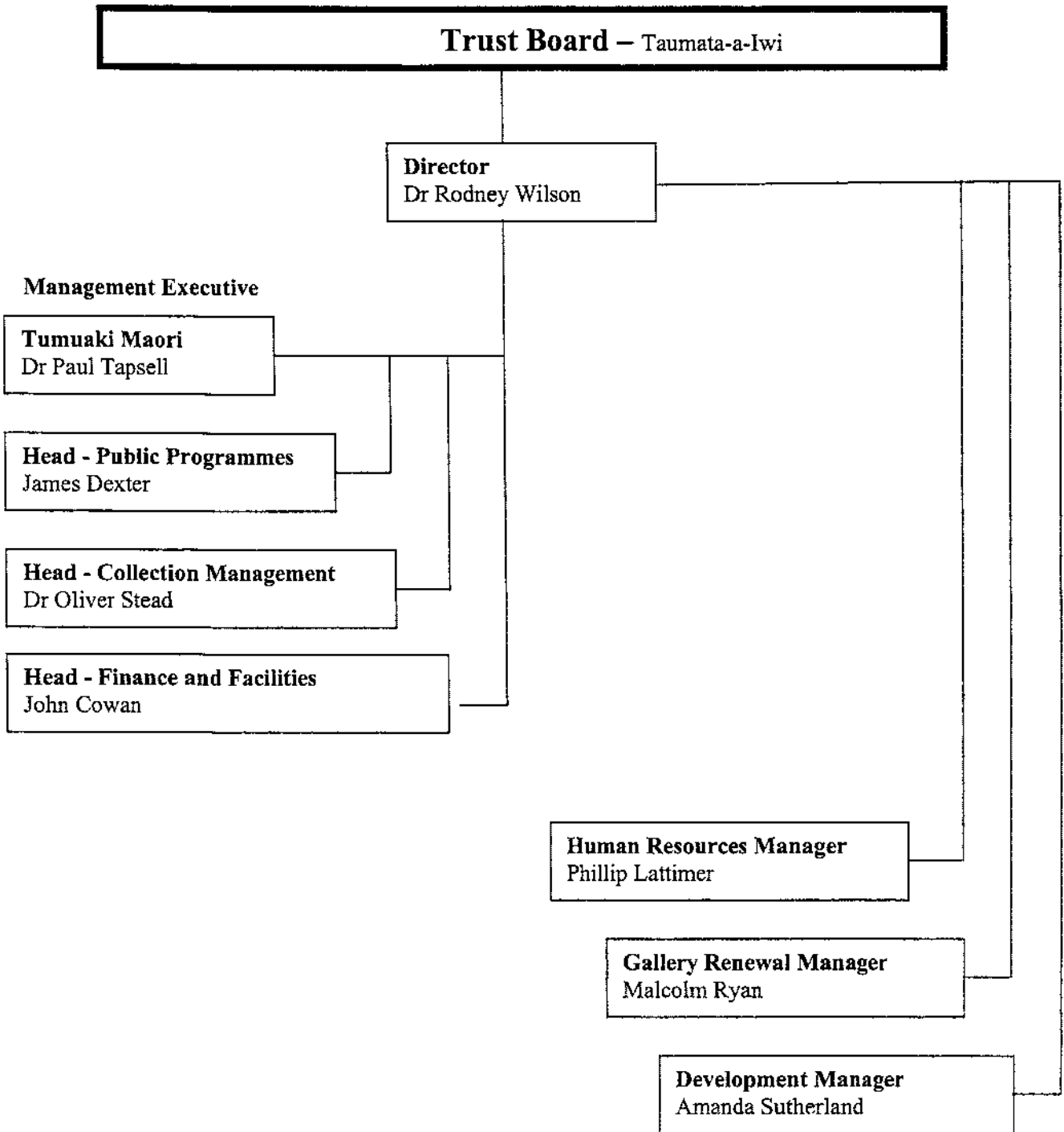
Charges may be made for access to any part or parts, or the provision of service or services of the Museum. Charges will be applied to its Special or Temporary Exhibitions. The Museum operates an admission by donation scheme at entry, and charges for tourism services, educational programmes, certain Library services, the Maori cultural group performances, retail and food services, hospitality services, providing certain information, conservation and photographic services, tours and guiding services. Further details of these charges are available at the Museum. In accordance with statutory requirements there is free access to the memorial sanctuaries during such hours that the Museum is open to the public.

