



# Mahere ā-Tau Hukihuki Draft Annual Plan 2026-2027

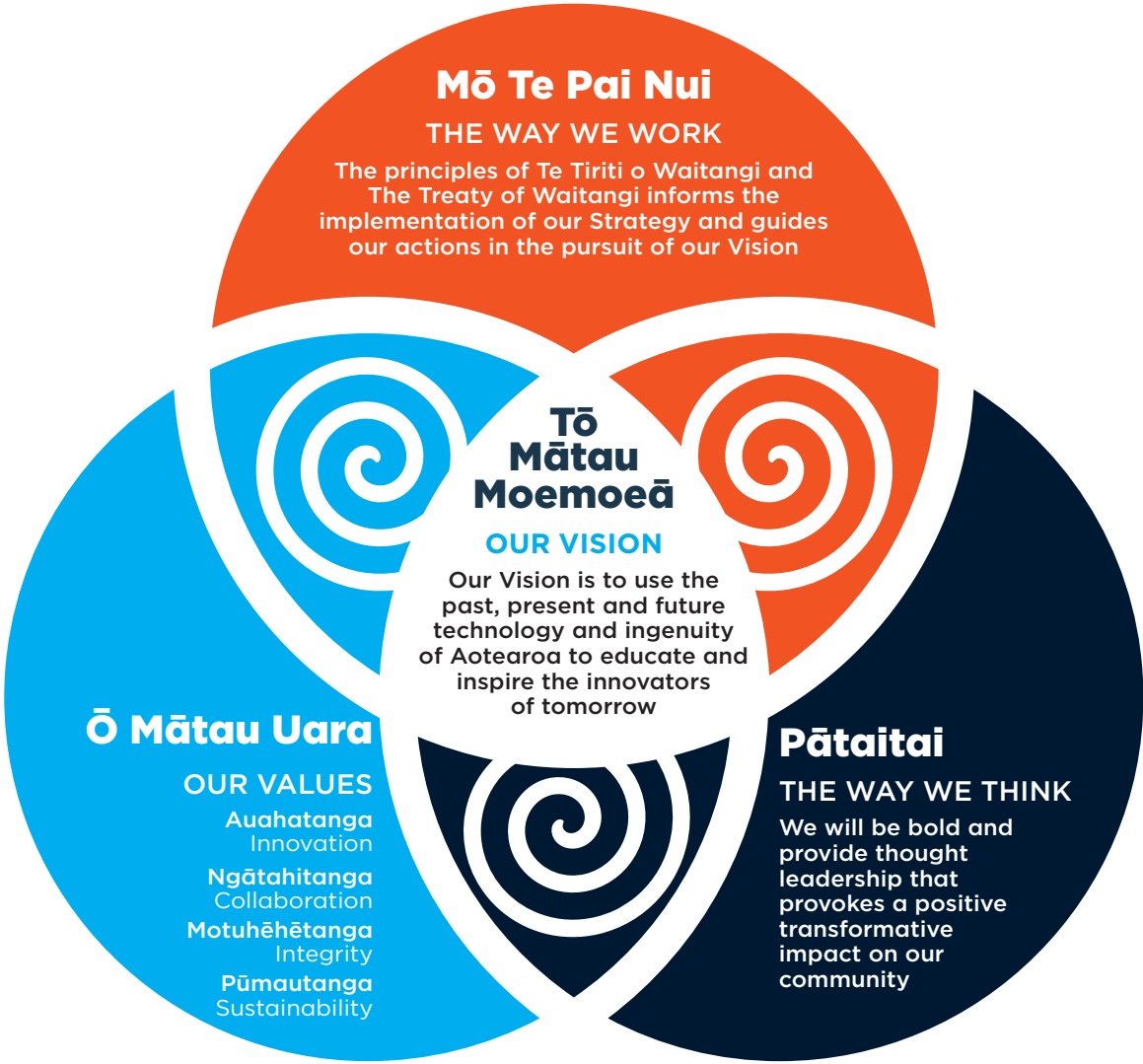






# Tō Mātau Moemoeā

## Our Vision



# Ō Mātau Uara

## Our Values

- AUAHATANGA INNOVATION** We will be courageous and try new things
- NGĀTAHITANGA COLLABORATION** We will work as a team that respects and supports others
- MOTUHĒHĒTANGA INTEGRITY** We will act ethically and with respect and transparency
- PŪMAUTANGA SUSTAINABILITY** We will foster knowledge and promote technology that is beneficial to our community and environment



# Chair and Chief Executive Overview

Ever since the introduction of our updated 2019 to 2029 Master Strategy, MOTAT has been committed to enriching the cultural life and vibrancy of Tāmaki Makaurau Auckland. We continue to grow visitor numbers, deliver unique and engaging experiences that serve all Aucklanders, and contribute to Auckland as a leading cultural destination. This year we build on significant progress with Tō Mātau Moemoeā/Our Vision.

Te Puawānanga, our science and technology centre, which opened to the public in May 2024, is a premium experience that educates and inspires our tamariki, rangatahi, and whānau to be the innovators of tomorrow. Winning the International Exhibition of the Year at the 2025 Museum + Heritage Awards, the centre is already proving to be a cornerstone for the development of the Te Wai Ōrea Western Springs Precinct as a science, technology, and ecological precinct with a cultural overlay. We remain committed to working with Tātaki Auckland Unlimited, Auckland Zoo, the Auckland Urban Development Company, Parks, Ngāti Whātua Ōrākei, and our other partners to bring this precinct vision to life.

