



MOTAT

ANNUAL REPORT

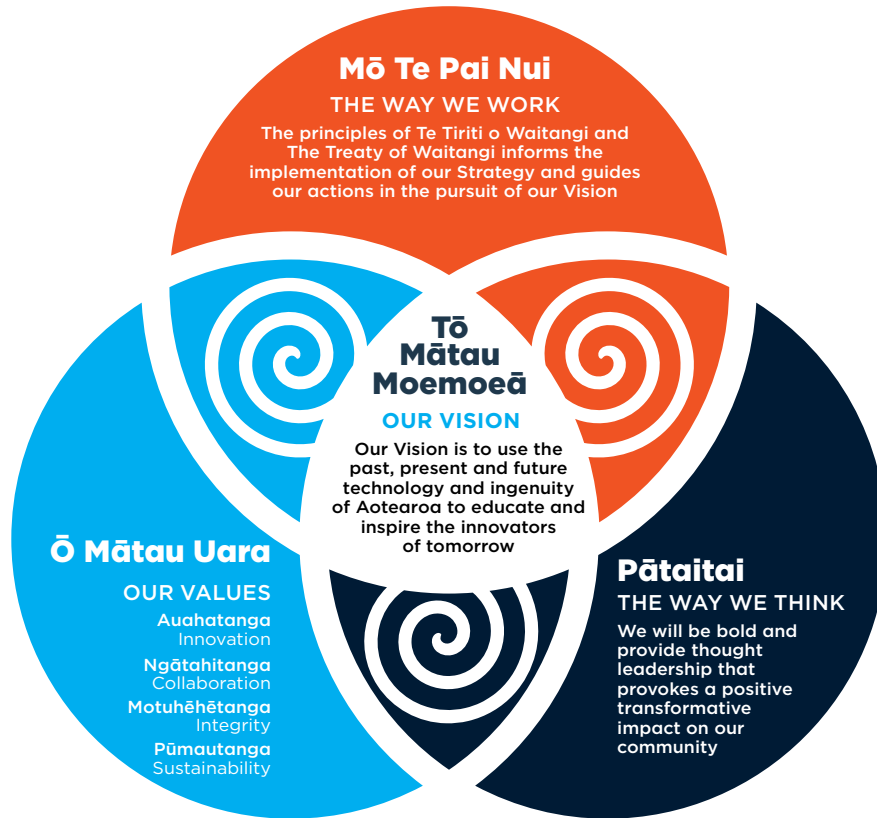
2021 - 2022

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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

This Annual Report covers the 2021-2022 financial year, which is the third year under our revised 10-year Strategy and outlines the steps we took during the year to progress Tō Mātau Moemoeā / Our Vision of using the past, present and future technology and ingenuity of Aotearoa to educate and inspire the innovators of tomorrow.

It is no surprise that our operations, like the rest of the organisations in Aotearoa, were severely disrupted by the Covid-19 pandemic and the associated lockdowns and restrictions. MOTAT, and Tāmaki Makaurau, were in lockdown for 83 days and went through nine changes in alert levels during the financial year. The Level 4, 3, Red and Orange settings restricted the type of activities that could be undertaken and the number of visitors we could have on site. The impact of this is clearly demonstrated by the following statistics: visitors 100,554 (previous year 265,761); admission revenue \$768,459 (previous year \$1,352,000); shop revenue \$53,563 (previous year \$154,304); and education (Learning Experiences Outside of the Classroom – LEOTC) 12,592 students (previous year 22,000 students).

The Covid-19 pandemic and associated restrictions meant that we had to cancel our Christmas Lights community event for the first time since its inception 10 years ago. We also had to cancel Night Lights for Matariki and either cancel, postpone or reconfigure all our public events (e.g., our Live Days and Bubble and Slime experiences) and education programmes to ensure the health and wellbeing of our visitors and the MOTAT Team. We also experienced a significant drop in Education LEOTC school visits, but these started to recover towards the end of the financial year.

We developed various resources to help protect and guide the MOTAT Team through the pandemic which we shared with Auckland Council and the arts, culture and heritage sector in Tāmaki Makaurau and Aotearoa.

While we were closed to the public for a significant period of the financial year, we remained engaged with our audiences via MOTAT.FUN and our upgraded Collections Online platforms and digital education programmes. We were also able to open our *Love / Science* and *Tūhuratia Exploded* exhibitions in July and December respectively. The *Mighty Small Mighty Bright* touring exhibition we developed in partnership with New Zealand's leading scientific research institutes, the MacDiarmid Institute and the Dodd-Walls Centre, and Otago Museum went to Papakura Museum from April to June and then on to Otago Museum in July.

Our STEAM Cells, supported by Samsung, and our Rocket Club developed in partnership with Rocket Lab proved to be a great hit with school students.

On the collection front we acquired several significant objects including a Gibbs Aquada, a Gibbs Quadski, a Martin Jetpack Pro 10, a Shear Edge wool polymer catamaran, the Palmer Aero tyre from Jean Batten's Percival Gull G-ADPR, a Bantam 20 microlight and an 1837 William Colenso printed copy of *He Wakaputanga o te Rangatiratanga o Nu Tireni*.

The Collection Team also upgraded the racking at our offsite storage facility, replaced the bricks in the combustion chamber inside the Daniel Adamson boiler in the Pumphouse and replaced the steam pipe to the Beam Engine so that it could run again. The restoration work on the Sunderland Flying Boat, the DC3, the Oberusel, Barclay 1270 and Bertha steam trains continued and the restoration of the 1912 Douglas Ladies Motorcycle was completed.

We continued to operate the Dockline Tramway in the Wynyard Quarter for Eke Panuku. They have advised us that they intend to close the tramway in 2023, a decision that was approved by Auckland Council in November 2021.

From a financial perspective, the drop in visitor revenue was offset by \$1,306,086 in Government grants and wage subsidies and we have carried the funds we had allocated to our exhibition and capital projects, public events and education programmes forward so that they can be progressed in 2022-2023. We also participated in the Explore Tāmaki Makaurau voucher programme that was set up by Tātaki Auckland Unlimited which attracted 4,899 visitors to MOTAT.

During the year we updated and refined Tō Mātua Moemoeā / Our Vision and the associated Strategy and Key Performance Indicators. We also refined our Pātaitai, The Way We Think, to “be bold and provide thought leadership that provokes a positive transformative impact on our community.” We also refined our Mō Te Pai Nui/ The Way We Work so that the principles of Te Tiriti o Waitangi and the Treaty of Waitangi inform the implementation of our Strategy and guides our actions in pursuit of our Vision. We also updated and extended our Visitor Experience Plan and Exhibition Programme.

While our annual survey of the MOTAT Team indicated that our employee and volunteer engagement decreased slightly during the year, we matched, for the first time, the benchmark for organisations in Aotearoa and Australia.

On the capital renewal front, we started construction of our car park at our Motions Road site, and we took advantage of the 12-month closure of the site to upgrade the entrance and displays in the Aviation Hall. The car park and the reconfigured Aviation Hall reopened to the public in August 2022. Tātaki Auckland Unlimited also provided us with a grant to cover the cost of filling the void under the Aviation Hall and that work was completed in time for the reopening.

Looking forward, we are progressing the plans for the replacement of the roof on our main exhibition hall (Building 5) at our Great North Road site, the development and installation of our SciTech Centre

in this hall, and the replacement of the roof of the Blister Hangar. The installation of new office space at our Motions Road site has been postponed to the 2023-2024 financial year.

Our discussions with Tātaki Auckland Unlimited in relation to the development of a closer working relationship with them and the Auckland Council continues. We are also exploring with Tātaki Auckland Unlimited (particularly Auckland Zoo) and with iwi the possibility of developing the Western Springs as a Science, Technology and Environmental precinct with mātauranga Māori and te ao Māori embedded.

Finally, we would like to take this opportunity to thank our stakeholders, Auckland Council, Tātaki Auckland Unlimited, the Local Boards, the MOTAT Society, our local community, Samsung, Rocket Lab, our other partners and sponsors and Te Māhurehure Marae for their ongoing support. We would also like to take this opportunity to acknowledge and thank the MOTAT Team who have and continued to contribute not only their knowledge and skills, but their time, energy and passion in helping the Museum achieve its strategic objectives and Vision.

Ehara taku toa i te toa takitahi engari he toa takitini
Success is not the work of one, but the work of many



Helen Atkins
BOARD CHAIR

Michael Frawley
CHIEF EXECUTIVE / MUSEUM DIRECTOR

2021-2022 Our Year in Detail

The Impact of Covid-19



MOTAT was closed for a total of 83 days of the financial year due to the Covid-19 pandemic and the associated lockdowns.

The Museum reopened to the public on 10 November under the Alert Level 3, Step 2 restrictions which restricted the numbers of visitors we could have on site to 100. These restrictions and the requirements of the Orange and Red settings of the Covid-19 Protection Framework adversely affected our visitation and revenue streams compared to previous years and this is reflected in the financial and other information outlined in this report.

The Covid-19 Framework restrictions also meant that we had to close some of our smaller and high touch-point interactive areas to the public, like the Print Shop and Model Railway, and some of the restrictions discouraged people from visiting MOTAT. The MOTAT and Dockline Trams were

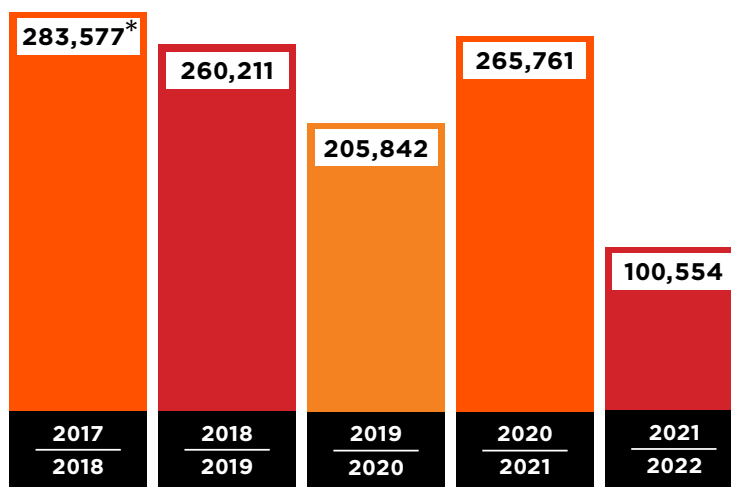
similarly affected as they could not be operated at Red under the Covid-19 Protection Framework and the number of passengers that could be carried at Orange was restricted. This meant that the total number of passengers that were carried during the year was 88,091 which is 50% less than the previous year.

Covid-19 has also significantly impacted the construction of the MOTAT Motions Road car park and the works within the Aviation Hall. Shortages in materials such as GIB, staff shortages due to sickness and delays due to the Covid-19 requirements pushed the expected completion of the car park from February to August 2022. The cost of the projects also increased.

