



2 December 2025

Tēnā koe

Re: Official Information Act (OIA) Request – proposed changes at Te Papa

Thank you for your OIA request of 13 October (clarified on 20 October) for the following information:

- 1. All internal business cases, strategic documents, memos, and board papers relating to the proposed two-stage restructure of Te Papa (phase one and phase two).*
- 2. The number of staff expected to be made redundant, reassigned, or otherwise materially impacted (broken down by tier / team).*
- 3. The detailed financial projections (costs, savings, assumptions) underpinning the restructure, including how the \$13 million deficit forecast was derived.*
- 4. Any external advice or consultant reports commissioned in relation to this restructure (including terms of reference).*
- 5. Internal staff consultation records (summaries or minutes) and stakeholder feedback.*
- 6. Analyses or assessments of how the restructure may affect Te Papa's core functions (research, curation, collections, iwi engagement).*
- 7. Plans or frameworks for monitoring and evaluating the outcomes of the restructure.*
- 8. Internal and external communications relating to the restructure (staff memos, briefings, public statements).*

The information within scope of your request is attached. Please note this is an active change proposal and we have supplied information that is relevant to your request as at 20 October.

Some information has been withheld, and the relevant withholding ground from the Act is noted in each section.

Please note that the full change process is continuing until next year. For this reason, we have generally withheld staff feedback on the grounds that the second phase of the proposal has not yet been completed, and releasing staff feedback at this time may prevent ongoing good faith engagement through future negotiations (refer s9(2)(j) of the Act).

Parts of the information you have requested are in the same documents. For this reason, and due to the volume of information, we have provided it to you in date order rather than broken down by each part of your request.

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

If you wish to discuss any aspect of your request, please contact OIA@tepapa.govt.nz.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Berwick', with a stylized flourish at the end.

Anna Berwick

Head of Governance and Strategy

Executive Leadership Team Weekly Meeting | Minutes



Meeting details– Taipitopito hui	Tuesday 4 March 2025 9.30am-12.30pm
Location– Tauwāhi	Pohutukawa Room
Attendees– Rātou i tae ā-tinana	Courtney Johnston (Chair), Arapata Hakiwai, Devorah Blumberg, Jake Downing, Dean Peterson, Puawai Cairns, Lisa Tipping, Anna Berwick, Sue Quirk, Kate Camp, s 9(2)(a) [REDACTED]
In attendance	n/a
Apologies– Kāore i tae mai	n/a

Out of scope

Item 5: Transformation Programme Roadmap

The ELT discussed the roadmap concurrently with agenda item 7.

Item 7: Internal change comms workshop

The ELT participated in a workshop led by Kate Camp.

Out of scope



Out of scope

High level Journey map

(draft, Mon 03/03)

Mar 2025, Q3

4 Mar – ELT internal comms planning

12 Mar – Chair & Minister meeting, no surprises MCH

18 Mar – ELT develop a Programme Charter & Case for Change; scope, anticipated benefits, activities.

18/19 Mar – All Staff announcement, stakeholder comms, media response

Out of scope

22/3 – 31/3 CJ in Hong Kong, AH Acting CE

Apr – Jun 2025, Q4

Out of scope

Org Review plan phase: diagnostics & design

10 Apr – Board Meeting: Out of scope, Draft scope & outcomes of Org Review. Out of scope

Mid-Late Apr – Tier 1-3 Day: Business Plans & Support for change

Procurement for org review support

Out of scope

30 June 2025

Out of scope

Jul – Sep 2025, Q1

Org Review commences, helps inform >> Development of next SOI (2026 – 30)

Oct – Dec 2025, Q2

Activity

Jan – Mar 2026, Q3

Activity

Apr – Jun 2026, Q4

Activity

30 JUNE 2026
EXPECTED OUTCOMES

WE ARE HERE

Calendar view of scheduling – next 6 weeks

COLOUR CODING KEY

Executive Leadership Team
Senior Leaders (Tier 1-3)
All staff
Board

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
3 MARCH	4 ELT meeting - Internal change comms	5	6	7
10	11 ELT meeting Out of scope ODC meeting	12 Minister meeting - No surprises to MCH	13 Q3 ELT Business Day CDC meeting	14 T3 stand up – this is what's coming
17 T3 stand up – reflect on change IPC meeting	18 ELT meeting - Programme Charter & Case for Change Staff announcement (TBD)	19 Staff announcement (TBD)	20	21
24	25 ELT meeting ODC meeting	26 PDG meeting	27 Tikanga Haumaruru	28
31	1 APRIL ELT meeting Draft SPE to MCH (31/3 - 14/4)	2	3	4
7	8 ELT meeting Out of scope	9	10 April Board Meeting	11

DATES TO BE DETERMINED:

Mid April post Board - Senior Leaders Day (Tier 1-3)

Our transformation phases

(draft brain dump, Friday 28/2)

TE PAPA
OUR PLACE



Tahi

Case for change

- Why and what?
- Who will do what?



Toru

Decision and Planning

- How will we do it?

*(Handover from Op Model Design
to HR Change)*



Rima

Embedding &
Optimisation

- Sustaining the change



Rua

Diagnostics & Design

- Where are we and
where do we need to be?



Wha

Implementation &
Transition

- Making the change
happen



Ono

12-18months later

Post-Implementation
Review

- Did we do and get what
we planned?





Te Reo Programme Name? | Organisational Sustainability Programme

Programme Charter

Author: Head of Governance and Strategy, Office of Co-Leaders

Version 0.2 – 14 March 2025

Update Log

Version	Amendments made	Contact
v0.1	<p>Draft initial content, this has been drafted based on:</p> <ul style="list-style-type: none"> - Acting Board Chair discussion with Co-Leaders & HoGS (13 Feb) - CE feedback to HoGS from 1:1 or 2 ELT member discussions (13-14 Feb) - ELT and Board discussions (18-25 Feb) - Co-Leaders reflection kōrero with HoGS (27-28 Feb) - Best practice programme management, and Treasury frameworks - ELT discussion through March, and Board chair/ELT kōrero (12 Mar) 	Anna Berwick
v0.1	<p>Co-Leaders initial review, in prep for ELT consultation.</p> <ul style="list-style-type: none"> - Plain language, objective of a charter, discussed cultural considerations and frameworks to initiate this programme for success. - Removed ‘programme governance and leadership’, and ‘decision-making process’ content for further discussion first. 	Courtney Johnston Arapata Hakiwai
v0.2 18 March	<p>ELT review</p> <ul style="list-style-type: none"> - 	All members

Programme Charter

1. Purpose and Vision

This Organisational Sustainability Programme is a strategic initiative designed to undertake an organisational review and redesign, with the goal to safeguard the long-term financial sustainability, operational efficiency, relevance, and cultural integrity of Te Papa.

With increasing pressures on our financial position and a highly pressured, rapidly evolving external environment, this programme aims to implement an organisation review that optimises our operating model, enhances efficiencies, focuses energy and strengthens our resilience for the future. Our vision for this programme is to create a sustainable, purpose-driven organisation that can deliver extraordinary experiences and services for current and future generations.

e This programme will not fully resolve the financial challenges we face. However, it is essential that we take every possible step within our control to secure the viability of the museum. s9(2)(g)(i)

2. Strategic Objectives

The key objectives of the programme are to:

- **Achieve financial sustainability** by improving how we manage costs, generate revenue, and run our operations, while ensuring we can continue delivering our mandated services effectively.
- **Align Te Papa's operating model** with our strategic direction, while maintaining high delivery standards and capability.
- **Enhance organisational agility** to enable a culture of continuous adaptation and improvement.
- **Support and engage our workforce** through a transparent and well-structured change management process.
- **Deliver measurable benefits** aligned with MSP's Benefits Realisation Management principles.
- **Ensure cultural responsiveness** by embedding Te Tiriti o Waitangi principles and Māori and Pacific worldviews into decision-making and transformation processes.

3. Scope

The programme will focus on:

- reviewing and optimising financial and operational models to ensure efficiency and sustainability
- identifying and implementing cost-saving opportunities and areas for strategic investment
- assessing workforce structure and capability and implementing changes to align with future needs
- optimising and introducing new commercial and revenue-generating activities
- embedding long-term cultural and structural changes to sustain improvements.

4. Programme Principles

Guiding principles for the programme:

- **Sustainability and Resilience:** Ensuring long-term sustainability, resilience, and adaptability for the future.
- **Agility and Flexibility:** Enabling responsive adaptations while maintaining focus on goals.
- **Cultural Responsiveness:** Ensuring cultural integrity, especially in Māori and Pacific contexts.
- **Collaboration and Inclusiveness:** Engaging staff and stakeholders at all levels for shared understanding and appropriate ownership.
- **Evidence-Based Decision Making:** Using data and feedback to guide decisions.
- **Continuous Improvement:** Fostering a culture of ongoing development and learning.

5. ELT Operating Principles

Operating principles for the Executive Leadership Team:

- **Decision-Making Discipline** – ELT will ensure timely, transparent, and evidence-based decision-making to keep the programme on track.
- **Strategic Focus, Operational Awareness** – ELT will maintain strategic oversight while ensuring operational feasibility of programme changes.
- **One-Voice Leadership** – ELT will communicate consistent, clear messaging to kaimahi and stakeholders.
- **Iterative & Adaptive Approach** – ELT will balance long-term transformation with short-term agility, refining plans as needed.
- **People-Centred Change** – ELT will prioritise staff impact, consultation, and cultural integrity in decision-making.
- **Risk & Resilience Thinking** – ELT will proactively identify, manage, and mitigate risks while embedding resilience in solutions.
- **Data-Driven Insights** – ELT will use qualitative and quantitative data to shape decisions and measure success.
- **Partnership & Collaboration** – ELT will work collaboratively with internal and external partners, including unions .

6. Expected Outcomes and Benefits

This transformation programme will be designed to deliver sustainable, strategic, and culturally responsive improvements to Te Papa's operations. By optimising our operating model and embedding Te Tiriti o Waitangi principles, we will create a resilient, future-ready organisation that continues to

deliver extraordinary value to our communities and stakeholders. We will develop a Benefits Realisation Plan to track, measure, and maximise the value delivered through this programme, ensuring that outcomes are achieved and benefits sustained over time. The expected outcomes and benefits are as follows:

1) Financial Sustainability

What this means:

Te Papa will achieve long-term financial stability by optimising costs, diversifying revenue streams, and improving operational efficiency, and effectively deliver our mandated services. This will ensure the organisation can continue delivering high-quality services without financial strain.

2) Organisational Agility and Resilience

What this means:

Te Papa will be structured to adapt swiftly to changing environments, ensuring it remains relevant and capable of responding to both risks and opportunities. The organisation will be better positioned to navigate economic, social, and technological changes.

3) Relevant Visitor and Community Experiences

What this means:

Visitors and communities will benefit from rich, relevant experiences and services that reflect diverse perspectives and are delivered through a more sustainable and innovative Te Papa.

4) Workforce and Leadership Development

What this means:

Staff will be better supported, engaged, and equipped to deliver Te Papa's strategic priorities. The transformation will foster a culture of continuous improvement, capability-building, and strong leadership at all levels.

5) Cultural Responsiveness and Treaty Commitments

What this means:

Te Papa will embed Te Tiriti o Waitangi principles into governance, decision-making, and everyday operations, ensuring Māori and Pacific worldviews are valued and upheld. This speaks directly to our strategy and our future for Te Papa. The transformation will strengthen partnerships with Māori and Pacific communities and reflect their aspirations in our work.

By implementing this structured approach and developing a Benefits Realisation Plan, Te Papa will ensure that the transformation programme delivers meaningful, measurable, and sustained benefits for the organisation, workforce, and communities it serves. By creating a more resilient, financially stable, and culturally enriched Te Papa, the museum will ensure its continued ability to inspire, educate, and serve Aotearoa New Zealand's communities.

7. Programme Governance & Leadership

The governance structure will ensure accountability and alignment with strategic objectives, adhering to the MSP Programme Organisation Structure:

Role	Responsibility
	<i>Holding space for once these are determined (add a row for each role)</i>

8. Decision-Making Process

The programme will ensure transparent, inclusive, and collaborative decision-making:

- *Holding space for once these are determined*
- A
- B
- C

9. Programme Phases & Key Milestones

The transformation will be delivered across six phases, in line with MSP's Tranche-Based Delivery Model:

Phase	Key Activities	Timeline
1. Case for Change	Define strategic imperatives, establish Programme Mandate.	Month X(TBD)
2. Diagnostic & Design	Assess current state, identify opportunities, define future operating model.	Months X
3. Decision & Planning	Confirm pathway, develop implementation plans, apply BBC analysis.	Months X
4. Implementation	Execute phased changes, monitor impacts, adjust as necessary.	Months X
5. Embedding & Optimisation	Sustain changes, evaluate success, track Benefits Realisation.	Ongoing
6. Post-Implementation Review	Evaluate success, refine future strategies, compile Lessons Learned.	12–18 months post-implementation

10. Cultural Considerations & Treaty of Waitangi Commitments

The programme is committed to:

- **Upholding Te Tiriti o Waitangi Alignment:** Māori staff are present at all decision-making levels; advisory group, steering group, ELT, and Board. Detailed programme planning will be developed with support from the Kaitohutohu Matua Kaupapa Māori and Pou Tikanga, and where māori can exercise tino rangatiratanga.
- **He Ara Framework:** Supporting holistic wellbeing (Waiora), empowerment (Mana), and environmental considerations (Taiao).
- **Māori and Pacific Leadership:** Engaging a Māori and Pacific Advisory Group for cultural guidance. Or this programme this would be an internal staff advisory group, perhaps with mana whenua representation and support
- **Workforce and Change Approach:** Integrating Māori and Pacific values into the transformation.

- **Narrative Integrity:** Embedding Māori and Pacific knowledge systems into strategic change and storytelling.

11. Key Risks & Mitigation Strategies

Risk management will follow MSP's Risk and Issue Management principles:

Risk	Mitigation Strategy
Resistance to change	Proactive communication, early staff engagement, and structured Stakeholder Engagement Plans.
Financial savings not realised	Set clear financial targets and implement robust tracking mechanisms aligned with the Financial Case.
Workforce morale impact	Transparent decision-making and structured change management.
Operational disruption	Phased implementation, contingency planning, and Tranche-Based Delivery to minimise disruptions.
Lack of clarity on benefits	Implement Benefits Realisation Plan, ensuring benefits are tracked and maximised.
Lack of cultural integration	Engage the Māori and Pacific Advisory Group and adhere to He Ara Waiora framework.

12. Success measures and reporting

A Benefits Management approach will be adopted to ensure that the anticipated benefits of this transformation programme are clearly defined, tracked, and realised. A Benefits Realisation Plan will be developed to track and measure progress, ensuring maximum value is delivered at every stage of the transformation, and success.

Reporting Cadence:

- ELT Weekly Updates – Verbal updates and agile risk management.
- ELT Monthly Updates – Programme progress and risk updates.
- Two-monthly Board Reports – Strategic oversight and impact assessment.

13. Conclusion

This charter ensures Te Papa's transformation is strategically aligned, well-governed, financially sustainable, and culturally responsive, drawing on best practices from **MSP**, **BBC**, and **He Ara Waiora** to deliver successful outcomes.

Executive Leadership Team Meeting | Working Notes

Meeting details– Taipitopito hui	Tuesday 18 March 2025 10.00am – 11.00am
Location– Tauwāhi	Pounamu Room
Attendees– Rātou i tae ā-tinana	Courtney Johnston (Chair), Arapata Hakiwai, Devorah Blumberg, Dean Peterson, Carolyn Roberts-Thompson, Puawai Cairns, Lisa Tipping, Jake Downing, Anna Berwick, Peter Corley, Sue Quirk, Kate Camp, s 9(2)(a) (notes)
In attendance	n/a
Apologies– Kāore i tae mai	n/a

25/26 Budget

Out of scope

For Board to understand what change would look or feel like. JL – more about showing direction of change for new Board Chair.

Put together package of options. Strategic re-definitions. 5 tactical interventions – faster but less effective in closing the shortfall.

Work for ELT – ‘yes, and’ approach. Sit in idea generating space – grow these ideas and add more ways that we can achieve change. Look at org charts when looking at these. An eval step done individually (7S framework, McKinsey). Framework ask questions from values to stakeholders, etc. Generate ideas before evaluating.

1 April meeting – options and evaluations to take to the Board.

JD – Board need clear questions to answer.

SQ secured ext support for change – s 9(2)(a). Will help shape conversation with Board. Will work individually and collectively. 6 weeks initially.

Meeting closed: 10.40am.

What is our core function?

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

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

- To care and continue to build the collection?
- To inform the public about the collection and emerging scholarship?
- To be a place of pride for Aotearoa as a destination with wonderful experiences and to seek knowledge?
- To be sustainable into the future with our operations, with the

IMPACT:

- Extraordinary Experiences, new knowledge, and new connections
- Healing, reconciliation, empowerment
- Thriving natural environment

Sustainable Funding

Revenue Generation

Live within means

Relevance

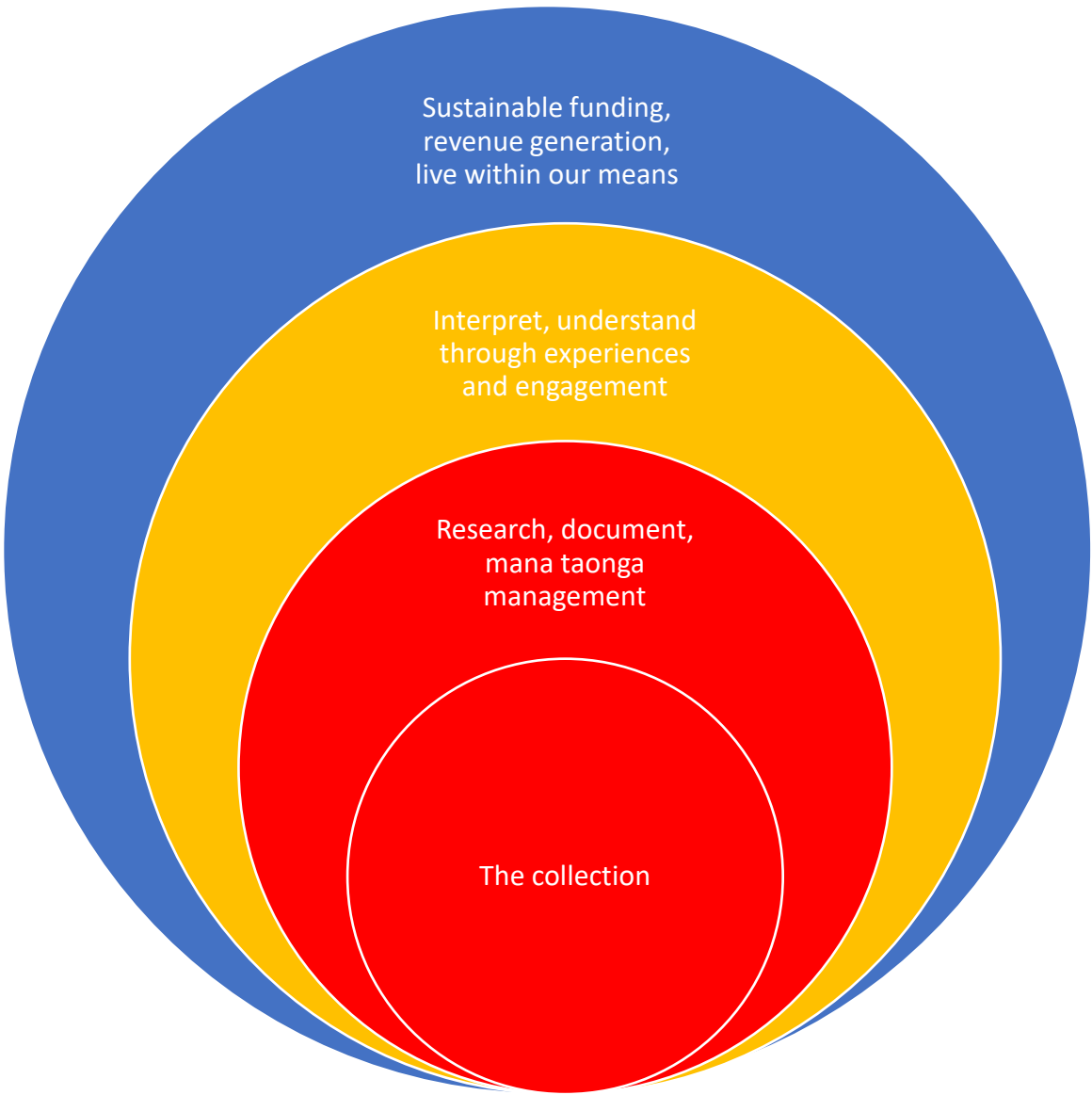
A trusted voice in civic discourse

A place for amazing experiences, not just knowledge amassing

Store the nation’s treasures

Document, research and interpret

We are guardians, not owners



What isn’t here:

External facing work (loans, sector support, mana taonga loans, possibly Treaty settlement activity)

Extensive collecting activity

Extensive outward facing research

The weighting of each circle

Ability to respond to the unexpected

Expansive programme

What this looks like

Very back to basics model

Less choice and variation

Perception of insularity

Little room for spontaneity or responsiveness

Tightly managed and precisely sized engagement teams

Can only be held for a certain number of years before it will have to be reset back

Create gaps in the collection or new acquisitions will be greatly scrutinised

Revenue generation is matched against the reduced

Longterm or short-term programme but not both

Deferred maintenance activity

Scenarios & Evaluations – MASTER ELT FEEDBACK DOCUMENT

Briefing document for ELT as at 5pm 20 March 2025

Contents

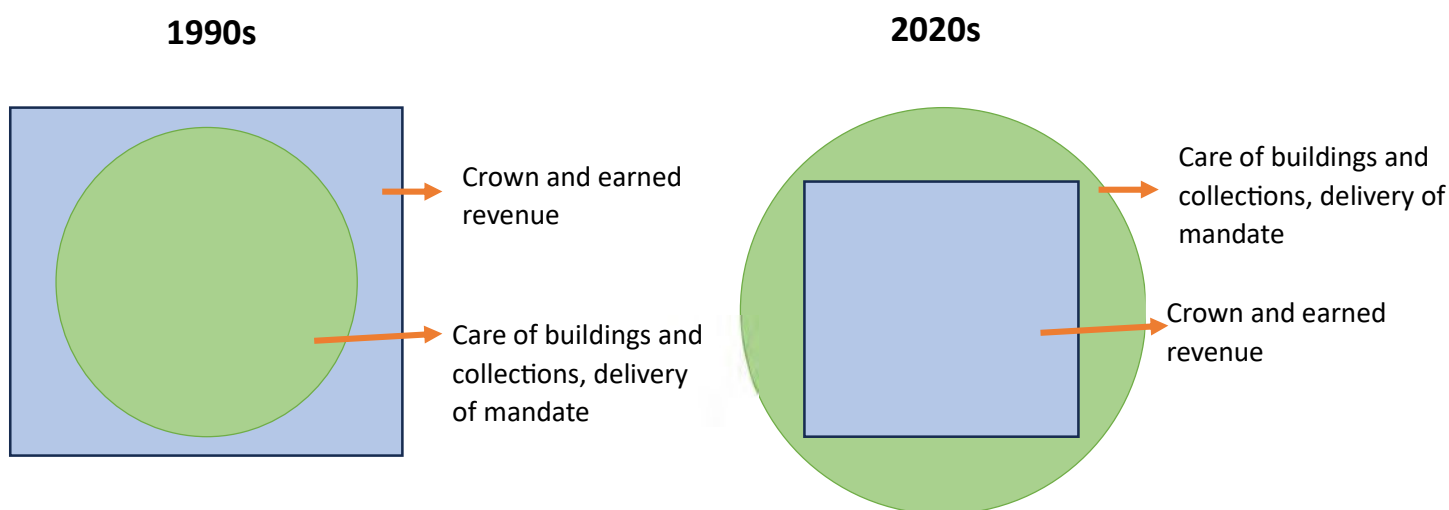
Briefing document for ELT as at 5pm 20 March 2025	1
Rationale for change	2
Process & timeline	3
Purpose of this document.....	4
Pre-change actions.....	7
Strategic redefinition 1 – Digital-first museum	8
Strategic redefinition 2 – Optimise as tourism destination	9
Tactic 1 – Target duplication, reset delivery levels.....	10
Tactic 2 – Optimise customer service & reset delivery levels of visitor engagement	11
Tactic 3 – Lower standard of enabling functions.....	13
Tactic 4 – Reduce “beyond the walls” services	15
Tactic 5 – Redesign C&R for reduced outputs.....	16
Tactic 6 onwards.....	17
Evaluation framework	17

Rationale for change

At opening, Te Papa could afford to care for the national collections, maintain its buildings and provide services as mandated in its legislation using an operating model that combined Crown funding (70%) with earned revenue (30%).¹ The museum was established with a commercially positive culture, and the brand-new Cable Street building was designed to deliver revenue-generating activities.

By the mid-2010s it was obvious our funding model was insufficient. In 2019, we received an uplift to our baseline Crown funding that made some improvement, but even at that time was recognised as insufficient to support long-term viability.

Today, our proportion of Crown to earned revenue is 65:45. We have a 30-year-old building that costs considerably more to maintain than in 1998 and we are not funded for depreciation. Decades of cost growth combined with the current, extended economic recession and reduction in tourism is reducing our ability to generate more net contribution to supplement our level of Crown revenue, meaning our annual funding falls short (and falls shorter every year) of the total needed to sustainably care for the collections and buildings that are entrusted to us and provide services as mandated through legislation.



In recent years, our challenge has been to maintain service levels and attract and retain kaimahi, while meeting Treasury's expectation that we manage cost pressures through savings. We have:

- reduced our capital investment programme (including refreshment of visitor spaces and exhibitions) to "bare bones"
- protected and grown our revenue-generating activities (significantly: Tākina, the creation of the Partnerships team, and IVEC)
- banked as many operational savings as possible

On current projections, and as consistently communicated to the Crown, Te Papa extinguishes its cash reserves in mid 2029. This is not viable. To return to a state of financial viability we must concurrently:

1. Reduce costs (primarily salaries), by reducing activity areas / service delivery
2. Increase self-generated revenue
3. s9(2)(g)(i)

¹ Note figures used in the document have not been checked with records or Finance

Process & timeline

In February, the Board was presented with an analysis of the scale of change required to achieve financial viability without additional Crown funding. Three options were modelled at a high level for the Board, looking at the levers of increasing net contribution and reducing costs.

Jake and Devorah have initiated the mahi around revenue generation (thank you). s9(2)(g)(i)

This document and process focus on cost reductions.

At the Board's 10 April meeting, we will present scenarios for different kinds of scale, pace and type of change so they can test and confirm their appetite for change. Evaluations of the scenarios will be presented, alongside commentary from management.

The mahi we are undertaking here will culminate in the production of the paper for the Board meeting. At the meeting, be requesting direction on the scale, pace and type of change the Board wishes to achieve, creating parameters for the creation of a change programme.

Note all work to date has been undertaken within existing resourcing. Additional resource is required to move at pace, and we are now seeking to obtain short-term support from an experienced contractor who has recent experience working with Te Papa.

Timeline

21 March	Briefing & distribution of this document (ELT hui)
21 March	Secure short-term contract support (up to 6 weeks)
25 March	Brainstorm further options (ELT hui)
25 March	Agree scenarios for evaluation (ELT hui)
25-28 March	Individual evaluation completed (submit midday)
28 March	Collation of evaluation
31 March	Evaluation as a group by Co-Leaders, CPO and CFO
1 April	Co-Leaders, CPO and CFO review evaluation outcomes to prepare for afternoon hui (AM)
1 April	Review of evaluation outcomes and confirmation of scenarios & commentary for the Board (ELT hui PM)
2 April	Pre meeting with Board chair
2-4 April	Finalisation of Board paper.
10 April	Board meeting

Purpose of this document

This document seeds 7 scenarios to increase our financial viability by reducing our operational costs. It is provided to enable management to extend and add scenarios. The Board have made it clear that they anticipate a decrease in roles.

The 7 scenarios present 2 “strategic redefinitions” (major strategic shifts) and 5 “tactics” (smaller iterative changes). In almost all options, the emphasis is on preserving/optimising the delivery of revenue-generating activities, while reducing/streamlining activities that do not generate revenue.

An evaluation framework is provided. Scenarios should not be reduced or rejected: their feasibility and desirability will be tested through the evaluation. Note that we are not conducting financial modelling at this time, for the sake of speed: this limitation will be conveyed to the Board.

Assumptions underpinning these scenarios:

1. It is not feasible to exit our current buildings or dispose of a significant portion of the collections in order to make sustained cost savings
2. Options for operational savings without reducing services have been largely exhausted; the remaining options will not make a material difference to our financial outlook
3. Continuing to underinvest in our capital programme in order to reduce expenditure is not acceptable
4. Change options must minimise any negative impact on our ability to generate revenue
5. Ongoing efforts will be made to increase the net contribution of our revenue-generating activities
6. This work will be conducted in tandem with conversations with the Crown about sustainable funding

It is useful to have the [current org charts](#) when reviewing and brainstorming options.

Strategic redefinitions

These proposals respond to Option 2: Emphasis on reduced spend as shared with the Board in February, seeking a reduction of approximately 70 roles to dramatically reduce costs and bring Te Papa closer to financial viability.

BUDGET - SENSITIVE											
Option 2: Emphasis on reduced spend											
Faster implementation of cost reduction, lower new contribution											
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Approach to Long Term Funding	Long Term Crown Funding										
More Emphasis on Commercial Activities	Improving Current Margin										
		500	515	530	546	563	580	597	615	633	
New Approach to Management Priorities	Net New Revenue Margin										
		- 2,000	- 3,000	2,000	2,000	2,000	- 4,000	3,000	4,000	4,000	
Review of services/output	Operating Spend Reprioritisation										
		500	515	530	546	563	580	597	615	633	
	Kaimahi Reprioritisation										
		500	5,500	5,665	5,835	6,010	6,190	6,376	6,567	6,764	
	Investment Reprioritisation										
		500	515	530	546	563	580	597	615	633	
	Net impact										
		-	-	4,045	9,256	9,474	9,698	3,929	11,167	12,412	12,664
Impact	Cash Inflow/(Outflow)										
		- 5,330	- 4,391	- 5,797	- 1,337	- 1,362	- 2,841	- 9,796	- 3,787	- 3,815	- 4,880
	Closing cash										
		38,975	34,584	28,786	27,449	26,087	23,247	13,450	9,663	5,849	968

This option has lower expectations on net contribution from new commercial activity: a \$5m investment every 5 years builds a revenue generation of \$2m over 3 years – this is less challenging as the revenue focus option, **but is still challenging**

With this level of new net contribution, greater reductions in activity and spend are required. **We would be reducing or stopping more requirements within our Act than option 1.** Approximately 70 roles would be impacted (25% of roles not required for revenue generation) and a 2% reduction in operating spend

Like the revenue focus option, this option doesn't fully address the financial viability of Te Papa, and extends the issue out to 2033/34 where a further \$5m per annum is required to be found

For context: “During 2018/19 Te Papa formally reviewed Target Operating Model of Tier 3 and below and Collection Care and Curatorial services. The review re-oriented the focus of a number of positions and established new positions that aligned more closely with the future direction of collections care and curatorial. The reviews resulted in 15 redundancies at a total cost of \$854,850. Additional costs associated with the implementation of the restructuring such as recruitment, outplacement support made the total cost associated with change (including redundancies) \$1,223,311.48.”

The “strategic redefinitions” offer two radical reimaginings of how Te Papa could operate. They are propositions, based on the requirement to reduce up to 70 roles without negatively affecting revenue generation, based on how our workforce is distributed across customer-serving, experience development, collection-based and enabling activities.

They are provided to test the level of change required if we are to seek to fully meet the challenge of becoming financially viable without increased Crown funding.

For context: A&I consists of approximately 60 roles (excluding research assistants); P&D plus OCL plus NMA is fewer than 40 roles.

Modelling has not been conducted to establish what the headcount reduction could be under either proposition.

Please contribute other large-scale proposals that could achieve a reduction of up to 70 roles

Tactics

The “tactics” present options for reducing activities, streamlining functions, reducing levels of service, and resetting the outcomes of our work according to the funding we have available to perform it.

They do not propose a full strategic redesign of the museum, and would not come close to bridging the \$10m gap we have. Instead, they could “extend the runway”, giving us more time to engage in conversations with the Crown, while also steadily refining the museum’s focus and way of working. s9(2)(g)(i)

s9(2)(g)(i)

This could be conceived of as an “integration” model, where management is continually reviewing service lines, focusing effort, lifting productivity and increasing revenue generating activities, and this is core to how we operate.

Bear in mind these options have been developed in under two days. They are not perfect and are offered as a starting place. Please extend the five options, and add new ones.

Caveats

1. This thinking is based on our current workforce and business plans. You will notice that Option 1: Emphasis on new net contribution from the February Board meeting has not been treated here. This is because I do

not believe it is feasible to generate the levels of increased net contribution described in that option from our current starting point (organisational structure, or long-term economic recession). Most options provided here still require continuous improvement of margins and introduction of new revenue generating activities, alongside reduction in other services.

I welcome other thoughts on this assumption

2. The introduction of new revenue-generating activities to increase our viability may require different forms of organisational change (e.g. disestablishment of existing roles and creation of new roles through an approved business case).

These changes will need to be modelled into our forecasts and are not assumed here

Evaluating the options

The options are provided with an evaluation framework, adapted from the McKinsey 7-S framework, to consider alignment, feasibility, return, risk and impact. Adaptations cover our Rautaki and iwi and other partners, and centre the Crown as a stakeholder.

Again, this has been rapidly developed – if improvements for the framework can be made and agreed on Tuesday 25th that would be great.

ELT Feedback:

s9(2)(j)

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

s9(2)(j)

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Pre-change actions

These actions sit outside a formal change process, and any/all would make a small contribution towards improving our situation

- Commit to continuous identification and implementation of operational savings
- Institute a hiring freeze: only replacing roles directly associated with revenue generation and core enabling functions (e.g. Finance, PSC)
- Review and act to significantly reduce leave liability across the organisation
- Call for voluntary reduction of working hours

Consideration has been given to a call for voluntary redundancies. It is considered that an untargeted call would not result in an outcome that improves our position. Options for voluntary redundancy can be built into change processes. There is also an option for a targeted call for voluntary redundancies limited to certain areas of operation.

Your feedback on and addition to these actions is appreciated

ELT Feedback:

s9(2)(j)

- [REDACTED]

s9(2)(j)

- [REDACTED]
- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]

s9(2)(j)

- [REDACTED]

Strategic redefinition 1 – Digital-first museum

Seek to operate with almost complete reliance on Crown funding: reduce or stop all commercial and physical visitor serving activities.

- Shut Cable Street as a visitor destination & commercial operation
- Focus is on creating, caring for, researching and making collections available through digital access, onsite research access, and loans
- Repatriation continues
- Sector support and education services are primarily delivered digitally
- Touring activity is phased out

Enabling functions would be redesigned to support the success of this model, with the expectation of reductions in roles.

ELT Feedback:

s9(2)(j)

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

s9(2)(j)

- [REDACTED]

Strategic redefinition 2 – Optimise as tourism destination

All effort is focused on driving physical visitation to the museum and uptake of our commercial offerings

Options to optimise:

- Experience development, events, public programmes, learning & tours to drive visitation and be commercially positive
- Tākina Events
- Retail
- Grants and sponsorship focus on experience development, not collections/research
- International touring programme (incoming and outgoing)

Options to reduce or stop:

- Collection development, care, research and access
- Sector support (loans, NSTP, domestic touring)
- Collection digitisation and development of non-visit related digital content

Enabling functions would be redesigned to support the success of this model, with the expectation of reductions in roles

Please suggest other scenarios for substantial change

ELT Feedback:

s9(2)(j)

■ [REDACTED]

s9(2)(j)

■ [REDACTED]

s9(2)(j)

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

s9(2)(j)

■ [REDACTED]

Tactic 1 – Target duplication, reset delivery levels

We make targeted change where we have similar activities/customer groups in order to rightsize outputs, streamline teams & workplans, and reducing the number of people involved in delivering these services.

Potential areas:

- Audience and customer acquisition: Marketing, promotions, communications, audience research, sales
- Planning & delivery: Programming and PMO
- Sector support: National Services Te Paerangi and Repatriation
- Visitor Engagement: Learning, Events, Public Programmes, Tours and StoryPlace
- Product development: Retail, Image Licencing, Te Papa Press
- Support: EA, Reception, Administration, Coordination roles

What improvements and additional ideas could you suggest?

ELT Feedback:

s9(2)(j)

[Redacted]

s9(2)(j)

[Redacted]

s9(2)(j)

[Redacted]

- $s_9(2)(j)$

s9(2)(j)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Tactic 2 – Optimise customer service & reset delivery levels of visitor engagement

We seek to lift the visitor and customer experience with the intent of generating more revenue, while streamlining how these experiences are delivered by rightsizing outputs, streamlining teams & workplans, and reducing the number of people involved in delivering these services.

Potential areas:

- Seeking efficiencies in the hosting experience as part of evolving IVEC
- Audience and customer acquisition: Marketing, promotions, communications, audience research, sales
- Rightsize points of visitor engagement: Learning, Public Programmes, Events, Tours, StoryPlace
- Combine Tākina Events and AV
- Seek efficiencies in visitor and customer services: enquiries, customer feedback, opening hours etc

What improvements and additional ideas could you suggest?

ELT Feedback:

s9(2)(j)

■ [REDACTED]

s9(2)(j)

(b) (5) DPP, (b) (7)(C)

[REDACTED]

(b) (5) DPP, (b) (7)(C)

[REDACTED]

(b) (5) DPP, (b) (7)(C)

[REDACTED]

(b) (5) DPP, (b) (7)(C)

[REDACTED]

s9(2)(j)

- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

s9(2)(j)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED].

Tactic 3 – Lower standard of enabling functions

We would accept a reduced level of service in order to reduce our costs.

Look for reductions in levels of service across:

- C&R: Collections information management, Information management, Rights & Licencing, Library
- F&O: Facilities, PMO, IT [BRC, Finance and PSC deliberately excluded]
- A&I: Programming, Audience Insights
- OCL
- NMA: Iwi Relationships

What improvements and additional ideas could you suggest?

ELT Feedback:

- s9(2)(j)
- s9(2)(j)
- s9(2)(j)
- s9(2)(j)

Tactic 4 – Reduce “beyond the walls” services

We would accept a reduction or elimination of current services in order to reduce our costs.

Look for reductions in levels of service across:

- Sector support via National Services Te Paerangi
- Sector support via loans
- Repatriation
- Book publishing via Te Papa Press
- Rights management and image licensing
- Collection digitisation, creation of digital content, sharing of digital content to other platforms
- Domestic exhibition touring
- [International exhibition touring excluded as a revenue-generating priority]

What improvements and additional ideas could you suggest?

ELT Feedback:

s9(2)(j)

- [REDACTED]
- [REDACTED]
- [REDACTED]

s9(2)(j)

- [REDACTED]

s9(2)(j)

- [REDACTED]
 - [REDACTED]

s9(2)(j)

- [REDACTED]
 - [REDACTED]

Tactic 5 – Redesign C&R for reduced outputs

We would accept a reduced level of curatorial output and collection access in order to reduce our costs.

Apologies Dean, this one is blunt

ELT Feedback:

s9(2)(j)

- [REDACTED]

s9(2)(j)

- [REDACTED]

s9(2)(j)

- [REDACTED]
 - [REDACTED]
 - [REDACTED]

Tactic 6 onwards

Please come to the workshop ready to propose other scenarios.

ELT Feedback:

s9(2)(j) [redacted]
[redacted]
[redacted]
[redacted]
[redacted]

s9(2)(j) [redacted]
[redacted]
[redacted]
[redacted]
[redacted]

Evaluation framework (ELT review and changes in red)

Evaluation Criteria	Score
FINANCIAL IMPACT	FTE reduction
	Implementation cost
	Cost-benefit ratio
	Break-even timeline
	Operating cost reduction
	Revenue generation potential
STRATEGIC ALIGNMENT	Consistency with legislative mandate
	Consistency with Rautaki
	Long-term sustainability
IMPLEMENTATION FEASIBILITY	Resource requirements
	Technical/compliance barriers
	Implementation timeframe
	Complexity & dependencies
	Leadership bandwidth
CULTURAL & STAKEHOLDER IMPACT	Staff readiness
	Public perception/reputation
	Customer/audience experience
	Alignment with organisational values
	Impact on iwi partners
	Impact on funding partners/sponsors
RISK PROFILE	Operational disruption potential
	Crown resistance likelihood
	Implementation failure risks
TOTAL SCORE	

Scoring guide (standard)	5 - Excellent Significantly exceeds requirements	4 - Good Exceeds requirements	3- Satisfactory Meets requirements	2 - Fair Partially meets requirements	1 - Poor Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

ELT Feedback:

s9(2)(i)

Other points raised by ELT to note

s9(2)(j)

- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

s9(2)(j)

1. **Introduction**

s9(2)(j)

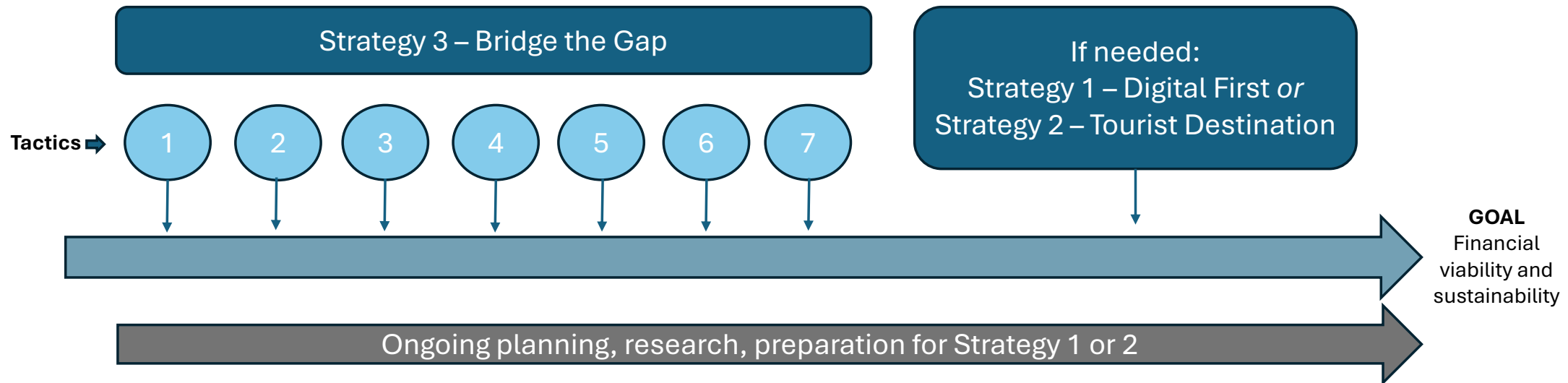
-
- A black and white photograph of a modern interior space. The room features a large, dark, curved wall that dominates the background. In the foreground, a long, low, dark table or bench is positioned. To the left, a window allows natural light into the space. On the right, a small table holds a lamp. The floor is light-colored, and there are some small, dark, rectangular objects scattered on it near the table. The overall atmosphere is minimalist and contemporary.

Strategy Implementation

The Change Continuum

Approach:

1. Adopt service line adjustments at relative pace, allowing time and strategic focus to right-size and optimise the entire organisation.
2. Implement organisational change.
3. **s9(2)(g)(i)** plan and implement one of the two strategic redefinitions.



Scenarios & Evaluations – MASTER ELT FEEDBACK DOCUMENT

Briefing document for ELT as at 5pm 20 March 2025

Contents

Briefing document for ELT as at 5pm 20 March 2025	1
Rationale for change	2
Process & timeline	3
Purpose of this document.....	4
Pre-change actions.....	8 7
Strategic redefinition 1 – Digital-first museum	9 8
Strategic redefinition 2 – Optimise as tourism destination	10 9
Tactic 1 – Target duplication, reset delivery levels.....	12 40
Tactic 2 – Optimise customer service & reset delivery levels of visitor engagement	13 41
Tactic 3 – Lower standard of enabling functions.....	15 12
Tactic 4 – Reduce “beyond the walls” services	17 13
Tactic 5 – Redesign C&R for reduced outputs	18 14
Tactic 6 onwards.....	19 14
Evaluation framework	19 15

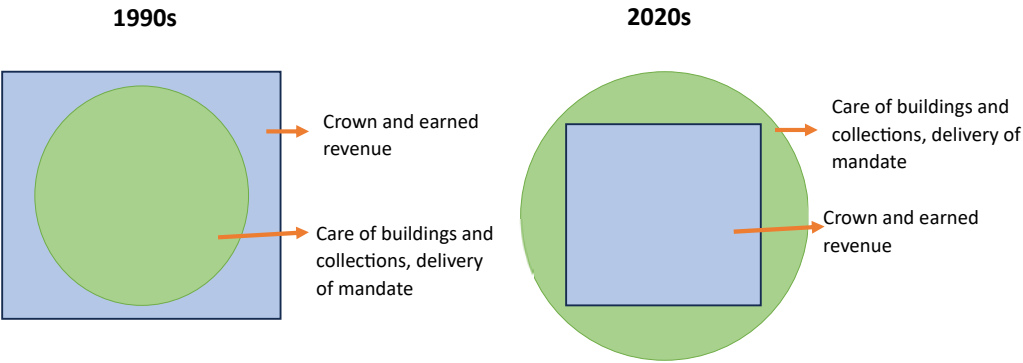
Rationale for change

At opening, Te Papa could afford to care for the national collections, maintain its buildings and provide services as mandated in its legislation using an operating model that combined Crown funding (~~70%~~ 60%) with earned revenue (~~30%~~ 40%).¹ The museum was established with a commercially positive culture, and the brand-new Cable Street building was designed to deliver revenue-generating activities.

By the mid-2010s it was obvious our funding model was insufficient. In 2019, we received an uplift to our baseline Crown funding that made some improvement, but even at that time was recognised as insufficient to support long-term viability.

Today, our proportion of Crown to earned revenue is ~~65:45~~ 55:45. We have a 30-year-old building that costs considerably more to maintain than in 1998 and we are not funded for depreciation. Decades of cost growth combined with the current, extended economic recession and reduction in tourism is reducing our ability to generate more net contribution to supplement our level of Crown revenue, meaning our annual funding falls short (and falls shorter every year) of the total needed to sustainably care for the collections and buildings that are entrusted to us and provide services as mandated through legislation.

s9(2)(j)



In recent years, our challenge has been to maintain service levels and attract and retain kaimahi, while meeting Treasury’s expectation that we manage cost pressures through savings. We have:

- reduced our capital investment programme (including refreshment of visitor spaces and exhibitions) to “bare bones”
- protected and grown our revenue-generating activities (significantly: Tākina, the creation of the Partnerships team, and IVEC)
- banked as many operational savings as possible

On current projections, and as consistently communicated to the Crown, Te Papa extinguishes its cash reserves in mid 2029. This is not viable. To return to a state of financial viability we must concurrently:

1. Reduce costs (primarily salaries), by reducing activity areas / service delivery
2. Increase self-generated revenue

s9(2)(g)(i)

The challenge to our financial viability is unlikely to be resolved without movement in all three areas.

¹ Note figures used in the document have not been checked with records or Finance (Finance have checked and updated figures)

Process & timeline

In February, the Board was presented with an analysis of the scale of change required to achieve financial viability without additional Crown funding. Three options were modelled at a high level for the Board, looking at the levers of increasing net contribution and reducing costs.

Out of scope [redacted] s9(2)(g)(i) [redacted]

This document and process focuses on cost reductions.

At the Board’s 10 April meeting, we will present scenarios for different kinds of scale, pace and type of change so they can test and confirm their appetite for change. Evaluations of the scenarios will be presented, alongside commentary from management.

The mahi we are undertaking here will culminate in the production of the paper for the Board meeting. At the meeting, be requesting direction on the scale, pace and type of change the Board wishes to achieve, creating parameters for the creation of a change programme.

Note all work to date has been undertaken within existing resourcing. Additional resource is required to move at pace, and we are now seeking to obtain short-term support from an experienced contractor who has recent experience working with Te Papa.

Timeline

21 March	Briefing & distribution of this document (ELT hui)
21 March	Secure short-term contract support (up to 6 weeks)
25 March	Brainstorm further options (ELT hui)
25 March	Agree scenarios for evaluation (ELT hui)
25-28 March	Individual evaluation completed (submit midday)
28 March	Collation of evaluation
31 March	Evaluation as a group by Co-Leaders, CPO and CFO
1 April	Co-Leaders, CPO and CFO review evaluation outcomes to prepare for afternoon hui (AM)
1 April	Review of evaluation outcomes and confirmation of scenarios & commentary for the Board (ELT hui PM)
2 April	Pre meeting with Board chair
2-4 April	Finalisation of Board paper.
10 April	Board meeting

This document seeds 7 scenarios to increase our financial viability by reducing our operational costs. It is provided to enable management to extend and add scenarios. The Board have made it clear that they anticipate a decrease in roles.

An evaluation framework is provided. Scenarios should not be reduced or rejected: their feasibility and desirability will be tested through the evaluation. Note that we are not conducting financial modelling at this time, for the sake of speed: this limitation will be conveyed to the Board.

1. It is not feasible to exit our current buildings or dispose of a significant portion of the collections in order to make sustained cost savings
2. Options for operational savings without reducing services have been largely exhausted; the remaining options will not make a material difference to our financial outlook
3. Continuing to underinvest in our capital programme in order to reduce expenditure is not acceptable
4. Change options must minimise any negative impact on our ability to generate revenue
5. Ongoing efforts will be made to increase the net contribution of our revenue-generating activities

Strategic redefinitions

Commented [PC2]: Sent a question to Exec chat)

$s_9(2)(j)$

For context: “During 2018/19 Te Papa formally reviewed Target Operating Model of Tier 3 and below and Collection Care and Curatorial services. The review re-oriented the focus of a number of positions and established new positions that aligned more closely with the future direction of collections care and curatorial. The reviews resulted in 15 redundancies at a total cost of \$854,850. Additional costs associated with the implementation of the restructuring such as recruitment, outplacement support made the total cost associated with change (including redundancies) \$1,223,311.48.”

The “strategic redefinitions” offer two radical reimaginings of how Te Papa could operate. They are propositions, based on the requirement to reduce up to 70 roles without negatively affecting revenue generation, based on how our workforce is distributed across customer-serving, experience development, collection-based and enabling activities.

They are provided to test the level of change required if we are to seek to fully meet the challenge of becoming financially viable without increased Crown funding.

For context: A&I consists of approximately 60 roles (excluding research assistants); P&D plus OCL plus NMA is fewer than 40 roles.

Modelling has not been conducted to establish what the headcount reduction could be under either proposition.

Please contribute other large-scale proposals that could achieve a reduction of up to 70 roles

Tactics

The “tactics” present options for reducing activities, streamlining functions, reducing levels of service, and resetting the outcomes of our work according to the funding we have available to perform it.

They do not propose a full strategic redesign of the museum, and would not come close to bridging the \$10m gap we have. Instead, they could “extend the runway”, giving us more time to engage in conversations with the Crown, while also steadily refining the museum’s focus and way of working.

s9(2)(j)

s9(2)(g)(i)

This could be conceived of as an “integration” model, where management is continually reviewing service lines, focusing effort, lifting productivity and increasing revenue generating activities, and this is core to how we operate.

Bear in mind these options have been developed in under two days. They are not perfect and are offered as a starting place. Please extend the five options, and add new ones.

Caveats

- 1. This thinking is based on our current workforce and business plans. You will notice that Option 1: Emphasis on new net contribution from the February Board meeting has not been treated here. This is because I do

not believe it is feasible to generate the levels of increased net contribution described in that option from our current starting point (organisational structure, or long-term economic recession). Most options provided here still require continuous improvement of margins and introduction of new revenue generating activities, alongside reduction in other services.

I welcome other thoughts on this assumption

- 2. The introduction of new revenue-generating activities to increase our viability may require different forms of organisational change (e.g. disestablishment of existing roles and creation of new roles through an approved business case).

These changes will need to be modelled into our forecasts and are not assumed here

Evaluating the options

The options are provided with an evaluation framework, adapted from the McKinsey 7-S framework, to consider alignment, feasibility, return, risk and impact. Adaptations cover our Rautaki and iwi and other partners, and centre the Crown as a stakeholder.

Again, this has been rapidly developed – if improvements for the framework can be made and agreed on Tuesday 25th that would be great.

ELT Feedback:

- s9(2)(j) [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Commented [PC5]: I have strewn my feedback throughout - apologies

s9(2)(j) [Redacted]

s9(2)(j)

- Formatted: Font: Italic
- Formatted: Font: Italic
- Formatted: Indent: Left: 0.25", Hanging: 0.25"
- Formatted: Underline

Pre-change actions

These actions sit outside a formal change process, and any/all would make a small contribution towards improving our situation

- Commit to continuous identification and implementation of operational savings
- Institute a hiring freeze: only replacing roles directly associated with revenue generation and core enabling functions (e.g. Finance, PSC)
- Review and act to significantly reduce leave liability across the organisation
- Call for voluntary reduction of working hours

Consideration has been given to a call for voluntary redundancies. It is considered that an untargeted call would not result in an outcome that improves our position. Options for voluntary redundancy can be built into change processes. There is also an option for a targeted call for voluntary redundancies limited to certain areas of operation.

Your feedback on and addition to these actions is appreciated

ELT Feedback:

s9(2)(j)

[Redacted text block]

- [Redacted text block]
- [Redacted text]
 - [Redacted text]
 - [Redacted text]
 - [Redacted text]

[Redacted text block]

- [Redacted text block]
- [Redacted text]

s9(2)(j)

[Redacted text block]

s9(2)(j)

[Redacted text block]

Commented [DP9]: Normally these don't save us any money

Formatted: Font: Bold, Italic

Formatted: Font: Bold

Formatted: Font: Bold, Italic

Formatted: Space After: 3 pt, Line spacing: single

Formatted: Font: Aptos

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Commented [DP10]: I think looking at what we can pause or stop completely should be a priority. This would free up people to begin to look at other ways of operating, reducing our procedures and focusing on a few key activities for a few years until we can get closer to something normal.

Formatted: Font: Aptos

Strategic redefinition 1 – Digital-first museum

Seek to operate with almost complete reliance on Crown funding: reduce or stop all commercial and physical visitor serving activities.

- Shut Cable Street as a visitor destination & commercial operation
- Focus is on creating, caring for, researching and making collections available through digital access, onsite research access, and loans
- Repatriation continues
- Sector support and education services are primarily delivered digitally
- Touring activity is phased out

Enabling functions would be redesigned to support the success of this model, with the expectation of reductions in roles.

ELT Feedback:

s9(2)(j)

- [REDACTED]
 ■ [REDACTED]
 ■ [REDACTED]
 ■ [REDACTED]
 ■ [REDACTED]

- _____

□ ☐ ☐

- _____

11/11/2019

- [REDACTED]
 ■ [REDACTED]
 ■ [REDACTED]

s9(2)(j)

Formatted: Font: Bold, Italic

Formatted: Font: Bold, Italic

Formatted: Space After: 3 pt

Formatted: Font: Aptos

Formatted: Font: Aptos

Formatted: Font: Aptos

Formatted: List Paragraph, Bulleted + Level: 1 +
Aligned at: 0.25" + Indent at: 0.5"

Formatted: Normal, No bullets or numbering

Strategic redefinition 2 – Optimise as tourism destination

All effort is focused on driving physical visitation to the museum and uptake of our commercial offerings

Options to optimise:

- Experience development, events, public programmes, learning & tours to drive visitation and be commercially positive
- Tākina Events
- Retail
- Grants and sponsorship focus on experience development, not collections/research
- International touring programme (incoming and outgoing)

Options to reduce or stop:

- Collection development, care, research and access
- Sector support (loans, NSTP, domestic touring)
- Collection digitisation and development of non-visit related digital content

Enabling functions would be redesigned to support the success of this model, with the expectation of reductions in roles

Please suggest other scenarios for substantial change

ELT Feedback:

s9(2)(j)

[Redacted text block containing multiple paragraphs of feedback, some with bullet points]

s9(2)(j)

[Redacted text block]

s9(2)(j)

[Redacted text block]

s9(2)(j)

[Redacted text block]

s9(2)(j)

- Formatted: Font: Aptos, Bold, Italic
- Formatted: Font: Aptos
- Formatted: Font: Aptos, Bold, Italic
- Formatted: Space After: 3 pt, Line spacing: single
- Formatted: Font: Aptos
- Formatted: Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Tactic 1 – Target duplication, reset delivery levels

We make targeted change where we have similar activities/customer groups in order to rightsize outputs, streamline teams & workplans, and reducing the number of people involved in delivering these services.

Potential areas:

- Audience and customer acquisition: Marketing, promotions, communications, audience research, sales
- Planning & delivery: Programming and PMO
- Sector support: National Services Te Paerangi and Repatriation
- Visitor Engagement: Learning, Events, Public Programmes, Tours and StoryPlace
- Product development: Retail, Image Licencing, Te Papa Press
- Support: EA, Reception, Administration, Coordination roles

What improvements and additional ideas could you suggest?

ELT Feedback:

- s9(2)(i)
- [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
- T
- [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
- [Redacted]
- [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]

s9(2)(j)

[Redacted]

- `s9(2)(j)` [REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

Tactic 2 – Optimise customer service & reset delivery levels of visitor engagement

We seek to lift the visitor and customer experience with the intent of generating more revenue, while streamlining how these experiences are delivered by rightsizing outputs, streamlining teams & workplans, and reducing the number of people involved in delivering these services.

Potential areas:

- Seeking efficiencies in the hosting experience as part of evolving IVEC
- Audience and customer acquisition: Marketing, promotions, communications, audience research, sales
- Rightsize points of visitor engagement: Learning, Public Programmes, Events, Tours, StoryPlace
- Combine Tākina Events and AV
- Seek efficiencies in visitor and customer services: enquiries, customer feedback, opening hours etc

What improvements and additional ideas could you suggest?

ELT Feedback:

[illegible]

s9(2)(j)

- [Redacted]
- [Redacted]
 - [Redacted]
 - [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]

Formatted: Indent: Left: 0", Space After: 0 pt

Formatted: Font: Bold, Italic

Formatted: Font: Bold, Italic

Formatted: Space After: 3 pt, Line spacing: single

Formatted: List Paragraph, Bulleted + Level: 1 +
Aligned at: 0.25" + Indent at: 0.5"

Tactic 3 – Lower standard of enabling functions

We would accept a reduced level of service in order to reduce our costs.

Look for reductions in levels of service across:

- C&R: Collections information management, Information management, Rights & Licencing, Library
- F&O: Facilities, PMO, IT [BRC, Finance and PSC deliberately excluded]
- A&I: Programming, Audience Insights
- OCL
- NMA: Iwi Relationships

What improvements and additional ideas could you suggest?

ELT Feedback:

s9(2)(i)

[Redacted text block containing multiple paragraphs of feedback, mostly obscured by black boxes]

- Formatted: Space After: 0 pt, Line spacing: single
- Formatted: Font: Aptos, Bold, Italic
- Formatted: Font: Aptos, Bold, Italic
- Formatted: Normal, Space After: 3 pt, No bullets or numbering
- Formatted: Space After: 0 pt, Add space between paragraphs of the same style, Line spacing: single

Tactic 4 – Reduce “beyond the walls” services

We would accept a reduction or elimination of current services in order to reduce our costs.

Look for reductions in levels of service across:

- Sector support via National Services Te Paerangi
- Sector support via loans
- Repatriation
- Book publishing via Te Papa Press
- Rights management and image licensing
- Collection digitisation, creation of digital content, sharing of digital content to other platforms
- Domestic exhibition touring
- [International exhibition touring excluded as a revenue-generating priority]

What improvements and additional ideas could you suggest?

ELT Feedback:

s9(2)(j)

[REDACTED]

[REDACTED]

■ [REDACTED]

■■■■■■■■■■

■ **THE FUTURE OF THE INDUSTRY**

██████████

[REDACTED]

11/11/2016

■ **■** **■**

Tactic 5 – Redesign C&R for reduced outputs

We would accept a reduced level of curatorial output and collection access in order to reduce our costs.

Apologies Dean, this one is blunt

ELT Feedback:

s9(2)(j)

[Redacted text block containing multiple paragraphs of blacked-out content]

- Formatted: Font: Aptos, Bold, Italic, Font color: Red
- Formatted: Normal, Space After: 3 pt, No bullets or numbering
- Formatted: Font: Aptos, Font color: Red
- Formatted: Font: Aptos, Font color: Red
- Formatted: Indent: Left: 0.25", Hanging: 0.25", Space After: 3 pt, Add space between paragraphs of the same style, Line spacing: single
- Formatted: Font: Aptos
- Formatted: Space After: 0 pt, Add space between paragraphs of the same style, Line spacing: single
- Formatted: Font: Aptos

Tactic 6 onwards

Please come to the workshop ready to propose other scenarios.

ELT Feedback:

- s9(2)(j)
 - -
 -
- -
 -

Evaluation framework (ELT review and changes in red)

Evaluation Criteria		Score
FINANCIAL IMPACT	FTE reduction	
	Implementation cost	
	Cost-benefit ratio	
	Break-even timeline	
	Operating cost reduction	
	Revenue generation potential	
STRATEGIC ALIGNMENT	Consistency with legislative mandate	
	Consistency with Rautaki	
	Long-term sustainability	
IMPLEMENTATION FEASIBILITY	Resource requirements	
	Technical/compliance barriers	
	Implementation timeframe	
	Complexity & dependencies	
	Leadership bandwidth	
CULTURAL & STAKEHOLDER IMPACT	Staff readiness	
	Public perception/reputation	
	Customer/audience experience	
	Alignment with organisational values	
	Impact on iwi partners	
	Impact on funding partners/sponsors	
RISK PROFILE	Operational disruption potential	
	Crown resistance likelihood	
	Implementation failure risks	
TOTAL SCORE		

Scoring guide (standard)	5 - Excellent Significantly exceeds requirements	4 - Good Exceeds requirements	3- Satisfactory Meets requirements	2 - Fair Partially meets requirements	1 - Poor Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

ELT Feedback:

s9(2)(j) [REDACTED]

Other points raised by ELT to note

s9(2)(j)

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

Formatted: Indent: Left: 0.75", Hanging: 0.25", Space After: 3 pt, Add space between paragraphs of the same style

Formatted: Font: Aptos, 11 pt

➤ s9(2)(j)

Formatted: Font: Aptos, 11 pt

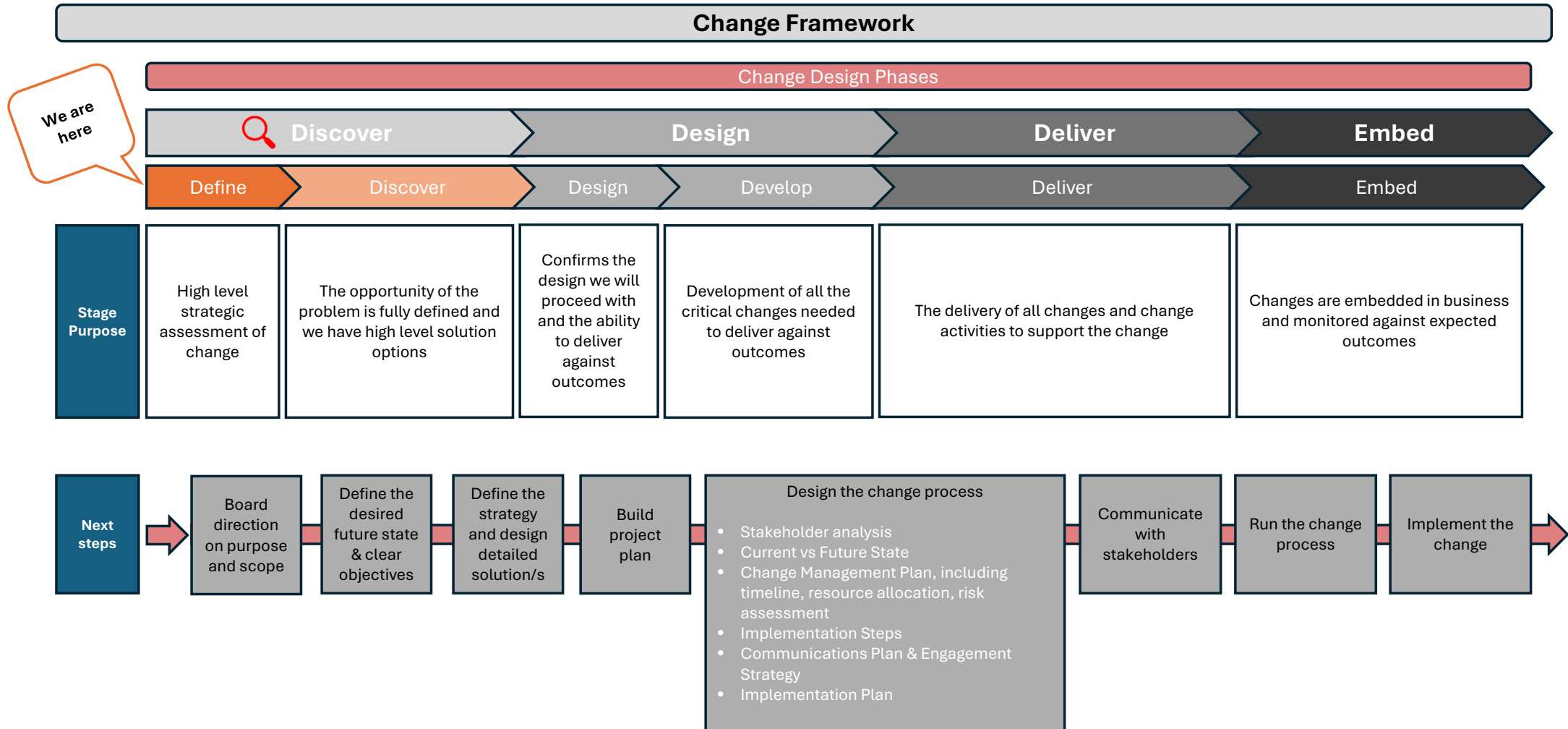
Formatted: Font: Aptos, 11 pt

Formatted: Font:

Formatted: pf0, Bulleted + Level: 2 + Aligned at: 0.75"
+ Indent at: 1"

Formatted: Font: (Default) Aptos

The Change Analysis & Alignment Process



DRAFT TO BE CONFIRMED AT ELT 25 MARCH - changes in red confirmed at ELT meeting

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE Reduction								
Implementation cost								
Cost-benefit ratio								
Break-even timeline								
Operating cost reduction								
Revenue generation potential								
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate								
Consistency with Rautaki								
Long-term sustainability								
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements								
Technical/compliance barriers								
Implementation timeframe								
Complexity & dependencies								
Leadership bandwidth								
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness								
Public perception/reputation								
Customer/audience experience								
Alignment with organisational values								
Impact on iwi partners								
Impact on funding partners/sponsors								
RISK PROFILE	Do not fill							
Operational disruption potential								
Crown resistance likelihood								
Implementation failure risks								
TOTAL SCORE								

	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
Scoring guide (standard)	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	4	4	4	3	4	4	4	4
Implementation cost	2	2	3	3	3	3	3	3
Operating cost reduction	3	4	3	4	2	4	3	3
Revenue generation potential	2	4	3	4	3	3	3	2
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	2	1	3	4	3	2	2	2
Consistency with Rautaki	2	1	3	4	3	2	2	2
Long-term sustainability	1	1	4	5	2	2	2	2
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	2	2	3	3	3	3	3	3
Technical/compliance barriers	2	1	3	3	3	2	2	2
Implementation timeframe	2	2	4	3	3	3	3	3
Complexity & dependencies	2	2	3	3	3	3	3	2
Leadership bandwidth	2	2	4	4	2	3	3	2
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	1	1	3	4	2	2	2	2
Public perception/reputation	1	2	3	4	3	2	2	2
Customer/audience experience	2	3	3	4	3	2	2	2
Alignment with organisational values	1	2	3	4	3	2	2	2
Impact on iwi partners	1	2	3	4	3	2	2	2
Impact on funding partners/sponsors	1	3	3	4	3	2	2	2
RISK PROFILE	Do not fill							
Operational disruption potential	1	2	2	2	2	2	2	2
Crown resistance likelihood	1	3	3	3	3	2	3	3
Implementation failure risks	1	3	3	3	2	3	3	3
TOTAL SCORE								

Scoring guide (standard)	5 - Excellent Significantly exceeds requirements	4 - Good Exceeds requirements	3- Satisfactory Meets requirements	2 - Fair Partially meets requirements	1 - Poor Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	4	4	4	3	4	4	4	4
Implementation cost	3	2	3	3	3	3	3	3
Operating cost reduction	3	2	3	4	3	4	3	3
Revenue generation potential	1	4	3	4	2	3	2	2
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	2	2	3	4	2	2	2	4
Consistency with Rautaki	2	1	2	4	2	2	2	3
Long-term sustainability	1	1	2	4	2	2	2	3
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	2	1	2	3	2	3	3	4
Technical/compliance barriers	2	2	2	3	2	2	2	4
Implementation timeframe	2	1	3	3	2	2	3	3
Complexity & dependencies	2	2	2	3	3	2	3	3
Leadership bandwidth	2	2	2	4	2	2	3	3
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	1	1	2	3	2	2	2	2
Public perception/reputation	1	2	2	4	1	2	2	3
Customer/audience experience	1	3	2	4	2	2	2	3
Alignment with organisational values	2	2	2	3	1	2	2	4
Impact on iwi partners	1	1	3	3	1	2	2	4
Impact on funding partners/sponsors	1	2	4	4	2	2	2	2
RISK PROFILE	Do not fill							
Operational disruption potential	1	2	3	3	2	2	2	3
Crown resistance likelihood	4	3	3	1	3	3	2	4
Implementation failure risks	1	3	3	1	2	2	3	3
TOTAL SCORE								

Scoring guide (standard)	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptabl e

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	4	4	3	4	4	5	4	3
Implementation cost	3	3	4	3	4	4	3	4
Operating cost reduction	4	4	3	3	4	5	4	3
Revenue generation potential	1	3	1	2	3	3	4	2
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	3	2		4	3	3	4	4
			4					
Consistency with Rautaki	1	2	5	4	3	3	4	4
Long-term sustainability	3	2	4	4	4	4	4	3
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	3	3	4	4	3	4	3	3
Technical/compliance barriers	2	2	4	4	3	4	2	5
Implementation timeframe	1	1	4	4	3	4	2	4
Complexity & dependencies	1	1	4	4	3	4	2	3
Leadership bandwidth	2	2	3	2	3	3	1	2
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	2	1	2	3	1	2	1	3
Public perception/reputation	1	2	5	4	3	3	4	4
Customer/audience experience	1	4	4	5	4	4	4	3
Alignment with organisational values	1	2	4	3	3	3	4	3
Impact on iwi partners	1	3	3	3	3	2	3	4
Impact on funding partners/sponsors	1	3	3	3	3	3	4	3
RISK PROFILE	Do not fill							
Operational disruption potential	1	2	2	2	2	4	3	3
Crown resistance likelihood	1	2	5	4	3	4	4	4
Implementation failure risks	1	3	4	4	3	4	4	3
TOTAL SCORE								

	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
Scoring guide (standard)	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptabl e

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction		3	3	3	3	2		
Implementation cost		2	1	2	2	3		
Operating cost reduction		3	2	2	2	2		
Revenue generation potential		1	3	3	3	2		
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate		3	2	3	3	3		
Consistency with Rautaki		1	2	2	3	1		
Long-term sustainability		1	2	2	3	1		
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements		2	1	2	2	2		
Technical/compliance barriers		3		3	2	2		
Implementation timeframe		1	1	2	3	2		
Complexity & dependencies		2	1	2	3	2		
Leadership bandwidth		2	2	2	3	2		
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness		1	2	2	2	1		
Public perception/reputation		1	1	2	2	2		
Customer/audience experience		1	3	3	3	1		
Alignment with organisational values		1	2	2	3	2		
Impact on iwi partners		1	2	3	3	1		
Impact on funding partners/sponsors								
RISK PROFILE	Do not fill							
Operational disruption potential		1	1	2	2	1		
Crown resistance likelihood		1	2	3	3	3		
Implementation failure risks		1	1	3	2	1		
TOTAL SCORE								

	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
Scoring guide (standard)	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptabl e

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	4	4	2	3	3	4	3	3
Implementation cost	2	2	2	3	3	3	3	4
Operating cost reduction	4	4	2	2	3	4	4	2
Revenue generation potential	2	5	4	4	3	3	3	1
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	3	1	4	4	4	4	2	4
Consistency with Rautaki	2	1	4	4	3	3	2	4
Long-term sustainability	3	2	4	3	2	3	2	2
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	3	4	2	2	2	3	3	3
Technical/compliance barriers	3	3	3	3	3	3	3	3
Implementation timeframe	2	3	2	2	3	4	3	3
Complexity & dependencies	2	2	2	2	2	3	2	2
Leadership bandwidth	3	3	2	3	3	3	2	2
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	2	1	1	3	2	2	1	2
Public perception/reputation	1	3	4	4	4	4	2	4
Customer/audience experience	1	3	4	4	4	4	3	4
Alignment with organisational values	1	1	4	3	3	3	2	4
Impact on iwi partners	1	1	4	4	2	2	3	4
Impact on funding partners/sponsors	1	3	4	4	4	3	3	2
RISK PROFILE	Do not fill							
Operational disruption potential	1	2	2	2	2	2	2	2
Crown resistance likelihood	2	2	4	4	4	3	3	3
Implementation failure risks	2	2	3	4	4	4	4	3
TOTAL SCORE								

Scoring guide (standard)	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptabl e

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction								
Implementation cost								
Operating cost reduction								
Revenue generation potential								
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate								
Consistency with Rautaki								
Long-term sustainability								
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements								
Technical/compliance barriers								
Implementation timeframe								
Complexity & dependencies								
Leadership bandwidth								
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness								
Public perception/reputation								
Customer/audience experience								
Alignment with organisational values								
Impact on iwi partners								
Impact on funding partners/sponsors								
RISK PROFILE	Do not fill							
Operational disruption potential								
Crown resistance likelihood								
Implementation failure risks								
TOTAL SCORE								

Scoring guide (standard)	5 - Excellent Significantly exceeds requirements	4 - Good Exceeds requirements	3- Satisfactory Meets requirements	2 - Fair Partially meets requirements	1 - Poor Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptabl e

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	5	2	3	3	4	4	4	4
Implementation cost	3	3	4	4	3	4	2	2
Operating cost reduction	4	2	2	3	3	3	3	3
Revenue generation potential	1	4	3	2	3	3	3	3
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	1	2	4	3	4	2	2	2
Consistency with Rautaki	1	2	4	3	4	2	2	2
Long-term sustainability	3	3	4	3	4	3	3	3
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	1	2	2	3	2	3	4	4
Technical/compliance barriers	1	2	3	3	3	3	4	4
Implementation timeframe	1	2	3	3	3	3	3	3
Complexity & dependencies	2	2	3	3	3	3	4	4
Leadership bandwidth	1	2	2	2	2	2	2	2
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	2	2	3	3	2	2	2	2
Public perception/reputation	2	1	4	3	3	2	3	3
Customer/audience experience	1	4	3	2	3	3	4	4
Alignment with organisational values	1	2	3	3	3	3	3	3
Impact on iwi partners	2	2	3	3	2	2	4	4
Impact on funding partners/sponsors	2	4	3	2	2	3	4	4
RISK PROFILE	Do not fill							
Operational disruption potential	1	2	3	3	2	2	3	3
Crown resistance likelihood	1	2	5	5	5	5	4	4
Implementation failure risks	1	1	3	3	3	3	3	3
TOTAL SCORE								

