



**Pūrongo ā-Tau
Annual Report 2023-2024**



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 2023-2024 financial year; the fifth year of our 2019 to 2029 Strategy and outlines the steps we took to achieve the objectives outlined in our Strategy and our Annual Plan for 2023-2024.

Our levy for 2023-2024 was \$18,527,250 and we generated an additional \$3,842,393 from ticket sales and other activities. These funds were used to cover the operational costs of the Museum and core objectives outlined in our Annual Plan namely:

- The renewal of the roof of our main exhibition hall and the development and installation of Te Puawānanga Science and Technology Centre, which opened to the public on 25 May 2024 and is specifically designed to inspire the region's tamariki to take a lifelong interest in science, technology, engineering, art and maths. This experience is also one of the cornerstones for the development of the Western Springs Precinct as a science, technology and ecological precinct with a cultural overlay. We are working with Tātaki Auckland Unlimited/Auckland Zoo, Ngāti Whātua Ōrākei, Haumi and other stakeholders to develop this concept.
- The installation of *Te Kōtiu* – an immersive digital experience in our Aviation Hall that covers the story of flight in Aotearoa, from the migration of the native kuaka to the feats of George Bolt and Jean Batten through to Dawn Aerospace. This experience resulted in MOTAT winning the "Best Use of Digital – International" category at the prestigious Museums + Heritage Awards in London on 15 May 2024, against stiff competition from Notre-Dame de Paris, Museum Odense and Events Carl Nielsen Museum, Trinity College Dublin and Museum of Abandonment Romania.
- The development and installation of fit-for-purpose temporary staff accommodation at our Motions Road site, as some of our existing office space had reached the end of its design life and was starting to deteriorate. The team moved into the new accommodation at the start of the 2024-2025 financial year.
- The acquisition of the specialist hardware we need to undertake the renewal of the passing loop and S-bend for our tramway. It is anticipated that the installation work will commence in the 2024-2025 financial year but will, because of the cost and complexity of the work, be undertaken over several financial years.

Our investigation in relation to the remediation of the issues associated with the heritage Pumphouse and the Blister Hangar (our aviation collection workshop) continued during the year and the cost of this work is factored into the 2024-2025 Annual Plan onwards.

We advised the Auckland Council's Governing Body that we would defer the proposed increase in our Board's remuneration budget, from \$136,250 to \$222,500, to the 2024-2025 financial year.

Some of the key statistics for our financial year are as follows:

- We attracted 248,889 visitors (including 9,271 visitors for Pasifika Vibes) compared with the previous year's 232,144, despite our main exhibition hall being closed to the public due to the renewal of its roof and the installation of Te Puawānanga.
- 26,593 students participated in our onsite and outreach education programmes (for example our STEAM Cell initiative), compared with 24,544 the previous year.
- We carried a total of 194,988 passengers on our Western Springs Tramway compared with the previous year's 198,781.
- The Dockline Tram in the Wynyard Quarter carried 17,084 passengers, which is less than the previous year's 19,288 as the area was closed for road works at various times during the financial year. We have agreed to continue operating the service for Eke Panuku until further notice.
- Our fantastic and dedicated team of volunteers spent an estimated 53,000 hours of their valuable time supporting the Museum this year.

It was pleasing to see our team's pride in working for MOTAT once again exceeding the Aotearoa benchmark: 81% of our team would recommend MOTAT as a place to work and volunteer.

Our Kaupapa Māori Committee continues to support and guide the development of MOTAT and the team to build on our understanding of te ao Māori and tikanga Māori in line with our obligations under the MOTAT Act, and we

continued to make Te Tiriti o Waitangi Treaty of Waitangi, te reo Māori and waiata classes available to the team.

On the collection front, we were honoured to become the custodians of "Juliet" the Sikorsky S-76A helicopter that was flown around the world by Dick Smith and then operated by the Northland Emergency Services Trust (NEST) for 23 years. The helicopter was reassembled and restored to its previous glory by our team and placed on display at MOTAT's Aviation Hall on 18 February 2024. The Collection Team also spent 18 months researching, conserving and installing in Te Puawānanga the 500kg, 11-metre wingspan Utility Plane developed by Richard Pearse between 1930 and 1950.

Our sustainability initiatives continued with the successful trial of biofuel to power our Steam Tram No. 100 and the heritage boiler in the Pumphouse, which indicates that we should be able to operate our heritage traction engines in a more sustainable way that maintains their operation and historical integrity. We also received our Toitū carbonreduce certificate for the year.

We met with the Auckland Council's Arts, Social, Sports and Community Institutions Political Working Group twice during the year

and our discussions on the development and implementation of a closer working relationship with Tātaki Auckland Unlimited and the development of the Western Springs Precinct and other opportunities continue.

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, Samsung, our other partners and sponsors, Ngāti Whātua Ōrākei and Te Māhurehure Marae for their ongoing support. We would also like to take this opportunity to acknowledge and thank the MOTAT Team members who continue to contribute not only their knowledge and skills, but their time, energy and passion in helping the Museum achieve its strategic objectives and Vision.

Finally, our Chief Executive Michael Frawley, stepped down at the end of the financial year after 11 years at the helm and was succeeded by Craig Hickman-Goodall.

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

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

Helen Atkins
BOARD CHAIR

Michael Frawley
CHIEF EXECUTIVE / MUSEUM DIRECTOR



2023-2024 in numbers

248,889 Total visitors to MOTAT in 2023-2024

94% Visitor satisfaction rating
26,593 Number of school students participating in MOTAT's education programmes

6 Number of outreach programmes initiated
212,072 Total tram passengers. 194,988 travelled on the Western Springs Tramway and 17,084 on the Dockline Tramway

\$3.84m Non-levy income

538 Objects accessioned into MOTAT's collection

1,165 Newly inventoried objects

10,391 Images added to the Vernon database
16 Research articles (Collection Stories)

580,000 Visits to our online properties
86,000 Visits to Collections Online

53,000 Hours worked by our 161 volunteers, estimated

95% Of our fundraising target reached
81% Of the team recommend MOTAT as a great place to work

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

MOTAT welcomes “Juliet”

Sikorsky S-76 ZK-ISJ, a former search and rescue helicopter, joins the collection and is transported to MOTAT, ready for restoration. A rejuvenated Juliet is revealed at LIVE Day: First Responders in February 2024. Page 21

August

Powered by trees

Old meets new technology when a collaboration with Scion Research sees biofuel successfully trialled in Steam Tram No. 100. Page 25

September

Stories from the skies

Immersive digital projection *Te Kōtiu* launches in the Aviation Hall bringing stories from the skies to new audiences through sound, images and animation. In May 2024 it wins Best Use of Digital – International at the Museum + Heritage Awards. Page 13

October

Tram fraternity gathers

MOTAT hosts the annual three-day Council of Tramway Museums of Australasia (COTMA) conference.

Knowledge blossoms

In collaboration with Ngāti Whātua Ōrākei, the name Te Puawānanga is determined for the new science and technology centre, inspired by the native clematis and the blossoming of knowledge.

November

Locomotives launched

The award-winning Bertha and the Oberursel locomotives are unveiled at LIVE Day: Rail, following years of meticulous restoration.

December

Dazzling event

The 12-night Christmas Lights event sells out in its first week, attracting visitors from all over Tāmaki Makaurau.

Change of leadership

MOTAT Museum Director Michael Frawley announces he will step down from his role at the end of June. His successor, Chief Operating Officer Craig Hickman-Goodall, is announced in March. And in June, former and present team members gather to farewell Michael Frawley after almost 11 years at the helm.

January

Six decades of MOTAT

MOTAT celebrates its 60th anniversary in 2024. Celebrations are planned to peak in October.

February

Weighty object display

The 680kg Wild Heerbrugg A8 725 Stereoplotter is moved into the Aviation Hall under the Beechcraft Kansan AT-11, enhancing the story of aerial mapping in Aotearoa.

March

150 years of fire fighting

Nine heritage fire vehicles from MOTAT’s collection are prepared and displayed to support the 150th celebration event in Auckland that draws thousands of visitors. Page 21

May

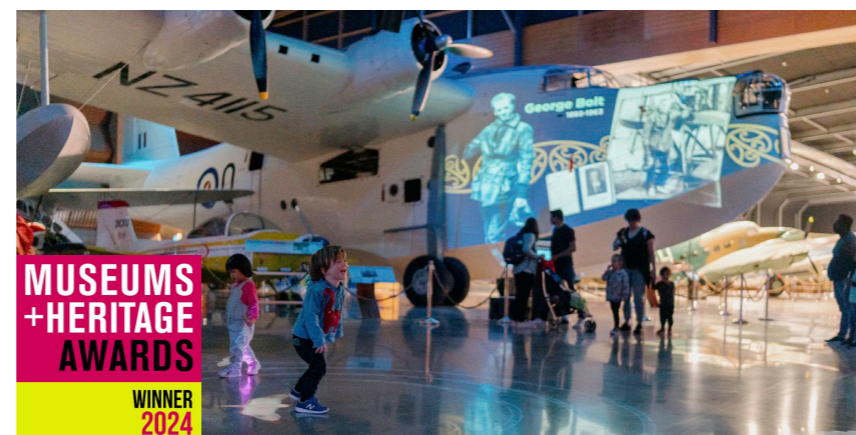
Te Puawānanga opens

Ngāti Whātua Ōrākei leads a dawn blessing of Te Puawānanga at the beginning of a week of thank yous and acknowledgements before the new centre opens with a bang to the public. Page 9

June

Award bonanza

MOTAT wins three gongs at the Federation of Rail Organisations of New Zealand awards, including for the restoration of Bertha and the biofuel trial.



OBJECTIVE 1

Kia Rangiwhāwhātia te wheako o te manuhiri Maximise the visitor experience

“ MOTAT has done a fantastic job making a safe and stimulating area for kids. We will return again and again! ”

Google review (June 2024)

MOTAT's biggest investment in visitor experience in more than a decade, Te Puawānanga Science and Technology Centre, opened to rave reviews on 25 May.

The Grand Opening followed an earlier dawn blessing, led by Ngāti Whātua Ōrākei, that reawakened the space after a 14-month building upgrade and exhibition fit-out. The 2295sqm centre was now ready to welcome tamariki, rangatahi and their whānau to be immersed in a world of discovery.

