

MOTAT ANNUAL REPORT

2019 - 2020

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TŌ MĀTAU MOEMOEĀ OUR VISION

Mō Te Pai Nui THE WAY WE WORK Our actions and the way we implement our strategy will contribute to the greater good of the museum Τō Mātau Moemoeā **OUR VISION** To be the "must experience" Museum that uses past, present and future Kiwi technology and ingenuity to educate and inspire Ō Mātau Uara the innovators Pātaitai of tomorrow **OUR VALUES** THE WAY WE THINK Innovation We will provoke and Collaboration challenge ourselves and others to have Integrity a positive Sustainability transformative impact on others

Ö 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

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CHAIR AND CHIEF EXECUTIVE OVERVIEW

This Annual Report covers the 2019-2020 financial year, which is the first year under our revised 10-year Strategy. It supports the achievement of our Vision/Tō Mātau Moemoeā - to be the must experience Museum that uses past, present and future Kiwi technology and ingenuity to educate and inspire the innovators of tomorrow, and transition MOTAT from being "a collection of things" to a "lightbulb institution". MOTAT is customer-focused, vision-based and has a transformative impact on our community.

Our approach is deliberately aligned to the Māori world view of 'Kia whakatōmuri te haere whakamua/'my past is my present is my future, I walk backwards into the future, with my eyes fixed on my past'; as our nation has a rich history of technological innovation starting with tangata whenua who developed cutting edge waka to sail across the Pacific to Aotearoa.

The financial year covered by this report has been a story of three distinct chapters. While our year started positively, we closed our doors on Friday 20 March, in response to the Covid-19 pandemic and the subsequent lockdown mandated by the New Zealand Government. We, like most of the other institutions in New Zealand, remained closed for over nine weeks, re-opening to the public on Tuesday 26 May. Our visitor offering recovered strongly, despite us being unable to implement several of the events, projects and other initiatives outlined in our Annual Plan for 2019-2020, and we were able to reengage with our audience, the local community and support the sector within Auckland and further afield with their recovery.

Prior to the Covid-19 lockdown, we created several new exhibitions: *Mighty Small Mighty Bright* (developed in conjunction with Otago Museum, the Dodd-Walls Centre and the MacDiarmid Institute), *Machine Makers*, and new exhibits and experiences were added to *Accelerate*.

When we reopened to the public in late May we did so with a flourish with the *Science Photographer Of The Year* exhibition, followed by *Parapara/Ingenious* - celebrating Kiwi innovation, before ending the year with a preview of *Slice of Life - the Dunedin Study*.

We ran a range of public events and monthly Live Days including the popular *Fire and Emergency Event* and attracted over 40,000 visitors over the 12 consecutive nights of *Christmas Lights* @ *MOTAT*, which was a phenomenal result!

In November we launched a digital sign on our Great North Road site with our partner JCDecaux. The sign not only enables us to promote MOTAT's exhibitions and events in a new, exciting and highly visible way but it also generates additional revenue for the museum.

Research carried out by Morris Hargreaves McIntyre (MHM) during the year (while MOTAT was open to the public) found that 77% of our audience were families and that our audience base had continued to diversify in line with the region's demographics. In particular it is pleasing to note that our Māori and Pasifika audiences have significantly increased over the last three years (i.e. our Māori audience has gone from 3% to 9%) and there was a similar, but less significant increase in our engagement with the Chinese and Indian communities.

The MHM research also indicates that there has been a significant increase in our young adult audience (i.e. 16 to 24 year olds) over the last two years.

March saw the launch of our *Visitor Experience Plan.* The plan identifies our core audiences (e.g. families) and outlines how we intend to build those audiences and maximise the outcomes of their MOTAT experience by ensuring our team lives and breathes our vision and values.

MOTAT also continued to reach out across the Auckland region and beyond. We engaged with school and other groups from most if not all of the local board areas and delivered outreach activations with external partners at events like the Sculpture in the Gardens (Auckland Botanic Gardens) and collaborating with The New Zealand Maritime Museum, at the SeePort Festival run by Ports of Auckland over Auckland Anniversary weekend. While our successful partnership with The Mind Lab came to an end, we embraced the successes and learnings of that initiative to extend our education offer through a mix of on-site and online programmes and via our STEAM (Science, Technology, Engineering, Arts, Maths) Cells mobile education programme which went to 29 schools in the region and beyond.

Digital engagement was a major priority and in June we launched a new website with a specific focus on inspiring content. The new site reflects our vision and inspires our audience to savour the full MOTAT experience from fresh exhibitions, operating collections and workshops, collections and research to world-class events.

As an innovative response to Covid-19 we created and rapidly deployed an interactive educational platform MOTAT.FUN so that our audience, in particular school teachers, parents and children, could remain engaged with the Museum while we were all in lockdown. We also developed a planning tool outlining the Museum's response to each Alert Level and we made this available to other galleries, libraries, archives and museums in Auckland and the rest of New Zealand, and even as far away as Canada!

MOTAT acquired some amazing examples of Kiwi technology and innovation during the year; the world's first hydrofoil electric bike being one. We also continued the preservation and conservation of several core collection objects including the restoration of the 1935 steel-panelled passenger carriage numbered 'A1819'.

We responded rapidly to Auckland Council's request to reconsider our 2020-2021 levy submission in light of Covid-19's impact on available funding. We were delighted to provide input into Auckland Council's CCO Review and Cultural Review processes and we look forward to assisting with the implementation of Council's recommendations, as and when required.

Looking forward, we are continuing to explore with Regional Facilities Auckland (RFA), and specifically Auckland Zoo, the development of the Western Springs area into a Science, Technology and Environmental Precinct. We hope to present this initiative to Auckland Council together in 2021.

We are pursuing a strategic relationship with Ngāti Maniapoto to acknowledge their role in the history of New Zealand's transport and technology heritage, the construction of Te Ara-o-Tūrongo / Main Trunk Railway and to support and facilitate their STEAM aspirations for their Tamariki.

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

Ehara taku toa i te toa takitahi he toa takitini



Sue Wood BOARD CHAIR

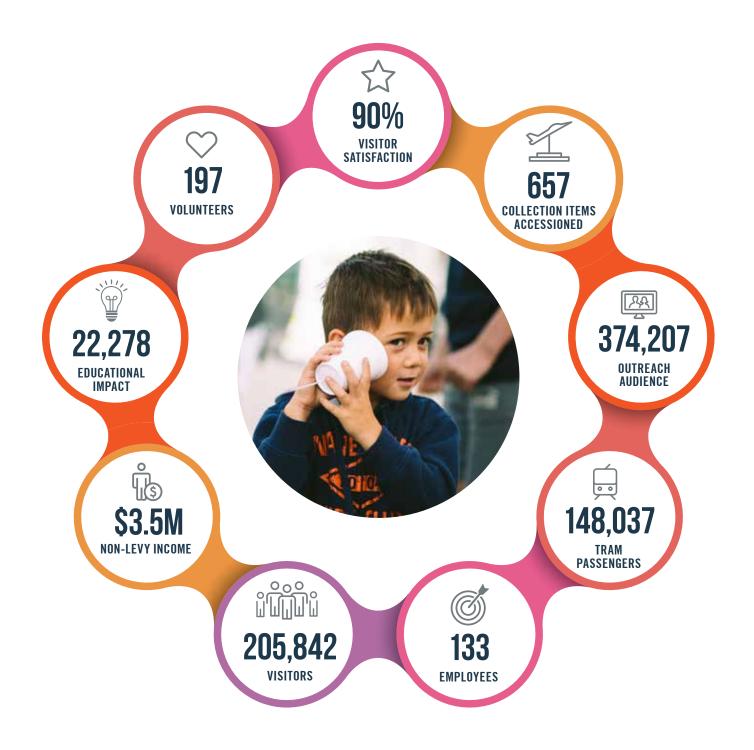
My Wood



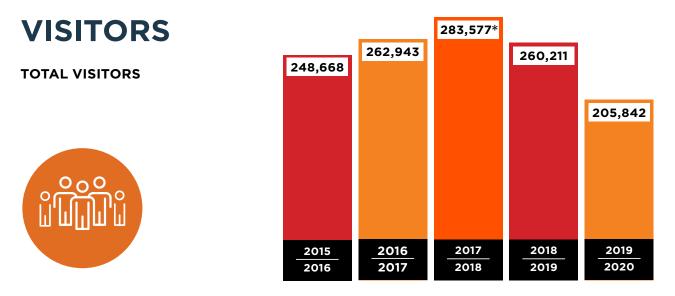
Michael Frawley CHIEF EXECUTIVE/ MUSEUM DIRECTOR

2019-2020 ATAGLANCE

KEY TRENDS

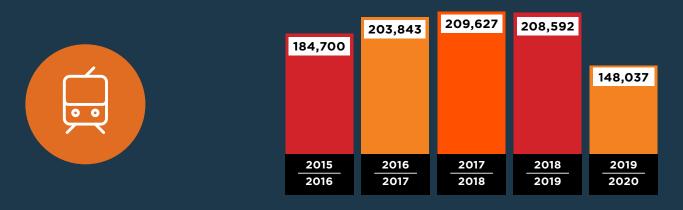


KEY TRENDS



 st Includes 18,347 visitors to Pasifika Vibes @MOTAT

TRAM PASSENGERS



REVENUE

ADMISSION

2019/2020	\$1,268,270	
2018/2019		\$1,689,223
2017/2018		\$1,554,516
2016/2017	\$1,345,2	782
2015/2016	\$1,229,976	

SHOP REVENUE

2019/2020	\$155,713	
2018/2019		\$238,770
2017/2018		\$283,992
2016/2017		\$280,413
2015/2016		\$250,504

MOTAT was closed to the public for nine weeks during the Government mandated lockdown. The lockdown, and ongoing uncertainty surrounding Covid-19 significantly impacted MOTAT's overall visitor numbers and our ability to generate revenue in the last quarter of the 2019-2020 financial year.