Scoring guide (standard)	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	5	3	2	2	2	3	2	1
Implementation cost	3	2	3	3	3	3	2	3
Operating cost reduction	3	2	2	2	2	3	3	1
Revenue generation potential	1	4	1	2	2	3	2	2
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	1	2	3	4	3	3	3	3
Consistency with Rautaki	1	1	3	4	2	3	3	3
Long-term sustainability	2	2	3	3	2	3	3	3
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	2	2	2	3	3	3	3	3
Technical/compliance barriers	2	2	3	4	4	3	3	3
Implementation timeframe	2	2	3	4	4	4	3	3
Complexity & dependencies	3	3	3	4	3	4	4	3
Leadership bandwidth	2	2	3	3	2	3	2	3
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	1	1	2	2	2	2	2	2
Public perception/reputation	1	2	3	3	2	2	2	2
Customer/audience experience	1	3	4	2	2	3	3	3
Alignment with organisational values	1	2	3	3	2	3	3	3
Impact on iwi partners	1	2	3	2	1	2	3	3
Impact on funding partners/sponsors	2	3	3	2	2	3	2	2
RISK PROFILE	Do not fill							
Operational disruption potential	1	1	3	2	3	3	3	3
Crown resistance likelihood	1	2	4	4	4	4	4	4
Implementation failure risks	1	2	3	3	4	3	4	4
TOTAL SCORE								

	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
Scoring guide (standard)	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptabl e

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	4	4	3	3	2	2	3	
Implementation cost	3	3	4	4	4	4	4	
Operating cost reduction	4	4	4	3	2	2	4	
Revenue generation potential	1	3	1	4	1	1	1	
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	1	1	4	5	5	2	2	
Consistency with Rautaki	1	1	4	5	5	2	2	
Long-term sustainability	3	3	4	5	5	4	3	
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	2	3	2	3	4	4	4	
Technical/compliance barriers	4	4	2	2	4	4	4	
Implementation timeframe	3	4	2	2	4	4	3	
Complexity & dependencies	3	4	4	3	3	4	2	
Leadership bandwidth	3	2	3	3	3	3	2	
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	1	1	3	3	3	2	1	
Public perception/reputation	1	2	4	4	4	3	2	
Customer/audience experience	1	3	3	4	5	2	4	
Alignment with organisational values	1	1	3	4	3	3	3	
Impact on iwi partners	1	2	2	4	2	3	3	
Impact on funding partners/sponsors	1	2	5	5	5	4	4	
RISK PROFILE	Do not fill							
Operational disruption potential	1	1	3	4	3	3	2	
Crown resistance likelihood	1	3	5	5	5	5	5	
Implementation failure risks	2	4	3	4	4	4	2	
TOTAL SCORE								

	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
Scoring guide (standard)	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction								
Implementation cost								
Operating cost reduction								
Revenue generation potential								
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate								
Consistency with Rautaki								
Long-term sustainability								
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements								
Technical/compliance barriers								
Implementation timeframe								
Complexity & dependencies								
Leadership bandwidth								
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness								
Public perception/reputation								
Customer/audience experience								
Alignment with organisational values								
Impact on iwi partners								
Impact on funding partners/sponsors								
RISK PROFILE	Do not fill							
Operational disruption potential								
Crown resistance likelihood								
Implementation failure risks								
TOTAL SCORE								

	5 - Excellent	4 - Good	3- Satisfactory	2 - Fair	1 - Poor
Scoring guide (standard)	Significantly exceeds requirements	Exceeds requirements	Meets requirements	Partially meets requirements	Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptabl e

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	4	3	3	2	2	3	3	2
Implementation cost	2	3	3	3	2	3	3	4
Operating cost reduction	4	3	3	3	2	4	2	2
Revenue generation potential	1	3	2	3	1	1	1	1
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	2	2	5	5	5	4	3	5
Consistency with Rautaki	2	2	4	4	4	4	3	5
Long-term sustainability	2	3	4	4	4	4	3	5
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	3	3	3	3	4	3	3	4
Technical/compliance barriers	3	3	3	3	4	3	3	4
Implementation timeframe	2	2	3	3	4	3	3	4
Complexity & dependencies	2	2	3	3	3	3	3	4
Leadership bandwidth	2	2	3	3	3	2	3	4
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	1	1	2	2	2	2	2	3
Public perception/reputation	1	2	4	4	4	3	3	5
Customer/audience experience	1	2	4	3	5	4	4	5
Alignment with organisational values	1	1	4	3	3	3	3	5
Impact on iwi partners	1	1	3	4	4	3	3	5
Impact on funding partners/sponsors	1	3	4	4	4	4	4	4
RISK PROFILE	Do not fill							
Operational disruption potential	1	2	3	3	3	2	2	4
Crown resistance likelihood	1	2	4	4	5	4	4	5
Implementation failure risks	1	2	4	4	4	4	4	5
TOTAL SCORE								

Scoring guide (standard)	5 - Excellent Significantly exceeds requirements	4 - Good Exceeds requirements	3- Satisfactory Meets requirements	2 - Fair Partially meets requirements	1 - Poor Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	Do not fill							
FTE reduction	5	3	4	2	2	2	3	
Implementation cost	3	3	3	3	3	2	3	
Operating cost reduction	4	2	2	3	2	3	2	
Revenue generation potential	1	3	2	3	2	2	1	
STRATEGIC ALIGNMENT	Do not fill							
Consistency with legislative mandate	2	1	3	4	4	2	3	
Consistency with Rautaki	2	1	3	3	3	2	2	
Long-term sustainability	4	3	3	3	3	3	3	
IMPLEMENTATION FEASIBILITY	Do not fill							
Resource requirements	3	2	3	3	3	3	3	
Technical/compliance barriers	2	2	3	4	3	3	3	
Implementation timeframe	2	2	3	3	4	2	4	
Complexity & dependencies	1	3	3	2	4	3	3	
Leadership bandwidth	2	2	3	2	3	3	3	
CULTURAL & STAKEHOLDER IMPACT	Do not fill							
Staff readiness	1	1	3	3	3	2	2	
Public perception/reputation	1	1	4	4	4	2	2	
Customer/audience experience	1	3	4	4	4	3	3	
Alignment with organisational values	2	2	3	3	4	3	2	
Impact on iwi partners	2	1	3	3	2	1	3	
Impact on funding partners/sponsors	1	1	3	3	4	2	2	
RISK PROFILE	Do not fill							
Operational disruption potential	1	2	3	2	2	2	2	
Crown resistance likelihood	1	1	4	4	4	3	3	
Implementation failure risks	2	1	3	4	4	3	3	
TOTAL SCORE								

Scoring guide (standard)	5 - Excellent Significantly exceeds requirements	4 - Good Exceeds requirements	3- Satisfactory Meets requirements	2 - Fair Partially meets requirements	1 - Poor Does not meet requirements)
Adjusted scoring guide	5 – Positive	4 – Acceptable	3 - Neutral	2 – Negative	1 - Unacceptable

Summary

Evaluation Criteria	SR 1	SR 2	T1	T2	T3	T4	T5	T6
FINANCIAL IMPACT	6.40	7.50	4.90	5.70	4.50	6.22	5.67	
FTE reduction	4.20	3.40	3.10	2.80	2.90	3.44	3.33	
Implementation cost	2.60	2.40	3.10	3.10	3.10	3.22	2.89	
Operating cost reduction	3.60	2.90	2.60	2.90	2.50	3.56	3.11	
Revenue generation potential	1.20	3.60	2.30	3.10	2.20	2.44	2.11	
STRATEGIC ALIGNMENT	1.93	1.73	3.47	3.83	3.17	2.78	2.59	
Consistency with legislative mandate	2.00	1.60	3.60	4.00	3.60	2.67	2.56	
Consistency with Rautaki	1.50	1.40	3.40	3.80	3.00	2.56	2.44	
Long-term sustainability	2.30	2.20	3.40	3.70	2.90	3.11	2.78	
IMPLEMENTATION FEASIBILITY	2.12	2.14	2.78	2.98	2.90	3.07	2.82	
Resource requirements	2.30	2.30	2.50	2.90	2.80	3.22	3.22	
Technical/compliance barriers	2.40	2.10	2.90	3.10	3.10	3.00	2.89	
Implementation timeframe	1.80	2.00	2.90	3.00	3.20	3.22	3.00	
Complexity & dependencies	2.00	2.20	2.90	3.00	2.90	3.22	2.78	
Leadership bandwidth	2.10	2.10	2.70	2.90	2.50	2.67	2.22	
CULTURAL & STAKEHOLDER IMPACT	1.17	1.98	3.08	3.25	2.67	2.56	2.65	
Staff readiness	1.30	1.20	2.30	2.80	2.00	2.00	1.67	
Public perception/reputation	1.10	1.80	3.50	3.60	3.00	2.56	2.44	
Customer/audience experience	1.10	3.10	3.40	3.50	3.30	3.00	3.22	
Alignment with organisational values	1.20	1.70	3.10	3.20	2.70	2.78	2.67	
Impact on iwi partners	1.20	1.70	3.00	3.30	2.10	2.11	2.89	
Impact on funding partners/sponsors	1.10	2.40	3.20	3.10	2.90	2.89	3.00	
RISK PROFILE	1.23	2.03	3.27	3.13	3.07	3.15	3.07	
Operational disruption potential	1.00	1.70	2.60	2.50	2.20	2.44	2.33	
Crown resistance likelihood	1.40	2.20	4.00	3.70	3.90	3.67	3.56	
Implementation failure risks	1.30	2.20	3.20	3.20	3.10	3.33	3.33	

Completed Responses	10	10	10	10	10	9	9
---------------------	----	----	----	----	----	---	---

Tabulated	SR 1	SR 2	T1	T2	T3	T4	T5	Rating Basis	
FINANCIAL IMPACT	6.4	7.5	4.9	5.7	4.5	6.22	5.67	Net Revenue	1.72
STRATEGIC ALIGNMENT	1.93	1.73	3.47	3.83	3.17	2.78	2.59	Average	1.24
IMPLEMENTATION FEASIBILITY	2.12	2.14	2.78	2.98	2.9	3.07	2.82	Average	0.29
CULTURAL & STAKEHOLDER IMPACT	1.17	1.98	3.08	3.25	2.67	2.56	2.65	Average	0.58
RISK PROFILE	1.23	2.03	3.27	3.13	3.07	3.15	3.07	Average	0.2
INTERNAL ADVERSE	1.75	1.92	2.9	3.1	2.76	2.87	2.67		0.43
EXTERNAL ADVERSE	1.32	2.13	3.45	3.53	3.13	2.82	2.95		0.72

FINANCIAL IMPACT	2	1	4	2	5	1	3
STRATEGIC ALIGNMENT	1	2	2	1	3	4	5
IMPLEMENTATION FEASIBILITY	2	1	5	2	3	1	4
CULTURAL & STAKEHOLDER IMPACT	2	1	2	1	3	5	4
RISK PROFILE	2	1	1	3	4	2	4

FINANCIAL IMPACT	6.4	7.5	4.9	5.7	4.5	6.22	5.67
ADVERSE IMPACT	1.61	1.97	3.15	3.3	2.95	2.89	2.78
NET PROMOTER SCORE	4.79	5.53	1.75	2.4	1.55	3.33	2.89
FINANCIAL:ADVERSE	3.97	3.81	1.56	1.73	1.52	2.15	2.04

FINANCIAL IMPACT	2	1	4	2	5	1	3
ADVERSE IMPACT	2	1	2	1	3	4	5
NET PROMOTER SCORE	2	1	4	3	5	1	2
FINANCIAL:ADVERSE	1	2	4	3	5	1	2

FINANCIAL IMPACT		6.95				5.4	1.29
ADVERSE IMPACT		1.79				3.01	0.59
NET PROMOTER SCORE		5.16				2.38	2.16
FINANCIAL:ADVERSE		3.88				1.79	2.17

Musings

Strategic Redefinitions

The strategic redefinitions have been assessed as having greater financial impact than the tactics, but a higher adverse impact

The higher positive financial impact for the strategic redefinitions was more than offset by the perceived adverse impact when compared to the tactics

So,

While the strategic redefinitions are assessed as having a higher impact than the tactics, this was assessed to require a proportionatly greater level of adverse impact (much more pain for more gain)

Tactics

Tactic 4, in general, was assessed as having the highest financial impact, followed by tactic 2

Tactic 2, in general, was assessed as having the lowest adverse impact, followed by tactic 1

Assessed variability in financial impact was much higher than adverse impact

Variability in adverse impact, outside of strategic alignmnt was low

With the exception of tactic 4, each tactic was assessed as having a higher adverse impact with internal stakeholders

Tactics 1 and 2 were assessed as having the least adverse impact with both internal and external stakeholders

Tactics 4 and 5 were assessed as having the greatest adverse impact with both internal and external stakeholders

The tactics with the greatest assessed adverse impact were also assessed to have the greatest financial impact

So,

The assessed general variability across the tactics was low - each is as risky and beneficial as each other. Consider a phased sequence from least undesirable to most undesirable reductions in function, with an identified end goal/definition

Catch-up for Board – Financial Sustainability challenge

Purpose of this presentation

Out of scope

- Recap work that has taken place over past 10 weeks on our financial sustainability challenge
- Share proposed approach (building on options presented at Feb Board hui) as context for discussion later in the agenda on Budget 25 and SPE

Jan and Feb 2025

- **Out of scope**
- **21 Jan** – First meeting acting Board chair and Co-Leaders; instruction to bring options to address Te Papa's financial sustainability to accompany Budget 25 discussion at February Board meeting.
- **Out of scope**
- **25 Feb** – Board meeting (rescheduled); *Long Term Financial Viability Options* paper presented with three high-level options to meet magnitude of financial challenge (see following slides).
 - Feedback taken
 - Management instructed to continue exploring options, to bring recommendation to the April Board hui

BUDGET - SENSITIVE

The Magnitude of the Challenge

Core Issue										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Base Case - with mitigations	- 5,330	- 4,391	- 9,842	- 10,594	- 10,836	- 12,539	- 13,726	- 14,954	- 16,227	- 17,545
Closing cash	38,975	34,584	24,742	14,148	3,312	- 9,227	- 22,953	- 37,907	- 54,134	- 71,679

The above table sets out the magnitude of the challenge – the “base case with mitigations” is the recommended 2025/26 budget, which includes savings mitigations to meet the requirements of Budget25.

Even with finding savings mitigations to offset current cost pressures, the underlying financial viability of Te Papa is under pressure.

By 2029, we need to have found \$10m per year in additional revenue or cost savings, and then have ongoing revenue increases of 9% per annum after that to retain levels of service and outputs at 2024/25 levels.

The following options set out what is required to address the financial viability of Te Papa

Potential options – initial thinking (Feb)

- **Option 1: Emphasis on New & Significant Net Contribution**

- Focus on new commercial activity.
- Impact on roles and operating spend.
- Extends the issue out to 2033/34, where a further \$4 per annum is required to be found
- Extremely challenging to generate new net contribution of this size

- **Option 2: Emphasis on Reduced Spend**

- Lower expectations on net contribution.
- Greater reductions in activity and spend.
- Extends the issue out to 2033/34 where a further \$5m per annum is required to be found
- New net contribution is challenging, but less so than option 1

s9(2)(g)(i)

BUDGET - SENSITIVE

The last 6 weeks

Date	Board	ELT
Out of scope		
17 – 21 March		Change management support contracted to assist with exploration, evaluation, and planning for change
24 – 28 March	Tikanga Haumaru (28/3) review progress on Budget 2025/26 and provide business planning and Budget principles	Develop and evaluate scenarios for change (2 substantial strategic redevelopments; five smaller scale tactical changes) to inform recommendation to Board in April hui
31 March – 4 April	Acting Board chair and Co-Leaders meet Co-Leaders discuss exploration & evaluation mahi and test recommendation to bring to Board	Discuss best option to present to Board at April meeting Out of scope
7 – 11 April	Board meeting (10/4)	

**Verbal update to be provided in meeting*

April recommendation: Option 4 – Hybrid approach

- Option 1 and 2 **have been ruled out** for further exploration
 - There is very low likelihood the organisation could deliver the described levels of change within the period required, without taking unacceptable risk.
- Option 3: Most feasible option, **s9(2)(g)(i)** AB1
- Option 4 (a new option, building on option 3) - A Hybrid approach, including:
 - Immediate small improvement in 2025/26 through budget alignment & management, and focus on increasing net contribution.
 - Strategic change process.
 - Substantial improvements from 2026/27 onwards to extend the issue out to 2033/34
 - **s9(2)(g)(i)**

Slide 7

AB1

Out of scope

Anna Berwick, 2025-04-02T22:44:00.368

PC1 0

I think that Option 3 is the only feasible option - Out of scope

Peter Corley, 2025-04-03T00:53:27.206

CJ1 1

I agree. We know we can't generate that level of earned revenue. We tested two sweeping strategic redefinitions of the business (digital-first & tourism-first) and neither is viable: both have unacceptable risk. No other redefinitions of a similar level of impact have been proposed. So on that basis, the Co-Leaders have effectively ruled out and moved to Option 3 (knowing that if necessary, the strategic change can always be made to go as hard as is necessary)

Courtney Johnston, 2025-04-03T02:22:20.230

Rationale for Option 4: Hybrid approach

Management recommends an approach to 2025/26 that:

Out of scope

PC1

3. Initiates a concurrent strategic change

- Aims to substantially improve financial sustainability in out-years
- Aligns with indicative timing of an incoming Board Chair, and development of renewed Statement of Intent for 2026-30.

We believe this approach creates:

1. Incentives for swift action

- stronger decision-making to make modest improvements to our current financial position

2. Time to make deliberate strategic change

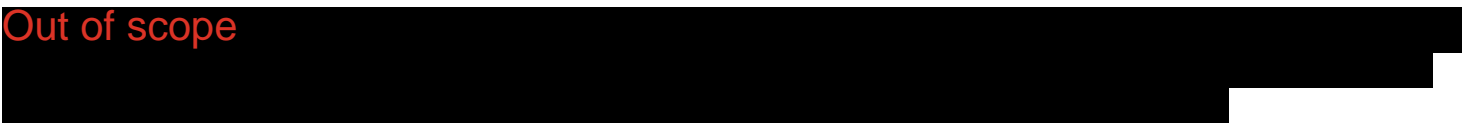
- Provides the right amount of time to undertake strategic change, involving incoming Board members
- Aims to reshape our long term financial position substantially

3. Sets a foundation for continuous change

- Moves Te Papa towards a culture of continuous change and adaptation
- Ensures ongoing financial sustainability and relevance

PC1

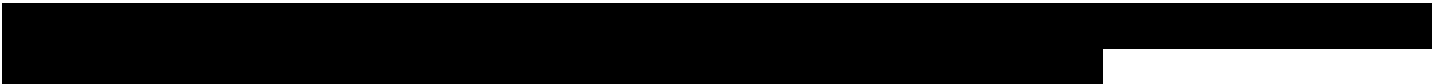
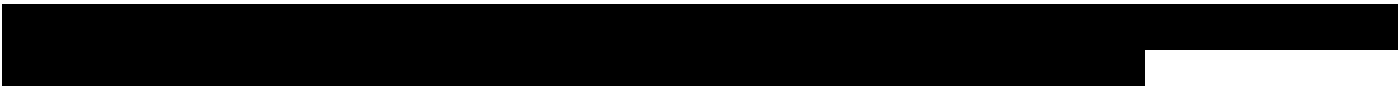
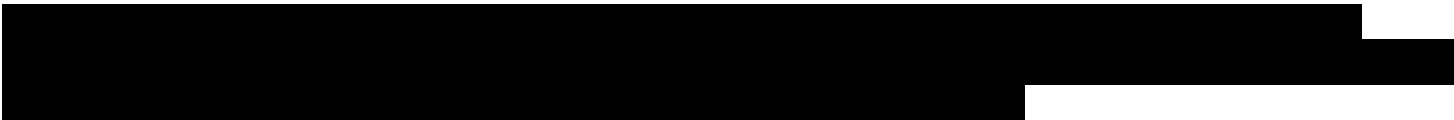
Out of scope

A large black rectangular redaction box covering the majority of the slide content for the PC1 section.

Peter Corley, 2025-04-03T00:56:59.153

CJ1 0

Out of scope

A small black rectangular redaction box covering the text 'Out of scope' for the CJ1 0 section.A large black rectangular redaction box covering the first line of content for the CJ1 0 section.A large black rectangular redaction box covering the second line of content for the CJ1 0 section.A large black rectangular redaction box covering the third line of content for the CJ1 0 section.A large black rectangular redaction box covering the fourth line of content for the CJ1 0 section.

Courtney Johnston, 2025-04-03T02:31:43.224

BUDGET - SENSITIVE

Out of scope

PC1

Out of scope

AB1 0

Out of scope

BUDGET - SENSITIVE

Option 4 – financial impact on out years forecast

Option 3	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Net impact		- 750	- 469	4,605	10,846	11,956	6,819	14,711	16,633	17,590
Cash Inflow/(Outflow)	- 5,360	- 6,565	- 11,014	- 7,134	- 1,479	- 2,429	- 9,123	- 2,843	- 2,592	- 3,366
Closing cash	38,945	32,380	21,366	14,232	12,753	10,324	1,201	- 1,642	- 4,235	- 7,600
Option 4: 2%										
Net impact		1,615	31	5,105	11,346	12,456	7,319	15,211	17,133	18,090
Cash Inflow/(Outflow)	- 5,360	- 4,200	- 10,514	- 6,634	- 979	- 1,929	- 8,623	- 2,343	- 2,092	- 2,866
Closing cash	38,945	34,745	24,231	17,597	16,618	14,689	6,066	3,723	1,630	- 1,235
Option 4: 3.5%										
Net impact		2,826	406	5,480	11,721	12,831	7,694	15,586	17,508	18,465
Cash Inflow/(Outflow)	- 5,360	- 2,989	- 10,139	- 6,259	- 604	- 1,554	- 8,248	- 1,968	- 1,717	- 2,491
Closing cash	38,945	35,956	25,817	19,558	18,954	17,400	9,152	7,184	5,466	2,976
Option 4: 5%										
Net impact		4,037	781	5,855	12,096	13,206	8,069	15,961	17,883	18,840
Cash Inflow/(Outflow)	- 5,360	- 1,778	- 9,764	- 5,884	- 229	- 1,179	- 7,873	- 1,593	- 1,342	- 2,116
Closing cash	38,945	37,167	27,403	21,519	21,290	20,111	12,238	10,645	9,302	7,187

BUDGET - SENSITIVE

Proposed priorities

ENHANCE

Out of scope

TRANSFORM

Out of scope

Strategic Organisational Change (start April 2025)

Feb 2025

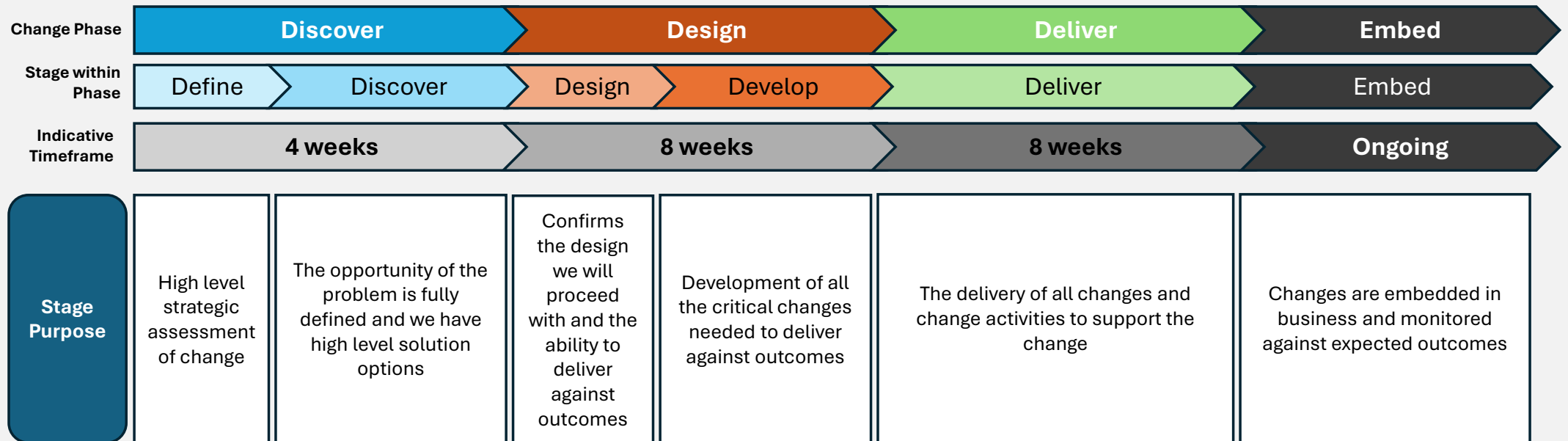
Jun 2027



BUDGET - SENSITIVE

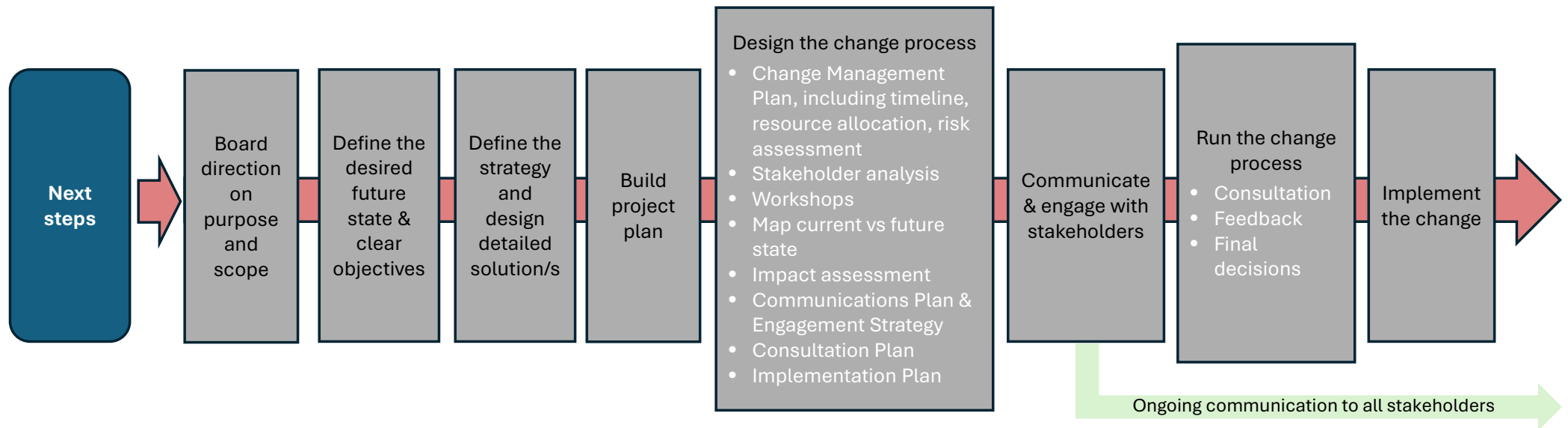
Strategic Organisational Change – process

CHANGE FRAMEWORK



BUDGET - SENSITIVE

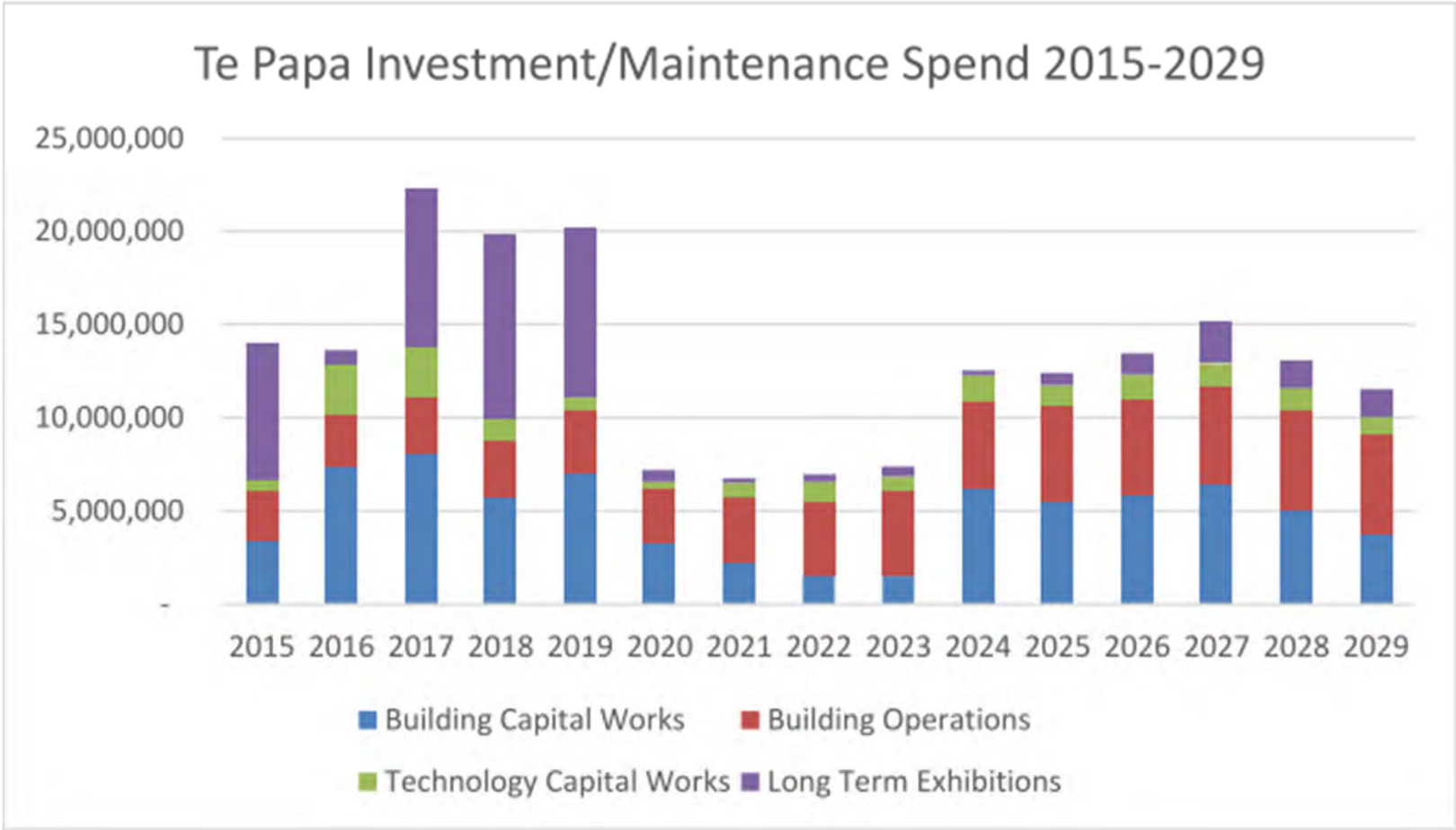
Strategic Organisational Change – next steps



Background material

Out of scope

Investment and maintenance in critical building infrastructure comprised 50% of the investment spend in 2015. From 2024 to 2029, it is forecast to be 80%. The following graph is a visual representation of this:



BUDGET - SENSITIVE

Out of scope

BUDGET - SENSITIVE

Out of scope

BUDGET - SENSITIVE

Out of scope

BUDGET - SENSITIVE

Out of scope

March 2025

Out of scope

- **21 March** – Change management support contracted to assist with exploration, evaluation and planning for change.
- **25 March** – ELT develop and evaluate scenarios for change (2 substantial strategic redevelopments; five smaller scale tactical changes) to inform recommendation to Board in April hui

Out of scope

*Update to be provided in meeting

April 2025

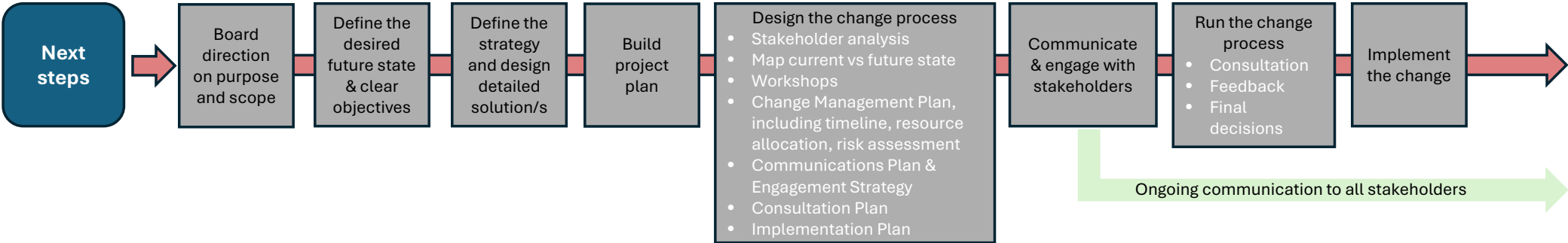
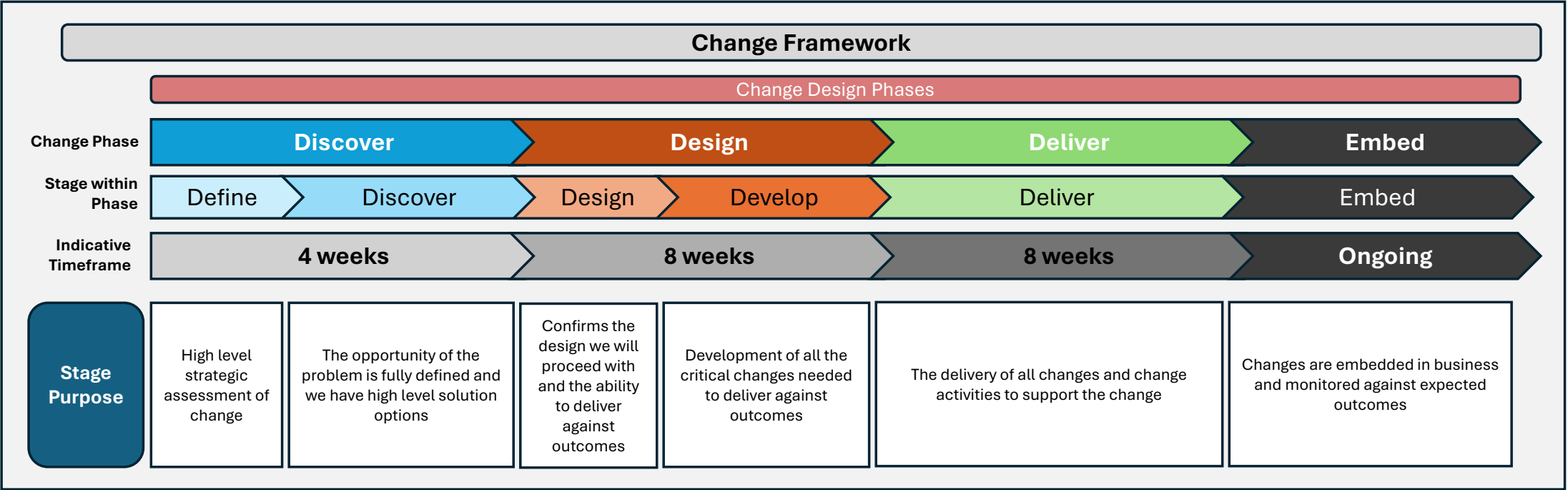
- **1 April**

- ELT discuss best option to present to Board at April meeting
- Acting Board chair and Co-Leaders meet; Co-Leaders discuss exploration & evaluation work conducted and test recommendation to bring to Board

Out of scope

BUDGET - SENSITIVE

Strategic Organisational Change – process



AB1

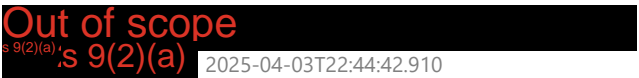
Out of scope



Anna Berwick, 2025-04-03T22:24:30.136

KG1 0

Out of scope



§ 9(2)(a)

§ 9(2)(a)

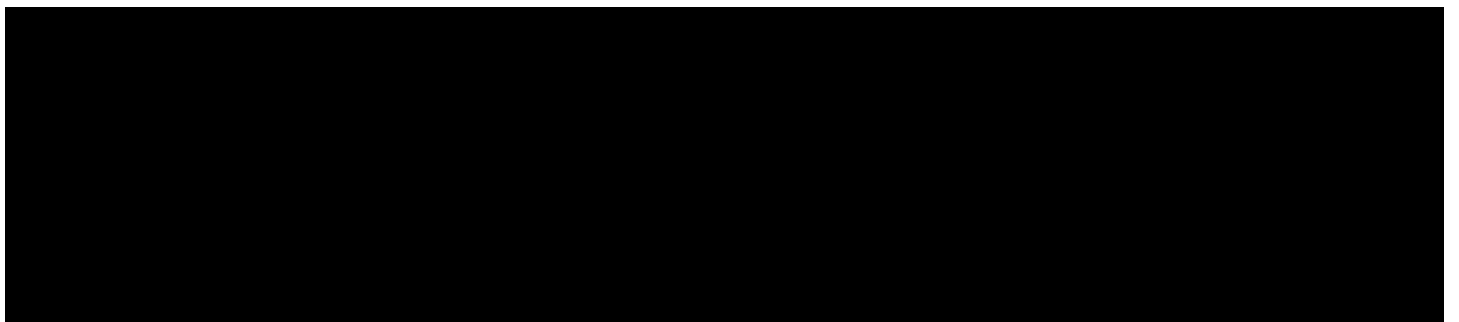
2025-04-03T22:44:42.910

MEETING NO. 263
MINUTES OF A MEETING OF THE
MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD
10 APRIL 2025, 9.00AM – 4.00PM
POHUTUKAWA ROOM, TE PAPA, 55 CABLE STREET, WELLINGTON & MS TEAMS

PRESENT	Ms. Jackie Lloyd		Acting Chair Chair of Tikanga Tāngata
	Mr. Andy Lowe		
	Mr. David Wilks		
	Prof. Dame Juliet Gerrard		Chair, Biodiversity Research Centre Governance Group
	Prof. Jacinta Ruru		
	Mr. Tama Waipara		
IN ATTENDANCE	Ms. Courtney Johnston		Tumu Whakarae Chief Executive (CE)
	Dr. Arapata Hakiwai		Kaihautū
	Ms. Anna Berwick		Head of Governance & Strategy
	Ms. s 9(2)(a)		Board Secretary
	Ms. Devorah Blumberg	ELT	Director, Partnerships & Development
	Ms. Puawai Cairns	ELT	Director, Audience & Insight
	Mr. Jake Downing	ELT	Director, Museum & Commercial Services
	Dr. Dean Peterson	ELT	Director, Collections & Research
	Ms. Sue Quirk	ELT	Chief People Officer
	Ms. Carolyn Roberts- Thompson	ELT	Director, Ngā Manu Atarau
	Ms Lisa Tipping	ELT	Chief Operating Officer
	Mr Peter Corley		Chief Financial Officer
	Ms Megan Somerville		Kaitohutohu Matua, Kaupapa Māori
	Ms Frances Lawrence		Principal Advisor, Planning & Performance
APOLOGIES	None		

The Board meeting opened at 9.16am with karakia.

BOARD-ONLY TIME



(out of scope of request)

MEETING ADMINISTRATION

1. (out of scope of request)

2.

3.

4. UPDATE ON FINANCIAL SUSTAINABILITY CHALLENGE AND PROPOSED APPROACH

The Board noted that this item is a discussion item rather than an approval item as stated on the agenda. The Chair updated the Board on recent meetings with Crown Entity Chairs and the Minister for Culture and Heritage.

The Board meeting paused at 10.15am to accommodate item 5 below.

5. (out of scope of request)

4. UPDATE ON FINANCIAL SUSTAINABILITY CHALLENGE AND PROPOSED APPROACH continued

The Board meeting restarted at 11.30am.

David Wilks re-joined the meeting at 11.40am.

The Board:

- a) **noted** the work conducted to date
- b) **discussed** the proposed approach
- c) **noted** the attached Letter of Expectations

(out of scope of request)

KAUPAPA KŌRERO ITEMS FOR DISCUSSION

6. TIRITI BASED MUSEUM WANANGA - JOINT WITH ELT

(out of scope of request)

7. MACRO BUDGET

(out of scope of request)

KAUPAPA HEI WHAKATAU ITEMS FOR DISCUSSION

8. (out of scope of request)

9.

10. (out of scope of request)

NG
RE

11.

12.

13.

14.

15.

16.

(out of scope of request)

APPROVED

Jackie Lloyd
Acting Chair, Te Papa Board

Organisational Review Programme

Potential pātai:

- ~~Why restructure now? We've done this before?~~
 - Why have you employed new staff recently when youve known that we need to restructure & downsize?
 - How long have you been doing the organisational review?
 -
 - Our rautaki is about a Tiriti based museum. Has that changed?
 - No
 -
 - How does the changes improve Te Papa?
 - Blocks etc
 -
 - Will you be downsizing Maori kaimahi positions?
- Our end goal is NOT to reduce the number of Māori staff overall.
- Is repatriation being taken out of the control and responsibility of Maori ?
 - No, it's not.
 -
 - Have you discussed this restructure with Mana Whenua and Iwi?
 - Have you discussed the repatriation redeployment with the RAP Chair and members? If not, why not?
 - What does theorganisational change mean with regard to the BRC?
 - Can we change the structure? If so, how and when?
 - Does our museum and Glam sector know what were doing? Why not?
 - What happens to tier 3 and tier 4 effected with change?
 - Why werent we involved in this process?
 - Why are we disestablishing NMA after just going throu a change process for this directorate?
 - Will there be further organisational changes?
 - Are the board members in agreement with then proposed organisational changes?
 - Does our Minister know about this?
 - Whats the rush to do this?
 - Does this organisational change effect all tier 2 and tier 3 positions?
 - Can you say how many positions willbe made redundant?
 - Who did the Organisational review? Why them?
 - How will staff be looked after during this process?
 - Is Te Papa still going to ask the Govt for additional crown funding? Why areent they doing this now?
 - How long have we known about our financial situation? Why didnt our previously board do anything about it?
 -
 -

MEETING NO. 264
MINUTES OF A MEETING OF THE
MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD
12 JUNE 2025, 9.00AM – 4.00PM
POHUTUKAWA ROOM, TE PAPA, 55 CABLE STREET, WELLINGTON

PRESENT	Mr. Christopher Swasbrook	Chair
	Ms. Jackie Lloyd	Deputy Chair
	Mr. David Wilks	
	Prof. Dame Juliet Gerrard	Chair, Biodiversity Research Centre Governance Group
	Prof. Jacinta Ruru	
	Mr. Paul Brewer	
IN ATTENDANCE	Ms. Courtney Johnston	Tumu Whakarae Chief Executive (CE)
	Dr. Arapata Hakiwai	Kaihautū
	Ms. Anna Berwick	Head of Governance & Strategy
	Ms. Frances Lawrence	Acting Board Secretary
	Ms Lisa Tipping	Chief Operating Officer
	Ms Megan Somerville	Kaitohutohu Matua Kaupapa Māori
APOLOGIES	Mr. Tama Waipara	

The Board meeting opened at 10.40am.

BOARD-ONLY TIME

Out of scope

MEETING ADMINISTRATION

3. CONFLICTS OF INTEREST

Out of scope

4. DRAFT MINUTES

Out of scope

5. BOARD ACTION LOG

Out of scope

GOVERNANCE AND LEADERSHIP REPORTS

7. LEADERSHIP REPORT

Out of scope

6. BOARD COMMITTEE REPORT – TIKANGA HAUMARU

Out of scope

8. ORGANISATION PERFORMANCE REPORT

Out of scope

9. FINANCIAL SUSTAINABILITY PROGRAMME UPDATE

The Tumu Whakarae (CE) provided an update on progress. The Board discussed options for further revenue growth.

Action:

- *Co-Leaders to develop a picture of the baseline cost to run the museum to support discussion of contribution margins for a number of own-sourced revenue activities*

ITEMS FOR DISCUSSION

10. INSURANCE RENEWAL

Out of scope

Action:

- Out of scope

12. BIODIVERSITY RESEARCH CENTRE – TENDER RECOMMENDATION AND CONTRACT AWARD

Out of scope

11. STATEMENT OF PERFORMANCE EXPECTATIONS 2025/26

Out of scope

13. ARTIFICIAL INTELLIGENCE POLICY

Out of scope

Out of scope

14. TE TIRITI POSITION STATEMENT

Out of scope

15. MINISTERIAL LETTER – SOI DEVELOPMENT DISCUSSION

Out of scope

16. BOARD SUBCOMMITTEES – PROPOSED DISCUSSION ON PURPOSE, TORS, MEMBERSHIP, MEETING RHYTHM

Out of scope

Out of scope

17. BOARD EXPECTATIONS OF MEETING MATERIALS – PROPOSED DISCUSSION ON WHAT'S WORKING, WHAT'S NOT RE BOARD ITEMS, PAPERS, QUALITY ETC

Out of scope

CORRESPONDENCE FOR NOTING

18. ACTING BOARD CHAIR LETTER TO MINISTER (28 APRIL 2025) – RESPONSE TO LETTER OF EXPECTATIONS 2025

Out of scope

19. BOARD WORK PROGRAMME

Out of scope

OTHER BUSINESS

20. GENERAL MATTERS / ANY OTHER BUSINESS

Out of scope

APPROVED

Christopher Swasbrook
Chair, Te Papa Board

Board Update Financial Sustainability Programme

4 June 2025

Programme Progress as of 4 June 2025

Out of scope

Organisational Change –

In Progress

- Directorate-level mapping of core services, functions, and interdependencies underway.
- Programme structure, key roles, and resourcing needs

Next:

- Cross-directorate workshop to validate and map functions and interdependencies collaboratively.

Out of scope

Out of scope

Out of scope

Out of scope

Background info

Out of scope

What we've heard from the Board: Expectations for 2025-26

- The organisation needs to be in a change state based on the need to reduce the fiscal gap between 2025-2029.

Out of scope

- The Board have commissioned the Co-Leader to develop a plan covering:

Out of scope

- Designing and implementing organisational change
- The plan is to be authentic and transparent, with a future and stakeholder-focused approach.
- The plan is to be delivered with a strong focus on efficiencies now, and a sense of urgency for organisational change tempered by managing risk.
- The Board is to be provided with assurance that the plan is being implemented and regularly adjusted for effectiveness, with regular updates on actions and performance measures.

Financial Sustainability Programme – Draft High Level Scope

Programme Overview

Out of scope

Key
Workstreams:

Out of scope

4. Organisational Change

- Review and redesign the organisations' services to improve offerings, efficiency, accountability and adaptability – ensuring the organisation is fit-for-purpose, financially sustainable, aligned to strategic goals.

Out of scope

Progress as of 20 May 2025

Out of scope

In Progress

Next

Establish Financial Sustainability programme

Out of scope

Out of scope

- Finalising Organisational Change Plan and commencement of Design phase.

Out of scope

Proposed programme structure and plan for Organisational Review Programme

Summary	Following a series of workshops and hui held with ELT over April and May 2025, this paper presents a proposed programme structure and plan to unite and guide our work on Te Papa's future sustainability.
Recommendation/s	<p>It is recommended that the ELT:</p> <ol style="list-style-type: none">1. Discuss the proposed programme structure and plan, seeking any clarifications and providing feedback2. Note that the programme structure, roles and responsibilities will be approved by the Co-Leaders (as Programme Sponsors) following any changes made in response to this discussion3. Note next steps.

Context

1. Te Papa has committed to four streams of work to ensure the sustainable operation of the national museum:
 - Efficiencies and effectiveness (2% savings target)
 - Increasing net contribution (Out of Scope)
 - s9(2)(g)(i)
 - Organisational review
2. A series of workshops have been held with ELT and sub-groups, to inform the development of a programme structure and plan to unite and guide these four streams, which is presented here. Workshops held with ELT on 15 April, 29 April, 26 & 27 May included discussion and exercises that covered:
 - Board direction and Statement of Intent
 - Reflections
 - Sprint activities between April – June 2025
 - Finalising Budget 25/26
 - Strategic Change Programme
 - Strategic Revenue Generation Action Plan
 - Efficiency & Effectiveness actions
 - Vision and reason for change
 - Change frameworks, activities and calendar
 - Organisational change design, what it encompasses and what good looks like
 - Communications strategies
 - Establishment of a Programme structure, key dates, activities and milestones

3.

Proposed Programme Structure and Plan

4. This document proposes the establishment of the Organisational Review Programme and covers:
 - Programme purpose and objectives
 - Programme structure and roles
 - Required resourcing
 - Programme guidelines and ways of working
 - Programme roadmap and timeline
 - RASCI analysis
 - Next steps for programme establishment
 - High level change plan for workstream 4 – organisational change (a more detailed plan will be developed as part of the work programme)
5. Note the programme structure and plan refer to the “Organisational Review Programme”, not the “Financial Sustainability Programme”, for reasons outlined in the document.
6. Please review the document and prepare any feedback /questions for clarification for our hui. You are welcome to provide any questions in advance of the hui to Courtney and s 9(2)(a)

Next steps

7. Following feedback from ELT, the Co-Leaders will approve the structure, roles and responsibilities and establish resourcing for the programme.
8. The programme structure and approach will be shared with the Board at their 15 July hui.

Appendix

9. Two supporting documents are provided for your awareness. These are still in development and provided for your assurance. They will not be discussed in this meeting, any feedback directly to s9(2)(a) please:
 - Draft Stakeholder Engagement Strategy
 - Draft Communications Plan

Te Papa Financial Sustainability Programme

Tikanga Haumaru – General Update Notes

1 July 2025

- Series of ELT workshops in April/May 2025 informed the development of the programme structure.
- Key discussions covered:
 - Board direction and alignment with Statement of Intent
 - Reflections
 - Sprint activities between April – June 2025
 - Finalising Budget 25/26
 - Strategic Change Programme
 - Strategic Revenue Generation Action Plan
 - Efficiency & Effectiveness actions
 - Vision and reason for change
 - Change frameworks, activities and calendar
 - Approaches to organisational change design
 - Communications strategies
- ELT have approved the Programme structure, resources and governance guidelines to cover four workstreams:
 1. Cost savings
 2. Increasing net contribution (strategic revenue generation)
 3. s9(2)(g)(i)
 4. Organisational change
- The Programme has defined its:
 - Purpose and objectives
 - Structure and roles
 - Resourcing
 - Guidelines and ways of working
 - High level roadmap and timeline
 - RASCI analysis
 - High level change plan for workstream 4 (detailed plan to be developed as part of the work programme)
- Note that the title and byline of the programme is due to finalised.
- ELT have provided feedback and endorsed the establishment of the Programme.
- The Co-Leaders are in the process of approving the programme structure, timeline, resources, roles and responsibilities.
- The structure includes:

Programme Role	Source	Te Papa Resource
Sponsors	Internal	Co-leaders
Oversight Committee	Internal	Directors
Internal Advisors to Oversight Committee	Internal	Head of Governance & Strategy Chief People Officer Chief Financial Officer Head of Marketing & Communications
Programme Lead	External	
Programme Coordinator	Internal or External	TBC
Workstream 1 – Lead	Internal	Chief Financial Officer
Workstream 2 – Lead	Internal	Chief Operations Officer

Workstream 3 – Lead	Internal	Project Manager
Workstream 4 – Lead & Change Manager	External	
Workstream 4 – Change Comms Lead	External	
Support roles	Internal	Change Advisor
	Internal	Chief People Officer
	Internal	Head of Marketing & Communications

MINUTES OF TIKANGA HAUMARU MEETING (079)
MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA
9.30AM – 12.30PM Thursday 10 July 2025

Pohutukawa Meeting Room, Cable Street and via MS Teams

PRESENT

Souella Cumming	Committee Chair
Christopher Swasbrook (online)	Board Chair
Jackie Lloyd	Deputy Board Chair
David Wilks (online)	Board Member

**IN
ATTENDANCE**

Courtney Johnston	Tumu Whakarae Chief Executive (CE)
Arapata Hakiwai	Kaihautū
Anna Berwick	Head of Governance & Strategy (HG&S)
Peter Corley	Chief Financial Officer (CFO)

APOLOGIES None

1. INTRODUCTION & ADMINISTRATION

1.1 Committee-Only Session

Out of scope

1.2 Welcome and Apologies

Out of scope

1.3 Approval of Tikanga Haumaru 78 minutes and actions

Out of scope

1.4 Conflicts of Interest

Out of scope

2. STANDING ITEMS

2.1 Co-Leaders' report

The Committee received a comprehensive verbal update from the Co-Leaders, covering progress on the Financial Sustainability Programme, **Out of scope**

Out of scope

. The Co-Leaders highlighted the challenge of delivering both the SOI and an organisational review concurrently, noting their critical role in meeting the Board's financial improvement expectations by FY 2026/27.

Out of scope

3. EXTERNAL ACTIVITIES

3.1 External Audit Update

Out of scope

4. COMMITTEE OPERATIONS

4.1 Tikanga Haumaru Charter Refresh

Out of scope

5. RISK AND ASSURANCE RELATED ACTIVITIES

5.1 Strategic Risk Update

Out of scope

A potential downgrade in the risk rating from “Very High” (Red) to “High” Orange was discussed, reflecting Te Papa’s ability to continue to operate, albeit in a reduced form. **Out of scope**

Out of scope

6. FINANCIAL OVERSIGHT

6.1 Financial Sustainability Programme

The Committee noted that the Financial Sustainability Programme (FSP) continues to progress, with strong alignment across **Out of scope** organisational review workstreams.

6.2 Finance monthly Performance Report

Out of scope

7. INTERNAL CONTROL ENVIRONMENT

7.1 Organisational Policy Suite – status update

Out of scope

8. NOTING ITEMS

8.1 Health and Safety Report

Out of scope

8.2 Non-Financial Performance Report

Out of scope

Out of scope

8. MEETING DECISIONS AND ACTIONS

Out of scope

8.2 Any other business or closing remarks

Out of scope

The meeting closed at 11:58am.

CONFIRMATION OF MINUTES

Confirmed by:

Confirmed on:

ACTION ITEMS FROM THIS MEETING:

ID	Management actions	Report back due	Responsible	Status
----	--------------------	--------------------	-------------	--------

Out of scope



Establish, Launch and Resource Organisational Review Programme

To	Courtney Johnston, Tumu Whakarae Arapata Hakiwai, Kaihautū
Summary	Following a series of workshops and hui held with ELT between April and July 2025, this paper presents a confirmed programme structure and plan to unite and guide the work on Te Papa's future sustainability under one umbrella programme called the Organisational Review Programme.
Recommendations	<p>It is recommended that the Co-leaders:</p> <ol style="list-style-type: none">1. Note the programme structure, roles and responsibilities has been updated following ELT feedback and input.2. Note both the timeline for both the Programme Plan and Workstream 4 Organisational Change has been significantly updated.3. Note that ELT agreed on 1 July 2025 that the Co-Leaders (as Programme Sponsors) would approve the programme establishment following their input.4. Approve the:<ul style="list-style-type: none">• establishment and launch of the programme• hire of external resources

Context

1. Te Papa has committed to creating one programme with four streams of work to ensure the sustainable operation of the national museum:
 - Operational Savings
 - s9(2)(g)(i)
 - Revenue Generation
 - Organisational Change
2. The Programme is ready to be formally established and has a Programme Plan containing structure, key dates, activities and milestones.
3. Following review and input from ELT, the attached two documents have been finalised:
 - Organisational Review Programme Plan – this has been significantly updated following feedback and is ready for **Sponsor review and approval**.
 - Workstream 4 Organisational Change Plan – this has been updated with a detailed project timeline and is ready for Sponsor review.

Programme Resourcing

4. The Organisational Review Programme requires a mix of internal and external resources. The table below summarises the resourcing requirements and is finalised for **Sponsor review and approval**.

Nil cost for Internal Te Papa Resource				
Programme Role	Resource	Source	Name	Expected FTE
Sponsors	Co-leaders	Internal	Courtney Johnston Arapata Hakiwai	0.1 each
Rōpū Whakahaere	Directors	Internal	Lisa Tipping Puawai Cairns Dean Peterson Devorah Blumberg Jake Downing Carolyn Roberts-Thomson	0.1 each
Technical Advisory Group	Head of Governance & Strategy Chief People Officer Chief Financial Officer Head of Marketing & Communications	Internal	Anna Berwick Sue Quirk Peter Corley Kate Camp	0.1 each
Programme Coordinator	EA to Co-leaders	Internal	TBC	0.2
Workstream 1 – Lead	Chief Financial Officer	Internal	Peter Corley	0.1
Workstream 2 – Lead	Chief Operations Officer	Internal	Lisa Tipping	0.1
Workstream 3 – Lead	Project Manager	Internal	s9(2)(a)	1.0
HR Change Advisor	PSC Advisor	Internal	From PSC team	0.5

Estimated Cost for External Resource				
Programme Role	Expected FTE	Source	Name	Approx. Cost for 18 weeks
Programme Lead	0.4	Independent contractor	s9(2)(a)	s9(2)(i)
Workstream 4 – Lead	0.6	Independent contractor		
Change Comms Lead	1.0	Independent contractor	To be hired	
Change Analyst	0.6	Independent contractor	To be hired	

* Based on current hourly rate at 40 hours per week for 18 weeks

** Based on estimated hourly rates

5. Please review the documents and provide **Sponsors approval** on the following items:

- Establishment of the programme and implementation of the programme governance guidelines.
- Resources for the Programme Plan as per the above table, including allocation of internal resource and recruitment of external resource. Note the addition of one further resource from the original proposal, being a Change Analyst at 3 days per week to work closely with the Workstream Lead and support change delivery.

Next steps

- Co-Leaders approve the structure, roles and responsibilities that will effectively establish the programme.
- The programme structure and approach will be shared with the Board in the next Programme Status Report.
- The Programme Lead will:
 - launch the programme at the ELT hui on 22 July 2025 having collaborated with the Kaihautū on te ao Māori protocols.
 - progress key activities as per the Org Change timeline, first and foremost being the mapping exercise with the Directors.
 - establish secure Sharepoint programme files for ease of sharing.
 - coordinate with the Chief People Officer to secure external resource with immediate effect.

Recommendation	Approved / Not Approved	Notes	Signed	Date
Approve the establishment and launch of the Organisational Review Programme.				
Approve the hire of external resources as outlined in the table in this paper and in the Organisational Review Programme Plan.				

Overall Status		Reporting period: June – July 2025	Last Reported Status		None
----------------	--	------------------------------------	----------------------	--	------

The Organisational Review Programme was formally established and launched on 22 July 2025. Between February to June 2025, the Co-leaders led the ELT through a series of workshops and exercises to enable the leadership group to gain a cohesive and clear understanding of the challenge, and in response develop a purpose, scope, and levers that are relevant to achieve the objectives.

Outcomes will be delivered through four interconnected workstreams -Out of scope; Organisational Change. Each workstream has a different focus and together they form a coherent, future-focused response to the challenges and opportunities Te Papa faces. These workstreams are being coordinated under the programme umbrella to ensure changes are cohesive, people-centred, coordinated, and aligned with the strategic direction for long-term financial sustainability.

Status Update	RAG	Commentary
Objectives		The purpose of the programme is to provide Te Papa with the change platform to attain long term financial sustainability. In doing so, the programme objectives are to grow revenue and earn more; implement internal efficiencies and spend less; keep Te Papa’s mandate at the heart of the programme; and remain stakeholder focused.
Scope and quality		The Programme takes a whole-of-organisation view to ensure long term financial sustainability, effectiveness and impact. The scope is intentionally broad, reflecting the need to consider internal efficiencies and external opportunities. It covers how we work, how we fund our mission, how we grow, and how we structure ourselves.
Time		A Programme Plan has been developed with a detailed delivery timeline for Workstream 4 Organisational Change.
Resources		Internal resource is allocated or about to be allocated. Four roles to be resourced externally are 50% filled.
Any other challenges		Important BAU due to be delivered over the same period of time as the Programme is expected to impact on the availability and focus of key internal stakeholders.

Main deliverables during reporting period	Main upcoming deliverables
<ul style="list-style-type: none">Significant engagement and collaboration from ELT during workshops to gain agreement on pathway to financial sustainability.Establishment of Programme with four Workstreams.Development of Programme Plan.Development of DRAFT Stakeholder Engagement and Communications Plan.Development of Change Approach and detailed delivery timeline for Workstream 4 Organisational Change.Engagement of key resources in Programme Lead and Workstream Lead roles.Launch of Programme at ELT supporting Te ao Māori programme principles and guidelines.Development of decision-making authorities and decision tree to align with governance requirements.Out of scopes9(2)(g)(i)	<p>Out of scope</p> <p>Workstream 4 – Org Change:</p> <ul style="list-style-type: none">Finalise internal and external resources.31 Jul – identify Change Champion network.11 Aug – Directorate-level mapping of core services, functions, and interdependencies to be completed.18 Aug – ELT workshop to validate mapping and interdependencies.Week of 18 Aug – programme comms at Tier 3 briefing,

Progress on programme work streams					
Work stream	Sponsor Name	Current status	Comment	RAG	Action to be taken if not green
			Out of scope		
Out of scope					
Organisational Change	Courtney Johnston Arapata Hakiwai	Managing some risks &/or issues	Significant interdependencies still to be mapped. Timeline adjusted to support consultation required for development of SOI, taking the delivery of org change to November and closer to the end of year shut down period.		Monitor timeline and provide risk mitigation in the way of comms strategies to support delivery of org change closer to end of year.

Key:

RED means significant issues – will definitely be impacted

AMBER means some issues – chance of impact

GREEN means on track – no issues expected



Programme Financial Status		Reporting period: June – July 2025	Last Reported Status	None
----------------------------	--	------------------------------------	----------------------	------

Programme Resource Budget
<ul style="list-style-type: none"> Estimated Programme costs for external resource hires captured, approved and included in operational costs.

Out of scope

	\$000's	Tau katoa Full Year	Tau katoa Full Year	
		Mātapae Pūtea Forecast	Māhere Pūtea SPE	Tihoinga Variance
Financial Performance	Crown/Core Revenue	43,569	43,569	0
	Other Revenue	9,066	9,011	55
	Revenue	52,635	52,580	55
	Commercial Revenue	31,356	30,029	1,327
	COGS	8,029	7,426	603
	Commercial Margin	23,327	22,603	724
	Commercial Margin %	74%	75%	
	Total revenue	75,962	75,183	779
	Operating Costs	25,770	25,752	18
	Personnel Costs	47,550	47,550	0
	Surplus/(Deficit)	2,642	1,881	761
	Surplus/(Deficit) %	3%	3%	
	Depreciation	15,000	15,000	0
Cash Management	EBIT	(12,358)	(13,119)	761
	Capital Contribution	3,000	3,000	0
	Funds Generated for Investment	5,642	4,881	761
	Biodiversity Research Centre			0
	Investment Programme	8,197	8,697	(500)
	Collection Acquisition	2,000	2,000	0
	Total Capital Investments	10,197	10,697	(500)
	Net Movement in Cash	(4,555)	(5,816)	1,261
	Savings Target	1,261	1,600	
		79%		



Te Papa Organisational Review Programme Plan

21 July 2025

Version Control

Version	Date	Author	Changes Made	Approved by
0.1	25/06/25	s9(2)(a)	Draft for internal review	-
0.2	09/07/25	s9(2)(a)	Updated based on ELT feedback	-
0.3	21/07/25	s9(2)(a)	Final version for Sponsors approval	

Relevant Supporting Documentation

Date	Author	Document	Version
17/07/25	s9(2)(a)	Workstream 4 – Organisational Change Plan	0.2
17/07/25	s9(2)(a)	Stakeholder Engagement & Communications Plan	0.2

Programme Purpose and Objectives

Programme Purpose

The purpose of the programme is to provide Te Papa with the platform to attain long term financial sustainability.

Programme Vision

Te Papa is a fit for purpose and financially resilient national museum with an outstanding reputation.

Key Objectives

- Grow revenue and earn more
- Make internal efficiencies and spend less
- Keep Te Papa's mandate at the heart of the programme
- Remain stakeholder-focused

Strategic Alignment

In alignment with the Statement of Intent, the Programme will maintain a close relationship with Te Rautaki (strategy), legislative and cultural responsibilities, and financial obligations.

Te Ao Māori Perspective

Using He Ara Waiora, the Organisational Review Programme is framed in terms of manaakitanga (care for people), kotahitanga (collective approach), and ora (wellbeing and sustainability).

Programme Scope

The Organisational Review Programme takes a whole-of-organisation view to ensure long term sustainability, effectiveness and impact.

It brings together four interconnected workstreams, each contributing a different lens but working toward a shared goal of strengthening the organisation for the future.

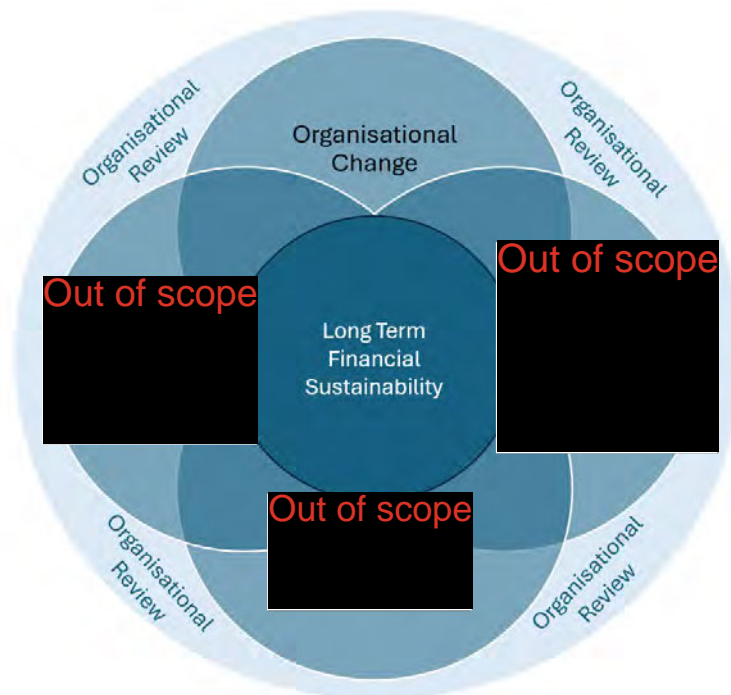
The scope is intentionally broad, reflecting the need to consider both internal efficiencies and external opportunities. It covers how we work, how we fund our mission, how we grow, and how we structure ourselves.

Delivery Mechanisms

Outcomes will be delivered through four interconnected workstreams:

1. Out of scope
2. Out of scope
3. Organisational Change
4. Out of scope

Each workstream has a different focus and together they form a coherent, future-focused response to the challenges and opportunities Te Papa faces. These workstreams are being coordinated under the programme umbrella to ensure changes are cohesive, people-centred, coordinated, and aligned with the strategic direction for long-term financial sustainability.



Expected Benefits and Outcomes

- Tangible benefits – Out of scope
- Intangible benefits – long term resilience.
- He Ara Waiora integration – ensuring the programme contributes to oranga (collective wellbeing) and upholds mana (integrity and responsibility).

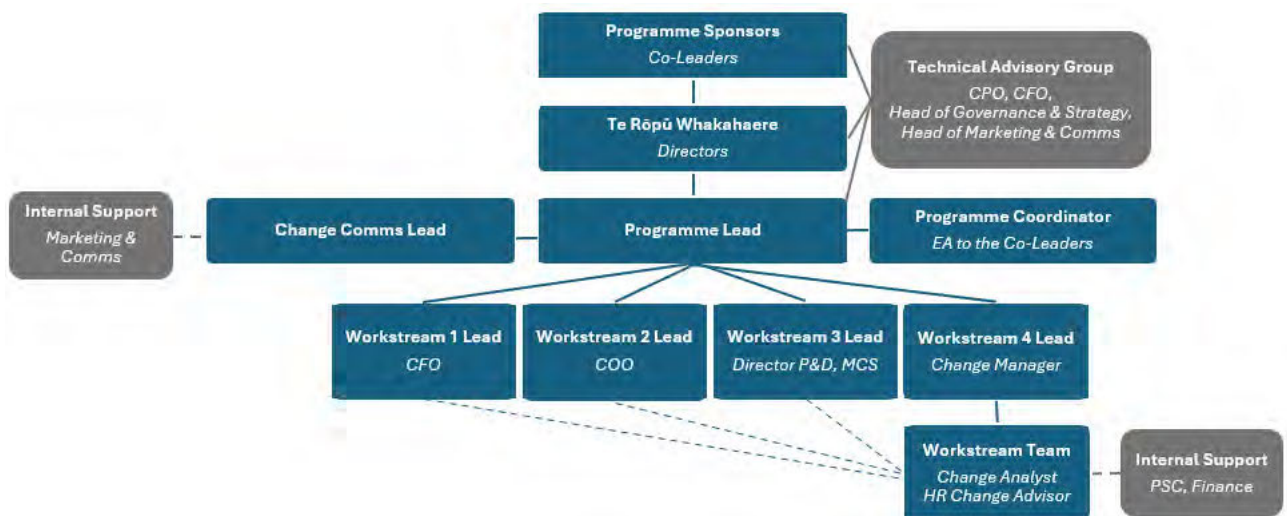
Programme Structure

Programme Name

- Wider programme – Organisational Review
- Four workstreams – **Out of scope**, Organisational Change
- Rationale for Organisational Review as a programme name:
 - Encompasses strategy, people, structure, systems, services – not just finances.
 - It reflects a broader mandate to take a strategic look at how the organisation operates, funds itself, and delivers value both now and into the future.
 - Provides the platform to support a positive, forward-looking message: *“We’re reviewing our work so we can be even more affordably effective”*.
 - Not every workstream is focused on reviewing or reducing existing activity but are coordinated together to ensure changes are cohesive, well planned, communicated, and streamlined into BAU.

Structure

- The programme is made up of a tiered structure with clearly defined roles.
- This structure provides a clear hierarchy from sponsors to workstreams and includes a Technical Advisory Group to support sound decision-making.
- Individual Workstream Leads provides clarity on responsibility for delivery of each piece of work.



Programme Sponsors

- Role: Co-leaders to champion and approve the programme at executive level.
- Responsibilities:
 - Jointly hold overall accountability for the programme.
 - Actively committed to ensuring the project is aligned to organisational goals and objectives
 - Removes barriers, secures resources.
 - Ensures the Programme Lead delivers outcomes.
 - Chairs Oversight Committee
 - Makes decisions on escalated risks/issues.
 - Authorises scope change.

Oversight Committee

- Role: Provides governance, strategic oversight, and decision-making.
- Membership:
 - Co-Leaders (Chair)
 - Directors
- Receives input from:
 - Technical Advisory Group
 - Programme Lead
 - Workstream Leads (as required)
 - Tier 3 leaders or business representatives (as required)
- Responsibilities:
 - Approve key decisions, change requests, mitigation strategies to risks and issues.
 - Review progress and alignment with strategy.
 - Provide direction on escalated issues.
 - Assist with removal of barriers as needed.
 - Act as programme advocates.

Technical Advisory Group

- Role: Provides subject matter expertise and independent advice to support informed programme decision-making.
- Membership:
 - Head of Governance & Strategy
 - Chief People Officer
 - Chief Financial Officer
 - Head of Marketing & Communications
- Provides advice on:
 - Organisational and programme governance, compliance and regulatory alignment.
 - Workforce strategy, people, and change impacts.
 - Financial implications, investment prioritisation, and business cases.
 - Communication, stakeholder engagement, audience voice, and reputational considerations.
- Responsibilities:
 - Review and provide advice on key programme proposals and risks.
 - Support alignment with organisational strategy and BAU functions.
 - Identify risks and mitigations relevant to their area of expertise.
 - Act as a critical friend to strengthen delivery confidence.

Programme Lead

- Role: Full-time lead responsible for day-to-day programme delivery.
- Responsibilities:
 - Provides strategic oversight, momentum and leadership across the programme.
 - Leads programme design and implementation.
 - Coordinates and drives delivery across workstreams.
 - Provides reporting and updates to Oversight Committee and Board.
 - Manages interdependencies and risks.
 - Ensures stakeholder engagement and communications are coordinated across workstreams.
 - Ensures key decisions are recorded and communicated.

Programme Coordinator

- Role: Assists with programme documentation, scheduling, reporting.

Workstreams (x4)

Each workstream focuses on a major delivery component of the programme and is led by a Workstream Lead, reporting to the Review Programme Lead for the purposes of workload management and activity direction.

Workstream Leads:

- Role: Operational leaders responsible for delivery of their stream's scope.
- Responsibilities:
 - Develop workstream plans and milestones.
 - Manage workstream-level risks and dependencies.
 - Collaborate with other leads for alignment and communication planning
 - Engage regularly with the Programme Lead to provide reporting and updates and to allow management of interdependencies.

Workstream Supporting Roles

- *Change Manager*: Supports organisational change design, planning, delivery, transition, communication and engagement. Significant engagement with Chief People Officer and Chief Financial Officer, Head of Marketing and Comms, and Change Comms Lead.
- *Change Comms Lead*: Develops, delivers internal and external comms and materials based on stakeholder engagement plans across the whole programme. Significant engagement with Programme Lead, Head of Marketing & Communications, Oversight Committee and business leaders.
- *Change Analyst*: Supports the Change Manager with change planning and delivery, impact and readiness assessments, analysis of how proposed changes affect roles, teams, processes and systems, prepares and manages stakeholder lists, tracks consultation feedback, maintains documentation and tracks decisions, issues and actions, supports workshops and engagement sessions, monitors change progress and risks.
- *HR Change Advisor*: Supports the Change Manager and Change Analyst with information gathering, analysis, documentation and coordination with key internal support teams (ie. HR, Finance).

Reporting and Communication Flows

- Weekly workstream updates to Programme Lead.
- Weekly Programme Report to Oversight Committee.
- Weekly Programme Report to Co-Leaders.
- Monthly Programme Report to Board.
- Regular sponsor briefings.
- Stakeholder engagement/communications plan encompassing the whole programme.

Resourcing to Support Programme Structure

A fit-for-purpose lean resourcing model aligned to the programme structure will utilise internal resource where possible and combine skilled external expertise where appropriate. Collectively, these roles are essential to ensure the programme is appropriately resourced to manage the complexity of change, maintain momentum of delivery, and support Te Papa kaimahi through the transition.

Roles and Resources

Programme Role	Te Papa Resource	Source	Name	Expected FTE
Sponsors	Co-leaders	Internal	Courtney Johnston Arapata Hakiwai	0.1 each
Oversight Committee	Directors	Internal	Lisa Tipping Puawai Cairns Dean Peterson Devorah Blumberg Jake Downing Carolyn Roberts-Thomson	0.1 each
Technical Advisory Group	Head of Governance & Strategy Chief People Officer Chief Financial Officer Head of Marketing & Communications	Internal	Anna Berwick Sue Quirk Peter Corley Kate Camp	0.1 each
Programme Lead		External	s 9(2)(a) s 9(2)(a)	0.4
Programme Coordinator	EA to Co-leaders	Internal	TBC	0.2
Workstream 1 – Lead	Chief Financial Officer	Internal	Peter Corley	0.1
Workstream 2 – Lead	Director Partnerships & Development Director Museum & Commercial Services	Internal	Devorah Blumberg Jake Downing	1.0
Workstream 3 – Lead		External	s 9(2)(a) s 9(2)(a)	0.6
Workstream 4 – Lead	Chief Operations Officer	Internal	Lisa Tipping	0.1
Change Comms Lead		External	To be hired	1.0
Change Analyst		External	To be hired	0.6
HR Change Advisor	PSC Business Partner	Internal	From PSC team	0.5

Workstream	Business Owner	Name
Out of scope		
3 Organisational Change	Sponsors	Courtney Johnston Arapata Hakiwai
Out of scope		

Programme Charter – Governance, Guidelines & Ways of Working

To ensure consistency and alignment, the programme is governed by a clear set of principles and decision-making frameworks to support delivery.