Key Trends

Visitors

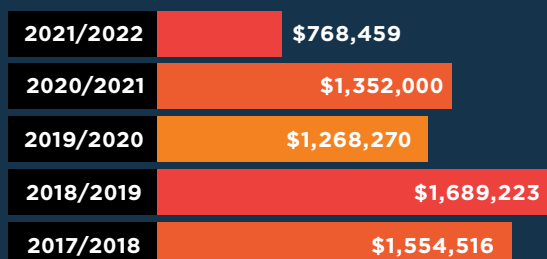
TOTAL VISITORS



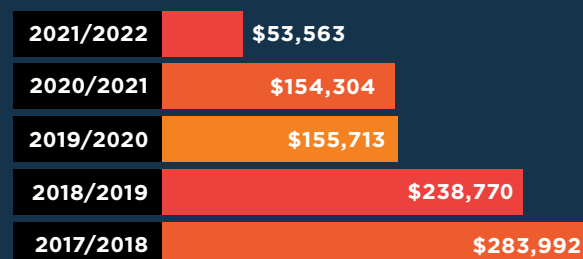
* Includes 18,347 visitors to Pasifika Vibes @MOTAT

Revenue

ADMISSION

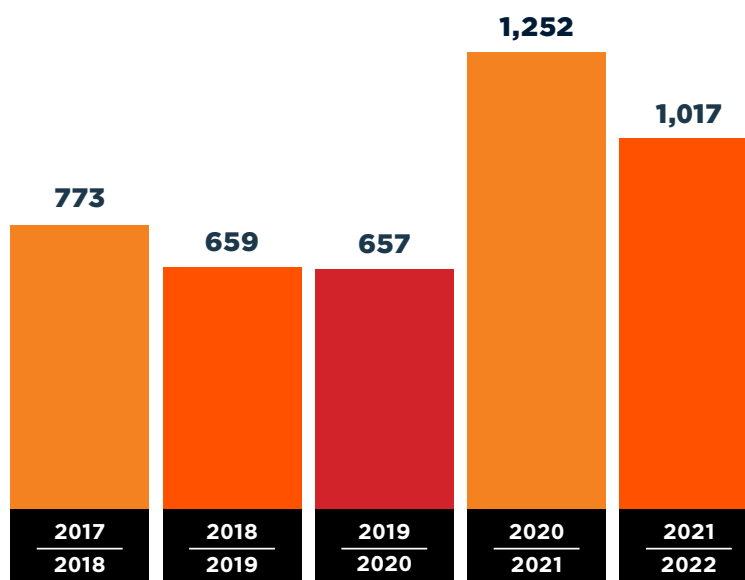


SHOP REVENUE



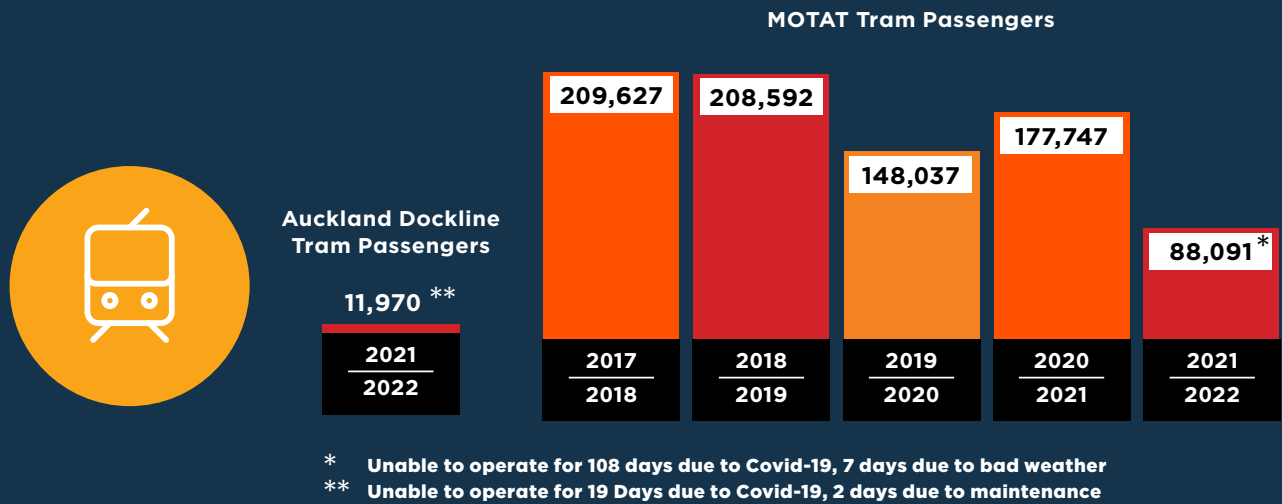
Collections

COLLECTION ITEMS ACCESSIONED



In 2019-2020 MOTAT was closed for 63 days due to the Covid-19 pandemic, in the 2020-2021 -year MOTAT was closed for 39 days. This year, MOTAT was closed for 83 days so the impact on the Museum was significantly more than the previous two years.

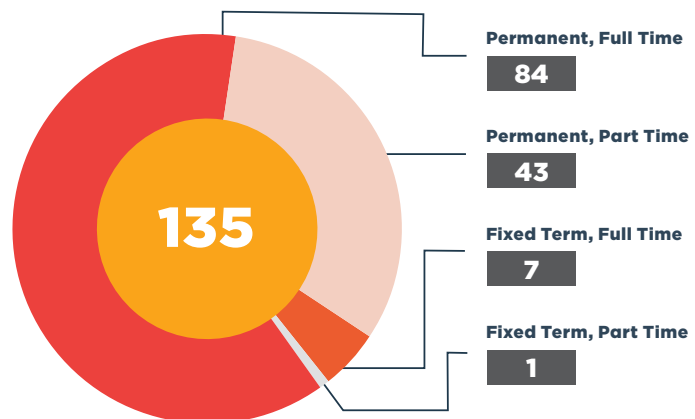
Tram passengers



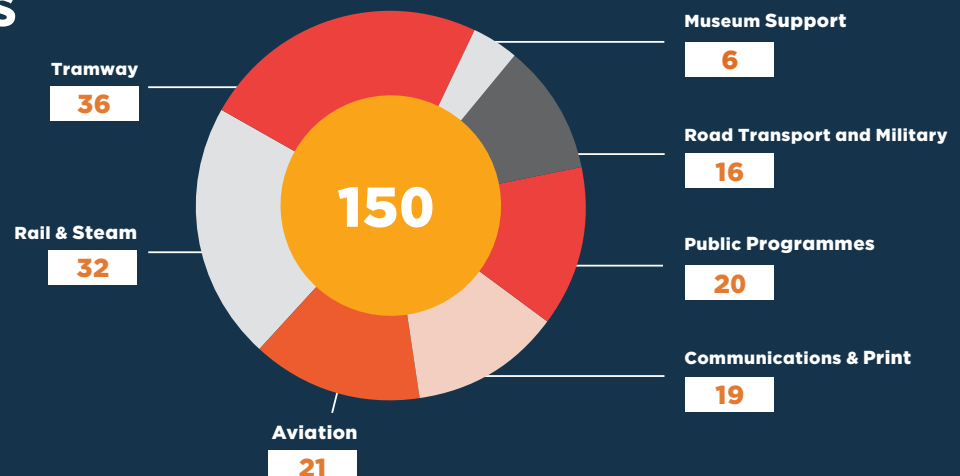
Employees

Gender Representation of Senior Management Team
 Female 50%
 Male 50%

Gender Representation of Leadership Team
 Female 50%
 Male 50%



Volunteers



OBJECTIVE 1

Maximise the Visitor Experience

As outlined earlier in this report, the Covid-19 pandemic was highly disruptive to the visitor experience. All our signature events were cancelled or required adapting to compensate for the reduced site capacity and other requirements of the Red and Orange Covid-19 Protection Framework settings.

Despite these setbacks, we delivered two outstanding new exhibitions, and revitalised several existing spaces in keeping with the MOTAT Vision:

- **Love / Science** - which was a significant MOTAT collection-based exhibition that explored the stories behind the collection objects alongside the science and the technology aspects of them. The objects included the rarely seen 1948 Cockcroft-Walton type nuclear particle accelerator, merino wool surfboards and a specially commissioned harakeke wahakura. Innovative design, AV and major digital components lifted the exhibition to new heights.

- **Tūhuratia Exploded** - which was a photographic exhibition showcasing the work of New Zealand up-and-coming artist Richard Parry. The exhibition featured 16 colourful photographic artworks depicting 'exploded views' of much-loved handheld games and consoles from the 1980s until now. The exhibition also included activities for the Under 5 audience and newly commissioned artworks for the MOTAT shop. The exhibition was bi-lingual and included ground-breaking te reo Māori writing by Te Whainoa te Wiata.

- **Aviation Hall Improvements** - we took advantage of the closure of our Motions Road site for the construction of our car park to update the Aviation Hall with innovative digital screens including rich content from the museum's archives. We also converted the Police 2 helicopter into an exciting children's interactive

“It was unique... I have never seen stuff that is remotely close to this.”

Child 11



so that it was available to our visitors when the Aviation Hall reopened in August 2022.

- **Accelerate Improvements** – we refreshed our *Accelerate – Driving New Zealand* exhibition, which has been at MOTAT since 2018. A creative review was undertaken to breathe new life into this popular exhibition and to enable our Collection Team to swap out several exhibits for new ones like the recently acquired Gibbs Aquada, and to provide better access for ongoing maintenance to the collection. Clearer visual access and interpretation was also created to highlight one of our heritage gems, the Mercury Arc Rectifier.
- **Jean Batten Portrait** – the ANZ gifted us a beautiful and unusual portrait of one of Aotearoa's greatest aviators, Jean Batten. This mid-1930s painting, was attributed to the artist Maurice Frederick Codner and after assessment by our Conservation Team, the portrait was cleaned, re-framed and placed on display in the Walsh Memorial Library.

Our public programming required a flexible approach, with many planned events which had seen year-on-year growth such as Dig It! and Christmas Lights needing to be cancelled. Family favourites, such as Fire and Emergency Live Day, were postponed and then cancelled due to the capacity limits imposed by the Covid-19 alert level requirements.

These limitations became a catalyst to test several new event formats. Popular events such as Bubble Weekend were scaled down and spread across several Bubble Fridays throughout February. Our annual MOTAT MATES event was changed to a pop-up MATES Lounge which provided our loyal members with exclusive access to an all-weather outdoor lounge with dedicated entertainment and activities.

The MOTAT Working Everyday initiative, which encourages weekday visitation, was further embedded in our programming after its successful trial in 2019-2020. The programme now includes enhanced 3D Print Lab operations, new permanent Pumphouse and Print Shop team members,



experiences, and twice-daily hosted tours of our Great North Road site.

Our planned outreach activities were also severely curtailed, with events such as SeaPort, and Pasifika Festival cancelled. We were able to attend two outreach events reaching an audience of 4,623: the Ardmore Air Show and Taste of Pasifika.

We also delivered a series of Tram Talks at local community hubs. We also progressed our partnership with Auckland Botanic Gardens by developing a Covid-friendly self-guided digital experience that will be delivered at a future date.

EDUCATING THE INNOVATORS OF TOMORROW

We completed the third year of our Visitor Experience Plan, which focused on supercharging our education offer. This was partially achieved as 212 education bookings involving 15,689 students were cancelled due to Covid-19 lockdowns and restrictions.

Our Education Team added new programmes in response to the changing situation and adapted existing content to produce rich online learning experiences and workshops for schools and

OBJECTIVE 1

Maximise the Visitor Experience



students around Aotearoa. The workshops such as 'Curator in your Classroom' were provided with additional resources for teachers and were undertaken by 1,777 students during the year.

We were pleased that our contract with the Ministry of Education was extended for the next three years.

As the schools reopened during the 2022 year, our MOTAT STEAM Cell programme was in high demand and bookings doubled despite the lockdowns. The MOTAT STEAM Cells, in partnership with Samsung, went to 71 primary, intermediate and secondary schools in the Greater Auckland area and engaged 3,083 students on STEAM (Science Technology, Engineering, Arts and Maths) topics such as robotics, coding, game making, inventions, innovation, lifehacks, design thinking and sustainability. Our total educational reach across all education services was 16,279 students and teachers.

DIGITAL ENGAGEMENT

As a museum with a strong focus on STEAM, we continued to invest in new technologies that enabled our visitors to engage with our collection objects. Our visitors particularly enjoyed a suite of playful and engaging digital games in our *Love / Science* and *Tūhuratia Exploded* exhibitions that delivered fun learning through movement and mental acuity.

We continued our investment into content creation, highlighting the stories associated with our collection, our local community and mahi we do behind the scenes. This content attracted over 157,000 online visitors and 650,000 pageviews. We also continued to develop and expand our MOTAT.FUN platform we developed in 2019 and it is now recognised as a reliable source of educational resources for tamariki and educators alike.

Our retail offer was extended to include an online ecommerce offering, MOTAT.SHOP and we are expecting that revenue stream to increase as we add new and exciting products based on our collection. We also expanded our Content Management System with new digital labels for our collection objects starting with our Aviation Hall at Motions Road.