6.2 Remuneration

The maximum remuneration payable to any member of the Trust Board is \$12,174. Additional allowances of \$6,376 and \$2,898 are payable to the Chairman and Deputy Chairman of the Trust Board respectively. The maximum remuneration payable to any member of the Taumata-a-Iwi is \$6,956 with an additional allowance of \$2,321 payable to the Chairman. The remuneration payable to any member of the Trust Board or Taumata-a-Iwi is inclusive of all local travel and personal expenses.

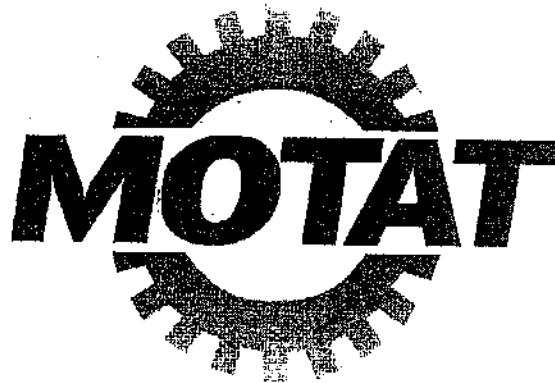
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7. OUR ORGANISATION



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**MUSEUM
OF
TRANSPORT AND TECHNOLOGY**



**DRAFT ANNUAL PLAN
2005/2006**

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VISION, MISSION AND STRATEGIC OBJECTIVES

VISION

MOTAT: Where History Comes Alive.

MISSION

To provide an internationally renowned museum experience that offers rich encounters with the MOTAT community, the past and present, stimulates curiosity, challenges preconceptions, provides pleasure and increases knowledge.

STRATEGIC OBJECTIVES

1. MOTAT will be internationally recognised as New Zealand's outstanding museum of transport and technology.
2. To support and foster a strong MOTAT community that recognises the unique role and importance of the volunteer culture (TEAM MOTAT).
3. To create lively, interactive, integrated and entertaining recreational experiences for MOTAT visitors.
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 collections.
8. To undertake site redevelopment that will enable MOTAT to meet its potential, exceed visitor 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.

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1. EXECUTIVE SUMMARY

The levy for the Annual Plan requirements in 2005/06 of \$5.4 million is \$.5 million above the amount forecast in the 2004/05 approved Annual Plan.

While higher than forecast it should be noted that the levy for the 2004/05 period was **reduced** by \$.3 million from the amount forecast in the 2003/04 Annual Plan, in recognition of some development work not commencing until 2005/06.

Since the passing of the MOTAT Act the Museum has benefited significantly from the levy funding received. During the last twelve months, the Museum has achieved the following significant milestones:

- ❖ Museum Masterplan was presented and endorsed by the Museums Board in March 2004.
- ❖ Four key projects are identified by the Board for redevelopment
 - ☞ Aviation Display Hangar extension
 - ☞ Tramline extension to link both sites
 - ☞ Improve Carparking at MOTAT 1 and MOTAT 2
 - ☞ New entrance, exhibition, education and retail building

As a result of good progress in these areas the funding request has been adjusted from \$4.9 million to \$5.4million.

This levy forecast for 2005/2006 also takes a further step towards the actual level of funding required, if MOTAT is to achieve the necessary changes to fulfil its obligations and responsibilities in achieving proper standards of care and presentation of the Collections as required under the MOTAT Act.

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 collections
- ❖ Improving the care of our people
- ❖ Improving our physical presentation and facilities

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

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DRAFT ANNUAL PLAN 2005/2006

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2. INTRODUCTION

This fifth Annual Plan 2005/2006 represents the operational and development priorities of the MOTAT Board under the Museum of Transport and Technology Act 2000 and identifies the planning for the year 2005/06 and in broader terms for the following two years.

Implicit within the Act, Strategic Plan and previous Annual Plans was the need to give this 'tired old Auckland icon' the opportunity to take stock of its position, identify the path forward and quantify the funding to achieve its potential. This groundwork is now essentially complete and the Museum is positioned to make the changes that will allow it to fulfil its potential.

