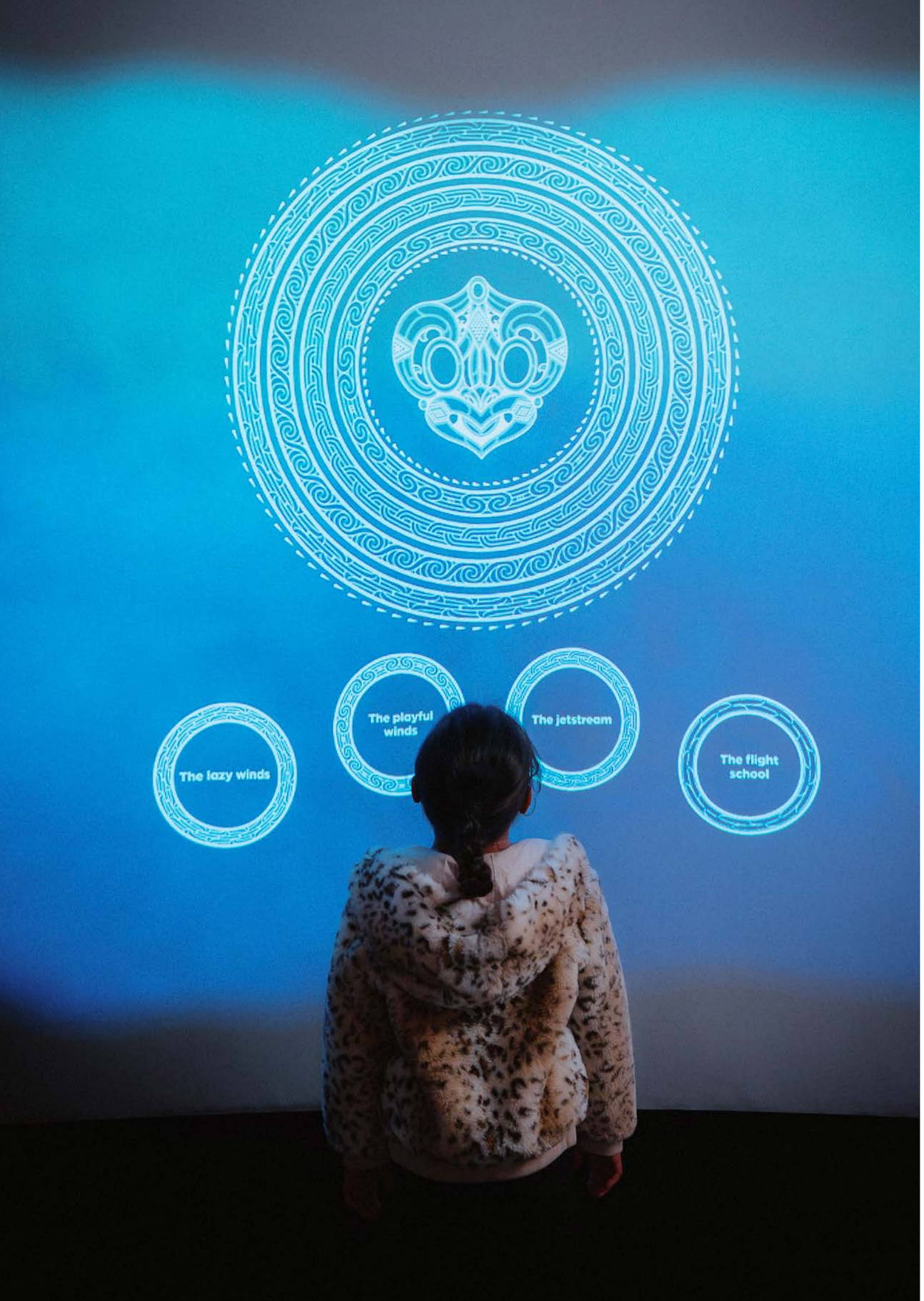
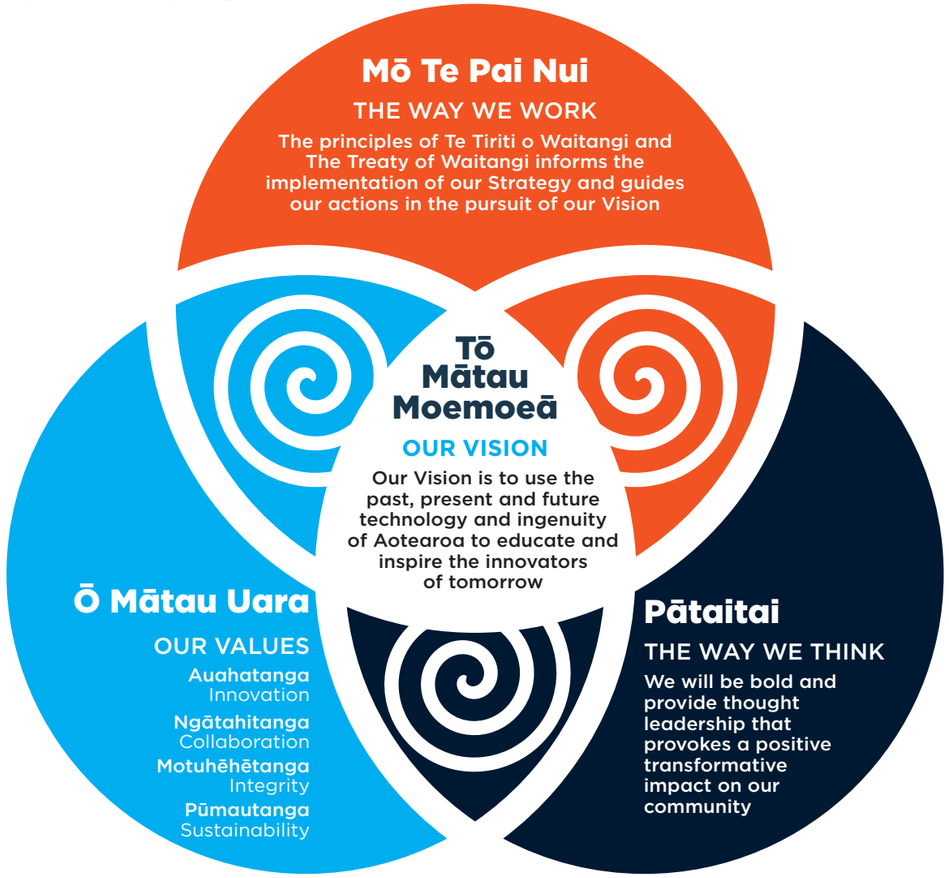


Pūrongo ā-Tau
Annual Report 2025-2026

MOTAT



Tō Mātau Moemoeā
Our Vision



Ō Mātau Uara
Our Values

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

Chair and Chief Executive overview

This Annual Report covers MOTAT's 2025-2026 financial year and outlines the steps we took to achieve the objectives outlined in our Annual Plan for 2025-2026.

The first year of the three-year funding agreement with Auckland Council, which began on 1 July, 2025-2026 has been another exciting year for MOTAT. There have been many successes: the opening of *Ngā hau a Tāwhirirangi Forces of Flight*; the completion of the restoration of Wanganui Tram Trailer No. 21; the highest ever results for team engagement; and the lowest ever audited carbon emission result.

Firstly, we would like to thank the people of Tāmaki Makaurau Auckland who support us and who we are proud to serve.

We would like to thank our MOTAT Team, who seven days a week work tirelessly to make sure our visitors enjoy the best ticketed experience possible. Our team also looks after our collection, which includes many working heritage transport and technology objects; our 14 hectares of land and physical assets across three sites; the Auckland Dockline Trams at Wynyard Quarter; students and learners of all ages, both onsite and during outreach visits. It also manages all the safety and wellbeing and administration that goes into running MOTAT, one of Aotearoa New Zealand's five largest museums.

We would like to take this opportunity to thank our stakeholders – Auckland Council, Tātaki Auckland Unlimited, the Local Boards, the MOTAT Society, our local community, Science Alive, Samsung, Te Whai Ao Dodd-Walls Centre and our other partners and sponsors, along with Ngāti Whātua Ōrākei and Te Māhurehure Marae for their ongoing support.

We are delighted to be a member of Auckland's Cultural Sector Alliance. We have continued to work collaboratively together throughout the year to achieve better outcomes for Tāmaki Makaurau Auckland. Our working relationship with Tātaki Auckland Unlimited, as the landowner, and the Te Wai Ōrea Western Springs Precinct is excellent and other opportunities continue to develop positively as MOTAT looks forward to the future.

Some of the year's highlights and exciting new visitor experiences include:

- The opening of *Ngā hau a Tāwhirirangi Forces of Flight*; the exhibition includes 43 collection objects and successfully weaves Western science concepts with te ao Māori.
- *Tō Ao ki Tōkū Ao – A Meeting of Worlds* exhibition in the Walsh Memorial Library, with content creators Eru Kapa-Kingi and Heperi Mita, marking an important shift in practice around mana motuhake and tikanga.
- The exhibition *Hautū Aunoa Autopilot* featuring the prototype pilotless Wisk aircraft and an innovative virtual reality (VR) experience flying over the Harbour Bridge to Mechanics Bay.
- *Te Mira Hau – Partington's Mill* exhibition in the Walsh Memorial Library, showing fascinating heritage wind-powered technology from the early days of Tāmaki Makaurau Auckland.
- The ever-popular Christmas Lights, which community and whānau always enjoy; STEM Fair and Sports Tech events encouraging science, innovation and technology engagement; and our monthly LIVE Day Sundays, which continue to attract excellent participation.
- We retained our Tourism New Zealand Qualmark Gold Sustainable Tourism Business Award, which recognises that we continue to operate at an exceptionally high level across all the Qualmark disciplines.

Our Education offer continues to grow in depth and reach, enriching learning for tamariki. This is helped by the fifth year of support from Samsung and our ongoing relationship with Te Whai Ao Dodd-Walls Centre. Through the Cultural Sector Alliance, we devised complementary Matariki educational programming across the city's cultural institutions. We were also part of the Auckland War Memorial Museum's summer internship programme for the first time.

Four user-pays collection-focused experiences were launched this year: Collection Storehouse Tours, the Traction Engine Experience, Letterpress Printing in our Print Shop and Blacksmith Workshops in the



Village Forge. We also began one again facilitating commercial bookings for filming and photography.

The Collections team had another busy year with highlights that included the relaunch of Wanganui Tram Trailer No. 21 following decades of restoration – the ribbon was cut by Auckland's Deputy Mayor. We are very grateful to all who donated to this heritage restoration, including our volunteers who contributed so much time and expertise. We won three Federation of Rail Organisations of New Zealand (FRONZ) awards, including the Tramway Restoration Award for Tram Trailer No. 21.

Our rail collection was moved entirely under cover for the first time in MOTAT's history. The Collection team conserved 262 objects and our first-ever series of Collection Storehouse Tours opened the collection to more visitors.

Environmental sustainability is always a challenge given our transport and technology offering. We are very proud of the Team's successful efforts to reduce our emissions. Our annual Toitū Carbon Reduce audit showed we reduced our carbon footprint for the past year to 141.63 tCO2e, 75% below the 2017 baseline and 35% below the previous year. This resulted in international recognition when we were shortlisted for the ICOM Award for Sustainable Development Practice out of more than 300 global entries.

Our statistical highlights are:

- 269,103 visitors, 255,605 ticketed; 92% visitor satisfaction rate against a 90% target.
- Educated 37,292 students, 6.3% greater impact than last year.
- 236,975 passengers on the Western Springs Tram Line against 226,909 last year.
- 18,236 passengers on the Dockline Tram in the Wynyard Quarter against 20,120 last year.
- Non-rates revenue funded 16.4% of operating expenses against a 14% target.
- Commercial and other income $497,885 against $450,484 admissions revenue 1.8% ahead of budget.
- Capital expenditure $1,913,842 – representing continued investment in the long-term future of MOTAT.

