

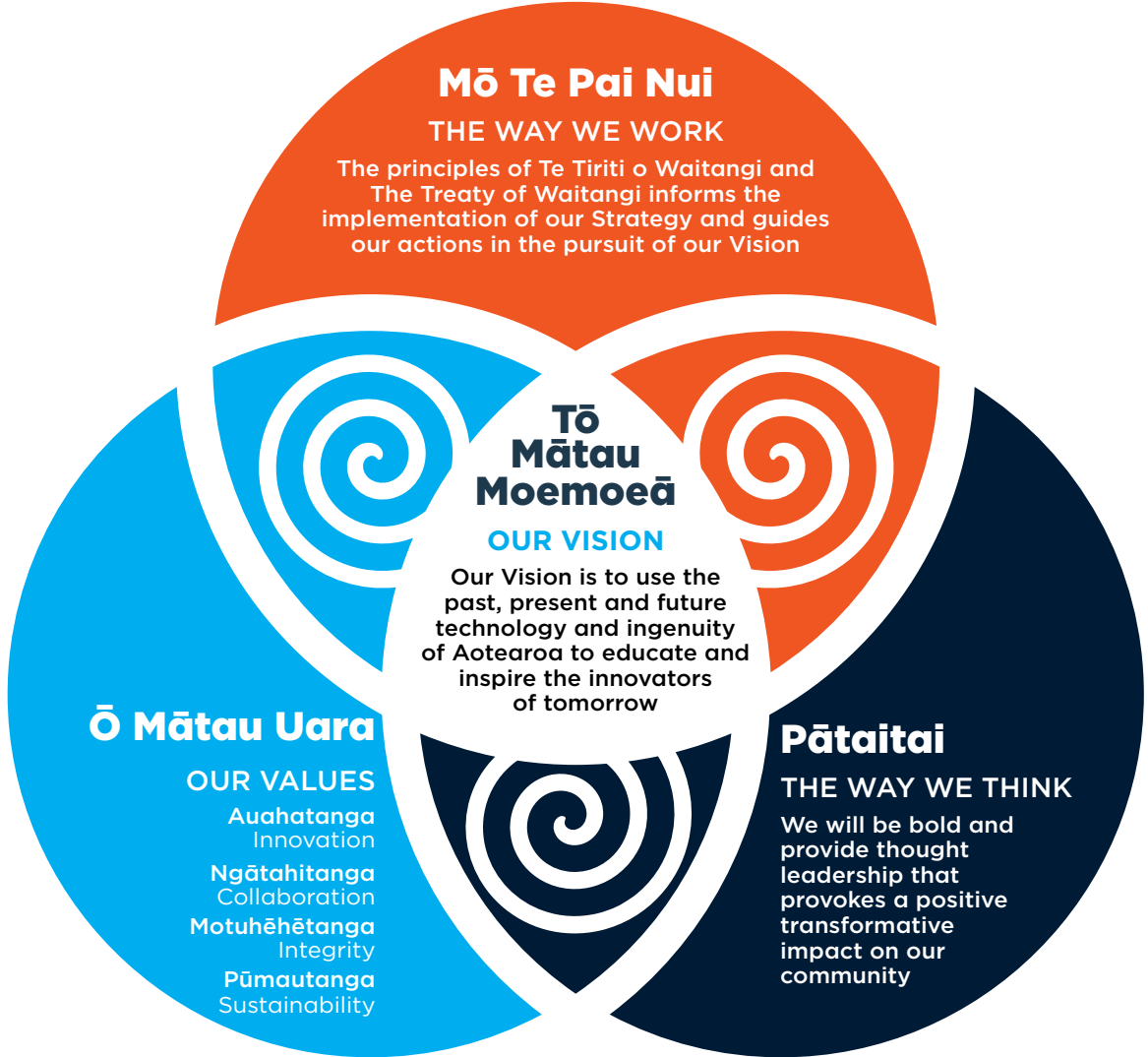


Pūrongo ā-tau
Annual Report
2022-2023



Tō Mātau Moemoeā

Our Vision



Ō Mātau Uara

Our Values

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

Chair and Chief Executive Overview

This Annual Report covers MOTAT’s 2022-2023 financial year – the fourth of our 2019 to 2029 Strategy. It outlines the steps taken to achieve the objectives stated in the Strategy and our Annual Plan for 2022-2023, and how we supported Tō Mātua Moemoeā/our Vision.

We are pleased to report that MOTAT recovered well from the impact of the pandemic and the storms that hit Tāmaki Makaurau at the start of 2023.

MOTAT’s levy for the year was \$18,607,810, which included funding for the development of our science and technology centre – the last of the Approach 2 Projects – and urgent infrastructure work to both the tracks on the Western Springs Tramway and the Blister Hangar at Motions Road.

Despite the residual impact of the pandemic and the storms, we are proud to say that:

- We welcomed 232,144 visitors (not including the unaudited 9,706 visitors to our Pasifika Vibes event), compared to the previous year’s 100,554.
- 31,679 students participated in our onsite and outreach education programmes including STEAM Cells.
- Our non-levy revenue was \$3,658,030 compared to the previous year’s \$3,977,378 which included \$1,306,086 of Government wage subsidies.
- We saw 8,828 free-entry SuperGold Card visitors (aged 65+) compared to the previous year’s 3,497.
- Our MOTAT Mates memberships for the year were 3,174 (which amounts to 13,103 members).
- Western Springs Tramway carried a total of 198,781 passengers compared to the previous year’s 88,091.
- The Dockline Tram in Wynyard Quarter carried 19,288 passengers compared to the previous year’s 11,970.
- Our fantastic and dedicated team of volunteers spent 37,674 hours of their valuable time supporting MOTAT.

For Approach 2 Projects, we completed Stage 1 of our car park, cycle and pedestrian way at Motions Road in August 2022. We also opened our refreshed Aviation Hall and entrance, started the renewal work to our main building, Building 5, at Great North

Road and began development of the science and technology centre with a view to opening the new experience in the second quarter of 2024. We also started the evaluation process in relation to staff accommodation at Motions Road.

We staged *Hohoko Ake: ngā otinga toitū – Switch up: Sustainable Solutions* – an internally-developed exhibition, aimed at 9 to 13-year-olds and their whānau that focused on sustainable technology and innovation in Aotearoa. The exhibition was also a springboard for a bespoke education and holiday programme. We hosted *Tūhura Tuarangi – Aotearoa in Space*, an exhibition created by Otago Museum with input from MOTAT that toured Aotearoa.

There were several significant additions to our collection, especially in relation to transport and technology objects designed and made in Aotearoa. Interactive digital screens were installed in our Aviation Hall to facilitate and enhance how our visitors engage with aircraft in that building.

Our popular STEM Fair, Live Days, Christmas Lights and Pasifika Vibes events returned and attracted visitation close to pre-pandemic levels. We partnered with Tātaki Auckland Unlimited for the return of the Pasifika Festival to Western Springs, providing programming through collaboration with the Auckland Art Gallery, Auckland Museum and Maritime Museum.

We supported our treaty partner Te Nehenehenui/ Ngāti Maniapoto at the return and gifting of Te Ara o Tūrongo (the main trunk railway line) to the nation. We built on our relationships with Ngāti Whātua Ōrākei, Auckland Zoo and other stakeholders in relation to the development of the Western Springs as a science, technology and ecological precinct that leverages off the focus and resources of MOTAT, Auckland Zoo, and Auckland Parks, as well as mana whenua knowledge of the environment, sustainability and the cultural and spiritual significance of the Springs.

It was pleasing to see our employee and volunteer engagement continue the upward trajectory it has been on over the past eight years: 86% of our team

would recommend MOTAT as a great place to work. We were also delighted to be advised by Toitū Envirocare that our carbon emissions had reduced by 28% since 2017. We are now investigating how we can operate our heritage steam engines in a more sustainable way, while maintaining their operational and historical integrity.

Our discussions in relation to closer integration with Auckland Council has moved from Tātaki Auckland Unlimited to the Council’s Arts, Social, Sports and Community Institutions Political Working Group.

Looking forward, we have several infrastructure challenges, especially in relation to our tramway and buildings that we are reviewing with Auckland Council. In the interim, we will continue to build on our onsite, outreach and online experiences so as to inspire our audience to be the innovators of the future.

Finally, we would like to take this opportunity to thank our stakeholders: Auckland Council, Tātaki Auckland Unlimited, the Local Boards, the MOTAT Society, our local community, our partners and sponsors listed at the end of this document, and Te Māhurehure Marae and Ngāti Whātua Ōrākei for their support. We would also like to take this opportunity to acknowledge and thank the MOTAT Team who continue to contribute not only their knowledge and skills but their time, energy and passion to help the Museum achieve its strategic objectives and vision.

Ehara taku toa i te toa takitahi engari he toa takitini

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



Helen Atkins
BOARD CHAIR

Michael Frawley
CHIEF EXECUTIVE / MUSEUM DIRECTOR

2022-2023 in numbers

232,144

Total visitors to MOTAT in 2022-2023

1,246

Objects accessioned into MOTAT's collection

1,930

Items from the Walsh Memorial Library store assessed, cleaned and rehoused along with 455 Collection objects

92%

Visitor satisfaction rating

31,679

Number of school students participating in MOTAT's education programmes

136

Total employees: 103 full-time equivalents (48 part-time, 81 full-time and seven fixed-term)

6,280

Photos added to the Vernon database

7,981

Audience numbers connected with outreach programmes

218,060

Total tram passengers. 198,781 travelled on the Western Springs Tramway and 19,288 on the Dockline Tramway.