Establishing MOTAT as a museum sector leader in science and technology education in Aotearoa and the world, Te Puawānanga is the realisation of a long-held vision to return our main exhibition hall to its original 1990 purpose of a science and technology centre – one designed to deliver experiences that spark a lifelong desire to engage with science, technology, engineering, art and maths.

Formative research told us Te Puawānanga needed to help remove barriers to young learners and reverse disengagement with STEAM (science, technology, engineering, arts and math) subjects. Schools needed us to support teaching in these areas, help hook tamariki into STEAM learning early and keep them engaged through to tertiary study. And families were hungry for places providing comfortable, social experiences that supported learning and creativity.

Te Puawānanga is designed for tamariki to grow up with us: Te Tumu is a play space designed for under-fives; those up to 12 years then move to exploring Te Puku Science space; and Te Waha Innovation space, home of the Science Alive Te Manawa Magic Box, is for everyone to have a go and to gather for events and programming.

Manaakitanga pulses through the centre, creating a welcoming environment for whānau and school groups from all backgrounds and cultures. It is fully accessible with comfortable seating throughout, the Rehua rest area, and a rūma kai eating space so visitors can enjoy their own kai.

Te Puawānanga is strongly aligned with the education curricula of Aotearoa and draws on knowledge and stories from this whenua, celebrating and acknowledging mātauranga Māori alongside Western science with accuracy and integrity.

It is now the centre of MOTAT's successful education offering, hosting multiple groups every day, from early childhood centres to intermediate school classes. During weekends and school holidays, public programming takes over with activities, displays and demonstrations that support hands-on experiences exploring science and technology.

A two-year development and design process was critical to ensuring a thoughtful, rigorous, playful centre, responsive to the needs identified. The project team comprised experts in exhibition design, content development, education and science communication who collaborated widely.

Local iwi and knowledge holders, overseas museums, and STEAM specialists from the University of Auckland and other organisations, including Science Alive and Te Whai Ao Dodd-Walls Centre for Photonic and Quantum Technologies, were all part of a process that saw MOTAT develop foundational partnerships with organisations, industries and communities, increasing our relevance and credibility as a science and technology hub.

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

Te haumītanga nui katoa a MOTAT i roto i ngā tau tekau, Te Pokapū Pūtaiao me te Matihiko o Te Puawānanga, i mihia nuitia i te 25 o Haratua.

I whāia te Whakatuwheratanga i tētahi tanga kawa i te tīmatanga o te wiki, he mea tā e Ngāti Whātua Ōrākei, hei whakaoho anō i te wāhi, kua 14-marama e whakahou ana i te hanganga. Inaiānei, kua wātea te pokapū ki ngā tamariki, ngā rangatahi me ō rātou whānau ki te kuhu ki tētahi ao o te tūhura.

Te whakapūmautanga o MOTAT hei kaiārahi GLAM mō te mātauranga pūtaiao me te hangarau i Aotearoa me Te Ao, ko Te Puawānanga te whakatinanatanga o tētahi pae-tawhiti e whakahoki ai i te whakaaturanga matua o MOTAT ki tōna whakamahinga tūturu nō ngā tau 1990, hei pokapū pūtaiao me te hangarau - He mea hanga hei wheako pārekareka e hihiko ai te kōingo ki te tomo ki te pūtaiao, te hangarau, te mahi pūkaha me te pangarau.

Hei tā te rangahau ki a mātou, me āwhina a Te Puawānanga i te turakitanga o ngā taero ki ngā ākonga taiohi me tō rātou kore aro ki ngā kaupapa STEM. Me whakarato hoki i tētahi taiao whakapiripiri mō te whānau me ngā kura nō ngā horopaki me ngā tuakiri katoa.

He mea tūhono Te Puawānanga ki te marautanga mātauranga o Aotearoa, ā, ka whakamahia ngā mātauranga me ngā pūrākau i tēnei whenua, ko te whakanuitanga me mānawatanga o te mātauranga Māori me te pūtaiao tuawhenua kia hāngai, kia pono anō hoki.

Kua hangā a Te Puawānanga mō ngā tamariki me ō rātou whānau kia tupu tahi me MOTAT. Ka tīmata ki te Tumu, hei wāhi tākaro mā ngā tamariki nohinohi e 5 tau heke iho; ka hūnuku ngā tamariki 5 - 12 tau ki te wāhi pūtaiao o Te Puku; ā, ko te wāhi auaha o Te Waha, ko te kāinga o te pūtaiao mataora, arā ko Te Pouaka Marī o Te Manawa, mā te katoa e whakamātau me te emiemi mō ngā taiopenga me ngā hōtaka.

Ko Te Puawānanga te pūtahi o te angitu o ngā ratonga mātauranga o MOTAT, e whakamanuhiri ana i te tini rōpū ia wiki, mai i te puna nohinohi ki ngā akomanga o ngā kura waenga. Kua rite te tīma ki te whakawhanake tonu i te wāhanga ako mā ngā akoranga whakamātautau ki ngā wāhi ako tūturu i te pokapū, i te whakaaturanga, i ngā hōtaka mātoro, tae rā anō ki ngā kaupapa kawekawe STEM.

Mātāmua ko te manaakitanga hei whakaū i te wairua pōhiri me te wairua tau mō te katoa. He wāhi tomopai te pokapū, ā, he tūru hāneanea e wātea ana huri noa, ka mutu, he wāhi whakatā, arā ko Rehua, he wāhi kai, e whakaae ana ki tā ngā manuhiri kawekawe kai mai.

He mea nui te tukanga whanaketanga me te hoahoa e rua tau te roa, kia eke ai te pokapū ki tō te hunga mātakitaki manako. I whakaemihia te rōpū kaupapa ki ngā tohunga mō te hoahoa whakaaturanga, te whanaketanga ihirangi, te mātauranga, me te whakawhitihiti pūtaiao, ā, i mahi tahi whānui rātou.

I uru mai ngā iwi kāinga, ngā kaitiaki mātauranga, ngā whare taonga o tāwāhi, me ngā tohunga STEM nō te Whare Wānanga o Tāmaki Makaurau me ētahi atu rōpū, tae atu ki a Te Whai Ao Pokapū Dodd-Walls mō ngā Hangarau Pūāhuru me ngā Hangarau Ahumātau, hei wāhanga o tētahi tukanga i taea ai e MOTAT te whakawhanake ngā hononga taketake ki ngā rōpū, ki ngā ahumahi, ki ngā hapori anō hoki, e whakapiki ana i tō mātou hiranga me te mana hei pokapū pūtaiao me te hangarau.



“ Beautiful animations, well-integrated te reo Māori, so many different stories in a short time. ” Visitor feedback (Sept 2023)

Te Kōtiu wins internationally

In September, we launched the immersive projection experience *Te Kōtiu*, the latest addition to the Aviation Hall in a multi-year renewal strategy. In May, we were thrilled when *Te Kōtiu* won the “Best Use of Digital – International” category at the prestigious Museums + Heritage Awards held in London.

Te Kōtiu wows visitors with a 12-minute cinematic journey into Aotearoa flight and aviation history – from the epic migration of the kuaka, to women in aerospace and everything in between. Projected across our two large flying boats, the floor and an elevated mesh screen, *Te Kōtiu* is a mix of video, animation, storytelling and soundscape,

drawing on collection images, film and oral histories. Close collaboration between MOTAT’s Exhibitions and Collections Teams was key to storytelling and material selection, while external relationships with digital studio Waxeye, and content collaborators Nikau Hindin, Hukea and Air New Zealand, brought authenticity and expertise.

Education reaches 26,593

The development of Te Puawānanga Science and Technology Centre meant the Education Team was temporarily rehomed with classroom capacity halved. Despite this challenge, participation targets were exceeded with more than 26,593 students

reached across all programmes. With reduced onsite teaching space, more emphasis went on the outreach mobile STEAM Cell programme, exceeding targets by almost 50%.

External collaborations continue to grow, including the Samsung Solve for Tomorrow partnership, renewed for another three years up until 2026. A growing number of schools and students are participating in the competition through MOTAT’s continued support and promotion.

Technology in action

LIVE Days are a key piece of MOTAT programming DNA, running consistently since 1969. They see operating collections activated

and technology brought to life across the museum by MOTAT team members, including our knowledgeable volunteers. Held every third Sunday of each month, February to November, LIVE Days bring diverse programming that highlights transport, technology and science topics.

Sell-out success

Our annual Christmas Lights event, over 12 nights in December, was a resounding commercial and audience success in 2023. Almost 60,000 tickets were bought with 11 of the 12 event nights sold out. This affordable event is now a fixture on the Auckland festive calendar and allows new audiences to engage with MOTAT.



OBJECTIVE 2

Kia whakamanahia te Tīma o MOTAT Empower the MOTAT Team

Mā te mahi tahi, ka ora tātou katoa By working together, all of us can achieve our goals

An integral workforce

Volunteers are the bedrock of MOTAT's workforce, with the Museum having been founded by volunteer organisations in the 1960s. This year, as we approach 60 years of MOTAT, our volunteers contributed an estimated 53,000 hours to the Museum, demonstrating how integral volunteering continues to be to what we do each and every day.

Our volunteers work across almost every area of the Museum – from visitor hosting and guiding, to driving trams and trains, extensive restoration and maintenance work, library cataloguing and everything in between.

A strategy to embed our valued volunteers into the structure of our Museum has seen continued benefits this year, including a 10% growth in volunteer numbers.

Importantly, our volunteers are not a disparate team, instead they are supported by the same managers that lead employees in the area they work, creating a “one-team” approach. Engagement survey results this year again demonstrate this approach has worked well for MOTAT and continues to provide benefits for the whole team.

This year 76% of volunteer engagement survey respondents said they felt part of the MOTAT Team, compared with 48% when this work began. And 88% of volunteers felt well-supported and appreciated by their managers – compared with 56% when our approach and the supporting organisational structure were initially embedded several years ago.

There has been progressive improvement year on year in the level of engagement in the team. We are also increasingly seeing a transfer of skills and knowledge within and across teams that is of huge benefit to the Museum both now and into the future.