We will continue to invest in maintaining the heritage infrastructure that helps make MOTAT such an inspiring and exciting place to visit. We will also continue to seek opportunities and partnerships to invest in increasing our covered space, allowing us to share even more of our nationally significant collection with audiences of all ages.

Being acutely aware of the financial pressure on ratepayers as our major shareholders, we are grateful for the Three-Year Funding Agreement with Auckland Council. Whilst this is, by necessity, a conservative budget to meet our minimum funding requirements until 2028, it allows us very important certainty as we face our asset maintenance challenges. In parallel, we are intensifying efforts to diversify MOTAT's revenue base to ensure our financial resilience and maintain value for Aucklanders. Our focus this year remains on broadening access to the collection (both physically and digitally) and furthering the professional development of our people, in line with the priorities set out in the Annual Plan.

Central to our work is MOTAT's comprehensive public and education programme. Through school holiday activities, LIVE Days, weekend events, Innovation Forge, STEAM Cells, and our education programmes, we engage diverse audiences and provide learning opportunities that inspire the innovators of tomorrow. These programmes are essential to our role in enriching Auckland's cultural fabric and ensuring MOTAT remains accessible and relevant to all communities across our region.

There are, as reported in previous years, several infrastructure issues we need to address before they have an adverse impact on the visitor experience and/or the care, safety, and welfare of our collection and those who interact with it. This Annual Plan does not, however, address the funding of some of these, nor the longer term, large capital projects we need to undertake, such as the replacement of the 1940s-built exhibition building that runs along the front of our Great North Road site or the replacement of the front section of our Aviation Hall on a closed landfill at Motions Road. These are issues we will work through with Tātaki Auckland Unlimited and Auckland Council, as well as implementing a fundraising strategy for these major investments.

Our total agreed funding for year two of the Three-Year Funding Agreement is \$20,491,924 (compared to the legislative cap of over \$33.6 million) and comprises the following operational and capital funding requirements:

## Base operational and heritage capital funding

We are proposing to increase our operating expenditure budget by only 0.54% on last year. This budget covers all operational costs, such as our asset maintenance, utilities, ICT, exhibitions, education programmes, events, and collection



care. This is less than the projected rate of inflation and other costs. We are also aiming to increase non-Council revenue to \$3.1 million, further offsetting public sector constraints.

The heritage capital works budget has continued to prioritise the renewal works for the 80-year-old Aviation Collection Workshop, which we hope to commence towards the end of the financial year, subject to an ambitious fundraising target.

## Loan repayment

We have once again ring-fenced \$1 million of our funding to repay the loan for the Approach 2 projects, which have been completed, and we will continue that approach in each Annual Plan until that funding has been repaid.

We are committed to working collaboratively with the Cultural Sector Alliance and the broader sector to maximise our collective impact and enrich the cultural life and vibrancy of Auckland. Through shared initiatives, operational alignment, and partnership opportunities, particularly with Tātaki Auckland Unlimited and Auckland Zoo, we will continue to strengthen

Auckland's cultural offering and enhance experiences for all Aucklanders and visitors to our region. Finally, we would like to take this opportunity to thank our stakeholders Auckland Council, Tātaki Auckland Unlimited, the Local Boards, the MOTAT Society, the local community, our partners and sponsors, and Ngāti Whātua Ōrākei and Te Māhurehure Marae for their ongoing support and encouragement.

## Ehara taku toa i te toa takitahi engari he toa takitini

Success is not the work of one, but the work of many

BOARD CHAIR

CHIEF EXECUTIVE / MUSEUM DIRECTOR





Caravan ["Stowaway" Expanding Caravan Trailer], 2015.137.1.  
Hedley Hayman et al. 1935.  
The Museum of Transport and Technology (MOTAT).





## Achieving MOTAT's Vision and Objectives

MOTAT's Vision is to use the past, present and future technology and ingenuity of Aotearoa to educate and inspire the innovators of tomorrow.

The MOTAT Act sets out certain objectives and duties including the obligation to: maintain, manage and develop the Museum and its collection; and be a good employer.

Our 2019 to 2029 Master Strategy sets out how we intend to achieve our Vision and statutory objectives and duties. It outlines five core objectives and the associated key performance indicators (KPIs) that will be used to monitor the implementation and achievement of our Strategy.

The five objectives are to:

1. Maximise the visitor experience.
2. Empower the MOTAT Team (both employees and volunteers).
3. Improve the quality of the collection, its care and accessibility.
4. Improve MOTAT's business and sustainability.
5. Engage with like-minded institutions.

The KPIs were reviewed, refined and agreed by auditors appointed by the Office of the Auditor General and Auckland Council and are included in the Annual Plan that is prepared in accordance with Section 20 of the MOTAT Act. This Annual Plan also articulates how our objectives and KPIs are aligned to Auckland Council's Arts and Culture Strategy.

We report on the implementation and achievement of the objectives on an annual basis and this information is audited by the Office of the Auditor General and included in the Annual Report we prepare in accordance with section 25 of the MOTAT Act.