VISITOR EXPERIENCE MARAMATAKA JULY 2021 - JUNE 2022

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- New Zealand moved to Alert Level 4 on 17 August 2021 - Closed to public 18 August - 10 November 2021
- Auckland moved to Phase 2 of Alert Level 3 on 10 November 2021. Restricted operations
- Auckland moved to Red under the Traffic Light Protection Framework on 3 December 2021
Transitioned into the Traffic Light Protection Framework
- Auckland moved to Orange on 31 December 2021
- Auckland moved back to Red at 11.59pm on 23 January 2022
- Auckland moved to Orange at 11.59 pm on 13 April 2022

* Events postponed or otherwise impacted by Covid-19

** Events impacted by Covid-19 and subsequently cancelled

OBJECTIVE 2

Empower the MOTAT Team

The MOTAT Team are a highly skilled, knowledgeable, and professional group of employees and volunteers who are the kaitiaki of our collection. The MOTAT Team work collaboratively and with great passion and enthusiasm to bring the past, present, and future technology and ingenuity of Aotearoa to our audience and wider community in an engaging and inspiring way.

During the financial year we had 135 full time (67%) and part time (33%) employees. The average tenure of our employees continued to increase and is now considerably higher than the national average at 5 years and 7 months.

We also had 150 passionate and diverse volunteers whose range of skills and knowledge support the following areas: Tramway (24%), Rail and Steam (21%), Road Transport and Military (11%), Communication and Print (13%), Aviation (14%), Public Programmes (13%) and Museum Support (4%).

One of our objectives during the year was to ensure that the MOTAT Team was well-supported, especially in relation to their health, wellbeing and personal development, and we put various programmes and resources in place to ensure that this happened. The Team had access to various apps to help monitor their wellbeing and we offered te reo yoga, fitness and other classes and experiences onsite.

Another priority for us as we navigated our way through the Covid-19 pandemic was maintaining a stable workforce, focussing on wellbeing kaupapa, and providing professional development opportunities to the Team. 80% of our employees undertook at least one professional development opportunity during the financial year.



EMPOWERING OUR TEAM THROUGH COVID-19

During the various lockdowns we took steps to protect the MOTAT Team by making Covid-19 Special Leave available to those who needed it. This leave was introduced to financially assist employees who were isolating or unable to work due to Covid-19. Since the introduction of the programme, 121 employees took advantage of the scheme, which equated to 3,504 hours.

Our Covid-19 Policy was revised in June 2022 after consultation with the MOTAT Team, so that it not only reflected the requirements of the Covid Framework but could be implemented in a practical way by the Team.

DIVERSITY AND INCLUSION

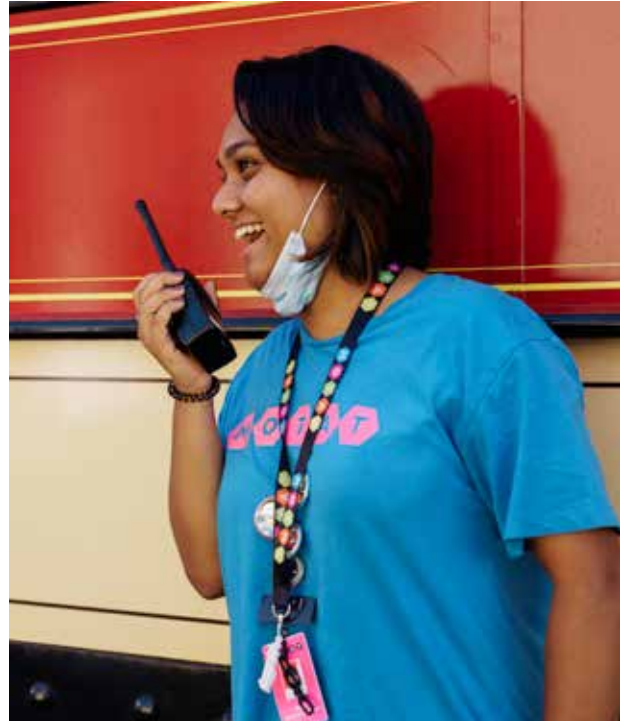
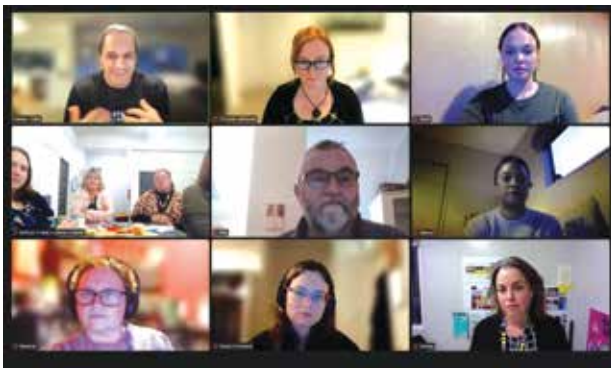
We established a Rainbow Committee as part of our diversity and inclusion kaupapa with a specific focus on supporting our LGBTQIA+ community

Our gender pay gap for the year was -0.65%, with those who identify as female being paid slightly more.



KAUPAPA MĀORI

We progressed the implementation of Te Puna Whāngai, a Kaupapa Māori framework that outlines the guiding principles for building a more bicultural MOTAT. In line with this approach, we offered the MOTAT Team te reo Māori language classes, Te Tiriti o Waitangi workshops, te reo yoga and we established three new kaupapa Māori focussed positions.



OBJECTIVE 3

Improve quality of the collection, its care and accessibility

While Covid-19 hindered our ability to activate the collection, significant progress was made on the collection care, storage, development and collection review front including the replacement and upgrading of our storage racks at our offsite storage facility; the review of 315 collection items; and the development of new heritage guidelines for our locomotives and carriages.

QUALITY IMPROVEMENTS

As outlined in our Annual Report for 2020-2021, we moved a significant number of collection objects from our Motions Road site to our offsite storage facility so that they could be better cared for. The storage of these objects at our offsite facility was a significant undertaking which started in January 2021 and ran through to the end of the 2022 financial year.

The racking project involved the installation of new mesh shelving, the reconfiguration of the storage area and collection items, and the upgrading of storage crates and digital labels to modern collection care standards. The outcome of this process is safer and more appropriate storage of our collection objects; a reduction in object movement; improved retrievability of objects; improved health and safety within the building; and increased access to the objects for monitoring and cleaning by the Conservation and Collection Care Team.



PRESERVATION AND CONSERVATION

The Conservation Workshop installed during the last financial year enabled the Conservation and Collection Care Team to check and prepare 194 objects for the *Love / Science* exhibition including extensive conservation work on the 1948 Cockcroft-Walton Voltage Multiplier. The workshop also enabled the Team to review and treat new acquisitions like the Martin P10 Jetpack and a set of New Zealand Government imperial peck and measures.

In a project led by the Walsh Memorial Library, the Team treated and logged the Jean Batten Stamp Collection which consisted of 3,521 stamps, 500 of which needed additional treatments such as humidification, flattening, and tear repair.

NEW COLLECTION ITEMS AND DISPLAYS

Our Collections Team accessioned 1,017 new collection items including objects from Aotearoa innovators like Martin Aircraft Company (pictorial, memorabilia, P10 Jetpack) and Shear Edge (Keravos pellet catamaran).

We also participated in our first Kickstarter campaign to fund the creation of reimagined traditional Māori tools. These tools are created from post-industrial waste nylon, and we acquired Paku Timo and Toki sets for our Agriculture Live Day and for use by our Education Team.

The Walsh Memorial Library acquired several manuscripts and manuals in line with our Collection Policy and Collection Development Framework. While Covid-19 reduced our ability to record oral histories, five new interviews of past and present MOTAT volunteers were added to the archive and several existing oral histories were converted to digital format for use in the Aviation Hall.



COLLECTIONS ONLINE

Our ever-expanding Collections Online database covers 84,000 collection items, including an extensive collection of oral and written histories. This platform increases MOTAT's reach beyond its physical boundaries and gives the public and researchers access to the extensive information stored in our collection archives. The Curatorial and Research Teams continued updating the brief histories of objects on the database to improve the accuracy and depth of the information available on this platform.

During the year we purchased a high-capacity batch scanner that enabled the Walsh Memorial Library Team to digitise 2,494 objects including paper-based Institutional archives, manuscripts and manuals. Thanks to the assistance of two dedicated volunteers, 80% of our Maps and Plan Collection has been digitised and can be viewed on Collections Online.



COLLECTION WORKSHOPS

While our workshop activities were curtailed by the Covid-19 lockdowns, our highly skilled team of employees and volunteers managed to progress several projects including the restoration of Tram Trailer 21, the interior of the Sunderland, rail coach A1819, the Bertha locomotive and assemble the Police 1 and modify the Police 2 helicopters.



OBJECTIVE 4

Improve our business and sustainability

We continued with the upgrading and integration of our human resource, finance and other systems to improve economic, operational, and environmental efficiency, and to fulfil our duty as kaitiaki in relation to the MOTAT Team, our collection and infrastructure.

BUILDINGS AND INFRASTRUCTURE

As outlined in our previous Annual Reports and Annual Plans, our ageing infrastructure and location on an old landfill site create significant and ongoing challenges. Many of our buildings, due to their age, design and geographical location, require extensive maintenance and refurbishment and in some cases removal and replacement.

In accordance with our Asset Management Plan, we renewed 19 spaces and redecorated nine others. This included the refurbishment of the dome, painting and repairs in the Heritage Village and to the Waitakere Station, and the enlarging of the channel drain network to prevent flooding at our Great North Road site.

The Museum Environment Team also spent a significant amount of time assisting with the Aviation Hall Redevelopment Project (see below). The team's knowledge and skill helped mitigate construction expenses and enabled us to undertake the asphaltting of the Sir Keith Park Platform while the Aviation Hall was closed to the public.

AVIATION HALL REDEVELOPMENT PROJECT

The construction work, which started at our Motions Road site the previous financial year, continued. This included the development of a new underground wastewater and runoff systems for our new car park and the upgrading of the entrance area to the Aviation Hall.

The car park was due to be completed by February 2022, but the Covid-19 pandemic led to delays due to material and labour shortages and increased the associated cost of the project. The car park and walk and cycleways instead opened to the public in August 2022.

The closure of our Motions Road site, for the construction of the car park, gave us the opportunity to not only reconfigure the entrance area of our Aviation Hall but it gave us the opportunity to reconfigure the exhibition spaces, improve the lighting system and to add new digital and interactive experiences into the Aviation Hall.





Tātaki Auckland Unlimited also provided us with a \$800,000 grant to fill the void that had developed under the Aviation Hall. The extended closure of our Motions Road site meant that we could undertake this work while our Aviation Hall was closed to the public and the work completed in time for the reopening of the site in August 2022. The void issue was flagged in our previous Annual Reports, and we would like to thank Tātaki Auckland Unlimited for providing us with the funds to address the issue.

ENSURING OUR BUSINESS SECURITY

We continued to upgrade our security system across our three sites with the installation of 14 new CCTV cameras, upgraded security lighting and improvements to our access systems.

The alarm system at our offsite storage facility was upgraded and integrated into the system that monitors our other two sites.

SUSTAINABILITY

As a leading science and technology Museum we continued to focus on and promote technology that is beneficial to the environment. We are currently on a journey to improve our sustainable business practices and reduce our carbon footprint.

We engaged Energy Solutions Provider (ESP) to gain more visibility over our energy usage and during the year we upgraded several of our light fittings with energy efficient LED alternatives. The new system will help us collect, store, and provide alerts to help monitor our energy usage in line with our Energy Management Programme.

We were awarded a Gold Qualmark Sustainable Tourism Business Award in our June 2022 evaluation by Qualmark, New Zealand Tourism's official quality assurance agency. The achievement of the Gold award recognises the significant developments across our operations and the depth of our environmental considerations, with many robust initiatives and a solid plan for improvement in place.



Three Locky Dock e-bike charging stations were installed during the year. The Locky Docks support and encourage sustainable mobile transport for the MOTAT Team and our visitors, to get to and around the Western Springs precinct and use the cycleway that has been incorporated into our car park design at our Motions Road site.