The skills, knowledge, and passion volunteers bring to MOTAT, including a significant contribution to our collection workshops, mean that many have been involved in the most notable 2023-2024 collection successes; the reassembly of the Sikorsky rescue helicopter and the award-winning Bertha locomotive restoration, two of the many projects where our volunteers were essential to incredible outcomes.

Outside of collection care, our volunteer teams have also provided invaluable support to our exhibition spaces and public programmes, including the award-winning *Te Kōtiu* exhibition and our ever-popular LIVE Days and events.

Recognising the older demographic in our volunteer team, it is notable that we are also starting to see increased diversity in the team, with a younger demographic now choosing to volunteer at MOTAT. This includes those who helped prepare 10 fire vehicles for the 150 Years of Fire Fighting event early in the year. Volunteers helped carry out mechanical checks and fixes, as well as cleaning of all the vehicles and providing transport and logistic support to get the vehicles to the event. Volunteers also helped meet and greet visitors and explain our objects.



Whiria ngā tāngata Weave the people together

Our commitment to Te Tiriti o Waitangi

Building an understanding of and embracing te ao Māori continues to be a focus at MOTAT and we are seeing increased engagement in this kaupapa and the benefits it provides to both our team and our visitors.

Our mahi is guided by the Kaupapa Māori Committee and the two-house model in People, Culture and Wellbeing, underpinned by Te Puna Whāngai Māori. Increasingly, kaimahi who bring mātauranga Māori to their roles are also present in teams across MOTAT, often through dedicated roles that focus on bringing a te ao Māori lens to what we do. We also see kaimahi with that knowledge feeling more supported to bring this into their mahi, demonstrating the change in culture occurring within the team.

This year a further 31 team members took the option of formal training in te reo Māori, through which they have not just grown their understanding of te reo Māori, but also built their understanding of tikanga Māori. We have supplemented this learning with Confidence in Karakia classes, regular waiata practice and other forms of professional development and connection with Māori stakeholders and iwi.

This year we also reviewed position descriptions, in part to ensure that MOTAT's commitment to te ao Māori me ōna tikanga and the principles of Te Tiriti o Waitangi are adequately reflected in the expectations of our roles.

Opportunities to reflect te ao Māori are being taken up throughout the Museum. This year flagship projects Te Puawānanga and *Te Kōtiu* fully embraced a dual-world view. Watercare worked with Māori artist Carin Wilson to develop aesthetically attractive and culturally meaningful water fountains to help tell

Auckland's story of te mana o te wai water is a treasure, and chose MOTAT to be the home of one, now installed by the Pumphouse.

Safety and wellbeing

A new health and safety management system, Noggin, was implemented this year at MOTAT. This captures accident and incident reporting, risk management and returns to work. Over time, this will see MOTAT's contractor management processes and hazardous substances registers brought into this system. The insights Noggin provides allow us to more proactively manage risk and understand the patterns in accident and incident reporting, ultimately making MOTAT a safer place for our team members and visitors.

We have worked with Auckland City Venues so we can better understand shared preparedness for city-wide incidents.

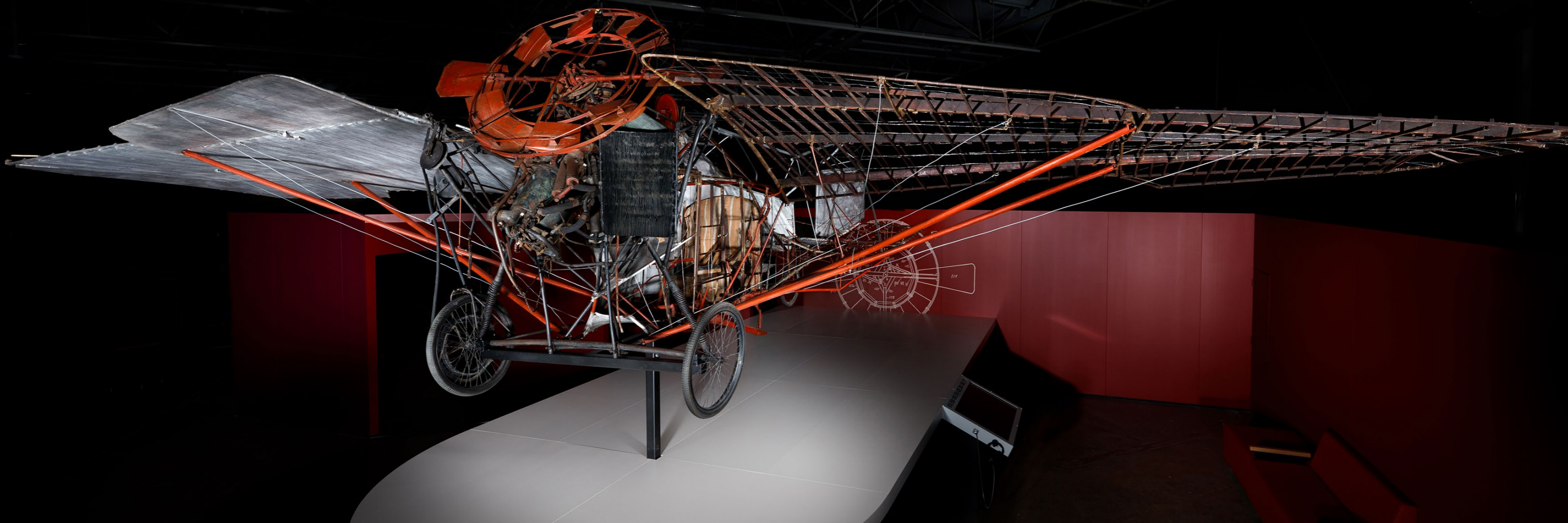
Diversity, equity and inclusion

This year MOTAT partnered with Pride Pledge to improve dedication to the safety, visibility and inclusion of the rainbow members of our community and MOTAT Team. This has improved processes and systems for rainbow inclusion and a Rainbow Inclusion Stocktake, which was undertaken towards the end of the financial year, will inform further improvement in coming years.

The DEI committee continues to meet regularly, actively looking for ways to improve inclusivity in the workplace. Policy and process are important areas of focus for the committee as are the organisation of shared lunches to celebrate the various national language weeks, which have become a regular fixture and a way team members can understand and engage with new cultures and traditions.

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



Bringing back an icon

Te Puawānanga and its Agents of Change gallery, which celebrates the most inspiring innovators and inventors of Aotearoa, offered an opportunity to bring an iconic MOTAT collection object back onto display for the first time since 2014 – the Richard Pearse Utility Plane.

The Collections Team embarked on an 18-month, cross-discipline project to prepare the prototype utility plane to share with visitors and tell the story of one of our most notable innovators.

Curatorial research was conducted, experts consulted, and catalogue records improved

and updated – including with new, higher-quality object photography.

Pearse's plane has been in MOTAT's collection since 1964, and earlier restoration was undertaken by Air New Zealand engineering apprentices prior to it featuring at the 1973 International Conference of Aviation (IATA), held in Auckland. This included a calico covering to half of the plane with the other half exposed to show its inventive structure.

To prepare the plane for Te Puawānanga, assessment of components, materials and mechanisms was carried out, conservation documents updated, and stabilisation and preservation mahi completed. Deterioration

to the painted calico posed a challenge, but textile conservation expertise within the team saw a bespoke repair technique developed that was almost undetectable.

The plane's fuselage and wings had been stored separately, so a trial to reattach the wings, involving 12 people, took place to identify issues and ensure its eventual safe display. A large curtain truck was used to move the plane from our Collection storage site to Te Puawānanga. Two transport runs were required for the wings and the fuselage. The 500kg aircraft with an 11-metre wingspan was then prepped for mounting. The mount design needed careful attention to the weight and measurements of the plane, including its

centre of gravity, to ensure the object was stable on display. Computer-aided design was used and considered alongside conservation, collection care requirements and ensuring the best-possible visitor experience.

The plane was ultimately moved and mounted without a hitch and the result is an elevated display on a single two-metre-high vertical column, showcasing the fully assembled plane on a 't'-shaped support beam. The plane appears to hover above the ground and is the star of the Agents of Change gallery.

The display includes a digital touchscreen where visitors can learn more about the plane and its inspiring inventor Richard Pearse.



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

Helicopter with a history

A significant acquisition and workshop project was the Sikorsky S76-A ZK-ISJ, also known as “Juliet”. The former search and rescue helicopter complements MOTAT’s growing first-responder transport collection.

As the only helicopter in the collection designed to be long-range and suitable for heavy lifting, the Sikorsky brought unique technology, such as retractable landing wheels, rather than skids, and four bladed main and tail rotors.

It also came with fascinating provenance: it was once owned by the King of Jordan, then by Dick Smith (founder of Dick Smith Electronics) who flew it on the first east-to-west circumnavigation of the globe, at 500 feet, with wife Pip taking photos for a book.

ZK-ISJ was retired in 2019 following 23 years of rescue missions and was in storage where it was used for spare parts. It was offered to MOTAT in late 2022 and arrived in July 2023, via a coordinated effort to bring the fuselage and all the pieces to MOTAT by van and truck.

The Aviation Team then cleaned and reassembled the helicopter over a six-month period. The restored helicopter was revealed at LIVE Day: First Responders in February and a special ceremony held with donors Northern Rescue Helicopters Limited.

Supporting Fire and Emergency

In March, MOTAT supported Fire and Emergency New Zealand and the Auckland Fire Brigade’s Museum and Historical Society Inc. to celebrate 150 years of fire fighting in Auckland, at an event on Queen’s Wharf.

MOTAT provided 10 heritage fire vehicles from the collection for display, ranging from the first 1935 Ford V8 ordered by the Auckland Metropolitan Fire Board, right through to the 1981 Mack Baker Aerialscope. It was a great opportunity to share our collection with thousands of visitors on the day.

It was also the catalyst for further research to add details on aspects such as manufacturers, engine specifications and operating history. Each vehicle was thoroughly inspected and serviced by the Senior Mechanic for the Road Transport collection (supported by volunteers), and new and improved photographs were taken, including close-ups of details not previously captured.

Tales from the Flight Kitchen

In April, the first of four planned exhibitions, that draw on MOTAT’s extensive archival collection in the Walsh Memorial Library, was opened. *Te Kihini Rere The Flight Kitchen* displayed the newly acquired archive of former Air New Zealand executive chef Rene Janssen.

