



ANNUAL REPORT 2017-2018

MOTAT

MUSEUM OF TRANSPORT AND TECHNOLOGY





Hapaitia te ara tika pūmau ai te rangatiratanga
mo ngā uri whakatipu

Foster the pathway of knowledge to strength,
independence and growth for future generations

CONTENTS

Chair and Chief Executive Overview	4
Foreword	8
2017–2018 at a Glance	10
Key Trends	12
Our Year in Detail	16
MOTAT Leadership	50
Financial Statements	52
In Appreciation	83



OUR VISION

To be the “must experience” venue that uses New Zealand’s heritage, Kiwi ingenuity, transport, technology and the associated stories in a creative, interactive and hands-on way to educate and inspire the innovators of tomorrow.



Our Values

COLLABORATION

Is the way we work together internally and externally as a team that respects and supports one another, sharing ideas, knowledge and skills so that we achieve our full potential.

INTEGRITY

Is the foundation on which our relationships, reputation and authority are built. We will act morally, ethically and with respect and transparency at all times.

CREATIVITY

Is the quality that allows us to be courageous and to try new things so as to inspire those we interact with.

STEWARDSHIP

Is our individual and collective duty as custodians to manage, develop and preserve MOTAT's collection, skills and knowledge and to pass them onto the next generation.



Sustainability

To us, sustainability is not just limited to reducing our impact on the environment and reducing our use of non-renewable resources; it is also about preserving Auckland and New Zealand's heritage, the associated skills and knowledge and passing those on to the next generation.



Our Approach

In order to inspire and engage with our visitors and each other we will:

MAKE IT SIMPLE

Easy to understand, remember and use.

MAKE IT PERSONAL

Relevant and meaningful so that it stimulates thought, conversation and debate.

MAKE IT ACTIVE

A hands-on, multi-dimensional experience.

MAKE IT CONNECT

Put the collection and the associated information into context in a way that connects people, concepts and ideas.

MAKE IT HAPPEN

Deliver what is promised in accordance with the Strategy and the Annual Plan.

CHAIR AND CHIEF EXECUTIVE OVERVIEW

This annual report covers the 2017–2018 financial year, which is the fourth year of our five-year (2014–2019) strategy. We are pleased to report that we are tracking well against all the performance objectives that we measure (including those agreed with Regional Facilities Auckland) and, in the majority of cases, we have exceeded the targets that were set out in our Annual Plan for 2017–2018. And once again, we have achieved an unqualified audit report.



Our strategy focuses on using past, present, and future Kiwi technology and innovation to engage with and inspire our visitors and wider community with a view to thereby transforming MOTAT from being a “museum of things” to a ‘light bulb institution’. You will note from this report and our previous Annual Reports that we have made significant progress over the last four years and this is reflected in sustained growth in our visitor numbers, improved collection care and management, strong growth in revenue, and increased employee and volunteer engagement.

This year MOTAT attracted 283,577 visitors (3.5% more than in 2016–2017), carried 209,627 tram passengers (up 2.8%), and generated \$1,554,516 revenue from admissions (up 15.5%). We also exceeded our targets for visitor satisfaction (93%), school and pre-school visits, shop and venue hire revenue.

THANK YOU

We would like to thank Auckland Council for the one-off increase in our levy of \$2.1 million to cover the cost of cleaning and relocating our collection objects from our offsite storage facility, which contained potentially hazardous material in its infrastructure, to a new facility. Our Collection team and volunteers managed to clean, fumigate, and move over 20,000 objects to our new facility in just over nine months which was a mammoth undertaking and highlights the dedication and professionalism of those concerned.

SIGNIFICANT ACHIEVEMENTS DURING 2017–2018

MOTAT STRATEGY 2019–2029

During the course of the year the Board reviewed and refreshed the five-year strategy that was launched in July 2014 and extended it to June 2029. It was clear from the various metrics that we measure, that the strategy was meeting the late Dame Cheryll Sotheran’s challenge to transform MOTAT from being “a museum of things” to a “lightbulb institution”. The refreshed strategy is still vision based, audience focused, and designed to have a transformative impact on MOTAT’s community. The refreshed strategy will provide the framework for our 2019–2020 Annual Plan onwards.

EVENTS

This year we delivered a wide range of events, including 224 onsite experience days and 59 outreach days (where MOTAT attends community and other events), and including four school holiday programmes. Our Christmas Lights event attracted 27,562 visitors (21.7% more than in 2016–2017). Pasifika Vibes @ MOTAT, a collaborative initiative with the Auckland Art Gallery, Auckland Museum, and the New Zealand Maritime Museum, attracted 18,347 visitors, and our Matariki-inspired Night Lights event attracted 8,629 visitors (more than four times as many as 2016–2017).

We also added two new exhibitions to our outreach modules (or 'Te Waka Huia') to expand our offering of relocatable education experiences: Vocoder, which was based at the Corban Estate Arts Centre for two months, and Force in Motion, which was based at Mangere Mountain Education Centre for a month.

EXHIBITIONS

MOTAT staged several high-quality exhibitions during the year that helped to increase our visitor numbers and attracted positive feedback. Our Changing Gear exhibition won the 2018 ServiceIQ New Zealand Museum Award for 'Exhibition Excellence - Social History' and we opened Accelerate, a new, two-year exhibition focusing on vehicle technology and innovation.

EDUCATION

During the year "The Mind Lab by Unitec" relocated to MOTAT. This partnership significantly increases and improves our offering in the technology education space and will enable us to develop with The Mind Lab education programmes that enable our younger visitors to prepare for a digital/creative future.

We had 25,586 students (up 10.1% on the previous year) through our Learning Experiences Outside the Classroom programme and 2,278 pre-schoolers (up 4.4%) through our Early Childhood Education experiences.

We established our STEAM Cell (Science, Technology, Engineering, Arts, and Mathematics) education service, which takes education experiences to low decile schools throughout Auckland. We then took the STEAM Cells experience to 17 schools, reaching 1,153 school children in the greater Auckland area. During the year we created and launched three new education programmes: Robotics, Itsy Bitsy Bots, and the Victorian Escape Room.

OBJECTS, ACQUISITIONS, AND CONSERVATION PROJECTS

We acquired 773 new items this year, including Jean Batten's flight helmet (thanks to Auckland Airport), her flight log book, a 1950s Humber bicycle used for telegraph deliveries, and World War 2 parachutes. Meanwhile, the painting and other work on two of our largest and rarest objects, our Sunderland and Solent flying boats continued with a view to displaying both planes in our Aviation Display Hall by the end of 2018. Our Collection Projects team has restored our F Class Locomotive No. 180 'Meg Merrilies' dating from 1875 to operational condition.

MARKETING AND COMMUNICATIONS

MOTAT won the 'Excellence in Marketing 2017' category in the Westpac Auckland Business Awards - Central and we were also named as a finalist in two other categories: 'Excellence in Strategy and Planning' and 'Employer of the Year'. We subsequently won the 'Best of the Best' category for Marketing for the wider Auckland region.

Our visitor satisfaction increased to 93% (exceeding our target by 8%), website visits increased to 385,095 visits (exceeding our target by 35%), and SuperGold card holder visits increased to 9,539 (exceeding our target by 19%).

PEOPLE, CULTURE, HEALTH, AND SAFETY

We achieved an employee engagement score this year of 65% (up 2%) and a volunteer engagement score of 69% (down 1%). These are pleasing results, along with the fact that we halved our staff turnover rate from 29.9% to 15.8%. We continued to focus on the age, gender, and cultural diversity of our volunteer base, which led to 49 new volunteers joining the MOTAT Team, and we provided increased learning and development opportunities for our employees, including leadership training and Te Reo Māori courses. Improved safety practices have resulted in a 14.1% reduction in our Lost Time Injury Frequency Rate (LTIFR) and better monitoring of the Museum's activities.

CULTURAL REVIEW

We were pleased that the Auckland Council commissioned the Cultural Review in May 2018. The review covers the governance, funding, and transparency of the arts, culture, and heritage sector in Auckland.

We have had a number of opportunities to input into the process and accept that there is room for improvement in the way that the Museums of Auckland (i.e. Auckland Museum, MOTAT, New Zealand Maritime Museum, Auckland Art Gallery, and Stardome) operate individually and collectively. Any substantive changes should only be undertaken if it results in a better outcome for the Museums of Auckland, the arts, culture and heritage sector in Auckland, the citizens of Auckland, and the Council.

In the meantime, we continue to work with the other Museums of Auckland institutions on a number of collaborative initiatives aimed at improving the way that we work together, including joint events (e.g. Pasifika) and the possibility of joint ticketing.



Michael Frawley
CHIEF EXECUTIVE/MUSEUM DIRECTOR



MOTAT ATHFIELD MASTERPLAN

We were obviously disappointed that our application for funding of the MOTAT Athfield Masterplan under the Long-Term Plan 2018-2028 was effectively parked pending the outcome of the Cultural Review. As outlined in our previous Annual Plans and Annual Reports, many of our buildings are coming to the end of their design life, contain hazardous material, and/or fail to provide the appropriate visitor, employees, collection environment, and infrastructure expected of a leading technology museum. It is anticipated that the cost of maintaining our buildings and infrastructure and dealing with the challenges associated with our two sites (e.g. the subsidence and methane issues associated with our Meola Road site) will significantly increase going forward.

We have identified a number of smaller projects that will improve the visitor experience, work environment, and the display of our collection, and we will be looking to the Council to support these initiatives via the levy process in 2019-2020 onwards.

E hara taku toa i te toa takitahi he toa takitini

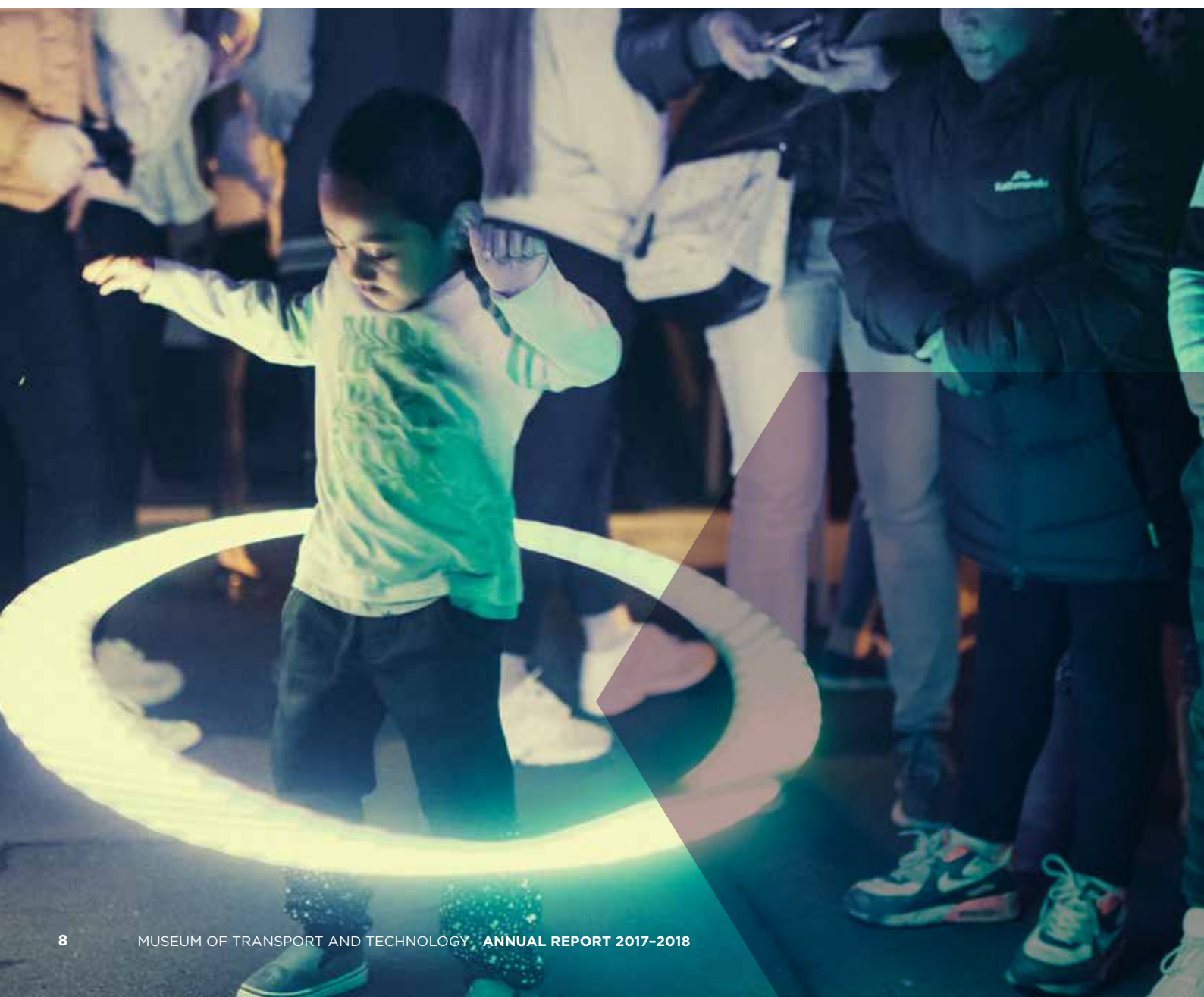


Dr Lesley McTurk
BOARD CHAIR



FOREWORD

The Museum of Transport and Technology (MOTAT) is an interactive museum that focuses on past, present, and future Kiwi ingenuity in transport and technology in a way that educates and inspires the innovators of tomorrow.



We have a collection of more than 300,000 museum artefacts housed in three sites in Auckland. Some of our many highlights include Sir Edmund Hillary's Massey Ferguson tractor, the engine from Jean Batten's Percival Gull, Bruce McLaren's 1963 Cooper Climax race car, an early version of the Trekka (New Zealand's only home-grown production vehicle), one of only 17 remaining Lancaster Bombers, and the only Short Solent Mark IV Flying Boat left in existence.