The following pages outline the significant activities and steps we intend to take in relation to each objective, the associated KPIs

and any issues that may affect any part of the Museum or the services and support we provide. The Budget identifies the cost of those activities and the source of funds, and in particular the Auckland Council funding that will be used to support them.





**OBJECTIVE 1**  
**Kia Rangiwhāwhātia te wheako o te manuhiri**  
**Maximise the visitor experience**

In 2026–27 (FY27), MOTAT will build on the momentum of recent years to deliver a visitor offer that reflects our Vision, increases access to the collection, and meets our increased visitation and revenue targets.

MOTAT makes a unique contribution to Auckland and Aucklanders through our outstanding collection, award-winning science and technology centre Te Puawānanga, and education programmes that inspire an interest in innovation and STEAM (Science, Technology, Engineering, Arts and Maths). Our distinct role within Auckland’s cultural landscape is to connect past ingenuity with future innovation in transport and technology, offering experiences that educate, engage, and inspire audiences of all ages and backgrounds.

This year marks a strategic step forward, consolidating past achievements while introducing new initiatives to grow audience engagement, diversify programming, and enhance our environments, adding value to the Auckland community and contributing to the vibrant and unique visitor proposition of our city and region.

**Growing audience and engagement**  
MOTAT will target a broader range of new and returning audiences through evolving exhibitions and education programmes, such as Innovation Forge. Expanding the diversity of content and tailoring experiences for different communities – while continuing to serve our core audience – remains central to our strategic intent. Exhibitions and programming planned for the year ahead include a new exhibition at our Great North Road site and the introduction of engaging new experiences that bring MOTAT’s heritage collection and examples of innovation to life for visitors.

We will continue to deliver our core programming, including school holiday programmes, LIVE Days, weekend events, tours and talks. MOTAT’s Technology in Action programme will continue to support visitors in experiencing heritage collection items in operation, bringing history to life.

After-hours exclusive hire will be expanded, offering fresh engagement opportunities for groups and corporate clients. This initiative not only diversifies revenue streams but also responds to community demand for novel ways to experience MOTAT.

**Enhancing environments and collections access**  
Significant capital investment will be made in visitor-facing spaces, with the Taiwhanga Rererangi – Aviation Hall lighting upgrade as a key focus. This project reflects MOTAT’s commitment to outstanding visitor experiences and best-practice collection care, while also enhancing the space for both private events and other visitors. Additional exhibition renewals and environmental improvements will support comfort, accessibility, and contemporary museum standards.

We remain focused on improving facilities, wayfinding and the Museum environment to ensure high visitor satisfaction. Supporting our Visitor Services team to maximise the visitor experience remains a priority, as is gathering and acting on visitor feedback.

To foster deeper connection, MOTAT will increase access to a larger proportion of its collection, both on site and digitally, opening new pathways for learning, inspiration, and discovery.

**Broadening our reach**  
MOTAT will continue to deliver outreach programmes, including education STEAM Cells and bringing key collection items to special interest events. We will once again support the Pasifika Festival in 2027, alongside Tātaki Auckland Unlimited. MOTAT also extends support to others in the sector, particularly our colleagues in the Cultural Sector Alliance, through collaborative programming.

Digital engagement continues to grow across all platforms. Optimising MOTAT.NZ and leveraging in-house ticketing and business intelligence will remain key priorities.



**OBJECTIVE 2**

**Kia whakamanahia te Tima o MOTAT**  
**Empower the MOTAT Team**

**Investing in our team**

The MOTAT Team remains foundational to our ongoing transformation. We continue to allocate budget for professional growth, with particular emphasis on the development of commercial thinking. This will support our revenue growth objectives, to allow the MOTAT Team to adapt to the more commercial focus that museums globally are responding to. Training and coaching in this and other areas of strategic importance will support team members in delivering value and responding dynamically to change.

Professional development for our team of employees and volunteers remains a key commitment. In addition to formal training, structured on-the-job learning, internships and knowledge-sharing will continue to be prioritised. MOTAT has a long history of fostering development, and we take pride in how we harness the complexity within our organisation to grow people and set them up for success.

**Leading through collaboration**

Fostering a collaborative culture, where people and ideas can flourish, is a top priority. MOTAT will continue to champion curiosity, test new ideas, and support collaborative practice internally and across the Cultural Sector Alliance, in particular with Auckland Zoo. We are building a culture that adapts to opportunities, learns from challenges, and embraces innovation.

Our teams will also continue to explore new opportunities for volunteering at MOTAT, enhancing our Volunteer Programme and strengthening connections with communities across our rohe.

**Deepening cultural capability**

Leadership engagement in te ao Māori and tikanga Māori will deepen through dedicated cultural capability programmes, while manaakitanga training will be a requirement for new visitor-facing staff, ensuring all guests receive a welcome that truly reflects MOTAT's values. As we continue to build exhibitions, programmes, and partnerships that embrace te ao Māori, supporting our team to develop their understanding is critical to doing this in a genuine manner.

This mahi is complemented by our commitment to improving diversity, equity, and inclusion (DEI), including rainbow inclusion and accessibility. These values will continue to be embedded in recruitment, onboarding, learning and development, and broader people practices.

