I hereby give notice that an ordinary meeting of the Emergency Committee will be held on:

**Date:** Thursday, 30 April 2020  
**Time:** 10.00am  
**Meeting Room:** These meetings will be held remotely and can be viewed on the Auckland Council website  
**Venue:** https://councillive.aucklandcouncil.govt.nz/

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### Te Kāhui Ngārahu / Emergency Committee

OPEN AGENDA

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**MEMBERSHIP**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td>Mayor</td>
<td>Hon Phil Goff, CNZM, JP</td>
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<td>Deputy Mayor</td>
<td>Deputy Mayor Cr Bill Cashmore</td>
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<td>Councillors</td>
<td>Cr Josephine Bartley</td>
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<td>Cr Dr Cathy Casey</td>
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<td>Cr Fa’anana Efeso Collins</td>
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<td>Cr Pippa Coom</td>
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<td>Cr Linda Cooper, JP</td>
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<td>Cr Angela Dalton</td>
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<td>Cr Chris Darby</td>
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<td>Cr Alf Filipaina</td>
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<td>Cr Christine Fletcher, QSO</td>
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<td>Cr Desley Simpson, JP</td>
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<td>Cr Sharon Stewart, QSM</td>
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<td>IMSB Chair David Taipari</td>
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<td>Cr Wayne Walker</td>
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<td>Cr John Watson</td>
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<td>Cr Paul Young</td>
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<td>IMSB Member TBC</td>
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(Quorum 2 members)

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Sarndra O'Toole  
Kaiarataki Kapa Tohutohu Mana Whakahaere / Team Leader Governance Advisors  

24 April 2020

Contact Telephone: +64 9 890 8152  
Email. sarndra.otoole@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

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**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Terms of Reference

Responsibilities

This committee is an ad-hoc committee of the whole of the Governing Body which is established in times of emergency. It will assume the functions and power of all governing body committees (and sub-committees), except for the Audit and Risk Committee, and its responsibilities include all the responsibilities of the Governing Body which can legally be delegated as well as the responsibilities of all the committees it assume the functions and power for.

Powers

(i) All the powers of the Governing Body which can legally be delegated, except those of the Audit and Risk Committee.
Exclusion of the public – who needs to leave the meeting

Members of the public

All members of the public must leave the meeting when the public are excluded unless a resolution is passed permitting a person to remain because their knowledge will assist the meeting.

Those who are not members of the public

General principles

- Access to confidential information is managed on a “need to know” basis where access to the information is required in order for a person to perform their role.
- Those who are not members of the meeting (see list below) must leave unless it is necessary for them to remain and hear the debate in order to perform their role.
- Those who need to be present for one confidential item can remain only for that item and must leave the room for any other confidential items.
- In any case of doubt, the ruling of the chairperson is final.

Members of the meeting

- The members of the meeting remain (all Governing Body members if the meeting is a Governing Body meeting; all members of the committee if the meeting is a committee meeting).
- However, standing orders require that a councillor who has a pecuniary conflict of interest leave the room.
- All councillors have the right to attend any meeting of a committee and councillors who are not members of a committee may remain, subject to any limitations in standing orders.

Independent Māori Statutory Board

- Members of the Independent Māori Statutory Board who are appointed members of the committee remain.
- Independent Māori Statutory Board members and staff remain if this is necessary in order for them to perform their role.

Staff

- All staff supporting the meeting (administrative, senior management) remain.
- Other staff who need to because of their role may remain.

Local Board members

- Local Board members who need to hear the matter being discussed in order to perform their role may remain. This will usually be if the matter affects, or is relevant to, a particular Local Board area.

Council Controlled Organisations

- Representatives of a Council Controlled Organisation can remain only if required to for discussion of a matter relevant to the Council Controlled Organisation.
<table>
<thead>
<tr>
<th>ITEM</th>
<th>TABLE OF CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Apologies</td>
</tr>
<tr>
<td>2</td>
<td>Declaration of Interest</td>
</tr>
<tr>
<td>3</td>
<td>Confirmation of Minutes</td>
</tr>
<tr>
<td>4</td>
<td>Petitions</td>
</tr>
<tr>
<td>5</td>
<td>Public Input</td>
</tr>
<tr>
<td>6</td>
<td>Local Board Input</td>
</tr>
<tr>
<td>7</td>
<td>Extraordinary Business</td>
</tr>
<tr>
<td>8</td>
<td>COVID-19 briefing and Auckland Emergency Management status update</td>
</tr>
<tr>
<td>9</td>
<td>MOTAT Annual Plan 2020-2021</td>
</tr>
<tr>
<td>10</td>
<td>Council Submission on Draft Government Policy Statement on Land Transport 2021 and Draft National Rail Plan</td>
</tr>
<tr>
<td>11</td>
<td>Appointment of the District Licensing Committee for 2020-2023</td>
</tr>
<tr>
<td>12</td>
<td>Board Appointments - Tāmaki Redevelopment Company Limited</td>
</tr>
<tr>
<td>13</td>
<td>Consideration of Extraordinary Items</td>
</tr>
</tbody>
</table>

**PUBLIC EXCLUDED**

| 14   | Procedural Motion to Exclude the Public |
| 15   | CONFIDENTIAL: Recommendation for the appointment of District Licensing Committee chairs and members for 2020-2023 |
| 16   | CONFIDENTIAL: Reappointment of directors to Tāmaki Redevelopment Company Limited |
1 **Apologies**

At the close of the agenda no apologies had been received.

2 **Declaration of Interest**

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 **Confirmation of Minutes**

That the Emergency Committee:

a) confirm the ordinary minutes of its meeting, held on Thursday, 23 April 2020, including the confidential section, as a true and correct record.

4 **Petitions**

At the close of the agenda no requests to present petitions had been received.

5 **Public Input**

Standing Order 7.7 provides for Public Input. Applications to speak must be made to the Governance Advisor, in writing, no later than **one (1) clear working day** prior to the meeting and must include the subject matter. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders. A maximum of **thirty (30) minutes** is allocated to the period for public input with **five (5) minutes** speaking time for each speaker.

At the close of the agenda no requests for public input had been received.

6 **Local Board Input**

Standing Order 6.2 provides for Local Board Input. The Chairperson (or nominee of that Chairperson) is entitled to speak for up to **five (5) minutes** during this time. The Chairperson of the Local Board (or nominee of that Chairperson) shall wherever practical, give **one (1) day's notice** of their wish to speak. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders.

This right is in addition to the right under Standing Order 6.1 to speak to matters on the agenda.

At the close of the agenda no requests for local board input had been received.
7 Extraordinary Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"An item that is not on the agenda for a meeting may be dealt with at that meeting if-

(a) The local authority by resolution so decides; and

(b) The presiding member explains at the meeting, at a time when it is open to the public,-

(i) The reason why the item is not on the agenda; and

(ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting."

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

(a) That item may be discussed at that meeting if-

(i) That item is a minor matter relating to the general business of the local authority; and

(ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."
Te take mō te pūrongo

Purpose of the report

1. To enable the committee to be briefed on the COVID-19 pandemic, Auckland Emergency Management status and council’s response.

Whakarāpopototanga matua

Executive summary

2. Ian Maxwell, Director Executive Programmes and Kate Crawford and Mace Ward, Group Controllers, Auckland Emergency Management will provide a written and verbal briefing. The report will be circulated prior to the meeting.

Ngā tūtohunga

Recommendation/s

That the Emergency Committee:

a) receive the report and thank Ian Maxwell, Director Executive Programmes, Kate Crawford and Mace Ward, Group Controllers, Auckland Emergency Management for the briefing on the COVID-19 pandemic and the Auckland Emergency Management status update.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Sarandra O'Toole - Kaiarataki Kapa Tohutohu Mana Whakahaere / Team Leader Governance Advisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Phil Wilson - Governance Director</td>
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</tbody>
</table>
MOTAT Annual Plan 2020-2021

File No.: CP2020/03803

Te take mō te pūrongo
Purpose of the report
1. To consider the 2020/2021 levy for the Museum of Transport and Technology (MOTAT).

Whakarāpopototanga matua
Executive summary
The report was to be included on the Finance and Performance Committee 23 April 2020 meeting agenda (having been deferred from the Finance and Performance Committee meeting held on 19 March 2020); however, in light of COVID-19, it must now be considered by the Emergency Committee.

2. MOTAT is one of Auckland’s cultural heritage institutions.

3. The Museum of Transport and Technology Act 2000 (the Act) allows MOTAT to levy Auckland Council for funding on an annual basis. Auckland Council through Regional Facilities Auckland (RFA) can provide feedback on MOTAT’s draft Annual Plan.

4. MOTAT’s Board monitors outcomes and financial performance, with RFA and the council only having an indirect role in this. The vision for MOTAT is to be a “must experience” museum that uses past, present and future kiwi technology and ingenuity to educate and inspire the next generation.

5. Prior to the Covid-19 pandemic, MOTAT had supplied RFA and council with its draft annual plan for 2020/2021. This sought a levy increase of 8 per cent, or $17,087,900 in total, in order to continuing supporting its Approach 2 projects, and also the development of a new SciTech centre.

6. However, RFA (in consultation with council) asked MOTAT to revise its annual plan activities and its levy request in light of the likely financial pressures council will face in the coming financial year (Attachment A). It has been significantly constructive in doing so, and has provided a new annual plan for consideration.

7. MOTAT has now revised its draft Annual Plan (Attachment B) and reduced its levy request to $14,890,578, which is 5.8 per cent less than 2019/2020. This reduction is achieved by:
   • Delaying new capital works originally planned for
   • Freezing salaries and restricting recruitment
   • Limiting Approach 2 capital works already underway.

8. MOTAT’s plan does note that these projects will need to be completed in future years, however, as they reflect renewals and improvements to otherwise ageing infrastructure.

9. MOTAT’s focus for the next two years will nonetheless still reflect its five-year strategic plan. These areas of focus are:
   • Entertaining and inspiring their audiences, which are primarily domestic (Auckland 60 per cent and New Zealand 28 per cent), with the various exhibition programmes
   • Tram infrastructure and collection care
   • Buildings and staffing
   • Environmental sustainability.
10. MOTAT works closely with RFA as its draft Annual Plan develops, and is open about its cost structure and drivers. Council can be confident that the levy request reflects the cost of operating MOTAT. RFA has recommended that MOTAT’s revised levy be approved (Attachment C).

11. RFA has also noted the way in which MOTAT has been active in providing information to the cultural heritage sector not just in Auckland, but more generally within New Zealand, about how it was responding as an institution to the different alert levels. This leadership has been well received by many in the sector, with the information able to be used as templates for managing buildings, collections and staffing at different alert levels.

12. Staff recommend approval of the MOTAT levy request for 2020/2021, as it meets the purposes of MOTAT as set out in the Act, and the draft MOTAT Annual Plan for 2020/2021 clearly sets out MOTAT’s planned activities for the coming year.

Ngā tūtohunga
Recommendation/s
That the Emergency Committee:

a) approve the total levy applied for by the Museum of Transport and Technology of $14,890,578 for 2020/2021

b) acknowledge the constructive role played by the Museum of Transport and Technology in reassessing its annual plan following the COVID-19 emergency, and the leadership it demonstrated in providing information about its response to the cultural heritage sector.

Horopaki
Context
Legislative framework
13. MOTAT operates under the Museum of Transport and Technology Act 2000. The Act requires the Board to maintain, manage, and develop MOTAT and its collections and provide for the recording and presentation of the history of transport and technology in Auckland and New Zealand. The Board must also provide maximum community benefit, including providing for education which engages and entertains, promoting historical and scientific research and achieving customer satisfaction through continuous improvement.

14. Council is obliged to fund MOTAT under the levy provisions of the Act, which gives MOTAT security of public funding for its activities, including maintenance and development. These provisions were originally developed in the pre-amalgamation context to ensure that all councils in the Auckland region contributed equitably to MOTAT.

15. The Act specifies that the levy must be set by 30 April 2020, either through agreement or arbitration. However, legal advice has indicated that an annual plan and levy set after this date is unlikely to be deemed invalid (if it was challenged) as long as best endeavours have been made to meet the date. In the current pandemic context, and given how quickly MOTAT has revised its draft plan, we are confident that ‘best endeavours’ can be demonstrated.

Role of Regional Facilities Auckland (RFA)
16. RFA and Auckland Council have an Advisory and Management Agreement under which RFA has been appointed council’s advisor for MOTAT’s annual funding process.

17. RFA has written to Auckland Council and recommends approval of the levy. RFA’s advice, as expressed in the submission and the letter to council, has been incorporated into this report.
18. MOTAT originally provided RFA and Auckland Council its draft Annual Plan and levy request in December 2019. At that time, the levy request indicated 2020/2021 was $17.1 million. The requested levy represented an 8 per cent increase over the 2019/2020 levy of $15.8 million. This included additional funding for two specific projects – continuation of the ‘Approach 2’ works (a set of projects in the larger MOTAT masterplan), and a new request of $800,000 for each of the next two years, to develop a SciTech centre within MOTAT.

19. It is important to note that unlike Auckland Museum, MOTAT is not funded for depreciation through its levy and therefore cannot accrue funds year-on-year for capital works, which can then be expended. This means that when it does make requests for such works, the levy increases can appear significant. However, it does also mean that they are transparent, and council, through RFA, has the ability to work closely with MOTAT to ensure that the works are aligned with the strategic plan and can be managed appropriately.

20. Since the Covid-19 situation developed, it has become clear that MOTAT’s original plan would not accurately reflect its activities for 2020/2021, and furthermore that it would be difficult to justify an increase at a time when other council services would likely be under significant financial pressure. Consequently, RFA (with council support) wrote to MOTAT to request a revision of its draft annual plan. MOTAT’s executive and board worked constructively and swiftly to consider afresh its activities, its draft plan, and new levy request.

21. MOTAT supplied RFA and council with its revised plan in mid-April 2020.

22. The new levy request is for $14,890,578, which is 5.8 per cent less than 2019/2020. This reduction is achieved by:

- Delaying projects originally planned for. These were particularly for the SciTech centre. The centre would have been a big step up in MOTAT’s permanent offering to visitors, in terms of a hands-on experience and bringing the principles of Science, Technology, Engineering, Arts and Mathematics (STEAM) to life, including showcasing heritage objects that reinforced the importance of past, present and future Kiwi technology and innovation.
- Freezing salaries for existing staff, and restricting recruitment for at least the next year.
- Limiting Approach 2 capital works already underway to only those essential works already underway, such as the MOTAT 2 carpark project, which is related closely to Auckland Transport Meola Road works and cycleway.

23. MOTAT’s plan does note that these projects will need to be completed in future years, however, as they reflect renewals and improvements to otherwise ageing infrastructure, RFA has recommended that if Council is in a position to support these capital works as part of the Covid-19 recovery, then it should consider supporting MOTAT’s originally planned projects as part of this.