MOTAT's central location, wide and unparalleled collection of artefacts and capacity to provide interactive experiences, gives it the potential to become a major attraction for locals and visitors to Auckland.

Following the MOTAT ACT 2000, the Strategic Planning process (2001/02), the development of the Dream MOTAT vision (2003) and the comprehensive Masterplanning process (2004) this Annual Plan enables the museum to clearly set out its path for

- ❖ Achieving its daily operational targets and obligations in the areas of:
 - Improving the care of our collections
 - Improving the care of our people
- ❖ While still providing sufficient funding to enable the museum to achieve its vision of
 - Improving our physical presentation and facilities

The first four Annual Plans established a number of key initiatives and objectives to commence the redevelopment of the museum to an international standard within a **five year period**.

Following the endorsement by the Board of the Museum Masterplan and the identification of the four initial development projects at its March 2004 Board meeting the Museum is clearly on track to achieve this five year target.

At the time of completing this Draft Annual Plan all key performance objectives and action plans outlined in the 2004/05 Annual Plan are progressing well towards achievement by 30 June 2005.

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3. SIGNIFICANT POLICIES, ACTIVITIES & OBJECTIVES**❖ CARE OF OUR COLLECTIONS****3.1 Collections**

The collections are the core of the Museum and the essential functions for the care of the collections are Documentation and Conservation. The public face of the Museum is dependent on these functions for Exhibitions, Education and Research.

The focus will remain on the verification and enhancement of existing records, ensuring any new artefacts entering the Museum are accessioned in a comprehensive manner and the development of policies to ensure artefacts are managed in a consistent and appropriate manner.

Issues Identified:

- Improve the quality of information on existing collection records
- Review existing museum collection policies
- Artefact storage identified as substandard resulting in damage/deterioration of artefacts
- Improve inadequate fire protection across the museum

Objective: The Museum must fulfil its statutory objectives regarding management and preservation of artefacts.

Action required to continue progress towards meeting objectives and targets:

Documentation:

Action required	Target
Verify and supplement existing collection records to ensure completeness of records held.	30% by June 2006.
Ensure records are complete for new artefacts accessioned into the museum.	100% of all new artefacts.
Ensure appropriate policies are in place to enable artefacts to be managed in a consistent and appropriate manner.	Conservation Policy. Access and Exhibitions Policy. Document procedures manual.
Inventory and catalogue: - the 31 existing storage containers - the GP store - Logan Campbell store - Military store	Catalogue and inventory 4 storage containers by June 2006 bringing the total to 15 out of 31.

Conservation:

Action required	Target
Improve fire protection.	Install fire detection system to main activities and events building.

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Maintenance programme required to ensure artefacts are appropriately maintained.	Maintenance programme developed.
Provide conservation training opportunities for staff and volunteers.	Initiate collection based training.

Storage:

Action required	Target
Improve collection storage efficiency at existing facilities.	Catalogue and organise objects relocated to museum storage facilities from Compound and maintenance stores.

3.2 Promotions & Exhibitions

During the Plan year the museum will commence its redevelopment process. During this transitional phase, the objective will be to maintain visitor numbers.

Issues Identified:

- To improve MOTAT's competitiveness as an attractive family destination.
- Impart the knowledge / tell our stories in a modern and enjoyable way.
- Raise MOTAT's profile in the public mind

Objective: To increase the museum's attractiveness to visitors.

Action required to meet objectives and targets:

Action required	Target
Maintain visitor levels to the Museum.	135,000 visitors in 2005 / 2006.
Survey and identify the number of people who will "recommend MOTAT to others"	Ensure two major touring exhibitions in the Museum. Design and display at least two internal special exhibitions. Hold at least four major Live Days per year. Improve museum signage. Extend 'live' activities on a more regular basis.
Increase repeat visitors to the museum.	Sell in excess of 2,000 Unlimited Entry Passes. Achieve 70% renewal rate. Contact Pass holders bi monthly Survey Pass holders annually

All

Raise MOTATs profile in the public mind.	A minimum of four 'Mobile MOTAT' activities in the TLA areas.
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3.3 Education

The past two years has seen a marked increase in the number of students visiting the Museum. The two main challenges in 2005/6 will be presenting relevant education programmes to schools and providing educational opportunities within MOTAT to our wider stakeholders via public programmes.