The work ahead for the second year of our three-year funding agreement with Auckland Council includes replacing the World War II-built Aviation Collection Workshop – the design has been completed and consent lodged. Currently we are more than $2 million short of the $4.48 million cost to complete this project with Board-endorsed funding applications and partnership discussions underway.

The Pumphouse turns 150 next year and planning for necessary heritage works is ongoing. Opening in September 2026 is the exhibition *All Aboard – How Tāmaki Moves* in partnership with Auckland Transport and celebrating the opening of the City Rail Link. In the Walsh Memorial Library *Ron Vine – Photographing Rural New Zealand* will open, and we are honoured that this collection has been granted UNESCO Memory of the World status.

Finally, as we move forward after a successful year we always like to remember:

Ehara taku toa i te toa takitahi, engari he toa takitini

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

Amit Prasad
BOARD CHAIR



Craig Hickman-Goodall
CHIEF EXECUTIVE / MUSEUM DIRECTOR



2025-2026 in numbers

269,103

Total visitors to MOTAT in 2025-2026

92%

Visitor satisfaction rating

37,292

Number of school students participating in MOTAT's education programmes (28,055 onsite, 9,237 offsite)

255,211

Total tram passengers – 236,975 travelled on the Western Springs Tramway and 18,236 on the Dockline Tramway

$4.72m

Non-levy income

1,576

Objects accessioned into MOTAT's collection

1,028

Newly inventoried objects

9,864

Images added to the Vernon database

475,000

Visits to MOTAT.NZ

76%

Reduction in greenhouse emissions since 2017

100,000

Visits to Collections Online

106%

Of our fundraising target reached

87%

Volunteer engagement score

The year at a glance

Ka puta Matariki, ka rere Whānui. Ko te tohu tēnā o te tau e!

Matariki reappears,
Whānui starts its flight.
Being the sign of the
New Year!

July

Professor Patrick Charbonneau from Duke University visits to view the Cambridge Meccano Differential Analyser and delivers a talk.

Auckland Council and MOTAT agree to a three-year funding structure with agreed KPIs established.

We retain our Qualmark Gold award and elevate our criteria scores to 'best practice' in several areas.

August

Manu Roa, a manu aute (kite) by contemporary artist and expert aute maker Nikau Hindin is accessioned into the collection for *Ngā hau a Tāwhirirangi Forces of Flight.*

Tō Ao ki Tōku Ao – A Meeting of Worlds opens in the library, publicly displaying our 1835 edition of He Whakaputanga for the first time.

September

We celebrate Te Wiki o Te Reo Māori, including a team project to handset *He Whakaputanga* in the Print Shop, ready for reprinting.

The Darley International Snorkel fire truck is a special guest at a 9/11 memorial event at the Sky Tower.

October

Our biofuel trial for Steam Tram No. 100 is shortlisted for the International Council of Museum's Award for Sustainable Development Practice in Museums.

Elizabeth Cotton joins the Executive Leadership Team as Director, Museum Experience, previously Director of Museum & Arts at Te Whare Taonga o Waikato Museum and Gallery.

November

In partnership with Auckland War Memorial Museum we welcome two students on the 10-week Sheldon Werner Summer Studentships programme.

December

The 12-night Christmas Lights event delights Aucklanders once again, with most evenings sold out.

Ngā hau a Tāwhirirangi Forces of Flight opens, transforming the Aviation Hall mezzanine into one of our most engaging exhibitions.

January

The NZ Post e-bike goes on display in Whakahohoro Accelerate for summer visitors to admire.

February

Pride programming takes prominence during Auckland's Pride Festival month with our Mile High Comedy event attracting a large audience.

Te Mira Hau Partington's Mill exhibition opens in the Walsh Memorial Library.

We offer free entry to the first responder community and their whānau to coincide with LIVE Day: First Response.

March

A decades long restoration project comes to fruition when Wanganui Tram Trailer No. 21 is launched by Deputy Mayor Desley Simpson at a special event.

April

The Melrose Heart and Lung machine and its special place in Aotearoa's health history star in a new children's book *Kiwi Health Heroes*.

The Collections team takes part in a Girls 'n' Gasoline workshop, empowering them to get proactive in their own car maintenance and that of the collection.

May

MOTAT's first Collection Storehouse tours are launched and quickly sell out.

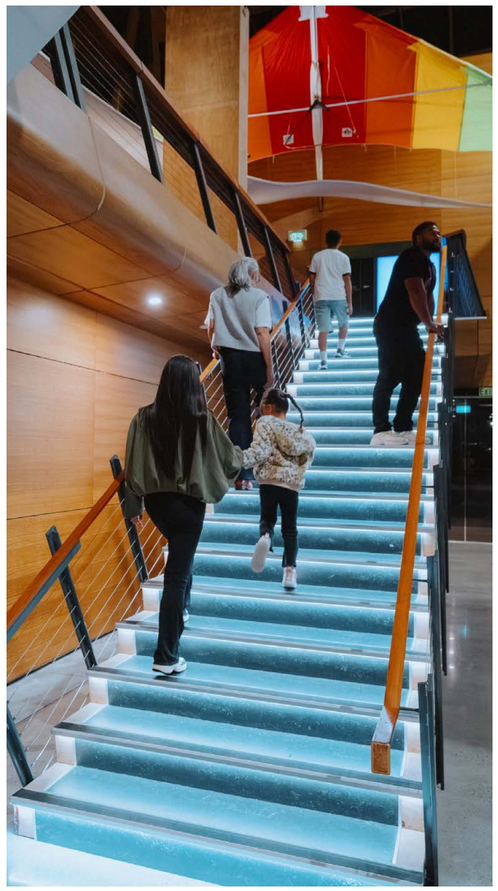
The latest Toitu Envirocare Carbon Reduce audit result reveals we reduced emissions again, making it a 76% drop since 2017.

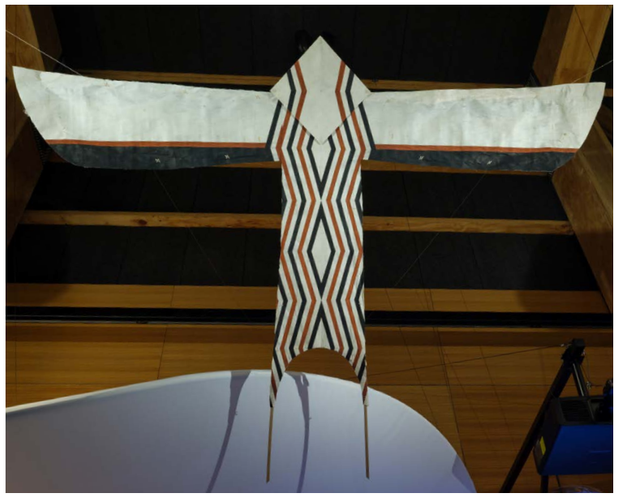
We hold the first MOTAT After Dark event in association with the Food Truck Collective.

June

MOTAT has a strong presence at the Museums Aotearoa Leadership Summit, providing speakers and hosting delegates in the Aviation Hall.

The Education team delivers newly developed Matariki programming in a Cultural Sector Alliance collaboration.













Growing our richness and reach through education

Education remains at the heart of MOTAT's purpose, connecting young people with the ideas, technologies and innovations that shape the world around us.

Throughout 2025–2026, our Education team continued to expand both the richness of our learning experiences and the reach of our programmes, providing high-quality, curriculum-aligned Education Outside the Classroom (EOTC) opportunities for learners across the motu.

Demand for MOTAT's education offerings remained strong despite ongoing challenges facing the education sector. More than 37,000 students and adults participated in our programmes during the year, exceeding targets and reinforcing MOTAT's role as a trusted partner for schools seeking authentic, hands-on STEM learning experiences. Teacher feedback remained exceptionally positive, with 95.5% of educators satisfied with the learning outcomes achieved and the alignment of programmes with curriculum goals.

A key focus this year was enriching our programme portfolio. New learning experiences – including MOTAT Mysteries, Transport, Junior Robotics and Matariki: He Mahinga Kai, He Mahinga Tāngata – were developed to support both current and emerging curriculum requirements.

Through collaboration with Auckland's Cultural Sector Alliance, our Matariki programme offered students an immersive exploration of mātauranga Māori, innovation and technology, bringing traditional knowledge to life through engaging, practical activities.

Forging future innovators

We launched the pilot year of Innovation Forge, an exciting new programme designed to give students access to specialist tools, materials and workshop experiences often unavailable in school settings, allowing them to turn innovative ideas into physical technology. The programme offers multiple sessions, encouraging schools and students to engage longer term with MOTAT. Developed in partnership with participating schools, Innovation Forge supports creativity, problem-solving and practical technology skills. During the pilot, 24 students and three teachers completed modules in tools and innovation practice, while robust assessment and feedback processes helped shape the programme's future development.

Expanding our reach beyond the Museum continued to be a major priority. Now in its ninth year, the STEAM Cells outreach programme is helping democratise access to STEM education by delivering learning experiences at schools. STEAM Cells reached 8,425 participants this year – 18% above target – and travelled well beyond Auckland, from Tauranga to Te Kamo. By removing barriers such as transport costs and travel time, the programme ensures more learners can access inspiring STEM opportunities regardless of location or circumstance.

Another important avenue for extending our reach and purpose is the Samsung Solve for Tomorrow competition, which MOTAT has proudly partnered with since its New Zealand inception six years ago. Encouraging students to harness technology to address real-world challenges, the competition continues to showcase the ingenuity and potential of young innovators.

OBJECTIVE 1

Kia Rangiwhāwhātia te wheako o te manuhiri

Maximise the visitor experience

Nāu te rourou, nāku te rourou, ka ora ai te iwi

With your food basket and my food basket, the people will thrive

Ngā hau a Tāwhirirangi Forces of Flight

Opened in December 2025, *Ngā hau a Tāwhirirangi Forces of Flight* is a major new permanent exhibition that reimagines how visitors explore the science, technology and cultural stories of flight. Designed for the whole whānau, especially for tamariki aged 8-12 years, it brings the four forces of flight — lift, weight, thrust and drag — to life through hands-on experiences, immersive storytelling and significant collection objects.

Occupying a prominent position on the mezzanine of MOTAT's Aviation Hall, the exhibition restores mana and visibility to this space while creating a dynamic environment for exploration and discovery. The exhibition topic was selected in direct response to visitor research, which identified the forces of flight as a subject our audience most wanted to learn more about. By placing visitor needs at the centre of development, MOTAT has created a highly engaging experience that is directly relevant to visitors, lifting their whole experience of the Aviation Hall.

Hero objects reveal stories of innovation

Ngā hau a Tāwhirirangi Forces of Flight showcases 42 objects from MOTAT's air and space collection, many of which are on public display for the first time. Highlights include the striking rainbow-coloured Lancer II hang glider designed in Aotearoa, the pioneering Martin Jetpack prototype and a human-sized manu aute kite by artist Nikau Hindin (Te Rarawa, Ngāpuhi). Together with pilots' instruments, model aircraft and flight suits worn by aviation trailblazers, these objects reveal stories of innovation, creativity and human ambition.

The exhibition combines collection treasures with bespoke mechanical interactives that allow visitors to test flight principles for themselves. Four hands-on experiences encourage experimentation and play, while digital animations deepen understanding through accessible and engaging storytelling. Scientific content was developed with guidance from aerofoils expert Dr Nicholas Kay of the University of Auckland, ensuring the science is accurate, contemporary and meaningful.

Bicultural perspectives sit side by side

A defining feature of the exhibition is its integration of kaupapa Māori throughout the visitor experience. Narrated kōrero by esteemed maramataka expert Rereata Makiha (Ngāpuhi, Te Arawa, Rangitāne) share mātauranga about ngā hau winds and ngā manu birds, exploring how observation of the natural world has informed innovation and flight technology. This knowledge sits alongside scientific understandings of flight, creating a unique learning experience that reflects Aotearoa's bicultural identity.