24. MOTAT’s focus for the next two years will nonetheless still reflect its five-year strategic plan. These areas of focus are:

- Entertaining and inspiring their audiences, which are primarily domestic (Auckland 60 per cent and New Zealand 28 per cent), with the various exhibition programmes. It is worth noting that MOTAT’s audience mix is quite similar to that of Auckland Zoo, and synergies around joint ticketing may still proceed and be able to support Auckland’s environmental, education, and cultural offer for residents and domestic visitors – particularly given that both attractions are significantly outdoors.
- Ageing tram infrastructure and collection care
- Maintenance of buildings and ongoing development for the MOTAT staff team
- Environmental sustainability.
25. MOTAT works closely with RFA as its draft Annual Plan develops and MOTAT is open about its cost structure and drivers. Council can be confident that the levy request reflects the cost of operating MOTAT. RFA has recommended that MOTAT’s revised levy be approved (Attachment B).

26. RFA has also noted the way in which MOTAT has been active in providing information to the cultural heritage sector not just in Auckland, but more generally within New Zealand, about how it was responding as an institution to the different alert levels. While the Covid-19 situation was developing, MOTAT put significant effort into thinking about what this meant for them as an institution, both in terms of their own staffing, maintaining essential building services, and also how and when they can host visitors (or be closed).

27. It prepared a number of clear and concise materials, and then distributed them through its networks in Auckland and around New Zealand for other institutions to use. This leadership has been well received by many in the sector, with the information able to be used as templates for managing buildings, collections and staffing at different alert levels. This report proposes that this contribution be acknowledged.

28. During the pandemic lockdown, MOTAT has also quickly developed a website with resources for children, parents, and teachers: motat.fun. This website was developed in five days by staff working from home, and has attracted around 15,000 unique users since its launch on 3 April, with positive feedback from around New Zealand. It is an example of the kind of nimble organisation that MOTAT has become, and the positive impact it is having, especially in the STEAM space.

Advice

29. Staff recommend approval of the MOTAT levy request for 2020/2021, as it meets the purposes of MOTAT as set out in the Act, and the draft MOTAT Annual Plan for 2020/2021 clearly sets out MOTAT’s planned activities for the coming year.

30. The other option is to dispute the levy amount and enter arbitration. This is not recommended, for two reasons. Firstly, we consider there are no grounds for disputing the levy amount, because the MOTAT levy request meets the purposes of the museum as set out in its legislation, and the draft Annual Plan 2020/2021 has clearly set out MOTAT’s planned activities for the coming year. Secondly, MOTAT has made a significant and welcome effort to adjust its annual plan and levy request to reflect the likely challenging financial position of its main funder, despite being likely to be under financial pressure itself. It has removed elements of spending which can be deferred, and taken steps to control costs. As noted above, MOTAT has worked closely with RFA on the plan, and RFA has recommended to Auckland Council that it be approved.

Tauākī whakaaweawe āhuarangi
Climate impact statement

31. There are no particular climate implications in approving this levy.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

32. Regional Facilities Auckland agrees with the levy, as noted in the report.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

33. Regional museum levies are a matter for the governing body. Local boards have therefore not been sought for this report.
MOTAT Annual Plan 2020-2021

**Tauākī whakaaweawe Māori**

**Māori impact statement**

34. MOTAT is working towards promoting a bicultural approach within the museum. This is referred to on page 21 of the Plan. Approving the levy will allow MOTAT to continue developing itself in this regard.

35. MOTAT is also a key contributor to the cultural heritage review. A key aim of this review is for the Auckland cultural heritage sector to make a leading contribution to the Auckland Plan directions around Māori as Auckland’s point of difference in the world.

**Ngā ritenga ā-pūtea**

**Financial implications**

36. The financial implications have been discussed in the main part of the report.

**Ngā raru tūpono me ngā whakamaurutanga**

**Risks and mitigations**

37. There is one main risk for council. In the longer-term, MOTAT will continue to require council to make decisions about its strategic role in the Auckland cultural heritage network, and its capital development plans. While it has deferred capital works for 2020/2021, the need to resolve MOTAT’s long-term purpose in the group of council-funded institutions, and its capital needs to fulfil that role, does not go away.

38. This in turn demonstrates the ongoing likelihood that MOTAT will seek increases to its levy in the future. Given the current levy systems imposed on council by legislation, there is little council can do to mitigate this risk except to work closely with MOTAT to minimise the ongoing requests and ensure that they are aligned with MOTAT's likely strategic future role. In this regard, RFA plays a key role. The relationship between Auckland Council, RFA and MOTAT is strong and cooperative at present.

**Ngā koringa ā-muri**

**Next steps**

39. If the levy is approved, it will be paid by Auckland Council on or before 1 July 2020.

**Ngā tāpirihanga**

**Attachments**

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>RFA letter to MOTAT, 9 April 2020</td>
<td>17</td>
</tr>
<tr>
<td>B</td>
<td>Draft MOTAT Annual Plan 2020-2021</td>
<td>21</td>
</tr>
<tr>
<td>C</td>
<td>RFA advice to Auckland Council on draft MOTAT Annual Plan 2020-2021</td>
<td>69</td>
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</tbody>
</table>

**Ngā kaihaina**

**Signatories**

<table>
<thead>
<tr>
<th>Author</th>
<th>Edward Siddle - Principal Advisor</th>
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<tbody>
<tr>
<td>Authorisers</td>
<td>Alastair Cameron - Manager - CCO Governance &amp; External Partnerships</td>
</tr>
<tr>
<td></td>
<td>Kevin Ramsay - Chief Risk Officer (Acting)</td>
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<td>Phil Wilson - Governance Director</td>
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</table>
9 April 2020

Sue Wood
Chair MOTAT Board
Museum of Transport and Technology
P O Box 44-114
Point Chevalier
Auckland 1246

By email: sue@swa.co.nz

Dear Sue

MOTAT Draft Annual Plan 2020/21

I am writing to you about the MOTAT levy for 2020/2021. In discussion with Auckland Council including with senior staff and some senior elected members, Regional Facilities Auckland (RFA) have been asked to work with MOTAT on revisiting the funding requested for the 20/21 financial year.

Since MOTAT sent RFA and Auckland Council its final draft Annual Plan, you are aware that the context in which we all work has changed significantly as a result of the Covid-19 pandemic. This requires, in our collective view, a rethink of how we together set MOTAT’s funding for 2020/2021.

At a strategic level, the final draft Plan supplied does not now reflect an accurate picture of the likely activities of MOTAT in the forthcoming financial year. This is a basic requirement of the draft Annual Plan under s20(1)(b) of the Museum of Transport and Technology Act. From a decision-making standpoint, the advice from Auckland Council to RFA is that it is difficult to see how they could agree to a levy amount which is based on activities which in many cases will not take place.

We see several possible ways in which to achieve a new agreed Annual Plan with accompanying funding:

We note that it is likely to be challenging to achieve an agreed Annual Plan by the legislative timeframe of 30 April 2020. Auckland Council has spoken to Government about the possibility of an Order in Council to relax formal legislative timeframes in statutes such as the Museum of Transport and Technology Act. However, if the request is not granted, RFA has been advised that Auckland Council’s understanding is that an Annual Plan approved after the legislative deadline would be unlikely to be deemed invalid, as long as best efforts to approve a Plan are demonstrated. In either case, this would allow MOTAT more time in which to assess its financial and strategic position and come back to RFA with a revised draft Annual Plan and levy request.

In both these scenarios, a draft Annual Plan could potentially be expedited through Auckland Council’s Emergency Governing Body committee, which sits every Thursday while the national emergency is in force, with the aim of completing the levy process in time for payment on or before
1 July. An agreed position would be required a minimum of ten working days prior to the committee meeting, for the covering report to be prepared.

However, we are well aware that it may take (or be desirable to take) much longer than a month or six weeks to generate a true picture of MOTAT’s position and planned activities, and even a delayed decision that is completed in late May, might not provide the certainty that MOTAT needs in order to plan right now.

Another option therefore would be to bypass the levy process altogether and agree an amount to be provided by way of a funding agreement, which could cover MOTAT for an agreed period (such as six months). This could be completed relatively swiftly, to provide security to MOTAT, its staff, and its collections, and allow for detailed planning for 2020/2021 to commence. MOTAT could then come back to RFA with a detailed Plan for discussion later in 2020, to determine the second portion of the 2020-2021 funding quantum.

We invite MOTAT to consider these options, or any others it wishes to propose, and formally respond to RFA as soon as possible. Pending this response, the report currently tabled for the Auckland Council meeting on the 23rd of April, has been put on hold.

Whichever course of action MOTAT wishes to take, there are some key principles which we would recommend you keep in mind:

- The draft Annual Plan and levy request should reflect a robust assessment by MOTAT of its needs. Our reading of the legislation is that the levy needs to reflect “the minimum obligations placed upon the Board by [the] Act”.

- At this time, we ask MOTAT to reflect carefully on what these minimum obligations are, and what the strategic priorities for it are over the two years given the likely reduction in visitor numbers and revenue from that source. This probably also means seeking to cut costs across all non-essential activity, as RFA and Auckland Council itself is doing, and where there is an ability to defer activities to future years.

- The collections, their care, and staffing lie at the heart of the value proposition of MOTAT for Auckland, and its ability to engage with Auckland and New Zealand communities. While a significant proportion of MOTAT’s expenditure lies in staff costs, given the security of Auckland Council funding, we would expect that looking after staff should be a high priority for the MOTAT Board.

- RFA and the Auckland Council group itself is in a situation where the full impacts of Covid-19 remain uncertain, and we are therefore taking a cautious approach to all spending, both opex and the timing of the capital programme. However, it is clear that the financial position will become challenging. Our priority at this time is to maintain the essential services we provide for Aucklanders, while reducing costs where we can. In this context, MOTAT should consider carefully what it requests from Council, and that it accords closely with the minimum obligations referred to above. This would demonstrate that MOTAT is willing to operate within the same constraints as the rest of the organisations who are funded by Auckland Council at this very challenging time.
We look forward to working closely with MOTAT to bring an agreed plan and potential levy to Council for approval and supporting MOTAT through what will be a difficult time for the board, staff, their families and whanau.

If you have any questions regarding the above, please do not hesitate to contact me.

Yours sincerely

Chris Brooks
Chief Executive

CC
Michael Frawley Chief Executive MOTAT
Alastair Cameron, Manager CCO/External Partnerships team, Auckland Council
# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair and Chief Executive Overview</td>
<td>6</td>
</tr>
<tr>
<td>MOTAT’s Past, Present and Its Future</td>
<td>8</td>
</tr>
<tr>
<td>2018–2019 Review</td>
<td>12</td>
</tr>
<tr>
<td>2020–2021 Annual Plan</td>
<td>13</td>
</tr>
<tr>
<td>Objectives</td>
<td>23</td>
</tr>
<tr>
<td>Funding Sources</td>
<td>36</td>
</tr>
<tr>
<td>Indicative Budget</td>
<td>40</td>
</tr>
<tr>
<td>MOTAT Leadership</td>
<td>42</td>
</tr>
<tr>
<td>In Appreciation</td>
<td>46</td>
</tr>
</tbody>
</table>
**Tō Mātau Moemoeā  
Our Vision**

Mā te pai nui  
The way we work

Our actions and the way we implement our strategy will contribute to the greater good of the museum.

Pātaitai  
The Way We Think

We will provoke and challenge ourselves and others to have a positive transformative impact on others.

**Ō mātau uara  
Our Values**

**INNOVATION**
We will be courageous and try new things

**COLLABORATION**
We will work as a team that respects and supports others

**INTEGRITY**
We will act ethically and with respect and transparency

**SUSTAINABILITY**
We will foster knowledge and promote technology that is beneficial to our community and environment
CHAIR AND CHIEF EXECUTIVE OVERVIEW

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

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

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

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

• Delaying the refurbishment of Building 5 and the development of the associated “SciTech Centre” by a year, which reduces our levy request by $800,000 and pushes the second installment of up to $800,000 for the SciTech Centre out to 2022-2023.

• Freezing our salaries at their current level and restricting recruitment to essential personnel.

• Limiting the Approach 2 Projects in 2020-2021 to the car park and cycleway at our Meola Road site (MOTAT2) and the upgrading of our café at our Great North Road site (MOTAT1).

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

• Building 5’s roof has come to the end of its design life and is starting to leak; and
The SciTech Centre, which is aligned to our Strategy and Vision, will enable our audience to experience in a hands-on way, the delights of past, present and future science, technology and innovation and how it can be used to secure a sustainable future. This will be a “step change” from our traditional exhibitions and will clearly demonstrate to our stakeholders and audience what a reinvigorated MOTAT is capable of.

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

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

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

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

It is also anticipated that we will have to increase our levy over the next few years so that we have sufficient funds to address the subsidence and other issues we have and are encountering and to ensure that our buildings and infrastructure are fit for purpose.

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

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

E hara taku toa i te toa takitahi he toa takitini

Michael Frawley  
CHIEF EXECUTIVE/MUSEUM DIRECTOR

Sue Wood  
BOARD CHAIR

[Signature]
MOTAT’S PAST, PRESENT AND ITS FUTURE
Hāpaiitia te ara tika pūmau ai te rangatiratanga mō ngā uri whakatipu

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

In July 2014 we launched an ambitious Strategy that was designed to transition MOTAT from being a “museum of things” to a “lightbulb institution” that is audience-focused, vision-based and has a transformative impact on its community.

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

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

“Science is increasingly a leisure and a cultural activity” - MHN Research 2019

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

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

EDUCATING AND INSPIRING OUR AUDIENCE

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

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

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

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

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

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

Another challenge is the geography of our two sites. The MOTAT1 site is predominantly basalt based making any ground and other work difficult and expensive. MOTAT2 is a closed quarry and landfill site, and prone to ground movement, subsidence and methane issues. A number of these challenges would be addressed by the implementation of the MAM, but we recognise that this would require significant investment. Unfortunately, some of these issues will need to
be addressed within the next few years and we are working with Regional Facilities Auckland on the best way to cover the cost of the requisite remedial work.

**COLLECTION CARE AND DEVELOPMENT**

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

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

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

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

**BUILDINGS, INFRASTRUCTURE AND MOTAT TEAM DEVELOPMENT**

As outlined above our aging buildings and infrastructure mean that most of our facilities should be refurbished or replaced over time to provide our audience, and the MOTAT Team with an inspiring, safe and pleasant environment to be in. Until the funds for this become available, we will continue to maintain our aging buildings and infrastructure the best we can and deal with the issues and challenges that the geography of our two sites present on a regular basis. It is anticipated that our maintenance costs will increase, and we have factored that into our budget for the subsequent years and adjusted that timeline to take into account the impact of COVID-19.

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

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

**SUSTAINABILITY AND THE ENVIRONMENT**

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

Likewise, we will continue to implement strategies that ensure that MOTAT continues to reduce its impact on the environment (e.g. looking at a more sustainable way to operate the heritage boilers in the Pumphouse that does not involve the burning of fossil fuel) and highlights the Kiwi technology and innovation that improves sustainability and wellbeing. We participate in an annual CEMARS audit, which measures the greenhouse gas emissions in respect of our operational activities. This programme enables us to measure the success of the steps we have and are taking to manage and reduce our emissions.
2018-2019 REVIEW

These are some highlights of the last financial year completed. For further information, please see our 2018-2019 Annual Report.
2020-2021 ANNUAL PLAN

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

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

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

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

SCITECH CENTRE

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

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

EXHIBITION DEVELOPMENT

We are in the process of upgrading the heritage Pumphouse at MOTAT and this project will continue over the course of this Annual Plan. This project includes the introduction of redesigned barriers to protect the health and safety of our visitors and team, new and more effective interpretation, improved accessibility, improved lighting and the introduction of soundscapes and digital elements. We are also looking at ways to operate the heritage boilers in a more sustainable and environmentally friendly way.