37,674

Hours worked by our 161 volunteers

\$3.66m

Non-levy income

44%:56%

Male/Female gender ratio across Executive Leadership and Senior Management teams

86%

Of the team recommend MOTAT as a great place to work

The year at a glance

2022-2023 saw MOTAT recover from the impact and disruption of the pandemic. There were many moments to celebrate along the way.

August

Investment and refreshment

Our refreshed Aviation Hall opens with its interactive screens and helicopter, renewed entrance and new 200-space car park. **Page 12**

Partnering for powerful programming

Tūhura Tuarangi – Aotearoa in Space, created in collaboration with MOTAT, launches at Otago Museum before touring Aotearoa. It arrives at MOTAT in June 2023.

September

Caring for significant objects

Trams 301, 252 and 17 move to MOTAT Penrose for improved care and monitoring.

October

Inspiring a sustainable future

Hohoko Ake: ngā otinga toitū – Switch Up: Sustainable Solutions and associated education programme and holiday experience Project Reclaim opens. **Page 11**

Going global

MOTAT joins Google Arts and Culture to increase public access to the Museum's collection and associated stories.

November

Winning educational outreach

MOTAT takes out the Excellence in Community Contribution at the Westpac Auckland Central Business Awards for its STEAM (Science, Technology, Engineering, Arts and Maths) Cell programme. **Page 13**

December

MOTAT lights up for Christmas

Our iconic Christmas Lights event returns, selling out on several nights.

February

Community partnership

Aviation Lates launches in partnership with Auckland Zoo, while also celebrating Pride month.

March

Pasifika Festival

MOTAT supports the festival with its complementary Pasifika Vibes event. **Page 22**

Sustainable progress

MOTAT receives its Toitū Envirocare audit and certification, confirming a 28% reduction in emissions since 2017. **Page 20**

Future science and technology

MOTAT hosts the Supercharging the Future of Aotearoa with Science and Technology event and panel discussion in support of MOTAT's science and technology centre. Work on Building 5 begins.

April

Treaty Partner

MOTAT supports our Treaty Partner Te Nehenehenui/Ngāti Maniapoto at the gifting of Te Ara o Tūrongo (the main trunk railway line) to the nation.

Significant Acquisition

MOTAT acquires a rare New Zealand-designed and manufactured 1968 Trekka to complement the prototype edition we already hold. **Page 17**

May

Emotional reunion

Ivan and Beth Hodge return to MOTAT to visit the 1961 VW Beetle they donated to the Museum in 2016.

June

Recognising and honouring volunteers

MOTAT offers free entry for the region's volunteers during Te Wiki Tūrongo ā-Motu/ National Volunteer Week, and holds an event to thank our MOTAT volunteers for their significant support of the Museum. **Page 15**





OBJECTIVE 1

Maximise the Visitor Experience

Focus on regeneration solutions inspires visitors

An exhibition exploring sustainability was designed to inspire and empower tamariki and their whānau, and to promote positive change.

Hohoko Ake: ngā otinga toitū – Switch Up: Sustainable Solutions was an internally developed exhibition, aimed at 9 to 13-year-olds and their whānau. It focused on sustainable technology and innovation in Aotearoa.

The exhibition was supported by many innovative businesses and organisations that provide sustainable solutions, such as recovering the gold and other components from discarded e-waste, recycling soft plastics into building materials and fence posts, and finding new uses for wool – such as boat making. Several of these innovations were added to MOTAT’s technology collection.

A digital trail enabled tamariki and their whānau to explore sustainable solutions via the use of a digital tag that tracked their journey.

The exhibition provided rich content for our bespoke education programme delivered to schools groups every week day. It was also a platform for October school holiday experience Project Reclaim,

where tamariki and rangatahi could travel back in time to prevent an ecological disaster by completing tasks in different locations around the museum.

One of the themes that literally ran through the exhibition, was the story of Waitītiko Meola Creek, with interviews introducing community groups, kura, and others who are actively restoring and caring for the awa (stream) and highlighting the power of community action.

Our visitors told us they found the exhibition “fun, interesting, informative, interactive and amazing,” and expressed genuine surprise, delight, and awe at learning about the innovative use of upcycled products.

MOTAT also walked the talk with a mission to make the exhibition sustainable with 80% of its components either recycled, reused or donated to the Beautification Trust.



After months of disruption due to the pandemic, it was wonderful to see our visitors return to MOTAT. This was facilitated by a range of inspiring, immersive and refreshed experiences that saw visitation and engagement increase towards pre-pandemic levels.

Aviation Hall refresh delights visitors

Our Aviation Hall underwent a significant refresh, including the opening of a 200-space car park. Visitors now enjoy a refurbished and a much larger retail and entry space, complete with parent and first-aid rooms. The exhibition space was improved with interactive, leading-edge digital screens to inspire and delight our visitors and enhance their experience.

With the support of the Police, we transformed the Police 2 helicopter into an interactive “wow” experience for our younger visitors incorporating light and sound and the ability to communicate with “ground-crew” whānau.

We also expanded our Aviation Talks into a three-month season called Ngā Korero Rererangi Aviation Conversations. The season included a documentary screening about the Avro Lancaster Bomber, a presentation by Electric Air founder Gary Freedman, and a collaboration with the Honourable Company of Air Pilots featuring Navy aviator Ian Sloan.



1 The audience at one of the Aviation Conversations talks.
2-4 Our young visitors and their whānau enjoy the Aviation Hall refresh at the opening in August 2022.

Award-winning outreach

Our learning outreach STEAM Cell offering won the Excellence in Community Contribution category at the Westpac New Zealand Auckland Central Business Awards in October. Sponsored by Samsung New Zealand, the mobile STEAM Cells contain science-focused equipment and teaching resources, delivering the MOTAT Education experience to schools in the community – 41 schools and 7,135 students in 2022-2023.

MOTAT’s onsite education programme is also a success story of this financial year, with up to four schools and early childhood programmes taking part each school day.

New event targets wellbeing

MOTAT launched Sports Tech, a new event that focused on sport and activity technology. The two-day event in May featured technology and experiences such as eSports to encourage young people to become more active.

1-2 The winning STEAM Cell team; rangatahi experiment with STEAM Cell science equipment.
3 Visitors make smoothies using pedal power during Sports Tech weekend.



OBJECTIVE 2

Empower the MOTAT Team

Embracing Kaupapa Māori in our museum

Substantial progress has been made in Kaupapa Māori at MOTAT.

During the year we implemented Tu Puna Whāngai, a Kaupapa Māori framework, outlining guiding principles for progressing the development of a bicultural MOTAT. This framework includes the provision of te reo Māori language classes, Te Tiriti o Waitangi workshops, te reo yoga and the establishment of three new Kaupapa and Mātauranga Māori positions.

Regular meetings of Te Kōmiti o Kaupapa Māori were held throughout the year to

support the development and implementation of Kaupapa Māori initiatives. Waiata classes, and tikanga advice was made available to the MOTAT Team.

We continued to weave te reo and te ao Māori into our Exhibitions such as *Hohoko Ake: ngā otinga toitū – Switch Up: Sustainable Solutions* and public programmes.

We also continue to build our partnerships with iwi, Kaupapa Māori organisations and providers and in particular with

the local Te Mahurehure Marae. We were delighted to be invited to their opening of Te Taumata o Kupe during the year.

In April 2023, MOTAT was honoured to participate in a ceremony held by Te Nehenehenui /Ngāti Maniapoto to acknowledge the transfer of Te Ara o Tūrongo (the main trunk railway line) to the nation. MOTAT is pleased to support the treaty settlement process, and sees this partnership as a vital expression of Te Puna Whāngai.

1 MOTAT's Kaupapa Māori rōpū.



The MOTAT Team is a group of dedicated, highly skilled and knowledgeable employees and volunteers who are the kaitiaki of the MOTAT collection and collaborate to make MOTAT an educational and inspiring place.

Team engagement improves

Our annual engagement survey was undertaken in June and confirmed that employee engagement was 66%, which is 3% higher than the previous year (and only 2% below the Australian and New Zealand benchmark). Our volunteer engagement was 84% which is 5% higher than the previous year (there is no national benchmark for volunteers). Across the organisation, 86% of our team believe that MOTAT is a great place to work.

- 1 Aviation Lates included talent dressed as flight crew.
- 2-4 Members of our 161-strong volunteer team helping to contribute 37,674 hours to the Museum.



Safety and wellbeing

Safety and wellbeing at MOTAT has continued to improve and our Lost Time Injury Frequency Rate (LTIFR) went from 1.69 in 2022 to 0.78. We tested a new safety and security software, Noggin, with a view to rolling that system out in the next financial year.

The annual audits of our trams, locomotives, steam engines and hazardous materials did not identify any significant issues.

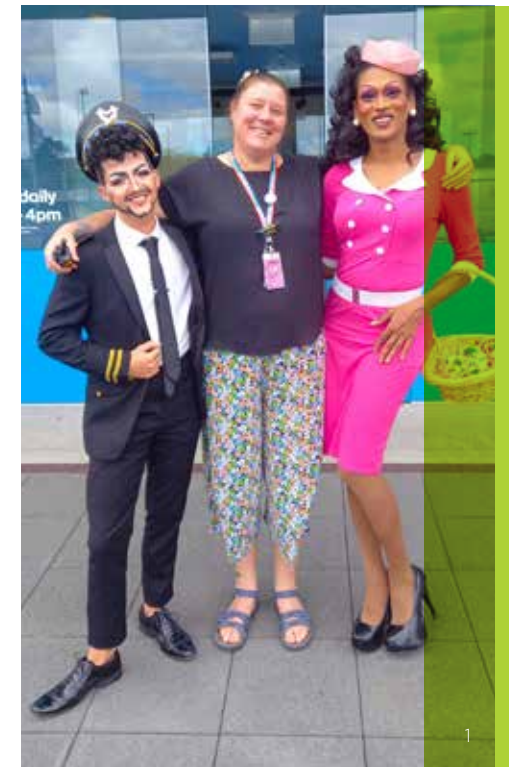
Wellbeing was another important focus during the year and we added Groove to our MOTAT Team toolbox. Our engagement survey recorded a 5% improvement in work-life balance and we are now 14% ahead of the benchmark.