This 'quality over quantity' approach will ensure the Museum consolidates its achievements and continues to fulfil its obligations under the Ministry of Education LEOTC (Learning Education Outside the Classroom) contract.

Issues Identified:

- Maintain student numbers without lowering the satisfaction rating below 95%

Objective: To improve and enhance the education programmes available for all visitors from pre schoolers to senior citizens.

Action required to meet objectives and targets:

Action required	Target
Attract students to the Museum without compromising the level of service provided as per the LEOTC contract.	LEOTC 25,000 within a museum total of 32,000 students. Three Education 'reference group' meetings.
Carry out surveys of all school groups visiting the Museum.	Achieve a satisfaction rating of 85% or higher.
Increase the number of non school based visitors to the museum.	Attract 12,000 participants to the school holiday programme. 3,000 senior citizen (probus, retirement village) visitors.
Continue to develop and strengthen links with local iwi to identify ways for future cooperation.	Integration of maori perspectives and language into school programmes.

3.4 Walsh Memorial Library

The Walsh Memorial Library provides an opportunity for the museum to become recognised as a national resource for practical, technical and scholarly research.

Steady progress has been made documenting the library's backlog of its collections utilising the Museum's computer database system.

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Issues Identified:

- The library is resourced primarily by volunteers who are often transitory with varying levels of library experience.
- There is a considerable backlog of books, manuals, serials, photographs, maps and plans requiring cataloguing.
- A more proactive focus is required to develop the Library's reputation and profile.

Objective: To address the current backlog and raise its profile in the wider community.

Action required to meet objectives and targets:

Action required	Target
Address the backlog of information to be catalogued and added to the database.	<p>To have on the database by June 2006:</p> <ul style="list-style-type: none"> - 100% of backlog books catalogued (174 boxes). - 50% of books on shelves catalogued (currently 33%). - 25% of Manuals catalogued with the Manuals collection reorganised to enable ready access to those not catalogued. - Review the Museum's serials and book collections with a view to rationalising.
Establish links with external organisations, community groups, libraries.	<p>Conduct a mail out to prospective users - by November 2005.</p> <p>Increase reference enquiry level (300 questions answered by June 2006).</p> <p>Increase library visitor levels.</p>

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❖ CARE OF OUR PEOPLE

3.5 Staff

There continues to be a significant increase in activity across all sections of the Museum's operations as well as increased Government compliance requirements and standards. The success and strength of MOTAT will continue to be based on the cooperation and trust between staff and volunteers as they work together.

Issues Identified:

- Monitor staff levels relative to current workload and to provide adequate opportunity to assist staff to manage their work / personal life balance.
- Need to maintain open and transparent communication and feedback system

Objective: The museum must fulfil its obligations as a responsible employer and to provide an appropriately staffed facility.

Action required to meet objectives and targets:

Action required	Target
To monitor the workload of staff as the Museum grows and develops.	To implement practices and support services to assist staff to manage their work and personal lives at an appropriate level. Section Heads to hold monthly staff meetings with their staff.
Maintain open and transparent communication and feedback.	Maintain a programme to regularly review staff and Section Head performance. Board to annually conduct a self review of its activities and performance. Hold at least six Section Head meetings per year. The Director or (delegate) to attend a minimum of five out of the six MOTAT Society meetings per year.
Provide a safe work environment and ensure people are available at all times who have received training in First Aid and use of Fire Extinguishers.	Hold monthly staff, safety meetings. Target: achieve 70% staff and nominated volunteer section representatives to attend First Aid / Fire Extinguisher / safety training.

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3.6 Volunteers

Volunteers continue to be an essential part of the Museum's activities and culture and are vital in assisting the Museum to reach its potential. The past year has seen volunteer numbers increase to 320. The objective for 2005/06 period is to maintain volunteer numbers and to provide training that will enhance 'museum' based skills.

Issues Identified:

- Increasing age of volunteers and loss of associated specialist knowledge.
- Assist the MOTAT Society to implement its business plan.

Objective: To strengthen the Museum by further developing the volunteer base.

Action required to meet objectives and targets:

Action required	Target
A strong and valued MOTAT Society.	Work with the MOTAT Society to assist them in the implementation of their business plan. Facilitate closer relationships between the MOTAT Society and the Museum's Board. The Director or (delegate) to attend a minimum of five out of the six MOTAT Society meetings per year. Identify ways to jointly provide skill based training opportunities for volunteers.
Maintain volunteer numbers in all sections.	Work with the MOTAT Society to assist them to maintain the volunteer numbers at 320.