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

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

WINTER/SUMMER EXHIBITIONS

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

DIGITAL ENGAGEMENT

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

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

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

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

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

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

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

HANDS ON EXPERIENCES AND PUSHING THE BOUNDARIES

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

In planning our events and public programmes, we are considering the impact that the recent COVID-19 pandemic might have on visitor behaviour. Whilst we will still deliver our events and programmes, we will implement initiatives such as timed ticketing and online booking to our larger events to manage the level and impact of visitation to MOTAT.

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

FAMILY AND KIDS’ EXPERIENCE

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

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

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

ADULT EXPERIENCE

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

OUTREACH PROGRAMMES

We will continue to work closely with the other Public Programme teams as part of the Museums of Auckland initiative (i.e. Auckland War Memorial
EDUCATING THE INNOVATORS OF TOMORROW AND STEAM

An important component of MOTAT’s offering is our education programmes as they leverage our collections and help inspire our audience and fire their imagination and creativity. Our contract with the Ministry of Education to provide Learning Experiences Outside the Classroom (LEOTC) was extended in 2019 so we continue to provide this to circa 25,000 students from schools in the greater Tāmaki Makaurau area and beyond during the year.

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

We are also focusing on programmes that promote sustainability and the care of the environment. The following initiatives are underway and are designed to increase the coverage, depth and engagement of our education programmes.

MOTAT STEAM CELLS

While our school visits are very popular and get positive feedback from students and teachers alike, we know that there are several schools that are either too far away, can’t afford to transport their classes to MOTAT, or simply want a more in-depth experience so this is where our STEAM Cells programme comes in.

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

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

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

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

MOTAT LEARNABLES

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

MOTAT’S MICRO-CREDENTIALS

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

Collaborating with Otago Polytechnic, MOTAT will initially offer micro-credentials for tram conductors.
and tram motormen. The Museum aims to develop more micro-credentials around other functional areas of MOTAT, such as the print shop and the blacksmith’s forge.

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

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

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

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

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

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

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

COLLECTION DEVELOPMENT POLICY

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

RESTORATIONS

While the primary objective of MOTAT is the preservation of its objects, it undertakes a small number of restoration projects in relation to rare and significant heritage objects. One of the projects that we will be continuing during the financial year is the restoration of the 1935 steel-paneled passenger carriage numbered A1819. This carriage was manufactured at the New Zealand Railways Addington workshop and originally operated on Christchurch’s regional and suburban lines. The carriage is one of the few remaining first-class carriages that featured electric lighting, steam heating and a toilet. The goal is to complete the restoration over the next few years so that it can be operated on our rail track at MOTAT2.

STORAGE RACKING UPGRADES

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

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

INTER-GENERATIONAL KNOWLEDGE AND SKILLS

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

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

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

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

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

We will however progress the 322 space car park and cycleway at MOTAT2 as the Museum has no dedicated parking for its visitors and we know that the current and proposed works at the Western Springs Stadium, and the Central Interceptor works is going to increase parking pressure in the area.

We also know that the Auckland Zoo and the users of the Seddon Park playing fields are running out of carparking and this will be exacerbated by the removal of parking on Meola Road to accommodate Auckland Transport’s cycleway.

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

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

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

TRAM INFRASTRUCTURE PROJECT

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

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

‘SHED ALLEY’ WORKSHOP REPLACEMENT

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

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

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

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

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

UPGRADING DATA STORAGE

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

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

BUILDINGS AND INFRASTRUCTURE

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

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

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

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

Our main focus areas of this year are:

BICULTURALISM

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

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

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

HEALTH AND SAFETY

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

This builds on the successful establishment over the last few years of a strong Health and Safety culture at MOTAT that has been reflected in a significant drop in lost time injuries and the MOTAT Team proactively identifying and reporting potential hazards before they become an issue. We also now have dedicated Health and Safety personnel on-site seven days a week.

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

### NGĀ TINO WHĀINGA

1. **Align MOTAT’s exhibitions, events, education and outreach programmes with the Museum’s Vision**
   - Deliver exhibitions, events and outreach programmes that are aligned to our Vision and respond to the needs of our target audience
   - Provide onsite and offsite education programmes that inspires innovation and meet the needs of our target audience

2. **Be audience and community focussed**
   - Undertake annual visitor and community research and use the results to:
     - Develop and expand our offering
     - Identify new target audiences; and
     - Implement systems for monitoring our success

3. **Implement a marketing strategy that promotes the Museum’s Vision and what it does in a vibrant and challenging way**
   - Ensure that our Marketing Strategy promotes our Vision and activities in a way that attracts our target audience
   - Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction
   - Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience

4. **Operate the collection**
   - Develop and implement a Collections Operation Framework to identify current and future collection objects that can be operated at MOTAT and at our outreach events

### ANNUAL PLAN 2020-2021

#### WHAT WE WILL DO

- Deliver exhibitions, events and outreach programmes that are aligned to our Vision and respond to the needs of our target audience
- Provide onsite and offsite education programmes that inspires innovation and meet the needs of our target audience

#### HOW WE WILL MEASURE OUR PERFORMANCE

- New exhibitions, installations and ‘pop-ups’ opened to the public
- Number of participants in LEOTC, Early Childhood Education and education programmes developed in conjunction with educational stakeholders and the associated impact
- Number of participants in outreach education programmes and the associated impact
- Measure impact of exhibitions, education and public programmes

### ANNUAL PLAN 2020-2021

#### Visitor research programme including six-monthly reporting

### MUSEUM OF TRANSPORT AND TECHNOLOGY

ANNUAL PLAN 2020-2021

MOTAT Annual Plan 2020-2021

Page 44
<table>
<thead>
<tr>
<th>ANNUAL PLAN 2020-2021</th>
<th>ALIGNMENT WITH AUCKLAND PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR TARGET</td>
<td>ARTS AND CULTURE</td>
</tr>
<tr>
<td>▸ 3 new or refreshed exhibitions, programmes or initiatives</td>
<td><strong>Auckland Plan 2050</strong></td>
</tr>
<tr>
<td>▸ 25,000 participants in LEOTC contract, Early Childhood programmes and The Mind Lab programmes</td>
<td>▸ Foster an inclusive Auckland where everyone belongs (Belonging and participation)</td>
</tr>
<tr>
<td>▸ 5,000 students interact with STEAM Cells</td>
<td>▸ Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation)</td>
</tr>
<tr>
<td>▸ Establish methodology and baseline target for measuring impact in future years</td>
<td>▸ Provide accessible services and social infrastructure that are responsive in meeting peoples' evolving needs (Belonging and participation)</td>
</tr>
<tr>
<td>▸ Two pieces of Qualitative research undertaken on specific or potential target audiences) Research reports provided for both</td>
<td>▸ Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders' quality of life (Belonging and participation)</td>
</tr>
<tr>
<td>▸ Two new or refreshed programmes or initiatives developed in response to findings</td>
<td>▸ Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living (Homes and places)</td>
</tr>
<tr>
<td>▸ All new digital, learning, public and exhibition programmes or initiatives aligned to identified target audiences</td>
<td>▸ Increase educational achievement, lifelong learning and training with a focus on those most in need (Opportunity and prosperity)</td>
</tr>
<tr>
<td>▸ Survey at least 600 visitors per annum, 90% of which rate their overall experience 7 out of 10 or higher</td>
<td><strong>Arts and Culture Strategy</strong></td>
</tr>
<tr>
<td>▸ Total visitors to site 260,000</td>
<td>▸ All Aucklanders can access and participate in arts and culture</td>
</tr>
<tr>
<td>▸ Exceed 400,000 visits to our online properties (website, Collections Online)</td>
<td>▸ Auckland values and invests in arts and culture</td>
</tr>
<tr>
<td>▸ 100,000 outreach interfaces</td>
<td>▸ A network of vibrant arts and culture organisations meets Auckland's diverse needs</td>
</tr>
<tr>
<td>▸ Develop two new operating collection items or experience for our public offer to enhance the public experience</td>
<td>▸ Arts and Culture are intrinsic in Auckland’s place making</td>
</tr>
<tr>
<td></td>
<td>▸ Auckland celebrates a unique cultural identity</td>
</tr>
<tr>
<td></td>
<td>▸ Auckland has a robust and flourishing creative economy</td>
</tr>
</tbody>
</table>
## CORE OBJECTIVE 1
**MAXIMISE THE VISITOR EXPERIENCE**

<table>
<thead>
<tr>
<th>CORE OBJECTIVES /NGĀ TINO WHAINGA</th>
<th>ANNUAL PLAN 2020–2021 WHAT WE WILL DO</th>
<th>ANNUAL PLAN 2020–2021 HOW WE WILL MEASURE OUR PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Increase digital access to MOTAT's collection and experiences</td>
<td>➤ Develop digital platforms that improve the Museum’s target audience’s access to MOTAT’s collection</td>
<td>➤ Measure engagement with Digital platforms and collections online</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>ANNUAL PLAN 2020-2021</th>
<th>ALIGNMENT WITH AUCKLAND PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR TARGET</td>
<td>ARTS AND CULTURE</td>
</tr>
<tr>
<td>- Two new digital publishing channels or partnerships</td>
<td></td>
</tr>
<tr>
<td>- Increase digital content publication by 100%</td>
<td></td>
</tr>
<tr>
<td>- A 10% year on year increase in overall engagement across existing and new digital publishing channels</td>
<td></td>
</tr>
<tr>
<td><strong>Auckland Plan 2050</strong></td>
<td></td>
</tr>
<tr>
<td>- Harness emerging technologies and ensure equitable access to high quality digital data and service (Opportunity and prosperity)</td>
<td></td>
</tr>
</tbody>
</table>
## CORE OBJECTIVE 2
### EMPOWER THE MOTAT TEAM

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Ensure that MOTAT is a safe place to visit and work</td>
<td>▶ Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT</td>
<td>▶ Site orientations for all MOTAT Team Members ▶ Monitor accidents and incidents and report on these monthly to MOTAT Team and Board ▶ Measure Lost Time Injury Frequency Rate (LTIFR)</td>
</tr>
<tr>
<td>2. Manage performance and engagement of the MOTAT Team</td>
<td>▶ Monitor the MOTAT Team’s engagement</td>
<td>▶ Complete annual engagement surveys for both MOTAT Employees and MOTAT Volunteers</td>
</tr>
<tr>
<td>▶ Develop MOTAT’s volunteer base so that it supports the needs of the Museum</td>
<td></td>
<td>▶ Create roles for volunteers that are aligned with the Museum requirements</td>
</tr>
<tr>
<td>3. Improve knowledge and skills</td>
<td>▶ Implement training and other programmes that help the MOTAT Team to develop their skills and knowledge for the Museum and their benefit ▶ Ensure institutional knowledge is captured and retained for the benefit of the Museum</td>
<td>▶ Deliver training to the MOTAT Team</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▶ Knowledge from volunteers documented</td>
</tr>
<tr>
<td>ANNUAL PLAN 2020-2021</td>
<td>ALIGNMENT WITH AUCKLAND PLAN ARTS AND CULTURE</td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>OUR TARGET</td>
<td>Auckland Plan 2050</td>
<td></td>
</tr>
<tr>
<td>100% of new MOTAT Team Members receive Health and Safety orientation</td>
<td>Increase educational achievement, lifelong learning and training with a focus on those most in need (Opportunity and prosperity)</td>
<td></td>
</tr>
<tr>
<td>100% of reportable accidents and incidents reported to the MOTAT Board</td>
<td>Arts and Culture Strategy</td>
<td></td>
</tr>
<tr>
<td>LTIFR rate less than or equal to June 2020</td>
<td>All Aucklanders can access and participate in arts and culture</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A network of vibrant arts and culture organisations meets Auckland’s diverse needs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Auckland celebrates a unique cultural identity</td>
<td></td>
</tr>
<tr>
<td>Employee engagement survey scores greater than or equal to June 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteer engagement survey scores greater than or equal to June 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruit volunteers into 80% of the advertised Volunteer roles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>60% of MOTAT Employees attend a learning and development course or conference</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrange 6 training opportunities that Volunteers can attend</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage with volunteers to record five essential knowledge base gaps</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### CORE OBJECTIVE 3
**IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY**

<table>
<thead>
<tr>
<th>CORE OBJECTIVES /NGĀ TINO WHĀINGA</th>
<th>ANNUAL PLAN 2020-2021 WHAT WE WILL DO</th>
<th>ANNUAL PLAN 2020-2021 HOW WE WILL MEASURE OUR PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Collection Procedure</td>
<td>▶ Ensure that our collection is managed in accordance with MOTAT's Collection Policy and related procedures</td>
<td>▶ All collection acquisitions and disposals managed in line with to MOTAT Strategy and Collection Policy</td>
</tr>
</tbody>
</table>
| 2. Collection development and accessibility | ▶ Improve the quality of our collection in line with MOTAT’s strategic and statutory objectives and the Museum’s Collection Policy and Collection Development Framework  
▶ Enhance online access to our collections and information about our collections  
▶ Facilitate visitor access to our curated storage, workshop and laboratory areas | ▶ Milestones outlined in the Collection Review Programme  
▶ Traffic to the Collections Online platform  
▶ Ensure storage, workshop and laboratory areas are accessible for visitors and researchers, as requested |
| 3. Collection Care                | ▶ Develop and implement a Collection Care Programme that improves the storage, preservation and display of our collection | ▶ Number of objects treated (cleaned/conservation treatment applied etc.) |
| ALL ACQUISITIONS AND DISPOSALS ARE ALIGNED TO THE ACQUISITIONS AND DISPOSALS PROCEDURE. | AUCKLAND PLAN 2050 |
| All Aucklanders can access and participate in arts and culture. |
| Auckland values and invests in arts and culture. |
| Arts and Culture are intrinsic in Auckland’s place making |
| Auckland celebrates a unique cultural identity |

| COMPLETE THE REVIEW OF THE ACCESSIONED INDUSTRIAL HERITAGE COLLECTION OBJECTS IN THE SUB DEPARTMENTS: TOOLS, PUBLIC UTILITIES AND PRIMARY INDUSTRIES |
| AUCKLAND PLAN 2050 |
| Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage) |
| Arts and Culture Strategy |
| All Aucklanders can access and participate in arts and culture |
| Auckland values and invests in arts and culture |
| Arts and Culture are intrinsic in Auckland’s place making |
| Auckland celebrates a unique cultural identity |

| 100 OBJECTS TREATED THROUGH EITHER CLEANING, CONSERVATION, FREEZING OR OTHER TREATMENTS |
| AUCKLAND PLAN 2050 |
| Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage) |
| Arts and Culture Strategy |
| All Aucklanders can access and participate in arts and culture |
| Auckland values and invests in arts and culture |
| Arts and Culture are intrinsic in Auckland’s place making |
| Auckland celebrates a unique cultural identity |
### CORE OBJECTIVE 4
**IMPROVE MOTAT’S BUSINESS AND SUSTAINABILITY**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maximise commercial opportunities and fundraising activities</td>
<td>- Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy</td>
<td>- Grow retail sales and Gross Profit</td>
</tr>
<tr>
<td>2. Buildings and Infrastructure</td>
<td>- Maintain our buildings and infrastructure as outlined in MOTAT’s Asset Management Plan</td>
<td>- Complete work detailed for 2020–2021 under the 2014 Asset Management Plan that are cost beneficial</td>
</tr>
<tr>
<td></td>
<td>- Implement the MOTAT Athfield Masterplan as funds and other support allows</td>
<td>- Progress “Approach 2” projects as funding allows</td>
</tr>
<tr>
<td>3. Environment</td>
<td>- Continue to refine the Museum’s sustainability programmes so that MOTAT is carbon neutral</td>
<td>- Continue CEMARS rating audit</td>
</tr>
<tr>
<td></td>
<td>- Promote and use technology that reduces our impact on the environment and inspires the target audience to do the same</td>
<td>- Implement new initiatives or programmes that promote environmental sustainability</td>
</tr>
</tbody>
</table>
### ANNUAL PLAN 2020-2021

