



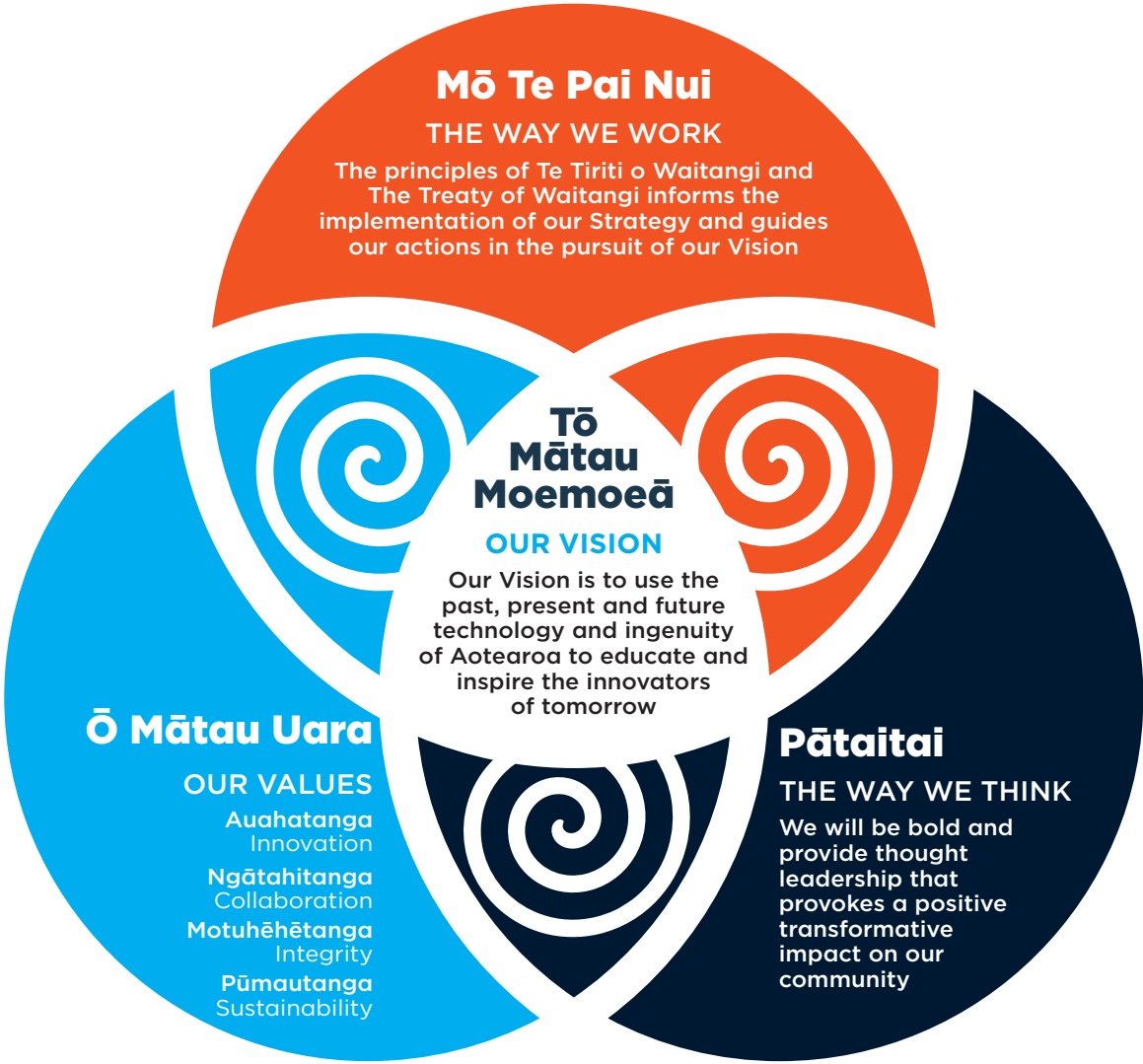
Pūrongo ā-Tau
Annual Report 2024-2025





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 2024-2025 financial year and outlines the steps we took to achieve the objectives outlined in our Annual Plan for 2024-2025.

Our levy for 2024-2025 was \$19,021,154 and we generated an additional \$4,074,017 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:

- International Recognition: Te Puawānanga, our science and technology exhibition which opened in May 2024, won the International Exhibition of the Year at the Museum + Heritage global awards in London. This investment has proved highly successful in driving visitation in its first year. The exhibition 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 heritage renewal of the passing loop and S-bend for our tramway was successfully completed despite the cost and complexity of the work. Running between MOTAT Great North Road and MOTAT Motions Road, the tramway includes a very popular stop for visitors to the Zoo. We are proud that we were able to continue running the tramway at no cost for visitors. It remains a very popular part of the Western Springs Precinct infrastructure. Working with Tātaki Auckland Unlimited and the "Adopt a Tram" fundraising campaign was very successful.
- The Dockline Tramway in the Viaduct continues to be a popular attraction, despite being ticketed. The closure of the Viaduct bridge for much of the year, saw passenger numbers grow and the instigation of the Viaduct lido also brought increased numbers of people to take a ride.
- Despite the ongoing challenges of the \$10,000,000 loan, and our responsibilities within the MOTAT Act 2000, we have continued to leverage our expertise to focus on providing value for money to Auckland's ratepayers. This includes initiatives such as working with Auckland Conventions to deliver corporate events.

Our investigation into the remediation of issues associated with the heritage Pumphouse and the Aviation Collection Workshop continued during the year. Costs for a portion of this work are included in the 2025-2026 Annual Plan, with additional funding to be secured in future years.

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

- We attracted 278,627 visitors (including 12,313 visitors for Pasifika Vibes) compared with the previous year's 248,889 – representing a 12% increase in visitation.
- 28,078 school students participated in an education visit compared with 26,593 the previous year.
- We carried a total of 226,909 passengers on our Western Springs Tramway compared with the previous year's 196,620.
- The Dockline Tram in the Wynyard Quarter carried 20,120 passengers compared with the previous year's 17,084. We have agreed to continue operating the service for Eke Panuku until further notice.
- Our dedicated team of volunteers have once again played an integral role in our operations, with many successes across the year, including their contribution to our Tram Trailer 21 and Rail Coach A1819 restorations and the repair of our differential analyser.

We are grateful to see our team's pride in working for MOTAT once again exceeding the Aotearoa benchmark by 1%: engagement increased by 3% to 69% (up from 53% in 2015 when the surveys started).

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 reo Māori and waiata classes available to the team.

On the collection front, we kept the attention on contemporary technology collecting. We have acquired a Spark Modem, an original Sony PlayStation, 1980s Game & Watch, and a TVNZ Satellite. On the transport side, the highlight donation of the year was the Wisk Generation 5, autonomous, battery-operated aircraft (Serial No. 2 of Generation 5).

Our sustainability initiatives continued with the successful use of biofuel to power our Steam Tram No. 100 and the heritage boiler in the Pumphouse. This has helped us to operate our heritage traction engines in a more sustainable way that maintains their operation and historical integrity. We again received our Toitū carbonreduce certificate for the year with a 64% reduction in emissions compared to the 2016-2017 baseline.

We are delighted to be a member of Auckland's Cultural Alliance and have worked through the year to focus on achieving better outcomes for Auckland through collaboration. Our working relationship with Tātaki Auckland Unlimited, as the landowner, and the development of the Te Wai Ōrea Western Springs Precinct and other opportunities continue. This has been greatly enabled by the signing of a three-year funding agreement with Auckland Council commencing on 1 July 2025.

We sincerely thank our stakeholders – Auckland Council, Tātaki Auckland Unlimited, the Local Boards, the MOTAT Society, Ngāti Whātua Ōrākei, Te Māhurehure Marae, and our local community – for their ongoing support and gratefully acknowledge our partners, including Samsung, Science Alive, and Te Whai Ao Dodd-Walls Centre, and our generous sponsors, funders, and donors. Your collective contributions have helped us bring the museum's collection of Aotearoa's technology and ingenuity to life, inspiring future innovators through impactful experiences and learning over the past year.

We would also like to acknowledge and thank all 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.

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

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

Amit Prasad
BOARD CHAIR

Craig Hickman-Goodall
CHIEF EXECUTIVE / MUSEUM DIRECTOR



2024-2025 in numbers

278,627

Total visitors to MOTAT in 2024-2025

97% 28,078

Visitor satisfaction rating

Number of school students participating in MOTAT's education programmes

247,029

Total tram passengers. 226,909 travelled on the Western Springs Tramway and 20,120 on the Dockline Tramway.

\$4.07m

Non-levy income

957

Objects accessioned into MOTAT's collection

1,028

Newly inventoried objects

7,358

Images added to the Vernon database

631,000

Visits to our online properties

64% 104,000

Visits to Collections Online

Reductions in greenhouse emissions since 2016

98%

Of our fundraising target reached

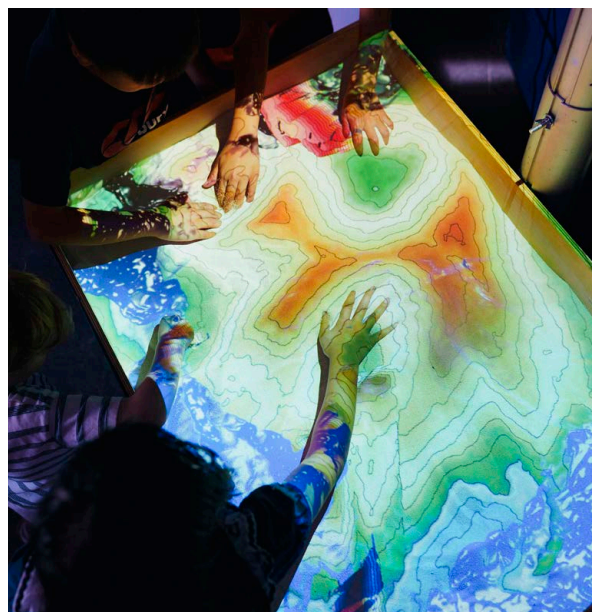
84%

Volunteer engagement score

The year at a glance

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

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



July

New leadership

Craig Hickman-Goodall starts as Chief Executive / Museum Director and Stacy Busek starts as Chief Operating Officer.

Songfest

The Aviation Hall hosts multiple World Choir Games performances, with choral groups hailing from around the world.

