

A young girl with dark hair, wearing a bright red bucket hat, an orange t-shirt with a black giraffe graphic, and a grey skirt with a colorful leopard print. She is running towards the camera with a joyful expression, her right hand touching her hat. A yellow lanyard with a small white tag hangs around her neck. In the background, other people are blurred, including a man in a red shirt and a woman in a grey shirt. To the right, a boy in a green hoodie and blue shorts is partially visible. The scene is set outdoors on a paved path with green foliage in the background.

M O T A T

ANNUAL REPORT

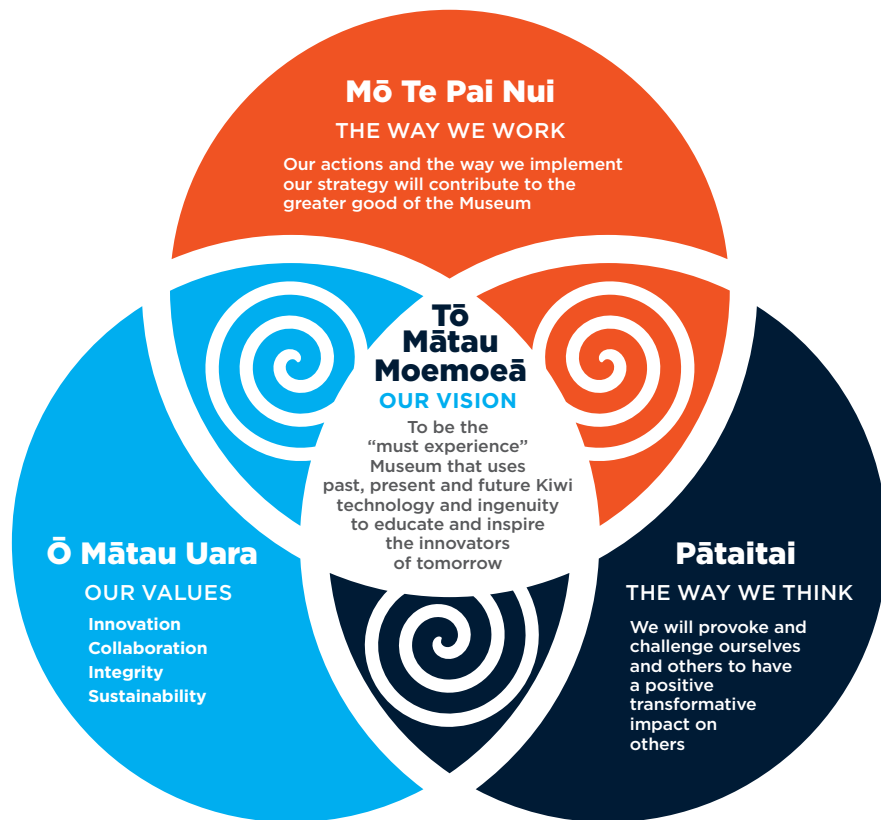
2020 - 2021

CONTENTS

TŌ MĀTAU MOEMOEĀ - OUR VISION	1
CHAIR AND CHIEF EXECUTIVE OVERVIEW	2
2020-2021 OUR YEAR IN DETAIL	4
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021	20
MOTAT LEADERSHIP AND GOVERNANCE	52
MOTAT LEADERSHIP	53
IN APPRECIATION	55

TŌ MĀTAU MOEMOEĀ

OUR VISION



Ō MĀTAU UARA

OUR VALUES

INNOVATION

We will be courageous and try new things

COLLABORATION

We will work as a team that respects and supports others

INTEGRITY

We will act ethically and with respect and transparency

SUSTAINABILITY

We will foster knowledge and promote technology that is beneficial to our community and environment

CHAIR AND CHIEF EXECUTIVE OVERVIEW

This Annual Report covers the 2020-2021 financial year, which is the second year under our revised 10-year Strategy and outlines the steps we took in line with Tō Mātau Moemoeā/Our Vision of using past, present and future Kiwi technology and ingenuity to educate and inspire the innovators of tomorrow.

As with the previous financial year, 2020-2021 was a story in two parts due to the adverse impact of Covid-19 and the associated lockdowns on MOTAT and the Auckland region. In particular, our Learning Education Outside the Classroom (LEOTC) and Early Childhood Education (ECE) programmes were impacted due to the schools' and parents' understandable reluctance to return to public venues after each lockdown. We were however able to remain engaged with our audience via MOTAT.FUN and our upgraded Collections Online platforms, STEAM Cells and digital education programmes.

The other part of the story is a positive one as we were able to bounce back from the impacts of Covid-19 with a dynamic and engaging visitor offer that included inspiring exhibitions and public events that enabled us to not only exceed last year's visitation but also the previous non-Covid year (i.e., 265,761 compared to the previous year's 205,842 and the pre Covid-19 visitation of 260,211 in 2018-2019). Our rotating calendar of exhibitions continues to be a highlight. This year our offer included Slice of Life, Best Reached by Rail, Snapped! Summer Holidays in Aotearoa, Silver Linings – Aotearoa innovation during Covid, and Science Fiction Science Future exhibitions. Our events are proving popular, often attracting 30-40% more visitors than the previous years. This year MOTAT hosted a wide range of events

including Christmas Lights, WTF, Brick and Blocks (Lego), STEM Fair, Night Lights, Slime, Bubble Weekends and LIVE Day events. This also meant that our non-subsidy revenue streams also recovered slightly (i.e., \$2.1 million, compared to \$1.8 million in 2019-2020 and \$2.8 million in 2018-2019).

We continued to conduct research on our audience during the year and participated in Museums Aotearoa's Annual Visitor Survey which highlighted some interesting differences between MOTAT and the rest of the GLAM sector. In particular, 82% of MOTAT's visitors were families compared to the sector's average of 23%. MOTAT's visitor demographic is also more diverse, being 49% Pākehā, 10% Māori, 9% Pacifica, 7% Chinese, 3% Indian and 23% other compared to the sector average, which is 80% Pākehā, 11% Māori, 2% Pacifica, 3% Chinese, 2% Indian and 2% other. MOTAT's visitors spend an average of 2 hours 40 minutes at the Museum compared to the sector's average of 60 minutes or less.

We also surveyed the MOTAT Team which indicated that since our last survey in 2019, our employee engagement increased by 13% to 68% and that volunteer engagement had increased to an incredibly high 82%.

While voluntarily reducing our levy request for 2020-2021 meant that we were unable to progress

the Approach 2 Projects outlined in our Annual Plan as quickly as we had planned, we were able to upgrade our café and progress the preparations for our core project; the 300+ space car park at our MOTAT2 site.

Throughout the year we provided Covid-19 communications, museum policies and collection management advice to other organisations such as Te Papa, National Services Te Paerangi, Torpedo Bay Navy Museum, Air Force Museum of New Zealand, Howick Historic Village, Kauri Museum, New Zealand Maritime Museum, Otago Museum, and Toitū Otago Settlers Museum.

Collection development continued to be a high priority for MOTAT, and we acquired several significant collection objects during the year including: two Police AS355 Squirrel helicopters; New Zealand's first electric car - the Heron PC80; a Heron Spraymaster; Sir Keith Park's compass; a Gibbs Amphibians Limited Quadski, and examples of the technology that was developed by Kiwi innovators in response to the Covid-19 pandemic.

Our collection was the major focus for the development of our Love / Science exhibition which opened in early July 2021.

MOTAT's reach was extended in January 2021 when we agreed to operate the Dockline Tramway in Wynyard Quarter for Eke Panuku Development Auckland so that they and Auckland Council could determine whether it was viable on a mid to long-term basis. The tram operated for 25 days (predominantly on Sundays) during the financial year and carried 4,345 passengers.

Looking forward, we have several issues that urgently need addressing; these include remediating the void under the original part of the Aviation Display Hall, the upgrading of the tram track between our two sites, the replacement of the roof on our main exhibition hall at MOTAT1, the re-roofing of the Blister Hangar, asbestos and other challenges in relation to our office buildings and the replacement of the workshop/collection sheds at MOTAT2.

We look forward to progressing discussions with Auckland Unlimited in relation to developing a relationship between them, MOTAT and the other organisations covered by the Cultural Review. We are also looking forward to the future development of Western Springs as a Science, Technology and Environmental precinct with a mātauranga Māori overlay.

Finally, we would like to take this opportunity to thank our stakeholders, Auckland Council, the Local Boards, the MOTAT Society, our local community, partners and sponsors and the Te Māhurehure Marae for their ongoing support and encouragement. 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



Sue Wood
BOARD CHAIR

Michael Frawley
CHIEF EXECUTIVE/
MUSEUM DIRECTOR

2020-2021 OUR YEAR IN DETAIL



KEY TRENDS



Despite the ongoing effects the Covid-19 pandemic has had on our operations and the associated Key Performance Indicators, MOTAT was able to implement several new initiatives to progress year two of our Visitor Experience Plan.

Several new partnerships were established, additional events were added to the Public Programmes calendar, and visitors were able to experience MOTAT come alive during the week with our new Working Everyday programme.

Significant progress was made on Stage One of our new 300+ space car park, the largest construction project undertaken by MOTAT since the Aviation Display Hall in 2011. Several of our buildings received significant refurbishment in line with our Asset Management Plan, namely the Steamed Café located in Cropper House, the Village Chapel and Jail House.

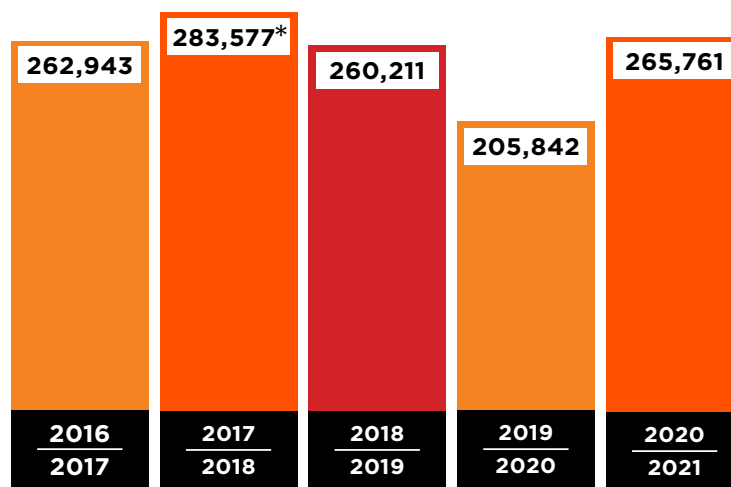
MOTAT continued to invest in the future, from acquiring new technology and science-based collection items, to extending our online platforms and investing in new digital interactives for our exhibitions and school holiday programmes.