ΜΟΤΑΤ ΤΕΑΜ

EMPLOYEES

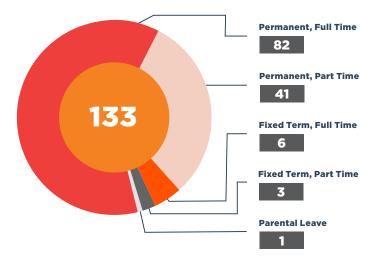
Māori Team Members increase 33% Pasifika Team Members increase 17%

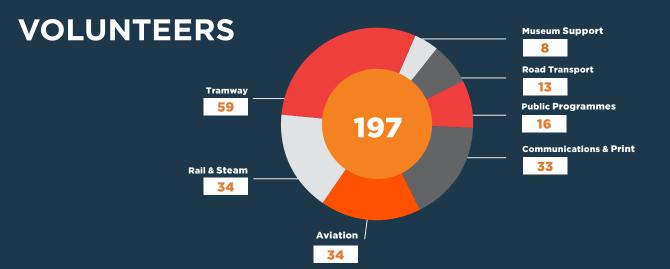
Gender Representation of
Senior Management TeamFemale50%Male50%

 Gender Representation of Leadership Team

 Female
 56%

 Male
 44%





OUR YEAR IN DETAIL 2019-2020

OUR YEAR IN DETAIL 2019-2020

As outlined in the Chair and Chief Executive Overview, 2019-2020 was a year of three parts. While we started the financial year well, the Covid-19 pandemic had a significant impact on our operations and the associated Key Performance Indicators that we use to monitor the achievement of our Annual Plan.

During the period of closure we were closed to the public between 20 March and 26 May, our employees and volunteers stepped up and developed a new way to engage with our audience, stakeholders, community and colleagues in the Galleries, Libraries, Attractions and Museums (GLAM) sector. The lockdown also gave the team the opportunity to focus on our collection records and to highlight and promote these objects remotely. For example, MOTAT.FUN was created from scratch and launched within two weeks of lockdown. It rapidly became a fantastic source of content and customer engagement and it has continued as a key channel with our audiences. We also revealed our new website MOTAT.NZ in June 2020, the fruition of a cross-organisation digital transformation project.

The Collection team updated our Collections Online portal and populated it with new information (collection.motat.org.nz/explore). The number of people who engaged with MOTAT via MOTAT.FUN and Collections Online was phenomenal and enabled the Museum to progress its Vision to inspire the innovators of the future.

Understanding our visitors is paramount to enable delivery of exceptional, relevant experiences. We have an ongoing commitment to being audience and community focused evidenced by the annual visitor research we undertake through research company MHM. The Covid-19 shutdown precluded data gathering during the final quarter of 2019-2020. Despite this, we delivered several new events in direct response to audience feedback including Squish Bang Splat! and a new version of Drive-In movies late last year.





MAXIMISE THE VISITOR EXPERIENCE

OBJECTIVE 1 MAXIMISE THE VISITOR EXPERIENCE

Every aspect of MOTAT's visitor experience is focused on inspiring imagination, creativity and learning via the stories, science and technology associated with our collection.

Over the past 12 months we developed and launched the MOTAT *Visitor Experience Plan*, which emphasises the importance of an audiencefocused, dynamic public offer. This includes a changing exhibition programme to attract new and repeat visitation. Our exhibitions in 2019-2020 included:

- **Machine Makers** a hands-on exhibition for families, inspiring discovery in an interactive and intergenerational way. It celebrates and uncovers the possibilities of six simple machines, using physical and digital experiences alongside realworld examples.
- **Parapara/Ingenious** a dedicated exhibition space for new acquisitions, celebrating Kiwi ingenuity and innovation one collection object at a time. Supported by our Collections Online, the first star of this new space was New Zealand innovation the Mantra 5 hydrofoil.
- Science Photographer of the Year a stunning, inspiring display of 47 images on loan from the Royal Photographic Society (UK) covering a myriad of topics from space science, human and marine biology to geology and oceanography. This innovative exhibition targeted independent and young adults and showcased cutting-edge science as well as novel production techniques.

• *Slice of Life - the Dunedin Study* - developed by the University of Otago Te Whare Wānanga o Otāgo this exhibition showcases The Dunedin Study, a detailed study of human health, development and behaviour and follows the lives of

1,037 babies born between 1 April 1972 and 31 March 1973. *Slice of Life* appealed to a broad MOTAT audience, sparking inter-generational conversations with its mix of science, nostalgia and human stories.

• **Scooter** - celebrating the spirit of adventure, this exhibition profiles the scooter in the 1960s and now. Immediately relatable, the scooter is an easy way to demonstrate innovation as it has changed over time, and its impact and connection to the people and world around it. Our exhibitions aim to inspire new generations by telling the stories; past, present and future of our collection items

Exhibitions Manager

MOTAT's existing model railway is a highlight for our visitors. This project created an additional model railway experience, specifically tailored to 3-6 year olds.

The Waitakere Station Model Railwav



OBJECTIVE 1 MAXIMISE THE VISITOR EXPERIENCE



MOTAT introduced several new family friendly science-based events including:

- **Squish, Bang, Splat!** exploring principles of science and incorporating arts components, chemistry and physics (including motion, energy, force, pressure, gravity, matter and sound).
- Science Saturdays interactive workshops that demonstrate experiments that can be recreated at home.

In response to feedback from our MOTAT Mates, we created more experiences and incentives exclusively for our loyal supporters and advocates.



We reinvigorated a selection of our popular events (*Anti-Valentines, The Great MOTAT Bear Hunt, Bubble Weekend, Christmas Lights, Slime Weekend, WTF?*) and our monthly Live Days. Always a highlight, our MOTAT Christmas Lights community event attracted 40,000 visitors over 12 consecutive nights, and visitor numbers for our R18 event WTF?! increased by 98% on the previous year.

Working within the Covid-19 social distancing practices, we developed a new Drive-In movie series. This year we made an important shift to both family and adult titles. The space at our MOTAT2 site meant that our audience could enjoy a safe, fun night out, and the series was a sell-out success.



EDUCATING THE INNOVATORS OF TOMORROW

Primary, Intermediate and Secondary

MOTAT continues to provide a high quality educational offer to students as part of the Learning Experiences Outside The Classroom (LEOTC) programme, in partnership with the Ministry of Education. Despite onsite visits to the Museum being restricted due to the Covid-19 lockdown, our educational programmes continued to be a popular choice for schools. During the 2019-2020 year, MOTAT hosted a total of 21,292 students from 350 schools across the Auckland region.

Part of our LEOTC offering are the MOTAT STEAM Cells, which remained operational during Covid-19 Alert Level 2. The STEAM Cells provided schools with an option for engagement when the Museum was closed to school groups. MOTAT STEAM Cells visited 29 schools in Greater Auckland and engaged with 3,363 students on topics such as robotics, coding, game-making, inventions, innovation, 'lifehacks', design thinking and sustainability.

The Covid-19 lockdown also created an appetite for online workshops that could be integrated into the schools' remote learning programmes. The subsequent development of a suite of online workshops extended MOTAT's educational reach not only around the Auckland region but nationwide and as far away as Dunedin.

HIGHER LEARNING

In an exciting new development, MOTAT worked in partnership with Otago Polytechnic to develop two micro-credentials, which recognise skills gained through the Museum's Tram Motorman and Tram Conductor training programmes. Upon completion of these micro-credentials, participants are now eligible to receive a New Zealand tertiary qualification officially recognised by the National Qualifications Framework (NZQA).

DIGITAL ENGAGEMENT

Engaging and educative online resources were made available to the public through the creation of the MOTAT.FUN website, which was launched on 1 April 2020. In the first month of its launch MOTAT.FUN received 25,000 unique online users, and subsequently increased overall web traffic to MOTAT's online products by 118%.

Our commitment to increasing digital access to MOTAT's collections and experiences was further advanced with the redevelopment of the MOTAT.NZ website. The new MOTAT.NZ website was completed as part of the larger digital infrastructure roll-out under the Digital Strategy. The new website uses information sharing technology (API) which allows MOTAT to communicate across multiple platforms efficiently. The new site provides our audience with the full MOTAT experience from home, showcasing new exhibitions, workshops, events, collection items and research.