While we continue to meet the carbon emission targets required by the Toitu Reduce Carbon Audit, our Sustainability Committee is in the process of investigating new technologies which may enable us to operate our coal powered collection objects in a more sustainable way.

OBJECTIVE 5

Engage with like-minded institutions

We are a proactive member of the New Zealand Galleries, Libraries, Archives and Museum (GLAM) sector. During the year our Team attended and presented at various conferences in Aotearoa and overseas and provide research and other assistance to other institutions, especially in relation to collection care and storage.



We also made our Covid-19 resources available to Auckland Council and the other institutions around Tāmaki Makaurau and Aotearoa.

Our partnership with Samsung continued into the financial year after the highly successful launch of the Solve for Tomorrow Challenge in 2021.

The Solve for Tomorrow Challenge encourages children to apply practical STEM skills to create solutions which change the world for the better. The competition compliments our MOTAT STEAM Cell programme, which Samsung now sponsors. This year's competition was expanded to include all Year 5-10 students and our Education Manager has again been asked to join the judging panel.

This year marked the inaugural launch of Rocket Club, an after school education offer in partnership with Aotearoa leading space specialists Rocket Lab. The Rocket Club is a 10-week rocketry workshop developed in partnership by MOTAT's and Rocket Lab's Education Teams. It focuses on the science and technology behind rockets as participants learn to build and launch their own rocket.



The travelling exhibition that was developed by MOTAT, Otago Museum, the Dodd-Walls Centre and the MacDiarmid Institute, *Mighty Small Mighty Bright*, was exhibited at the Papakura Museum from April to June before heading to Otago Museum for display.

We continued to operate the Wynyard Quarter Dockline Tram for Eke Panuku Development Auckland and Auckland Council over 2021-2022. We have been advised that the tramway will be closed in 2023 and the associated trams and equipment will be transferred to MOTAT in recognition of the support we have provided.



Financial Statements for the Year Ended 30 June 2022

2021-2022

Annual Accounts

We are pleased to report that we received an unqualified audit opinion for the 2021-2022 financial year.

The levy provided by Auckland Council was \$15,635,107. While our levy was 5.0% higher than the previous year, we reduced our original request as we were aware of the adverse impact the Covid-19 pandemic was having on Auckland Council's finances.

Our admission and commercial revenue were adversely impacted by the Covid-19 pandemic, the associated lockdowns and other restrictions. We were however eligible for the Government Wages Subsidies, which helped offset our reduced income by \$1,306,086.

We continued to assist Eke Panuku and Auckland Council with the running of the Dockline Tram in the Wynyard Quarter area on Sundays and public holidays.

Construction of Stage 1 of the car park commenced in July 2021 and was completed in September 2022. The preparatory work in relation to the re-roofing of Building 5 started during the financial year and construction is anticipated to start in the 2022-2023 financial year. We also completed the major refit of our café area during the financial year.

The timing and implementation of our capital projects was disrupted by the Covid-19 pandemic and the associated restrictions and the funding and construction work for several of these projects had to be carried forward into the 2022-2023 financial year.

The delay in our capital projects, operational savings and the prudent management of our finances and resources meant that we finished the year in a strong financial position and we carried an Operating Surplus of \$1,629,179 into the next financial year. As outlined above, this surplus will be used to progress the capital projects and other initiatives that had to be delayed due to the pandemic.

We appreciate the continued support of the Ministry of Education and Samsung Electronics for our Learning Experiences formal Education initiatives, and our partnership with JCDecaux which provides an additional revenue stream to our normal operations. We were also successful with several grant applications that assisted us with various aspects of our operations during the year.



Financial Statements for the year ended 30 June 2022

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2022	2021
Levies from Territorial Authorities	2	15,635,107	14,890,578
Grants and Donations	2	2,450,013	700,643
Rent – Donation	2	2,040,000	560,625
Interest Received		75,260	115,889
Other Operating Income	3	1,452,105	2,061,171
Operating Revenue		21,652,485	18,328,906
Employee Benefits Expense		8,908,345	8,404,679
Depreciation Expenses	4	1,924,933	1,965,664
Amortisation of Intangibles		13,752	-
Finance Expenses		-	3,171
Rent - Expense		2,040,000	560,625
Other Expenses	5	7,136,276	8,467,064
		20,023,306	19,401,204
Net (Deficit)/Surplus		1,629,179	(1,072,297)
Other comprehensive income			
Heritage Asset Revaluations from Reserve		(12,980)	(22,780)
Total Comprehensive Income		1,616,199	(1,095,077)

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2022

	Projects Reserves	Asset Revaluation Reserves	Retaining Earnings	Total Equity
Balance as at 01 July 2022	203,244	11,182,360	49,455,935	60,841,539
Net (Deficit)/Surplus	-	-	1,629,179	1,629,179
Transfer to/(from) Project Reserve	1,781	-	(1,781)	-
Other Comprehensive Income				
Asset revaluation reserve	-	(12,980)	-	(12,980)
Total Comprehensive Income	1,781	(12,980)	1,627,398	1,616,199
Balance as at 30 June 2022	205,025	11,169,380	51,083,334	62,457,739
Balance as at 01 July 2020	200,794	11,205,140	50,530,683	61,936,617
Net (Deficit)/Surplus	-	-	(1,072,297)	(1,072,297)
Transfer to/(from) Project Reserve	2,450	-	(2,450)	-
Other Comprehensive Income				
Asset revaluation reserve	-	(22,780)	-	(22,780)
Total Comprehensive Income	2,450	(22,780)	(1,074,747)	(1,095,077)
Balance as at 30 June 2021	203,244	11,182,360	49,455,935	60,841,539

The accounting policies and notes to these financial statements form part of, and should be read in conjunction with these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

	NOTE	2022	2021
Current Assets			
Cash and Cash Equivalents	7	2,259,398	3,635,452
Accounts Receivable and Prepayments		82,748	158,488
Shop Inventory		60,207	50,623
GST Receivable		386,623	418,608
		2,788,977	4,263,171
Non Current Assets			
Intangible Assets		20,553	-
Property, Plant and Equipment	8a	33,319,559	29,697,075
Collection Assets	8b	29,942,449	29,553,139
		63,282,562	59,250,215
TOTAL ASSETS		66,071,539	63,513,386
Current Liabilities			
Creditors and Accruals	9	2,747,292	2,039,448
Current portion of RFA Term Loan	10	-	105,949
Income in advance	6	866,508	526,450
		3,613,800	2,671,847
TOTAL NET ASSETS		62,457,739	60,841,539
Equity			
General Equity		51,083,334	49,455,935
Asset Revaluation Reserve		11,169,380	11,182,360
Projects Reserve	11	205,025	203,244
TOTAL EQUITY		62,457,739	60,841,539

The accounting policies and notes to these financial statements form part of, and should be read in conjunction with these financial statements.


Board Member
Date: 20 October 2022


Board Member
Date 20 October 2022

Financial Statements for the year ended 30 June 2022

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2022	2021
Cash from Operating Activities			
Cash was provided from:			
Levies from Territorial Authorities		15,635,107	14,890,578
Donations and Bequests		2,367,381	798,546
Receipts from operations		1,471,575	2,023,741
Interest income		75,260	115,889
Cash was disbursed to:			
Payments to Suppliers, Employees and others		15,299,695	16,499,803
Borrowing costs paid		-	3,171
Net Cashflow from/(applied to) Operations		4,249,628	1,325,780
Cashflow from Investing Activities			
Cash was provided from:			
Sale of Investments		-	2,022,421
Sale of property, plant & equipment		19,685	7,305
Cash was applied to:			
Payments for property, plant & equipment		5,645,367	1,072,108
Net Cash (applied to)/from Investing Activities		(5,625,682)	957,618
Cash flow from Financing Activities			
Cash was provided from:			
Proceeds from borrowings		-	-
Cash was applied to:			
Repayment of borrowings		-	-
Net Cash (applied to)/from Financing Activities		-	-
Net Increase/ (Decrease) in cash held		(1,376,054)	2,283,398
Opening Cash Balance		3,635,452	1,352,054
Closing Cash Balance		2,259,398	3,635,452
Represented by:			
Cash and Equivalents	7	2,259,398	3,635,452
Short Term Investments		-	-
		2,259,398	3,635,452

The accounting policies and notes to these financial statements form part of, and should be read in conjunction with these financial statements.

Notes to the Financial Statements for the year ended 30 June 2022

1. STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

The Museum of Transport and Technology Board (MOTAT) is an entity established under the Museum of Transport and Technology Act 2000 which came in force on 1 April 2000. The Board has been established exclusively for charitable purposes. The museum registered as a charitable entity under the Charities Act 2005 on 30 June 2008, registration number CC30945. It is also a public entity as defined by the Public Audit Act 2001.

The Museum is spread over the three geographical sites at MOTAT 1 (805 Great North Road), MOTAT 2 (Motions Road), Western Springs, Auckland, and MOTAT 3 (off-site storage).

MOTAT's Vision is to use past, present and future technology and ingenuity of Aotearoa to educate and inspire the innovators of tomorrow. It will do this by creating multi-dimensional experiences aligned with its Vision and its collection with a view to expanding the Museum's audience and reach.

The financial statements were authorised for issue by MOTAT on the date as evidenced as signed on the Statement of Financial Position. Once issued, members of the Board do not have the power to amend these financial statements.

STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

For financial reporting purposes, MOTAT is considered a public sector Public Benefit Entity. The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand. They comply with Tier 2 Public Benefit Entity Standards (PBE Standards) that have been authorised for use by the External Reporting Board. The entity is able to and has elected to apply Tier 2 PBE Standards on the basis that it does not have public accountability and it is not considered large. In preparing these financial statements, the Board has taken advantage of all applicable Reduced Disclosure Regime (RDR) disclosure concessions.

The Financial Statements are prepared in accordance with the Museum of Transport and Technology Act 2000 and include results of the Board for the year ended 30 June 2022.

The financial statements are presented in New Zealand dollars rounded to the nearest dollar.

The Measurement Base adopted is that of historical cost, except for specific policies outlined below that adopt fair value accounting.

SUMMARY OF ACCOUNTING POLICIES

The following accounting policies, which materially affect the measurement of comprehensive revenues and expenses, cash flows, and items in the Statement of Financial Position of the Board, have been applied. The policies have been consistently applied to all the years presented.

Notes to the Financial Statements for the year ended 30 June 2022

(a) REVENUE RECOGNITION

Revenue from non-exchange transactions

Levies

All levy revenue received by MOTAT is in accordance with the MOTAT Act 2000. Levy revenue is recognised as the revenue is received. This is from Auckland Council. Auckland Council has an Advisory and Management agreement with Tātaki Auckland Unlimited. The levy revenue is now received from Tātaki Auckland Unlimited.

Grants and Donations

Grants and donations are recognised as income when they become receivable unless MOTAT has a liability to repay the grant if the conditions of the grant or donation are not fulfilled. A liability is recognised to the extent that such conditions are unfulfilled at the end of the reporting period.

Rent Donation

The land on which MOTAT operates is leased at subsidised rates from Auckland Council. The rent donation is not directly received in cash by MOTAT and equates to the deemed expense for using the land. The deemed rent is calculated as 7.5% of the current Auckland Council land valuation, that was revalued this year. This notional income is recognised as income in the period in which MOTAT uses the land.

Revenue from exchange transactions

Gate Revenue

Gate admissions are recognised at the time cash is received or an invoice is issued.

Sale of Goods

Revenue from the sale of goods is recognised when MOTAT has transferred to the buyer the significant risks and rewards of ownership of the goods.

MOTAT Mates Passes

Revenue from the annual pass is recognised monthly, over the period of the membership.

Interest Income

Interest is recognised in the Statement of Comprehensive Revenue and Expenditure as it accrues, using the effective interest method.

(b) EMPLOYEE ENTITLEMENTS

Annual leave is measured at nominal values based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned to, but not yet taken, at balance date.

