

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

STATEMENT OF INTENT

2023-27



Photo credits

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Museum of New Zealand Te Papa Tongarewa Statement of Intent 2023-2027

In accordance with sections 138-148 of the Crown Entities Act 2004, this *Statement of Intent* of the Museum of New Zealand Te Papa Tongarewa (Te Papa) is for the four years ending 30 June 2027.

Section 156A of the Crown Entities Act requires that the preparation of the *Statement of Intent* applies to a Crown Entity Group, including subsidiaries. For the purposes of this *Statement of Intent* the Group refers to Te Papa and its subsidiaries, Mahuki Ltd and Mahuki Tahī Ltd, although no activity is planned for either subsidiary for the period covered by this *Statement of Intent*. For financial reporting purposes, the Te Papa Foundation is deemed to be a controlled entity of Te Papa and is included as part of the Group for that purpose only. The Te Papa Foundation is a charitable trust and separate entity to Te Papa, and the activities of the Te Papa Foundation are not covered by this *Statement of Intent*.

The purpose of this *Statement of Intent* is to promote public accountability. It sets out Te Papa's intentions and objectives for the four year planning period.

This *Statement of Intent* has been developed by the Board in accordance with feedback from the Minister for Arts, Culture and Heritage on Te Papa's strategic direction.

Dame Fran Wilde
Board Chair
9 June 2023

Caren Rangī
Chair, Tikanga Haumarū (Audit and Risk Committee)
9 June 2023

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Introduction from the Co-Leaders

In 2023, Te Papa marks 25 years since opening to the public. Our founding vision and kaupapa, to be a bicultural institution and a place where all New Zealanders feel a sense of belonging, has been embraced by the nation.

This *Statement of Intent* is framed by Te Rautaki o Te Papa – Te Papa’s enduring strategy. Te Rautaki firmly positions reciprocal relationships with communities, iwi, hapū, whānau and Papatūānuku at the centre of our mahi, and sets a vision for growth from our bicultural foundation into a Tiriti-based museum within our broader Pacific whanaunga, where all New Zealanders can see themselves and feel that they belong.

Te Rautaki provides new opportunities to deliver and collaborate on experiences that enhance people’s knowledge, sense of social cohesion and respect for the natural environment – in addition to caring for the national art collection, precious cultural, natural and heritage assets and taonga that represent Aotearoa’s past, present and future. We will be seeking opportunities to demonstrate this impact with reference to the human, social, natural and financial wellbeing domains in the New Zealand Treasury Living Standards Framework.

This *Statement of Intent* is also framed by the experiences of the past three years and our role in providing support over this time to the museum and cultural sector. The COVID-19 pandemic was severely challenging for the wellbeing and sustainability of the sector; we are proud of the role we played in both response and recovery. As we write, Te Papa is assisting cultural organisations, sector partners and communities recover from the devastation of Cyclone Gabrielle. These experiences have reinforced that the health and success of communities and cultural institutions are deeply entwined, and our sector has powerful and sometimes unexpected contributions to make to both local and national wellbeing.

Dr Arapata Hakiwai
Kaihautū

Courtney Johnston
Tumu Whakarare | Chief Executive



Looking forward

Commitment to people

From the beginning, the relationship between Te Papa and communities has found expression through exhibition development and partnership projects such as the Iwi in Residence programme. We have shown there are powerful opportunities for reconciliation, restitution and healing through helping to repatriate tūpuna and karāpuna home from overseas, and in reconnecting taonga with source communities. Over the next four years, mahi that is co-created and led by communities will be increasingly prominent across the range of our work.

Focusing our work in this way and monitoring our impact will help us invest our resources to strengthen relationships, build trust and foster New Zealanders' sense of identity and belonging.



Commitment to nature

The need for climate action at all levels of society has become acute. As well as reducing our burden on the environment, we want to think more fundamentally about New Zealanders' relationship with Papatūānuku – how people can connect with our environment and how Te Papa can inspire and enable New Zealanders to live more harmoniously with the natural world. Combining mātauranga and intergenerational stores of community knowledge with Western science will give a broader and deeper understanding of how to care for and learn from the environment.