Governance and Programme Principles

- The programme adheres to Tiriti-led principles:
 - *Honour Te Tiriti o Waitangi in Every Decision*
Tikanga Māori, our Mana Taonga principle and our relationships with iwi, hapū and hāpori Māori are present in all our thinking and decision-making. We recognise and support Māori leadership and aspirations.
 - *Engage in Mana-Enhancing Relationships*
We listen, speak, and act in ways that uphold the mana of others. We foster mutual respect, trust, and meaningful engagement with all parties. Our relationships are two-way and built on equity and shared purpose.
 - *Stay Grounded in Integrity and Courage*
We commit to being honest with ourselves and each other. We hold each other accountable with care, speak up with courage, and make space for diverse voices and perspectives – even when it's uncomfortable.
- Decision-making authority is clearly defined at workstream, programme and governance levels to ensure timely and appropriate resolution of issues.
- Meetings and reporting will be simple and regular:
 - Weekly programme team meeting – Programme and Workstream Leads to manage alignment, issue tracking, upcoming priorities, blockers, decisions needed, cross-workstream items.
 - Weekly Oversight Committee meetings – updates, risk review, decision-making.
 - Daily or weekly workstream stand-ups – as needed for the stage of each workstream.
 - Adhoc working sessions as needed – deep dive on specific issues with relevant people.
 - Weekly written update – Programme Lead to provide a written update to the Sponsors to maintain visibility on progress, decisions made, risks or issues, what's coming up.
 - Monthly Board update – Programme Lead to provide a Board report and traffic light (RAG) status.
- The escalation process is simple and clear:
 - Issues that impact scope, timing, risk or cross-workstream alignment – and cannot be solved at the programme level – will be escalated to Oversight Committee for guidance or decision.

Programme Decision Making

- See **Appendix A** for decision tree and decision making authorities.

Planning & Delivery Standards

- Use of a programme progress and activity monitoring tool (MS Project or similar).
- Use of templates for workstream plans.
- Shared and confidential tools and platforms (SharePoint, MS Teams).

Risk & Issue Management

The programme will have a:

- Centralised risk register.
- Centralised decision register.
- Decision tree to support management of risks and issues.
- Set of criteria for escalating risks to Oversight Committee:
 - *Strategic or structural impact* – the risk or issue could affect the overall direction, purpose or scope of the review, or changes the structure, governance model or core functions beyond what was originally agreed in the scope.
 - *Material risk or reputational exposure* – the risk or issue poses a high risk (legal, reputational, financial or operational) that could damage the organisation if mishandled and can't be mitigated at the workstream level.
 - *Stakeholder escalation or controversy* – key stakeholders, including kaimahi or union, have raised concerns that require senior governance oversight.
 - *Cross-workstream dependencies* – the risk or issue cuts across more than one workstream and cannot be resolved by any single lead, or conflict exists across recommendations affecting more than one workstream that requires governance decision-making.
 - *Deviation from programme principles or vision* – a proposed decision or direction contradicts agreed programme vision, objectives, principles, values or organisational policy.
 - *Decision authority limits* – the decision required is outside the delegation of the Programme Lead or workstream owners and formal approval is needed.
 - *Resolution avenues exhausted* – the Programme Lead requires guidance or endorsement to move forward.

Change Control

- Simple and clear process for managing scope or priority changes, with the Programme Lead responsible for:
 - Identifying the change.
 - Capturing what's changing, why the change is needed, impact on scope, timeline, resources and stakeholders.
 - Considering alignment, impacts, and level of risk (RAG rating).
 - Deciding the approval path and getting a decision from the relevant authority.
 - Recording and monitoring the change in programme documentation.
 - Confirming the appropriate communication path.

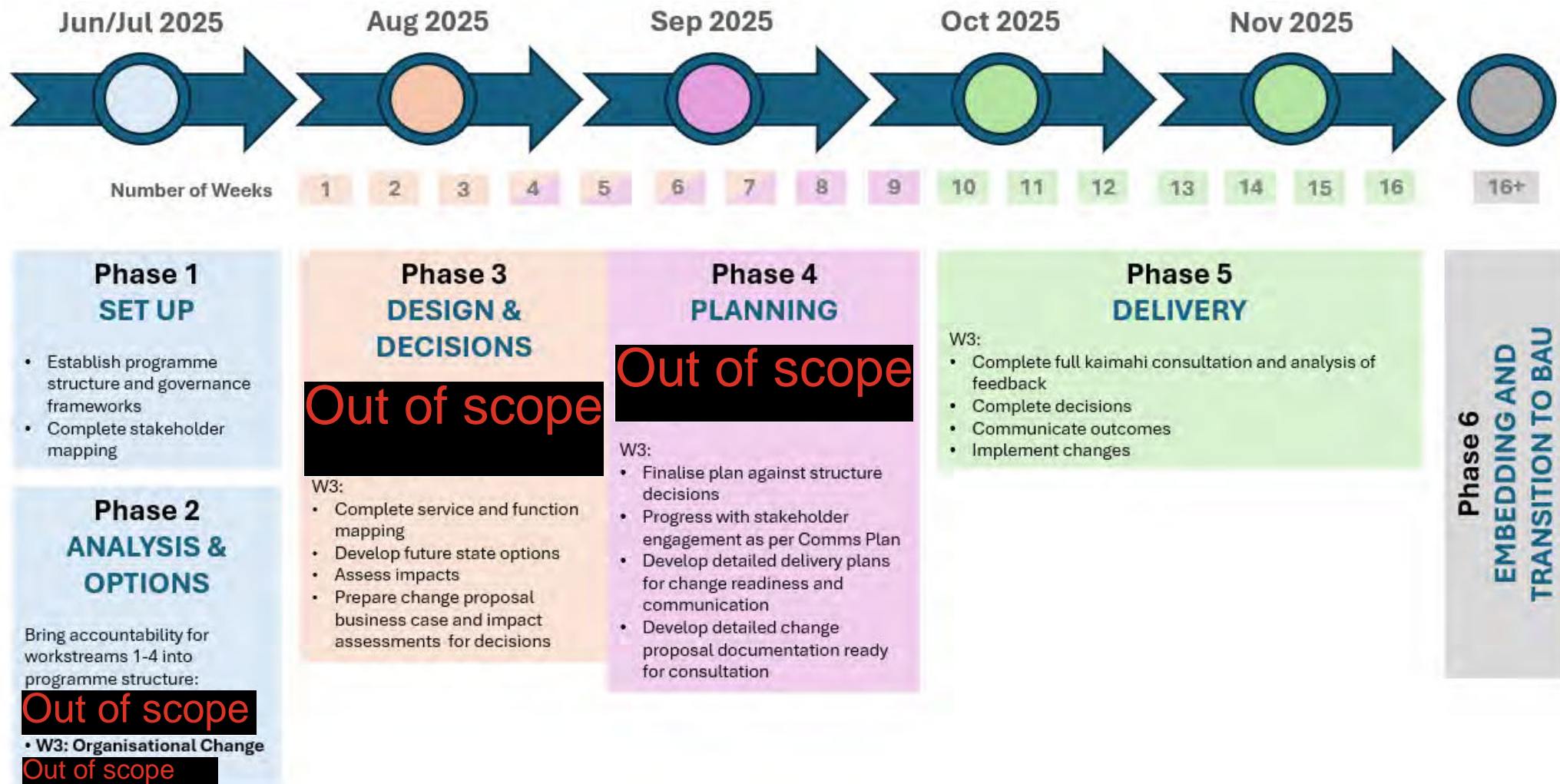
Reporting Standards

- Regular reporting templates (status, risks, milestones).
- Traffic light (RAG) status for progress tracking.

Collaboration and Stakeholder Engagement

- Agreed behaviours and principles based on Governance and Programme Principles.
- Protocol required for cross-workstream collaboration.
- Development, use and tracking of Stakeholder Engagement Plans and Programme Communication Plan.

High Level Roadmap and Programme Timeline

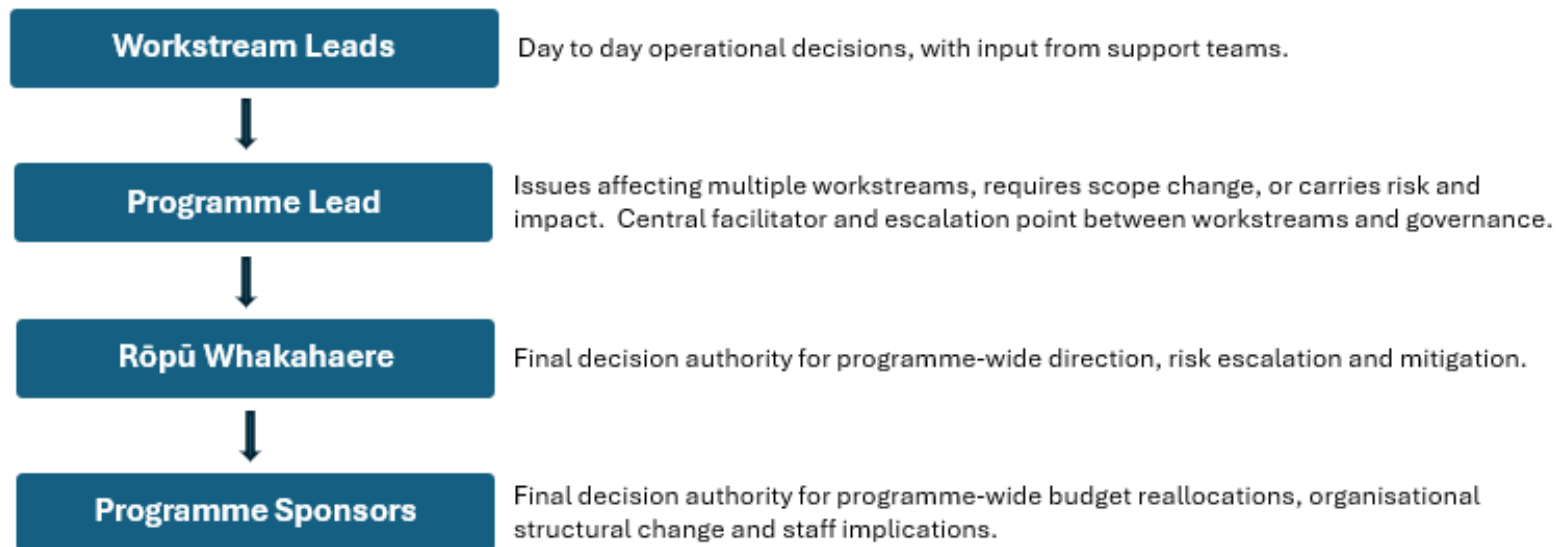


Summary of Activities

Phase		Activity	Timeframe
Phase 1	Set Up	<ul style="list-style-type: none"> Set up governance and programme team. Confirm workstream leads, resources, scope and success measures. Undertake baseline assessment (financials, operations, structure, funding needs). Stakeholder mapping and engagement plan. Risk and change control frameworks. 	Week 1
Phase 2	Analysis & Options Development	<ul style="list-style-type: none"> Out of scope [REDACTED] Out of scope [REDACTED] Out of scope [REDACTED] 	Already underway, bring accountability and activities into programme for monitoring and reporting
		<ul style="list-style-type: none"> Workstream 4: Organisational Change – assess and confirm design criteria, progress service and function mapping exercise. 	Week 1 – 3
Phase 3	Design & Decision Making	<ul style="list-style-type: none"> Out of scope [REDACTED] Workstream 4: Develop future state options, assess impacts, prepare change proposal business case and impact assessments for Oversight Committee and Sponsor decisions. 	Week 4-8
Phase 4	Planning	<ul style="list-style-type: none"> Out of scope [REDACTED] Workstream 4: Progress with structure decisions, progress with stakeholder engagement as per Comms Plan, develop detailed delivery plans for change readiness and communication, develop detailed change proposal documentation ready for consultation. 	Week 6-10
Phase 5	Delivery	<ul style="list-style-type: none"> Out of scope [REDACTED] Workstream 4: Complete full kaimahi consultation, decisions and communication process. Implement changes. 	Week 10-16
Phase 6	Embedding & Transition to BAU	<ul style="list-style-type: none"> Ensure changes stick, measure impact and track benefits, embed behaviours and adjust as needed, report outcomes. Close out Programme, close Workstream 4, capture lessons learned, transition workstreams 1-3 into BAU with relevant owners. 	Week 16+

Appendix A – Programme Decision Making

Decision Tree




Decision Making Authorities

Decision Area	Responsible (does the work)	Accountable (owns the outcome)	Support (helps do the work)	Consulted (gives input, advice or review)	Informed (kept up to date)
Programme					
Define programme vision and success measures	Programme Lead	Sponsors	Head of Governance & Strategy	Oversight Committee Workstream Leads	Workstream Leads Workstream Support
Approve programme scope and resources	Programme Lead	Sponsors	Technical Advisory Group	Oversight Committee	Workstream Leads Workstream Support
Governance and decision-making	Oversight Committee	Sponsors	Technical Advisory Group	Programme Lead	Workstream Leads Workstream Support
Manage overall programme delivery	Programme Lead	Programme Lead	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Develop programme plan	Programme Lead	Programme Lead	Workstream Leads	Oversight Committee	Sponsors
Identify, monitor, manage and mitigate daily risks and issues	Programme Lead	Programme Lead	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors
Decisions on escalated risks and issues; remove barriers	Programme Lead	Oversight Committee	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors
Changes to programme scope, budget, structure or timeline	Programme Lead	Sponsors	Workstream Leads	Technical Advisory Group	Oversight Committee Workstream Support
Monitor, manage workstream interdependencies	Programme Lead	Oversight Committee	Workstream Leads	Technical Advisory Group	Sponsors
Programme reporting	Programme Lead	Sponsors	Workstream Leads Workstream Support	Technical Advisory Group	Oversight Committee
Maintain programme documentation	Programme Lead	Programme Lead	Programme Coordinator	Technical Advisory Group	Sponsors Oversight Committee
Programme closure and handover to BAU	Programme Lead	Sponsors	Workstream Support	Workstream Leads Technical Advisory Group	Oversight Committee
Workstreams					
Develop workstream plan	Workstream Leads	Workstream lead Programme Lead	Technical Advisory Group Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Deliver workstream activities; manage day to day decisions	Workstream Leads	Workstream Leads	Technical Advisory Group Workstream Support	Programme Lead	Sponsors Oversight Committee
Resolve cross-workstream coordination issues	Workstream Leads	Programme Lead	Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Changes to scope/timeline of a workstream	Workstream Leads Programme Lead	Sponsors	Workstream Support	Technical Advisory Group	Oversight Committee
Staff consultation and change proposals	Workstream Lead	Sponsors	Workstream Support	Chief People Officer	Oversight Committee Programme Lead
Stakeholder engagement & communication	Workstream Lead Programme Lead	Sponsors	Workstream Support	Technical Advisory Group	Oversight Committee
Status reporting	Workstream Leads	Programme Lead	Workstream Support	Technical Advisory Group	Oversight Committee



Organisational Review Programme



ELT Update
22 July 2025



Key Actions in the last month

- Programme with four workstreams approved:

Out of scope

4. Organisational Change

- Programme Plan and key resources approved
- Created decision-making authorities and decision tree to align with governance requirements

Delivery timeline developed

Oversight Committee named the Te Rōpū Whakahaere

Programme on a Page – Organisational Review

Programme Vision

Te Papa is a fit for purpose and financially resilient national museum with an outstanding reputation.

Programme Purpose

To provide Te Papa with the platform to attain long term financial sustainability.

Programme Objectives

- Grow revenue and earn more
- Make internal efficiencies and spend less
- Keep Te Papa's mandate at the heart of the programme
- Remain stakeholder-focused

Te Ao Māori Perspective

Using He Aa Waiora, the programme is framed in terms of manaakitanga (care for people), kotahitanga (collective approach), and oranga (wellbeing and sustainability).

Tiriti-led Programme Charter

Honour Te Tiriti o Waitangi in Every Decision

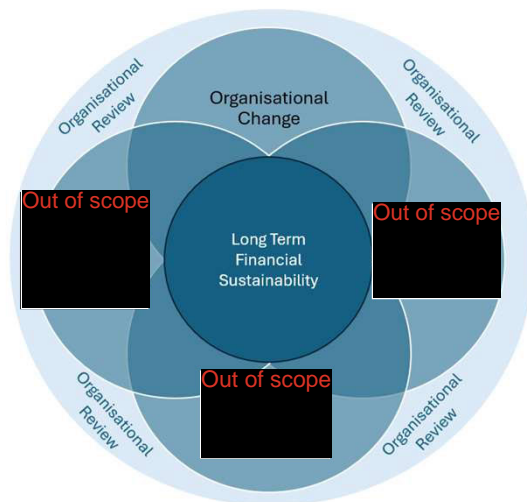
Tikanga Māori, our Mana Taonga principle and our relationships with iwi, hapū and hāpori Māori are present in all our thinking and decision-making. We recognise and support Māori leadership and aspirations.

Engage in Mana-Enhancing Relationships

We listen, speak, and act in ways that uphold the mana of others. We foster mutual respect, trust, and meaningful engagement with all parties. Our relationships are two-way and built on equity and shared purpose.

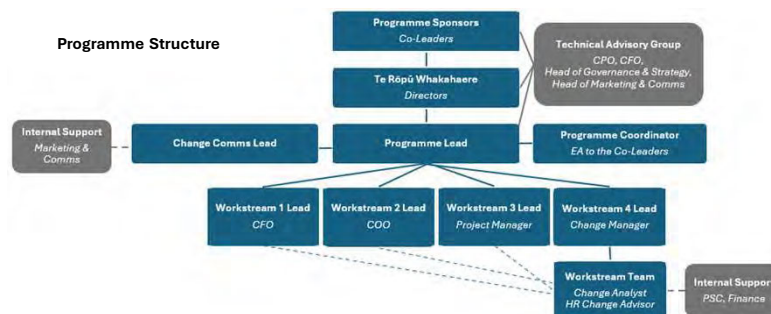
Stay Grounded in Integrity and Courage

We commit to being honest with ourselves and each other. We hold each other accountable with care, speak up with courage, and make space for diverse voices and perspectives – even when it's uncomfortable.



Delivery Mechanisms – 4 workstreams

Outcomes are delivered through four interconnected workstreams, each with a different focus. Together they form a coherent, future-focused response to the challenges and opportunities Te Papa faces. These workstreams are coordinated under the programme umbrella so changes are cohesive, people-centred, and aligned with the strategic direction for long-term financial sustainability.



21 July 2025

Governance

- Roles & Responsibilities clarified.
- Decision Making Authorities clear.
- Simple and clear escalation process.
- Risk & Issue management process defined with set of criteria for escalation, supported by centralised risk and decision registers.
- Reporting standards defined,
- Management reporting standards defined to include RAG status, milestone tracking, and financial outcomes.
- Management reporting status
- Meeting cadence established in programme and workstream plans with protocol for cross-workstream collaboration.
- Development, use and tracking of:
 - Programme Plan with high level roadmap
 - Change Plan with detailed timeline
 - Stakeholder Engagement & Comms Plans at programme and workstream levels

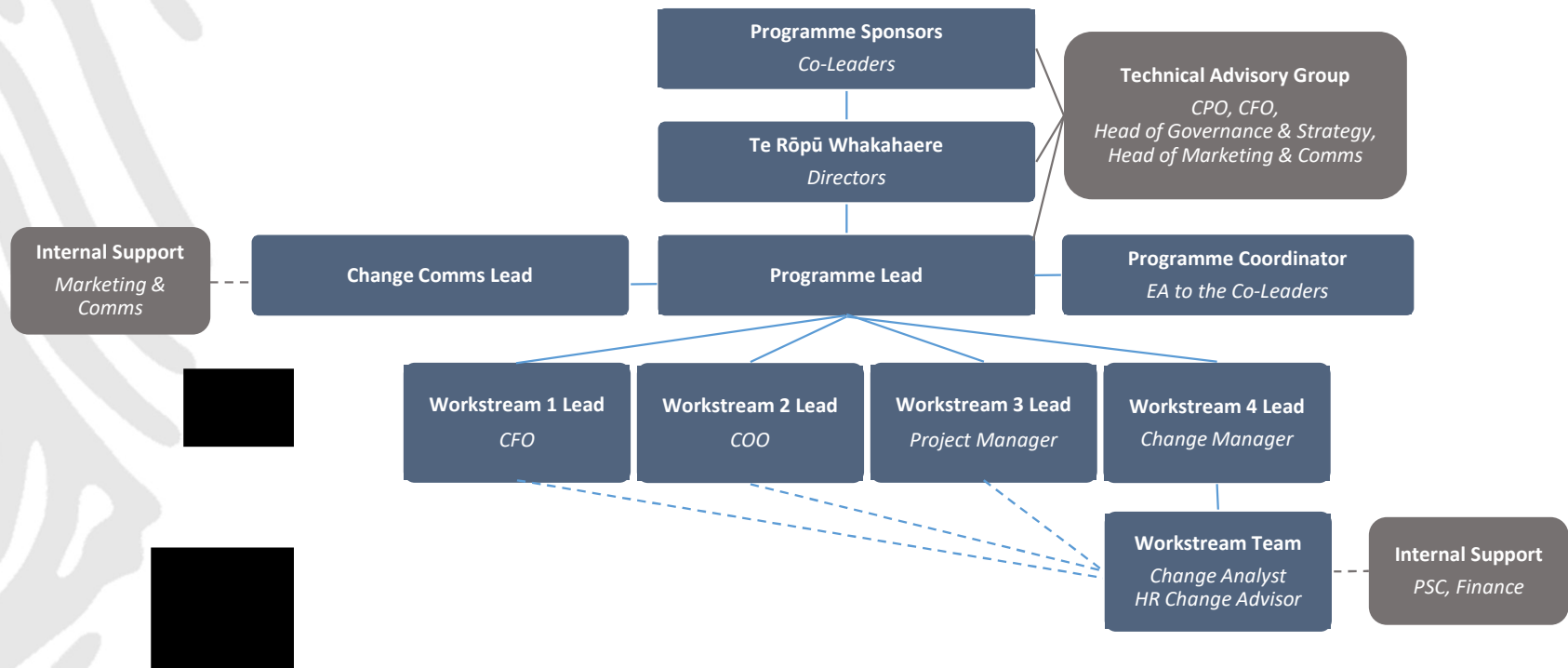
Programme Resourcing

- A fit-for-purpose lean resourcing model.
- Use *internal* resource where possible.
- Use skilled *external* expertise where appropriate.
- Collectively, these roles ensure the programme is appropriately resourced to manage the complexity of change, maintain momentum of delivery, and support Te Papa kaimahi through the transition.

Programme Measures

- **Out of scope**
- Assessment and adjustments to services and functions; organisational structure change implemented.

Programme Structure



Reporting:

- Board
- Sponsors
- Te Rōpū Whakahaere

Status Update – Organisational Review Programme

Date of report: 21 July 2025

Overall Status

Reporting period: June – July 2025

Last Reported Status

None

The Organisational Review Programme was formally established and launched on 22 July 2025. Between February to June 2025, the Co-leaders led the ELT through a series of workshops and exercises to enable the leadership group to gain a cohesive and clear understanding of the challenge, and in response develop a purpose, scope, and levers that are relevant to achieve the objectives.

Outcomes will be delivered through four interconnected workstreams: **Out of scope** Organisational Change. Each workstream has a different focus and together they form a coherent, future-focused response to the challenges and opportunities Te Papa faces. These workstreams are being coordinated under the programme umbrella to ensure changes are cohesive, people-centred, coordinated, and aligned with the strategic direction for long-term financial sustainability.

Status Update	RAG	Commentary
Objectives		The purpose of the programme is to provide Te Papa with the change platform to attain long term financial sustainability. In doing so, the programme objectives are to grow revenue and earn more; implement internal efficiencies and spend less; keep Te Papa's mandate at the heart of the programme; and remain stakeholder focused.
Scope and quality		The Programme takes a whole-of-organisation view to ensure long term financial sustainability, effectiveness and impact. The scope is intentionally broad, reflecting the need to consider internal efficiencies and external opportunities. It covers how we work, how we fund our mission, how we grow, and how we structure ourselves.
Time		A Programme Plan has been developed with a detailed delivery timeline for Workstream 4 Organisational Change.
Resources		Internal resource is allocated or about to be allocated. Four roles to be resourced externally are 50% filled.
Any other challenges		Important BAU due to be delivered over the same <u>period of time</u> as the Programme is expected to impact on the availability and focus of key internal stakeholders.

Main deliverables during reporting period

- Significant engagement and collaboration from ELT during workshops to gain agreement on pathway to financial sustainability.
- Establishment of Programme with four Workstreams.
- Development of Programme Plan.
- Development of DRAFT Stakeholder Engagement and Communications Plan.
- Development of Change Approach and detailed delivery timeline for Workstream 4 Organisational Change.
- Engagement of key resources in Programme Lead and Workstream Lead roles.
- Launch of Programme at ELT supporting Te ao Māori programme principles and guidelines.
- Development of decision-making authorities and decision tree to align with governance requirements.

Out of scope

Main upcoming deliverables

Out of scope

Workstream 4 – Org Change:

- Finalise internal and external resources.
- 31 Jul – identify Change Champion network.
- 11 Aug – Directorate-level mapping of core services, functions, and interdependencies to be completed.
- 18 Aug – ELT workshop to validate mapping and interdependencies.
- Week of 18 Aug – programme comms at Tier 3 briefing.

Progress on programme work streams

Work stream	Sponsor Name	Current status	Comment	RAG	Action to be taken if not green
Out of scope					
Organisational Change	Courtney Johnston Arapata Hakiwai	Managing some risks &/or issues	Significant interdependencies still to be mapped. Timeline adjusted to support consultation required for development of SOI, taking the delivery of org change to November and closer to the end of year shut down period.		Monitor timeline and provide risk mitigation in the way of comms strategies to support delivery of org change closer to end of year.

Key:

RED means significant issues – will definitely be impacted

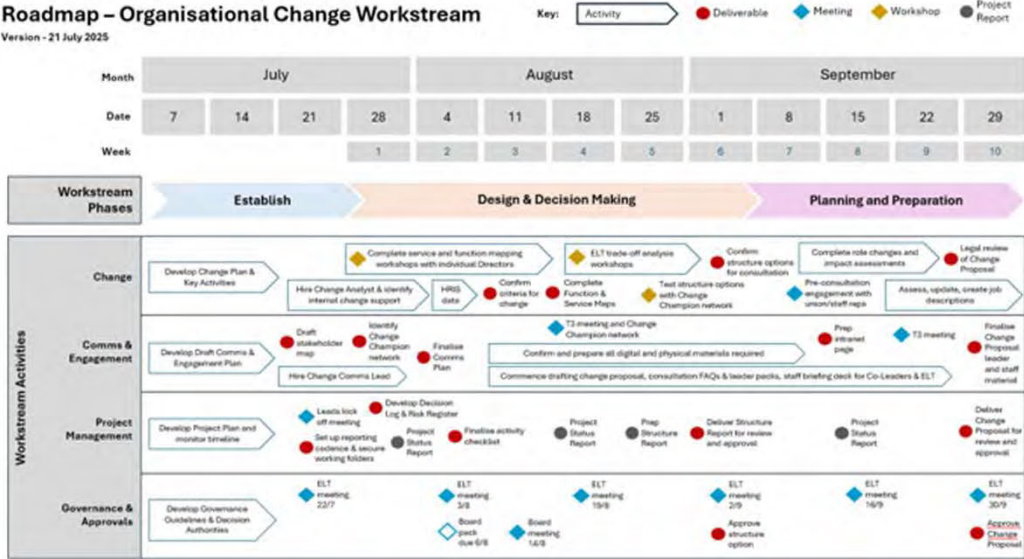
AMBER means some issues – chance of impact

GREEN means on track – no issues expected

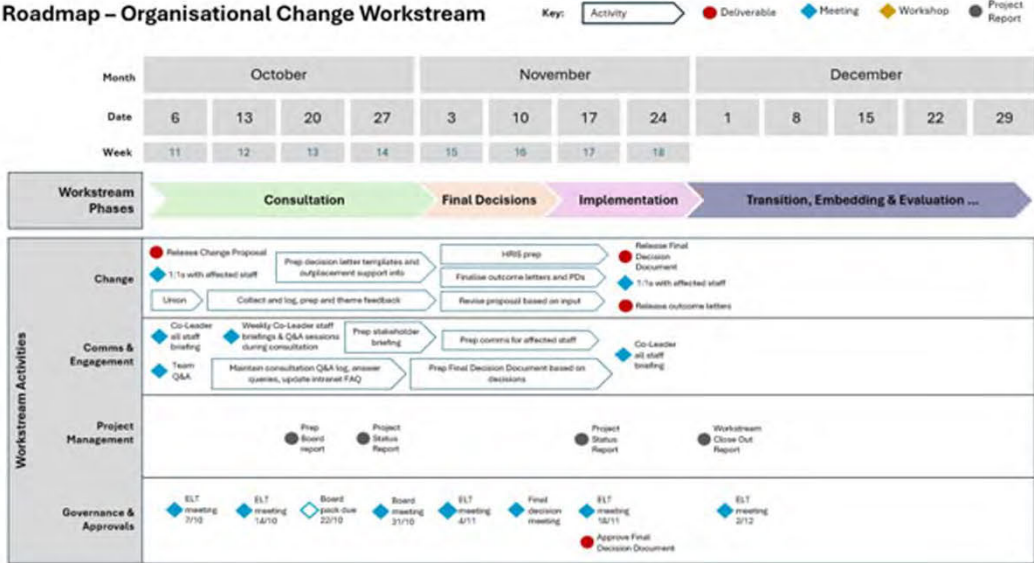


Roadmap – Organisational Change Workstream

Version - 21 July 2025



Roadmap – Organisational Change Workstream



August

September

October

November

Design & Decision Making

Planning & Preparation

Consultation

Final Decisions

Implementation

Te Papa Organisational Review Programme

Oversight Committee – Terms of Reference

4 August 2025

Purpose

The Oversight Committee is established to provide governance, guidance, strategic direction, and oversight to the Organisational Review Programme.

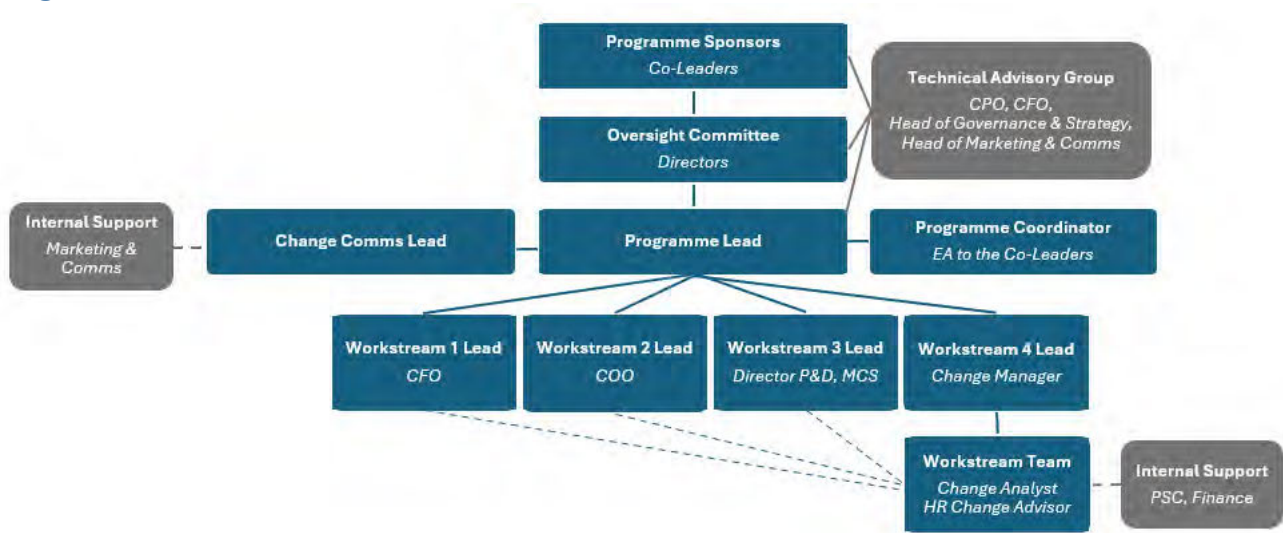
The Committee ensures that the programme delivers its objectives, aligns with organisational strategic priorities, and appropriately manages risk across the programme and its four workstreams.

Objectives

The Oversight Committee will:

- Provide strategic guidance and decision-making support to the Programme Lead and Workstream Leads.
- Ensure alignment of programme outcomes with organisational strategy and Board expectations.
- Oversee programme scope, timelines, budgets and risk management
- Approve key decisions, change requests, and mitigation strategies to risks and issues.
- Monitor progress and interdependencies across workstreams.
- Resolve high-level issues and remove organisational barriers.
- Ensure appropriate stakeholder consultation and communication.
- Endorse key programme deliverables prior to Board submission.
- Act as programme advocates.

Programme Structure



Membership

- Co-Leaders (Chair) and Directors
- Receives input when required from:
 - Technical Advisory Group
 - Programme Lead
 - Workstream Leads (as required)
 - Tier 3 leaders or business representatives (as required)

Roles & Responsibilities

Role	Responsibilities
Chair	Lead meetings, ensure effective governance, facilitate decision making
Committee Members	Provide subject matter expertise, contribute to informed decision making, monitor workstream progress
Programme Lead	Report on programme status, escalate risks/issues, present recommendations
Secretariat	Coordinate meeting logistics, distribute materials, record minutes and actions

Quorum

A quorum will be met with Chair (at least one Co-Leader) and a minimum 4 of the Directors (or proxies) in attendance.

Governance Guidelines

To ensure consistency and alignment, the programme is governed by a clear set of principles and decision-making frameworks to support delivery.

Programme Tiriti-led Principles:

- *Honour Te Tiriti o Waitangi in Every Decision*
Tikanga Māori, our Mana Taonga principle and our relationships with iwi, hapū and hāpori Māori are present in all our thinking and decision-making. We recognise and support Māori leadership and aspirations.
- *Engage in Mana-Enhancing Relationships*
We listen, speak, and act in ways that uphold the mana of others. We foster mutual respect, trust, and meaningful engagement with all parties. Our relationships are two-way and built on equity and shared purpose.
- *Stay Grounded in Integrity and Courage*
We commit to being honest with ourselves and each other. We hold each other accountable with care, speak up with courage, and make space for diverse voices and perspectives – even when it's uncomfortable.

Governance Principles:

- Meetings and reporting will be simple and regular.
- The escalation process is simple and clear. Issues that impact scope, timing, risk or cross-workstream alignment – and cannot be solved at the programme level – will be escalated to the Oversight Committee for guidance or decision.
- Decision-making authority is clearly defined at workstream, programme and governance levels to ensure timely and appropriate resolution of issues.
- Decisions will be made by consensus where possible. Where consensus cannot be reached, decisions will be escalated to the Chair/Sponsors (Co-Leaders) for final outcomes.
- Set of criteria for escalating risks to Oversight Committee:
 1. *Strategic or structural impact* – the risk or issue could affect the overall direction, purpose or scope of the review, or changes the structure, governance model or core functions beyond what was originally agreed in the scope.
 2. *Material risk or reputational exposure* – the risk or issue poses a high risk (legal, reputational, financial or operational) that could damage the organisation if mishandled and can't be mitigated at the workstream level.
 3. *Stakeholder escalation or controversy* – key stakeholders, including kaimahi or union, have raised concerns that require senior governance oversight.

4. *Cross-workstream dependencies* – the risk or issue cuts across more than one workstream and cannot be resolved by any single lead, or conflict exists across recommendations affecting more than one workstream that requires governance decision-making.
5. *Deviation from programme principles or vision* – a proposed decision or direction contradicts agreed programme vision, objectives, principles, values or organisational policy.
6. *Decision authority limits* – the decision required is outside the delegation of the Programme Lead or workstream owners and formal approval is needed.
7. *Resolution avenues exhausted* - the Programme Lead requires guidance or endorsement to move forward.

Ways of Working

Meetings:

- Weekly programme team meeting – Programme and Workstream Leads to manage alignment, issue tracking, upcoming priorities, blockers, decisions needed, cross-workstream items.
- Weekly Oversight Committee meetings – updates, risk review, decision-making.
- Daily or weekly workstream stand-ups – as needed for the stage of each workstream.
- Adhoc working sessions as needed – deep dive on specific issues with relevant people.
- Weekly written update – Programme Lead to provide a written update to the Sponsors to maintain visibility on progress, decisions made, risks or issues, what's coming up.
- Monthly Board update – Programme Lead to provide a Board report and traffic light (RAG) status.

Programme Decision Making:

- See *Appendix A* for decision tree and decision making authorities.

Risk & Issue Management:

- The programme will have a:
 - Centralised risk register.
 - Centralised decision register.
 - Decision tree to support management of risks and issues.

Change Control:

- There is a simple and clear process for managing scope or priority changes, with the Programme Lead responsible for:
 - Identifying the change.
 - Capturing what's changing, why it's needed, impact on scope, timeline, resources and stakeholders.
 - Considering alignment, impacts, and level of risk (RAG rating).
 - Deciding the approval path and getting a decision from the relevant authority.
 - Recording and monitoring the change in programme documentation.
 - Confirming the appropriate communication path.

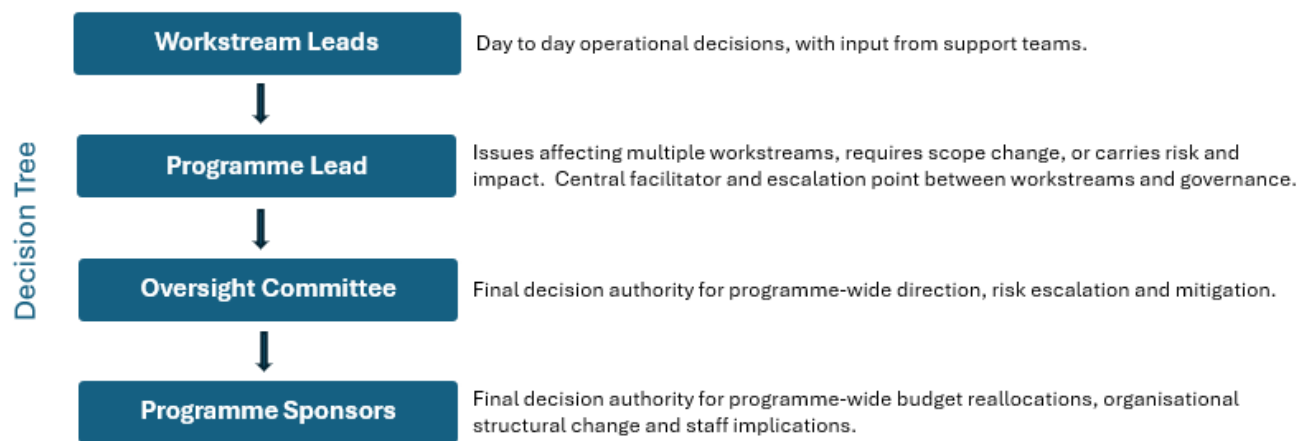
Reporting Standards:

- Regular reporting templates (status, risks, milestones).
- Traffic light (RAG) status for progress tracking.

Review of Terms of Reference

These Terms of Reference will be reviewed at the commencement of each programme phase or as required.

Appendix A – Decision tree and decision making authorities



Decision Making Authorities

Decision Area	Responsible (does the work)	Accountable (owns the outcome)	Support (helps do the work)	Consulted (gives input, advice or review)	Informed (kept up to date)
---------------	--------------------------------	-----------------------------------	--------------------------------	--	-------------------------------

Programme

Define programme vision and success measures	Programme Lead	Sponsors	Head of Governance & Strategy	Oversight Committee Workstream Leads	Workstream Leads Workstream Support
Approve programme scope and resources	Programme Lead	Sponsors	Technical Advisory Group	Oversight Committee	Workstream Leads Workstream Support
Governance and decision-making	Oversight Committee	Sponsors	Technical Advisory Group	Programme Lead	Workstream Leads Workstream Support
Manage overall programme delivery	Programme Lead	Programme Lead	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Develop programme plan	Programme Lead	Programme Lead	Workstream Leads	Oversight Committee	Sponsors
Identify, monitor, manage and mitigate daily risks and issues	Programme Lead	Programme Lead	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors
Decisions on escalated risks and issues; remove barriers	Programme Lead	Oversight Committee	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors
Changes to programme scope, budget, structure or timeline	Programme Lead	Sponsors	Workstream Leads	Technical Advisory Group	Oversight Committee Workstream Support
Monitor, manage workstream interdependencies	Programme Lead	Oversight Committee	Workstream Leads	Technical Advisory Group	Sponsors
Programme reporting	Programme Lead	Sponsors	Workstream Leads Workstream Support	Technical Advisory Group	Oversight Committee
Maintain programme documentation	Programme Lead	Programme Lead	Programme Coordinator	Technical Advisory Group	Sponsors Oversight Committee
Programme closure and handover to BAU	Programme Lead	Sponsors	Workstream Support	Workstream Leads Technical Advisory Group	Oversight Committee

Workstreams

Develop workstream plan	Workstream Leads	Workstream lead Programme Lead	Technical Advisory Group Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Deliver workstream activities; manage day to day decisions	Workstream Leads	Workstream Leads	Technical Advisory Group Workstream Support	Programme Lead	Sponsors Oversight Committee
Resolve cross-workstream coordination issues	Workstream Leads	Programme Lead	Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Changes to scope/timeline of a workstream	Workstream Leads Programme Lead	Sponsors	Workstream Support	Technical Advisory Group	Oversight Committee
Staff consultation and change proposals	Workstream Lead	Sponsors	Workstream Support	Chief People Officer	Oversight Committee Programme Lead
Stakeholder engagement & communication	Workstream Lead Programme Lead	Sponsors	Workstream Support	Technical Advisory Group	Oversight Committee
Status reporting	Workstream Leads	Programme Lead	Workstream Support	Technical Advisory Group	Oversight Committee

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details Tuesday 5 August 2025 11.30am – 12.30pm Level 3 Project Room

Committee Members Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Devorah Blumberg, Dean Peterson, Carolyn Roberts-Thompson, Jake Downing, Puawai Cairns, Lisa Tipping

Technical Advisory Panel members in attendance s9(2)(a) Sue Quirk

Apologies Carolyn Roberts-Thompson

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Karakia timatanga		11.30 (2)		Chair Kaihautū
Introduction					
2	Meeting cadence		11.35 (10)	Note	Programme Lead - s9(2)(a)
3	Committee Terms of Reference	✓		Note	Programme Lead - s9(2)(a)
Standing items					
4	Programme Report		11.40 (5)	Note	Programme Lead - s9(2)(a)
4	Issues & Risk Register Items: 1. Issue – Devorah and Jake 2. Risk – Courtney 3. Risk – Lisa s 9(2)(a)	✓	11.45 (20) 12.05 (10) 12.15 (10)	Decision Note / Decision Discussion	Programme Lead - s9(2)(a)
Additional Items for discussion					
5	Remuneration Review		12.20 (5)	Note	Sue
Wrap Up					
6	Internal / External Communication this week		12.25 (2)	Note	Programme Lead - s9(2)(a)
7	Any other business				All
9	Check-out and Karakia mutunga		12.30		Kaihautū

Next meeting: Tuesday 12 August

Minutes

Attendees: Courtney Johnson, Puawai Cairns, Dean Peterson, Devorah Blumberg, Jake Downing, Lisa Tipping, Sue Quirk

Items:

Meeting Cadence	<ul style="list-style-type: none"> Confirmed weekly Programme meetings with Programme Lead and each Workstream Lead, to commence soon and details will be provided. Confirmed Oversight Committee meetings will be weekly until further notice.
Terms of Reference	<ul style="list-style-type: none"> Provided Committee TOR to the group with a request for Committee members to contact the Programme Lead with any queries/points related to the governance process. Quorum confirmed as 1x Co-Leader (Chair) and minimum 4x Directors.
Programme Report	<p>Verbal update from Programme Lead:</p> <ul style="list-style-type: none"> Explained terminology based on RAG status. Board Dashboard Report due to OCL 6 August, copy will be supplied to Oversight Committee. Programme on track with green RAG status; Revenue Generation workstream is Amber due to resourcing issue which is being raised in this meeting for resolution.
Programme Report	<p>Verbal update from Programme Lead:</p> <ul style="list-style-type: none"> Programme on track with green RAG status; Revenue Generation workstream is Amber due to resourcing issue which is being raised in this meeting for resolution.
Issues & Risks	<p>Out of scope</p> <p>[Redacted content]</p>

	<p>Out of scope</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
	<p>Risk – Pending retirement of Director Collections & Research Risk Owner – Courtney</p> <ul style="list-style-type: none"> • <i>Risk (R01):</i> The C&R group could have a case to contest the decisions made following consultation as not being well considered if they don't have a suitably qualified representative of their interests. • Summary: <ul style="list-style-type: none"> ○ Incumbent retires 31 October 2025 and a change programme has been initiated with the Consultation phase finishing and Final Decision phase starting at that time. ○ Permanent recruitment needs to run alongside the change programme. ○ A permanent replacement is unlikely to be found before the incumbent retires. ○ A solution is required to provide support to the incumbent and the C&R directorate through the change period and to assist with transition to a new director. ○ Options include: <ol style="list-style-type: none"> 1. Another Director takes on a support role to Director C&R during the change. This was considered difficult given the heavy workload and deliverables each Director already carries. 2. T3 internal secondee for fixed-term role scoped to support change, with the assignment ending once permanent employee commences. 3. External secondment for fixed-term role scoped to supporting change, ending with permanent recruitment. • <i>Decision:</i> Courtney to commence with permanent recruitment process now and scope the interim role before determining internal capability or external approach. • <i>Action:</i> Courtney to meet with Sue and s9(2)(a) to scope the requirements of the interim Director C&R based on the timing and needs of the org change phases.

	<p>Risk – Scope of org change Risk Owner – Lisa</p> <ul style="list-style-type: none">• <i>Risk (R02):</i> Point raised that BRC approval is based on cabinet business case including staffing required to build, establish, run and maintain BRC. The risk on assessing roles to be disestablished through this org change process is that TP could release staff who will subsequently be needed for the BRC project in 2-3 years' time.• Discussion:<ul style="list-style-type: none">○ While it's 2-3 years away, it is important to have this considered now – do we include or exclude this group of staff from the scope of the org change.○ Additional point raised about whether Directors are considered in or out of scope. Consider the impact it would have on staff morale if it's decided that the Director roles are considered out of scope when everyone else is in scope.• <i>Action:</i> Org change scope will be finalised as the design phase of the Org Change progresses. Note to keep both these items in mind for that discussion and decision.
Out of scope	<p>Out of scope</p> <ul style="list-style-type: none">■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]■ [Redacted]
	<ul style="list-style-type: none">• <i>Action:</i> Note that point has been raised and further discussion required.

Status Update – Organisational Review Programme

Date of report: 6 August 2025

Overall Status	<div></div>	Reporting period: July 2025	Last Reported Status	None
----------------	-------------	-----------------------------	----------------------	------

The Organisational Review Programme was formally established and launched on 22 July 2025. Between February to June 2025, the Co-leaders led ELT to a cohesive and clear understanding of the challenge, and in response, develop a purpose, scope, and levers relevant to achieve the objectives.

Outcomes will be delivered through four interconnected workstreams under one programme umbrella to ensure changes are people-centred, coordinated, and aligned with the strategic direction for long-term financial sustainability.

1. Out of scope
2. [REDACTED]
3. Organisational Change
4. Out of scope

Status Update	RAG	Commentary
Objectives		The purpose of the programme is to provide Te Papa with the change platform to attain long term financial sustainability. In doing so, the programme objectives are to grow revenue and earn more; implement internal efficiencies and spend less; keep Te Papa’s mandate at the heart of the programme; and remain stakeholder focused.
Scope and quality		The Programme takes a whole-of-organisation view to ensure long term financial sustainability, effectiveness and impact. The scope is intentionally broad, reflecting the need to consider internal efficiencies and external opportunities. It covers how we work, how we fund our mission, how we grow, and how we structure ourselves.
Time		A Programme Plan has been developed with a detailed delivery timeline for Workstream 3 Organisational Change.
Resources		Internal resource allocated, external resource to be hired.
Any other challenges		Important BAU due to be delivered over the same timeline as the Programme is expected to impact on the availability and focus of key internal stakeholders.

Main deliverables during reporting period	Main upcoming deliverables
<ul style="list-style-type: none"> Significant engagement and collaboration from ELT during workshops to gain agreement on pathway to financial sustainability. Establishment of Programme with four Workstreams. Establishment of Oversight Committee for governance purposes. Completed Programme Plan and draft Programme Story Board. Completed governance Terms of Reference with decision-making authorities and decision tree to align with governance requirements. Established governance meetings to manage Issues & Risks and make decisions. Developed draft Programme Stakeholder Engagement Plan and Communications Plan. Out of scope Workstream 3 Organisational Change – completed Change Plan and detailed delivery timeline and engaged key external resources (Programme Lead and Workstream Lead). Out of scope 	<p>Out of scope</p> <p>Out of scope</p> <p>Out of scope</p> <p>Workstream 3 – Org Change:</p> <ul style="list-style-type: none"> Finalise external resources (Change Comms Lead and Change Analyst) 11-15 Aug – all-org mapping of core services, functions, and interdependencies to be completed. 18 Aug-5 Sept – 3 weeks of ELT workshops to validate mapping, interdependencies, duplications, make decisions. Week of 18 Aug – complete planning stages for Tier 3 comms 8 Sept – First Go/No Go decision due. <p>Out of scope</p>

Progress on programme work streams

Workstream	Sponsor Name	Status	Comment	RAG	Action to be taken if not green
1. Out of scope					
2. Out of scope					Out of scope
3. Organisational Change	Courtney Johnston Arapata Hakiwai	Actions are on track	In Design phase with current state mapping and future state design on track.		Monitor timeline and provide risk mitigation in the way of comms strategies to support delivery of org change closer to end of year.
4. Out of scope					

KEY **RED** means significant issues – definite impact **AMBER** means some issues – a chance of impact **GREEN** means on track – no issues expected



Programme Financial Status		Reporting period: July 2025	Last Reported Status		None
----------------------------	--	-----------------------------	----------------------	--	------

Programme Resource Budget
<ul style="list-style-type: none"> Estimated Programme costs for external resource hires captured, approved and included in operational costs.

Workstream 1 – Operational Savings	Workstream 1 – Summary of Savings
<p>Goal:</p> <ul style="list-style-type: none"> Identify 2% (\$1.6m) savings on the 2025/26 SPE budget. <p>Progress:</p> <ul style="list-style-type: none"> The Mātapae Pūtea Forecast column has been updated with the estimates of savings identified to date. Reporting is being finalised on FY24/25. Reporting on accurate FY25/26 savings begins in August 2025 and will include results from July 2025. 	<p>GOAL: \$1.6m</p> <p>EST SAVINGS TO DATE: \$1.312m</p> <p>% OF TARGET 82%</p> <p>% OF TARGET REALISED 59%</p>

	\$000's	Tau katoa Full Year Mātapae Pūtea Forecast	Tau katoa Full Year Māhere Pūtea SPE	Tihoinga Variance
Financial Performance	Crown/Core Revenue	43,575	43,569	6
	Other Revenue	9,621	9,011	610
	Revenue	53,196	52,580	616
	Commercial Revenue	30,943	30,029	914
	COGS	7,854	7,426	428
	Commercial Margin	23,089	22,603	486
	Commercial Margin %	75%	75%	
	Total revenue	76,285	75,183	1,102
	Operating Costs	24,599	25,752	(1,153)
	Personnel Costs	48,337	47,550	787
	Surplus/(Deficit)	3,349	1,881	1,468
	Surplus/(Deficit) %	4%	3%	
	Depreciation	15,000	15,000	0
Cash Management	EBIT	(11,651)	(13,119)	1,468
	Capital Contribution	3,000	3,000	0
	Funds Generated for Investment	6,349	4,881	1,468
	Biodiversity Research Centre			0
	Investment Programme	8,853	8,697	156
	Collection Acquisition	2,000	2,000	0
	Total Capital Investments	10,853	10,697	156
	Net Movement in Cash	(4,504)	(5,816)	1,312
	Savings Target	1,312	1,600	
		82%		

Summary of Savings Realised

Realised at end of July	950	59%
Certain, but yet to be realised	63	4%
Some risk in realisation	299	19%
Savings to be identified	288	18%
Total Savings Target	1,600	



Overall Status		Reporting period: July 2025	Last Reported Status	None
<p>The Organisational Review Programme was formally established and launched on 22 July 2025. Between February to June 2025, the Co-leaders led ELT to a cohesive and clear understanding of the challenge, and in response, develop a purpose, scope, and levers relevant to achieve the objectives.</p> <p>Outcomes will be delivered through four interconnected workstreams under one programme umbrella to ensure changes are people-centred, coordinated, and aligned with the strategic direction for long-term financial sustainability.</p> <ol style="list-style-type: none">(Out of Scope)(Out of Scope)Organisational Change(Out of Scope)				

Status Update	RAG	Commentary
Objectives		The purpose of the programme is to provide Te Papa with the change platform to attain long term financial sustainability. In doing so, the programme objectives are to grow revenue and earn more; implement internal efficiencies and spend less; keep Te Papa’s mandate at the heart of the programme; and remain stakeholder focused.
Scope and quality		The Programme takes a whole-of-organisation view to ensure long term financial sustainability, effectiveness and impact. The scope is intentionally broad, reflecting the need to consider internal efficiencies and external opportunities. It covers how we work, how we fund our mission, how we grow, and how we structure ourselves.
Time		A Programme Plan has been developed with a detailed delivery timeline for Workstream 3 Organisational Change.
Resources		Internal resource allocated, external resource to be hired.
Any other challenges		Important BAU due to be delivered over the same timeline as the Programme is expected to impact on the availability and focus of key internal stakeholders.

Main deliverables during reporting period	Main upcoming deliverables
<ul style="list-style-type: none">Significant engagement and collaboration from ELT during workshops to gain agreement on pathway to financial sustainability.Establishment of Programme with four Workstreams.Establishment of Oversight Committee for governance purposes.Completed Programme Plan and draft Programme Story Board.Completed governance Terms of Reference with decision-making authorities and decision tree to align with governance requirements.Established governance meetings to manage Issues & Risks and make decisions.Developed draft Programme Stakeholder Engagement Plan and Communications Plan.(Out of Scope)Workstream 3 Organisational Change – completed Change Plan and detailed delivery timeline and engaged key external resources (Programme Lead and Workstream Lead).(Out of Scope)	<p>(Out of Scope)</p> <p>(Out of Scope)</p> <p>Workstream 3 – Org Change:</p> <ul style="list-style-type: none">Finalise external resources (Change Comms Lead and Change Analyst)11-15 Aug – all-org mapping of core services, functions, and interdependencies to be completed.18 Aug-5 Sept – 3 weeks of ELT workshops to validate mapping, interdependencies, duplications, make decisions.Week of 18 Aug – complete planning stages for Tier 3 comms8 Sept – First Go/No Go decision due. <p>(Out of Scope)</p>

Progress on programme work streams					
Workstream	Sponsor Name	Status	Comment	RAG	Action to be taken if not green
1. Out of scope					
2. Out of scope					Issue raised at governance and mitigation plan implemented.
3. Organisational Change	Courtney Johnston Arapata Hakiwai	Actions are on track	In Design phase with current state mapping and future state design on track.		Monitor timeline and provide risk mitigation in the way of comms strategies to support delivery of org change closer to end of year.
4. Out of scope					

KEY

RED means significant issues – definite impact

AMBER means some issues – a chance of impact

GREEN means on track – no issues expected



Programme Financial Status		Reporting period: July 2025	Last Reported Status		None
----------------------------	--	-----------------------------	----------------------	--	------

Programme Resource Budget
<ul style="list-style-type: none">Estimated Programme costs for external resource hires captured, approved and included in operational costs.

Out of scope

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details Tuesday 11 August 2025 9.30am – 10.00am Level 3 Project Room

Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Devorah Blumberg, Dean Peterson, Carolyn Roberts-Thompson, Puawai Cairns, Lisa Tipping
Technical Advisory Panel members in attendance	s9(2)(a)
Apologies	Jake Downing

Item no.	Agenda items	Paper	Time	Purpose	Led by
Standing items					
4	Programme Report		9.30 (10)	Note	Programme Lead - s9(2)(a)
4	Issues & Risk Register Items: 1. Issue – Project room 2. Risk – Project timing 3. Risk – Comms timing		9.40 (20)	Note / Action Note Discussion	Programme Lead - s9(2)(a)
Additional Items for discussion					
5	-				
Wrap Up					
9	Check-out and Karakia mutunga		12.30		Kaihautū

Next meeting: Tuesday 19 August

Minutes

Attendees: Courtney Johnson, Puawai Cairns, Dean Peterson, Devorah Blumberg, Lisa Tipping

Absent: Jake Downing

Items:

Programme Report	<p>Verbal update from Programme Lead:</p> <ul style="list-style-type: none">Explained use of the project room and display of programme artefacts on boards around the room.Programme on track with green RAG status; (Out of Scope) [REDACTED]Requirement for further time-chunks of activity over the next 3-4 weeks to be booked into diaries ASAP (noting that the Programme Lead would drive this).
Issues & Risks	<p><i>Issue:</i> Limited access to project room causing workflow issues with existing users of the room. <i>Issue Owner:</i> Dean and Courtney <i>Issue (I02):</i> The project room is locked down to programme staff only, but Art staff need intermittent access to the filing cabinets. <i>Summary:</i></p> <ul style="list-style-type: none">Limiting the access of all staff to the project room on Level 3 for the delivery of the programme and confidentiality reasons has caused a problem with the Collections & Research staff who use the room for storing art files and need regular access.Discussion about alternative rooms and options for moving the filing cabinets to another location, moving the project team to another location, or keeping it status quo and finding another solution for the Art team to access the files. <p><i>Decision:</i></p> <ul style="list-style-type: none">The programme would retain use of the room as a priority. <p><i>Action:</i></p> <ul style="list-style-type: none">Dean to have conversation with the Art team and seek an alternative solution.The Art team will provide an EA with a list of what they need and the EA will come in when it's convenient to the programme team to get the artefacts from the filing cabinets.
	<p><i>Risk:</i> Delivery of the Organisational Change workstream to the current timeline is fully dependent on ELT completing the Design phase and the Oversight Committee confirming decisions on time. <i>Risk Owner:</i> Courtney <i>Risk (R03):</i> The project delivery timeline will be fully impacted and the project will not meet the deadlines if ELT do not complete the Design phase on time. <i>Risk level:</i> High <i>Summary:</i></p> <ul style="list-style-type: none">Timing of delivery is a concern given we have 3½ weeks until we reach the first Go/No Go decision stage and there is still a significant amount of ambiguity and work to achieve through the Design phase.The workstream timeline includes a 1 week contingency in the Design phase, but any further slippage beyond that puts the current timeline at high risk of non-delivery.Tikanga Haumarū meet on 11 September and we expect to provide an update and set of recommendations to that group. <p><i>Discussion:</i></p> <ul style="list-style-type: none">Courtney remains open to the idea of reshaping the programme to achieve a smaller impact at the end of the Design phase, with the messaging being that we have to do and achieve more once the initial smaller changes are implemented because the message is that we cannot carry the establishment we have for an extended period of time. <p><i>Decision:</i></p> <ul style="list-style-type: none">Risk noted and continue with the Design phase activities as planned.

	<p><i>Risk:</i> Lack of comms to T3 now causing a risk to morale and engagement.</p> <p><i>Risk Owner:</i> Courtney</p> <p><i>Risk (R03):</i> The lack of comms timing and messaging to T3 risks their ability to genuinely become change champions.</p> <p><i>Risk level:</i> Medium</p> <p><i>Summary:</i></p> <ul style="list-style-type: none"> • The message for the Programme has not been finalised and T3 have not yet been taken on the change journey for the need to have a Programme or the Organisational Change workstream. • There is rumour about what the group of people are doing in the project room. • There is a high risk that they will respond negatively to not being involved or updated earlier. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Needing to be expedient with decisions can be used as a comms message. • Being blunt is a good comms approach on this. • The failure during the last big org change (2018) was that the leadership then said that the change was not driven by needing to make financial savings, it was wrapped up in the outcomes but it was highlighted as not being the main driver. Staff didn't believe this and felt the change objectives were not genuine. <p><i>Decision:</i></p> <ul style="list-style-type: none"> • No decision, points above noted. <p><i>Action:</i></p> <ul style="list-style-type: none"> • The Change Comms Lead for the programme has been hired and starts next week. Their induction and engagement with key stakeholders within the business to understand the messaging needed will be swift.
	<p><i>Risk:</i> Organisational Change workstream staff co-design process.</p> <p><i>Risk Owner:</i> Courtney</p> <p><i>Risk (R03):</i> The current Org Change timeline does not include a dedicated staff co-design stage.</p> <p><i>Risk level:</i> Medium</p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • It was unclear whether ELT had made a decision previously that co-design would or would not be part of the Org Change process. It had been discussed in the lead up to the formation of the overall Organisational Review Programme but no decision had been made on whether to involve staff or not. The work on designing the future state has continued with ELT in isolation for now. • Noted that the co-design work done in the 2018 org change project was genuine and really good. • The current workstream timeline does include 1 month for staff consultation which is a generous timeframe and can be purposed to include group sessions that feel like co-design as long as ELT understand that outcomes will change based on what co-design options are provided by staff during that time. • The general consensus is that ELT will need staff to be part of creating the solution for best future. ELT want staff to put their boots on and get in to help figure this out. • Recommendation not to call it "consultation". ELT want something that signals "we value your input" without implying "you'll be making decisions" like co-design does. Need to provide very clear objectives about what this means and guidelines that staff understand their role. <p><i>Decision:</i></p> <ul style="list-style-type: none"> • No decision, points above noted. <p><i>Action:</i></p> <ul style="list-style-type: none"> • Org Change Workstream Lead to incorporate the question of co-design into the working sessions in the Design & Decision-Making Phase for a final decision from the Oversight Committee by Tues 26 August on the best approach. This will allow enough time to provide comms/messaging to any staff who might be involved in co-design as the project leads up to the Go/No Go stage gate.

Te Papa Organisational Review Programme

Organisational Change Workstream

Design Criteria

What are design criteria?

Design criteria are the things that we care about when we're planning a change. They are the "rules" or "standards" we use to judge whether a new way of doing things is going to work well.

They're like a checklist for change. They help you make decisions that are fair, evidence-based and focused on what really matters.

Why do we use design criteria?

- Focus! It helps us to keep our attention on what really matters, like money, people and leadership.
- They give us a consistent and fair way to compare different options.
- They make it easier for us to see the pros and cons of each approach and choose the better decision that fits our goals.
- Everyone knows why decisions are being made – it's clear and transparent, and defensible.

What does a set of criteria look like?

Examples

Money and Operations

- Financial Sustainability: Will this change help us hit our goal of being in a financially stronger place within three years?
- Transition Costs: Are the one-off costs for things like redundancies, recruiting, upskilling and training worthwhile in the long run?
- How We Work: Will it cut down on potential duplication, will it make our day-to-day processes better?

Leadership and Decision-Making

- Leadership Strength: How well will the structure and setup support smart, fast decisions?
- Clarity of Roles: Is it clear to everyone what they're responsible for and who they report to?
- Decision Flow: Will decisions get made quickly without bottlenecks or confusion?

Our People and Culture

- Team Engagement: How will this change affect morale, motivation, and retention?
- Cultural Fit: Does it line up with the values and behaviours we want to see in the organisation?
- Smarts and Experience: Will we keep the right people and expertise in the right places?

Rolling It Out

- Speed of Change: Can we implement this realistically in the timeframe we have?
- Staff Readiness: How ready are people to embrace the new setup?
- Communication and Support: Will people understand what's happening and get the support they need?

Stakeholders

- Customers and Partners: How will the change affect the stakeholders and organisations we work with?
- Working Together Internally: Will it make it easier for teams to collaborate across the organisation? Will it make our ways of working together smoother and eliminate blockers?

Flexibility for the Future

- Room to Grow: Can the structure cope with growth, new roles, or unexpected challenges?
- Tech Fit: Does it work with the systems, tools, and ways of working we have?
- Adaptability: Can we tweak things if circumstances change down the track?

Risk and Rules

- Managing Risk: What are the potential bumps in the road, and how do we reduce them?
- Compliance: Does it meet legal, governance, and reporting requirements?

How do we use design criteria?

There are two ways we could use the design criteria:

Yes/No Approach	Weight Score Approach
<ol style="list-style-type: none">1. For each, ask “does this approach meet these criteria?”2. A good option must hit at least 5x Yes answers to be considered viable.3. Compare notes for any No answers as this will highlight potential risks or trade-offs.	<ol style="list-style-type: none">1. List out the criteria.2. Decide which criteria matters the most and weight each one. For example, financial sustainability might matter more than staff readiness.3. Score each change option against each criteria on a scale of 1-5 (5 being most relevant).4. Multiply the scores and add them up to compare options.

How are we going to decide on our criteria?

Reminder of the Programme objectives:

- Grow revenue and earn more
- Make internal efficiencies and spend less
- Keep Te Papa’s mandate at the heart of the programme
- Remain stakeholder-focused

Exercise:

1. Brainstorm:
 - a. Each person to think of the things they consider essential for the organisational change to be successful and achieve the objectives of the programme.
 - b. Aim for 3-5 ideas each.
 - c. Write one design criteria per post-it note. Keep it simple.
2. Cluster and discuss:
 - a. Group similar ideas together on the board.
 - b. Give each cluster a label, with a short discussion to clarify the meaning if needed.
3. Vote:
 - a. Each person gets 3 votes using dots.
 - b. Ask “which criteria are most important for us to use in evaluating the options?”
 - c. Put multiple dots on one criteria if it’s super important.
 - d. Rank the votes.
4. Decide:
 - a. Set a minimum threshold for the number of criteria a change must meet (eg. top 3 or top 5).

- b. This list is the criteria the team will use moving forward.

Te Papa Organisational Review Programme

Organisational Change Workstream

Process to Map Current State & Design Future State

Purpose:

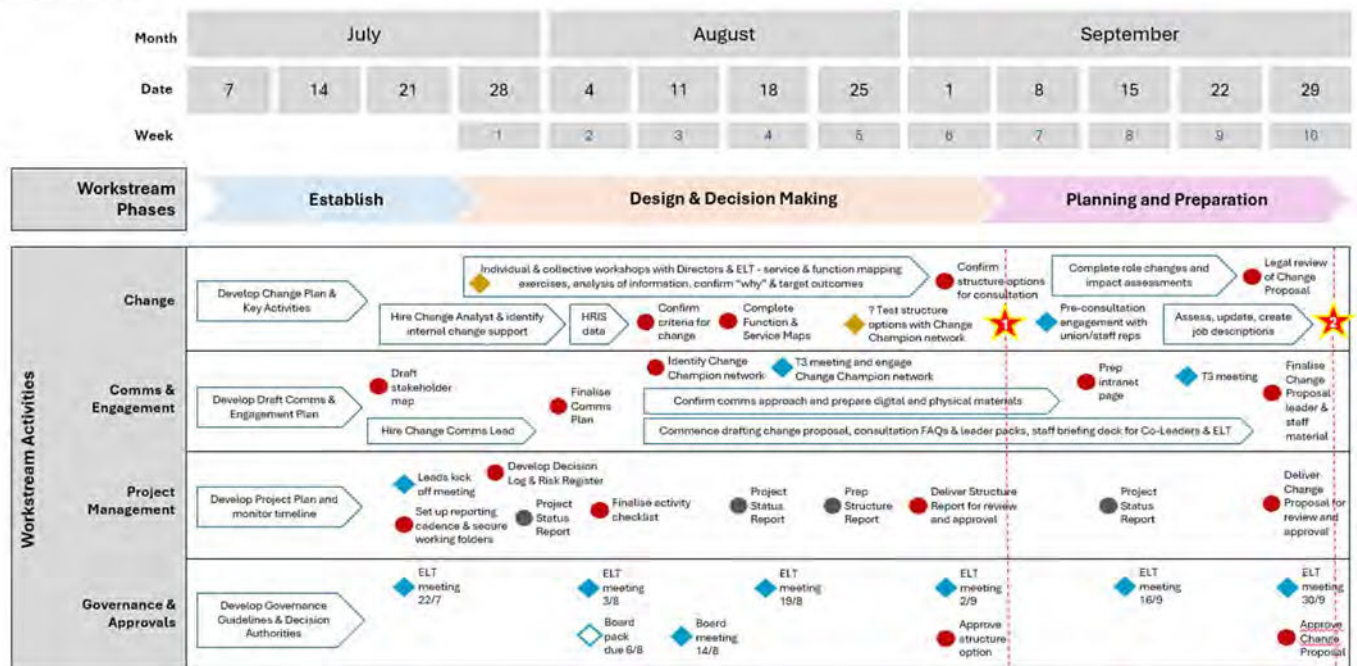
To map out all services and functions of each business unit in detail, understand their resourcing, assess strategic importance, and explore opportunities for alignment, efficiencies, and redeployment.

Design & Decision Making Phase – 28 July to 5 September 2025:

Roadmap – Organisational Change Workstream

Version - 21 July 2025

Key: Activity (arrow) Deliverable (red circle) Meeting (blue diamond) Workshop (yellow diamond) Go / No Go Decision Gate (yellow star) Project Report (grey circle)



Steps during Design & Decision Making Phase:



Timing for Design & Decision Making Phase:

Dates for this Phase	Input	Activity	Output
Week 1: 28 Jul – 1 Aug	Directors	Step 1: Mapping Exercise	• Current State
Week 2: 4-8 Aug	Directors	Step 2: Director-specific observations & Tags	• Future State
Week 3: 11-15 Aug	Directors	Build map with interdependencies	• Master Map
Week 4: 18-22 Aug	All	Step 3: ELT 3D's – Design, Debate & Decide	
Week 5: 25-29 Aug	All	Step 3: ELT 3D's – Design, Debate & Decide	
Week 6: 1-5 Sep	All	Step 3: ELT 3D's – Design, Debate & Decide	• New Structure Map • List of redundant roles and redeployment options • Go / No Go stage gate decision

Summary of our activity:

- Discuss and map current state of services and functions per directorate
- Overlay with spend and outputs and FTE data
- Capture Director insights on priorities, overlaps, opportunities (bring together, boost, stop etc)
- Produce a consolidated view of interdependencies and opportunities for redeployment.

Step 1: Current State – Services & Functions Breakdown

Write up each service/function and for each, ask:

- What the real FTE resources are applied here? (split into fixed vs flexible if possible)
- What are the key outputs from this?
- Is this function unique or replicated elsewhere?
- Is it supported across other areas of the organisation?
- What other areas of the organisation might be dependent on this service or function? Who, where?

Step 2: Future State – Tagging Exercise

For each service/function, work through and capture Director comments per tag, noting where nuances matter.

Question	Outcome Tag
Is this function critical to core business outcomes?	Must Have
Could this function be amalgamated with another function/org area?	Bring Together
Could this function be enhanced for greater impact?	Lift & Boost
Is this function no longer required or could be phased out?	Phase Out / Stand Down
Can this function be done with greater flexibility (redeployable resources)?	Nimble
Does this function have interdependencies with other business units?	Works Best Together
Is this an emerging area that is not yet ready for change?	Watch & Wait
Does this function underpin other areas?	Enable & Support
Does this function need to stay tight and efficient?	Lean & Focused
Is this function likely to gradually change?	Evolve Over Time
Should this area or function or set of roles be included in org change?	Out of Scope

As we map out the future shape of Te Papa, we're using a simple set of tags to highlight the kind of shifts each function or activity might need. These aren't rigid categories, they're signposts to guide our thinking as a leadership team about where to focus, what to strengthen, and where we may need to make some tough calls.

These tags are here to frame our discussions. They'll help us spot where things align, where there are tensions, and where leadership decisions are needed to move us forward.

Here's what each tag means:

- **Must Have** – these are the core activities or roles we cannot operate without. They're essential to delivering on our purpose and maintaining trust with customers and stakeholders.
- **Bring Together** – areas where we see overlap, duplication, or opportunity to combine efforts for better impact and efficiency.
- **Lift & Boost** – functions or activities that need extra focus, resources, or capability uplift to better support the business in its future state.
- **Phase Out / Stand Down** – activities that no longer fit with where we're heading and should be phased out in a managed way.
- **Nimble** – roles or areas where flexibility will be key with ability to scale up or down or have redeployable resources come in and out as needed, either because of the variable demand, evolving needs.
- **Works Best Together** – functions that may sit in different parts of the business but must stay closely connected to deliver their best work.
- **Watch & Wait** – functions or areas where we need to keep an eye on emerging needs or external factors before deciding on a change – these are not urgent but we should stay alert and be ready to act when the timing is right.
- **Enable & Support** – activities that are not front line but are crucial to enabling the success of other teams – their value comes in how well they provide the tools, systems, or expertise that others rely on to deliver results.
- **Lean & Focused** – functions that need to stay streamlined with a clear focus on doing a few things really well – efficiency, clarity of role, and minimal duplication are the priorities.

- **Evolve over Time** – areas where change is needed but should be paced and iterative, allowing the business to learn, adjust and build capability gradually rather than all at once.
- **Out of Scope** – areas that are not being included in the scope of change for specific reasons.

Output (after all Directors are mapped):

- A master map showing:
 - All services/functions across the organisation.
 - Interdependencies, duplications, and critical pathways.
 - Visual tags for areas to alter.

Step 3: Facilitated Design, Debate and Decisions





The next phase converts individual insights into shared ownership of tough calls and an approach to agree to disagree approach. This means creating a safe space for debate, trade-offs, and final decisions.

Purpose:

To reach consensus, ELT agree on:

- What services/functions will be kept, merged, changed, enhanced or stopped.
- Where FTE savings or redeployment will occur.
- What structural and role impacts this will have, at all levels from the top down.

Session structure:

Date	Sessions and attendees	Session focus
18-22 Aug	Facilitated sessions: <ul style="list-style-type: none"> • Dean & Carolyn • Puawai & Jake • Lisa, Devorah & Anna • Courtney & Arapata 	Discuss in detail and come to a shared understanding of: <ul style="list-style-type: none"> • A cluster of services/functions (by theme or interdependency). • A subset of tags with disagreement or decision gaps. • A function/service trade-off discussion.
	1x group session with pairs or trios	Group ELT dialogue session with a facilitator and/or neutral observer/navigator to record the decision. <ul style="list-style-type: none"> • Pair ELT members with directorates that have interdependencies or conflicting views (or trios where overlap exists). • Each to discuss their “section” of the spiderweb and discuss the tags they added. • Ask the question “Is this function still required, or could it be brought together with X?” • Facilitator/observer to capture the content of the conversation and potential outcomes. • Debrief as a full ELT group to share learnings.
25-29 Aug	3x group sessions	Rotate pairs and group discussion sessions using coloured tags on the wall map as consensus is reached: <ul style="list-style-type: none"> •  Green – “Keep or Boost” •  Orange – “Merge or Change” •  Red – “Phase Out or Exit” •  Yellow – “Undecided – Needs Final Decision”
1-5 Sep	3x group sessions	Wrap up sessions and final decisions made on: <ul style="list-style-type: none"> • Functions and new structure. • Specific roles within the functions no longer required, using stickers on the structure map.