September

Science of sound

Whakatangi Puoro Make Music, an international touring exhibition with a MOTAT makeover opens. Visitors are invited to experiment with sound and make music together.

Inspiring careers

In partnership with Tātaki Auckland Unlimited we host Tech24, an event encouraging rangatahi to pursue STEAM careers.

October

Cheers to 60 years

MOTAT celebrates 60 years of delighting visitors with a special LIVE Day event, and we hold the Toast to MOTAT evening, inviting current and past team members to raise a glass to our museum. See Page 8 and 9.

Adopt a Tram

A major fundraiser is launched inviting donors to adopt a heritage tram from the MOTAT collection; the campaign attracts significant media attention and donations.

Glittering accolades

MOTAT wins four awards at the Designers Institute of New Zealand, Best Design Awards, including two Gold Pins.

Australasian connections

MOTAT Teams attend and present at the ASTEN (Australasian Science and Technology Engagement Network) conference in Melbourne, Australia.

November

Board moves

Amit Prasad is appointed as the new MOTAT Board Chair and Wayne Schache is appointed Deputy Chair.

Paris conference

Director of Collections, Alba Letts, helps host a conference in Paris, France for the International Council of Museum's Working Group on Collections in Storage.

Private events relaunched

The Aviation Hall reopens for private event bookings via a partnership with Tātaki Auckland Unlimited through Auckland Conventions, Venues and Events.

December

In the spirit

MOTAT's 12-night Christmas Lights event is once again a near sell-out success, welcoming more than 50,000 visitors.

Lifetime achievement

Chief Executive / Museum Director Craig Hickman-Goodall, is made one of the very first Life Members of the Event Venue Association of New Zealand (EVANZ).

February

Tramway upgrade begins

Ground is broken on the long-awaited Western Springs Tramway upgrade, beginning with the S-Bend on Motions Road. See Page 26.

Celebrating pride

Pride month sees the Mile High Comedy event in the Aviation Hall and celebrates the role telecommunications has played in supporting the Rainbow community.

March

Double the science and tech

For the first time, MOTAT's popular STEM Fair event is run across two days, attracting more than 25 exhibitors.

True colours

Te Puawānanga wins 2024/2025 Resene Total Colour Installation – Experiential – Product Award for its innovative use of colour.

April

Cleaner and greener

Our Toitū Envirocare audit identifies we have reduced greenhouse gas emissions by almost two thirds since 2016. The use of biofuel instead of coal in heritage technology contributing significantly to this achievement. See Page 28.

May

On top of the world

Te Puawānanga wins International Exhibition of the Year at the Museums + Heritage Awards held in London, UK. See page 10.

Kōrero Māori

A wānanga on te reo Māori revitalisation within MOTAT is held with representation from across the team.

June

Back on track

Stage 2 of the Western Springs Tramway upgrade is completed in time for the start of the school holidays – visitors can once again ride a tram between our two museum locations.

The future of autonomous tech

Hautū Aunoa Autopilot exhibition opens, featuring the newly acquired collection object Wisk Generation 5 Cora, a prototype pilotless aircraft, and a virtual reality flight experience.



E ono tekau tau o MOTAT

Celebrating sixty years of MOTAT

In 2024-2025, MOTAT proudly celebrated 60 years since first opening its doors to the public in 1964 – a milestone that honoured the people, partnerships and passion that have shaped the museum across the decades.

The anniversary year was built around gratitude and connection. From archival research and exhibitions to public and team events, every element acknowledged those who have contributed to MOTAT’s journey – from founding volunteers to present-day team members.

It was fitting that our new landmark exhibition was launched in this anniversary year with Te Puawānanga Science and Technology Centre opening in the main exhibition hall at Great North Road.

Honouring our past through archives and exhibition

The Walsh Memorial Library played a central role, with an ambitious archival project led by our Library and Archives team. Drawing on thousands of photographs, administrative records, newsletters, and film footage, the project helped document MOTAT’s development – from its founding collections to major site expansions.

The resulting exhibition, *E ono tekau tau o MOTAT – Sixty Years of MOTAT*, was a collaboration between the Library, Exhibitions, and Conservation teams. It showcased key collection areas including steam, aviation, rail, and the historic Pumphouse, alongside early visitor books, Jean Batten prints, oral histories, and video that contrasted 1960s footage with the Museum today.

Connecting with community and legacy

MOTAT’s close relationship with the MOTAT Society – an organisation that traces its roots to the museum’s founding bodies – was important in helping bring historical context to life and reuniting alumni and current team members. This partnership reinforces the strong intergenerational connections that define the MOTAT story.

A toast to the team

In October, we hosted A Toast to MOTAT – a team celebration that brought together past and present staff, volunteers, and board members. Guests shared memories, reconnected with old colleagues, and enjoyed a heartfelt video tribute featuring long-standing team members from across the decades. The evening was a tribute to the people who have helped shape MOTAT’s unique spirit.

Bringing it all to life

To mark the milestone with visitors, MOTAT held a spectacular Sixty Years of MOTAT anniversary LIVE Day. More than 1,500 attended the day, which featured nine of our trams out on the tramway, steam train and jigger rides, collection demonstrations, and historic aircraft. It was a day filled with joy, nostalgia and a showcase of innovation for all generations.

Together, these celebrations honoured our legacy, celebrated our people, and looked ahead to an exciting future – powered by the same spirit that first brought MOTAT to life 60 years ago.

Te Puawānanga: A breakthrough year

Te Puawānanga, MOTAT's flagship science and technology centre, opened in May 2024 and has already exceeded expectations – redefining the STEAM (science, technology, engineering, arts, and maths) experience for whānau in Aotearoa.

During its first year, it welcomed more than 248,000 visitors and 25,000 school students, becoming a key reason for many to visit MOTAT. Independent evaluation confirms that Te Puawānanga is inspiring longer dwell times, deeper engagement, higher satisfaction levels and powerful advocacy from visitors.

Designed as a vibrant, hands-on hub for learning and exploration, the 2,000sqm centre is MOTAT's largest exhibition investment in over a decade and delivers on our mission to use technology – past, present, and future – to inspire the innovators of tomorrow. Intentionally “of this place”, Te Puawānanga creates a unique setting for tamariki and whānau to explore scientific, technological and cultural stories, placing Western knowledge and mātauranga Māori comfortably in the same space. Visitor research shows that families are drawn to its inclusive design, dynamic programming, and ability to connect learning with play.

The space is constantly evolving. The *Science Alive Te Manawa Magic Box*, developed in partnership with Science Alive, provides live science demonstrations as well as the opportunity to showcase STEAM-relevant collection objects. Collaborations with partners like Te Whai Ao Dodd-Walls Centre have strengthened programming and enabled sponsorship of key spaces, including the Light and Colour Gallery.

Education focus

Te Puawānanga has also elevated MOTAT's role in STEAM education. Thousands of learners – from early childhood through to secondary school – have engaged with programmes focused on force, motion, light, and innovation. Education partnerships are reshaping the traditional one-off school visit into ongoing, multi-visit learning journeys. Teachers report strong student engagement, and students say the space makes science “fun and exciting”.

National recognition and global acclaim

In May 2025, Te Puawānanga was awarded International Exhibition of the Year at the prestigious UK Museums + Heritage Awards – placing MOTAT among the best cultural institutions in the world. Judges praised the centre as “an outstanding exhibition that seamlessly blends science and Māori culture, creating a vibrant, culturally connected space for young audiences.”

The centre also received accolades at the Best Design Awards, winning multiple pins for colour, spatial, and digital excellence, and was recognised by the Resene Total Colour Awards for its innovative and place-based use of colour.

Te Puawānanga is setting a new benchmark in STEAM engagement – both locally and globally. One year on since opening, it has transformed the Museum experience and firmly positioned MOTAT as a leading destination for STEAM education and inspiration in Aotearoa.

Te Puawānanga now stands as a vital national touchpoint and a global exemplar of what's possible when great design, cultural integrity, and community vision come together.

M+ Museums+
Heritage
Awards

**Winner
2025**

**International
Exhibition
of the Year**

OBJECTIVE 1

Kia Rangiwhāwhātia te wheako o te manuhiri Maximise the visitor experience

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

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

Delivering value for Tāmaki Makaurau: A richer, more inclusive visitor experience

MOTAT continues to deliver exceptional value to Tāmaki Makaurau, attracting a broader and more diverse audience while encouraging repeat visits. In 2024-2025, visitor satisfaction rose to an impressive 97%, reflecting our commitment to creating vibrant, meaningful, and inclusive experiences.

Research shows strong growth in first-time and international visitors, alongside increasing engagement from diverse communities. Families remain a core audience, with rising interest from groups drawn to content that sparks curiosity and hands-on exploration. Importantly, repeat visitation also grew this year, demonstrating the strength and evolution of MOTAT's dynamic visitor offer.

An inclusive offer

Our museum's programming celebrates and acknowledges diversity. Cultural pride, accessibility and inclusion are key drivers.

MOTAT enthusiastically celebrated Te Wiki o Te Reo Māori, delivering a programme featuring augmented reality experiences, music performances and te reo storytelling. Expanded Matariki programming offered visitors a chance to reflect and celebrate the Māori New Year through a series of events and activations. Most importantly, we continued in our determination and endeavours to embed te reo Māori and te ao Māori more and more into our programming and visitor experience.

Pasifika Vibes, an event held in partnership with the Pasifika Festival and other cultural institutions, was a joyful two-day event held in March that drew over 12,000 visitors. This

was followed by ongoing engagement through Pasifika Language Weeks.

Pride Month was an opportunity to show our commitment and support of inclusivity. Our Mile High Comedy Club event showcased LGBTQIA+ comedians, and a refreshed Telecoms exhibit highlighted the collection through a Rainbow lens, featuring red telephone boxes and a timeline of Rainbow community's use of telecommunications.

Creating connections

We were delighted to host programming for the World Choir Games held in Aotearoa in July 2025. The Aviation Hall was chosen as a venue for 10 of the Friendship Concerts, affirming MOTAT as a hub for arts and culture engagement, locally and internationally.