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OBJECTIVE 1 MAXIMISE THE VISITOR EXPERIENCE

Visitor experience		Term 3 20 22 July - 27 9			m 4 2019 Oct - 20 Dec			Term 1 27 Jan - 2			Term 2 15 Apr-	
offer	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Customer service												
Welcome, hosting and working daily			inclue					2 and 4 (long d working co		bitions)		
	Mighty	Small Might	y Bright					м	achine Mak	ers		
						Accel	erate					
Exhibitions												SPOTY
		SI	mply Machiı	nes								Parapara Ingenious
					In	novators						
						The Flyi	ing Kiwi					
						Waital	ere Station	model				
Smaller Exhibitions				Riding for C	Change							
+ changes										Scoot	er	
						Village signa	age updated	1				
Dutreach Exhibitions					Might	ty Small Mig	hty Bright @) Te Manawa	Museum of	f Art, Science	e and Heri	tage, PN
Digital, all public				L	aunched nev	w websites M	IOTAT.NZ ar	nd MOTAT.FU	IN			
touchpoints Live Days	Print	Road	Aviation	мотат	Rail		General	Fire &				
wide audience Events Families		Transport	Squish		Slime Weekend	Lego		Emergency				Drive-I
including toddlers		Bear Hunt	bang splat	Bubble Weekend	Drive-In Movies	Christmas Lights		Bubble Weekend				Movies
Events Young adults		Movies	WTF		Drive-In	Christmas		Anti-	Fringe			Drive-Ir
and adults (R18)		Nights			Movies	Lights		Valentines				Movies
programmes	Science Roadshow		Dues	Gotcha	Maldan	Damas	Energize					
Weekend Experiences	Science in a Sec	Magnetic Creations	Drop Copters	Colour Spinners	Making Tracks	Paper Stars	Flight school			Under pressı	ıre	
Outreach * MOTAT	CRC			Ambury Farm Park	Pitt Street Fire Station	Folded	Seeport	Folded Futures	Gimli Glider Tall	ĸ		Folded Futures
Collection Display	Speedshow *			Open Day *	* Sirens &	Futures Botanic Gardens	Folded Futures	Botanic Gardens	Folded Futures Botanic			Rotorua Arts Village
					Sounds				Gardens			Vindge
Education Onsite (inc ECE, primary,		201 visits 12,346 child			l21 visits 92 children			47 visits 2308 childi				10 visits 660 childre
econdary)				0,0	52 children							
TEAM Cells visits to ECE, chools)		9 visits 583 childre	en		24 visits 77 children			9 visits 667 childre	en			7 visits 362 childre
# After School Club sessions		20			17			26				
# After School Club attendances		169			129			121				
Visitor access												
o collection tores M3 *												

Closed 21 March

Open to MOTAT Mates only - Friday 22 May, Saturday 23 May, Sunday 24 May Closed for cleaning on Monday 25 May (Monday closures ongoing at Level 2) Open to the general public on Tuesday 26 May Trams reopened to public at Level 1 on Friday 12 June



EMPOWER THE MOTAT TEAM

Mille

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OBJECTIVE 2 EMPOWER THE MOTAT TEAM

He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata What is the most important thing in the world? It is people, it is people, it is people.

We have an incredible team of employees and volunteers, who dedicate their time and passion to caring for the collection and creating engaging experiences for all of MOTAT's visitors, at our sites, online and in community places.

MOTAT has close to 200 highly skilled and knowledgeable volunteers covering a wide range of disciplines including Tramways (30%), Rail and Steam (17%), Communications and Print (17%), Aviation (17%), Public Programmes (8%) and Road Transport (7%).

We have 133 employees, comprising fulltime (66%) and part time (34%).

Our People and Culture team are committed to the ongoing development and wellbeing of our employees and volunteers through the provision of internal and external training programmes. More than half of our employees (62%) attended at least one professional development course during the 2019-2020 year.

MOTAT has also proactively supported six team members through tertiary education that advanced the collective knowledge and expertise available to the Museum. In particular, one of our Assistant Librarians received an Excellence Award from Victoria University upon completing their Masters in Information Studies majoring in library science and archives/records management. Our learning and development programmes also extend to culture and wellbeing and includes te reo Māori lessons, sign language courses, fitness classes and other initiatives to ensure holistic development of the team.

We take a 'people-first' approach and offer employees a range of benefits that go above and beyond the usual entitlement. We also enable our team to work remotely for up to 20% of their time where this is appropriate. The result of this approach is an engaged and high-performing team with an average tenure of four years and seven months.

We continued our focus on diversity and inclusion with the goal of creating a safe, vibrant and exciting place for everyone irrespective of their gender, culture, sexual preference or religion. This included unconscious bias, culture, deaf and autism awareness training. An active Diversity and Inclusion committee, drawn from across the MOTAT team, meets throughout the year to support MOTAT's bicultural growth and encourage a sense of cultural safety amongst the team.

Given the nature of our operations we must have a strong health and safety focus, which is reflected in the significant amount of training, reporting, and health and safety engagement meetings held throughout the year. All new team members receive a comprehensive health and safety briefing





as part of the onboarding process, and ongoing training is provided to enable the proactive identification and reporting of any potential hazards before they become an issue.

As outlined above, MOTAT has just under 200 highly skilled and knowledgeable volunteers. The identification of their specific knowledge and skills is a major focus for the Museum. During the year we started to develop a MOTAT Team skillset picture so that we can create a strategy for the development and transfer of these skills to the next generation.



EMPOWERING OUR TEAM THROUGH COVID-19

During the Covid-19 pandemic, our People and Culture team maintained a 'people first' approach.

We retained all staff during the Covid-19 lockdown period, and provisions were designed to assist the transition to working offsite. All employees were offered special leave to be used for Covid-19 related reasons, and additional resources on mindfulness, counselling, and mental health were shared to support the wellbeing of the MOTAT Team. Our rapid response, and open

If we support our people, we believe they will support us, and that proves to be the case time and time again

People and Culture Manager

and clear communication ensured all MOTAT staff retained their employment, including the casual and part time team.



IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

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IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

MOTAT continues to actively and strategically manage, develop and preserve its unique collection to make it available in different forms for generations to come.

OUR COLLECTION

At the heart of MOTAT is its Collection which comprises over 300,000 objects 84,000 of these can now be accessed by the public via the Museum's Collections Online portal.

We are constantly looking at ways to improve the storage, preservation and display of our Collection, and in the two months immediately prior to the Covid-19 lockdown, we moved a number of our collection objects from MOTAT2 to our offsite storage facility (MOTAT3) in order to provide an improved storage environment.

MOTAT3 is specially equipped with two large climate-controlled textile storage rooms, a quarantine room, a freezing facility for destroying pests, and a hazmat store for hazardous items that may contain radioactive material, heavy metals, or chemicals. This facility enables us to store collection objects in a more methodical way so that they can be more easily located, when required.

Visitors to MOTAT are often fascinated to learn more about what happens 'behind the scenes' so during the year we undertook five tours of MOTAT3.

QUALITY IMPROVEMENTS

Over the year we updated our Collection Management Policy and began drafting a new Collection Development Framework to ensure we collect objects which support our strategy and improve the quality of our Collection.

We acquired 657 new collection items including 529 for the Walsh Memorial Library. These accessions included the donation of a 1960's Wild A8 plotter used during the New Zealand Aerial Mapping of Hastings. This acquisition expands our knowledge of aerial photography and enhances the New Zealand Aviation History collection, which features the Beechcraft AT-11 Kansan used to map the country.



PRESERVATION AND CONSERVATION

The preservation of our Collection involves the skills of both our employees and volunteers, and takes a considerable amount of time, resource and dedication. Our Conservation team undertakes all the core collection care capabilities required for artefact conservation including preventive conservation, research, pest management, object treatment, and environment monitoring.

During the year we installed a new conservation workshop which combined with the information from our Synergy environmental monitoring system has improved the way we monitor and care for our Collection.

Our primary focus has been, and will continue to be, on the preservation of our ageing tram infrastructure,

as we know from our audience research that riding on our trams is consistently one of the highlights of a visit to MOTAT. Our trams not only enable our audience to experience the technology of the past,

We are working on digitising our collection, making MOTAT accessible to all, 365 days a year

IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

they provide an invaluable link between MOTAT1 and MOTAT2 and the other institutions in the Western Springs Precinct.

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Restoring our tram passenger carriages will increase capacity, allowing more visitors to experience this MOTAT highlight

We also undertook a small number of restoration projects in relation to rare and significant heritage objects. One of the major projects during the year was the continued restoration of the 1935 steel-panelled passenger carriage numbered 'A1819'. This carriage was manufactured at the New Zealand Railwavs Addington Workshop and originally operated on Christchurch's regional and suburban lines. It is one of the few remaining

Collections Workshop Manager

first-class carriages that featured electric lighting, steam heating and a toilet.

The team also worked on the restoration of the Short Sunderland Flying Boat (the last of its kind), and the construction, from scratch, of a new firebox for the 'Bertha' Locomotive.