Approach:

We will work through the map together and make decisions about what functions and services will be kept, merged, changed, enhanced or stopped quickly/over time. This process will surface different views, and that's expected and healthy. Our goal is to have robust, respectful conversations that draw on everyone's expertise and align to our programme principles.

In the end, we will aim for general consensus. This means the majority of the ELT can support a decision, even if it's not everyone's first choice. We might not get to full agreement on every item, and that's okay. Our co-leaders will make a final call where there is still no clear consensus after discussion, informed by our input, the programme principles, and the needs of the organisation.

What's important is that all voices are heard, we challenge ideas not people, and we stay anchored in our principles of respect, courage and mana-enhancing engagement. Once decisions are made, we commit to moving forward together as one team.

Output:

- A consolidated new structure map includes:
 - Functional alignment.
 - Role redundancies and staff redeployment opportunities.
 - Cost-saving opportunities through function redesign.

Success Looks Like:

- Agreement on what is in and out of scope for organisational change.
- All functions having a clear agreed status (keep, boost, merge, phase out).
- Interdependencies and overlaps are addressed.
- Redundant roles are identified, and redeployment pathways are visible.
- ELT feels heard, respected and co-owners of the outcome.

Design Criteria for Organisational Change – 19 August 2025

Theme	ELT Comments
Improves Capability	Viability is what is proposed achievable - does it enable the desired outcome?
	Capability of the organisation
	To stop it would devalue/impact major asset eg. can't stop building maintenance
	Essential to enable the org to implement change eg. HR resource
	Is it essential to meet one of the programme outcomes
Provides Clarity	Clarity of roles - includes collaboration and inter-dependencies
Culturally Fits	Treaty partnership
	Will this change at minimum maintain or preferably increase partnership with Māori and service to Māori audiences?
	Diversity
	Will this change reduce the current diversity of our workforce negatively?
	TP values - pono, tika + aroha
	Culture fit
	Culture fit - does this have integrity and align with Te Papas ethos?
Supports Dependencies	Consider integrated impacts - no team here is an island - change in one area will impact another
Improves Current State	Duplication / focus - Will this change reduce duplication or improve focus for delivery
	Decision? Agility
	Will decisions move faster and avoid bottlenecks?
	Reduction of process and red tape (Transparency)
	Effectiveness - does it improve our ability to deliver on TP mandate?
	Does it make us better at meeting the needs of partners / stakeholders?
	Collaboration - will it improve our teams work across the org and with external stakeholders?
	Clarity of accountability - will everyone know who is responsible for what?
	Clear accountability of functions
	2nd order - org design - span of control clarity - accountability - reduce duplication
	Focus on services and be clear on trade-offs
	People management - will this change improve our people management eg span of control
	Delivery speed - will this change improve our ability to execute projects + organisational changes?
	Operational efficiency - will this simplify processes and/or reduce duplication?
	Will it cut down unnecessary steps/meetings?

Future Focus	Stick with it (this is where we messed up last time)
	The balance of resources is fit-for-purpose in the areas we've identified as crucial for programme success
	Need to focus on our future state and not be constrained to here and now
Meets Obligations	Are we still doing what we are mandated to do?
	MONZ TPT ACT 1992 - meet our legislative requirements
	Legislative mandate / compliance
Monetary Benefits	Does this contribute the level of cost we need to cut out?
	Leanness - Does this achieve the desired outcome while reducing total organisational inputs?
	Does the change cost more \$\$ than it saves?
	Transition costs vs benefits
	Are the upfront costs justified by long term value?
	Overall cost reduction
	ROP - will we recoup the cost of change in 26/27 year?
	Will this actually save money in the long run and be enduring?
	Does it make us more efficient and effective? More at a smaller cost
	\$ + Ops financial sustainability (\$\$\$ up arrows)
	Financial sustainability - enduring - cost benefit analysis
	Financial sustainability - will the change strengthen TP's financial position in 2-3 years
	Net contribution - will this change meaningfully increase our net contribution?
Reputational Outcomes	Does the change cause cultural damage?
	Partner confidence - will partners and funders see stronger value?
	Customer/audience centred
Stakeholder Interests	Audience delivery / performance outcomes
	Audience Programme - will this change improve the delivery of the holistic audience programme + future renewal
Values Driven	Transparency
	Manaakitanga of our people for our whare + for TW + TTT
	Strategic alignment - Rautaki - Tiriti led

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details	Tuesday 19 August 2025	11.30am – 12.30pm	Level 3 Project Room
Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping		
Programme members in attendance	s9(2)(a) (Programme Lead), s9(2)(a) (Change Comms Lead), s9(2)(a) (Change Analyst), s9(2)(a) (P&C Business Partner)		
Technical Advisory Panel members in attendance	Sue Quirk, Anna Berwick, Peter Corley, Kate Camp		
Apologies	Puawai Cairns		

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Karakia timatanga		11.30am	Welcome	Chair Kaihautū
Introduction					
2	New programme team members <ul style="list-style-type: none">Change Comms Lead – s9(2)(a)Change Analyst – s9(2)(a)P&C Business Partner – s9(2)(a)		5 mins	Note	s9(2)(a)
Standing items					
3	Programme Report – verbal update <ul style="list-style-type: none">Artefacts on the poster boardWorkstream Update – Operational SavingsIssues & Risk Register Items		15 mins	Note	s9(2)(a)
4	Out of scope	Out of scope			
5	Workstream Update – Organisational Change: <ul style="list-style-type: none">1. 3D Process – next 3 weeks2. Design Criteria	Yes Yes	5 mins 15 mins	1. For Noting 2. Activity	s9(2)(a)

Additional Items for discussion					
7	Use of weekly ELT timeslot – ELT, ODC, ORP		2 mins	Note	s 9(2)(a) Anna
Wrap Up					
8	Check-out and Karakia mutunga				Kaihautū

Next meeting: Tuesday 26 August

Minutes

Attendees: Courtney Johnson, Puawai Cairns, Dean Peterson, Devorah Blumberg, Jake Downing, Lisa Tipping, Sue Quirk

Items:

Introduction	<ul style="list-style-type: none">• New Programme team members.
Programme Report	Verbal update from Programme Lead: <ul style="list-style-type: none">• Artefacts on the poster board• Out of scope [REDACTED]• Summary of Issues & Risk Register items so far• Programme tracking:<ul style="list-style-type: none">○ Amber RAG status overall due to Design & Decision-Making Phase.○ Out of scope [REDACTED].
Out of scope [REDACTED] [REDACTED]	Papers provided by Jake & Devorah:
Workstream Update – Organisational Change	<ul style="list-style-type: none">• 3D Process – next 3 weeks• Design Criteria exercise
Other Items:	<ul style="list-style-type: none">• Use of weekly ELT timeslot for the next two weeks – percentage of time on ELT, ODC, ORP

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details	Tuesday 26 August 2025	10.30am – 12.30pm	Level 3 Project Room
Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping		
Programme members in attendance	§9(2)(a) (Programme Lead), §9(2)(a) (Change Comms Lead)		
Apologies	Courtney Johnston		

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Welcome		10.30am		Chair Kaihautū
Standing items					
3	Programme Report – verbal update <ul style="list-style-type: none">RAG statusWorkstream updatesIssues & Risk Register Items		15 mins	Note	§ 9(2)(a)
4	Out of scope [Redacted]	Out of scope			
5	Workstream Update – Organisational Change: <ul style="list-style-type: none">1. Design Criteria2. Change Activities		10 mins 60 mins		§ 9(2)(a)
Wrap Up					
8	Check-out and Karakia		5 mins		Kaihautū

Next meeting: Tuesday 2 September

Welcome

Programme Report – 15 mins

1. **RAG Status** – show screen and keep it up during update on workstreams

2. **Workstream Updates:**

Out of scope

W3: Organisational Change

- Design sessions this week and next week.
- 8 working days to go until we make a Go/No Go decision:
 - Design decisions need to be made by Fri 5 Sept.
 - If not, I did build a contingency buffer in so we could have another 5 days up our sleeve.
 - My current assessment is that we are 30% there and I will give you another assessment on that percentage on Friday after our all day session.

Out of scope

3. **Issues & Risk Register:**

Current high-level risks to revisit:

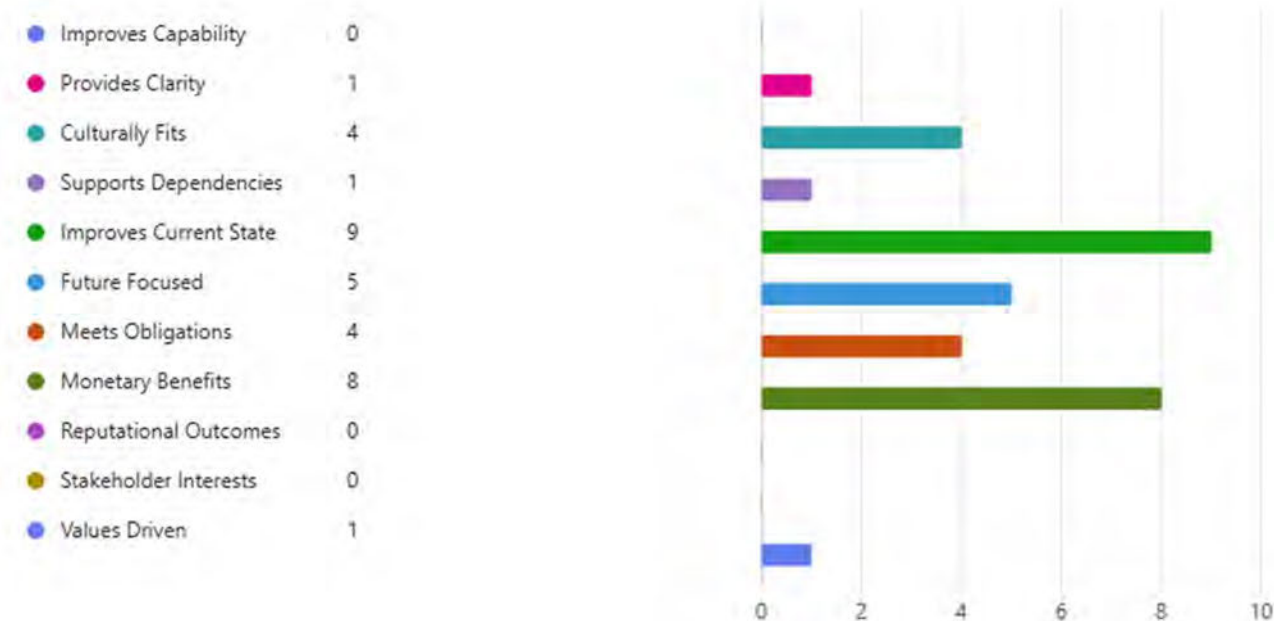
- Org change timeline is tight and we're not sure that we can do it in time:
 - We noted the risk as high.
 - The decision was to continue with the design plan, noting that it would evolve and might change direction.
 - That hasn't changed but we now have a more fulsome comms plan that will be tabled to the Oversight Committee next week so that it's ready to go based on a Go decision as well as a No Go decision.
- Risk to staff morale and engagement:
 - No comms yet to T3, which would impact their ability to be effective change champions.
 - Org change does not yet include a decision on co-design.
 - We noted the risk on these as high and it remains that way.
 - Mitigation is based on the delivery of decisions and the pathway that the design takes.

Out of scope

Design Criteria – 10 mins

A set of design criteria provide us a safe space for to test our final decisions. They help us to make decisions that are fair and focused on what really matters.

Poll Results – 11 voters:



1. **Improves Current State** – we are doing this very well **Give us a yellow star**
2. **Monetary Benefits** – this leads us nicely into the next exercise
3. **Future Focused** – this is a very good mindset for us to put ourselves into, and we will be picking up on this in our Thursday all day session
4. **Meets Obligations & Culturally Fits** – these two criteria will underpin everything we do.
 - It's my observation that both of these are actually part of your DNA as a leadership team and as an organisation.
 - You will hold yourselves to these naturally.
 - Your moral governance and cultural values will ensure that you speak up with integrity and courage if this doesn't feel good or right.

Change Activities – 60 mins

- **Take a deep breath and remember our principles**
- **General Consensus Approach**
- **Merge/Change & Exit Exercise**
The exercise we are about to do is about providing us with a first cut at our numbers so that we can start to build what the dollar figure and number of roles being cut looks like.

Te Papa – Organisational Change Communications Plan

DRAFT

Organisational Review Programme

Version 0.1 – Draft for Consultation

1. Purpose of this Plan

The Change Communications Plan sets out how we will engage, inform, and support our people and stakeholders throughout the Organisational Review Programme for Te Papa. Its purpose is to:

- Ensure clear, transparent, and timely communication.
- Build trust and confidence in the programme's intent, process, and outcomes.
- Provide clarity and assurance.
- Minimise uncertainty, anxiety, and resistance by providing accurate, consistent messages.
- Reinforce Te Papa's vision of becoming a **fit-for-purpose and financially resilient national museum**.
- Embed Te Ao Māori principles of **manaakitanga**, **kotahitanga**, and **oranga** into all communications.
- Ensure communications to kaimahi are mindful and consistent of **Te Whare Tapa Whā** principles and these principles are woven into communications planning and delivery.

2. Communications Objectives

Aligned with the programme purpose and vision, communications will aim to:

1. **Connect purpose to people** – clearly explain *why* change is needed and how it supports the long-term future of Te Papa.
2. **Build understanding** – outline what the programme involves, the scope of each workstream, and expected outcomes.
3. **Support kaimahi wellbeing** – ensure staff feel supported, listened to, and respected through two-way communication and support hardwired into every communication opportunity.
4. **Maintain stakeholder trust** – demonstrate alignment with the mandate, Te Rautaki, and obligations of Te Papa.
5. **Celebrate progress** – share milestones, wins, and stories of positive impact.

3. Guiding Principles

- **Manaakitanga, tika, pono** – we are truthful, genuine, and ethical in how we work, what we say, and how we treat our colleagues. We will support and guide kaimahi through this mahi.
- **Tiriti-led** – uphold Te Tiriti o Waitangi and Mana Taonga principles.
- **People-first** – We will prioritise kaimahi wellbeing, clarity, and respect. Communication activities will be coordinated within the Whare Taha Whā framework at the direction of the ELT.
- **Transparent** – share what we know, when we know it, including challenges.
- **Consistent** – align messages across all channels, spokespeople, and workstreams.
- **Two-way** – listen actively, provide feedback loops, and respond to concerns.
- **Timely** – provide information early enough for people to understand and prepare.

4. Key Audiences

Internal

- **Kaimahi (all staff)** – directly impacted by organisational changes.
- **Leaders (Tier 3 and above)** – change carriers, responsible for cascading messages.
- **Programme teams and workstreams** – require coordinated updates to deliver effectively.
- **Unions and staff representatives** – critical partners in consultation.

External

- **Board of Te Papa** – governance and decision-making.
- **Government stakeholders (Ministers, MBIE, Treasury, Manatū Taonga)** – oversight of Crown funding and mandate.
- **Iwi, hapū, and Māori partners** – ensuring kotahitanga and manaakitanga in engagement.
- **Visitors, partners, funders, and commercial stakeholders** – reassurance that Te Papa remains strong and future-focused.
- **Media and public** – external reputation, alignment with national museum role.

5. Core Messages

Programme Purpose

- “This programme is about securing Te Papa’s long-term financial sustainability while keeping our mandate at the heart of what we do.”

Vision

- “Te Papa will be a fit-for-purpose and financially resilient national museum with an outstanding reputation.”

Objectives

- Grow revenue and earn more.
- Make internal efficiencies and spend less.
- Keep our cultural mandate at the centre.
- Remain stakeholder-focused.

Commitments

- We are following **He Ara Waiora** – with manaakitanga, kotahitanga, and oranga guiding our decisions.
- We will weave **Te Whare Tapa Whā** principles into the substance and delivery of kaimahi communications.
- We will be transparent, inclusive, and fair in how we manage change.
- We will honour **Te Tiriti o Waitangi** in the decisions we make.

6. Channels & Mechanisms

Internal

- **Regular programme updates** (weekly written updates from Programme Lead).
- **All-staff forums / hui** (fortnightly, with Q&A).
- **Leader briefing packs** (to support consistent cascade messaging).
- **Intranet hub** (FAQs, updates, programme documents).
- **Change Champions network** (to reinforce local messaging and gather feedback).
- **Surveys & feedback loops** (pulse checks, feedback forms after engagement sessions).

External

- **Board papers and updates** (monthly RAG status reports).
- **Ministerial briefings** (via Oversight Committee and Programme Lead).

- **Targeted iwi and partner hui** (scheduled with Pou Tikanga and Māori Engagement team).
- **Stakeholder newsletters** (as appropriate to funders, partners).
- **Media statements** (approved by Head of Comms, as needed).

8. Engagement Timeline (High-Level)

Phase	Timing	Key Communications	Channels
Programme Launch	Aug-Sept 2025	Announce Organisational Review, purpose, vision, scope	CEO all-staff hui, email, intranet, Board brief
Engagement & Discovery	Aug-Oct 2025	Staff engagement sessions, FAQs, pulse checks	Hui, workshops, intranet hub
Analysis & Options	TBC	Share emerging themes, options under review	Updates via leaders, forums, newsletters
Consultation	TBC	Formal consultation on proposed changes	Consultation docs, hui, union engagement
Decision & Transition	TBC	Announce decisions, next steps, support available	All-staff hui, FAQs, intranet, HR briefings
Embedding & BAU	TBC	Celebrate successes, share progress on financial targets	Storytelling, intranet, partner comms

9. Roles & Responsibilities (Communications)

- Programme Sponsors (Courtney and Arapata): Visible champions; front key announcements together. Specific communications roles:
 - Courtney:
 - What, when, governance, structural change, key objectives (revenue, efficiencies).
 - Lead and drive ELT contributions to Organisational Review Programme.
 - Partner with Arapata to support cultural mandate.
 - Arapata:
 - How we will work together in the future (e.g. identifying and eliminating the things that block us from doing a great job).
 - Support and drive core objectives.

- Lead from the front to support our cultural mandate (includes history/purpose) so kaimahi understand the role they have in sustaining the legacy of Te Papa for future generations.
- Partner with Courtney to support structural mandate.
- Oversight Committee: Approve messaging and oversee stakeholder engagement.
- Programme Lead (s9(2)s 9(2)(a)): Facilitate and lead change outcomes and ensure they're aligned across workstreams; provide communications leadership and guidance. Approve updates.
- Change Comms Lead (s9(2)(a)): Develop and deliver the comms strategy, content, and engagement activities.
- ELT: Provide input for workstream-specific communications.
- ELT/Managers: Cascade messages and support teams with Q&A.
- Change Analyst and HR Change Advisor: Maintain stakeholder lists, consultation records, and feedback tracking.

10. Risks & Mitigations

Risk	Impact	Mitigation
Inconsistent messaging across workstreams	Confusion, mistrust	Single source of truth (Arapata/Courtney, + follow up on intranet)
Information gaps / delays	Anxiety, rumours	Commit to sharing updates even if info incomplete ("what we know / don't know yet")
Union / staff escalation	Reputational risk, delays	Early and proactive engagement with unions, documented responses
External media misinterpretation	Damage to reputation	Clear media protocols, proactive key messages, rapid response
Overload / fatigue	Engagement drops	Keep comms simple, concise, staggered; regular check-ins

11. Monitoring & Evaluation

- **Pulse surveys** to check kaimahi understanding and confidence.
- **Feedback tracking** from hui, workshops, and consultation.

- **Sentiment analysis** (media, staff channels).
- **Quarterly review** of comms plan effectiveness by Oversight Committee.
- **Adjust comms strategy** as needed based on engagement data.

CONFIDENTIAL

12. Integrated Change Communications Timeline DRAFT

Date	Objective	Title	Channel	Spokespeople	Focus	Tasks	Who	Awahi
	1. Meet our obligations to our kaimahi.	Union Requirements	In-person + written	TBC	What and when	1. Initiate consultation with E tū kaimahi delegate/s. 2. Build information pack to include: <ul style="list-style-type: none"> Rationale Impact on roles/what may change Implementation details Consultation overview Feedback 	? LC	Provide delegates with opportunities to ask questions. Provide clarity and transparency.
TBC	2. Announce Org Review, purpose, vision, scope. 3. Introduce key people/roles 4. Outline feedback channels	T3 and above Hui	In-person + livestream	CEO, Kaihautū, Programme Lead	Why, how, what story; financial sustainability challenge explained	3. Build intranet page for go live after T3 has told their direct reports. Will include feedback channel. 4. Send to all kaimahi 5. Book space 6. AV 7. PPT 8. Presentation Script 9. Microphones Q&A 10. Set up streaming	LC LC? ? LC LC/ ? ?	Karakia, session time fit for purpose, be transparent ¹ , Q&A.
	5. Build tools for leaders	Direct reports and kaimahi	In person			11. Create managers' cascade pack. 12. PPT	LC	

¹ Presenting information clearly, and in context, including what is unknown, so kaimahi feel informed, respected, and supported.

Date	Objective	Title	Channel	Spokespeople	Focus	Tasks	Who	Awhi
						13. Create FAQs		
TBC	6. Reinforce CEO kōrero 7. Provide information in writing	Email & Intranet Kaimahi Packs	Email, intranet hub	Programme Lead	FAQs, wellbeing support links, framing of programme purpose	14. Email to all kaimahi following day (to give T3 time to speak to their direct reports). 15. Link to intranet content (who what why when). 16. Includes feedback channels. 17. Overview of timeline and what's next.	LC	Provide wellbeing resources, clear, simple language; encourage team discussions; link to Te Papa legacy; ² visual identity grounded in Te Ao Māori.
Board cycle 2025	Governance brief	Board & Ministerial Brief (?)	Formal paper	Oversight Committee Chairs	Purpose, vision, timeline, levers	18. Create Board pack (what, why, when, options and costing)	Anna/ § 9(2)(a)	Evidence-based, transparent, framing; ³ mandate tied to cultural role as the national museum.
Late Sep 2025	Begin engagement	Team Hui & Workshops	Hui, workshops	T3 Leaders, ELT Directors	Kaimahi engagement, Q&A, wellbeing check- ins	TBC		Avoid overload; safe spaces ⁴ ; whānau-style kōrero ⁵ ; contribution to

² Wairua: Link to Te Papa legacy means ensuring that change messages are tied back to our cultural mandate, history, and purpose, so kaimahi see their role in sustaining the legacy of Te Papa for future generations.

³ Sharing the data behind decisions so kaimahi feel informed, respected, and supported.

⁴ Designing comms and engagement activities so kaimahi feel psychologically safe to ask questions, express concerns, and contribute openly knowing their wellbeing and voices are respected. Could include anonymous feedback channels, small group kōrero, ground rules for respectful kōrero/dialogue etc.

⁵ Creating spaces for kaimahi to have open, safe, small-group conversations with leaders in a way that feels collective, supportive, and relational (like being part of a whānau).

Date	Objective	Title	Channel	Spokespeople	Focus	Tasks	Who	Awahi
								mandate ⁶ ; taonga-rich spaces.
Sep/Oct 2025	Gauge sentiment	Pulse Survey #1	Online survey	Programme Lead, HR	Confidence, wellbeing, clarity, team support	19. Develop survey questions. 20. Send to kaimahi. 21. Carry out analysis.		Min. workload stress, max. clarity; give sense of team; bring meaning; reinforce belonging.
Ongoing 2025	Maintain visibility	Intranet FAQs & Wellbeing Updates	Intranet hub	Change Comms Lead	Collated kaimahi Q&A, wellbeing reminders, resource links	22. Q & A by themes		Say what we know/don't know; create feedback loop ⁷ ; frame up around vision
Oct 2025	Share themes	All-Kaimahi Hui – Emerging Themes	Organisation-wide hui + livestream	CEO, Programme Lead	Share kaimahi themes, insights, next steps	23. Update on Kupenga		Ensure concise session; weave in storytelling; support team kōrero; reinforce Te Papa's role ⁸ ; base within Te Papa space.

⁶ Kaimahi see their role in supporting the cultural and national purpose of Te Papa, and that this organisational change is about strengthening our ability to deliver our mandate.

⁷ Two-way communication process for kaimahi to provide input, and importantly, see their input acknowledged/acted on. E.g. what was heard, how was it considered, what decisions were made.

⁸ Every communication should connect change back to the Te Papa mandate and purpose, so kaimahi feel grounded and connected to the legacy they are part of.

Date	Objective	Title	Channel	Spokespeople	Focus	Tasks	Who	Awhi
	Strengthen trust	Union & Kaimahi Rep Engagement	Union briefings	Chief People Officer, Programme Lead	Input on draft options, addressing concerns	TBC		Ensure transparent union involvement ⁹ ; provide clear responses.
	Enable consistent information cascade	Leader Cascade Packs	Briefing documents + slide decks	Tier 3 Leaders	Updates, FAQs, empathetic guidance	24. Draft update for sign-off Arapata & Courtney 25. Update FAQs 26. Email to T3 leaders		Ensure trusted voices are heard; show empathy; tie-in to Te Papa legacy.
	Gauge progress	Pulse Survey #2	Online survey	Programme Lead, HR	Confidence, clarity, readiness	27. Develop survey questions. 28. Send to kaimahi. 29. Carry out analysis.		Ensure clarity; provide team support; build sense of purpose ¹⁰
	Options development	Options Preview – ELT & Board	Workshops, Board paper	Programme Lead, Oversight Committee	Draft organisational options, strategic alignment	30. Create workshop PPT and information packs 31. Draft Board paper	LC Anna/ s 9(2)(a)	Provide transparent evidence ¹¹ ; align to mandate.
	Presentation to Board	Option Paper	In person hui	Courtney & Arapata	Obtaining agreement	32. Develop the options pack. <ul style="list-style-type: none"> Final structure List of disestablished/newly established role Financials 	CJ/AH Support from s 9(2)(a)	Options paper decisions has consensus of the ELT.

⁹ Making sure unions are engaged openly, early, and honestly, as trusted partners in the change journey — not just informed after decisions are made.

¹⁰ Ensuring communications continually tie organisational changes back to the mandate and Kaupapa of Te Papa so kaimahi feel their mahi is meaningful, valued, and contributing to the greater good.

¹¹ Sharing the data and reasoning behind decisions in clear, accessible ways, so kaimahi feel informed, respected, and mentally supported through change.

Date	Objective	Title	Channel	Spokespeople	Focus	Tasks	Who	Awahi
						<ul style="list-style-type: none"> Summary of rationale 		
	Transparency & FAQs	Intranet Emerging Options Update	Intranet hub	Change Comms Lead				Plain language; feedback loop; link to national role
	External engagement including Union (separate hui)	External engagement	Email	Courtney & Arapata	TBC			
	Go into Consultation fully prepared as a team	Leader Cascade Briefings	Cascade packs, talking points	Directors, T3 & T4 Leaders	HR & ELT preparation for consultation phase.	33. Drop in session details and rooms booked. 34. HR packs produced. 35. FAQs updated 36. Intranet updates 37. Slide-decks & script	HR	Hui are well sign-posted and attended by ELT, messaging is empathetic.
	Readiness check	Pulse Survey #3	Online survey	Programme Lead, HR	Readiness, resilience, wellbeing.			Carry out stress check ¹² ; provide clarity; support kaimahi; share long-term belief ¹³ ; belonging.

¹² Proactively checking in on kaimahi wellbeing (via surveys, conversations, and support services) to ensure workloads and stress levels are manageable and adjusting where needed.

¹³ Comms should give kaimahi confidence that the changes they're experiencing today will build a stronger, sustainable future for Te Papa.

13. Announcement Options - DRAFT

Note: T3 and above only:

We have three options to consider depending on timeframes:

In person/ online	1. T3 kaimahi – online and in person. <ul style="list-style-type: none">a. Announce Organisational Reviewb. Provide rationale, vision, scope, and purposec. Introduce key people and rolesd. Provide opportunities for people to:<ul style="list-style-type: none">i. Ask questionsii. Provide feedback
Via email	2. Email the announcement to all kaimahi: <ul style="list-style-type: none">a. Announce Organisational Reviewb. Provide rationale, vision, scope and purposec. Introduce key people and rolesd. Provide opportunities for people to:<ul style="list-style-type: none">i. Ask questionsii. Provide feedbacke. Link to a page containing information/feedback channels on the intranet.
Soft launch	3. CE Update or Email to all T3: <ul style="list-style-type: none">a. Confirm we are looking at changing the way we're working, including looking at our structure and roles.b. Introduce key people from the programme.c. Promise more information to follow.
Union outreach	4. TBC [HR team to lead, comms to support].
T3 Manager cascade to their kaimahi	5. Details/planning tbc.
Media [reactive only]	6. Details to be worked on in partnership with Kate Camp, Head of Marketing and Communications.

14. Back Pocket Messages – ELT - **DRAFT**

There are THREE types of messages below:

1. VERBAL RESPONSES: use these if asked questions by kaimahi in team meetings, or while you're out and about, water-cooler/BBQ [immediate term – once we've gone out to kaimahi, these messages will change].
2. GENERAL KEY MESSAGES: to support formal or written communications.
3. MEDIA RESPONSES: tbc

***Note: have not been shared with Marketing and Communications lead as of 29/8/25.**

1. VERBAL RESPONSES

Are we being restructured?

- This programme is about long-term financial sustainability and resilience. While changing our structure is part of the picture, this mahi also focuses on increasing our revenue, ensuring our mandate is at the heart of our decision making, and working better together.
- This means:
 - making sure people are working on the right outcomes
 - getting rid of the roadblocks that stop us from doing a great job, and
 - continuing to deliver as kaitiaki of taonga and as a Tiriti partner.

Water-cooler response

- We're working out how to ensure our long-term financial sustainability and make our structure work better.
 - We don't think the current structure is working, and we need to make improvements.

Why do we have to restructure?

- We have to grow our revenue and work more efficiently, if we want to be a world-class museum.

When is it happening?

- We're working on it now. We'll share all the details once we're clearer.

Are we going to lose the [insert job-title here]?

- We haven't got an answer about roles yet but this is an all of organisation review.

We don't have enough people as it is.

- We're pretty lean in some spaces, but demand can be uneven. Some teams are blocked from doing their mahi, others aren't working as well as they could, and some are over committed.

What will happen to my job?

- Some jobs will be changing to support the new structure, but there is a lot of work to do between now and then.

When is the restructure starting?

- We already have people working on this mahi, including all of ELT.
- Given this is an opportunity to secure our long-term financial sustainability we're being very careful not to rush it.

2. GENERAL KEY MESSAGES

Why we're doing this

- We're doing this to secure our long-term financial sustainability and ensure we can deliver on our mandate for generations to come.
- This mahi is not just about saving money – although that is imperative - it's also about reshaping how we work, how we fund our mission, and how we grow.
- We're looking beyond sustainability towards resilience, growth, and the ability to reinvest in our people, our taonga, and our communities.

Expectations of the Board

- The Board has set a clear expectation that the ELT will increase revenue, cut costs, s9(2)(g)(i) [REDACTED]
- This programme is not only focused on achieving financial targets but also embedding new ways of working that are more efficient, collaborative, and future focused. This will lead to greater long-term financial savings.
- The expectation is that ELT will deliver a programme that creates:
 - A financially resilient organisation able to reinvest in people, taonga, and visitor experiences.
 - A more agile, connected, revenue generating organisation.
 - A culture of accountability and learning.

Transformational Shift

- This is not a 'one and done' short term project. It's about transforming our operating model to ensure Te Papa can thrive for generations.
- This is more than a review – it's about transforming how we work as an organisation.
- We're shifting from short-term 'survival' to long-term growth, innovation and financial resilience.
- The changes we make will enable us to be more agile, collaborative, and future focused.
- Transformation means making changes today that will enable us to broaden our appeal and engagement and inspire pride in Te Papa.

Leadership Commitment

- The ELT is collectively accountable for delivering these outcomes.
- As leaders, they are expected to demonstrate courage, transparency and leadership throughout the journey.
- Success will be measured not only by financial results by trust and buy-in of kaimahi, iwi and partners.

Our Priorities

- The programme is structured around four interconnected objectives:
 1. Grow revenue and earn more
 2. Make internal efficiencies and spend less
 3. Keep Te Papa's mandate at the heart of all changes.
 4. Remain stakeholder focused – kaimahi, iwi, visitors, communities and partners.
- These objectives will be delivered through four workstreams:
 1. Out of scope
 2. [REDACTED]
 3. Organisational Change, and
 4. Out of scope
- Each workstream is part of a cohesive, people-centred approach to long term resilience.

3. MEDIA RESPONSES

Why is Te Papa undertaking an organisation review?

Te Papa is undertaking an organisation-wide review to ensure long-term financial sustainability and resilience. This is about strengthening how we work, how we fund our mission, and how we grow, so we can continue delivering for Aotearoa as kaitiaki of taonga and as a Tiriti partner.

Is this review about cutting jobs?

This programme is about long-term sustainability, not just cost savings. While efficiencies are part of the picture, the review also focuses on generating revenue, s9(2)(g)(i) and ensuring our mandate is at the heart of our decisions. Any impact on roles will go through a consultation process, and kaimahi will be supported.

What will change as a result of this programme?

This programme will allow Te Papa to reinvest in people, innovation, and taonga. We are creating the structure and conditions to deliver new experiences for visitors, strengthen research, and deepen our partnerships.

Who is leading this review/what are their accountabilities?

The programme is co-led by our Chief Executive, Courtney Johnston, and Kaihautū, Dr Arapata Hakiwai, with day-to-day leadership from Programme Lead, s9(2)s 9(2)(a) They are supported by the Board, the Oversight Committee, and a Technical Advisory Group. The Board has set clear expectations for financial outcomes and transformation, and will continue to oversee progress.

How are you supporting staff?

Kaimahi wellbeing is central to this process. We are guided by Te whare Tapa Whā, ensuring support for physical, mental, relational, spiritual, and cultural wellbeing. We are providing regular updates and opportunities for kaimahi to share their feedback. We regularly update FAQs, and run surveys and access to HR, EAP, union representatives, and cultural advisors.

When will staff and the public know more?

The programme will run through to xyz, with a ll-staff engagement between August and November this year, followed by formal consultation in xyz. We are committed to ensuring our kaimahi wellbeing at each stage.

What about the last restructure? What are you doing differently?

TBC

Te Papa has a history of getting rid of world experts in science, research and history. How will they fare this time around?

TBC

Proactive positioning:

This review positions Te Papa to inspire and excite future generations.

Our focus is on building resilience so Te Papa can continue to inspire pride and belonging across Aotearoa.

We are committed to transparency and to upholding mana throughout this process.

DRAFT Deliverables -

Note: All communications in this table are DRAFT and CONFIDENTIAL. They will not be sent until they have been reviewed by Kate Camp, signed off by Courtney and Arapata, and undergone a final check by § 9(2)(a) s 9(2)(a)

DATE	DRAFT	NOTES
	<p>WHAT: Key messages – transformation</p> <p>Why we're doing this</p> <ul style="list-style-type: none">• Te Papa is carrying out this review to secure our long-term financial sustainability and ensure we can deliver on our mandate for generations to come.• This mahi is not only about saving money, it's about reshaping how we work, how we fund our mission, and how we grow.• We are looking beyond sustainability towards resilience, growth, and the ability to reinvest in our people, our taonga, and our communities. <p>Expectations of the Board</p> <ul style="list-style-type: none">• The Board has set a clear expectation that the ELT will increase revenue, cut costs, s9(2)(g)(i)• This programme is not only focused on achieving financial targets, but also embedding new ways of working that are more efficient, collaborative, and future focused. This will lead to greater long-term financial savings.• The expectation is that ELT will deliver a programme that creates:<ul style="list-style-type: none">○ A financially resilient organisation able to reinvest in people, taonga, and visitor experiences.○ A more agile, connected, revenue generating organisation.○ A culture of accountability and learning. <p>Transformational Shift</p> <ul style="list-style-type: none">• This is not a 'one and done' short term project. It's about transforming our operating model to ensure Te Papa can thrive for generations.• This is more than a review – it's about transforming how we work as an organisation.	

	<ul style="list-style-type: none"> • We're shifting from short-term 'survival' to long-term growth, innovation and financial resilience. • The changes we make will enable us to be more agile, collaborative, and future focused. • Transformation means making changes today that will enable us to broaden our appeal and engagement and inspire pride in Te Papa. <p>Leadership Commitment</p> <ul style="list-style-type: none"> • The ELT is collectively accountable for delivering these outcomes. • As leaders, they are expected to demonstrate courage, transparency and leadership throughout the journey. • Success will be measured not only by financial results by trust and buy-in of kaimahi, iwi and partners. <p>Our Priorities</p> <ul style="list-style-type: none"> • The programme is structured around four interconnected objectives: <ol style="list-style-type: none"> 5. Grow revenue and earn more 6. Make internal efficiencies and spend less 7. Keep Te Papa's mandate at the heart of all changes. 8. Remain stakeholder focused – kaimahi, Iwi, visitors, communities and partners. • These objectives will be delivered through four workstreams: Out of scope, Organisational Change, and Out of scope • Each workstream is part of a cohesive, people-centered approach to long term resilience. 	
TBC	<p>WHAT: All Kaimahi Hui</p> <p>SPEAKERS: Arapata and Courtney</p> <p>SUPPORT: TBC</p> <p>VENUE: Te Papa Auditorium</p> <p>DELIVERABLES: All Kaimahi invitation PPT SCRIPT</p>	<p>Check diaries incl ELT</p> <p>Book in time/s</p> <p>Do we need two sessions?</p> <p>Book auditorium</p> <p>Book AV techs</p> <p>Send All Kaimahi invite.</p>
	<p>INVITATION</p> <p>To: all Kaimahi</p> <p>From: Office of the CE's</p> <p>[Greeting]</p>	<p>Assign someone to answer any questions that come in on the back of this email.</p> <p>Inbox?</p> <p>Monitoring?</p>

	<p>I would like to invite you to our upcoming all-kaimahi hui, where we'll discuss the future of Te Papa and how we plan to align our teams, our strategic priorities, and our mahi in the coming months. This will be followed by a Q&A session.</p> <p>Hui details:</p> <ul style="list-style-type: none"> • Date: • Time: • Location: <p>Your presence, support, and whakaaro is highly valued. Please join us as we work together to ensure the future of Te Papa.</p> <p>Please RSVP by [date] to help us finalise arrangements.</p> <p>We look forward to seeing you there.</p> <p>Ngā mihi nui</p>	Access?
	SCRIPT	
	PPT	
TBC	<p>WHAT: Email following All Kaimahi Hui</p> <p>TO: All Kaimahi</p> <p>FROM: Arapata on behalf of him and Courtney (?)</p>	

CHANNEL: Email All Staff
SUBJECT: Te Papa Organisational Review Programme – Beyond Financial Sustainability

Tena koutou katoa

[Greeting]

You may recall back in [date, link to content] we spoke about our long-term financial position, and our focus on finding new ways to address the challenges we're facing. Today I'd like to share details of a programme we're launching today to review our organisation and set us up to be financially sustainable, effective, and resilient long into the future.

Purpose, Vision, and Scope

The purpose of the Organisational Review Programme is to provide a way for us to safeguard our precious taonga while also meeting the financial challenges of the future. Our vision is for Te Papa to be a 'fit-for-purpose', financially resilient national museum, with an outstanding reputation here and around the world. This review will focus on:

- How we work together and with each other.
- How we fund our mahi.
- How we can grow as an organisation, and
- How we structure ourselves, ensuring changes are cohesive, people-centred, and aligned with our legislative mandate.

Key Objectives

This mahi will be shaped around four interconnected objectives:

1. **Grow revenue and earn more** – explore opportunities to generate new and sustainable income.
2. **Make internal efficiencies and spend less** – turn over every rock to ensure we deliver more with the resources we have.
3. **Protect our mandate** – honoring our role as kaitiaki of taonga and a Tiriti o Waitangi partner.
4. **Focus on people** – ensure kaimahi, Iwi, communities, visitors, and partners remain at the heart of our mahi.

These objectives will be driven through the following workstreams:

1. Out of scope
2. Out of scope

3. Organisational Change, and
4. **Out of scope**

Each of these workstreams will work together to grow and strengthen our role as the national museum of Aotearoa.

Beyond Financial Sustainability

While addressing our immediate financial challenges is the core focus of this mahi, we also want to take the opportunity to look to the future. Our long-term plan is to invest more in our people, our taonga, and the experience we create for visitors. This will allow us to try new ideas and grow opportunities within an environment that supports swift decision making and collaborative outcomes. For kaimahi it means we can focus more time on working together to deliver world-class visitor experiences that inspire and delight, and less time on short-term pressures and things that block us from doing our best mahi.

Feedback and Engagement

This is a two-way engagement process and over the coming months you will see:

- All-kaimahi hui and updates – to share progress and answer your questions.
- Workshops and engagement sessions – for deeper kōrero and understanding.
- Pulse surveys – to check in on how you're feeling and how well we're keeping you informed.
- Intranet and FAQs – where you can submit anonymous questions, access resources, and read updates.
- Union engagement – ongoing and transparent involvement with staff representatives.

Every conversation, question, and piece of feedback will be captured so you can see how your voices are shaping the programme.

Next Steps

I've shared the key milestone dates, below, for your information. We will move through this process in good time and keep you informed if the timing changes. You will have

Leaders will be provided with updates to cascade to their teams ahead of each milestone.

wellbeing, manaakitanga and whanaungatanga at the centre of our Our first/next steop (TBC) all kaimahi hui will take place (TBC) where we will share more about the review, and what to expect in the months ahead.

	<p>Ngā mihi nui [close] Dr Arapata Hakiwai (Kaihautū) Courtney Johnston (Chief Executive)</p>	
	<p>FAQs</p> <p>Why are we doing an all-of-organisation review? This review is about securing our long-term financial sustainability so we can continue to deliver our cultural mandate for future generations. It's not just about cost-saving – it's about ensuring we work together better so we can grow revenue, operate efficiently, and continue to be a world-class museum.</p> <p>What does this mean for me and my role? No specific changes have been decided yet, but we do know some roles will change, be reconfigured, or in some cases, no longer be required. We know these changes will be deeply personal for every one of us – whether our role changes or not - and we are committed to supporting every person with dignity and respect.</p> <p>The last big change we undertook at Te Papa was very hard on kaimahi. How will you do things differently? The wellbeing of kaimahi is central to this programme. We will provide detailed updates at every key milestone, we will provide safe space to kōrero, meet, and support one another, and we will focus on wairua and wellbeing in hui and our communications. We are committed to honesty and transparency at every step of this process. Where roles are impacted, we will provide support, guidance, and pathways to help affected kaimahi through the transition.</p> <p>How can I share my feedback or ask questions?</p> <ul style="list-style-type: none"> • Attend All Kaimahi hui. • Take part in workshops and team meetings. • Ask questions via xyz • Complete Pulse surveys. • Engage with your Union representatives. 	

	<p>Note: All feedback will be reviewed and help us shape decisions. We will share themes and whakaaro as they surface.</p>	
--	--	--

What happens next?

- Date: Programme launch hui and comms pack.
- Date: Staff engagement workshops, surveys, and hui.
- Date: Share emerging themes and draft options.
- Date: Formal consultation, decisions, and transition.

Integrating Te Whare Tapa Whā into Change Communications

Taha Tinana – Physical Wellbeing

- Timing and format of hui: Keep sessions at reasonable lengths, include breaks, offer food/water where possible.
- Workload communication: Be upfront about what additional effort may be required and how it will be managed.
- Promote wellbeing resources: Every update and briefing pack should end with a reminder of support (EAP (Māori equivalent tbc), HR contacts, wellbeing services).
- Language use: Avoid overwhelming jargon — clear, simple information reduces stress.

Taha Hinengaro – Mental and Emotional Wellbeing

- Transparent messaging: Regular updates on “what we know / don’t yet know” to avoid uncertainty.
- Safe channels: Anonymous feedback options via intranet hub; leaders trained in empathetic listening.
- Two-way engagement: Staff forums include Q&A, not just broadcast updates. Feedback loop published so people see how input is considered.
- Storytelling: Use positive stories of resilience, progress, and success to balance potentially difficult messages.

Taha Whānau – Social & Relational Wellbeing

- Cascade briefings: Provide leader packs so kaimahi hear consistent, mana-enhancing messages from trusted people.
- Whānau-style check-ins: Encourage team leaders to run small group kōrero after major announcements to process impacts together.
- Union engagement: Transparent and early involvement in consultation, treating unions as part of the whānau.
- Celebrating collective success: Share milestones (e.g., revenue wins, efficiencies achieved) in ways that acknowledge team contributions.

Taha Wairua – Spiritual Wellbeing

- Anchor in purpose: Every message ties back to the cultural mandate and vision of Te Papa.
- Karakia and tikanga: Open and close major hui with karakia, integrate tikanga into communication protocols.
- Meaning in change: Frame changes as part of ensuring Te Papa's legacy for future generations.
- Respect diversity: Communications acknowledge and respect different belief systems, cultures, and worldviews.

Taha Whenua – Connection to Place and Identity

- Sense of belonging: Reinforce that kaimahi are part of Te Papa's ongoing story, not just employees in transition.
- Physical setting of communications: Where possible, hold announcements in taonga-rich spaces, creating connection to identity and mission.
- Cultural grounding: Reflect Te Ao Māori perspectives (He Ara Waiora, Mana Taonga) in visual design and language of communications.
- National role: External comms emphasises Te Papa's role as a taonga for Aotearoa, strengthening pride and connection for staff.

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details Tuesday 2 September 11.00am – 12.30pm Level 3 Project Room
 2025

Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping
Programme members in attendance	s9(2)(a) (Programme Lead), s9(2)(a) (Change Comms Lead)
Apologies	

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Welcome		11.00am		Chair Kaihautū
Standing items					
3	Programme Report – verbal update <ul style="list-style-type: none"> • RAG status • Workstream updates • Issues & Risk Register Items 		15 mins	Note	s 9(2)(a)
5	Workstream – Organisational Change: <ol style="list-style-type: none"> 1. Comms Plan & Timing 2. Design session 3. Change Activities – instructions on individual sessions 	Yes	15 mins 60 mins	Discuss Note	s 9(2)(a)
Wrap Up					
	Check-out and Karakia				Kaihautū

Next meeting: Tuesday 9 September

Out of scope

Out of scope


Workstream 3 – Organisational Change

Design & Decision Phase:

- Go/No Go Stage Gate – 5 Sept
- 1 week contingency
- Next steps – confirm scope and develop future state structure

Out of scope

Organisational Review Programme – Risks & Issues

Programme or Workstream	Issue or Risk	Summary	Risk Level	Mitigation	Status
Revenue Generation	Risk	Delay in delivering the organisational change solution could result in missed or reduced revenue opportunities, as the organisation will not be positioned quickly enough to take advance of market, efficiency or growth opportunities.	Medium	Prioritise speed to implementation and stage delivery so that early revenue-generating or cost-saving elements of the change are delivered first.	Open
Org Change	Risk	The current Org Change timeline does not include a dedicated staff co-design stage, which could lead to disengagement through the change process.	Medium	The question of co-design would be answered in the Design & Decision-Making working sessions for a final decision from the Oversight Committee by Tues 26 August on the best approach.	Open
Org Change	Risk	Lack of comms to T3 could cause a risk to morale and engagement, potentially impacting their ability to be effective change champions.	High	Risk noted and detailed Comms Plan being developed to support the programme and delivery of messaging.	Open
Org Change	Risk	Timeline would be fully impacted if ELT do not complete the Design phase on time.	High	Risk noted and continue with the Design phase activities as planned, with deadline changes being incorporated based on decisions.	Open
Programme	Issue	Limited access to project room caused issue with existing staff using the room.	Low	Solution implemented with an EA having access to get the information needed by that team.	Closed
Org Change	Risk	Scope of org change	Low	Scope to be finalised as the Design phase progresses. Note to keep items such as BRC workforce planning in mind.	Open
Programme	UPDATED Risk	Delays to comms and engagement with staff Out of scope could cause role confusion, misaligned priorities, and reduced trust, undermining the effectiveness of the workstream and its contribution to programme outcomes	Medium 	Comms plan to support engagement between the Programme Lead and associated resources in the workstream.	Open
Revenue Generation	Issue	Resourcing is causing delays in hiring and implementing the scoping of initiatives in the Action Plan, thereby impacting the timeline of getting financial returns.	High	Paper to go to ODC requesting and finalising 3 internal secondments.	Closed
Programme	Risk	The C&R group could have a case to contest the decisions made following consultation as not being well considered if they don't have a suitably qualified representative of their interests.	Low	Commence with recruitment process now and scope an interim role before determining internal capability or external approach.	Open

Organisational Change Workstream



Next Steps

1. Co-leaders to develop future state structure
2. OSC to finalise scope
3. OSC to assess new structure against Design Criteria and Key Objectives
4. Co-leaders to approve final future state structure

Organisational Change Workstream

Design Criteria:

1. Improves current state
2. Monetary benefits
3. Future focused

Do we want to take this opportunity to fully improve our current state?

or

Do we want to find some salary line savings?

Organisational Change Workstream

Improves current state



Transformational change

Te Papa is Fit for Purpose

- Capability
- Streamlined and efficient
- Delivers on mandate
- Generates and delivers revenue
- Sustainable

Te Papa has an Outstanding Reputation

- Preferred Employer
- Inspires People
- Sustains te ao Māori
- Manaakitanga
- Sharing knowledge
- Good partner to stakeholders

Organisational Change Workstream

Improves current state



Transformational change

What do we want to improve?

What does transformational change mean to us?



Organisational Review Programme Story Board

Connecting Strategy and Change to achieve Financial Sustainability

4 August 2025

We have a financial sustainability challenge

Our strategic priorities define the key actions we must take

Our Organisational Review Programme coordinates these tools

WHY

Acknowledgement of an ongoing financial viability issue

WHAT

Confirming the tools we have available to use

HOW

A centralised programme to manage and monitor governance and delivery of all activity

Financial Timeline

2017
↓
2025

Sustainability model developed
Budget19 bid below minimum
TP Foundation established
Tākina opened
\$24m Covid funds
Proactive fiscal management
Cost pressures Budget 24/25/26
Crown acknowledges viability issue
IVEC 1.0 go-live
Implement Org Review Programme

Financial Forecasts

Forecast without intervention

Positive impact of interventions

2025 / 26

2025 / 26

2026 / 27

2026 / 27

2027 / 28

2027 / 28

2028 / 29

2028 / 29

2029 / 30

2029 / 30

2030 - 35

2030 - 35

Out of scope

Critical dependencies

3

Organisational Change

Realign structure to support future services and functions

Out of scope

Organisational Review Programme

Out of scope

Long Term Financial Sustainability

Workstream 3 Organisational Change

Out of scope

Out of scope

3

Implement transformational change and redesigned structure to support future services and functions

Out of scope

s9(2)(g)(i)

Te Papa Organisational Review Programme

Tikanga Haumaru Update 3 September 2025

Programme Overview

Programme Purpose

Provide Te Papa with the platform to attain long term financial sustainability.

Programme Vision

Te Papa is a fit for purpose and financially resilient national museum with an outstanding reputation.

Key Objectives

- Grow revenue and earn more
- Make internal efficiencies and spend less
- Keep Te Papa's mandate at the heart of the programme
- Remain stakeholder-focused

Strategic Alignment

In alignment with the Statement of Intent, the Programme will maintain a close relationship with Te Rautaki (strategy), legislative and cultural responsibilities, and financial obligations.

Programme Scope

The Organisational Review Programme takes a whole-of-organisation view to ensure long term sustainability, effectiveness and impact.

It brings together four interconnected workstreams, each contributing a different lens but working toward a shared goal of strengthening the organisation for the future.

The scope is intentionally broad, reflecting the need to consider both internal efficiencies and external opportunities. It covers how we work, how we fund our mission, how we grow, and how we structure ourselves to operate and deliver more efficiently.

Delivery Mechanisms

Outcomes will be delivered through four interconnected workstreams:

Out of scope

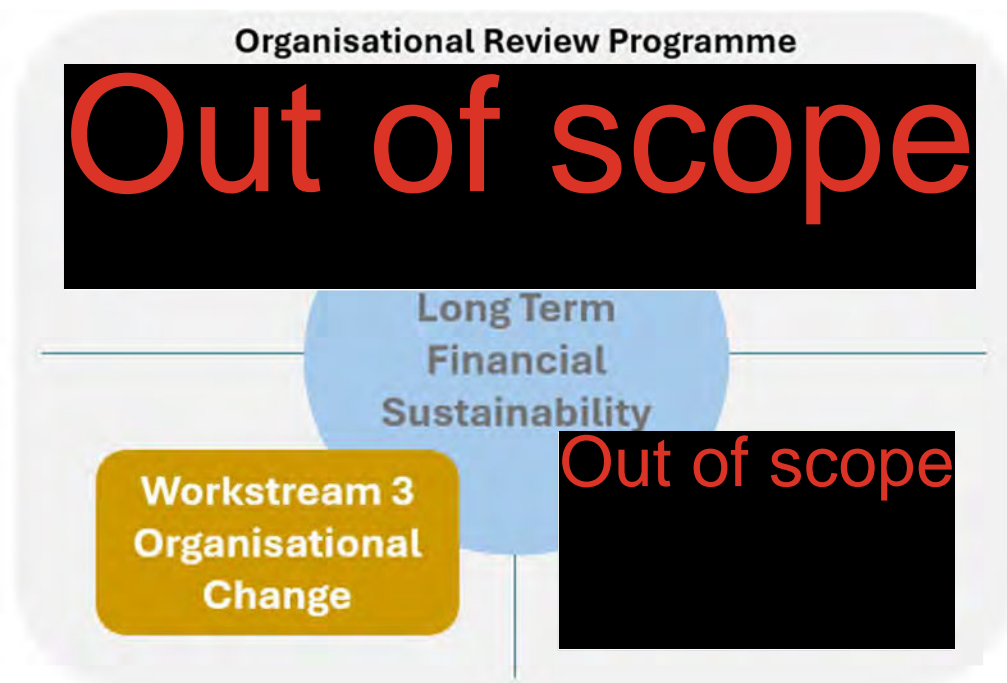
3. Organisational Change

Out of scope

These workstreams are coordinated under the programme umbrella to ensure changes are cohesive, people-centred, coordinated, and aligned with the strategic direction for long-term financial sustainability.

Programme Workstreams

The programme provides a structured and governed support system for the four workstreams to deliver the outcomes required to achieve the programme purpose.



Expected Benefits and Outcomes

Summary

- Reduce our spending, increase our revenue, and work better together.

Tangible benefits

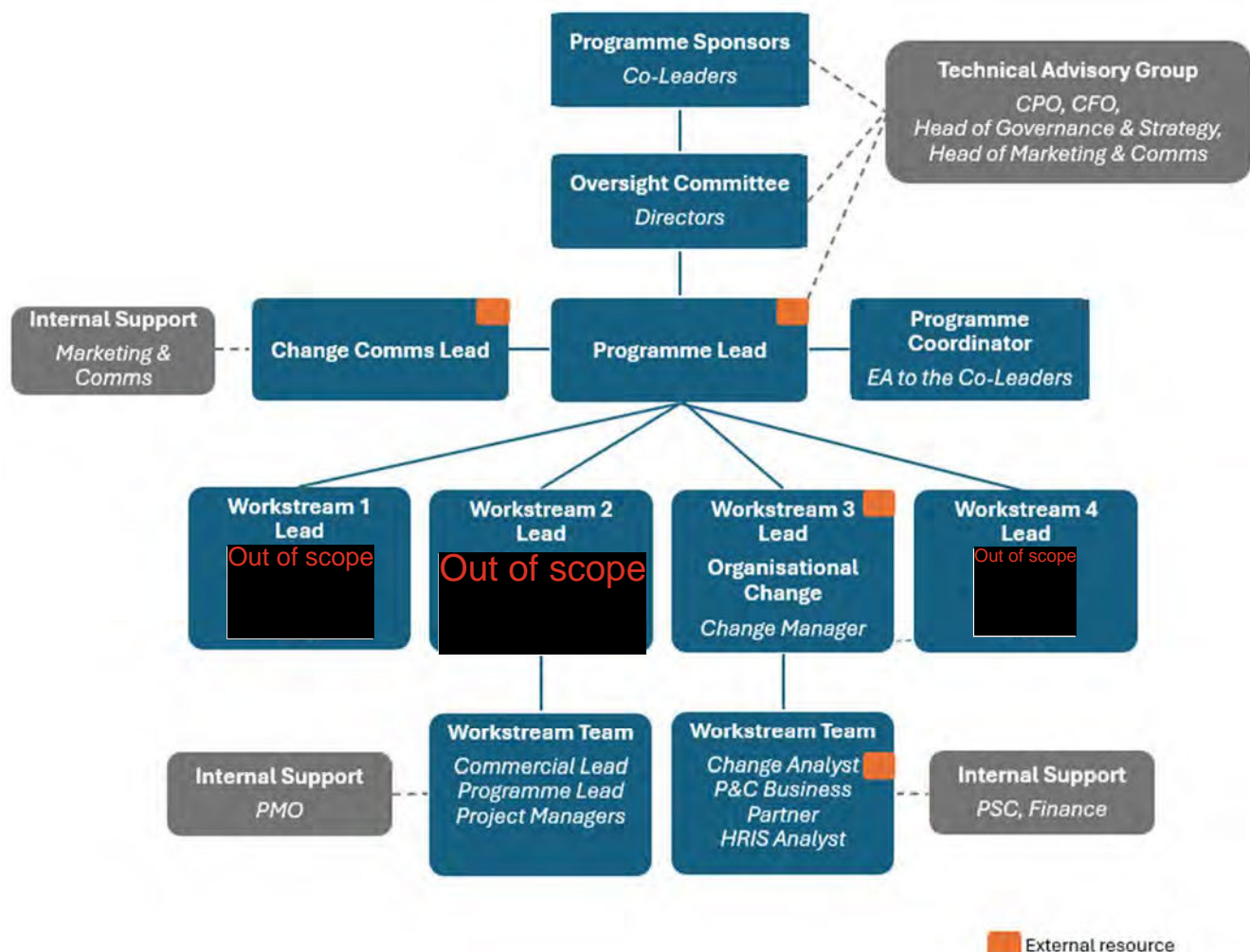
- Out of scope [redacted]
- Organisational structure adjusted to focus on increased speed of delivery. Services and functions assessed and changed based on:
 - Merging and reducing duplicated roles and functions.
 - Increasing numbers of revenue generating roles across the organisation.
 - Stopping some activities.
 - Note: 10 roles = \$1m (based on average salary figures)
- Out of scope [redacted]

Intangible benefits

- Long term resilience.
- Better ways of working that enable faster delivery of outcomes.

Programme Structure and Governance

The programme is made up of a tiered structure with clearly defined roles:



Governance and Programme Principles

- The programme adheres to Tiriti-led principles:
 - Honour Te Tiriti o Waitangi in Every Decision*
Tikanga Māori, our Mana Taonga principle and our relationships with iwi, hapū and hāpori Māori are present in all our thinking and decision-making. We recognise and support Māori leadership and aspirations.
 - Engage in Mana-Enhancing Relationships*
We listen, speak, and act in ways that uphold the mana of others. We foster mutual respect, trust, and meaningful engagement with all parties. Our relationships are two-way and built on equity and shared purpose.
 - Stay Grounded in Integrity and Courage*
We commit to being honest with ourselves and each other. We hold each other accountable with care, speak up with courage, and make space for diverse voices and perspectives – even when it's uncomfortable.
- Decision-making authority is clearly defined at workstream, programme and governance levels for timely and appropriate resolution of issues that impact scope, timing, risk or cross-workstream alignment.
- Meetings, reporting and communication flows are simple, clear and regular.

Out of scope

Workstream 3 – Organisational Change

- Change framework and timeline developed to map project phases and milestones.
- Currently in Design & Decision Making phase with Current State mapping completed and Future State design being completed.
- Design criteria focused on financial benefits and improving current state and speed of delivery.
- Preparation for change process underway.

Out of scope

Summary of Programme Activities

Phase		Activity	Status
Phase 1	Set Up	<ul style="list-style-type: none"> Set up governance and programme team. Confirm workstream leads, resources, scope and success measures. Undertake baseline assessment (financials, operations, structure, funding needs). Stakeholder mapping and engagement plan. Risk and change control frameworks. 	Completed
Phase 2	Analysis & Options Development	<ul style="list-style-type: none"> Out of scope Out of scope Workstream 3: Organisational Change – assess and confirm design criteria, progress service and function mapping exercise. Out of scope 	Completed
Phase 3	Design & Decision Making	<ul style="list-style-type: none"> Out of scope Workstream 3: Develop future state options, assess impacts, prepare change proposal business case and impact assessments for Oversight Committee and Sponsor decisions, develop extensive Communications & Stakeholder Engagement Plan. 	Commenced
Phase 4	Planning	<ul style="list-style-type: none"> Out of scope Workstream 3: Progress with structure decisions, progress with stakeholder engagement as per Comms Plan, develop detailed delivery plans for change readiness and communication, develop detailed change proposal documentation ready for consultation. 	Commenced
Phase 5	Delivery	<ul style="list-style-type: none"> Out of scope Workstream 3: Complete full kaimahi consultation, decisions and communication process. Implement changes. 	To be completed
Phase 6	Embedding & Transition to BAU	<ul style="list-style-type: none"> Ensure changes stick, measure impact and track benefits, embed behaviours and adjust as needed, report outcomes. Close out Programme, close Workstream 3, capture lessons learned, Out of scope 	To be completed

Organisational Review Programme – Risks & Issues

Programme or Workstream	Issue or Risk	Summary	Risk Level	Consequence	Mitigation	Status
Org Change	Risk NEW	Continuing to recruit staff while an org change process is imminent may result in hiring into roles that are then altered, disestablished, or no longer required in the final decisions about the structure. This creates risks of wasted recruitment costs, employment law challenges, and reputational damage if new staff are quickly affected by change.	Medium-High	<ul style="list-style-type: none"> Financial costs of unnecessary recruitment and onboarding. Potential personal grievance and/or legal claims from new staff impacted soon after starting. Lower trust in leadership and organisational credibility (both internally and externally). Reduced morale among existing staff, who may perceive poor planning or lack of transparency. 	<ul style="list-style-type: none"> Implement a temporary recruitment freeze for roles likely to be impacted by the change. Limit recruitment to essential or critical roles that are unlikely to be restructured. Clearly signal in job advertisements and offer letters that an org change process is underway. Consider if a non-permanent option for the role could be suitable in the meantime. 	Open
Out of scope						
Org Change	Risk	The current Org Change timeline does not include a dedicated staff co-design stage, which could lead to staff disengagement through the change process.	Medium	<ul style="list-style-type: none"> Reduced staff buy-in to org change. Increased resistance to change, slowing implementation. Perception that staff voice is not valued, damaging trust. Potential quality gaps in the design due to lack of frontline input. 	<ul style="list-style-type: none"> Consider whether to include a co-design approach in the pre-consultation or consultation phase. 	Open
Org Change	Risk	Lack of comms to T3 could cause a risk to morale and engagement, potentially impacting their ability to be effective change champions.	High	<ul style="list-style-type: none"> Loss of momentum and advocacy at Tier 3 level. Negative influence on wider staff sentiment and adoption. Reduced effectiveness of unofficial change champions in driving cultural shifts. Heightened risk of rumours and misinformation spreading. 	<ul style="list-style-type: none"> Risk noted. Detailed Comms Plan to be developed to support the programme and delivery of messaging. 	Open
Org Change	Risk	The delivery timeline would be fully impacted if ELT do not complete the Design phase on time, based on current planning.	High	<ul style="list-style-type: none"> Programme-wide delays to delivery milestones. Increased cost due to extended timelines and rework. Loss of credibility to stakeholders (Board, ELT) Bottleneck effect, slowing dependent workstreams. 	<ul style="list-style-type: none"> Risk noted. Continue with the Design phase activities as planned, noting that the timeline will be adjusted based on decisions. 	Open
Org Change	Risk	Unconfirmed scope will cause delays, misaligned effort, and reduced confidence in the programme's ability to deliver its org change outcomes.	Low	<ul style="list-style-type: none"> Wasted effort on out-of-scope activities. Missed critical activities due to unclear boundaries. Risk that org change outcomes don't align to strategic goals. 	<ul style="list-style-type: none"> Scope to be finalised as the Design phase progresses. Note to keep items such as BRC workforce planning in mind. 	Open
Out of scope						
Programme	Risk	The C&R group could have a case to contest the decisions made following consultation as not being well considered if they don't have a suitably qualified representative of their interests.	Low	<ul style="list-style-type: none"> Incumbent retires 31 October 2025 and a permanent replacement is unlikely to be found before the change programme commences. A solution is required to provide support to the incumbent and the C&R directorate through the change period. 	<ul style="list-style-type: none"> Commence with recruitment process now and scope an interim role before determining internal capability or external approach. 	Open

Programme	Issue	Limited access to project room caused issue with existing staff using the room.	Low	<ul style="list-style-type: none">• Reduced efficiency for workstream team.• Frustration among staff due to workspace conflicts.• Possible delays to programme tasks needing dedicated space.	Solution implemented with an EA having access to get the information needed by that team.	Closed
Out of scope						

Out of scope

Te Papa Organisational Review Programme Plan

3 September 2025

Version Control

Version	Date	Author	Changes Made	Approved by
0.1	25/06/25	s9(2)(a)	Draft for internal review	-
0.2	09/07/25	s9(2)(a)	Updated based on ELT feedback	-
0.3	21/07/25	s9(2)(a)	Final version for Sponsors approval	
0.4	03/09/25	s9(2)(a)	Updated workstream visual	

Relevant Supporting Documentation

Date	Author	Document	Version
17/07/25	s9(2)(a)	Workstream 3 – Organisational Change Plan	0.2
17/07/25	s9(2)(a)	Stakeholder Engagement & Communications Plan	0.2

Programme Purpose and Objectives

Programme Purpose

The purpose of the programme is to provide Te Papa with the platform to attain long term financial sustainability.

Programme Vision

Te Papa is a fit for purpose and financially resilient national museum with an outstanding reputation.

Key Objectives

- Grow revenue and earn more
- Make internal efficiencies and spend less
- Keep Te Papa's mandate at the heart of the programme
- Remain stakeholder-focused

Strategic Alignment

In alignment with the Statement of Intent, the Programme will maintain a close relationship with Te Rautaki (strategy), legislative and cultural responsibilities, and financial obligations.

Te Ao Māori Perspective

Using He Ara Waiora, the Organisational Review Programme is framed in terms of manaakitanga (care for people), kotahitanga (collective approach), and oranga (wellbeing and sustainability).

Programme Scope

The Organisational Review Programme takes a whole-of-organisation view to ensure long term sustainability, effectiveness and impact.

It brings together four interconnected workstreams, each contributing a different lens but working toward a shared goal of strengthening the organisation for the future.

The scope is intentionally broad, reflecting the need to consider both internal efficiencies and external opportunities. It covers how we work, how we fund our mission, how we grow, and how we structure ourselves.



Delivery Mechanisms

Outcomes will be delivered through four interconnected workstreams:

Out of scope

3. Organisational Change

Out of scope

Each workstream has a different focus and together they form a coherent, future-focused response to the challenges and opportunities Te Papa faces. These workstreams are being coordinated under the programme umbrella to ensure changes are cohesive, people-centred, coordinated, and aligned with the strategic direction for long-term financial sustainability.



Expected Benefits and Outcomes

The programme's benefits are deliberately interdependent. Out of scope

Organisational change supports both by reducing structural costs and improving efficiency, engagement, and alignment of services. Together, these outcomes strengthen the organisation's financial position and credibility, Out of scope. The successful delivery of these workstreams will ensure financial sustainability within three years.

Tangible Benefits:

- Out of scope
- Out of scope
- Organisational structure adjusted to focus on increased speed of delivery. Services and functions changed based on streamlining and improving span of control, creating manageable portfolios with greater clarity on working together better, and increasing revenue generating outcomes across the organisation.
- Out of scope
- Out of scope

Intangible benefits:

- Long term resilience.
- Better ways of working that enable faster delivery of outcomes.

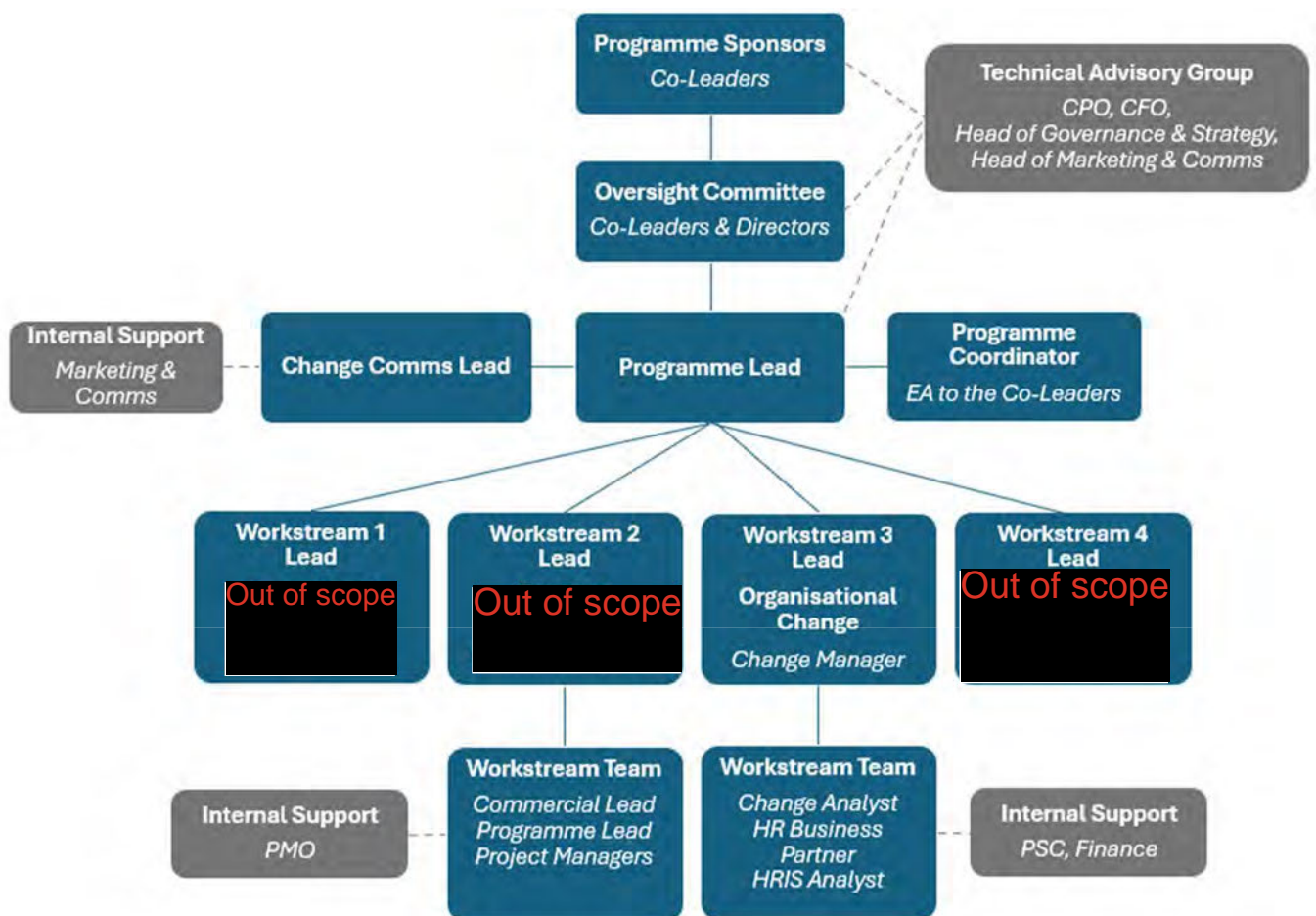
Programme Structure

Programme Name

- Wider programme – Organisational Review
- Four workstreams – **Out of scope**, Organisational Change
- Rationale for Organisational Review as a programme name:
 - Encompasses strategy, people, structure, systems, services – not just finances.
 - It reflects a broader mandate to take a strategic look at how the organisation operates, funds itself, and delivers value both now and into the future.
 - Provides the platform to support a positive, forward-looking message: “We’re reviewing our work so we can be even more affordably effective”.
 - Not every workstream is focused on reviewing or reducing existing activity but are coordinated together to ensure changes are cohesive, well planned, communicated, and streamlined into BAU.

Structure

- The programme is made up of a tiered structure with clearly defined roles.
- This structure provides a clear hierarchy from sponsors to workstreams and includes a Technical Advisory Group to support sound decision-making.
- Individual Workstream Leads provides clarity on responsibility for delivery of each piece of work.



Programme Sponsors

- Role:
 - Co-leaders to champion and approve the programme at executive level.
- Responsibilities:
 - Jointly hold overall accountability for the programme.
 - Actively committed to ensuring the project is aligned to organisational goals and objectives
 - Removes barriers, secures resources.
 - Ensures the Programme Lead delivers outcomes.
 - Chairs Oversight Committee
 - Makes decisions on escalated risks/issues.
 - Authorises scope change.

Oversight Committee

- Role:
 - Provides governance, strategic oversight, and decision-making.
- Membership:
 - Co-Leaders (Chair)
 - Directors
- Receives input from:
 - Technical Advisory Group
 - Programme Lead
 - Workstream Leads (as required)
 - Tier 3 leaders or business representatives (as required)
- Responsibilities:
 - Approve key decisions, change requests, mitigation strategies to risks and issues.
 - Review progress and alignment with strategy.
 - Provide direction on escalated issues.
 - Assist with removal of barriers as needed.
 - Act as programme advocates.

Technical Advisory Group

- Role:
 - Provides subject matter expertise and independent advice to support informed programme decision-making.
- Membership:
 - Head of Governance & Strategy
 - Chief People Officer
 - Chief Financial Officer
 - Head of Marketing & Communications
- Provides advice on:
 - Organisational and programme governance, compliance and regulatory alignment.
 - Workforce strategy, people, and change impacts.
 - Financial implications, investment prioritisation, and business cases.
 - Communication, stakeholder engagement, audience voice, and reputational considerations.
- Responsibilities:
 - Review and provide advice on key programme proposals and risks.
 - Support alignment with organisational strategy and BAU functions.
 - Identify risks and mitigations relevant to their area of expertise.
 - Act as a critical friend to strengthen delivery confidence.

Programme Lead

- Role:
 - Full-time lead responsible for day-to-day programme delivery.
- Responsibilities:
 - Provides strategic oversight, momentum and leadership across the programme.
 - Leads programme design and implementation.
 - Coordinates and drives delivery across workstreams.
 - Provides reporting and updates to Oversight Committee and Board.
 - Manages interdependencies and risks.
 - Ensures stakeholder engagement and communications are coordinated across workstreams.
 - Ensures key decisions are recorded and communicated.

Programme Coordinator

- Role:
 - Assists with programme documentation, scheduling, reporting.

Workstreams (x4)

Each workstream focuses on a major delivery component of the programme and is led by a Workstream Lead, reporting to the Review Programme Lead for the purposes of workload management and activity direction.

Workstream Leads:

- Role:
 - Operational leaders responsible for delivery of their stream's scope.
- Responsibilities:
 - Develop workstream plans and milestones.
 - Manage workstream-level risks and dependencies.
 - Collaborate with other leads for alignment and communication planning
 - Engage regularly with the Programme Lead to provide reporting and updates and to allow management of interdependencies.