**Focus on wellbeing**

The Museum's commitment to safety and wellbeing will be further strengthened by the delivery of year two of the Safety and Wellbeing Workplan, where the focus is on continuous improvement. Enhanced processes and training, along with a robust approach to risk management, particularly around emergency preparedness and psychosocial wellbeing, will underpin the confidence and wellbeing of all members of the MOTAT Team and visiting public.







### OBJECTIVE 3

## Kia whanake te kounga o te kohinga, te manaakitanga ōna me te tomonga

### Improve the quality of the collection, its care and accessibility

#### Improving asset management and infrastructure

This year marks the beginning of a new and updated Asset Management Plan, providing a strategic roadmap for long-term infrastructure and collection care needs. Subject to achieving an ambitious fundraising target, the rebuild of the Aviation Collection Workshop will commence late in the financial year. This renewed facility will create improved conditions for storage and conservation, enabling MOTAT to better protect and share its nationally significant Aviation collection.

The Conservation team will continue to support the Museum with expertise around lighting and best-practice display methods, while the Integrated Pest Management Plan will guide ongoing management of the museum environment, cleaning programmes, and pest control – ensuring optimal conditions for collection care.

#### Enabling research and public access

A sustained focus on digitisation and interpretive initiatives will increase collection accessibility by making more of the collection discoverable online and on site. The Walsh Memorial Library team will continue digitising archival materials, while the exhibition space in the library will be used to showcase collections as well as host special talks and programmes.

Projects like the Small Technology Survey will add depth to both collection understanding and public engagement, ensuring the Museum remains a valuable resource for audiences and researchers alike. To improve the ability for MOTAT visitors to access and engage with the collection, we will also aim to complete the inventory of uncatalogued collection objects at Great North Road.

Collections Online will continue to be enhanced, with improved imagery and metadata supporting public access and engagement. This digital portal remains a key tool for connecting audiences with our vast collection.

#### Honouring te ao Māori

MOTAT will continue to develop, care for, curate, conserve, and document the 300,000-plus items in our care, embedding ao Māori principles in collection care processes and integrating Māori perspectives and practices, where appropriate. The Collections Hub will continue working in partnership with Māori to ensure that taonga Māori are managed in a way that honours their significance. While taonga Māori make up a smaller portion of the overall collection, this balanced approach ensures culturally informed stewardship and sector-leading care.



## OBJECTIVE 4

### Kia whanake te umanga me te toitūtanga. Improve our business and sustainability

#### Revenue diversification and commercial growth

Business sustainability will be driven by broadened income streams, including expanded after-hours access and new commercial initiatives. These actions build a resilient foundation to support MOTAT's strategic ambitions while reducing reliance on Auckland Council funding, in line with the expectations of the Three-Year Funding Agreement.

We have a goal of launching at least six new revenue-generating initiatives this year, ensuring that any new offers remain true to our strategic objectives, maximise the visitor experience, and provide greater access to the collection.

#### Philanthropy and strategic partnerships

Ambitious philanthropy and sponsorship targets will be pursued, enabling MOTAT to advance key projects and innovative programming. Critical among these is the funding required to complete the rebuild of the Aviation Collection Workshop. Building genuine, mutually beneficial relationships across public and private sectors will ensure continued investment in MOTAT's Vision.

#### Strengthening sustainable outcomes

MOTAT will set new targets for operational sustainability, focusing on energy use and waste reduction. Sustainable outcomes will also extend to our ICT environments, where FY27 will see a focus on improving digital infrastructure to support our increased use of digital assets and growing digital collection. Digital sustainability measures will focus on optimising data management and storage efficiency.

The Asset Management Plan will guide progress on critical capital projects, with a focus this year on completing enabling works that will support future revenue generation and improving another exhibition space – projects essential for compliance, site security, and operational resilience.

#### Maintaining our heritage

We care for two heritage buildings owned by Tātaki Auckland Unlimited: the Pumphouse (1877, Category A) and the Engineer's Cottage (1880, Category B). Both buildings are heritage buildings of national significance and require ongoing maintenance and investment. Significant capital work on the Pumphouse requires funding, after budget earmarked for this project was approved for redirection to urgent tram infrastructure upgrades in 2024–2025.

These projects, along with the Aviation Collection Workshop, form the core of our Heritage Capital Works Programme. Larger capital needs, such as the replacement of the end-of-life exhibition building at the front of our Great North Road site, remain unfunded and MOTAT will continue to work with Tātaki Auckland Unlimited and Auckland Council to progress these priorities.

As outlined in last year's plan, MOTAT's business and sustainability goals are not only about financial resilience, they are also about creating a future-ready museum that is environmentally responsible, digitally capable, and deeply connected to its communities. MOTAT is committed to maintaining a lean and efficient operating model that delivers maximum value for Aucklanders. We continuously review our operations to ensure resources are deployed effectively, overheads are minimised, and our resourcing supports agile delivery of our strategic objectives. This disciplined approach to business operations enables us to direct funding toward visitor experiences, collection care, and programmes that directly benefit our communities.







## OBJECTIVE 5

### Kia whai wāhi ki ngā umanga whai whakaaro ōrite Engage with like-minded institutions

#### Sector alliance and partnerships

Collaboration with the Cultural Sector Alliance, especially Auckland Zoo, remains a cornerstone of MOTAT's engagement. This year, joint initiatives will focus on shared marketing and programming opportunities, operational benefits and economies of scale, and amplifying impact across Tāmaki Makaurau's cultural sector.