The images and other documents provided visitors with a behind-the-scenes look at how food got from kitchen to aircraft in the 1970s and early 80s and the technologies used at the time. We were also able to draw on the wider collection for items such as original menus from the era and Air NZ DC-10 schematic drawings to enhance the story.

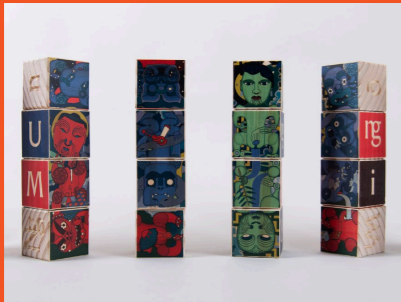
The exhibition attracted a group of 10 former Air New Zealand chefs who discussed the wider collection and added provenance.

Balancing display with conservation

Displays were enhanced and refreshed with collection objects, including the Wild Heerbrugg A8 725 stereoplotter in the Aviation Hall, enhancing the story of the aerial mapping of Aotearoa; *Kia Atamai Get Smart* had a swap-out of the Aotearoa-made computer Poly 1, with a recently acquired example; and motorcycles from the collection were scheduled into exhibition refreshes in *Whakahohoro Accelerate*, which saw the high-tech FTN Streetdog e-moped go on display. Refreshing and changing out objects on display allows the Collection Team to prevent deterioration and prioritise collection care.

Acquiring science and technology for future generations

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



Pū Rākau blocks

Augmented reality and te ao Māori combine in this set created by Paku. The wooden blocks are placed to form atua, which are then brought to life by an augmented reality app. These blocks show the Māori alphabet and help tell stories from te ao Māori.



Zespri spoon-knives

The Zespri "spife" was designed in 1999 by Peter Haythornthwaite, an industrial designer, for the Aotearoa kiwifruit industry. These moulded plastic utensils show form and function, and how modern materials were being used in manufacturing.



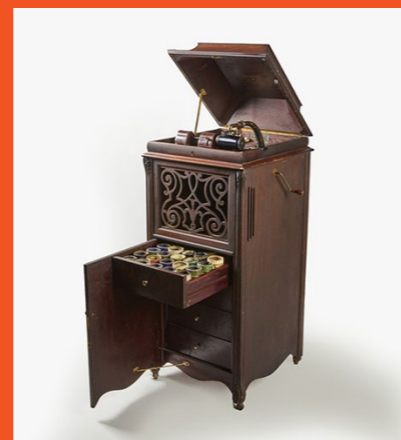
Earshots

These wireless Bluetooth earphones have the world's first and only magnetic fastening system (MagFit) so are held securely on the ear. They were designed and developed in Aotearoa by James Bell-Booth to stay in place during exercise.



FTN Streetdog electric motorbike

The Streetdog is a moped-class electric vehicle, designed and assembled in Pōneke Wellington by FTN Motion. It features custom body artwork by Janine Williams (Ngāti Paoa, Ngāti Whātua ki Kaipara) called Te Wai Ōrea, in response to MOTAT's location and the importance of whenua in the Western Springs Precinct. MOTAT acquired one of the first bikes to be produced.



Edison phonograph

This Edison Amberola Model A cabinet mounted phonograph represents 110-year-old music technology. The phonograph comes with more than 20 cylinder records and an original Edison Records catalogue.



Lancer II hang glider

The Lancer II was designed and manufactured by Pacific Kites of Auckland. It was Pacific Kites' first innovative design, with the aerofoil-shaped keel pocket in the tail developed to a configuration that is still industry standard today. This element provides additional aerodynamic efficiency and yaw control. The glider also features a fully battened sail.



WoolAid bandages

These innovative, adhesive wool bandages were developed in Aotearoa using a renewable material. The wool fabric means the bandages are natural, breathable and sustainable.



Creative MP3 player

The player extends MOTAT's audio technology collection into the 2000s, alongside iPods and mobile phones with music storage and playing capability. It represents players at the less expensive end of the market.



Nintendo DSi

This hand-held game console was released in Aotearoa on 2 April 2009. The third model in the Nintendo DS product line, it improves on previous models with a slimmer profile, larger screens, additional camera and more software.



TEAL long-service pins

Pins were awarded to Tasman Empires Airways Limited (TEAL) employees of over 20 years. The Maroro Flying Fish logo of TEAL is presented in silver or gold, with precious gemstones, acknowledging employee dedication to the airline.



Railway mercury flasher

This mercury flasher formed one small component of New Zealand Railway's automatic signalling, a form of communicating to train operators to indicate safe passage on the rail network of Aotearoa.



Slide rule (Fuller calculator)

Manufactured in the early 1900s, it was used in Aotearoa by a Ministry of Works surveyor. The effective length of the scales provides greater resolution, allowing higher levels of precision when making calculations.



**Whatungarongaro te tangata,
toitū te whenua**
As people disappear from sight,
the land remains

OBJECTIVE 4

**Kia whanake te umanga me
te toitūtanga**

**Improve our business and
sustainability**

Trialling a coal alternative

Several initiatives were undertaken to maintain momentum towards becoming carbon neutral. We were delighted to retain our Toitū Envirocare carbon and environmental certification again this year.

One of MOTAT's challenges is to balance reducing our use of coal and its environmental impact, while still activating heritage objects that bring science and technology from the past alive for visitors, including steam technology.

Coal alternatives to power some of MOTAT's star attractions were explored this year. A collaboration with Scion Research saw briquettes made from forestry waste used to fuel Steam Tram No. 100 in a successful trial.

Following on from this, commercially available biofuel made from sawmill waste is being trialled in the Pumphouse boiler and is proving to be cheaper and more sustainable, with the ash suitable for garden fertiliser. It has allowed us to significantly reduce coal usage at the Great North Road site.

Once again this year we worked with Energy Solutions Provider (ESP) to provide visibility of our energy and water usage. This system allows us to store information collected across all three sites and provides alerts when usage is high to help inform MOTAT's Energy Management Programme.

Solar energy continues to be harnessed to power our Little Flick engine that provides rides to visitors.

To promote cycling to MOTAT, and in anticipation of the completion of the cycle path on Meola Road, a further Locky Dock was installed at the front of the Aviation Hall on Motions Road, increasing the amount of secure parking for both human-powered and e-bikes.



Manaaki whenua. Manaaki tangata. Haere whakamua.

Care for the land. Care for the people.
Go forward.

Enhancing the environment

At more than 15ha spread across three sites in Auckland, and with aging buildings and infrastructure, MOTAT is a challenging environment to maintain. Once again, our Asset Management Plan has led to incremental improvements to our environment across the year, resulting in a better site experience for our visitors and team.

New landscaped gardens were developed in the MOTAT Village by our Environment and Sustainability Team. Retaining walls and fencing, along with many new plants and trees – kindly donated by Natures Creation – have enhanced this space.

Our māra kai vegetable garden is well tended and the kūmara harvest this year, as part of Mata Kāheru Dig it, was the first of many to come.

A considerable programme of painting has contributed to beautified surroundings at MOTAT – Waitākere Station, School House, and Engineer's Cottage were key projects.

Making our locations more accessible for visitors is a high priority and a Be.Lab report, commissioned in 2022, continues to guide us in identifying solutions to increase accessibility. This report guides both new and upgrade works to both Great North Road and Motions Road locations.

Our programme to improve office accommodation at MOTAT took a big step forward this year with the completion of two new office buildings at the rear of the Aviation Hall. This move not only improves workspaces for the team, but also allows for a new visitor space to be created in front of the Great North Road entrance.

Technology improves experience

We continue to implement systems that improve workflow, efficiency, and revenue, wherever possible. We celebrated our first year of using Tessitura, which brought improvement in the quality of the visitor and user experience on entry to the Museum. Tessitura also creates a single source of truth for reporting on visitor sales, visitation, and membership statistics, as well as a full picture of each customer's relationship with MOTAT.

The ability to process ticket sales ourselves, rather than going through a third party, has positively impacted revenue.

Looking ahead

A number of significant heritage infrastructure projects are still priorities at the Museum, and we are working to secure funding for these.

Replacing portions of the tram tracks along Great North Road and Motions Road, roof repairs for the Pumphouse, and replacing the Blister Hangar structure are all time-sensitive projects that we do not yet have sufficient funds to complete.

However, as a critical project for both MOTAT and the Western Springs Precinct, including our neighbours at Auckland Zoo, the first phase of the track replacement project will go ahead next year as the first of these heritage projects.

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

Mission brought to life

Throughout the year, we grew and reaffirmed our relationships with organisations across the museum, arts and culture sector, Auckland Council entities, science, education and community groups.

Te Puawānanga Science and Technology Centre was a catalyst for both new and enhanced relationships. The project team worked with science and education organisations across Aotearoa and internationally to ensure an exciting and curriculum-aligned experience.

A flagship partnership with Science Alive was formed. Their mission to “make science captivating and engaging for all” is truly brought to life by the Science Alive Te Manawa Magic Box – an activity magnet for visitors with its hands-on activities, design challenges, live demonstrations, talks and technology displays.

MOTAT’s partnership with Te Whai Ao – Dodd-Walls Centre for Photonic and Quantum Technologies is a rich and long-standing one, and further enhanced through its contribution to Te Puawānanga. The organisation’s world-class science and education expertise was crucial in developing interactive experiences for the light and colour section.

Knowledge of our place

Our relationship with Ngāti Whātua Ōrākei grew through working together to determine the name for the science and technology centre, Te Puawānanga. The iwi also led a reawakening blessing on the building when it was ready to open. They joined other mātauranga Māori knowledge holders such as Pita Turei (Ngai Tai Ki Tamaki, Ngāti Pāoa, Ngā Rauru Kiitahi) and Pūhoro STEM Academy in developing Te Puawānanga, helping us ensure it reflected a diverse Aotearoa.

Our partnership with Hukea also developed over the year as we continue to embed te reo Māori across the Museum, particularly within exhibitions and public programming. Hukea was an important partner in developing content and te reo Māori narration for *Te Kōtiu*, including pūrakau Māori stories.