NEW COLLECTION ITEMS AND DISPLAYS

Covid-19 provided us with the opportunity to record how the nation responded to the pandemic from a technological perspective and this resulted in MOTAT collecting a number of innovative and ingenious health science items including: The PEAR-1 ventilator, masks manufactured by Wellington company Hills Hats, and examples from ShieldsUp; a 3D printer community that printed and delivered 18,000 face shields 3D across the country in just over seven weeks.

We also researched and posted Covid-19 inspired stories online - Preserving Time and Going Viral: Polio and the Iron Lung.

COLLECTIONS ONLINE

At the start of the financial year we upgraded our Vernon collection system, launching a new browser to make it easier for the public to search our Collections Online, including an extensive oral history and photographic library. Over 84,000 objects can now be searched by a range of criteria including the types of material the object is made of, where it was made and what colour it is. Since then we have experienced a ten-fold increase in the number of users accessing the platform: 44,261 from a 3,734 baseline of users. We recorded 212,712 page views during the year.

IMPROVE OUR BUSINESS AND SUSTAINABILITY

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OBJECTIVE 4 IMPROVE OUR BUSINESS AND SUSTAINABILITY

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

MAXIMISE COMMERCIAL OPPORTUNITIES AND FUNDRAISING ACTIVITIES

MOTAT is mandated to generate non-rates revenue through partnerships and other commercial opportunities to reduce our reliance on the Auckland Council levy.

A significant initiative in this area was the November launch of a digital sign at MOTAT1 with our partner JCDecaux. The associated ground lease agreement generates significant additional revenue for the Museum.

JCDecaux also came on board as the media partner for SPOTY, increasing the visibility of the exhibition on digital and static billboard sites around Auckland. During the year we received grants from Rano Community Trust, BlueSky Community Trust, the Southern Trust, ANZ Staff Foundation, the North and South Trust and Perpetual Guardian.

ENSURING OUR BUSINESS SECURITY

The MOTAT1 and MOTAT2 site security servers were upgraded. A new access system was standardised across all MOTAT sites, enabling greater security and flexibility in regard to access permissions. The new system also enables real-time monitoring of all access events and alarms, increasing our awareness of team member movements and response time to possible security breaches. MOTAT's goal of extending the security fencing onsite at MOTAT2 was postponed and the requisite funds were carried forward to the next financial year.





BUILDINGS AND INFRASTRUCTURE

Many of our buildings, due to their age and geographical location, require extensive maintenance and refurbishment. To ensure costefficiency when maintaining our facilities, the Museum Environment and Sustainability team developed a new online asset management portal which provides a preliminary cost to replace building infrastructure at the end of its respective, reasonable useful life. The maintenance of our facilities ensures that our visitors have an inspiring, safe and pleasant environment in which to view our collection.

Recently completed maintenance projects include the forge re-roofing, refurbishment of Willow Cottage, and roofing work on Building 4 and Building A at MOTAT1.

Significant progress was made in relation to the concept, design, and lodging of Resource Consents for our proposed carpark at MOTAT2, with the aim of starting construction in early 2021. This proposal has included liaison with many stakeholders including local iwi, precinct neighbours, Auckland Transport and the relevant departments within Auckland Council. The carpark will provide parking for all users of the Western Springs Precinct, and we are working closely with the Auckland Zoo, Regional Facilities Auckland and Auckland Transport to deliver an integrated approach to accessibility and parking within the precinct. Significant cost increases since the development of the concept means that the carpark will have to be constructed in stages.

SUSTAINABILITY

As a leading science and technology Museum, MOTAT continues to focus on and promote technology that is beneficial to the environment. Sustainability is a major focus of MOTAT's operations, with significant efforts made to reduce the impact the Museum has on the environment.

Overall, we are pleased to see a reduction in our power and waste to landfill and continue our work to install LED light fittings which will reduce this further. Each year, MOTAT participates in a CEMARS (now Toitū CarbonReduce) audit, which measures greenhouse gas emissions in respect to our operational activities. The goal was to maintain or improve on our CEMARS 2017-2018 emissions as we had done in the previous year. Unfortunately we fell short of our KPI for this year, mainly due to the increased operations of the coal-powered pumphouse,

11 The carpark will add an additional **370 parking** spaces visitors to MOTAT, Auckland Zoo and Western Spring Park, making it easier for people to commute to the precinct

Environment and Sustainability

forge, and steam trains. Whilst it is MOTAT's intention to increase the operation of these iconic objects to enhance the visitor experience, we are actively investigating converting the pumphouse to a different fuel source which would significantly reduce coal emissions. This is a significant expense which requires additional funding.

ENGAGE WITH LIKE-MINDED INSTITUTIONS

THE YE

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LOOKING FOR A This is your w of opportun

La Flo

OBJECTIVE 5 ENGAGE WITH LIKE-MINDED INSTITUTIONS

In 2019-2020 we continued to engage with our Western Springs neighbouring institutions to utilise our facilities to support the local community and events in the Western Springs Precinct. Sadly, one of the key events, Pasifika, was an early causality of the rising Covid-19 crisis.

Along with Regional Facilities Auckland and specifically Auckland Zoo, MOTAT is exploring the development of the Western Springs area into a Science, Technology and Environmental Precinct. We hope to present this initiative together to Auckland Council in 2021.

As mentioned previously, planning progressed on the proposed new carpark. Situated at MOTAT2 it will provide parking for all users of the Western Springs Precinct.

During the year we developed our relationship with our programme partner the New Zealand Automobile Association, and they helped us promote MOTAT.FUN via their electronic newsletters and social media (Facebook) channels during the Covid-19 lockdown. Data analytics clearly shows that this support drove a spike in visitation to our new channel. MOTAT was asked to assist the Kauri Museum with its strategy workshop and several other museums benefited from MOTAT resources, especially those it developed in response to the Covid-19 Alert Levels.

Our Conservation team has also strengthened our relationship with other NZ museums and institutions by providing advice on an incredibly wide variety of topics including:

- Auckland War Memorial Museum regarding Synergy telemetry system
- Hokitika Museum regarding the storage of oilskins
- University of Auckland Conservation Laboratory on collection storage provisions
- New Zealand Maritime Museum display options for modern work of art in rug/tapestry format
- Archives NZ regarding MOTAT's experience with the Gunnar CMC Machine

Our outreach efforts with like-minded institutions resulted in the creation of *Mighty Small, Mighty Bright*, a touring exhibition developed by MOTAT, the Dodd-Walls Centre, The MacDiarmid Institute and Otago Museum.



OBJECTIVE 5 ENGAGE WITH LIKE-MINDED INSTITUTIONS

Visitors exploring this hands-on exhibition are introduced to the scientific areas of photonics, advanced materials and nanotechnology. Its first stop after MOTAT was Te Manawa in Palmerston North, where the exhibition resided until

" Collaborating with partnership organisations helps MOTAT educate and inspire visitors, especially children, who are the innovators of tomorrow

General Manager - Museum Experience

September 2020. It attracted 16,124 visitors at Te Manawa between opening in November 2019 and 30 June 2020.

Our achievements in the promotion of tangata whenua technology and innovation, te reo and tikanga Māori varied. New exhibitions developed during this financial year featured strong components of te reo Māori throughout the interpretation. However, despite a strong start to liaison

with iwi around the development of a Māori name for MOTAT, we were unable to progress this and it is something we intend to revisit in the new year.

We are exploring with Ngāti Maniapoto the ways in which MOTAT could support them in telling their story of the role they had in relation to New Zealand's transport and technology heritage, specifically the construction of Te Ara-o-Tūrongo/ Main Trunk Railway.





FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

2019-2020 ANNUAL ACCOUNTS

We are pleased to report that we received an unqualified audit opinion for the 2019-2020 financial year.

The Auckland Council Levy of \$15,811,739 received in the reporting year included \$1,000,000 towards our Approach 2 projects. We completed the Building 6 refit in the prior year, and planning for two other Approach 2 projects (i.e. the carpark at our Meola Road site and the Building 5 re-roof at our Great North Road site) commenced in the year covered by this report. Construction of the carpark is scheduled to commence in the 2020-2021 year but the Building 5 re-roof has been delayed until 2022-2023, as we reduced our levy request for 2020-2021 due to the impact of Covid-19 on the Auckland Council's finances. MOTAT intends to borrow funds to complete the carpark and Building 5 project.

The impact of Covid-19 on our finances was mixed. We closed the Museum between 20 March 2020 and 25 May 2020 in order to reduce the spread of the virus and in accordance with the Government's requirements and this reduced our admissions and commercial income by \$935,362. We were however eligible for the Government Wages Subsidy which contributed \$983,256 in revenue and helped offset our salary costs while we were closed.



The timing around special projects in a museum environment is often fluid, and more so this year as a result of the disruption caused by the Covid-19 pandemic. This meant that we were unable to undertake or complete a number of these projects so those projects and the unspent funds will be carried over into the 2020-2021 financial year.

The above revenue impacts, cost savings and the delayed expenditure as a result of our closure resulted in an Operating Surplus of \$1,801,882.