After the completion of five years continuous service an employee, who is under collective agreement with The Northern Amalgamated Workers Union, shall receive a special one off additional holiday of 5 days.

(c) RENT EXPENSE

The property from which MOTAT operates is owned by Auckland Council. The expense is based on an assumed market rental yield on the value of land and buildings as used for rating purposes. This is a non-cash expense recognised in the period that MOTAT uses the land.

(d) PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment are initially stated at cost less accumulated depreciation and accumulated impairment losses as outlined below. Maintenance costs are recognised as an expense as incurred in the Statement of Comprehensive Revenue and Expenditure.

Depreciation

Depreciation is provided on a straight line basis on all Property, Plant and Equipment at rates that will write-off the cost (or valuation) of the assets to their estimated residual values over their useful lives. Depreciation is recognised and charged to the Statement of Comprehensive Revenue and Expenditure.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Furniture and Fittings	20%
Building and Leasehold Improvements	3%
Motor Vehicles	10%
Computers and Software	40%
Plant and Equipment	17.5%
Display Equipment	17.5%

Redevelopment Costs (Work in Progress)

Redevelopment costs relate to costs incurred in the planning and construction stages of the redevelopment of MOTAT 2 and other ongoing projects. Costs incurred to date represent work in progress and therefore have not been depreciated. Once the asset becomes available for use, the costs associated to that asset will be transferred to the appropriate asset category and depreciated accordingly. Should, for any reason, a project not go ahead after the planning stage the costs held in Work in Progress are released back to expenses in the current year.

Additions

The cost of an item of Property, Plant and Equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to MOTAT and the cost of the item can be measured reliably.

In most instances, an item of Property, Plant and Equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value at the date of acquisition. The threshold for capitalisation of an item of Property, Plant and Equipment is \$1,500.

Donated assets are recorded at fair value less any impairment costs.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the Statement of Comprehensive Revenue and Expenditure.

Impairment

All items of Property, Plant and Equipment owned by MOTAT have been deemed by the Board to be non-cash generating as the primary objective for holding those assets is not to generate a commercial return.

All items of Property, Plant and Equipment including collection assets are reviewed to identify any indicators of impairment at each balance date.

Where there is an indicator of impairment the asset's recoverable service amount is measured, being the higher of the asset's fair value less costs to sell and value in use. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount.

Value in use is the present value of the asset's remaining service potential. Fair value is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties.

If an asset's carrying amount exceeds its recoverable service amount, the asset is impaired and the carrying amount of the asset is reduced to its recoverable service amount.

For assets not carried at a revalued amount, the total impairment loss is recognised in the Statement of Comprehensive Revenue and Expenditure.

Where the asset does not generate cash flows that are independent from other assets, MOTAT estimates the recoverable amount of the cash generating unit to which the asset belongs.

(e) COLLECTIONS

MOTAT has an extensive collection acquired over a long period of time. The Board has developed a full register and catalogue of the collection. From this register, all assets with a value in excess of \$5,000 were identified and valued as at 30 June 2010 by appropriate independent experts. This valuation has been accepted by the Board as deemed cost. Categories of significant collection assets are revalued by appropriate independent experts on a five year rolling basis, with the first cycle having commenced in 2012, and subject to an annual assessment for any potential impairment. For a period of three years starting from 1 July 2014 independent valuations of items not previously identified within the collection were made, to ensure that within the three year period all significant heritage asset collections belonging to MOTAT were valued.

Notes to the Financial Statements for the year ended 30 June 2022

MOTAT continues to identify and value lesser value objects in accordance with the museum's Collection Management Policy.

The cost of acquisition of collection items, or in the case of donated assets the deemed cost of those assets, will be recognised in the Statement of Financial Position.

For revalued assets the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a decrease greater than previous revaluation gains recognised, the impairment is recognised in the Statement of Comprehensive Revenue and Expenditure.

For heritage assets originally recorded in 2010, these assets were recorded at deemed cost to retained earnings as they were deemed donated assets based on MOTAT Act 2000. The revaluation reserve began in 2012 with the start of rolling annual valuations on heritage asset categories. Impairment losses incurred are recorded as a reduction of revaluation reserve to the extent any previous gains were recognised. Any further reduction of value of assets recognised at deemed cost in 2010 are recognised as impairment loss in comprehensive income.

In the Board's opinion, as the collections tend to have an indefinite useful life and are generally not of a depreciable nature, depreciation is not considered applicable. Collection assets are reviewed annually at balance date by the Board and management for indicators of impairment.

(f) INTANGIBLE ASSETS

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs that are directly associated with the development of software for internal use by MOTAT are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred. Costs associated with maintaining computer software are recognised as an expense when incurred. Computer software is a finite life intangible asset and is recorded at cost less accumulated amortisation and impairment losses. It is amortised over 2.5 years on a straight line basis.

(g) INVENTORIES

Inventories are stated at the lower of cost, using the first in, first out basis and net realisable value. Allowance will be made for deterioration and obsolescence based on age, condition and sale value of the various items.

(h) GST

All balances are presented net of goods and service tax (GST), except for receivables and payables, which are presented inclusive of GST.

(i) ACCOUNTS RECEIVABLE

Debtors and other receivables for both exchange and non-exchange transactions are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method less any provision for impairment. A provision for impairment is established when objective evidence of collection is doubtful. When a debtor is considered uncollectible, it is written-off against the provision.

(j) CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand and deposits held at call with domestic banks. Cash and cash equivalents also include highly liquid investments with original maturities of three months or less and which are subject to an insignificant risk of changes in value.

(k) SHORT TERM INVESTMENTS

Short term investments include term deposits held with domestic banks with original maturities of more than three months, but less than twelve months.

(l) TAXATION

The Board has been granted charitable status and as such receives an exemption from Income Tax. MOTAT registered as a charitable entity under the Charities Act 2005 on 30 June 2008. MOTAT's registered charity number is CC30945.

(m) CREDITORS AND ACCRUALS

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method.

Accruals are made for benefits accruing to employees in respect of wages and salaries, annual leave, and alternative leave when it is probable that settlement will be required and they are capable of being measured reliably. Accruals made in respect of employee benefits expected to be settled within 12 months are measured at their nominal values using the remuneration rate expected to apply at the time of settlement. Accruals made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by MOTAT in respect of services provided by employees up to reporting date.

(n) INCOME IN ADVANCE

MOTAT receives grants from organisations for specific capital projects. Funds are recognised as revenue when the conditions of the contracts have been met. An income in advance liability reflects funds that are subject to conditions that, if unfulfilled, are repayable until the condition is fulfilled. MOTAT Mates annual pass income in advance represents unearned receipts as noted in note 1(a).

(o) LEASES

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Operating lease payments are recognised as an expense in the Statement of Comprehensive Revenue and Expenditure.

(p) STATEMENT OF CASH FLOWS

The following are the definitions of the terms used in the Statement of Cash Flows:

1. Cash is considered to be cash and cash equivalents.
2. Operating activities include cash received from all income sources and cash payments made for the supply of goods and services that are not investing or financing activities.
3. Investing activities are those activities relating to acquisition and disposal of non-current assets and term deposits.
4. Financing activities include activities that change the equity and debt capital structure.

(q) CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these financial statements MOTAT has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

The areas where the most critical estimates and assumptions apply are in relation to:

Valuation of Collection assets – whereby independent valuers are used to estimate fair values (refer note 8 b).

Depreciation – whereby management makes an estimate of the useful lives of depreciable assets (refer policy d).

(r) FINANCIAL INSTRUMENTS

Financial instruments are recognised in the Statement of Financial Position when the entity becomes party to a financial contract. They include cash balances, bank overdrafts, receivables, payables, investments in and loans to others, and term borrowings.

Notes to the Financial Statements for the year ended 30 June 2022

Receivables and Payables

Receivables and payables are initially recorded at fair value and subsequently carried at amortised cost using the effective interest method. Due allowance is made for impaired receivables (doubtful debts). The resulting carrying amount for receivables is not materially different from estimated realisable value.

Borrowings

Borrowings (comprising the Tātaki Auckland Unlimited loan) are initially recorded at fair value net of transaction costs incurred, and subsequently at amortised cost using the effective interest method.

The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the borrowings or, where appropriate, a shorter period, to the net carrying amount of the borrowings.

Borrowings are classified as current liabilities unless MOTAT has an unconditional right to defer settlement of the liability for at least 12 months after the balance date.

Borrowing costs are capitalised over the period during which the asset is being acquired or constructed and borrowings have been incurred. Capitalisation ceases when construction of the asset is complete. Further borrowing costs are charged to the Statement of Comprehensive Revenue and Expenditure.

2. GRANTS AND DONATIONS

	2022	2021
Grants		
Donated Collection Assets	376,645	17,135
Ministry of Education Grant	135,099	135,099
Waitemata Local Board - Cycleway	379,829	-
New Zealand Lottery Board	29,209	71,326
Tātaki Auckland Unlimited		
Cycleway	30,000	-
Community Week	30,000	-
Local Activation	11,500	-
Panuku Development	39,000	-
Other Donations & Grants	6,696	21,995
Other Non Exchange Revenue		
Levies from Territorial Authorities	15,635,107	14,890,578
RFA Loan Forgiveness	105,949	285,000
Government Subsidies and Grants	1,306,086	170,088
Rent Donation	2,040,000	560,625
Total Non Exchange Revenues	20,125,120	16,151,845

3. OTHER OPERATING INCOME

	2022	2021
Gate and Tram Admission	981,869	1,440,818
Hirage, Events and Functions	12,777	46,644
Other income	403,666	419,406
Shop Sales	53,793	154,304
	1,452,105	2,061,171

4. DEPRECIATION EXPENSES

	2022	2021
Leasehold Improvements (incl Buildings)	1,180,472	1,179,390
Furniture and Fittings	104,200	91,386
Vehicles	10,209	12,174
Computers and Software	279,316	330,061
Display Equipment	47,351	41,542
Plant and Equipment	303,385	311,111
	1,924,933	1,965,665

Notes to the Financial Statements for the year ended 30 June 2022

5. OTHER EXPENSES

	2022	2021
Acquisitions	(4,035)	23,003
Amenities	6,799	6,445
Audit	50,433	50,434
Bank /Merchant + EFTPOS Fees	18,776	22,343
Board - associated/remuneration	125,260	150,547
Catering & Functions	18,941	36,141
Conservation	54,733	128,669
Consultancy/ Legal Fees	377,488	270,180
Cost of Shop Sales	32,259	89,160
Courier/Postage	3,920	3,803
Energy / Fuel	146,369	154,781
Events/ Exhibitions/Signage	806,873	1,655,701
Expendable Programme Resources	21,000	9,615
Fees, subscriptions, permits & licences	77,326	106,419
Fixed Assets Expenses (<\$1500)	10,241	50,706
Impairment	20,000	-
Insurance - premiums	235,257	199,360
Internet Connection/ IT Support	551,487	593,561
Leases - Equipment	5,060	6,797
Maintenance expenses	1,472,709	1,622,869
Travel/ Accommodation/Vehicle	10,852	16,779
Equipment Hire	156,266	129,409
Miscellaneous expenses	138,552	145,936
Marketing	427,434	582,957
Off-site Storage	997,808	1,002,997
Other staff expenses	317,640	300,103
Photocopying & Printing/Stationery	48,426	47,770
Promotions	752	10,157
Rates - land/water	100,578	49,805
Heritage Assets Disposals	7,685	30,000
Redevelopment expenses	(2,913)	-
Restoration Expenses	169,243	244,308
Safety/Security	563,929	579,666
Subscriptions/Memberships	48,937	44,361
Sustainability	13,486	7,389
Telephones	106,705	94,893
	7,136,276	8,467,063

6. INCOME IN ADVANCE

	2022	2021
MOTAT Mates Annual Pass Liabilities	45,677	110,745
Tātaki Auckland Unlimited Capex Grant for Void Fill and Tramway	800,000	-
Waitemata Local Board contribution to Walkway and Cycleway	-	370,829
NZ Lotteries Board Grant	-	29,209
Sundry	20,831	15,667
	866,508	526,450