Partnering for programming

We partnered with Tūhura Otago Museum on two travelling space science exhibitions this year, both being key elements of our winter school holiday programming. *Tūhura Tuarangi Aotearoa in Space* was the 2023 exhibition while *Solar Tsunamis – Parawhenua Kōmaru* arrived in June 2024.

Pasifika Vibes

We were delighted to once again partner with Tātaki Auckland Unlimited for Pasifika Festival 2024 and present Pasifika Vibes at MOTAT. We offered free entry to MOTAT Great North Road (and discounted entry to the Aviation Hall) for attendees and the event included a wide range of Pasifika performances and programming.

We welcomed like-minded organisations such as Auckland Museum, New Zealand Maritime Museum and Auckland Art Gallery Toi o Tāmaki to MOTAT to provide activities throughout the Pasifika weekend.

This year we also operated our free heritage tram service throughout the Pasifika Festival, providing improved accessibility and the opportunity for attendees to make use of MOTAT’s large car park at Motions Road.

MOTAT is an active member of the International Council of Museums (ICOM), Council of Australasian Museum Directors (CAMD), and Museums Aotearoa.





2023-2024 Financial Report

We are pleased to report that we received an unqualified audit opinion for the 2023-2024 financial year.

The levy provided by Auckland Council was \$18,527,250, which included \$1,730,000 for urgent infrastructure and capital works and \$400,000 for Te Puawānanga Science and Technology Centre. Our admissions, commercial revenue, grants, and other non-levy revenue was \$3,842,393. This was a good result considering one of our main exhibition halls was closed for a significant amount of the year while the capital works for Te Puawānanga were underway.

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

Once again, this year we continued to run the Dockline Tram in the Wynyard Quarter on Sundays and public holidays on behalf of Eke Panuku, which generated “other revenue” of \$189,583, while our partnership with JCDecaux and the digital sign on Great North Road generated “other revenue” of \$203,982.

We received and recognised \$395,000 in grants for the construction of Te Puawānanga from several sources including Science Alive (\$200,000), NZ Lotteries (\$115,000), Te Whai Ao Dodd-Walls Centre (\$75,000) and the David and Genevieve Becroft Foundation (\$5,000).

In accordance with our Annual Plan for 2023-2024, we started the long-awaited staff accommodation project. This included constructing two Ecopod buildings at the Aviation Hall site for staff. We also finalised detailed planning for the tramway track refit project, with the first stage of construction works planned for February 2025. We also commenced planning for the replacement of the Blister Hangar – a World War Two building that has reached its end of life.

Finally, we achieved 17 of the 23 objectives outlined in the Audited Statement of Service Performance, partially achieved four more, and failed to achieve two objectives.



Financial Statements for the year ended 30 June 2024

Statement of comprehensive revenue and expense for the year ended 30 June 2024

	NOTE	2024	2023
Levies from Territorial Authorities	2	18,527,250	18,607,810
Grants and Donations	2	823,432	1,174,757
Rent - Donation	2	2,040,000	2,040,000
Interest Received		243,503	237,595
Exchange Revenue	3	2,775,458	2,245,678
Operating Revenue		24,409,643	24,305,839
Employee Benefits		10,202,926	9,588,044
Depreciation	4	2,230,644	1,784,652
Amortisation of Intangibles		6,802	13,752
Finance		121,883	1,518
Rent		2,040,000	2,040,000
Other	5	10,039,735	9,575,099
Total Expenses		24,641,990	23,003,065
Net (Deficit)/Surplus		(232,347)	1,302,774
Other Comprehensive Revenue and Expense			
Heritage Asset Revaluations from Reserve		919,040	780,740
Total Comprehensive Revenue and Expense		686,693	2,083,514

Statement of changes in equity for the year ended 30 June 2024

	Projects Reserves	Asset Revaluation Reserves	General Equity	Total Equity
Balance as at 01 July 2023	210,203	11,950,120	52,380,929	64,541,251
Net (Deficit)/Surplus	-	-	(232,347)	(232,347)
Transfer to/(from) Project Reserve	26,304	-	(26,304)	-
Other Comprehensive Revenue and Expense				
Asset revaluation reserve	-	919,040	-	919,040
Total Comprehensive Revenue and Expense	26,304	919,040	(258,651)	686,693
Balance as at 30 June 2024	236,507	12,869,160	52,122,277	65,227,944

Balance as at 01 July 2022	205,025	11,169,380	51,083,332	62,457,737
Net (Deficit)/Surplus	-	-	1,302,775	1,302,775
Transfer to/(from) Project Reserve	5,178	-	(5,178)	-
Other Comprehensive Revenue and Expense				
Asset revaluation reserve	-	780,740	-	780,740
Total Comprehensive Revenue and Expense	5,178	780,740	1,297,597	2,083,515
Balance as at 30 June 2023	210,203	11,950,120	52,380,930	64,541,252

Statement of financial position as at 30 June 2024

	NOTE	2024	2023
Current Assets			
Cash and Cash Equivalents	7	536,854	(278,458)
Accounts Receivable and Prepayments		137,981	57,611
Shop Inventory		82,665	62,580
GST Receivable		465,149	528,508
		1,222,649	370,241
Non Current Assets			
Intangible Assets		-	6,802
Property, Plant and Equipment	8a	42,314,422	36,462,903
Collection Assets	8b	31,615,727	30,909,656
		73,930,148	67,379,360
TOTAL ASSETS		75,152,797	67,749,600
Current Liabilities			
Creditors and Accruals	9	2,311,948	3,079,434
Approach 2 Projects Loan	10	7,500,000	-
Income in Advance	6	112,906	128,917
		9,924,854	3,208,349
TOTAL NET ASSETS		65,227,944	64,541,251
Equity			
General Equity		52,122,277	52,380,929
Asset Revaluation Reserve		12,869,160	11,950,120
Projects Reserve	11	236,507	210,203
TOTAL EQUITY		65,227,944	64,541,251

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 24 October 2024



Board member
Date 24 October 2024

Financial Statements for the year ended 30 June 2024

Statement of cash flows for the year ended 30 June 2024

	NOTE	2024	2023
Cash from Operating Activities			
Cash was provided from:			
Levies from territorial authorities		18,527,250	18,607,810
Donations and bequests		781,441	153,757
Receipts from operations		2,596,945	2,332,253
Interest income		243,503	237,595
Cash was disbursed to:			
Payments to suppliers, employees and others		21,012,176	18,946,900
Borrowing costs paid		121,883	1,518
Net Cashflow from/(applied to) Operations		1,015,080	2,382,997
Cashflow from Investing Activities			
Cash was provided from:			
Sale of property, plant and equipment		841	11,376
Cash was applied to:			
Payments for property, plant and equipment		7,700,609	4,932,229
Net Cash (applied to)/from Investing Activities		(7,699,768)	(4,920,853)
Cash flow from Financing Activities			
Cash was provided from:			
Proceeds from borrowings		7,500,000	-
Net Cash (applied to)/from Financing Activities		7,500,000	-
Net Increase/ (Decrease) in cash held		815,312	(2,537,856)
Opening Cash Balance		(278,458)	2,259,398
Closing Cash Balance	7	536,854	(278,458)

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 2024

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.

MOTAT's Vision is to use past, present and future technology and ingenuity of Aotearoa to educate and inspire the innovators of tomorrow. It will do this by creating multi-dimensional experiences that draw on its collection and are aligned with its Vision, reporting against annual plan objectives with a view to expanding the Museum's audience and reach. The financial report and reporting against annual plan objectives was authorised for issue by MOTAT on the date as evidenced as signed on the Statement of Financial Position. Once issued, members of the Board do not have the power to amend these financial statements.

Statement of compliance and basis of preparation

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

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

The financial report is prepared in accordance with the Museum of Transport and Technology Act 2000 and includes results of the Board for the year ended 30 June 2024.

The Financial Statements are presented in New Zealand dollars rounded to the nearest dollar. The Measurement Base adopted is that of historical cost, except for specific policies outlined below that adopt fair value accounting.

Summary of Accounting Policies

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

The following outlines the reporting standards adopted for the first time in the 2023 financial year, in the preparation of the financial report, which includes the Financial Statements and the Statement of Service Performance.

PBE IPSAS 41 Financial Instruments

The classification, recognition and measurement of financial assets and liabilities has been as per PBE IPSAS 41 for MOTAT, with all financial assets and liabilities continuing to be measured at amortised cost. PBE IPSAS 41 includes impairment requirements based on an expected credit loss model.

PBE FRS 48 Service Performance Reporting

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

This statement of service performance is presented separately on pages 49 to 59.

(A) Revenue recognition

Revenue from non-exchange transactions

Levies

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

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 two years ago. 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. After the

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

(C) Rent expense

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

(D) Property, plant and equipment

Property, plant and equipment are initially stated at cost less accumulated depreciation and accumulated impairment losses, as outlined below. Maintenance costs are recognised as an expense as incurred in the Statement of Comprehensive Revenue and 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 refit of tram tracks between MOTAT Great North Road and Motions Road sites 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 has resulted in a realignment of asset categories from this 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.

(F) Intangible assets

Software acquisition and development

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

Staff training costs are recognised as an expense when incurred.

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

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

(G) Inventories

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

(H) GST

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

(I) Accounts receivable

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

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

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

(J) Cash and cash equivalents

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

(K) Short-term investments

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

(L) Taxation

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

(M) Creditors and accruals

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

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

(N) Income in advance

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

(O) Leases

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

(P) 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 five years. The loan is initially recognised at fair value and then at amortised cost using the effective interest rate method.

(Q) Statement of cash flows

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

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

R) 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).