Over the next four years we will pursue partnerships with like-minded organisations, and increasing the resource committed to sustainable practice and developing ways to empower people to protect and restore our environment and biodiversity. As well as providing storage for our fish collection that enables superb research access to this critical representation of the Southern Ocean and beyond, the project to replace the Spirit Collection Area facility will realise the benefits of working in partnership with tangata whenua. It will also catalyse our efforts to embed mātauranga into the development and care of the natural history collections and provide ways for Māori to exercise their role as kaitiaki of te taiao and taonga species.

Opportunities and risk

In the wake of the pandemic, risk is inherent across commercial activity and our financial sustainability is especially critical in the ongoing recovery period and during the rebuild of the international tourism market. To ensure we are well placed to deliver our mahi, we will continue to leverage our success as a drawcard for international tourism and pursue commercial opportunities to supplement our government funding, which covers only about 60% of our costs. The expansion of our venues business through running Tākina Events at Tākina Convention Centre will contribute to the growth and vibrancy of Te Whanganui-a-Tara, in partnership with Wellington City Council.

Risk management is an important element of good governance and management. Tikanga Haumaruru (the Board's assurance and risk subcommittee) assists the Board in the fulfilment of its corporate governance duties in relation to risk management, internal control and financial reporting. Risk management is integrated with our planning, budgeting and performance processes which enables identification, ongoing monitoring, oversight and treatment of risks.

We will also continue to work closely with sector colleagues and partners, including on disaster recovery advice and support in the aftermath of Cyclone Gabrielle, preparedness and risk management advice across the motu.



Te Rautaki o Te Papa

Te kaupapa

Kia mārama ki te onamata, kia whai hua te inamata, kia tutuki ngā wero o te anamata

Te pānga

Ngā wheako whakahirahira, ngā mātauranga hou, me ngā hononga hou

Te whakaora, te houhanga rongu, me te whakakaha

Te taiao tino ora

Ngā kaupapa matua

Hāpai ahurea

Te whakawhanake i ngā tikanga whare tonga mā te whakarite ko te Māori me ngā hapori te poutokomanawa ki te manaaki me te mōhio ki ā rātou taonga, ki ō rātou mātauranga, me ā rātou kōrero

Te hāpai i te mana o ngā ahurea me ngā hapori katoa

Tūrangawaewae

Te tiroiro i tō tātou hononga ki a tātou anō, hei Tangata Whenua hei Tangata Tiriti hoki, i tēnei wāhi motuhake. Ko te tuku tūrangawaewae ki ngā tangata katoa me tētahi wheako ahurei o Aotearoa

Te whakapakari i te rongomaiwhiti me te tuakiri o te iwi o Aotearoa

Papatūānuku

Te torotoro i tō tātou hononga ki a Papatūānuku, ki tō tātou taiao

Te whakamana i ngā tangata o Aotearoa ki te manaaki. ki te tiaki, ki te whakaora i te taiao me te kanorau koiora o Aotearoa

Te whakakitenga

He whare tonga tumu Tiriti, kei reira te whakapūmautanga o te katoa kite Tiriti o Waitangi ā, ka whakamahia e te Māori te tino rangatiratanga

Our purpose

To understand and treasure the past, to enrich the present, and to meet the challenges of the future

Our impact

Extraordinary experiences, new knowledge, and new connections

Healing, reconciliation, and empowerment

A thriving natural environment

Our priorities

Hāpai ahurea

Transforming museum practice by centring Māori and communities in the care, understanding, and sharing of their taonga, mātauranga, and kōrero

Upholding the mana of all cultures and communities

Tūrangawaewae

Exploring our relationships with each other, as Tangata Whenua and Tangata Tiriti, in this unique place. Offering a place to stand and a uniquely Aotearoa New Zealand experience