Our focus on sustainability led to a number of new initiatives, and the MOTAT Team's engagement climbed to an all-time high. The engagement of a Kaupapa Māori Advisor increased resource towards our bi-cultural focus, resulting in several training opportunities in relation to Te Reo Māori and Te Tiriti o Waitangi and the building of relationships with our local marae.

KEY TRENDS

VISITORS

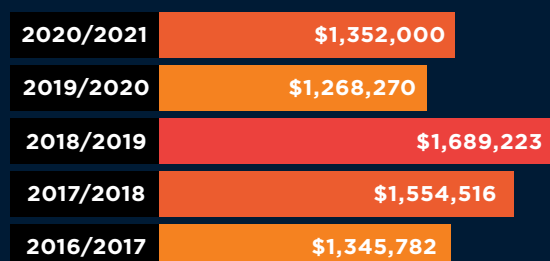
TOTAL VISITORS



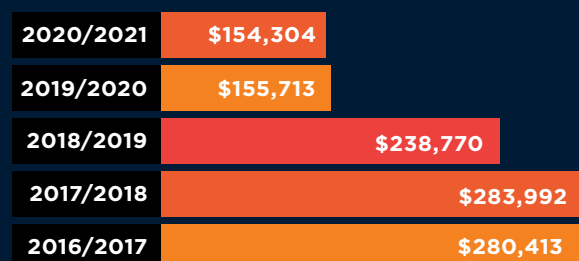
* Includes 18,347 visitors to Pasifika Vibes @MOTAT

REVENUE

ADMISSION

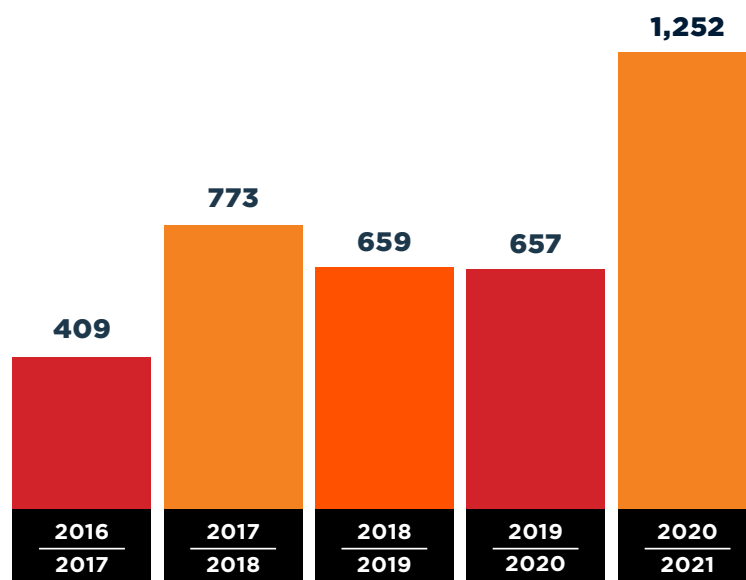


SHOP REVENUE



COLLECTIONS

COLLECTION ITEMS ACCESSIONED



MOTAT was closed to the public for 39 days during the Covid-19 lockdowns. As an extra precaution, trams did not operate at alert level 2 or 3 due to the restricted passenger space. The lockdown, and ongoing uncertainty surrounding Covid-19 continued to impact MOTAT's overall visitor numbers, revenue and our ability to host education groups (LEOTC) onsite.

TRAM PASSENGERS

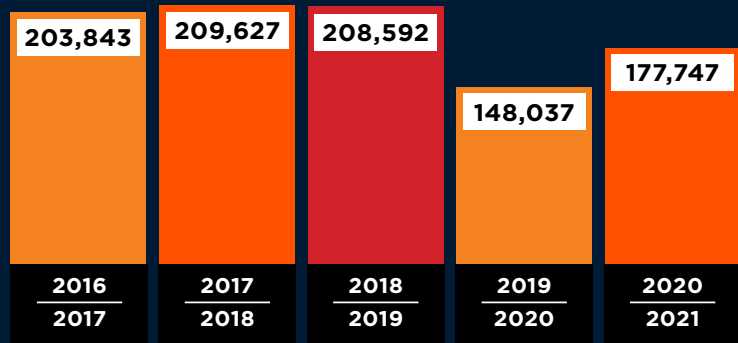


Auckland Dockline
Tram Passengers

4,345

2020
2021

MOTAT Tram Passengers



Tramway was closed for 80 days due to Covid-19, 4 days due to maintenance

EMPLOYEES

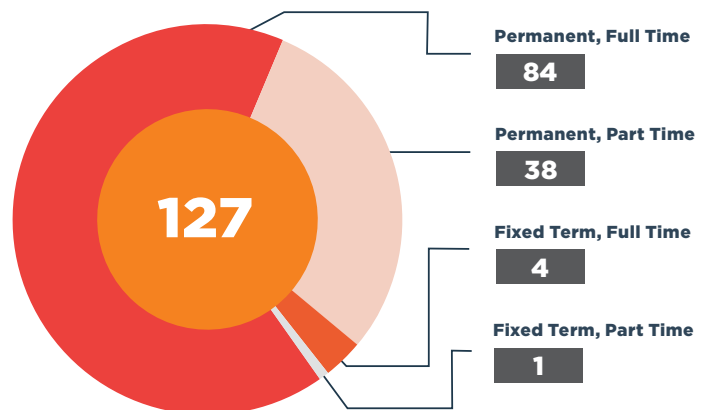
Māori Team Members increase 6%

Gender Representation of
Senior Management Team

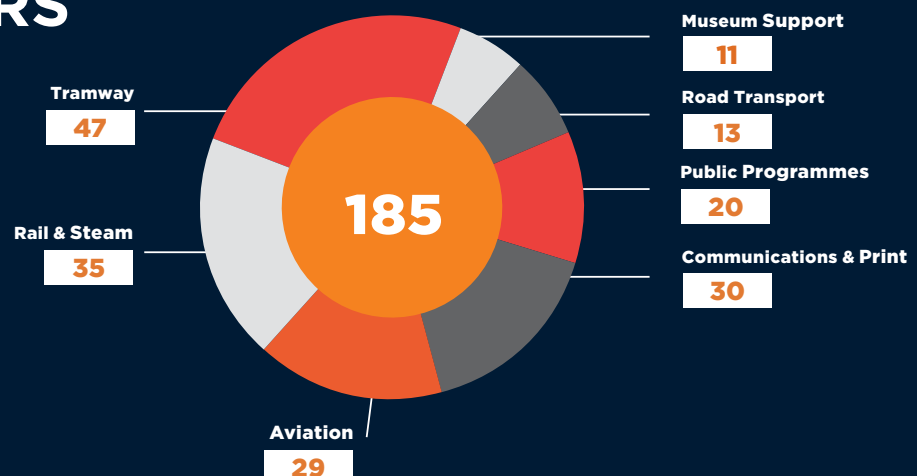
Female 50%
Male 50%

Gender Representation of Leadership Team

Female 50%
Male 50%



VOLUNTEERS



OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

The 2020-2021 financial year saw MOTAT strengthen our audience insights programme, investing in several research projects and developing our Impact Toolkit. Understanding our audience needs and motivations was a key focus for the Museum as we implemented the second year of our Visitor Experience Plan, which focused on increasing activities on site during the usual Museum opening hours.

These activities included a rotating exhibition programme to attract new and repeat visitation. Our exhibitions in 2020-2021 included:

- ***Snapped! Summer Holidays in Aotearoa*** - A photographic exhibition drawing from the extensive pictorial collections of MOTAT's Walsh Memorial Library. Snapped! was a fun, welcoming, journey around New Zealand celebrating summer holidays, iconic New Zealand destinations and the modes of transport by which we arrived there. The exhibition contained two bespoke digital experiences and a recently conserved motorbike from the collection alongside more than 100 photographs.
- ***Parapara/Ingenious*** - A dedicated exhibition space for new acquisitions, celebrating ingenuity and innovation in Aotearoa. During the 2020-2021 year, the exhibition space displayed collection items from Hills Hats, ShieldsUp, Lime Scooters and a thermal camera Te Kahu Ora - the Cloak of Health.
- ***Silver Linings*** - A photographic exhibition exploring the incredible stories of hope and innovation that emerged after the fear, hardship, and loss many small businesses faced following the Covid-19 lockdowns. Based on the book by the same name, as told by David Downs and Nanogirl Labs co-founder Joe Davis.
- ***Science Fiction Science Future*** - Created by the renowned Scitech museum in Perth, Australia and produced by Imagine Exhibitions, this exhibition represented a significant investment by MOTAT and included 16 interactive exhibits featuring the latest in augmented reality and other innovative technologies.
- ***Police 1 Helicopter*** - NZ Police contractor Airwork donated two Police helicopters to MOTAT. 'Police 1' was reassembled thanks to MOTAT aviation engineers and volunteers and placed on display in the Aviation Display Hall at the end of June 2021.
- ***Best Reached by Rail*** - This exhibition in the Walsh Memorial Library displayed 12 advertising posters designed by the New Zealand Railways Department's publicity studio. Conserved in partnership with Auckland Art Gallery, the posters were displayed in pairs by theme over the year with corresponding interpretation.



The MOTAT Working Everyday initiative, which was introduced towards the end of the financial year was aimed at improving the visitor experience during weekdays, particularly for families with children under five. The Working Everyday activations included 3D print lab talks, Avenger wings demonstrations, vehicle activations and Little Flick rides.