A significant reduction in the value of our Industrial Heritage and Trams collections this year resulted in an impairment loss of \$5,416,927 being recorded against our Operating Surplus. There was also a net reduction in our Revaluation Reserve for other collection items of \$970,534.

However, as outlined above, the deferral of expenditure into the 2020-2021 financial year resulted in a healthy cash balance at the end of the financial year.

We appreciate the continued support of the Ministry of Education for our "Learning and Education Outside The Classroom" initiatives, and our partnership with JCDecaux with respect to the digital sign on our Great North Road boundary, which provides us an additional revenue stream independent of our normal operations. We were also successful in a number of grant applications that contributed towards various aspects of the operation of the Museum.

Finally, the renewal programme for our aging tram tracks continued this year, along with significant upgrades to our security and monitoring systems. Upgrades to our front of house, CRM and financial management systems also took place during the financial year.

ANNUAL ACCOUNTS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

	ΝΟΤΕ	2020	2019
Levies from Territorial Authorities	2	15,811,739	13,973,339
Grants and Donations	2	1,478,562	406,924
Rent - Donation	2	560,625	560,625
Interest Received		211,390	210,964
Other Operating Income	3	1,818,555	2,753,917
Operating Revenue		19,880,871	17,905,769
Employee Benefits Expense		8,252,461	7,618,493
Depreciation Expenses	4	1,941,276	1,731,044
Finance Expenses		13,128	39,979
Rent - Expense		560,625	560,625
Other Expenses	5	7,311,499	8,445,531
Operating Expenses		18,078,989	18,395,672
Net Operating (Deficit)/Surplus		1,801,882	(489,903)
Impairment Losses (Heritage Assets)	8b	(5,416,927)	-
Net (Deficit)/Surplus after Impairment		(3,615,045)	(489,903)
Other comprehensive income			
Heritage Asset Revaluations from Reserve	8b	(970,534)	6,367,464
Total Comprehensive Income		(4,585,579)	5,877,561

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020

	Projects Reserves	Asset Revaluation Reserves	Retaining Earnings	Total Equity
Balance as at 01 July 2019	195,787	12,175,674	54,150,735	66,522,196
Net (Deficit)/Surplus after Impairment			(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
Balance as at 01 July 2018	190,262	5,808,210	54,646,162	60,644,634
Net (Deficit)/Surplus	190,202	5,606,210	(489,903)	(489,903)
				(489,903)
Transfer to/(from) Project Reserve	5,525		(5,525)	-
Other Comprehensive Income				
Asset revaluation reserve		6,367,464	-	6,367,464
Total Comprehensive Income	5,525	6,367,464	(495,427)	5,877,561
Balance as at 30 June 2019	195,787	12,175,674	54,150,735	66,522,196

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

ANNUAL ACCOUNTS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	ΝΟΤΕ	2020	2019
Current Assets			
Cash and Cash Equivalents	7a	1,352,054	1,014,587
Short Term Investments	7b	2,022,421	-
Accounts Receivable		68,194	257,656
Shop Inventory		55,033	100,442
GST Receivable		176,525	191,044
		3,674,227	1,563,730
Non Current Assets			
Property, Plant and Equipment	8a	30,615,503	31,395,502
Collection Assets	8b	29,574,824	35,934,085
		60,190,327	67,329,587
Total Assets		63,864,554	68,893,318
Current Liabilities			
Creditors and Accruals	9	1,476,307	1,579,964
Current portion of RFA Term Loan	10	285,000	82,405
Income in advance	6	60,681	120,209
		1,821,988	1,782,578
Non Current Liabilities			
Term Loan - Regional Facilities Auckland	10	105,949	588,544
		105,949	588,544
TOTAL NET ASSETS		61,936,617	66,522,195
Equity			
General Equity		50,530,683	54,150,735
Asset Revaluation Reserve		11,205,140	12,175,674
Projects Reserve	11	200,794	195,787
TOTAL EQUITY		61,936,617	66,522,195

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

Board Member: Spload Board Member: Date: 22 October 2020 Date: 22/0000

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	NOTE	2020	2019
Cash from Operating Activities			
Cash was provided from:			
Levies from Territorial Authorities		15,811,739	13,973,339
Donations, Bequests and Grants		1,158,063	192,671
Receipts from operations		1,856,261	2,482,434
Interest income		211,390	210,964
Cash was disbursed to:			
Payments to Suppliers, Employees and others		15,407,941	15,732,742
Borrowing costs paid		13,128	39,979
Net Cashflow from/(applied to) Operations		3,616,384	1,086,687
Cashflow from Investing Activities			
Cash was applied to:			
Payments for property, plant & equipment		1,256,496	2,527,286
Purchase of Investments		2,022,421	-
Net Cash (applied to)/from Investing Activities		(3,278,917)	(2,527,286)
Cash flow from Financing Activities			
Cash was provided from:			
Proceeds from borrowings		-	-
Cash was applied to:			
Repayment of borrowings		-	79,294
Net Cash (applied to)/from Financing Activities		-	(79,294)
Net Increase/ (Decrease) in cash held		337,467	(1,519,893)
Opening Cash Balance		1,014,587	2,534,480
Closing Cash Balance		1,352,054	1,014,587
Represented by:			
Cash and Equivalents	7a	1,352,054	1,014,587
		1,352,054	1,014,587

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

ANNUAL ACCOUNTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

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 (MOTAT Act 2000) which came into force on 1 April 2000. The Board has been established exclusively for charitable purposes. The museum is 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 MOTAT1 (805 Great North Road), MOTAT2 (Meola Road/Motions Road), Western Springs, Auckland, and MOTAT3 (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 2020.

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.

(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. The Auckland Council has an Advisory and Management agreement with Regional Facilities Auckland. The levy revenue is now received from Regional Facilities Auckland.

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 the 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 the 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%

ANNUAL ACCOUNTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

Redevelopment Costs (Work in Progress)

Redevelopment costs relate to costs incurred in the planning stage of the redevelopment of MOTAT2 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.

Additions

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

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

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

Disposals

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

Impairment

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

All items of Property, Plant and Equipment including collection assets are reviewed to identify any indicators of impairment at each balance date. Where there is an indicator of impairment the asset's recoverable service amount is measured, being the higher of the asset's fair value less costs to sell and value in use. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount.

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

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

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

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

(e) COLLECTIONS

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

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 Revenue and Expenditure.

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

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

(f) INTANGIBLE ASSETS

Software acquisition and development

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

Costs associated with maintaining computer software are recognised as an expense when incurred.

Computer software is a finite life intangible asset and is recorded at cost less accumulated amortisation and impairment losses. It is amortised over 2.5 years on a straight line basis.

(g) INVENTORIES

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

(h) GST

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

(i) ACCOUNTS RECEIVABLE

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

(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.

(I) TAXATION

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

(m) CREDITORS AND ACCRUALS

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

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

(n) INCOME IN ADVANCE

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

(o) LEASES

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

(p) STATEMENT OF CASH FLOWS

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

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

(q) CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

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

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

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

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

(r) FINANCIAL INSTRUMENTS

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

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 RFA loan) are initially recorded at fair value net of transaction costs incurred, and subsequently at amortised cost using the effective interest method.

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

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

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

2. GRANTS AND DONATIONS

	2020	2019
Grants		
Donated Collection Assets	36,000	214,253
Ministry of Education Grant	135,099	135,098
New Zealand Lottery Board	40,505	17,495
Other Donations & Grants	3,702	40,078
Other Non Exchange Revenue		
Levies from Territorial Authorities	15,811,739	13,973,339
RFA Loan Forgiveness	280,000	-
Government Subsidies and Grants	983,256	-
Rent Donation	560,625	560,625
Total Non Exchange Revenues	17,850,926	14,940,888

3. OTHER OPERATING INCOME

	2020	2019
Gate and Tram Admission	1,141,235	1,518,699
Hirage, Events and Functions	231,241	565,954
Other income	290,367	430,495
Shop Sales	155,713	238,770
	1,818,555	2,753,917

4. DEPRECIATION EXPENSES

	2020	2019
Leasehold Improvements (incl Buildings)	1,190,919	1,153,526
Furniture and Fittings	75,062	63,962
Vehicles	17,053	16,195
Computers and Software	316,520	200,614
Display Equipment	40,395	42,230
Plant & Equipment	301,327	254,517
	1,941,276	1,731,044

5. OTHER EXPENSES

	2020	2019
Acquisitions	29,206	80,396
Amenities	5,482	9,395
Audit	44,463	52,515
Bank/Merchant + EFTPOS Fees	24,678	30,511
Board - associated/remuneration	150,974	149,449
Catering & Functions	44,975	84,231
Conservation	56,431	103,917
Consultancy/Legal Fees	240,935	377,171
Cost of Shop Sales	124,724	129,403
Courier/Postage	28,903	10,022
Research Database	2,216	14,396
Energy/Fuel	142,352	168,812
Events/Exhibitions/Signage	1,148,269	1,984,370
Expendable Programme Resources	2,081	2,420
Fees, subscriptions, permits & licences	114,996	99,895
Fixed Assets Expenses (<\$1500)	17,882	19,181
Insurance - premiums	207,462	192,778
Internet Connection/IT Support	407,947	272,936
Leases - Equipment	5,710	6,497
Maintenance expenses	1,380,410	1,409,494
Travel/Accommodation/Vehicle	25,926	43,567
Equipment Hire	234,058	55,011
Miscellaneous expenses	197,106	257,746
Marketing	477,816	558,541
Off-site Storage	979,869	994,232
Payroll/Staff, Stakeholder	231,649	266,942
Photocopying & Printing/Stationery	46,198	51,583
Promotions	2,645	24,254
Rates - land/water	50,356	43,602
Restoration Expenses	151,319	261,921
Safety/Security	561,210	535,617
Subscriptions/Memberships	51,092	31,201
Sustainability	7,431	10,628
Telephones	119,727	112,894
	7,316,499	8,445,531