7 CASH AND CASH EQUIVALENTS

	2022	2021
Cheque Account	245,080	176,276
Business Saver Account	1,981,831	1,072,336
Business Saver Account - Special Purpose	21,772	370,834
Imprest and Clearing Accounts	10,715	11,600
Term Deposits	-	2,004,405
	2,259,398	3,635,452

Notes to the Financial Statements for the year ended 30 June 2022

8a. PROPERTY, PLANT AND EQUIPMENT

CURRENT YEAR (2021-22)

	Building and Leasehold improvements	Redevelopment Costs	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Total
	2022	2022	2022	2022	2022	2022	2022	2022
Opening Balance 1 July 2021	26,861,877	1,417,880	277,273	58,538	283,053	136,754	661,700	29,697,075
Add: Additions during the year	-	4,918,633	52,112	77,778	238,036	15,200	435,334	5,737,093
Plus (less) Transfer from WIP	-	(189,676)	-	-	-	-	-	(189,676)
Less: Disposals during the year	-	-	-	-	-	-	-	-
Less: Depreciation	(1,180,472)	-	(104,200)	(10,209)	(279,316)	(47,351)	(303,385)	(1,924,933)
Closing balance 30 June 2022	25,681,404	6,146,838	225,185	126,107	241,773	104,603	793,649	33,319,559
Reconciled to:								
Cost	39,139,748	6,146,838	1,048,788	319,508	2,619,491	436,743	3,398,246	53,109,362
Less: Accumulated depreciation	13,458,342	-	823,603	193,402	2,377,718	332,140	2,604,597	19,789,802
Net Book Value	25,681,405	6,146,838	225,185	126,107	241,772	104,603	793,649	33,319,559

PREVIOUS YEAR (2020-2021)

	Building and Leasehold improvements	Redevelopment Costs	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Total
	2021	2021	2021	2021	2021	2021	2021	2021
Opening Balance 1 July 2020	27,990,219	814,551	184,897	59,779	525,157	126,528	914,373	30,615,503
Add: Additions during the year	51,049	742,750	183,763	15,000	87,957	51,768	65,283	1,197,569
Plus (less) Transfer from WIP	-	(139,421)	-	-	-	-	-	(139,421)
Less: Disposals during the year	-	-	-	(4,068)	-	-	(6,845)	(10,913)
Less: Depreciation	(1,179,390)	-	(91,386)	(12,174)	(330,061)	(41,542)	(311,111)	(1,965,664)
Closing balance 30 June 2021	26,861,877	1,417,880	277,273	58,538	283,053	136,754	661,700	29,697,074
Reconciled to:								
Cost	39,139,747	1,417,880	996,677	241,730	2,381,455	421,543	2,962,912	47,561,944
Less: Accumulated depreciation	12,277,869	-	719,403	183,193	2,098,402	284,789	2,301,212	17,864,869
Net Book Value	26,861,877	1,417,880	277,273	58,538	283,053	136,754	661,700	29,697,075

The amount of Borrowing costs capitalised during the period is \$Nil (2021-\$Nil).

Impairment There was no impairment loss recognised in the current year (2021-\$Nil).

8b. COLLECTION ASSETS

CURRENT YEAR (2021-2022)

	Rail	Aviation	Industrial Heritage	Road	Social History	Applied Design	Trams	Comms	Health Science	Military and Medals	Library and 2D Works	Total
	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022
Opening Balance 1 July 2021	6,291,700	9,241,085	1,951,500	2,725,450	6,117,749	8,000	317,300	419,170	82,005	613,150	1,786,030	29,553,139
Add Revaluation Gains (Losses)												
Revaluation Reserve	-	-	19,020	-	-	-	-	-	-	-	-	19,020
Impairments	-	-	(20,000)	-	-	-	-	-	-	-	-	(20,000)
Add: Additions during the year	2,500	59,774	1,267	314,705	6,801	984	40	3,590	40,987	-	9,642	440,290
Less Disposals:												
from revaluation reserve	-	-	-	(32,000)	-	-	-	-	-	-	-	(32,000)
from acquisition value	-	-	-	(18,000)	-	-	-	-	-	-	-	(18,000)
Closing balance 30 June 2022	6,294,200	9,300,859	1,951,787	2,990,155	6,124,550	8,984	317,340	422,760	122,992	613,150	1,795,672	29,942,449
Reconciled to:												
Opening Balance 1 July 2021	6,291,700	9,241,085	1,951,500	2,725,450	6,117,749	8,000	317,300	419,170	82,005	613,150	1,786,030	29,553,139
Net Changes during the year	2,500	59,774	287	264,705	6,801	984	40	3,590	40,987	-	9,642	389,310
Net Book Value	6,294,200	9,300,859	1,951,787	2,990,155	6,124,550	8,984	317,340	422,760	122,992	613,150	1,795,672	29,942,449

PREVIOUS YEAR (2020-2021)

	Rail	Aviation	Industrial Heritage	Road	Social History	Applied Design	Trams	Comms	Health Science	Military and Medals	Library and 2D Works	Total
	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021
Opening Balance 1 July 2020	6,291,700	9,205,010	1,951,200	2,851,920	6,110,099	-	317,300	403,640	47,975	611,150	1,784,830	29,574,824
Add Revaluation Gains (Losses)												
Revaluation Reserve	-	34,525	-	(84,250)	440	520	-	14,230	26,955	-	-	(7,580)
Add: Additions during the year	-	1,550	300	1,780	7,210	7,480	-	2,500	7,075	2,000	1,200	31,095
Less Disposals:												
from revaluation reserve	-	-	-	(14,000)	-	-	-	(1,200)	-	-	-	(15,200)
from acquisition value	-	-	-	(30,000)	-	-	-	-	-	-	-	(30,000)
Closing balance 30 June 2021	6,291,700	9,241,085	1,951,500	2,725,450	6,117,749	8,000	317,300	419,170	82,005	613,150	1,786,030	29,553,139
Reconciled to:												
Opening Balance 1 July 2020	6,291,700	9,205,010	1,951,200	2,851,920	6,110,099	-	317,300	403,640	47,975	611,150	1,784,830	29,574,824
Net Changes during the year	-	36,075	300	(126,470)	7,650	8,000	-	15,530	34,030	2,000	1,200	(21,685)
Net Book Value	6,291,700	9,241,085	1,951,500	2,725,450	6,117,749	8,000	317,300	419,170	82,005	613,150	1,786,030	29,553,139

Notes to the Financial Statements for the year ended 30 June 2022

Historically, collection assets have represented all assets under MOTAT ownership that have been assessed as having a significant value. Previously, a large number of collection assets had been excluded from the financial statements as their collective value was not thought to be large. In 2015, a new strategy was put in place to incorporate and value the remaining significant, non-valued collection holdings, many of which had been identified during the digitalisation project. This project was essentially completed in 2017, but remains ongoing as assets continue to be identified and accessioned in accordance the Museum's Collection Management Policy.

The collection areas additional objects recognised and net revaluation loss in the 2022 financial year have added \$439,310 in value to the collection, while disposals of objects removed \$50,000 from the collection.

During the year valuations of assets recognised include donated assets, non-significant pre-existing collection assets valued for the first time in 2022 and updated valuations on previously valued items.

Asset categories valued this year were valued by Ashley and Associates and Premi-Air using current market value being the amount for which an asset is likely to be exchanged between a willing buyer and willing seller in an arm's length transaction. The very limited and specialised market for these assets means that, in most instances, there are few transactions on which a value can be reliably based. The recorded values are therefore the best estimates of the valuers based on their knowledge of transactions of similar assets.

Collection assets not recognised in these financial statements have been considered by the Board to have values that are not significant in comparison to the total value of the collection that has been recorded. Assets not currently recorded in the financial statements have no reliable information on which a valuation can be based.

The previous and following year of valuation is as follows:

Area of Collection	Previous year of valuation	Next year of valuation
Agriculture (included in Industrial Heritage)	2022	2027
Audio Visual (included in Communications)	2021	2026
Aviation-planes	2019	2024
Aviation-engines	2020	2025
Aviation-furniture	2021	2026
Aviation-civil aviation	2021	2026
Aviation-propellers	2021	2026
Computers (included in Comms)	2020	2025
Health Science	2021	2026
Library	2019	2024
Medals	2020	2025
Military	2018	2023
Printing (included in Comms)	2018	2023
Rail	2019	2024
Road Transport-cars/tractors	2018	2023
Road Transport-motorcycles/bus/fire and emergency	2020	2025
Road Transport-non motorised/cycles	2021	2026
Steam (included in Industrial Heritage)	2020	2025
Telecommunications (included in Comms)	2018	2023
Textiles (included in Social History)	2019	2024
Trams	2020	2025
Village (included in Social History)	2019	2024
Village Buildings (included in Social History)	2020	2025

9. PAYABLES UNDER EXCHANGE TRANSACTIONS

	2022	2021
Trade Creditors	1,469,319	727,496
Sundry Creditors	761,940	905,898
Employee Entitlements - Holiday Pay	516,033	406,054
	2,747,292	2,039,448

10. LOAN

	2022	2021
Current		
Tātaki Auckland Unlimited	-	105,949

MOTAT had a loan from Tātaki Auckland Unlimited (previously Regional Facilities Auckland) which was secured by first mortgage over the lease of MOTAT's land. On 27 August 2019 Tātaki Auckland Unlimited altered the terms of the loan with a waiver of capital repayment of \$280,000 on 1 September 2019 and \$285,000 on 1 July 2020. On 16 August 2021 Tātaki Auckland Unlimited further altered the terms of the loan with a waiver of the total balance outstanding at year end, effective 1 July 2021.

11. PROJECT RESERVE

	2022	2021
DC3 NAC Repaint Reserve	1,350	1,350
Lancaster Restoration	191,278	189,497
Mosquito Restoration	2,000	2,000
Tram #17 Fund	10,397	10,397
	205,025	203,244

Funds are collected for various restorations and other projects that the Museum undertakes from time to time. These funds have been previously collected and recognised by the Museum in the project reserve account until they are utilised on the intended project. Further funds received and expenditure incurred are recognised through the Statement of Comprehensive Revenue and Expenditure as revenue and expenditure and the related net surplus is transferred between the project reserve and retained earnings.

Notes to the Financial Statements for the year ended 30 June 2022

12. LEASE COMMITMENTS

All significant operating lease commitments relate to:

- Rental at MOTAT 3 off-site storage (Unit 6) from 1 April 2017 to 31 March 2021, renewed to 1 September 2026 with a right of renewal from 1 September 2026 to 31 August 2033
- Rental at MOTAT 3 off-site storage (Unit 10) from 1 April 2017 to 31 August 2026 with a right of renewal from 1 September 2026 to 31 August 2033
- Rental of Photocopiers expires 30 April 2023

Non-cancellable operating lease rentals are payable as follows:

	2022	2021
Not later than one year	1,113,841	1,093,042
Later than one year and not later than five years	3,370,059	4,211,472
Later than five years	-	172,467
Total	4,483,900	5,476,981

13. AUDIT FEES

	2022	2021
RSM Hayes Audit agreed the following fee with the Office of the Auditor General to provide the services below for the year:		
- Audit of financial statements and statement of service performance	54,145	53,045

14. CONTINGENCIES AND CAPITAL COMMITMENTS

As at 30 June 2022 MOTAT had capital commitments of \$822,702 for completion works at Meola Road car park site (2021 \$987,530) and \$545,955 for void filling under the Aviation Hall.

There were no contingent liabilities at balance date (2021 nil).

15. RELATED PARTIES

At the commencement of the financial period MOTAT had a loan from Tātaki Auckland Unlimited of \$105,949. An amendment to the loan on 27 August 2021 allowed a waiver of the remaining balance of the loan, effective 1 July 2021. The waiver of \$105,949 on 1 July 2021 has been treated as non exchange revenue in the current year. The total interest paid on the loan during the year was \$nil (2021 - \$nil). MOTAT also received levies from Tātaki Auckland Unlimited of \$15,635,107 (2021 - \$14,890,578). Tātaki Auckland Unlimited also provided grants for Meola Road Walkway and Cycleway \$30,000, Community Week \$30,000 and Local Activation \$11,500. Tātaki Auckland Unlimited are considered related due to their ability to appoint board members.