Under 5's continues to be a growing audience. The Dig It! event which was cancelled last year due to Covid-19 saw a notable increase in visitation; attracting 8,259 visitors across the 2021 Easter Weekend, a 143% increase on the 2019 attendance.

MOTAT's events continue to grow in popularity. Our largest event of the year, Christmas Lights ran for 12 nights, attracting a record-breaking 59,477 visitors, an increase of 46% on the previous year. Other 'after dark' events saw similar growth, the annual Anti-Valentines event, targeted at a R18 audience, increased by 64% and MOTAT's Food Truck Round Up attracted 3,233 visitors - a growth of 42%.

Several new events were added to the public programmes calendar, including the Sir Keith Park Aviation Talks in partnership with Ryman Healthcare, and the Big Day of Happy; an event exploring the science behind what makes us happy with a focus on the endorphins, serotonin and dopamine chemicals. Event activations included a new science show created by Nanogirl Labs and talks by a Psychologist from the University of Auckland.

We worked with the Auckland Botanic Gardens in relation to our outreach programme, which saw us install our Better Smarter Greener outreach module in the gardens. The module provided an optimistic and hopeful exploration of life in the face of climate change, providing tangible examples of simple, achievable actions that visitors could take to reduce their carbon footprint. Other outreach activities included tram talks and other informative talks at local Auckland community centres, bowling clubs and libraries.



EDUCATING THE INNOVATORS OF TOMORROW

We continued to provide a high-quality educational offer to students as part of the Learning Experiences Outside of the Classroom (LEOTC) programme in partnership with the Ministry of Education. During the 2020-2021 financial year, MOTAT hosted 22,000 students from 176 schools across the Greater Auckland region despite losing 20% of bookable days due to Covid-19 lockdowns.

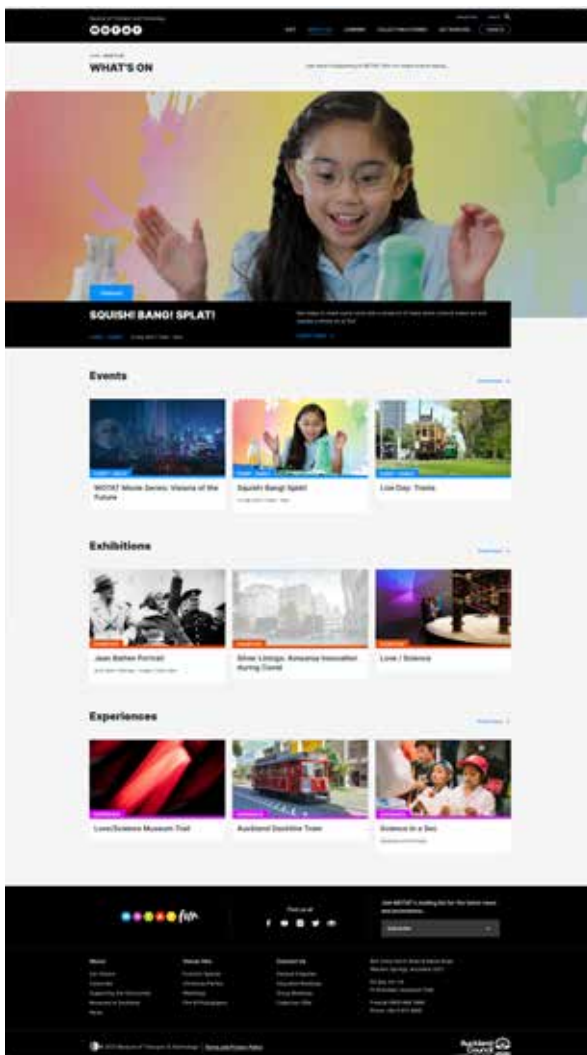
MOTAT STEAM Cells visited 44 primary, intermediate, and secondary schools in Greater Auckland and engaged with 5,982 students on STEAM (Science Technology Engineering Arts Maths) topics such as robotics, coding, game-making, inventions, innovation, 'life hacks', design thinking and sustainability.

MOTAT Learnables grew in popularity. These compact and transportable Learnable kits are sent by courier to organisations across Aotearoa. In the 2020-2021 financial year, Learnable kits were sent to five organisations including Girl Guiding NZ, engaging 1,141 students with STEM technology.

MOTAT online workshops were fast tracked to supplement online learning during the Covid-19 pandemic and have continued to be useful educational resource, attracting 624 eager attendees from 12 schools as far away as the Otago peninsula.

OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE



DIGITAL ENGAGEMENT

MOTAT has invested in digital engagement, producing family friendly digital interactives that proved engaging and popular with our visitors. The digital album produced for Snapped! Summer Holidays in Aotearoa received 45,000 page views during the exhibition and over 6,000 engagements (likes and comments).

MOTAT continues to extend its online reach, launching new social channels on Pinterest and TikTok. Existing social platforms continued to perform well. Over 1,200 pieces of short form and long-form content were produced and posted on platforms such as LinkedIn, Facebook, Instagram, Twitter, the MOTAT website and Medium.

The new MOTAT.NZ website surpassed expectations and provided a better overview of the MOTAT experience for our visitors. Since launching in the final days of 2020, the website has experienced a 36% increase in users (285,000 up from 209,000) and a 40% increase in pageviews (976,000 up from 695,000). Our acquisition numbers show investment in richer content and improved search engine optimisation has paid off with a 40% increase in user acquisition through organic searches.

Visitor experience offer		Term 3 2020 20 July - 25 Sept				Term 4 2020 12 Oct - 18 Dec					Term 1 2021 1 Feb - 16 April				Term 2 2021 3 May- 9 July				
		Jul	Aug	Sep		Oct	Nov	Dec		Jan	Feb	Mar	Apr		May	Jun			
Customer service	The MOTAT team maintains a content calendar, which identifies the relevant external hooks for our offer, such Matariki, Pacific Language Weeks, international days and weeks.																		
Welcome, hosting and working daily	Working daily At M1, M2 and online, MOTAT's daily welcome and hosting																		
Exhibitions	Winter 2020 - touring exhibition - Slice of Life						Summer 2020 - Science Fiction Science Future (SFSF)									L/S install			
	Winter photography exhibition Science Photographer of the Year (SPOTY)								Summer photography exhibition Snapped! Summer Holidays in Aotearoa								Silver Linings		
	Parapara Ingenious - Manta 5			Parapara Ingenious - Ingenuity in Noho Rahui					Parapara Ingenious - Lime scooters										
	Library exhibition - Best Reached by Rail																		
	Refreshes and maintenance of: Accelerate, Regent Street, Fire Station, Village, Machine Makers, Get Smart, Telecoms, Models Railways and the Print Shop																		
Touring	Might Small Mighty Bright @ Te Manawa museum"																		
Digital	MOTAT.FUN				School holiday online		MOTAT.NZ Website update 2.1			Outreach and School holiday online						MOTAT.NZ Website update 2.2			
	SPOTY online								Sci-Tech Digital Stories										
											Digital Experiences: Digital Labels, Snapped! AR								
Live Days All	Village				Trams		Rail				SFSF	**Fire & Emergency	Village	**Aviation	Steam	Road Transport			
Events Families including under 5s			**Squish bang splat		Bubble weekend		*Great Bear Hunt		Bricks & Blocks			Bubble Weekend	Big Day of Happy	Dig it STEM Fair	Slime weekend	Worldwide Knit in Public Day			
Events After dark	Drive-In Movies		Drive-In Movies		Night Lights		*WTF		Xmas lights			Anti-Valentines	*MOTAT Mates		Food truck Sir. Keith Park Lecture	Night Lights			
Holiday programmes	Treasure Hunt					Op Decode					Under a Distant Sun				Robots				
Weekend Experiences	Gravity		Slice of Life		Gravity		Spy Science		Robots		AI	Vacuums	Bending Reality	Bending Reality	Teach a Bot	Teach a Bot	Science Magic		
Outreach Community engagement									MOTAT module at Botanic Gardens - Better, Smarter, Greener					Auckland Libraries					
	Tram Talk x3		Tram Talk x2				Tram Talk		Tram Talk x2		NZ Warbirds Open Day	**SeePort			Tram Talk	*Pasifika			
Education Onsite (inc ECE, primary, secondary)		Term 3 3,669 pax onsite,				Term 4 7,011 pax onsite				Term 1 4,178pax onsite				Term 2 7,686 pax onsite					
STEAM Cells (visits to ECE, schools)		STEAM Cells, online, Learnables.				STEAM Cells, online, Learnables				STEAM Cells, online, Learnables.				STEAM Cells, online, Learnables.					
# After School Club sessions # After School Club attendances		9 sessions 54 attendances				**0 sessions **0 attendances				20 sessions 200 attendances				19 sessions 165 attendances					

Level 3 - 12 - 30 August 2020

Level 2 - 30 August - 7 October 2020

Level 3 - 14 February - 17 February 2021

Level 2 - 17 February - 22 February 2021

Level 3 - 28 February - 7 March 2021

Level 2 - 7 March - 12 March 2021

* 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, which includes our employees and volunteers, are the kaitiaki of our Collection and the associated stories, and they work collaboratively and with great passion to present past, present and future kiwi technology to our audience and wider community in an engaging way.

MOTAT has 180 employees, comprising of full time (48%), part time (22%), and casual (30%). The average tenure of a MOTAT employee is now five years.

The MOTAT Team also includes 185 passionate and diverse volunteers who support the museum with their considerable skills and knowledge covering; Tramway (25%), Rail and Steam (19%), Road Transport and Military (7%), Communication and Print (16%), Aviation (16%), Public Programmes (11%) and Museum Support (6%).

Our People and Culture Team supported the ongoing development and wellbeing of the MOTAT Team during the year by providing internal and external training programmes and several wellbeing initiatives. More than three-quarters of our employees (81%) attended at least one professional development course and 11 different training opportunities were offered to our volunteers.