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

6. INCOME IN ADVANCE

	2020	2019
MOTAT Mates Annual Pass Liabilities	60,681	98,919
Functions Deposits	-	7,875
Sundry	-	13,415
	60,681	120,209

7a. CASH AND CASH EQUIVALENTS

	2020	2019
Cheque Account	104,523	155,311
Business Saver Account	1,237,559	851,004
Imprest and Clearing Accounts	9,972	8,273
	1,352,054	1,014,587

7b. SHORT TERM INVESTMENTS

	2020	2019
Term Deposits - 180 days	2,022,421	-

8a. PROPERTY, PLANT AND EQUIPMENT

	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

CURRENT YEAR (2019-2020)

PREVIOUS YEAR (2018-2019)

	Building and Leasehold improvements	Redevelopment Costs	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Total
	2019	2019	2019	2019	2019	2019	2019	2019
Opening Balance 1 July 2018	28,318,092	749,002	223,853	63,027	219,212	189,937	894,270	30,657,393
Add: Additions during the year	1,869,673	104,708	66,883	30,000	138,082	9,426	258,941	2,477,713
Plus (less) Transfer from WIP	138,919	(138,919)	-	-	-	-	-	-
Less: Disposals during the year	-	-	-	-	-	(8,560)	-	(8,560)
Less: Depreciation	(1,153,526)	-	(63,962)	(16,195)	(200,614)	(42,230)	(254,517)	(1,731,044)
Closing balance 30 June 2019	29,173,158	714,791	226,774	76,832	156,680	148,573	898,695	31,395,502
Reconciled to:								
Cost	39,088,780	714,791	786,637	233,069	1,771,201	351,389	2,628,426	45,574,293
Less: Accumulated depreciation	9,915,622	-	559,863	156,238	1,614,520	202,817	1,729,731	14,178,789
Net Book Value	29,173,158	714,791	226,774	76,832	156,680	148,573	898,694	31,395,502

The amount of Borrowing costs capitalised during the period is \$Nil (2019-\$Nil).

Impairment There was no impairment loss recognised in the current year (2019-\$Nil).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

8b. COLLECTION ASSETS

CURRENT YEAR (2019-2020)

		*									0
	Rail	Aviation	Industrial Heritage	Road	Social History	Trams	Comms	Health Science	Military and Medals	Library and 2D Works	Total
	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 Revaluatio	n Gains (Losse:	5)									
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

PREVIOUS YEAR (2018-2019)

	Rail	Aviation	Industrial Heritage	Road	Social History	Trams	Comms	Health Science	Military and Medals	Library and 2D Works	Total
	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019
Opening Balance 1 July 2018	3,218,000	5,833,890	6,485,730	3,428,620	3,932,485	3,450,000	542,550	44,015	666,401	1,814,755	29,416,446
Add: Revaluation Gains (Losses)	3,101,700	2,806,000	-	33,000	746,614	-	-	-	-	(92,950)	6,594,364
Add: Additions during the year	-	87,900	-	99,900	-	-	-	3,960	1,500	20,915	214,175
Less Disposals:											
from revaluation reserve	-	-	(100,000)	(123,000)	-	-	(3,900)	-	-	-	(226,900)
from acquisition value	(28,000)	-	-	(6,000)	-	(30,000)	-	-	-	-	(64,000)
Closing balance 30 June 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
Reconciled to:											
Opening Balance 1 July 2018	3,218,000	5,833,890	6,485,730	3,428,620	3,932,485	3,450,000	542,550	44,015	666,401	1,814,755	29,416,446
Net Changes during the year	3,073,700	2,893,900	(100,000)	3,900	746,614	(30,000)	(3,900)	3,960	1,500	(72,035)	6,517,639
Net Book Value	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

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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. 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 2020 financial year have removed \$6,339,261 in value from the collection, while disposals of objects removed \$20,000 from the collection.

During the year valuations of assets recognised include donated assets, non-significant pre-existing collection assets valued for the first time in 2020 and updated valuations on previously valued items. External valuations for Village buildings were performed by BQH on a replacement cost basis based on the price that would be paid to create similar exhibits in a condition substantially the same but not better than the existing presentation. A presumed dilapidation allowance of 50% has been applied. This valuation approach was applied to all buildings valued excluding the pumphouse, which was valued on the basis of cost to create and build a structure of sympathetic architectural form.

All other remaining categories 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)	2016	2021
Aviation - planes	2019	2024
Aviation - engines	2020	2025
Aviation - furniture	2016	2021
Aviation - civil aviation	2016	2021
Aviation - propellers	2016	2021
Computers (included in Communications)	2020	2025
Health Science	2016	2021
Library	2019	2024
Medals	2020	2025
Military	2018	2023
Printing (included in Communications)	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	2016	2021
Steam (included in Industrial Heritage)	2020	2025
Telecommunications (included in Communications)	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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

9. PAYABLES UNDER EXCHANGE TRANSACTIONS

	2020	2019
Trade Creditors	564,925	508,632
Sundry Creditors	461,911	736,788
Employee Entitlements - Holiday Pay	449,471	334,544
	1,476,307	1,579,964

10. LOAN

	2020	2019
Current		
Regional Facilities Auckland	285,000	82,406
Non current		
Regional Facilities Auckland	105,949	588,544

MOTAT has a loan from Regional Facilities Auckland which is secured by first mortgage over the lease of MOTAT's land. On 27 August 2019 Regional Facilities Auckland altered the terms of the RFA 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. From 1 July 2021 MOTAT will repay the balance of the loan in monthly instalments of \$1,904 (\$22,845 per year consisting of principal and interest) concluding on 30 June 2026. The waiver on 1 July 2020 will be recognised as revenue in the financial year ended 30 June 2021.

11. PROJECT RESERVE

	2020	2019
DC3 NAC Repaint Reserve	1,350	1,350
Lancaster Restoration	187,047	182,040
Mosquito Restoration	2,000	2,000
Tram #17 Fund	10,397	10,397
	200,794	195,787

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

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 2019, renewed to 31 March 2021, with rights to renew for another period of 2 years
- Rental at additional 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:

	2020	2019
Not later than one year	849,285	994,403
Later than one year and not later than five years	2,751,942	3,248,379
Later than five years	794,312	1,642,253
Total	4,395,539	5,885,035

13. AUDIT FEES

	2020	2019
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	50,445	49,345

14. CONTINGENCIES AND CAPITAL COMMITMENTS

As at 30 June 2020 MOTAT had no capital commitments (2019 there was a commitment relating to the remaining costs to implement the CRM system totalling \$89,436).

There were no contingent liabilities at balance date (2019 there was a known contingent liability in respect of a Plexiplass claim \$60,000).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

15. RELATED PARTIES

MOTAT has a loan from the Regional Facilities Auckland of \$390,949 (Current portion: \$285,000, Non current portion: \$105,949). 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%. The waiver of \$285,000 on 1 July 2020 has been treated as a current portion of the loan as at 30 June 2020, along with the rescheduled repayments through to 30 June 2026. The total interest paid on the loan during the year was \$13,129 (2019 - \$37,472). MOTAT also received levies from the Regional Facilities Auckland of \$15,811,739 (2019 - \$13,973,339). The Regional Facilities Auckland are considered related due to their ability to appoint board members.

During the year, MOTAT paid \$7,500 and has a payable of \$7,500 (2019 - \$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.

During the year work was undertaken by Atkins, Holm Majurey Limited. A partner of that firm is a Board Member of MOTAT. The work was carried out on an arms length basis, and the value of the work was \$5,270 (2019: \$7,185). Balance outstanding at year end \$Nil.

During the year, MOTAT paid \$3,315 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	2020	2019
Executive Management Team		
Salaries and other short-term employee benefits	973,881	856,959
	973,881	856,959
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	1,110,131	993,209

Key management personnel include both Board and senior management. During the year there was an overlap of employment costs for one key management position due to a resignation and replacement.

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 2020.

16. GOING CONCERN

As at 30 June 2020 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 Regional Facilities Auckland for the purposes of funding the Board's activities under the Act. For the year commencing 1 July 2020, the Board has received levies from Regional Facilities Auckland totalling \$14,890,578 (1 July 2019 - \$15,811,739).

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 Regional Facilities Auckland. MOTAT1 (Great North Road site) has a 21 year lease expiring on 31 August 2027 for an amount of 10 cents per year. MOTAT2 (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 Regional Facilities Auckland.