Strengthening New Zealanders' sense of belonging and identity

Papatūānuku

Exploring our relationships with Papatūānuku, our environment

Empowering New Zealanders to care for, protect, and restore Aotearoa's environment and biodiversity

Our vision

A Tiriti-based museum, where a collective commitment to Te Tiriti o Waitangi is fostered and Māori exercise tino rangatiratanga



Strategic intentions

Te Rautaki o Te Papa is our enduring strategy and envisions a Tiriti-based future, where a collective commitment to Te Tiriti o Waitangi is fostered and Māori exercise tino rangatiratanga through the museum. To achieve this vision and long term impact, we are focusing on three priorities, with impact indicators for each, to enable us to measure the change we want to see over time. Our annual performance measures, set out in the *Statement of Performance Expectations*, will provide the information required to re-direct and adjust to our environment as needed.

Hāpai ahurea

Hāpai ahurea means a commitment to placing Aotearoa's diverse communities at the centre of our mahi and museological practice and upholding the mana of all cultures with which we work. As well as enhancing people's sense of belonging, a large part of our work is about seeking ways to assist in healing and reconciliation. We will build on our decades of mahi in this area by enhancing how we understand our impact over the long term and evidence shifts over time.

This priority is driven by our intention to embrace continual change and transformation, to be more inclusive, to empower iwi, hapū and hapori/communities to tell their own stories, and to support communities to take up their own space and express their identity. We will continually trial new ways of working that maximise wellbeing through creative and imaginative connection with treasures/taonga and kōrero/stories. Learning opportunities for all ages and the production of new and transformative research will encourage reflection, insight and creativity.

In this period, we will specifically focus on progressing **community empowerment through collaboration with Te Papa**. We will continue to uphold a commitment to Mana Taonga.¹ By working in this way we seek to **strengthen relationships and enhance trust between communities and Te Papa**.

The primary mechanisms for tracking impact will be through:

- experiences that are co-created with or led by communities;
- collection development and care in partnership with source and descendant communities;
- repatriation through Karanga Aotearoa of ancestral remains, and domestic repatriation mahi;
- repatriation of taonga to source communities
- support to and partnership with cultural institutions and communities caring for their taonga



¹ Originating with the recognition of the spiritual and cultural connections of taonga with their people through whakapapa and the according rights to iwi to care and speak for their taonga and determine their use by Te Papa, the Mana Taonga principle has been extended to uphold the relationship of all source communities with collections cared for by Te Papa.

Tūrangawaewae

Everyone belongs at Te Papa. Founded as a bicultural museum, we are moving into a future where our mahi is firmly Tiriti-based and experiences are mana enhancing for all. Our establishing legislation envisaged a place where New Zealanders can understand and treasure the past, enrich the present and meet the challenges of the future.

We will provide experiences and connections that encourage New Zealanders to have a strong sense of identity and respect – across cultures and to Papatūānuku, the environment in which we all live. Te Papa can help realise a greater sense of social cohesion by sharing the best that multiple worldviews, experiences and mātauranga can offer, helping New Zealanders to use that insight to inspire discussions about our past, present and future. We will assist in acknowledging significant commemorations; particularly in regard to the themes Mana Māori Motuhake, Aotearoa’s relationship with the Pacific and cultural identity.

As well as celebrating what makes Aotearoa unique, we will explore **experiences that are fun and inspirational, and that spark curiosity**. We will monitor our impact in this space by examining:

- engagement and reuse of collections online;
- visitor feedback, impact and behaviours.

We will use our platform to promote a greater understanding, appreciation and use of te reo me ona tikanga Māori and mātauranga Māori, to weave te ao Māori into our ways of working and to **strengthen identity, belonging and respect in Aotearoa New Zealand**.

The primary mechanisms for tracking impact will be:

- visibility of te ao Māori through our programming;²
- representation of diverse cultural expression and stories through our programming;
- weaving mātauranga Māori through research and learning experiences;
- partnerships with tangata whenua; particularly mana whenua and iwi in residence.