Innovative programming like Sports Tech introduced visitors to the intersection of sports, science, and technology, offering multisensory and mixed-reality experiences. Visitors tested their reaction speeds, explored digital interaction walls, and engaged with industry experts. This initiative is set to become a cornerstone of MOTAT's future contributions to Techweek. Brand and purpose-aligned, this emerging event complements MOTAT's long-standing signature event STEM Fair, which is held earlier in the year.

MOTAT is creating experiences that resonate deeply with Aucklanders and visitors to our region alike. By fostering connection, curiosity, and inclusion, MOTAT is not only a museum of significance and value – it's a meaningful and inspiring experience for visitors to return to again and again.





Our commitment to delivering exceptional visitor experiences continues to drive innovation, creativity, and connection across every aspect of our museum. In 2024-2025, we proudly expanded our offer through dynamic exhibitions, engaging education programmes, inclusive public events, and meaningful partnerships – all designed to inspire, educate, and delight.

New exhibitions

The year began with the resoundingly successful launch of Te Puawānanga Science and Technology Centre (see pages 10 and 11), a permanent addition to our museum experience. Building on this momentum, we opened *Whakatangi Puoro Make Music*, a touring exhibition celebrating the joy of sound and the science and technology behind that. The interactive content was created by the Mobiles Musik Museum, with a vibrant visual design created by our own exhibition designers. Whānau were invited to explore music-making together, with sound sculptures crafted from sustainable materials. Empowering everyone to make music, this exhibition resonated deeply with our visitors.

Innovation remained at the forefront with the unveiling of *Hautū Aunoa Autopilot*, highlighting cutting-edge technology for environmental and transport solutions. Showcasing new tech in the MOTAT collection was a key driver for the exhibition with the centrepiece object the Gen 5 Wisk Cora autonomous aircraft. A related virtual reality experience offers visitors an exciting flight experience over Tāmaki Makaurau Auckland. Complementing this were conservation-focused exhibits featuring drones, pest-control technologies, and water monitoring devices, all highlighting MOTAT's role in presenting contemporary Aotearoa innovation, science and technology.

Education expands

Our education programmes flourished, with Te Puawānanga enhancing hands-on science learning and STEAM Cells outreach exceeding targets. More than 28,000 school students engaged with one of MOTAT's Education programmes. Early Childhood Education visits grew significantly, and the pilot Innovation Forge programme empowered students to develop

real-world problem-solving skills and prototype innovations. MOTAT also continued its successful partnership with Samsung's *Solve for Tomorrow* competition, supporting student-led projects and hosting the awards ceremony.

Enhancing engagement

Public programming remained a cornerstone of our visitor engagement. The beloved Christmas Lights event welcomed over 50,000 guests across 12 nights, with most nights sold out. The MOTAT STEM Fair returned with a full weekend format and over 20 exhibitors each day, offering tamariki and whānau immersive experiences in science, technology, engineering and maths (STEM). Our themed LIVE Days brought MOTAT's collections to life, and events like Ngā Kōrero Rererangi and Ngā Mirumiru Bubbles catered to diverse audiences, from aviation enthusiasts to our youngest visitors.

Generous support

Accessibility and inclusion were further enhanced through generous support from partners.

The Philanthropy and Partnerships team secured funding from One Foundation for our Hōtaka Uru Hapori Community Access Programme that gives community groups the opportunity to visit MOTAT without admission charges. The Adopt a Tram fundraising campaign captured public imagination raising vital funds for tramway upgrades and helping to ensure the longevity of our heritage transport experience. Allied Medical's donation of four new wheelchairs significantly improved mobility access, reinforcing our commitment to manaaki and welcome all visitors to our museum.

MOTAT's visitor experience is more than just exhibitions – it's about creating moments of wonder, learning, and connection. Through innovation, collaboration, and a deep understanding of our community's needs, we continue to evolve and enrich the museum journey for every visitor. We are proud of the strides made this year and look forward to building on this success in the years to come.

OBJECTIVE 2

**Kia whakamanahia te Tīma o MOTAT
Empower the MOTAT Team**

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

**Te Puna Whāngai Māori: Embedding our
Kaupapa Māori framework**

Te Puna Whāngai Māori is the foundation for how MOTAT brings kaupapa Māori to life across the organisation. Developed by our Kaupapa Māori team and anchored in the values of manaakitanga, whanaungatanga and whakapapa, this framework ensures our engagement with te ao Māori is authentic, respectful and enduring.

It shapes our day-to-day practices – from how we welcome manuhiri to how we collaborate and innovate. By placing Te Puna Whāngai Māori at the centre of our mahi, we’re creating an environment where people feel empowered to grow, contribute and connect, while also ensuring that we embody true integrity and intentionality in our bicultural practice within the museum sector.

**He kākano, he reo, he mahi: Growing our
Te Reo Māori journey**

In May 2025, MOTAT’s Kaupapa Māori team led a transformative te reo Māori wānanga for a large number of the museum whānau. This special evening brought the team together through shared kōrero and deep reflection – creating a powerful sense of connection and cultural confidence.

The wānanga was more than a learning event – it was a turning point. It inspired a renewed commitment to how we hold te reo Māori in daily practice and helped nurture a workplace where language, identity and innovation flourish together.

Supporting everyday reo

Our commitment to te reo Māori is reflected in sustained learning opportunities for kaimahi:

- 44 team members actively participated in te reo Māori classes.
- 439 hours of learning was received across four 10-week blocks.

This strong engagement shows a growing desire across MOTAT to learn, speak and honour te reo Māori me ōna tikanga – ensuring it is a living, growing part of our culture. Through these efforts, we continue to embed kaupapa Māori not just in policy, but in practice – building a workplace where everyone is supported to engage fully with te ao Māori, every day.



MOTAT's strength lies in its people – our employees, volunteers and interns – who bring energy, purpose and pride to our mission. This year, we deepened our commitment to creating a workplace where people feel empowered, supported and connected.

Building engagement and belonging

We were proud to see meaningful increases in engagement across the organisation. Employee survey participation rose to 75%, with the overall engagement score climbing to 69% – placing MOTAT within New Zealand's best-practice range. Scores for manager communication, team member autonomy and wellbeing support were particularly strong.

Volunteer engagement also improved, with the engagement score rising to 84%. Volunteers reported feeling a strong sense of pride and value in their roles, along with growing confidence in the museum's leadership.

Advancing diversity, equity and inclusion

Our Pacific Language Weeks were a standout example of inclusion in action. Over 12 weeks, we celebrated the unique cultures and languages of Pasifika nations through team-led activities, shared meals and learning resources. Pasifika team members played a central role in planning and delivering on these celebrations – strengthening cultural capability and belonging across the organisation.

The Rainbow Inclusion Stocktake, aligned with our Pride Pledge, marked a key milestone in our commitment to creating a safer, more inclusive environment for Rainbow communities. The closing of the gender pay gap and the introduction of a five-week annual leave entitlement for eligible team members further demonstrates our dedication to equity and wellbeing.

Prioritising safety and wellbeing

Safety and Wellbeing remained a top priority. A cross-functional team of 15 safely processed and stored 436 radiation-affected collection objects in a project that was completed ahead of schedule and within strict safety limits.

In partnership with the Government Health and Safety Lead, MOTAT hosted a cross-agency intern who worked with the team to digitise our hazardous substance records, which streamlined compliance and improved risk visibility through the Noggin mobile platform. The continuous improvement and development of Noggin this year, building on from prior years, has transformed how MOTAT manages safety and compliance. This shift has improved transparency, streamlined workflows and allowed the team to focus more on proactive safety initiatives.

The rollout of My Everyday Wellbeing, an online resource offering expert advice and tools, saw exceptionally high engagement. Topics

like wellbeing support, mindful eating and mental health drew strong interest, reinforcing our commitment to proactive and accessible wellbeing support.

Supporting growth and progression

Career progression and role changes have been actively supported. Remuneration was considered in relationship to cost-of-living challenges and supporting our employees to have quality work-life balance. Our celebration of volunteers and ongoing investment in team development underscore our belief that empowered people are the heart of a thriving museum.

Together, these initiatives reflect a year of meaningful progress towards empowering every member of the MOTAT Team – building a workplace where inclusion, wellbeing and opportunity are not just goals, but everyday realities.

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



In October 2024, MOTAT's Curatorial Research team received an exciting donation offer of a contemporary, autonomous aircraft. Wisk Aero needed a new home for its Generation 5 Cora aircraft ZK-USA, which had completed trial flights in Te Wai Pounamu South Island.

The cutting-edge nature of this electric vertical take-off and landing (eVTOL) prototype aligned with MOTAT's strategic focus to show transformative and visionary technology and reinforced our commitment to collecting contemporary, innovative objects. It soon became the inspiration for a new exhibition, meaning the Wisk could be almost immediately enjoyed by MOTAT visitors, along with other autonomous technology from the collection.

The Wisk Cora is a unique addition to museum collections across Australasia and positions MOTAT at the forefront of collecting and

exhibiting emergent technology. Its inclusion not only strengthens MOTAT's contemporary technology narrative but also connects with broader themes in our collection – electric vehicles, GPS navigation and urban mobility.

Future technology to the fore

The acquisition demonstrates MOTAT's evolving role in representing current and future technology and is a powerful symbol of how innovation can address real-world challenges like congestion and environmental sustainability.

The aircraft, which completed over 1,300 trial flights in the Mackenzie District, is also a testament to the country's role as a global leader in aviation innovation and a preferred location for research and development in autonomous flight. Wisk Aero is now testing a Gen 6 version of the aircraft.

The donors generously arranged a fitted-out crate and door-to-door delivery to safely transport the Wisk Cora to the museum and supplied contextual images and video. Team members from Conservation, Collection Workshops, Registry, Curatorial Research and Exhibitions spent a day removing the Wisk from the crate and reassembling it. Professional photography took place soon after and the Registry team then prepped the Wisk for transporting from our collection store to MOTAT Great North Road in readiness for exhibiting.

Exploring the potential of autonomous tech

The resulting *Hautū Aunoa Autopilot* exhibition has the bright-yellow Wisk at its heart, but also explores the potential of autonomous technology across aviation, conservation and environmental protection.

Beyond the Wisk, the exhibition highlights a suite of autonomous technologies developed in Aotearoa. These include drones from Aeronavics and Envico Technologies, used for mapping and pest monitoring; NZ AutoTraps' solar-powered, auto-resetting traps for predator control; and AquaWatch's waka, a water monitoring device that delivers real-time environmental data.