We are currently in the fifth year of our 2014–2019 strategy, which aims to make MOTAT the “must experience” destination in Auckland by focusing on four core objectives:

1. Maximise the visitor experience.
2. Empower the MOTAT Team.
3. Improve the quality of the Museum's collection and its care.
4. Improve business and community sustainability.

Our organisational structure has been developed to deliver strategic objectives by dividing the Museum's team into three operational hubs:

THE MUSEUM EXPERIENCE HUB

Including Exhibition, Education, Public Programmes and Events, Marketing and Communications, Digital Engagement, Partnerships, and Commercial (Events, Functions, Retail, and Fundraising).

THE COLLECTIONS HUB

Including Registry, Library and Archives, Collections Projects, Conservation and Collection Care, Curatorial, and Research.

THE BUSINESS SERVICES HUB

Including Human Resources, Finance, ICT, Health and Safety/Compliance, Project Management, and Environment and Infrastructure.

Over the last year or so we have been working with the other arts, culture, and heritage institutions in Auckland to develop a platform that enables us to jointly and severally build on what we have to offer to the residents and visitors to the city and thereby help Auckland Council to achieve its goal of making Auckland a world-class city.

We continue to foster our relationships with iwi, which helps us to identify opportunities to include Māori technology,

knowledge, and culture in most of the things we do. We also continue to look for ways to better incorporate Māori culture and Te Reo into the life of MOTAT.

MOTAT has been working with Athfield Architects on a plan for the redevelopment and upgrading of our buildings and infrastructure so that the Museum can provide even more exciting and inspiring experiences for visitors but raising the requisite capital is one of the many challenges we have going forward.

This report not only covers the 2017–2018 financial year but also outlines the significant progress we have made since the implementation of our strategy in July 2014. This progress includes strong visitor growth, increased employee and volunteer engagement, improved collection care and management, and growth in revenue.



773

New objects added
to our collection



\$1,554,516

Admissions revenue

15.5% more than
2016–2017

5,614

Objects
inventoried

2017–2018 AT A GLANCE

During this financial year, MOTAT attracted 3.5% more visitors, carried 2.8% more tram passengers, and achieved 15.5% more revenue from admissions than during the last financial year. We also exceeded our targets for visitor satisfaction (93%), school and pre-school visits, shop revenue, and venue hire revenue.



188
Volunteers



209,627
Tram passengers

2.8% more than
2016–2017



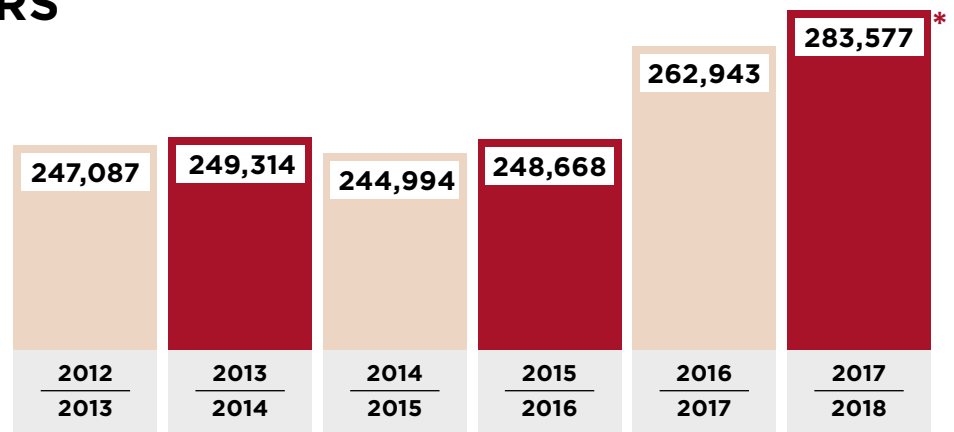
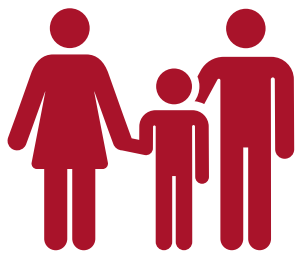
283,577
Visitors

3.5% more than
2016–2017

KEY TRENDS

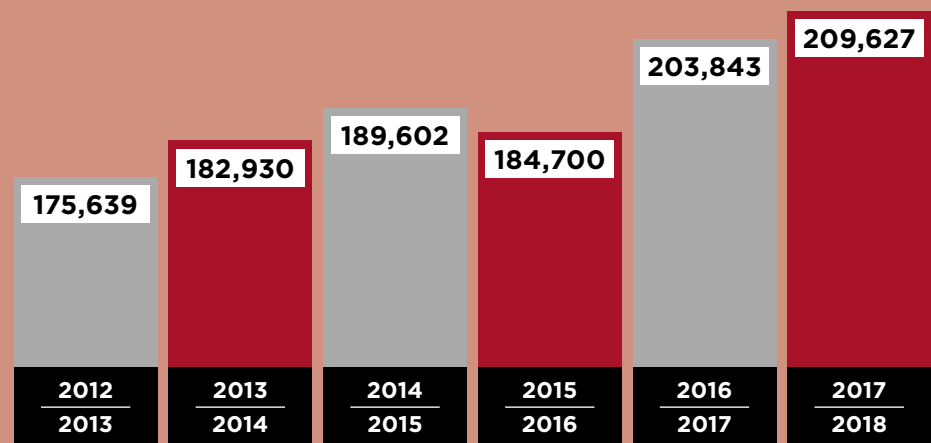
Implementation of our 2014-2019 strategy has resulted in strong positive trends in key areas. The most notable trends and metrics are included in this section.

VISITORS TOTAL VISTORS



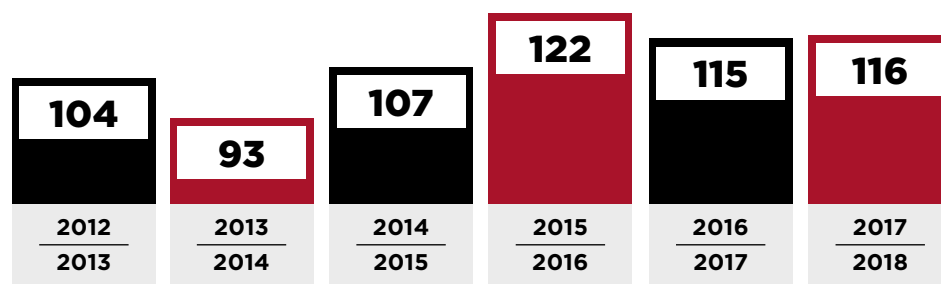
*Includes 18,347 visitors to Pasifika Vibes @MOTAT

TRAM PASSENGERS

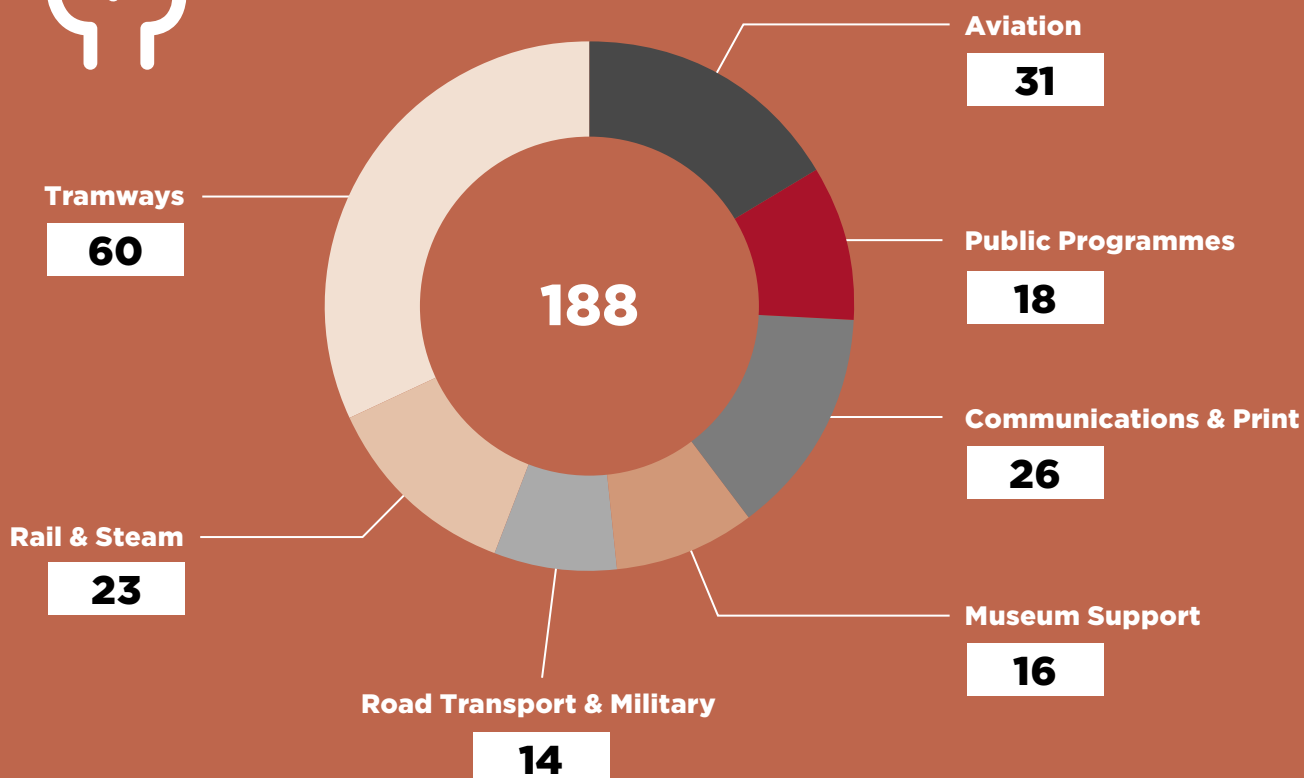


MOTAT TEAM

EMPLOYEES

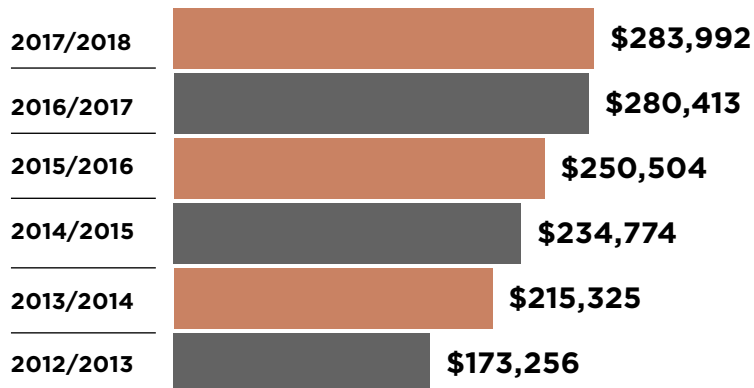


VOLUNTEERS

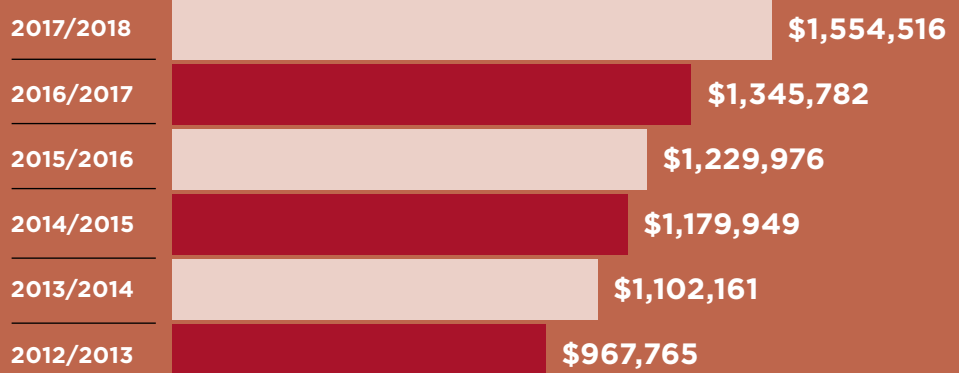
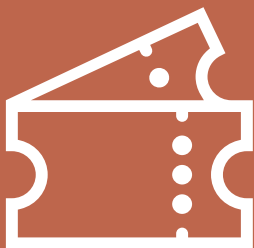


REVENUE

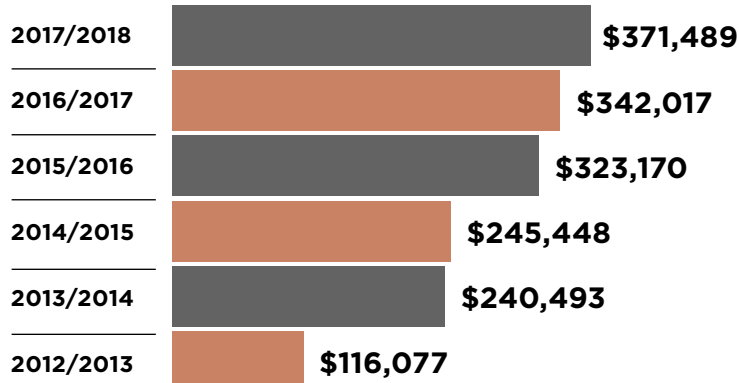
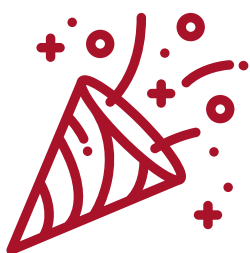
SHOP REVENUE



ADMISSION

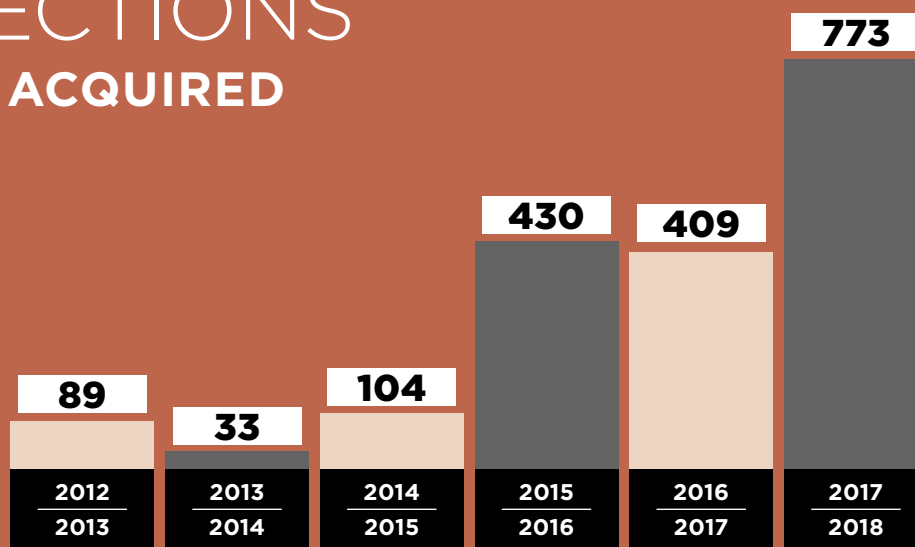


HIREAGE AND FUNCTION



COLLECTIONS

OBJECTS ACQUIRED



OUR YEAR IN DETAIL

2017-2018





EXCITING PUBLIC PROGRAMMES

MOTAT provides exciting experiences that use New Zealand's past, present, and future transport, technology and ingenuity in creative and interactive ways to educate and inspire the innovators of tomorrow.