DIVERSITY AND INCLUSION

We continued our focus on diversity and inclusion, with the goal of creating a safe, vibrant, and accepting workplace for the MOTAT Team and our visitors irrespective of their gender, culture, sexuality, or religion. Over the past year, the Diversity and Inclusion Committee, led by the People and Culture Team celebrated

and acknowledged language weeks, cultural festivals, and introduced the first gender neutral bathrooms at MOTAT. The committee continues to facilitate important discussions, educating the wider team on topics such as the importance of acknowledging gender pronouns, which now optionally appear on email signatures and lanyards.

KAUPAPA MĀORI

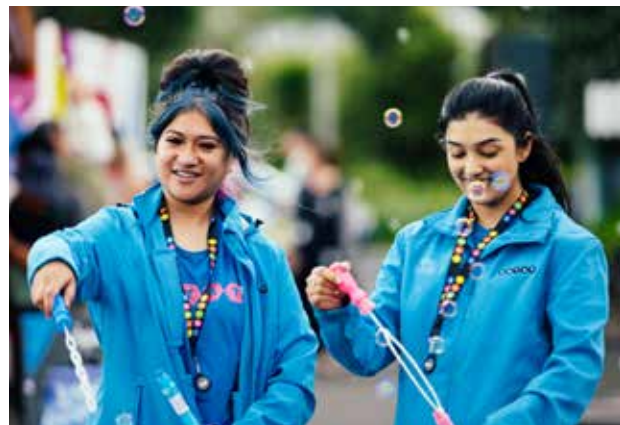
In November 2020, MOTAT engaged a People and Culture Coordinator – Kaupapa Māori to the team. The addition of this dedicated Kaupapa Māori role, along with additional focus from specialists within the team, helped shape our thinking around Kaupapa Māori during the year and led to the development of He Aratakina Māori, MOTAT's bicultural approach. The focus of He Aratakina Māori this year has been connecting with organisations and facilitating training for the wider MOTAT team. Since the establishment of the role, at least 2,660 hours have been dedicated to building a kete of bicultural resources to support the team, including facilitating Te Reo Māori language classes, Te Tiriti o Waitangi training and the building of relationships with our local Marae, iwi and iwi-led organisations. Relationships range from being a single touchpoint related to specific goals and milestones, to long-term collaborations.





EMPOWERING OUR TEAM THROUGH COVID-19

MOTAT is privileged to have an intergenerational workforce, with a considerable portion of the team being over the age of 65. While this brings experience and knowledge, it also increases the impact of Covid-19 on those team members. During the various lockdowns we took steps to protect all our employees and volunteers by making special leave available to those that needed it, and supported those who needed to isolate after a test or wanted to be vaccinated.



OBJECTIVE 3

IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

MOTAT continues to improve the collection environment and invest in improved systems to record, analyse and store collection items. This year, we reviewed our collection so as to align it to the Museum's statutory and strategic objectives and in particular our focus on Kiwi technology, ingenuity and innovation. Our highly skilled team also reviewed and updated our policies and procedures relating to the care and analysis of the collection.

QUALITY IMPROVEMENTS

Due to the continual improvement in the storage and care of the collection, which started with our Inventory Project in 2013, the number of collection objects identified as requiring some form of intervention or storage has increased. During the year we reviewed, and in many cases implemented the relocation of collection objects from Shed Alley, our General Purpose Store and containers at MOTAT2 to our relatively new offsite storage facility MOTAT3.

During the year, the first section of our new racking system was installed at MOTAT3. Three new bays were installed and 11 additional columns of racking were added to existing bays in the storage facility. This has added 209 new shelves, which is enough spaces for 418 standard pallets. The new racking will help improve the locating, monitoring and care of the collection and increase accessibility to the objects.

Our Collection Team also developed a prototype pallet storage solution which we will look at rolling out over the next few years.

PRESERVATION AND CONSERVATION

The Conservation Workshop at MOTAT3 was completed with the installation of a washroom, fume cupboard and new equipment that will assist the team to undertake the various conservation projects. Over the past year, 725 objects were surveyed, cleaned and/or covered and 456 objects were assessed and treated for acquisitions and display for ten exhibitions including Best Reached by Rail, Innovators and Snapped!

Despite lockdown, the Walsh Memorial Library digitalised over 2,000 items. The library also purchased a large commercial refrigerator which will improve the preservation of collection items such as film and glass negatives and reel film.





Our hazard management process was reviewed, resulting in new questions being added to the curatorial acquisitions forms to better identify potentially hazardous objects prior to them being brought onsite. Existing collection objects on display were reviewed for radiation and a new annual review and measurement process was devised in partnership with our Health and Safety team.

NEW COLLECTION ITEMS AND DISPLAYS

During the year we accessioned 1,252 new collection items. Notable new acquisitions include the Police 1 AS355 Squirrel helicopter, Da Vinci surgical robot, Heron SprayMaster agricultural vehicle and a compass owned by New Zealand aviator and military veteran Sir Keith Park. Significantly, the Library and Archive took a more active collection approach and successfully participated in a number of auctions or purchased items privately to better meet the Collection policy.

MOTAT continued with the alignment of the collection to our statutory and strategic objectives. One of the focuses during the year were objects within the primary industries and public utilities collections, these were reviewed and master spreadsheets with lists of collection objects for each area prepared. The disposal of items deaccessioned in the 2019-2020 financial year (unable to be disposed of due to Covid-19) was progressed.

While Covid-19 impacted the number of oral history interviews that we were able to record, it also provided us with the unique opportunity to

document the ongoing impacts of the pandemic. Eight oral histories were recorded, including two interviews with Auckland Transport Staff on the ongoing effects of the pandemic and two MOTAT volunteers were interviewed on their long-standing involvement with the Museum.

COLLECTIONS ONLINE

Our Collections Online database, which was launched in 2019-2020 contains over 84,000 objects, including an extensive oral history and photographic library. During the year, the collections team upgraded their photography studio equipment; allowing them to take higher quality images of our collection objects. These images were subsequently used to launch a new refurbished online experience, enabling online visitors to view the collection from a bird's eye view, and categorise objects by topic, exhibitions, and persons. Our Collections Online users increased by 40.34% to 62,116 and we recorded 219,175 page views.

COLLECTION WORKSHOPS

While our workshop activities were curtailed by the lockdowns our highly skilled team of employed and volunteer engineers and tradespeople managed to progress a number of projects including the restoration of Tram Trailer 21, the interiors of our Solent and Sunderland flying boats, rail coach A1819, the Oberursel locomotive and the elegant Douglas ladies motorcycle. They also continued to maintain the operating collection in support of our Live Days programme.



OBJECTIVE 4

IMPROVE OUR BUSINESS AND SUSTAINABILITY

MOTAT is on a journey to upgrade and integrate its systems to ensure economic, operational, and environmental efficiency, and to fulfil its duty as kaitiaki in relation to our team, collection and infrastructure.

ENSURING OUR BUSINESS SECURITY

During the year our security camera system received several upgrades, including new cameras overlooking the Mainstreet playground, the Café and the Blister Hanger at MOTAT2. 360-degree CCTV cameras and overview cameras were also installed in and around Building 5 and a four-way CCTV camera was placed at the entrance of MOTAT1.

Fencing and lighting around the Aviation Display Hall and Blister Hanger were also upgraded, and 150 meters of new fencing was added to the back of the rail sheds at MOTAT2 to improve the security of the site.

We also took the opportunity to upgrade our IT systems with new underground cables installed to replace old overheads. Several new applications and multi-factor authentication were implemented for cloud-based applications and password software was supplied to MOTAT Team members to improve the security of shared server data.

BUILDINGS AND INFRASTRUCTURE

As outlined in our previous Annual Reports and Annual Plans, our ageing infrastructure and location on an old landfill site is a significant challenge for us. Many of our buildings, due to their age, design and geographical location, require extensive maintenance and refurbishment. While our maintenance team works hard to ensure all buildings are in good condition for our visitors, the MOTAT Team and collection items, the associated costs are increasing and several of these buildings will have to be replaced, upgraded, or closed before they become a health and safety issue.

While many of the jobs undertaken during the year were structural repairs, several key locations in the Village received exterior upgrades, including the painting of the Jail House, re-roofing of the Blacksmith Forge and the re-roofing and painting of the Chapel of the Good Shepherd.

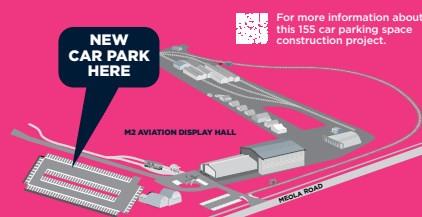
To ensure a safe environment for our visitors, high traffic areas with uneven or cracked surfaces were excavated and replaced with new asphalt.



CHANGES ARE HAPPENING AT MOTAT 2 AVIATION DISPLAY HALL

MOTAT 2 is temporarily closed and will be back soon with updated exhibition experiences and a new 155 space car park.

Our Heritage Trams will run between MOTAT 1 and Auckland Zoo during this closure.



WORKING CONTINUOUSLY TO IMPROVE YOUR MOTAT EXPERIENCE



As part of the Approach 2 Projects, and in response to visitor feedback, the Café located in Cropper House received a full refurbishment, including new plumbing, electrical, external recladding, signage, and interior design. The Cropper House hallway and staircase was also refurbished.

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.

During the year we added a new water catchment programme, with taps installed in key places across the Museum to harvest and re-use rain water. New industrial recycle bins were installed at MOTAT1, diverting hazardous waste such as batteries, polystyrene, and fluorescent tubes from landfill. We have also introduced compost bins for all café packaging, making composting of coffee cups and plant-plastic containers easier for visitors.

Three e-bike charging stations were approved for funding and will be installed when the requisite consents are received from Auckland Council. These will provide a new sustainable way for the

MOTAT Team and visitors to travel around the precinct. The heritage trams that regularly carry passengers between MOTAT sites were also fitted with GPS technology, removing the need for handwritten data gathering, making travel between the MOTAT sites more sustainable and predictable for our visitors and the MOTAT Team.