(S) 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

	2024	2023
Grants		
Donated Collection Assets	-	221,000
Ministry of Education Grant	135,098	135,096
Te Puawānanga development	395,000	-
Tātaki Auckland Unlimited		
Void Fill	-	445,103
Tram Track replacement	-	354,897
Western Springs Development	110,000	-
Renewal works	99,900	-
Other Donations and Grants	83,434	18,661
Total Grants and Donations	823,432	1,174,757
Levies from Territorial Authorities	18,527,250	18,607,810
Rent Donation	2,040,000	2,040,000
Total Non Exchange Revenue	21,390,682	21,822,567

3. Exchange revenue

	2024	2023
Gate and Tram Admission	1,717,426	1,598,397
Hirage, Events and Functions	-	76,893
Other income	821,558	359,644
Shop Sales	236,474	210,743
Total Exchange Revenue	2,775,458	2,245,678

4. Depreciation

	2024	2023
Leasehold Improvements (incl Buildings)	1,518,623	1,204,108
Furniture and Fittings	111,582	84,432
Vehicles	19,384	16,490
Computers and Software	218,064	174,844
Display Equipment	101,628	49,122
Plant and Equipment	261,362	255,655
	2,230,644	1,784,652

5. Other expenses

	2024	2023
Acquisitions	-	2,563
Amenities	9,187	8,933
Audit	69,980	79,559
Bank /Merchant + EFTPOS Fees	65,555	28,734
Board - associated/remuneration	140,896	136,412
Catering and Functions	53,268	48,969
Conservation	80,989	90,934
Consultancy/Legal Fees	729,740	407,684
Cost of Shop Sales	128,792	126,622
Courier/Postage	3,493	5,046
Research Database	850	-
Energy/Fuel	255,378	183,585
Events/Exhibitions/Signage	1,075,820	1,595,892
Expendable Programme Resources	30,025	34,347
Fees, subscriptions, permits & licences	141,319	104,812
Fixed Assets Expenses (<\$1500)	6,082	25,711
Impairment	199,547	1,750
Insurance - premiums	313,304	252,722
Internet Connection/IT Support	682,341	739,237
Leases - Equipment	13,986	9,184
Maintenance expenses	1,914,439	1,961,674
Travel/Accommodation/Vehicle	59,123	26,230
Equipment Hire	188,087	273,960
Miscellaneous expenses	71,893	164,582
Marketing	601,752	505,141
Off-site Storage	1,137,480	1,079,028
Other staff expenses	401,782	439,973
Photocopying and Printing/Stationery	125,949	95,470
Promotions	2,279	26,393
Rates - land/water	61,291	66,876
Heritage Assets Disposals	31,910	17,391
Redevelopment expenses	-	2,389
Restoration Expenses	562,657	204,997
Safety/Security	662,322	613,313
Subscriptions/Memberships	53,515	46,337
Sustainability	52,782	63,617
Telephones	111,923	105,033
	10,039,735	9,575,098

6. Income in advance

	2024	2023
MOTAT Mates Annual Pass Liabilities	108,740	101,954
Sundry	4,166	26,963
	112,906	128,917

7. Cash and cash equivalents

	2024	2023
Cheque Account	277,809	(321,717)
Business Saver Account	475	1,369
Business Saver Account - Special Purpose	219,094	31,478
Imprest and Clearing Accounts	39,447	10,412
Foreign Currency	29	-
	536,854	(278,458)

8a. Property, plant and equipment

Current year (2023-2024)

	Building and Leasehold Improvements	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Work in Progress	Total
	2024	2024	2024	2024	2024	2024	2024	2024
Opening Balance 1 July 2023	31,723,673	227,448	115,617	205,772	124,501	797,006	3,268,886	36,462,902
Add: Additions during the year	359,146	1,212,406	-	255,568	1,156,127	873,538	4,214,434	8,071,218
Plus (less) Transfer from WIP	6,234,234	65,073	65,217	-	-	97,533	(6,462,057)	-
Less: Disposals during the year	-	-	-	-	-	-	-	-
Less: Depreciation	(1,518,623)	(111,582)	(19,384)	(218,064)	(101,628)	(250,416)	-	(2,219,698)
Closing balance 30 June 2024	36,798,430	1,393,345	161,450	243,275	1,179,000	1,517,660	1,021,263	42,314,422
Reconciled to:								
Cost	52,979,504	2,409,874	390,725	3,013,902	1,661,890	4,628,329	1,021,263	66,105,487
Less: Accumulated depreciation	16,181,074	1,016,530	229,277	2,770,627	482,889	3,110,669	-	23,791,064
Net Book Value	36,798,430	1,393,345	161,450	243,275	1,179,000	1,517,660	1,021,263	42,314,422

Previous Year (2022-23)

	Building and Leasehold Improvements	Furniture and Fittings	Motor Vehicles	Computer and Hardware	Display Equipment	Plant and Equipment	Work in Progress	Total
	2023	2023	2023	2023	2023	2023	2023	2023
Opening Balance 1 July 2022	25,681,405	225,185	126,107	241,772	104,603	793,649	6,146,838	33,319,559
Add: Additions during the year	-	19,758	6,000	138,451	69,020	259,012	4,435,796	4,928,038
Plus (less) Transfer from WIP	7,246,377	66,979	-	392	-	-	(7,313,748)	-
Less: Disposals during the year	-	-	-	-	-	-	-	-
Less: Depreciation	(1,204,109)	(84,475)	(16,490)	(174,844)	(49,122)	(255,655)	-	(1,784,695)
Closing balance 30 June 2023	31,723,673	227,448	115,617	205,772	124,501	797,006	3,268,886	36,462,902
Reconciled to:								
Cost	46,386,124	1,132,396	325,508	2,758,334	505,763	3,657,258	3,268,886	58,034,269
Less: Accumulated depreciation	14,662,450	904,948	209,892	2,552,562	381,262	2,860,252	-	21,571,367
Net Book Value	31,723,673	227,448	115,617	205,772	124,501	797,006	3,268,886	36,462,902

The amount of borrowing costs capitalised during the period is \$Nil (2023 - \$Nil). There was \$Nil impairment loss recognised in the current year (2023 - \$Nil).

8b. Collection assets

Current year (2023-2024)

	Air and Space	Applied Design	Communications	Computing, Digital, Robotic & Automation	Domestic Technology	Health Sciences	Industrial and Maritime Heritage	Library	Rail	Road Transport	Tramways	Total
	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024
Opening Balance 1 July 2023	9,779,789	22,044	348,042	79,310	2,133,191	119,342	4,966,802	1,555,832	7,415,781	4,134,925	354,598	30,909,656
Revaluation Gain/(Loss)	15,700	11,480	9,501	4,980	702,837	-	934	670,503	172,328	46,599	1,097	1,635,960
Impairments	(199,547)	-	-	-	-	-	-	-	-	-	-	(199,547)
Add: Additions during the year	10,491	196	1,524	-	435	45	179	4,552	-	1,066	-	18,488
Less Disposals:												
from revaluation reserve			(60)		(376,860)				(316,000)	(24,000)		(716,920)
from acquisition value			(450)		(250)	(30)	(180)			(31,000)		(31,910)
Closing balance 30 June 2024	9,606,433	33,720	358,557	84,290	2,459,354	119,356	4,967,735	2,230,887	7,272,109	4,127,590	355,695	31,615,727
Reconciled to:												
Opening Balance 1 July 2023	9,779,789	22,044	348,042	79,310	2,133,191	119,342	4,966,802	1,555,832	7,415,781	4,134,925	354,598	30,909,656
Net Changes during the year	(173,356)	11,676	10,515	4,980	326,163	15	933	675,055	(143,672)	(7,335)	1,097	706,071
Net Book Value	9,606,433	33,720	358,557	84,290	2,459,354	119,357	4,967,735	2,230,887	7,272,109	4,127,590	355,695	31,615,727

Prior Year (2022-2023)

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

During the year valuations of assets recognised include donated assets, non-significant pre-existing collection assets valued for the first time in 2024 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 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 Domestic Technology, Rail and the Walsh Memorial Library.

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.

Collection category groupings have been updated in the 2023-2024 financial year to align with how these assets are documented in our collection systems. However, 2022-2023 categories remain as previously reported.

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
Communications		2025-26
Domestic Technology	2023-24	2028-29
Health Sciences		2027-28
Industrial Heritage		2026-27
Robotics and Automation		2024-25
Air and Space		2025-26
Maritime Heritage		2026-27
Rail	2023-24	2028-29
Road Transport		2027-28
Tramways		2024-25
Walsh Memorial Library	2023-24	2028-29
Aircraft		2025-26
Heritage Buildings		2024-25

9. Payables under exchange transactions

	2024	2023
Creditors and accruals	1,731,323	2,551,164
Employee Entitlements - Holiday Pay	580,625	528,269
	2,311,948	3,079,434

10. Loan

	2024	2023
Westpac	7,500,000	-

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 is \$10,000,000 and the first drawdown occurred in 2023-2024. Whatever 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 from 2025-26, funded through the Council levy.

The interest rate varies dependent on the date of drawdown and the length of drawdown.

11. Project reserve

	2024	2023
DC3 NAC Repaint Reserve	1,350	1,350
Lancaster Restoration	222,760	196,456
Mosquito Restoration	2,000	2,000
Tram #17 Fund	10,397	10,397
	236,507	210,203

12. Lease commitments

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 1 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 27 November 2028
- Just Sheds ongoing rental of portable cabins used as staff offices, registered in the Personal Properties Security Register with an end date of 2 April 2025

Non-cancellable operating lease rentals are payable as follows:

	2024	2023
Not later than one year	1,131,713	1,111,995
Later than one year and not later than five years	1,336,653	2,338,806
Later than five years	-	-
Total	2,468,366	3,450,801

13. Audit fees

	2024	2023
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	67,942	64,442

14. Contingencies and capital commitments

As at 30 June 2024, MOTAT had capital commitments of \$7,660 for works on the tram tracks, \$3,271 for works on M2 accommodation and \$9,467 for completion works on Building 5. There is also a Foreign Exchange commitment of €57,513 for the final payment of Tram Tracks manufactured and imported from the Czech Republic.

There was no contingent liability at balance date (2023 Nil)

15. Related parties

During the year, MOTAT has received levies from Auckland Council of \$18,527,250 (2023: \$18,607,810). Auckland Council is considered related due to its ability to appoint board members through Tātaki Auckland Unlimited, a council-controlled organisation. Further, MOTAT has recognised revenue from grants of \$209,900 from Tātaki Auckland Unlimited.

During the year, MOTAT paid \$15,000 and has a payable of \$ Nil (2023: 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.

Key Management Personnel Compensation	2024	2023 Restated
Executive Management Team		
Salaries and other short-term employee benefits	950,926	915,288
Number of persons classified as executive management	4	4
Full-time equivalent members	4	4
Board Remuneration		
Board fees	125,750	116,333
Number of Board members	9	9
Total key management personnel compensation	1,076,676	1,031,621

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 2024.