Workstream Supporting Roles

- Change Manager:
 - Supports organisational change design, planning, delivery, transition, communication and engagement. Significant engagement with Chief People Officer and Chief Financial Officer, Head of Marketing and Comms, and Change Comms Lead.
- Change Comms Lead:
 - Develops, delivers internal and external comms and materials based on stakeholder engagement plans across the whole programme. Significant engagement with Programme Lead, Head of Marketing & Communications, Oversight Committee and business leaders.
- Change Analyst:
 - Supports the Change Manager with change planning and delivery, impact and readiness assessments, analysis of how proposed changes affect roles, teams, processes and systems, prepares and manages stakeholder lists, tracks consultation feedback, maintains documentation and tracks decisions, issues and actions, supports workshops and engagement sessions, monitors change progress and risks.
- HR Change Advisor:
 - Supports the Change Manager and Change Analyst with information gathering, analysis, documentation and coordination with key internal support teams (ie. HR, Finance).

Resourcing to Support Programme Structure

A fit-for-purpose lean resourcing model aligned to the programme structure will utilise internal resource where possible and combine skilled external expertise where appropriate. Collectively, these roles are essential to ensure the programme is appropriately resourced to manage the complexity of change, maintain momentum of delivery, and support Te Papa kaimahi through the transition.

Roles and Resources

Programme Role	Te Papa Resource	Source	Name	Expected FTE
Sponsors	Co-leaders	Internal	Courtney Johnston Arapata Hakiwai	0.1 each
Oversight Committee	Directors	Internal	Lisa Tipping Puawai Cairns Dean Peterson Devorah Blumberg Jake Downing Carolyn Roberts-Thomson	0.1 each
Technical Advisory Group	Head of Governance & Strategy Chief People Officer Chief Financial Officer Head of Marketing & Communications	Internal	Anna Berwick Sue Quirk Peter Corley Kate Camp	0.1 each
Programme Lead		External	s9(2)(a)	0.4
Programme Coordinator	EA to Co-leaders	Internal	TBC	0.2
Workstream 1 – Lead	Chief Financial Officer	Internal	Peter Corley	0.1
Workstream 2 – Lead	Director Partnerships & Development Director Museum & Commercial Services	Internal	Devorah Blumberg Jake Downing	1.0
Workstream 3 – Lead		External	s9(2)(a)	0.6
Workstream 4 – Lead	Chief Operations Officer	Internal	Lisa Tipping	0.1
Change Comms Lead		External	To be hired	1.0
Change Analyst		External	To be hired	0.6
HR Change Advisor	PSC Business Partner	Internal	From PSC team	0.5

Workstream	Business Owner	Name
1 Out of scope	Chief Operations Officer	Lisa Tipping
2 Out of scope	Director Partnerships & Development Director Museum & Commercial Services	Devorah Blumberg Jake Downing
3 Organisational Change	Sponsors	Courtney Johnston Arapata Hakiwai
4 Out of scope	Chief Operations Officer	Lisa Tipping

Programme Governance, Guidelines & Ways of Working

To ensure consistency and alignment, the programme is governed by a clear set of principles and decision-making frameworks to support delivery.

Governance and Programme Principles

- The programme adheres to Tiriti-led principles:
 - *Honour Te Tiriti o Waitangi in Every Decision*
Tikanga Māori, our Mana Taonga principle and our relationships with iwi, hapū and hāpori Māori are present in all our thinking and decision-making. We recognise and support Māori leadership and aspirations.
 - *Engage in Mana-Enhancing Relationships*
We listen, speak, and act in ways that uphold the mana of others. We foster mutual respect, trust, and meaningful engagement with all parties. Our relationships are two-way and built on equity and shared purpose.
 - *Stay Grounded in Integrity and Courage*
We commit to being honest with ourselves and each other. We hold each other accountable with care, speak up with courage, and make space for diverse voices and perspectives – even when it's uncomfortable.
- Decision-making authority is clearly defined at workstream, programme and governance levels to ensure timely and appropriate resolution of issues.
- Meetings and reporting will be simple and regular:
 - Weekly programme team meeting – Programme and Workstream Leads to manage alignment, issue tracking, upcoming priorities, blockers, decisions needed, cross-workstream items.
 - Weekly Oversight Committee meetings – updates, risk review, decision-making.
 - Daily or weekly workstream stand-ups – as needed for the stage of each workstream.
 - Adhoc working sessions as needed – deep dive on specific issues with relevant people.
 - Weekly written update – Programme Lead to provide a written update to the Sponsors to maintain visibility on progress, decisions made, risks or issues, what's coming up.
 - Monthly Board update – Programme Lead to provide a Board report and traffic light (RAG) status.
- The escalation process is simple and clear:
 - Issues that impact scope, timing, risk or cross-workstream alignment – and cannot be solved at the programme level – will be escalated to Oversight Committee for guidance or decision.

Programme Decision Making

See **Appendix A** for decision tree and decision making authorities.

Planning & Delivery Standards

- Use of a programme progress and activity monitoring tool (MS Project, MS Visio or similar).
- Use of templates for workstream plans.
- Shared and confidential tools and platforms (SharePoint, MS Teams).

Reporting and Communication Flows

- Weekly workstream updates to Programme Lead.
- Weekly Programme Report to Oversight Committee.
- Weekly Programme Report to Co-Leaders.

- Monthly Programme Report to Board.
- Regular sponsor briefings.
- Stakeholder engagement/communications plan encompassing the whole programme.
- Reporting Standards:
 - Regular reporting templates (status, risks, milestones).
 - Traffic light (RAG) status for progress tracking.

Risk & Issue Management

The programme will have a:

- Centralised risk register.
- Centralised decision register.
- Decision tree to support management of risks and issues.
- Set of criteria for escalating risks to Oversight Committee:
 - *Strategic or structural impact* – the risk or issue could affect the overall direction, purpose or scope of the review, or changes the structure, governance model or core functions beyond what was originally agreed in the scope.
 - *Material risk or reputational exposure* – the risk or issue poses a high risk (legal, reputational, financial or operational) that could damage the organisation if mishandled and can't be mitigated at the workstream level.
 - *Stakeholder escalation or controversy* – key stakeholders, including kaimahi or union, have raised concerns that require senior governance oversight.
 - *Cross-workstream dependencies* – the risk or issue cuts across more than one workstream and cannot be resolved by any single lead, or conflict exists across recommendations affecting more than one workstream that requires governance decision-making.
 - *Deviation from programme principles or vision* – a proposed decision or direction contradicts agreed programme vision, objectives, principles, values or organisational policy.
 - *Decision authority limits* – the decision required is outside the delegation of the Programme Lead or workstream owners and formal approval is needed.
 - *Resolution avenues exhausted* - the Programme Lead requires guidance or endorsement to move forward.

Change Control

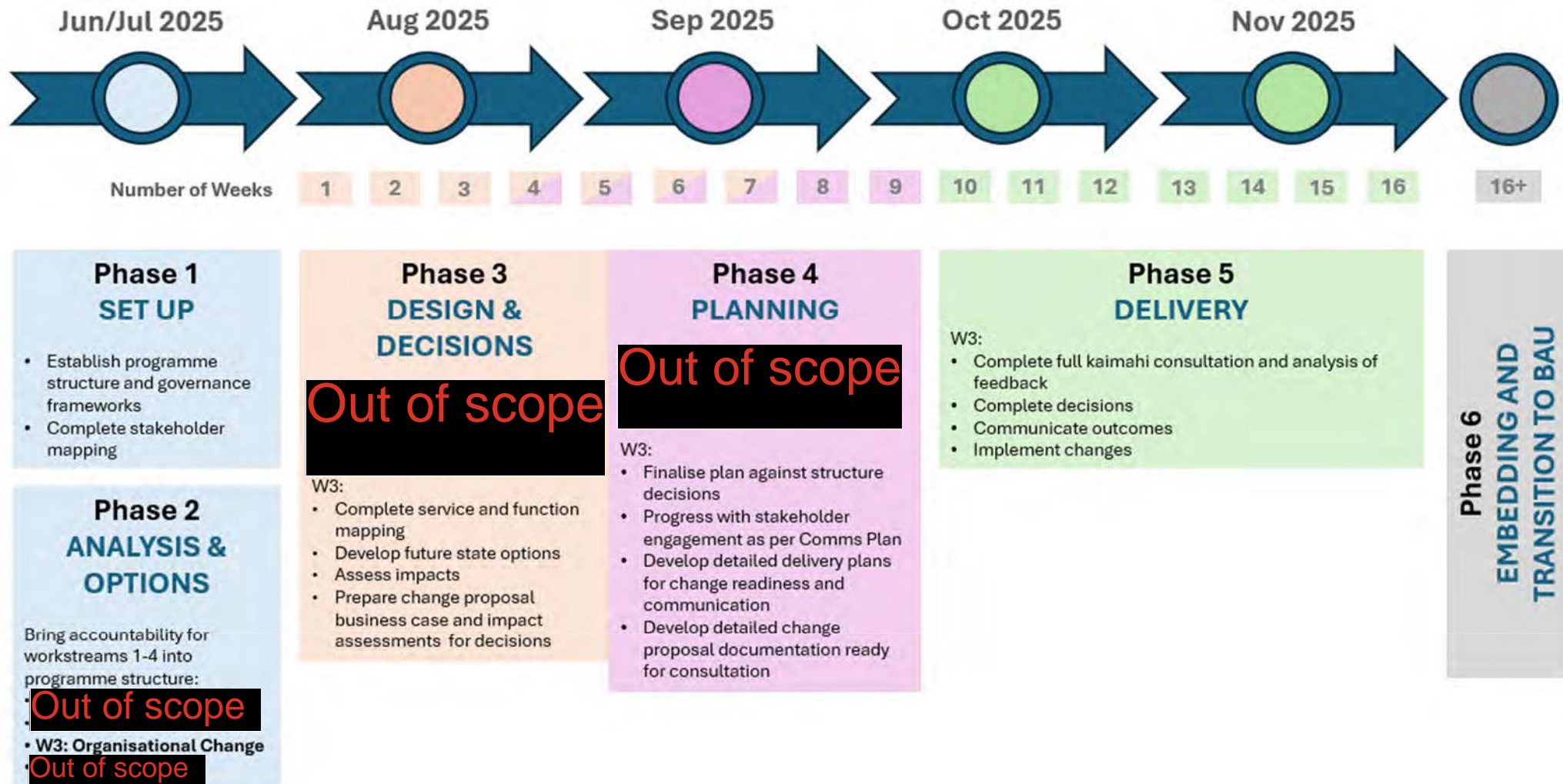
Simple and clear process for managing scope or priority changes, with the Programme Lead responsible for:

- Identifying the change.
- Capturing what's changing, why the change is needed, impact on scope, timeline, resources and stakeholders.
- Considering alignment, impacts, and level of risk (RAG rating).
- Deciding the approval path and getting a decision from the relevant authority.
- Recording and monitoring the change in programme documentation.
- Confirming the appropriate communication path.

Collaboration and Stakeholder Engagement

- Agreed behaviours and principles based on Governance and Programme Principles.
- Protocol required for cross-workstream collaboration.
- Development, use and tracking of Stakeholder Engagement Plans and Programme Communication Plan.

High Level Roadmap and Programme Timeline

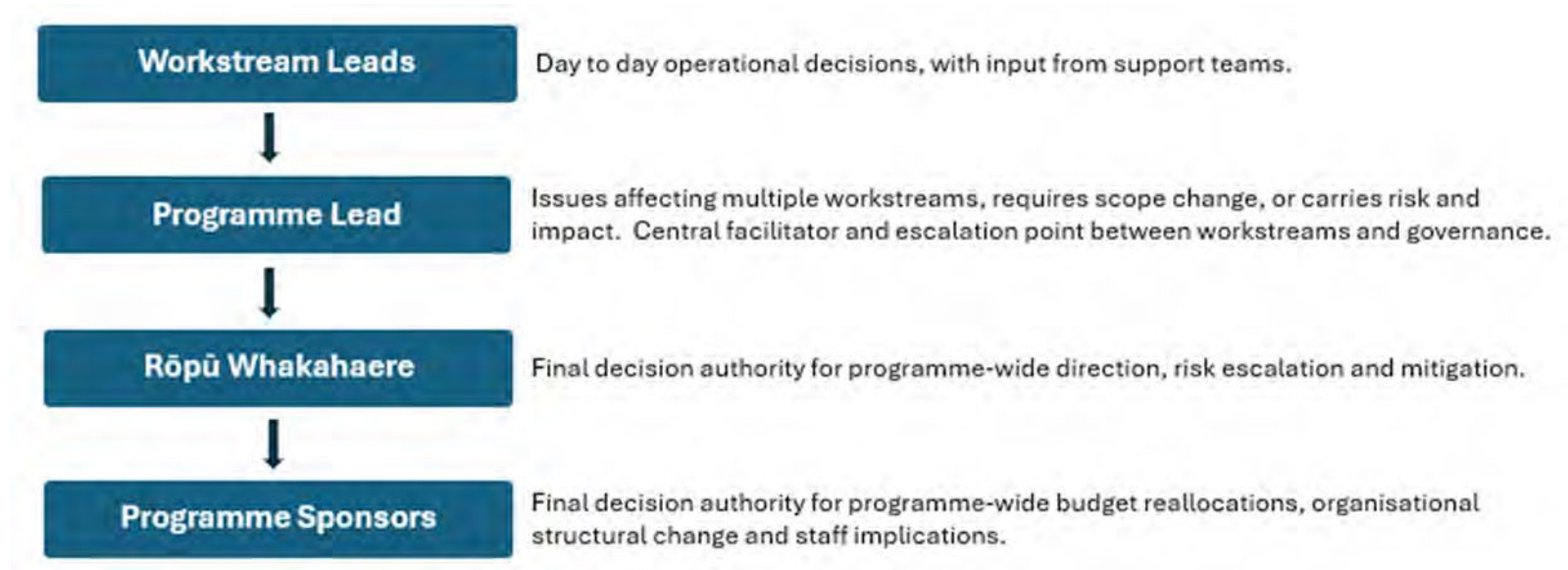


Summary of Activities

Phase		Activity	Timeframe
Phase 1	Set Up	<ul style="list-style-type: none"> Set up governance and programme team. Confirm workstream leads, resources, scope and success measures. Undertake baseline assessment (financials, operations, structure, funding needs). Stakeholder mapping and engagement plan. Risk and change control frameworks. 	Week 1
Phase 2	Analysis & Options Development	<ul style="list-style-type: none"> Out of scope Out of scope Out of scope 	Already underway, bring accountability and activities into programme for monitoring and reporting
		<ul style="list-style-type: none"> Workstream 4: Organisational Change – assess and confirm design criteria, progress service and function mapping exercise. 	Week 1 – 3
Phase 3	Design & Decision Making	<ul style="list-style-type: none"> Out of scope Workstream 3: Develop future state options, assess impacts, prepare change proposal business case and impact assessments for Oversight Committee and Sponsor decisions. 	Week 4-8
Phase 4	Planning	<ul style="list-style-type: none"> Out of scope Workstream 3: Progress with structure decisions, progress with stakeholder engagement as per Comms Plan, develop detailed delivery plans for change readiness and communication, develop detailed change proposal documentation ready for consultation. 	Week 6-10
Phase 5	Delivery	<ul style="list-style-type: none"> Out of scope Workstream 3: Complete full kaimahi consultation, decisions and communication process. Implement changes. 	Week 10-16
Phase 6	Embedding & Transition to BAU	<ul style="list-style-type: none"> Workstream 3 – ensure changes stick, measure impact and track benefits, embed behaviours and adjust as needed, report outcomes. Close out Programme, close Workstream 3, capture lessons learned, transition Out of scope 	Week 16+

Appendix A – Programme Decision Making

Decision Tree



Decision Making Authorities

Decision Area	Responsible (does the work)	Accountable (owns the outcome)	Support (helps do the work)	Consulted (gives input, advice or review)	Informed (kept up to date)
Programme					
Define programme vision and success measures	Programme Lead	Sponsors	Head of Governance & Strategy	Oversight Committee Workstream Leads	Workstream Leads Workstream Support
Approve programme scope and resources	Programme Lead	Sponsors	Technical Advisory Group	Oversight Committee	Workstream Leads Workstream Support
Governance and decision-making	Oversight Committee	Sponsors	Technical Advisory Group	Programme Lead	Workstream Leads Workstream Support
Manage overall programme delivery	Programme Lead	Programme Lead	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Develop programme plan	Programme Lead	Programme Lead	Workstream Leads	Oversight Committee	Sponsors
Identify, monitor, manage and mitigate daily risks and issues	Programme Lead	Programme Lead	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors
Decisions on escalated risks and issues; remove barriers	Programme Lead	Oversight Committee	Workstream Leads Workstream Support	Technical Advisory Group	Sponsors
Changes to programme scope, budget, structure or timeline	Programme Lead	Sponsors	Workstream Leads	Technical Advisory Group	Oversight Committee Workstream Support
Monitor, manage workstream interdependencies	Programme Lead	Oversight Committee	Workstream Leads	Technical Advisory Group	Sponsors
Programme reporting	Programme Lead	Sponsors	Workstream Leads Workstream Support	Technical Advisory Group	Oversight Committee
Maintain programme documentation	Programme Lead	Programme Lead	Programme Coordinator	Technical Advisory Group	Sponsors Oversight Committee
Programme closure and handover to BAU	Programme Lead	Sponsors	Workstream Support	Workstream Leads Technical Advisory Group	Oversight Committee
Workstreams					
Develop workstream plan	Workstream Leads	Workstream lead Programme Lead	Technical Advisory Group Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Deliver workstream activities; manage day to day decisions	Workstream Leads	Workstream Leads	Technical Advisory Group Workstream Support	Programme Lead	Sponsors Oversight Committee
Resolve cross-workstream coordination issues	Workstream Leads	Programme Lead	Workstream Support	Technical Advisory Group	Sponsors Oversight Committee
Changes to scope/timeline of a workstream	Workstream Leads Programme Lead	Sponsors	Workstream Support	Technical Advisory Group	Oversight Committee
Staff consultation and change proposals	Workstream Lead	Sponsors	Workstream Support	Chief People Officer	Oversight Committee Programme Lead
Stakeholder engagement & communication	Workstream Lead Programme Lead	Sponsors	Workstream Support	Technical Advisory Group	Oversight Committee
Status reporting	Workstream Leads	Programme Lead	Workstream Support	Technical Advisory Group	Oversight Committee

Appendix B – Benefits Realisation Summary

The table below outlines the key benefits, success indicators, target measures, timelines, and ownership for tracking and realising these outcomes:

Benefit Category	Intended Outcome	Success Indicator	Target Measure	Realisation Timeline	Owner
[REDACTED]	Out of scope [REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Organisational Change	Leaner structure and cost alignment	Reduced role duplication and discretionary spend	\$3.3m per annum in salary savings from structural change	By FY26	Change Lead / CPO
	Improved ways of working	Increased staff clarity and engagement	≥X% improvement in pulse survey role clarity	3-6 months post-implementation	People & Culture Lead
	Enhanced service alignment	Clear workflows, reduced duplication	100% critical workflows mapped and adopted	6 months post-change	Ops/Change Leads
[REDACTED]	Out of scope [REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Programme-Level Impact	Financial sustainability achieved	Balanced and sustainable funding model	Organisation remains solvent and on trajectory for long-term sustainability	By FY27	Programme Sponsors

Progress against these success indicators will be monitored regularly and reported through the programme governance structure. Where benefits are at risk of not being realised, corrective actions will be identified and implemented in collaboration with business leads.

Organisation Change

1. Legal compliance

- Consult before deciding
- Allow genuine input
- Good faith obligations
- Selection processes
- Support for affected staff

2. Moral / cultural approach

- Acknowledge the shift
- Honour contribution from T2
- Communicate with compassion
- Psychological safety

3. Change process

- **Phase 1** – Tier 2 and 3
- **Phase 2** – Rest of the org

Change Process

Why two phases?

Doing Tier 2 and 3 first sets the shape and leadership layers that need to be in place before cascading

Risks & Issues

- Extended uncertainty
- Perception of unfairness or secrecy
- Dependency between phases
- Role ambiguity between phases
- Loss of talent
- Consultation fatigue
- Legal challenges
- Misalignment between Tiers
- Change fatigue org-wide

Change Process

Steps

1. Create a **timeline** for the whole process.
2. Prepare a **proposal pack** – structure diagrams, rational, impact summary, process steps, new job descriptions
3. Design a **consultation period**
4. Plan how **feedback** will be gathered (workshops, written submissions, 1:1s)
5. Clear on **decision rights** – co-leaders will make the final call, but will consider all feedback
6. Sequence the **two-phase roll out**
7. Wrap strong **comms and support** around the process

Organisation Change

Programme Vision

Te Papa is a **fit for purpose** and financially resilient national museum with an **outstanding reputation**.

Fit for Purpose

- Capability
- Streamlined and efficient
- Delivers on mandate
- Generates and delivers revenue
- Sustainable

Outstanding Reputation

- Preferred Employer
- Inspires People
- Sustains te ao Māori
- Manaakitanga
- Sharing knowledge
- Good partner to stakeholders

Test
our
design
against
these

Key Objectives:

1. Grow revenue and earn more
2. Make internal efficiencies and spend less
3. Keep Te Papa's mandate at the heart of the programme
4. Remain stakeholder-focused

Design Criteria:

1. Improves current state
2. Financial benefits
3. Future focused

**Are these still the right Key Objectives?
Anything missing or need more emphasis?**

What is it about our current state that we want to improve?

- Clear Prioritisation
- Leadership Upskill & Empowerment
- Revenue Generation
- Stakeholder Engagement
- Streamlined Delivery
- Unified Workforce

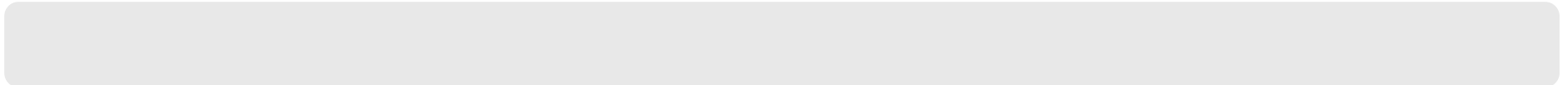
What does transformational change mean to us?

- Continuous Improvement
- Clear Priorities
- Culture Focused
- Revenue Generating
- Stakeholder Engagement

Design Themes

- Retain co-leadership model with enhanced reporting lines
- Smaller Tier 2 cohort
- Strengthen Tier 3 roles and capability
- Combine MCS and P&D for unified focus on contribution
- Create C&R and A&I opportunities
- Enhance NMA capability

What themes do our co-leaders want now?



Design

- Initial draft build – sketch a starting structure
- Advisor question round
- Iteration and alignment

Organisational Review Programme

Brief:

I was tasked with supporting the delivery of change based on the need for Te Papa to become financially sustainable. This involved assessing what the ask was from the Board and what outcomes ELT wanted to achieve.

The changes have different scopes and timing so it was decided the most pragmatic way to implement and monitor these changes was to establish a programme with four workstreams covering **Out of scope**, organisational change.

Indicators of Success:

- Specific KPIs for operational savings and revenue growth.
- Organisational change indicators for success include financial savings and operational efficiency, better alignment of services and functions, people and culture outcomes.

EOFY Outcomes:

- **Out of scope**
- Projected increase in revenue income
- Approx \$3m of salary savings

Delivery Plan:

Stood up Organisational Review Programme in Q1 on 22 July 2025. First quarter focused on the Design phase, and that is still going on today. We mapped the current state and are in the final stages of working through what the future state will look like.

Q1 Deliverables (Jul-Sep):

- Establish Programme Structure and Governance frameworks
- Develop future state options
- Develop Organisational Change Proposal for Consultation

Q2 Deliverables (Oct-Dec):

- Completed Organisational Change Proposal Consultation Period
- Completed Organisational Change Final Decision Period
- Final outcomes delivered to staff prior to December

Q3 Deliverables (Jan-Mar):

- Implement Changes

Q4 Deliverables (Apr-Jun)

- Embedded and transition to BAU

Risks & Issues:

These are being monitored through the programme.

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details Tuesday 9 Sept 2025 11.15am – 12.30pm Level 3 Project Room

Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping
Programme members in attendance	§ 9(2)(a) (Programme Lead)
Apologies	

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Welcome		11.15am		Chair Kaihautū
Standing items					
2	Programme Report – verbal update <ul style="list-style-type: none"> RAG status Workstream updates Issues & Risk Register Items 		15 mins	Note	§ 9(2)(a)
3	Workstream – Revenue Generation <ul style="list-style-type: none"> Paper – Optimisation of AV 	Yes	20 mins	Endorsement	Jake & Devorah
4	Workstream – Organisational Change: <ul style="list-style-type: none"> Comms Change Activities 		40 mins	Note	§ 9(2)(a)
Wrap Up					
	Check-out and Karakia				Kaihautū

Next meeting: Tuesday 16 September

(Out of Scope)

(Out of Scope)

Workstream 3 – Organisational Change

Design & Decision Phase:

- Go/No Go Stage Gate – 5 Sept
- 1 week contingency
- Design of future state ongoing
- Delivery timeline being reassessed

Organisational Review Programme – Risks & Issues

Programme or Workstream	Issue or Risk	Summary	Risk Level	Consequence	Mitigation	Status
Org Change	Risk NEW	Continuing to recruit staff while an org change process is imminent may result in hiring into roles that are then altered, disestablished, or no longer required in the final decisions about the structure. This creates risks of wasted recruitment costs, employment law challenges, and reputational damage if new staff are quickly affected by change.	Medium-High	<ul style="list-style-type: none"> Financial costs of unnecessary recruitment and onboarding. Potential personal grievance and/or legal claims from new staff impacted soon after starting. Lower trust in leadership and organisational credibility (both internally and externally). Reduced morale among existing staff, who may perceive poor planning or lack of transparency. 	<ul style="list-style-type: none"> Implement a temporary recruitment freeze for roles likely to be impacted by the change. Limit recruitment to essential or critical roles that are unlikely to be restructured. Clearly signal in job advertisements and offer letters that an org change process is underway. Consider if a non-permanent option for the role could be suitable in the meantime. 	Open

(Out of Scope)

Org Change	Risk	The current Org Change timeline does not include a dedicated staff co-design stage, which could lead to staff disengagement through the change process.	Medium	<ul style="list-style-type: none"> Reduced staff buy-in to org change. Increased resistance to change, slowing implementation. Perception that staff voice is not valued, damaging trust. Potential quality gaps in the design due to lack of frontline input. 	<ul style="list-style-type: none"> Consider whether to include a co-design approach in the pre-consultation or consultation phase. 	Open
Org Change	Risk	Lack of comms to T3 could cause a risk to morale and engagement, potentially impacting their ability to be effective change champions.	High	<ul style="list-style-type: none"> Loss of momentum and advocacy at Tier 3 level. Negative influence on wider staff sentiment and adoption. Reduced effectiveness of unofficial change champions in driving cultural shifts. Heightened risk of rumours and misinformation spreading. 	<ul style="list-style-type: none"> Risk noted. Detailed Comms Plan to be developed to support the programme and delivery of messaging. 	Open
Org Change	Risk	The delivery timeline would be fully impacted if ELT do not complete the Design phase on time, based on current planning.	High	<ul style="list-style-type: none"> Programme-wide delays to delivery milestones. Increased cost due to extended timelines and rework. Loss of credibility to stakeholders (Board, ELT) Bottleneck effect, slowing dependent workstreams. 	<ul style="list-style-type: none"> Risk noted. Continue with the Design phase activities as planned, noting that the timeline will be adjusted based on decisions. 	Open
Org Change	Risk	Unconfirmed scope will cause delays, misaligned effort, and reduced confidence in the programme's ability to deliver its org change outcomes.	Low	<ul style="list-style-type: none"> Wasted effort on out-of-scope activities. Missed critical activities due to unclear boundaries. Risk that org change outcomes don't align to strategic goals. 	<ul style="list-style-type: none"> Scope to be finalised as the Design phase progresses. Note to keep items such as BRC workforce planning in mind. 	Open

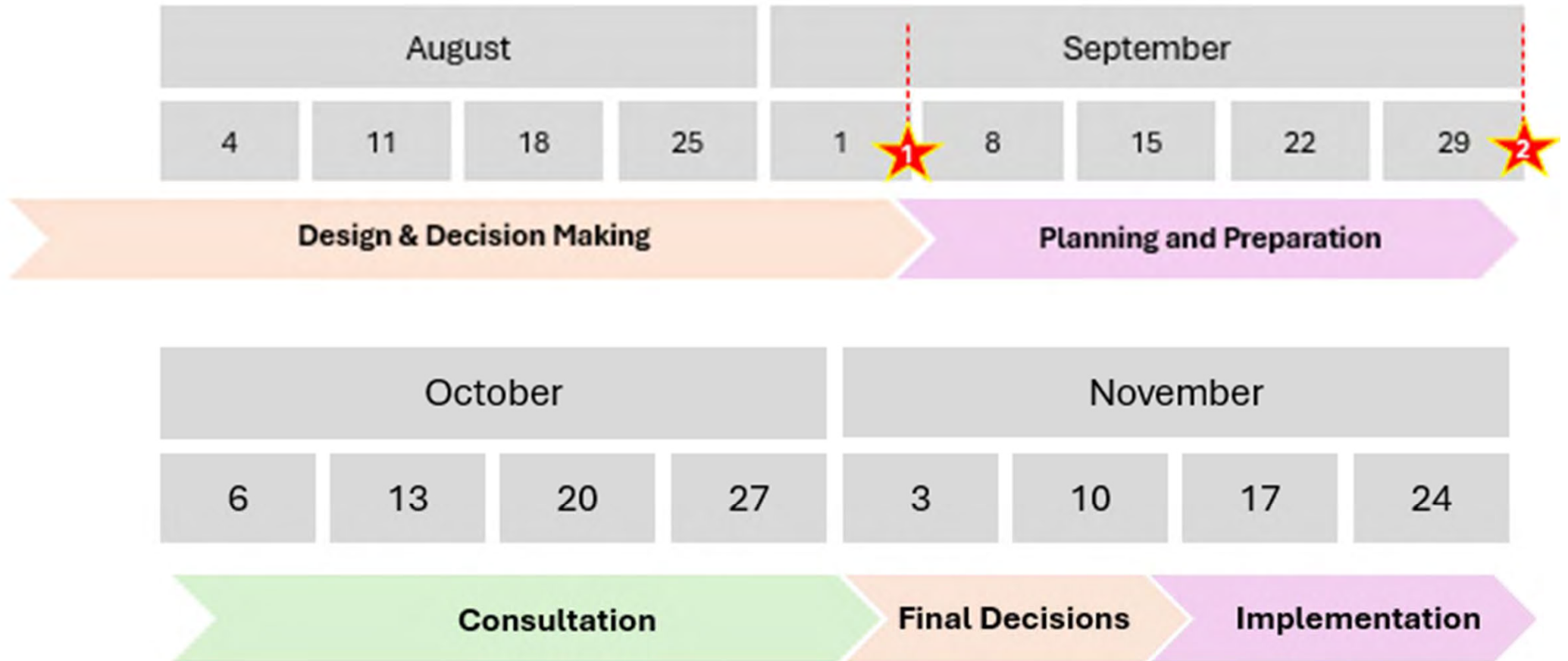
(Out of Scope)

Programme	Risk	The C&R group could have a case to contest the decisions made following consultation as not being well considered if they don't have a suitably qualified representative of their interests.	Low	<ul style="list-style-type: none"> Incumbent retires 31 October 2025 and a permanent replacement is unlikely to be found before the change programme commences. A solution is required to provide support to the incumbent and the C&R directorate through the change period. 	<ul style="list-style-type: none"> Commence with recruitment process now and scope an interim role before determining internal capability or external approach. 	Open
-----------	------	--	-----	---	--	------

(Out of Scope)

(Out of Scope)

Workstream 3 – Organisational Change



Work in Progress

1. Co-leaders continuing to develop future state structure – next session this Friday.
2. Programme Lead will provide updated change timeline next week.

Workstream 3 – Organisational Change

Comms

Phase (1-4)	Timing	Key Communications	Channels
P1: Programme Launch	Sep 2025	Announce Organisational Review – purpose, vision, scope	CEO + Kaihautū, all T3 hui, email, intranet, Board brief
Engagement & Discovery	Aug – Oct 2025	Staff engagement sessions, FAQs, pulse checks	Hui, workshops, intranet hub
Analysis & Options	TBC	Share emerging themes, options under review	Updates via leaders, forums, newsletters
P2: Proposal Consultation	TBC	Formal consultation on proposed changes	Consultation docs, hui, union engagement
P3: Decision & Transition	TBC	Announce decisions, next steps, support available	All-staff hui, FAQs, intranet, HR briefings
P4: Embedding & move to BAU	TBC	Celebrate successes, share progress on financial targets	Storytelling, intranet, partner comms

Workstream 3 – Organisational Change

Strategic Workforce Plan 2024-2028

Workforce Shifts

Our high-level workforce shifts from our current workforce to our future workforce are:

From	To	Measures
<p>An organisation where things are discussed, end goals understood but not tightly managed. This includes</p> <ul style="list-style-type: none">• FTE allocation• Not being clear on direction or priorities• Poor commissioning of work• Loosely manage key workforce risks• Commercial aspects not intergraded through services	<p>Sustainable workforce that delivers value and is high performing and productive. Where the workforce is:</p> <ul style="list-style-type: none">• Resilient• Clear on expectations• Leaders are able to have uncomfortable conversations early• Infusing commercial activity throughout our operations	<p>Sustainable headcount (Salary, Equipment, licencing and other related support costs).</p> <p>No teams identified as red on on Team risk assessment.</p> <p>Succession plans in place for critical people.</p>

Strategic Workforce Plan 2024-2028

Workforce Shifts

Our high-level workforce shifts from our current workforce to our future workforce are:

From	To	Measures
Some silos remain and there are some teams and people that aren't yet fully collaborative / codesigning.	Collaborative, connected, transparent way of working supported by our office environment and systems. Technology, solutions and systems that are fit for purpose and that help us to maximise our efficiency and impact to our audiences, clients and visitors.	Peakon / Workday <ul style="list-style-type: none">• Peer relationships question and Quality• Significance Other measures to be developed

Strategic Workforce Plan 2024-2028

Action Plan Overview

What we'll work on

Te Papa will focus on three workforce outcomes over the short to medium term, they are:

- Being a sustainable whare
- Lifting our audience delivery
- Setting foundations for our aspirations to be a Tiriti-led museum.

The two biggest focus areas for the Strategic Workforce Plan will be in **Performance & Culture** and **Development & Knowledge** building.

Leaders will have the most responsibility for ensuring our success

Leaders are critical to the successful delivery of the Strategic Workforce Plan over the next few years. Just over half of the activities will be leader led, a few will build capability for leaders in new areas.

Strategic Workforce Plan 2024-2028

Detailed Action Plan

Lift our sustainability through performance and productivity

- ELT to set clear organisational priorities
- Get sticky with accountability and planning
- Lift productivity
- Reset expectations around collaboration

Lifting leadership skills in the uncomfortable spaces

- Equipping leaders for the tougher conversations and big shifts

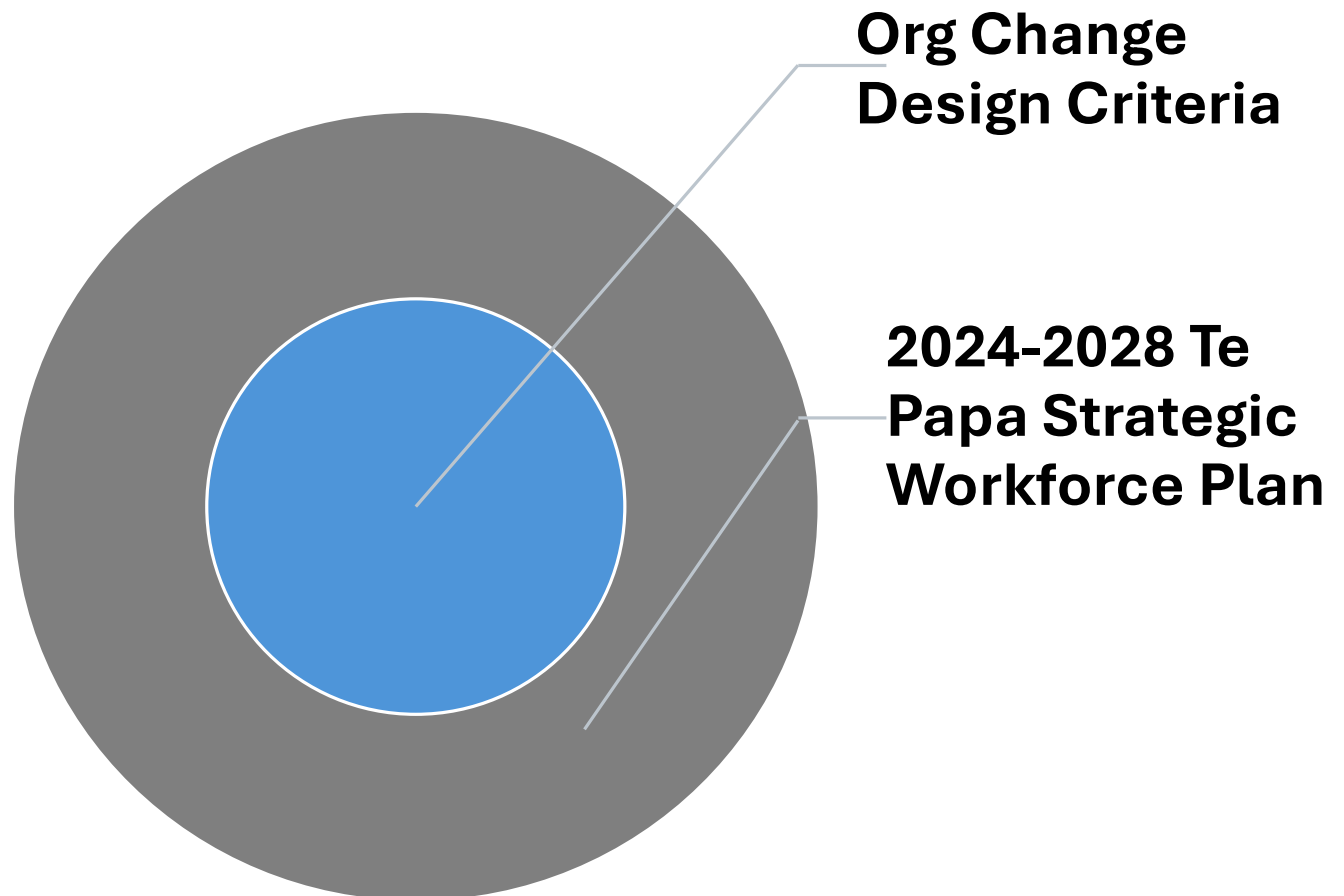
Lifting commercial and business acumen to ensure Te Papa can operate sustainably

- Lifting commercial and financial literacy for leaders
- Embedding commercial activities throughout our audience experiences

Organisational Change Workstream

Design Criteria:

1. Improves current state
2. Financial benefits
3. Future focused



Out of scope

Strategic Portfolio session 12:40pm

Out of scope

ORP

- **s9(2)(a)** provided an over of ORP progress. For TP to become financially sustainable. First: established the ask itself, objectives, scoping, aspects, need to establish a programme and workstreams. **s9(2)(g)(i)** Savings + rev growth. Org change indicators, op efficiency, alignment of functions, P&C outcomes.
- **Out of scope** Question mark worked through was what salary savings would need to look like.
- 22 July programme stood up. All regarding design phase. And org change work plan. Current state established, now looking at future stage, change prior to Dec.

- Oversight committee. Q2 plan is to have consultation occur. Risks and issues... risk of slipping. Redoing initial timeline. Contingency week.
- Comms plan is in its infancy...
- Engaged change comms lead, change analyst,
- In the initial phase - establishing what the problem was, s 9(2)(a) was deliberate about who would be in the design phase, and who would be the advisors.
- Feedback s9(2)(a) has received has been very positive...
- Advisory group vs oversight committee

- Out of scope [redacted]
- [redacted]
- [redacted]
- [redacted]
- Out of scope [redacted]
- [redacted]
- Out of scope [redacted]
- Out of scope [redacted]
- [redacted]
- [redacted]

Actions:

- Out of scope [redacted]
- [redacted]
- [redacted]
- [redacted]
- ORP3: Tier 3 comms on cost savings
- Out of scope [redacted]

Out of scope

Out of scope

Out of scope

Out of scope

Out of scope

Due date for updated pages: next Monday 22 September

- ORP page coming in next few weeks - map out key milestones on page 2 and when consultation happening...
- **Out of scope**

Out of scope

Out of scope

Out of scope

Out of scope

Press release: for website and reactive use only. Friday 10 October.

Te Papa announces organisation-wide review to secure financial sustainability

Te Papa announced today it is carrying out an organisational review proposed to restructure its teams, positions, and reporting lines. Te Papa co-leaders Chief Executive Courtney Johnston and Kaihautū Dr Arapata Hakiwai said the review would allow Te Papa to ensure financial sustainability now and, in the future.

“Our focus this year has been on securing our financial future. Rising costs and maintenance of our specialist buildings have put a strain on our cash reserves. As kaitiaki of the national museum, we’ve made significant operational savings and increases to our revenue, but we need to do more. This review seeks to create enduring financial sustainability so we can continue to deliver on our cultural and legislative mandate for generations to come”.

Te Papa will continue to operate for visitors as usual, and entry to Te Papa will remain free for New Zealanders and residents of New Zealand.

Existing work programmes - such as the repatriation of kōiwi tangata and kōimi tangata, our strategic, founding, and long-term partnerships, and work with iwi and Mana Whenua - will also remain unchanged.

“By adjusting the way we organise our teams, we can create efficiencies and new ways of working,” the co-leaders said.

“Our commitment is to make this process as transparent as we can and respect the needs and mana of our people.”

The organisational review is proposed to be carried out in two phases. Phase One completed in 2025 would be focused on managers at tier two and three. Phase Two occurring in early 2026 would be focused on the rest of Te Papa. Final decisions of both phases proposed would be implemented in April 2026.

Media contact: Kate Camp kate.camp@tepapa.govt.nz, 029 601 0180.

Tikanga Haumaru – Prep

Theme	Potential Questions	Responses
Deliverability & Risk	<ul style="list-style-type: none"> What is your overall assessment of whether the programme is deliverable within scope, budget and timeline? What are the biggest blockers or risks to successful delivery, and how are they being managed? 	<ul style="list-style-type: none"> Deliverable but depends on ELT alignment + resourcing. Blockers – competing priorities (no prioritisation), fatigue, decision gaps. Dependencies – change workstream is only one tool on the critical path. Mitigation – governance, sequencing, resourcing.
Depth of Change	<ul style="list-style-type: none"> What depth of change do you believe the ELT is pursuing – incremental improvements or transformational change? How clear and aligned are the leaders on the scale of change required to achieve financial sustainability? 	<ul style="list-style-type: none"> Leaders know transformation is needed but their comfort varies. Messaging not yet consistent = mixed staff signals. Gap – ambition vs execution. Mitigation – design criteria + alignment sessions.
Leadership Capacity	<ul style="list-style-type: none"> Do you believe ELT collectively has the capability and resilience to lead through this level of change? How confident are you in the co-leaders ability to sponsor and drive this programme? What support or development do the leaders need to be effective change sponsors? 	<ul style="list-style-type: none"> ELT – strong technically, mixed change leadership maturity. Risks – stress from roles under review, adaptive leadership gaps. Co-leaders – credible but stretched by ops demands. Mitigation – coaching, facilitation, wraparound support.
Org Readiness & Culture	<ul style="list-style-type: none"> In your assessment, how ready is the organisation to accept changes to structures, roles and ways of working? What would it take for the new ways of working to stick rather than revert to old patterns? 	<ul style="list-style-type: none"> “Why” is understood but readiness uneven. Barriers – silos, low tolerance for ambiguity, job insecurity. Enablers – sense of purpose, staff engagement via reference group. Stickiness – role clarity, simple systems, leaders’ role-modelling.
Assurance & Next Steps	<ul style="list-style-type: none"> What leading indicators should the Board monitor to know whether change is truly embedding? What is your biggest concern right now – and what would you want the Board to do to help address this? 	<ul style="list-style-type: none"> Monitor – decision pace, staff pulse, workflow adoption. Blind spots – underestimating cultural change, leaders reverting. Biggest concern – ELT alignment on depth of change. Board support – reinforce alignment, hold space, avoid detail overreach.

Tikanga Haumaru
Supplementary to Deep Dive
11 September 2025

s 9(2)(a) **Summary**

<ul style="list-style-type: none">• Programme Manager and Change Manager – background in HR management and leadership coaching
<ul style="list-style-type: none">• Worked alongside leaders in small and large central government departments, Crown entities, and private companies.
<ul style="list-style-type: none">• Worked last year with Te Papa on team-related change projects.
<ul style="list-style-type: none">• Engaged by Courtney earlier this year to assist the leadership team to understand what achieving financial sustainability means.
<ul style="list-style-type: none">• Defined the depth of organisation-wide change management needed to achieve financial sustainability goals.
<ul style="list-style-type: none">• Develop and stand up the programme that you’ve seen in the Board paper.
<ul style="list-style-type: none">• What is distinctive about this programme in relation to change I’ve led in other organisations is really three things.<ol style="list-style-type: none">1. Te Papa isn’t just an organisation, it’s a cultural taonga. That means every change we make is more visible, and it has to honour our bicultural foundations and Tiriti partnership.2. The complexity of very different functions under one roof – we’re dealing with collections, research, visitor experience, publishing, and commercial operations that are almost separate organisations, so the challenge here is how very different professional identities work together in new ways.3. The balance we need to strike between financial sustainability and Te Papa’s cultural and public mandate. That blend of responsibilities, and the symbolism of how Te Papa leads change in the wider cultural sector, is what makes this programme stand apart for me.

Programme Context & Purpose

<ul style="list-style-type: none">• The programme exists to ensure financial sustainability within three years.
<ul style="list-style-type: none">• Four workstreams – with Out of scope [redacted] organisational change on the critical path that feeds into and strengthens [redacted] s9(2)(g)(i)
<ul style="list-style-type: none">• Change is not optional – status quo will risk long-term viability of Te Papa.

Progress to Date

<ul style="list-style-type: none">• Programme governance and oversight structures are established & operating.
<ul style="list-style-type: none">• Design phase is well advanced with strong input from ELT.<ul style="list-style-type: none">• Streamlined• Transformational• Bold span of control• Manageable portfolios• Forces integration• Outcomes first – the things that Te Papa must achieve to be successful:<ol style="list-style-type: none">1. Protect and grow taonga and knowledge2. Inspire and engage people3. Ensure organisational sustainability4. Strengthen partnerships and bicultural leadership
<ul style="list-style-type: none">• Early alignment on principles and design criteria is in place.

Current State of Play

<ul style="list-style-type: none">• ELT recognises the need for significant change to support outcomes.
<ul style="list-style-type: none">• Co-leaders are committed and engaged, balancing programme and BAU.
<ul style="list-style-type: none">• Messaging regarding financial sustainability and operational savings has provided the organisation with the basis of understanding the “why” but change readiness varies for the bigger picture of “how” – normal.

Key Risks / Blockers

<ul style="list-style-type: none">• Leadership alignment on depth and pace of change is still forming.
<ul style="list-style-type: none">• ELT capacity stretched – leading change while under restructure themselves.
<ul style="list-style-type: none">• Significant warnings regarding staff anxiety and reactions to change historically impacting engagement.
<ul style="list-style-type: none">• Dependencies across workstreams mean slippage in change workstream cascades out.

Mitigations in Place

<ul style="list-style-type: none">• Structured alignment sessions for leaders to close gaps.
<ul style="list-style-type: none">• Wraparound support (facilitation, coaching, leadership development).
<ul style="list-style-type: none">• Clear sequencing and decision-making to manage interdependencies.
<ul style="list-style-type: none">• Staff engagement via reference groups to build trust and test design

Looking Ahead

<ul style="list-style-type: none">• Next 4-6 weeks critical for finalising design and testing feasibility so that implementation of Phase 1 can be completed before December.
<ul style="list-style-type: none">• Board assurance – depth of change, leadership alignment, organisational readiness.
<ul style="list-style-type: none">• Success factors – leaders role-modelling new ways, role clarity for kaimahi, simplified workflows, seamless experiences for visitors and stakeholders.
<ul style="list-style-type: none">• Support needed from the Board – reinforce alignment, hold space for leaders to lead, avoid overreach into design detail.

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details	Tuesday 16 Sept 2025	11.00am – 12.30pm	Level 3 Project Room
Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping		
Programme members in attendance	§ 9(2)(a) (Programme Lead)		
Apologies			

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Welcome		11.00am		Chair Kaihautū
Standing items					
2	Programme Report – verbal update <ul style="list-style-type: none">RAG statusWorkstream updatesIssues & Risk Register Items	Yes	15 mins	Note	§ 9(2)(a)
3	Workstream – Organisational Change		75 mins		§ 9(2)(a)
Wrap Up					
4	Check-out and Karakia				Kaihautū

Next meeting: Tuesday 23 September

Organisational Review Programme

Welcome

Acknowledge the Mahi

Recognise the Journey

(Out of Scope)

(Out of Scope)

Workstream 3 – Organisational Change

Phases:

- Completing Design & Decision Phase
- Commenced Planning & Preparation Phase – updated delivery timeline

(Out of Scope)

Organisational Review Programme – Risks & Issues

Programme or Workstream	Issue or Risk	Summary	Risk Level	Consequence	Mitigation	Status
Org Change	Risk	Continuing to recruit staff while an org change process is imminent may result in hiring into roles that are then altered, disestablished, or no longer required in the final decisions about the structure. This creates risks of wasted recruitment costs, employment law challenges, and reputational damage if new staff are quickly affected by change.	Medium-High	<ul style="list-style-type: none"> Financial costs of unnecessary recruitment and onboarding. Potential personal grievance and/or legal claims from new staff impacted soon after starting. Lower trust in leadership and organisational credibility (both internally and externally). Reduced morale among existing staff, who may perceive poor planning or lack of transparency. 	<ul style="list-style-type: none"> Implement a temporary recruitment freeze for roles likely to be impacted by the change. Limit recruitment to essential or critical roles that are unlikely to be restructured. Clearly signal in job advertisements and offer letters that an org change process is underway. Consider if a non-permanent option for the role could be suitable in the meantime. 	Open

(Out of Scope)

Org Change	Risk	The current Org Change timeline does not include a dedicated staff co-design stage, which could lead to staff disengagement through the change process.	Medium	<ul style="list-style-type: none"> Reduced staff buy-in to org change. Increased resistance to change, slowing implementation. Perception that staff voice is not valued, damaging trust. Potential quality gaps in the design due to lack of frontline input. 	<ul style="list-style-type: none"> Consider whether to include a co-design approach in the pre-consultation or consultation phase. 	Open
Org Change	Risk	Lack of comms to T3 could cause a risk to morale and engagement, potentially impacting their ability to be effective change champions.	High	<ul style="list-style-type: none"> Loss of momentum and advocacy at Tier 3 level. Negative influence on wider staff sentiment and adoption. Reduced effectiveness of unofficial change champions in driving cultural shifts. Heightened risk of rumours and misinformation spreading. 	<ul style="list-style-type: none"> Risk noted. Detailed Comms Plan to be developed to support the programme and delivery of messaging. 	Open
Org Change	Risk	The delivery timeline would be fully impacted if ELT do not complete the Design phase on time, based on current planning.	High	<ul style="list-style-type: none"> Programme-wide delays to delivery milestones. Increased cost due to extended timelines and rework. Loss of credibility to stakeholders (Board, ELT) Bottleneck effect, slowing dependent workstreams. 	<ul style="list-style-type: none"> Risk noted. Continue with the Design phase activities as planned, noting that the timeline will be adjusted based on decisions. 	Open
Org Change	Risk	Unconfirmed scope will cause delays, misaligned effort, and reduced confidence in the programme's ability to deliver its org change outcomes.	Low	<ul style="list-style-type: none"> Wasted effort on out-of-scope activities. Missed critical activities due to unclear boundaries. Risk that org change outcomes don't align to strategic goals. 	<ul style="list-style-type: none"> Scope to be finalised as the Design phase progresses. Note to keep items such as BRC workforce planning in mind. 	Open

(Out of Scope)

Programme	Risk	The C&R group could have a case to contest the decisions made following consultation as not being well considered if they don't have a suitably qualified representative of their interests.	Low	<ul style="list-style-type: none"> Incumbent retires 31 October 2025 and a permanent replacement is unlikely to be found before the change programme commences. A solution is required to provide support to the incumbent and the C&R directorate through the change period. 	<ul style="list-style-type: none"> Commence with recruitment process now and scope an interim role before determining internal capability or external approach. 	Open
Programme	Issue	Limited access to project room caused issue with existing staff using the room.	Low	<ul style="list-style-type: none"> Reduced efficiency for workstream team. Frustration among staff due to workspace conflicts. Possible delays to programme tasks needing dedicated space. 	<ul style="list-style-type: none"> Solution implemented with an EA having access to get the information needed by that team. 	Closed

(Out of Scope)

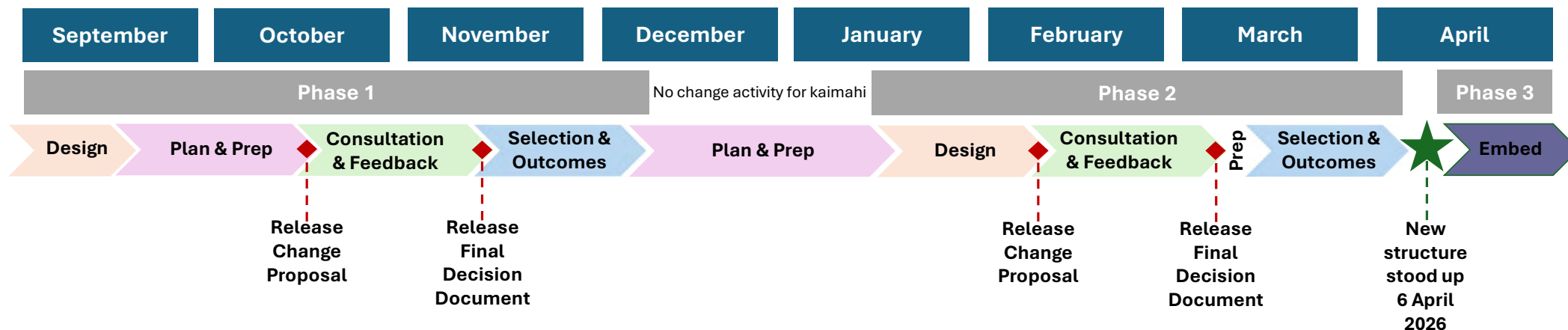
Workstream 3 – Organisational Change

Design Phase

- Future state structure:
 - Functions based structure
 - 95% completed, to be finished by Wed 17 Sept
 - Wireframe structure diagram

Roadmap – Organisational Change Workstream

Version – 15 Sept 2025



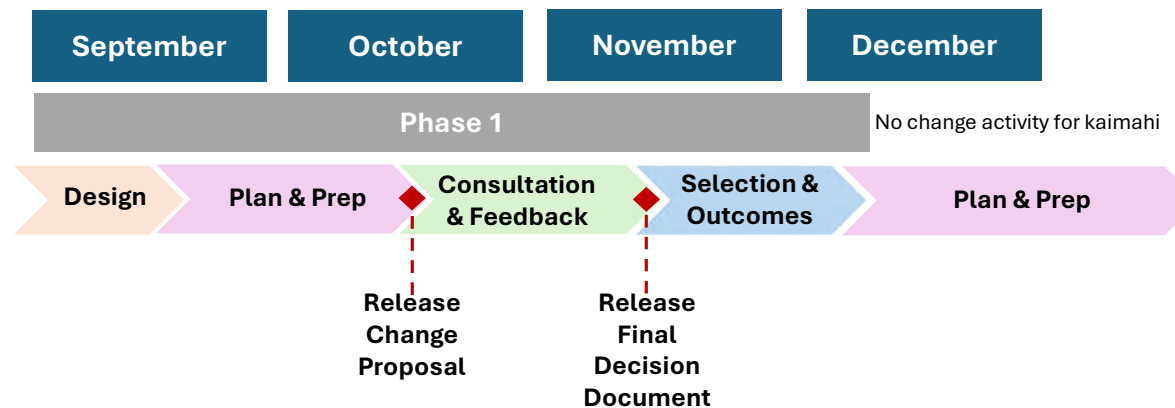
Steps for Success

- Create a **stand up date** by which time all outcomes will be effective, eg. Monday 6 April 2026.
- **Phase 1 (Sep-Dec 2025)** – deliver Tier 2 & 3 change proposal and consultation process, selection processes (Expression of Interest) completed with outcomes confirmed prior to Christmas.
- **Phase 2 (Jan-Mar 2026)** – design and deliver rest-of-org change proposal and consultation process, selection processes if required, outcomes confirmed by early April.

Advantage

- Provides outcomes to the senior leaders with 3+ months until implementation, allowing time for acceptance cycle and utilisation of career support services.
- Tier 2 will support Tier 3 leaders through the design stage of Phase 2 .
- Leavers get notice they will finish on Friday 3 April, anybody wanting to leave earlier will do so with negotiation.
- This approach is likely to land well with the union.

Organisational Change Workstream



Key Dates:

- Mon **22 Sep** – Directors have 1:1s with Co-Leaders regarding the design
- Tue **23 Sep** – Oversight Committee will consider the full timeline following confirmation of the design
- Mon **6 Oct** – Co-Leaders and ELT lead T3 in-person briefing and announcement
- Wed **8 Oct** – Co-Leaders and ELT lead All-Staff briefing and announcement
- Wed **8 Oct** – Kupenga page goes live
- Mon **13 & Tue 14 Oct** – T2's have 1:1s with T3's regarding the design and impact on roles
- Wed **15 Oct** – change proposal released with restructure for T2 & T3 roles, consultation for one month, feedback channels implemented

Organisational Change Workstream

What now?

Recognise the juggernaut

What support is needed?

Prioritise the mahi

Te Papa Organisational Structure Design

Group and Team Summaries

Group 1 – Taonga & Knowledge

Team Summary

This group brings together everything we do to care for, research, and share our collections, alongside our national role in supporting other museums. By uniting the curatorial and care of our collections with sector support and repatriation, this group reduces duplication of effort across the organisation, improves access, and ensures we provide stronger, more strategic support to iwi, communities, and museums across Aotearoa and beyond.

Why this matters

Our collections are at the heart of Te Papa's role as a museum. By bringing together research, care, access, and sector support into one group, we can work more strategically, reduce duplication, and strengthen partnerships with iwi and other museums. This ensures taonga are cared for, knowledge is shared, and communities have greater access to their heritage.

Rationale for Change

Group 1 brings together all the work related to our collections and our role in supporting the museum sector. Currently, these activities are spread across different parts of the organisation, creating silos and duplication. By uniting the curatorial and care of collections with sector support and repatriation, we can work more strategically, improve access, and give greater focus to supporting iwi and other museums.

Teams

Team 1 – Curatorial Research & Knowledge

This team leads research, publication, and knowledge-sharing across art, history, natural sciences, Pacific, and Māori collections. They provide provenance research, manage acquisitions, and ensure that knowledge of our collections is developed and shared with communities, researchers, and the public.

Why this matters: Strengthening research and curatorial expertise ensures Te Papa remains a leader in knowledge, scholarship, and community access to taonga.

Team 2 – Collection Care & Access

This team manages cataloguing, records, digitisation, rights, conservation, and physical handling of collections. They prepare exhibitions, manage loans, and deliver touring shows.

Why this matters: Bringing all collection care and access functions together makes it easier to manage taonga consistently, safeguard them for the future, and expand digital and physical access.

Team 3 – Sector Support & Repatriation

This team integrates advisory services, National Services Te Paerangi, repatriation, and partnerships with iwi, hapū, and museums. They support training, grants, cultural management of toi moko and ancestral remains, and co-curation with iwi.

Why this matters: Combining these functions into a single programme strengthens our national leadership role, helps balance investment in sector support, and amplifies our repatriation strategy to return taonga to iwi and communities.

Group Summary

This group combines the services that enable the museum to function effectively – from finance and IT to people, projects and facilities – under a new co-leadership model that embeds Te Tiriti o Waitangi into how we work. With kaupapa Māori leadership at Tier 2, this group strengthens governance, aligns enabling functions, and ensure Māori perspectives are integrated into our workforce, planning and decision-making.

Why this matters

Strong enabling services are essential to keep the museum running smoothly. By embedding kaupapa Māori leadership at Tier 2, we honour our Te Tiriti commitments and bring Māori perspectives into decision-making at the highest levels. At the same time, aligning finance, IT, facilities, people and governance into one group increases efficiency and ensures the whole organisation is supported to succeed from one source.

Rationale for Change

Group 2 introduces a co-leadership model that embeds Te Tiriti o Waitangi across enabling services. By placing kaupapa Māori leadership at Tier 2, the organisation continues to ensure that Māori perspectives are integrated into workforce, governance, financial, and strategic decision-making. At the same time, core enabling services are aligned under a single group for efficiency and consistency.

Teams

Team 1 – Enterprise Programme & Project Office (ePMO)

The ePMO is the engine room for delivering major programmes, projects and change across Te Papa. It provides consistent planning, prioritisation, and delivery frameworks so that change is well-managed, resources are used wisely, and outcomes are achieved on time. The team also leads change, helping staff to adapt to new ways of working and ensuring benefits are realised.

Why this matters: Providing structure and discipline to deliver complex projects reduces risk, improves accountability and ensures delivery of transformation while keeping day to day operations running smoothly.

Team 2 – BRC Project

Dedicated to delivering the major construction programme, with specialist expertise in capital project delivery to ensure planning, timelines, budgets and stakeholder relationships are tightly coordinated.

Why this matters: Having a dedicated team for this project keeps a high-profile, time-limited project tightly managed, without distracting core services. This ensures the work is completed safely, efficiently and to the highest standard.

Team 3 – Finance, Strategy & Governance

This team provides the financial, legal and strategic backbone of the organisation. They manage budgets, procurement, contracts, legal obligations, long-term strategy, annual performance reporting, organisational evaluation, and Crown relationships. They also provide governance secretariat services, supporting the Board and Executive to ensure decision-making is well-informed, compliant, and accountable.

Why this matters: Integrating financial management, strategic planning, governance, and Board secretariat services, the team ensures Te Papa is transparent, accountable, and aligned with Crown expectations. This creates a single centre of expertise for planning, reporting, and governance, strengthening the organisations' capability to support long-term sustainability.

Team 4 – Infrastructure & Investment

This team delivers the systems, spaces and knowledge that underpins daily operations. They manage IT infrastructure and cybersecurity, ensure facilities and property are safe and efficient, provide library and knowledge services, and protect business continuity.

Why this matters: Reliable systems, safe facilities and effective knowledge management allow the rest of the organisation to focus on its mission, knowing the foundations are secure and well-managed.

Team 5 – People & Internal Comms

This team is a culture and engagement hub that supports Te Papa's most important resource – its people. It covers HR, recruitment, workforce planning, payroll, health and safety, and wellbeing. Importantly, it also includes internal communications, which ensure staff are kept informed, connected, and engaged.

Why this matters: Bringing internal communications into the People function means that workforce strategy and staff engagement are aligned. Staff don't just experience policies or systems, they also experience how those are explained, supported and reinforced. This integration ensures that changes are communicated clearly, wellbeing is supported through consistent messaging, and the culture of Te Papa is actively shaped through open and timely communication.

Team 6 – Treaty Partnerships & Māori Engagement

This team leads Te Papa's commitment to Te Tiriti o Waitangi and kaupapa Māori. They manage Treaty settlements, iwi and hapu relationships, marae programmes, tikanga protocols, and Māori language integration across the museum.

Why this matters: This work ensures iwi are recognised as key partners alongside the Crown, strengthens kaupapa Māori throughout the organisation, and upholds Te Papa's role as a bicultural museum with responsibilities to Māori communities.

Group 3 – Experience & Revenue

Team Summary

This group unites and integrates all audience-facing and revenue-generating activities. This approach allows us to better understand and grow our audiences, create seamless and inclusive visitor experiences, and strengthen revenue streams that support Te Papa's long-term sustainability.

Why this matters

Our future depends on engaging audiences and generating sustainable income. By integrating these functions, we are providing a smoother pathway to creating excellent visitor experiences, attract new audiences, and grow our revenue streams. This ensures Te Papa remains vibrant, relevant, and financially sustainable into the future.

Rationale for Change

Group 3 unites all functions that connect with audiences and generate revenue. This includes learning, public programming, visitor services, hospitality, marketing, and partnerships. By bringing them together, we strengthen our ability to understand and grow audiences, diversify revenue, and ensure visitor experiences are seamless across channels.

Teams

Team 1 – Visitor Experience & Services

This team delivers education programmes for schools and kura, public talks and events, tours, curriculum-linked resources, online learning, and community education initiatives. It also manages front-of-house operations, including ticketing, enquiries, security, and the retail shop.

Why this matters: By combining learning with visitor services, this team ensures audiences have a seamless experience from engaging with taonga through education programmes to being welcomed at the door. It strengthens Te Papa's role as a place of lifelong learning while making every visit accessible, inclusive, and memorable.

Team 2 – Hospitality & Events

This team manages cafés, catering, venue hire, AV services, and sales of events and tours. They ensure that visitors enjoy high-quality hospitality while supporting commercial events and private functions.

Why this matters: Hospitality and events not only enhance the visitor experience but also generate vital commercial revenue. This income supports the museum's sustainability, while our venues and catering help us connect with communities, businesses and partners in new ways.

Team 3 – Audience Development & Digital Engagement

This team uses research, data and audience insights to shape programmes, exhibitions, and services. It leads accessibility initiatives, inclusive design, visitor experience innovation, and digital engagement from apps and online collections to VR/AR experiences.

Why this matters: Audience insights ensure that Te Papa designs experiences that are relevant, inclusive, and future focused. By leading digital engagement and accessibility, this team expands our reach, deepens connections with diverse communities, and ensures everyone can engage with our taonga in meaningful ways.

Team 4 – Marketing, Sponsorship & Partnerships

This team leads brand management, marketing campaigns, tourism partnerships, sponsorships,

fundraising, and international collaborations. They also manage the sales of touring exhibitions and licensing of Te Papa's intellectual property.

Why this matters: By strengthening the museum's profile nationally and internationally, this team attracts audiences, builds partnerships, and develops new revenue streams. Their work ensures Te Papa is visible, relevant, and financially resilient, while creating opportunities for global collaboration.

Strategic Portfolio - Initiate & Scope

INITIATIVE NAME: Organisational Review Programme

Kaupapa: The purpose of programme is to provide Te Papa with the platform to attain long term financial sustainability.

PROGRAMME MANAGEMENT			
SRO	Courtney Johnston Arapata Hakiwai	Business Lead:	s 9(2)(a)
Timeframe	July 2025 – TBD	Allocated Budget	TBD
Date last updated	None	Date SRO approved	22/07/25

VALUE PROPOSITION / CASE FOR CHANGE	WHAT SUCCESS WILL LOOK LIKE
Te Papa’s long term financial viability is at risk with projected forecasts showing a deficit from 2028 without significant intervention. The Crown funding pathway remains unchanged and unlikely to be included in Budget 26, and with cost pressures growing year on year, the financial risk needs to be addressed now. (Out of Scope) Te Papa must demonstrate that it has utilised any and all opportunities to improve the long term financial outlook. The levers to do this inclde (Out of Scope) assessing current operations to identify improved service delivery and operational savings and implementing the associated organisation-wide structural change to support this outcome.	Key Outcomes: <ul style="list-style-type: none">Spending less through operational savings of \$1.6m for FY25/26, incorporated into year on year FY budgets.(Out of Scope)Implementing organisational change restructure to improve delivery mechanisms for these outcomes.(Out of Scope) Indicators of Success: <ul style="list-style-type: none">Specific KPIs for (Out of Scope)Organisational change indicators for success include financial savings and operational efficiency, better alignment of services and functions, people and culture outcomes.
KEY DECISIONS MADE TO DATE	
This programme is a key control and mitigation initiative to support our strategic risk – Te Papa's long-term funding and financial viability. Success of this programme will enable the delivery of services that meet all strategic levers.	<ul style="list-style-type: none">Establishment of the Organisational Review Programme, with structured governance authority and resources to support delivery across four workstreams.Appointment of Programme Lead and four Workstream Leads with defined workstream plans.Approval of Revenue Generation high level Programme Plan, and Organisational Change project timeline with management of issues and risks.Commencement of project-based activities for Revenue Generation and Organisational Change workstreams.

DESCRIPTION	RISK OWNER	RISK RATING	MITIGATION/MANAGEMENT (ACTION PLAN)
(Out of Scope) (Out of Scope)			

Organisational Change: Resistance from employees and other stakeholders may challenge the implementation of proposed structural changes.	Courtney Johnston	●	Strong design approach to provide sound business case for change proposal; change management strategies including communication and supporting employees through the change process.
--	-------------------	---	--

Delivery approach	Dependencies/Interdependencies	Roles & Responsibilities
(Out of Scope)	<ul style="list-style-type: none">Internal Collaboration: Effective collaboration between internal teams is essential for cohesive strategy execution.Resource Allocation: Adequate funding and resources are necessary for strategy implementation.Stakeholder Support: Internal and external stakeholder engagement and support is critical for success.Market Conditions: Success depends on favourable market conditions and economic stability.External Partnerships: Partnerships with external organisations can enhance revenue generation efforts.	<ul style="list-style-type: none">Sponsors – Co-leaders champion and approve at executive level.Oversight Committee – Directors provide governance, strategic oversight, and decision-making.Technical Advisory Group – SMEs provide independent advice to support informed programme decision-making.Programme Lead – full-time lead responsible for day-to-day programme delivery and management of risk/issues.Programme Coordinator – internal part-time resource assisting with programme documentation, scheduling and reporting.Workstream Leads – operational leaders delivering their stream.Change Comms Lead – delivers internal and external comms based on Comms & Stakeholder Engagement Plan.
Organisational Change: Change management approach includes Analysis, Design & Decisions, Plan, Deliver and Embed phases.		

Strategic Portfolio Delivery Planning 2024-2027

DATE: 6 August 2025
TYPE: Enhance / Transform (circle one)
SRO: Courtney Johnston / Arapata Hakiwai

INITIATIVE NAME: Organisational Review Programme

Scope	Q1 Deliverables Jul-Sep	Q2 Deliverables Oct-Dec	Q3 Deliverables Jan-Mar	Q4 Deliverables Apr-Jun	EOY Expected Outcomes June 2026	Success Measure
(Out of Scope) Out of scope						
Organisational Change	<ul style="list-style-type: none">Establish Programme Structure and Governance frameworksDevelop future state optionsDevelop Organisational Change Proposal for Consultation	<ul style="list-style-type: none">Completed Organisational Change Proposal Consultation PeriodCompleted Organisational Change Final Decision PeriodFinal outcomes delivered to staff prior to December	<ul style="list-style-type: none">Implement Changes	<ul style="list-style-type: none">Embedded and transition to BAU		<ul style="list-style-type: none">Increased RevenueTe Papa is financially sustainable
					June 2026	
(Out of Scope)						
Organisational Change						
					June 2027	

Roles & Responsibilities

R	A	S	C	I
<i>Responsible</i>	<i>Accountable</i>	<i>Support</i>	<i>Consult</i>	<i>Informed</i>
who is responsible for carrying out the entrusted task And ensures it is resourced for success (may not be the ones who provide the resource)	who is accountable for the whole task and ensuring the success of the initiative	who provides help to get it done during the implementation of the activity / process/ service	who can provide valuable advice or consultation for a task	who should be kept in the loop at every stage
Programme Lead: • s 9(2)(a)	Co-Leaders: • Courtney Johnston • Arapata Hakiwai	Workstream Leads: • CFO • Rev Gen Programme Manage • Change Manager • COO Workstream Support: • Change Comms Lead • Programme Coordinator • Change Analyst • Internal HR Business Partner • Internal HR Data Analyst	Technical Advisory Group: • CFO – Peter Corely • CPO – Sue Quirk • Head of Strategy & Governance – Anna Berwick • Head of Marketing & Comms – Kate Camp Oversight Committee (Directors): • Carolyn Roberts-Thompson • Dean Peterson • Deborah Blumberg • Jake Downing • Lisa Tipping • Puawai Carins	• Board • Sponsors • Oversight Committee • Workstream Leads

Group 1 Taonga & Knowledge

This group brings together everything we do to care for, research, and share our collections, alongside our national role in supporting other museums. By uniting the curatorial and care of our collections with sector support and repatriation, this group reduces duplication of effort across the organisation, improves access, and ensures we provide stronger, more strategic support to iwi, communities, and museums across Aotearoa and beyond.

Team 1 – Curatorial Research & Knowledge

- Curatorial research and publication (art, history, natural sciences, Pacific, Māori)
- Provenance research and documentation
- Community and research access
- Acquisition of new objects, art, taonga, and natural history specimens

Team 2 – Collection Care & Access

- Cataloguing and records management (including digital catalogues)
- Imaging and collection digitisation
- Conservation and preservation (preventive and interventive)
- Rights management
- Exhibition preparation and installation
- Loan management (incoming and outgoing)
- Touring exhibition delivery

Team 3 – Sector Support & Repatriation

- Development of sector-wide networks and partnerships
- Advisory services to museums, galleries, and iwi across Aotearoa
- National Services Te Paerangi (NSTP) delivery: training, workshops, grants
- Care, repatriation, and cultural management of toi moko and ancestral remains

Group 2 Organisational Services & Te Tiriti

This group combines the services that enable the museum to function effectively – from finance and IT to people, projects and facilities – under a new co-leadership model that embeds Te Tiriti o Waitangi into how we work. With kaupapa Māori leadership at Tier 2, this group strengthens governance, aligns enabling functions, and ensure Māori perspectives are integrated into our workforce, planning and decision-making.

Team 1 – Enterprise Programme & Project Office (ePMO)

- Programme and project management planning and delivery
- Change management

Team 2 – Biodiversity Research Centre

- BRC project team

Team 3 – Finance, Strategy & Governance

- Finance and budget management
- Procurement and contract management
- Legal services and compliance monitoring
- Long-term strategy and business planning
- Annual planning and accountability (Sol, annual report)
- Performance monitoring and KPIs
- Ethics, policy and governance support
- Organisational evaluation and continuous improvement
- Enterprise risk management and assurance
- Stakeholder relationship management (Crown)
- Board and governance secretariat services

Team 4 – Infrastructure & Investment

- IT services, systems, cybersecurity
- Virtual architecture
- Business continuity
- Knowledge management
- Library
- Facilities and property maintenance (building services, energy, utilities)

Team 5 – People & Internal Communications

- HR strategy, recruitment and workforce planning
- Payroll and employment relations
- Health, safety and wellbeing management
- Organisational Development programme and delivery
- Internal communications

Team 6 – Treaty Partnerships & Māori Engagement

- Treaty settlements
- Partnership with Māori, iwi, hapu, Pacific peoples and other communities
- Facilitation of wānanga, hui and pōwhiri
- Stewardship of Te Papa marae and its cultural programme
- Māori language and tikanga integration across museum activities

Group 3 Experience & Revenue

This group unites and integrates all audience-facing and revenue-generating activities. This approach allows us to better understand and grow our audiences, create seamless and inclusive visitor experiences, and strengthen revenue streams that support Te Papa's long-term sustainability.