During the year, MOTAT paid \$15,000 and has a payable of \$nil (2021 - \$15,000) to the MOTAT Society pursuant to its obligation under the MOTAT Act 2000 to support the Society. The MOTAT Society are considered related due to their ability to appoint board members.

Key Management Personnel Compensation	2022	2021
Executive Management Team		
Salaries and other short-term employee benefits	971,239	874,356
	971,239	874,356
Number of persons classified as executive management	4	4
Full time equivalent members	4	4
Board Remuneration		
Board fees	136,250	136,250
Number of full time equivalent members	10	10
Total key management personnel compensation	1,107,489	1,010,606

Key management personnel include both Board and senior management.

The above transactions were on an arms-length basis and the related interests were declared and approved by the Board. Other than the related party transactions identified above, there were no other transactions with related parties including those with key management personnel in the year ended 30 June 2022. During the year there was an overlap of employment costs for one key management position due to a resignation and replacement.

16. GOING CONCERN

As at 30 June 2022 the Board operates with significant general equity. The Board has prepared these financial statements on a going concern basis taking into account the ability of the Board in terms of the Museum of Transport and Technology Act 2000 to make a levy against Tātaki Auckland Unlimited for the

Notes to the Financial Statements for the year ended 30 June 2022

purposes of funding the Board's activities under the Act. For the year commencing 1 July 2022, the Board has received levies from Tātaki Auckland Unlimited totalling \$18,607,810 (1 July 2021 - \$15,635,107).

Accordingly, these financial statements have been prepared with the continued use of the going concern assumption.

17. OWNERSHIP OF BUILDINGS

MOTAT has leases for the land it occupies from Tātaki Auckland Unlimited. MOTAT 1 (Great North Road site) has a 21 year lease expiring on 31 August 2027 for an amount of 10 cents per year. MOTAT 2 (Motions Road site) has a lease to 28 February 2044, with a right of a renewal for a further 33 years, for an amount of \$1 per year.

The buildings are considered under the control of the MOTAT Board who are responsible for their ongoing maintenance and upkeep.

Under the terms of the property lease if MOTAT ceases to exist then the buildings on the sites are required to be passed to Tātaki Auckland Unlimited.

18. POST-BALANCE DATE EVENTS

There were no significant events after balance date that impact these financial statements (2021:nil).

Statement of Service Performance



OBJECTIVE 1

Maximise the Visitor Experience

STATEMENT OF SERVICE PERFORMANCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2021-2022	REVISED PROGRESS
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	► New exhibitions in line with our Vision opened to the public	► 3 new or refreshed exhibitions	ACHIEVED ► <i>Tūhuratia Exploded</i> exhibition, works by Richard Parry, opened 4 Dec 2021 ► Improvements and object change outs to <i>Love/Science</i> ► <i>Accelerate</i> refresh (collection object changes and new interpretation) opened April 2022
► Provide onsite and offsite education programmes that promote innovation and meet the needs of our target audience	► Number of participants in LEOTC, Early Childhood Education and other education programmes developed in conjunction with other stakeholders and the associated impact	► 25,000 participants in LEOTC contract and Early Childhood programmes	PARTIALLY ACHIEVED - COVID IMPACTED ► 15,887 participants in LEOTC and ECE programmes ► Covid related restriction 18 Aug – 2 Dec 21 – museum closed ► Covid related venue capacity and distancing requirements from 3 Dec 21 – 13 May 22
		► 5,000 students interact with STEAM Cells	PARTIALLY ACHIEVED - COVID IMPACTED ► 3,083 STEAM Cell participants ► Covid related restriction 18 Aug – 2 Dec 21 ► Covid related venue capacity and distancing requirements from 3 Dec 21 – 13 May 22
	► Number of participants in other outreach programmes and the associated impact	► 20,000 people engage with us through community outreach initiatives	NOT ACHIEVED - COVID IMPACTED ► Outreach activity that was planned for summer 2021 and autumn 2022 cancelled due to Covid. ► Touring exhibition, <i>Mighty Small Mighty Bright</i> , opened at Papakura Museum, March 2022. Final numbers were 1,281 visitor interactions. ► Taste of Pasifika, 5 June, 679 people engaged. ► Tram Talks delivered in external venues, 944 people reached
2. Be audience and community focussed			
► Undertake annual visitor and community research and use the results to: (a) Develop and expand our offering (b) Identify new target audiences; and (c) Implement systems for monitoring the impact of our initiatives	► Regular audience research programmes and associated reporting	► Two pieces of qualitative research undertaken with reports on findings provided for both	ACHIEVED ► The exhibition <i>Love/Science</i> researched and report on findings provided May 2022 ► MATES Lounge researched and report on findings provided May 2022
		► Two new or refreshed programmes or initiatives developed in response to our audience research	PARTIALLY ACHIEVED - COVID IMPACTED ► MOTAT Working Every Day programme refreshed in response to evaluation ► Aviation Hall visitor experience formative research on audio-visual undertaken, final installation delayed until 20 Aug 2022 due to Covid

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	▶ Measure our visitor satisfaction ratings	▶ Survey at least 600 visitors per annum, 90% of which rate their overall experience 9 out of 10 or higher	NOT ACHIEVED - COVID IMPACTED ▶ Survey of 728 achieved. Rating 82%
▶ Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction	▶ Keep track of our overall visitor numbers	▶ Total visitors to museum site over 275,276	NOT ACHIEVED ▶ 100,554 total visitors. Impacted by Covid related restrictions
▶ Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience	▶ Measure the online traffic to our website and engagement with our social media platforms	▶ Exceed 400,000 visits to our online properties (website, Collections Online)	PARTIALLY ACHIEVED - COVID IMPACTED ▶ 342,909 visits achieved to our owned web properties (not including social) ▶ The long lockdown and reduction in our events programme impacted website visitation

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	▶ Operate collection and non-collection items in line with the Technology Operations Framework	▶ Develop two new operating technology items or experiences with partnership organisations where appropriate	ACHIEVED ▶ NZ Bus collaboration for Easter Weekend and Live Day April ▶ FTN Motion first production run test rides held at Great North Road during April
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5. Increase digital access to MOTAT's collection and experiences

▶ Develop digital platforms that improve our target audience's remote access to our collection	▶ Measure engagement with digital platforms and Collections Online	▶ A 10% year on year increase in overall engagement across existing and new digital publishing platforms	ACHIEVED ▶ Average overall engagement across social channels increased by 78%. Individual social channel engagement varied greatly due to loss of key socially active events Xmas lights and Night Lights impacting Instagram and Facebook engagement. Average website engagement metrics - session duration and pages per session increased by 22% and 13% respectively across MOTAT.NZ, MOTAT.FUN and Collections Online
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OBJECTIVE 2

Empower the MOTAT Team

STATEMENT OF SERVICE PERFORMANCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2021-2022	REVISED PROGRESS
1. Ensure that MOTAT is a safe place to visit and work			
Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT	▶ Monitor accidents and incidents and report on these monthly to the MOTAT Board	▶ 100% of reportable accidents and incidents reported to the MOTAT Board	ACHIEVED ▶ No reportable accidents or incidents
	▶ Measure Lost Time Injury Frequency Rate ('LTIFR')	▶ LTIFR rate less than or equal to June 2021	ACHIEVED ▶ 1.69 in June 2022 versus 3.42 in June 2021
	▶ Develop and/or review safe work practices for our offsite storage facility (M3) and our workshops	▶ Safe Work Practices Manuals developed for both M3 and our workshops	ACHIEVED ▶ Safe Work Practices and SOPs developed for all sites
2. Manage performance and engagement of the MOTAT Team			
Monitor the performance of the MOTAT Team	▶ Complete annual performance reviews	▶ All permanent employees complete annual performance reviews	ACHIEVED ▶ Completed by September 2021
Monitor the MOTAT Team's engagement	▶ Complete annual engagement surveys for MOTAT Employees and MOTAT Volunteers	▶ Employee engagement survey scores greater than or equal to 2021	NOT ACHIEVED - COVID IMPACTED ▶ Survey results show a drop in engagement. Market benchmark data has also dropped, showing the impact of Covid on employers in Aotearoa. 63% versus 68% in 2021. Benchmark 63% versus 70% in 2021
		▶ Volunteer engagement survey scores greater than or equal to 2021	NOT ACHIEVED - COVID IMPACTED ▶ Proactive volunteer recruitment paused, as volunteers were not onsite at higher Covid alert levels
	▶ New volunteer roles aligned with Museum requirements	▶ Ten new volunteer roles focused on collection maintenance and/or contemporary collection items	NOT ACHIEVED - COVID IMPACTED ▶ Proactive volunteer recruitment paused, as volunteers were not onsite at higher Covid alert levels

3. Improve knowledge and skills

Implement training and other programmes that help the MOTAT Team to develop their skills and knowledge for the Museum's and their benefit	<ul style="list-style-type: none"> ► Establish learning and development programme that supports 'MOTAT Working Everyday' initiative 	<ul style="list-style-type: none"> ► Offer at least six learning and development opportunities that support 'MOTAT Working Everyday' 	ACHIEVED <ul style="list-style-type: none"> ► 6 learning and development opportunities offered that support 'MOTAT Working Everyday'
Ensure institutional knowledge is captured and retained for the benefit of the Museum	<ul style="list-style-type: none"> ► Institutional knowledge documented 	<ul style="list-style-type: none"> ► Engage with the MOTAT Team to document the history, specifications or operational detail of three objects, or other gaps in our knowledge base 	ACHIEVED <ul style="list-style-type: none"> ► Standard Operating Procedures and other operational documents completed and shared with team ► Documentation of Weekend Ops Duty Manager training

OBJECTIVE 3

Improve quality of the collection, its care and accessibility

STATEMENT OF SERVICE PERFORMANCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2021-2022	REVISED PROGRESS
1. Collection Procedures			
Ensure that our collection is managed in accordance with our Collection Policy and related procedures	► Number of Heritage Operations Guidelines completed for the preservation and safe operation of the collection	► Complete 6 Heritage Operations Guidelines	ACHIEVED ► Heritage Guidelines prepared for: Locomotives F180, L507, Y542 and Bertha, and carriages A851 and Af970
Maintain professional standards of practice and protocols as set by Museums Aotearoa, ICOM and other relevant institutions	► Establish a Collections Research Framework	► Draft Collections Research Framework completed by March 2022	ACHIEVED ► Draft Collections Research Framework completed
2. Collection development and accessibility			
Improve the quality of our collection in line with our strategic and statutory objectives and our Collection Policy and Collection Development Framework	► Milestones outlined in our Collection Review Programme	► Complete review of 300 objects	ACHIEVED ► 315 objects reviewed
Enhance online access to our collections and information about our collections	► Number of articles published on the Collections Online platform topics page	► Publish at least 15 articles	ACHIEVED ► 16 articles published
Facilitate visitor access to our curated storage, workshop and laboratory areas	► Ensure storage, workshop and laboratory areas are accessible for visitors and researchers	► Facilitate at least 20 behind the scenes access activities	ACHIEVED ► 20 visits facilitated, including new employees, board members and external visitors
3. Collection Care			
Develop and implement a Collection Care Programme that improves the storage, preservation and display of our collection	► Improve the care of objects on display and in storage through cleaning and environmental particulates management	► Complete Aviation Display Hangar planes clean twice per annum, MOTAT1 displays checked and cleaned once per annum, 25% of offsite storage (MOTAT3) cleaned and covered	ACHIEVED ► 2 cleanings of planes in ADH completed ► MOTAT1 displays checked with intensive cleaning of Lawler Cottage and Telecommunication exhibitions ► 27% of offsite storage collection has been cleaned, covered
		► M3 air particulates levels reduction on June 2021 levels	PARTIALLY ACHIEVED ► Air particulate levels decreased but lack of baseline measurement in June 2021