Each innovation reflects the power of autonomous systems to enhance conservation, agriculture, and water management. Through this new acquisition and the exhibition, MOTAT continues to elevate the quality, care and accessibility of its collection – ensuring that today's breakthroughs become the inspiration for our future innovators.



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

MOTAT’s commitment to enhancing the quality, care and accessibility of its collection was evident across a dynamic year of activity and innovation. From conservation and digitisation to exhibitions and research, our Collections teams have worked collaboratively to ensure our taonga are preserved, celebrated and made more accessible to our communities.

Small tech rehousing project

A standout achievement was the Conservation-led rehousing of MOTAT’s small technology collection. The project transitioned objects from disparate storage boxes into a modular plan chest system, beginning with a pilot focused on mobile phones. This initiative not only improves visibility and access to the Collection, but also sets a new standard for storing technology categories such as cameras, laptops and gaming devices. It sets us up to enhance planned public tours of the collection storage areas.

Library mahi

The Walsh Memorial Library continued to be a hub of storytelling and heritage preservation. Two exhibitions – *E ono tekau tau o MOTAT: Sixty Years of MOTAT* and *Te tūhononga o Waitematā: Bridging the Waitematā* – drew on rich archival materials to explore MOTAT’s legacy and Auckland’s engineering history. The Library also accessioned the significant Nellie Ferner photographic collection, welcoming the Ferner whānau and Mt Albert Historical Society to view these treasured images. The inaugural Oriel Bickerton Internship, set up in partnership with the MOTAT Society, further strengthened our commitment to documentary heritage, supporting hands-on experience in cataloguing and rehousing ephemera and manuscripts.

Object imaging boost

Digitisation efforts reached new heights, with over 4,400 high-quality images added to the Collections database. This mahi, led by the Registry and Library and Archives teams, improved more than 1,100 object records and included detailed videography of the Beam Engine and photography of MOTAT’s motorcycle and bicycle collections – enhancing both preservation and public access.

More collection display

Cross-hub collaboration brought collection objects to life in exhibitions such as the *Science Alive Te Manawa Magic Box* and *Whakahoro Accelerate*, including the display of a Honda 50 Stepthru scooter once owned by former Prime Minister Helen Clark and the NZ Post Paxster. Meanwhile, the Collection Workshops teams continued their vital restoration and maintenance mahi across our Aviation, Rail, Trams and Road Transport collections, with projects including Tram Trailer 21, the Lockheed Loadstar and the Fuji Rabbit scooter.

A highlight of the year was the activation of MOTAT’s Cambridge Meccano Differential Analyser, a rare analogue computing device. Led by the Curatorial Research team, this project attracted international attention, resulting in a visit and a presentation by Duke University Professor Patrick Charbonneau, confirming it as one of MOTAT’s significant collection objects.

Through these collective efforts, MOTAT continues to uphold its mission to care for and share the transport and technology heritage of Aotearoa – ensuring our collection remains vibrant, relevant and accessible for generations to come.

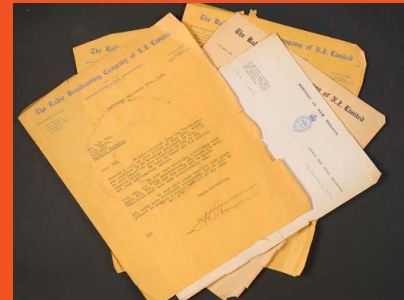
Acquiring science and technology for future generations

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.



Commemorative mug

Marking a TEAL flight between Auckland and Hawaii on the Awarua ZK-AMC in January 1942, this pewter mug was gifted to crew member Jack Bury by the Captain. Over the Pacific, the plane was fired on by a USAAF plane, until it was identified as civilian aircraft.



1926 NZRBC letters

Correspondence between the New Zealand Radio Broadcasting Corporation and lighthouse operator Mr Philip Cox of Cape Beale, Vancouver, Canada, confirming he was able to receive reception of the 1YA station, which opened in August 1925.



Pudney cassette adaptor

The cassette adaptor, patented in the late 80s, was developed to allow listeners to plug other devices, such as a portable CD player or an iPod into their car stereo, and listen to music recorded on the same format as they used elsewhere.



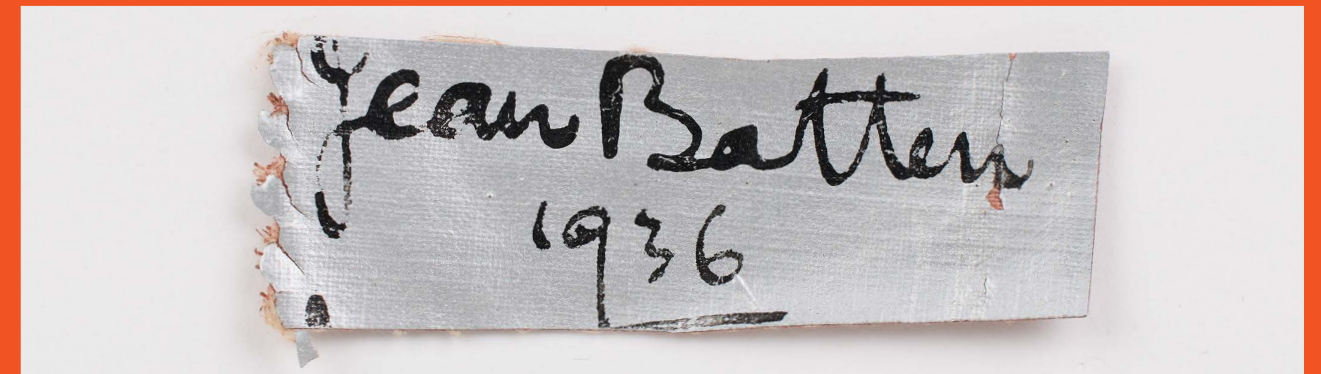
Digital production switcher [Kayak DD 2]

This digital production switcher was used in the production of live news shows filmed in and broadcast from Three's studios in the late 2000s. It switched between cameras and live crosses and integrated the graphic elements and visual effects.



Portable satellite

New Zealand broadcaster TVNZ operated this portable satellite unit from 2010 to around 2021 in Aotearoa and internationally. It was used to enable outside broadcasting and transmit live event coverage, delivering real-time information to audiences.



Jean Batten signature

Jean Batten's signature is on a piece of aircraft fuselage fabric. Batten signed a number of autographs in 1936 and sent these to the many fans who had followed her world-record setting flight from England to New Zealand in October 1936.



PlayStation

The PlayStation plays games from CDs rather than cartridges, providing greater storage that facilitated the 3D graphics credited with popularising this console. The CD-ROM drive could also play audio CDs.



Nintendo game and watch

"Fire Attack" was one in a series of 40 handheld games that could also be used as a digital clock. It has monochrome graphics that combine with permanent coloured graphics on the LCD screen's surface.



1967 New Zealand currency

In July 1967, New Zealand currency changed from Imperial to Metric, changing the way money was counted. These coins are from the last minting of Imperial coins for the NZ Treasury.



Torro Power Pack

Designed and made in Te Waipounamu South Island by plastic manufacturers PDL Limited, these Torro blocks include free-form blocks and an electrical switch and cable that can be connected to a motor for operation.



Portable cassette player

This portable cassette tape recorder has a built-in microphone and a speaker for playback. The device is designed for voice recording on standard compact cassettes. A unique feature is the voice activation system.



Fax machine

Fax machines were essential office tech for several decades. Documents are converted to electronic signals to be sent over telephone lines. These signals are then transmitted and reconstructed into a printed copy at the receiving end.



OBJECTIVE 4
Kia whanake te umanga me te toitūtanga
Improve our business and sustainability

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

Tramway upgrade powers sustainability and progress

In the second half of 2024-2025, MOTAT completed transformative and essential upgrade works to the Western Springs Tramway – an ambitious project, many years in the planning.

The tramway infrastructure is a key asset for MOTAT, providing our most popular visitor experience. This vital transport link, which carries more than 200,000 passengers annually between MOTAT’s Great North Road and Motions Road museum locations, stopping at Auckland Zoo, is more than just a ride, it’s a living piece of New Zealand’s transport history.

Keeping history on track

From the complex “S-bend” near Western Springs College to the Motions Road crossing and the passing loop at Great North Road, every section was carefully upgraded to ensure safety, longevity, and operational excellence. This upgrade ensures MOTAT’s beloved trams can continue operating safely and sustainably for generations to come. It’s a shining example of how MOTAT is improving its business, while preserving the past and protecting the future.

The tramway’s tracks, some nearly a century old, had begun to threaten the integrity of our meticulously restored heritage trams. MOTAT responded with a strategic, multi-stage upgrade, sourcing specialised rail from Melbourne and custom-made switches from the Czech Republic. The project required cross-team collaboration, with contractor Libbet working tirelessly – often through nights and weekends – to deliver the upgrade on time. One of the reasons the contractor was chosen was for their commitment to sustainability, evident in the recycling of all removed concrete and rail materials, minimising environmental impact.

Despite challenges posed by winter weather and unexpected geotechnical issues, both stages of the upgrade were completed in time for the April and July school holidays. The tramway was fully reopened at the end of June, marking a major milestone in MOTAT’s long-term planning and infrastructure renewal.

In summing up the enormity of the project, MOTAT’s Chief Executive remarked “The reopening of the Western Springs Tramway is a landmark moment and represents years of work by MOTAT. These remarkable vehicles are more than just historical artefacts – they bring our transport history to life and create unforgettable moments for all visitors.”

Generous support

This project was supported by Auckland Council, Tātaki Auckland Unlimited and generous donors through our successful “Adopt a Tram” fundraising campaign, which captured the hearts of Aucklanders. The campaign not only raised essential funds but also reinforced the community’s deep connection to MOTAT’s heritage transport experience.



MOTAT continues to make significant strides in improving operational sustainability and enhancing business resilience. In 2024-2025, our commitment to environmental responsibility and innovative revenue generation has delivered measurable impact across the organisation.

Carbon emissions slashed by 64%

A major milestone was MOTAT's successful completion of the Toitū Carbonreduce audit, confirming a remarkable 64% reduction in absolute greenhouse gas emissions since 2016-2017. This achievement reflects our long-term dedication to climate action, with key contributors including the adoption of compressed-sawdust biofuel in the Pumphouse and Steam Tram No. 100, and meticulous maintenance by the Rail Heritage team that has halved coal consumption in the locomotives.