EVENTS OVERVIEW

This year, MOTAT delivered a huge programme of events, including well-loved annual events like Christmas Lights, Night Lights, Pasifika Vibes @ MOTAT, Wild Wheels, A peachy keen Mother's Day, Prohibition Party, and Little Flick's Birthday; under-fives events like Dig It!, Bubble Weekends, and Starbound; and new events like Sci-Fi Movie Nights and LEGO. We also provided ongoing monthly programmes like Live Days, Weekends of Imagination, and Good Old Days; and school holiday programmes like On Ya Bike, On the Right Track, and Ready, Steady, Go.

During the 2017–2018 year, MOTAT provided 224 onsite experience days and 59 outreach days, including four holiday programmes.

"My son, my friend and I visited MOTAT and were delighted to receive free admission but what was even more exciting was the tram ride. I use a wheelchair and knew that the tram ride would not be possible due to access. But what a surprise when one of the reception team

spoke to the tram conductor who got my wheelchair lifted up into the tram! My son Kyle was so thrilled that we were able to do a fun thing together for once. And to top it off Kyle was allowed to stand by the tram driver. Thank you so much. That is real community inclusion!"

– Visitor comment

CHRISTMAS LIGHTS AT MOTAT

Every Christmas we put on a special, 10-night celebration when our heritage buildings including the Pumphouse are dressed in fairy lights thereby creating a magical place for the residents and visitors of Auckland to experience. We also illuminate and run our heritage trams and use Kiwi lighting technology and innovation to add to the visitor experience.

This event offered visitors the chance to experience an array of twilight festivities across the Great North Road site with all proceeds going towards buying gifts for the Auckland City Mission and Auckland Women's Refuge. Christmas Lights at MOTAT is a great example of how all MOTAT's teams work together to deliver great events.

This event attracted 27,562 visitors, 21.7% more than the previous year's event.

"I just wanted to acknowledge how awesome and reasonably priced your Christmas Lights nights are. My husband and I took five children on Thursday night and we all had a wonderful time. Nowhere else can you have a tram ride, print cards, have a photo with Santa, ice and eat a gingerbread man biscuit, and watch a movie, all for \$2. Thank you MOTAT."

– Visitor comment

OUTREACH MODULES

We have three large metal and glass outreach modules called 'Te Waka Huia' ('Treasure Boxes') that enable us to create miniature museums that we take to locations throughout Auckland for outreach activities such as educational interactives, night illuminations, and pop-up exhibitions. Our two major Te Waka Huia this year were Vocoder and Force in Motion.

Vocoder featured a tangle of coloured pipes that alter the sound of people's voices via digital technology. The module, which was designed by StoryBox, travelled to the Corban Estate Arts Centre for two months and included a programme for children to make and decorate their own pūrerehua (bullroarer) and explore the science of sound.

Force in Motion explored the scientific concepts of circular motion, velocity, and angular momentum using spinning tops, including traditional Māori potaka and modern 3D printed tops. This module travelled to the Mangere Mountain Education Centre for four weeks.

PASIFIKA VIBES @ MOTAT

This highly popular, annual, two-day event was run, once again in conjunction with ATEED's Pasifika Festival and included free entry to MOTAT, a wide range of entertainment and food, all with a Pacifica twist. This year we collaborated with Auckland War Memorial Museum, Auckland Art Gallery Toi o Tāmaki, and the New Zealand Maritime Museum to include several of their outreach activities so as to highlight what they and the 'Museums of Auckland' have to offer.

The team from the Auckland War Memorial Museum helped visitors to build, test, and race their own mini wakas to demonstrate how explorers migrated across the Pacific in the days before GPS. Auckland Art Gallery Toi o Tāmaki ran screen-printing workshops that enabled visitors to explore natural flora in pattern making. The New Zealand Maritime Museum encouraged people to share stories of where they and their whanau arrived from and taught traditional lashing techniques. MOTAT displayed our Flying Boats of the Pacific module pop-up and provided live music, dance, and food offerings.

We achieved a massive increase in attendance, up from approximately 11,000 in 2017 to 18,347 this year.

"Our art making activation saw 1,172 people engage with us over the two-day event – something only possible with the support of this collaboration, so on behalf of our wider team, we thank you greatly."

– Jasmine Te Hira, Gallery Educator, Outreach Programme, Auckland Art Gallery Toi O Tāmaki

LIVE DAYS PROGRAMME

This series of events are held on the third Sunday of each month and provide a comprehensive museum experience programme that attracts a diverse audience to MOTAT. Live Days feature an incredible range of experiences, including rides on our double decker heritage tram, steam trains, and military vehicles, demonstrations of handcrafts in our print shop, our blacksmith working at his forge, artisans making bread and lollies, and much more. Each Live Day also focuses on a specific theme that highlights a specific aspect of the MOTAT collection like fire and rescue, steam, and aviation.

Increased visitor numbers, including 2,841 for the Military Live Day, 2,901 for the Fire and Rescue Live Day, and 2,083 for the Steam Live Day.

"I took my four-year-old nephew today to our third emergency day and I have to say he gets so, so excited. We go to most of the exhibitions that you have and put on but this one is his favourite by far. There were so many different options and interactive displays it was absolutely astounding. We both learnt a lot and the volunteers that work at MOTAT are beyond helpful and wonderful."

– Visitor comment

NIGHT LIGHTS

For the second year we offered this night-time event in conjunction with Auckland's Matariki celebrations. This event featured eight Kiwi designed light-based art installations inspired by MOTAT's heritage collection, plus live music, food offerings, craft activities, and tram rides.

This event attracted 8,629 visitors, more than four times the visitation to the inaugural Night Lights event.

“What a fantastic event! We took our four children on Saturday night. They absolutely loved it, totally entertained for the entire three hours. Thanks so much to everyone who worked hard to make this event such a great success.”

– Visitor comment



INSPIRING EXHIBITIONS



MOTAT develops and delivers a comprehensive museum exhibition programme that is aimed at attracting, educating, delighting, and inspiring a diverse audience.

CHANGING GEAR: CELEBRATING CYCLING IN AOTEAROA

This exhibition drew on MOTAT's excellent cycling collection plus loaned items from throughout the country to tell the story of cycling in New Zealand from the earliest days to the present and into the future. This exhibition highlighted the stories of Kiwi cycling innovators like Bill Pratney, Anthony Clyde, and Teau Aiturai, and incorporated interactive and digital experiences interwoven with Te Reo Māori text. It also gave visitors a chance to play digital dress ups in cycling clothes through the ages, experience the thrill of riding a BMX or mountain bike, test the power of their legs on Team New Zealand's cycle grinders, and have a go at improving a city by supporting cyclists. The exhibition was sponsored by Auckland Transport and required close collaboration across the MOTAT team and with external suppliers and partners.

Changing Gear won the 2018 ServiceIQ New Zealand Museum Award for 'Exhibition Excellence – Social History'.

"An extremely timely exhibition, [Changing Gear] demonstrated how a museum can operate as a platform to inform debate and shape attitudes."

– 2018 ServiceIQ New Zealand Museum Awards citation

ACCELERATE: DRIVING NEW ZEALAND

This two-year exhibition focusing on vehicle technology and innovation features motoring legend Bruce McLaren's Cooper Climax, the timelessly elegant 1949 Jaguar Mark V, and one of the three Massey Ferguson tractors from Sir Edmund Hillary's triumphant Trans-Antarctic Expedition showcased alongside the uniquely Kiwi Trekka utility vehicle and loans including Colin Giltrap's famous 'Black Beauty' racing car which helped power New Zealand onto the world stage of A1 GP motor racing, and a powerfully modified Mazda RX-7 originally owned by 'Mad Mike', the well-known drift racer.

The exhibition opened in June 2018, features a wide range of objects from MOTAT's collection, and focuses on Kiwi ingenuity and innovation, as well as the technological developments of the car over the last century. The project team was drawn from across MOTAT and once again involved collaboration with a number of external partners, suppliers, and sponsors like the Automobile Association.

"I like the environment, it's a great spot to put it all and they've gone to a lot of effort to talk about the past, and the future, and the present"

– Greg Murphy, SKY Speed

SIMPLY MACHINES

The installation of the Accelerate exhibition meant the removal and reconfiguration of our successful Welcome to the Machine exhibition. In an example of innovative thinking and sustainable museum practice, we retained the best elements of the Welcome to the Machine exhibition and gave them a new lease of life in April 2018 as the Simply Machines exhibition. With a fresh graphic look, the streamlined exhibition continues to delight, educate, and inspire visitors about the six simple machines (the wedge, screw, wheel and axle, inclined plane, pulley, and lever) that keep the world moving.

LIBRARY EXHIBITIONS SPACE

The Exhibitions team delivered two displays in the Walsh Memorial Library that showcased different parts of our rich archival holdings:

- A New Setting was curated in collaboration with MOTAT volunteer and Letterpress artist, Makyla Curtis. It displayed her recent works of poetry, which were typeset and printed on MOTAT's historic printing presses. The exhibition showcased MOTAT's recently acquired set of letters that enables the printing of works in Te Reo Māori and included Vaughn Rapatahana's poem Ihowā, which was written especially for the exhibition.
- Scanning the Skies was a celebration of MOTAT's extensive aviation photography collection and provided insights into the digitisation of photographs in museum practice. The display tied in with a recent donation of Jean Batten historic material from the Auckland Airport, which has enhanced our ability to preserve and tell this Kiwi heroine's inspiring story.

31

**Objects displayed
for the first time.**

MOTAT EXHIBITION HISTORY

The Curatorial Research team created a record of past, present, and future exhibitions held at MOTAT, from the early years of MOTAT through to current examples.

200

**MOTAT exhibitions have
been recorded on our
collections database.**



INSIGHTFUL EDUCATION PROGRAMMES

Our education programmes are aligned with the New Zealand curriculum and designed to inspire young New Zealanders to become the Kiwi innovators of tomorrow. We develop interactive experiences for a range of diverse audiences from university students, to pre-schoolers, to people of all ages and cultural backgrounds.

SCHOOL VISITS

This year we provided Learning Experiences Outside the Classroom (LEOTC) opportunities for 25,586 school pupils (up 10.1%) and Early Childhood Education (ECE) experiences for 2,278 pre-schoolers (up 4.4%), and we exceeded our target numbers of participants in both categories.

“It was great to see them work so well in a different environment and just see their faces light up when they experienced something new. The tram was a hit, some had never heard of a tram before. It was the best day ever and we are going back.”

– Teacher comment

“Our students loved this as it was hands on. Our [MOTAT] Educator did research about our school before we came so she knew exactly what our students’ needs were.”

– Teacher comment

“Mummy, mummy I had the best day ever, I learnt a lot mummy!”

– 6-year-old girl after visiting MOTAT

STEAM CELLS

As outlined in our Annual Plan, we established our STEAM Cell education service, which takes our education experiences into low decile and distant schools throughout Auckland. ('STEAM' stands for 'Science, Technology, Engineering, Arts, and Mathematics'.) Each STEAM cell is a special outreach trailer containing equipment, teaching resources, and collection items, and is hosted by a MOTAT Educator. Our STEAM Cells align well with the National Curriculum, encouraging critical thinking, communication, and creativity, and can be tailored to suit the needs of the individual schools.

We brought the STEAM Cells to 17 schools in the greater Auckland area and gave educational experiences to 1,153 schoolchildren.

“Such a huge difference because it was the first time that the MOTAT people visited our school and to teach us something we’ve never done and compare it with everyday gaming, such a fun time I had with them, wish they could do this every day!”

– Student comment

NEW EDUCATION PROGRAMMES

We devised and launched three new education programmes:

- Robotics, where students learn to programme a humanoid robot called 'NAO'.
- Itsy Bitsy Bots, which is a programme that introduces pre-schoolers to the language of computer coding.
- Victorian Escape Room, which is an immersive 'real-life' game in a Victorian house setting, including a digital app and augmented reality.

We mobilised six existing education programmes for STEAM Cell delivery, including Invent-a-Machine, LifeHack, and Gamemaker. These programmes teach design-thinking and prototyping skills.

“Students came away with a better understanding of innovation and how it relates to invention. They were buzzing about the changes they noted in many of the inventions on display.”

– Teacher comment

31 Organisations
exhibited at Super
STEAM Fair 18.

152 Our after school
clubs participants.

*“The jewellery making
workshops were superb, and
I am seriously considering
coming back for night classes.”*

– Student comment

AFTER SCHOOL CLUBS

We collaborated with external educational providers and relevant companies to provide three digital technology-focused after school clubs throughout term times: Coding with NAO, Code@MOTAT, and Robotics@MOTAT, plus hands-on STEAM experiences at our Super STEAM Fair 18. We also worked with Ormiston Junior College students to develop a virtual reality experience based on MOTAT trams and, in conjunction with Peter Minturn Goldsmith School, we offered jewellery making classes to 12 young adults.