Developed in partnership with Māori advisors, educators and subject specialists, *Ngā hau a Tāwhirirangi Forces of Flight* aligns with the Aotearoa New Zealand Curriculum and builds on themes explored in MOTAT's popular Fantastic Flight education programme. By combining collection-led storytelling, digital innovation, rigorous science and kaupapa Māori perspectives, the exhibition delivers a world-first visitor experience that inspires curiosity, celebrates knowledge and invites every visitor to discover the wonder of flight.





Award-worthy science communicating

At MOTAT, creating memorable, meaningful visitor experiences means continually finding new ways to connect people with science, technology and innovation. During 2025–2026, our Science Alive Te Manawa Magic Box firmly established itself as the vibrant heart within Te Puawānanga Science and Technology Centre delivering dynamic, ever-changing experiences that inspire curiosity, creativity and discovery.

Designed as a flexible and engaging space, the Magic Box has strengthened MOTAT's science and technology offering through regularly refreshed programming, curated collection displays and hands-on activities that encourage visitors of all ages to explore ideas, experiment and problem-solve. It has also become a catalyst for collaboration, creating opportunities for partnerships and bringing external experts into the Museum to share knowledge and spark new conversations.

A highlight of the year was the success of He Wero ā Ringa, MOTAT's series of hands-on design challenges. Four new challenges were developed by the Public Programmes team: Bridge the Gap, Print Automation, Flight Forces and Data Ethics. Supported by accompanying displays and demonstrations, these interactive experiences helped visitors engage with complex science and technology concepts in accessible and enjoyable ways. Their impact was recognised nationally when the series was named one of three finalists in the 2025 SCANZ Excellence in Science Communication Award, which celebrates outstanding communication of science to non-scientific audiences.

Inspiring curiosity and connection

MOTAT continued to build its reputation as a trusted knowledge holder through Ngā Kōrero Rererangi Aviation Conversations. Now in its fifth year, with 13 episodes completed, the programme explores compelling Aviation topics, connecting past, present and future technologies with audiences both in person and online. The series showcases the depth of MOTAT's aviation collections while creating space for thoughtful discussion and meaningful engagement. During the year the programme transitioned to a fully ticketed format, reflecting its growing popularity and establishing a sustainable model for future growth.

Our Education team has also played a significant role in extending and enhancing the visitor experience beyond our Museum gates. Through presentations at national conferences, partnerships with organisations including Science Fair, Media Design School and Project Wy and collaborations with schools, libraries and STEM events across Aotearoa, the team has strengthened MOTAT's profile as a leader in learning and engagement.

Knowing and serving our visitors better

Alongside these initiatives, investment in new visitor systems, ticketing platforms and audience research has enabled more evidence-based decision making across the MOTAT museum experience. Insights gained through these tools have helped refine programming, improve commercial outcomes and ensure experiences continue to meet visitor expectations. This approach has been particularly successful with ticketed events such as Christmas Lights, which remains one of Auckland's most loved festive events.

Improving accessibility remained a priority. Through the One Foundation-funded Hōtaka Uru Hapori Community Access Programme, 1,087 adults and children from 49 diverse community groups visited MOTAT between August and October 2025, helping to remove barriers to participation and create memorable experiences. Participants described their visit as inclusive, welcoming and inspiring, with several experiencing a museum visit for the very first time.

Together, these initiatives demonstrate MOTAT's commitment to delivering exceptional visitor experiences that are engaging, inclusive and relevant, while strengthening our role as a place where curiosity comes alive.

OBJECTIVE 2

Kia whakamanahia te Tīma o MOTAT
Empower the MOTAT Team

Poipoia te kākano kia puāwai
Nurture the seed and it will blossom

Empowering our people to be good Te Tiriti partners

At MOTAT, empowering our people means creating the knowledge, confidence and cultural capability needed to be strong Te Tiriti partners. Over the past year, we have continued to deepen our commitment to te ao Māori, embedding bicultural practice across the organisation and creating opportunities for our people to learn, grow and contribute to a more inclusive museum experience.

Te reo Māori is recognised as a taonga, and this understanding is reflected in our everyday practice. Across MOTAT, a bilingual approach is increasingly shaping exhibitions, interpretation, signage and visitor experiences. We have continued to strengthen our capability by ensuring we recruit and support people with the expertise needed to guide this work, while offering regular opportunities for staff to engage with te reo Māori and tikanga through weekly te reo and waiata classes, karakia, shared kai and whanaungatanga.

Kaupapa-led exhibition

This year, MOTAT took an important step forward with the development of *Tō Ao ki Tōku Ao – A Meeting of Worlds*, a landmark exhibition that reflects a significant evolution in the way we work. Rather than simply incorporating Māori perspectives, the exhibition was kaupapa-led, with the stories, writing and creative direction led by Eru Kapa-Kingi and filmmaker Heperi Mita. MOTAT's role was to support, enable and provide access to collections and resources, creating space for Māori voices, knowledge and perspectives to lead.

Drawing on taonga from the MOTAT collection, the exhibition explored the convergence of te ao Māori and te ao Pākehā through the introduction of print technology in Aotearoa. It featured rare printed reo Māori materials from the 1830s to 1860s, including a second edition print copy of *He Whakaputanga o te Rangatiratanga o Nu Tireni* (1837), a foundational declaration by northern rangatira affirming the rangatiratanga of hapū and the land of Aotearoa.

Acknowledging mana motuhake

The exhibition represents more than a public programme; it reflects a shift in MOTAT's practice. By working in a "tātou tātou" way and embracing shared authority, the project acknowledges the importance of mana motuhake, tikanga, mātauranga and whakapapa in how stories and taonga are presented. It demonstrates a growing organisational maturity in partnering with Māori communities and ensuring that the voices connected to these histories are centred.

The exhibition was opened with a mihi whakatau attended by representatives of Ngāti Whātua Ōrākei and Ngāpuhi, reinforcing the importance of relationship-building and partnership.

Through initiatives such as *Tō Ao ki Tōku Ao*, alongside ongoing learning opportunities for staff, MOTAT is strengthening its ability to honour Te Tiriti o Waitangi in meaningful ways. By empowering our people and embedding bicultural practice throughout the organisation, we are building a museum that is more inclusive, collaborative and reflective of Aotearoa New Zealand's shared stories.





Members of the Western Springs Railway team on LIVE Day: Rail.

Investing in the MOTAT Team

MOTAT's people are at the heart of everything we do. This year, we continued to invest in building capability, developing future leaders, creating pathways into the museum sector, and fostering a workplace culture where people can thrive.

Professional development remained a key focus, with staff participating in a range of programmes designed to strengthen leadership skills, broaden perspectives, and support career growth. Several team members successfully completed the Emerging Leader Programme through the Employers and Manufacturers Association (EMA), gaining practical skills, confidence and tools to lead people, performance and resources effectively. The programme supports emerging leaders to develop the mindset and capabilities required to navigate increasingly complex environments and contribute to organisational success.

Leadership development was also extended through participation in the Council of Australasian Museum Directors (CAMD) Executive Mentoring Programme. Two MOTAT leaders took part in the prestigious 10-month programme alongside museum professionals from across Australia and Aotearoa New Zealand. Through structured mentoring, workshops, networking opportunities and site visits, participants strengthened their leadership capability, expanded sector knowledge and built valuable professional relationships.

Supporting the next generation of museum professionals remains an important priority. During the year, MOTAT partnered with Western Springs College – Ngā Puna o Waiōrea to host Gateway students within the Visitor Services team. The programme provides students with valuable workplace experience while introducing them to career opportunities within the cultural sector, supporting them to develop practical skills and confidence in a professional environment.

Developing a commercial mindset

As part of MOTAT's focus on sustainable growth, targeted product management training was introduced to support more commercially focused thinking across the organisation. Staff have been developing skills in product design, value proposition development, testing and evaluation, helping to ensure new initiatives are both visitor-focused and commercially sustainable. This investment in capability is supporting a culture of innovation and continuous improvement.

Safety and wellbeing

Creating a safe, healthy and supportive workplace remained a key priority for MOTAT. During the year, we completed Phase 1 of our two-year Safety and Wellbeing Workplan – strengthening Board oversight, clarifying safety responsibilities, and improving safety standards and processes. Phase 2, running through to September 2027, will focus on audits, equipment management, emergency planning, contractor management and wellbeing.

Engagement in the My Everyday Wellbeing programme continued to grow, with participation reaching its highest level through live sessions and wellbeing challenges.

Together, these initiatives reflect MOTAT's commitment to creating a workplace where people are supported to learn, grow and succeed. By investing in leadership development, professional capability, wellbeing and future talent, we are building a stronger organisation equipped to deliver on our mission now and into the future.



The fully restored Wanganui Tram Trailer No. 21 being towed behind Steam Tram No. 100.

OBJECTIVE 3

Kia whanake te kounga o te kohinga, te manaakitanga ōna me te tomonga

Improve the quality of the collection, its care and accessibility

Wanganui Tram Trailer No. 21 returns to the tracks

After a restoration journey spanning four decades, Wanganui Tram Trailer No. 21 officially returned to the tracks this year, marking a significant achievement in MOTAT's ongoing commitment to preserving and sharing Aotearoa transport heritage.

Launched at a celebration attended by guests, donors, volunteers and supporters, the beautifully restored trailer now operates on the Western Springs Tramway, allowing visitors to experience a remarkable piece of tramway history firsthand. Deputy Mayor of Auckland Desley Simpson cut the ribbon to formally launch the trailer and guests enjoyed the first passenger rides behind Steam Tram No. 100, the first time the combination had carried passengers together in more than 75 years.

Decades-long restoration

Originally donated to MOTAT in 1967 after spending decades serving as a garden shed following its retirement from service in the mid-1940s, Tram Trailer No. 21 has undergone one of the Museum's longest-running restoration projects. While restoration work initially began in 1980, progress stalled after the vehicle was dismantled. The project was reignited in 2010 and gathered momentum in subsequent years through the dedication of staff, volunteers and supporters determined to see the trailer returned to its former glory.

The restoration demanded an extraordinary combination of historical research, specialist craftsmanship and engineering expertise. Working from photographs, technical knowledge and newly created CAD drawings, volunteers and restoration specialists painstakingly recreated missing components and rebuilt significant sections of the vehicle. In recent years, work included manufacturing and glazing windows, completing seating, finishing the roof, and undertaking extensive joinery and engineering work to exacting heritage standards.