Team 1 – Visitor Experience & Services

- Design and delivery of learning programmes (schools, kura kaupapa, universities)
- Public programming (events, festivals, performances, family days)
- Tours – organising and managing
- VIP visits – guided tours, organising and managing
- Development of curriculum-linked education resources
- Online learning platforms and resources
- Community education initiatives (in partnership with iwi, cultural groups, and local museums)
- Public talks, lectures and workshops
- Learning experiences for lifelong audiences (beyond schools)
- Front-of-house operations (ticketing, welcome desk, hosts)
- Public enquiries
- Security services
- Retail shop management (merchandise design, buying, sales)

Team 2 – Hospitality & Events

- Hospitality services (cafes, restaurants, catering)
- Venue sales
- Venue hire and AV management (delivery of corporate and private events)

Team 3 – Audience Development & Digital Engagement

- Audience development and attraction
- Creation of audience programme
- Audience research, data analysis, and insights
- Visitor satisfaction measurement and service design
- Accessibility services (NZSL interpretation, captions, mobility support)
- Exhibition design (storytelling, interpretation, digital media)
- Inclusive exhibition design (universal design standards)
- Exhibition development (collection-driven shows)
- Wayfinding and visitor navigation design
- Digital visitor experience (apps, AR/VR, web engagement)
- Digital access to collections (online, open data, images, 3D models)
- Creative development

Team 4 – Marketing, Sponsorships & Partnerships

- Marketing campaigns and brand management (licensing of IP)
- Corporate event management and production services
- Commercial sponsorships aligned to events/exhibitions
- Fundraising campaigns and philanthropic giving
- Tourism partnerships and promotion
- Business development – leads and new ideas
- Corporate sponsorships and partnerships (national & international)
- Touring exhibition sales
- International partnerships

Organisational Change – Update on the Design

1:1 Script Notes

Note: add your own voice but try not to deviate from this wording for the core messages.

About the design	<ul style="list-style-type: none">• This is the design. Have a look at it.
Steps	<ul style="list-style-type: none">• This design will go into the change proposal.• You will have the opportunity to respond during the consultation process.
Rationale	<ul style="list-style-type: none">• This is an iteration of the work we've carried out together.• It will enable us to secure the financial sustainability of Te Papa for generations to come.
About their role	<ul style="list-style-type: none">• Your position is proposed to be impacted.
In confidence	<ul style="list-style-type: none">• I'm sharing this in confidence and ask that you keep the details confidential.
Help available	<ul style="list-style-type: none">• I understand this news may be difficult. Please take advantage of our wellbeing services. Details on how to get in touch is on Kupenga.• It's free for you and your whānau.• And you can arrange face to face, telephone or email consults.
Next steps	<ul style="list-style-type: none">• Courtney/Arapata and I will be meeting with Anna and T2 leaders today. I'd appreciate if you didn't share the contents of this hui with them so they can hear it directly from us.• You can talk to us or s9(2)(a) at any stage about the design if you have further questions.
Reminder	<ul style="list-style-type: none">• Key dates are:<ul style="list-style-type: none">○ Mon 6 Oct – T3 announcement that change is coming○ Wed 8 Oct – All-Staff announcement that change is coming○ Wed 15 Oct – Release of change proposal and new org structure design○ April 2026 – effective date for new org structure, no change before then

Potential questions you may be asked:

Is this final?	<ul style="list-style-type: none">• No, you will have the opportunity to provide feedback and we welcome your ideas.
Is my role impacted?	<ul style="list-style-type: none">• You will see from the grouping that your role is impacted.
Yes, but am I safe?	<ul style="list-style-type: none">• I can't guarantee anything. At this stage all roles at T2 are proposed to be impacted. And that includes your role.
How does this work, will I need to apply for a T2 or T3 role?	<ul style="list-style-type: none">• You might. We will be running a selection process for all roles but there will be opportunities for automatic redeployment in some cases.• These details will be discussed with you as we get closer to the release of the change proposal.
If I have to go into a T3 role, will my salary be guaranteed?	<ul style="list-style-type: none">• s9(2)(j) [REDACTED]

What about my T3 leaders?	<ul style="list-style-type: none"> • All T3 leaders are proposed impacted as well. • They will be advised that change is coming at the T3 announcement meeting on Monday 6 October but they won't be told that all T3 roles will be impacted at that meeting. • They will see the design when the change proposal is released on Wednesday 15 October.
This is different from what we designed. How did you get here?	<ul style="list-style-type: none"> • We took on board all the design work, and realised we had to push further to achieve the outcomes we're aiming for.
I disagree with this design and have ideas.	<ul style="list-style-type: none"> • The design achieves the transformational change that we and the Board are seeking. • But we do want and expect the design to change when we get feedback. • You will have the opportunity to present your feedback and ideas through the consultation process.
Do you think this is a good design?	<ul style="list-style-type: none"> • Yes, and we have some very sound rationale to explain why. • I am very confident and happy with where this has landed. • I believe that it will help us achieve better ways of working and collaboration.
Does this meet the financial targets we are aiming for or do we still need to do Phase 2?	<ul style="list-style-type: none"> • This is a very strong start but it doesn't meet the financial targets by itself so we will be doing Phase 2 change for the rest of the organisation as well. • The Board Chair has very positively endorsed this plan.
Are the Group and Team names final?	<ul style="list-style-type: none"> • No. These are place holders and will change before the change proposal is released. Your ideas on that are welcome now.
Can I take a copy of this?	<ul style="list-style-type: none"> • No, this is the one copy I have and I can't give it to you yet. A copy will be in the project room from Monday. Arapata/Courtney, s9(2)(a) and I are available for you to talk to further about this at any stage.
Are you affected or impacted?	<ul style="list-style-type: none"> • Yes. We're both responsible for all directorates.
Can I go home/take a few hours etc	<ul style="list-style-type: none"> • Yes, of course.

s9(2)(a)

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details	Tuesday 23 Sept 2025	11.00am – 12.30pm	Level 3 Project Room
Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping		
Programme members in attendance	§ 9(2)(a) (Programme Lead)		
Apologies			

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Welcome		11.00am		Chair Kaihautū
Standing items					
2	Programme Report – verbal update <ul style="list-style-type: none">RAG statusWorkstream updatesIssues & Risk Register Items	Yes	15 mins	Note	§ 9(2)(a)
3	Workstream – Organisational Change		75 mins		§ 9(2)(a)
Wrap Up					
4	Check-out and Karakia				Kaihautū

Next meeting: Tuesday 30 September

ORP OSC Meeting Notes – 23 Sept 2025

- RAG on Programme workstreams
 - (Out of Scope) [REDACTED]
 - (Out of Scope) [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - Org Change – no change (green – on track to current timeline)
- Risk Register:
 - Add Risk (Low) – (Out of Scope) [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - Add Risk (Low) – (Out of Scope) [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
- Recruitment freeze – update risk to Low. Hiring freeze for permanent roles in place from 6 Oct, with short term backfill to be approved on a case by case basis (eg. single point of failure roles). Normal RTR recruitment process to be followed if a backfill is required, with approvals required by co-leaders. This information will be included in the change proposal document.
- Org Change update:
 - Acknowledge conversations have been had at T2 level and high level design shared.
 - There are no copies of the design materials being distributed but they are available in the project room at any time for T2 and key people to view and discuss. There are still tweaks to be made to the design so this limits possible versions available.
 - Board Chair last week endorsed the design and approach, and a special Board meeting is being held Friday this week to update the full Board on the Org Change workstream.
 - T2's will have 1:1s with the change team this week to discuss the design in more detail and the circumstances of T3 leaders in each team
 - Project team has 8.45am daily stand up re key tasks, meetings, information and activities. This team welcome to drop by at that time.
 - Decisions:
 - timing on consultation stage – 3 weeks instead of 4 to allow time to analyse feedback and make decisions. Confirmed.
 - name of groups and titles of roles – placeholder names for now so who does the work on this over the next 3 weeks. Confirmed this would be the co-leaders.
 - Q&A session.
- Approval process for programme activities:
 - (Out of Scope) [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

Actions required:

- Kate – delete the 2.30pm timeslot and room booking on Mon 6 Oct. s 9(2)(a) will pick up the organising of these sessions, the time may be earlier or a different day TBC.

(Out of Scope) (Out of Scope)

Workstream 3 – Organisational Change

Phases:

- Completing Design & Decision Phase
- Commenced Planning & Preparation Phase – updated delivery timeline

Organisational Review Programme – Risks & Issues

Programme or Workstream	Issue or Risk	Summary	Risk Level	Consequence	Mitigation	Status
Org Change	Risk	Continuing to recruit staff while an org change process is imminent may result in hiring into roles that are then altered, disestablished, or no longer required in the final decisions about the structure. This creates risks of wasted recruitment costs, employment law challenges, and reputational damage if new staff are quickly affected by change.	Low	<ul style="list-style-type: none"> Financial costs of unnecessary recruitment and onboarding. Potential personal grievance and/or legal claims from new staff impacted soon after starting. Lower trust in leadership and organisational credibility (both internally and externally). Reduced morale among existing staff, who may perceive poor planning or lack of transparency. 	<ul style="list-style-type: none"> Implement a temporary recruitment freeze for roles likely to be impacted by the change. Limit recruitment to essential or critical roles that are unlikely to be restructured. Clearly signal in job advertisements and offer letters that an org change process is underway. Consider if a non-permanent option for the role could be suitable in the meantime. 	Closed

(Out of Scope)

Org Change	Risk	The current Org Change timeline does not include a dedicated staff co-design stage, which could lead to staff disengagement through the change process.	Medium	<ul style="list-style-type: none"> Reduced staff buy-in to org change. Increased resistance to change, slowing implementation. Perception that staff voice is not valued, damaging trust. Potential quality gaps in the design due to lack of frontline input. 	<ul style="list-style-type: none"> Consider whether to include a co-design approach in the pre-consultation or consultation phase. 	Open
Org Change	Risk	Lack of comms to T3 could cause a risk to morale and engagement, potentially impacting their ability to be effective change champions.	High	<ul style="list-style-type: none"> Loss of momentum and advocacy at Tier 3 level. Negative influence on wider staff sentiment and adoption. Reduced effectiveness of unofficial change champions in driving cultural shifts. Heightened risk of rumours and misinformation spreading. 	<ul style="list-style-type: none"> Risk noted. Detailed Comms Plan to be developed to support the programme and delivery of messaging. 	Open
Org Change	Risk	The delivery timeline would be fully impacted if ELT do not complete the Design phase on time, based on current planning.	High	<ul style="list-style-type: none"> Programme-wide delays to delivery milestones. Increased cost due to extended timelines and rework. Loss of credibility to stakeholders (Board, ELT) Bottleneck effect, slowing dependent workstreams. 	<ul style="list-style-type: none"> Risk noted. Continue with the Design phase activities as planned, noting that the timeline will be adjusted based on decisions. 	Open
Org Change	Risk	Unconfirmed scope will cause delays, misaligned effort, and reduced confidence in the programme's ability to deliver its org change outcomes.	Low	<ul style="list-style-type: none"> Wasted effort on out-of-scope activities. Missed critical activities due to unclear boundaries. Risk that org change outcomes don't align to strategic goals. 	<ul style="list-style-type: none"> Scope to be finalised as the Design phase progresses. Note to keep items such as BRC workforce planning in mind. 	Open

(Out of Scope)

Programme	Risk	The C&R group could have a case to contest the decisions made following consultation as not being well considered if they don't have a suitably qualified representative of their interests.	Low	<ul style="list-style-type: none"> Incumbent retires 31 October 2025 and a permanent replacement is unlikely to be found before the change programme commences. A solution is required to provide support to the incumbent and the C&R directorate through the change period. 	<ul style="list-style-type: none"> Commence with recruitment process now and scope an interim role before determining internal capability or external approach. 	Open
Programme	Issue	Limited access to project room caused issue with existing staff using the room.	Low	<ul style="list-style-type: none"> Reduced efficiency for workstream team. Frustration among staff due to workspace conflicts. 	<ul style="list-style-type: none"> Solution implemented with an EA having access to get the information needed by that team. 	Closed

Out of scope

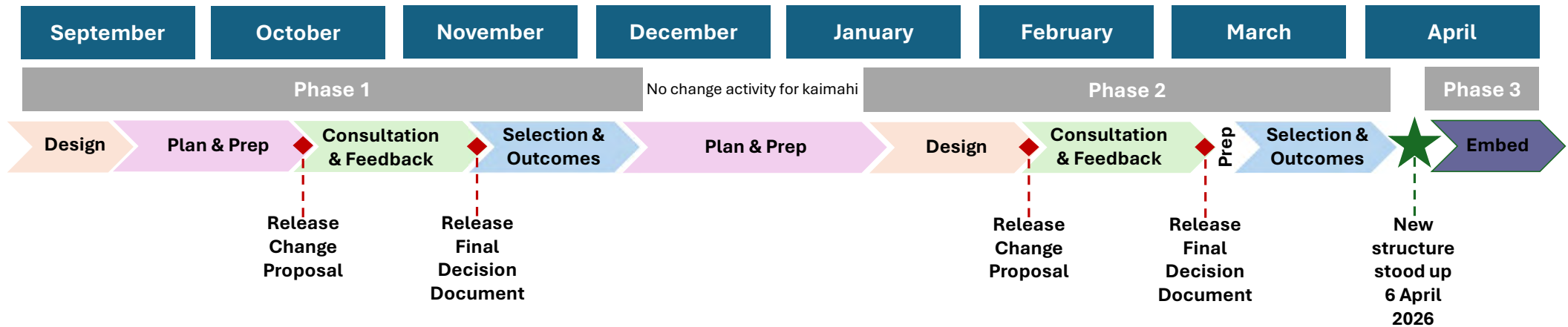
Workstream 3 – Organisational Change

Design Phase

- Future state structure:
 - Functions based structure
 - 95% completed, to be finished by Wed 17 Sept
 - Wireframe structure diagram

Roadmap – Organisational Change Workstream

Version – 15 Sept 2025



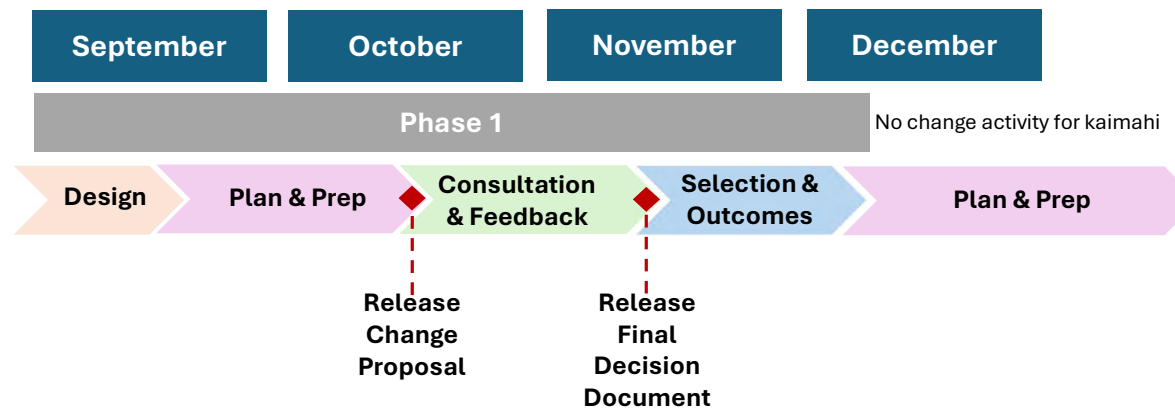
Steps for Success

- Create a **stand up date** by which time all outcomes will be effective, eg. Monday 6 April 2026.
- **Phase 1 (Sep-Dec 2025)** – deliver Tier 2 & 3 change proposal and consultation process, selection processes (Expression of Interest) completed with outcomes confirmed prior to Christmas.
- **Phase 2 (Jan-Mar 2026)** – design and deliver rest-of-org change proposal and consultation process, selection processes if required, outcomes confirmed by early April.

Advantage

- Provides outcomes to the senior leaders with 3+ months until implementation, allowing time for acceptance cycle and utilisation of career support services.
- Tier 2 will support Tier 3 leaders through the design stage of Phase 2 .
- Leavers get notice they will finish on Friday 3 April, anybody wanting to leave earlier will do so with negotiation.
- This approach is likely to land well with the union.

Organisational Change Workstream



Key Dates:

- Mon **22 Sep** – Directors have 1:1s with Co-Leaders regarding the design
- Tue **23 Sep** – Oversight Committee will consider the full timeline following confirmation of the design
- Mon **6 Oct** – Co-Leaders and ELT lead T3 in-person briefing and announcement
- Wed **8 Oct** – Co-Leaders and ELT lead All-Staff briefing and announcement
- Wed **8 Oct** – Kupenga page goes live
- Mon **13 & Tue 14 Oct** – T2's have 1:1s with T3's regarding the design and impact on roles
- Wed **15 Oct** – change proposal released with restructure for T2 & T3 roles, consultation for one month, feedback channels implemented

Organisational Change Workstream

What now?

Recognise the juggernaut

What support is needed?

Prioritise the mahi

Organisational Change at Te Papa

Board Update – 26 September 2025





Organisational Review Programme Story Board

Connecting Strategy and Change to achieve Financial Sustainability

We have a financial sustainability challenge

Our strategic priorities define the key actions we must take

Our Organisational Review Programme coordinates these tools

Out of scope
the actions taken to improve financial sustainability

WHY

Acknowledgement of an ongoing financial viability issue

WHAT

Confirming the tools we have available to use

HOW

A centralised programme to manage and monitor governance and delivery of all activity

ENABLE

Out of scope

Financial Timeline	Financial Forecasts	
2017 ↓ 2025	Forecast without intervention	Positive impact of interventions
Sustainability model developed	2025 / 26	2025 / 26
Budget19 bid below minimum	2026 / 27	2026 / 27
TP Foundation established	2027 / 28	2027 / 28
Tākina opened	2027 / 28	2027 / 28
\$24m Covid funds	2028 / 29	2028 / 29
Proactive fiscal management	2028 / 29	2028 / 29
Cost pressures Budget 24/25/26	2029 / 30	2029 / 30
Crown acknowledges viability issue	2029 / 30	2029 / 30
IVEC 1.0 go-live	2030 - 35	2030 - 35
Implement Org Review Programme	2030 - 35	2030 - 35

Out of scope

Critical dep

3

Organisational Change

Realign structure to support future services and functions

Out of scope

Organisational Review Programme

Out of scope

Long term
Financial
Sustainability

Workstream 3
Organisational
Change

Out of scope

1

Out of scope

2

Out of scope

3

Implement transformational change and redesigned structure to support future services and functions

4

Out of scope



Endorsement
Secure mandate and leadership alignment



Out of scope

Risk

Funding success risk if outcomes are not delivered

Transformational Change

Key Objectives:

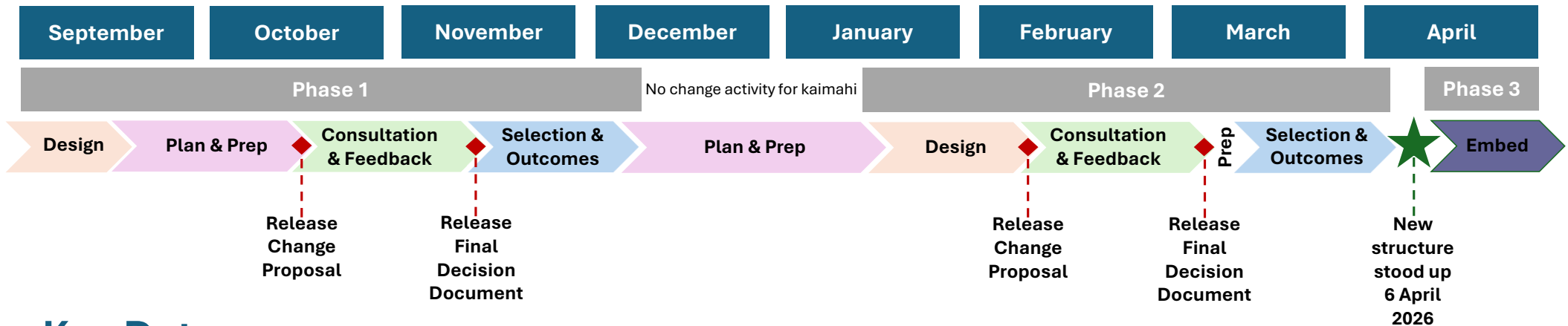
1. Grow revenue and earn more
2. Make internal efficiencies and spend less
3. Keep Te Papa's mandate at the heart of the programme
4. Remain stakeholder-focused

Design Criteria:

1. Improves current state
2. Financial benefits
3. Future focused

Roadmap – Organisational Change Workstream

Version – 23 Sept 2025

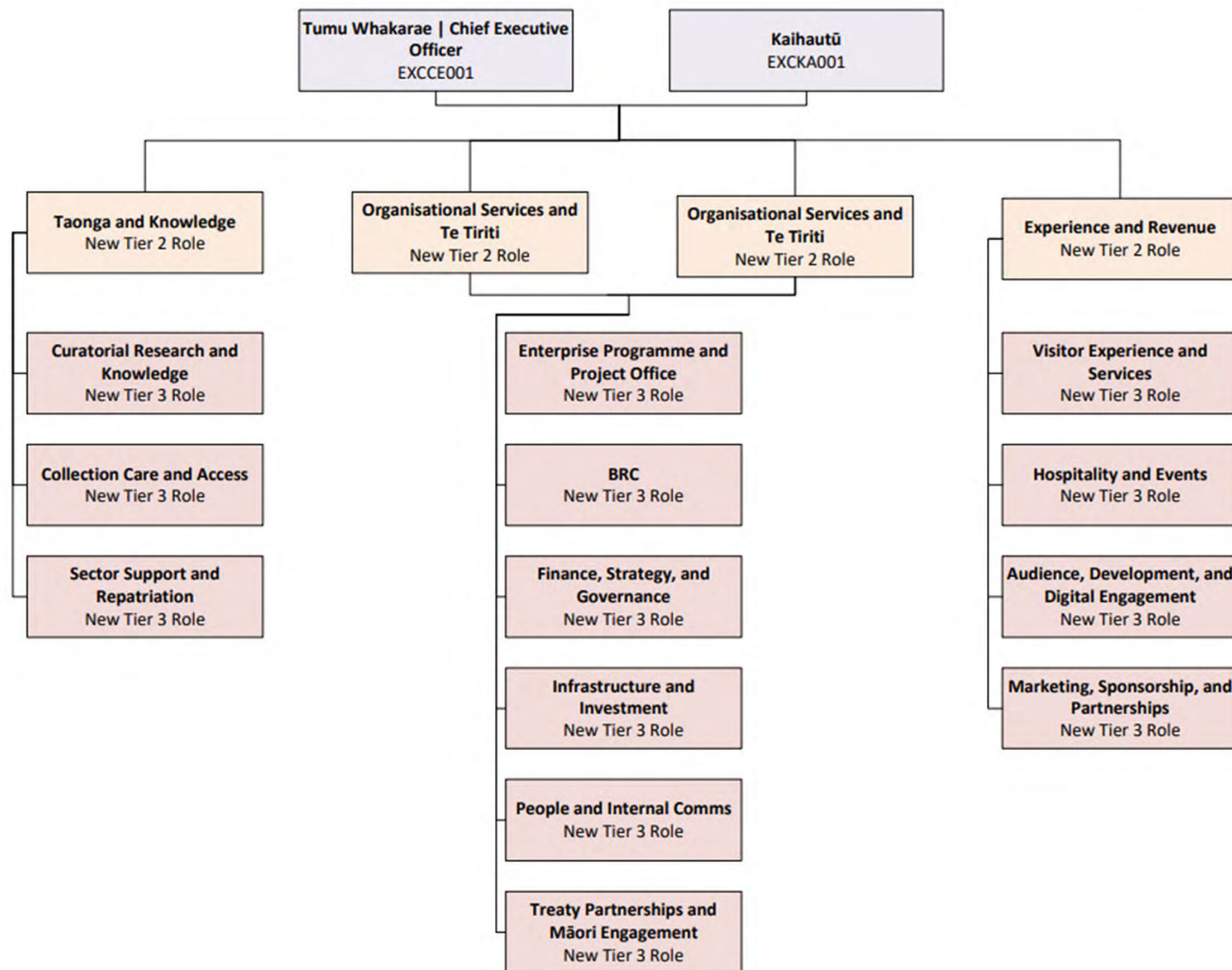


Key Dates

- **Mon 6 or Wed 8 Oct:** T3 announcement that change is coming
- **Wed 8 or Fri 10 Oct:** All-Staff announcement that change is coming
- **Mon 13 & Tue 14 Oct:** 1:1 meetings with T3s to advise their role is impacted
- **15 Oct – 5 Nov:** Consultation on new org structure design
- **Nov – Dec:** Selection process for T2 and T3 roles
- **Jan – Feb:** Phase 2 Design
- **Feb – Mar:** Consultation and Selection stage
- **April 2026** – effective date for new org structure, no change before then

Te Papa Proposed New Structure Phase One

DRAFT



Group 1 Taonga & Knowledge

This group brings together everything we do to care for, research, and share our collections, alongside our national role in supporting other museums. By uniting the curatorial and care of our collections with sector support and repatriation, this group reduces duplication of effort across the organisation, improves access, and ensures we provide stronger, more strategic support to iwi, communities, and museums across Aotearoa and beyond.

Team 1 – Curatorial Research & Knowledge

- Curatorial research and publication (art, history, natural sciences, Pacific, Māori)
- Provenance research and documentation
- Community and research access
- Acquisition of new objects, art, taonga, and natural history specimens

Team 2 – Collection Care & Access

- Cataloguing and records management (including digital catalogues)
- Imaging and collection digitisation
- Conservation and preservation (preventive and interventive)
- Rights management
- Exhibition preparation and installation
- Loan management (incoming and outgoing)
- Touring exhibition delivery

Team 3 – Sector Support & Repatriation

- Development of sector-wide networks and partnerships
- Advisory services to museums, galleries, and iwi across Aotearoa
- National Services Te Paerangi (NSTP) delivery: training, workshops, grants
- Care, repatriation, and cultural management of toi moko and ancestral remains

Group 2 Organisational Services & Te Tiriti

This group combines the services that enable the museum to function effectively – from finance and IT to people, projects and facilities – under a new co-leadership model that embeds Te Tiriti o Waitangi into how we work. With kaupapa Māori leadership at Tier 2, this group strengthens governance, aligns enabling functions, and ensure Māori perspectives are integrated into our workforce, planning and decision-making.

Team 1 – Enterprise Programme & Project Office (ePMO)

- Programme and project management planning and delivery
- Change management

Team 2 – Biodiversity Research Centre

- BRC project team

Team 3 – Finance, Strategy & Governance

- Finance and budget management
- Procurement and contract management
- Legal services and compliance monitoring
- Long-term strategy and business planning
- Annual planning and accountability (Sol, annual report)
- Performance monitoring and KPIs
- Ethics, policy and governance support
- Organisational evaluation and continuous improvement
- Enterprise risk management and assurance
- Stakeholder relationship management (Crown)
- Board and governance secretariat services

Team 4 – Infrastructure & Investment

- IT services, systems, cybersecurity
- Virtual architecture
- Business continuity
- Knowledge management
- Library
- Facilities and property maintenance (building services, energy, utilities)

Team 5 – People & Internal Communications

- HR strategy, recruitment and workforce planning
- Payroll and employment relations
- Health, safety and wellbeing management
- Organisational Development programme and delivery
- Internal communications

Team 6 – Treaty Partnerships & Māori Engagement

- Treaty settlements
- Partnership with Māori, iwi, hapu, Pacific peoples and other communities
- Facilitation of wānanga, hui and pōwhiri
- Stewardship of Te Papa marae and its cultural programme
- Māori language and tikanga integration across museum activities

Group 3 Experience & Revenue

This group unites and integrates all audience-facing and revenue-generating activities. This approach allows us to better understand and grow our audiences, create seamless and inclusive visitor experiences, and strengthen revenue streams that support Te Papa's long-term sustainability.

Team 1 – Visitor Experience & Services

- Design and delivery of learning programmes (schools, kura kaupapa, universities)
- Public programming (events, festivals, performances, family days)
- Tours – organising and managing
- VIP visits – guided tours, organising and managing
- Development of curriculum-linked education resources
- Online learning platforms and resources
- Community education initiatives (in partnership with iwi, cultural groups, and local museums)
- Public talks, lectures and workshops
- Learning experiences for lifelong audiences (beyond schools)
- Front-of-house operations (ticketing, welcome desk, hosts)
- Public enquiries
- Security services
- Retail shop management (merchandise design, buying, sales)

Team 2 – Hospitality & Events

- Hospitality services (cafes, restaurants, catering)
- Venue sales
- Venue hire and AV management (delivery of corporate and private events)

Team 3 – Audience Development & Digital Engagement

- Audience development and attraction
- Creation of audience programme
- Audience research, data analysis, and insights
- Visitor satisfaction measurement and service design
- Accessibility services (NZSL interpretation, captions, mobility support)
- Exhibition design (storytelling, interpretation, digital media)
- Inclusive exhibition design (universal design standards)
- Exhibition development (collection-driven shows)
- Wayfinding and visitor navigation design
- Digital visitor experience (apps, AR/VR, web engagement)
- Digital access to collections (online, open data, images, 3D models)
- Creative development
- Print publishing

Team 4 – Marketing, Sponsorships & Partnerships

- Marketing campaigns and brand management (licensing of IP)
- Corporate event management and production services
- Commercial sponsorships aligned to events/exhibitions
- Fundraising campaigns and philanthropic giving
- Tourism partnerships and promotion
- Business development – leads and new ideas
- Corporate sponsorships and partnerships (national & international)
- Touring exhibition sales
- International partnerships

FORECAST PHASE 1

Current Structure

No. of T2 & T3 Positions = 39
Tier 2 \$1.6m (6 positions)
Tier 3 \$5.5m (33 positions)
Salary Cost Total \$7.1m



Proposed Structure

No. of T2 & T3 Positions = 17
Tier 2 \$1.08m (4 positions)
Tier 3 \$2.4m (13 positions)
Salary Cost Total \$3.5m

Proposed Structure Enduring Cost Savings per annum

Reduced positions = 22
Tier 2 \$541k
Tier 3 \$3.09m
Total \$3.6m

- Caveats on savings:**
- Phase 1 only – further reductions to come
 - Redundancy costs TBC
 - Costs involved with some T2 & T3 staff moving to T3 & T4 roles

FAQs and BACK POCKET QUESTIONS

FOR CEO AND KAIHAUTŪ – 29/09

FREQUENTLY ASKED QUESTIONS

What/why/when

Why is Te Papa doing this review?

To ensure the long-term financial sustainability of Te Papa.

We need to spend less and earn more to keep up with the rising cost of running Te Papa. Our current structure will not allow us to do this as quickly or effectively as we need so we're realigning our structure to support that mahi.

What is the programme reviewing?

- Out of scope
- Out of scope
- Organisational Change
- Out of scope.

What does this review hope to achieve?

1. Grow revenue and earn more
2. Make internal efficiencies and spend less
3. Keep our mandate at the heart of the review programme
4. Remain stakeholder focussed.

What is our overarching vision for Te Papa?

Our vision is to ensure Te Papa is fit-for-purpose, financially resilient, and has an outstanding reputation.

The Restructure

Is our team part of the restructure?

This is an all-of-Te Papa review, so yes, our team is impacted.

Will my role be disestablished?

Some positions will stay the same, some will change reporting lines, and some will be disestablished.

Commented [CJ1]: Some will be redesigned ??

How many roles will be disestablished?

We won't know how many positions the restructure will impact until we complete both phases of the review.

[More] What we do know is some roles will remain the same, some will change reporting lines, and some will be disestablished.

How many people/what percent of people are they looking to reduce?

The programme isn't working to a target or percentage. The goal is to create a structure that will enable us to – ultimately – meet our legislative mandate, create enduring revenue streams and ensure financial sustainability for generations to come.

Will there be voluntary redundancies?

We don't know how many positions will change or be disestablished. Once the new structure is finalised, we'll have a clearer picture of what will be offered.

Commented [CJ2]: This answer is unclear. "There are likely to be opportunities for voluntary redundancies. Once the new structure ... etc"?

About Te Papa

Is Te Papa going to close?

No, but we do have a budget shortfall that must be met this year and every year moving forward.

Can't we ask the government for more money?

The Board is responsible for making additional funding requests **s9(2)(g)(i)**. Instead, they're urging us to earn more and spend less to ensure we are financially sustainable now and for generations to come.

Commented [CJ3]: My preference here would be more along the lines of "The Minister and Ministry are aware of our financial forecasts. We cannot rely on success in future Budget rounds; we must find ways within our control to earn more and spend less etc"

Will we run out of money?

s9(2)(g)(i) That said, even a large pot of money will not solve our current 'ways of working' issues. The enduring revenue we need to generate year after year can only come from changing how we work.

Commented [CJ4]: Not how I would answer this question. This is more of a "We are making these hard decisions now in order to ensure Te Papa remains financially sustainable."

The messaging we've been sharing is that if we do not make changes, we exhaust our cash reserves in 2028/29. We are taking action (making operational savings; initiatives to earn more revenue; organisational change) to extend that date.

Formatted: Font: Italic

I think it would be helpful to explain what “exhausting our cash reserves” means, and what the consequences of that are.

What else have you done? Have you thought of X, Y, Z?

We have tested a lot of ideas to save money and to make more money, and implemented many of these over the past 3 years. This year we are targeting \$1.6m in operational savings, and making changes to earn more revenue. These actions help but we need to find more savings, which means now we have to look at our organisational structure and make savings there.

Formatted: Font: Not Bold

Define ‘financial sustainability’.

It means maintaining financial stability over the long term, ensuring we can consistently meet our obligations and achieve our goals without depleting resources or incurring excessive debt.

Commented [CJ5]: I don’t think we’re able to incur debt?

Providing feedback

How can I provide feedback or raise issues?

1. You can raise questions directly with me at our regular catch ups. I’ll find the answers if I don’t know them.
[Note: Talk email the programme xyz@tepapa.govt.nz or talk to your ELT leader if anything urgent comes through].
2. You can send questions and feedback directly to leaders via the programme email address xyz@tepapa.govt.nz.
3. During consultation the ConsiderThis tool will be open to all leaders and kaimahi to submit suggestions and recommendations on the proposed new structure.
4. Leaders will open the floor to Q&A following the release of the proposed new structure, and at least two in-person drop-in sessions with ELT are scheduled for all leaders and kaimahi.

Commented [CJ6]: Can you clarify here who “you”, “me”, “ELT leader” and “Leaders” are in this section? It feels confused between Co-Leaders and Directors. I think better to use that language than Leaders and ELT leader

This feels like a repeat of earlier restructures. What has changed?

Some of this review will feel the same, and I think some of the issues that the last restructure tried to address around working together didn’t land.

We learned a lot from last time, and even those of us who weren’t here know how it affected kaimahi – so this time we’re going to do better.

We also have an experienced team to support us this time, with:

Commented [CJ7]: Can we refine “working together” away a bit from behavioural, and more towards having clear priorities and decision-making? It’s the latter we are targeting through the structure.

- All work groups represented at the table.
- Support on hand for leaders and kaimahi
- Pathways set up for kōrero
- Opportunities in place for you to ask questions and make submissions.
- And a clear vision of a stronger, more connected Te Papa.

BACK POCKET QUESTIONS

Note: These are hard to handle, potentially unsettling questions which are very unlikely to be asked.

[Note: I have not had the chance to sign off with OD or HR. Stand-by]

You're pulling the heart out of Te Papa.

- I'm sorry you feel that way.
- What we're trying to do is make changes ~~to the way we work today~~ to ensure Te Papa can be financially sustainable for generations to come.
- By doing this we'll be able to earn more, spend less, and ~~bring even more people through the doors~~ continue to serve New Zealanders.

Why aren't you taking a pay cut / changing the co-leadership model to save money?

Formatted: Font: Bold

You promised you wouldn't restructure Te Papa.

- I know, and I was wrong.
- We could never have anticipated COVID19 or the economic conditions that followed.
- ~~And like many publicly-funded organisations, we've been asked to cut costs. My job is to make sure Te Papa meets our legislative mandate and continues to serve New Zealanders.~~
- ~~We have worked hard to manage costs and earn more revenue; this only takes us so far. Now I have to look at our structure to ensure we are financially sustainable.~~
- As responsible kaitiaki of our national treasures, we're doing all we can to secure the future of Te Papa for generations to come.

I started three days/months ago. Why did you hire me?

- I'm sorry to anyone who has joined in the last year or so.
- ~~One of the criticisms of the last Te Papa restructure was the length of time it took to land. I think — if my details are right — it was around 18 months.~~
- This review programme is moving swiftly to minimise uncertainty and move us to operational efficiency quicker.

How long is the restructure?

- The review has three distinct phases and
 - Phase one: Review Tiers 1 – 3 and finalise structure and people into positions. Phase one positions will be confirmed by 5 November.
 - Phase two: Review all other positions and finalise structure and people into positions.
 - Phase three: embed the changes and new organisational structure.

I am an expert in my field.

- We will retain all the expertise we need, especially in the case of one-of-a-kind and specialist expertise.

Sharp questions

You are rotten people, and this is a rotten thing to do.

- I'm sorry you feel that way. I am doing what is right for Te Papa so we can continue to operate for generations to come.

I am insulting you directly.

- That is inappropriate. Let's take that off-line.
- I would be happy to talk to you afterwards.

My behaviour is escalating out of line.

- I respect your opinion but I'm not comfortable having this conversation.
- Why don't we meet afterwards to talk about this in a more constructive way.
- **[Escalates]** – [Very unlikely. However, in a situation like this, do not debate or defend. Walk out if you feel unsafe, or call for security].

Wellness and Prevention

I'm a threat to: Myself, others, the building.

- Prioritise safety. If you are in immediate danger, get to a safe location.
- **Do not engage, defend, or argue.**
- Breathe. Remain clear headed.
- Move to a secure area if possible.
- **Call 111** and report the threat as soon as possible.

If you must engage as there is no option but to talk to them, do so as calmly as you can:

- Set boundaries: "That behaviour is unacceptable. Perhaps we can meet to talk about this in a more constructive way".
- Be respectful: "I respect your opinion but I'm not comfortable discussing this right now".
- Be direct if you have to: "This conversation needs to stop now".
- Do not debate or get drawn into a discussion.

- Report it to the police as soon as possible.

For self-harm threats:

Your response should be compassionate but firm, focused on getting them immediate help.

- “I am concerned about what you’re saying and I am going to get you some help right now”.
 - Call 111 - don’t leave them alone.
 - Tell the operator you are with a team member who is threatening to self-harm.
 - The operator will ask questions to determine the level of care the employee needs.

Key Messages

Written and Verbal

Note: this list will grow the more we engage with kaimahi and stakeholders.

Programme Purpose

“Secure long-term financial sustainability while keeping our mandate at the heart of our mahi”

Vision

“A fit for purpose, financially resilient national museum with an outstanding reputation”

Key Messages

1. Why we are doing this

- We’re undertaking this review to secure our long-term financial sustainability and strengthen our ability to deliver a world-class experience.
- This is not only about saving money — it’s about reshaping how we work, how we fund our mission, and how we grow.
- We’re focusing on improving how we work together so we can reinvest in our people, our taonga, and our communities.

2. Our vision and purpose

- Our vision is for Te Papa to be a fit-for-purpose, financially sustainable museum with an outstanding reputation worldwide.
- We will continue to uphold Mana Taonga and Te Tiriti o Waitangi in everything we do.
- This programme will ensure Te Papa can drive visitor numbers so we can keep telling our stories to the world.

3. Our priorities and objectives

- The programme has four interconnected objectives:
 1. Grow revenue and earn more.
 2. Make internal efficiencies and spend less.
 3. Keep our mandate at the centre of all changes.
 4. Remain stakeholder-focused — including kaimahi, iwi, visitors, communities, and partners.

- These objectives are delivered through four workstreams: **Out of scope**, **Out of scope**, Organisational Change, and **Out of scope**.

5. What to expect next

- Engagement and discovery will continue through workshops, hui, surveys, and feedback channels.
- Formal consultation will happen in early 2026 before any decisions are made.
- Leaders will receive cascade packs, FAQs, and support tools at each stage so messages are consistent, and staff feel supported.

6. Our commitment

- This change is about preparing Te Papa to thrive for generations.
- We will honour our cultural mandate, act with transparency, and put people and values at the heart of every decision.
- Together, we are building a resilient, future-focused Te Papa that all New Zealanders can be proud of.

Communications Strategy

Te Papa Organisational Review Programme

Version 2.0

Contents

1.	Purpose of this Plan.....	2
2.	Strategic Goals	2
3.	Guiding principles	2
4.	Audiences.....	2
5.	Key messages	2
6.	Channels and Timing (TBC).....	3
7.	Timeline.....	5
8.	Roles & Responsibilities (Communications)	8
	Courtney	8
	Arapata	8
	Key people and teams	8
9.	Risks & Mitigations.....	9
10.	Measuring and Evaluation.....	9

1. Purpose of this Plan

High level roadmap to engage, inform and support our people and stakeholders through the Organisational Review Programme.

2. Strategic Goals

- Transparent, timely, trustworthy communications that reduce uncertainty and anxiety.
- Build confidence in the intent, process, and outcomes of the review.
- Provide clarity around our mandate, purpose, and vision.
- Reinforce a fit-for-purpose, financially resilient Te Papa.
- Embed our values (Manaakitanga, Kotahitanga, Oranga/Support and Respect, Unity, Health).

3. Guiding principles

- Tiriti-led (work in partnership with Māori and Iwi, acknowledge tino rangatiratanga and mātauranga Māori).
- People first (we ensure they are supported and know where to access additional support)
- Transparent (what we know/don't know)
- Consistent (alignment across channels and spokespeople)
- Two-way (active listening, feedback loops)
- Timely (early information to prepare)
- Manaakitanga, tika, pono.

4. Audiences

Primary: Kaimahi, leaders (Tier 1 – 3), unions.

Secondary: Board, Ministers, iwi/hapu, partners, media, visitors.

5. Key messages

Purpose: “Secure long-term financial sustainability while keeping our mandate at the heart of our mahi”

Vision: “A fit for purpose, financially resilient national museum with an outstanding reputation”.

1. Why we are doing this

- We're undertaking this review to secure our long-term financial sustainability and strengthen our ability to deliver a world-class experience.
- This is not only about saving money — it's about reshaping how we work, how we fund our mission, and how we grow.

- We're focusing on improving how we work together so we can reinvest in our people, our taonga, and our communities.

2. Our vision and purpose

- Our vision is for Te Papa to be a fit-for-purpose, financially sustainable museum with an outstanding reputation worldwide.
- We will continue to uphold Mana Taonga and Te Tiriti o Waitangi in everything we do.
- This programme will ensure Te Papa can drive visitor numbers so we can keep telling our stories to the world.

Commented [CJ1]: At a purpose level, should this be "This programme will ensure Te Papa can continue sharing our stories with New Zealanders and the world"?

3. Our priorities and objectives

- The programme has four interconnected objectives:
 1. Grow revenue and earn more.
 2. Make internal efficiencies and spend less.
 3. Keep our mandate at the centre of all changes.
 4. Remain stakeholder-focused — including kaimahi, iwi, visitors, communities, and partners.
- These objectives are delivered through four workstreams: Out of scope
Organisational Change, and Out of scope.

5. What to expect next

- Engagement and discovery will continue through workshops, hui, surveys, and feedback channels.
- Formal consultation will happen in early 2026 before any decisions are made.
- Leaders will receive cascade packs, FAQs, and support tools at each stage so messages are consistent, and staff feel supported.

Commented [CJ2]: Are these points up to date?

6. Our commitment

- This change is about preparing Te Papa to thrive for generations.
- We will honour our cultural mandate, act with transparency, and put people and values at the heart of every decision.
- Together, we are building a resilient, future-focused Te Papa that all New Zealanders can be proud of.

6. Channels and Timing (TBC)

- **Weekly:** CEO and Kaihautū will contribute via the Programme intranet page updates and insights in the form of stories and interviews.
- **In person:** CEO and Kaihautū assisted by ELT will host all-staff hui with Q&A (lunch sessions preferable). Tea, coffee, biscuits provided.

- **Board:** An opportunity for the new Board Chair to meet kaimahi to be confirmed.
- **Milestone-based:** Leader packs for cascade.
- **As needed:** Intranet updates (FAQ, timelines etc)
- **Quarterly:** Pulse surveys, feedback (formal and informal) following hui and engagement sessions.
- **External:** Board RAG monthly; Ministerials as needed; Iwi; reactive media.

7. Timeline (snapshot view as at 27/09 – timing and messaging may shift)

Date	Audience	What	Purpose	Key message	Comms Deliverable	From/by
18/9	T2	1:1 Hui with T1 Leaders	Let leaders know they will be impacted by the change, and answer questions	Draft, fyi only	Script + FAQs	Arapata & Courtney
7/10	T3	Invitation to T3 Leaders hui	Invite	Date, time, purpose	Email invitation	Arapata & Courtney
8/10	T3	T3 Leaders hui	Advise: change is coming	What, why and when the proposed structure will be released, next steps. Help to support your kaimahi.	Script + PPT T3 Leaders Pack (leaders to use to support kaimahi) Q & A Notes + Analysis	Arapata & Courtney
8/10	Media (reactive only)	Back pocket Q&A/holding statements	To quickly respond to media questions should they arise.	Response will depend on the questions posed.	Fast turn-around, drafted by Programme Comms Lead, approved by CEO and/or Kaihautū, finalised and issued by Kate Camp, Head of Marketing and Communications.	Programme + Kate Camp
6/10	All Kaimahi	Invitation to Kaimahi hui	Invite	Date, time, purpose	Email invitation	Arapata & Courtney
10/10	All Kaimahi	Kamahi hui	Advise: change is coming	What, why and when the proposed structure will be released, next steps.	Script + PPT Q&A notes + analysis	Arapata & Courtney
10/10	Public information/ soft release	Advisory posted to the Te Papa website follows		Te Papa today announced it is making internal changes to how we work, and how we structure our organisation.	Website release.	Te Papa

Date	Audience	What	Purpose	Key message	Comms Deliverable	From/by
		announcement to kaimahi.		Te Papa will maintain existing hours, mandate, and services. Further information will be released on 15 Oct.		
13/14	T3	T2 1:1 with T3 leaders	Let leaders know they will be impacted by the change, and answer questions.	The proposed changes will impact your position. Further details will follow in the change proposal due to be released on 15 Oct.	Script + FAQs	T2 Leaders
15/10	All Kaimahi + Leaders	Structure release + Change propose	First view kaimahi and leaders will have of the proposed new structure Provide submission, email, timing and process details.	This is the proposed draft. Please read and make submission via [channels]. Timing and process.	Structure Release Script + PPT + Document Incl in PPT: new roles, new reporting lines. FAQs [what it means, seating, what's changing when etc] Reiterate support, training, opportunities etc	Arapata & Courtney
15/10	All Kaimahi	Intranet Hub copy + build	Inform – how to make a submission, how to email the project team.	Varied	Intranet copy [check – when do we send to IT for upload]	Programme
		Consider This	Let people know how to use it and how it works.	Instructions on how/why to use.	Narrative including link to tool.	
		EAP / Vitae details	Raise awareness it is available. Let people know how to use it and how it works. Include link.	Instructions and availability.	Narrative including link to provider.	
Ongoing	All Kaimahi	Regular comms: updates, FAQs, stories etc	Set up a regular, predictable cadence of communications to	Varied	<ul style="list-style-type: none"> • Timeline x 2 • All Staff (will potentially become public) • Updated weekly 	Programme?

Date	Audience	What	Purpose	Key message	Comms Deliverable	From/by
		FAQs	ensure kaimahi remain focused and engaged.		<ul style="list-style-type: none">Intranet stories and interviews	

8. Roles & Responsibilities (Communications)

Programme Sponsors (Courtney and Arapata): Visible champions; front key announcements together. Specific communications roles:

Courtney

- What, when, governance, structural change, key objectives (revenue, efficiencies).
- Lead and drive ELT contributions to Organisational Review Programme.
- Partner with Arapata to support cultural mandate.

Arapata

- How we will work together in the future (e.g. identifying and eliminating the things that block us from doing a great job).
- Support and drive core objectives.
- Lead from the front to support our cultural mandate (includes history/purpose) so kaimahi understand the role they have in sustaining the legacy of Te Papa for future generations.
- Partner with Courtney to support structural mandate.

Key people and teams

- Oversight Committee: Approve messaging and oversee stakeholder engagement.
- Programme Lead (s9(2)s 9(2)(a)): Facilitate and lead change outcomes and ensure they're aligned across workstreams; provide communications leadership and guidance. Approve updates.
- Change Comms Lead (s9(2)(a)): Develop and deliver the comms strategy, content, and engagement activities.
- ELT: Provide input for workstream-specific communications.
- ELT/Managers: Cascade messages and support teams with Q&A.
- HR Team: Work together to ensure HR needs are met, Union requirements are fulfilled, and leaders are prepared with the appropriate advice to support kaimahi and lead through change.
- Change Analyst and HR Change Advisor: Maintain stakeholder lists, consultation records, and feedback tracking.
- Board Chair: Manage relationship with the Minister and board members.
- Board: Direction setting and oversight.

9. Risks & Mitigations

Risk	Impact	Mitigation
Inconsistent messaging across workstreams	Confusion, mistrust	Single source of truth (Arapata/Courtney, + follow up on intranet + channels for off-line kaimahi).
Information gaps / delays	Anxiety, rumours	Commit to sharing updates even if info incomplete ("what we know / don't know yet").
Union / staff escalation	Reputational risk, delays	Early and proactive engagement with unions, documented responses.
External media misinterpretation	Damage to reputation	Clear media protocols, proactive key messages, rapid response.
Overload / fatigue	Engagement drops	Keep comms simple, concise, staggered; regular check-ins
Leaders don't feel empowered/able to lead	Disengagement, productivity drops, anxiety, mistrust	HR prepares/plans support for leaders ahead of announcements. Create manager tools.

10. Measuring and Evaluation

- **Pulse surveys** to check kaimahi understanding and confidence.
- **Email tracking**: open/click, intranet visits, FAQ views, questions submitted.
- **Attendance at hui**: kaimahi attendance, Q&A participation.
- **Feedback tracking** from hui, workshops, and consultation.
- **Sentiment analysis** qualitative themes and sentiment (media, union, staff channels).
- **Quarterly review** of comms, course correct where needed based on engagement strategy.
- **Adjust comms as needed.**

Te Papa Organisational Change



Drivers for Change

Te Papa has always had a mixed funding model

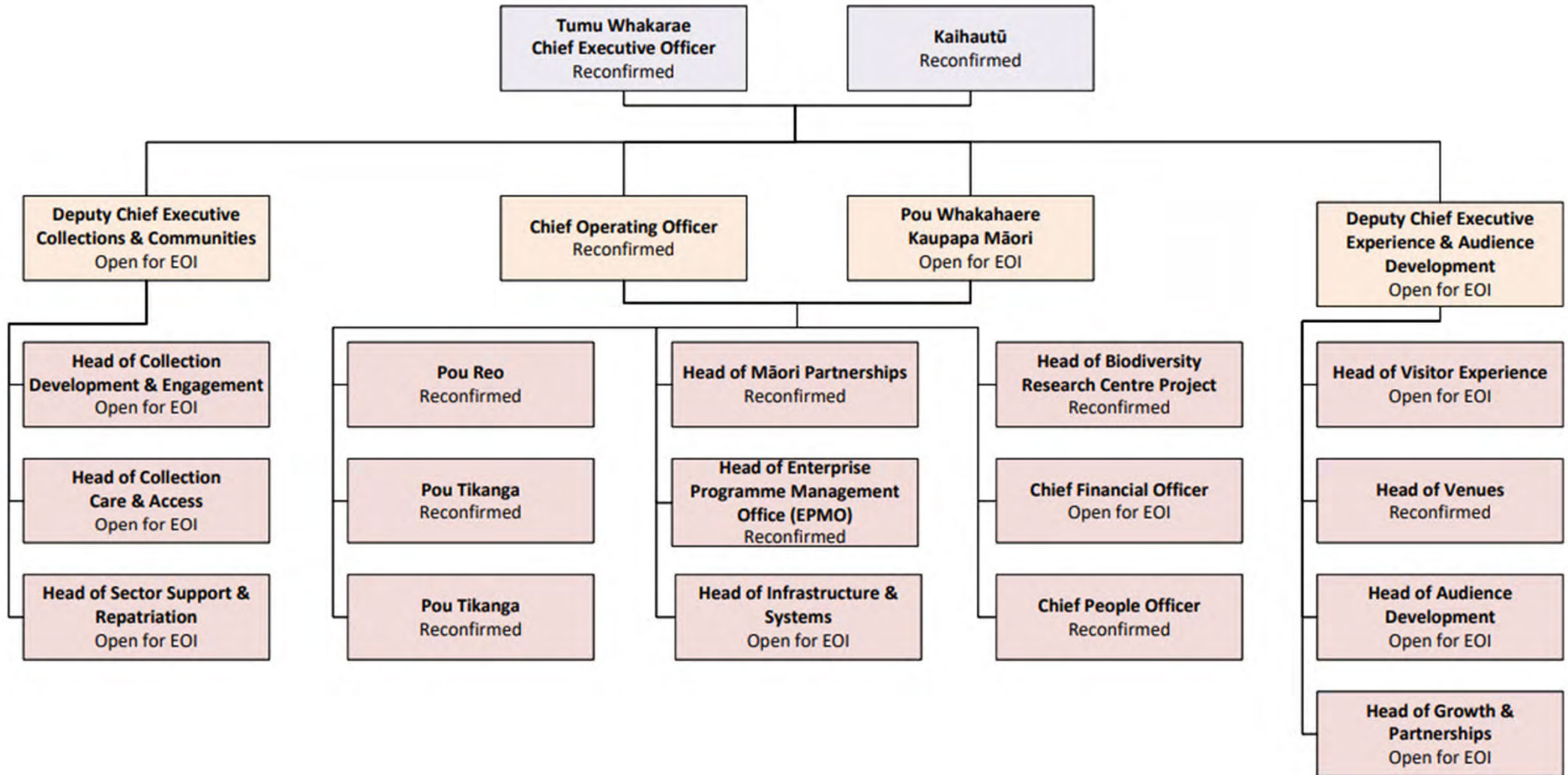
Financial sustainability in recent years

Vision for the future state is expressed in the
Statement of Intent

Here we are today, with a financial savings objective
of \$3.3m per annum



Proposed New Structure



Te Papa Organisational Change – Phase One

Proposed Groups & Team Functions

Collections & Communities	Organisational Services & Māori Partnerships	Experience & Audience Development
Collection Development & Engagement <ul style="list-style-type: none"> Curatorial research Provenance research and documentation Community and research access Acquisition of new objects, art, taonga, natural history specimens 	Tikanga & Reo <ul style="list-style-type: none"> Te reo and tikanga leadership and integration across museum activities Stewardship of Te Papa marae and cultural programme 	Visitor Experience <ul style="list-style-type: none"> Public programming and Events Learning and education Tours and VIP visits Retail management Visitor services (hosting) and public enquiries
Collection Care & Access <ul style="list-style-type: none"> Cataloguing and records management Imaging and collection digitisation Conservation and preservation Rights management Loans and acquisitions management Exhibition preparation and installation Delivery of touring exhibitions 	Māori Partnerships <ul style="list-style-type: none"> Partnership with Māori, iwi, hapu and other communities Treaty settlement contributions Strategic and operational advice 	Venues <ul style="list-style-type: none"> Hospitality services (cafes, catering) Venue hire coordination AV services Delivery of commercial events
Sector Support & Repatriation <ul style="list-style-type: none"> Support to museums, galleries, and iwi across Aotearoa Care, repatriation and cultural management of toi moko and ancestral remains 	Enterprise Programme Management Office (EPMO) <ul style="list-style-type: none"> Programme and project management planning and delivery 	Audience Development <ul style="list-style-type: none"> Exhibition experience, design and development Creation of audience programme Audience research, data analysis, and insights Digital channels and digital access to collections Print publishing Summer drawcard exhibition delivery
	Biodiversity Research Centre <ul style="list-style-type: none"> BRC project team 	Growth & Partnerships <ul style="list-style-type: none"> Venue sales, commercial marketing and commercial systems Communications, marketing and brand management Tourism partnerships and promotion Business development – leads and new ideas Fundraising and philanthropic giving Corporate sponsorships and partnerships International touring exhibition sales
	Finance, Strategy & Governance <ul style="list-style-type: none"> Strategic and operational finance and budget management, monitoring and reporting Procurement and contract management Compliance monitoring, privacy management Long-term strategy, business planning, performance monitoring, annual planning, policy and governance support, enterprise risk management and assurance Stakeholder relationship management (Crown) Board and governance secretariat services 	
	Infrastructure & Systems <ul style="list-style-type: none"> IT services, systems, cybersecurity, technology development Knowledge management and library Facilities and property maintenance (building services, energy, utilities) Security services 	
	People, Safety & Culture <ul style="list-style-type: none"> HR strategy, recruitment and workforce planning Payroll and employment relations Health, safety and wellbeing management Organisational Development programme and delivery 	

Q&A

What is the vision of this
organisational change?

Q&A

Can you share the full change
for both Phase One and Phase
Two?

Q&A

What is proposed to change and
what is not changing?

Q&A

Why were staff recently
being employed?

Q&A

How is the Co-Leadership
model at tier 2 envisioned to
work?

Your Questions

Please let a mic runner know if you want to ask a question.

If you are on Teams, please type your question in the Q&A panel and our moderator will ask it on your behalf.



Thank you

Please submit your feedback via:

ConsiderThis website

or

Email change@tepapa.govt.nz

or

Submission box in reception



MUSEUM OF NEW ZEALAND
TE PAPA TONGAREWA

Cable St
PO Box 467
Wellington
New Zealand

Telephone
64-4-381 7413
Facsimile
64-4-381 7070



8 October

Tēnā koe

Thank you for your time this morning. We acknowledge this news brings uncertainty and we appreciate the role you will be playing in supporting your teams through this period of change.

On 10 October we will meet with all kaimahi and share the information you received today. Following that hui, your team members will likely want to discuss what they have heard and look to you for leadership. We have prepared this pack to support those conversations.

Three-phased programme of work

As you will have seen today, our organisational change is split into two phases. Phase one is a proposed restructure of leaders at tiers 1-3 and is proposed to conclude in early December, while phase two, which is a proposed restructure of positions from tier 4 and beyond, is proposed to conclude in April next year. Phase three would focus on embedding change.

Proposal for Change

A Proposal for Change including a proposed new leadership structure will be released on 15 October, and all kaimahi will have an opportunity to provide feedback. The Proposal for Change will be released via the 'ConsiderThis' online tool. More detail about ConsiderThis is included in the attached information pack.

What to expect in the coming weeks

We know in times of change that uncertainty can create distraction and lower productivity in the short term. That's natural, people will have questions and want to talk to other kaimahi and make sense of what they've been told.

As leaders we need to continue to support kaimahi to focus on our priority mahi. We'd like each of you to work with your Director if you feel essential mahi is slipping.

Leading through change

It is part of all our roles as leaders to ensure our words are consistent, our answers are truthful, and our delivery comes from a place of care.

If you don't feel you can support the kaimahi in your team, we will help. Please prioritise your health and wellbeing and let your director know how you feel. Together we can support you and your kaimahi as we work through the phases of the review.

Managing change

This pack sets out what we believe kaimahi will need from you, what you can expect from us, and the practical tools available to help you lead.

Ngā mihi

Courtney + Arapata

Purpose of this pack

As leaders, our role is to provide clarity, consistency, and reassurance, even while we manage uncertainty ourselves.

This pack contains information and tools to help you talk with your team about change. The broad range of advice recognises every leader is at a different point in their leadership journey. Even if you're a seasoned leader please take time to familiarise yourself with this information.

Actions following all-kaimahi announcement, 10 October

1. Hold a team hui after the all-kaimahi announcement (or when practical for our front of house kaimahi).
2. Run through the PowerPoint and script (it will be emailed to you).
3. Ask your people what further support or information they need.
4. Send feedback and questions via our email address Change@TePapa.govt.nz.
5. Book in 1:1 hui with anyone you feel may need extra support.

Leading kaimahi through change

When your teams come back from the all kaimahi hui on 10 October, please feel free to share what you know, and continue to share information when you know it. Remember:

- Be consistent in your comms: people need to hear a unified message from leaders. Mixed messages – even unintentional – can create confusion and distrust.
- Create safe spaces to talk: host short team hui after announcements, invite pātai/questions, acknowledge the emotional load big change can have.
- Share your insights with your Director so they know how your people are tracking and how to support you.
- Lead as you would like to be led: be transparent about what you know and don't know. Avoid speculation.
- Put kaimahi first: check in on their wellbeing, workload, and capacity in your 1:1 hui and whenever you feel it is needed. Share your needs with your Director.
- Close the loop: show/tell your teams how their feedback has been heard and what will happen next.

If you or anyone in your team is struggling, support is available via Vitae (EAP). See below.

Support Channels

Employee Assistance Programme (EAP)

Vitae is our provider of employee assistance (EAP) and is available to all kaimahi. Services include:

- On-site support following the kaimahi hui
- Employee counselling and Rongoā Māori (holistic, cultural healing practice)
- Financial planning, career coaching, and CV writing

To find a counsellor and book an appointment, go to Kupenga, search for 'Vitae' and click on the quick links, or call s 9(2)(a) to book in for a chat.

Note: This information will also be available on our Organisational Change Information Hub on Kupenga once it goes live on 10 October.

General feedback

- Email Change@TePapa.govt.nz for general feedback and questions.

E Tū – Union

s9(2)(a)

Union Delegate

s9(2)(a)

0800 1UNION (0800 186 466)

Te Papa Union Representatives

s9(2)(a)

Note: Our Te Papa Union Representatives will be briefed on 9 October.

Change Proposal and ConsiderThis Feedback Tool

We are using the feedback tool 'ConsiderThis' to help us manage questions and submissions. The Proposal for Change can be accessed via ConsiderThis and feedback submitted via the tool.

Consultation will open on 15 October. An email with a link to ConsiderThis and full instructions will be emailed from a ConsiderThis email to all leaders and kaimahi to enable access.

- Note: Emails will be staggered. All leaders and kaimahi should receive an email by 5pm on 15 October. If you or your kaimahi have not received it by 9am, 16 October please email Change@TePapa.govt.nz

To support our kaimahi who do not regularly work on devices, print copies of the Proposal for Change will be provided, and drop boxes will be set up back-of-house at Cable Street and Tory Street for feedback and questions.

Good Practice

- Keep hui to a manageable length, build in breaks, signpost Vitae (EAP) and our HR specialists.
- Use clear, plain language; share the "what we know / don't know yet" information.

- Run whānau style small-group kōrero after big updates if possible – these group-hui could include kaimahi from other teams who fall within your work whānau or cultural whānau; join up with other leaders to awahi and support kaimahi.
- Open and close major hui with karakia if it feels appropriate.

Do/Don't

- **Do:** be present, empathetic, factual, and consistent; escalate issues to your Director or via Change@TePapa.govt.nz; keep records of themes.
- **Don't:** speculate about individual positions; over-promise timelines; minimise people's feelings (including your own); or let questions sit unanswered – acknowledge questions and send to the programme Change@TePapa.govt.nz if you need support to answer.

Framing conversations

- “Here's what we know today...”
- “Here's what's still being worked through...”
- “Your feedback will help shape the new structure; our job right now is to ask questions and provide feedback”
- “I don't want you to worry about workload right now, let's focus on wellbeing. Let me know how you're going so if we need to organise support, we can get it sorted”.

Timeline

8/10	Senior Leaders hui and Q&A
10/10	All-kaimahi hui
14/10	Tier 3 Leader 1:1 Hui with Director
15/10	Consultation Phase Opens
15/10	Proposed new structure released to all leaders and kaimahi. Consider This instructions sent to all kaimahi.
21 + 29/10	Q&A drop-in session with co-leaders
23 + 28/10	Facilitated session for kaimahi Māori
5/11	Consultation Phase Closes
If decision is made to proceed:	
13/11	Decision on whether or not to proceed will be made and released
14/11	Expressions of Interest process for new Tier 2 and 3 positions would begin
24 -28/11	Interviewing for new positions
5/12	Final Change Outcomes communicated
HOLIDAY BREAK	
Jan	Phase Two of the restructure begins.
Feb	Phase Two Consultation Opens
Feb	Proposed new Phase Two structure released
Feb/Mar	Phase Two Consultation Closes
March	Final Phase Two Decision released including new Phase Two structure.
April	Phase Three – embedding change

Note: We know conversations are important, and we also know they can take a lot of energy. To respect the wellbeing of our leaders and kaimahi, drop-in sessions will be no longer than an hour. To help make the most of this time, we'll call for questions ahead of each session.

Key messages

Use these messages to guide your conversations and written communications

Why we are doing this

- We're doing this to secure our long-term financial sustainability.
- We need to spend less and earn more to keep up with rising costs.
- Through this mahi we will continue to invest more in our people, our taonga, and our communities.

Our vision

- The vision is for Te Papa to be a financially sustainable museum with an outstanding reputation.
- We will uphold Mana Taonga and Te Tiriti o Waitangi and keep our mandate at the heart of this mahi.

Our commitment

- We will honour our cultural mandate, act with transparency, and put people and values at the heart of our decisions.

Key Contacts

- Media queries: Direct all media questions and outreach to:
 - [Kate Camp](#)
Phone: 029 601 0180
Head of Marketing & Communications
- HR: Chief People Officer – [Sue Quirk](#)
- Pou Tikanga: **s9(2)(a)**
- Programme questions and content corrections: Change@TePapa.govt.nz

Potential Questions

Use these FAQs to answer direct questions from kaimahi and stakeholders

What/why

Why is Te Papa doing this?

We're doing this to secure our long-term financial sustainability.

We need to spend less and earn more to keep up with rising costs, and through this mahi we ensure we will continue to invest in our people, our taonga, and our communities long-term.

What other activities does the organisational change focus on?

- Out of scope
- [REDACTED]
- Organisational Change
- Out of scope

What are the top priorities?

1. Grow revenue and earn more
2. Make internal efficiencies and spend less

The Restructure

Why do we need to restructure?

Our current structure does not allow us to achieve our goals and ensure long-term financial stability so we're realigning our structure to support that mahi.

Is our team included in the restructure?

This is an all-of-Te Papa review, so yes, our team is part of the restructure.

It is proposed that tiers 1-3 positions would be reviewed in Phase One. All other positions are proposed to be reviewed in Phase Two, starting in January next year.

Will my position be disestablished?

Some positions may stay the same, some may change reporting lines, and some may be disestablished.

How many positions will be disestablished?

We won't know how many positions the restructure may impact until we complete both phases of the review.

What do I do now?

- Ask questions and contribute feedback on the proposed structure in any way you're comfortable.
- My role is to provide clarity, listen, and support you through this period of change.

Will voluntary redundancy be offered?

Voluntary redundancies may be offered, and further information will be available in the Proposal for Change on Wednesday 15 October.

This feels like a repeat of earlier restructures. What has changed?

While some of this review will feel the same, a lot has changed in the last seven years. We have new leaders and kaimahi, and a clear vision for the future of Te Papa.

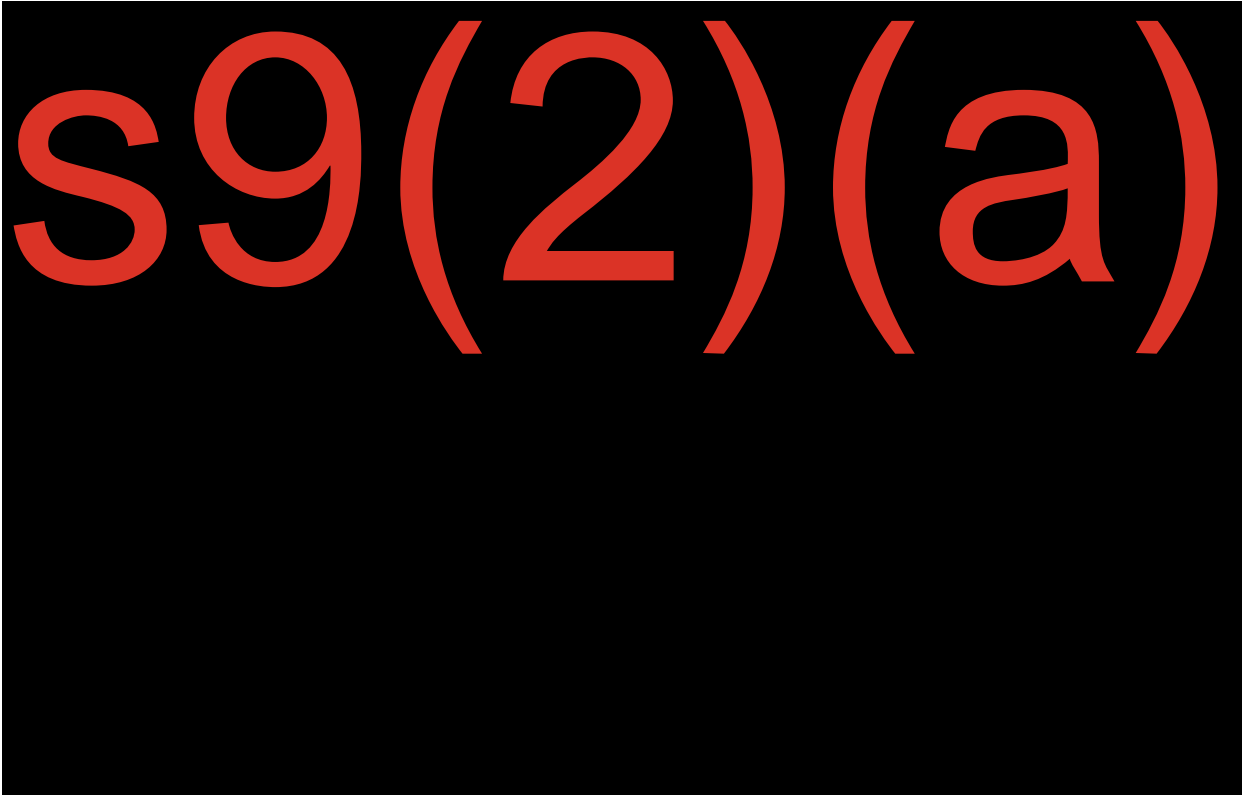
From: [Sue Quirk](#)
To: [OIA](#)
Subject: Re comms on change proposal
Date: Thursday, 27 November 2025 2:57:29 pm
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)

A couple of emails up to 21 Oct

Will keep checking and there is screen shots from Teams to come as well

From: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>

Sent: Friday, 10 October 2025 12:54 pm



Subject: Change slides for Team Hui

Kia ora team,

Please find attached some slides from this morning's hui kaimahi. Please feel free to use these slides in your team hui.

Ngā mihi

Arapata and Courtney



s9(2)(a)

W: www.etu.nz
0800 1UNION (0800 186 466)





E tū Diversity and Inclusion statement E tū is committed to providing a safe workplace that is diverse and inclusive, that acknowledges Te Tiriti O Waitangi as the founding document of Aotearoa, and understands the importance of creating a positive environment, free from the bias that is associated with power and privilege, for all its staff, members and visitors.

An email sent from E tū may be confidential and subject to legal privilege. If you are not an intended recipient, you may not use, disseminate, distribute, or reproduce such email, any attachments, or any part thereof. If you have received a message in error, please notify the sender immediately and erase all copies of the message and any attachments. Any views expressed in any message are those of the individual sender and may not necessarily reflect the views of E tū.

E tū does not guarantee that any email or any attachments are free from computer viruses or other conditions which may damage or interfere with recipient data, hardware, or software. The recipient relies on its own procedures and assumes all risk of use and of opening any attachments.

Hi there

No doubt other matters I'm not aware of and s9(2)(a) may have forwarded to you too - I've let Sally know I'm available to discuss on Monday as I missed her text on Friday

Melbourne is great and enjoyed Adelaide too

Thanks Sue

Get [Outlook for iOS](#)

From: Kate Camp <Kate.Camp@tepapa.govt.nz>

Sent: Friday, October 3, 2025 1:23:29 PM

To: s9(2)(a) Courtney Johnston
<Courtney.Johnston@tepapa.govt.nz>; Arapata Hakiwai <ArapataH@tepapa.govt.nz>

Cc: s9(2)(a) Sue Quirk <Sue.Quirk@tepapa.govt.nz>;

s9(2)(a)

Subject: Re: Escalation - Union request

Thank you appreciate the heads up.

Get [Outlook for iOS](#)

From: s9(2)(a) z>

Sent: Friday, October 3, 2025 4:00:28 PM

To: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>; Arapata Hakiwai
<ArapataH@tepapa.govt.nz>

Cc: Kate Camp <Kate.Camp@tepapa.govt.nz>; s9(2)(a)

Sue Quirk <Sue.Quirk@tepapa.govt.nz>; s9(2)(a) >

Subject: Escalation - Union request

Kia ora Courtney and Arapata

Further to the ongoing engagement we are having with the E Tū union delegate regarding the Te Papa change process, we have received a series of questions from them and have replied.

I have highlighted in yellow below a portion of one of their questions, and am now escalating and raising this with you as a point of concern for us to note. I will capture this in the risk register.

Their intent to create a public campaign is something I see as a normal response from them and is part of their job in looking to garner support for their members. While it is not an urgent or critical risk, it does give us advance notice of their approach and comes with heightened reputational risk, hence my need to raise this with you now and for us to discuss and confirm the risk level and any mitigation actions required.

There is no need for an immediate call to action on this, we will discuss this at the ORP meeting on Tuesday and confirm our responses. In the meantime, [REDACTED] is aware and will provide comms responses that can be used in scripts for iwi and museum stakeholder engagement. [@Kate Camp](#) [REDACTED] has booked time in your calendar for Monday, to discuss this amongst other matters. She remains free over the weekend to take a call if you want to discuss this matter in particular before then.

Thanks

[REDACTED]

From: [REDACTED]

Sent: Friday, 3 October 2025 3:33 pm

To: [REDACTED]

Subject: RE: Notes from yesterday

Kia ora [REDACTED]

Thank you for your questions, please see our responses below in blue

1. Can you please provide a \$ figure and estimated FTE for this change proposal? This is a standard bit of information we'd expect to understand the impacts on our members. In your initial conversations with Te Papa we explained that we are completing a change process that recognises the significant financial deficit the organisation faces and implementing a plan that will enable us to reach financial sustainability, make operational savings and set up the organisation to drive increased revenue. However, we understand your point regarding the importance of quantifying this and are working through what that looks like. We will provide this information to you as soon as possible and assure you that it will be in the change proposal.
2. May I please update a select number of delegates to provide feedback on the first phase proposal from Monday? We are comfortable with the three delegates that you mentioned [REDACTED] having the opportunity to provide feedback on embargoed information. The timeframe I initially provided you has moved due to the continued work we are doing in our design process. At this stage, I can commit to sending you the information by 12 noon on Thursday 9th October with a request that you return feedback by

12 noon Monday 13th October. We can arrange a meeting time to discuss your feedback at any time on Monday as needed.

3. Could you confirm how staff will be updated of the proposal on 10 October? We'll need to arrange to have an organiser present. The kaimahi briefing will be in Soundings Theatre 10:30am – 11:30am on Friday 10th October, and livestreamed via Teams. We are happy to coordinate with yourself or another Etū organiser to give you access if needed. This kaimahi briefing is to signal change and the full proposal will be released to all staff on Wednesday 15th October by email with a link to the ConsiderThis web application.
4. Could you also outline Te Papa's plan to petition the government for more funding? As I noted, we will likely pursue a public campaign for more funding. It will be beneficial for us to know the exact funding required to keep staff in place. We understand your position on this s9(2)(g)(i) [REDACTED]. This information will be detailed in the change proposal.