18. POST-BALANCE DATE EVENTS

On 20 August 2020 Regional Facilities Auckland reaffirmed the waiver of capital repayment of \$285,000 on 1 July 2020.

Subsequent to balance date, the Covid-19 pandemic has resulted in the New Zealand Government announcing a number of measures to contain the spread of the virus. 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 is being mitigated by MOTAT taking up available Government wage 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

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OBJECTIVE 1 MAXIMISE THE VISITOR EXPERIENCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
1. Align MOTAT's ex	hibitions, events, educ	cation and outreach p	rogrammes 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	ents and outreachinstallations andogrammes that are'pop-ups' opened togned to our Visionthe publicd respond to theeds of our target	6 new or refreshed Exhibitions as per the Exhibition schedule	 ACHIEVED MOTAT Village signage updated in July 2019 Waitakere Station model railway opened in August 2019 Machine Makers opened 21 December 2019 Scooter opened 21 December 2019 Science Photographer of the Year opened 22 May 2020 Parapara Ingenious opened 22 May 2020 Slice of Life preview 30 June 2020, prior to opening 1 July Accelerate changeovers occurred throughout the year
	 Number of public programmes 	 Hold public programmes as per the schedule 	 NOT ACHIEVED Covid-19 impacted July 2019 to February 2020 programme was completed as per schedule
Provide onsite and offsite education programmes that promote innovation and meet the needs of	offsite educationparticipants inprogrammes thatLEOTC, Earlypromote innovationChildhood Education	 Meet participation targets set by Ministry of Education LEOTC within annual contractual period 	 NOT ACHIEVED ▶ Covid-19 impacted ▶ 21,292 participants
our target audience	programmes developed in conjunction with stakeholders	 2,000 children participate in early childhood programmes per annum 	NOT ACHIEVED Covid-19 impacted 986 participants
	 Number of participants in outreach education programmes 	 4,000 students interact with STEAM Cells 	NOT ACHIEVED ► Covid-19 impacted ► 3,363 participants

MAXIMISE THE VISITOR EXPERIENCE

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
2. Be audience and	community focussed		
Undertake annual visitor and community research and use the results to: (a) Develop and expand our offering (b) Identify new target audiences; and	 Visitor research programme including six-monthly reporting 	 Twelve months of visitor surveys (n=600) is completed and two research reports provided 	 PARTIALLY ACHIEVED Covid-19 impacted 9 months of MHM research has been completed, with only 393 surveys completed Two research reports provided
(c) Implement systems for monitoring our success	 Number of new or refreshed programmes that are targeted towards new audiences 	 Two new or refreshed programmes are delivered in response to research results 	 ACHIEVED Squish, Bang, Splat held 22 September 2019 Drive-In Movies held 15 - 16 November 2019
3. Implement a marl in a vibrant and c		romotes the Museum's	; Vision and what it does
Ensure that our marketing strategy promotes our Vision and activities in a way that attracts our target audience	Measure visitor satisfaction ratings	 Survey at least 700 visitors per annum, 94% of which rate their overall experience 7 out of 10 or higher 	 NOT ACHIEVED ▶ Covid-19 impacted ▶ Average to end of March 2020 - 90% ▶ No figures for April - June
Monitor the effectiveness of our marketing strategy by measuring visitor numbers and satisfaction	 Keep track of overall visitor numbers 	 Increase total visitors to 335,560 	NOT ACHIEVED ► Covid-19 impacted ► 205,842
Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience	 Measure online traffic to our website and engagement with our social media platforms 	 Exceed 360,000 visits to our website 	 ACHIEVED Total visits to MOTAT web properties 402,502 Visits to website 311,659 53,411 visits to Collections Online 37,432 visits to MOTAT.FUN
Review and update MOTAT's brand so that it reflects and promotes our Vision			NOT ACHIEVED ► Project has been deferred until 2020- 2021

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
4. Operate the colle	ection		
Develop and implement a Collections Operation Framework to identify current and future	ntify Operation Framework	 Collections Operation Framework completed 	ACHIEVED ► Framework is completed
collection objects that can be operated at MOTAT and at our outreach events		 Operate a minimum of 15 collection objects as per the Framework 	 ACHIEVED ▶ 40 Collection objects used in public experiences
5. Increase digital a	ccess to MOTAT's colle	ction and experiences	;
Develop digital platforms that improve the Museum's target audiences' access to MOTAT's collection	 Number of education programmes with digital engagement component(s) 	 Three education programmes with digital engagement component(s) by June 2020 	 ACHIEVED Mobile App developed to replace paperbased Education Trail Action Bound app utilised in some programmes Education resources developed for online engagement via MOTAT.FUN Online workshops offered
Create new digital content that is aligned to the Museum's Vision and is focused on the target audience, MOTAT Team, stakeholders and partners	 Number of digital programmes delivered 	 Two new digital programmes delivered 	 ACHIEVED Medium (blog platform) launched in October 2019 MOTAT.FUN launched in April 2020 MOTAT.NZ launched June 2020
Develop digital platforms that improve the Museum's target audiences' access to the MOTAT collection	 Number of engagements with digital programmes 	 Measure the number of interactions on the new digital platforms to establish benchmark 	ACHIEVED ► 212,712 Collections Online page views ► 96,621 MOTAT.FUN page views ► 3,925 Medium interactions

EMPOWER THE MOTAT TEAM

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
1. Ensure that MOTA	T is a safe place to visi	t and work	
Maintain, develop, implement and monitor policies and procedures designed to maintain a zero	 Site orientations for all MOTAT Team Members 	 100% of new MOTAT Team Members receive Health and Safety orientation 	ACHIEVED ► All new Team Members have received a Health and Safety orientation
harm environment at MOTAT	 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 Team and Board 	ACHIEVED No reportable accidents or incidents
	 Measure Lost Time Injury Frequency Rate (LTIFR) 	 LTIFR rate less than or equal to June 2019 	NOT ACHIEVED ► 3.69 in June 2020 against 0.94 in June 2019
	 Complete regular Health and Safety meetings and briefings 	 At least 11 Health and Safety Committee meetings 	ACHIEVED ► 12 Health and Safety Committee meetings
	bitchings	 At least 10 Health and Safety briefings to the MOTAT Team 	ACHIEVED ► 23 Health and Safety briefings to the MOTAT Team
2. Manage performa	nce and engagement o	of the MOTAT Team	
Provide effective structures and systems to support, develop and retain the MOTAT Team Monitor the performance of the MOTAT Team	 Complete annual performance reviews 	 100% of all applicable permanent and part-time MOTAT employees receive a performance review 	 ACHIEVED 100% of required performance reviews completed
Monitor the MOTAT Teams' engagement	 Complete annual engagement surveys for MOTAT employees and volunteers 	 Engagement survey scores greater than or equal to June 2019 	 NOT ACHIEVED Covid-19 impacted Decision made to delay the Engagement Survey until the end of the calender year
Develop MOTAT's volunteer base so that it supports the needs of the Museum	 Create applications for volunteer roles that are aligned with the Museum's requirements 	 Engage volunteers into 80% of the advertised volunteer roles 	 ACHIEVED ▶ Volunteers engaged in 100% of advertised roles

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
3. Improve knowledg	ge 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 	 At least 80% of MOTAT employees attend an externally facilitated training course or other programme 	 NOT ACHIEVED Covid-19 impacted 62.35% of MOTAT employees have attended an externally facilitated training course or programme
Ensure institutional knowledge is captured and retained for the benefit of the Museum	 Number of Standard Operating Procedures for operational items completed 	 10 Standard Operating Procedures for operational items completed 	ACHIEVED ► 12 Standard Operating Procedures completed
	 Knowledge from volunteers documented 	 Knowledge gaps from the Volunteer Skills Database used to record five essential knowledge based gaps 	 NOT ACHIEVED 2 knowledge gaps identified and recorded

IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
1. Collection Proced	ure		
Ensure that our collection is managed in accordance with MOTAT's Collection Policy and related procedures	 All collection movements managed according to MOTAT Collection Policy 	 Undertake quarterly Acquisition and Deaccessions Committee meetings 	ACHIEVED ► Meetings took place on October 2019, January 2020, April 2020 and June 2020
Maintain professional standards of practice and protocols as set by Museums Aotearoa, ICOM and other relevant institutions		 Report on all out-going loan requests, proposed donations, acquisitions and deaccessions 	 ACHIEVED All out-going loan requests, proposed donations, acquisitions and deaccessions reported to the Board
2. Collection develop	oment and accessibilit	У	
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	 Milestones outlined in the Collection Review Programme 	 Complete rail, trams, social history collection reviews 	 ACHIEVED Rail rolling stock, trams, timepieces, christening gowns, typewriters, weights and measures collection reviews completed
Enhance online access and information available about our collection	 Traffic to the Vernon Browser platform 	 Increase traffic to Vernon Browser by at least 10% on 2018-2019 	ACHIEVED ► Increase in users: 40,527 or 1085% on 2018-2019
		 Publish 6 articles on the 'Topic' page on Vernon Browser 	 ACHIEVED Total of 28 articles have been produced and published on "Medium"
Facilitate visitor access to our curated storage, workshop and laboratory areas	 Ensure storage, workshop and laboratory areas are accessible for visitors and researchers, as requested 	 Facilitate at least 3 behind the scenes access activities 	 ACHIEVED 13 visits were facilitated behind the scenes at MOTAT1, MOTAT2 and MOTAT3