² Our programming encompasses a wide range of in person and online experiences, exhibitions, learning resources and opportunities for engagement with taonga and collections.

Papatūānuku

Development of a holistic Papatūānuku strategy is a priority for this period. Internally, in recent years we have made significant improvements in energy use in particular, reducing our burden on the environment. In the coming year we will expand our planning for positive impact on climate change and emissions reduction. However, through our public engagement, collections, research and ways of working, we are more ambitious to create a positive impact. As a place for research and learning Te Papa has a leading role to play in encouraging New Zealanders and manuhiri to care for, protect and restore our environment and unique biodiversity. We acknowledge and actively work to support tangata whenua as kaitiaki of te taiao and will ensure mātauranga Māori, along with other knowledge systems, will inform appropriate access pathways and management of taonga.

We have an opportunity to maximise positive impact by working collaboratively with other agencies and will seek partnership opportunities to share resources and achieve joint outcomes to contribute to a thriving natural environment.

In the next four years we will **prioritise our care and consideration for Papatūānuku, encourage others to protect and restore our natural environment and biodiversity and support Māori to exercise their right as kaitiaki of te taiao and taonga species**.

Our first steps in this space will be to:

- develop an overarching strategy for our environmental commitment and assess current strengths and gaps;
- ensure Papatūānuku has a ‘seat at the table’ in our planning and decision making;
- share insights through research and museum practice;
- provide hands-on experiences for people to learn about threats to, and opportunities to build, a thriving natural environment;
- work with mana whenua on the development of the new Spirit Collection Area facility.



The vision for a Tiriti-based museum

All of these priorities will help us in different ways to transform from a museum founded on bicultural principles into one that is strongly grounded within Te Tiriti o Waitangi. Through *Hāpai ahurea*, we acknowledge and empower Māori as the creators and kaitiaki of their taonga and mātauranga. We acknowledge Māori as tangata whenua and assist in strengthening respect for and use of te reo, tikanga and mātauranga through *Tūrangawaewae*. And we connect New Zealanders to te ao Māori through understanding and respect for the unique relationship between tangata whenua and *Papatūānuku*. From this basis we will foster connection for tangata Tiriti, upholding the mana of all communities, increasing all people’s sense of belonging and deepening the bond with this unique and precious environment.

As a Crown entity we work in support of Te Ara Taonga to strengthen the Māori/Crown relationship, and particularly by directly supporting iwi, hapū and whānau in their cultural heritage aspirations.

Our primary mechanism for this is in Mana Taonga – prioritising the relationship of people with their taonga. This is expressed throughout our mahi including collection care practice, workshops and partnerships and collaboration on exhibitions and experiences.

Over the next four years we will begin the journey to

- **foster a collective understanding of Te Tiriti o Waitangi** within Te Papa and with New Zealanders;
- **work actively with iwi, hapū, whānau and hāpori Māori to define and enable tino rangatiratanga in their engagement with Te Papa** across a range of work programmes;
- **foster reconciliation, healing and improved wellbeing through restoration initiatives** including repatriation; and
- **share authority with iwi and hapū to fulfil the promise of the Māori/Crown relationship** in the context of Te Papa’s status as a Crown entity.

What we expect to see – the impacts

Long term, we have three impact areas where we want to see change.

- > **Extraordinary experiences, new knowledge and new connections**
- > **Healing, reconciliation and empowerment**
- > **A thriving natural environment**

We have developed impact indicators within each priority domain to support our vision statement, which will help us to guide our planning and measure short term impact to inform ongoing review and change. Our medium-term impact indicators are listed here.