Honouring volunteers

Our volunteers contributed more than 37,000 hours of skill and knowledge in support of the Museum. We acknowledged and thanked them for their significant contribution during Te Wiki Tūao ā-Motu/National Volunteer Week. We also provided free entry for the region's volunteers and whānau as a thank you from MOTAT and the wider community.

Diversity and inclusion

MOTAT's Rainbow Committee initiated several social events for the MOTAT Team during the year. The committee provides invaluable input and support in relation to the development of our policies and procedures so that they are inclusive.



OBJECTIVE 3

Improve quality of the collection, its care and accessibility

Restored with passion and skill
– expertise of team shines

The rail workshop team bring a rare and significant early internal-combustion locomotive back to life.



The Oberursel is one of the oldest preserved locomotives in New Zealand and the only German-built example in Aotearoa. Its restoration, carried out by MOTAT Rail Workshop volunteers, was feted in New Zealand and in Germany due to its rarity and won a prestigious Federation of Rail Organisations of New Zealand (FRONZ) award.

The locomotive is a great asset for MOTAT and will be regularly operated on Live Days – telling the story of how the internal combustion engine was applied to railway use in the past.

Significant work went into the challenge of restoring the Oberursel over recent decades and in October 2022 the locomotive was driven under its own power for the first time in 40 years and featured at MOTAT's Rail Live Day in November 2022.

The high standard of workmanship is a testament to the dedication and research of the team. The restoration project also provided opportunities to upskill and increase expertise that can be applied to future projects.



The care and development of MOTAT's Collection was a focus during the year.

Another Trekka makes two

MOTAT acquired a rare New Zealand-designed and built 1968 flat-deck Trekka to join the prototype held in the Museum's collection for more than 40 years. The two vehicles highlight the technological progression between prototype and production model.

Mapping moment

The Walsh Memorial Library's aerial mapping collection was enhanced by a significant donation including: photographic diapositives, flight plans, moving images, pictorial items, an etched-glass window from the original NZAM (New Zealand Aerial Mapping) headquarters and some of the hardware used in the photographic lab. This donation links with the Museum's NZAM Beechcraft Kansan and Wild Heerbrugg A8 725 stereoplotter, increasing our collection stories of the mapping of Aotearoa.

Emergency preparedness

During the year we updated our salvage plan and ensured teams at all three sites had the equipment and salvage kits to deal with any potential flood and other risk. This was timely given the extreme weather events in early 2023. We weathered those storms with nominal damage to our infrastructure and provided assistance, support and resources to other worse-hit institutions.

Aviation pioneers preserved

We restored, conserved and rehoused 40 pencil and charcoal drawings by Stan J. Woods, created for the opening of MOTAT's *Pioneers of Aviation* exhibition in 1977.

Cycle care

Our extensive bicycle collection was moved from wooden crates to purpose-built storage crates and mounts that were better suited to their long-term care.



Acquiring science and technology for future generations

MOTAT's Collection includes past, present and future innovative technology. These objects were added to our collection this year so we can educate and inspire our audience.

TAE provisions box

Used by the 1956 Commonwealth Trans-Antarctic Expedition team for storing provisions on the trip.



Meo anti-pollution mask

A collaboration between Healthy Breath Ltd (Meo) and New Zealand fashion designer Karen Walker, the mask uses a wool Helix Filter developed by Lanaco, made from specially bred sheep.



Platform scales

Used by the Ponsonby Mail Centre, these scales demonstrate a system of multiplying levers and the technology for measuring the weight of loads.



Hybrid e-bike

Manufactured from carbon fibre, energised by a rechargeable lithium battery and designed in Stoke, Nelson, by Hybrid Bikes, this electric bicycle is a great example of sustainable technology and transport in one object.



Tiki tea kettle

An early example (1926) of New Zealand-patented and manufactured domestic technology. It features an easily accessible and replaceable heat dispersing element and is decorated with tiki.



Poly 1 computer

Designed by the Wellington Polytechnic in 1980 as a computer for schools.



1960s telephone

Incorporates the earpiece, mouthpiece and dial into one unit, which led the way for similar development of mobile phones.



AquaWatch Waka

Collects data about the health of waterways and transmits this via a satellite connection to a cloud-based platform, so the data can be monitored to ensure optimal water health.



Auckland Tramway Medallion

Presented to "Motorman Bach" in 1904 as a thank-you gift from Avondale School after he rescued one of its pupils from the front of a moving tram on Khyber Pass Road.



Crown Lynn tea cup

A limited-number Crown Lynn tea cup and saucer manufactured in 1986, commemorating the Raurimu Railway Spiral engineering feat, along with its later electrification in the 1980s.



Box sextant

Made by T Twain for Kilpatrick and Co and used by John Rochfort (1832-1893) to survey the North Island main trunk railway including the Raurimu Railway Spiral.



iPhone 3G

One of the first iPhone models for sale in New Zealand, it was available to purchase from 11 July 2008 and connected to the (now obsolete) 3G network.



OBJECTIVE 4

Improve our business and sustainability

Sustainability goals lead to carbon reduction

Sustainability is strategically and operationally important to us and is one of our core values.



Our sustainability goals are to:

- Refine our sustainability programmes so we become carbon neutral.
- Improve our systems for securing and monitoring how we operate our sites and collection.
- Promote and use technology that reduces our impact on the environment and inspires our audience to do the same.

We have continued to introduce measures that reduce our

carbon emissions and footprint. This resulted in a pleasing result from our latest Toitū carbonreduce audit showing we had achieved our five-year target of a 33% reduction in emissions since 2017. Our continued progress also saw us achieve a Qualmark Gold Sustainable Tourism Business Award that recognises our exceptional customer experiences and sustainable practices.

We achieved this reduction by using solar energy to power up our Little Flick EV for rides, using electric vehicles for collection movement, providing Locky Dock stations to encourage our team and visitors to bike to the Museum, using ebikes to move between our two locations in the Western Springs precinct, and improving recycling and water harvesting.

Looking forward, we are investigating how we can operate the steam-powered engines in our collection in a more sustainable way.



From building improvements to IT systems to social enterprise, we lifted business performance on many fronts.

Building 5 upgrade begins

A priority for the year was the upgrade of our main hall (Building 5) to accommodate a new science and technology experience. The renovation included a new insulated roof and mechanical ventilation to provide heating and cooling. Other aspects of the building were upgraded to ensure code compliance and the internal footprint opened up to provide generous exhibition spaces.

Our partnership with Athfield Architects and Projectability meant clever, economical solutions were found to achieve all construction goals in the most

cost and time-effective way possible. The decant programme began in March to prepare the building for construction works in April and the programme was on track to be completed in September 2023.

New CRM welcomed

Communicating effectively with visitors and members ensures we offer the best possible experience. During the year we installed and tested a new customer relationship management (CRM) database. We worked closely with Tessitura to ensure the product met our needs and provided the necessary functions. This included integration with the new venue booking system (Artifax), email marketing platform (Prospect2), and onsite and online retail system (Shopify).

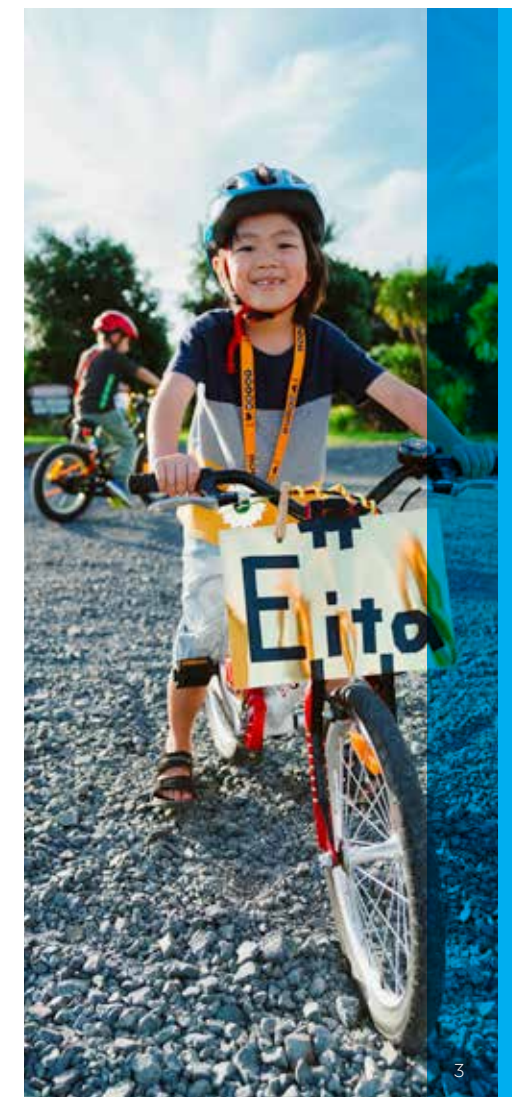
The new CRM will allow better segmentation of data for improved analysis and insights, increase

our fundraising and donation capabilities, and allow us to introduce digital membership for MOTAT Mates.

Social enterprise partnership

A new initiative means we get to support new New Zealanders to gain experience and skills for employment or running a business.