Ngā mihi

s9(2)(a) [REDACTED]

s9(2)(a) [REDACTED]
[REDACTED]
[REDACTED]

Museum of New Zealand Te Papa Tongarewa

My pronouns are [She/her](#)

In the Office = ✓ Working from home = WFH Not at work = X

MON	TUE	WED	THU	FRI
✓	✓	✓	✓	X

I work part-time, 9.30am – 3:30pm (except on Tuesdays when I finish at 1pm)

From: s9(2)(a) [REDACTED] >

Sent: Thursday, 2 October 2025 4:54 pm

To: s9(2)(a) [REDACTED]

Subject: Notes from yesterday

Importance: High

Kia ora s9(2)(a) [REDACTED]

Just following up our hui to reiterate our questions for the change process to make sure you have them:

1. Can you please provide a \$ figure and estimated FTE for this change proposal? This is a standard bit of information we'd expect to understand the impacts on our members.
2. May I please update a select number of delegates to provide feedback on the first phase proposal from Monday?
3. Could you confirm how staff will be updated of the proposal on 10 October? We'll need to arrange to have an organiser present.
4. Could you also outline Te Papa's plan to petition the government for more funding? As I noted, we will likely pursue a public campaign for more funding. It will be beneficial for us to know the exact funding required to keep staff in place.

Thanks for your time yesterday and look forward to hearing from you soon.

Ngā mihi,

s9(2)(a)



s9(2)(a)

W: www.etu.nz
0800 1UNION (0800 186 466)



E tū Diversity and Inclusion statement E tū is committed to providing a safe workplace that is diverse and inclusive, that acknowledges Te Tiriti O Waitangi as the founding document of Aotearoa, and understands the importance of creating a positive environment, free from the bias that is associated with power and privilege, for all its staff, members and visitors.

An email sent from E tū may be confidential and subject to legal privilege. If you are not an intended recipient, you may not use, disseminate, distribute, or reproduce such email, any attachments, or any part thereof. If you have received a message in error, please notify the sender immediately and erase all copies of the message and any attachments. Any views expressed in any message are those of the individual sender and may not necessarily reflect the views of E tū.

E tū does not guarantee that any email or any attachments are free from computer viruses or other conditions which may damage or interfere with recipient data, hardware, or software. The recipient relies on its own procedures and assumes all risk of use and of opening any attachments.



Sue Quirk – Chief People Officer (she/her) | **Kaiwhakahaere Pūmanawa Tangata** | Museum of New Zealand Te Papa Tongarewa | DDI: s9(2)(a) | Mobile: +64 s9(2)(a) | Email: sue.quirk@tepapa.govt.nz | Website: www.tepapa.govt.nz | PO Box 467 | Cable Street | Wellington | New Zealand

Courtney Notes

“I” statements

Arapata often gets the heartfelt messaging, and I get the details. I want people to see my emotional honesty and authentic leadership.

Redefining what sits at the heart of Te Papa

When people ask me: What sits at the heart of Te Papa? I think of kaimahi, our collections, our buildings, and our taonga.

But when I think what is the heart of Te Papa; it's us. And how we serve the people of Aotearoa. It's the care we take with our kaimahi, the care we have for our collections and our taonga. That is the heart of Te Papa for me.

Budget

s9(2)(g)(i) .

Q: What drives the shortfall?

- Managing rising cost pressures with flat baseline funding.
- We must change – it's the responsible thing to do.

Linking back to hui kaimahi in July

- You've heard me say this over and over, and now we're here.
- We need to improve our ways of working.
- We need clearer ownership of:
 - Decision making
 - Speed to deliver shared goals
 - And we need to break down our silos.

*Remove All reference to driving visitor numbers.

About

- This will be challenging for all of us.
- This is not an emergency, it's the responsible thing to do.
- "In my time in this role, we're faced a lot of hard things. This is hard and it's hard because it impacts people we love, but we must do this. It's the responsible thing to do. Our job is to care for Te Papa."

For Kaimahi

For clarity on any aspects of these changes, speak to your head of department.

* I need to put this in the leaders' pack. "For those of you with people leaders that report to you, I would like you to be available to their kaimahi."

For leaders

- I'm asking you to lead through change – the ELT and I will support you.

Structure

- We're restructuring based on a comprehensive review of how we work.

Back pocket

- What services are we cutting?
- We do not intend on cutting any services. We've mapped all functions of Te Papa to the proposed new structure. The redesign of our structure will make our mahi easier, and our ability to respond, faster.
-

We're already too busy.

- We are lean in places and out-sized on others. We're also carrying a few vacancies, and we require a certain number of kaimahi in our front facing positions. This restructure has been very considered.

Why do we have to make money - doesn't our funding come from government?

- Our operating costs have almost doubled since we opened, but our funding has not. We have aging buildings that cost a lot to maintain, and – like everyone – we are managing a general rise of costs year-on-year. We have looked at every line of expenditure and done everything we can to cut our expenses.
- What's changing?
- We've mapped

Speaking Notes

In your discussions with stakeholders, you may wish to cover the following topics:

1. Change is coming to Te Papa
2. Why we're doing this
3. What this means for them
4. What will happen in the coming weeks

To ensure consistency across your stakeholder groups, please find messages below.

Today [8 October]

- [Greeting]
- I'm calling to let you know Te Papa is carrying out a review.
 - It's a whole-of-organisation review – so every team and level are included.
 - At this stage, we've let leaders know change is coming.
 - And we're telling all staff on Friday.
 - Next week, we'll release a new proposed structure for Te Papa.
- I wanted to touch base so you could find out from me directly, rather than read it in the DomPost.

[What it means for you/us]

- This means:
 - In terms of our partnerships, legacies, and philanthropic work, nothing will change.
 - We'll continue to work with you directly, and all research and acquisitions currently in train will continue unaffected by this internal change.
 - Next year when the proposed new structure lands; you may see some changes but all the things we currently do will be mapped into the new structure.

• [Why]

- We're doing this for a few reasons, but primarily, we're focused ensuring Te Papa is financially sustainable.

• [Approach]

- We're taking a phased approach:
 - Phase one focuses on the tier 1 – 3 proposed restructure.

- Phase two focuses on the proposed restructure of tiers 4 and beyond.
- Phase three will embed the confirmed changes.

[Where we're at]

- We told leaders today.
- We're going out to all kaimahi on **Friday, 10 October**.
- We're releasing the new structure on **Wednesday, 15 October**.
- The final decision will come out on **Thursday, 13 November**.

Timeline

8/10	Senior Leaders hui and Q&A
10/10	All-kaimahi hui and Q&A
13 or 14/10	Q&A with Arapata and Courtney (Tier 3 leaders) TBC
15/10	Consultation Phase Opens
15/10	Proposed new structure released to all leaders and kaimahi. ConsiderThis instructions sent to all kaimahi.
17/10	Q&A session with Arapata and Courtney
20 + 28/10	Q&A session for kaimahi Māori
27/10	Q&A session with Arapata and Courtney
5/11	Consultation Phase Closes
13/11	Final Decision Released (live stream to all leaders and kaimahi at once with follow up email).
HOLIDAY BREAK	
Jan	Phase Two of the restructure begins.
Feb	Phase Two Consultation Opens
Feb	Proposed new structure released
Feb/Mar	Phase Two Consultation Closes
March	Final Phase Two Decision released including new Phase Two structure.
April	All positions stood up in new structure.

Summary Sheet

Key area	Quick Reference
Why are we doing this?	To ensure Te Papa is financially sustainable.
What are we doing	Te Papa is undertaking a full organisational review to secure its long-term financial sustainability and strengthen its ability to deliver on its cultural and legislative mandate.
Why a restructure?	The current structure and capability of Te Papa does not support its long-term financial sustainability goals.
How we'll do it	<p>We're taking a phased approach:</p> <ul style="list-style-type: none"> Phase one focuses on the tier 1 – 3 proposed restructure. Phase two focuses on the proposed restructure of tiers 4 and beyond. Phase three will embed the confirmed changes.
When will this happen	<ul style="list-style-type: none"> The proposed new phase one structure will be released on 15 October. The proposed new phase two structure will be released in March 2026 (date tbc). The embedding phase will begin in April 2026.
How are we honouring Te Tiriti o Waitangi?	<ul style="list-style-type: none"> The Kaihautū is meeting with Mana Whenua and iwi to ensure they are aware and able to contribute their questions and thoughts. Mana Taonga means the protection and care of taonga is non-negotiable in all structural options. Specialist Māori and Mātauranga Māori positions are considered throughout the process in the same way one-off specialist within the wider structure are considered. Participation in the process is inclusive and culturally appropriate. Structural changes will not disproportionately disadvantage any one group.
How many people will be affected?	This is an all of Te Papa review. All teams and kaimahi are proposed to be impacted in some way.
Objectives	<ul style="list-style-type: none"> Grow revenue Spend less Uphold our cultural mandate Remain stake-holder focused
Programme workstreams	<ul style="list-style-type: none"> Out of scope Organisational Change Out of scope
Programme priorities	<ul style="list-style-type: none"> Improve current state – strengthen deliver, accountability, and operational efficiency. Increase revenue – strengthen existing revenue streams and identify new ones. Build financial sustainability – align structure and capability with the long-term financial sustainability needs of Te Papa.
Your role as a leader	Provide clarity, listen, support kaimahi, share information

FAQs and BACK POCKET QUESTIONS

FOR CEO AND KAIHAUTŪ – 29/09

FREQUENTLY ASKED QUESTIONS

What/why/when

Why is Te Papa doing this review?

To ensure the long-term financial sustainability of Te Papa.

We need to spend less and earn more to keep up with the rising cost of running Te Papa. Our current structure will not allow us to do this as quickly or effectively as we need so we're realigning our structure to support that mahi.

What is the programme reviewing?

- Out of scope
- [REDACTED]
- Organisational Change
- Out of scope.

What does this review hope to achieve?

1. Grow revenue and earn more
2. Make internal efficiencies and spend less
3. Keep our mandate at the heart of the review programme
4. Remain stakeholder focussed.

What is our overarching vision for Te Papa?

Our vision is to ensure Te Papa is fit-for-purpose, financially resilient, and has an outstanding reputation.

What else have you done? Have you thought of X, Y, Z?

In the last three years we've tested many ideas and implemented many changes in the to reduce expenditure and make more money. While this has given us a much-needed boost, it's shown us we need to make some fundamental changes to the way we work if we are to create sustainable change for generations to come.

The Restructure

Is our team part of the restructure?

This is an all-of-Te Papa review, so yes, our team is impacted.

Who came up with this structure?

The proposed new structure was designed in phases over an eight-week period by the CEO, Kaihautū, ELT members, and a team of technical advisors. Responsibility for the final new structure sits with Courtney and Arapata.

Formatted: Font: Not Bold

Will my role be disestablished?

Some positions will ~~stay the same~~ be redesigned, some will change reporting lines, and some will be disestablished.

Commented [CJ1]: Some will be redesigned ??

How many roles will be disestablished?

We won't know how many positions the restructure will impact until we complete both phases of the review.

[More] What we do know is some roles will remain the same, some will change reporting lines, and some will be disestablished.

How many people/what percent of people are they looking to reduce?

The programme isn't working to a target or percentage. The goal is to create a structure that will enable us to – ultimately – ~~meet our legislative mandate~~, create enduring revenue streams and ensure financial sustainability for generations to come.

Will there be voluntary redundancies?

~~Voluntary redundancies may be offered. Once the proposed new structure is finalised, we don't know how many positions will change or be disestablished. Once the new structure is finalised, we'll have a clearer picture of what will be offered.~~

Commented [CJ2]: This answer is unclear. "There are likely to be opportunities for voluntary redundancies. Once the new structure ... etc"?

Commented [LC3R2]: # w ~~5-9(2)(a)~~ re wording

About Te Papa

Is Te Papa going to close?

No, but we do have a budget shortfall that must be met this year and every year moving forward.

Can't we ask the government for more money?

~~The Board and Minister are aware of our financial forecasts. However, relying on the Budget process to cover our funding shortfall is not a sustainable or strategic way to fund Te Papa long-term.~~

Commented [CJ4]: My preference here would be more along the lines of "The Minister and Ministry are aware of our financial forecasts. We cannot rely on success in future Budget rounds; we must find ways within our control to earn more and spend less etc"

The Board is responsible for making additional funding requests and they have advised they won't be doing that this financial year. Instead, they're urging us to earn more and spend less to ensure we are financially sustainable now and for generations to come.

Will we run out of money?

No, Government has a legislative mandate to look after our taonga. That said, even a large pot of money will not solve our current 'ways of working' issues. The enduring revenue we need to generate year after year can only come from changing how we work. We are making good decisions now to ensure Te Papa remains financially sustainable.

What about cash reserves?

Our cash reserves provide a financial safety net, should we need it, to remain operational. If we don't make any changes to how we work, our cash reserves will be exhausted by 2028/29.

~~The messaging we've been sharing is that if we do not make changes, we exhaust our cash reserves in 2028/29. We are taking action (making operational savings, initiatives to earn more revenue, organisational change) to extend that date.~~

tbc

~~I think it would be helpful to explain what "exhausting our cash reserves" means, and what the consequences of that are.~~

~~What else have you done? Have you thought of X, Y, Z?~~

We have tested a lot of ideas to save money and to make more money, and implemented many of these over the past 3 years. This year we are targeting \$1.6m in operational savings, and making changes to earn more revenue. These actions help but we need to find more savings, which means now we have to look at our organisational structure and make savings there.

Define 'financial sustainability'.

It means maintaining financial stability over the long term, ensuring we can consistently meet our obligations and achieve our goals without depleting resources, or incurring excessive debt.

Formatted: Font: Bold

Commented [CJ5]: Not how I would answer this question. This is more of a "We are making these hard decisions now in order to ensure Te Papa remains financially sustainable."

Formatted: Font: Italic

Formatted: Font: Bold

Formatted: Font: Italic

Commented [CJ6]: I don't think we're able to incur debt?

Providing feedback

How can I provide feedback or raise issues?

- 1.— You can raise questions directly with me at our regular catch ups. I'll find the answers if I don't know them.
[Note: Talk email the programme xyz@tepapa.govt.nz or talk to your ELT leader if anything urgent comes through].
- 2.— You can send questions and feedback directly to leaders via the programme email address xyz@tepapa.govt.nz.
- 3.— During consultation the ConsiderThis tool will be open to all leaders and kaimahi to submit suggestions and recommendations on the proposed new structure.
- 4.— Leaders will open the floor to Q&A following the release of the proposed new structure, and at least two in-person drop-in sessions with ELT are scheduled for all leaders and kaimahi.

Commented [CJ7]: Can you clarify here who “you”, “me”, “ELT leader” and “Leaders” are in this section? It feels confused between Co-Leaders and Directors. I think better to use that language than Leaders and ELT leader

This feels like a repeat of earlier restructures. What has changed?

~~Some of this review will feel the same, and I think some of the issues that the last restructure tried to address around working together didn't land.~~

Formatted: English (United States)

Commented [CJ8]: Can we refine “working together” away a bit from behavioural, and more towards having clear priorities and decision-making? It's the latter we are targeting through the structure.

~~We learned a lot from last time, and even those of us who weren't here know how it affected kaimahi— so this time we're going to do better.~~

~~We also have an experienced team to support us this time, with:~~

- ~~■ All work groups represented at the table.~~
- ~~■ Support on hand for leaders and kaimahi~~
- ~~■ Pathways set up for kōrero~~
- ~~■ Opportunities in place for you to ask questions and make submissions.~~
- ~~■ And a clear vision of a stronger, more connected Te Papa.~~

Formatted: No bullets or numbering

~~We learnt a lot from the earlier restructures, and while some of this review will feel the same we're better prepared this time.~~

Formatted: Font: Not Bold, English (United States)

Formatted: Font: Not Bold, English (United States)

Formatted: Font: Not Bold, English (United States)

Formatted: Font: Not Bold, English (United States)

BACK POCKET QUESTIONS

Note: These are hard to handle, potentially unsettling questions which are very unlikely to be asked.

[Note: I have not had the chance to sign off with OD or HR. Stand-by]

You're pulling the heart out of Te Papa.

- I'm sorry you feel that way.
- What we're trying to do is make changes ~~to the way we work today~~ to ensure Te Papa can be financially sustainable for generations to come.
- By doing this we'll be able to earn more, spend less, and ~~bring even more people through the doors~~ continue to serve New Zealanders.

Why aren't you taking a pay cut / changing the co-leadership model to save money?

Formatted: Font: Bold

You promised you wouldn't restructure Te Papa.

- I know, and I was wrong.
- We could never have anticipated COVID19 or the economic conditions that followed.
- ~~And like many publicly-funded organisations, we've been asked to cut costs. My job is to make sure Te Papa meets our legislative mandate and continues to serve New Zealanders.~~
- ~~We have worked hard to manage costs and earn more revenue; this only takes us so far. Now I have to look at our structure to ensure we are financially sustainable.~~
- As responsible kaitiaki of our national treasures, we're doing all we can to secure the future of Te Papa for generations to come.

I started three days/months ago. Why did you hire me?

- I'm sorry to anyone who has joined in the last year or so.
- ~~One of the criticisms of the last Te Papa restructure was the length of time it took to land. I think — if my details are right — it was around 18 months.~~
- This review programme is moving swiftly to minimise uncertainty and move us to operational efficiency quicker.

How long is the restructure?

- The review has three distinct phases and
 - Phase one: Review Tiers 1 – 3 and finalise structure and people into positions. Phase one positions will be confirmed by 5 November.
 - Phase two: Review all other positions and finalise structure and people into positions.
 - Phase three: embed the changes and new organisational structure.

I am an expert in my field.

- We will retain all the expertise we need, especially in the case of one-of-a-kind and specialist expertise.

Sharp questions

You are rotten people, and this is a rotten thing to do.

- I'm sorry you feel that way. I am doing what is right for Te Papa so we can continue to operate for generations to come.

I am insulting you directly.

- That is inappropriate. Let's take that off-line.
- I would be happy to talk to you afterwards.

My behaviour is escalating out of line.

- I respect your opinion but I'm not comfortable having this conversation.
- Why don't we meet afterwards to talk about this in a more constructive way.
- **[Escalates]** – [Very unlikely. However, in a situation like this, do not debate or defend. Walk out if you feel unsafe, or call for security].

Wellness and Prevention

I'm a threat to: Myself, others, the building.

- Prioritise safety. If you are in immediate danger, get to a safe location.
- **Do not engage, defend, or argue.**
- Breathe. Remain clear headed.
- Move to a secure area if possible.
- **Call 111** and report the threat as soon as possible.

If you must engage as there is no option but to talk to them, do so as calmly as you can:

- Set boundaries: "That behaviour is unacceptable. Perhaps we can meet to talk about this in a more constructive way".
- Be respectful: "I respect your opinion but I'm not comfortable discussing this right now".
- Be direct if you have to: "This conversation needs to stop now".
- Do not debate or get drawn into a discussion.

- Report it to the police as soon as possible.

For self-harm threats:

Your response should be compassionate but firm, focused on getting them immediate help.

- “I am concerned about what you’re saying and I am going to get you some help right now”.
 - Call 111 - don’t leave them alone.
 - Tell the operator you are with a team member who is threatening to self-harm.
 - The operator will ask questions to determine the level of care the employee needs.

Te Papa Board Briefing Note

Te Papa Organisational Review Programme

Purpose

To brief the Te Papa Board on the rationale, priorities and implementation approach for the Te Papa Organisational Review Programme (review programme), including expected impacts, leadership responsibilities, and Board oversight requirements.

Context and Rationale

Te Papa is undertaking a full organisational review to ensure its long-term financial sustainability and strengthen its ability to deliver on its cultural mandate and uphold its commitment to Te Tiriti o Waitangi.

After many years of rising operating costs and building infrastructure repairs, Te Papa has an expected cash shortfall of \$4.3m in 2025/26. This will grow to \$10.4m in 2026/27. Te Papa has relied on its cash reserves to cover shortfalls to date but this is not sustainable.

A reduction in salary costs will go some way towards closing the budget shortfall, but the key focus of this review is to realign the structure of Te Papa to enable leaders and kaimahi to easily and seamlessly work together to support revenue generating efforts while continuing to fulfil its existing mandate.

Programme Priorities

The review programme focuses on the following priority areas:

1. Improve current state – strengthen deliver, accountability, and operational efficiency.
2. Increase revenue – strengthen existing revenue streams and identify new ones.
3. Build financial sustainability – align structure and capability with the long-term financial sustainability needs of Te Papa.

Programme Outcomes

The review programme is designed to:

- Align structure, capability, and leadership to the long-term strategic outcomes of Te Papa.
- Secure the enduring financial sustainability of Te Papa by reducing expenditure and improving operational efficiency.
- Grow revenue and strengthen reinvestment in people, taonga, and visitor experiences.

- Enhance engagement and support wellbeing through transparent, people-focused communication and support.

*Note: the review programme is guided by the principals of **Te Whare Tapa Whā** and incorporates the values of Te Papa – manaakitanga (care), kotahitanga (collective action), and oranga (wellbeing) to ensure kaimahi are engaged in a way that supports their physical, emotional, relational, and spiritual wellbeing.*

Programme Phases

The review programme will be carried out in two phases:

- Phase one: proposed restructure of leaders at tiers two and three.
- Phase two: proposed restructure of positions from tier four and beyond.

The decision to break the restructure into two was to ensure leaders appointed to tiers two and three have a hand in the design of phase two, and those who were unsuccessful at securing a tier two or three role will have time to prepare to apply for phase two roles should they choose to do so.

The proposed new phase one structure will be released on 15 October. The proposed new phase two structure will be released in March 2026 (date tbc).

Leadership and Governance

The review programme is co-led by Chief Executive Courtney Johnston and Kaihautū Dr Arapata Hakiwai, supported by:

- Programme Lead: s 9(2)(a)
- Oversight Committee: Provides governance, alignment, and accountability.
- Technical Advisory Group: Ensures evidence-based analysis and structural integrity.
- Media Lead: Manages all media questions and responses relating to the Te Papa Organisational Review Programme.

Timeline

8/10	Senior Leaders hui and Q&A
10/10	All-kaimahi hui and Q&A
13 or 14/10	Q&A with Arapata and Courtney (Tier 3 leaders) TBC
15/10	Consultation Phase Opens
15/10	Proposed new structure released to all leaders and kaimahi. ConsiderThis instructions sent to all kaimahi.
17/10	Q&A session with Arapata and Courtney
20 + 28/10	Q&A session for kaimahi Māori

27/10	Q&A session with Arapata and Courtney
5/11	Consultation Phase Closes
13/11	Final Decision Released (live stream to all leaders and kaimahi at once with follow up email).
HOLIDAY BREAK	
Jan	Phase Two of the restructure begins.
Feb	Phase Two Consultation Opens
Feb	Proposed new structure released
Feb/Mar	Phase Two Consultation Closes
March	Final Phase Two Decision released including new Phase Two structure.
April	All positions stood up in new structure.

Expected Board Response

The Board's **endorsement** is sought for:

1. The strategic intent of the Organisational Review Programme (financial resilience and organisational restructure).
2. The approach and timing of the programme.
3. The expectation that the proposed new ELT will be responsible for delivering the desired outcomes of the review programme.

It is **recommended** that the Board:

1. Note the purpose, structure and priorities of the Te Papa Organisational Review Programme.

Summary Sheet

Key area	Quick Reference
Why are we doing this	To ensure Te Papa is financially sustainable.
What are we doing	Te Papa is undertaking a full organisational review to secure its long-term financial sustainability and strengthen its ability to deliver on its cultural mandate.
Why a restructure?	The current structure and capability of Te Papa does not support its long-term financial sustainability goals.
How we'll do it	<p>We're taking a phased approach:</p> <ul style="list-style-type: none"> • Phase one focuses on the tier 1 – 3 proposed restructure. • Phase two focuses on the proposed restructure of tiers 4 and beyond. • Phase three will embed the confirmed changes.
When will this happen	<ul style="list-style-type: none"> • The proposed new phase one structure will be released on 15 October. The proposed new phase two structure will be released in March 2026 (date tbc). • The embedding phase will begin in April 2026.
How are we honouring Te Tiriti o Waitangi?	<ul style="list-style-type: none"> • The Kaihautū is meeting with Mana Whenua and iwi to ensure they are aware and able to contribute their questions and thoughts. • Mana Taonga means the protection and care of taonga is non-negotiable in all structural options. • Specialist Māori and Mātauranga Māori positions are considered throughout the process in the same way one-off specialist within the wider structure are considered. • Participation in the process is inclusive and culturally appropriate. • Structural changes will not disproportionately disadvantage any one group.
How many people will be affected?	This is an all of Te Papa review. All teams and kaimahi will be impacted in some way. Either through position-change, reporting-line change, or redundancy.
Objectives	<ul style="list-style-type: none"> • Grow revenue • Spend less • Uphold our cultural mandate • Remain stake-holder focused
Programme workstreams	<ul style="list-style-type: none"> • Out of scope • Organisational Change • Out of scope
Programme priorities	<ul style="list-style-type: none"> • Improve current state – strengthen deliver, accountability, and operational efficiency. • Increase revenue – strengthen existing revenue streams and identify new ones. • Build financial sustainability – align structure and capability with the long-term financial sustainability needs of Te Papa.

Te Papa Board Briefing Note

Te Papa Organisational Review Programme

Purpose

To brief the Te Papa Board on the rationale, priorities and implementation approach for the Te Papa Organisational Review Programme (review programme), including programme priorities, outcomes and rollout structure, leadership responsibilities, and Board oversight requirements.

Context and Rationale

Te Papa is undertaking a full organisational review to ensure its long-term financial sustainability and strengthen its ability to deliver on its cultural and legislative mandate, and uphold its commitment to Te Tiriti o Waitangi.

After many years of rising operating costs and building infrastructure repairs, Te Papa has an expected cash shortfall of \$4.3m in 2025/26. This will grow to \$10.4m in 2026/27. Te Papa has relied on Crown funding in the main, and cash reserves to cover shortfalls, to date, but has determined this is no longer sustainable.

A reduction in salary costs will go some way towards closing the budget shortfall, but the key focus of this review is to realign the structure of Te Papa to enable leaders and kaimahi to easily and seamlessly work together to support revenue generating efforts while continuing to fulfil its existing mandate.

Programme Priorities

The review programme focuses on the following priority areas:

1. Improve current state – strengthen deliver, accountability, and operational efficiency.
2. Increase revenue – strengthen existing revenue streams and identify new ones.
3. Build financial sustainability – align structure and capability with the long-term financial sustainability needs of Te Papa.

Programme Outcomes

The review programme is designed to:

- Align structure, capability, and leadership to the long-term strategic outcomes of Te Papa.
- Secure the enduring financial sustainability of Te Papa by reducing expenditure and improving operational efficiency.

- Grow revenue and strengthen reinvestment in people, taonga, and visitor experiences.
- Enhance engagement and support wellbeing through transparent, people-focused communication and support.

*Note: the review programme is guided by the principals of **Te Whare Tapa Whā** and incorporates the values of Te Papa – manaakitanga (care), kotahitanga (collective action), and oranga (wellbeing) to ensure kaimahi are engaged in a way that supports their physical, emotional, relational, and spiritual wellbeing.*

Programme Phases

The review programme will be carried out in two phases:

- Phase one: proposed restructure of leaders at tiers two and three.
- Phase two: proposed restructure of positions at tier four and beyond.

The decision to break the restructure into two was to ensure leaders appointed to tiers two and three have a hand in the design of phase two, and those who were unsuccessful at securing a tier two or three role will have time to prepare to apply for phase two roles.

The proposed new phase one structure will be released on 15 October. The proposed new phase two structure will be released in March 2026 (date tbc). The proposed new structure will go live in April 2026 (date tbc). Phase three embedding activities will already be in place to support kaimahi and leaders.

Leadership and Governance

The review programme is co-led by Chief Executive Courtney Johnston and Kaihautū Dr Arapata Hakiwai, supported by:

- Programme Lead: s 9(2)(a)
- Oversight Committee: Provides governance, alignment, and accountability.
- Technical Advisory Group: Ensures evidence-based analysis and structural integrity.
- Media Lead: Manages all media questions and responses relating to the Te Papa Organisational Review Programme.

Timeline

8/10	Senior Leaders hui and Q&A
10/10	All-kaimahi hui and Q&A
13 or 14/10	Q&A with Arapata and Courtney (Tier 3 leaders) TBC
15/10	Consultation Phase Opens
15/10	Proposed new structure released to all leaders and kaimahi. Consider This instructions sent to all kaimahi.
17/10	Q&A session with Arapata and Courtney

20 + 28/10	Q&A session for kaimahi Māori
27/10	Q&A session with Arapata and Courtney
5/11	Consultation Phase Closes
13/11	Final Decision Released (live stream to all leaders and kaimahi at once with follow up email).
HOLIDAY BREAK	
Jan	Phase Two of the restructure begins.
Feb	Phase Two Consultation Opens
Feb	Proposed new structure released
Feb/Mar	Phase Two Consultation Closes
March	Final Phase Two Decision released including new Phase Two structure.
April	All positions stood up in new structure.

Expected Board Response

The Board's **endorsement** is sought for:

1. An all of organisation restructure of Te Papa.
2. The approach and timing of the review programme.
3. The expectation that the proposed new ELT will be responsible for delivering the desired outcomes of the review programme.

Summary Sheet

Key area	Quick Reference
Why are we doing this	To ensure Te Papa is financially sustainable.
What are we doing	Te Papa is undertaking a full organisational review to secure its long-term financial sustainability and strengthen its ability to deliver on its cultural mandate.
Why a restructure?	The current structure and capability of Te Papa does not support its long-term financial sustainability goals.
How we'll do it	<p>We're taking a phased approach:</p> <ul style="list-style-type: none"> • Phase one focuses on the tier 1 – 3 proposed restructure. • Phase two focuses on the proposed restructure of tiers 4 and beyond. • Phase three will embed the confirmed changes.
When will this happen	<ul style="list-style-type: none"> • The proposed new phase one structure will be released on 15 October. The proposed new phase two structure will be released in March 2026 (date tbc). • The embedding phase will begin in April 2026.
How are we honouring Te Tiriti o Waitangi?	<ul style="list-style-type: none"> • The Kaihautū is meeting with Mana Whenua and iwi to ensure they are aware and able to contribute their questions and thoughts. • Mana Taonga means the protection and care of taonga is non-negotiable in all structural options. • Specialist Māori and Mātauranga Māori positions are considered throughout the process in the same way one-off specialist within the wider structure are considered. • Participation in the process is inclusive and culturally appropriate. • Structural changes will not disproportionately disadvantage any one group.
How many people will be affected?	This is an all of Te Papa review. All teams and kaimahi are proposed to be impacted in some way.
Objectives	<ul style="list-style-type: none"> • Grow revenue • Spend less • Uphold our cultural mandate • Remain stake-holder focused
Programme workstreams	<ul style="list-style-type: none"> • (Out of Scope) • (Out of Scope) • Organisational Change • (Out of Scope)
Programme priorities	<ul style="list-style-type: none"> • Improve current state – strengthen deliver, accountability, and operational efficiency. • Increase revenue – strengthen existing revenue streams and identify new ones. • Build financial sustainability – align structure and capability with the long-term financial sustainability needs of Te Papa.

Email to T3 Leaders

From Courtney and Arapata

SUBJECT: Tier Three Leaders Hui

DATE: 7 October

Kia ora koutou katoa

You are invited you to a tier 1-3 leaders hui on Wednesday, 8 October at 2.30pm in the [room name] on level three of Te Papa.

This is an important opportunity for us to come together as a leadership group to discuss the future of Te Papa.

Please make every effort to attend in person. If you cannot come into the office, please join via the Teams link attached. We look forward to seeing you there.

Ngā mihi

Courtney and Arapata

The slide features a large, faint fingerprint graphic on the left side. On the right side, there is a vertical bar composed of several colored segments: light blue, pink, orange, blue, and green. The title 'Te Papa Organisational Review' is centered in a large, black, sans-serif font.

Te Papa Organisational Review

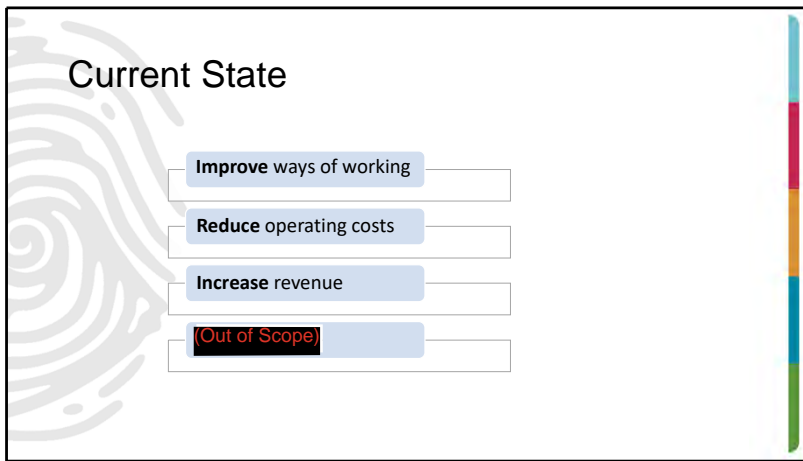
Senior Leaders Briefing

[Open – Arapata]

- Welcome

[Introduce – Courtney]

- Thank you Arapata –
- Kia ora koutou katoa, and thank you for joining us here today.
- We wanted to talk to you directly and it's great so many of you were able to attend in person, [and on line.]
- Today, we're announcing a review of our organisation and how we operate.



[Courtney]

- So, what are we reviewing?
- Firstly, this is an all of Te Papa review.
- By 'all of Te Papa' I mean we're looking at everything.
- You may recall we talked about this back in April. We need to:
 - Improve our ways of working;
 - Reduce our operating costs;
 - Increase revenue; and
 - (Out of Scope)

(Out of Scope)

Financial position

- Forecast \$13m deficit
- Expected cash shortfall of \$4.3m 2025/26
- Expected to grow to \$10.4m 2026/27
- Cash reserves exhausted 2029

- Operational savings and increased revenue will help us close the gap, but they are not enough to make us financially sustainable in the mid or long term.
- We have a forecast \$13 million deficit after depreciation, and a cash shortfall of \$4.3m this year, which continues to grow every year.
- While we've been using our cash reserves to cover shortfalls, we can't continue to do this.
- If we don't make further changes, our cash reserves are forecast to run out by 2029.
- The Minister and Ministry are well aware of our financial sustainability challenges. However, we cannot rely on the opportunity for a future successful Budget bid for increased funding.
- This is why we are now commencing an organisational review to ensure our financial sustainability and ensure we can continue to deliver on our mandate.

Our response

Scale up

Move faster

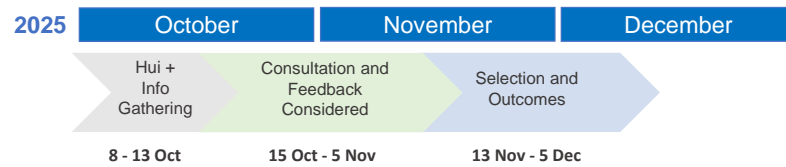
Change the way we work

[Courtney]

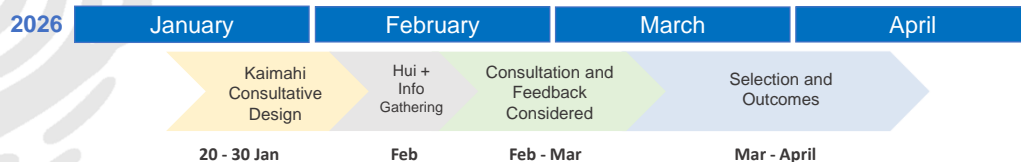
- And by scale up I mean:
 - Increase our efforts to grow our revenue.
 - And, we need to work at pace.
 - Which, we can't do within our current structure.
 - We know this based on the amount of resource it has taken – out of BAU – to increase revenue so far.
 - It's not sustainable, and the ripple effect has had a wide ranging impact our kaimahi, and our business planning.
- Today Arapata and I are sharing our plan to carry out an organisation-wide restructure of our teams, roles and reporting lines.
- Today's hui is to let you know what to expect in coming weeks and months. I will share a timeline shortly.
- We wanted you as our senior leaders to hear this first.
- We will be announcing the plans for the restructure to the whole organisation on Friday this week.
- We are asking you to keep this information in confidence until then.
- I understand some of you *may* have been expecting a restructure – but many of you have not.
- And I appreciate this is really hard.

Two phased approach

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)

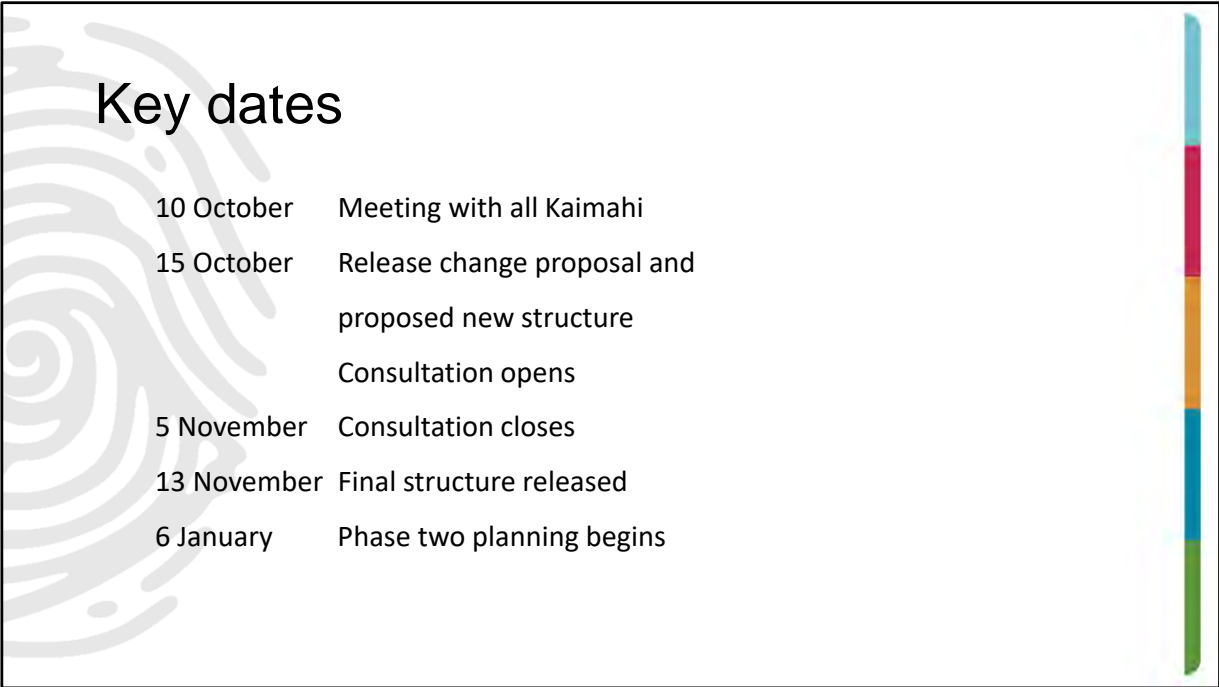


[Courtney]

- I am going to take you through the key information, then we'll take a short break, followed by an opportunity to ask questions.
- This slide shows our approach and timelines.
- You'll get this information to take away with you – and we'll email it to those of you on Teams.
- We are doing this review in two phases.
 - Phase One is focused on Tiers 1, 2 and 3, and
 - Phase Two is looking at everyone else
- Both phases will include a consultation and selection process -
- And changes will be implemented in April 2026.
 - Until then we will operate with our current structure, teams, and roles.
- We did it in this way so:
- Leaders appointed in Phase 1 can contribute to the design process in Phase Two, and ...
- People who apply for a Tier 2 or Tier 3 position in Phase 1 will:
 - Know the outcome of their application before we break for the holidays, and

- Know when, in the new year, we'll release proposed Tier 4 positions.

Key dates



10 October	Meeting with all Kaimahi
15 October	Release change proposal and proposed new structure Consultation opens
5 November	Consultation closes
13 November	Final structure released
6 January	Phase two planning begins

- So the key dates are:
 - On the **10th of October** we'll meet with all Kaimahi and share this information with them.
 - On **13 or 14 October** your Director will brief you on the proposed new structure. This will give you time to digest the content before it's released.
 - On the **15th of October** we'll release the proposed new structure and change proposal, and open consultation.
 - And on the **13th of November** we'll confirm the final structure for tiers 1-3.
 - The selection process for new positions will be complete by [TBC].
 - In the New Year, we will begin the design of phase two.
 - As I said: Tier 2 and 3 positions would be announced before the end of this calendar year.
 - And all other successful applicants would be confirmed into positions at Tier 4 and beyond, by the end of April 2026.
- Before I hand back over to Arapata; I just want to say; we've been careful with the timing.
- We want to give you enough time to give feedback and prepare for change, but not leave you waiting for months for decisions to be made.

Our people

- Our people, leaders, and kaimahi are foremost in our minds
- We will uphold our values
- Uphold our cultural and legislative mandate
- Honour Te Tiriti o Waitangi
- Our principles will not change

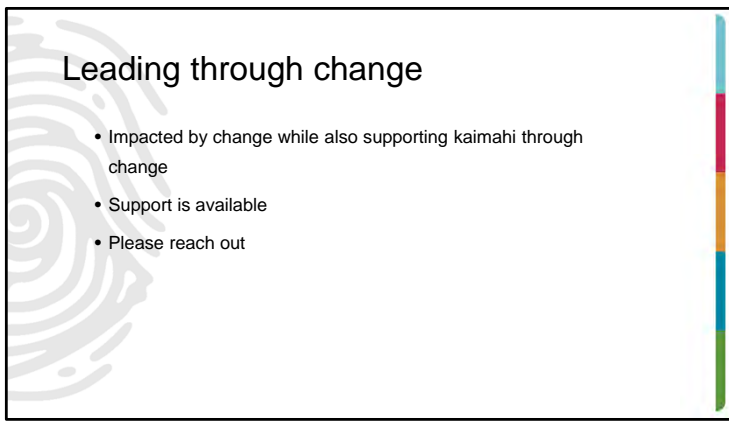
[Arapata]

[PAUSE – gather your thoughts]

- Thanks Courtney – I think seeing the timeline is helpful.
- When we realised we'd have to go down this road, the first thing I thought of was our people... our leaders and kaimahi.
 - Our people are the heart of Te Papa.
 - And you are foremost in our thinking as we work through this process.
 - We promise to uphold our values and support you and your people.
 - We won't change, move, or disestablish positions unnecessarily.
 - We won't disrupt kaimahi unnecessarily –
 - The one-of-a-kind expertise we have at Te Papa is essential to our ongoing success.
 - We will continue to maintain our relationships – especially with Iwi, Māori and hapū, and our trusted partners, sponsors, and valued stakeholders as we always have.
 - We will fulfil our cultural and legislative mandate, and honour Te Tiriti o Waitangi.
 - Our repatriation mahi will continue, and the principles of that mahi

will remain in place.

- And we will continue to be good stewards. Good kaitiaki of our taonga and collections.
- These things are non-negotiables.

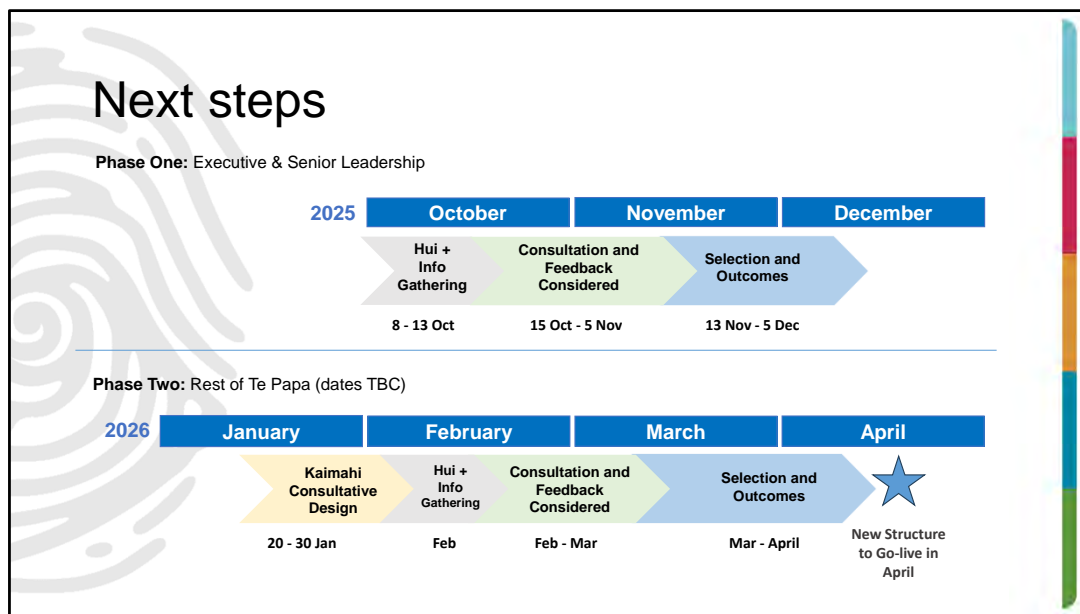


[Courtney]

- As leaders, we wear two hats
 1. We're impacted by the change; and
 2. We need to lead through the change.
- This will be challenging for all of us.
- We're all potentially impacted by this review.
- It's important you have time to process the information from today, and have practical support to help you through.
- We've got a leaders pack, to give you at the end of this hui.
- It contains information from today along with messaging, EAP details, and other key pieces information.
- The review team has worked closely with ELT, comms, finance, and HR to make sure we have everything covered -
- Given we're all at different levels of experience, we've tried to cover everything, but if anything is missing, please let the team know – I'll put their email up at the end.
- We've also got a schedule in place for the E Tū union representatives and Te Papa union delegates.
 - The union was first briefed on [date], and delegates will be briefed on [date].
 - We will continue to update them as we move through each phase of the review.
 - Unions provide an essential service to kaimahi, so please make sure the union members in your team are free to attend hui with their delegates and Te

Papa representatives.

- We are expecting media attention, and will release a statement to our own website following our all Kaimahi hui on Friday.
- If journalists or media reach out to you – as with all media contact - please refer them to Kate.
- Thanks everyone.



[Courtney]

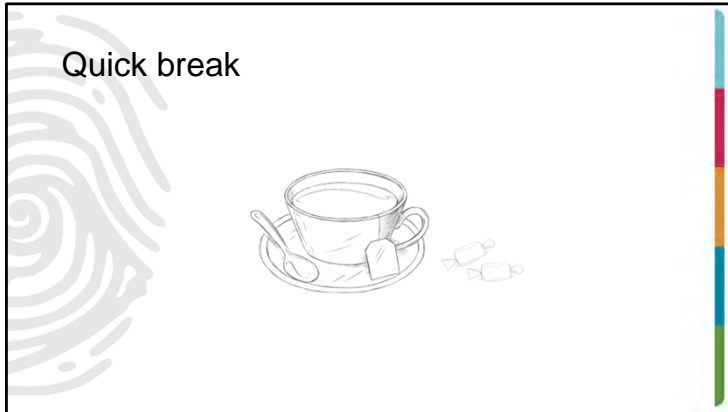
Just to recap:

- We will be sharing a similar presentation with all kaimahi on Friday.
 - An invitation for that hui will go out tomorrow.
- We have staggered the announcements to give you space to sit with this information for a couple of days.
- After the hui kaimahi on Friday, your team is likely to want to discuss what they've heard.
- We suggest you make a time to bring your team together – take all the time you need.
- The leaders pack we've created for you has information about phases, timelines, accessing support, and how to submit questions and suggestions.

[pause]

- In my time here we've faced a lot of hard things together.
- And the care and concern you have for your people has been incredible.
- And, while I know you'll be there for them, I am thinking of you.
- If you can't do this, if your plate is already too full – for what ever reason - I understand.
- ELT has had time to get used to the idea but it doesn't make this any easier.
- Please, talk to your Director, Vitae, or HR – or, send an email if that's easier –

practical and wellbeing support is here for you.



- Let's take 10.
- We've got tea, coffee, and water at the back –
- Then, when we're ready, we'll come back in and open the floor for questions.

BREAK

Question time

KEY DATES

10 October	Meeting with all Kaimahi
15 October	Release proposed new structure
	Consultation opens
5 November	Consultation closes
13 November	Final structure released
6 January	Phase two planning begins

[Courtney]

- Welcome back.
- This part of the session today is for you to share your thoughts and ask questions.

[Open floor]

Close

We welcome your feedback -

- Change@tepapa.govt.nz
- ConsiderThis: opens for consultation on 15 October
- [Workshop sessions]

[Arapata]

- Thank you for your questions.
- I think we're ready to close this session now...

[PAUSE]

- ... but before I do, I'd like to acknowledge those of you who were here for earlier restructures and still carry that memory with you.
- We've learnt a lot from those experiences.
- Even those of us who weren't here know how it affected our kaimahi – so we're committed to making sure we do better.
- Much of this review WILL feel the same.
- I think some of the issues that the last restructure tried to address around working together more effectively are still relevant today.
- Even though good did come from the last big review, I think we're better prepared this time.
- Thank you everyone for your time and your questions.
- I think we're ready to close -

[close / karakia whakamutunga]

The slide features a large, faint fingerprint graphic on the left side. On the right side, there is a vertical bar composed of several colored segments: light blue, pink, orange, blue, and green. The title 'Te Papa Organisational Review' is centered in a large, black, sans-serif font.

Te Papa Organisational Review

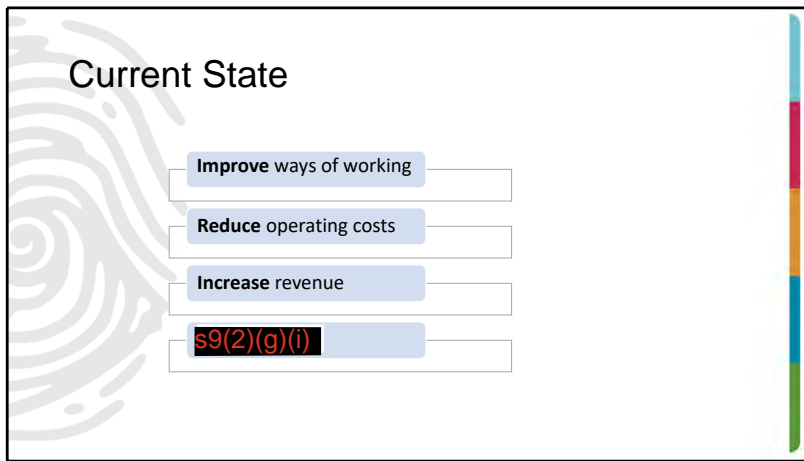
Senior Leaders Briefing

[Open – Arapata]

- Welcome

[Introduce – Courtney]

- Thank you Arapata –
- Kia ora koutou katoa, and thank you for joining us here today.
- We wanted to talk to you directly and it's great so many of you were able to attend in person, [and on line.]
- Today, we're announcing a review of our organisation and how we operate.



[Courtney]

- So, what are we reviewing?
- Firstly, this is an all of Te Papa review.
- By 'all of Te Papa' I mean we're looking at everything.
- You may recall we talked about this back in April. We need to:
 - Improve our ways of working;
 - Reduce our operating costs;
 - Increase revenue; and
 - s9(2)(g)(i)

Slide 2

CJ1

s9(2)(g)(i)

"
Courtney Johnston, 2025-09-30T00:51:20.836

Financial position

- Forecast \$13m deficit
- Expected cash shortfall of \$4.3m 2025/26
- Expected to grow to \$10.4m 2026/27
- Cash reserves exhausted 2029

- I'm just going to s9(2)(g)(i) focus on the top three points – I'll come back to the bid shortly –
- It's been well reported that we have a forecast \$13m deficit after depreciation.
- We currently have an expected cash shortfall of \$4.3m in 2025/26.
 - And we expect this to grow to \$10.4m in 2026/27 and continue to grow every year.
- The deficit; due – largely - to rising costs, and ageing buildings requires intervention.
- While we've been using our cash reserves to cover shortfalls, we can't continue to do this.
- By our calculations – if nothing changes – our cash reserves will run out by 2029.
- In order to put forward a successful new budget bit, we need to show the Crown we have tried everything we can to bridge the gap.
- Many of you have been involved in this work already.
 - We've looked for savings on everything from insurance premiums to light bulbs; and
 - We've pushed every lever we can to increase our revenue.
- But we need to scale up.

Our response

Scale up

Move faster

Change the way we work

[Courtney]

- And by scale up I mean:
 - Increase our efforts to grow our revenue.
 - And, we need to work at pace.
 - Which, we can't do within our current structure.
 - We know this based on the amount of resource it has taken – out of BAU – to increase revenue so far.
 - It's not sustainable, and the ripple effect has had a wide ranging impact our kaimahi, and our business planning.
- Today Arapata and I will share our plan to carry out an organisation-wide restructure of our teams, roles, and reporting lines.

[Pause]

- The proposed new structure will be released to all kaimahi for consultation on **Wednesday** next week.
- Today's hui is to let you know what to expect in the coming weeks and months.

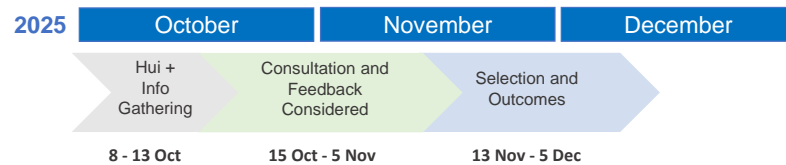
[Pause]

- I understand some of you may have been expecting a restructure... but many of you have not.
- And I appreciate this is really hard.

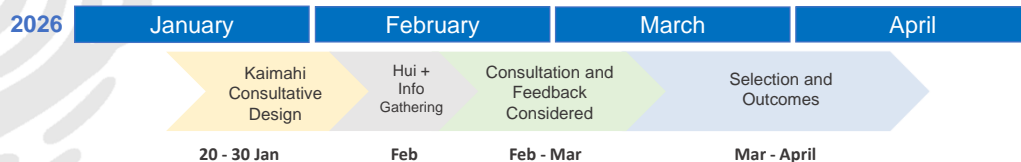
[Pause]

Two phased approach

Phase One: Executive & Senior Leadership

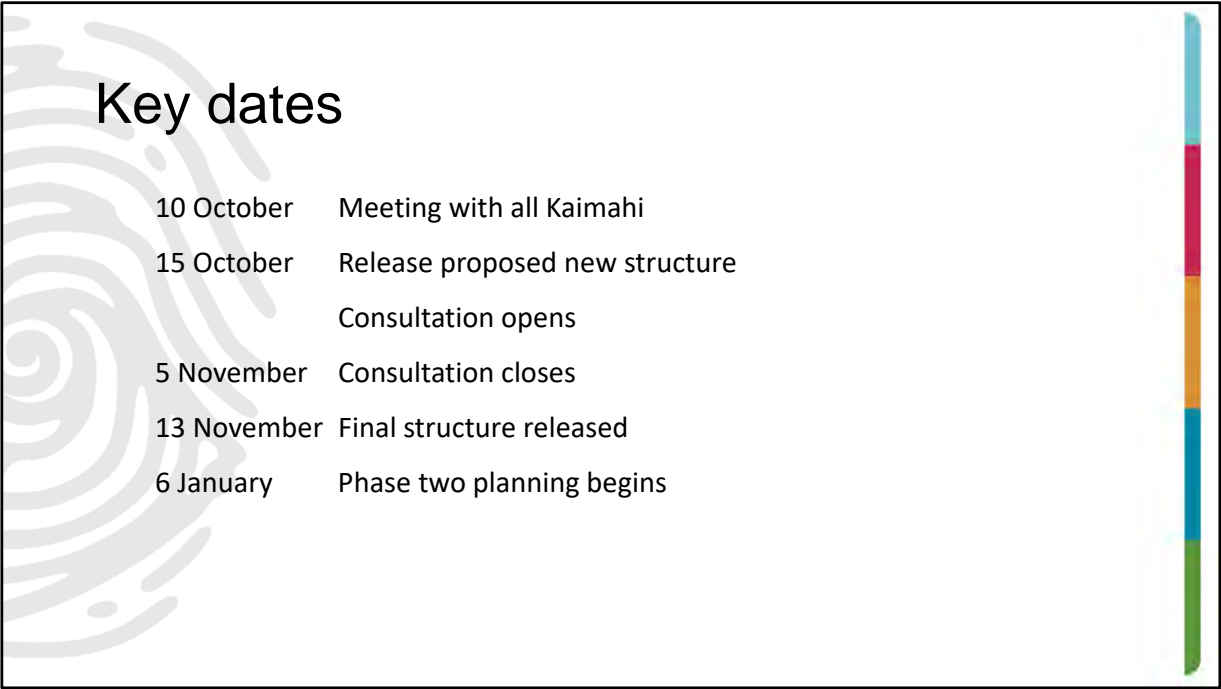


Phase Two: Rest of Te Papa (dates TBC)



- [Courtney]
- I know you'll have questions, and we'll grab a cuppa and open the floor shortly
- But before that, I'd like to share a couple more things with you.
- On this slide we've laid out our approach:
- We're breaking the process into two phases:
 - Phase one focuses on tiers 1 – 3 only; and
 - Phase two is looking at everyone else.
- We did it this way to ensure:
 - Leaders appointed in phase one have a hand in the design of phase two; and
 - People who apply for a Tier 2 or 3 position in phase one will:
 - know the outcome of their application before we break for the holidays; and
 - also know when, in the new year, we'll be releasing the proposed tier 4 positions.

Key dates



10 October	Meeting with all Kaimahi
15 October	Release proposed new structure
	Consultation opens
5 November	Consultation closes
13 November	Final structure released
6 January	Phase two planning begins

- So the key dates are:
 - On the **10th of October** we'll meet with all Kaimahi and share this information with them.
 - On the **15th of October** we'll release the proposed new structure for tiers 1-3.
 - And on the **13th of November** we'll release the final structure for tiers 1-3.
 - In the New Year, we will begin the design of phase two.
 - In this plan:
 - As I said: Tier 2 and 3 positions would be announced before the end of the year.
 - And all other successful applicants would be confirmed into positions at Tier 4 and beyond, by the end of April 2026.
 - I'll give you all this information and key dates at the end of this hui.
- Before I hand back over to Arapata; I just want to say; we've been careful with the timing.
- We're want to do this at the right.
- We want to give you enough time to give feedback and prepare for change, but not leave you waiting for months for decisions to be made.

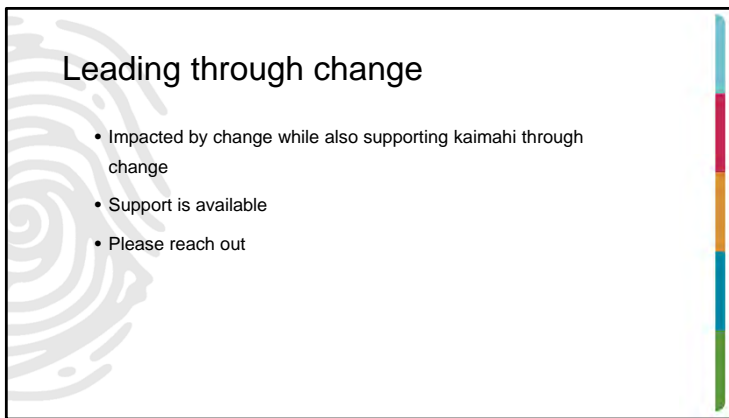
Our people

- Our people, leaders, and kaimahi are foremost in our minds
- We will uphold our values
- Uphold our cultural and legislative mandate
- Honour Te Tiriti o Waitangi
- Our principles will not change

[Arapata]

[PAUSE – gather your thoughts]

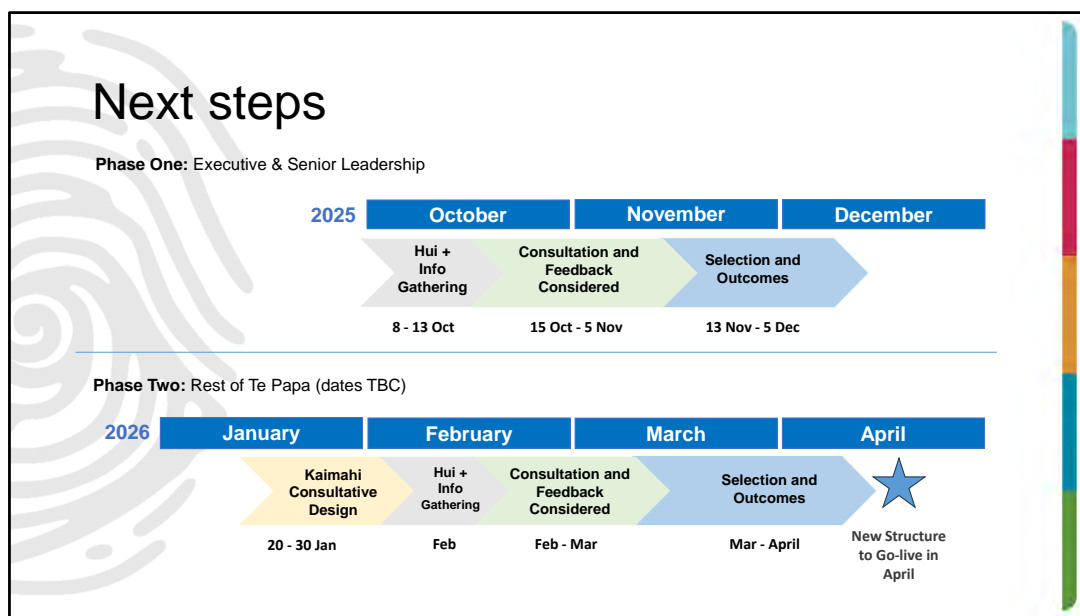
- Thanks Courtney – I think seeing the timeline is helpful.
- When we realised we'd have to go down this road, the first thing I thought of was our people... our leaders and kaimahi.
 - Our people are the heart of Te Papa.
 - And you are foremost in our thinking as we work through this process.
 - We promise to uphold our values and support you and your people.
 - We won't change, move, or disestablish positions unnecessarily.
 - We won't disrupt kaimahi unnecessarily –
 - The one-of-a-kind expertise we have at Te Papa is essential to our ongoing success.
 - We will continue to maintain our relationships – especially with Iwi, Māori and hapū, and our trusted partners, sponsors, and valued stakeholders as we always have.
 - We will fulfil our cultural and legislative mandate, and honour Te Tiriti o Waitangi.
 - Our repatriation mahi will continue, and the principles of that mahi will remain in place.
 - And we will continue to be good stewards. Good kaitiaki of our taonga and collections.
 - These things are non-negotiables.



[Courtney]

- As leaders, we wear two hats
 1. We're impacted by the change; and
 2. We need to lead through the change.
- This will be challenging for all of us.
- We're all potentially impacted by this review.
- It's important you have time to process the information from today, and have practical support to help you through.
- We've got a leaders pack, to give you at the end of this hui.
- It contains information from today along with messaging, EAP details, and other key pieces information.
- The review team has worked closely with ELT, comms, finance, and HR to make sure we have everything covered -
- Given we're all at different levels of experience, we've tried to cover everything, but if anything is missing, please let the team know – I'll put their email up at the end.
- We've also got a schedule in place for the E Tū union representatives and Te Papa union delegates.
 - The union was first briefed on [date], and delegates will be briefed on [date].
 - We will continue to update them as we move through each phase of the review.
 - Unions provide an essential service to kaimahi, so please make sure the union members in your team are free to attend hui with their delegates and Te Papa representatives.

- We are expecting media attention, and will release a statement to our own website following our all Kaimahi hui on Friday.
- If journalists or media publications reach out to you – as with all media contact - please refer them to Kate.
- Thanks everyone.

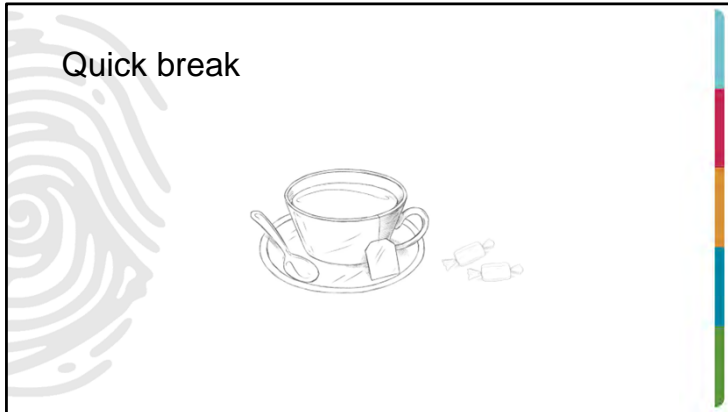


[Courtney]

- As I said; we'll be going out to all kaimahi on 10 October with a similar presentation.
- We've staggered the announcement to give you space to sit with this for a couple of days.
- When your kaimahi return from their hui with Arapata and I – they'll more than likely want to discuss what they've heard.
- My suggestion is you make a time to bring them together, if you can.
- Take all the time you need with them.
- The leaders pack has info on accessing support and submitting questions and suggestions to the review team.
- When the proposed new structure comes out we'll also open it up to consultation.

[pause]

- In my time here we've faced a lot of hard things together.
- And the care and concern you have for your people has been incredible.
- And, while I know you'll be there for them, I am thinking of you.
- If you can't do this, if your plate is already too full – for what ever reason - I understand.
- ELT has had time to get used to the idea but it doesn't make this any easier.
- Please, talk to your Director, Vitae, or HR – or, send an email if that's easier – practical and wellbeing support is here for you.



- Let's take 10.
- We've got tea, coffee, and water at the back –
- Then, when we're ready, we'll come back in and open the floor for questions.

BREAK

Question time

KEY DATES

10 October	Meeting with all Kaimahi
15 October	Release proposed new structure
	Consultation opens
5 November	Consultation closes
13 November	Final structure released
6 January	Phase two planning begins

[Courtney]

- Welcome back.
- This part of the session today is for you to share your thoughts and ask questions.

[Open floor]

Close

We welcome your feedback -

- Change@tepapa.govt.nz
- ConsiderThis: opens for consultation on 15 October
- [Workshop sessions]

[Arapata]

- Thank you for your questions.
- I think we're ready to close this session now...

[PAUSE]

- ... but before I do, I'd like to acknowledge those of you who were here for earlier restructures and still carry that memory with you.
- We've learnt a lot from those experiences.
- Even those of us who weren't here know how it affected our kaimahi – so we're committed to making sure we do better.
- Much of this review WILL feel the same.
- I think some of the issues that the last restructure tried to address around working together more effectively didn't land completely.
- Even though good did come from the last big review, I think we're better prepared this time.
- Thank you everyone for your time and your questions.
- I think we're ready to close -

[close / karakia whakamutunga]

Notes: 7/10 Hui with ELT

URGENT: 1:1 scripts for t2 leader hui with their T3

- Union activity raised.
- Roles in scope?
 - Casual - Decisions:
 - out of scope (but expect casual pools will reduce, and scheduling will be more efficient in the future)
 - Can review again in phase two
 - We're not obligated to have them in scope
 - Risk (casual staff getting the same shifts considered perm)
- April date – agreed
- Final decisions on structure with Arapata and Courtney tomorrow.
- Timeline –
- 1:1 Hui – work with Directors
- Leaders Hui
 - Aim for a 50 minute hui
 - Add timing for Friday
- Consider This slide in the all kaimahi hui.
- An email will be sent to all kaimahi before that email goes out to them. We'll also have information on Kupenga.
- Security and confidentiality qs in the leaders pack.
- Christmas shutdown – prep Q&A – specific qs around wanting to save leave just in case made redundant.
- OIAs – financial, specialist roles.
- Key messages around managing expectations for externals – Deborah
- Recruitment Freeze – cannot offer perm roles during restructure.
- Minister and Minister
 - From Courtney
- - As you are aware
 - Strong focus on financial
 - From toms talking to kaimahi about proposed org change
 - Change prop will be released
 - Direct all questions to
- We want to extend our cash reserves until x so we will be balancing the amount of change with rev

- Different modelling – spend this save that = outcome. This lets us pic a model. Model will take into next year's macro budget setting hui with board.
- Hold operating costs
- Decrease sal costs
- Increase rev gen

- Increase investment in exhibitions and infrastructure
 - This supports the rev gen
 - Looking to extend our sus to: and we are balancing savings with increased rev gen and investing in our exh and infrastructure.

With four leaders want to extend cash reserves to xxx


The proposed salary impact is a reduction in salary spend that equates to between x and y.



Senior Leaders Briefing

Organisational Change

Wednesday 8 October 2025



[Open – Arapata]

- Welcome

[Introduce – Courtney]

- Thank you Arapata –
- Kia ora everyone, and thank you for joining us here today.
- We wanted to talk to you directly and I appreciate so many of you joining in person, and on line.
- As you know, this year as co-leaders we have been very focused on the financial stability of Te Papa.
- We have been making operational savings and initiated the Strategic Revenue Plan to increase our revenue.
- Today, we're sharing with you – as our senior leaders – that we are reviewing our organisational structure and how we operate.

Why are we doing this?

- Forecast \$13m deficit
- Expected cash shortfall of \$4.3m 2025/26
- Expected to grow
- Cash reserves exhausted 2029

[Courtney]

- Operational savings and increased revenue will help us close the gap, but they are not enough to make us financially sustainable in the mid or long term.
- We have a forecast \$13 million deficit after depreciation, and a cash shortfall of \$4.3m this year, which continues to grow every year.
- While we've been using our cash reserves to cover shortfalls, we can't continue to do this.
- If we don't make changes now, our cash reserves are forecast to run out by 2029.
- The Minister and Ministry are well aware of our financial sustainability challenges. However, we cannot rely on the opportunity for a future successful Budget bid for increased funding.
- This is why we are now commencing an organisational review to ensure our financial sustainability and ensure we can continue to deliver on our mandate.

What we're sharing today

Timeline for change

What this means for leaders

Support and information

[Courtney]

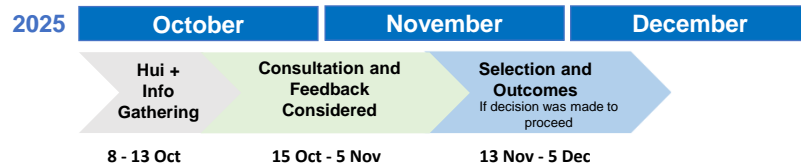
- Today Arapata and I are sharing our plan to carry out an organisation-wide restructure of our teams, roles and reporting lines.
- We wanted you as our senior leaders to hear this first.
- Today's hui is to let you know what to expect in coming weeks and months. I will share a timeline shortly.
- We will be announcing the plans for the restructure to the whole organisation on Friday this week.
- We are asking you to keep this information in confidence until then.
- I understand some of you *may* have been expecting a restructure – but many of you have not.
- And I appreciate this is really hard.

[Pause]

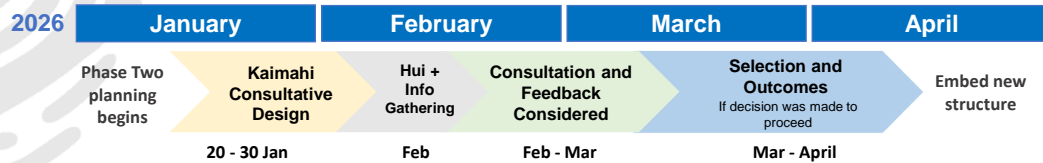
- I am going to take you through the key information, then we'll take a short break, followed by an opportunity to ask questions.

Two phased approach

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



[Courtney]

- This slide shows our approach and timelines.
- You'll get this information to take away with you – and we'll email it to those of you on Teams.
- We're doing this review in two phases.
 - Phase One is focused on Tiers 1, 2 and 3, and
 - Phase Two is looking at everyone else
- Both phases will include a consultation and selection process -
- And changes will be implemented in April 2026.
 - Until then we will operate with our current structure, teams, and roles.
- We did it in this way so:
- Leaders appointed in Phase One can contribute to the design process in Phase Two, and ...
- People who apply for a Tier 2 or Tier 3 position in Phase One will:
 - Know the outcome of their application before we break for the holidays.
 - And know when, in the new year, we'll release proposed Tier 4 positions.

Key dates

Date	Activity
10 Oct	Announcement to all Kaimahi
13/14 Oct	T3 1:1 hui with Directors
15 Oct	Release Proposal for Change and proposed new structure
	Consultation opens
5 Nov	Consultation closes
If decision was made to proceed:	
13 Nov	Decision on whether or not to proceed made and released
14 Nov	Expression of Interest process begins
24 -28 Nov	Interviewing for new positions
5 Dec	Individual Outcomes communicated)

- On the **10th of October** we'll meet with all Kaimahi and share this information with them. That email invite will go out to them tomorrow morning.
- If your team members come to you seeking further information, please let them know it's a hui about the future of Te Papa.
- Arapata and I would like to take them through the restructure information ourselves, so please do not share this information with them.

If a decision is made to proceed:

- On **13 or 14 October** your Director will meet with direct reports to brief you on the proposed new structure. This will give you time to digest the content before it's released.
- On the **15th of October** – next Wednesday - we'll release our Proposal for Change and the proposed new structure. Consultation will open at the same time, and close on **5 November**.
- And on the **13th of November** – if a decision is made to proceed - we'll confirm the final structure for tiers 1, 2, and 3.
- The selection process for new positions will be complete by **5 December**.
- In the New Year, we will begin the design of phase two.
- Tier 2 and 3 positions would be announced before the end of this calendar year.
- All other successful applicants would be confirmed into positions in phase two by the end of April 2026.
- Before I hand back over to Arapata; I just want to say; we've been careful with the timing.
- We want you to have enough time to give feedback and prepare for change, but not leave you waiting for months for decisions to be made.

Our people

- Our people, leaders, and kaimahi are foremost in our minds
- We will uphold our values
- Uphold our cultural and legislative mandate
- Honour Te Tiriti o Waitangi
- Our principles will not change

[Arapata]

[PAUSE – gather your thoughts]

- Thanks Courtney – I think seeing the timeline is helpful.
- When we realised we'd have to go down this road, the first thing I thought of was our people... our leaders and kaimahi.
 - Our people are the heart of Te Papa.
 - And you are foremost in our thinking as we work through this process.
 - We promise to uphold our values and support you and your people.
 - We won't change, move, or disestablish positions unnecessarily.
 - We won't disrupt kaimahi unnecessarily –
 - The one-of-a-kind expertise we have at Te Papa is essential to our ongoing success.
 - We will continue to maintain our relationships – especially with Iwi, Māori and hapū, and our trusted partners, sponsors, and valued stakeholders as we always have.
 - We will fulfil our cultural and legislative mandate, and honour Te Tiriti o Waitangi.
 - Our repatriation mahi will continue, and the principles of that mahi will remain in place.
 - And we will continue to be good stewards. Good kaitiaki of our taonga and collections.
 - These things are non-negotiables.



Leading through change

- ...while also supporting kaimahi through change
- Support is available
- Please reach out

[Courtney]

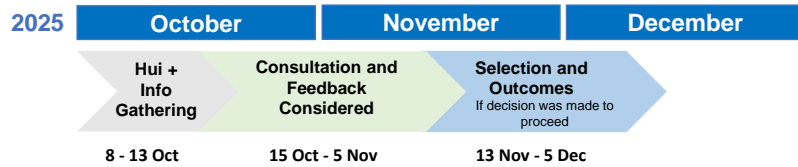
- As leaders, we wear two hats
 1. We're affected by the change; and;
 2. We have to continue to lead through the change.
- We've got a leaders pack, to give you at the end of this hui with information from today along with messaging, EAP details, and other information.
- We've also got a schedule in place for the E Tū union representatives and Te Papa union delegates.
 - The union has been briefed and delegates will be briefed tomorrow.
 - Please make sure the union members in your teams are free to attend hui with their delegates and Te Papa representatives.
- We are expecting media attention, and will release a statement to our own website following our all Kaimahi hui on Friday. As always, if journalists or media reach out to you – please refer them to Kate.