Switching to Ecotricity as our electricity supplier further reduced our carbon footprint, bringing "imported energy" emissions to their lowest recorded level. These efforts demonstrate how MOTAT is balancing the preservation of historical working technology with a forward-thinking approach to environmental stewardship.

New revenue streams

Business development initiatives have gained momentum, with the relaunch of private events in the Taiwhanga Rererangi Aviation Hall through a partnership with Tātaki Auckland Unlimited. This iconic venue now joins Auckland Conventions Venues and Events' portfolio, offering guests a unique experience among historic aircraft.

Infrastructure upgrades

Infrastructure upgrades also played a vital role. Essential drainage works at the Walsh Memorial

Library were prioritised to protect archival collections from flooding, following early winter rainfall that threatened the integrity of the site. The project included the installation of new stormwater systems and overland flow paths to prevent future water ingress.

Complementing this, a new climate control system was installed in the Library's archive room, custom-built to meet conservation standards. This upgrade ensures the long-term preservation of paper and photographic materials, safeguarding MOTAT's taonga for future generations.

Continuous improvement

Operational enhancements have also improved visitor and team experiences. The reopening of the wharekai café, now operated by Raha Espresso Bar, has revitalised food and beverage offerings. ICT upgrades include the creation of a new intranet, accessible to all MOTAT

staff and volunteers, while better emergency radio communications improve the museum's emergency preparedness across the sites.

Our wider staff accommodation project included the removal of an end-of-life building near the Pumphouse. The area is now a landscaped greenspace and walkway that enhances MOTAT's entrance at Great North Road. The project involved the demolition and removal of an old staff accommodation building and significant preparatory works ahead of the greenspace and walkway being developed.

Together, these initiatives reflect MOTAT's strategic focus on sustainability, innovation, and continuous improvement. We are proud of the progress made and remain committed to building a resilient, future-focused museum that delivers value to our visitors, community, and environment.

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

MOTAT’s commitment to collaboration continues to flourish through meaningful engagement with like-minded institutions across Aotearoa and globally. These partnerships enrich our mahi and position MOTAT as a leader in STEAM engagement and innovative museum practice.

With support from ASTEN (Australasian Science & Technology Engagement Network) and MOTAT, our Senior Exhibitions Content Developer was able to visit the Smithsonian National Air and Space Museum in Washington, D.C. This behind-the-scenes experience offered insights into gallery design, donor-funded initiatives and educational programming.

Showcasing our mahi

MOTAT played a key role at the ASTEN Conference in Melbourne, where our team shared expertise on exhibition design and education. At the National Digital Forum Conference in Wellington, our team presented on how a te ao Māori lens was woven into the story of flight in *Te Kōtiū*. This aligned well with the forum’s theme Paorangi / Impact, which focused on connecting with communities.

Working together for preservation

Internationally, our Director of Collections represented Aotearoa at the ICOM (International Council of Museums) Working Group on Collections in Storage, co-hosting its inaugural conference in Paris. Our contributions to global conversations on collection care and storage challenges are helping shape best practices.

Closer to home, MOTAT’s Conservation team participated in the NZCCM (New Zealand Conservators of Cultural Materials) Conference, sharing progress on our integrated pest management programme (IPM).

Our Education team has actively engaged with national and international networks to share and grow best practice. At the STEAM Education Summit, our Innovation Forge programme drew strong interest, with six schools signing up for the pilot in 2025. At the Associate Teachers ECE Symposium, our presentation on STEM pedagogy in Te Tumu (our under-fives play space) generated valuable feedback for embedding early childhood learning opportunities. MOTAT also co-authored an article in the *First Years Journal*, detailing our journey with ECE advisory experts in developing Te Tumu.

Key partnerships

Our key partnerships with Science Alive and Te Whai Ao Dodd-Walls Centre continue to enrich our programming.

Tech 24, hosted with Tātaki Auckland Unlimited, brought together over 300 students to explore STEM careers through hands-on experiences with industry experts. The event was a vibrant showcase of MOTAT’s role in inspiring rangatahi to pursue futures in technology.

Te Puna Whāngai Māori will continue to provide a framework to build understanding, create opportunity and seek meaningful connection with te ao Māori and Māori-led organisations, advisors and knowledge holders. Through close collaboration with our partners, we continue in our efforts to ensure that every visitor feels the manaaki of a truly inclusive environment – one where Māori culture thrives in our exhibitions and spaces, is celebrated and is increasingly present in all experiences the Museum offers.

Through these collaborations, MOTAT continues to learn, share and lead – strengthening our impact and ensuring our mahi remains relevant, inclusive and future-focused.





2024-2025 Financial Report

We are pleased to report that we received an unqualified audit opinion for the 2024-2025 financial year.

Auckland Council provided a levy of \$19,021,154, which included an allocation of \$250,000 to progress the Tram Track Renewal project. Further support was secured from Tātaki Auckland Unlimited, strengthening our capacity to deliver this critical infrastructure work. Community support was also evident for these works through contributions raised by the “Adopt A Tram” campaign.

Once again this year, we continued to run the Dockline Tram in Wynyard Quarter on behalf of Eke Panuku, which generated revenue of \$237,011. Total admissions to MOTAT, commercial revenue, grants and other non-levy income amounted to \$6,114,017. This is a strong outcome, particularly given the

tramway was not fully operational during part of the year due to track renewal works, which temporarily impacted visitor numbers. These works were completed prior to the end of the financial year, and the full tram track is now back in operation.

In accordance with our planning, a revolving loan facility of up to \$10 million was made available, with \$8.2 million drawn down and scheduled for repayment early in FY26. Of the 23 objectives included in the Audited Statement of Service Performance, 17 were fully achieved. Three objectives were partially achieved and three were not achieved, reflecting MOTAT's ongoing commitment to continuous improvement and accountability.



Financial Statements for the year ended 30 June 2025

Statement of comprehensive revenue and expense for the year ended 30 June 2025

	NOTE	2025	2024
Levies from Territorial Authorities	2	19,021,154	18,527,250
Grants and Donations	2	1,399,059	823,432
Rent – Donation	2	2,040,000	2,040,000
Interest Received		113,163	243,503
Exchange Revenue	3	2,561,795	2,775,458
Operating Revenue		25,135,171	24,409,643
Employee Benefits		10,912,820	10,202,926
Depreciation	4	2,761,021	2,230,644
Amortisation of Intangibles		-	6,802
Finance		111,819	121,883
Rent		2,040,000	2,040,000
Other	5	9,850,518	10,039,735
Total Expenses		25,676,179	24,641,990
Net (Deficit)/Surplus		(541,008)	(232,347)
Other Comprehensive Revenue and Expense			
Heritage Asset Revaluations		1,007,996	919,040
Total Comprehensive Revenue and Expense		466,988	686,692

Statement of changes in equity for the year ended 30 June 2025

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

Balance as at 01 July 2023 (as reported)	210,203	11,950,120	52,380,929	64,541,252
Restatement (see note 8b)	-	(666,000)	(2,464,000)	(3,130,000)
Balance as at 01 July 2023 Restated	210,203	11,284,120	49,916,929	61,411,252
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	(258,652)	686,692
Balance as at 30 June 2024 Restated	236,507	12,203,160	49,658,278	62,097,944

Statement of financial position as at 30 June 2025

	NOTE	2025	2024 (Restated)
Current Assets			
Cash and Cash Equivalents	7	1,228,943	536,854
Accounts Receivable and Prepayments		182,193	137,981
Shop Inventory		95,847	82,665
GST Receivable		257,581	465,149
		1,764,565	1,222,649
Non Current Assets			
Intangible Assets		-	-
Property, Plant and Equipment	8a	42,957,106	42,314,422
Collection Assets	8b	29,186,903	28,485,727
		72,144,009	70,800,147
TOTAL ASSETS		73,908,574	72,022,796
Current Liabilities			
Creditors and Accruals	9	2,962,481	2,311,948
Approach 2 Projects Loan	10	8,200,000	7,500,000
Income in Advance	6	181,161	112,906
		11,343,642	9,924,854
TOTAL NET ASSETS		62,564,932	62,097,944
Equity			
General Equity		49,165,951	49,658,278
Asset Revaluation Reserve		13,211,156	12,203,160
Projects Reserve	11	187,824	236,507
TOTAL EQUITY		62,564,932	62,097,944

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 23 October 2025



Board member
Date 23 October 2025

Financial Statements for the year ended 30 June 2025

Statement of cash flows for the year ended 30 June 2025

	NOTE	2025	2024
Cash from Operating Activities			
Cash was provided from:			
Levies from territorial authorities		19,021,154	18,527,250
Donations and bequests		1,461,460	781,441
Receipts from operations		2,535,650	2,596,945
Interest income		113,163	243,503
Cash was disbursed to:			
Payments to suppliers, employees and others		19,930,625	21,012,176
Borrowing costs paid		111,819	121,883
Net Cashflow from/(applied to) Operations		3,088,976	1,015,080
Cashflow from Investing Activities			
Cash was provided from:			
Sale of property, plant and equipment		-	841
Cash was applied to:			
Payments for property, plant and equipment		3,096,886	7,700,609
Net Cash (applied to)/from Investing Activities		(3,096,886)	(7,699,768)
Cash flow from Financing Activities			
Cash was provided from:			
Proceeds from borrowings		700,000	7,500,000
Net Cash (applied to)/from Financing Activities		700,000	7,500,000
Net Increase/ (Decrease) in cash held			
Opening Cash Balance		536,854	(278,458)
Closing Cash Balance	7	1,228,944	536,854

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 2025

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 2025.

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

Summary of Accounting Policies

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

(A) Revenue recognition

Revenue from non-exchange transactions

Levies

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

Grants and donations

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

Rent donation

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

(C) Rent expense

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

(D) Property, plant and equipment

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

Depreciation

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

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

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

Redevelopment costs (Work in Progress)

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

Additions

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

Disposals

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

Impairment

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

All items of Property, Plant and Equipment including collection assets are reviewed to identify any indicators of impairment at each balance date. Where there is an indicator of impairment the asset’s recoverable service amount is measured, being the higher of the

asset’s fair value less costs to sell and value in use. An impairment loss is recognised for the amount by which the asset’s carrying amount exceeds its recoverable service amount.