Hāpai ahurea

- Communities are empowered through their collaboration with Te Papa
- Relationships and trust between communities and Te Papa are strengthened

Tūrangawaewae

- Visitors experience Te Papa as a place that is fun, inspirational and where curiosity is sparked
- New Zealanders' sense of identity, belonging and respect for one another is strengthened

Papatūānuku

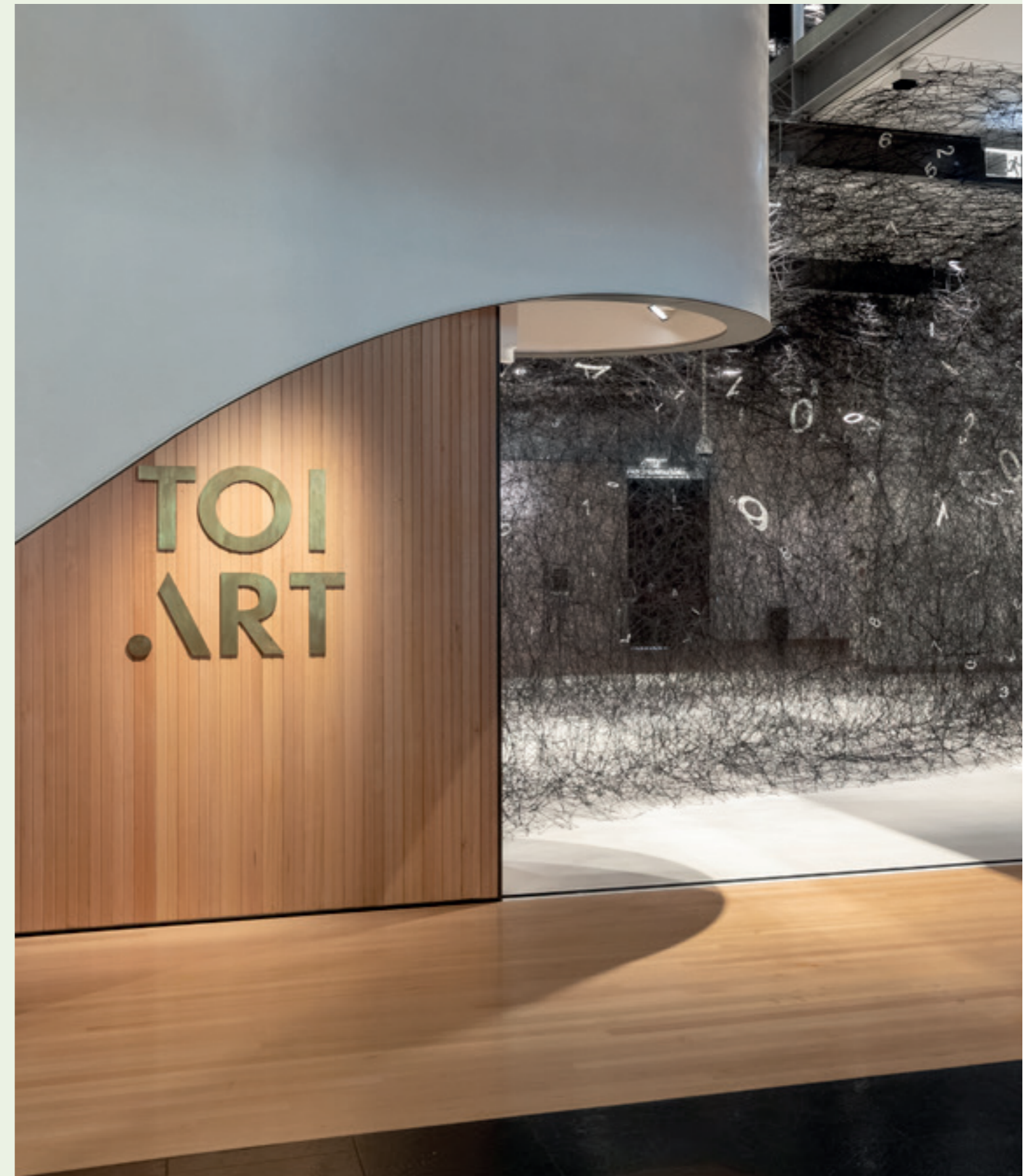
- Care and consideration for Papatūānuku is prioritised through Te Papa's work
- New Zealanders are encouraged to protect and restore our natural environment and biodiversity
- Māori are supported to exercise their right as kaitiaki of te taiao and taonga species