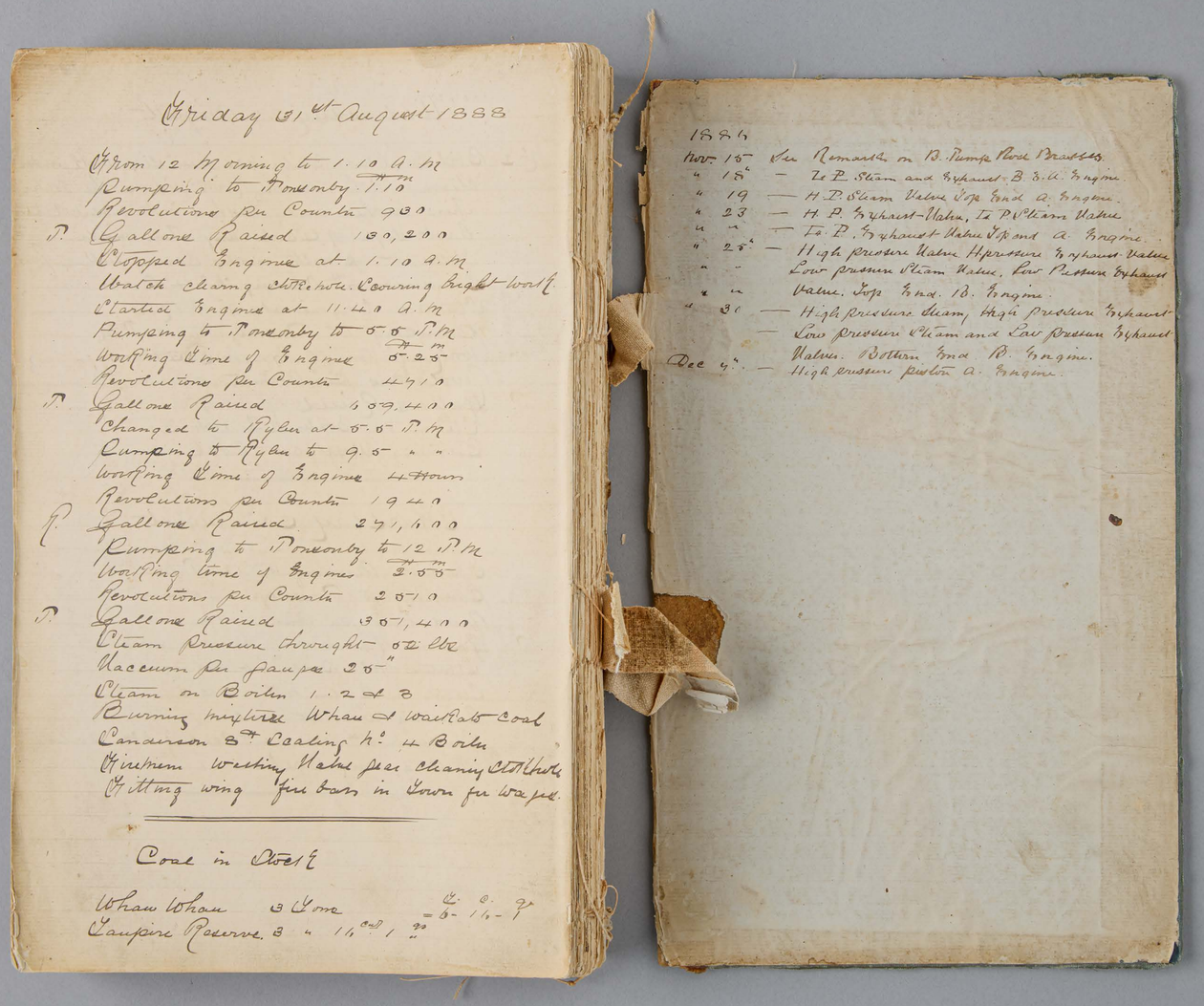
At the heart of this achievement has been the contribution of MOTAT's volunteers, who collectively donated thousands of hours of their time, skills and knowledge throughout the project.

Generous funding

The project was further strengthened by the generosity of key supporters, including the Chisholm Whitney Family Charitable Trust and the Steve Jelaš Foundation. Funding from the Steve Jelaš Foundation proved instrumental in enabling the final phase of restoration works, helping MOTAT source essential materials and accelerate completion of the project.

As Chief Executive and Museum Director Craig Hickman-Goodall reflected at the launch, Wanganui Tram Trailer No. 21 represents "heritage preservation at its finest", combining technical skill, historical knowledge and community passion. Its return to service makes it accessible for new generations of visitors to experience, enjoy and learn from for years to come.

Members of the restoration team on the day Wanganui Tram Trailer No. 21 launched in March 2026.



Anonymous. 1884. Pumphouse log book 1884-1888, 02/052/001.
Walsh Memorial Library, The Museum of Transport and Technology (MOTAT).

Kia whakatōmuri te haere whakamua
I walk backwards into the future with my eyes fixed on my past

Across the year, MOTAT continued to strengthen the care, preservation and accessibility of its collection through conservation projects, digitisation initiatives, collection research, restoration programmes and new opportunities for public engagement.

Conserving heritage
With the 150th anniversary of the Western Springs Pumphouse next year, a significant conservation focus has been its Logbook (1884–1888), one of only two surviving logbooks from the historic pumphouse in MOTAT's collection. Conservation work has begun and centres on stabilising the volume to enable digitisation, ensuring its valuable historical records can be accessed by researchers while informing future conservation approaches. By preserving and digitising this important document, MOTAT is safeguarding a unique record of Auckland's industrial and engineering heritage for future generations.

First public tours
Improving access to and care of the collection have been key priorities. In April 2026, MOTAT launched its new Collection Storehouse Tours, providing visitors with rare behind-the-scenes access to collection storage areas and insights into how museum collections are managed and preserved. Developed as part of MOTAT's revenue generation strategy, the tours have exceeded expectations, with all scheduled sessions selling out quickly. Extensive preparation by the Collections team ensured a safe and engaging experience, including the creation of visitor routes, interpretation content and carefully selected collection highlights that showcase the breadth and significance of MOTAT's holdings.

Digitisation efforts continued to expand the accessibility and discoverability of the collection via our Collections Online platform along with YouTube and Wikipedia. Almost 750 objects were digitised during the year, resulting in 3,497 new images being added to the collection database. Highlights included Bruce McLaren's Cooper Climax racing car, a collection of NASA mission patches, and a range of cameras and mobile phones that document the evolution of technology and innovation.

A bicultural approach
The Walsh Memorial Library delivered an important milestone with the opening of *Tō Ao ki Tōku Ao – A Meeting of Worlds*. Drawing on rare collection material from the 1830s to 1860s, the exhibition explores the intersection of kōrero tuku iho (oral tradition) and early printing technology. Featuring taonga such as a second-edition copy of *He Whakaputanga* (1837), alongside *He Papakupu* and *Te Paipera Tapu*, the exhibition represents a first for MOTAT through its bicultural approach and interpretation written primarily from a te ao Māori perspective. The exhibition attracted strong interest, including a visit from Te Papa staff undertaking research for future projects.

Across MOTAT's workshops, volunteers and specialists continued essential restoration work on significant collection items, including the DC-3, Sunderland, Lockheed Lodestar, Barclay Locomotive, Ruston Excavator, Rabbit motorcycle and rail carriage A1819. Complementing this work, MOTAT partnered with Fire and Emergency New Zealand to document the operation of two historic aerial firefighting appliances, creating a visual record that will support future preservation, interpretation and public engagement.

Together, these projects demonstrate MOTAT's commitment to ensuring the collection is preserved to the highest standards, made accessible to wider audiences, and actively shared through meaningful stories and experiences.

Acquiring science and technology for future generations

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



Route Sign

The Yellow Bus Company operated buses in Auckland during the 1990s as part of the Auckland Regional Authority (ARA) network. Its distinctive yellow buses became familiar around the city, providing public transport services for commuters and communities while reflecting Auckland's evolving bus operations during that era. 2025.39.2



Franking Machine

Franking machines print official postage marks directly onto envelopes or labels. This machine, made in Germany, was used by the Bay of Islands Power Board (now Top Energy). It could print the postage value, destination and a company logo onto envelopes. 2025.40



Fitness Tracker

The Fitbit Charge 2 is a popular fitness tracker designed to monitor daily activity, exercise, heart rate and sleep. Released in 2016, it features a slimline display, interchangeable wristbands, smartphone notifications, guided breathing exercises, and GPS connectivity through a paired smartphone for tracking workouts. 2025.50



Patient Monitor

The LINQ insertable heart monitor is a small medical device designed to continuously monitor heart rhythms. It is placed beneath the skin and can detect irregular heart activity over long periods. Accession No. 2025.56.2



Mobile Phone

The Samsung SGH-E720 is a stylish compact mobile phone released in the mid-2000s. It features a clamshell design, colour display, built-in camera, Bluetooth connectivity, and multimedia functions. Its small size, attractive design, and practical features made it popular with mobile phone users. 2025.69.2



Live Train Map

Auckland Rail live board: Displaying real-time activity on the Auckland rail network, this 3-D printed map was developed by a University of Auckland engineering student. Live train movements are shown as glowing LEDs which travel across the board, which has been coded using AT's public API, open-source software and GPS data.



iPod Shuffle

Released in 2007, this 2nd generation iPod shuffle offered a small sized way to access digital audio files. This iPod shuffle had 1GB of files, which held about 240 songs. 2026.8.3



Public Transport Card

This AT HOP card is a reusable prepaid smart card which allows the user to pay for public transport across Auckland. It's used to ride buses, trains and most ferries, and works by tagging a card reader when boarding, and again when leaving. 2026.8.1



Mission Patches

NASA mission patches are colourful emblems created to represent space missions, astronauts and important milestones. Each patch features unique symbols, names and imagery connected to its mission. These patches were collected by a journalist who covered shuttle launches for a range of newspapers and magazines. 2025.70.2



Cipher Machine

Cipher devices scramble text into a secret code. This mechanical machine, which enciphered and deciphered messages using a changing code, was invented by a New Zealander and used by the RAF during World War II. 2025.67



OBJECTIVE 4

Kia whanake te umanga me te toitūtanga

Improve our business and sustainability

Mō tātou, ā, mō kā uri ā muri ake nei
For us and for those who come after us

This year, MOTAT made progress in strengthening its long-term financial sustainability through the development of a commercial revenue strategy focused on innovation, capability building and creating new visitor experiences.

By growing revenue from diverse sources while maintaining our commitment to delivering meaningful public value, we are building a more resilient organisation for the future.

Keeping history on track

A key milestone was the launch of an organisation-wide revenue generation campaign that encouraged staff to think creatively about new commercial opportunities. The campaign generated an impressive 226 ideas, from which 20 high-potential initiatives were selected for further development.

To support this work, MOTAT introduced a product management framework and commenced targeted product development training. Fourteen team members were assigned as product managers and equipped with new skills to develop visitor-focused, commercially viable products. The training has helped embed a more commercial mindset across the organisation, focusing on clearly articulating value propositions, testing concepts before launch, and applying rigorous evaluation to new initiatives.

User-pays experiences connect with audiences

Several new user-pays experiences were developed and tested during the year. MOTAT Collection Storehouse Tours launched as a new revenue stream, providing visitors with a unique behind-the-scenes experience while generating additional income. Other initiatives showing strong future potential include Cockpit Experiences and a range of "Give It a Go" activities designed to connect audiences directly with MOTAT's collection and expertise. The Traction Engine Experience was successfully piloted, and demonstrated further opportunities to create hands-on experiences that combine learning with revenue generation.

Private events also continued to be an important revenue stream. Demand for venue hire remained encouraging, with 11 private events booked through to July 2026 and additional opportunities progressing through the pipeline. Exploration also began into expanding event offerings to include further spaces across the Great North Road site, increasing the potential for future growth.

Location shoots reintroduced at MOTAT

Commercial filming was reintroduced as a revenue-generating activity, with five days of filming hosted at MOTAT's Motions Road site. This reflects growing interest in MOTAT's unique locations and offers another avenue for generating non-visitor revenue.

Alongside increasing revenue, MOTAT continued to focus on improving financial performance through cost management and diversification of funding sources. A group electricity contract helped reduce exposure to energy price fluctuations and fundraising performance exceeded target, increasing non-rates funding and reducing reliance on ratepayer support.

Additional commercial revenue streams also performed strongly, with income from car parking and vending commission exceeding budget. Together, these initiatives demonstrate how MOTAT is fostering a culture of innovation, developing new capabilities and creating sustainable revenue streams that support the Museum's long-term future.



MOTAT continued to strengthen its long-term sustainability during the year, making considerable progress in reducing environmental impact, improving accessibility, investing in future infrastructure and building organisational capability.

Emissions continue to fall

Leading this work was a major milestone in MOTAT's sustainability journey. Following our latest Toitū Carbon Reduce audit, we achieved a 76% reduction in carbon emissions since 2017, reducing gross emissions from 596.89 tonnes to 141.63 tonnes. In the most recent audited year alone, emissions fell by a further 35%, exceeding an already strong result from the previous year.