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

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

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

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

(E) Collections

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

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

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

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

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

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

(F) Inventories

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

(G) GST

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

(H) Accounts receivable

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

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

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

(I) Cash and cash equivalents

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

(J) Short-term investments

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

(K) Taxation

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

(L) Creditors and accruals

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

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

(M) Income in advance

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

(N) Leases

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

(O) Loan

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

(P) Statement of cash flows

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

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

(Q) Critical accounting estimates and assumptions

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

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

(R) Financial instruments

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

(S) Restatement of prior year comparatives

Prior year comparatives in the statement of changes in equity and statement of financial position were restated as a result of identification of collection assets within MOTAT’s register which were owned by Auckland Council. Refer also note 8b.

2. Non exchange revenue

	2025	2024
Grants		
Donated Collection Assets	30,000	-
Ministry of Education Grant	135,098	135,098
Te Puawānanga development	104,167	395,000
Tātaki Auckland Unlimited		
Tram Track replacement	900,000	-
Western Springs Development	-	110,000
Renewal works	-	99,900
Other Donations and Grants	229,794	83,434
Total Grants and Donations	1,399,059	823,432
Levies from Territorial Authorities	19,021,154	18,527,250
Rent Donation	2,040,000	2,040,000
Total Non Exchange Revenue	22,460,213	21,390,682

3. Exchange revenue

	2025	2024
Gate and Tram Admission	1,855,426	1,717,426
Hirage, Events and Functions	5,480	-
Other income	458,063	821,558
Shop Sales	242,826	236,474
Total Exchange Revenue	2,561,795	2,775,458

4. Depreciation

	2025	2024
Leasehold Improvements (incl Buildings)	1,604,608	1,518,623
Furniture and Fittings	333,393	111,582
Vehicles	22,926	19,384
Computers and Software	177,273	218,064
Display Equipment	234,407	101,628
Plant and Equipment	388,414	261,362
	2,761,021	2,230,644

5. Other expenses

	2025	2024
Amenities	9,206	9,187
Audit	70,191	69,980
Bank /Merchant + EFTPOS Fees	116,677	65,555
Board remuneration	217,096	140,896
Catering and Functions	45,591	53,268
Conservation	47,260	80,989
Consultancy/Legal Fees	462,854	729,740
Cost of Shop Sales	141,103	128,792
Courier/Postage	4,411	3,493
Research Database	1,525	850
Energy/Fuel	256,539	255,378
Events/Exhibitions/Signage	1,180,576	1,075,820
Expendable Programme Resources	33,448	30,025
Fees, subscriptions, permits & licences	159,075	141,319
Fixed Assets Expenses (<\$1500)	14,064	6,082
Impairment	-	199,547
Insurance - premiums	335,693	313,304
Internet Connection/IT Support	674,391	682,341
Leases - Equipment	16,284	13,986
Maintenance expenses	1,515,479	1,914,439
Travel/Accommodation/Vehicle	59,858	59,123
Equipment Hire	207,292	188,087
Miscellaneous expenses	44,402	71,893
Marketing	591,020	601,752
Off-site Storage	1,162,971	1,137,480
Other staff expenses	212,192	401,782
Photocopying and Printing/Stationery	121,862	125,949
Promotions	20,379	2,279
Rates - land/water	54,908	61,291
Heritage Assets Disposals	356,095	31,910
Restoration Expenses	847,432	562,657
Safety/Security	686,353	662,322
Subscriptions/Memberships	58,853	53,515
Sustainability	25,129	52,782
Telephones	100,310	111,923
	9,850,518	10,039,735

6. Income in advance

	2025	2024
MOTAT Mates Annual Pass Liabilities	114,594	108,740
Sundry	66,567	4,166
	181,161	112,906

7. Cash and cash equivalents

	2025	2024
Cheque Account	338,511	277,809
Business Saver Account	700,129	475
Business Saver Account - Special Purpose	174,078	219,094
Imprest and Clearing Accounts	16,226	39,447
Foreign Currency	-	29
	1,228,944	536,854

8a. Property, plant and equipment

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

Previous Year (2023-24)	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

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

8b. Collection assets

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

Prior Year (2023-2024) restated	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 Restated*	9,779,789	22,044	348,042	79,310	1,726,191	119,342	2,243,802	1,555,832	7,415,781	4,134,925	354,598	27,779,656
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 (restated)	9,606,433	33,720	358,557	84,290	2,052,354	119,356	2,244,735	2,230,887	7,272,109	4,127,590	355,695	28,485,727
Reconciled to:												
Opening Balance 1 July 2023 Restated*	9,779,789	22,044	348,042	79,310	1,726,191	119,342	2,243,802	1,555,832	7,415,781	4,134,925	354,598	27,779,656
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 Restated*	9,606,433	33,720	358,557	84,290	2,052,354	119,357	2,244,735	2,230,887	7,272,109	4,127,590	355,695	28,485,727

*** Restatement** - The opening balance as at 01 July 2023 for domestic technology has been reduced by \$407,000 and the opening balance for industrial and maritime heritage as at 01 July 2023 has been reduced by \$2,723,000 relating to engineer’s cottage and pumphouse respectively. It was identified that these assets are in the ownership of Auckland Council and not MOTAT’s, prior to 01 July 2023 hence the opening balance for the collection assets have been reduced by these amounts. The corresponding restatement of equity has the effect of reducing opening general equity by \$2,464,000 and asset revaluation reserves by \$666,000.

During the year valuations of assets recognised include donated assets, non-significant pre-existing collection assets valued for the first time in 2025 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 of Computing and Digital Technologies, Robotics and Automation, Tramways were valued this year by AON (registered valuer) 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. Asset categories of Heritage Buildings was valued this year BQH (registered valuer) using the estimates based on the price that would be paid to create similar exhibits, in a condition substantially the same but not better or more extensive than the existing presentation.

The very limited and specialised market for these assets means that, in most instances, there are few transactions on which a value can be reliably based. The recorded values are therefore the best estimates of the valuers based on their knowledge of transactions of similar assets.

The categories specifically valued this year were Computing and Digital Technologies, Robotics and Automation, Tramways and Heritage Buildings. Collection assets not recognised in these financial statements have been considered by the Board to have values that are not significant in comparison to the total value of the collection that has been recorded. Assets not currently recorded in the financial statements have no reliable information on which a valuation can be based.

During the financial year ended 30 June 2025, two heritage buildings were identified on MOTAT’s site site – the Pumphouse and Engineers Cottage, which have been determined to be owned by Auckland Council and recorded on Council’s Asset Register valued at \$3.13 million as at 30 June 2024. These buildings predate MOTAT’s lease agreement with the local authority and, as such, do not meet the criteria for recognition as assets under MOTAT’s control. Accordingly, MOTAT has removed these buildings from its financial statements as heritage assets. MOTAT continues to maintain operational records of these buildings to support ongoing maintenance and conservation.

The previous and following year of valuation is as follows:

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

9. Payables under exchange transactions

	2025	2024
Creditors and accruals	2,260,990	1,731,323
Employee Entitlements - Holiday Pay	701,491	580,625
	2,962,481	2,311,948

10. Loan

	2025	2024
Westpac	8,200,000	7,500,000
	8,200,000	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 though the Council levy.

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

11. Project reserve

	2025	2024
DC3 NAC Repaint Reserve	1,350	1,350
Lancaster Restoration	174,078	222,760
Mosquito Restoration	2,000	2,000
Tram #17 Fund	10,397	10,397
	187,825	236,507

12. Lease commitments

All significant operating lease commitments relate to:

Leases

- Rental at MOTAT off-site storage (Unit 6) from 1 April 2017 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

Non-cancellable operating lease rentals are payable as follows:

	2025	2024
Not later than one year	1,248,235	1,131,713
Later than one year and not later than five years	232,315	1,336,653
Later than five years	-	-
Total	1,480,550	2,468,366

13. Audit fees

	2025	2024
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	95,442	67,942

14. Contingencies and capital commitments

There was no capital commitments at balance date (2024: \$20,398).
There was no contingent liability at balance date (2024: Nil).

15. Related parties

During the year, MOTAT has received levies from Auckland Council of \$19,021,154 (2024: \$18,527,250). 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 \$900,000 from Tātaki Auckland Unlimited and \$5,480 from revenue share of private events run by the organisation in our Aviation Hall. During the year, MOTAT paid \$15,000 and has a payable of \$ Nil (2024: 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	2025	2024
Executive Management Team		
Salaries and other short-term employee benefits	851,822	950,926
Number of persons classified as executive management	4	4
Full-time equivalent members	4	4
Board Remuneration		
Board fees	217,096	125,750
Number of Board members	10	9
Total key management personnel compensation	1,068,918	1,076,676

Key management personnel include both Board and senior management. 2025 figures include the increase in the Board’s remuneration which has not been increased since 2013-14.

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 2025.

16. Going concern

As at 30 June 2025, 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 \$19,658,362 will be received for the 2026 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 (except the Pumphouse and Engineers cottage which are already in Council’s ownership).

18. Post-balance date events

There were no significant events after balance date that impact these financial statements (2024:Nil).



Statement of Service Performance

The following tables present the performance of MOTAT against our objectives as set out in the MOTAT Annual Plan 2024-2025.

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

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

In summary, 17 of the 23 measures were achieved.