In 2023 we entered a partnership with social enterprise WISE Catering to run our café at Great North Road. WISE (Women in Social Enterprise) is part of umbrella organisation Belong Aotearoa, a not-for-profit innovation and social change hub that comprises a collection of micro businesses owned and run by former refugees and migrants who now call Aotearoa home. Our café will also serve as a training space for participants to develop catering and hospitality skills.



OBJECTIVE 5

Engage with like-minded institutions

Pasifika Vibes – supporting community, culture and precinct

Working together to create more enriched outcomes is key to serving all our audiences.



Pasifika Vibes complements the Pasifika Festival held in March across Te Wai Ōrea Western Springs and is a strong example of MOTAT engaging and working with like-minded institutions for the benefit of the wider community.

Our free-entry Pasifika Vibes event, in partnership with Tātaki Auckland Unlimited, opened up the lower area of MOTAT Great North Road to support the festival and flow for attendees between the park and stadium. We collaborated with and hosted Auckland Art Gallery Toi O Tāmaki, the Auckland Museum Tamaki Paenga Hira, New Zealand Maritime Museum Hui Te Ananui A Tangaroa, and Stardome Observatory and Planetarium so they could also participate and support the Pasifika Festival. Unaudited visitation was 9,706 people over the two days of the festival.

We worked with Taro Patch Creative to screen a suite of Pasifika-made short films at Pasifika Vibes that highlighted Pasifika communities working in film and television industries. We enjoyed hosting surprise lunch guests – the Prime Minister, Deputy Prime Minister and colleagues.



This year saw us reaffirm and grow our relationships with other museums and cultural organisations, Auckland Council entities, community groups, industry and the education sector.

Diverse collaboration

The development of a science and technology centre is an opportunity to work with organisations and people who share our passion for sparking and supporting the curiosity tamariki and rangatahi have for STEM. It includes a dedicated gallery for tamariki aged six and under, and their whānau.

Te Ao and mātauranga Māori is integral to the experience and an advisory group was set up to support this. The group comprises mātauranga Māori staff, supported by Pita Turei, representatives from the Pūhoro Stem Academy and MOTAT Board Member Dr Nicholas Waipara.

Highly regarded science and technology organisation Science Alive will join us as a sponsor and programming partner next year, while the Te Whai Ao Dodd-Walls Centre for Photonic and Quantum Technologies extends its continuing financial and content support of MOTAT and the centre.

The Exhibition Development Project Team has also consulted with science departments at the University of Auckland and several similar international family-focused, hands-on science and technology museums including Exploratorium in the US, Questacon in Australia, and Science Museum in the UK. Dame Juliet Gerrard, Chief Science Advisor to the Prime Minister, and Dr Michelle Dickinson of Nanogirl Labs also gave their support.

STEM Fair times two

MOTAT's annual STEM Fair is a flagship event, and this financial year was unusual in that it was held twice. October 2022 saw a slightly smaller, delayed event, then, in April this year, regular programming resumed. We collaborated with up to 50 exhibitors from leading industry

and tertiary sector organisations involved in STEM to engage tamariki and whānau in the exciting world and careers of science and technology.

University research centres and STEM departments are regular exhibitors who see the event as a great opportunity to engage with the curious and enthusiastic MOTAT audience about STEM and the work they do. We also welcomed new exhibitors Manaaki Whenua Landcare Research, Ministry of Inspiration and Perfectly Imperfect.

Nationally and globally

We communicate within our sector throughout the year. Our Chief Executive regularly meets with directors of other Tāmaki Makaurau arts, culture and heritage institutions and makes our policies, procedures and other documents readily available on request. Our General Manager of Museum Experience is also Chair of the Trust Board of the National Museum of the Royal New Zealand Navy.

Our Chief Executive is one of five New Zealand directors on the Council of Australasian Museum Directors (CAMD). Our General Manager of Collections is a member of the International Council of Museums (ICOM) NZ Board and of ICOM's International Working Group, which is investigating the challenges around storage of collection objects.

Our General Manager of Business Services is on the board of Te Tuhi Contemporary Art Gallery.



Financial Statements for the year ended 30 June 2023



2022-2023 Annual Accounts

We are pleased to report that we received an unqualified audit opinion for the 2022-2023 financial year.

The levy provided by Auckland Council was \$18,607,810, which included \$2,900,000 for the development of our science and technology centre, the last of our Approach 2 Projects, and urgent infrastructure work to both the tracks on our Western Springs Tramway and the Blister Hangar at Motions Road. Our admissions, commercial revenue, grants, and other non-levy revenue was \$3,658,629. This was a good result considering the residual impact of the pandemic on visitation and of the storms in early 2023.

Our contract with the Ministry of Education in relation to the Enriching Local Curriculum continued, as did our partnership with Samsung.

We continued to run the Dockline Tram in the Wynyard Quarter on Sundays and public holidays for Eke Panuku, which generated "other revenue" of \$200,000 and our partnership with JCDecaux and our digital sign on Great North Road generated "other revenue" of \$199,982.

In accordance with our Annual Plan for 2022-2023, we completed and opened Stage 1 of our car park,

cycle and pedestrian way at Motions Road in August 2022. We started renewal work on our main building, Building 5 at Great North Road.

We refreshed the Aviation Hall and entrance at our Motions Road site, but we were unable to progress work on the Blister Hangar as further engineering advice was required and the negotiations for the hardware for the urgent infrastructure work took longer than anticipated.

Several other projects were delayed due the residual impact of the pandemic and the storms of early 2023, and this, together with the prudent management of our finances and resources, meant we did not have to call on the Approach 2 loan facility until the final six weeks of the financial year.

Finally we achieved 16 of the 20 objectives outlined in the Audited Statement of Service Performance, partially achieved two more, and failed to achieve two objectives.



Financial Statements for the year ended 30 June 2023

Statement of comprehensive income for the year ended 30 June 2023

| | NOTE | 2023 | 2022 |
|--|------|-------------------|-------------------|
| Levies from Territorial Authorities | 2 | 18,607,810 | 15,635,107 |
| Grants and Donations | 2 | 1,174,757 | 2,450,013 |
| Rent - Donation | 2 | 2,040,000 | 2,040,000 |
| Interest Received | | 237,595 | 75,260 |
| Other Operating Income | 3 | 2,245,678 | 1,452,105 |
| Operating Revenue | | 24,305,839 | 21,652,485 |
| Employee Benefits Expense | | 9,588,044 | 8,908,345 |
| Depreciation Expenses | 4 | 1,784,652 | 1,924,933 |
| Amortisation of Intangibles | | 13,752 | 13,752 |
| Finance Expenses | | 1,518 | - |
| Rent - Expense | | 2,040,000 | 2,040,000 |
| Other Expenses | 5 | 9,575,099 | 7,136,276 |
| | | 23,003,065 | 20,023,306 |
| Net (Deficit)/Surplus | | 1,302,774 | 1,629,179 |
| Other comprehensive income | | | |
| Heritage Asset Revaluations from Reserve | | 780,740 | (12,980) |
| Total Comprehensive Income | | 2,083,514 | 1,616,199 |

Statement of changes in equity for the year ended 30 June 2023

| | Projects Reserves | Asset Revaluation Reserves | Retaining Earnings | Total Equity |
|------------------------------------|-------------------|----------------------------|--------------------|-------------------|
| Balance as at 01 July 2022 | 205,025 | 11,169,380 | 51,083,332 | 62,457,737 |
| Net (Deficit)/Surplus | - | - | 1,302,774 | 1,302,774 |
| Transfer to/(from) Project Reserve | 5,178 | - | (5,178) | - |
| Other Comprehensive Income | | | | |
| Asset revaluation reserve | - | 780,740 | - | 780,740 |
| Total Comprehensive Income | 5,178 | 780,740 | 1,297,596 | 2,083,514 |
| Balance as at 30 June 2023 | 210,203 | 11,950,120 | 52,380,929 | 64,541,251 |
| Balance as at 01 July 2021 | | | | |
| Balance as at 01 July 2021 | 203,244 | 11,182,360 | 49,455,935 | 60,841,539 |
| Net (Deficit)/Surplus | - | - | 1,629,179 | 1,629,179 |
| Transfer to/(from) Project Reserve | 1,781 | - | (1,781) | - |
| Other Comprehensive Income | | | | |
| Asset revaluation reserve | - | (12,980) | - | (12,980) |
| Total Comprehensive Income | 1,781 | (12,980) | 1,627,398 | 1,616,199 |
| Balance as at 30 June 2022 | 205,025 | 11,169,380 | 51,083,334 | 62,457,739 |

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

Statement of financial position as at 30 June 2023

| | NOTE | 2023 | 2022 |
|-------------------------------------|------|-------------------|-------------------|
| Current Assets | | | |
| Cash and Cash Equivalents | 7 | (278,458) | 2,259,398 |
| Accounts Receivable and Prepayments | | 57,611 | 82,748 |
| Shop Inventory | | 62,580 | 60,207 |
| GST Receivable | | 528,508 | 386,623 |
| | | 370,241 | 2,788,977 |
| Non Current Assets | | | |
| Intangible Assets | | 6,802 | 20,553 |
| Property, Plant and Equipment | 8a | 33,194,016 | 27,172,721 |
| Work in Progress | 8a | 3,268,886 | 6,146,838 |
| Collection Assets | 8b | 30,909,656 | 29,942,449 |
| | | 67,379,360 | 63,282,562 |
| TOTAL ASSETS | | 67,749,600 | 66,071,539 |
| Current Liabilities | | | |
| Creditors and Accruals | 9 | 3,079,434 | 2,747,292 |
| Income in advance | 6 | 128,917 | 866,508 |
| | | 3,208,349 | 3,613,800 |
| TOTAL NET ASSETS | | 64,541,251 | 62,457,739 |

| | | | |
|---------------------------|----|-------------------|-------------------|
| Equity | | | |
| General Equity | | 52,380,929 | 51,083,334 |
| Asset Revaluation Reserve | | 11,950,120 | 11,169,380 |
| Projects Reserve | 10 | 210,203 | 205,025 |
| TOTAL EQUITY | | 64,541,251 | 62,457,739 |

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

The financial report including the Financial Statements and the Statement of Service Performance have been authorised by the Board.