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
3. Collection Care			
Develop and implement a Collection Care Programme that improves the storage, preservation and display of our Collection	 Benchmarking against Collections Trust standards, the MOTAT collection care practices to meet basic requirements of collection care 	► Implement Environmental Monitoring and Integrated Pest Management procedures to Basic level in Collection Care 2.1 from Collections Trust	 ACHIEVED Environmental Monitoring - monthly monitoring achieved Integrated Pest Management - monthly monitoring achieved
	 Carry out first conservation condition surveys on collections 	 Pilot a Discreet Condition Survey of the collection stored in the dangerous goods and secure storage facilities 	 ACHIEVED January 2020: Condition survey template drafted March 2020: Final template for survey approved June 2020: Various condition surveys undertaken

IMPROVE OUR BUSINESS AND SUSTAINABILITY

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
1. Maximise commer	cial 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 	 Sales and Gross Profit targets as per budget 	NOT ACHIEVED Covid-19 impacted Sales 45.9% of target Gross Profit 40.4% of target
	 Grow Corporate Events 	 Increase number of corporate events held at MOTAT by 10% 	NOT ACHIEVED ► Covid-19 impacted ► 18 events this year (32 last year)
Use and promote the MOTAT Athfield Masterplan to generate funds and other support for the associated capital renewal projects	 Partnership revenue targets achieved to support Approach 2 projects 	▶ Per Plan \$300,000	NOT ACHIEVED Covid-19 impacted \$107,191 - 35.7% of target
2. Buildings and Infra	astructure		
Maintain our buildings and infrastructure as outlined in MOTAT's Asset Management Plan	 Complete work detailed for 2019- 2020 under the 2014 Asset Management Plan that are cost beneficial 	 2019-2020 works as per Asset Management Plan 	NOT ACHIEVED Covid-19 impacted 6 completed prior year 2 deferred to 2020-2021 7 not completed 1 item no longer exists
	 Review Asset Management Plan 	 Independent review of Asset Management Plan completed 	ACHIEVED ► New online Asset Management Plan Portal in place
Implement the MOTAT Athfield Masterplan as funds and other support allows	 Progress Approach 2 projects as funding allows 	 Commence two of the Approach 2 projects as funding allows 	 ACHIEVED Carpark - Resource Consent lodged 12 May 2020 Building 5 - Pre-consent meeting with Council held Café refurbish - Planning underway for November 2020 completion

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
3. Environment			
Continue to refine the Museum's sustainability programmes so that MOTAT is carbon neutral	 Continue CEMARS (Toitū CarbonReduce) rating audit 	 Maintain or improve on CEMARS (Toitū CarbonReduce) 2017-2018 emissions measurement 	 NOT ACHIEVED Increase of 74.61 tCO2e - 18% on prior year Still below base year (2016-2017) by 129.67 tCO2e, representing a 21% reduction
Continue to improve our systems for securing and monitoring MOTAT's site and collection	 Increase security fencing and camera coverage of site 	 Extend MOTAT2 security fencing 	NOT ACHIEVED • Covid-19 impacted • Monies carried forward to 2020-2021
		 Add additional cameras to security network 	 ACHIEVED Upgrade of MOTAT1 and MOTAT2 CCTV servers and system completed 3 x additional cameras added
Promote and use technology that reduces our impact on the environment and inspires the target audience to do the same	 Upgrade Access System 	 New Access System installed 	 ACHIEVED Upgrade of Access System completed for all 3 sites

ENGAGE WITH LIKE-MINDED INSTITUTIONS

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
1. Tangata whenua t	echnology and tikang	a	
 Implement the bicultural strategy Promote tangata whenua technology and innovation, Te Reo and tikanga Tangata whenua content (language, customs, objects etc) included in exhibitions and displays Progress the bicultural strategy 	content (language, customs, objects etc) included in exhibitions and displays ▶ Progress the	Tangata whenua technology, custom and/or language incorporated into at least three new exhibitions	 ACHIEVED Te Reo Māori has been included in each new MOTAT exhibition: Machine Makers Science Photographer of the Year Waitakere Station Scooter Parapara Ingenious MOTAT Village Printing project to celebrate Te Wiki o te Reo Māori, recreating NZ founding documents in Te Reo using traditional printing technology. This formed part of a public programme and a public display
	New Māori name for MOTAT officially launched and included in branding	NOT ACHIEVED • Covid-19 impacted • Initiative postponed to following financial year	
outcomes	irtherships that are an	gned to the vision and	d generate mutually beneficial
likeminded organisations that have similar objectives to MOTAT likeminded organisations undertaken in exhibition, ec or outreach	organisations undertaken in either exhibition, education	 At least one collaboration with likeminded organisations undertaken 	 ACHIEVED Collaborated with Maritime Museum and the Ports of Auckland for their annual SeePort Festival in January 2020 Collaborated with Botanic Gardens Sculpture in the Gardens event - November 2019 - March 2020 Collaborated with Auckland War Memorial Museum on digital photography of the Solent
		 At least one outreach programme extended into a newly identified community 	 ACHIEVED Mighty Small Mighty Bright exhibition on display in Te Manawa, Palmerston North November 2019 - September 2020

MASTER STRATEGY 2019-2029	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2019-2020	REVISED PROGRESS
3. Western Springs			
Use our facilities to support the local community and events in the Western Springs Precinct	 By provision of facilities and support in response to Western Springs precinct activities 	 At least one collaborative opportunity executed 	ACHIEVED ► MOTAT1 site used as a coordination base/ centre for NZ Police for the Six60 concert held at Western Springs Stadium
		 One MOTAT project commenced/ undertaken that benefits the Western Springs precinct users 	 ACHIEVED MOTAT2 car park is in final stages of concept design with works estimated to commence in early 2021

AUDITOR'S REPORT





Basis for opinion

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

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.

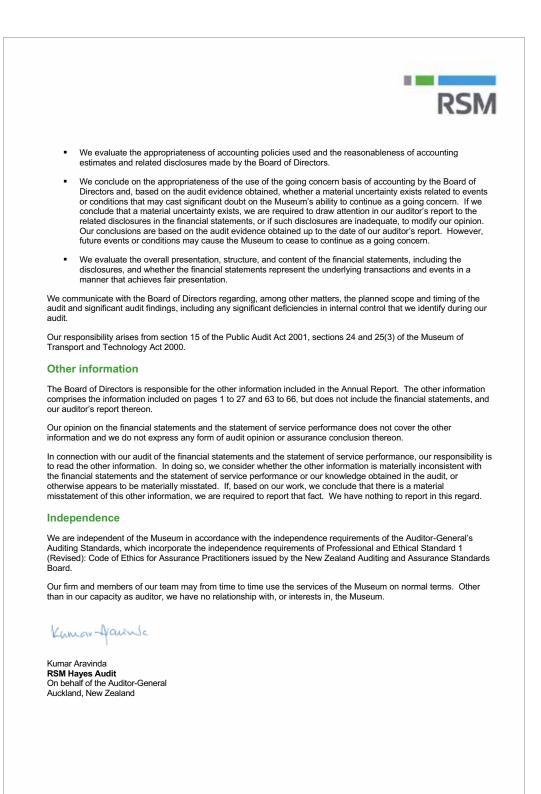
We have agreed to audit the statement of service performance that the Board of Directors have elected to prepare for the Museum.

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.

AUDITOR'S REPORT



MOTAT LEADERSHIP AND GOVERNANCE

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MOTAT LEADERSHIP



MICHAEL FRAWLEY CHIEF EXECUTIVE/MUSEUM DIRECTOR

Michael Frawley started at MOTAT in 2013 and has used his 25 years of business restructuring, strategic development and cultural change experience to 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 (both employees and volunteers) to showcase past, present, and future Kiwi technology that inspires the next generation and builds the mana of New Zealand and its people. Michael is of Ngāti Manipoto and Ngāpuhi decent.



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.



ALBA LETTS GENERAL MANAGER COLLECTIONS

Alba Letts has worked in the arts, culture and heritage sector for the past 23 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.

MOTAT GOVERNANCE

MOTAT BOARD

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

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 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: Lindsay Corban

Committee members: Helen Atkins 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 Mike Spraggon

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	Ministry of Education
Athfield Architects	MOTAT Society
Auckland Council	North and South Trust
Auckland Transport	NZ Automobile Association
BlueSky Community Trust	Rano Community Trust
James Searle Say Foundation	Regional Facilities Auckland
JCDecaux New Zealand	Ricoh
KiwiRail	The Southern Trust
La Lumiere	Waitematā Local Board
Maurice Paykel Charitable Trust	Youthtown Inc

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











MUSEUM OF TRANSPORT AND TECHNOLOGY

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