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

Achievement key

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

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

OBJECTIVE 1

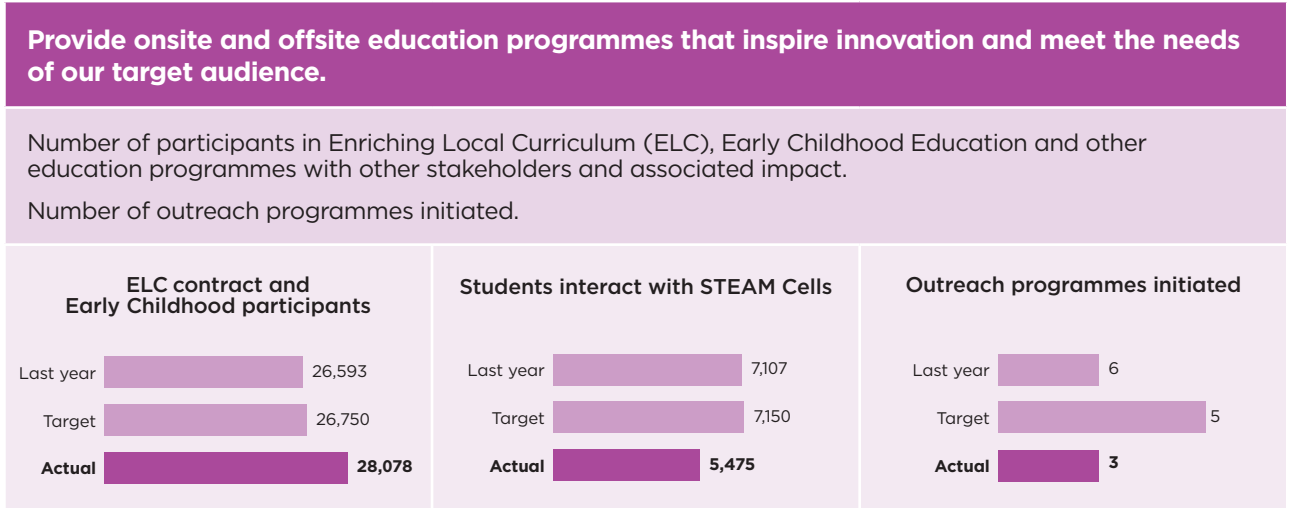
Kia Rangiwhāwhātia te wheako o te manuhiri

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.



Education visits include early childhood, primary and secondary students. STEAM (science, technology, engineering, art and mathematics) Cells 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 Enriching Local Curriculum programming in their curriculum.

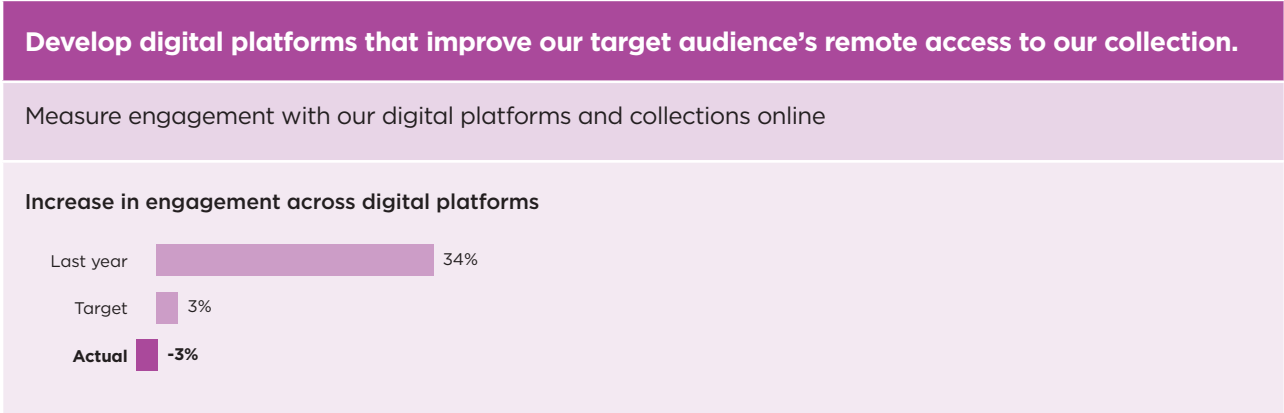
STEAM Cells is a mobile programme where MOTAT educators take trailers full of learning resources, including hands-on activities, out to schools. Outreach programmes relate to activities that occur outside of MOTAT.



The visitor satisfaction survey was from a sample group of 1,544 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 reduced tram offering due to renewal of part of the track infrastructure during March-June 2025. We finished the year ahead of prior year visitation but less than target.

Visits to online properties include our external website MOTAT.NZ and Collections Online.



Our digital platforms during the year were MOTAT.NZ, our external website and Collections Online. Average session duration is the primary engagement metric used for web properties. It measures the average time a visitor spends on the site and gives a consistent way to compare engagement across periods and year-on-year. Social media uses a different approach: platforms like Meta and LinkedIn calculate an engagement rate natively (typically likes/comments/shares/clicks ÷ impressions or reach). Those platform-provided engagement percentages are compared to previous periods or years to measure increases or decreases for social channels.

What it cost

The Exhibitions decrease in spend related to the long-planned Te Puawānanga Science and Technology Centre in which construction took place in 2023-24 and is included in the 2024 Actual figures below. This table includes the costs of developing and running public programmes, designing and delivering exhibitions, running education programmes and delivering brand and communication outcomes. It excludes staff costs as they are accounted for centrally.

2024 Actual		2025 Annual Plan Unaudited	2025 Revised Budget Unaudited	2025 Actual
5,451,812	Museum Experience hub	3,146,905	2,612,528	2,169,821
888,620	Public Programmes	984,185	948,550	783,495
3,631,031	Exhibitions	985,304	619,058	532,114
152,743	Education	172,504	218,495	111,856
725,197	Brand and Communications	751,302	744,425	713,043
-	Philanthropy and Partnerships	0	47,000	26,103
54,220	Director Museum Experience	253,610	35,000	3,210

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

Last year1.83

Target1.83

Actual1.20

This measure is the amount of lost time from injury per 200,000 hours worked. It is calculated on a 12-month basis. Historically MOTAT has had a very low injury rate and any slight change then impacts this measure. MOTAT has an active Safety and Wellbeing internal 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

Last year66%

Target66%

Actual69%

Volunteer engagement scores

Last year82%

Target82%

Actual84%

A total of 191 employee engagement surveys were distributed, with 144 completed and returned. Additionally, 169 volunteer surveys were sent out, of which 70 were returned.

The engagement survey was run by Culture Amp and used the following methodology. Each survey consisted of 55 questions, with five specifically contributing to the overall engagement score. Responses to each question were rated on a scale from 0 to 5, and categorised as follows: scores of 0–2 were considered Detractors, 3 as Neutral, and 4–5 as Promoters. The percentage of responses in each category was calculated. Engagement was determined by averaging the percentage of Promoter responses across the five key questions.

What it cost

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

2024 Actual		2025 Annual Plan Unaudited	2025 Revised Budget Unaudited	2025 Actual
10,941,002	People, Culture, Health and Wellbeing	10,880,670	11,370,624	11,547,491
224,092	HR Development	211,800	202,710	159,675
109,986	Health and Safety	107,000	121,270	123,289
229,958	HR Operations	122,900	176,900	171,983
10,376,966	HR Staffing Costs	10,438,970	10,869,744	11,092,544

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

5/5

Achieved

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

Last year10

Target10

Actual10

Maintain interventive Pest and Environmental Conservation Programmes

Last yearYes

TargetYes

ActualYes

Working collection items such as trams, trains and wagons have Operations Guideline 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 programmes ensure our collection can remain in good condition. This includes rental of a freezer to treat small collection objects for borer and mould, continuing with annual plane cleaning, regular integrated pest management group meetings and continuing collaboration for pest control with the Zoo.

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

Last year16

Target6

Actual8

Update brief histories

Last year20

Target40

Actual40

Improved photography of objects and continued digitisation

Last yearYes

TargetYes

ActualYes

Access to our collection is important, as not everything can be on display at all times. We publish articles to highlight the background of a particular collection item. Brief histories are reviewed and updated as additional information may be available since the last history was written. Technology has improved over time so digital images taken now are substantially clearer than previously. 360 degree images are 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 maintaining and conserving items, researching and recording histories.

This table excludes staff costs as this is accounted for centrally.

2024 Actual		2025 Annual Plan Unaudited	2025 Revised Budget Unaudited	2025 Actual
1,430,539	Collections hub	1,198,585	1,684,065	1,436,906
1,106,596	Collection Workshops	575,461	1,021,409	1,043,702
25,196	Curatorial Research	69,809	115,906	52,807
134,672	Conservation	314,814	211,939	135,141
59,054	Library	77,351	93,710	25,770
105,021	Registry	161,150	241,101	179,486