THE MIND LAB BY UNITEC @MOTAT

At the beginning of 2018 we entered into an exciting partnership with The Mind Lab where they moved their nationally renowned and innovative school and holiday programme to MOTAT. This enables The Mind Lab and MOTAT to leverage each other's expertise and resources to provide an outstanding and uniquely Kiwi education experience to the children of Auckland. It also enables our teams to work together on new and exciting educational offerings going forward.



FASCINATING OBJECTS, ACQUISITIONS, AND CONSERVATION PROJECTS

The MOTAT collection aims to tell stories of New Zealand's past and present transport, technology, and innovation history by acquiring, conserving, operating, and displaying objects with a particular focus on Kiwi innovation. Our conservation and preservation work involves significant investment, including countless hours of staff and volunteer time.

MAJOR ACQUISITIONS

MOTAT acquired 773 new objects during the year, almost twice as many as we acquired during 2016–2017, including published material, pictorial collections, and manuscripts. The highlights include:

Jean Batten's flying helmet

This was worn by Jean Batten during her record-breaking flights in the late 1930s. The flying helmet is a significant addition to MOTAT's world-class Jean Batten collection, which includes medals, awards, paintings, and the engine from her Percival Gull aeroplane.

Jean Batten's log book

This unique document records Jean Batten's flights in her Percival Gull aircraft from 21 September 1935, the day after Batten took delivery of the aircraft, and includes her record-breaking solo flight from England to New Zealand in October 1936.



1952 Post Office Humber delivery bicycle

This bicycle was manufactured in Britain in 1952, imported to New Zealand, and then used to deliver telegrams for the New Lynn and Avondale Post Offices. This bicycle was not a standard-issue Post Office bicycle as it has extra gears that made travelling the hills and the roads around the Waitakere Ranges faster and smoother. A trip odometer affixed to the front wheel shows that the bicycle has covered nearly 10,000 miles.

Military parachutes

This includes a World War II-era silk parachute made by Irving Air Chute of Great Britain Limited, an orange and white nylon parachute in an RNZAF Kit Bag from a later era, and some significant parachute parts including a spring-loaded, silk 'pilot chute' (which was a small parachute used to deploy the main parachute) probably dating from World War II. According to the donor of these objects, they were obtained by members of the Manawatu Parachute Club during their military service and were then later used recreationally.

Auckland Rapid Transit concept drawings

These eight pastel and gouache concepts for the Auckland Rapid Transit (ART) rail project are by Gifford Jackson, a prominent graphic designer awarded the New Zealand Order of Merit in 2013. The ART was formed to investigate and plan an underground railway for Auckland between 1968 and 1978. These works show concepts for a downtown underground rail station as well as designs for interior and exterior control and passenger cars. These are unique objects of documentary heritage that record urban transport planning in Auckland and highlight New Zealand's design history.

Solent and Sunderland Restoration

MOTAT is home to two extremely rare flying boats of national and international significance: the S.25 Sunderland Mk V and the S45A Solent Mk IV. Last year the Collection Projects team completed the mammoth task of restoring and repainting the exterior of the Sunderland before moving it into the Aviation Display Hall and

swapping it with the Solent, which is now outside the Hall undergoing further restoration. We have built a protective cover and working platform around the Solent and have begun repainting its exterior and repairing its structure.

Restoration work on the Solent is progressing on schedule and we expect to be able to move it back into the Aviation Display Hall towards the end of 2018.

Steam Engine Restoration

This year the Collection Projects team has completed an extensive restoration of our F Class Locomotive No. 180 'Meg Merrilies'.

The steam locomotive is now in operational condition and will be available for operation on Rail Live Days and other special occasions.

"A special thank you to the Gentlemen from MOTAT who at the end of the afternoon invited us (myself and four children) for a tour of the flight restoration area. He guided us around and took a lot of time to explain things and the children were able to sit in the pilot's seat of the HP95 Hastings Aircraft which was being restored."

– Visitor comment



OBJECT LOANS

The Registry team coordinated the incoming loan of seven bicycles for the Changing Gear exhibition, plus two vehicles and two motorbikes for the Accelerate exhibition. The team also coordinated the loan of two MOTAT collection objects to external exhibitions, including a heart-lung machine for the Bravehearts traveling exhibition, and a dress for the New Zealand Fashion Museum for the 'Bruce Pappas: A Certain Style' exhibition.

COLLECTION CARE AND MANAGEMENT

As custodians of a unique and historically significant museum collection, we work hard to improve how we conserve and protect the objects in our care. This year we relocated more than 20,000 objects to our new storage facility, added 6,248 objects to our inventory, made 2,350 new digital images available online, and developed a new online collection data platform.

COLLECTION RELOCATION PROJECT

Towards the end of 2016 we discovered that part of our offsite collection had been contaminated by hazardous material from the roof of our storage facility. The Auckland Council agreed to our request for an increase in our levy to cover the cost of cleaning and moving our offsite collection to a new storage facility.

Our Registry, Conservation, Library, Inventory, and Collection Projects teams cleaned, treated, packed, and moved approximately 20,000 objects – including five full-sized trams – to our new offsite storage facility in Penrose in less than 9 months. This was a mammoth undertaking and we could not have achieved what we did without the dedication and hard work of the Collections

Hub, supported by the rest of our employees and volunteers.

As outlined above the team identified, documented, and either cleaned or packed in uniquely labelled and trackable HAZMAT units, a large number of collection objects. In particular, the Conservation team successfully managed the removal of asbestos from a number of collection items, treated 530 objects for pest infestations, and, together with the Registry team, arranged for the safe relocation of several radioactive items and 620 'dangerous goods' objects.

The Registry team designed and implemented a thematic and fully accessible storage plan for our collection at our new storage facility, which we refer to as MOTAT3.

We installed 136m of purpose-built art racking to house our framed prints collection. The Environment and Infrastructure team prepared, cleaned, and painted the new facility, and installed new camera and alarm systems.

We have started arranging objects within MOTAT3 by object and department types, and have created a standardised location system that will be subsequently rolled out over our other two sites, so that we can locate and easily identify our collection objects.

Approximately 20,000 unique collection objects safely stored in an improved facility that enables easy access to all items.

COLLECTION INVENTORY PROJECT

The Inventory team inventoried 2,316 accessioned collection objects and 3,298 uncatalogued/unnumbered collection objects. Since the start of the inventory project in 2013, we have inventoried 15,482 accessioned collection objects and 12,306 uncatalogued/unnumbered collection objects, taking the total to 27,788 objects.

5,614 objects inventoried this year, exceeding our target of 5,000 by 12.1%.

This project was a finalist in the ServiceIQ 2018 New Zealand Museum Awards 'Museum Project Excellence Award'.



NEW ONLINE COLLECTION PLATFORM

The Library and Archive team began development of a new online collection platform, including migrating 100,117 data records for all current accessioned objects to the new platform. We have now completed the test site, and further testing and feedback will take place in early 2018-2019 with the official launch of the platform scheduled for mid 2018-2019.

DIGITISATION PROJECT

This year was Year 5 of the Lotteries-funded Digitisation Project, whereby the Library team is aiming to digitally preserve all the images in our collection.

MAKERS AND MANUFACTURERS ONLINE RESOURCE

The Curatorial Research team created a visual record of makers' labels and manufacturers' logos from the objects held in MOTAT's Textiles and Road Transport collections.

NEW ONLINE COLLECTION PLATFORM

The Conservation team supported 13 exhibitions and public programmes by checking humidity and light levels and providing Condition Reports of objects. The Conservation team also successfully protected our collection from various potential dangers, including water leaks, water ingress, and mould outbreaks.

INTEGRATED PEST MANAGEMENT FRAMEWORK

The Conservation team launched an Integrated Pest Management Framework, including an internal insect monitoring programme, across our three sites.

NEW CONSERVATION LABORATORY

The Conservation team began planning MOTAT's first-ever conservation laboratory to be located at MOTAT3. The laboratory will be completed in the 2018-2019 financial year.

2,350

New digital images made available online, bringing the total number of images available to the public to more than 10,000.

146

Records representing makers and manufacturers of objects have been updated.

120

Insect monitoring traps established across three sites.

792

Insects trapped and recorded.

83

Rodent stations established across three sites.

PEOPLE, CULTURE, HEALTH AND SAFETY

At the heart of MOTAT is a dedicated team of employees and volunteers who are responsible for achieving our strategic and other objectives. We are committed to retaining and developing these talented and capable people by enhancing their engagement with the Museum, introducing more opportunities for learning and career development, encouraging more diversity, and implementing workplace improvements.

IMPROVED EMPLOYEE ENGAGEMENT AND RETENTION

We improved our engagement again this year and these results are proof that we are improving the way the team is being managed.

65% Employee
engagement

69% Volunteer
Engagement



INCREASED INVESTMENT IN LEARNING AND DEVELOPMENT

In line with our Annual Plan objectives and staff engagement feedback, we have invested more in the learning and development of our employees and volunteers.

21 Team members have completed our Emerging Leaders Programme.

9 Team members have gained their Level 3/4 ServiceIQ qualifications in Museum Practice and Visitor Engagement.

51 Team members have attended Te Reo Māori and/or Tikanga Māori training.

26 Team members have attended Deaf Awareness training.



VOLUNTEER DIVERSITY

During the year we continued our focus on improving the diversity of our volunteer bases and ensuring that the volunteer's activities were aligned to the Museum's requirements and resulted in mutually beneficial outcomes. We also worked on ensuring that our volunteers are better managed, better rewarded, better recognised for their efforts, and are provided with the resources they need to do their work.

We have established a Volunteer Forum, which meets on a bi-monthly basis, to help us get volunteer input on a number of initiatives designed to improve volunteer engagement. This includes an Alumni Programme (to enable those who are no longer able to volunteer at MOTAT to retain their connection with the Museum), Skills Database (to enable us to tap into the extensive knowledge and skills of our volunteers), and Young Volunteers Forum (to attract younger volunteers to MOTAT).

32

New volunteers have joined the MOTAT Team.

17

Volunteers have undertaken non-traditional volunteer roles.

3

Volunteers were given Good Citizen Awards by the Waitemata Local Board in October 2017.



IMPROVED SAFETY PRACTICES

We have adopted better safety practices and improved employee and volunteer engagement with Health and Safety. A reorganisation of the way Health and Safety is managed across the Museum has resulted in more “on the ground” assistance to our employees and volunteers in relation to identification and management of Health and Safety issues. This reorganisation has helped raise awareness within the team of potential risks and has increased incident reporting. We have also reviewed our management of hazardous goods and we have ensured all our First Aid stations and kits are up to date. Increased resources and enhanced awareness of Health and Safety across the Museum has been reflected in a reduced Lost Time Injury Frequency Rate (LTIFR), which is the number of lost time injuries occurring in a workplace per 200,000 hours worked.

We have reduced our LTIFR from 5.31 to 4.7 and improved the monitoring and response to any incidents.

COLLABORATION WITH EXTERNAL INSTITUTIONS

MOTAT has joined a collaborative workgroup with the other Museums of Auckland (i.e. Auckland Art Gallery, Auckland Museum, Maritime Museum, and Stardome) to share people and culture initiatives, including learning around flexible working, diversity and inclusion, and health and wellbeing, and to work on joint projects like Pasifika Vibes @MOTAT and Auckland Pride. We have also provided support to a number of other institutions including Corban Estate, the Howick Historic Village, and Mangere Mountain.

We have included six interns drawn from external institutions in the MOTAT Team this financial year: three from Auckland University of Technology, and one each from the University of Auckland, Victoria University of Wellington, and the Open University. The interns worked with the Exhibitions, Marketing, People and Culture, and Library and Archives teams.

MARKETING AND COMMUNICATIONS

We continue to raise our profile, promote key events and exhibitions, and attract more visitors to MOTAT through a variety of channels, including advertising, media campaigns, the MOTAT website, and social media. Our Marketing and Communications team also monitors visitor satisfaction, manages research projects, handles external media relations, and undertakes internal communications with staff and volunteers.

MARKETING AWARD

MOTAT won the 'Excellence in Marketing 2017' category in the Westpac Auckland Business Awards Central. We subsequently won the 'Best of the Best' category for Marketing in the wider Auckland region. The notable achievements that resulted in MOTAT being nominated for these awards include an increase in visitor numbers from previous years, an expanded outreach programme, a successful public programme series, and escalating

revenue generation across several income streams. In addition to the marketing award, MOTAT was also named as a finalist in two other categories: 'Excellence in Strategy and Planning' and 'Employer of the Year'.

VISITOR SATISFACTION INCREASE

MOTAT's 2017–2018 Annual Plan objective was for 85% of visitors to rate their experience of MOTAT as 7 out of 10 or higher. We achieved a 93% visitor satisfaction rating this year, exceeding our target by 8% and improving on the previous year's result by 3%.

SUPERGOLD CARD HOLDER VISITS INCREASE

We achieved 9,539 SuperGold Card holder visits this year, exceeding our target of 8,000 visits by 19%. Our monthly Good Old Days public programme has contributed to this increase.



WEBSITE VISITORS INCREASE

The MOTAT website received 385,095 visits, exceeding our target of 285,000 visits by 35%.

“It is particularly rewarding for a not for profit organisation to be recognised and judged against some of the leading businesses in New Zealand. It confirms that the ongoing implementation of the strategy we introduced in 2014 is working and I am extremely proud of the MOTAT Team.”

*– Michael Frawley, Chief Executive/
Museum Director, MOTAT*

PARTNERSHIPS

We develop mutually rewarding relationships with organisations and individuals to help provide a wider range of experiences, broaden the range of objects that are displayed to the public, and to attract more funding and support.

THE MIND LAB BY UNITEC @ MOTAT

As outlined earlier in this Report we have established a partnership with digital and collaborative learning pioneers The Mind Lab by Unitec to provide their popular education programmes at MOTAT. Since April 2018, the award-winning learning specialists from The Mind Lab have been running their popular Tech Toolbox, school, and holiday programmes from a purpose-built facility at MOTAT. This space includes flexible teaching areas, labs, and creative reflection zones.