Each year, MOTAT participates in the Toitū Carbon Reduce audit, which measures greenhouse gas emissions in respect to our operational activities. The goal was to maintain or improve on our 2019-2020 emissions of 490.39 tCO₂e, this was achieved with a significant 47% decrease in emission to 259.51 tCO₂e.

MOTAT2 CAR PARK

Significant progress was made on Stage One of the 300+ space car park located at MOTAT2. Consents have been received from Auckland Council, detailed designs completed and contractors appointed. Once completed, the car park will provide parking for all users of the Western Springs Precinct and will connect the proposed cycle and walkway on Meola Road to Motions Road. We are working closely with Auckland Unlimited and Auckland Transport to deliver an integrated approach to accessibility and parking within the precinct.

OBJECTIVE 5

ENGAGE WITH LIKE-MINDED INSTITUTIONS

During the 2020-2021 year we continued to provide our Covid-19 communications, museum policies and collection management advice and support to other museums. We also developed exciting new relationships with Eke Panuku Development Auckland, Ryman Healthcare, Auckland Arts Festival, Te Māhurehure Marae and Samsung NZ.

Over the last year, MOTAT has supported the following museums with resources; Te Papa, National Services Te Paerangi, Torpedo Bay Navy Museum, the Air Force Museum of New Zealand, Howick Historic Village, Kauri Museum, New Zealand Maritime Museum, Otago Museum, and Toitū Otago Settlers Museum.

A new partnership was established with **Eke Panuku Development Auckland**, Auckland Council's urban regeneration agency. For an initial trial period of three years, Panuku has agreed that MOTAT will operate the Dockline Trams at Wynyard Quarter. MOTAT will provide the tram drivers, expertise and any other resources needed to ensure the trams run safely and smoothly. The

Dockline Trams commenced operation during the Americas Cup regatta, and operated for 25 days (predominantly on Sundays) during the financial year and carried 4,345 passengers.

Our relationship with **Ryman Healthcare**, was facilitated by the family of Sir Keith Park, and enabled MOTAT to establish the Sir Keith Park Aviation Talks. The talk series will cover topics of interest to the aviation community, from significant events to the ground-breaking pioneers who changed the course of aviation history. The inaugural talk covered the life and career of Air Chief Marshal Sir Keith Park, New Zealand's most influential military commander of the Second World War.



MOTAT hosted the **Auckland Arts Festival** production 'Rail Land' and provided trams to transport the audience from MOTAT2 to MOTAT1 to enjoy a one-man performance by poet, musician and actor Anthonie Tonnon. The show celebrated Aotearoa's public transport, using MOTAT collection items as a backdrop.

We also entered a three-year partnership with **Samsung NZ** whereby Samsung will provide financial and other support for our STEAM Cell programme and we will in turn promote their 'Solve for Tomorrow' competition designed to engage students in years 7-10 in STEM. The inaugural competition will be judged by New Zealander of the Year, Associate Professor Siouxsie Wiles, the MOTAT Education Manager and a Samsung representative towards the end of 2021.

MOTAT is collaborating with **Otago Museum** and the Science Learning Hub at the **University of Waikato** on a New Zealand in Space project. Funded by the Ministry of Business, Innovation and Employment, this project will result in a mobile space experience that MOTAT is likely to host in



2023. MOTAT is lending our expertise on digital, education and exhibition design.

Through the facilitation of Te Tiriti o Waitangi training programmes for our MOTAT Team members, we developed a relationship with Te Māhurehure Marae uri no Ngā Puhi of the Waima region. We look forward to building on this relationship in future years.



FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021



2020-2021

ANNUAL ACCOUNTS

We are pleased to report that we received an unqualified audit opinion for the 2020-2021 financial year.

The levy provided by Auckland Council was \$14,890,578. This levy was 5.8% lower than the previous year due to us reducing our levy request in order to assist Auckland Council in reducing its costs to offset the adverse impact of Covid-19 on its revenue.

Our admission and commercial revenue were impacted in 2020-2021 due to the Covid-19 lockdowns in August 2020, and February and March 2021. We were however eligible for the Government Wages Subsidies which helped offset our reduced income by \$170,088.

In order to assist Eke Panuku and Auckland Council we took over the running of the Dockyard Tram Line in the Wynyard Quarter, to coincide with the Americas Cup regatta. We continue to run the Dockline Tram on Sundays and Public Holidays.

While the reduction in our levy request meant that we were unable to progress the previously approved funding for our Approach 2 Projects (i.e., the carpark at our Meola Road site and the Building 5 re-roof at our Great North Road site) we continued planning for the implementation of these urgent and necessary projects during the financial year.

Construction of Stage 1 of the carpark commenced in July 2021 and will be completed in mid-2022. The Building 5 re-roof is scheduled to commence in the 2022-2023 financial year. We undertook a major refit of our café area during the financial year, and this has resulted in a significantly better café experience.

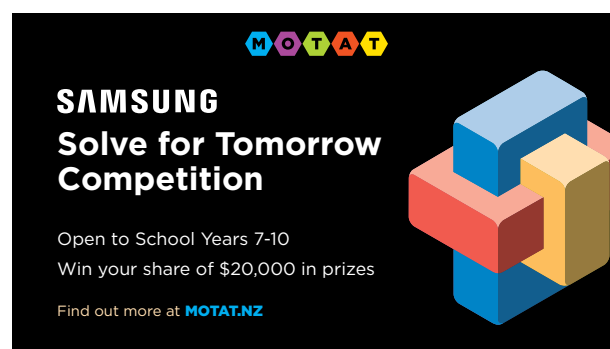
The timing in relation to special capital projects in a museum environment is often fluid. Some of the expenditure during the year was attributable to uncompleted projects carried forward from the previous financial year due to the disruption

caused by the Covid-19 pandemic. This disruption continued during this year and meant that we were unable to commence or complete a number of the projects we had planned to undertake. We will carry the funding for these projects forward into the 2021-2022 financial year so that we can, subject to the ongoing impact of the COVID-19 pandemic, complete them in the new financial year.

The above revenue impacts, cost savings and the delayed expenditure due to the Covid-19 closures resulted in an Operating Deficit of \$1,072,297.

However, as outlined above, the deferral of expenditure during the year resulted in a healthy cash balance at the end of the financial year.

We appreciate the continued support of the Ministry of Education and Samsung Electronics for our “Learning and Education Outside The Classroom” initiatives, and our partnership with JCDcaux which provides an additional revenue stream to our normal operations. We were also successful in a number of grant applications during the financial year that contributed towards various aspects of the operation of the Museum.



A promotional poster for the Samsung Solve for Tomorrow Competition. At the top, the MOTAT logo is displayed in colorful, blocky letters. Below it, the text 'SAMSUNG Solve for Tomorrow Competition' is prominently featured. To the right, there is a graphic of several 3D rectangular blocks in blue, red, and yellow, stacked in a complex, interlocking arrangement. The text on the poster includes: 'Open to School Years 7-10', 'Win your share of \$20,000 in prizes', and 'Find out more at [MOTAT.NZ](https://www.motat.nz)'.

ANNUAL ACCOUNTS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021	2020
Levies from Territorial Authorities	2	14,890,578	15,811,739
Grants and Donations	2	700,643	1,478,562
Rent - Donation	2	560,625	560,625
Interest Received		115,889	211,390
Other Operating Income	3	2,061,171	1,818,555
Operating Revenue		18,328,906	19,880,871
Employee Benefits Expense		8,404,679	8,252,461
Depreciation Expenses	4	1,965,664	1,941,276
Finance Expenses		3,171	13,128
Rent - Expense		560,625	560,625
Other Expenses	5	8,467,064	7,311,499
Operating Expenses		19,401,204	18,078,989
Net Operating (Deficit)/Surplus		(1,072,297)	1,801,882
Impairment Losses (Heritage Assets)	8b		(5,416,927)
Net (Deficit)/Surplus after Impairment		(1,072,297)	(3,615,045)
Other comprehensive income			
Heritage Asset Revaluations from Reserve	8b	(22,780)	(970,534)
Total Comprehensive Income		(1,095,077)	(4,585,579)

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Projects Reserves	Asset Revaluation Reserves	Retaining Earnings	Total Equity
Balance as at 01 July 2020	200,794	11,205,140	50,530,683	61,936,617
Net (Deficit)/Surplus after Impairment			(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
Balance as at 01 July 2019	195,787	12,175,674	54,150,735	66,522,196
Net (Deficit)/Surplus			(3,615,045)	(3,615,045)
Transfer to/(from) Project Reserve	5,007		(5,007)	-
Other Comprehensive Income				
Asset revaluation reserve		(970,534)		(970,534)
Total Comprehensive Income	5,007	(970,534)	(3,620,052)	(4,585,579)
Balance as at 30 June 2020	200,794	11,205,140	50,530,683	61,936,617

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 2021

	NOTE	2021	2020
Current Assets			
Cash and Cash Equivalents	7a	3,635,452	1,352,054
Term Deposits and Investments	7b	-	2,022,421
Accounts Receivable		158,488	68,194
Shop Inventory		50,623	55,033
GST Receivable		418,608	176,525
		4,263,172	3,674,227

Non Current Assets			
Property, Plant and Equipment	8a	29,697,075	30,615,503
Collection Assets	8b	29,553,139	29,574,824
		59,250,215	60,190,327
Total Assets		63,513,386	63,864,554

Current Liabilities			
Creditors and Accruals	9	2,039,448	1,476,307
Current portion of Auckland Unlimited Term Loan	10	105,949	285,000
Income in advance	6	526,450	60,681
		2,671,847	1,821,988

Non Current Liabilities			
Term Loan – Auckland Unlimited	10	-	105,949
		-	105,949
TOTAL NET ASSETS		60,841,539	61,936,617

Equity			
General Equity		49,455,935	50,530,683
Asset Revaluation Reserve		11,182,360	11,205,140
Projects Reserve	11	203,244	200,794
TOTAL EQUITY		60,841,539	61,936,617

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: 21 OCTOBER 2021

BOARD MEMBER

 DATE: 21 OCTOBER 2021

ANNUAL ACCOUNTS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021	2020
Cash from Operating Activities			
Cash was provided from:			
Levies from Territorial Authorities		14,890,578	15,811,739
Donations and Bequests		798,546	1,158,063
Receipts from operations		2,023,741	1,856,261
Interest income		115,889	211,390
Cash was disbursed to:			
Payments to Suppliers, Employees and others		16,499,803	15,407,941
Borrowing costs paid		3,171	13,128
Net Cashflow from/(applied to) Operations		1,325,780	3,616,384
Cashflow from Investing Activities			
Cash was provided from:			
Sale of Investments		2,022,421	-
Sale of property, plant & equipment		7,305	-
Cash was applied to:			
Payments for property, plant & equipment		1,072,108	1,256,496
Purchase of Investments		-	2,022,421
Net Cash (applied to)/from Investing Activities		957,618	(3,278,917)
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		2,283,398	337,467
Opening Cash Balance		1,352,054	1,014,587
Closing Cash Balance		3,635,452	1,352,054
Represented by:			
Cash and Equivalents	7	3,635,452	1,352,054
		3,635,452	1,352,054

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 2021

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 (Meola Road), Western Springs, Auckland, and MOTAT 3 (off-site storage).