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OBJECTIVE 4

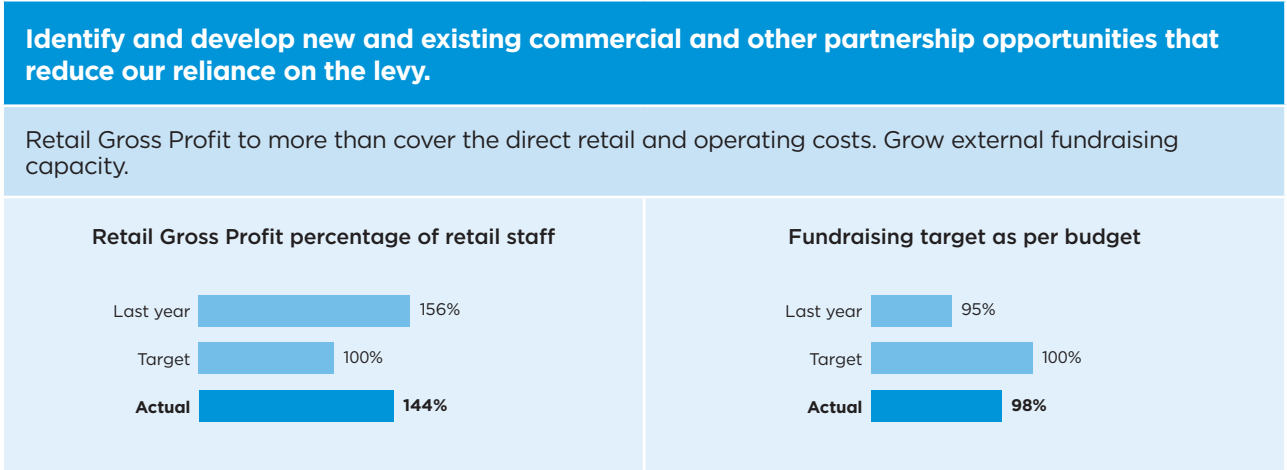
Kia whanake te umanga me te toitūtanga

Improve our business and sustainability

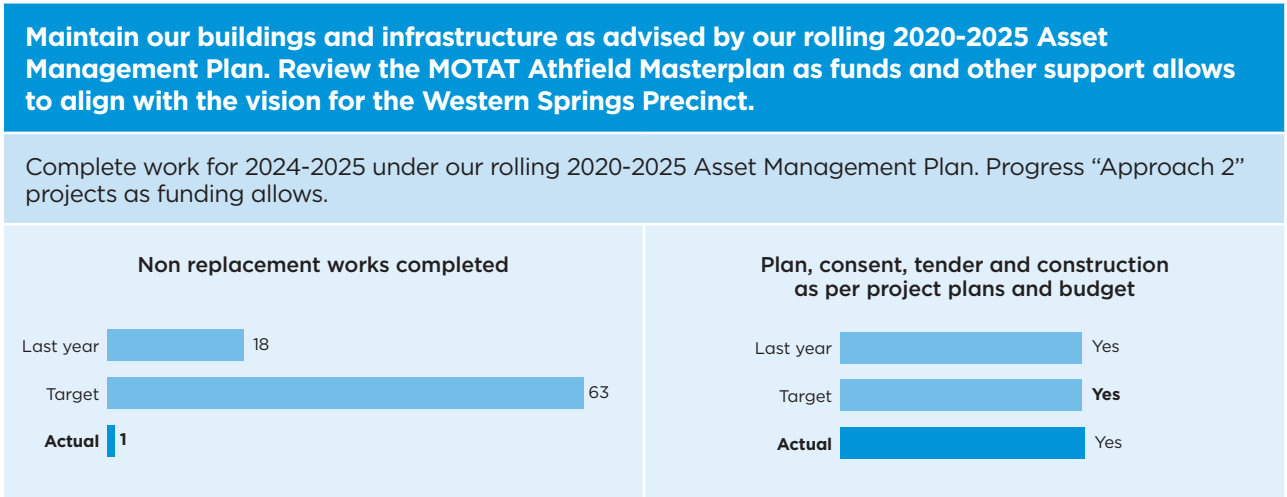
Maximise commercial opportunities and fundraising activities.

Buildings and Infrastructure.

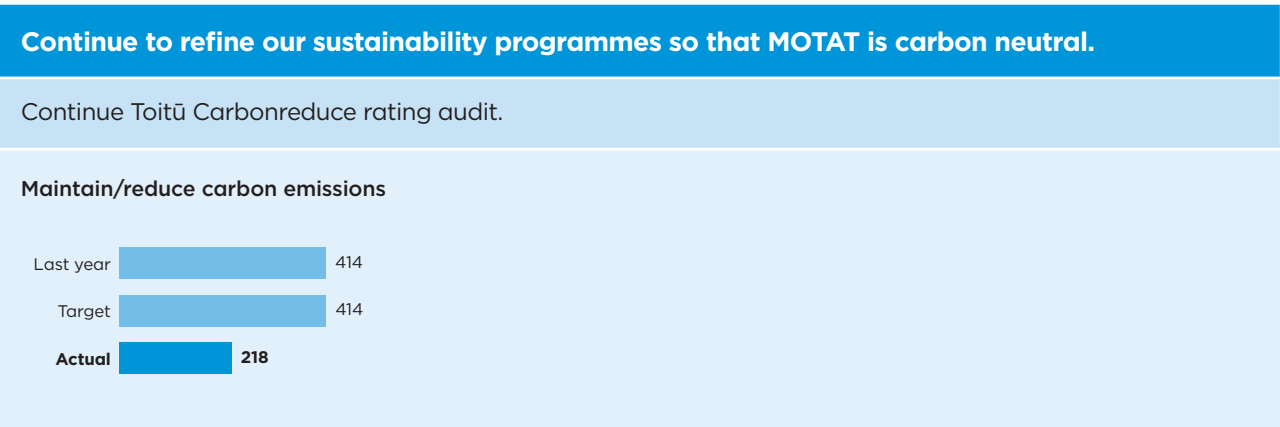
Environment.



MOTAT stocks a range of exclusive products such as MOTAT bears, tram key rings and magnets, and these are consistently the most popular items sold. Fundraising continues to be a tough market, with targets almost achieved this year due to the funds received from the "Adopt a Tram" campaign, education programmes, advertising signage and grants for Tram Tracks renewal.



The Asset Management Plan originally listed 63 items to be undertaken this year. However, due to the prioritisation of carry-over works from previous years and the completion of Building 5 items during last year's Te Puawānanga construction, only one item from this year's list was able to be completed.



Our carbon audit takes place in February each year for the prior financial year and results are advised in May. The result above relates to the 2023-2024 financial year. Substantial reductions include the change from coal to compressed wood fibre briquettes for tram and Pumphouse operations and our new electricity provider using 100% renewable resources for power generation.

What it cost

Business Services maintain services across the MOTAT sites and teams.

This also excludes staff costs which are accounted for centrally.

2024 Actual		2025 Annual Plan Unaudited	2025 Revised Budget Unaudited	2025 Actual
5,501,869	Business Services hub	5,165,471	5,666,463	5,365,859
1,022,626	Administration	1,208,541	1,643,484	1,408,881
141,975	Commercial	162,115	156,914	142,921
1,021,736	ICT Operations	937,083	1,003,501	898,530
1,415,699	Museum Environment	941,437	990,303	1,110,198
570,652	Security	638,592	617,617	565,976
1,132,181	Storage	1,277,703	1,241,644	1,239,353
197,000	Western Springs Development	-	-	-

OBJECTIVE 5

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

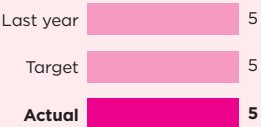
Tangata whenua technology and tikanga.
Work collaboratively with like-minded institutions to develop the visitor offer including public programmes, exhibitions, education and outreach activities that benefit the community.



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 Puna Whāngai was developed this year and guides the MOTAT team to engage with te ao Māori in ways that are genuine and respectful. It shapes our everyday mahi, whether that’s how we welcome people, how we learn together, or how we reflect Māori identity and innovation in our work.

Te Reo courses were offered to the team during the year. These courses comprised of 10 interactive sessions with 44 team members participating, demonstrating ongoing commitment to cultural learning and inclusion.

He Kākano, He Reo, He Mahi: Cultivating a Living Legacy of Te Reo Māori at MOTAT – From a single seed, a forest grows. In May 2025, the Kaupapa Māori team brought the MOTAT Team together for a transformative te reo Māori wānanga – an experience that wove meaningful kōrero, shared learning and collective inspiration throughout our team.

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



MOTAT has undertaken five different projects with like-minded institutions such as Auckland Council, Science Alive, Te Whai Ao Dodd-Walls, World Choir and My Launch Pad during the financial year where MOTAT only anticipated to undertake three.

The collaboration allows MOTAT to share and draw from expertise on exhibitions and conference handling and learn from institutions providing similar events.

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 2025

RSM Hayes Audit
Level 19, 125 Queen Street,
Auckland CBD, Auckland 1010
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, on his behalf, the audit of:

- the financial statements of the Museum on pages 34 to 51, that comprise the statement of financial position as at 30 June 2025, 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 52 to 62.

Opinion

In our opinion:

- the financial statements of the Museum:
 - fairly present, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year ended on that date.
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.
- the statement of service performance fairly presents, in all material respects, the Museum's service performance for the year ended 30 June 2025. In particular, the statement of performance:
 - provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Museum; determined in accordance with generally accepted accounting practice in New Zealand;
 - fairly presents, in all material respects, the actual performance of the Museum as compared to the performance targets included in the Museum's annual plan for the year ended 30 June 2025; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.

Our audit was completed on 23 October 2025. This is the date at which our opinion is expressed.

Basis for opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards 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.

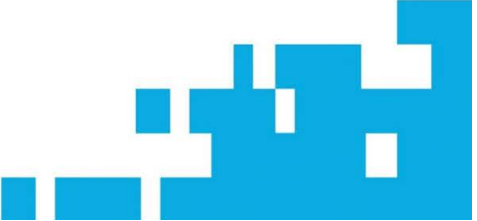
For target information reported in the statement of service performance, our procedures were limited to checking that they agreed to the relevant plans from which they were derived.

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

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

- We identify and assess the risk of material misstatement of the financial statements and statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Museum's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate whether the statement of service performance:
 - provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Museum. We make our evaluation by reference to generally accepted accounting practice in New Zealand; and
 - fairly presents the actual performance of the Museum for the financial year.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Museum's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the statement of service performance, or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Museum to cease to continue as a going concern.
- We evaluate the overall presentation, structure, and content of the financial statements and the statement of service performance, including the disclosures, and whether the financial statements and statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

Other information

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

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



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

Independence

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

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



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



In Appreciation

Our thanks and appreciation to our partners, sponsors and other supporters for helping us achieve our mission in the 2024-2025 financial year.

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



Thank You to Our Tram Adopters
We gratefully acknowledge and thank the following Platinum and Gold donors, and the hundreds of individuals, organisations and businesses who adopted a tram in support of the Tramway Upgrade Project in the past year.

Platinum Supporters	Gold Supporters	Gold Supporters	Gold Supporters
Bruce Hadden	Andrew Smith	Ingrid	Ricoh New Zealand
BM Electrical Ltd	Anonymous Gold Donor	Jolene Linnell	TED Rail
Rail Infrastructure Consultants (NZ) Ltd	Arjuna Oakes	Les Boulton	The Research Agency Ltd
Remuera Heritage Society	Art Deco Society of Auckland Incorporated	Libbet Ltd	The Kidd Family
Sean Chen	Coll Electrical Ltd	Mark & Valinda Fletcher	The Shires Family
Sir John Logan Campbell Residuary Estate	Dale Bailey	Michael Richard Lipscombe	Tony Messenger
	Dovetail Consulting Ltd	Morecroft Contractors Ltd	TSS Sensitive Freight
	Family Lensink	netQ Ltd	Undertow Media
	Grey Lynn Glass	Omnigraphics Ltd	
	Hydestor Shelving	Outsource Communications Ltd	

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

MOTAT Governance and Executive Leadership Team



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

MOTAT Leadership

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

MOTAT Board

Amit Prasad (Chair)
Wayne Schache (Deputy Chair)
Helen Atkins
Alastair Carruthers
Gabriel Kirkwood
Heather Ruru
Jeremy Sole (Resigned in May 2025)
Hema Sridhar
Dr Nicholas Waipara
Penny Webster





MUSEUM OF TRANSPORT AND TECHNOLOGY

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