**OUR TARGET**

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

- 2020-2021 works as per Asset Management Plan are completed

- Implement Approach 2 projects in accordance with project plans

- Maintain or improve on prior year CEMARS emissions measurement

- Implement and promote 5 new initiatives or programmes that focus on positive environmental outcomes

### ALIGNMENT WITH AUCKLAND PLAN

**ARTS AND CULTURE**

- **Auckland Plan 2050**
  - Ensure Auckland’s infrastructure is future proofed (Environment and cultural heritage)
  - Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation)

- **Auckland Plan 2050**
  - Ensure Auckland’s environment and ecosystems are valued and cared for (Environment and cultural heritage)
  - Encourage all Aucklanders to be the stewards of the environment and to make sustainable choices (Environment and cultural heritage)
  - Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage)
CORE OBJECTIVE 5
ENGAGE WITH LIKEMINDED INSTITUTIONS

<table>
<thead>
<tr>
<th>CORE OBJECTIVES /NGĀ TINO WHĀINGA</th>
<th>ANNUAL PLAN 2020-2021 WHAT WE WILL DO</th>
<th>ANNUAL PLAN 2020-2021 HOW WE WILL MEASURE OUR PERFORMANCE</th>
</tr>
</thead>
</table>
| 1. Tangata whenua technology and tikanga | ▶ Implement the Bicultural Strategy  
▶ Promote tangata whenua technology and innovation, te reo Māori and tikanga | ▶ Tangata whenua content (language, customs, technology, objects etc) included in exhibitions, programmes and initiatives |
| 2. Forge strategic partnerships that are aligned to the Vision and generate mutually beneficial outcomes | ▶ Engage with likeminded organisations that have similar objectives to MOTAT  
▶ Work collaboratively with likeminded institutions to develop public exhibitions, education and outreach programmes that benefit the community | ▶ Collaborations with likeminded organisations undertaken to advance the objectives of the MOTAT Act and the MOTAT Strategy |
| 3. Western Springs | ▶ Use our facilities to support the local community and events in the Western Springs Precinct | ▶ Provision of facilities and support in response to Western Springs precinct activities |
### ANNUAL PLAN 2020–2021

**OUR TARGET**

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

**ALIGNMENT WITH AUCKLAND PLAN**

**ARTS AND CULTURE**

- **Auckland Plan 2050**
  - Promote Māori success, innovation and enterprise (Māori identity and wellbeing)
  - Recognise and provide for Te Tiriti o Waitangi outcomes (Māori identity and wellbeing)
  - Showcase Auckland's Māori identity and vibrant Māori culture (Māori identity and wellbeing)
  - Strengthen rangatahi leadership, education and employment outcomes (Māori identity and wellbeing)
  - Celebrate Māori culture and support te reo Māori to flourish (Māori identity and wellbeing)

- Two collaborative projects undertaken with likeminded institutions or organisations

- **Auckland Plan 2050**
  - Foster an inclusive Auckland where everyone belongs (Belonging and participation)
  - Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation)
  - Provide accessible services and social infrastructure that are responsive in meeting peoples’ evolving needs (Belonging and participation)

- Five collaborative opportunities executed within the Western Springs precinct

- **Auckland Plan 2050**
  - Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders’ quality of life (Belonging and participation)
  - Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living (Homes and places)
REGIONAL FACILITIES AUCKLAND FUNDING

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

MOTAT REVENUE

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

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

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

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

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

2016–2023 NON-LEVY REVENUE ($000’s)

Actual Actual Actual Actual Annual Plan Annual Plan Annual Plan Annual Plan
$2,494 $2,694 $2,932 $3,159 $3,871 $2,477 $2,667 $2,849

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

2020–2021 ANNUAL PLAN OPERATIONAL REVENUE ($000’s)

Local Authority Levy $14,891 (86%)
Admissions $1,559 (9%)
Commercial Revenue $383 (2%)
Grants & Donations $185 (1%)
Partnerships $300 (2%)

2020–2021 ANNUAL PLAN OPERATIONAL EXPENDITURE ($000’s)

Capital Developments $1,340 (7%)
Collections Management $1,370 (7%)
Museum Experience $2,791 (15%)
Business Services $3,716 (20%)
Information & Communications Technology $1,019 (5%)
Staffing $8,652 (46%)

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

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

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

- Creating a “must experience” venue in a rapidly changing technological world. This requires the continued development of our Information Technology platforms to support a greater emphasis in digital technology in our exhibitions, education programmes and the associated visitor engagement.

- Reviewing and upgrading of our tram track infrastructure so that we can continue to provide a reliable and safe service to our visitors and the Western Springs Precinct.

- Replacement the aging storage sheds at MOTAT2

- Upgrading our exhibition lighting.
## INDICATIVE BUDGET

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<tr>
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</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paying Visitors</td>
<td>211,666</td>
<td>265,047</td>
<td>206,367</td>
<td>212,558</td>
<td>223,186</td>
</tr>
<tr>
<td>Total Visitors</td>
<td>260,211</td>
<td>335,560</td>
<td>260,785</td>
<td>273,824</td>
<td>287,515</td>
</tr>
<tr>
<td>Levy Request</td>
<td>13,973,339</td>
<td>14,811,739</td>
<td>14,890,578</td>
<td>15,647,487</td>
<td>16,354,070</td>
</tr>
<tr>
<td>Additional Levy - SciTech</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>800,000</td>
<td>800,000</td>
</tr>
<tr>
<td>Additional Levy - Approach 2</td>
<td>-</td>
<td>1,000,000</td>
<td>-</td>
<td>1,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Total Levy Request</td>
<td>13,973,339</td>
<td>15,811,739</td>
<td>14,890,578</td>
<td>17,447,487</td>
<td>18,154,070</td>
</tr>
<tr>
<td><strong>OTHER REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>1,507,887</td>
<td>2,002,407</td>
<td>1,558,691</td>
<td>1,605,452</td>
<td>1,653,615</td>
</tr>
<tr>
<td>Commercial and Other Income</td>
<td>773,642</td>
<td>804,524</td>
<td>383,200</td>
<td>478,901</td>
<td>543,479</td>
</tr>
<tr>
<td>Grants and Donations</td>
<td>192,671</td>
<td>215,100</td>
<td>185,099</td>
<td>190,099</td>
<td>190,099</td>
</tr>
<tr>
<td>Interest Revenue</td>
<td>210,964</td>
<td>199,000</td>
<td>50,000</td>
<td>43,000</td>
<td>62,100</td>
</tr>
<tr>
<td>Partnerships</td>
<td>292,983</td>
<td>300,000</td>
<td>300,000</td>
<td>350,000</td>
<td>400,000</td>
</tr>
<tr>
<td>The Mind Lab</td>
<td>181,336</td>
<td>350,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>17,132,821</td>
<td>19,682,769</td>
<td>17,367,568</td>
<td>20,114,939</td>
<td>21,003,364</td>
</tr>
<tr>
<td>Financing Facility</td>
<td>-</td>
<td>4,171,597</td>
<td>1,500,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Funds Brought Forward</td>
<td>1,250,478</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Cash Contributions</strong></td>
<td>16,383,299</td>
<td>23,854,366</td>
<td>18,867,566</td>
<td>22,114,939</td>
<td>22,003,364</td>
</tr>
</tbody>
</table>

## EXPENDITURE

### Collection Management

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Collection Care, Conservation</td>
<td>119,542</td>
<td>151,500</td>
<td>198,500</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Collection Workshops</td>
<td>698,604</td>
<td>718,500</td>
<td>950,426</td>
<td>980,700</td>
<td>1,000,800</td>
</tr>
<tr>
<td>Curatorial and Research</td>
<td>3,474</td>
<td>7,000</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Library</td>
<td>53,275</td>
<td>53,000</td>
<td>57,000</td>
<td>55,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Registry</td>
<td>113,498</td>
<td>210,550</td>
<td>104,550</td>
<td>105,000</td>
<td>107,500</td>
</tr>
<tr>
<td><strong>Total Collection Management</strong></td>
<td>988,393</td>
<td>1,140,550</td>
<td>1,370,476</td>
<td>1,400,700</td>
<td>1,428,300</td>
</tr>
</tbody>
</table>

### Museum Experience

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>226,639</td>
<td>345,665</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Digital</td>
<td>11,689</td>
<td>15,000</td>
<td>110,000</td>
<td>145,000</td>
<td>185,000</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>533,506</td>
<td>997,650</td>
<td>900,591</td>
<td>1,401,391</td>
<td>1,276,391</td>
</tr>
<tr>
<td>Learning and Education</td>
<td>78,589</td>
<td>85,000</td>
<td>118,320</td>
<td>104,000</td>
<td>104,000</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>773,606</td>
<td>669,800</td>
<td>642,660</td>
<td>626,875</td>
<td>606,800</td>
</tr>
<tr>
<td>Partnership</td>
<td>12,546</td>
<td>11,000</td>
<td>18,400</td>
<td>18,860</td>
<td>19,330</td>
</tr>
<tr>
<td>Public Programmes</td>
<td>938,383</td>
<td>1,005,125</td>
<td>1,001,125</td>
<td>1,097,950</td>
<td>1,122,175</td>
</tr>
<tr>
<td>The Mind Lab</td>
<td>295,000</td>
<td>300,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Museum Experience</strong></td>
<td>2,869,958</td>
<td>3,429,240</td>
<td>2,791,096</td>
<td>3,394,076</td>
<td>3,313,696</td>
</tr>
</tbody>
</table>
INDICATIVE BUDGET

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>809,492</td>
<td>871,766</td>
<td>864,218</td>
<td>881,502</td>
<td>940,000</td>
</tr>
<tr>
<td>Commercial</td>
<td>-</td>
<td>-</td>
<td>148,400</td>
<td>222,390</td>
<td>231,126</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>70,463</td>
<td>88,000</td>
<td>93,000</td>
<td>120,000</td>
<td>96,900</td>
</tr>
<tr>
<td>ICT</td>
<td>508,476</td>
<td>715,961</td>
<td>803,761</td>
<td>760,000</td>
<td>740,000</td>
</tr>
<tr>
<td>MOTAT Society</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Museum Environment Team</td>
<td>660,621</td>
<td>758,898</td>
<td>720,898</td>
<td>1,015,000</td>
<td>1,075,000</td>
</tr>
<tr>
<td>Staffing</td>
<td>7,822,703</td>
<td>8,471,721</td>
<td>8,631,502</td>
<td>8,948,184</td>
<td>9,273,733</td>
</tr>
<tr>
<td>Staff Operating Costs</td>
<td>95,439</td>
<td>129,000</td>
<td>129,000</td>
<td>154,000</td>
<td>154,000</td>
</tr>
<tr>
<td>Staff Support and Development</td>
<td>205,525</td>
<td>279,300</td>
<td>247,300</td>
<td>250,000</td>
<td>252,500</td>
</tr>
<tr>
<td>Storage and Security</td>
<td>1,396,134</td>
<td>1,452,589</td>
<td>1,455,917</td>
<td>1,486,087</td>
<td>1,516,508</td>
</tr>
<tr>
<td>Bank Interest and Line Fee</td>
<td>48,158</td>
<td>36,667</td>
<td>42,000</td>
<td>108,000</td>
<td>81,600</td>
</tr>
<tr>
<td><strong>Total Business Services</strong></td>
<td>11,632,013</td>
<td>12,818,901</td>
<td>13,150,996</td>
<td>13,960,163</td>
<td>14,376,368</td>
</tr>
<tr>
<td><strong>Total Cost of Activities</strong></td>
<td>15,490,364</td>
<td>17,388,691</td>
<td>17,312,568</td>
<td>18,754,939</td>
<td>19,118,364</td>
</tr>
</tbody>
</table>

| Development and Projects    |                |              |              |              |              |
| Loan Repayment - RFA        | 67,796         | -            | -            | -            | -            |
| Depreciation and Capital Projects | 2,825,139    | 1,294,000    | 555,000      | 560,000      | 885,000      |
| SoTech Centre               | -              | -            | -            | 800,000      | 800,000      |
| “Approach 2” projects       | -              | 5,171,675    | 1,000,000    | 2,000,000    | 2,000,000    |
| **Total Development and Projects** | 2,892,935    | 6,465,675    | 1,555,000    | 3,360,000    | 2,885,000    |
| **Total Expenditure**       | 18,383,299     | 23,854,366   | 18,867,568   | 22,114,939   | 22,003,364   |
Senior Management Team

Michael Frawley
Chief Executive/Museum Director

Wayne Schache
General Manager Business Services

Alba Letts
General Manager Collections

Steven Fox
General Manager Museum Experience

MOTAT Board

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

Remuneration of Board Members

The Board remuneration was increased in 2013-2014 and amounts to:

<table>
<thead>
<tr>
<th>Role</th>
<th>Remuneration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>$23,000 per annum</td>
</tr>
<tr>
<td>Deputy Chair</td>
<td>$17,250 per annum</td>
</tr>
<tr>
<td>Members</td>
<td>$12,000 per annum</td>
</tr>
</tbody>
</table>

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

Staffing

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

<table>
<thead>
<tr>
<th>Department</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum Experience</td>
<td>49.5</td>
</tr>
<tr>
<td>Collections</td>
<td>28.0</td>
</tr>
<tr>
<td>Business Services incl. Chief Executive and E.A</td>
<td>33.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>110.5</td>
</tr>
</tbody>
</table>
MOTAT FUNDING

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

ADMISSION CHARGES

<table>
<thead>
<tr>
<th>Category</th>
<th>Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>$19.00</td>
</tr>
<tr>
<td>Child (5 - 15 years inclusive)</td>
<td>$10.00</td>
</tr>
<tr>
<td>Overseas Senior Citizen (non NZ)</td>
<td>$10.00</td>
</tr>
<tr>
<td>Student (with current student card)</td>
<td>$10.00</td>
</tr>
<tr>
<td>Family (2 adults and up to 4 children)</td>
<td>$45.00</td>
</tr>
<tr>
<td>Gold Card holders</td>
<td>NO CHARGE</td>
</tr>
<tr>
<td>Schools and early childhood groups</td>
<td>$5.00</td>
</tr>
<tr>
<td>Under 5 years of age</td>
<td>NO CHARGE</td>
</tr>
<tr>
<td>People with disabilities/special needs with care givers</td>
<td>NO CHARGE</td>
</tr>
</tbody>
</table>