Board member
Date 19 October 2023



Board member
Date 19 October 2023

Financial Statements

for the year ended 30 June 2023

Statement of cash flows for the year ended 30 June 2023

| | NOTE | 2023 | 2022 |
|--|------|--------------------|--------------------|
| Cash from Operating Activities | | | |
| Cash was provided from: | | | |
| Levies from Territorial Authorities | | 18,607,810 | 15,635,107 |
| Donations and Bequests | | 153,757 | 2,367,381 |
| Receipts from operations | | 2,332,253 | 1,471,575 |
| Interest income | | 237,595 | 75,260 |
| Cash was disbursed to: | | | |
| Payments to Suppliers, Employees and others | | 18,946,900 | 15,299,695 |
| Borrowing costs paid | | 1,518 | - |
| Net Cashflow from/(applied to) Operations | | 2,382,997 | 4,249,628 |
| Cashflow from Investing Activities | | | |
| Cash was provided from: | | | |
| Sale of Investments | | - | - |
| Sale of property, plant & equipment | | 11,376 | 19,685 |
| Cash was applied to: | | | |
| Payments for property, plant & equipment | | 4,932,229 | 5,645,367 |
| Net Cash (applied to)/from Investing Activities | | (4,920,853) | (5,625,682) |
| Cash flow from Financing Activities | | | |
| Cash was provided from: | | | |
| Proceeds from borrowings | | - | - |
| Cash was applied to: | | | |
| Repayment of borrowings | | - | - |
| Net Cash (applied to)/from Financing Activities | | - | - |
| Net Increase/ (Decrease) in cash held | | (2,537,856) | (1,376,054) |
| Opening Cash Balance | | 2,259,398 | 3,635,452 |
| Closing Cash Balance | | (278,458) | 2,259,398 |
| Represented by: | | | |
| Cash and Equivalents | 7 | (278,458) | 2,259,398 |
| Short Term Investments | | | - |
| | | (278,458) | 2,259,398 |

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

Notes to the Financial

Statements for the year ended 30 June 2023

1. Statement of Accounting Policies

Reporting Entity

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

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

MOTAT's Vision is to use past, present and future technology and ingenuity of Aotearoa to educate and inspire the innovators of tomorrow. It will do this by creating multi-dimensional experiences aligned with its Vision, reporting against annual plan objectives and its collection with a view to expanding the Museum's audience and reach. The financial report and reporting against annual plan objectives was 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 Report is prepared in accordance with the Museum of Transport and Technology Act 2000 and includes results of the Board for the year ended 30 June 2023.

The Financial Statements are presented in New Zealand dollars rounded to the nearest dollar.

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

Summary of Accounting Policies

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

The following outlines new reporting standards adopted for the first time in the preparation of the financial report, which includes the financial statements and the statement of service performance.

Adoption of PBE IPSAS 41 Financial Instruments

MOTAT has adopted PBE IPSAS 41 from 1 July 2022 in accordance with the transitional provisions and without restatement of comparatives.

This standard sets out new requirements for classification and measurement, impairment and hedge accounting for financial assets and liabilities.

It replaces the previous standard PBE IPSAS 29 Financial Instruments: Recognition and Measurement.

The classification, recognition and measurement of financial assets and liabilities has remained unchanged for MOTAT, with all financial assets and liabilities continuing to be measured at amortised cost.

PBE IPSAS 41 also introduces new impairment requirements based on an expected credit loss model, replacing the incurred loss model previously applied under PBE IPSAS 29.

The impact on measurement was not material, and no change in the level of allowance was recorded at the date of adoption.

However certain changes to policy wording and disclosures have been adopted to reflect compliance with these requirements.

Notes to the Financial Statements for the year ended 30 June 2023

PBE FRS 48 Service Performance Reporting

PBE FRS 48 is effective for annual periods beginning on or after 1 January 2022 and was adopted by MOTAT on 1 July 2022.

This standard establishes principles and requirements for presenting service performance information useful for accountability and decision-making.

While performance information has previously reported, various changes have been made to the disclosures in the current year in order to conform with the requirements of PBE FRS 48.

This statement of service performance is presented separately on pages 42 to 47.

(A) Revenue recognition

Revenue from non-exchange transactions

Levies

All levy revenue received by MOTAT is in accordance with the MOTAT Act 2000. Levy revenue is recognised as the revenue is received. This is from Auckland Council. Auckland Council has an Advisory and Management agreement with Tātaki Auckland Unlimited. The levy revenue is now received from Auckland Council via Tātaki Auckland Unlimited. During the year, MOTAT paid \$15,000 and has a payable of \$Nil (2022 - \$15,000) to the MOTAT Society pursuant to its obligation under the MOTAT Act 2000 to support the Society. The MOTAT Society is considered related due to its ability to appoint board members.

Grants and Donations

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

Rent Donation

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

Revenue from exchange transactions

Gate Revenue

Gate admissions are recognised at the time the services are rendered.

Sale of Goods

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

MOTAT Mates Passes

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

Interest Income

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

(B) Employee entitlements

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

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

(C) Rent expense

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

(D) Property, plant and equipment

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

Depreciation

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

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

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

Redevelopment Costs (Work in Progress)

Redevelopment costs relate to costs incurred in the planning and construction stages of the renewal of Building 5 at MOTAT Great North Road and other ongoing projects. Costs incurred to date represent work in progress and therefore have not been depreciated. Once the asset becomes available for use, the costs associated to that asset will be transferred to the appropriate asset category and depreciated accordingly. Should, for any reason, a project not go ahead after the planning stage the costs held in Work in Progress are released back to expenses in the current year.

Additions

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

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

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

Disposals

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

Impairment

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

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

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

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

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

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

(E) Collections

MOTAT has an extensive collection acquired over a long period of time. 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. MOTAT continues to identify and value lesser value objects in accordance with the museum's Collection Management Policy.

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

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

In the Board's opinion, as the collection items 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.

Notes to the Financial Statements for the year ended 30 June 2023

(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 expected credit losses as required under PBE IPSAS 41.

In defining default for the purpose of determining the risk of a default occurring, MOTAT applies a default definition consistent with the definition used for internal risk management purpose for the relevant financial instrument and considers qualitative indicators when appropriate.

Financial assets (and the related impairment allowances) will be written off, either partially or in full, when there is no realistic prospect of recovery.

(J) Cash and cash equivalents

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

(K) Short-term investments

Short-term investments include term deposits held with domestic banks with original maturities of more than three months, but less than 12 months.

(L) Taxation

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

(M) Creditors and accruals

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

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

(N) Income in advance

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

(O) Leases

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

(P) Statement of cash flows

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

1. Cash is considered to be cash and cash equivalents - refer policy (j).
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 8b).

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 measured at amortised cost as required under PBE IPSAS 41 less any provision for expected credit losses made in relation to the receivables.

Notes to the Financial Statements for the year ended 30 June 2023

2. Non exchange revenue

| | 2023 | 2022 |
|-------------------------------------|-------------------|-------------------|
| Grants | | |
| Donated Collection Assets | 221,000 | 376,645 |
| Ministry of Education Grant | 135,096 | 135,099 |
| Waitemata Local Board - Cycleway | - | 379,829 |
| New Zealand Lottery Board | - | 29,209 |
| Tātaki Auckland Unlimited | | |
| Void Fill | 445,103 | - |
| Tram Track replacement | 354,897 | - |
| Cycleway | - | 30,000 |
| Community Week | - | 30,000 |
| Local Activation | - | 11,500 |
| Panuku Development | - | 39,000 |
| Other Donations & Grants | 18,661 | 6,696 |
| RFA Loan Forgiveness | - | 105,949 |
| Government Subsidies and Grants | - | 1,306,086 |
| Total Grants and Donations | 1,174,757 | 2,450,013 |
| Levies from Territorial Authorities | 18,607,810 | 15,635,107 |
| Rent Donation | 2,040,000 | 2,040,000 |
| Total Non Exchange Revenue | 21,822,567 | 20,125,120 |

3. Exchange revenue

| | 2023 | 2022 |
|-------------------------------|------------------|------------------|
| Gate and Tram Admission | 1,598,397 | 981,869 |
| Hirage, Events and Functions | 76,893 | 12,777 |
| Other income | 359,644 | 403,666 |
| Shop Sales | 210,743 | 53,793 |
| Total Exchange Revenue | 2,245,678 | 1,452,105 |

4. Depreciation expenses

| | 2023 | 2022 |
|---|------------------|------------------|
| Leasehold Improvements (incl Buildings) | 1,204,108 | 1,180,472 |
| Furniture and Fittings | 84,432 | 104,200 |
| Vehicles | 16,490 | 10,209 |
| Computers and Software | 174,844 | 279,316 |
| Display Equipment | 49,122 | 47,351 |
| Plant & Equipment | 255,655 | 303,385 |
| | 1,784,652 | 1,924,933 |