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❖ IMPROVING OUR PHYSICAL PRESENTATION AND FACILITIES

3.7 Development

The first four Annual Plans endorsed the concept of long term development of the Museum.

The Museum's Masterplan was completed following comprehensive engagement with volunteers, staff, museum neighbours and other interested parties.

The Masterplan was endorsed by the Museum's Board at its March 2004 meeting and four key projects were identified.

- ☞ Aviation Display Hangar extension
- ☞ Tramline extension to link both sites
- ☞ Improve Carparking at MOTAT 1 and MOTAT 2
- ☞ New entrance, exhibition, education and retail building

Key to success in each of these projects will be the Museum's ability to secure sponsorship and grants that will enable the Museum to fund these projects.

☞ **Aviation Display Hangar Extension**

Status: Resource consent due for lodgement November 2004

Cost: \$12 million

Timeline: Fundraising commences December 2004

Resource Consent - May 2005

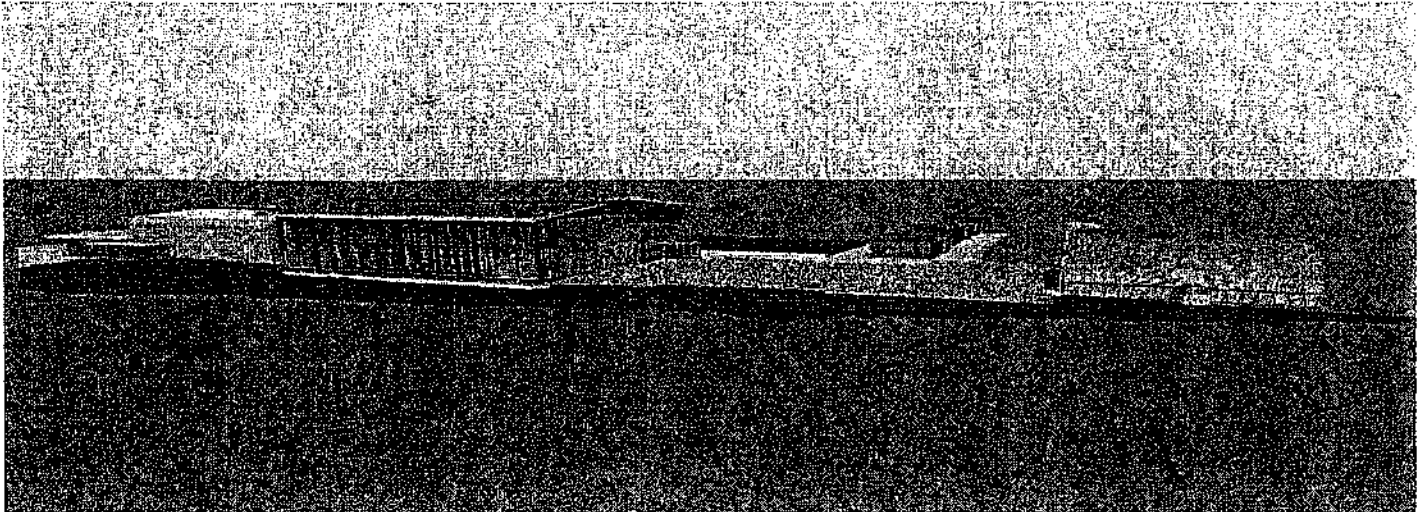
Developed design - August 2005

Exhibition design – August 2005

Contract documentation October 2005

Tender and negotiation November 2005

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☛ **Tramline Extension**

Status: Approval in principle from Auckland City Council
 Cost: Unknown until an agreed design is available (previously estimated at \$2.3 million)
 Timeline: Preliminary design work complete – July 2005
 Consultation – August 2005
 Detail design / consultation – November 2005
 Resource consent lodged December 2005
 Fundraising commences February 2006
 Resource Consent - April 2006
 Construction tender – mid 2006