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

‘MOTAT MATES’ UNLIMITED ENTRY PASS (ONE YEAR)

<table>
<thead>
<tr>
<th>Category</th>
<th>Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family (2 adults and up to 4 children)</td>
<td>$95.00</td>
</tr>
<tr>
<td>Individual (1 adult)</td>
<td>$45.00</td>
</tr>
<tr>
<td>Student (1 adult)</td>
<td>$22.50</td>
</tr>
<tr>
<td>Child Flexi (1 child with flexible accompanying adult)</td>
<td>$65.00</td>
</tr>
</tbody>
</table>

TRAM FARES

<table>
<thead>
<tr>
<th>Category</th>
<th>Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult (return)</td>
<td>$2.00</td>
</tr>
<tr>
<td>Child (return)</td>
<td>$1.00</td>
</tr>
<tr>
<td>Family (return) (2 adults and up to 4 children)</td>
<td>$5.00</td>
</tr>
<tr>
<td>Adult (one way)</td>
<td>$1.00</td>
</tr>
<tr>
<td>Child (one way)</td>
<td>$0.50</td>
</tr>
</tbody>
</table>
MOTAT ACT OBJECTIVES

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

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

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

Auckland Council  MOTAT Society
Regional Facilities Auckland  NZ Automobile Association
Athfield Architects  Perpetual Guardian
KiwiRail  Ricoh
Ministry of Education  Waitematā Local Board

Finally, we would like to thank the MOTAT Team (i.e. employees and volunteers) who have contributed not only their knowledge and skills, but their time and a lot of energy and passion in helping us achieve our strategic objectives and vision.
22 April 2020

Stephen Town
Chief Executive
Auckland Council
35 Albert Street
Auckland

Dear Stephen

Draft Annual Plan (DAP) and Statutory Levy 2020/21
Museum of Transport and Technology (MOTAT)

As you are aware, MOTAT was created through the Museum of Transport and Technology Act 2000 (the Act). The Act sets out the objectives of the Museum, the DAP process and the levy mechanism for Auckland Council’s contribution to MOTAT’s funding, as well as the timelines for funding to be agreed.

Under the Advisory and Management Agreement between Auckland Council and Regional Facilities Auckland (RFA), we are required to consider the DAP, make a submission and provide advice to Auckland Council on the levy.

Firstly, we would like to acknowledge the course of the Covid-19 pandemic, the ongoing leadership and support from MOTAT to the sector. MOTAT have been quick to share their advice and resources to help other organisations in their work and decision making, and this has been greatly appreciated.

In these extraordinary times and with the Covid-19 pandemic impacting all our institutions, a request was made to MOTAT asking them to revise their DAP and levy request. Given the timing of this request we appreciate the quick response from MOTAT, and willingness shown to reconsider their levy request at this time. A copy of the letter to MOTAT is attached (Attachment A).

Outcome

Whilst MOTAT was originally seeking a levy of $17,087,900 (which was 8% more than 2019-2020), they have reduced their request to $14,890,578 (which is 5.8% less than 2019-2020).

The updated DAP provides amongst other things:
- delaying the refurbishment of the main exhibition hall (Building 5) on the Great North Road site (MOTAT1) by a year;
- delaying the implementation of the SciTech Centre at MOTAT 1 by a year, noting that concept development and design will continue;
- freezing salaries at their current level and restricting recruitment to essential personnel; and
- limiting the Approach 2 Projects in 2020-2021 to the carpark and cycleway on the Meola Road site and the upgrading of the cafe at MOTAT1.

RFA supports this approach. As a key project the carpark will help provide parking for the wider precinct and is significant in supporting Auckland Transport in developing the Meola Road cycleway. As part of this project RFA are taking the opportunity to work closely with MOTAT, along with our Auckland Zoo...
division, and Auckland Transport to support a variety of improvements to parking and accessibility in the Western Springs precinct.

MOTAT’s reasoning for the levy amount is supported by the activities communicated in the DAP which is also attached (Attachment B). We note the core objectives in the DAP remain linked to the Auckland Plan 2050 and the Toi Whithiti Arts and Culture Strategic Action Plan.

We are aware that MOTAT has challenges in relation to the age of its infrastructure, and complexities in relation to the MOTAT2 site, which is on landfill. The deferral of projects will have an impact and we will continue to work with MOTAT on mitigating these issues.

It is also worth noting that MOTAT’s strategy has led to a significant change in its audience over the last few years. Currently, 13% of visitors identify as Asian, 10% as Indian, 8% as Māori and 8% from the Pacific. There has also been a significant increase in visitors aged between 16 and 34.

**MOTAT Funding**

MOTAT is requesting $14,890,578 investment through their levy, an overall reduction of $2,197,322 from their original request. RFA supports this updated investment request and recommends to Council the approval of the levy. However, we are cognisant that the final decision in relation to the levy is a matter for consideration and agreement by Auckland Council.

This recommendation is based on any further reduction having a long-term impact on MOTAT’s ability to operate and reduce their ability to implement and monitor the health and safety and movement of visitors when they reopen to the public. While MOTAT have taken a conservative approach in relation to revenue, we are also aware that there could be future challenges in this area and we will continue to support MOTAT where we can, including through a joint ticketing initiative with our Auckland Zoo division.

In addition, we would like to encourage Auckland Council to consider opening the door to reconsider the deferred MOTAT capital projects should there be the opportunity to do so for the FY21 financial year.

Yours sincerely

Chris Brooks
Chief Executive

Attachments:
- RFA Letter to MOTAT April 2020
- MOTAT Final Draft Annual Plan (DAP) 2020-2021

cc:
Alastair Cameron Manager, CCO Governance & External Partnerships
Edward Siddle Principal Adviser, CCO Governance & External Partnerships
Michael Frawley, Chief Executive, MOTAT
Te take mō te pūrongo
Purpose of the report

Whakarāpopototanga matua
Executive summary
The report would normally go before the Planning Committee, however, in light of COVID-19, it must now be considered by the Emergency Committee.

2. The Draft Government Policy Statement on Land Transport 2021/22 - 2031/32 (GPS 2021) sets out the Government’s strategy to guide land transport investment over the next 10 years, particularly through influencing how Waka Kotahi, the New Zealand Transport Agency (Waka Kotahi) invests across activity classes such as state highways and public transport.

3. Both the Auckland Council 2021-2031 Long-term Plan and Waka Kotahi’s work programme will be heavily influenced by this policy statement.

4. The draft GPS 2021 was released on 19 March 2020, with feedback extended to 11 May 2020.

5. The draft National Rail Plan (NRP) is open for public submission over the same period.

6. It is proposed that Auckland Council lodges a submission responding to both the Draft GPS 2021 and the draft NRP, given they were advertised simultaneously and are closely related.

7. GPS 2021 sets out the government’s priorities for expenditure from the National Land Transport Fund over the next 10 years.

8. GPS 2021 builds on and consolidates the priorities of GPS 2018, identifying four strategic priorities for land transport:
   - Safety
   - Better Travel Options
   - Improving Freight Connections
   - Climate Change.

9. These investment priorities are generally well aligned with Council’s priorities identified in the Auckland Plan 2050.

10. The NRP sets a vision for rail planning and investment in New Zealand and is referred to multiple times in GPS 2021. A new rail network activity class is included in GPS 2021.

11. The draft submission makes the following main points in relation to the GPS:
   - support for the GPS 2021’s strategic direction but requests greater clarity around how the Climate Change priority is to be reflected in transport system investment and how the Better Travel Options priority is to be delivered
   - support for the increased funding allocation for road safety through the new activity class
Item 10

- **support** for the dedicated funding from the National Land Transport Fund for rail network maintenance and renewal as part of the integration of rail network planning into the land transport system
- **support** for the Government’s confirmation that it will fund the Auckland Transport Alignment Project (ATAP)
- **support** for the mode neutral approach to transport planning and investment decisions
- **support** for the suggested approach to better integrate land use and transport outcomes but **requests** greater clarity around how Auckland’s quality compact growth strategy will be enabled.

12. The draft submission makes the following main points in relation to the NRP:

- **support** for the longer-term outlook for rail planning and investment in New Zealand, including intent for funding for rail activities from the National Land Transport Fund
- **support** for the establishment of metropolitan passenger service planning and investment as a strategic priority alongside freight
- **support** for the references to ATAP as the guiding document for investment in Auckland’s transport system, including rail
- **recommend** that the NRP is updated reflecting Council’s February 2020 submission pertaining to the Land Transport (Rail) Legislation Bill.

**Ngā tūtohunga**

**Recommendation/s**

That the Emergency Committee:

a) approve Auckland Council’s draft submission (Attachment A of the agenda report) on the draft Government Policy Statement on Land Transport 2021/22 - 2031/32 and draft National Rail Plan, inclusive of any changes agreed by the committee

b) delegate authority to the Chair and Deputy Chair of the Planning Committee and an Independent Māori Statutory Board member to authorise any minor amendments and corrections to the submission prior to lodgement on 11 May 2020.

**Horopaki**

**Context**

13. It is proposed that Auckland Council lodges a submission responding to both the Draft GPS 2021 and the draft NRP, given they were advertised simultaneously and are closely related.

14. On 19 March 2020 the government released a draft GPS 2021 for review and feedback by 11 May 2020. To view the draft GPS 2021, go to:


15. The GPS plays an important role in guiding transport investment decisions across New Zealand. It is the government’s key statutory transport strategy that guides how funding from Fuel Excise Duty, Road User Charges and vehicle licensing is allocated between activities such as state highways, local roads, public transport, active transport, and road policing. This investment is administered by Waka Kotahi.

16. Waka Kotahi will be guided by the GPS 2021 into how it can invest in Auckland over the next 10 years. Much of the transport investment in Auckland is co-funded by Auckland Council and Waka Kotahi, particularly local roads and public transport.
17. On 19 March 2020 the government also released the draft NRP, available for review and feedback by 11 May 2020 via the following link:


18. The NRP establishes the government’s vision and strategic investment priorities for rail for the next 10 years. It provides the context for a Rail Network Investment Programme (RNIP) to be developed by KiwiRail. The NRP is referred to multiple times in the draft GPS 2021.

19. Both the Ministry of Transport’s Draft GPS 2021 and NRP are open for public submission from 19 March 2020 with an extended closing date of 11 May 2020. It is proposed that Auckland Council lodges a submission responding to both the Draft GPS 2021 and the draft NRP, given they were advertised simultaneously and are closely related.

Tātaritanga me ngā tohutohu
Analysis and advice

20. GPS 2021 builds on and consolidates the priorities of GPS 2018. The strategic priorities for GPS 2021 are:

- **Safety**: Develop a transport system where no-one is killed or seriously injured
- **Better Travel Options**: Provide people with better travel options to access places for earning, learning, and participating in society
- **Improving Freight Connections**: Improve freight connections to support economic development
- **Climate Change**: Transform to a low carbon transport system that supports emission reductions aligned with national commitments, while improving safety and inclusive access.

21. **Safety** remains a priority, with the wording updated to reflect the Road to Zero strategy. **Access** remains a priority but is now covered in two parts to provide clearer guidance. GPS 2021 continues to support better urban transport options and well-connected freight routes. The **environment** remains a priority, with a focus on investments that align with Government’s greenhouse gas reduction targets. **Value for money** is expressed as a principle that applies to all investments, rather than a strategic priority that could change as Government changes.

22. To achieve these priorities, GPS 2021 allocates funding to focus investment on:

- implementing the Road to Zero interventions through a specific Road to Zero activity class, which includes $1.2 billion additional investment in local roads
- implementing freight and some inter-regional rail network investments defined in the draft New Zealand Rail Plan through a specific rail network activity class
- implementing metropolitan rail network investment defined in the draft National Rail Plan and approved under the previous transition rail activity class through the public transport infrastructure activity class
- shaping land use, urban form and street design in a way that reduces car dependency, making walking, wheeling, cycling and micro-mobility safe and attractive travel choices, and reduces emissions from transport
- public transport in cities and expanding the public transport system to support new housing and interregional commuting
- implementing mode shift plans to shape urban form, make shared and active modes more attractive, and influence travel demand and transport choices
- improving mode choice for moving freight by coastal shipping
Item 10

• a transition to a low carbon transport system through reducing transport demand and inter-connected infrastructure encouraging walking, cycling and the use of public transport, and the use of rail and coastal shipping for moving freight.

23. GPS 2021 confirms that the activity classes include enough funding to cover the central government share for government’s commitments:
   • Auckland Transport Alignment Project (ATAP) - $16.3 billion
   • Let’s Get Wellington Moving (LGWM) - $3.8 billion
   • Road to Zero - $10 billion
   • New Zealand Rail Plan - $1.2 billion.

24. It confirms that ATAP will be the guiding document for investment in Auckland’s transport system.

25. It also confirms that the Crown Funding of $6.8 billion to progress new infrastructure projects through the NZ Upgrade Programme (NZUP) is not included in the activity classes. This brings the overall transport investment across the country to around $54 billion over the next 10 years.

26. To fund this investment the revenue for the National Land Transport Fund (NLTF) is projected to increase from around $4.4 billion in 2021/22 to $5.1 billion in 2030/31. The Government has indicated there will be no increase in fuel excise and road user charge to fund the first three years of this investment.

Draft National Rail Plan

27. The National Rail Plan (NRP) is a non-statutory document supporting the Government’s intent for a longer-term outlook for planning and funding for rail.

28. Rail is to be considered as an integral part of the land transport system. Through inclusion in GPS 2021 and funding from the NLTF (in conjunction with Crown appropriations and track-user charges) implementation of the NRP will contribute to the New Zealand Government’s principle of mode neutrality.

29. There are multiple references in the document to the ATAP and metropolitan passenger service enhancement is referred to as one of two investment priorities alongside freight.

30. Amendments proposed to the Land Transport Management Act (LTMA) are referred to several times in the draft Plan. This is pursuant to the Land Transport (Rail) Legislation Bill that Auckland Council and Auckland Transport submitted on in February 2020.

31. The NRP is consistent with the LTMA reform: it applies to heavy rail and excludes light rail. The GPS 2021 includes light rail in the public transport infrastructure activity class.

Draft Submission

32. A draft submission has been prepared containing the following main points:

   GPS 2021

33. That Auckland Council:
   • support the GPS’s strategic direction but requests greater clarity around how the Climate Change priority is to be reflected in transport system investment and how the Better Travel Options priority is to be delivered
   • support the increased funding allocation for road safety through the new activity class
   • support the dedicated funding for rail network maintenance and renewal through the new rail network activity class, and investment in metropolitan rail through the public transport infrastructure activity class
34. That Auckland Council:

bullet support the longer-term outlook for rail planning and investment in New Zealand

bullet support establishment of metropolitan passenger service planning and investment as a strategic priority alongside freight

bullet support references to ATAP as the guiding document for investment in Auckland’s transport system, including rail

bullet recommend that the NRP is updated reflecting council’s February 2020 submission pertaining to the Land Transport (Rail) Legislation Bill, particularly:

- full integration of rail with other land transport is preferred strongly over partial integration
- the integrity of the Auckland Network Access Agreement needs to be preserved
- the Rail Network Investment Programme should have a ten-year duration (not just a ten-year outlook).

bullet suggest minor wording changes for clarification and completeness purposes.