16. Going concern

As at 30 June 2024 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 \$19,021,154 has been received for the 2025 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 (2023:Nil).



Statement of Service Performance

The following tables present the performance of MOTAT against our objectives as set out in the MOTAT Annual Plan 2023-2024.

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 these key measures were identified as the best to illustrate what MOTAT has achieved in pursuit of its objectives.

The **what it cost** tables are derived from management accounts and include both operational and capital expenditure.

In summary, 17 of the 23 measures were achieved.

Achievement key

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

- Achieved (target met or exceeded)
- Partially achieved (70% or more than target)
- Not achieved (less than 70% of target met)

OBJECTIVE 1

Kia Rangiwhāwhātia te wheako o te manuhiri Maximise the visitor experience

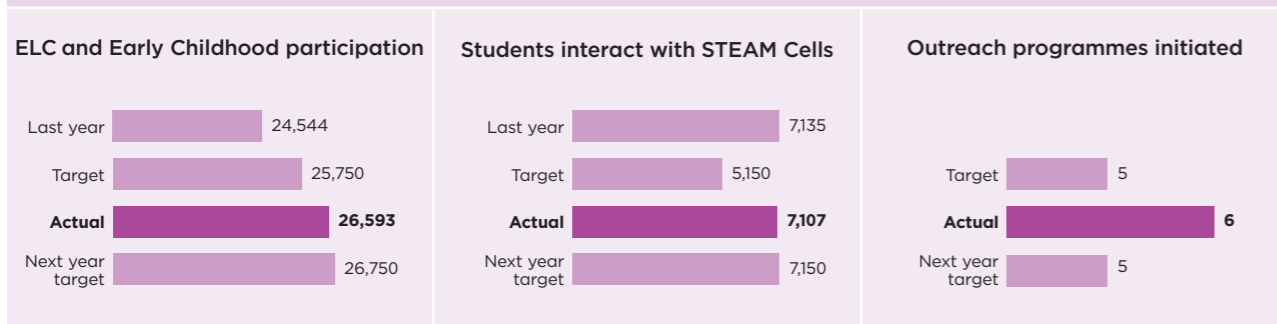
To align MOTAT’s exhibitions, events, education and outreach programmes with the Museum’s Vision. Implement a marketing strategy that promotes the Museum’s Vision and what it does in a vibrant and challenging way. Increase digital access to MOTAT’s collection and experiences.



Provide onsite and offsite education programmes that inspire innovation and meet the needs of our target audience.

Number of participants in LEOTC Early Childhood Education and other education programmes with other stakeholders and associated impact.

Number of outreach programmes initiated.



Education visits include early childhood, primary and secondary students. STEAM Cell participants are also included in the overall ELC and Early Childhood participant numbers. Education visits are where schools participate in a structured programme with MOTAT educators onsite, as opposed to a general MOTAT visit. Education visits increased compared with the previous year as more schools are including Education Outside The Classroom programming in their curriculum again. STEAM (science, technology, engineering, art and mathematics) Cells is a mobile programme where MOTAT educators take trailers full of learning resources, including hands-on activities, out to schools. Outreach programmes initiated is an updated measure from last year, with the prior measure being numbers participating in outreach. MOTAT has no control over the participants at external events such as ANZAC day parades and so the measure was refined to something that MOTAT can assess and control.

Ensure that our Marketing Strategy promotes our Vision and activities in a way that attracts our target audience. Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction. Review and develop our website and social media platforms to ensure they are effective and engage with our target audience.

Measure our visitor satisfaction ratings. Keep track of our overall visitor numbers. Measure the online traffic to our website and engagement with our social media platforms.

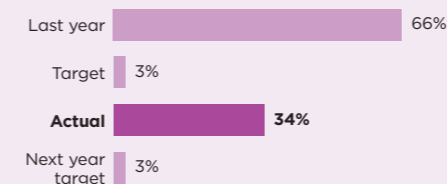


The visitor satisfaction survey was from a sample group of 1,211 visitors. Each visitor was asked “Overall, how satisfied were you with your visit to MOTAT?” Their answers were on a scale of 0-10, with 0 being very unsatisfied and 10 being very satisfied, with the reported measure capturing visitors rating their experience 5 or higher. Visitation to the museum was expected to drop due to the large exhibition hall closure for refit for most of the financial year. Visitation remained steady despite this and there was even an increase in visitation in June due to the opening of Te Puawānanga. We finished the year slightly ahead of prior year visitation. Visits to online properties include our external website MOTAT.NZ, MOTAT.FUN – an online platform for science and technology fun aligned to the MOTAT brand, and Collections Online – with over 84,000 objects photographed and detailed.

Develop digital platforms that improve our target audience’s remote access to our collection.

Measure engagement with our digital platforms and collections online

Increase in engagement across digital platforms



We aim for an 3% increase each year of interaction with our digital platforms and we have seen a 34% increase in interactions this year. Our digital platforms include our MOTAT.NZ website, Collections Online, Social media such as Facebook, Instagram and LinkedIn. The measure has been refined from the previous year where the measure included the number of sessions from Google Analytics and the 2023-2024 is the average session duration and increase in engagement. While we had a 66% increase in engagement the year before, we have not only retained that number of interactions but increased a further 34%.

What it cost

Exhibitions’ increase in budget related to the long-planned build of Te Puawānanga Science and Technology Centre, which took place in the year.

This table includes the costs of developing and running public and education programmes, designing and delivering exhibitions, and MOTAT Brand and Communication activities.

It excludes staff costs as they are accounted for and managed centrally. Exhibition spend was less than budget due to Te Puawānanga project completing under budget and funds assigned for multi-year projects such as Aviation Hall lighting not yet spent.

2023 Unaudited Actual		2024 Unaudited Annual Plan	2024 Unaudited Revised Budget	2024 Unaudited Actual
2,705,708	Museum Experience hub	3,116,544	6,474,414	5,451,812
851,033	Public Programmes	955,519	985,050	888,620
1,024,156	Exhibitions	971,169	4,370,220	3,631,031
91,491	Education	192,504	207,813	152,743
558,374	Brand and Communication	751,302	747,828	725,197
180,654	Director Museum Experience	246,050	163,503	54,220

OBJECTIVE 2
Kia whakamanahia te Tima o MOTAT
Empower the MOTAT Team

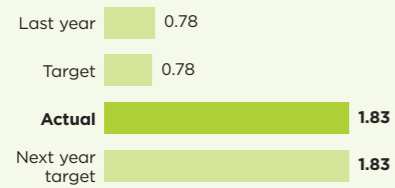
To ensure that MOTAT is a safe place to visit and work.
 Manage performance and engagement of the MOTAT Team.



Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT.

Measure Lost Time Injury Frequency Rate (LTIFR).

LTIFR Rate less than prior year actual

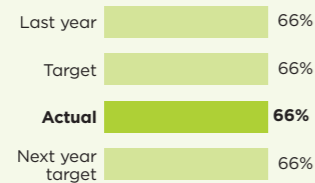


This measure relates to lost time from injury, which is how much time is taken off immediately after an injury. Last year there were two Lost Time Injuries and this year there were three. Historically MOTAT has had a very low injury rate and any slight change then impacts this measure. MOTAT has an active internal Health and Safety Committee, including members of the MOTAT Board. There are safety procedures specific to each activity that are reviewed regularly. Any health and safety incidents are discussed to find ways to reduce likelihood of a similar incident in future.

Monitor the MOTAT Team's engagement.

Complete annual engagement surveys for MOTAT employees and MOTAT volunteers

Employee engagement scores



Volunteer engagement scores



Engagement is the measure of people's connection and commitment to the Museum and its goals. The survey posed a number of questions with a rating 0-5 and space to provide feedback, and was anonymous. The questions focused on team members' level of pride, recommendation, motivation, present commitment and future commitment to MOTAT. The responses to questions were used to measure engagement. The results then go through discussion with the Executive Leadership Team and Leadership Hui with ideas agreed on how to address points for improvement. These results and ideas are also reported to the Board.

What it cost

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

2023 Unaudited Actual		2024 Unaudited Annual Plan	2024 Unaudited Revised Budget	2024 Unaudited Actual
10,062,508	People, Culture, Health and Wellbeing	10,463,353	10,915,162	10,941,002
172,305	HR Development	204,935	192,543	224,092
128,386	Health and Safety	106,728	110,968	109,986
188,874	HR Operations	119,050	153,292	229,958
9,572,942	HR Staffing Costs	10,032,640	10,458,359	10,376,966

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



Collection Care and Management.

Collection Development and Accessibility

To ensure that our collection is managed in accordance with our Collection Management Policy and related procedures. Implement a Collection Care and Conservation Programme that improves the storage, preservation and display of our collection.

Number of Heritage Operations Guidelines completed for the preservation and safe operation of the collection. Improve the care of objects on display and in storage through environmental management.

Heritage Operations Guidelines completed



Interventive Pest and Environmental Conservation Programmes (new)



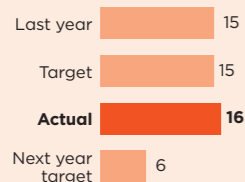
Working collection items such as trams, trains and wagons have operations guidelines completed for them. This includes summarising the item, its historical significance, recommended operational use, operational life expectancy, operational conditions and collection care requirements.

Interventive pest and environment conservation programs ensure our collection can remain in good condition. Programmes are for prevention (e.g. regular plane cleaning), detection (through bait, trap and capture) and treatment. New collaboration with the Zoo for pest control has commenced this year, and having the supplier close by is good for urgent pest identification and treatment.

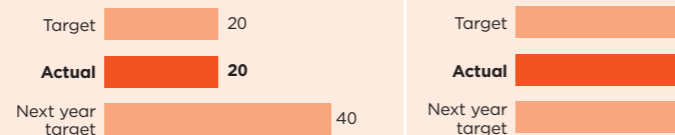
Enhance online access to our collections and information about our collections.

Number of articles published on various media platforms including Collections Online topics page and the MOTAT website. Number of object and archive records updated.