MOTAT's goal is to move away from being a museum that predominantly focuses on its objects to be the "must experience" museum that uses past, present and future Kiwi technology and ingenuity to educate and inspire the innovators of tomorrow. By doing this MOTAT will provide a multi-dimensional experience that its visitors will find rewarding and will make them want to return for more on a regular basis.

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 2021.

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.

There have been a number of prior period comparatives that have been reclassified to make disclosure consistent with the current year.

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 2021

(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 Auckland Unlimited. The levy revenue is now received from 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. 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%
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 stage 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 Income.

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 Income.

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. The collections are subject to a rolling five year valuation cycle.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

The other low value assets in the collection have not been included in the financial statements as the Board believes the cost of valuing and reporting these assets outweighs the benefit to the readers of the financial statements.

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 Income.

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 Income.

(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).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

(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.

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 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 Income.

2. GRANTS AND DONATIONS

	2021	2020
Grants		
Donated Collection Assets	17,135	36,000
Ministry of Education Grant	135,099	135,099
New Zealand Lottery Board	71,326	40,505
Other Donations & Grants	21,995	3,702
Other Non Exchange Revenue		
Levies from Territorial Authorities	14,890,578	15,811,739
Auckland Unlimited Loan Forgiveness	285,000	280,000
Government Subsidies and Grants	170,088	983,256
Rent Donation	560,625	560,625
Total Non Exchange Revenues	16,151,846	17,850,926

3. OTHER OPERATING INCOME

	2021	2020
Gate and Tram Admission	1,440,818	1,141,235
Hirage, Events and Functions	46,644	231,241
Other income	419,406	290,367
Shop Sales	154,304	155,713
	2,061,171	1,818,556

4. DEPRECIATION EXPENSES

	2021	2020
Leasehold Improvements (incl Buildings)	1,179,390	1,190,919
Furniture and Fittings	91,386	75,062
Vehicles	12,174	17,053
Computers and Software	330,061	316,520
Display Equipment	41,542	40,395
Plant & Equipment	311,111	301,327
	1,965,665	1,941,276

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

5. OTHER EXPENSES

	2021	2020
Acquisitions	23,003	29,206
Amenities	6,445	5,482
Audit	50,434	44,463
Bank/Merchant and EFTPOS Fees	22,343	24,678
Board - Costs	150,547	150,974
Catering and Functions	36,141	44,975
Conservation	128,669	56,431
Consultancy/Legal Fees	270,180	240,935
Cost of Shop Sales	89,160	124,724
Courier/Postage	3,803	28,903
Research Database	-	2,216
Energy/Fuel	154,781	142,352
Events/Exhibitions/Signage	1,655,701	1,148,269
Expendable Programme Resources	9,615	2,081
Fees, subscriptions, permits and licences	106,419	114,996
Fixed Assets Expenses (<\$1500)	50,706	17,882
Insurance - premiums	199,360	207,462
ICT Support/Internet Connection	593,561	407,947
Leases - Equipment	6,797	5,710
Maintenance expenses	1,622,869	1,375,410
Travel/Accommodation/Vehicle	16,779	25,926
Equipment Hire	129,409	234,058
Miscellaneous expenses	145,936	197,106
Marketing	582,957	477,816
Off-site Storage	1,002,997	979,869
Other staff expenses	300,103	231,649
Photocopying and Printing/Stationery	47,770	46,198
Promotions	10,157	2,645
Rates - land/water	49,805	50,356
Heritage Assets Disposals	30,000	-
Restoration Expenses	244,308	151,319
Safety/Security	579,666	561,210
Subscriptions/Memberships	44,361	51,092
Sustainability	7,389	7,431
Telephones	94,893	119,727
	8,467,064	7,311,499

6. INCOME IN ADVANCE

	2021	2020
MOTAT Mates Annual Pass Liabilities	110,745	60,681
Waitematā Local Board contribution to Walkway and Cycleway	370,829	-
NZ Lottery Grants Board Grant	29,209	-
Sundry	15,667	-
	526,450	60,681

7a. CASH AND CASH EQUIVALENTS

	2021	2020
Cheque Account	176,276	104,523
Business Saver Account	1,072,336	1,237,559
Business Saver Account - Special purpose	370,834	-
Short Term Deposits (60 days)	2,004,405	-
Imprest and Clearing Accounts	11,600	8,700
	3,635,452	1,350,782

7b. SHORT TERM INVESTMENTS

	2021	2020
Term Deposits (180 days)	-	2,022,421

ANNUAL ACCOUNTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

8a. PROPERTY, PLANT AND EQUIPMENT

CURRENT 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	29,697,075
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

PREVIOUS YEAR (2019-2020)

	Building and Leasehold improvements	Redevelopment Costs	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Total
	2020	2020	2020	2020	2020	2020	2020	2020
Opening Balance 1 July 2019	29,173,158	714,791	226,774	76,832	156,680	148,573	898,695	31,395,502
Add: Additions during the year	21,651	530,988	33,185	-	299,432	18,351	271,341	1,174,948
Plus (less) Transfer from WIP	-	(431,227)	-	-	385,564	-	45,663	-
Less: Disposals during the year	(13,671)	-	-	-	-	-	-	(13,671)
Less: Depreciation	(1,190,919)	-	(75,062)	(17,053)	(316,520)	(40,395)	(301,327)	(1,941,276)
Closing balance 30 June 2020	27,990,219	814,551	184,897	59,779	525,157	126,528	914,373	30,615,503
Reconciled to:								
Cost	39,088,699	814,551	812,914	233,069	2,293,498	369,775	2,912,511	46,525,017
Less: Accumulated depreciation	11,098,479	-	628,017	173,291	1,768,341	243,247	1,998,138	15,909,513
Net Book Value	27,990,219	814,551	184,897	59,779	525,157	126,528	914,373	30,615,503

The amount of Borrowing costs capitalised during the period is \$Nil (2020-\$Nil).

Impairment There was no impairment loss recognised in the current year (2020-\$Nil).

8b. COLLECTION ASSETS

CURRENT 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

PREVIOUS YEAR (2019–2020)

	Rail	Aviation	Industrial Heritage	Road	Social History	Applied Design	Trams	Comms	Health Science	Military and Medals	Library and 2D Works	Total
	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020
Opening Balance 1 July 2019	6,291,700	8,727,790	6,385,730	3,432,520	4,679,099	-	3,420,000	538,650	47,975	667,901	1,742,720	35,934,085
Add Revaluation Gains (Losses)												
Revaluation Reserve	-	492,500	(906,873)	(567,900)	1,431,000	-	(1,220,000)	(137,510)	-	(56,751)	-	(965,534)
Impairment Losses	-	-	(3,524,927)	-	-	-	(1,892,000)	-	-	-	-	(5,416,927)
Add: Additions during the year	-	-	-	10,000	-	-	9,300	2,500	-	-	21,400	43,200
Less Disposals:												
from revaluation reserve	-	-	-	(5,000)	-	-	-	-	-	-	-	(5,000)
from acquisition value	-	-	-	(15,000)	-	-	-	-	-	-	-	(15,000)
Transfers	-	(15,280)	(2,730)	(2,700)	-	-	-	-	-	-	20,710	-
Closing balance 30 June 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
Reconciled to:												
Opening Balance 1 July 2019	6,291,700	8,727,790	6,385,730	3,432,520	4,679,099	-	3,420,000	538,650	47,975	667,901	1,742,720	35,934,085
Net Changes during the year	-	477,220	(4,434,530)	(580,600)	1,431,000	-	(3,102,700)	(135,010)	-	(56,751)	42,110	(6,359,261)
Net Book Value	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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

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 2021 financial year have added \$23,515 in value to the collection, while disposals of objects removed \$45,200 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 2021 and updated valuations on previously valued items.

All asset categories valued this year were valued by Ashley and Associates 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)	2017	2022
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

	2021	2020
Trade Creditors	727,496	564,925
Sundry Creditors	905,898	461,911
Employee Entitlements - Holiday Pay	406,054	449,471
	2,039,448	1,476,307

10. LOAN

	2021	2020
Current		
Auckland Unlimited	105,949	285,000
Non current		
Auckland Unlimited	-	105,949

MOTAT has a loan from Auckland Unlimited (previously Regional Facilities Auckland) which is secured by first mortgage over the lease of MOTAT's land. On 27 August 2019 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 and a reduction of interest rate to 3% for the remainder of the loan period. On 16 August 2021 Auckland Unlimited further altered the terms of the loan with a waiver of the total balance outstanding at year end, effective 1 July 2021. Consequently MOTAT has designated the loan as current at year end.