As an interactive museum, MOTAT plays a valuable role in providing learning experiences outside of the classroom (LEOTC) that broaden and deepen curriculum understanding for more than 25,000 Auckland students each year. With the option to combine courses from The Mind Lab by Unitec with our regular LEOTC programmes or a museum visit, schools can now build a truly memorable learning experience at MOTAT for their students.

LOAN OF 'BLACK BEAUTY' A1GP RACING CAR

For the Accelerate exhibition, MOTAT negotiated the loan of A1 Team New Zealand's A1 Grand Prix racing car from its owner, Colin Giltrap. Nicknamed 'Black Beauty', the carbon-fibre car had a top speed of 300kmh and was piloted to several podium placings by Kiwi drivers Jonny Reid and Matt Halliday in the 2006-07 and 2007-08 seasons of the A1 Grand Prix. Often called the 'World Cup of Racing', the A1GP ran annually from 2005 to 2009 using standardised race cars that put all the competitors on a level playing field. The 'Black Beauty' car loaned to MOTAT dates from the first three seasons of the competition and features a Lola B05/52 chassis and a Zytek ZA1348, 3400cc, V8 engine producing 520 horsepower.

“This new partnership with MOTAT is the start of a new era for Auckland students who will experience the best of both worlds – MOTAT’s immersive learning environment combined with the hi-tech digital world of The Mind Lab by Unitec.”

– Frances Valentine, Chair and Founder of The Mind Lab by Unitec

CELEBRATING NEW ZEALAND INNOVATION EVENT

We invited 25 VIP business and political leaders to a special dinner in the Innovators exhibition space, co-hosted by Auckland Mayor Phil Goff and MOTAT Chief Executive Michael Frawley. The event was aimed at building brand advocacy for MOTAT with key influencers by giving them first-hand experience of the changing face of MOTAT. Guests included former Deputy Prime Minister Sir Don McKinnon, Animation Research Ltd founder Ian Taylor, SKYCITY Chair Rob Campbell, Vector Chair Michael Stiasny, ATEED Board Member Norm Thompson, and KiwiRail CEO Peter Reidy.

“That was a most successful evening and thank you for having us there. You effectively highlighted so much of the activities and displays for which MOTAT must become better known.”

– Rt Hon Sir Donald C McKinnon ONZ GCVO

CORPORATE EXHIBITIONS SPONSORSHIP

As part of upgrades to our Model Railway exhibit, KiwiRail provided funding to help us develop a new addition: an interactive model train set. We are very grateful to KiwiRail for their assistance in this very timely update of a popular visitor exhibition.

Auckland Transport partnered with us by contributing sponsorship towards our Changing Gear exhibition, which told the story of cycling in New Zealand. Along with the sponsorship, Auckland Transport also donated an electric bike that was given as a prize to a lucky visitor.



A photograph of a formal dinner table set in a museum. The table is round, covered with a black cloth, and set with silver plates, glasses, and cutlery. A large, ornate black candelabra with several lit candles stands on the table. In the background, a vintage biplane is displayed, illuminated with blue and purple lights. The scene is set in a museum, with other aircraft visible in the background.

COMMERCIAL ACTIVITIES

We work hard to increase our revenue streams, attract visitors, and promote the MOTAT brand through our retail shops, fundraising activities, and by hosting corporate events.

CORPORATE EVENTS

In December 2017 we hosted the ASB Christmas Family Day for 3,000 ASB staff and family guests, which was the largest private event ever staged at MOTAT. We presented a series of “TED” talks on the future of space exploration by rocket scientist Tim Atkins from NASA’s Marshall Space Flight Centre. We also launched Weddings at MOTAT, a range of boutique products for the local wedding market.

We exhibited at the 2017 Professional Conference Organisers Association Conference and were subsequently invited to join the organisation as a business partner alongside 59 other organisations across Australia and the Pacific. MOTAT is now hosting corporate events for a range of international corporate clients from Australia, India, China, Malaysia, Thailand, and Singapore.

FUNDRAISING

Over the year, we have received grants from Perpetual Guardian, including \$5,000 for restoration work on the Pumphouse, \$2,000 for conservation work on Tram 17, and \$4,955 for iPads for our Education team.

We have also received \$10,750 from the ANZ Staff Foundation, which will be used to support MOTAT’s STEAM Cells Digital Technologies outreach programme. The donation will enable our Education team to purchase 10 laptops to assist with their delivery of the NZ Digital Technologies curriculum content to schools in hard to reach areas and to disadvantaged students from lower socio-economic areas in the North Island.

To raise funds for the Solent restoration and painting Steam Tram No.100T, and to capture ongoing funding, we have also introduced Donation Point Tap devices into our retail shops. Donation Point Tap is an affordable, contactless, counter-top device that enables visitors to quickly donate pre-set, low-value amounts. Our visitors can simply tap their card on the devices to donate, making it easier for us to capture their ‘spur of the moment’ donations.

RETAIL SHOPS

We are working towards reducing waste at our shops by discontinuing the use of single-use plastic bags and repurposing MOTAT pamphlets into unique gift boxes. Our range of exclusive and collectable MOTAT bears was expanded by the addition of Science Bear and Aviator Bear.

We developed and led collaboration within the Auckland GLAM (galleries, libraries, archives, and museums) sector retail stores to facilitate joint purchase and importation of merchandise from new Australian suppliers, which has saved us money and expanded our retail range.

CROPPER HOUSE

In December 2017, we invested in the upgrade of our outdoor dining experience. This included construction of a new concrete floor pad and all-weather canopy for the terrace at our historic Cropper House, along with new café furniture to complete the experience. The Environment and Infrastructure team also undertook building work including earthworks, installation of new porch balustrades, replacement of rotted weatherboards and decking, construction of the covered seating area at the rear of the café, and new lighting.

ENVIRONMENT, INFRASTRUCTURE, ICT AND PROJECT MANAGEMENT

MOTAT continues to evolve, develop, and upgrade our infrastructure, buildings, and systems to support our strategic objectives, improve our visitor experiences, provide a safe, effective, and efficient working environment for our people, and ensure a secure environment for our collection.

MOTAT ATHFIELD MASTERPLAN

Unfortunately, our application for funding under the Auckland Council's Long-Term Plan to progress the implementation of the MOTAT Athfield Masterplan was unsuccessful pending the outcome of the independent cultural review of the funding and governance of the Auckland Art Gallery, Auckland Museum, Maritime Museum, MOTAT, and the Stardome.

We did however undertake a number of projects during the year that were aimed at improving the look, feel, security, and usability of the Museum.

BUILT ENVIRONMENT IMPROVEMENTS

We undertook new landscaping at our MOTAT1 campus, including building new gardens, installing sculptures, and development of an orchard and vegetable patch in the historic village area. We cleared several large collection items from behind the rail area in preparation for the removal of containers and replacement of roofing.

The Environment and Infrastructure team spent considerable time at our new MOTAT3 storage site preparing it for receiving the collection and establishing the facilities that now house the Collection employees.

Following the relocation of our collection objects to MOTAT3, the Environment and Infrastructure team played a significant part in remediating our old offsite storage facility.

We also constructed the Adrian Young memorial garden where Tram 91 was formerly located. Adrian joined MOTAT in 2013 as a graphic designer and was largely responsible for the colourful new visuals around our grounds. Adrian passed away while at work two years ago.

SECURITY UPGRADES

We upgraded the security fencing on our Meola Road frontage and installed a new automated access gate at our MOTAT2 campus. Additional CCTV cameras and monitoring equipment were installed in our recently refurbished buildings at our MOTAT1 campus.

ICT UPGRADES

We installed 2km of single mode dark fibre between our MOTAT1 and MOTAT2 sites to enable 10 Gigabyte connectivity in future. Working with teams across MOTAT we automated and digitised 23 formerly manual approval processes.

We improved data resiliency in case of regional disaster by backing up all our data to a secure site outside of Auckland. We redesigned our provision of internet services to both of our sites to ensure continuity in case of failure at either site, and we implemented certificate-based staff Wi-Fi authentication, which enables staff access to internal systems with improved security protection.

Significant service contracts were signed with Ricoh and Vodafone, ensuring continuing support for all our ICT systems, and enabling enhanced performance from a technological point of view. Some of these new initiatives will be rolled out over the current financial year.



MOTAT LEADERSHIP

SENIOR MANAGEMENT TEAM

**Steven Fox**

General Manager
Museum Experience

Alba Letts

General Manager
Collections

Michael Frawley

Chief Executive/
Museum Director

Wayne Schache

General Manager
Business Services

MOTAT BOARD

Dr Lesley McTurk (Chair)

Mike Spraggon (Deputy Chair)

Helen Atkins

Lindsay Corban

Bruce Howat

Dr Bruce Hucker

John McElhinney

Bill Rayner

Hon. Judith Tizard

Sue Wood

GOVERNANCE

BOARD SUB-COMMITTEES

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

AUDIT AND RISK COMMITTEE

Chair:

Mike Spraggon

Committee members:

Helen Atkins, Bill Rayner

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

APPOINTMENTS PERFORMANCE AND REMUNERATION COMMITTEE

Chair:

Lindsay Corban

Committee members:

John McElhinney, Dr Lesley McTurk

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

HEALTH AND SAFETY COMMITTEE

Board Representative:

Bruce Howat with alternate Helen Atkins

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

STRATEGY AND FUNDING COMMITTEE

Chair:

Sue Wood

Committee members:

Lindsay Corban, John McElhinney, Bruce Howat, Dr Bruce Hucker

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

DEVELOPMENT REVIEW GROUP

Board Representative:

Helen Atkins

The Board has a representative on the Development Review Group which oversees any significant projects in relation to the Museum's buildings and infrastructure and it seeks independent legal and other advice as and when required.



FINANCIAL STATEMENTS

FOR THE YEAR ENDED
30 JUNE 2018

ANNUAL ACCOUNTS 2017–2018

We are pleased to report that we received an unqualified audit opinion for the 2017–2018 financial year.

For the reasons explained below, we recorded a deficit of \$238,513 as shown in the Statement of Comprehensive Revenue and Expenditure.

Over the last three years, we have incurred costs in relation to the development of the MOTAT Athfield Masterplan, including costs associated with the Auckland Council's request that we prepare and submit a Treasury model Better Business Case, in support of our application for Long Term Plan funding of the Masterplan. These costs have been reflected as work in progress in our balance sheet as Redevelopment Costs. Due to the uncertainty around the timing of any funding for our Masterplan, it is prudent to now recognise the impairment of these assets as shown in the Statement of Comprehensive Revenue and Expenditure. This is the main contributor to the reported deficit.

It is pleasing to note a 16.4% increase in Other Operating Income and demonstrates the growth we have seen since the launch of our Strategy in 2014 and our objective to become the “must experience venue” in Auckland. It also meets one of our statutory objectives of greater self-sufficiency through revenue producing activities, thereby supplementing public funding.

We appreciate the support of the NZ Lotteries Grants Board and the Ministry of Education who have continued to support us by way of grants

towards our “Collection Inventory” and “Learning and Education Outside The Classroom” initiatives over several years.

Expenditure was carefully managed through the year. Additional unbudgeted costs were incurred during the year, and savings were made to reduce the impact of these costs. Some of these additional costs are employee related to providing new visitor experiences (e.g. hosting new exhibitions and increasing tram drivers) and expediting the shift of our collection from our offsite storage facility. Some of the unbudgeted costs were due to unforeseen circumstances or critical infrastructure that needed attention (e.g. repair and repainting of Cropper House in conjunction with the new exterior canopy and storm damage).

As outlined above this year's results reflect the additional costs associated with the relocation of our collection objects from our offsite storage facility. These additional costs included cleaning the heritage objects as they had been contaminated by hazardous material from the offsite storage facility, packaging and freight costs associated with moving over 20,000 collection items, make good of the premises we vacated, the cost of covering rent for two premises while the shift was undertaken, and the fit-out of our new storage facility.

A number of special projects were progressed during the year including the refit of Building 5 to accommodate our new partner, The Mind Lab by Unitech, scoping and the design of the upgrade of Building 6 in order to create a better visitor, exhibition, collection and work environment and to accommodate travelling exhibitions (e.g. Boeing's Above and Beyond), the development of our STEAM Cells which enables us to take our science, technology,

engineering, art and maths education programmes to the schools in Auckland and the commencement of our Customer Relationship Management project.

The timing around special projects in a Museum environment is often fluid, and accordingly some unspent funds will be carried over into the new financial year to complete the projects they were originally allocated to.