Articles published



Update brief histories (New)



Improved photography and continued digitisation



Access to our collection is important, as not all objects can be on display at once. To highlight the background, use and context of collection objects, we publish researched articles mainly to the "Collections and Stories" area of the MOTAT website. Brief histories are reviewed and updated as

additional information may be available since the last history was written. Items in our collections are either being photographed for the first time, or rephotographed because image technology has improved significantly. These images are available on the Collections Online area of the MOTAT website. 360 degree images are now also able to be taken, so that an object can be viewed in its entirety.

What it cost

Collections hub includes all aspects of looking after the collection including maintain and conserving items, researching and recording histories. This table excludes staff costs as this is accounted for and managed centrally.

2023 Unaudited Actual		2024 Unaudited Annual Plan	2024 Unaudited Revised Budget	2024 Unaudited Actual
1,294,783	Collections hub	1,126,854	1,597,528	1,430,539
923,293	Collection Workshops	558,700	782,359	1,106,596
64,235	Curatorial Research	57,304	99,295	25,196
195,332	Conservation	303,224	382,657	134,672
28,395	Library	72,901	128,210	59,054
83,528	Registry	134,725	205,007	105,021

OBJECTIVE 4

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

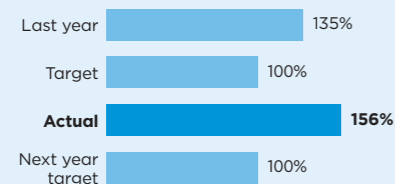


Maximise commercial opportunities and fundraising activities.
Buildings and Infrastructure.
Environment.

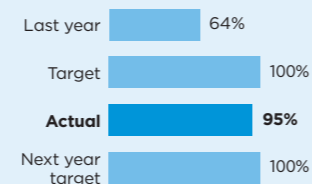
Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy.

Retail Gross Profit to more than cover the direct retail and operating costs. Grow external fundraising capacity.

Retail Gross Profit percentage of retail staff



Fundraising target as per budget



During the financial year MOTAT experienced a growth in retail sales revenue of 12% from 2022-2023, which led to the measure exceeding target, as well as an upgrade of the online store. Strategic buying decisions were made regarding sustainable products, including special product developed in-house for the first time (the Christmas Lantern), which contributed to larger sales. Fundraising continues to be a tough market, with targets partially achieved this year due to the funds received for Te Puawānanga Science and Technology Centre (\$395,000).

Maintain our buildings and infrastructure as advised by our rolling 2020-2025 Asset Management Plan. Review the MOTAT Athfield Masterplan as funds and other support allows to align with the vision for the Western Springs Precinct.

Complete work for 2023-2024 under our rolling 2020-2025 Asset Management Plan. Progress "Approach 2" projects as funding allows.

Non replacement works completed



Plan, consent, tender and construction as per project plans and budget



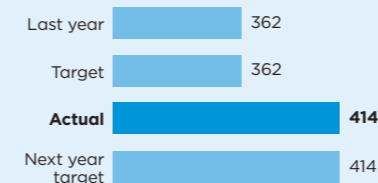
The non-replacement works target included 55 redecoration and 44 renewal tasks from the Asset Management Plan. This included repainting, replacing CCTV cameras, lights and signage. While 30 of the 99 tasks were completed in the year, 12 could not be included due to lack of evidence (e.g. before and after photos). This was an improvement in data gathering from the prior year, and further improvements are planned to better capture evidence and include such work in next year's measure.

Successful planning and completion of the Building 5 re-roof and HVAC replacement capital project was achieved, ready for the refit of the interior for the new science and technology centre - Te Puawānanga. We also successfully planned, consented and constructed the Ecopod staff office accommodation building in 2023-2024.

Continue to refine our sustainability programmes so that MOTAT is carbon neutral.

Continue Toitū Carbonreduce rating audit.

Maintain/reduce carbon emissions



Our carbon audit takes place in February each year for the prior financial year and results are advised in May. The verification of the Greenhouse Gas Inventory Report provides information about the greenhouse gas emissions of the organisation for the defined measurement period and is based on historical information. This information is stated in accordance with the requirements of International Standard ISO 14064-1 Greenhouse gases - Part 1: Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals ('ISO 14064-1:2018') and the requirements of the stated Enviro-Mark Solutions Limited (trading as Toitū Envirocare) programme. The result above relates to the 2022-2023 financial year, with output increasing due to prior year's (during the 2021-2022 financial year) COVID shut-down when coal-powered heritage technology was not being activated, resulting in a low output.

What it cost

Business Services maintain services across the MOTAT sites and teams. This table excludes staff costs as this is accounted for and managed centrally.

2023 Unaudited Actual		2024 Unaudited Annual Plan	2024 Unaudited Revised Budget	2024 Unaudited Actual
4,543,590	Business Services hub	5,087,649	5,696,611	5,501,869
907,604	Administration	1,188,300	1,282,009	1,022,626
143,159	Commercial	155,445	164,787	141,975
865,906	ICT Operations	910,722	1,015,806	1,021,736
1,030,717	Museum Environment	1,169,570	1,124,953	1,415,699
517,175	Security	588,820	624,264	570,652
1,079,028	Storage	1,074,792	1,274,792	1,132,181
-	Western Springs Development	-	210,000	197,000

OBJECTIVE 5

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



Tangata whenua technology and tikanga.

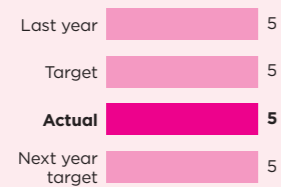
Work collaboratively with like-minded institutions to develop the visitor offer including public programmes, exhibitions, education and outreach activities that benefit the community.

Implement the Bicultural Strategy. Promote Tangata whenua technology and innovation, te reo and tikanga

Offer learning and development to support the delivery of MOTAT’s Bicultural Approach.

Tangata whenua content (language, customs, technology, objects etc) included in the exhibitions, programmes and initiatives.

5 mātauranga Māori learning opportunities



Te reo Māori is integrated into new exhibitions: Te Kōtīu in the Aviation Hall and the new Te Puawānanga Science and Technology Centre.

Three different levels of te reo Māori courses were offered to the team during the year – beginners, intermediate and advanced. These courses comprised 10 interactive sessions with each course having approximately 10 team members enrolled. Due to the enthusiasm from those attending these courses, “Introduction to Karakia” sessions were added to the programme.

From the migration of our native kuaka, to celebrating the growing diversity within the aviation and aerospace industries, *Te Kōtīu* (meaning to swoop) showcases key moments in aviation in Aotearoa, with digital projection throughout the Aviation Hall. Featuring the digitised manu aute kite works of Aotearoa artist Nikau Hindin, history comes to life with balloonists, the gliding of pioneer aviator George Bolt, and the feats and records of Aotearoa aviators such as Jean Batten. This experience was the recipient of the Best Use of Digital – International at the prestigious Museums + Heritage Awards in London.

Collaborations with like-minded institutions undertaken to advance the objectives of the MOTAT Act and the MOTAT Strategy.

Record collaborative projects undertaken with like-minded institutions

Three collaborative projects undertaken



Collaborative projects this year included work with Te Whai Ao Dodd-Walls Centre for Photonic and Quantum Technologies. We extended the partnership within 2023-2024 with the Dodd-Walls team contributing to exhibits in Te Puawānanga Science and Technology Centre, sharing their expertise to develop interactive experiences for the light and colour section.

We partnered with Science Alive to create the Te Manawa Magic Box within Te Puawānanga, which provides a multi-use structure for hands-on activities, design challenges, live demonstrations, talks and technology displays.

We also collaborated with Auckland Council on the Pasifika Vibes festival, which was held at Western Springs park Stadium, providing free entry and festival-aligned programming at our Great North Road location.

Auditor's Report



Independent Auditor's Report

To the readers of Museum of Transport and Technology Financial Statements and Statement of Service Performance For the year ended 30 June 2024

RSM Hayes Audit
PO Box 9588
Newmarket, Auckland 1149
Level 1, 1 Broadway
Newmarket, Auckland 1023
T +64 (9) 367 1656
www.rsmnz.co.nz

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

We have audited:

- the financial statements of the Museum on pages 32 to 48, that comprise the statement of financial position as at 30 June 2024, 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 49 to 59.

Opinion

In our opinion:

- the financial statements of the Museum on pages 32 to 48:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024; and
 - its financial performance and cash flows for the year ended on that date;
 - comply with generally accepted accounting practice in New Zealand and have been prepared in accordance with Public Benefit Entity Standards Reduced Disclosure Regime; and
- the statement of service performance of the Museum on pages 49 to 59:
 - presents fairly, in all material respects, the performance achievements measured against the performance targets adopted for the year ended 30 June 2024
 - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 5th of November 2024. This is the date at which our opinion is expressed.

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

Basis for opinion

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

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

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 and a statement of service performance that are fairly presented and that comply with generally accepted accounting practice in New Zealand, with the statement of service performance also required under the Museum of Transport and Technology Act 2000.

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

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

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

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

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

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

For target information reported in the statement of service performance, our procedures were limited to checking that they agreed to the relevant plans from which they were derived.

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:

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

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



- 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 the appropriateness of the reported service performance information within the Museum's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Museum's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements 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 included in the Annual Report. The other information comprises the information included on pages 1 to 31 and 64 to 67 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 issued by the New Zealand Auditing and Assurance Standards Board.

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



Wayne Tukiri
RSM Hayes Audit
 On behalf of the Auditor-General
 Auckland, New Zealand



In Appreciation

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

Supported by the ratepayers of Auckland



Norman and Marion Allright Trust

a t h f i e l d
a r c h i t e c t s
l i m i t e d
a t h f i e l d
a r c h i t e c t s
l i m i t e d
a t h f i e l d



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

MOTAT Governance and Executive Leadership Team



MOTAT Leadership

Michael Frawley, Chief Executive/Museum Director

Sally Manuireva, Director, Museum Experience

Alba Letts, Director, Collections

Craig Hickman-Goodall, Chief Operating Officer

MOTAT Board

Helen Atkins (Chair)

Amit Prasad (Deputy Chair)

Gabriel Kirkwood

Peter Lensink

Wayne Schache

Jeremy Sole

Hema Sridhar

Dr Nicholas Waipara

Penny Webster

Dr Brian Young (resigned in August 2023)





MUSEUM OF TRANSPORT AND TECHNOLOGY

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