This achievement reflects both strategic investment and organisation-wide commitment. The most significant reductions came from transitioning the Pumphouse boiler and Steam Tram No. 100 to wood-based biofuel, alongside the adoption of renewable electricity and ongoing improvements in procurement practices that prioritise locally made and sustainably sourced products.

Qualmark Gold retained and improved

Our commitment to environmental leadership was further recognised through the retention of the Qualmark Gold Sustainable Tourism Business Award. Assessors noted MOTAT's continued improvement, with most assessment categories now achieving "best practice" ratings, recognising excellence in areas including waste management, pollution reduction, staff training, hosting and environmental stewardship.

MOTAT also continued to contribute to environmental research and education through the AquaWatch water quality monitoring device installed at the Te Wai Ōrea outflow. The first live data was shared with Auckland Council and the University of Waikato and will help inform future public engagement initiatives.

Internationally, MOTAT's sustainability efforts were recognised through selection as a finalist from more than 300 global submissions for the International Council of Museums (ICOM) Award for Sustainable Development Practice in Museums.

Future-proofing our environment

Improving accessibility across the museum remained a key priority. New ramps were installed at Cropper House, the Te Wai Ōrea entrance and the Rotunda, while additional handrails and resurfacing work improved visitor movement across the museum. Planning is also underway for further accessibility projects, including new pathways and connections that will enhance movement for both visitors and the MOTAT Team.

Significant work was undertaken to future-proof MOTAT's infrastructure and operations. The completion of the large-scale tramway upgrade delivered improvements beyond the rail network itself, including a smoother road crossing experience for visitors and motorists. Flood mitigation, stormwater improvements and the introduction of a heavy weather event response plan have strengthened resilience against increasingly frequent extreme weather events.

Technology and innovation also played a key role in improving organisational effectiveness. Through MOTAT's secure Azure AI environment, the ICT team successfully organised approximately 25,000 collection subject categories covering 300,000 collection items. A task that would previously have taken months was completed in just two days, demonstrating the potential for technology to improve efficiency, support decision-making and unlock new opportunities across the organisation.

Together, these achievements reflect MOTAT's commitment to operating sustainably, responsibly and efficiently and continuing to invest in the future.

OBJECTIVE 5

Kia whai wāhi ki ngā umanga whai whakaaro ōrite
Engage with like-minded institutions

Kia uru kahikatea te tū
Success through unity of purpose

A strong alliance

Collaboration is essential to creating meaningful cultural experiences and ensuring Auckland's cultural institutions deliver maximum value to their communities. This year, MOTAT continued to play an active role in the Cultural Sector Alliance (CSA), a partnership bringing together Auckland's major council-funded cultural organisations to strengthen collaboration, share resources and create more connected experiences for Aucklanders.

The CSA represents a significant milestone for Auckland's cultural sector. Following Auckland Council's endorsement of a new collaborative model, MOTAT joined Auckland War Memorial Museum, Te Whatu Stardome Observatory and Planetarium, Auckland Art Gallery Toi o Tāmaki, Auckland Zoo and the New Zealand Maritime Museum in a coordinated approach designed to improve outcomes, reduce duplication and better leverage collective expertise. The CSA is helping lay the foundation for a more connected, sustainable and impactful cultural sector for the region.

Matariki coordination

A noteworthy achievement this year was the delivery of a coordinated Matariki programme spanning all CSA organisations. For the first time, Auckland's leading cultural institutions worked together to create a connected programme of education and public experiences that celebrated the significance of Matariki through multiple lenses and learning environments.

At MOTAT, this included the development of He Mahinga Kai, He Mahinga Tangata – Gather Food, Gather Kai, an education programme that explores traditional Māori knowledge of hangarau (technology) used in hunting, planting, harvesting, preparing and preserving food. Students engaged in hands-on activities that brought mātauranga Māori to life, while learning about the importance of Matariki as a time for gathering, sharing and reflection.

MOTAT's public programming also expanded, offering visitors opportunities to explore Matariki through immersive experiences including virtual reality storytelling, interactive activities and family-focused experiences delivered across both museum sites. These programmes complemented those offered by CSA partners, creating a diverse and connected programme for schools, whānau and communities across Tāmaki Makaurau.

The CSA is already demonstrating the value of collaboration. During financial year 2024-25, member organisations collectively welcomed 2.67 million visits, delivered 181,583 education visits, generated more than $70 million in self-generated revenue and were supported by 914 volunteers. For the first time, these collective results provide a clear picture of the sector's combined cultural, social and economic contribution to Auckland.

A city-wide vision

Beyond programming, the CSA continues to advance coordinated marketing, shared reporting, education initiatives and future opportunities including shared infrastructure, workforce development and improved visitor pathways between institutions.

For MOTAT, participation in the Cultural Sector Alliance reflects a commitment to working alongside like-minded institutions to strengthen the cultural sector and enhance outcomes for Aucklanders. By contributing to a city-wide vision for collaboration, sharing expertise and delivering coordinated initiatives such as Matariki programming, we are helping create a more connected, resilient and sustainable cultural landscape within Tāmaki Makaurau.



Illustration by
Huriana Kopeke-Te Aho



Sheldon Werner Summer Studentship recipient Alexandru Cotos worked on the Walsh Memorial Library's aerial mapping collection during his time at MOTAT.

MOTAT strengthened its position as a connected and collaborative organisation, working alongside museums, universities, industry leaders, cultural institutions and community organisations in Aotearoa New Zealand and internationally. These partnerships expanded opportunities for research, knowledge sharing, professional development and public engagement, while helping ensure MOTAT remains an active contributor to the wider museum, science and technology sectors.

Intern collaboration

A standout achievement was MOTAT's participation in the Auckland War Memorial Museum's prestigious Sheldon Werner Summer Studentship programme. Through this partnership, MOTAT hosted two summer interns whose research delivered lasting value to the Museum. Work undertaken included enhancing understanding of the New Zealand Aerial Mapping archive collection and strengthening MOTAT's presence on Wikipedia through new content, imagery and digital resources. The programme provided valuable professional development opportunities for emerging researchers while deepening collaboration between two of Auckland's leading museum institutions.

Museum sector leadership

MOTAT also continued to play an influential role within the International Council of Museums (ICOM). Two senior leaders attended the 27th ICOM General Conference in Dubai, where the long-standing ICOM Working Group on Museum Storage successfully transitioned into an official International Committee. Reflecting MOTAT's recognised expertise, the Director, Collections was invited to continue supporting the new committee as a special advisor and liaison for the Pacific and Australasian region. MOTAT's Director, Museum Experience is also Chair of ICOM Aotearoa New Zealand and a member of the ICOM Advisory Council and National Committees Council.

The Museum also actively championed International Museum Day, reinforcing the role museums play in fostering understanding, inclusion and social connection.

Sector leadership was further demonstrated through MOTAT's strong involvement in the Museums Aotearoa Leadership Summit. The Director, Museum Experience presented on audience engagement, and the MOTAT Team hosted visits to MOTAT exhibitions and shared insights into visitor-centred practice with museum leaders from across the country. The summit provided a valuable platform for sharing expertise and contributing to sector-wide conversations about relevance, participation and audience development.

Collaborative network

Beyond the museum sector, MOTAT maintained extensive partnerships across the science, technology, engineering and mathematics ecosystem. Collaborations with Te Whai Ao Dodd-Walls Centre, Science Alive, universities, researchers and industry organisations brought cutting-edge science engagement opportunities to audiences. This was through events such as the STEM Fair and Sports Tech and activities relating to International Day of Light and other STEM topics. Partnerships including the Samsung Solve for Tomorrow competition continued to inspire young innovators and celebrate real-world problem solving through technology and design.

The breadth of MOTAT's collaborative network extended even further through relationships with international researchers, cultural heritage organisations, transport and aviation partners, professional associations, technology providers and community groups. During the year, MOTAT welcomed Professor Patrick Charbonneau from Duke University, whose research into mathematician Elizabeth Monroe Boggs highlighted the international significance of MOTAT's Cambridge Meccano Differential Analyser and created a valuable connection between the Museum's collections and global academic scholarship. Alongside supporting heritage sector knowledge-sharing, collaborating with Auckland Airport on aviation heritage storytelling, contributing to museum and conservation networks, and working with Generations Connect NZ to champion intergenerational connection, MOTAT continued to demonstrate the value of partnership in delivering meaningful outcomes for audiences, communities and the wider sector.

2025-2026 Financial Report

We are pleased to report that we received an unqualified audit opinion for the 2025-2026 financial year.

Auckland Council provided levy funding of $19,658,362 during the year, supporting MOTAT's operations, programmes and investment in its assets and collections. A portion of this funding was retained to support the planned renewal of the Aviation Collection Workshop in FY28.

The Communications, Air and Space, and Aircraft collection categories were independently revalued during the year. This resulted in a significant increase in the collection's carrying value, particularly in the Aircraft category. The uplift reflected restoration work completed on significant aircraft and changes in market evidence, including the overseas sale of a similarly rare aircraft.

The revaluation was a significant contributor to the reported accounting surplus of $16,588,332. Excluding the collection revaluation, MOTAT recorded a surplus of $351,731 – an improvement on the deficit reported in the previous financial year.

Non-levy revenue continued to perform well, supported by steady visitation, increased revenue from Christmas Lights, continued operation of the Dockline Tram in Wynyard Quarter, and the further development of commercial opportunities. These included the introduction of new user-pays experiences, along with increased use of MOTAT as a filming and photography location.

Grant and donation revenue decreased compared with 2025, reflecting lower levels of external funding available this financial year.

MOTAT continued to manage its cash requirements carefully. Of the available $9 million revolving loan facility only $7 million was drawn during the year, reducing borrowing and associated interest costs. The facility limit reduced to $8 million in July 2026.



Financial Statements for the year ended 30 June 2026

Statement of comprehensive revenue and expense for the year ended 30 June 2026

	NOTE	2026	2025
Levies from Territorial Authorities	2	19,658,362	19,021,154
Grants and Donations	2	365,482	1,399,059
Rent – Donation	2	1,448,056	2,040,000
Interest Received		106,558	113,163
Exchange Revenue	3	2,795,326	2,561,795
Operating Revenue		**24,373,784**	**25,135,171**
Employee Benefits		11,216,597	10,912,820
Depreciation	4	2,916,336	2,761,021
Finance		70,315	111,819
Rent		1,448,056	2,040,000
Other	5	8,370,749	9,850,518
Total Expenses		**24,022,053**	**25,676,179**
Net (Deficit)/Surplus		**351,731**	**(541,008)**
Other Comprehensive Revenue and Expense			
Heritage Asset Revaluations		16,236,601	1,007,996
Total Comprehensive Revenue and Expense		**16,588,332**	**466,988**

Statement of changes in equity for the year ended 30 June 2026

	Projects Reserves	Asset Revaluation Reserves	Retained Earnings	Total Equity
Balance as at 01 July 2025 (as reported)	**187,825**	**13,211,156**	**49,165,951**	**62,564,932**
Net (Deficit)/Surplus	-	-	351,731	351,731
Transfer to/(from) Project Reserve	(27,170)	-	27,170	-
Other Comprehensive Revenue and Expense				
Asset revaluation reserve	-	16,236,601	-	16,236,601
Total Comprehensive Revenue and Expense	**(27,170)**	**16,236,601**	**378,901**	**16,588,332**
Balance as at 30 June 2026	**160,655**	**29,447,757**	**49,544,853**	**79,153,264**
Balance as at 01 July 2024 (as reported)	**236,507**	**12,869,160**	**52,122,277**	**65,227,944**
Restatement (see note 8b)		(666,000)	(2,464,000)	(3,130,000)
Balance as at 01 July 2024 Restated	**236,507**	**12,203,160**	**49,658,277**	**62,097,944**
Net (Deficit)/Surplus	-	-	(541,008)	(541,008)
Transfer to/(from) Project Reserve	(48,682)	-	48,682	-
Other Comprehensive Revenue and Expense				
Asset revaluation reserve	-	1,007,996	-	1,007,996
Total Comprehensive Revenue and Expense	**(48,682)**	**1,007,996**	**(492,326)**	**466,988**
Balance as at 30 June 2025	**187,825**	**13,211,156**	**49,165,951**	**62,564,932**