5. Other expenses

| | 2023 | 2022 |
|---|------------------|------------------|
| Acquisitions | 2,563 | (4,035) |
| Amenities | 8,933 | 6,799 |
| Audit | 79,559 | 50,433 |
| Bank /Merchant + EFTPOS Fees | 28,734 | 18,776 |
| Board - associated/remuneration | 136,412 | 125,260 |
| Catering and Functions | 48,969 | 18,941 |
| Conservation | 90,934 | 54,733 |
| Consultancy/Legal Fees | 407,684 | 377,487 |
| Cost of Shop Sales | 126,622 | 32,259 |
| Courier/Postage | 5,046 | 3,920 |
| Energy/Fuel | 183,585 | 146,369 |
| Events/Exhibitions/Signage | 1,595,892 | 806,873 |
| Expendable Programme Resources | 34,347 | 21,000 |
| Fees, subscriptions, permits & licences | 104,812 | 77,326 |
| Fixed Assets Expenses (<\$1500) | 25,711 | 10,241 |
| Impairment | 1,750 | 20,000 |
| Insurance - premiums | 252,722 | 235,257 |
| Internet Connection/IT Support | 739,238 | 551,487 |
| Leases - Equipment | 9,184 | 5,060 |
| Maintenance expenses | 1,961,674 | 1,472,709 |
| Travel/Accommodation/Vehicle | 26,230 | 10,852 |
| Equipment Hire | 273,960 | 156,266 |
| Miscellaneous expenses | 164,582 | 138,552 |
| Marketing | 505,141 | 427,434 |
| Off-site Storage | 1,079,028 | 997,808 |
| Other staff expenses | 439,973 | 317,640 |
| Photocopying and Printing/Stationery | 95,470 | 48,426 |
| Promotions | 26,393 | 752 |
| Rates - land/water | 66,876 | 100,578 |
| Heritage Assets Disposals | 17,391 | 7,685 |
| Redevelopment expenses | 2,389 | (2,913) |
| Restoration Expenses | 204,997 | 169,243 |
| Safety/Security | 613,313 | 563,929 |
| Subscriptions/Memberships | 46,337 | 48,937 |
| Sustainability | 63,617 | 13,486 |
| Telephones | 105,033 | 106,705 |
| | 9,575,099 | 7,136,276 |

Notes to the Financial Statements for the year ended 30 June 2023

6. Income in Advance

| | 2023 | 2022 |
|---|----------------|----------------|
| MOTAT Mates Annual Pass Liabilities | 101,954 | 45,677 |
| Tataki Auckland Unlimited Capex Grant for Void Fill and Tramway | - | 800,000 |
| Sundry | 26,964 | 20,831 |
| | 128,917 | 866,508 |

7. Cash and Cash Equivalents

| | 2023 | 2022 |
|--|------------------|------------------|
| Cheque Account | (321,717) | 245,080 |
| Business Saver Account | 1,369 | 1,981,831 |
| Business Saver Account - Special Purpose | 31,478 | 21,772 |
| Imprest and Clearing Accounts | 10,412 | 10,715 |
| | (278,458) | 2,259,398 |

The Cash and Cash Equivalents include an overdraft facility of \$321,717, total facility limit is \$1,000,000.

8a. Property, Plant and Equipment

Current year (2022-23)

| | Building and Leasehold improvements | Furniture and Fittings | Motor Vehicles | Computer and Hardware | Display Equipment | Plant and Equipment | Work in Progress | Total |
|-------------------------------------|-------------------------------------|------------------------|----------------|-----------------------|-------------------|---------------------|------------------|--------------------|
| | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 |
| Opening Balance 1 July 2022 | 25,681,405 | 225,185 | 126,107 | 241,772 | 104,603 | 793,649 | 6,146,838 | 33,319,559 |
| Add: Additions during the year | - | 16,628 | 6,000 | 138,843 | 69,020 | 259,012 | 4,435,796 | 4,925,300 |
| Plus (less) Transfer from WIP | 7,246,377 | 66,979 | - | 392 | - | - | (7,313,748) | - |
| Less: Disposals during the year | - | - | - | - | - | - | - | - |
| Less: Depreciation | (1,204,109) | (84,475) | (16,490) | (174,844) | (49,122) | (255,655) | - | (1,784,695) |
| Closing balance 30 June 2023 | 31,723,673 | 224,318 | 115,617 | 206,164 | 124,501 | 797,006 | 3,268,886 | 36,460,164 |
| Reconciled to: | | | | | | | | |
| Cost | 46,386,124 | 1,132,396 | 325,508 | 2,758,334 | 505,763 | 3,657,258 | 3,268,886 | 58,034,269 |
| Less: Accumulated depreciation | 14,662,450 | 904,948 | 209,892 | 2,552,562 | 381,262 | 2,860,252 | - | 21,571,367 |
| Net Book Value | 31,723,673 | 227,448 | 115,617 | 205,772 | 124,501 | 797,006 | 3,268,886 | 36,462,902 |

Previous year (2021-2022)

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

The amount of borrowing costs capitalised during the period is \$Nil (2022-\$Nil).

Impairment There was no impairment loss recognised in the current year (2022-\$Nil).

Notes to the Financial Statements for the year ended 30 June 2023

8b. Collection Assets

Current year (2022-23)

| | Rail | Aviation | Industrial Heritage | Road | Social History | Applied Design | Trams | Comms | Health Science | Military and Medals | Library and 2D Works | Total |
|--------------------------------|-----------|-----------|---------------------|-----------|----------------|----------------|---------|---------|----------------|---------------------|----------------------|------------|
| | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 |
| Opening Balance 1 July 2022 | 6,294,200 | 9,300,859 | 1,951,787 | 2,990,155 | 6,124,550 | 8,984 | 317,340 | 422,760 | 122,992 | 613,150 | 1,795,672 | 29,942,449 |
| Add Revaluation Gains (Losses) | | | | | | | | | | | | |
| Revaluation Reserve | - | - | - | 712,000 | - | - | - | 84,522 | - | (22,800) | - | 773,722 |
| Impairments | - | - | - | - | - | - | - | (1,750) | - | - | - | (1,750) |
| Add: Additions during the year | 902 | 4,539 | 9,995 | - | 221,046 | - | - | - | - | 408 | 7,145 | 244,035 |
| Less Disposals: | | | | | | | | | | | | |
| from revaluation reserve | - | (550) | - | - | - | - | - | - | - | (25,000) | - | (25,550) |
| from acquisition value | - | - | (1,120) | (20,000) | - | - | - | (1,900) | (230) | - | - | (23,250) |
| Closing balance 30 June 2023 | 6,295,102 | 9,304,848 | 1,960,662 | 3,682,155 | 6,345,596 | 8,984 | 317,340 | 503,632 | 122,762 | 565,758 | 1,802,817 | 30,909,656 |
| Reconciled to: | | | | | | | | | | | | |
| Opening Balance 1 July 2022 | 6,294,200 | 9,300,859 | 1,951,787 | 2,990,155 | 6,124,550 | 8,984 | 317,340 | 422,760 | 122,992 | 613,150 | 1,795,672 | 29,942,449 |
| Net Changes during the year | 902 | 3,989 | 8,875 | 692,000 | 221,046 | - | - | 80,872 | (230) | (47,392) | 7,145 | 967,207 |
| Net Book Value | 6,295,102 | 9,304,848 | 1,960,662 | 3,682,155 | 6,345,596 | 8,984 | 317,340 | 503,632 | 74,962 | 613,558 | 1,802,817 | 30,909,656 |

Previous year (2021-2022)

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

Additional objects recognised and net revaluation gain/(loss) in the 2023 financial year have added \$771,972 in additions and \$244,035 in revaluation value to the collection, while disposals of objects removed \$48,800 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 2023 and updated valuations on previously valued items. Purchases during the year are valued at the purchase cost as these reflect the market value, whether it was purchased at auction or straight from the manufacturer/creator.

Asset categories valued this year were valued by Ashley and Associates as at 31 March 2023 and BQH as at 18 June 2023 using current market value being the amount for which an asset is likely to be exchanged between a willing buyer and willing seller in an arm’s length transaction. The very limited and specialised market for these assets means that, in most instances, there are few transactions on which a value can be reliably based. The recorded values are therefore the best estimates of the valuers based on their knowledge of transactions of similar assets.

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

The previous and following year of valuation is as follows:

| Area of Collection | Previous year of valuation | Next year of valuation |
|---|----------------------------|------------------------|
| Agriculture (included in Industrial Heritage) | 2022 | 2027 |
| Audio Visual (included in Communications) | 2021 | 2026 |
| Aviation-planes | 2019 | 2024 |
| Aviation-engines | 2020 | 2025 |
| Aviation-furniture | 2021 | 2026 |
| Aviation-civil aviation | 2021 | 2026 |
| Aviation-propellers | 2021 | 2026 |
| Computers (included in Comms) | 2020 | 2025 |
| Health Science | 2021 | 2026 |
| Library | 2019 | 2024 |
| Medals | 2020 | 2025 |
| Military | 2023 | 2028 |
| Printing (included in Comms) | 2023 | 2028 |
| Rail | 2019 | 2024 |
| Road Transport-cars/tractors | 2023 | 2028 |
| Road Transport-motorcycles/bus/fire and emergency | 2020 | 2025 |
| Road Transport-non motorised/cycles | 2021 | 2026 |
| Steam (included in Industrial Heritage) | 2020 | 2025 |
| Telecommunications (included in Comms) | 2023 | 2028 |
| 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 2023

9. Payables under exchange transactions

| | 2023 | 2022 |
|-------------------------------------|------------------|------------------|
| Creditors and accruals | 2,551,162 | 2,231,259 |
| Employee Entitlements - Holiday Pay | 528,269 | 516,033 |
| | 3,079,432 | 2,747,292 |

10. Project Reserve

| | 2023 | 2022 |
|-------------------------|----------------|----------------|
| DC3 NAC Repaint Reserve | 1,350 | 1,350 |
| Lancaster Restoration | 196,456 | 191,278 |
| Mosquito Restoration | 2,000 | 2,000 |
| Tram #17 Fund | 10,397 | 10,397 |
| | 210,203 | 205,025 |

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 used for 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.