STATEMENT OF COMPREHENSIVE REVENUE AND EXPENDITURE FOR THE YEAR ENDED 30TH JUNE 2018

	NOTE	2018	2017
Levies from Territorial Authorities	2	15,222,110	13,100,000
Grants and Donations	2	373,130	468,609
Rent – Donation	2	560,625	528,750
Interest Received		263,801	235,102
Other Operating Income	3	2,315,441	1,990,045
Operating Revenue		18,735,107	16,322,505
Employee Benefits Expense		7,549,770	6,581,215
Depreciation Expenses	4	1,725,828	1,639,072
Finance Expenses		42,296	57,492
Rent – Expense		560,625	528,750
Other Expenses	5	8,609,352	7,357,798
Impairment of Redevelopment Expenses	8a	485,749	-
		18,973,620	16,164,327
Net (Deficit)/Surplus		(238,513)	158,178
Other comprehensive income			
Movement in revaluation reserve		164,000	344,205
Total Comprehensive Income		(74,513)	502,383

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30TH JUNE 2018

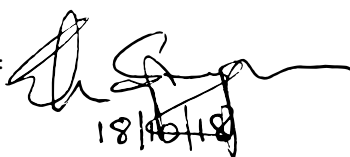
	Projects Reserves	Asset Revaluation Reserves	Retaining Earnings	Total Equity
Balance as at 1 July 2017	191,819	5,644,210	54,883,119	60,719,148
Net Deficit			(238,513)	(238,513)
Transfer to/(from) Project Reserve	(1,557)		1,557	
Other comprehensive income				
Asset revaluation reserve		164,000		164,000
Total Comprehensive Income	(1,557)	164,000	(236,956)	(74,513)
Balance as at 30 June 2018	190,262	5,808,210	54,646,162	60,644,634
Balance as at 1 July 2016	214,424	5,300,005	54,702,336	60,216,765
Net Surplus			158,178	158,178
Transfer to/(from) Project Reserve	(22,605)		22,605	
Other comprehensive income				
Asset revaluation reserve		344,205		344,205
Total Comprehensive Income	(22,605)	344,205	180,783	502,383
Balance as at 30 June 2017	191,819	5,644,210	54,883,119	60,719,148

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 30TH JUNE 2018

	NOTE	2018	2017
Cash and Cash Equivalents	7	2,534,480	1,485,685
Accounts Receivable		192,827	289,328
Term Deposits and Investments		-	1,000,000
Shop Inventory		89,505	95,689
GST Receivable		172,378	232,073
		2,989,189	3,102,775
NON CURRENT ASSETS			
Intangible Assets		-	23,236
Property, Plant and Equipment	8a	30,657,392	31,182,731
Collections	8b	29,416,446	29,231,736
		60,073,838	60,437,793
TOTAL ASSETS		63,063,027	63,540,568
CURRENT LIABILITIES			
Creditors and Accruals	9	1,518,918	1,638,192
Regional Facilities Auckland	10	78,481	67,626
Hire Purchase	10	-	7,946
Income in advance	6	150,044	351,108
		1,747,443	2,064,872
NON CURRENT LIABILITIES			
Regional Facilities Auckland	10	670,950	756,550
		670,950	756,550
TOTAL NET ASSETS		60,644,634	60,719,148
EQUITY			
General Equity		54,646,162	54,883,119
Asset Revaluation Reserve		5,808,210	5,644,210
Projects Reserve	11	190,262	191,819
TOTAL EQUITY		60,644,634	60,719,148

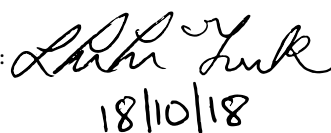
Board member:



Date:

18/10/18

Board member:



Date:

18/10/18

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

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30TH JUNE 2018

	Note	2018	2017
CASH FROM OPERATING ACTIVITIES			
Cash was provided from:			
Levies from Territorial Authorities		15,222,110	13,100,000
Grants and Donations		167,974	404,729
Receipts from operations		2,315,441	2,022,170
Interest income		263,801	235,102
Cash was disbursed to:			
Payments to Suppliers, Employees and others		16,280,497	13,884,343
Borrowing costs paid		42,296	57,493
Net Cashflow from/(applied to) Operations		1,646,533	1,820,165
Cashflow from Investing Activities			
Cash was applied to:			
Payments for property, plant & equipment		1,515,047	2,105,751
Payments for heritage assets		-	-
Net Cash (applied to)/from Investing Activities		(1,515,047)	(2,105,751)
Cash flow from Financing Activities			
Cash was provided from:			
Proceeds from borrowings		-	-
Cash was applied to:			
Repayment of borrowings		82,691	137,144
Net Cash (applied to)/from Financing Activities		(82,691)	(137,144)
Net Increase/ (Decrease) in cash held		48,795	(422,729)
Opening Cash Balance		2,485,685	2,908,414
Closing Cash Balance		2,534,480	2,485,685
Represented by:			
Cash and Cash Equivalents	7	2,534,480	1,485,685
Short Term Investments		-	1,000,000

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 2018

1. Statement of Accounting Policies

REPORTING ENTITY

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

The Museum is spread over the three geographical sites at M1 (805 Great North Road), M2 (Motions Road), Western Springs, Auckland, and off-site storage.

MOTAT's goal is to move away from being a museum that predominantly focuses on its objects to an institution that uses its collection and its focus on Kiwi ingenuity, transport, technology and the associated stories in a creative and interactive way that motivates and inspires the innovators of tomorrow. By doing this MOTAT will provide a multi-dimensional experience that its visitors will find rewarding and will make them want to return for more on a regular basis.

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

STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

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

The Financial Statements are prepared in accordance with the Museum of Transport and Technology Act 2000 and include results of the Board for the year ended 30 June 2018.

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.

a – Revenue Recognition

REVENUE FROM NON-EXCHANGE TRANSACTIONS

LEVIES

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

GRANTS AND DONATIONS

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

RENT DONATION

The land on which MOTAT operates is leased at subsidised rates from the Auckland Council. The rent donation is not directly received in cash by MOTAT and equates to the deemed expense for using the land. This notional income is recognised as income in the period in which MOTAT uses the land.

REVENUE FROM EXCHANGE TRANSACTIONS

GATE REVENUE

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

SALE OF GOODS

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

MOTAT MATES PASSES

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

INTEREST INCOME

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

b – Employee Entitlements

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

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

c – Rent Expense

The property from which MOTAT operates is owned by the Auckland Council. The expense is based on an assumed market rental yield on the value of land and buildings as used for rating purposes. This is

a non-cash expense recognised in the period that MOTAT uses the land.

d – Property, Plant and Equipment

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

DEPRECIATION

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

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

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

Redevelopment costs relate to costs incurred in the planning stage of the redevelopment of MOTAT 2 and other ongoing projects. Costs incurred to date represent work in progress and therefore have not been depreciated. Once the asset becomes available for use, the costs associated to that asset will be transferred to the appropriate asset category and depreciated accordingly. Any redevelopments in progress that are abandoned are written off.

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.

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

DISPOSALS

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

IMPAIRMENT

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

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

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

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

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

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

e – Collections

MOTAT has an extensive collection acquired over a long period of time. The Board has developed a full register and catalogue of the collection. From this register, all assets with a value in excess of \$5,000 were identified and valued as at 30 June 2010 by appropriate independent experts. This valuation has been accepted by the Board as deemed cost. Categories of significant collection assets are revalued by appropriate independent experts on a five year rolling basis, with the first cycle having commenced in 2012, and will be subject to an annual assessment for any potential impairment. For a period of three years starting from 01 July 2014 independent valuations of items not previously identified within the collection were made. To ensure that within the three year period all significant heritage asset collections belonging to MOTAT were valued. The collections are subject to a rolling five year valuation cycle.

The other low value assets in the collection have not been included in the financial statements as the

Board believes the cost of valuing and reporting these assets outweighs the benefit to the readers of the financial statements.

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

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

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

f – Intangible Assets

SOFTWARE ACQUISITION AND DEVELOPMENT

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

Staff training costs are recognised as an expense when incurred.

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

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

g – Inventories

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

h – GST

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

i – Accounts Receivable

Debtors and other receivables for both exchange and non-exchange transactions are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method less any provision for impairment.

A provision for impairment is established when objective evidence of collection is doubtful. When a debtor is considered uncollectible, it is written-off against the provision.

j – Cash And Cash Equivalents

Cash and cash equivalents include cash on hand and deposits held at call with domestic banks. Cash and cash equivalents also include highly liquid

investments with original maturities of three months or less and which are subject to an insignificant risk of changes in value.

k – 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.

l – 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.

m – 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).

n – 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.

o – Statement Of Cash Flows

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

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

p – Critical Accounting Estimates And Assumptions

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

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

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

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

q – Financial Instruments

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

RECEIVABLES AND PAYABLES

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

BORROWINGS

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

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

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

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

2. Grants and Donations

	2018	2017
Grants		
Donated Collection Assets	20,710	63,880
Ministry of Education Grant	121,589	135,099
The Lion Foundation	-	30,000
New Zealand Lottery Board	207,418	223,000
Four Winds Foundation	-	10,000
Other Donations & Grants	23,413	6,630
	373,130	468,609
Other Non Exchange Revenue		
Levies from Territorial Authorities	15,222,110	13,100,000
Rent Donation	560,625	528,750
Total Non Exchange Revenues	16,155,865	14,097,359

3. Other Operating Income

	2018	2017
Gate and Tram Admission	1,565,382	1,345,782
Hirage, Events and Functions	371,488	342,017
Other income	94,579	21,833
Shop Sales	283,992	280,414
	2,315,441	1,990,045

4. Depreciation Expenses

	2018	2017
Leasehold Improvements	1,112,083	1,119,377
Furniture and Fittings	53,266	27,604
Vehicles	14,745	10,862
Computers and Software	244,118	224,169
Display Equipment	29,849	20,303
Plant and Equipment	248,441	195,924
Intangible Assets	23,326	40,834
	1,725,828	1,639,072

5. Other Expenses

	2018	2017
Acquisitions - library	1,240	767
Amenities	150,300	5,439
Audit	50,000	53,150
Bank /Merchant + EFTPOS Fees	29,901	25,383
Board - associated/remuneration	151,357	152,634
Catering & Functions	140,820	133,674
Conservation	269,575	55,548
Consultancy/ Legal Fees	37,085	228,332
Cost of Shop Sales	159,615	152,846
Courier/Postage	75,989	8,906
Research Database	12,882	10,286
Energy / Fuel	138,082	140,221
Events/ Exhibitions/Signage	1,291,089	1,592,660
Expendable Programme Resources	2,000	3,059
Fees, subscriptions, permits & licences	82,234	60,274
Fixed Assets Expenses (<\$500)	3,794	3,720
Insurance - premiums	190,171	145,464
Internet Connection/ IT Support	326,264	274,111
Maintenance expenses	1,336,047	971,110
Travel/ Accommodation/Vehicle Hire	34,708	17,257
Lease of Tram 1808/1032	-	20,454
Equipment Hireage	5,927	-
Miscellaneous expenses	155,727	150,914
Marketing	509,089	491,623
Off-site Storage	1,290,781	457,392
Payroll/Staff, Stakeholder Care/Development	330,481	458,953
Care/Development	5,597	3,852
Photocopying & Printing/Stationery	48,140	48,539
Promotions	76,519	38,243
Rates - land/water	47,178	43,387
Redevelopment expenses	521,033	699,007
Restoration Expenses	437,189	264,737
Safety/Security	580,561	534,393
Subscriptions/Memberships	32,874	35,457
Sustainability	10,341	-
Telephones	74,762	76,007
	8,609,352	7,357,798

6. Income in Advance

	2018	2017
New Zealand Lottery Board	554	185,000
MOTAT Mates Annual Pass Liabilities	126,052	136,097
Other	23,438	30,011
	150,044	351,108

7. Cash and Cash Equivalents

	2018	2017
Cheque Account	647,565	392,355
Business Saver Account	1,878,642	1,085,125
Imprest Account	8,273	8,204
Total	2,534,480	1,485,685

Cash and Cash Equivalents include items that have a maturity date of less than three months and other liquid items such as cash floats. The utilisation of these funds is for the day to day operations of the museum.

8 a) Property, Plant and Equipment

PROPERTY, PLANT AND EQUIPMENT FOR THE YEAR ENDED 30 JUNE 2018 CURRENT YEAR (2017-2018)

	Building and Leasehold improvements	Redevelopment Costs	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Total
	2018	2018	2018	2018	2018	2018	2018	2018
Opening Balance 1 July	28,856,916	603,048	155,381	79,324	342,835	94,786	1,050,439	31,182,730
Add: Additions during the year	630,217	668,343	121,738	-	120,496	125,000	92,272	1,758,068
Less: WIP Transfer from	-	-	-	-	-	-	-	-
Add: WIP Transfer to	-	-	-	-	-	-	-	-
Less: Disposal during the year	56,958	36,640	-	1,552	-	-	-	95,152
Less: Depreciation	1,112,083	-	53,266	14,745	244,118	29,849	248,441	1,702,504
Less: Impairment		485,749						485,751
Closing balance 30 June	28,318,092	749,002	223,853	63,026	219,213	189,936	894,271	30,657,392
Reconciled to:								
Cost	37,080,046	749,002	727,213	203,069	1,677,910	350,652	2,503,521	43,291,413
Less: Accumulated depreciation	8,761,954	-	503,360	140,042	1,458,697	160,715	1,609,251	12,634,020
Net Book Value	28,318,092	749,002	223,853	63,027	219,212	189,937	894,269	30,657,392

8 a) Property, Plant and Equipment continued

PREVIOUS YEAR (2016-2017)

	Building and Leasehold improvements	Redevelopment Costs	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Total
	2017	2017	2017	2017	2017	2017	2017	2017
Opening Balance 1 July	29,399,453	191,182	84,868	47,670	444,077	85,689	422,278	30,675,218
Add: Additions during the year	576,840	411,866	98,117	42,515	122,927	29,400	824,085	2,105,752
Less: WIP Transfer from	-	-	-	-	-	-	-	-
Add: WIP Transfer to	-	-	-	-	-	-	-	-
Less: Disposal during the year	-	-	-	-	-	-	-	-
Less: Depreciation	1,119,377	-	27,604	10,862	224,169	20,303	195,924	1,598,237
Closing balance 30 June	28,856,916	-	155,382	79,324	342,834	94,786	1,050,439	31,182,731
Reconciled to:								
Cost	36,675,345	603,048	597,820	203,982	1,521,460	210,889	2,387,059	42,199,603
Less: Accumulated depreciation	7,818,429	-	442,439	124,659	1,178,624	116,102	1,336,620	11,016,872
Net Book Value	28,856,916	603,048	155,381	79,324	342,835	94,786	1,050,439	31,182,730

The amount of Borrowing costs capitalised during the period is \$Nil (2017-\$Nil).

IMPAIRMENT

Development costs, primarily consisting of the design cost and cost of preparing a Treasury standard better business case, were reviewed during the year for indicators of impairment. These costs were incurred over a number of years on the basis that a business case would be presented to Auckland Council, to secure a level of funding to progress the associated Masterplan. In the absence of approved Council funding, it has been deemed that these costs no longer represent a future economic benefit, and thus have been impaired. This impairment loss is recognised in the statement of comprehensive revenue and expenditure.