Statement of financial position as at 30 June 2026

	NOTE	2026	2025
Current Assets			
Cash and Cash Equivalents	7	980,355	1,228,943
Accounts Receivable and Prepayments		288,817	182,193
Shop Inventory		88,910	95,847
GST Receivable		197,753	257,581
		1,555,835	**1,764,565**
Non Current Assets			
Intangible Assets		-	-
Property, Plant and Equipment	8a	41,766,538	42,957,106
Collection Assets	8b	45,419,729	29,186,903
		87,186,267	**72,144,009**
TOTAL ASSETS		**88,742,102**	**73,908,574**
Current Liabilities			
Creditors and Accruals	9	2,352,243	2,962,481
Approach 2 Projects Loan	10	7,000,000	8,200,000
Income in Advance	6	236,595	181,161
		9,588,838	**11,343,642**
TOTAL NET ASSETS		**79,153,264**	**62,564,932**
Equity			
General Equity		49,544,853	49,165,951
Asset Revaluation Reserve		29,447,757	13,211,156
Projects Reserve	11	160,654	187,824
TOTAL EQUITY		**79,153,264**	**62,564,932**

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

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



Board member
Date 22 October 2026



Board member
Date 22 October 2026

Financial Statements for the year ended 30 June 2026

Statement of cash flows for the year ended 30 June 2026

	NOTE	2026	2025
Cash from Operating Activities			
Cash was provided from:			
Levies from territorial authorities		19,658,362	19,021,154
Donations and bequests		426,415	1,461,460
Receipts from operations		2,711,752	2,535,650
Interest income		106,558	113,163
Cash was disbursed to:			
Payments to suppliers, employees and others		20,159,369	19,930,625
Borrowing costs paid		70,315	111,819
Net Cashflow from/(applied to) Operations		**2,673,404**	**3,088,976**
Cashflow from Investing Activities			
Cash was applied to:			
Payments for property, plant and equipment		1,721,993	3,096,886
Net Cash (applied to)/from Investing Activities		**(1,721,993)**	**(3,096,886)**
Cash flow from Financing Activities			
Cash was provided from:			
Proceeds from borrowings		(1,200,000)	700,000
Net Cash (applied to)/from Financing Activities		**(1,200,000)**	**700,000**
Net Increase/ (Decrease) in cash held		**(248,590)**	**692,090**
Opening Cash Balance		**1,228,944**	**536,854**
Closing Cash Balance	7	**980,354**	**1,228,944**

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 2026

1. Statement of accounting policies

Reporting entity

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

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

Statement of compliance and basis of preparation

For financial reporting purposes, MOTAT is considered a public sector Public Benefit Entity. The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand. They comply with Tier 2 Public Benefit Entity Standards (PBE Standards) that have been authorised for use by the External Reporting Board.

The entity is able to and has elected to apply Tier 2 PBE Standards on the basis that it does not have public accountability and it is not considered large. In preparing these financial statements, the Board has taken advantage of all applicable Reduced Disclosure Regime (RDR) disclosure concessions.

The financial report is prepared in accordance with the Museum of Transport and Technology Act 2000 and includes results of the Board for the year ended 30 June 2026. 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, cashflows, 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 applies to the financial year. This is received from Auckland Council. Auckland Council has an Advisory and Management agreement with Tātaki Auckland Unlimited.

Grants and donations

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

Rent donation

The land on which MOTAT operates is leased at subsidised rates from Auckland Council. The rent donation is not directly received in cash by MOTAT and equates to the deemed expense for using the land. The deemed rent is calculated as 7.5% of the current Auckland Council land valuation, which was revalued in May 2024. This notional income is recognised as income in the period that MOTAT uses the land.

Revenue from exchange transactions

Gate revenue

Gate admissions are recognised at the time the services are rendered

Sale of goods

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

MOTAT Mates passes

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

Interest income

Interest is recognised in the Statement of Comprehensive Revenue and Expense 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, but not yet taken, at balance date.

(C) Rent expense

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

(D) Property, plant and equipment

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

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

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

Redevelopment costs (Work in Progress)

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

Additions

The cost of an item of Property, Plant and Equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to MOTAT and the cost of the item can be measured reliably. In most instances, an item of Property, Plant and Equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value at the date of acquisition. The threshold for capitalisation of an item of Property, Plant and Equipment is $1,500. Donated assets are recorded at fair value less any impairment costs.

Disposals

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

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 Expense.

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

(E) Collections

MOTAT has an extensive collection acquired over a long period of time. Categories of significant collection assets are revalued by appropriate independent experts on a five-year rolling basis, with the first cycle having commenced in 2012, and subject to an annual assessment for any potential impairment. MOTAT continues to identify and value lesser value objects in accordance with the museum's Collection Management Policy.

A cycle change was undertaken in 2023-2024 where categories of collection assets used for financial reporting were aligned to how the collection is catalogued and maintained. This resulted in a realignment of asset categories from the 2024 financial year.

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 Expense.

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.

The basis of Valuation of collection assets applied is Fair Value, determined from what historical market evidence indicates is the amount of money a seller would receive in an open market if they would choose to sell an object.

(F) 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.

(G) GST

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

(H) Accounts receivable

Debtors and other receivables for both exchange and non-exchange transactions are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate method less any provision for expected credit losses as required under PBE IPSAS 41.

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

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

(I) 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.

(J) Short-term investments

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

(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 the reporting date.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 the 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.

(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 Expense.

(O) Loan

MOTAT has negotiated a loan to pay for the building works related to the Approach 2 projects that have been undertaken over the past six years. The loan is initially recognised at fair value and then at amortised cost using the effective interest rate method.

(P) Statement of cash flows

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

1. Cash is considered to be cash and cash equivalents – refer policy (I).

2. Operating activities include cash received from all income sources and cash payments made for the supply of goods and services that are not investing or financing activities.

3. Investing activities are those activities relating to acquisition and disposal of non-current assets and term deposits.

4. Financing activities include activities that change the equity and debt capital structure.

(Q) Critical accounting estimates and assumptions

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

- Valuation of Collection assets – whereby independent valuers are used to estimate fair values (refer note 8b).
- Depreciation – whereby management makes an estimate of the useful lives of depreciable assets (refer policy d).

(R) Financial instruments

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

2. Non exchange revenue

	2026	2025
Grants		
Donated Collection Assets	-	30,000
Ministry of Education Grant	135,099	135,098
Te Puawānanga development	-	104,167
Tātaki Auckland Unlimited		
Tram Track replacement	-	900,000
Other Donations and Grants	230,383	229,794
Total Grants and Donations	**365,482**	**1,399,059**
Levies from Territorial Authorities	19,658,362	19,021,154
Rent Donation	1,448,056	2,040,000
Total Non Exchange Revenue	**21,471,900**	**22,460,213**

3. Exchange revenue

	2026	2025
Gate and Tram Admission	1,969,413	1,855,426
Hirage, Events and Functions	50,847	5,480
Other income	527,942	458,063
Shop Sales	247,124	242,826
Total Exchange Revenue	**2,795,326**	**2,561,795**

4. Depreciation

	2026	2025
Leasehold Improvements (incl Buildings)	1,697,524	1,604,608
Furniture and Fittings	332,288	333,393
Vehicles	22,926	22,926
Computers and Software	160,130	177,273
Display Equipment	336,522	234,407
Plant and Equipment	366,946	388,414
	2,916,336	**2,761,021**

5. Other expenses

	2026	2025
Amenities	9,254	9,206
Audit	96,295	70,191
Bank /Merchant + EFTPOS Fees	115,074	116,677
Board remuneration	210,542	217,096
Catering and Functions	41,117	45,591
Conservation	45,252	47,260
Consultancy/Legal Fees	394,980	462,854
Cost of Shop Sales	153,293	141,103
Courier/Postage	4,429	4,411
Research Database	1,211	1,525
Energy/Fuel	284,740	256,539
Events/Exhibitions/Signage	586,177	1,180,576
Expendable Programme Resources	38,243	33,448
Fees, subscriptions, permits & licences	181,773	159,075
Fixed Assets Expenses (<$1500)	3,621	14,064
Insurance - premiums	346,911	335,693
Internet Connection/IT Support	794,686	674,391
Leases - Equipment	14,685	16,284
Maintenance expenses	1,403,548	1,515,479
Travel/Accommodation/Vehicle	34,514	59,858
Equipment Hire	186,331	207,292
Miscellaneous expenses	61,650	44,402
Marketing	508,545	591,020
Off-site Storage	1,181,472	1,162,971
Other staff expenses	244,409	212,192
Photocopying and Printing/Stationery	122,114	121,862
Promotions	29,801	20,379
Rates - land/water	83,591	54,908
Heritage Assets Disposals	7,054	356,095
Restoration Expenses	305,158	847,432
Safety/Security	643,485	686,353
Subscriptions/Memberships	85,991	58,853
Sustainability	56,833	25,129
Telephones	93,971	100,310
	8,370,749	**9,850,518**

6. Income in advance

	2026	2025
MOTAT Mates Annual Pass Liabilities	109,095	114,594
Sundry	127,500	66,567
	236,595	**181,161**

7. Cash and cash equivalents

	2026	2025
Cheque Account	320,200	338,511
Business Saver Account	500,019	700,129
Business Saver Account - Special Purpose	146,907	174,078
Imprest and Clearing Accounts	13,228	16,226
	980,354	**1,228,944**

8a. Property, plant and equipment

Current year (2025-2026)	Building and Leasehold improvements	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Work in Progress	Total
	2026	2026	2026	2026	2026	2026	2026	2026
Opening Balance 1 July 2025	39,037,635	1,144,993	138,523	167,323	1,045,828	1,288,361	134,439	**42,957,105**
Add: Additions during the year	32,865	79,353	-	156,274	103,752	117,563	1,424,035	**1,913,842**
Plus (less) Transfer from WIP	214,437	7,220	-	-	812,071	77,477	(1,111,204)	**-**
Less: Disposals during the year	(188,071)	-	-	-	-	-	-	**(188,071)**
Less: Depreciation	(1,695,308)	(332,288)	(22,926)	(162,347)	(336,522)	(366,946)	-	**(2,916,336)**
Closing balance 30 June 2026	37,401,559	899,278	115,597	161,250	1,625,129	1,116,455	447,270	**41,766,538**
Reconciled to:								
Cost	56,801,599	2,581,488	390,725	3,269,280	2,678,948	4,993,430	447,270	**71,162,741**
Less: Accumulated depreciation	19,400,040	1,682,210	275,128	3,108,030	1,053,819	3,876,975	-	**29,396,202**
Net Book Value	**37,401,559**	**899,278**	**115,597**	**161,250**	**1,625,129**	**1,116,455**	**447,270**	**41,766,538**

Previous Year (2024-25)	Building and Leasehold improvements	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Work in Progress	Total
	2025	2025	2025	2025	2025	2025	2025	2025
Opening Balance 1 July 2024	36,798,430	1,393,345	161,450	243,275	1,179,000	1,517,660	1,021,263	**42,314,422**
Add: Additions during the year	106,009	31,344	-	98,846	101,236	93,654	3,081,464	**3,512,553**
Plus (less) Transfer from WIP	3,737,806	53,697	-	2,475	-	65,461	(3,859,439)	**-**
Less: Disposals during the year	-	-	-	-	-	-	(108,848)	**(108,848)**
Less: Depreciation	(1,604,608)	(333,393)	(22,926)	(177,273)	(234,407)	(388,414)	-	**(2,761,021)**
Closing balance 30 June 2025	39,037,636	1,144,993	138,524	167,323	1,045,828	1,288,361	134,439	**42,957,105**
Reconciled to:								
Cost	56,812,374	2,494,915	390,726	3,115,223	1,763,125	4,798,391	134,439	**69,509,193**
Less: Accumulated depreciation	17,774,738	1,349,922	252,202	2,947,900	717,297	3,510,029	-	**26,552,088**
Net Book Value	**39,037,635**	**1,144,993**	**138,523**	**167,323**	**1,045,828**	**1,288,361**	**134,439**	**42,957,105**

The amount of borrowing costs capitalised during the period is $Nil (2024 – $Nil).
There was $Nil impairment loss recognised in the current year (2024 – $Nil).