11. Lease Commitments

All significant operating lease commitments relate to:

- Rental at MOTAT 3 off-site storage (Unit 6) from 1 April 2017 to 31 March 2021, renewed to 1 September 2026 with a right of renewal from 1 September 2026 to 31 August 2033
- Rental at MOTAT 3 off-site storage (Unit 10) from 1 April 2017 to 31 August 2026 with a right of renewal from 1 September 2026 to 31 August 2033
- Rental of Photocopiers expires 25 November 2023

Non-cancellable operating lease rentals are payable as follows:

| | 2023 | 2022 |
|---|------------------|------------------|
| Not later than one year | 1,111,995 | 1,113,841 |
| Later than one year and not later than five years | 2,338,806 | 3,370,059 |
| Later than five years | - | - |
| Total | 3,450,801 | 4,483,900 |

12. Audit Fees

| | 2023 | 2022 |
|---|--------|--------|
| RSM Hayes Audit agreed the following fee with the Office of the Auditor General to provide the services below for the year: - Audit of financial statements and statement of service performance | 64,442 | 54,145 |

13. Contingencies and capital commitments

As at 30 June 2023 MOTAT had capital commitments of \$1,856,442 for completion works at MOTAT Great North Road Building 5 renewal (2022 \$1,368,657).

There were no contingent liabilities at balance date (2022 Nil).

14. Related parties

During the year, MOTAT has received levies from the Regional Facilities Auckland of \$18,607,810 (2022: \$15,811,739). The Regional Facilities Auckland are considered related due to their ability to appoint board members. Further, MOTAT has recognised revenue from grants of \$800,000 from Tataki Auckland Unlimited, who are controlled by the Regional Facilities Auckland.

During the year, MOTAT paid \$15,000 and has a payable of \$ Nil (2022: \$7,500) to the MOTAT society pursuant to its obligations under the MOTAT Act 2000 to support the Society. The MOTAT Society are considered related due to their ability to appoint board members.

| Key Management Personnel Compensation | 2023 | 2022 |
|--|------------------|------------------|
| Executive Management Team | | |
| Salaries and other short-term employee benefits | 915,288 | 971,239 |
| | 915,288 | 971,239 |
| Number of persons classified as executive management | 4 | 4 |
| Full-time equivalent members | 4 | 4 |
| Board Remuneration | | |
| Board fees | 116,333 | 136,250 |
| Number of Board members | 9 | 10 |
| Total key management personnel compensation | 1,147,955 | 1,107,489 |

Key management personnel include both Board and senior management.

The above transactions were on an arms-length basis and the related interests were declared and approved by the Board. Other than the related party transactions identified above, there were no other transactions with related parties including those with key management personnel in the year ended 30 June 2023. During the financial year ending 30 June 2022 there was an overlap of employment costs for one key management position due to a resignation and replacement.

15. Going concern

As at 30 June 2023 the Board operates with significant general equity. The Board has prepared these financial statements on a going concern basis taking into account the ability of the Board in terms of the Museum of Transport and Technology Act 2000 to make a levy against Tātaki Auckland Unlimited for the purposes of funding the Board's activities under the Act. For the year commencing 1 July 2023, the Board has received levies from Tātaki Auckland Unlimited totalling \$18,527,250 (1 July 2022 - \$18,607,810).

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

16. Ownership of buildings

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

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

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

17. Post-balance date events

There were no significant events after balance date that impact these financial statements (2022:Nil).

OBJECTIVE 1

Maximise the Visitor Experience

Statement of Service Performance

| MASTER STRATEGY 2019-2029 | HOW WE WILL MEASURE OUR PERFORMANCE | OUR TARGET IN 2022-2023 | OUTCOME | |
|---|---|---|---|---|
| 1. Align MOTAT's exhibitions, events, education and outreach programmes with the Museum's Vision | | | | |
| Provide onsite and offsite education programmes that inspire innovation and meet the needs of our target audience | ▶ Number of participants in LEOTC, Early Childhood Education and other education programmes with other stakeholders and the associated impact | ▶ 25,750 participants in LEOTC contract and Early Childhood programmes | ▶ 24,544 LEOTC/Enriching Local Curriculum and ECE students to date (2022: 15,887 vs 25,000 target) | ■ |
| | | ▶ 5,150 students interact with STEAM Cells | ▶ Steam Cells 7,135 (2022: 3,083 vs 5,000 target) | ■ |
| | ▶ Number of participants in other outreach programmes and the associated impact | ▶ 20,600 people engage with us through community outreach initiatives | 7,981 people ▶ Tram talks: 1,374 individuals ▶ <i>Mighty Small Mighty Bright</i> , at Cromwell Museum 21 December 2023, attracted 1,371 visitors ▶ Food Truck Round Up attracted 5,236 visitors over three nights, 25 - 27 May 2023 (2022: 2,904 vs 20,000 target) | ■ |
| 2. Implement a marketing strategy that promotes the Museum's Vision and what it does in a vibrant and challenging way | | | | |
| Ensure that our Marketing Strategy promotes our Vision and activities in a way that attracts our target audience | ▶ Measure our visitor satisfaction ratings | ▶ 90% of visitors to MOTAT sites who are surveyed report a rating of satisfied or highly satisfied | ▶ 92% of surveyed visitors reported being satisfied or very satisfied, scoring 5 out of 10 or higher (2022: 82% vs 90% target) | ■ |
| Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction | ▶ Keep track of our overall visitor numbers | ▶ Total visitors to museum site over 283,535 | ▶ 232,144 (2022: 100,554 vs 275,276 target) | ■ |
| Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience | ▶ Measure the online traffic to our website and engagement with our social media platforms | ▶ Exceed 412,000 visits to our online properties (websites, Collections Online) | ▶ 557,502 visits to online properties (2022: 342,909 vs 400,000 target) | ■ |
| 3. Increase digital access to MOTAT's collection and experiences | | | | |
| Develop digital platforms that improve our target audience's remote access to our collection | ▶ Measure engagement with our digital platforms and Collections Online | ▶ A 3% year-on-year increase in overall engagement across existing and new digital publishing platforms | ▶ 66% increase in overall engagement (2022: 78% vs 10% target) | ■ |

Progress key: ■ Achieved ■ Partially achieved (70% or more than target) ■ Not achieved

OBJECTIVE 2

Empower the MOTAT Team

Statement of Service Performance

| MASTER STRATEGY 2019-2029 | HOW WE WILL MEASURE OUR PERFORMANCE | OUR TARGET IN 2022-2023 | OUTCOME | |
|--|---|--|--|---|
| 1. Ensure that MOTAT is a safe place to visit and work | | | | |
| Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT | ▶ Measure Lost Time Injury Frequency Rate (LTIFR) | ▶ LTIFR rate less than or equal to June 2022 | ▶ 0.78 as of June 2023 compared to 1.69 as of June 2022 | ■ |
| 2. Manage performance and engagement of the MOTAT Team | | | | |
| Monitor the performance of the MOTAT Team | ▶ Complete annual engagement surveys for MOTAT Employees and MOTAT Volunteers | ▶ Employee engagement survey scores greater than or equal to 2022 | ▶ Employee engagement 66% in 2023 versus 63% in 2022 survey | ■ |
| | | ▶ Volunteer engagement survey scores greater than or equal to 2022 | ▶ Volunteer engagement 84% in 2023 versus 79% in 2022 survey | ■ |

Progress key: ■ Achieved ■ Partially achieved (70% or more than target) ■ Not achieved

OBJECTIVE 3

Improve quality of the collection, its care and accessibility

Statement of Service Performance

| MASTER STRATEGY 2019-2029 | HOW WE WILL MEASURE OUR PERFORMANCE | OUR TARGET IN 2022-2023 | OUTCOME | |
|---|--|---|--|---|
| 1. Collection Procedures | | | | |
| Ensure that our collection is managed in accordance with our Collection Policy and related procedures | ► Number of Heritage Operations Guidelines completed for the preservation and safe operation of the collection | ► Complete 10 Heritage Operations Guidelines | ► Heritage Operations Guidelines completed for 1. Locomotive Dsa223 2. Railway Carriage AL50147 3. Railway Wagon Ea3271 4. Railway Wagon La24910 5. Railway Wagon Ks4613 6. Railway Wagon L533 7. Ruston 8HR Oil Engine 116549 of 1932 8. Railway Guard's Van F247 9. Railway Hand Crane 283 10. Railway Wagon K448 (2022: 6 guidelines vs target of 6) | ■ |
| 2. Collection development and accessibility | | | | |
| Enhance online access to our collections and information about our collections | ► Number of articles published on the Collections Online platform topics page | ► Publish at least 15 articles | ► 15 articles published (2022: 16 articles vs 15 target) | ■ |
| 3. Collection Care | | | | |
| Develop and implement a Collection Care Programme that improves the storage, preservation and display of our collection | ► Improve the care of objects on display and in storage through cleaning and environmental particulates management | ► Complete Aviation Display Hangar planes clean twice per annum | ► First clean completed September 2022 ► Second clean completed March 2023 (2022: 4 cleanings undertaken as per target) | ■ |

Progress key: ■ Achieved ■ Partially achieved (70% or more than target) ■ Not achieved