MOTAT will work closely with Tātaki Auckland Unlimited, Auckland Zoo, and other key stakeholders to develop and contribute to a shared vision for Te Wai Ōrea Western Springs Precinct. This collaborative approach will ensure the precinct evolves as a cohesive destination that maximises cultural, educational, ecological, and community outcomes for all Aucklanders and visitors. We will also continue working with the Cultural Sector Alliance to measure and enhance our collective contribution to Auckland's cultural vibrancy.

MOTAT will also continue to work with partners outside of the Alliance to the benefit of the sector as whole. Partnering across the sector allows us to share resources, ideas, and expertise, and to collectively strengthen the cultural fabric of Aotearoa.

#### National and international collaboration

MOTAT will strengthen its role as a leader and active partner across New Zealand and abroad, championing sector collaboration and innovation. Our team will continue to contribute to sector networks including Museums Aotearoa (MA), the International Council of Museums (ICOM), the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM),

the Council of Australasian Museum Directors (CAMD), and the Australasian Science and Technology Network (ASTEN). These connections help MOTAT stay at the forefront of museum practice and innovation.

We will also grow Te Puawānanga Science and Technology Centre as a hub for collaboration, working with existing partners such as Samsung, Science Alive, and Te Whai Ao Dodd-Walls Centre for Photonic and Quantum Technologies, while seeking new partnerships that align with our Vision.

#### Fostering bicultural engagement and inclusion

All external relationships and programming will be shaped by a commitment to bicultural engagement, ensuring Te Tiriti o Waitangi principles are embedded and equity is advanced for all communities. Through close collaboration with our partners, we will continue in our efforts to ensure that every visitor feels the manaaki of a truly inclusive environment – one where Māori culture thrives in our exhibitions and spaces, is celebrated, and is increasingly present in both the physical and digital experiences the Museum offers.

This year, MOTAT will seek opportunities to grow our impact beyond the initial visit, enabling audiences to connect with and gain inspiration from our collections, exhibitions, and programming in new and meaningful ways.





# Objectives into Action

Our objectives	Our Annual Plan 2026-27 outlines how we will achieve our objectives and measure success. We will:
<b>OBJECTIVE 1:</b> Maximise the visitor experience	Bring heritage and innovation to life through our collection Refresh education programmes, exhibitions, and programming, building on success of Te Puawānanga Expand diversity and community tailoring of programming Enhance environments: Aviation Hall lighting, exhibition renewals, comfort and accessibility Focus on high-quality visitor experience and feedback Strengthen digital engagement and targeted outreach
<b>OBJECTIVE 2:</b> Empower the MOTAT Team	Invest in commercial skill development Prioritise on-the-job learning, internships, and knowledge sharing Nurture a collaborative, innovative workplace culture Deepen understanding of te ao Māori and manaakitanga capability Advance DEI and accessibility across people practices Focus on well-evidenced and robust safety and wellbeing practices
<b>OBJECTIVE 3:</b> Improve the quality of the collection, its care and accessibility	Begin the Aviation Collection Workshop rebuild (subject to funding), our next Heritage Capital Works priority Strengthen conservation and environmental practices to protect our collection Expand digitisation and showcase collections in the refreshed Library exhibition space Complete inventory of next phase of uncatalogued objects Embed te ao Māori, as appropriate, into collection methodology
<b>OBJECTIVE 4:</b> Improve our business and sustainability	Diversify revenue and expand after-hours and commercial initiatives Set new operational sustainability targets (energy, waste, digital infrastructure) Maintain heritage buildings and address funding needs for large capital works Commit to financial, environmental, and community resilience
<b>OBJECTIVE 5:</b> Engage with like-minded institutions	Proactively collaborate with the Cultural Sector Alliance Contribute to national and international museum networks Enhance Te Puawānanga as a collaboration hub Embrace partnerships with Māori-led organisations and stakeholders Create an inclusive, manaaki-rich environment and seek new connection opportunities for audiences



# MOTAT Annual Plan Objectives 2026-2027

Core objectives	What we will do	How we will measure our performance	Our target
Objective 1 Maximise the visitor experience	► Expand our visitor experience in a way that promotes our Vision and attracts and satisfies our target audience	► Measure our visitor satisfaction ratings or NPS	► 90% of visitors to MOTAT sites who are surveyed report a rating of satisfied or highly satisfied or NPS of at least 45
		► Keep track of our overall visitor numbers	► Total visitation to museum site at least 286,000
Objective 2 Empower the MOTAT Team	► Provide a workplace that supports an engaged MOTAT Team	► Complete annual engagement or eNPS surveys for MOTAT Team Members	► Employee and volunteer engagement or eNPS scores greater than or equal to 2025-26
Objective 3 Improve the quality of the collection, its care and accessibility	► Operate a collection care and conservation programme that improves the storage, preservation and display of our collection	► Improve the care of objects on display and in storage through environmental management	► Maintain integrated pest, environmental conservation, and collection cleaning programmes across all three MOTAT sites
Objective 4 Improve our business and sustainability	► Identify and develop new and existing commercial and partnership opportunities that reduce our reliance on Auckland Council funding	► Measure the proportion of revenue gained from sources other than the Auckland Council funding	► 15% of operating expenses funded through non-rates revenues
	► Improve the effectiveness of MOTAT's environmental programmes	► Continue Toitū Carbon Reduce rating audit	► Toitū Carbon Reduce emissions measurement less than or equal to 2025-26
Objective 5 Engage with like-minded institutions	► Collaborate with like-minded institutions, particularly those in the Cultural Sector Alliance	► Actively seek opportunities to engage with the sector	► At least eight collaborative projects undertaken with others in the Cultural Sector Alliance