35. The draft submission to the Ministry of Transport on draft GPS 2021 and the draft NRP is attached to this report for the Emergency Committee’s approval.

36. The GPS 2021 will impact on greenhouse emissions and the approach to reduce emissions by influencing the allocation of funding to focus investment on a transition to a low carbon transport system.

37. The inclusion of climate change as a new strategic priority in GPS 2021 is welcomed. Several other areas of focus within the document are also likely to be climate positive including:

bullet the priority given to public transport, walking and cycling

bullet the establishment of longer-term planning and funding processes

bullet the integration of rail with other modes of transport via the GPS and NLT.

38. Over time there should be increasing potential for rail to substitute road-based transport and, in the context of Auckland, support more sustainable and resilient urban growth.

39. There is, however, insufficient detail on how this strategic priority will be given effect to, particularly in terms of how it will be reflected in transport system investment. Further direction needs to be given on what central and local government will have to do/invest in differently to enact a step-change.
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

40. GPS 2021 is a critically important policy for Auckland Transport (AT) in that it sets the parameters for the quantum of NLTF funds that can be invested across different transport activities. As such, it provides guidance for the development of Regional Transport Plans (RLTPs).

41. Auckland Council’s proposed submission was informed by discussions with AT staff. AT is making a separate submission on the GPS and addresses similar matters. AT’s submission is anticipated to feature more detail than Auckland Council’s given AT is the road-controlling authority in Auckland.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

42. Under the Local Government (Auckland Council) Act 2009 provisions, Auckland local boards are responsible for decision-making on local issues, activities and services, have a direct role in placemaking, and provide input into regional strategies, policies, plans and decisions.

43. The final GPS 2021 will influence Waka Kotahi’s transport investment. Projects identified to be funded from the Local Board Transport Capital Fund are potentially eligible for NZTA co-funding where they align with the GPS’s strategic direction and Waka Kotahi’s processes for assessing value for money.

44. The new GPS 2021 will not be locally specific in that it will identify high-level funding allocations rather than individual projects that might be eligible for funding. Council’s Long-term Plan and Regional Land Transport Plan are where local-specific decisions will be made and where local boards input into these decisions.

45. Local board chairs have been provided a link to the new draft GPS 2021 and an opportunity to make comments to feed into the draft submission should they so wish.

46. At the time of writing, feedback has been received from Whau Local Board and Albert-Eden Local Board, both supporting the general direction and the four strategic priorities.

47. The Whau Local Board:
   - support the main principles underpinning the draft GPS and the strategic priorities
   - strongly support the inclusion of safety as a strategic direction but requests that the Transport Agency support and encourage Approved Organisations to take a less narrow technical definition of safety and to listen to local communities on localised safety concerns
   - support the inclusion of better travel options as a strategic priority but requests that the GPS be more explicit in acknowledging that Auckland requires attention because of its physical size and population
   - support the inclusion of climate change as a strategic priority and increased provision of safe walking and cycling infrastructure to encourage uptake of active modes. It requests, however, that the Transport Agency take a more directive approach in implementing this strategic direction to ensure that Approved Organisations actively seek to implement walking and cycling projects and initiatives.

48. The Albert-Eden Local Board:
   - support the general direction and the four strategic priorities
   - support the principle of reducing deaths and serious injuries in the Road to Zero measures, but request greater funding allocation for Auckland
   - strongly support the move of freight from road to rail and coastal shipping, given the need to transition quickly to other freight moving models
• **strongly support** the Climate Change priority and investment decisions supporting the rapid transition to a low carbon transport system

• **support** the funding to Auckland Transport Alignment Project

• **support** Auckland’s metropolitan passenger network priorities, including electrification between Papakura and Pukekohe, and the third main line between Wiri and Quay Park

• **support** the focus on the interrelation of land use and transport

• **support** the focus in the Transport Outcomes Framework on protecting people from transport related injuries, pollution, and psychological harm

• **support** the focus on efficiently utilising the existing urban roading that we currently have

• **note** that psychological wellbeing can be compromised by the transport system. We need to help people enjoy getting around by active transport and being in public spaces by reducing domination of roads by private motor vehicles.

49. Any further local board comments received by 10 May will be attached to the council’s submission to Government.

**Tauākī whakaaweawe Māori**  
**Māori impact statement**

50. Members of the Independent Māori Statutory Board have been advised of the submission process.

51. Mana whenua organisation chairs have been advised of the release of the new draft GPS 2021 so that they can make a direct submission if they so wish.

52. The new draft GPS 2021 is a high-level indication of funding allocation across transport activity classes and does not include project or area-specific decisions. The final policy statement will impact Māori as it will direct the New Zealand Transport Agency on how it can allocate funds to transport activities that have an impact on Māori communities. The priority of specific projects will be determined through the upcoming Auckland Council Regional Land Transport Plan/Long-term Plan process.

53. Some of the strategic priorities identified in GPS 2021 are of importance to Māori. Māori are at a much higher risk of road traffic injury per population than other groups in Tāmaki Makaurau. Māori are also overrepresented in low income areas to the south and west of Auckland that have relatively poor access to education and employment opportunities and are more susceptible to the impacts of climate change.

**Ngā ritenga ā-pūtea**  
**Financial implications**

54. The GPS plays an important role in guiding transport investment decisions through its allocation of funding between activities such as state highways, local roads, public transport, active transport, and road policing. The Auckland Council 2021-2031 Long-term Plan will be heavily influenced by this policy statement.

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1 In the past five years 18 percent of all people who have lost their lives on our roads were Māori, a disproportionate level of harm as Māori make up 11 percent of the overall population in Tāmaki Makaurau.

2 The ATAP Foundation Report highlighted significant accessibility challenges in west and south Auckland over the next 10 years, in part due to their distance from where employment growth is expected to occur.

3 Climate change has significant implications for Māori. • Being predominantly coastal people, mana whenua relationships to ancestral taonga, cultural knowledge and practices are at risk. Sea rise is compromising wāhi tapu (sacred sites), Māori land holdings, marae and other significant sites. • There will also be potential socio-economic impacts on whānau (families). Proposed responses to climate may present a further disadvantage for Māori. • Whānau Māori (Māori families) who are already in a precarious financial position, have less access to resources to respond to rapidly worsening conditions. • Marae, uru pā (burial grounds) and wāhi tapu (sacred sites) will be exposed to inundation and flooding. • The indigenous flora and fauna are under threat from a changing environment, particularly where those changes are so fast or significant that species cannot adapt or are overrun by exotic invasive species that can.
55. Establishment of a longer-term planning and funding outlook for rail and its integration into the broader land transport system would support development of a more sustainable and resilient passenger and freight network.

Ngā raru tūpono me ngā whakamaurutanga

Risks and mitigations

56. The risks are in not deciding to make a submission and not representing Council’s position.

Ngā koringa ā-muri

Next steps

57. The draft GPS 2021 indicates that the final GPS 2021 will be released in mid-2021 to inform the development of the Auckland Regional Land Transport Plan and the National Land Transport Plan.

58. The draft NRP indicates that the final NRP will be released alongside the final GPS in the second half of 2020. The final Plan will also provide further information on funding sources and principles to facilitate the ongoing investment in the development of rail, including track user charges to support the NLTF.

Ngā tāpirihanga

Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Draft Auckland Council Submission on draft GPS 2021</td>
<td>79</td>
</tr>
<tr>
<td>B</td>
<td>Whau Local Board feedback</td>
<td>89</td>
</tr>
<tr>
<td>C</td>
<td>Albert-Eden Local Board feedback</td>
<td>93</td>
</tr>
</tbody>
</table>

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Jim Fraser - Principal Transport Planner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Jacques Victor – General Manager Auckland Plan Strategy and Research</td>
</tr>
<tr>
<td></td>
<td>Megan Tyler - Chief of Strategy</td>
</tr>
<tr>
<td></td>
<td>Phil Wilson - Governance Director</td>
</tr>
</tbody>
</table>

Date: 11 May 2020

He mihi ki te kaahui tāpuna,
te taura-here mō ātou te muka tāngata,
ki ngā mana atua, kia tau te mauri.

He kura tangihia, he maimai aroha,
ratou kua whetūrangitia ki a ratou
ratou te hunga mata-rerehua ki a ātou

E ngā mana, e ngā reo, e ngā karangatanga maha,
tenā rā koutou katoa.

Introduction
1. This is Auckland Council’s submission in response to the draft Government Policy Statement on Land Transport 2021/22-2031/32 (GPS 2021) and draft National Rail Plan (NRP). Due to the inter-related nature of the GPS 2021 and the NRP, Auckland Council is making one submission across both matters.
2. This submission has been approved by the Emergency Committee of Auckland Council.
3. In accordance with Auckland Council’s unique governance model our local boards have also provided their submissions. These are attached in Attachment A.
4. The address for service is Auckland Council, Private Bag 92300, Victoria Street West, Auckland 1142.

Tāmaki Makaurau Context
5. Auckland Council is a unitary authority and is the largest council in New Zealand in terms of population and it is also the most diverse. The Auckland region covers a wide range of land uses from dense urban to rural productive and conservation islands.
6. The Auckland Plan 2050 identifies that to achieve the Auckland we want, we must address the three most important challenges of high population growth, ensuring prosperity is shared amongst all Aucklanders, and arresting and reversing environmental degradation.
7. The rate and speed of Auckland’s population growth puts pressure on our communities, our environment, our housing, transport and infrastructure networks. It also means increasing demand for space, infrastructure and services necessary to support this level of growth.
8. To unlock the benefits of this growth, Auckland needs a transport system that provides safe, reliable and sustainable access. A transport system that:

- Easily connects people, goods and services to where they need to go
- Provides high quality and affordable travel choices for people of all ages and abilities
- Seeks to eliminate its harm to people and the environment, particularly CO2 emissions on climate change
- Supports and shapes Auckland’s growth
- Create a prosperous, vibrant and inclusive city.

Submission Overview

9. Auckland Council welcomes the opportunity to submit on the proposed draft Government Policy Statement on Land Transport 2021/22-2031/32 (GPS 2021) and draft National Rail Plan (NRP). Due to the inter-related nature of the GPS 2021 and the NRP Auckland Council is making one submission across both matters.

10. The Council supports the overall intention, but not all the content, of the proposed GPS 2021 and NRP. The key issues for Auckland Council are listed below and each is expanded further in the following sections of this submission.

GPS 2021

- Support for the GPS’s strategic direction but request greater clarity around how the Climate Change priority is to be reflected in transport system investment and how the Better Travel Options priority is to be delivered
- Support for the increased funding allocation for road safety through the new activity class
- Support for the dedicated funding for rail network maintenance and renewal through the new rail network activity class, and investment in metropolitan rail through the public transport infrastructure activity class
- Supports the Government’s confirmation that it will fund the Auckland Transport Alignment Project and that it will be the guiding document for investment in Auckland’s transport system
- Support for the mode neutral approach to transport planning and investment decisions
- Support for better integrated land use and transport outcomes but requests greater clarity around how Auckland’s quality compact growth strategy will be enabled
- Suggest minor wording changes for clarification and completeness purposes.

NRP

- Support for the longer-term outlook for rail planning and investment in New Zealand including the intent for funding for rail activities from the National Land Transport Fund
- Support for the establishment of metropolitan passenger service planning and investment as a strategic priority alongside freight
- Support for references to ATAP as the guiding document for investment in Auckland’s transport system, including rail
- Recommends that the NRP is updated reflecting Council’s February 2020 submission on the Land Transport (Rail) Legislation Bill, particularly:
full integration of rail with other land transport is preferred strongly over partial integration
o the integrity of the Auckland Network Access Agreement needs to be preserved
o the Rail Network Investment Programme should have a ten-year duration (not just a ten-year outlook)

- Suggest minor wording changes for clarification and completeness purposes.

GPS 2021

Strategic directions and priorities

11. Auckland Council supports the GPS 2021’s strategic direction. The investment priorities are generally well aligned with council’s priorities identified in the Auckland Plan 2050 and support investment in projects aligned to the indicative package of ATAP.

12. Greater clarity is, however, required around how the Climate Change priority is to be reflected in transport system investment and how the Better Travel Options priority is to be delivered.

13. While the inclusion of climate change as a strategic priority is critical and welcomed, there is insufficient detail as to how this will be given effect. While the GPS states that “reducing greenhouse gas emissions will be achieved through action across all priorities, programmes and activity classes” it does not explain how this will occur. In the absence of a dedicated pool of funding, more clarity and direction are required as to how emissions reduction will drive investment decisions across activity classes.

14. GPS 2021 needs to identify that investment through the National Land Transport Fund (NLTF) will not in itself create a transport system that is consistent with the objectives of the Zero Carbon Act (ZCA). It needs to be supported by other policies and additional investment from other sources.

15. In this respect it would be helpful if GPS 2021 provided more direction to local government on the kinds of initiatives and investments that will support the necessary step change to a lower carbon transport sector such as:

- investment in decarbonisation, walking and cycling, public transport
- travel demand management
- reducing trip distances
- improving network resilience
- encouraging sustainable/low carbon construction
- requiring arterial roads projects to feature dedicated infrastructure for walking, cycling, and transit priority where appropriate.

16. Auckland Council supports the references in the National Rail Plan to the transport emissions mitigation benefits possible through increased investment in rail. The climate change strategic priority commentary in the GPS, however, could be amended to better emphasise the important role rail can play in reducing transport sector emissions.

17. References to climate change could be strengthened within the strategic framework of the document by:

- depicting climate change in the outcomes framework diagram as it is applicable across all the outcomes (per paragraph 50)
• making emissions reduction a principle for investing (paragraph 88-104)
• making emissions reduction a ministerial expectation (sect 3.7) potentially by
  broadening the focus of the existing ministerial expectation on transport resilience to
  include climate change mitigation (paragraph 152)
• including emissions reduction as an indicator for the freight strategic priority
  (paragraph 66).

18. Under the better travel options priority paragraph 62 talks about implementing the
Auckland mode shift plan. Most of the initiatives within it are unfunded and the GPS
2021 is silent on specific arrangements to address this.

19. Paragraph 62 also states that Waka Kotahi will partner with local government to shape
urban form so that it better enables mode shift. Auckland Council supports this
aspiration. Further clarification is sought, however, that this means Waka Kotahi will
prioritise investments that support compact urban forms, as that is the most effective
means of promoting mode shift.

Road Safety

20. Auckland Council supports the priority given to developing a transport system that
advances New Zealand’s vision that no-one is killed or seriously injured while travelling.

21. The establishment of a new road safety activity class is particularly welcome. This
should enable more funding to be allocated to interventions that will reduce deaths and
serious injuries in accordance with the targets set out in the Road to Zero strategy,
particularly in terms of improving safety for vulnerable road users such as pedestrians
and cyclists.