8b. Collection assets

Current Year (2025-2026)	Air and Space	Applied Design	Communications	Computing, Digital, Robotic & Automation	Domestic Technology	Health Sciences	Industrial and Maritime Heritage	Library	Rail	Road Transport	Tramways	Total
	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
Opening Balance 1 July 2025	9,738,669	34,160	359,235	105,535	2,516,225	118,730	1,997,183	2,236,973	7,543,261	4,085,184	451,748	**29,186,903**
Revaluation Gain/(Loss)	15,665,255		1,837							96		**15,667,188**
During the year:												
Category transfer	36	-	(28)	(150)	(591)	-	360	70	-	303	-	**-**
Additions	36,735	-	319	130	25	5,000	159	-	68	-	-	**42,436**
Newly Valued	470,190	8,280	32,360	5,490	2,264	275	860	-	11,815	2,340	1,442	**535,316**
Less Disposals from:												
Revaluation reserve	-	-	-	-	(4,552)	(108)	-	-	(400)	-	-	**(5,060)**
Acquisition value	-	-	(80)	-	(1,224)	-	-	-	(450)	(5,300)	-	**(7,054)**
Closing balance 30 June 2026	**25,910,885**	**42,440**	**393,643**	**111,005**	**2,512,147**	**123,897**	**1,998,562**	**2,237,043**	**7,554,294**	**4,082,623**	**453,190**	**45,419,729**
Reconciled to:												
Opening Balance 1 July 2025	9,738,669	34,160	359,235	105,535	2,516,225	118,730	1,997,183	2,236,973	7,543,261	4,085,184	451,748	**29,186,903**
Net Changes during the year	16,172,216	8,280	34,408	5,470	(4,078)	5,167	1,379	70	11,033	(2,561)	1,442	**16,232,826**
Net Book Value	**25,910,885**	**42,440**	**393,643**	**111,005**	**2,512,147**	**123,897**	**1,998,562**	**2,237,043**	**7,554,294**	**4,082,623**	**453,190**	**45,419,729**

Prior Year (2024-2025)	Air and Space	Applied Design	Communications	Computing, Digital, Robotic & Automation	Domestic Technology	Health Sciences	Industrial and Maritime Heritage	Library	Rail	Road Transport	Tramways	Total
	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025
Opening Balance 1 July 2024	9,606,433	33,720	358,557	84,290	2,052,354	119,357	2,244,735	2,230,887	7,272,109	4,127,590	355,695	**28,485,727**
Revaluation Gain/(Loss)	70,166	220	2,410	21,230	528,153	108	1,603	-	296,027	288	96,053	**1,016,258**
Donated Assets	13,195	-	2,955	-	400	-	465	-	500	550	-	**18,065**
During the year:												
Category transfer	-	-	(122)	320	(713)	-	460	-	-	56	-	**-**
Additions	60,000	220	-	-	133	-	-	6,086	-	2,500	-	**68,939**
Newly Valued	62,446	220	2,410	31,820	4,677	108	1,603	-	14,248	288	16,443	**134,263**
Less Disposals from:												
Revaluation reserve	-	-	(180)	-	(45,636)	-	-	-	(175)	-	-	**(45,991)**
Acquisition value	(11,125)		(4,385)	(305)	(18,465)	(735)	(250,080)		(25,200)	(45,800)		**(356,095)**
Closing balance 30 June 2025	**9,738,669**	**34,160**	**359,235**	**105,535**	**2,516,225**	**118,730**	**1,997,183**	**2,236,973**	**7,543,261**	**4,085,184**	**451,748**	**29,186,903**
Reconciled to:												
Opening Balance 1 July 2024	9,606,433	33,720	358,557	84,290	2,052,354	119,357	2,244,735	2,230,887	7,272,109	4,127,590	355,695	**28,485,727**
Net Changes during the year	132,236	440	678	21,245	463,872	(627)	(247,552)	6,086	271,152	(42,406)	96,053	**701,176**
Net Book Value	**9,738,669**	**34,160**	**359,235**	**105,535**	**2,516,225**	**118,730**	**1,997,183**	**2,236,973**	**7,543,261**	**4,085,184**	**451,748**	**29,186,903**

During the year valuations of assets recognised include donated assets, non-significant pre-existing collection assets valued for the first time in 2026 and updated valuations on previously valued items. Purchases during the year are valued at the purchase cost as these reflect the market value, whether it was purchased at auction or straight from the manufacturer/creator.

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

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.

MOTAT is in the final years of completing a full inventory of its collection. As not all collection items had previously been valued, items are valued as they are inventoried. These valuations are reflected in the Newly Valued row in the table above.

The previous and following year of valuation is as follows:

Departments	Previous year of valuation	Next year of valuation
Applied Design		2027-28
Computing and Digital Technologies	2024-25	2029-30
Communications	2025-26	2030-31
Domestic Technology	2023-24	2028-29
Health Sciences		2027-28
Industrial Heritage		2026-27
Robotics and Automation	2024-25	2029-30
Air and Space	2025-26	2030-31
Maritime Heritage		2026-27
Rail	2023-24	2028-29
Road Transport		2027-28
Tramways	2024-25	2029-30
Walsh Memorial Library	2023-24	2028-29
Aircraft	2025-26	2030-31
Heritage Buildings	2024-25	2029-30

9. Payables under exchange transactions

	2026	2025
Creditors and accruals	1,657,170	2,260,990
Employee Entitlements - Holiday Pay	695,073	701,491
	2,352,243	**2,962,481**

10. Loan

	2026	2025
Westpac	7,000,000	8,200,000
	7,000,000	**8,200,000**

MOTAT has negotiated a revolving credit facility to pay for the building works related to the Approach 2 projects that have been undertaken over the past 5 years. The maximum amount of the loan available was $9,000,000 in 2025-2026 and the first drawdown occurred in 2023-2024. The amount is drawn down during the year is repaid when MOTAT receives its funding from Council on 1 July each year. Therefore the loan is treated as a current liability in the Statement of Financial Position. The amount of the loan available reduces by $1,000,000 each year funded though the Council levy. The interest rate varies dependent on the date of drawdown and the length of drawdown.

11. Project reserve

	2026	2025
DC3 NAC Repaint Reserve	1,350	1,350
Lancaster Restoration	146,907	174,078
Mosquito Restoration	2,000	2,000
Tram #17 Fund	10,397	10,397
	160,654	**187,825**

12. Lease commitments

	2026	2025
Not later than one year	1,322,042	1,248,235
Later than one year and not later than five years	5,537,183	232,315
Later than five years	2,960,442	-
Total	**9,819,667**	**1,480,550**

All significant operating lease commitments relate to:

Leases

- Rental at MOTAT off-site storage (Unit 6) from 1 April 2017 to 31 March 2021, renewed to September 2026 with a right of renewal from 1 September 2026 to 31 August 2033
- Rental at MOTAT off-site storage (Unit 10) from 1 April 2017 to 31 August 2026 with a right of renewal from 1 September 2026 to 31 August 2033
- Rental of Photocopiers expires 6 December 2027
- Licence fee for Smartsign Cloud Pro expires 18 February 2027

Other

- Loan of heritage collection item – Skyhawk aircraft, registered in the Personal Properties Security Register with an end date of 22 November 2028

13. Audit fees

	2026	2025
RSM agreed the following fee with the Office of the Auditor General to provide the services below for the year: - Audit of financial statements and statement of service performance	96,295	95,442

14. Contingencies and capital commitments

There was no capital commitments at balance date (2025: Nil).

There was no contingent liability at balance date (2025: Nil).

15. Related parties

During the year, MOTAT has received levies from Auckland Council of $19,658,362 (2025: $19,021,154). Auckland Council is considered related due to its ability to appoint board members through Tātaki Auckland Unlimited, a council-controlled organisation.

During the year, MOTAT paid $20,000 and has a payable of $ Nil (2025: Nil) to the MOTAT Society pursuant to its obligations under the MOTAT Act 2000 to support the Society. The MOTAT Society is considered related due to its ability to appoint Board members.

MOTAT has entered into a partnership agreement with Tātaki Auckland Unlimited to deliver private events in the Aviation Hall. The revenue share during the year was $56,861.

Key Management Personnel Compensation	2026	2025
Executive Management Team		
Salaries and other short-term employee benefits	834,058	851,822
Number of persons classified as executive management	4	4
Full-time equivalent members	4	4
Board Remuneration		
Board fees	210,542	217,096
Number of Board members	10	10
Total key management personnel compensation	**1,044,600**	**1,068,918**

Key management personnel include both Board and senior management. The above transactions were on an arm's-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 2026.

16. Going concern

As at 30 June 2026 the Board operates with significant general equity. The Board has prepared these financial statements on a going concern basis taking into account the ability of the Board in terms of the Museum of Transport and Technology Act 2000 to make a levy against Auckland Council for the purposes of funding the Board's activities under the Act. A levy of $20,491,924 has been received for the 2026-27 financial year. Accordingly, these financial statements have been prepared with the continued use of the going concern assumption.

17. Ownership of buildings

MOTAT has leases for the land it occupies from Auckland Council. MOTAT Great North Road has a 21-year lease expiring on 31 August 2027 for an amount of 10 cents per year. MOTAT Motions Road has a lease to 28 February 2044, with a right of a renewal for a further 33 years, for an amount of $1 per year. The buildings are considered under the control of the MOTAT Board which is responsible for their ongoing maintenance and upkeep. Under the terms of the property lease, if MOTAT ceases to exist then the buildings on the sites are required to be passed to Auckland Council.

18. Post-balance date events

There were no significant events after balance date that impact these financial statements (2025: Nil).

Statement of Service Performance

The following tables present the performance of MOTAT against our objectives as set out in the MOTAT Annual Plan 2025-2026.

The selection of measures to report was made by management in conjunction with the MOTAT Board, aligning to the Master Strategy and in alignment with the Auckland Plan.

As a result the key measures were identified that would best illustrate what MOTAT has done in pursuit of its objectives.

In summary, all of the measures were achieved.

The table labelled "What it cost" under each of the objectives allocate expenditure of both an operating and capital nature, related to that objective. Therefore, while drawing amounts from the audited financial statements, the total of these will not equal what is recorded as expenditure in the Statement of Comprehensive Revenue and Expense.