OBJECTIVE 4

Improve our business and sustainability

Statement of Service Performance

| MASTER STRATEGY 2019-2029 | HOW WE WILL MEASURE OUR PERFORMANCE | OUR TARGET IN 2022-2023 | OUTCOME | |
|---|---|--|---|---|
| 1. Maximise commercial opportunities and fundraising activities | | | | |
| Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy | ► Retail sales Gross Profit net contributor | ► Retail Gross Profit (physical and online) covers more than cost of retail staff, post online retail implementation | ► Gross Profit 135% of staff costs (2022: 22.3% vs target as budget) | ■ |
| | ► Grow external fundraising capacity | ► Fundraising target as per budget | ► 64% of target (2022: 87% of target) | ■ |
| 2. Buildings and Infrastructure | | | | |
| Maintain our buildings and infrastructure as outlined in our Asset Management Plan | ► Complete work detailed for 2022-2023 under our 2020 Asset Management Plan | ► 2022-2023 non-replacement works as per our Asset Management Plan are completed | ► Redecoration: 2/5 tasks completed, relating to 2022-2023 asset management plan. An additional eight tasks from the plan were reprioritised and completed during the year ► Renewal: 0/16 tasks completed, relating to 2022-2023 asset management plan. An additional eight tasks from the plan were reprioritised and completed during the year ► Tasks from prior years in the asset management plan were reprioritised from storm affects (2023) and COVID-related disruptions (2022) (2022: 11 of 29 renewal/redecoration works completed) | ■ |
| Implement the MOTAT Athfield Masterplan as funds and other support allows | ► Progress "Approach 2" projects as funding allows | ► Achieve design, consent, tender and construction targets as per individual project plans | ► Final work on the Motions Rd car park was completed. Aviation Hall and car park opened to the public on 20 August 2022 ► Building 5 and SciTech on schedule for completion, with C3 as the base-build contractors (2022: partially achieved, with construction on carpark underway and Building 5 design) | ■ |
| 3. Environment | | | | |
| Continue to refine our sustainability programmes so that MOTAT is carbon neutral | ► Continue Toitū ReduceCarbon rating audit | ► Maintain or improve on our prior year Toitū ReduceCarbon emissions measurement | ► 361.8 units down from 502.69 in the previous year | ■ |

Progress key: ■ Achieved ■ Partially achieved (70% or more than target) ■ Not achieved

OBJECTIVE 5

Engage with like-minded institutions

Statement of Service Performance

| MASTER STRATEGY 2019-2029 | HOW WE WILL MEASURE OUR PERFORMANCE | OUR TARGET IN 2022-2023 | OUTCOME |
|--|---|--|--|
| 1. Tangata whenua technology and tikanga | | | |
| Implement the Bicultural Strategy | ► Offer learning and development to support the delivery of MOTAT's Bicultural Approach | ► Offer five mātauranga Māori learning and development initiatives to the MOTAT Team | ► Three (3) levels of te reo Māori training completed ► Te Tiriti o Waitangi training completed ► Kāhui Kaitiaki attended by mātauranga Māori roles (2022: 5 of 5 Kaupapa Māori training undertaken) |
| Promote tangata whenua technology and innovation, te reo Māori and tikanga | ► Tangata whenua content (language, customs, technology, objects etc) included in exhibitions, programmes and initiatives | ► Te reo Māori is integrated into new exhibitions, events and education programmes | ► Te reo Māori is integrated into new exhibition, Switch Up: Sustainable Solutions ► Te reo Māori is integrated into new programme, Sports Tech (2022: Te Reo Māori integration achieved target) |
| | | ► Deliver one new exhibition, programme or initiative in partnership with tangata whenua | ► Participation in the Treaty Settlement with Ngāti Maniapoto, including contribution of items for the signing event (2022: delivered 1 of 1 new initiative with Tangata Whenua) |

Progress key: ■ Achieved ■ Partially achieved (70% or more than target) ■ Not achieved

Link Between the Financial Statements and MOTAT’s Statement of Service Performance as per Accounting Standard Public Benefit Entity Financial Reporting Standard 48 (PBE FRS 48)

MOTAT is required, as a Tier 2 Public Benefit entity, to outline, where applicable, the link between the Financial Statements and the Statement of Service Performance outlined in this Annual Report. In accordance with this PBE FRS 48 we note the following in relation to:

Objective 1 – Maximise the Visitor Experience

MOTAT’s visitation for the year was 232,144, which generated Exchange Revenue of \$1,375,295. This compared to the previous year’s 100,554 visitors, which generated \$763,425. This revenue is included under ‘Gate and Tram Admissions’ in Note 3 ‘Exchange Revenue’. The previous year’s visitation was impacted by COVID lockdowns in Auckland.

Pursuant to MOTAT’s contract with the Ministry of Education, MOTAT received \$135,096 towards the cost of providing LEOTC/Enriching Local Curriculum and ECE programmes to 24,544 students compared to the previous year where MOTAT received \$135,099 for 15,887 students. This contribution is included in Note 2 ‘Non Exchange Revenue’ as ‘Ministry of Education Grant’.

Objective 2 – Empower the MOTAT Team

MOTAT Employee Benefit cost (including salaries, wages, fixed term and casual and uniforms) of \$9,588,044 was 40% of operating revenue, compared with \$8,908,345 being 41% of operating revenue in 2022. This revenue and expenditure is included in the Statement of Comprehensive income.

MOTAT expenditure in relation to Safety/Security was \$613,313 (excluding salaries and other overheads) compared to the previous year’s \$563,929, which is one of the explanations for the reduction in the Lost Time Injury Frequency Rate. This expenditure is included in Note 5 ‘Other Expenses’.

Objective 3 – Improve quality of the collection, its care and accessibility

The costs associated with conservation/preservation and restoration of the collection (excluding salaries, storage, maintenance, operational and other overhead costs) was \$295,931 compared to the previous year of \$223,976. This figure comprises Conservation costs of \$90,934 (2022: \$54,733) and Restoration costs of \$204,997 (2022: \$169,243). These costs are included in Note 5 ‘Other Expenses’.

Objective 4 – Improve our business and sustainability

MOTAT completed the Motions Road carpark Approach 2 Project at a cost of \$1,261,326. This expenditure is included within ‘Building and Leasehold improvements’ in Note 8a ‘Property, Plant and Equipment’. In the previous year, expenditure related to this project was recorded in Work in Progress.

MOTAT spent \$2,953 on the Toitū ReduceCarbon monitoring and audit process compared to the previous year’s \$2,155. This expenditure is included within ‘Consultancy/Legal Fees’ in Note 5 ‘Other Expenses’.

Objective 5 – Engage with like-minded institutions

MOTAT engaged an external provider to deliver two Te Tiriti o Waitangi courses at a cost of \$6,095 compared to two courses at a cost of \$7,008 the previous year. This expenditure is included within ‘Other Staff Expenses’ in Note 5 ‘Other Expenses’.

MOTAT purchased a New Zealand made spade for \$109 and gave it as koha to its partner Te Nehenehenui/ Ngāti Maniapoto and contributed \$35,000 toward Health and Safety costs to support the Iwi and its Te Ara o Tūrongo event. This expenditure is included in Note 5 Other Expenses.

Auditor's Report



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Independent Auditor's Report

To the readers of Museum of Transport and Technology Board's Financial Statements and Statement of Service Performance For the year ended 30 June 2023

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

We have audited:

- the financial statements of the Museum on pages 26 to 41, that comprise the statement of financial position as at 30 June 2023, the statement of comprehensive revenue and expenditure, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Museum on pages 42 to 47.

Opinion

In our opinion:

- the financial statements of the Museum present fairly, in all material respects:
 - its financial position as at 30 June 2023;
 - its financial performance and cash flows for the year ended on that date;
 - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Standards Reduced Disclosure Regime; and
- the statement of service performance of the Museum presents fairly, in all material respects, the performance achievements measured against the performance targets adopted for the year ended 30 June 2023.

Our audit was completed on 19 October 2023. This is the date at which our opinion is expressed.

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

Basis for opinion

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

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

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

RSM Hayes Audit is a member of the RSM network and trades as RSM (RSM) is the trade accounting and consulting firm which practices in its own right. The RSM network is not

the members of the RSM network. Each member of the RSM network is an independent legal entity in its jurisdiction.

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

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

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

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

The Board's responsibilities arise from the provisions 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 has elected to prepare for the Museum.

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

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

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

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

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

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

Other information

The Board is responsible for the other information included in the Annual Report. The other information comprises the information included on pages 1 to 25 and 52 to 54, but does not include the financial statements, and our auditor's report thereon.

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

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

Independence

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

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

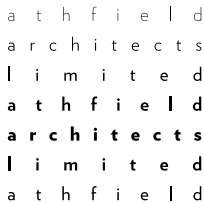


Brendon Foy
RSM Hayes Audit
On behalf of the Auditor-General
Auckland, New Zealand

In Appreciation

Our thanks and appreciation to our partners, sponsors, and other supporters for helping us achieve our mission in the 2022-2023 financial year.

Supported by the ratepayers of Auckland



The James Searle Say Foundation
proudly managed by:



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

MOTAT Governance and Executive Leadership Team



MOTAT Leadership

Michael Frawley, Chief Executive/Museum Director

Sally Manuireva, General Manager-Museum Experience

Alba Letts, General Manager-Collections

Craig Goodall, General Manager-Business Services

MOTAT Board

Helen Atkins (Chair)

Amit Prasad (Deputy Chair)

Gavin Fernandez

Peter Lensink

Wayne Schache

Samantha Sharif (resigned in December 2022)

Dr Nicholas Waipara

Penny Webster

Sue Wood

Dr Brian Young





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