22. As recognised in GPS 2021, there is an urgent need to improve road safety outcomes
and reverse the increase in deaths and serious injuries that has occurred in recent years.
The potential for investment in rail to improve safety outcomes across the transport
system is articulated in the National Rail Plan and should also be strongly emphasised
under the Safety Strategic Priority in the GPS.

Rail Network Funding

23. Auckland Council supports the dedicated funding for rail network maintenance and
renewal - the commitment to a more sustainable funding source for rail through the
creation of a rail network activity class and its flexibility to enable delivery of ATAP.

24. Auckland Council also supports the focus on implementing metropolitan rail network
investment (defined in the draft National Rail Plan and approved under the previous
transitional rail activity class) through the public transport infrastructure activity class
(notting that items under the former transitional rail activity class such as electrification
of the line between Papakura and Pukekohe, third main line and southern line stations are
captured in the New Zealand Upgrade Package (NZUP) announcement).

ATAP funding commitment

25. Auckland Council supports the Government’s confirmation that it will fund the ATAP, at
agreed funding levels, and that it will be the guiding document for investment in
Auckland’s transport system. For the avoidance of doubt, it would be useful for GPS
2021 to clarify how much of the $16.3b of central government funding committed to
ATAP has already been spent and, therefore, how much is available for investment over
the remaining years of the ATAP programme to 2027/28.
26. Auckland Council also welcomes the confirmation that investment in Auckland’s transport system resulting from the NZUP is additional to the $16.3b committed to ATAP.

Mode neutral approach

27. Auckland Council supports the mode neutral approach to transport planning and investment decisions. An important element of the Auckland Plan’s approach to transport is ensuring that planning and funding systems support using the “right tool for the job”, rather than privileging any mode.

28. To this end Auckland Council supports the way in which the activity classes have been structured in GPS 2021 and the greater flexibility this provides for to direct funding to the best transport solutions through:

- the broader range of funding bands for each activity class
- requiring that Waka Kotahi’s business case and project prioritisation processes allow consideration of projects that may require investment across activity classes, enabling GPS investments to be funded from more than one activity class.

29. Auckland Council also supports the integration of rail and coastal shipping into the NLTF and the establishment of a longer-term planning and funding outlook for rail through the National Rail Plan. Both initiatives will help achieve a mode neutral approach to transport planning and investment.

Integrated land use and transport outcomes

30. Auckland Council supports the better integrated land use and transport outcomes, however there is insufficient detail regarding how Auckland’s quality compact growth strategy will be enabled.

Minor Wording Changes

31. In addition to these high-level points, we have identified several minor changes that we would like to see in the final version of the GPS 2021. These changes are outlined below:

<table>
<thead>
<tr>
<th>Section/Paragraph</th>
<th>Suggested Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding for Transport P27 paras 86 and 87</td>
<td>Include in the list of proposed principles that will underpin alternative funding arrangements an additional principle, that the proposals for such arrangements should demonstrate that the wider benefits that a project would otherwise deliver should not be dissipated as a result of them been funded in a non-traditional way (such a principle might, for example, provide a safeguard against public private partnerships or other alternative funding arrangements that might seek to avoid delivering walking and cycling enhancements as part of a tolled road because they do not generate a financial rate of return on investment).</td>
</tr>
<tr>
<td>Paras 34 and 36</td>
<td>Include statement that the RNIP needs to be consistent with RLTP.</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Paras 39 to 41 Paras 103 and 104</td>
<td>Include statement that investment in growth-enabling infrastructure needs to reflect spatial planning conducted by regions.</td>
</tr>
<tr>
<td>Page 19</td>
<td>Add improved population health to what will be delivered by 2031 (better travel options). Amend bullet point six that refers to “total mobility” with a term/explanation that is more understandable to the lay reader.</td>
</tr>
<tr>
<td>Page 20</td>
<td>Amend the co-benefits so that they are consistent. The initial list includes ‘inclusive access’ while para 66 leaves this out but adds ‘environmental sustainability’.</td>
</tr>
<tr>
<td>Page 22</td>
<td>Add ‘economic prosperity’ as a co-benefit. Addressing climate change requires investment in sustainable infrastructure, improved access, network resilience etc, all of which provides an economic stimulus and creates jobs.</td>
</tr>
<tr>
<td>Para 70</td>
<td>Amend to acknowledge local government/regional leadership in terms of climate action.</td>
</tr>
<tr>
<td>Para 113</td>
<td>Add climate change as one of the focuses of investment (this is a glaring omission as all the strategic priorities except climate change are acknowledged).</td>
</tr>
<tr>
<td>Table 3</td>
<td>Table 3 shows that public transport, walking and cycling have quite extreme budget ranges. The GPS needs to emphasise that projects funded under other activity classes may also include elements for public transport, walking and cycling modes (in practice, they all should).</td>
</tr>
<tr>
<td>Section 3.7 Page 38, para 143 (bullet point seven)</td>
<td>The statement of ministerial expectations includes reference to “quality urban environments”. What this means needs to be clarified. A principle pertinent to this to this outcome needs to be included.</td>
</tr>
</tbody>
</table>

**National Rail Plan**

**Longer-term rail planning and investment**

32. Auckland Council strongly supports the approach of the National Rail Plan, and intent for a longer-term outlook for planning and funding for rail in New Zealand including the
confirmation that investments in rail will occur through the NLTF (supported by some ongoing Crown appropriations and track-user charges).

33. The integration of rail with the remainder of the land transport system, by including it in the GPS and making funding available via the NLTF, is a critical step towards a mode neutral approach to investment in transport in New Zealand.

34. Auckland Council also supports the emphasis on the potential for rail to contribute to a range of strategic priorities, including better travel options and improving freight. The climate change and safety credentials of targeted rail investment are articulated in the draft NRP and these should be added to the GPS.

35. Increasing the funding duration of the Rail Network Investment Programme (RNIP) from three to ten years, would enhance the focus of reform in the rail sector on the longer-term.

Metropolitan passenger service planning and investment

36. Auckland Council supports the establishment of metropolitan passenger service planning and investment as a strategic priority alongside freight.

ATAP guiding investment

37. Auckland Council supports references to ATAP as the guiding document for investment in Auckland’s transport system, including rail.

Updating NRP to reflect Auckland Council’s submission to the Land Transport (Rail) Legislation Bill

38. The proposed changes to the Land Transport Management Act (LTMA) are referred to several times in the draft Plan. This is pursuant to the Land Transport (Rail) Legislation Bill that Auckland Council and Auckland Transport submitted on. While Auckland Council supports the intent of the reform it recommends that the NRP is updated to reflect its February 2020 submission pertaining to the Land Transport (Rail) Legislation Bill, particularly:

- full integration of rail with other land transport is preferred strongly over partial integration
- the integrity of the Auckland Network Access Agreement needs to be preserved
- the RNIP should have a ten-year duration (not just a ten-year outlook).

Minor Wording Changes

39. In addition to these high-level points, we have identified several minor changes that we would like to see in the final version of the NRP for clarification and completeness purposes. These changes are outlined below:

<table>
<thead>
<tr>
<th>Section/Paragraph</th>
<th>Suggested Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Context</td>
<td>Include in this section’s commentary on the role of rail in reducing emissions the qualification that this is relative to reliance on road-based transport when significant freight loads</td>
</tr>
<tr>
<td>Page 10</td>
<td>Amend the text that refers to Auckland Transport and Greater Wellington Regional Council being responsible for planning and funding metropolitan rail services in these regions, to acknowledge that this is undertaken with the support of funding from the National Land Transport Fund.</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Page 12</td>
<td>Add under “Environmental Sustainability” an outcome regarding the ability for investment in rail to add to the resilience of New Zealand’s trunk transport network, in view of climate change and changing risks/hazards.</td>
</tr>
<tr>
<td>Page 13</td>
<td>Add under “Inclusive Access” an objective acknowledging passenger rail’s role in supporting and shaping urban growth.</td>
</tr>
<tr>
<td>Page 13</td>
<td>Add under “Resilience and Security”, an outcome regarding assessment of and investment in assets to be adaptable in the face of future shocks and stressors, including those arising from climate change.</td>
</tr>
<tr>
<td>Page 15</td>
<td>Add under “Why Change is Needed” a paragraph noting that in future, avoiding conflict between passenger (including interregional passenger) and freight operations will become increasingly important, necessitating investment in additional main lines, which has been flagged already in ATAP as a future priority.</td>
</tr>
<tr>
<td>Page 16</td>
<td>Investment priorities that are referred to and included in Section Two of the Plan are focused on the next ten years; however, longer-term considerations are included as well. This section should note that while the next ten years is important for the purposes of developing the RNIP, longer-term considerations are also critical.</td>
</tr>
<tr>
<td>Page 22</td>
<td>The same applies to first paragraph on page 22.</td>
</tr>
<tr>
<td>Page 21</td>
<td>Clarify under Integrated and Long-term Planning (second bullet point) that mode-neutrality means outcomes-based assessment of investment. Add a fourth bullet “Provide greater certainty for aligned investment in other land transport (e.g. stations and bus routes), and urban development outcomes.”</td>
</tr>
<tr>
<td>Page 23</td>
<td>Add ATAP and its associations to other plans and strategies to the New Planning and Funding System for Rail diagram.</td>
</tr>
<tr>
<td>Page 32</td>
<td>Amend text under Rail Can Provide Modern Transit Systems in our Largest Cities, as follows &quot;The metropolitan rail services in Auckland and Greater Wellington provide vital support for their significant commercial, government and professional services industries, facilitate access to housing and jobs for many Aucklanders and Wellingtonians, and support spatial planning (e.g. delivery of the Unitary Plan and Auckland Plan outcomes).&quot;</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>various</td>
<td>The references to investment priorities in Auckland, including electrification between Papakura and Pukekohe, and third main line between Wiri and Quay Park, need to be updated in view of the New Zealand Upgrade Package announcement (e.g. on page 38)</td>
</tr>
<tr>
<td>various</td>
<td>The commencement of a comprehensive port study by the Ministry of Transport and Treasury should be acknowledged in relevant text rather than the UNISC Working Group (e.g. on page 36).</td>
</tr>
</tbody>
</table>
Attachment A – Local Board Submissions
Memorandum

To: Jim Fraser – Principal Transport Advisor, Auckland Council

Cc: Glenn Boyd – Relationship Manager, Henderson-Massey, Waitakere Ranges and Whau
    Mary Binney – Senior Local Board Advisor, Whau
    Kat Ashmead – Senior Policy Advisor, Local Board Services

Subject: Whau Local Board feedback on the Draft 2021 Government Policy Statement on Land Transport

From: Kay Thomas, Whau Local Board Chair

15 April 2020

Purpose

1. To provide feedback from the Whau Local Board to inform Auckland Council’s submission on the Draft 2021 Government Policy Statement on Land Transport.

Context

1. The Government Policy Statement on Land Transport (GPS) sets out the government’s priorities for expenditure from the National Land Transport Fund (NLTF) over the next 10 years.


3. The GPS is of high importance to Auckland Council, both at the local and regional level, as it determines the Government’s priorities for co-investment in regional and local transport initiatives via the NLTF. It will also substantially inform the development of the 2021 Regional Land Transport Plan (RLTP), which effectively determines which transport activities will be allocated budget through council’s Long-term Plan to progress over the next three-year period (2021-2024).

4. Auckland Council staff are currently preparing a submission on behalf of the organisation, which is anticipated to be adopted by council’s Emergency Management Committee on 30 April. This feedback is anticipated either to inform, or be appended to, that submission.

5. The Whau Local Board agrees in principle with the main principles underpinning the draft GPS, in particular the strategic directions focusing on safety and climate change, as it sees these as critical regional (also national, and global) issues. The local board also supports the focus on transport options and efficient movement of freight as these issues are of significant local relevance also.

Feedback from the Whau Local Board

6. The Whau Local Board welcomes the opportunity to give feedback on the Draft GPS and supports in principle its general approach, with the following comments.

Changes since the last GPS

7. The Whau Local Board is aware that potential impact of climate change has become increasingly clear in the past three years and the need to reduce carbon emissions (in particular by identifying options to reduce the use of fossil fuels) is now of critical importance. Public desire to reduce reliance on fossil fuels has become increasingly clear, with uptake of electric vehicles surging in the past two years.

8. The Whau Local Board notes the rapid pace of technological innovation and significant uptake in micro-mobility options such as e-bikes and e-scooters. The board also notes the increasing awareness amongst employers of the need to facilitate demand management through flexible working policies. This has
become increasingly apparent during the ongoing Covid-19 situation and the board hopes that Government agencies will take the learnings from this experience.

9. The Whau Local Board strongly supports the Government’s Road to Zero strategy but believes more needs to be done to improve safety at the local level, including pedestrian safety, noting our aging population and the demands of increasing population density in our urban areas.

10. The Whau Local Board notes that while population growth an intensification continue, there has been slow progress on some key growth-related projects, particularly in the Auckland Region. Auckland needs more investment in heavy rail and in mass rapid transit, noting in particular frustration around lack of progress on the proposed North-western Rapid Transit Corridor.

**Strategic Priority 1 – Safety**

11. The Whau Local Board strongly supports the inclusion of safety as a strategic priority. The safety of the transport system is also a very high priority for the communities of the Whau.

12. The Whau Local Board supports the government’s Road to Zero strategy and endorses the inclusion of safety as a strategic direction. However, the local board notes that Approved Organisations have chosen to take a narrow, technical definition of safety (or risk) that has sometimes alienated local communities where there is a high level of concern around the safety of transport infrastructure.

13. The Whau Local Board hopes that the Transport Agency will support and encourage Approved Organisations in their obligation to listen to local communities and take localised safety concerns seriously.

**Strategic Priority 2 – Better Travel Options**

14. The Whau Local Board supports the inclusion of better travel options as a strategic priority. Auckland is unique within New Zealand in terms of physical size and population. The provision of better travel options is of particular importance here and this is definitely an issue in the Whau, where communities have varying degrees of access to safety, low-cost and efficient transport options.

15. The Whau Local Board would like to see the GPS be more explicit about the fact that Auckland requires particular attention in this area (and the others). While some of our communities are very well-served, others – although not physically far away – have relatively poor connectivity.

16. The Whau Local Board supports the consideration of New Lynn, as Auckland’s only Transit-oriented Development (TOD) and given its unique location, as an appropriate location for a multi-level park and ride. This also takes into account the particular geographic constraints around access to New Lynn via bus and active modes for people living in the Tiriangi area and/or Waitakere Ranges foothills who wish to access rail and/or frequent bus services from New Lynn. The local board would like to see the GPS take more account of Auckland’s particular geographical constraints and challenges.

17. It is essential that progress is made on the North-western Rapid Transit Corridor (currently assumed to be a busway, possibly future-proofed for light rail) and, for the people who work in the Rosebank Peninsula and for its many businesses, it is essential that it has a stop at the Rosebank interchange with feeder buses along the peninsula.

18. The Whau Local Board area has good travel choices for many, but still frustratingly slow travel times to the Auckland City, particularly during peak hours, and this is unlikely to improve before City Rail Link is completed. The local board notes that while New Lynn and Avondale are well-served by public transport (and will be well-served in terms of active transport when the New Lynn to Avondale Shared Path is eventually completed), this situation is not representative of the whole of the Whau area. Blockhouse Bay and New Windsor have good bus connections, but a lack of transport choice. Green Bay and Kelston are not well served; transport choice is minimal and commutes are very slow. These communities
deserve better travel options and the local board hopes that this GPS will provide the right strategic framework to make this happen at the local level.