Achievement key

The definition of level of achievement for each measure is as follows:

	0 – 50%	Not Achieved
	51 – 90%	Partially Achieved
	91% +	Achieved



OBJECTIVE 1

Kia Rangiwhāwhātia te wheako o te manuhiri
Maximise the visitor experience

Achieved

Core objectives	What we will do	How we will measure our performance	Our target
Objective 1 **Maximise the visitor experience**	▸ Align our visitor experience and the appropriate marketing in a way that promotes our Vision and attracts and satisfies our target audience	▸ Measure our visitor satisfaction ratings	▸ 90% of visitors to MOTAT sites who are surveyed report a rating of satisfied or highly satisfied
		▸ Keep track of our overall visitor numbers	▸ Total visitation to museum site 3% or more greater than 2024-25

Total visitation to the Museum



Visitors surveyed - satisfied or highly satisfied



2025 Actual		2026 Annual Plan Unaudited	2026 Revised Budget Unaudited	2026 Actual
2,169,821	**Museum Experience hub**	**2,834,648**	**2,081,169**	**1,894,638**
783,495	Public Programmes	901,123	901,123	**886,151**
532,114	Exhibitions	1,001,234	247,755	**137,003**
111,856	Education	206,577	206,577	**159,005**
713,043	Brand and Communications	673,714	673,714	**682,074**
26,103	Philanthropy and Partnerships	47,000	47,000	**28,216**
3,210	Director Museum Experience	5,000	5,000	**2,189**

The Visitor Satisfaction survey was completed by a sample of 1,544 visitors. Each visitor was asked "Overall, how satisfied were you with your visit to MOTAT?" and rated their overall satisfaction with their visit to MOTAT on a scale of 0 to 10.

From July 2025, MOTAT revised its methodology to align with Tātaki Auckland Unlimited and the Cultural Sector Alliance, with satisfaction now measured as a rating of 7 or higher (Satisfied/Highly Satisfied), compared with 5 or higher previously. Using the revised methodology, Visitor Satisfaction for 2025-26 was 92%. Applying the same methodology to the prior year would also have resulted in 92%, providing a like-for-like comparison with 2024-25.

OBJECTIVE 2

Kia whakamanahia te Tīma o MOTAT

Empower the MOTAT Team

Achieved

Core objectives	What we will do	How we will measure our performance	Our target
Objective 2 **Empower the MOTAT Team**	▸ Provide a workplace that supports an engaged MOTAT Team	▸ Complete annual engagement or eNPS surveys for MOTAT Team Members	▸ Employee and volunteer engagement or eNPS scores greater than or equal to 2024-2025

Employee engagement scores



Volunteer engagement scores



2025 Actual		2026 Annual Plan Unaudited	2026 Revised Budget Unaudited	2026 Actual
11,547,491	People, Culture, Health and Wellbeing	11,565,156	11,853,367	11,774,434
159,675	HR Development	178,310	178,310	228,218
123,289	Health and Safety	117,270	117,270	99,642
171,983	HR Operations	147,800	147,800	113,462
11,092,544	HR Staffing Costs	11,121,776	11,409,987	11,333,112

The People, Culture and Wellbeing area includes development costs related to the MOTAT Team's professional development; health and safety costs include provision of personal protection equipment, operations of running this area and the centrally accounted staff costs.

OBJECTIVE 3

Kia whanake te kounga o te kohinga, te manaakitanga ōna me te tomonga

Improve the quality of the collection, its care and accessibility

Achieved

Core objectives	What we will do	How we will measure our performance	Our target
Objective 3 **Improve the quality of the collection, its care and accessibility**	▸ Operate a collection care and conservation programme that improves the storage, preservation and display of our collection	▸ Improve the care of objects on display and in storage through environmental management	▸ Maintain integrated pest, environmental conservation, and collection cleaning programmes across all three MOTAT sites

Interventive pest and environmental conservation



2025 Actual		2026 Annual Plan Unaudited	2026 Revised Budget Unaudited	2026 Actual
117,739	Conservation	152,769	152,769	92,621

Cleaning and ongoing monitoring of moth infested textiles.

Pest traps for autumn season in M1 and M3 have been collected.

Cleaning of three trams at MOTAT Penrose; Engineers Cottage and central display cases in Get Smart completed.

OBJECTIVE 4

Kia whanake te umanga me te toitūtanga
Improve our business and sustainability

Achieved

Core objectives	What we will do	How we will measure our performance	Our target
Objective 4 **Improve our business and sustainability**	▸ Identify and develop new and existing commercial and partnership opportunities that reduce our reliance on the Auckland Council levy	▸ Measure the proportion of revenue gained from sources other than the Auckland Council levy	▸ 12% of operating expenses funded through non-rates revenues
	▸ Improve the effectiveness of MOTAT's environmental programmes	▸ Continue Toitū Carbon Reduce rating audit	▸ Toitū Carbon Reduce emissions measurement less than or equal to 2024-2025

Expenses paid via non-rates revenues



Maintain/reduce carbon emissions



MOTAT has successfully completed the annual audit requirements of its Toitū Carbon Reduce certification. The total emissions this year were 141.63 tCO2e, which is 35% lower than last year's total of 217.50 tCO2e and 76% lower than the base year total of 596.89 tCO2e. A reduction in emissions intensity of 111.45 tCO2e/$M has been achieved (based upon a five-year rolling average).

Direct emissions (stationary combustion component – the use of briquettes for the pumphouse being the largest) went down by 56 points. While indirect emission from imported energy went down by 34 points – this is due to our contract with Ecotricity for sustainably sourced energy.

Indirect emissions from products used by the organisation went down by 5 points – this is a result of the MOTAT team being mindful when purchasing (buying NZ products, sustainably sourced products used).

The only area where emissions increased was for transportation (20 points), due to heavy freight of tram rails from two overseas locations and long-haul overseas trips by team members representing MOTAT.

Details relating to Non-Rates Revenue is included in Non-Exchange Revenue in Note 2 and Exchange Revenue in Note 3

While Asset Management Plan progress is no longer reported as a separate KPI following the rationalisation of performance measures for 2025-26, asset management planning remains an important and ongoing activity for MOTAT. During the year, MOTAT's Asset Management Plan was updated to reflect current priorities for the maintenance and renewal of buildings and infrastructure, informed by condition assessments, operational requirements, asset use and future needs.

OBJECTIVE 5

Kia whai wāhi ki ngā umanga whai whakaaro ōrite
Engage with like-minded institutions

Achieved

Core objectives	What we will do	How we will measure our performance	Our target
Objective 5 **Engage with like-minded institutions**	▸ Collaborate with like-minded institutions, particularly those that embrace te ao Māori and contribute to the visibility and presence of Māori	▸ Actively seek opportunities to embrace te ao Māori	▸ Three collaborative projects undertaken with Māori-led organisations or te ao Māori knowledge holders

Three collaborative projects undertaken



***Tō Ao ki Tōku Ao* exhibition developed and opened in Walsh Memorial Library**
Tō Ao ki Tōku Ao – A Meeting of Worlds is a kaupapa-led exhibition shaped by Eru Kapa-Kingi (Pou Tikanga Advisor) and Heperi Mita (content developer), with support from the MOTAT Team and was exhibited in the Walsh Memorial Library.

The exhibition explores early Māori–Pākehā relations through items from our collection, highlighting the development of written te reo and the introduction of early print technology in Aotearoa. Featured taonga include *He Whakaputanga* (the Declaration of Independence), *He Papakupu* (Dictionary), and *Te Paipera Tapu* (Holy Bible).

***Ngā hau a Tāwhirirangi Forces of Flight* exhibition opened in Aviation Hall**
This is a permanent exhibition with over 50 MOTAT Team members from across all departments involved in concept design and build, and involving 50 external engineers, builders, mātauranga advisors, playground safety consultants, architects, digital developers, artists, animators, sound engineers, electricians, university lecturers and more.

Te ao Māori knowledge holders involved with the build included Rereata Makiha (Mahi tiaki taiao – environmental work), Logan Wikitera (curriculum expert, Te Korou Whangataua – review of Māori text), Ben Thomson (digital interactive design), Dan Mace (animation work).

Te Reo learning
Te Reo courses were offered to the team during the year. These courses comprised of 10 interactive sessions with 23 team members participating, demonstrating ongoing commitment to cultural learning and inclusion.

Heperi Mita Te Wiki o te reo Māori screening
In September, as part of Te Wiki o te Reo Māori, MOTAT hosted a screening of a documentary by Heperi Mita about his mother Merata Mita, a trailblazer in indigenous filmmaking and the first Māori woman to direct a feature film.

Auditor's Report

The Audit Office
Te Mana Arotake

Independent Auditor's Report

Museum of Transport and Technology Financial Statements and Statement of Service Performance

The Auditor-General is the auditor of Museum of Transport and Technology (the Museum). The Auditor-General has appointed me, Brendan Lyon, using the staff and resources of RSM Hayes Audit, to carry out, on his behalf, the audit of:

- the financial statements of the Museum on pages 36 to 53, that comprise the statement of financial position as at 30 June 2026, the statement of comprehensive revenue and expense, 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 54 to 59.

Opinion

In our opinion:

- the financial statements of the Museum:
  - fairly present, in all material respects:
    - its financial position as at 30 June 2026; and
    - its financial performance and cash flows for the year ended on that date.
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.
- the statement of service performance fairly presents, in all material respects, the Museum's service performance for the year ended 30 June 2026. In particular, the statement of performance:
  - provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Museum; determined in accordance with generally accepted accounting practice in New Zealand;
  - fairly presents, in all material respects, the actual performance of the Museum as compared to the performance targets included in the Museum's annual plan for the year ended 30 June 2026; and
  - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.

Our audit was completed on 22 October 2026. This is the date at which our opinion is expressed.

Basis for opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* 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 for the financial statements and the statement of service performance

The Board is responsible on behalf of the Museum for preparing:

- financial statements that fairly present the Museum's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- a statement of service performance that:
  - provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Museum; determined in accordance with generally accepted accounting practice in New Zealand;
  - fairly presents the actual performance of the Museum as compared to the performance targets included in the Museum's annual plan for the financial year; and
  - complies with generally accepted accounting practice in New Zealand.

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

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and the statement of service performance.

For performance targets reported in the statement of service performance, our procedures were limited to checking that they agreed to the Museum's annual plan.

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

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 and statement of service performance, 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.

- We evaluate whether the statement of service performance:

    - provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Museum. We make our evaluation by reference to generally accepted accounting practice in New Zealand; and

    - fairly presents the actual performance of the Museum for the financial year.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Museum's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance, 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 and the statement of service performance, including the disclosures, and whether the financial statements and statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

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

Our responsibilities arise from the Public Audit Act 2001 and the Museum of Transport and Technology Act 2000.

Other information

The Board is responsible for the other information. The other information comprises all of the information included in the annual report but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

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

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

Independence

We are independent of the Museum in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* 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 and in using the services of the Museum, we have no relationship with, or interests in, the Museum.



Brendan Lyon
RSM Hayes Audit
On behalf of the Auditor-General
Auckland, New Zealand

22 October 2026

MOTAT Governance and Executive Leadership Team



Pictured (L-R): Alba Letts, Liz Cotton, Craig Hickman-Goodall and Stacy Busek.

MOTAT Executive Leadership

Craig Hickman-Goodall, Chief Executive/Museum Director
Stacy Busek, Chief Operating Officer
Alba Letts, Director, Collections
Liz Cotton, Director, Museum Experience

MOTAT Board

Amit Prasad (Chair)
Wayne Schache (Deputy Chair)
Helen Atkins
Alastair Carruthers
Liz Gosling
Heather Harris
Tom Irvine – Ngāti Whātua, Ngā Puhi
Simon Neale
Heather Ruru – NgāiTai, Whakatōhea, Te Aitanga-a-Māhaki
Hema Sridhar

Cooper Car Company. 1963. Racing Car [Formula I Cooper Climax T66], 1978.735.

In Appreciation

Our thanks and appreciation to our partners, sponsors and other supporters for helping us achieve our mission in the 2025-2026 financial year.

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

Thank you to our tram adopters

We gratefully acknowledge and thank the following Platinum and Gold donors, and the hundreds of individuals, organisations and businesses who adopted a tram in support of MOTAT Trams and Tramway in the past year.

Platinum Supporters
Bruce and Wendy Hadden

Gold Supporters
Art Deco Society of Auckland
Edwards Sound Systems Ltd
Outsource Communications Limited

We would also like to thank the MOTAT Team for their ongoing support, passion, knowledge and skills and for helping achieve our strategic objectives and vision.



MOTAT

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