11. PROJECT RESERVE

	2021	2020
DC3 NAC Repaint Reserve	1,350	1,350
Lancaster Restoration	189,497	187,047
Mosquito Restoration	2,000	2,000
Tram #17 Fund	10,397	10,397
	203,244	200,794

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 Income 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 2021

12. LEASE COMMITMENTS

All significant operating lease commitments relate to:

- Rental at Autumn Place off-site storage (Unit 6) from 1 April 2017 to 31 March 2021, renewed to 1 September 2026
- Rental at Autumn Place 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:

	2021	2020
Not later than one year	1,093,042	849,285
Later than one year and not later than five years	4,211,472	2,751,942
Later than five years	172,467	794,312
Total	5,476,981	4,395,539

13. AUDIT FEES

	2021	2020
RSM Hayes Audit agreed the following fee with the Office of the Auditor General to provide the services below for the period:		
- Audit of financial statements and statement of service performance	53,045	50,445

14. CONTINGENCIES AND CAPITAL COMMITMENTS

As at 30 June 2021 MOTAT had a capital commitment of \$987,530 for enabling works at Meola Road carpark site (2020 \$Nil).

There were no contingent liabilities at balance date (2020 \$Nil).

15. RELATED PARTIES

MOTAT has a loan from Auckland Unlimited of \$105,949 (Current portion: \$105,949, Non current portion: \$Nil). An amendment to the loan agreement dated 27 August 2019 allowed waivers of principal of \$280,000 on 1 September 2019 and \$285,000 on 1 July 2020, along with a reduction of the interest rate payable to 3%. A further amendment to the loan after balance date allows a waiver of the remaining balance of the loan, effective 1 July 2021. The waiver of \$285,000 on 1 July 2020 has been treated as non exchange revenue in the current year. The total interest paid on the loan during the year was \$3,178 (2020 - \$13,129). MOTAT also received levies from Auckland Unlimited of \$14,890,578 (2020 - \$15,811,739). 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 (2020 - \$7,500) 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.

In prior periods there has been work undertaken by Atkins, Holm Majurey Limited, where a partner of that firm is a Board Member of MOTAT. In 2021 there were no transactions (2020 - \$5,270).

During the year, MOTAT paid \$1,598 for advertising and \$13,005 for membership of Museums Aotearoa. MOTAT employees and Board members have held board positions on Museums Aotearoa during the year. Balance outstanding at year end \$Nil.

Key Management Personnel Compensation	2021	2020
Executive Management Team		
Salaries and other short-term employee benefits	874,356	973,881
	874,356	973,881
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 board members	10	10
Total key management personnel compensation	1,010,606	1,110,131

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 2021. During the prior year there was an overlap of employment costs for one key management position due to a resignation and replacement.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

16. GOING CONCERN

As at 30 June 2021 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 Auckland Unlimited for the purposes of funding the Board's activities under the Act. For the year commencing 1 July 2021, the Board has received levies from Auckland Unlimited totalling \$15,635,107 (1 July 2020 - \$14,890,578).

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 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 (Meola Road site, also called Motions Road) 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 Auckland Unlimited.

18. POST-BALANCE DATE EVENTS

Subsequent to balance date, MOTAT has entered into a contract to build a carpark on land at the MOTAT 2 Meola Road site. The work will take place between September 2021 and April 2022, and the value of the contract is \$3,338,341.

On 16 August 2021 Auckland Unlimited confirmed the waiver of capital repayment of \$105,949 on 1 July 2021.

The COVID-19 pandemic has resulted in the New Zealand Government introducing a number of measures to contain the spread of the virus. There is still a possibility that further Alert Level shutdowns may occur. MOTAT has assessed that the disruption to MOTAT operations caused by the COVID-19 pandemic is limited due to the continued funding provided by Auckland Council under the Museum of Transport and Technology Act 2000. However, there may be a short term reduction in other revenue streams due to museum closures, cancellation of events, and reductions in visitor numbers. The impact of reduced revenues due to the pandemic has previously been mitigated by MOTAT taking up available Government wages subsidies, along with careful management of operational and project expenditure. At the time of authorising the financial statements the MOTAT board is unable to quantify the extent of the revenue reduction and mitigating expenditure reductions but do not expect a significant impact on the operations of MOTAT.

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 2020-2021	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 <ul style="list-style-type: none"> ► <i>Science Fiction Science Future</i> opened November 2020 ► Two new posters featured in <i>Best Reached by Rail</i> in January and May ► <i>Silver Linings</i> opened May 2021 ► Objects changed in December 2020 in <i>Accelerate</i> ► Regent Street – Shop front window displays updated
► 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	NOT ACHIEVED <ul style="list-style-type: none"> ► Covid-19 impacted ► 22,744 participants
	► Number of participants in other outreach programmes and the associated impact	► 5,000 students interact with STEAM Cells	ACHIEVED <ul style="list-style-type: none"> ► 5,982 participants
	► Measure impact of exhibitions, education and public programmes	► Establish methodology and baseline target for measuring impact in future years	ACHIEVED <ul style="list-style-type: none"> ► Impact Toolkit created to establish measurement methodology ► Baseline target report established for following financial periods
2. Be audience and community focussed			
► Undertake annual visitor and community research and use the results to: <ul style="list-style-type: none"> (a) Develop and expand our offering (b) Identify new target audiences; and (c) Implement systems for monitoring our success 	► Visitor research programme including six-monthly reporting	► Two pieces of Qualitative research undertaken on specific or potential target audiences. Research reports provided for both	ACHIEVED <ul style="list-style-type: none"> ► Research by MHM on <i>Night Lights</i> events completed ► Research on <i>Science Fiction Science Future</i> completed ► Evaluation of MOTAT Working Everyday completed
		► Two new or refreshed programmes or initiatives developed in response to our audience research	ACHIEVED <ul style="list-style-type: none"> ► <i>Rad Robots</i> programme ► <i>Under a Distant Sun</i> programme
		► All new digital, learning, public and exhibition programmes or initiatives aligned to identified target audiences	ACHIEVED <ul style="list-style-type: none"> ► 4 new programmes and exhibitions aligned to target audiences

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 7 out of 10 or higher	PARTIALLY ACHIEVED ▶ MHM research completed – 470 surveyed ▶ Currently tracking at 90% satisfaction rating of 7 out of 10 or higher
▶ Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction	▶ Keep track of our overall visitor numbers	▶ Total visitors to site 260,000	ACHIEVED ▶ 265,761 visitors for the year
▶ 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)	ACHIEVED ▶ Visits to online properties were 512,428 including MOTAT.FUN
	▶ Measure number of interfaces with Museum Outreach programmes	▶ 100,000 outreach interfaces	NOT ACHIEVED ▶ Covid-19 impacted ▶ Total – 78,205 ▶ Te Waka Huia Experience <i>Better Smarter Greener</i> took place at the Auckland Botanic Gardens from December - March 2021 – 75,662 ▶ Ardmore Warbirds – 1,656 ▶ Tram Talks by staff member – 887
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	▶ Develop and implement the Collections Operation Framework	▶ Develop two new operating collection items or experience for our public offer to enhance the public experience	NOT ACHIEVED ▶ Working Everyday initiative where MOTAT activates its collection items during weekdays
5. Increase digital access to MOTAT's collection and experiences			
▶ Develop digital platforms that improve the Museum's target audience's access to MOTAT's collection	▶ Measure engagement with Digital platforms and collections online	▶ Two new digital publishing channels or partnerships	ACHIEVED ▶ Pinterest channel launched ▶ TikTok channel launched
		▶ Increase digital content publication by 100%	NOT ACHIEVED ▶ 1,057 digital content publications - increase of 34% on prior year (937)
		▶ A 10% year on year increase in overall engagement across existing and new digital publishing channels	NOT ACHIEVED ▶ 52,576 total Followers – an increase of 7.6% on prior year (48,858)

OBJECTIVE 2

EMPOWER THE MOTAT TEAM

STATEMENT OF SERVICE PERFORMANCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2020-2021	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	► Site orientations for all MOTAT Team Members	► 100% of new MOTAT Team Members receive Health and Safety orientation	ACHIEVED ► 100% of new MOTAT Team Members have received a Health and Safety orientation
	► Monitor accidents and incidents and report on these monthly to the MOTAT Team and Board	► 100% of reportable accidents and incidents reported to the MOTAT Board	ACHIEVED ► One reportable accident - reported to the MOTAT Board
	► Measure Lost Time Injury Frequency Rate ('LTIFR')	► LTIFR rate less than or equal to June 2020	ACHIEVED ► LTIFR rate 3.42 (3.69 in June 2020)
2. Manage performance and engagement of the MOTAT Team			
Monitor the MOTAT Team's engagement	► Complete annual engagement surveys for both MOTAT Employees and MOTAT Volunteers	► Employee engagement survey scores greater than or equal to June 2020	ACHIEVED ► Employee engagement +13% on most recent survey
		► Volunteer engagement survey scores greater than or equal to June 2020	ACHIEVED ► Volunteer engagement +1% on most recent survey
Develop MOTAT's volunteer base so that it supports the needs of the Museum	► Create roles for volunteers that are aligned with the Museum requirements	► Recruit volunteers into 80% of the advertised volunteer roles	ACHIEVED ► Volunteers recruited into 100% of the advertised volunteer roles
3. Improve knowledge and skills			
Implement training and other programmes that help the MOTAT Team to develop their skills and knowledge for their and the Museums benefit	► Deliver training to the MOTAT Team	► 60% of MOTAT Employees attend a learning and development course or conference	ACHIEVED ► 81.22% of MOTAT Employees have attended a learning and development course
		► Arrange 6 training opportunities that Volunteers can attend	ACHIEVED ► 11 training opportunities offered to volunteers
Ensure institutional knowledge is captured and retained for the benefit of the Museum	► Knowledge from volunteers documented	► Engage with volunteers to record five essential knowledge base gaps	NOT ACHIEVED ► Covid-19 impacted ► Knowledge Gaps review was not performed in FY2021 as focus was placed on optimising operating procedures in each volunteer designated role