With advice from our Auditors the following definition of Not Achieved/Partially Achieved/Achieved will be used:

	0 – 50%	Not Achieved
	51 – 90%	Partially Achieved
	91% +	Achieved





# Financial Plan

**The indicative budget outlined in this Annual Plan sets out the minimum operational costs of MOTAT, with the funding to be provided by Auckland Council pursuant to the provisions of the MOTAT Act 2000 and the funding agreement that covers the 2026-27 financial year, the anticipated revenue, grants and other funding and income for the current and next two financial years.**

MOTAT is funded from the following sources:

1. Funding from Auckland Council pursuant to the provisions of the MOTAT Act 2000 and the Three-Year Funding Agreement
2. Gate admissions – <https://www.motat.nz/visit/prices/>
3. Commercial activities, including shop sales and private events
4. Grants, including educational grants from the Ministry of Education (contestable)
5. Donations, sponsorships and other partnership income
6. Interest revenue until the bank loan is utilised

The Budget outlined in this Annual Plan factors in these six sources of funding and:

- The cost of our proposed exhibitions, public programmes, education and outreach programmes and other activities
- The development, care and operation of our collection
- The continued delivery of our Asset Management Plan, which covers the next 25 years and the general maintenance, upkeep and operational costs associated with the Museum's three sites
- The operation of trams in the Western Springs Precinct and the Wynyard Quarter
- The staffing and other costs associated with the Museum
- The repayment of the funding from MOTAT's bank for the Approach 2 Projects – this will be \$8 million in FY27.

Our Budget also factors in the increased cost of MOTAT's operations over the three financial years due to inflation and increases in the cost of the Museum's contractual obligations. Pragmatically though, our Budget has been put together to meet our minimum funding requirements for FY27, while noting increasing infrastructure and operating costs. This has required a review of all budget lines to minimise expense, where possible.

## Auckland Council funding

Our total funding is agreed to be \$20,491,924, which is \$833,562 or 4.2% more than the previous financial year and comprises the following operational and capital funding requirements:

## Operational funding

Our operational budget has been increased by only 0.54% or \$111,551, which is significantly less than the current and projected rate of inflation and the projected increase in salary and other costs.

## Capital funding

Within our Auckland Council funding, an amount of \$2,871,702 will be allocated to cover the following projects:

1. Partial costs for the replacement of the Aviation Collection Workshop on our Motions Road site. This project has been prioritised due to the building's condition relative to our other heritage assets and the impact it would have on our Aviation collection were this work to be delayed. This project will be shovel-ready in late 2025 but will only commence in mid-2027, subject to achieving an ambitious fundraising target for the balance of the cost of the project.
2. Continued investment in our tram infrastructure of \$250,000.
3. Asset management works as per our Asset Management Plan, including projects that will enable us to generate more revenue and exhibition space renewals; replacing end-of-life infrastructure.
4. The renewal of ICT infrastructure that is currently end-of-life, including switch replacements.

It is important to note, with the exception of the rebuild of the Aviation Collection Workshop and a small investment in tram infrastructure, our funding does not include funds for the other projects in our Heritage Capital Works Programme. Nor does it address the funding of the larger capital projects we need to undertake, such as the replacement of the end-of-life exhibition building that runs along the front of our Great North Road site. We will continue to discuss the funding requirements of these projects with Tātaki Auckland Unlimited and Auckland Council.

## Revenue

We are looking to increase our visitor numbers and the associated ticket and shop revenue, as well as revenue from other sources such as private events – run in partnership with Tātaki Auckland Unlimited – and other revenue generating initiatives.

We are also looking to increase the volume and value of the grants and other financial support we receive, especially in relation to our Heritage Capital Works Programme.





# Indicative Budget

	2025/26 Annual Plan	2026/27 Indicative	2027/28 Indicative
<b>REVENUE</b>			
<b>Auckland Council Funding*</b>	<b>19,658,362</b>	<b>20,491,924</b>	<b>20,537,499</b>
Admissions	1,629,144	1,773,200	2,141,000
Commercial and Other Income	471,274	498,435	574,258
Grants, Donations and Partnerships	662,393	745,599	760,511
Interest Revenue	54,782	51,650	53,354
<b>TOTAL REVENUE</b>	<b>22,475,955</b>	<b>23,560,808</b>	<b>24,066,623</b>
<b>EXPENDITURE</b>			
<b>Collections Management</b>			
Collection Workshops	565,909	577,227	588,772
Conservation	152,769	136,869	137,444
Conservation Heritage Building	3,870	-	-
Curatorial and Research	86,002	64,883	65,156
Library and Archives	90,710	88,439	88,810
Registry	139,101	139,101	139,685
<b>Total Collection Management</b>	<b>1,038,361</b>	<b>1,006,519</b>	<b>1,019,867</b>
<b>Museum Experience</b>			
Brand and Communications	673,714	505,500	507,623
Exhibitions	1,001,234	721,259	735,684
Learning and Education	206,577	169,683	170,396
Public Programmes	901,123	919,145	937,528
Philanthropy and Partnerships	47,000	40,600	40,771
Visitor Experience	5,000	-	-
<b>Total Museum Experience</b>	<b>2,834,648</b>	<b>2,356,187</b>	<b>2,392,001</b>