OBJECTIVE 4

Improve our business and sustainability

STATEMENT OF SERVICE PERFORMANCE

ASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2021-2022	REVISED PROGRESS
1. Maximise commercial opportunities and fundraising activities			
Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy	► Retail sales Gross Profit net contributor	► Commercial Revenue (Retail, Café, Corporate, Events) as per budget	NOT ACHIEVED ► Gross Profit 22.3% of staff costs
	► Grow external fundraising capacity	► Fundraising target as per budget	NOT ACHIEVED – COVID IMPACTED ► 87% of target
2. Buildings and Infrastructure			
Maintain our buildings and infrastructure as outlined in our Asset Management Plan	► Complete the work detailed for 2021-2022 under our 2020 Asset management Plan	► 2021-2022 non-replacement works as per our Asset Management Plan are completed	PARTIALLY ACHIEVED ► Renewal: 7/29 works completed, relating to 2021-2022 asset management plan. An additional 14 works completed during the year, relating to other years asset management plans ► Redecoration: 4/29 works completed, relating to 2021-2022 asset management plan ► An additional 17 works were completed during the year, relating to other years asset management plans
Implement the MOTAT Athfield Masterplan as funds and other support allows	► Progress Approach 2 projects as funding allows	► Implement Approach 2 projects in accordance with project plans	PARTIALLY ACHIEVED ► Car park enabling works 100% complete ► Main contract commenced on track for full completion early September 2022 and partial opening Mid August 2022 ► Watermain replacement works 97% complete ► Building 5 refurb developed design is complete, detailed design is underway
3. Environment			
Continue to refine our sustainability programmes so that MOTAT is carbon neutral	► Continue Toitū Reduce Carbon rating audit	► Maintain or improve on our prior year Toitū ReduceCarbon emissions measurement	NOT ACHIEVED ► Toitū ReduceCarbon Audit certificate has been issued indicating that although we are meeting our carbon emission targets we increased our carbon emissions year on year from 259.51 units to 502.69 units
Promote and use technology that reduces our impact on the environment and inspires our target audience to do the same	► Implement new initiatives or programmes that promote environmental sustainability	► Implement and promote 2 new initiatives or programmes that focus on positive environmental outcomes	ACHIEVED ► Continue to replace old light fittings with new energy efficient LED Fittings ► Improve visibility over Energy Usage to further enhance our Energy Management Programme

OBJECTIVE 5

Engage with like-minded institutions

STATEMENT OF SERVICE PERFORMANCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2020-2021	REVISED PROGRESS
1. Tangata whenua technology and tikanga			
Implement the Bicultural Strategy	► Offer learning and development to support the delivery of MOTAT’s Bicultural Approach	► Tangata whenua technology, custom and/or language incorporated into at least five new exhibitions, programmes or initiatives	ACHIEVED ► Three cohorts of Te Reo Māori training have been offered throughout the year ► Further Te Tiriti o Waitangi training in July 2021 ► Te Puna Whāngai Māori wānanga have included a development component through its delivery ► Kaupapa Māori training offered throughout the year
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	► Te reo Māori is integrated into new exhibitions and selected events and education programmes	ACHIEVED ► Te Wiki o Te Reo Māori programming delivered online September 2021 including Mahuru Māori and te reo Māori activity book ► Te reo Māori integrated into <i>Tūhuratia Exploded</i> , works by Richard Parry, opened 4 Dec 2021 ► Te Marama o Te Pō, Matariki Night Lights ► Te Reo Māori integrated into various site signage ► Video for Day of Light
		► Deliver one new exhibition, programme or initiative in partnership with Tangata Whenua	ACHIEVED ► Ngā Aho o Te Pō with Richie Toa Mills for Night Lights, in conjunction with Matariki Festival June 2022
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	► Two collaborative projects undertaken with likeminded institutions or organisations	ACHIEVED ► Day of Light, May 2022, with Dodd Walls Centre delivered ► MOTAT Education delivered Project Wy – We are Makers STEM week in May
3. Western Springs			
Use our facilities to support the local community and events in the Western Springs Precinct	► By provision of facilities and support in response to Western Springs precinct activities	► Two collaborative opportunities executed within the Western Springs precinct	NOT ACHIEVED - COVID IMPACTED ► Pasifika Festival March 2022 cancelled because of Covid ► Other opportunities not progressed because of Covid 19

Auditor's Report



Independent Auditor's Report

To the readers of Museum of Transport and Technology Board's Financial Statements and Statement of Service Performance For the year ended 30 June 2022

The Auditor-General is the auditor of Museum of Transport and Technology Board (the Museum). The Auditor-General has appointed me, Brendon Foy, using the staff and resources of RSM Hayes Audit, to carry out the audit of the financial statements and statement of service performance of the Museum, on his behalf.

We have audited:

- the financial statements of the Museum on pages 22 to 40, that comprise the statement of financial position as at 30 June 2022, the statement of comprehensive revenue and expenditure, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Museum on pages 41 to 48.

Opinion

In our opinion:

- the financial statements of the Museum:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2022; and
 - its financial performance and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Standards Reduced Disclosure Regime; and
- the statement of service performance of the Museum presents fairly, in all material respects, the performance achievements measured against the performance targets adopted for the year ended 30 June 2022.

Our audit was completed on 28 October 2022. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the statement of service performance, we comment on other information and we explain our independence.

Basis for opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

Auditor's Report



We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors for the financial statements and the statement of service performance

The Board of Directors are responsible on behalf of the Museum for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand and a statement of service performance as required under the Museum of Transport and Technology Act 2000.

The Board of Directors are responsible for such internal control as they determine is necessary to enable it to prepare financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Board of Directors is responsible, on behalf of the Museum, for assessing the Museum's ability to continue as a going concern. The Board of Directors are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the Museum or to cease operations or have no realistic alternative but to do so.

The Board's responsibilities arise from Section 25 of the Museum of Transport and Technology Act 2000.

Responsibilities of the Auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and the statement of service performance. We have agreed to audit the statement of service performance that the Board of Directors have elected to prepare for the Museum.

We did not evaluate the security and controls over the electronic publication of the financial statements.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Museum's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors as well as the appropriateness of the reported service performance.



- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Museum's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements, or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Museum to cease to continue as a going concern.
- We evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibility arises from section 15 of the Public Audit Act 2001 and sections 24 and 25(3) of the Museum of Transport and Technology Act 2000.

Other information

The Board of Directors is responsible for the other information included in the Annual Report. The other information comprises the information included on pages 1 to 21 and 52 to 55, but does not include the financial statements, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Museum in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Our firm and members of our team may from time to time use the services of the Museum on normal terms. Other than in our capacity as auditor, we have no relationship with, or interests in, the Museum.

A handwritten signature in blue ink that reads 'RSM'.

Brendon Foy
RSM Hayes Audit
On behalf of the Auditor-General
Auckland, New Zealand

A young girl with her hair in a bun, focused on a task, with an orange overlay.

MOTAT Leadership and Governance

MOTAT Leadership



MICHAEL FRAWLEY CHIEF EXECUTIVE/MUSEUM DIRECTOR

Michael Frawley started at MOTAT in 2013 and has used his 25 years of business restructuring, strategic development and cultural change experience to develop and implement MOTAT's vision, values and strategy to achieve the objectives outlined in the MOTAT Act. Michael works closely with the Museum's Board, Senior Management and the MOTAT Team to ensure that the past, present, and future technology and ingenuity of Aotearoa is used to educate and inspire the next generation of innovators and that te reo, te ao and mātauranga Māori is woven into the work of the museum. Michael is of Ngāti Maniapoto and Ngāpuhi descent.



ALBA LETTS GENERAL MANAGER COLLECTIONS

Alba Letts has worked in the arts, culture and heritage sector for the past 27 years. At MOTAT, she is responsible for the Collection Hub which covers Collection Development and Management, Registry Management, Storage, Conservation, Workshops (restorations and maintaining operational collections), Heritage Buildings and the Walsh Memorial Library. Alba's strong leadership skills and transformative mindset have inspired the way in which MOTAT cares for, develops and increases access to its diverse collection.



SALLY MANUIREVA GENERAL MANAGER MUSEUM EXPERIENCE

Sally Manuireva has worked in the cultural sector for over 20 years and maintains positions on boards across a variety of prestigious museums and performing arts venues. She is committed to ensuring thriving, engaging cultural institutions, and is charged with creating the best possible experiences for MOTAT visitors, whether at the Museum, online or in the community. Sally is responsible for MOTAT's Museum Experience Hub which covers Digital, Education, Exhibitions, External Relations, Public Programmes and Visitor Services.



CRAIG GOODALL GENERAL MANAGER BUSINESS SERVICES

Craig joined MOTAT in January 2022. Craig has held several senior leadership positions in the arts, culture and heritage sector in New Zealand, including the role as the Deputy Director of Auckland Art Gallery for six years and the Chief Executive of the St James Theatre and Opera House and North Harbour Stadium. Craig is responsible for the Business Services Hub, covering the management of MOTAT's support services that include Finance and Commercial, People and Culture, Health and Safety, ICT, Environment and Security, as well as oversight of the Museum's large capital projects.

MOTAT Governance

MOTAT BOARD

Helen Atkins (Chair)
Amit Prasad (Deputy Chair)
Lindsay Corban
Gavin Fernandez
Dr Bruce Hucker
Tupara Morrison
Samantha Sharif
Dr Nicholas Waipara
Sue Wood
Dr Brian Young

The Board established the following sub-committees to ensure that it can effectively govern and monitor our Museum's financial, legal, social, and health and safety obligations.

HEALTH AND SAFETY COMMITTEE

Board Representatives:

Dr Bruce Hucker
Dr Brian Young

The Museum's Health and Safety Committee meets every month to review any health, safety and compliance issues that may have arisen, and to proactively identify and manage any risks going forward.

APPOINTMENTS PERFORMANCE AND REMUNERATION COMMITTEE

Chair: **Sue Wood**

Committee members:

Helen Atkins
Amit Prasad
Lindsay Corban (ex officio)

The Annual Performance Review Committee oversees the performance and remuneration of the Museum's Chief Executive/Museum Director and Senior Management Team. The Committee seeks independent advice on performance management and remuneration as and when required.

AUDIT AND RISK COMMITTEE

Chair: **Amit Prasad**

Committee members:

Samantha Sharif
Dr Brian Young

This Committee was established in June 2006 to assist the Board with its statutory and oversight responsibilities in relation to financial monitoring and reporting, risk assessment, audit and regulatory compliance. The Committee seeks input and guidance from independent external advisors (e.g., the Museum's auditors and insurance brokers) as and when required.

DEVELOPMENT REVIEW GROUP

Board Representatives:

Dr Nicholas Waipara
Helen Atkins (ex officio)

The Development Review Group oversees any significant projects in relation to the Museum's buildings and infrastructure. It is also responsible for seeking independent legal and other advice as and when required.

STRATEGY AND FUNDING COMMITTEE

Chair: **Sue Wood**

Committee members:

Lindsay Corban
Dr Bruce Hucker
Gavin Fernandez
Tupara Morrison

The Strategy and Funding Committee is responsible for overseeing the implementation of the Museum's strategy and the development of the funding of the associated long-term plans so that they can be considered by the Board as a whole.

In Appreciation

Our thanks and appreciation to our partners, sponsors and other supporters for their support given this 2021-2022 financial year.

Athfield Architects

Auckland Council

Auckland Transport

Tātaki Auckland Unlimited

Dodd-Walls Centre for Photonic and Quantum Technologies

James Searle Say Foundation

JCDecaux

La Lumiere

Mazda Foundation

Ministry of Education

MOTAT Society

NZ Automobile Association

Rano Community Trust

Ricoh

Rocket Lab

Ryman Healthcare

Samsung Electronics NZ

Te Māhurehure Marae

Waitematā Local Board

Finally, we would like to thank the MOTAT Team (our employees and volunteers), for their ongoing support, passion, knowledge and skills and for helping us achieve our strategic objectives and Vision.



Supported by the ratepayers of Auckland





MUSEUM OF TRANSPORT AND TECHNOLOGY

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