19. The Whau Local Board notes a strong desire for faster progress in implementation of walking and cycling connections in the community. We have heard this repeatedly from our communities and will do what we can locally, but the local board hopes that this GPS will support completion and expansion of the Auckland Cycle Network.

**Strategic Priority 3 – Improving Freight Connections**

20. The Whau Local Board supports the inclusion of improving freight connections as a strategic priority. This is a critical issue for the Rosebank Peninsula and the local board hopes that this GPS will support improved access to our critical industrial precinct which currently struggles with poor access.

21. The Whau Local Board also supports the increased use of rail and sea freight to take pressure off Auckland’s roading network and reduce carbon emissions.

**Strategic Priority 4 – Climate Change**

22. The Whau Local Board strongly supports the inclusion of climate change as a strategic priority. The local board strongly supports increased provision of safe walking and cycling infrastructure to encourage uptake of active modes. It also welcomes innovation, including micro-mobility options and demand management tools.

23. It is clear that good environmental management or kaitiakitanga, and working to meet the challenges of climate change, are huge priorities for the people of the Whau. The local board sees reducing the emissions associated with the transport system as being a very high priority and applauds the Transport Agency for making climate change a strategic direction.

24. However, the local board would urge the Transport Agency to take a more directive approach in implementing this strategic direction to ensure that Approved Organisations actively seek to implement projects and initiatives in this space, noting that in spite of the move to a mode-neutral approach with more emphasis on safety and emissions-reduction in the 2018 GPS, these changes have been slow to take hold at an organisational level throughout the relevant agencies. The local board hopes that a more radical cultural shift will result from this draft GPS.

**Next Steps**

2. This feedback is expected to inform and/or be appended to Auckland Council’s submission, to be approved by the Emergency Management Committee on 30 April.

3. This feedback will be reported to the 6 May meeting of the Whau Local Board for retrospective ratification.

4. If staff have questions about any of the above feedback, please contact the Senior Local Board Advisor – mary.binney@aucklancouncil.govt.nz.

Date 15 April 2020

Kay Thomas
Chairperson, Whau Local Board
The Albert-Eden Local Board:

a) Support the general direction and the four strategic priorities
b) Support the principle of reducing DSIs in the Road to Zero measures, but do not support the proposed allocation, noting that there needs to be a change in the allocation as 70% of the work is to be done out of Auckland and Wellington. There needs to be a greater allocation for Auckland as Auckland has the largest population and is the biggest regional contributor to GDP by value
c) Strongly support the move of freight from road to rail and coastal shipping, given the need to transition quickly to other freight moving models
d) Strongly support the Climate Change priority and investment decisions supporting the rapid transition to a low carbon transport system
e) Support the funding to Auckland Transport Alignment Project
f) Support Auckland’s metropolitan passenger network priorities, including electrification between Papakura and Pukekohe, and the third main line between Wiri and Quay Park
g) Support the focus on the interrelation of land use and transport
h) Support the focus in the Transport Outcomes Framework on protecting people from transport related injuries, pollution, and psychological harm
i) Support the focus on efficiently utilising the existing urban roading that we currently have
j) Note that psychological wellbeing can be compromised by the transport system. We need to help people enjoy getting around by active transport and being in public spaces by reducing domination of roads by private motor vehicles.
Purpose of the report
1. To confirm the appointments to the Auckland District Licensing Committee for a three-year term, commencing 1 July 2020 and expiring on 30 June 2023.

Whakarāpopototanga matua
Executive summary
This report would normally go before the Regulatory Committee; however, in light of COVID-19, it must now be considered by the Emergency Committee.

2. The Sale and Supply of Alcohol Act 2012 (the Act) requires each Territorial Authority to appoint one or more licensing committees (s186) and to establish, maintain and publish its own list of persons approved to be members of the territorial authority's licensing committee (s192(1)).

3. The members of the Auckland District Licensing Committee hear and decide all applications related to alcohol licensing. The contracts for the current members expire on 30 June 2020 and the new three-year term commences on 1 July 2020.

4. Information about the people being recommended for appointment as District Licensing Committee members will be provided in the confidential section of today's Emergency Committee meeting agenda.

Ngā tūtohunga
Recommendation/s
That the Emergency Committee:

a) note that the information contained in this report on the appointment of District Licensing Committee members enables the public to understand the nature of discussion in the confidential report on today's committee agenda on those appointments

b) note that the confidential report on today's agenda contains private information about individuals.

Horopaki
Context
5. The Sale and Supply of Alcohol Act 2012 (the Act) requires each Territorial Authority to appoint one or more licensing committees (s186) and must establish, maintain and publish its own list of persons approved to be members of the territorial authority's licensing committee (s192(1)).

6. In the confidential section of today’s meeting, the Emergency Committee is being asked to appoint the members of the District Licensing Committee approved to make decisions under the Sale and Supply of Alcohol Act 2012. This is in line with this committee’s terms of reference and with Regulatory Committee Policy 3 - “Policy related to appointment of decision makers”.

Item 11

7. In November 2019, the Governing Body approved the recruitment process, timetable and selection panel for the District Licensing Committee. Approval was granted to appoint a selection panel for District Licensing Committee interviews comprising two councillors, a member of the Independent Māori Statutory Board, two senior staff members and an independent District Licensing Committee chair from a location outside Auckland Council.

8. The Governing Body resolved to appoint approximately five chairs and five to seven members to the District Licensing Committee. They also resolved to appoint a chief commissioner to work with the Democracy Services department of Auckland Council and District Licensing Committee members to support committee performance (GB/2019/119).

Tātaritanga me ngā tohutohu
Analysis and advice

9. The Sale and Supply of Alcohol Act 2012 aims to minimise harm from alcohol by managing the way it is sold, supplied and consumed. The members of the District Licensing Committee must have good standing in the community, the highest standard of professional and personal integrity and the necessary knowledge, skill and experience relating to matters that are likely to come before the committee. Decisions made by committees must enable the safe and responsible sale, supply and consumption of alcohol.

10. In December 2019, 40 applicants responded to the expression of interest for positions on the District Licensing Committee. During December, all applicants were assessed by the selection committee which shortlisted 24 candidates for interview, including all current chairs and members of the District Licensing Committee who applied. 23 interviews were held in February/March 2020 and in March 2020. The selection panel considered all interviewed candidates and recommended five chairs and seven members for appointment to the District Licensing Committee for the new term commencing 1 July 2020.

Tauākī whakaaweawe āhuarangi
Climate impact statement

11. There are no climatic or environmental impacts arising from the decision-making processes relating to this report. The minor impacts from the greenhouse gas emissions relating to travel associated with applications which are opposed or objected to under the Sale and Supply of Alcohol Act 2012 are mitigated by holding hearings as close as possible to the site relating to the application.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

12. The proposed decision to appoint District Licensing Committee members does not impact other parts of the council group. The views of council-controlled organisations were not required for the preparation of the report’s advice.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

13. Local Board members provide input and feedback to applications for licences and appear at hearings to represent community views and interests.

14. The recommended appointments for the 2020-2023 term include people with former experience as local board members, community members with experience of alcohol licensing and initiatives to minimise harm, and members who represent the diverse communities of Tāmaki Makaurau.
Emergency Committee  
30 April 2020  

**Tauākī whakaaweawe Māori**  
**Māori impact statement**

15. All District Licensing Committee members are expected to have an understanding of the Treaty of Waitangi and Te Ao Māori. This expectation was built into the recruitment and selection process through shortlisting criteria and targeted interview questions.

16. Independent Māori Statutory Board member, Glenn Wilcox, participated as a member of the selection panel.

**Ngā ritenga ā-pūtea**  
**Financial implications**

17. The Minister of Justice sets the remuneration for District Licensing Committee members and this cost is recovered through alcohol licensing fees. Members are selected from the pool when required for hearings and are paid for work completed. There is no cost impact associated with the number of members appointed to the District Licensing Committee.

18. The chief commissioner’s role is expected to require a commitment of up to 20 hours per month and will be funded from within existing budgets. Cost savings will be made as the functions of the role replace services that have previously been sourced externally.

**Ngā raru tūpono me ngā whakamaurutanga**  
**Risks and mitigations**

19. Successful candidates will undergo Ministry of Justice checks, which is a standard recruitment process requirement. As appointments are subject to this check being satisfactory, appointments are not able to be made public until this process has been completed.

20. Applicants who were not successful must receive notice from the selection panel before the announcement of the 2020-2023 DLC appointments.

**Ngā koringa ā-muri**  
**Next steps**

21. When checks have been completed, successful candidates will be advised of their appointment, and be asked to confirm their acceptance. Unsuccessful candidates will also be notified.

**Ngā tāpirihanga**  
**Attachments**

There are no attachments for this report.

**Ngā kaihaina**  
**Signatories**

<table>
<thead>
<tr>
<th>Author</th>
<th>Jessica Carter - Principal Advisor Hearings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Rose Leonard – Acting General Manager Democracy Services</td>
</tr>
<tr>
<td></td>
<td>Craig Hobbs - Director Regulatory Services</td>
</tr>
<tr>
<td></td>
<td>Phil Wilson – Governance Director</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report

1. To consider the reappointment of three directors of the Tāmaki Redevelopment Company. Two are jointly appointed by the Crown and Council, and the third is appointed by the Crown.

Whakarāpopototanga matua
Executive summary

The report would normally go before the Appointment and Performance Committee, however, in light of COVID-19, it must now be considered by the Emergency Committee.

2. Tāmaki Redevelopment Company Limited (TRC) is a joint venture between Auckland Council and the Crown.

3. One director on the board is appointed by Auckland Council, one director is appointed by the Crown, and the remaining directors are jointly appointed by the Crown and the Council.

4. The terms of three of the current directors ends soon. Decisions need to be made whether to reappoint these directors, or to look for new directors.

5. A confidential report considers the reappointment of two Tāmaki Redevelopment Company Limited (TRC) directors jointly with the Crown.

6. The Crown is also reappointing a director, and council has been asked to endorse this reappointment. This is in line with previous processes undertaken in 2012, 2016 and 2018.

Ngā tūtohunga
Recommendation/s

That the Emergency Committee:

a) note that there is a confidential report included on this committee agenda that provides information to:
   i) make decisions for appointing directors to Tāmaki Redevelopment Company Limited
   ii) note that the report is confidential due to the personal information contained in it.

Horopaki
Context

7. TRC is an urban regeneration company. It aims to transform Tāmaki (including Glen Innes, Point England and Panmure) in Auckland over the next 20-25 years through co-ordinated economic, social, and housing initiatives.

8. TRC has partnered with Kāinga Ora – Homes and Communities to replace around 2,500 old state homes with a mixture of new state, affordable and market houses. Since partnering with Kāinga Ora, TRC’s primary focus is now on transforming the Tāmaki community through social and economic regeneration and creating safe and connected neighborhoods.
9. The board appointment process for appointing directors to any external partnership board is outlined in the table below:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Selection Panel</th>
<th>Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Approves retirement or reappointment of directors / board members</td>
<td>• Considers the complete list of candidates</td>
<td>• Approves the short-list of candidates for interview</td>
</tr>
<tr>
<td>• Approves skills required for director positions</td>
<td>• Recommends the short-listed candidates to the committee</td>
<td>• Interviews the short-listed candidates approved by the committee</td>
</tr>
<tr>
<td>• Approves members of the selection panel</td>
<td></td>
<td>• Recommends preferred candidates to the committee</td>
</tr>
</tbody>
</table>

10. Council’s policy sets a maximum tenure of six years for substantive CCO directors in order to achieve a balance of experience and fresh thinking on individual boards.

11. It is noted that TRC is not a substantive CCO, but that the same general policy considerations apply.

12. The policy also recognises that there are sometimes good reasons to approve extensions beyond the two three-year terms, such as retaining the knowledge, skills and leadership on the board.

13. The confidential report on this agenda provides advice and options to assist the committee to make decisions regarding the appointment of directors to TRC.

**Tātaritanga me ngā tohutohu**

**Analysis and advice**

14. More detail is included in the confidential report attached to this agenda.

**Tauākī whakaaweawe āhuarangi**

**Climate impact statement**

15. The decision to reappoint directors to TRC does not have an impact on direct greenhouse gas emissions, and the effect on climate change over the lifetime of the decisions is considered minimal.

**Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera**

**Council group impacts and views**

16. There is no significant impact on other parts of the council group as a result of the appointments.

**Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe**

**Local impacts and local board views**

17. Board appointments to region-wide entities are the role of the Governing Body. Local boards are not generally consulted for reappointment of current directors.
Tauākī whakaaweawe Māori
Māori impact statement
18. Council’s policy aims to achieve a diverse range of directors to all CCO boards.
19. This can have positive impacts for Māori by creating opportunities for Māori directors.

Ngā ritenga ā-pūtea
Financial implications
20. There are no costs associated with the reappointment of the three directors on the TRC board.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations
21. There are risks associated with all reappointments to external entities including:
   i) Reputational: all candidates are appropriately screened to meet the skill requirements for an entity such as this and have appropriate governance experience especially within public-facing entities.
   ii) Reputational: breach of privacy if confidential candidate information is provided to media outlets prior to final decisions being made by the committee. To mitigate the risk staff will continue to highlight the need for maintaining confidentiality during the appointment programme.
   iii) Board imbalance - an opportunity for fresh thinking and skills will be considered once the current vacancy on this board can be filled later in 2020.

Ngā koringa ā-muri
Next steps
22. Following approval from this committee, staff from the CCO Governance department will advise the Crown of the decisions.

Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Josie Meuli - Senior Advisor CCO Governance &amp; External Partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorisers</td>
<td>Alastair Cameron - Manager - CCO Governance &amp; External Partnerships</td>
</tr>
<tr>
<td></td>
<td>Phil Wilson - Governance Director</td>
</tr>
</tbody>
</table>
Exclusion of the Public: Local Government Official Information and Meetings Act 1987

That the Emergency Committee

a) exclude the public from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

### C1 CONFIDENTIAL: Recommendation for the appointment of District Licensing Committee chairs and members for 2020-2023

<table>
<thead>
<tr>
<th>Reason for passing this resolution in relation to each matter</th>
<th>Particular interest(s) protected (where applicable)</th>
<th>Ground(s) under section 48(1) for the passing of this resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
<td>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person. In particular, the report contains the names of people recommended as District Licensing Committee chairs and members. This information should not be made public until the Regulatory Committee endorses the recommendations and the successful applicants confirm their acceptance of the appointment.</td>
<td>s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
</tr>
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</table>

### C2 CONFIDENTIAL: Reappointment of directors to Tāmaki Redevelopment Company Limited

<table>
<thead>
<tr>
<th>Reason for passing this resolution in relation to each matter</th>
<th>Particular interest(s) protected (where applicable)</th>
<th>Ground(s) under section 48(1) for the passing of this resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
<td>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person. In particular, the report contains private information about the directors being appointed on the board of Tamaki Redevelopment Company Limited.</td>
<td>s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.</td>
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</tbody>
</table>