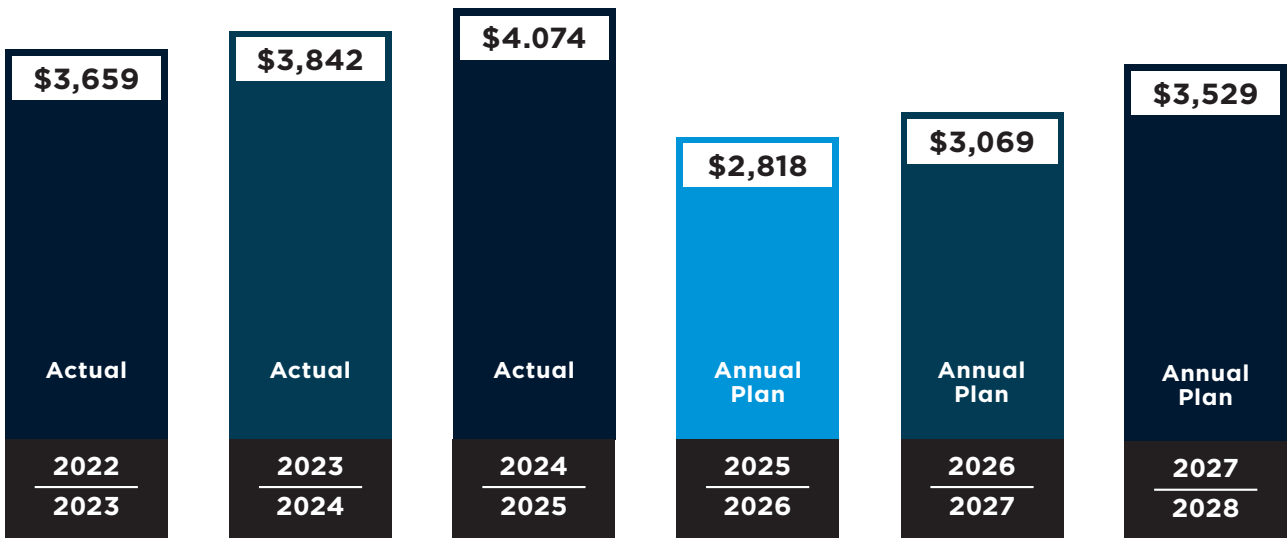
	2025/26 Annual Plan	2026/27 Indicative	2027/28 Indicative
<b>Business Services</b>			
Administration	1,242,088	1,279,824	1,292,268
Bank Interest and Line Fee	163,141	100,000	100,000
MOTAT Society	20,000	20,000	20,000
Collection Storage	1,204,733	1,219,189	1,243,573
Commercial Operations	154,914	152,384	160,003
ICT and Digital Collection Storage	987,594	1,007,346	1,027,493
Staff Costs	11,121,776	11,592,124	11,839,095
People and Culture	147,800	150,756	153,771
Learning and Development	178,310	181,876	185,514
Safety and Wellbeing	117,270	119,615	122,008
Museum Environment	790,303	806,109	822,231
Security	576,617	697,177	725,064
<b>Total Business services</b>	<b>16,704,546</b>	<b>17,326,400</b>	<b>17,691,020</b>
<b>TOTAL COST OF ACTIVITIES</b>			
	<b>20,577,555</b>	<b>20,689,106</b>	<b>21,102,888</b>
<b>Development and Projects</b>			
Asset Management Plan	200,000	543,704	600,000
Heritage Capital Works	-	810,300	841,883
ICT Infrastructure Renewals	196,400	140,000	90,000
Tram Infrastructure	250,000	250,000	250,000
Other Capital Projects	252,000	127,698	181,852
Loan Repayment (Approach 2)	1,000,000	1,000,000	1,000,000
<b>Total Development and Projects</b>	<b>2,207,000</b>	<b>1,998,400</b>	<b>2,061,402</b>
<b>TOTAL EXPENDITURE</b>			
	<b>22,475,955</b>	<b>23,560,808</b>	<b>24,066,623</b>

\* From FY26, we have secured a three-year funding agreement with Auckland Council, which replaces levy funding from this year to FY28.