Growth into a Tiriti-based museum

- Authority is shared with iwi and hapū to fulfil the promise of the Māori/Crown partnership
- A collective understanding of Te Tiriti o Waitangi is fostered for all New Zealanders
- Te Papa works actively with iwi, hapū, whānau and hapori Māori to define and enable tino rangatiratanga in their engagement with Te Papa
- Reconciliation, healing and improved wellbeing are fostered by restoration initiatives addressing the impact and legacy of colonisation and other forms of discrimination
- Te reo me ona tikanga Māori is embedded across Te Papa's mahi

All these activities will also shape how we provide support and leadership to the wider cultural sector and enabling communities to care for their histories, taonga and identities.

We will measure our progress by gathering feedback from visitors and the communities we work with and by monitoring satisfaction metrics, along with audience impact data and the way in which experiences are delivered to align with these aspirations. Progress will be reported by performance measurement in our *Statement of Performance Expectations*, and more broadly through narrative included in our Annual Reports.





Our people

Manaakitanga – we nurture the health, mana and wellbeing of our house and the people in it, and extend this to all our manuhiri (visitors), partners and sector colleagues.

Collaborative and diverse – we are a national institution with multiple roles and disciplines. We bring these together to leverage the many skill sets, forms of knowledge and perspectives to create extraordinary experiences, new knowledge and connections.

Engaged – our people bring their whole selves to work and we ensure that they can grow, develop and flourish.

Transforming museum practice – we approach and deliver our work by upholding the mana of all cultures and communities.

It is vital to ensure that we have the unique expertise, skills, capability and capacity required. Work underway includes:

- strategic workforce planning to develop an increasingly diverse workforce

- innovating, inventing and transforming our practices (museological and business)
- continuing to build our digital infrastructure to enhance our communication, access, connection and collaboration across Te Papa
- designing and implementing a new remuneration approach
- Kia Toipoto | pay equity work
- reinforcing our strong and vibrant culture to enable our enduring strategy.

Te Papa is committed to the principle and practice of Equal Employment Opportunities (EEO) in the recruitment, employment, training and promotion of staff. We continue to identify and eliminate barriers that cause or perpetuate inequality in employment opportunities. This includes action to reduce gender and ethnic pay gaps. Our diverse visitor base helps us as we maintain and build our capability of cultural competency amongst kaimahi.

Te Papa's EEO initiatives ensure that equality and diversity in employment are upheld. Diversity will be reported in more detail in our Annual Report.

Organisational capability

We are in a period of recovery from the effects of the COVID-19 pandemic, which negatively impacted our revenue streams and ability to carry out work as intended, while travel was restricted and many of our kaimahi and communities contracted the virus. In this period we are expecting to see international tourism returning, boosting our physical visitation numbers and revenue from retail, café, paid experiences and venues business.

We will continue to invest in the wellbeing of our people by refreshing our current policy, procedures, and culture to build resilience, agility and to keep our people safe.

We will continue to position our workforce to gain the skills we need to fulfil our strategic intentions; particularly with regard to creating capacity to allow us to respond to opportunities and the external environment and moving closer to our vision of being a Tiriti-based museum. Targeted development will see us build the cultural capability of our existing kaimahi.



Capital Investment and Asset Management

Te Papa is six years into a significant infrastructure investment programme. A permanent funding increase was received in 2019, to assist with the continuation of this work programme.

The infrastructure programme includes a suite of investments in the physical, virtual and audience infrastructure that provide for Te Papa to achieve its strategic intentions. There is a reliance on the museum buildings and supporting infrastructure providing the physical and virtual foundations for this delivery.

The physical infrastructure programme focuses on improvements in safety, efficiency and utility of the buildings and related infrastructure.

The technology infrastructure programme focuses on the refreshment, replacement and upgrade of Information Technology (IT) assets and digital capability to meet audience expectations for access to Te Papa's collections and their stories, critical for enabling Te Papa to meet expectations.