8 b) Collection Assets

CURRENT YEAR (2017–2018)

	Rail	Aviation	Industrial Heritage	Road	Social History	Trams	Comms	Health Science	Military and Medals	Library and 2D Works	Total
	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018
Opening Balance 1 July 2017	3,228,000	5,818,610	6,483,000	3,346,420	3,932,485	3,450,000	490,550	44,015	623,901	1,814,755	29,231,736
Add : Revaluation Gains	-10,000	-	-	79,500	-	-	52,000	-	42,500	-	164,000
Add : Additions during the year	-	15,280	2,730	2,700	-	-	-	-	-	-	20,710
Less : Disposals	-	-	-	-	-	-	-	-	-	-	-
Closing balance 30 June 2018	3,218,000	5,833,890	6,485,730	3,428,620	3,932,485	3,450,000	542,550	44,015	666,401	1,814,755	29,416,446
Reconciled to :											
Opening Balance 1 July 2017	3,228,000	5,818,610	6,483,000	3,346,420	3,932,485	3,450,000	490,550	44,015	623,901	1,814,755	29,231,736
Net Changes during the year	-10,000	15,280	2,730	82,200	-	-	52,000	-	42,500	-	184,710
Net Book Value	3,218,000	5,833,890	6,485,730	3,428,620	3,932,485	3,450,000	542,550	44,015	666,401	1,814,755	29,416,446

PREVIOUS YEAR (2016–2017)

	Rail	Aviation	Industrial Heritage	Road	Social History	Trams	Comms	Health Science	Military and Medals	Library and 2D Works	Total
	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017	2017
Opening Balance 1 July 2016	3,208,000	5,813,610	6,455,000	3,270,700	3,854,850	3,450,000	490,550	44,015	623,901	1,613,025	28,823,651
Add : Revaluation Gains	-	-	28,000	50,000	64,475	-	-	-	-	201,730	344,205
Add : Additions during the year	20,000	5,000	-	25,720	13,160	-	-	-	-	-	63,880
Less : Disposals	-	-	-	-	-	-	-	-	-	-	-
Closing balance 30 June 2017	3,228,000	5,818,610	6,483,000	3,346,420	3,932,485	3,450,000	490,550	44,015	623,901	1,814,755	29,231,736
Reconciled to :											
Opening Balance 1 July 2017	3,208,000	5,813,610	6,455,000	3,270,700	3,854,850	3,450,000	490,550	44,015	623,901	1,613,025	28,823,651
Net Changes during the year	20,000	5,000	28,000	75,720	77,635	-	-	-	-	201,730	408,085
Net Book Value	3,228,000	5,818,610	6,483,000	3,346,420	3,932,485	3,450,000	490,550	44,015	623,901	1,814,755	29,231,736

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

The collection areas additional objects recognised and net revaluation gains in the 2018 financial year have added \$164,000 in additional value to the collection.

During the year valuations of assets recognised include donated assets, non-significant pre-existing collection assets valued for the first time in 2018 and updated valuations on previously valued items. External valuations were performed by Ashley and Associates using current market value.

Collection assets are valued based on an estimated 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.

Area of Collection	Previous Year of Valuation	Next Year of Valuation
Agriculture (included in Industrial Heritage)	2017	2022
Audio Visual (included in Library and 2D Works)	2016	2021
Aviation-planes	2014	2019
Aviation-engines	2015	2020
Aviation-furniture	2016	2021
Aviation-civil aviation	2016	2021
Aviation-propellers	2016	2021
Computers (included in Comms)	2015	2020
Health Science	2016	2021
Library	2014	2019
Medals	2015	2020
Military	2018	2023
Printing (included in Comms)	2018	2023
Rail	2014	2019
Road Transport-cars/tractors	2018	2023
Road Transport-motorcycles/bus/fire and emergency	2015	2020
Road Transport-non motorised/cycles	2016	2021
Steam (included in Industrial Heritage)	2015	2020
Telecommunications (included in Comms)	2018	2023
Textiles (included in Industrial Heritage)	2014	2019
Trams (included in Rail)	2015	2020
Village (included in Social History)	2014	2019
Village Buildings (included in Social History)	2015	2020

9. Payables Under Exchange Transactions

	2018	2017
Trade Creditors	532,821	689,114
Sundry Creditors	666,961	685,645
Employee Entitlements – Holiday Pay	319,136	263,433
	1,518,918	1,638,192

10. Loan

	2018	2017
Current		
Regional Facilities Auckland	78,481	67,626
Hire Purchase	-	7,946
Non current		
Regional Facilities Auckland	670,950	756,550

MOTAT has a loan from Regional Facilities Auckland which is secured by first mortgage over the lease of MOTAT's land. This loan was renegotiated with effect from 1 July 2003 at an interest rate of 5% p.a. MOTAT will repay the loan in monthly instalments of \$9,663 (\$115,956 per

year consisting of principal and interest) for a period of 22 years.

The hire purchase relates to the lease of a forklift. Security is held by the lessor over the leased assets.

11. Project Reserve

	2018	2017
DC3 NAC Repaint Reserve	1,350	1,350
Lancaster Restoration	176,515	170,571
Mosquito Restoration	2,000	2,000
Stewart Family Memorial Trust	-	7,500
Tram #17 Fund	10,397	10,397
	190,262	191,818

Funds are collected for various restorations and other projects that the Museum undertakes from time to time. These funds have been previously collected and recognised by the Museum in the project reserve account until they are utilised on the intended project. Further funds received and expenditure incurred are recognised through

the Statement of Comprehensive Revenue and Expenditure as revenue and expenditure and the related net surplus is transferred between the project reserve and retained earnings.

12. Lease Commitments

All significant operating lease commitments relate to:

- Rental of off-site storage facilities expires 31 July 2018
- Rental at additional off-site storage (Unit 6) from 1 April 2017 to 31 March 2019, with two separate rights to renew being periods of 2 years each
- Rental at additional off-site storage (Unit 10) from 1 April 2017 to 31 August 2026 with a right of renewal from 1 September 2026 to 31 August 2033
- Rental of two portacombs from 1 July 2016 to 30 September 2018
- Rental of Photocopier expires 30 April 2023

Non-cancellable operating lease rentals are payable as follows:

	2018	2017
Not later than one year	875,887	1,288,332
Later than one year and not later than five years	2,694,704	3,222,777
Later than five years	2,069,144	1,325,676
Total	5,639,735	5,836,784

13. Audit Fees

	2018	2017
RSM Hayes Audit agreed the following fee with the Office of the Auditor General to provide the services below for the period:		
Audit of financial statements and statement of service performance	48,620	47,795

14. Contingencies and Capital Commitments

As at 30 June 2018 MOTAT had a capital commitment relating to the remaining costs to implement the CRM system totalling \$61,328 (2017: Nil).

At balance date there was a known contingent liability in respect of a Plexiplass claim \$60,000 (2017: Nil) and a potential claim from the Avondale landlord for remedial work.

15. Related Parties

MOTAT has a loan from the Regional Facilities Auckland of \$749,432 (Current portion: \$78,482, Non current portion: \$670,950). This is being repaid as per the agreement terms. The total interest paid on the loan during the year was \$41,209 (2017 - \$48,158). MOTAT also received levies from the Regional Facilities Auckland of \$15,222,110 (2017 - \$13,100,000). The Regional Facilities Auckland are considered related due to their ability to appoint board members.

During the year, MOTAT paid \$20,000 (2017 - \$20,039) to the MOTAT Society pursuant to its obligation under the MOTAT Act 2000 to support

the Society. The MOTAT Society are considered related due to their ability to appoint board members.

During the year, work was undertaken by Freds Panel Shop, the proprietor of which is a relative of a MOTAT employee. The value of work during the year was \$50,817.68 (2017 - \$27,080.20). Balance outstanding at year end \$Nil.

During the year, payments amounting to \$Nil (2017 - \$55,280.50) were made to a company called Phineas Phrog Productions Ltd, who has a shareholder who is a MOTAT employee. Balance outstanding at year end \$Nil.

Key Management Personnel Compensation	2018	2017
Executive Management Team		
Salaries and other short-term employee benefits	871,290	819,161
Redundancy payments		
	871,290	819,161
Number of persons classified as executive management	4	5
Full time equivalent members	4	4.3
Board Remuneration		
Board fees	136,250	136,250
Number of board members	10	10
Total key management personnel compensation	1,007,540	955,411

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 2018.

16. Going Concern

As at 30 June 2018 the Board operates with significant general equity. The Board has prepared these financial statements on a going concern basis taking into account the ability of the Board in terms of the Museum of Transport and Technology Act 2000 to make a levy against Regional Facilities Auckland for the purposes of funding the Board's activities under the Act. For the year commencing

1 July 2018, the Board has received levies from Regional Facilities Auckland totalling \$13,973,339 (1 July 2017 - \$15,222,110).

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

17. Ownership Of Buildings

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

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

Under the terms of the property lease if MOTAT ceases to exist then the buildings on the site are required to be passed to Regional Facilities Auckland.

18. Post-Balance Date Events

On 12th July 2018, MOTAT entered into an agreement with C3 Construction Limited for the refurbishment and upgrade of Building 6 at an estimated cost of \$1,263,411 (2017:Nil).

OBJECTIVE 1

MAXIMISE THE VISITOR EXPERIENCE

We will focus on increasing the number of people we directly and indirectly engage with by ensuring that our exhibitions, events, website and social media are aligned to our Vision.

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2017-2018	REVISED PROGRESS
Develop and deliver a comprehensive museum experience programme that has a wide appeal and attracts a diverse audience to the Museum	▶ Number of new exhibitions, installations and "pop-ups" opened to the public	▶ Three new installations, exhibitions or "pop-ups" (including the MOTAT Modules) opened to the public	ACHIEVED ▶ Changing Gear exhibition from 9 December 2017 to 4 June 2018 ▶ Accelerate: Driving New Zealand exhibition opened 22 June 2018 ▶ Simply Machines exhibition opened 14 April 2018 ▶ Scanning the Skies exhibition in the Walsh Memorial Library from September to October 2017 and from 19 March 2018 with Jean Batten additions ▶ A New Setting exhibition in the Walsh Memorial Library from November 2017 to March 2018 ▶ Force in Motion outreach module at Mangere Mountain Education Centre from 11 September to 15 October 2017 ▶ Flying Boats of the Pacific module pop-up was displayed on-site for the Pasifika Vibes programme from 22 February to 26 March 2018
	▶ Visitor satisfaction level	▶ 85% of visitors completing the satisfaction survey rate their overall experience 7 out of 10 or higher	ACHIEVED ▶ Survey responses recorded 93%
	▶ Number of total visitors	▶ Increase in total visitors by 2% on 2016-2017	ACHIEVED ▶ Total visitor numbers increased by 3.5% on 2016-2017 visitor numbers with 283,577 visitors in 2017-2018
	▶ Number of paying visitors	▶ Increase in revenue generating visitors by 4% on 2016-2017 (Note: Excludes all complimentary admissions such as SuperGold Card Holders, community outreach events such as Pasifika, under 5's, special needs entries, and others of a similar nature)	NOT ACHIEVED ▶ 234,580 paid visits achieved against 229,144 paid visits for 2016-2017 (increase 2.37%)
	▶ Attendance of SuperGold Card Holders	▶ Exceed 8,000 SuperGold Card Holder attendances	ACHIEVED ▶ 9,539 SuperGold Card holder visits
	▶ Level of interest from potential partners/sponsors	▶ Secure at least 1 sponsor across any of the three installations, exhibitions or "pop ups"	ACHIEVED ▶ Auckland Transport cash sponsorship for Changing Gear exhibition

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2017-2018	REVISED PROGRESS
<p>Provide and develop LEOTC and Early Learning programmes, and develop new learning and experience programmes that:</p> <ul style="list-style-type: none"> ▶ Are aligned to MOTAT's Vision ▶ Leverage off the Museum's exhibitions and collection ▶ Are developed in conjunction with one or more learning institution ▶ Help young people develop "work skills" (e.g. coding) 	<p>▶ Number of participants in the MOTAT Early Childhood education programmes</p>	<p>▶ 1,300 children participating in Early Childhood programme</p>	<p>ACHIEVED</p> <p>▶ 2,278 participants</p>
	<p>▶ Number of participants in the MOTAT LEOTC education programmes</p>	<p>▶ 25,000 children visiting as part of the MOTAT LEOTC programme</p>	<p>ACHIEVED</p> <p>▶ 25,586 participants</p>
	<p>▶ Number of participants involved in programmes developed in conjunction with other educational stakeholders including but not limited to AUT, ATEED and Media Design School</p>	<p>▶ 1,000 attendees for programmes developed with other educational stakeholders (e.g. Science Fair, Bubble Dome, Coding Club Aotearoa)</p>	<p>ACHIEVED</p> <ul style="list-style-type: none"> ▶ Forge Experience July 2017 16 attendees ▶ Code Club (Terms 3,4,1,2) 103 attendees ▶ STEM Fair April 2018 attended by 1,672 participants ▶ Ormiston Junior College Accelerator VR Tram project developed with Ormiston Junior College students
<p>Increase our relevance in the community by delivering Outreach programmes that broaden our learning offering beyond the boundaries of the Museum</p>	<p>▶ Number of Outreach programmes delivered</p>	<p>▶ Deliver six outreach programmes</p>	<p>ACHIEVED</p> <ul style="list-style-type: none"> ▶ MOTAT military collection vehicles attended the CRC Speedshow 22-23 July 2017 ▶ MOTAT military collection vehicles attended New Zealand Warbirds Armistice Day, Ardmore, 12 November 2017 ▶ MOTAT fire vehicle attended Sirens and Sounds Safety Festival, Avondale, 25 November 2017 ▶ The Circular Bike Experience attended the Mangere Town Centre Waitangi Day Event 6 February 2018 ▶ MOTAT float and team members joined the Museums of Auckland collaboration for the Auckland Pride Parade 17 February 2018 ▶ MOTAT road transport collection vehicles attended Karaka Vintage Day 18 March 2018 ▶ MOTAT military collection vehicles attended Kumeu Militaria Show 24 March 2018 ▶ Curious Critters Experience attended Kids Art Festival at Corban Estate Arts Centre 13 May 2018 ▶ The Rocket experience attended the Queen's Birthday Best of British Event at Queen's Wharf on 2-4 June 2018
	<p>▶ Maintain and grow our online experience</p>	<p>▶ Exceed 285,000 visits to our website</p>	<p>ACHIEVED</p> <p>▶ Website visits (sessions) exceeded 358,000 in 2017-2018</p>
	<p>▶ Implement an Outreach programme for all MOTAT Modules</p>	<p>▶ MOTAT Module programme delivered as per Outreach programme</p>	<p>PARTIALLY ACHIEVED</p> <ul style="list-style-type: none"> ▶ MOTAT: Force in Motion module at Mangere Mountain Education Centre from 11 September to 1 November 2017 ▶ Te Waka Huia VOCODER Experience at Corbans Art Estate for Term Two 2018
	<p>▶ Implement the Digital Implementation Plan for the Museum</p>	<p>▶ Implement the Digital Implementation Plan</p>	<p>NOT ACHIEVED</p> <p>▶ Recruitment of Digital Team delayed</p>

OBJECTIVE 2 EMPOWER THE MOTAT TEAM

MOTAT will ensure that it has the right structure and people to achieve the objectives outlined in its Strategy and to ensure that each member of the MOTAT Team embraces the Museum's values, policies and procedures and is prepared to be held accountable and responsible for what they do.