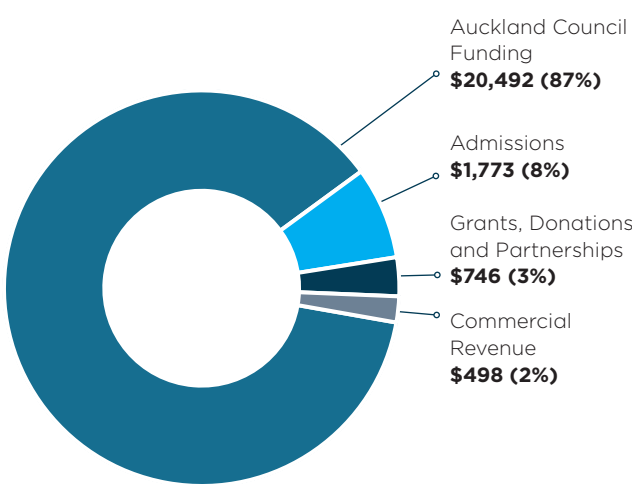


# Financial Summary

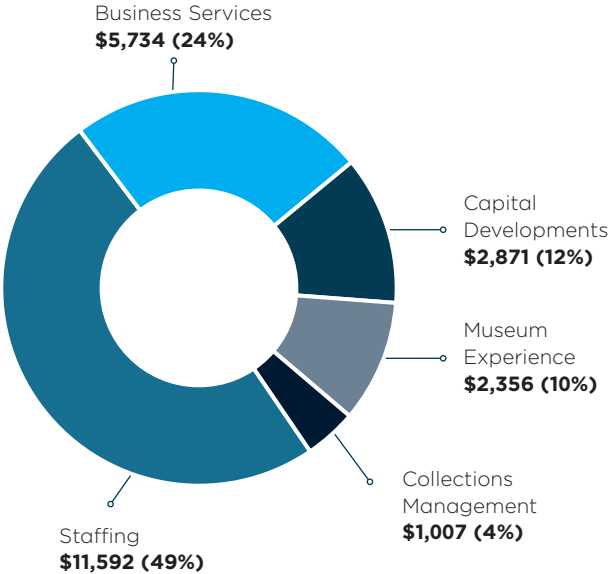
2022-2028  
NON-LEVY REVENUE  
(\$'000s)



2026-2027  
ANNUAL PLAN  
OPERATIONAL REVENUE  
(\$'000s)



2026-2027  
ANNUAL PLAN  
OPERATIONAL EXPENDITURE  
(\$'000s)



# MOTAT Governance and Executive Leadership Team



## MOTAT Executive Leadership

- Craig Hickman-Goodall, Chief Executive/Museum Director
- Stacy Busek, Chief Operating Officer
- Liz Cotton, Director, Museum Experience
- Alba Letts, Director, Collections

## MOTAT Board

- Amit Prasad (Chair)
- Wayne Schache (Deputy Chair)
- Helen Atkins
- Alastair Carruthers
- Liz Gosling
- Heather Harris
- Tom Irvine
- Simon Neale
- Heather Ruru
- Hema Sridhar



# In Appreciation

We sincerely thank our stakeholders – Auckland Council, Tātaki Auckland Unlimited, the Local Boards, the MOTAT Society, Ngāti Whātua Ōrākei, Te Māhurehure Marae and our local community – for their ongoing support, and gratefully acknowledge our partners, including Samsung, Science Alive and Te Whai Ao Dodd-Walls Centre, and our generous sponsors, funders and donors. Your collective contributions have helped us bring the museum’s collection of Aotearoa’s technology and ingenuity to life, inspiring future innovators through impactful experiences and learning over the past year.



We would also like to thank the MOTAT Team for their ongoing support, passion, knowledge and skills and for helping achieve our strategic objectives and vision.



# Submission on the Draft Annual Plan 2026-2027

## MOTAT welcomes your comments on the Draft Annual Plan.

Please complete the accompanying submission form for each submission and **post** or **email** it to us so that it is received by us by **4.00pm** on **Thursday 29 January 2026** to:

**Chief Executive/Museum Director**

MOTAT  
PO Box 44-114  
Point Chevalier  
AUCKLAND 1246

Email **DirectorPA@motat.org.nz**

### NOTES:

- Late submissions (i.e., those received by us after 4pm on Thursday, 29 January 2026) will not be considered.
- Public submissions will be heard at MOTAT Great North Road, in the Engineers Cottage located in the Village at 805 Great North Road, Western Springs, between 2.00pm and 3.00pm on Thursday, 26 February 2026. If you wish to be heard, please ensure you are available on that date.
- Personal submissions (including those by an organisation) should be limited to 10 minutes. Organisations may have up to two speakers, but their combined presentations will be limited to 10 minutes.
- Submissions must be made in writing and can be scanned and emailed to the email address outlined below or posted to the Chief Executive/Museum Director, MOTAT, PO Box 44-114, Pt Chevalier, Auckland 1246.
- The Museum reserves the right to group together submissions of closely similar intent.
- Members of the Hearing Panel will have read your submission before your verbal submission is heard.

### ENQUIRIES:

Contact the Chief Executive/Director's Executive Assistant at the MOTAT Administration Office

on **(+64) 09 815 4244**

or email **DirectorPA@motat.org.nz** .

# Submission on the Draft Annual Plan 2026-2027

## PLEASE USE THIS FORM FOR YOUR SUBMISSION.

Do you wish to be heard in support of your submission? (Please tick) **Yes** ☐ **No** ☐

### SUBMITTER DETAILS

Name:

Organisation:

Address:

### SUBMISSION

**1. My submission relates to** (page and paragraph number)

**2. I seek the following amendment to the Draft Plan:** (continue on a separate sheet if necessary)

**3. My submission is that (state nature of submission giving reasons for amendment requested):**  
(continue on a separate sheet if necessary)

**4. Please indicate the cost or savings impact of your proposal, if possible:**  
(continue on a separate sheet if necessary)





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