The audience infrastructure programme includes a commitment to complete a refresh of permanent exhibitions following on from the successful pre-COVID-19 refresh of Toi Art in 2018 and Te Taiao | Nature in 2019.

The infrastructure programme encapsulates the total capital investment programme over four years and, while no single capital investment is significant from an expenditure perspective, all investments are prioritised on the basis of strategic importance. Te Papa is also implementing a Strategic Asset Management Module (SAMM) which identifies

capital replacement requirements across the lifetime of those assets based on expected levels of performance.

COVID-19 had the effect of slowing down large capital projects due to supply chain issues, resource availability and inflation. The capital plan is reprioritised regularly.

Spirit Collection Area facility replacement

During the period of this *Statement of Intent* work will be progressing to design a replacement facility to house the Spirit Collection Area – over 860,000 fish and natural history specimens preserved in alcohol and a globally significant resource to preserve for future research and understanding of Aotearoa and Southern Ocean biodiversity. Land has been secured for the site and next steps are to complete facility design and deliver an Implementation Business Case to joint Ministers. This represents the most significant investment in collection care and access since Te Papa was opened.

Assessing our performance and success

Detailed information about how we will measure our success each year can be found in the *Statement of Performance Expectations*. It sets out how we will measure our performance and forecast financial statements to show how we will make progress over the financial year toward the vision and strategic intentions outlined in this document, with additional information about the outcomes of specific projects and case studies included in the Annual Report.

As an autonomous Crown entity Te Papa reports regularly to the Minister for Arts, Culture and Heritage and to Manatū Taonga | the Ministry for Culture and Heritage. Our *Statement of Intent* is developed in consultation with the Minister, and our annual performance expectations are developed with reference to the Government's enduring letter of expectations and Minister's annual letter of expectations. Te Papa reports progress quarterly to Manatū Taonga, culminating in the Annual Report each year.





Legislative context

Te Papa is an autonomous Crown entity, established by the Museum of New Zealand Te Papa Tongarewa Act 1992 to deliver functions relating to collection care and management, access to collections, education, research and sector support.

The Act provides that Te Papa shall provide a forum in which the nation may present, explore and preserve both the heritage of its cultures and knowledge of the natural environment in order to better

- a) understand and treasure the past; and
- b) enrich the present; and
- c) meet the challenges of the future.

In performing its functions Te Papa must:

- have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand's cultural life and the fabric of New Zealand society;

- endeavour to ensure that the museum expresses and recognises the mana and significance of Māori, European and other major traditions and cultural heritages and that the museum provides the means for every such culture to contribute effectively to the museum as a statement of New Zealand's identity;
- endeavour to ensure that the museum is a source of pride for all New Zealanders.

Te Papa's legislative functions

Te Papa's functions can be categorised into five broad areas indicated in the table below. Assurance on the delivery of these enduring core functions and their relationship to strategic intentions is provided through the suite of measures maintained through the annual *Statement of Performance Expectations*. Performance is reported each year in the Annual Report.

Collection acquisition, care and management	Access to collections and information about them	Education and research in connection with the collections	Sector support	Operations and infrastructure
Collect works of art and items relating to history and the natural environment	Act as an accessible national depository for collections	Conduct research into any matter relating to collections or associated areas of interest and assist others in such research	Cooperate with and assist other New Zealand museums in establishing a national service and in providing appropriate support to other institutions and organisations holding objects or collections of national importance	Control and maintain the museum
Develop, conserve and house securely the collections	Exhibit or make available for exhibition by other public art galleries, museums and allied organisations, material from collections	Provide an education service in connection with collections	Cooperate with other institutions and organisations that have similar objectives	Design, construct and commission any building or structure required by the museum
Endeavour to make the best use of collections in the national interest	Disseminate information relating to collections and any other matters relating to the museum and its functions			



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TE PAPA
OUR PLACE



**Te Kāwanatanga
o Aotearoa**
New Zealand Government