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2017-2018	REVISED PROGRESS
► Facilitate a work environment that supports an engaged workforce	► Annual Employee Engagement Survey	► Maintain participation level at least 85%	NOT ACHIEVED ► 85% of full-time (including fixed term) employees completed the 2018 Employee Engagement Survey ► Overall survey participation 73%
		► Improve on 2016/2017 engagement score target of 63%	ACHIEVED ► Employee Engagement Survey score for 2018 is 65% ► 2% increase on 2017 engagement level
	► New employee three-month survey	► 85% Participation	NOT ACHIEVED ► Survey participation 81%
	► Exit feedback	► 85% Participation	ACHIEVED ► Survey participation 94%

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2017-2018	REVISED PROGRESS
<ul style="list-style-type: none"> ► Maintain a volunteer recruitment programme that meets the needs of the business and appeals to a broader range of prospective volunteers. 	<ul style="list-style-type: none"> ► New active volunteers 	<ul style="list-style-type: none"> ► Recruit 30 new volunteers into roles that meet the needs of the business 	ACHIEVED 32 volunteers have joined MOTAT since 1 July 2017 and continue to be part of the team
	<ul style="list-style-type: none"> ► Diversity in MOTAT volunteer group 	<ul style="list-style-type: none"> ► Improve gender and age diversity of MOTAT volunteers from the 201-2017 financial year. 	ACHIEVED <ul style="list-style-type: none"> ► Gender diversity amongst volunteers means a more even split of gender amongst volunteers, and Age diversity means more volunteers in age bands below retirement age. ► Gender: This year - Female - 15% (Last year 14%), Male - 85% (Last year - 86%). ► Age: 16-19 - 1.5% - no change, 20-29 - 12.9% (Last year 12.6%), 30-39 - 8.4% (Last year 7.3%), 40-49 - 7.4% (Last year 7.3%), 50-59 - 10.4% (Last year 9.7%), 60-69 - 11.9% (Last year 9.2%), 70 and over - including undisclosed - 47.6% (Last year 52.4%)
	<ul style="list-style-type: none"> ► Annual Volunteer Engagement Survey 	<ul style="list-style-type: none"> ► Participation level 70% 	NOT ACHIEVED <ul style="list-style-type: none"> ► 54% of volunteers completed the 2018 Volunteer Engagement Survey
		<ul style="list-style-type: none"> ► Achieve 2016-2017 engagement score of 63% 	ACHIEVED <ul style="list-style-type: none"> ► Volunteer Engagement Survey score for 2018 is 69% - 6% ahead of target
<ul style="list-style-type: none"> ► Effective communication of Health and Safety across all areas of the museum operation including communication channels that meet the needs of a 7-day operational museum on multiple sites 	<ul style="list-style-type: none"> ► MOTAT Team members and Contractors participation in Health and Safety Orientation 	<ul style="list-style-type: none"> ► 100% 	PARTIALLY ACHIEVED <ul style="list-style-type: none"> ► All MOTAT Team Members and Contractors inducted in Health and Safety procedures as per policy and guidelines ► In the 2017-2018 year: <ul style="list-style-type: none"> ◦ 100% Employees inducted (52) ◦ 100% Volunteers inducted (45) ◦ 100% Board Member inducted (1) ◦ 159 Contractors inducted Total contractors on site may exceed 159
	<ul style="list-style-type: none"> ► Health and Safety meetings attendance 	<ul style="list-style-type: none"> ► At least 10 Health and Safety Committee meetings 	ACHIEVED <ul style="list-style-type: none"> ► 12 Health and Safety Committee meetings held
		<ul style="list-style-type: none"> ► At least 10 Health and Safety Team Meetings 	ACHIEVED <ul style="list-style-type: none"> ► 11 Health and Safety meetings with the MOTAT Team ► Additional Health and Safety team meetings offered for volunteers on Tuesday evenings and Wednesdays
	<ul style="list-style-type: none"> ► Lost Time Injury Frequency Rate ('LTIFR') 	<ul style="list-style-type: none"> ► Reduce LTIFR Per 200,000 hrs year on year 	ACHIEVED <ul style="list-style-type: none"> ► MOTAT's LTIFR has dropped by 0.6, from 5.3 to 4.7
	<ul style="list-style-type: none"> ► Reported accidents/incidents to NZTA and/or WorkSafe 	<ul style="list-style-type: none"> ► 100% 	ACHIEVED <ul style="list-style-type: none"> ► No injuries requiring notification to WorkSafe occurred during this reporting period • All recorded incidents (6) were reported to NZTA in this reporting period

OBJECTIVE 3

IMPROVE THE QUALITY OF THE COLLECTION AND ITS CARE

We will use our heritage objects to demonstrate Kiwi technology, transport, ingenuity and innovation and to highlight the associated history, stories and scientific principles

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2017-2018	REVISED PROGRESS
Adopt a strategic and sustainable approach to the care of the Collection: ▶ Commence the implementation of the Review/Rationalisation Programme	▶ In accordance with the milestones outlined in the Review/Rationalisation/ Digitisation Programme 2017-2018	▶ Complete the planned work that is outlined in the Review/Rationalisation/ Digitisation Programme for 2017-2018	Review/Rationalisation Programme PARTIALLY ACHIEVED ▶ Non-motorised vehicles (Animal drawn carts) – 21 objects
			Digitisation Programme ACHIEVED ▶ 3,558 library collection items digitised of the annual target of 3,500
▶ Progress the Collection Inventory Project	▶ Collection Inventory Project – Milestone reporting	▶ Complete the agreed planned work outlined in the Collection Inventory Project for 2017-2018	ACHIEVED ▶ The Collection Inventory team inventoried 2,316 accessioned collection objects and 3,298 uncatalogued/ un-numbered collection objects for a total of 5,614 in 2017-2018, reaching 112% of the annual target of 5,000 collection objects for the year
Review, update and align the Museum's collection policies with the Museums Aotearoa Code of Ethics (as amended to meet MOTAT's requirements) and where appropriate with similar institutions to MOTAT (e.g. Auckland War Memorial Museum, Air Force Museum and the Maritime Museum) so as to reflect the specific needs and requirements of an operational museum	▶ Implement collection development strategy	▶ Ensure 100% of acquisitions and disposals follow collection policy	ACHIEVED ▶ Acquisitions and Disposal Committee meetings were held in November 2017 and April 2018, in accordance with the Collection Policy
	▶ Ensure policies and protocols relating to operation and use of collection objects reflect current practice	▶ Review collection policy against Museum Aotearoa Code of Ethics	ACHIEVED ▶ The MOTAT Collections Policy was reviewed and updated. The Policy is currently being peer reviewed by Otago Museum, Te Papa and the Airforce Museum of New Zealand
		▶ Refine and expand user manual for Vernon system	ACHIEVED ▶ The Vernon User Manual was reviewed and updated
		▶ Refine and expand Collections Procedure Manual	ACHIEVED ▶ The Collections Procedure Manual was reviewed and updated and is now referred to as the Collections Management Manual
Ensure alignment of collection projects and operations to the overall museum experience programme	▶ Use operational and collection objects to support events and other initiatives	▶ Provide operational and collection objects for at least one event per month	ACHIEVED ▶ Collections provided operational and collection objects for at least one event per month

OBJECTIVE 4 IMPROVE BUSINESS AND COMMUNITY SUSTAINABILITY

MOTAT is of the view that there should be a closer working relationship between Auckland's Arts, Culture and Heritage institutions and local Iwi. Working in a more coordinated, efficient and sustainable way will improve the institutions offering to the Auckland Community and will help Auckland become a "world class city".

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2017-2018	REVISED PROGRESS
Continue to build a meaningful and mutually beneficial relationship with the local Iwi	► Level of engagement with Iwi	► Iwi involved in at least 2 Museum projects	ACHIEVED Projects with iwi involvement have involved both Ngāti Whātua Ōrākei (NWŌ) as mana whenua, and our Ngāpuhi kaumātua ► At the invitation of NWŌ, we worked with NWŌ to develop the "Curious Critters" outreach programme, which was to be held at Ōrākei on Waitangi Day. Unfortunately the programme was withdrawn from the event. ► MOTAT Leadership Team Te Tiriti o Waitangi wānanga - culminating in a visit to NWŌ marae and working with them to 'name' MOTAT ► Ngāpuhi kaumātua involved in the opening of 3 significant exhibitions
Increase Māori content in our storytelling and incorporate, highlight and celebrate Māori technology, custom and language into the Museum and its exhibitions where possible	► Māori content (i.e. language, customs, objects and technology) included in themed exhibitions or major displays	► Māori technology, custom and/or language incorporated into at least one new exhibition, installation or "pop-up" (including the MOTAT Modules)	ACHIEVED ► Te Reo incorporated into Changing Gear, A New Setting and Accelerate exhibitions
Implement an initial plan of priorities from the Asset Management Plan information and align it with the MOTAT Masterplan so as to ensure that the Museum's buildings and infrastructure provides a proper platform for the achievement of the Vision	► Undertake agreed planned work included in the Asset Management Plan	► Complete the planned and agreed work outlined in the Asset Management Plan for 2017-2018	PARTIALLY ACHIEVED ► Interior of Building 2 (Energiser) - Complete ► Building 4 (Logan Campbell) - Telecoms floor coverings - under Masterplan this building will not remain. Telecoms likely to be relocated within 2 years. ► Floor finishes in Village buildings and Mt Albert Signal Box - subject to Collection Hub supervision. Not completed this year. ► Building 'g' (Old Gatehouse) - floor covering previously completed - under Masterplan this building will not remain

WHAT WE WILL DO	HOW WE WILL MEASURE OUR PERFORMANCE	OUR TARGET IN 2017-2018	REVISED PROGRESS
Implement an initial plan of priorities from the Asset Management Plan information and align it with the MOTAT Masterplan so as to ensure that the Museum's buildings and infrastructure provides a proper platform for the achievement of the Vision	<ul style="list-style-type: none"> ▶ Undertake work outlined in the MOTAT Masterplan and the associated Business Case 	<ul style="list-style-type: none"> ▶ Progress Business Case and MOTAT Masterplan as agreed by Auckland Council as set out in the associated project plan 	NOT ACHIEVED <ul style="list-style-type: none"> ▶ Submission of Long-Term Plan template to Council achieved ▶ Council funding was unsuccessful under the Long-Term Plan
Monitor the effectiveness of the Museum's environmental programmes	<ul style="list-style-type: none"> ▶ Energy Consumption 	<ul style="list-style-type: none"> ▶ Maintain or reduce 2016-2017 energy consumption levels 	ACHIEVED <ul style="list-style-type: none"> ▶ 8% down YTD at 30 June 2018
	<ul style="list-style-type: none"> ▶ Water Consumption 	<ul style="list-style-type: none"> ▶ Maintain current water harvesting methods 	<ul style="list-style-type: none"> ▶ No measure – but water harvesting continues
	<ul style="list-style-type: none"> ▶ Other environmental impact 	<ul style="list-style-type: none"> ▶ Work with environmental advisor to develop initiatives designed to reduce MOTAT's environmental impact and improve environmental sustainability 	ACHIEVED <ul style="list-style-type: none"> ▶ Inaugural CEMARS audit (for 2016-2017) completed and certification gained ▶ Initiatives being developed to reduce CEMARS rating for current year



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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 2018

The Auditor-General is the auditor of Museum of Transport and Technology Board (the Museum). The Auditor-General has appointed me, Colin Henderson, 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 55 to 72, that comprise the statement of financial position as at 30 June 2018, 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 73 to 79.

Opinion

In our opinion:

- the financial statements of the Museum:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2018; and
 - its financial performance and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Standards Reduced Disclosure Regime; and
- the statement of service performance of the Museum presents fairly, in all material respects, the performance achievements measured against the performance targets adopted for the year ended 30 June 2018.

Our audit was completed on 24 October 2018. This is the date at which our opinion is expressed.

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

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

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Basis for opinion

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

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

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

Responsibilities of the Board of Directors for the financial statements

The Board of Directors 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.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Responsibilities of the Auditor for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements, 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.

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

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

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

THE POWER OF BEING UNDERSTOOD AUDIT | TAX | CONSULTING

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

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

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

Other information

The Board of Directors is responsible for the other information included in the Annual Report. The other information comprises the information included on pages 3 to 54 and 83, but does not include the financial statements, and our auditor's report thereon.

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

Independence

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

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



Colin Henderson
RSM Hayes Audit
 On behalf of the Auditor-General
 Auckland, New Zealand

THE POWER OF BEING UNDERSTOOD
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In Appreciation:

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ANZ Staff Foundation

Athfield Architects

Auckland Transport

Bluewaters Community Trust

KA Boyd Charitable Trust

Dragon Community Trust Limited

Giltrap Group

Good in the Hood – Z Energy
(Sylvia Park and Point Chevalier)

KiwiRail

Museums Aotearoa

The Ministry of Education

NZ Lottery Grants Board

Perpetual Guardian

- Anstiss-Garland Charitable Trust
- The James Russell Lewis Trust

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SAY Foundation

The North and South Trust Limited

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