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 2020-2021	REVISED PROGRESS
1. Collection Procedure			
Ensure that our collection is managed in accordance with MOTAT's Collection Policy and related procedures	<ul style="list-style-type: none"> ▶ All collection movements managed according to MOTAT Collection Policy 	<ul style="list-style-type: none"> ▶ All acquisitions and disposals are aligned to the acquisitions and disposals procedure 	ACHIEVED <ul style="list-style-type: none"> ▶ Acquisitions and disposals aligned to procedures through the Collection Development Committee meetings held in October 2020, November 2020, March 2021 and May 2021
2. Collection development and accessibility			
Improve the quality of our collection in line with MOTAT's strategic and statutory objectives and the Museum's Collection Policy and Collection Development Framework	<ul style="list-style-type: none"> ▶ Milestones outlined in the Collection Review Programme 	<ul style="list-style-type: none"> ▶ Complete the review of the accessioned Industrial Heritage collection objects in the sub departments: Tools, Public Utilities and Primary Industries 	NOT ACHIEVED <ul style="list-style-type: none"> ▶ Covid-19 impacted ▶ Master spreadsheets with lists of objects for each department prepared ▶ Public Utilities: Postal Collection: Completed ▶ Decision made to address deaccession disposals generated in 2019-2020 that could not be disposed of due to Covid-19
Enhance online access to our collections and information about our collections	<ul style="list-style-type: none"> ▶ Traffic to the Collections Online platform 	<ul style="list-style-type: none"> ▶ Increase traffic to Collections Online by at least 10% on 2019-2020 	ACHIEVED <ul style="list-style-type: none"> ▶ 2020-2021: 62,116 ▶ 40.34% increase of traffic achieved (2019-2020: 44,261)
Facilitate visitor access to our curated storage, workshop and laboratory areas	<ul style="list-style-type: none"> ▶ Ensure storage, workshop and laboratory areas are accessible for visitors and researchers, as requested 	<ul style="list-style-type: none"> ▶ Facilitate at least 6 behind the scenes access activities 	ACHIEVED <ul style="list-style-type: none"> ▶ 14 behind the scenes tours were facilitated
3. Collection Care			
Develop and implement a Collection Care Programme that improves the storage, preservation and display of our collection	<ul style="list-style-type: none"> ▶ Number of objects treated (cleaned/ conservation treatment applied etc) 	<ul style="list-style-type: none"> ▶ 100 objects treated through either cleaning, conservation, freezing or other treatments 	ACHIEVED <ul style="list-style-type: none"> ▶ 164 Objects treated for Love / Science Exhibition ▶ 32 aircraft received specialised cleaning ▶ 593 objects have been dusted and covered at MOTAT 3

OBJECTIVE 4

IMPROVE OUR BUSINESS AND SUSTAINABILITY

STATEMENT OF SERVICE PERFORMANCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2020-2021	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	► Grow retail sales and Gross Profit	► Commercial Revenue (Retail, Café, Corporate, Events) as per budget	NOT ACHIEVED ► Covid-19 impacted ► Commercial Revenue 52% of target
2. Buildings and Infrastructure			
Maintain our buildings and infrastructure as outlined in MOTAT's Asset Management Plan	► Complete work detailed for 2020-2021 under the 2014 Asset Management Plan that are cost beneficial	► 2020-2021 works as per Asset Management Plan are completed	NOT ACHIEVED ► Covid-19 impacted ► 17 Redecoration and Renewal tasks completed ► 2 other critical tasks completed – asphalt upgrade, tram ticket booth repair and repaint
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	ACHIEVED Car park ► Resource Consent (amendment) for full car park project received ► Building Consent for Stage 1 Phase 1 (Enabling Works – Private Line) received ► Engineering Approval for Stage 1 Phase 1 (Enabling Works – Public Line) received ► Building Consent for Stage 1 Phase 2 (Cycleway and walkway) received ► Contractor appointed for Enabling Works for Stage 1 Phase 1 ► Tenders received for Stage 1 Phase 2 Café ► Large café area and hallway completed Building 5 ► 100% Preliminary Design issued and costed

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2020-2021	REVISED PROGRESS
3. Environment			
Continue to refine the Museum's sustainability programmes so that MOTAT is carbon neutral	► Continue Toitū CarbonReduce rating audit	► Maintain or improve on prior year Toitū CarbonReduce emissions measurement	ACHIEVED ► 2019/2020 259.51 tCO ₂ e, down from 490.39 tCO ₂ e previous year
Promote and use technology that reduces our impact on the environment and inspires the target audience to do the same	► Implement new initiatives or programmes that promote environmental sustainability	► Implement and promote 5 new initiatives or programmes that focus on positive environmental outcomes	ACHIEVED The following new initiatives were implemented: ► Water harvesting - remote level monitoring ► E-bike station - Successful EECA funding for three E-bike stands. Waiting consents ► LED Lighting upgrades in 3 buildings ► Rollout of internal recycling stations ► Recycling station established to cater for additional recycling options

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			
<p>Implement the Bicultural Strategy</p> <p>Promote tangata whenua technology and innovation, te reo Māori and tikanga</p>	<p>► Tangata whenua content (language, customs, technology, objects etc) included in exhibitions, programmes and initiatives</p>	<p>► Tangata whenua technology, custom and/or language incorporated into at least five new exhibitions, programmes or initiatives</p>	<p>ACHIEVED</p> <ul style="list-style-type: none"> ► Te Reo Māori text in the <i>Love/Science</i> exhibition ► Wahakura baby basinette included in the <i>Love/Science</i> exhibition ► <i>Silver Linings</i> exhibition includes stories of Māori innovation and bi-lingual text ► Te hīringa i te auahatanga translation/creation of “Inspiring the innovators of tomorrow” developed and used ► Inclusion of te reo Māori in entrance signage
2. Forge strategic partnerships that are aligned to the Vision and generate mutually beneficial outcomes			
<p>Engage with likeminded organisations that have similar objectives to MOTAT</p> <p>Work collaboratively with likeminded institutions to develop public exhibitions, education and outreach programmes that benefit the community</p>	<p>► Collaborations with likeminded organisations undertaken to advance the objectives of the MOTAT Act and the MOTAT Strategy</p>	<p>► Two collaborative projects undertaken with likeminded institutions or organisations</p>	<p>ACHIEVED</p> <p>Collaborations include:</p> <ul style="list-style-type: none"> ► <i>Better, Smarter, Greener</i> collaboration with Auckland Botanic Gardens, Auckland Arts Festival for 2021 ► Waitakere Central Library on “OutThere” activity ► Annual <i>STEM Fair</i> - collaborating with multiple educational institutions
3. Western Springs			
<p>Use our facilities to support the local community and events in the Western Springs Precinct</p>	<p>► Provision of facilities and support in response to Western Springs precinct activities</p>	<p>► Five collaborative opportunities executed within the Western Springs precinct</p>	<p>NOT ACHIEVED</p> <ul style="list-style-type: none"> ► Covid-19 impacted. ► Working group with Auckland Council parks team, Auckland Zoo, Waitemātā Local Board, Auckland Unlimited and MOTAT preliminary discussions established, exploring the scope of joint programmes around environment ► Working jointly with Auckland Unlimited on parking accessibility and safety ► Collaboration on Pasifika Festival that was scheduled to take place at Western Springs, but due to Covid-19 was moved to Mount Smart stadium at short notice ► MOTAT and AUCKLAND ZOO joint ticket trial run 3-19 July 2020 ► Western Springs AFC U17 Tournament

AUDITOR'S REPORT



RSM Hayes Audit

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Newmarket, Auckland 1023

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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 2021

The Auditor-General is the auditor of Museum of Transport and Technology Board (the Museum). The Auditor-General has appointed me, Kumar Aravinda, 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 2021, 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 2021; and
 - its comprehensive income 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 2021.

Our audit was completed on 27 October 2021. 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

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RSM Hayes Audit is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

AUDITOR'S REPORT



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.

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.

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.



- 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, 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 (Revised): 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 'Kumar Aravinda'.

Kumar Aravinda
RSM Hayes Audit
On behalf of the Auditor-General
Auckland, New Zealand

MOTAT LEADERSHIP AND GOVERNANCE



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 lead and develop MOTAT's vision, values and strategy to achieve the objectives outlined in the MOTAT Act. Michael works closely with Senior Management and the wider MOTAT Team to showcase past, present, and future Kiwi technology that inspires the next generation and builds the mana of Aotearoa and its people. 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 26 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.



WAYNE SCHACHE GENERAL MANAGER BUSINESS SERVICES

Wayne Schache has 30 years' experience in finance, governance, and commercial and general management. With his experience, and passion for education, Wayne has been pivotal in supporting the strategy to make MOTAT a 'must experience' Museum. His role covers the management of all MOTAT support services (including Finance and Commercial, People and Culture, Health and Safety, ICT, Environment and Security) along with large capital projects.

GOVERNANCE

MOTAT BOARD

Sue Wood (Chair)
Helen Atkins (Deputy Chair)
Lindsay Corban
David Downs
Gavin Fernandez
Dr Bruce Hucker
Tupara Morrison
Amit Prasad
Samantha Sharif
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:

AUDIT AND RISK COMMITTEE

Chair: **Amit Prasad**

Committee members:

Tupara Morrison
Samantha Sharif

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.

HEALTH AND SAFETY COMMITTEE

Board Representatives:

Dr Bruce Hucker
Amit Prasad
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.

STRATEGY AND FUNDING COMMITTEE

Chair: **Lindsay Corban**

Committee members:

Gavin Fernandez
Dr Bruce Hucker
Tupara Morrison
Board Chair (Sue Wood) in attendance

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.

APPOINTMENTS PERFORMANCE AND REMUNERATION COMMITTEE

Chair: **Helen Atkins**

Committee members:

Lindsay Corban
Sue Wood

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.

DEVELOPMENT REVIEW GROUP

Board Representatives:

Helen Atkins
David Downs

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.

IN

APPRECIATION

We would like to thank the organisations listed below for their continued support, assistance and advice:

ANZ Staff Foundation

Athfield Architects

Auckland Council

Auckland Transport

Auckland Unlimited

(previously Regional Facilities Auckland)

Chisholm Whitney Charitable Trust

James Searle Say Foundation

JC Decaux

La Lumiere

Lottery Environment and Heritage Fund

Ministry of Education

MOTAT Society

NZ Automobile Association

Ricoh

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 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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