☛ **Carparking MOTAT 1 and 2**

Status: Identification of possible Development partner
 Cost: Unknown until an agreed design is available (previously estimated at 2 x \$1.75 million = \$3.5 million)
 Timeline: Confirm development partner or reconsider MOTAT position March 2005
 Preliminary investigation work – June 2005
 Consultation – August 2005
 Detail design / consultation – November 2005
 Resource consent lodged December 2005
 Fundraising commences December 2005
 Resource Consent - March 2006
 Construction tender – mid 2006

☛ **New Entrance, Exhibition, Education and Retail building**

Status: Requires clarification of Car parking issues at MOTAT 1 prior to project commencement
 Cost: Unknown until an agreed design is available (previously estimated at \$7.4 million)
 Timeline: To be determined subject to **Ain** outcome in carparking above.

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4. FINANCIAL SUMMARY AND LEVY

	Plan 2003/4	Actual 2003/4	Plan 2004/5	Plan 2005/06	ROI @3.5% plus Depreciation	ROI @ plus Depreci
FUNDING						
<u>INDICATIVE LEVY</u>						
Management and Maintenance						
Operating expenses	3935	3893	4360	5100	5290	5511
ACC Loan	116	116	116	116	116	116
Depreciation	90	107	120	140	160	170
Total	4141	4116	4596	5356	5566	5797
Development						
Operating expenses	300	590	300	400	400	450
Other capital / loan	100	114	640	905	905	905
Depreciation					40	80
Total	400	704	940	1305	1345	1435
Total	4541	4820	5536	6661	6911	7230
less projected income	1019	938	1136	1261	1261	132
Total Levy	3522	3522	4400	5400	5650	5911
surplus / (defecit)		-360				

*Ratio of projected income
to Total Expenses is
happy*

SUMMARY OF MUSEUM REDEVELOPMENT PROJECTS

Operating						
Fundraising	0	0	0	120	120	140
Communication	0	0	0	90	90	110
Restoration				100	100	100
Security				90	90	100
Capital				400	400	450
Security				100	100	100
Fire Protection / IT / T	0	0	0	175	175	175
Design / Consultants / Resource Consents / Legal				400	400	400
Development / Loan				230	230	230
Total	0	0	0	905	905	905
Total	0	0	0	1305	1305	1350

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4. INDICATIVE COST OF ACTIVITIESSOURCES OF FUNDS

	Plan 2003/4	Actual 2003/4	Plan 2004/5	Plan 2005/06	ROI @3.5% plus Depreciation Plan 2006/07	ROI F Depr F 20
Local Authority levy	3522	3522	4400	5400	5650	5
Interest revenue	110	117	110	140	140	1
Grant revenue	250	175	250	260	260	2
Commercial Operations	123	180	180	225	225	2
Admissions	510	440	530	530	530	5
Sundry income	0	0	40	80	80	1
Exhibitions	0	0	0	0	0	
Rent	26	26	26	26	26	2
Total Revenue	4541	4460	5536	6661	6911	72

COSTS OF ACTIVITIES - (Management and Maintenance)**Collection Management**

Curatorial						
Registration and Conservation	81	23	15	75	75	8
Storage	105	131	195	205	205	2
Library	30	21	40	45	50	5
Corporate Services						
Occupancy						
Collection / Restoration	920	904	1000	1000	1000	10
Depreciation						
Total Collection Management	1136	1079	1250	1325	1330	13

Public Programmes

Education	55	81	60	70	70	70
Exhibitions	220	230	250	250	250	250
Publications	30	45	50	50	50	50
Marketing	160	145	200	200	200	200
Membership						
Commercial Operations (Retail, Cafés)	35	27	55	65	65	80
Admissions						
Corporate Services	15	15	20	20	20	20
Occupancy						
Other	25	27	30	30	30	30
Depreciation						
Total Public Programmes	540	570	665	685	685	700

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	Plan 2003/4	Actual 2003/4	Plan 2004/5	Plan 2005/06	ROI @3.5% plus Depreciation Plan 2006/07	ROI @3% plus Depreci Plan 2007/
OTHER						
Administration	471	442	500	525	525	560
Site Maintenance	295	359	385	465	500	500
Staff Costs	1493	1443	1560	2100	2250	2400
<i>Total Other</i>	2259	2244	2445	3090	3275	3460
TOTAL COST OF ACTIVITIES (Management and Maintenance)	3935	3893	4360	5100	5290	5510

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