[pause]

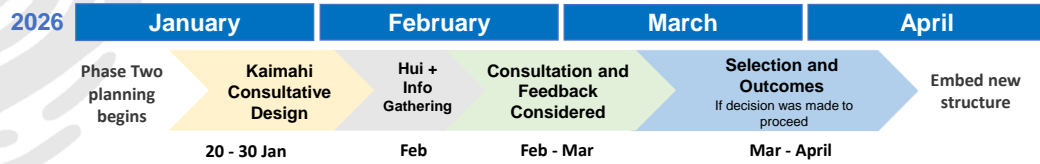
- In my time here we've faced a lot of hard things together.
- And the care you have for your people is incredible.
- And, while I know you'll be there for them, I am thinking of you.
- If you can't do this, if your plate is already too full – for what ever reason - I understand.
- ELT has had time to get used to the idea but it doesn't make this any easier.
- Please, talk to your Director, Vitae, or HR – or, send an email if that's easier – practical and wellbeing support is here for you.

Timeline

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



[Courtney]

- I am going to leave this on screen while we take a five minute break
- When we come back, I will do a brief recap and we will take any initial questions that you have on the process.
- We won't be sharing information about the change proposal or proposed structure today.

Question time

Date	Activity
10 Oct	Announcement to all Kaimahi
13/14 Oct	T3 1:1 hui with Directors
15 Oct	Release Proposal for Change and proposed new structure
	Consultation opens
5 Nov	Consultation closes
If decision was made to proceed:	
13 Nov	Decision on whether or not to proceed made and released
14 Nov	Expression of Interest process begins
24 -28 Nov	Interviewing for new positions
5 Dec	Individual Outcomes communicated)

[Courtney]

- Welcome back.

Just to recap:

- We will be sharing a similar presentation with all kaimahi on Friday. Invitations to that hui will go out tomorrow.
- We have delayed their hui to give you space to sit with this information for a couple of days.
- After the hui kaimahi on Friday, your team is likely to want to discuss what they've heard.
- We suggest you make a time to bring your team together – take all the time you need.
- The leaders pack we've created for you has information about phases, timelines, accessing support, and how to submit questions and suggestions.

[Open floor]

Close

We welcome your feedback -

- Change@tepapa.govt.nz
- 15 October: ConsiderThis opened for consultation
- 21 + 29 October: Kaimahi drop-in sessions with ELT
- 23 + 28 October: Facilitated sessions for kaimahi Māori

[Arapata]

- Thank you for your questions.
- I think we're ready to close this session now...

[PAUSE]

- ... but before I do, I'd like to acknowledge those of you who were here for earlier restructures and still carry that memory with you.
- We've learnt a lot from those experiences.
- Even those of us who weren't here know how it affected our kaimahi – so we're committed to making sure we do this differently.
- Much of this review WILL feel the same.
- I think some of the issues from the last restructure are still relevant today.
- Even though good did come from the last big review, I think we're better prepared this time.
- Thank you everyone for your time and your questions.
- I think we're ready to close -

[close / karakia whakamutunga]

Rats and mice

About Te Papa

Is Te Papa going to close?

No, but we do have a budget shortfall that must be met this year and every year moving forward.

Can't we ask the government for more money?

s9(2)(g)(i) The Board is urging us to create a structure that will enable us to be financially sustainable now and in the future.

Will we run out of money?

s9(2)(g)(i) That said, even a large pot of money today will not solve our enduring funding shortfall. The revenue we need to generate year after year can only come from changing how we work.

Define 'financial sustainability'.

~~It means maintaining financial stability over the long term, ensuring we can consistently meet our obligations and achieve our goals without depleting resources or incurring excessive debt.~~

Has Te Papa been mismanaged?

No. It costs a lot of money to run a museum, and costs have been rising since the day we opened Te Papa. This review is about finding ways to create enduring financial stability so we can achieve our goals (operational, research, conservation, learning, preservation, exhibition, repatriation, and kaitiakitanga) without depleting our resources.

- ~~• We will remain stakeholder-focused — including kaimahi, iwi, visitors, communities, and partners.~~
- ~~• This change is about preparing Te Papa to thrive.~~
- ~~• Together, we are building a resilient, future-focused Te Papa that all New Zealanders can be proud of.~~

Meeting Agenda
Organisational Review Programme – Oversight Committee

Meeting details

Tuesday 7 October 2025

11.00am – 12.30pm

Level 3 Project Room

Committee Members	Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping
Programme members in attendance	§ 9(2)(a) (Programme Lead)
Apologies	

Item no.	Agenda items	Paper	Time	Purpose	Led by
1	Welcome		11.00am		Chair Kaihautū
Standing items					
2	Programme Report – verbal update <ul style="list-style-type: none"> RAG status Workstream updates Issues & Risk Register Items 	Yes	15 mins	Note	§ 9(2)(a)
3	Workstream – Organisational Change		75 mins		§ 9(2)(a)
Wrap Up					
4	Check-out and Karakia				Kaihautū

Next meeting: Tuesday 14 October

Minutes:

1. Programme risks – we have a new one from the union for the Org Change workstream.

- The union have advised that one of their mechanisms to gather support will be to run a public campaign to get more Crown funding to cover staff salaries.
- OIA risk – significant additional workload in 2018 change. Be mindful and prepped for these in this change process.

2. Key decisions related to Org Change

- Casual employees are out of scope. They still have the opportunity comment and feedback on the changes but they are not proposed to have their employment impacted by the change.
- Stand up date is being referred to as April, not a specific date of 6 April. Gives us wriggle room.
- Courtney and Arapata are making their final decisions tomorrow on the structure that will be presented to staff for consultation. You have seen a summary of that, and since then I've had the opportunity gather ideas and further comments from most of you. Your thinking on this will inform the outcome tomorrow, but of course it's not the final opportunity for you to submit your thinking and influence the final change outcomes because you will have the entire consultation stage to submit your own feedback.

3. Timeline and logistics for change activity

8 Oct (tomorrow) – T3 hui at 9.30am in the Angus room

- Both hui will be led by Courtney and Arapata who will use a presentation
- The tables will be laid out banquet style at the T3 hui tomorrow and the Directors will sit around the tables, there will be a break for tea and coffee followed by a Q&A session.
- T3 leaders will be provided with a pack to take away with them, which is the set of instructions for the All-Staff hui and the follow up support they will provide to their own teams.
- We know of a few T3 leaders who are on leave and I have plans in place with those Directors who will contact them individually. Please look around the room tomorrow to make sure that you know who has attended and who hasn't, because you will need to get in touch with those people quickly and we will you help you do that if need be.
- Think about how you support your T3 leaders after this hui.
- What about the teams who don't have Directors there in person (Carolyn has the Pou, what about Jake's people etc).
- Sally from the People team will be there to take notes.
- The change team will not be in attendance.

10 Oct – All-Staff hui at 2.30pm in Soundings Theatre

- This is both in person in the auditorium and a webinar for people who want to watch online.
- Courtney and Arapata will use a slightly altered presentation for all-staff and the Directors will be beside them.
- A follow up email will be sent to all-staff after that meeting, with a transcript so that all-staff who were unable to attend get the same information.

10 Oct – Kupenga change page goes live**13 & 14 Oct – 1:1 meetings with T3**

- Invitations to these meetings will be sent to the T3s and confirmed in your calendars on Thurs 9 Oct
- You will get a message from us to come and pick up the pack for your team before these meetings. This will contain the letter related to each staff member advising them their role is being impacted, and a page providing support information.
- Tips and tricks for having difficult conversations.
- People might react like *this* or *this*, and ways you could respond such as “I can see you’re overwhelmed, let’s take a break and pick this up again”.

Wed 15 Oct – Proposal for Change document released via ConsiderThis

- There will be a short webinar from Courtney and Arapata advising that the consultation period is open.
- From tomorrow there will be a printed copy of the Proposal for Change document available here in the project room for ELT to read through. It’s still in draft and currently being reviewed by our employment lawyers so I won’t circulate a soft copy just yet but I want you to see and feel this document before it lands on all staff next Wednesday.
- Hard copies of the Proposal for Change will be distributed to key locations for staff who are

21-30 October – 2x Q&A drop-in sessions and 2x facilitated Kaimahi Maori sessions**13 Nov to 5 Dec – EOI process and interviews**

- All of you are likely to be utilised in some way on interview panels so please be aware of this timing so you can be available as panel members.

4. Change activity over the Christmas and New Year period

- There will be no active change activity for staff between mid-December to mid-January.
- However, be very aware what annual leave you are approving because from 20 January onwards T2 and T3 staff will be involved in Phase 2 consultative design, consultation and selection processes.

From: Jackie Lloyd <s9(2)(a)>
Sent on: Wednesday, October 8, 2025 1:46:45 AM
To: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
CC: Chris Swasbrook <s9(2)(a)>; David Wilks <s9(2)(a)>
Jacinta Ruru <s9(2)(a)> Juliet Gerrard <s9(2)(a)> Paul
Brewer <s9(2)(a)> Tama Waipara <s9(2)(a)> Arapata
Hakiwai <ArapataH@tepapa.govt.nz>
Subject: Re: In confidence: Sharing dates for your information

Thanks Courtney.
Noted and all the best for the announcement and roll out of the change plan.
Cheers Jackie
Sent from my iPhone

On 8 Oct 2025, at 8:30 AM, Courtney Johnston <Courtney.Johnston@tepapa.govt.nz> wrote:

Kia ora koutou

Thank you to everyone who has providing support and guidance as we prepare to introduce an organisational change proposal as part of our financial sustainability programme here at Te Papa.

Key dates in the next week:

1. At this stage, we plan to release a proposal for change on Wednesday 15 October.
2. This morning (8 Oct) we are gathering our T3 leaders to inform them that a review is being undertaken, and that a proposal will be shared on the 15th.
3. On 10 October we will share this same message with all our staff.
4. On 10 October we will publish a short statement on our website, but do not plan at this stage to undertake proactive comms.
5. Our union, E Tū, is being engaged.

Key stakeholders are being notified at appropriate times, and I have spoken with both the CE at MCH and the Minister's private secretary.

All efforts are being made to maintain confidentiality, however if any matters are raised with you, please direct them to me, or if it is a media enquiry, directly to Kate Camp, Head of Marketing and Communications Kate.Camp@tepapa.govt.nz

Ngā mihi maioha, Courtney

Courtney Johnston
Tumu Whakarae | Chief Executive

Email to T3 Leaders – did not attend T3 Hui

From Courtney and Arapata

SUBJECT: Tier Three Leaders Hui - notes

DATE: 8 October

Kia ora koutou

Today Arapata and I met with our tier three leaders to discuss the future of Te Papa. While we wanted to talk to you all directly, we appreciate not everyone was able to attend.

Below is a recap of what we discussed for your information. Arapata and I will take kaimahi through this information on Friday and would appreciate you not discussing this with your team until after we've had our hui kaimahi.

Organisational Change

As you will know, one of the key focus areas this year has been on the financial sustainability of Te Papa. We have a budget deficit which continues to grow every year which will impact .

Today we advised that we are reviewing our organisational structure and how we operate.

are not being told these things until Friday, we would

Please make every effort to attend in person. If you cannot come into the office, please join via the Teams link attached. We look forward to seeing you there.

Ngā mihi

Courtney and Arapata

Communications Risks

Cuts to kaupapa Māori/Māori specific roles

Environmental overview

Since 2024, multiple Māori roles have been cut from New Zealand's public service as a result of budget constraints and reprioritisation of government spending.

Unions like the Public Service Association (PSA) have strongly opposed these cuts, arguing they dismantle Māori leadership, ignore Te Tiriti o Waitangi obligations, and harm vulnerable communities particularly for losses within frontline, leadership, and research roles.

Section 14 of the Public Service Act 2020 (the Act) recognises the aims, aspirations and employment requirements of Māori, and the need for greater involvement of Māori in the Public Service.

Risk Statement

- If kaimahi Māori disagree with the dissolution of Ngā Manu Atarau, then there is a risk they will gather support within their wider community and stakeholder networks to change this decision.

Potential impact

This could result in:

- Negative publicity and discussions on issues outside of the control of Te Papa (including wider political risk) becoming linked with the proposed outcomes.
- Reputational risk to Te Papa and the CEO and Kaihautū.
- Relationship risk with key stakeholders.

Risk rating

Likelihood of the risk occurring (high/medium/low):

Impact 1-5 (minor - catastrophic):

Te Papa Organisational Review – Media Plan

Draft – 19/09

Purpose

To ensure clear, active and reactive, transparent communication with the media while protecting the reputation of Te Papa and reinforcing trust with stakeholders. This plan outlines how media will be engaged, what messages will be prioritised, and how risks will be managed.

Objectives

1. Transparency: communicate openly about the rationale, process, and outcomes of the review.
2. Reputation: Position the CEO and Kaihautū as responsible, future focused kaitiaki safeguarding the cultural and financial sustainability of Te Papa and its taonga.
3. Wellbeing: Reassure kaimahi that wellbeing is central to the decisions of the review.
4. Consistency: Align messaging across spokespeople, channels, and workstreams.
5. Responsiveness: As this is an internal organisational change programme our media activity will be focused primarily in the **reactive** and need to know space.
6. While we know there will be media interest it is hard to predict the direction it will take. We must be prepared and managing media interest and potential risks with urgency.

Key Stakeholders

1. Māori, Iwi, hapū and whānau: Essential partners with well-established tribal connections from across the motu. They are a strong and influential presence.
2. Mana whenua: Deep and strong links to Te Papa and a unique, long-standing partnership. They are kaitiaki of Rongomaraeroa marae inside Te Papa.
3. Central government: Te Papa receives Crown funding and enjoys a trusted relationship with the Minister for Culture and Heritage. This is reinforced by the current Board Chair.
4. Local Government. Te Papa and WCC have a partnership aimed at mutual benefit, based on enhancing Wellington's cultural identity and attracting tourism and economic opportunities.
5. Corporate partners, donors, and sponsors: Te Papa has fostered significant long-term partnerships with sponsors and donors to further the museums financial sustainability. This includes individual and corporate philanthropy via the Te Papa Foundation.
6. Community Groups: Friends of Te Papa, repatriation groups, museums, galleries, universities, and research institutions.
7. Local and international visitors and volunteers: despite the fee for international visitors Te Papa remains one of the top tourist attractions.

Environmental assessment

1. Te Papa is well-known in Aotearoa, and the number one tourist destination for overseas visitors. It is often praised for its exhibits and is a highly treasured New Zealand cultural icon.
2. Previous restructures at Te Papa sparked significant backlash, including petitions, and threats of boycott due to the (perceived) loss of one-of-a-kind expertise, negative media attention, and stress to kaimahi. Another area of concern was the potential for collection decline resulting from the loss of collections staff.
 - a. It is possible local and international experts will be concerned about the loss of expertise in a Te Papa restructure.
3. Māori, iwi, hapū and whānau have a considerable interest in the stability of Te Papa. Te Papa houses large collections of Māori taonga. Māori culture and Mātauranga are unique to Aotearoa and a core part of the museum's identity.
 - a. A perceived loss of Mātauranga Māori expertise could result in damage to the trusted and mutually beneficial relationship between Māori kaitiaki and Te Papa.
4. Te Papa partners, sponsors and donors contribute significantly to the future financial stability of Te Papa.
 - a. Speculation on where their donations are being used may create uncertainty and re-evaluation.

Risks and Issues Management

Media Risks:

- Negative focus on redundancies (and one-of-a-kind experts).
- Crisis framing (stories framed around Te Papa in crisis).
- Concerns about loss of cultural mandate and/or specialist expertise.
- Stories from previous restructures are reissued.
- Reputational damage (for Te Papa and leaders).

Mitigation:

- Lead with purpose, vision, values.
- Project united front – CEO, Kaihautū, Board Chair.
- Front foot – what, why, how (particularly with key stakeholders such as Māori, sponsors and donors).
- Emphasise the investment we're making in the future.
- Reiterate financial sustainability.
- Proactive engagement with E Tū union.
- Commit to rapid response to misinformation with clear, approved, statements.

Secondary comms

- Big picture – Te Papa drives tourism/financial benefits, the importance of having a world class museum, Aotearoa leading the way for first nation / indigenous guardianship of taonga and culture, will be considered after the inform and lead communications are bedded down.

Key media

Primary: National media (print, TV, radio, online) with reach across Aotearoa.

Secondary: Sector-specific outlets (arts, culture, museum sector, iwi media, and tourism/investment channels).

Stakeholder media: Government, iwi/hapū, union.

Social media: Public, visitors, political commentators.

Key messages

Why we're doing this:	To ensure the financial sustainability of Te Papa.
What we're doing:	We're carrying out organisational change to enable us to reduce expenditure, keep up with rising costs, and continue to invest in our people, our taonga, and our communities.
Why a restructure:	We're changing our structure so we can increase operational savings and revenue generation.
What functions are we losing?	Every senior leadership function we carry out today has been mapped to the phase one proposed new structure. By adjusting the way we organise teams, we can create new efficiencies and ways of working.
How is it happening:	We are carrying out a three-phased programme of change: <ul style="list-style-type: none">• A new leadership structure is proposed for phase one.• A new 'rest-of-organisation' structure is proposed for phase two.• Final changes will be embedded in phase three.
When it's happening:	<ul style="list-style-type: none">• The organisational change mahi will run between October 2025 and April 2026.
Who is affected:	<ul style="list-style-type: none">• This is an all of organisation organisational change programme and all kaimahi and leaders are proposed to be affected.
Our vision:	<ul style="list-style-type: none">• We're doing this to secure our long-term financial sustainability.

	<ul style="list-style-type: none"> Through this mahi we will continue to invest more in our people, our taonga, and our communities.
Our commitment:	<ul style="list-style-type: none"> We will honour our cultural and legislative mandate, act with honesty and transparency, and put people and values at the heart of our decision making. We are guided by Te Tiriti o Waitangi [need help shaping the direction of this message] Te Papa remains committed to delivering excellent visitor experiences.

Channels & Tactics

Proactive media release: Announce Te Papa is under review, what, why, when, benefits. Release details (who/when/how) TBC.

Targeted briefing: TBC – do we have any culture/arts media who we can have a sit down with?

Op-eds: TBC –

Option 1: CE/Kaihautū to co-author an opinion piece reinforcing purpose and vision. Two perspectives with the same outcome.

Option 2: Board Chair to develop an opinion piece on the financial benefits of Te Papa being a world class museum and how changes to the way we work will get us there.

Media Q&A: Work up anticipated tough questions with agreed responses.

Reactive planning: Centralised approval process for media responses, plus preprepared holding statements.

Social media alignment: Controlled, consistent updates. TBC.

Monitoring and Evaluation

- Media tracking: daily monitoring. Circulate results each morning.
- Message uptake: Analyse what is reported in coverage.
- Spokesperson review: Media training? (Do Courtney or Arapata need refresher training?)
- Monthly evaluation: Feedback to Oversight Committee/Board the impact/alignment of media with programme messaging, volume, general analysis.

Spokespeople

- Courtney Johnston (CEO): Financial and organisational rationale, governance, mandate.
- Dr Arapata Hakiwai (Kaihautū): Cultural mandate, Te Tiriti commitments, taonga and kaitiaki, and how we're working together.

- Kate Camp (Head of Communications & Marketing): Media enquiries, messaging coordination, issue responses where needed.
- Chris Swasbrook (Chair): Governance, commercial, financial.

Note: all media enquiries to be channelled through Kate Camp before a response can be issued.

Subject Matter Experts

- s 9(2)(a) s 9(2)(a) (Programme Lead): Programme structure, phases, and process detail.
- Kaupapa Māori: Dr Arapata Hakiwai (+ Pou Tikanga)
- HR: Sue Quirk
- Finance: Peter Corley
- Media: Kate Camp
- Programme Comms: s 9(2)(a)

Version 2.0 9/10/25

Public Statement Release DRAFT

Te Papa announces organisation-wide review to reduce current budget deficit and secure long-term financial sustainability.

Te Papa announced today it is carrying out an organisation-wide review proposed to restructure its teams, positions, and reporting lines. Chief Executive Courtney Johnston says the review would allow Te Papa to ensure the financial sustainability of Te Papa now and in the future -

“Our focus this year has been on securing our financial future. Rising costs and maintenance of our ageing buildings have put a strain on our cash reserves. We’ve made significant operational savings and increases to our revenue, but these measures are not enough to close our budget deficit. This review would secure enduring financial sustainability so we can continue to deliver on our cultural and legislative mandate for generations to come”.

No cuts to existing services

While team structures are proposed to change, there will be no change to existing services. Entry to Te Papa will remain free for New Zealanders and residents of New Zealand, and there will be no change to the entry charges for international visitors.

Existing work programmes - such as the repatriation of kōiwi tangata and kōimi tangata, our strategic, founding, and long-term partnerships, and work with iwi and Mana Whenua - will also remain unchanged.

Kauhautū Dr Arapata Hakiwai explains further -

“By adjusting the way we organise teams, we can create new efficiencies and ways of working.

We have no plans to change the way we work with our iwi, partners, and key stakeholders, and no plans to change our Repatriation Programme - these things are non-negotiable. However, in planning for the future of Te Papa, I am mindful that the review will bring far-reaching changes to how we work. Our focus is on ensuring that kaimahi (staff), iwi, partners, stakeholders, and people who value and care for Te Papa have clarity and certainty about what we’re doing. Our commitment is to make this process as transparent as we can - while also respecting the needs and mana of our kaimahi.”

Three-phased organisational change

The organisational review is proposed to be carried out in three phases:

- **Phase One** would be focused on tiers 1, 2 and 3.
- **Phase Two** would be focused on the rest of Te Papa.
- Should a decision be made to proceed, **Phase Three** would be focused on embedding changes into the organisation.

Phases one and two would include a consultation and selection process, with final decisions of both phases proposed to be implemented in April 2026. Until then Te Papa will operate within the existing structure, teams, and roles.

Next Steps

A Proposal for Change, which includes proposed changes to the current structure, will be released on 15 November. It will be opened to all kaimahi for consultation.

Ends.

Media contact: Kate Camp kate.camp@tepapa.govt.nz, 029 601 0180.

Strengthening our Future and opening Aotearoa to the world

As the new Chair of the Te Papa Board, I feel deeply honoured to be part of one of the world's most admired museums. Every year millions of people from around the globe come to learn about the history and culture of Aotearoa New Zealand through our unique lens, but we cannot afford to rest on our laurels. Today Te Papa announced a programme of transformation designed to strengthen the way it operates and continue to attract local and international visitors.

International engagement

Visitors come to Te Papa and experience Aotearoa through our art, science, mātauranga Māori (Māori knowledge), and outstanding exhibits. They learn the shared history of Aotearoa from our own people – tangata whenua (Māori) and tangata Tiriti (other people of New Zealand) alike - and experience firsthand the beauty of our taonga (treasures) and collections from across the Pacific.

For many, making the journey to New Zealand is a commitment to travel to the farthest corner of the earth, and in doing so, they gain an indelible connection to this country – a connection that – if it's a positive one - could gently ripple out across borders and cultures for generations.

A thriving, vibrant, exciting Te Papa strengthens our tourism offering and encourages people to choose Aotearoa as their next 'must-visit' holiday destination. When they arrive, they will rent our cars and holiday homes, stay in our hotels and eat in our cafes. They will buy local art and souvenirs, visit attractions, and explore our country. Every time we launch a new exhibit at Te Papa, we create economic opportunity for the wider economy.

Our cultural mandate

That said, Te Papa is more than an economic opportunity. At our heart we are driven by our cultural mandate to uphold the mana (essence, identity, authority) of all cultures, uphold Te Tiriti o Waitangi, and serve as kaitiaki (guardians) of our national taonga. This transformation will strengthen our ability to deliver on that mandate.

Transforming Te Papa

While earning more and cutting costs are important to any organisation, Te Papa already stands tall in a crowded market. However, to continue to grow and thrive we need to build resilience to withstand the acceleration of technology and global trends, create

growth through innovation, and be unapologetically deliberate about connecting Aotearoa to the rest of the world.

CONFIDENTIAL



[Open – Arapata]

- Welcome

[Introduce – Courtney]

- Thank you Arapata –
- Kia ora everyone, and thank you for joining us here today.
- We wanted to talk to you directly and I appreciate so many of you joining in person, and on line.
- As you know, this year as co-leaders we have been very focused on the financial stability of Te Papa.
- We have been making operational savings and initiated the Strategic Revenue Plan to increase our revenue.
- Today, we're sharing with you – as our senior leaders – that we are reviewing our organisational structure and how we operate.

Why are we doing this?

- Forecast \$13m deficit
- Expected cash shortfall of \$4.3m 2025/26
- Expected to grow
- Cash reserves exhausted 2029

[Courtney]

- Operational savings and increased revenue will help us close the gap, but they are not enough to make us financially sustainable in the mid or long term.
- We have a forecast \$13 million deficit after depreciation, and a cash shortfall of \$4.3m this year, which continues to grow every year.
- While we've been using our cash reserves to cover shortfalls, we can't continue to do this.
- If we don't make changes now, our cash reserves are forecast to run out by 2029.
- The Minister and Ministry are well aware of our financial sustainability challenges. However, we cannot rely on the opportunity for a future successful Budget bid for increased funding.
- This is why we are now commencing an organisational review to ensure our financial sustainability and ensure we can continue to deliver on our mandate.

What we're sharing today

Vision for the future

Timeline for change

Support and information

[Courtney]

- Today Arapata and I are sharing our plan to carry out an organisation-wide restructure of our teams, roles and reporting lines.

[PAUSE]

- We'll let you know what to expect in coming weeks and months, and
- Our vision for Te Papa.
- I understand some of you *may* have been expecting a restructure – but many of you have not.
- And I appreciate this is really hard.

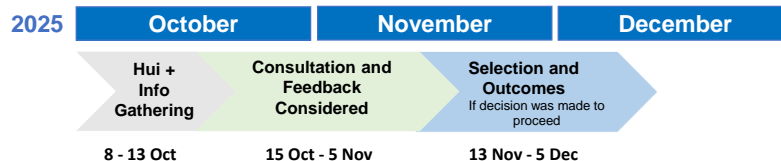
[Pause]

- We've been through a lot of really hard things in the last few years, and today – for many of us - will fall into that category.
- Vitae is our provider of employee assistance (EAP) and is available to all kaimahi.
- Through Vitae you can access a network of independent counsellors and support.

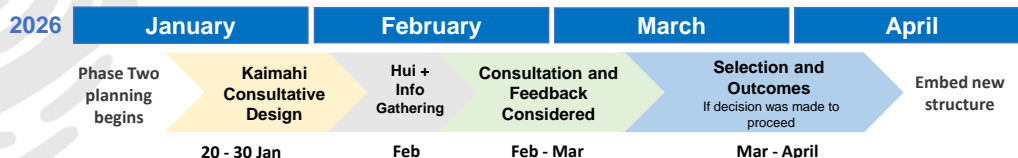
- All services are confidential, and costs are covered by Te Papa.
- Just search for Vitae on Kupenga for instructions on making an appointment.
- It's an excellent service.

Timeline

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



[Courtney]

- This slide shows our approach and timelines.
- We'll put this up on our Change Hub on Kupenga today.
- We're doing this review in three phases.
 - Phase One is focused on Tiers 1, 2 and 3; and
 - Phase Two is looking at everyone else -
 - And phase Three is about embedding changes into the organisation.
- Phases two and three will include a consultation and selection process -
- And changes will be implemented in April 2026.
 - Until then we will operate with our current structure, teams, and roles.
- We did it in this way so:
- Leaders appointed in Phase One can contribute to the design process in Phase Two, and ...
- People who apply for a Tier 2 or Tier 3 position in Phase One will know the

outcome of their application before we break for the holidays.

Key dates – phase one

Date	Activity
10 Oct	Announcement to all Kaimahi
15 Oct	Release Proposal for Change and proposed new structure
	Consultation opens
5 Nov	Consultation closes
If decision was made to proceed:	
13 Nov	Decision on whether or not to proceed made and released
14 Nov	Expression of Interest process begins
24 -28 Nov	Interviewing for new positions
5 Dec	Individual Outcomes communicated)

[Courtney]

Before I hand over to Arapata, I want to very quickly take you through the key dates for phase one:

If – following the consultation – if a decision is made to proceed:

- On the **15th of October** – next Wednesday - we'll release our Proposal for Change and the proposed new structure for tiers 1, 2, and 3.
 - Consultation will open at the same time, and close on **5 November**.
- On the **13th of November** – if a decision is made to proceed - we'll confirm the final structure for tiers 1, 2, and 3.
- The selection process for those positions will be complete by **5 December**.
- And all Tier 2 and 3 positions would be announced before the end of this calendar year.
- In the New Year, we will begin the design of phase two, and will provide you with the key dates ahead of that.
- Phase two will go through a similar consultation and selection process as phase one, and will conclude by the end of April 2026.



[Arapata]

Thanks Courtney – it's good to see the timeline.

- Yesterday someone asked me about our 'vision' and what we think Te Papa will look in the future.
- Back in April when we first started thinking about our challenges for the future, we – as an executive - came up with the following vision statement:
 - Te Papa is a **fit for purpose, financially resilient** national museum with an **outstanding reputation**.
- To fully understand the importance of that vision statement, we need to go back to the overarching purpose of Te Papa in our Statement of Intent -
- Which speaks to the past, present, and future: Our purpose as kaimahi is to: *"To understand and treasure the past, to enrich the present, and to meet the challenges of the future"*.
- For me, that means we:
 - Make sure we leave Te Papa better than we found it.
 - Uphold the mana of our people, and our commitment to Te Tiriti o Waitangi.
 - Protect our taonga and collections; and
 - Strengthen Te Papa to meet the challenges of the future.

Our people

- Our people, leaders, and kaimahi are foremost in our minds
- We will uphold our values
- Uphold our cultural and legislative mandate
- Honour Te Tiriti o Waitangi
- Our principles will not change

[Arapata]

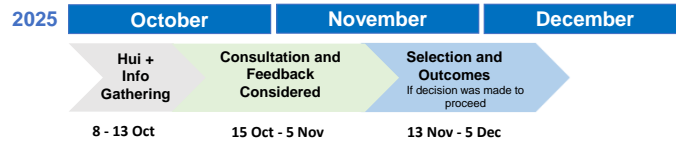
[PAUSE – gather your thoughts]

- Thanks Courtney – I think seeing the timeline is helpful.
- When we realised we'd have to go down this road, the first thing I thought of was our people... our leaders and kaimahi.
 - Our people are the heart of Te Papa.
 - And you are foremost in our thinking as we work through this process.
 - We promise to uphold our values and support you and your people.
 - We won't change, move, or disestablish positions unnecessarily.
 - We won't disrupt kaimahi unnecessarily –
 - The one-of-a-kind expertise we have at Te Papa is essential to our ongoing success.
 - We will continue to maintain our relationships – especially with Iwi, Māori and hapū, and our trusted partners, sponsors, and valued stakeholders as we always have.
 - We will fulfil our cultural and legislative mandate, and honour Te Tiriti o Waitangi.
 - Our repatriation mahi will continue, and the principles of that mahi will remain in place.

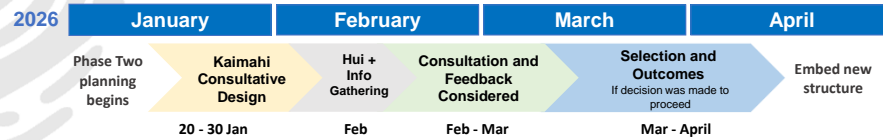
- And we will continue to be good stewards. Good kaitiaki of our taonga and collections.
- These things are non-negotiables.

Timeline

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



[Courtney]

- I am going to leave this on screen while we take a five minute break.
- When we come back, we'll do a brief recap and close our hui.
- We won't be sharing information about the change proposal or proposed structure today.
- But this will give you a understanding of the timing and scope of this change.

Close

We welcome your feedback -

- Change@tepapa.govt.nz
- Change Hub on Kupenga
- 15 October: ConsiderThis opened for consultation
- 21 + 29 October: Kaimahi drop-in sessions with ELT
- 23 + 28 October: Facilitated sessions for kaimahi Māori

[Arapata]

- I think we're ready to close this session now...

[PAUSE]

- ... but before I do, I'd like to acknowledge those of you who were here for earlier restructures.
- We've learnt a lot from those experiences, and want you to be informed and involved from the start.

In terms of how we'll stay in touch:

- We'll send you reminders about the drop-in sessions with Courtney and I;
- We have the Change @ Te Papa email set up for you to ask us questions directly, and
- We'll have a 'change' hub up on Kupenga page this afternoon with a Q&A section that we'll update it every day until they stop coming in.
- A statement is going on the Te Papa website today.
- And we have an outreach plan in place for our iwi, partners, and key stakeholders.

- We have to do this – but we won't forget you and your mana.

[PAUSE]

- I think we're ready to close -

[close / karakia whakamutunga]

Hui Kaimahi

Friday 10 October 2025

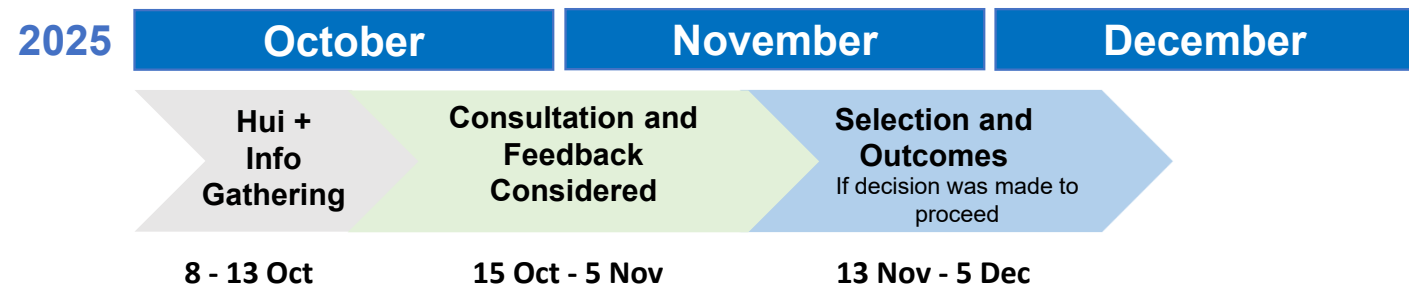


Why are we doing this?

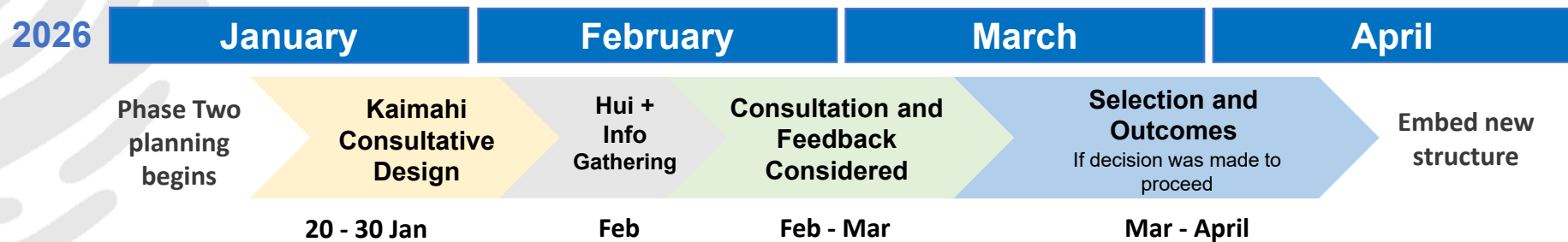
- Forecast \$13m shortfall
- Expected cash shortfall of \$4.3m 2025/26
- Expected to grow
- Cash reserves exhausted 2029

Timeline

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



A large, light gray fingerprint graphic is positioned on the left side of the slide, partially overlapping the text.A vertical bar on the right side of the slide, composed of five colored segments: light blue, magenta, orange, teal, and green.

Our purpose

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

Vision statement

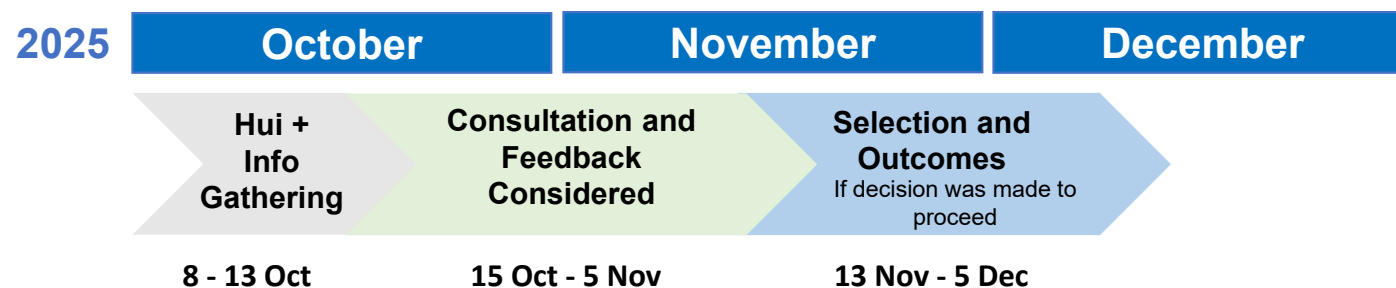
“Te Papa is a fit for purpose and financially resilient national museum with an outstanding reputation”

Our people

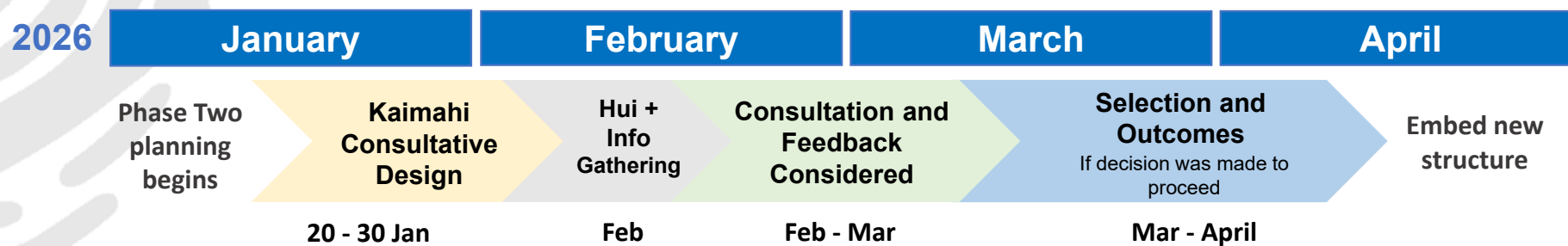
- Our people, leaders, and kaimahi are foremost in our minds
- We will uphold our values
- Uphold our cultural and legislative mandate
- Honour Te Tiriti o Waitangi
- Our principles will not change

Timeline

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



Key dates – phase one

Date	Activity
10 Oct	Announcement to all Kaimahi
15 Oct	Release Proposal for Change and proposed new structure
	Consultation opens
5 Nov	Consultation closes
If decision was made to proceed:	
13 Nov	Decision on whether or not to proceed made and released
14 Nov	Expression of Interest process begins
24 -28 Nov	Interviewing for new positions
5 Dec	Individual Outcomes communicated

Organisational review information for kaimahi

Kia ora e te whānau

At our hui kaimahi today we shared information about the organisational review now underway.

In the coming weeks, we will share a range of information, questions and answers, key dates, documents, and reminders via a page on Kupenga we're calling the 'Change Hub'. Questions you ask via Change@TePapa.govt.nz may also go onto the Change Hub, (unless you indicate you're asking in confidence, it's specific to your personal circumstances, or already answered - in which case we'll refer you to the answer).

Today you'll have received an email with the transcript from our hui kaimahi held at 10.30am this morning (Friday, 10 October). The Timeline slide from that hui is [here](#) if you want to take another look. Further information about our organisational review will be available on Monday.

We acknowledge the uncertainty of this time and will do everything we can to support you. On Monday we will share a schedule for when Vitae will be onsite next week.

Ngā manaakitanga

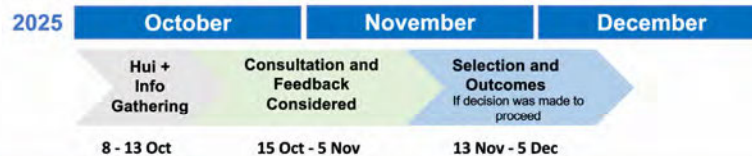
Arapata and Courtney

JPEG of Timeline (is on the next page. Can you put a link to it from the highlighted 'here'? If not, change 'here' to: 'below')

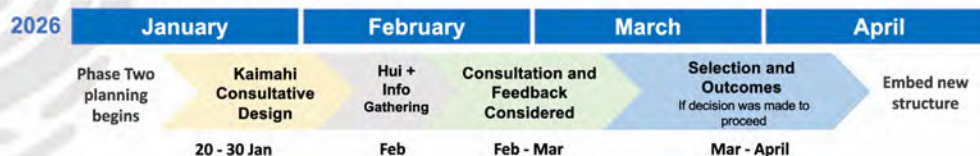
Link to Vitae [Employee assistance programme - Vitae](#)

Timeline

Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



[Open and Karakia]

Opening Slide

[Courtney]

- Thank you Arapata –
- Kia ora everyone, and thank you for joining us here today.
- We wanted to talk to you directly and I appreciate so many of you joining in person, and on line.
- As you know, this year as co-leaders we have been very focused on the financial stability of Te Papa.
- We have been making operational savings and initiated a comprehensive plan to increase our revenue.
- While these measures have helped us close the gap, they're not enough to make us financially sustainable in the mid or long-term.
- Today, we're here to share our decision to review our organisational structure and how we operate.

Slide Two: Why are we doing this?

- Let me give you some more detail:
- Currently we have a forecast \$13 million shortfall after depreciation, and a cash shortfall of \$4.3m which continues to grow every year.
- While we've been using our cash reserves to cover shortfalls, we can't continue to do this.
- If we don't make changes now, our cash reserves are forecast to run out by 2029.
- The Minister and Ministry are well aware of our financial sustainability challenges. However, we cannot rely on the opportunity for a future successful Budget bid for increased funding.
- This is why we are now commencing an organisational review to ensure our financial sustainability and ensure we can continue to deliver on our mandate.

Slide Three: What we're sharing today

- Today Arapata and I are sharing our plan to carry out an organisation-wide restructure of our teams, roles and reporting lines.
- We'll let you know what to expect in coming weeks and months, and our vision for Te Papa.
- I understand some of you *may* have been expecting a restructure – but many of you have not.
- And I appreciate this is really hard.
- We've been through a lot of really hard things in the last few years, and this announcement – for many of us – falls into that category.
- But support is available – we don't need to do this on our own.
- Please, talk to your manager, talk to a trusted teammate or friend, or reach out for support through Vitae, our provider of EAP.
- It's available to all kaimahi with counsellors and support. Their services are confidential, and costs are covered by Te Papa.
- Just search for Vitae on Kupenga for details on what they offer, and how to make an appointment. It's an excellent service.

Slide four: Timeline

- So, this is the high-level timeline - we'll put this up on our Change Hub on Kupenga today.
- We're doing this review in three phases:
 - Phase One is focused on senior leaders only;
 - Phase Two is looking at everyone else; and
 - Phase Three is about embedding changes into the organisation.
- Phases one and two will include a consultation and selection process - and changes will be implemented in April 2026. Until then we will operate with our current structure, teams, and roles.
- We did it in this way so leaders appointed in Phase One can contribute to the design process in Phase Two, and people who apply for a senior leadership position in Phase One will know the outcome of their application before we break for the holidays.

Slide five: Our Purpose | Vision Statement

[Arapata]

- Thanks Courtney. Yesterday someone asked me about our ‘vision’ and what we think Te Papa will look in the future.
- Back in April when we first started thinking about our challenges for the future, we – as an executive - came up with the following vision statement:
 - Te Papa is a **fit for purpose, financially resilient** national museum with an **outstanding reputation**.
- To fully understand the importance of that vision statement, we need to go back to the overarching purpose of Te Papa in our Statement of Intent which speaks to the past, present, and future:
 - Our purpose as kaimahi is to: *“To understand and treasure the past, to enrich the present, and to meet the challenges of the future”*.
- For me, that means we:
 - Make sure we leave Te Papa better than we found it.
 - Uphold the mana of our people, and our commitment to Te Tiriti o Waitangi.
 - Protect our taonga and collections; and
 - Strengthen Te Papa to meet the challenges of the future.

Slide six: Our People

- When we realised we’d have to go down this road, the first thing I thought of was our people... our leaders and kaimahi.
 - Our people are the heart of Te Papa, and you are foremost in our thinking as we work through this process.
 - We promise to uphold our values and support you and your people.
 - We won’t change, move, or disestablish positions unnecessarily.
 - We won’t disrupt kaimahi unnecessarily –
 - The one-of-a-kind expertise we have at Te Papa is essential to our ongoing success.

- We will continue to maintain our relationships – especially with Iwi, Māori and hapū, and our trusted partners, sponsors, and valued stakeholders as we always have.
- We will fulfil our cultural and legislative mandate, and honour Te Tiriti o Waitangi.
- Our repatriation mahi will continue, and the principles of that mahi will remain in place.
- And we will continue to be good stewards and good kaitiaki of our taonga and collections.
- These things are non-negotiables.

Slide seven: Timeline

[Courtney]

- I am going to leave this on screen and give you time to read through it.
- When we come back, I'll take you through the phase one timeline, then we'll do a brief recap and close our hui.
- We won't be sharing information about the change proposal or proposed structure today.
- But this will give you an understanding of what's coming.

[TWO MINUTE PAUSE]

Slide eight: Key dates – phase one

Before I hand over to Arapata, I will take you through the key dates for phase one:

- If – following the consultation – if a decision is made to proceed: On the **15th of October** – next Wednesday – we'll release our Proposal for Change and the proposed new structure for senior leaders. Consultation will open at the same time, and close on **5 November**.
- On the **13th of November** – if a decision is made to proceed – we'll confirm the final structure for senior leaders. The selection process for those positions will be complete by **5 December**.
- And all senior leadership positions would be announced before the end of this calendar year.

- In the New Year, we will begin the design of phase two, and will provide you with the key dates ahead of that.
- Phase two will go through a similar consultation and selection process as phase one, and will conclude by the end of April 2026.

Slide nine: Close

[Arapata]

- I think we're ready to close this session now, but before I do, I'd like to acknowledge those of you who were here for earlier restructures here at Te Papa - and at other organisations before coming here -
- What we're doing is challenging.
- Please be mindful of your wellness, and look after one another.

In terms of how we'll stay in touch:

- We'll send you reminders about the drop-in sessions.
- We have the Change @ Te Papa email set up for you to ask us questions directly, and we'll have a 'change' hub up on Kupenga page this afternoon with a Q&A section that we'll update it every day until they stop coming in.
- A statement is going on the Te Papa website today, and we have an outreach plan in place for our iwi, partners, and key stakeholders.
- I think – if everyone's ok - we're ready to close -

[close / karakia whakamutunga]

Introduction by our Chief Executive Courtney Johnston and Kaihautū Dr Arapata Hikawai

V1.0 | 12/10

Tēnā koutou katoa

[Mihi/whakatauki to acknowledge and welcome kaimahi to read this document?]

Executive Summary

Te Papa has a proud legacy as the national museum of Aotearoa – a place where our stories and taonga are shared with the world. To continue fulfilling that purpose, Te Papa is proposing an Organisational Change Review of its teams, positions, and reporting lines to ensure the museum’s financial sustainability and resilience for generations to come.

While Te Papa remains a highly successful and respected institution, rising operational costs and growing demands require us to look carefully at how we work and how we fund our mahi. Te Papa receives \$43 million in Crown funding annually and this year must raise a further \$38 million to cover operational costs, a variable that continues to rise year after year.

We have made significant savings and achieved growth in revenue, but these measures are not sufficient for long-term sustainability. The proposed review will identify further efficiencies, enable new revenue streams, and ensure the structure is fit for purpose.

This process will be transparent, values-based, and put our people at the heart of our decisions. We will be guided by Te Tiriti o Waitangi, Mana Taonga, and the principles of manaakitanga, kotahitanga, and ora – teamwork, unity, and wellbeing. Kaimahi wellbeing and open communications will underpin the engagement and decisions made within this programme of work.

Introduction

The purpose of Te Papa has always been to serve as the kaitiaki of Aotearoa New Zealand’s national museum, caring for the nation’s taonga, connecting visitors with the stories of Aotearoa and its people, and ensuring that the museum continues to inspire pride and learning for generations to come.

To continue fulfilling that purpose, Te Papa is undertaking an organisational review of its teams, positions, and reporting lines. This review will ensure Te Papa is financially

sustainable now and into the future, while maintaining the mana and integrity of our people and communities, our collections, and our partnerships.

*“As stewards – kaitiaki – of Te Papa we need to secure our financial future today,
in order to deliver for
New Zealanders now and for generations to come.”*

- Kaihautū Dr Arapata Hakiwai.

Our vision

The vision of this organisational review is clear:

- Te Papa is fit-for-purpose, financially resilient national museum with an outstanding reputation.

To fully understand this vision, we look to Te Papa’s Statement of Intent, which speaks to our enduring purpose as the national museum:

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

This means ensuring that our actions today strengthen Te Papa for tomorrow. That means making sure we leave Te Papa better than we found it, upholding the mana of our people and communities, honouring our commitment to Te Tiriti o Waitangi, protecting our taonga and collections, and preparing Te Papa to meet the challenges and opportunities of the future.

Why change is needed

While Te Papa continues to be the most visited cultural attraction and one of the world’s most respected museums, the financial environment in which we operate is changing. Rising operational costs year after year – including maintenance of our ageing and highly specialised buildings – is putting increasing pressure on our ability to deliver within our current resources.

Te Papa receives \$43 million in Crown funding annually and must raise at least \$38 million each year through commercial activity, philanthropy, and partnerships. The amount we need to raise annually increases with our rising operating costs.

Although significant operational savings and revenue growth have been achieved, these measures alone are not sufficient to ensure long-term sustainable revenue streams. Earlier this year Te Papa released its statement of performance expectations 2025/26 which reported a forecast \$13 million deficit after depreciation. In 2023/24 the deficit was \$8.1 million.

“We have made significant operational savings and increases to our revenue, but it’s not enough. This review seeks to make further enduring savings and revenue that will continue to provide operational savings and generate revenue year after year”.

- Chief Executive Courtney Johnston

The Change Review is structured around four strategic priorities; (Out of Scope) [redacted], organisational change, (Out of Scope) [redacted]. The fourth priority is underpinned by success in the previous three priorities in assuring the Crown we have done all we can to ensure the financial sustainability of Te Papa.

Together, these priorities will enable us to deliver our cultural and legislative mandate with excellence and purpose.

Responsible kaitiakitanga

This organisational review is a vital step in ensuring Te Papa remains financially secure, operationally agile, and culturally tika (correct) and able to care for taonga, deliver for communities, and uphold our responsibility as responsible stewards – kaitiaki - of Te Papa.

This is the right thing to do. It is the responsible thing to do. By acting now, we will strengthen our foundations and ensure Te Papa can continue to deliver on our cultural and legislative mandate for generations to come.

Nā mātou noa, nā

[signatures]

CEO Courtney Johnston and Kaihautū Dr Arapata Hakiwai

From: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
Sent on: Sunday, October 12, 2025 12:12:40 AM
To: Chris Swasbrook s9(2)(a)
CC: s 9(2)(a) s 9(2)(a) <s 9(2)(a) s 9(2)(a)@tepapa.govt.nz>; Arapata Hakiwai <ArapataH@tepapa.govt.nz>
Subject: Re: In confidence: Draft change proposal

Booked, thank you. Enjoy dinner!

Please excuse any typos in this message sent from my little keyboard on my phone.

It suited me to send this message now. I don't expect replies outside of normal working hours.

From: Christopher Swasbrook s9(2)(a)
Sent: Saturday, October 11, 2025 9:58:50 PM
To: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
Cc: s 9(2)(a) s 9(2)(a) <s 9(2)(a) s 9(2)(a)@tepapa.govt.nz>; Arapata Hakiwai <ArapataH@tepapa.govt.nz>
Subject: Re: In confidence: Draft change proposal

Good evening,

Let's have a quick call - I am very happy with it overall.

I have a couple of numbers to confirm and a minor wording question.

I have dinner on Sunday evening (Out of Scope), s 9(2)(a)
Still, I will be back for our scheduled meeting. Perhaps we could schedule a quick call for 9 am Monday (9 pm Sunday London time)?

Cheers,
Chris

s9(2)(a)

Christopher Swasbrook

s9(2)(a)

Kia ora Chris

Following the presentation to Tikanga Haumaru on 11 Sept, our presentation of the change programme and the proposed structure to you on 18 Sept, and our presentation to the Board on 26 Sept, please find attached the draft change proposal, as of 11 Oct (NZT).

The document has been through several rounds of legal review, and I know you're very familiar with how these documents need to be structured and worded.

To enable swift and thorough consideration of feedback during the consultation period, we are using a secure online tool called ConsiderThis (designed for such consultations). The proposal will be loaded to the tool and released to staff on Wednesday 15 October. Drop-in and discussion sessions have been scheduled. Specialist support for consultation with kaimahi Māori has also been secured.

The project team is on track for delivery. I'm seeking your confirmation to continue the organisational review as planned.

If you have any questions, I'm happy to set up a call this weekend, or Monday morning our time / Sunday evening yours.

Courtney Johnston
Tumu Whakarae | Chief Executive

[<image001.jpg>](#)

<Te Papa Change Proposal Master - VB1.6 10.10 .docx>

Summary of Proposed Impacts per Position

1:1 Meetings with Tier 3 – Lisa Tipping

Reporting Manager	Position Title	Employee Name	Proposed Change	Description of Proposed Change	Proposed Options
Chief Operating Officer	Chief Financial Officer	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 2 positions.
Chief Operating Officer	Head of Property Facilities and Security	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Chief Operating Officer	Chief People Officer	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Chief Operating Officer	Head of Project Management Office	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Chief Operating Officer	Head of Biodiversity Research Centre Project	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Chief Operating Officer	Chief Information Officer	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.

Summary of Proposed Impacts per Position

1:1 Meetings with Tier 3 – Puawai Cairns

Reporting Manager	Position Title	Employee Name	Proposed Change	Description of Proposed Change	Proposed Options
Director Audience & Insight	Head of Digital Channels	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Audience & Insight	Head of Experience Design & Content	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Audience & Insight	Head of Audience & Insights	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Audience & Insight	Head of Learning	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Audience & Insight	Head of Marketing & Communications	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Audience & Insight	Head of Audience Programme	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Audience & Insight	Head of Public Programming	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.

Summary of Proposed Impacts per Position

1:1 Meetings with Tier 3 – Dean Peterson

Reporting Manager	Position Title	Employee Name	Proposed Change	Description of Proposed Change	Proposed Options
Director Collections & Research	Head of Art	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Collections & Research	Head of Collection Access	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Collections & Research	Head of Collection Services	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Collections & Research	Head of NZ and Pacific Histories & Cultures	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Collections & Research	Head of Mātauranga Māori	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Collections & Research	Head of Natural History	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.

Summary of Proposed Impacts per Position

1:1 Meetings with Tier 3 – Jake Downing

Reporting Manager	Position Title	Employee Name	Proposed Change	Description of Proposed Change	Proposed Options
Director Museum & Commercial Services	Head of Sales & Commercial	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Museum & Commercial Services	Head of Events	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Museum & Commercial Services	General Manager Te Papa Stores	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Museum & Commercial Services	General Manager Venues	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Director Museum & Commercial Services	Head of Visitor Services	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.

Additional Conversations with non-affected employees

Reporting Manager	Position Title	Employee Name	Current Employment Status	Description of Proposed Change	Proposed Options
Director Museum & Commercial Services	Head of Events	s9(2)(a)	Fixed Term	Not impacted	<p>Fixed Term backfill for position that is proposed to be disestablished. Fixed Term due to finish before the proposed implementation date.</p> <p>Currently acting for Jake Downing while on he is on leave, needs to understand changes proposed to support team in his absence.</p>

Reporting Manager	Position Title	Employee Name	Current Employment Status	Description of Proposed Change	Proposed Options
Head of Visitor Services	Visitor Services Manager	s9(2)(a)	Secondment	Not impacted	<p>Short term secondment backfill for Head of Visitor Services position that is proposed to be disestablished.</p> <p>Currently acting for s 9(2)(a) while on he is on leave, needs to understand changes proposed to support team in his absence.</p>
Director Museum & Commercial Services	Head of Sales & Commercial	s9(2)(a)	Fixed Term	Not impacted	Fixed Term backfill for position that is proposed to be disestablished. Fixed Term due to finish before the proposed implementation date.

Summary of Proposed Impacts per Position

1:1 Meetings with Tier 3 – Carolyn Roberts-Thompson

Reporting Manager	Position Title	Employee Name	Proposed Change	Description of Proposed Change	Proposed Options
Director Nga Manu Atarau	Head of Iwi Relationships	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Director Nga Manu Atarau	Pou Reo	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Director Nga Manu Atarau	Pou Tikanga	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Director Nga Manu Atarau	Pou Tikanga	s9(2)(a)	Minor	Reconfirmed	Would receive proposed new position description.
Director Nga Manu Atarau	Head of Sector Development	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.
Director Nga Manu Atarau	Head of Repatriation	s9(2)(a)	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 3 positions.

Summary of Proposed Impacts per Position

1:1 Meetings with Tier 3 – Arapata Hakiwai

Reporting Manager	Position Title	Employee Name	Proposed Change	Description of Proposed Change	Proposed Options
Kaihautū	Director Ngā Manu Atarau	Carolyn Roberts-Thompson	Significant	Disestablished	Eligible to submit an EOI for all available new Tier 2 positions.

MUSEUM OF NEW ZEALAND
TE PAPA TONGAREWA

Cable St
PO Box 467
Wellington
New Zealand

Telephone
64-4-381 7413
Facsimile
64-4-381 7070



13th October 2025

[name]

[position]

[current directorate]

Tēnā koe [name]

Te Papa – Proposed Organisational Change - Phase One

This letter documents the key points of your conversation about the proposed Organisational Change and the proposed impact on your position of [insert title].

Te Papa is embarking on a whole-of organisation change process to secure our long-term financial sustainability, which in turn strengthens our ability to deliver world-class cultural experiences and uphold our cultural mandate as New Zealand's national museum.

The scale of the proposed change is transformative. Faced with the stark reality that we need to earn more, spend less, and prepare Te Papa for a future that can generate long-term revenue streams, we are proposing to change the way we structure our teams, how we work together, and what we focus on.

Proposed Impact

Your position of [insert title] is proposed to be disestablished. Your position is proposed to be disestablished as part of the organisational change, which aims to ensure the organisation is structured in a way that is financially sustainable and aligned to future needs.

If the decision is made to proceed with this proposed change:

- the proposed effective date of the new organisational structure is April 2026. This means that you would continue in your current position until that time.
- we would look for redeployment opportunities (i.e: another position) for you. You may be invited to submit an Expression of Interest for new available positions confirmed in Phase One and participate in a selection process for these. Additional redeployment opportunities may be identified in Phase Two.
- If no redeployment opportunity is found for you, redundancy could be an outcome.

Consultation and Feedback

We want to stress that while a great deal of thought has gone into this proposed structure, it is only a proposal at this stage. We are about to enter a consultation period from **15 October to 5 November 2025**.

On the afternoon of Wednesday 15 October, you will receive a detailed Proposal for Change document and an invitation to provide feedback on anything contained within that document.

All feedback will be considered before a decision is made about whether to proceed or not. We encourage you to submit feedback during this consultation period to ensure that your views are heard and considered.

You will receive an invitation to log in to our online consultation website hosted by 'ConsiderThis' to view and provide feedback on the proposal. The Proposal for Change document outlines other ways that you can share your feedback.

Feedback closes on 5 November.

Key Dates

Key dates for Phase One are:

Consultation opens – Proposal for Change	15 October 2025
Consultation closes	5 November 2025
Final change outcomes released	13 November 2025
Selection processes	13-28 November 2025
Individual outcomes confirmed	5 December 2025

Support

Work is a big part of our lives and during organisational restructures it is normal to go through a range of feelings and emotions. It is important that we look after ourselves and other employees who are potentially affected by the decisions made.

Please ask for support and encourage your colleagues to do the same. If you have concerns over yours or a team member's wellbeing, please speak to either of us, your leader, or your Senior People & Culture Advisor, or E Tū.

Our Employee Assistance Programme provides confidential support. You can call Vitae 7-day, 24-hour free phone on 0508 664 981 or email: theteam@vitae.co.nz. Vitae will be onsite every Tuesday – you can book in for a chat by calling or texting **s 9(2)(a)**.

Also, you are entitled to seek independent advice about the proposal and to bring a support person and/or representative to any meeting that we have individually.

[Name], should you wish to discuss any aspects of this letter please let me know. We acknowledge that this is a difficult time, and we thank you for your professionalism as we work through this process.

Nāku noa, nā

Courtney Johnston

and

Dr Arapata Hakiwai

Tumu Whakarae | Chief Executive Officer

Kaihautū

MUSEUM OF NEW ZEALAND
TE PAPA TONGAREWA

Cable St
PO Box 467
Wellington
New Zealand

Telephone
64-4-381 7413
Facsimile
64-4-381 7070



13th October 2025

[name]

[position]

[current directorate]

Tēnā koe [name]

Te Papa – Proposed Organisational Change - Phase One

This letter documents the key points of your conversation about the proposed Organisational Change and the proposed impact on your position of [insert title].

Te Papa is embarking on a whole-of organisation change process to secure our long-term financial sustainability, which in turn strengthens our ability to deliver world-class cultural experiences and uphold our cultural mandate as New Zealand's national museum.

The scale of the proposed change is transformative. Faced with the stark reality that we need to earn more, spend less, and prepare Te Papa for a future that can generate long-term revenue streams, we are proposing to change the way we structure our teams, how we work together, and what we focus on.

Proposed Impact

Your position of [insert title] is proposed to be reconfirmed. Your position is proposed to be reconfirmed as it continues to be required in the new proposed structure, with only minor changes that do not materially alter its purpose or key accountabilities.

If the decision is made to proceed with this proposed change:

- the proposed effective date of the new organisational structure is April 2026. This means that you would continue in your current position until that time, then transition into the new structure.
- you would not be eligible for redeployment opportunities as part of the change as your position is not proposed to be affected.
- you would not be eligible for redundancy as part of this process.

Consultation and Feedback

We want to stress that while a great deal of thought has gone into this proposed structure, it is only a proposal at this stage. We are about to enter a consultation period from **15 October to 5 November 2025**.

On the afternoon of Wednesday 15 October, you will receive a detailed Proposal for Change document and an invitation to provide feedback on anything contained within that document.

All feedback will be considered before a decision is made about whether to proceed or not. We encourage you to submit feedback during this consultation period to ensure that your views are heard and considered.

You will receive an invitation to log in to our online consultation website hosted by 'ConsiderThis' to view and provide feedback on the proposal. The Proposal for Change document outlines other ways that you can share your feedback.

Feedback closes on 5 November.

Key Dates

Key dates for Phase One are:

Consultation opens – Proposal for Change	15 October 2025
Consultation closes	5 November 2025
Final change outcomes released	13 November 2025
Selection processes	13-28 November 2025
Individual outcomes confirmed	5 December 2025

Support

Work is a big part of our lives and during organisational restructures it is normal to go through a range of feelings and emotions. It is important that we look after ourselves and other employees who are potentially affected by the decisions made.

Please ask for support and encourage your colleagues to do the same. If you have concerns over yours or a team member's wellbeing, please speak to either of us, your leader, or your Senior People & Culture Advisor, or E Tū.

Our Employee Assistance Programme provides confidential support. You can call Vitae 7-day, 24-hour free phone on 0508 664 981 or email: theteam@vitae.co.nz. Vitae will be onsite every Tuesday – you can book in for a chat by calling or texting **s 9(2)(a)**

Also, you are entitled to seek independent advice about the proposal and to bring a support person and/or representative to any meeting that we have individually.

[Name], should you wish to discuss any aspects of this letter please let me know. We acknowledge that this is a difficult time, and we thank you for your professionalism as we work through this process.

Nāku noa, nā

Courtney Johnston

and

Dr Arapata Hakiwai

Tumu Whakarae | Chief Executive Officer

Kaihautū

Introduction by our Chief Executive Courtney Johnston and Kaihautū Dr Arapata Hikawai

V1.0 | 12/10

Tēnā koutou katoa

[Mihi/whakatauki to acknowledge and welcome kaimahi to read this document?]

Executive Summary

Te Papa has a proud legacy as the national museum of Aotearoa – a place where our stories and taonga are shared with the world. To continue fulfilling that purpose, Te Papa is proposing an Organisational Change Review of its teams, positions, and reporting lines to ensure the museum’s financial sustainability and resilience for generations to come.

While Te Papa remains a highly successful and respected institution, rising operational costs and growing demands require us to look carefully at how we work and how we fund our mahi. Te Papa receives \$43 million in Crown funding annually and this year must raise a further \$38 million to cover operational costs, a variable that continues to rise year after year.

We have made significant savings and achieved growth in revenue, but these measures are not sufficient for long-term sustainability. The proposed review will identify further efficiencies, enable new revenue streams, and ensure the structure is fit for purpose.

This process will be transparent, values-based, and put our people at the heart of our decisions. We will be guided by Te Tiriti o Waitangi, Mana Taonga, and the principles of manaakitanga, kotahitanga, and ora – teamwork, unity, and wellbeing. Kaimahi wellbeing and open communications will underpin the engagement and decisions made within this programme of work.

Introduction

The purpose of Te Papa has always been to serve as the kaitiaki of Aotearoa New Zealand’s national museum, caring for the nation’s taonga, connecting visitors with the stories of Aotearoa and its people, and ensuring that the museum continues to inspire pride and learning for generations to come.

To continue fulfilling that purpose, Te Papa is undertaking an organisational review of its teams, positions, and reporting lines. This review will ensure Te Papa is financially

sustainable now and into the future, while maintaining the mana and integrity of our people and communities, our collections, and our partnerships.

*“As stewards – kaitiaki – of Te Papa we need to secure our financial future today,
in order to deliver for
New Zealanders now and for generations to come.”*

- Kaihautū Dr Arapata Hakiwai.

Our vision

The vision of this organisational review is clear:

- Te Papa is fit-for-purpose, financially resilient national museum with an outstanding reputation.

To fully understand this vision, we look to Te Papa’s Statement of Intent, which speaks to our enduring purpose as the national museum:

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

This means ensuring that our actions today strengthen Te Papa for tomorrow. That means making sure we leave Te Papa better than we found it, upholding the mana of our people and communities, honouring our commitment to Te Tiriti o Waitangi, protecting our taonga and collections, and preparing Te Papa to meet the challenges and opportunities of the future.

Why change is needed

While Te Papa continues to be the most visited cultural attraction and one of the world’s most respected museums, the financial environment in which we operate is changing. Rising operational costs year after year – including maintenance of our ageing and highly specialised buildings – is putting increasing pressure on our ability to deliver within our current resources.

Te Papa receives \$43 million in Crown funding annually and must raise at least \$38 million each year through commercial activity, philanthropy, and partnerships. The amount we need to raise annually increases with our rising operating costs.

Although significant operational savings and revenue growth have been achieved, these measures alone are not sufficient to ensure long-term sustainable revenue streams. Earlier this year Te Papa released its statement of performance expectations 2025/26 which reported a forecast \$13 million deficit after depreciation. In 2023/24 the deficit was \$8.1 million.

“We have made significant operational savings and increases to our revenue, but it’s not enough. This review seeks to make further enduring savings and revenue that will continue to provide operational savings and generate revenue year after year”.

- Chief Executive Courtney Johnston

The Change Review is structured around four strategic priorities; operational savings, revenue generation, organisational change, and Crown funding. The fourth priority is underpinned by success in the previous three priorities in assuring the Crown we have done all we can to ensure the financial sustainability of Te Papa.

Together, these priorities will enable us to deliver our cultural and legislative mandate with excellence and purpose.

Responsible kaitiakitanga

This organisational review is a vital step in ensuring Te Papa remains financially secure, operationally agile, and culturally tika (correct) and able to care for taonga, deliver for communities, and uphold our responsibility as responsible stewards – kaitiaki - of Te Papa.

This is the right thing to do. It is the responsible thing to do. By acting now, we will strengthen our foundations and ensure Te Papa can continue to deliver on our cultural and legislative mandate for generations to come.

Nā mātou noa, nā

[signatures]

CEO Courtney Johnston and Kaihautū Dr Arapata Hakiwai

Te Papa Organisational Change

Proposed Groups & Team Functions

Collections & Communities	Organisational Services & Māori Partnerships	Experience & Audience Development
Collection Development & Engagement <ul style="list-style-type: none"> Curatorial research Provenance research and documentation Community and research access Acquisition of new objects, art, taonga, natural history specimens 	Tikanga & Reo <ul style="list-style-type: none"> Te reo and tikanga leadership and integration across museum activities Stewardship of Te Papa marae and cultural programme 	Visitor Experience <ul style="list-style-type: none"> Public programming and events Learning and education Tours and VIP visits Retail shop management Visitor services (hosting) and public enquiries
Collection Care & Access <ul style="list-style-type: none"> Cataloguing and records management, including digital Imaging and collection digitisation Conservation and preservation Rights management Loans management Exhibition preparation and installation Domestic touring exhibitions 	Māori Partnerships <ul style="list-style-type: none"> Partnership with Māori, iwi, hapu, Pacific peoples and other communities Treaty settlement contributions Facilitation of wānanga, hui and pōwhiri 	Venues <ul style="list-style-type: none"> Hospitality services (cafes, catering) Venue hire coordination and AV service Delivery of commercial events
Sector Support & Repatriation <ul style="list-style-type: none"> Support to museums, galleries, and iwi across Aotearoa Care, repatriation and cultural management of toi moko and ancestral remains 	Enterprise Programme Management Office (EPMO) <ul style="list-style-type: none"> Programme and project management planning and delivery 	Audience Development <ul style="list-style-type: none"> Exhibition design and development, accessibility, wayfinding Creation of audience programme Audience research, data analysis, and insights Digital channels and digital access to collections Creative development Print publishing Summer drawcard exhibition delivery
	Biodiversity Research Centre <ul style="list-style-type: none"> BRC project team 	
	Finance, Strategy & Governance <ul style="list-style-type: none"> Strategic and operational finance and budget management, monitoring and reporting Procurement and contract management, legal services and compliance monitoring Long-term strategy, business planning, performance monitoring, annual planning, policy and governance support, enterprise risk management and assurance Stakeholder relationship management (Crown) Board and governance secretariat services 	
	Infrastructure & Systems <ul style="list-style-type: none"> IT services, systems, cybersecurity Knowledge management and library Facilities and property maintenance (building services, energy, utilities) Security services 	
	People, Safety & Culture <ul style="list-style-type: none"> HR strategy, recruitment and workforce planning Payroll and employment relations Health, safety and wellbeing management Organisational Development programme and delivery 	Growth & Partnerships <ul style="list-style-type: none"> Venue sales and commercial marketing Marketing campaigns and brand management Business development – leads and new ideas Fundraising and philanthropic giving Tourism partnerships and promotion Corporate sponsorships and partnerships International touring exhibition sales

13 October 2025

STRICTLY CONFIDENTIAL – NOT FOR DISTRIBUTION

Te Papa Organisational Review

T2 1:1 Hui with T3 Leaders

To be held: 14 October (13 October if required)

Note: add your own voice but please makes sure the bolded wording in the messaging below is used exactly.

Greeting	<ul style="list-style-type: none">• Thank you for making time to see me, I know there is a lot going on.
Purpose of this hui	<ul style="list-style-type: none">• I'm meeting with all my tier 3 leaders today to talk about the new proposed structure.• As you will know, it's being released to all Kaimahi on Wednesday, and this will be the first time most of us will have seen the final draft.
About their role	<ul style="list-style-type: none">• I wanted to meet today to share the proposed new structure so you can see the first phase proposal ahead of tomorrow's hui.• Before we jump into it, I want to let you know a bit more about the restructure.• As you'll be aware, we're focused in this phase on senior leaders – tiers 1 to 3. And in the New Year we'll look at tiers 4 and beyond.• The change we're proposing is transformational. We haven't used that word much, but we're looking for ways of working better together.• That said: all functions have been mapped from our existing structure into the new proposed structure.• But not all positions have been mapped across in their current form.• And this is why I want to talk to you.• Your position – along with almost all of our tier three leaders - is proposed to be impacted. <p>[PAUSE]</p> <ul style="list-style-type: none">• I know you'll have questions – but let me show you the proposed new structure so you've got a clearer idea of what we're looking at.
Q&A	<p>Why is this happening?</p> <ul style="list-style-type: none">• We need to secure the financial sustainability of Te Papa, and to do that, we need to earn more, cut costs, and change the way we work. <p>Will I keep my job?</p> <ul style="list-style-type: none">• Your position is proposed impacted by this change. <p>Will I get a job in the new structure?</p> <ul style="list-style-type: none">• Detailed job summaries will be available tomorrow; and• You can apply for positions on 13 November.

	<p>I don't agree with this:</p> <ul style="list-style-type: none"> • Consultation will open tomorrow, and you should receive instructions on how to make a submission. • Please have a good look through the change document and put in a submission. <p>What are the key dates?</p> <ul style="list-style-type: none"> • 15 October: consultation opens • 5 November: consultation closes • 13 November: final T1-2 structure will be released. • When we come back in the New Year, we'll head into phase two of the restructure focusing on the rest of the organisation. <p>[Note – further Q&A overleaf]</p>
Help available	<ul style="list-style-type: none"> • I understand this news may be difficult. • Please take advantage of our wellbeing services if you need to. • [holding space for Vitae] • Details on how to access them are on Kupenga. <ul style="list-style-type: none"> ○ It's free for you <u>and</u> your whānau. ○ And you can arrange face to face, telephone or email consults.
Making a submission	<ul style="list-style-type: none"> • Once you've had a chance to read through the Change Proposal, you may want to make a submission. • The process is laid out in the Change Proposal document. • And we can email the programme if we have questions.
Phasing	<ul style="list-style-type: none"> • In terms of next steps. We're currently in Phase One of a three-part change process. <ul style="list-style-type: none"> ○ Phase One is looking at tiers 1 - 3 (Courtney and Arapata, myself and my colleagues at tier 2, and you and your colleagues at tier 3). ○ Phase Two is looking at all other tiers and positions. ○ And Phase Three focuses on embedding change.

Next steps	<ul style="list-style-type: none"> I'll meet with <u>all</u> my direct reports today, and my ELT colleagues will meet with their direct reports as well.
Questions	<ul style="list-style-type: none"> I know you'll have questions. I don't have much more information right now, but I'm happy to approach the programme team on your behalf.

Further Q&A:

What does this mean?	<ul style="list-style-type: none"> By 'impacted' it means there will be a change to your role. Your current role may move to a new reporting line, include new duties, or no longer be needed.
Am I going to lose my job?	<ul style="list-style-type: none"> What I know is: at this stage <u>all roles at T2 and T3</u> are under consideration. That includes my role.
Why is this happening?	<ul style="list-style-type: none"> We need to reduce our costs, increase revenue, and change the way we work. And we can't do these things within our current structure. This will be good for Te Papa, but it will also be really disruptive to our mahi, and our current roles.
When will I find out about my role?	<ul style="list-style-type: none"> Submissions close on 5 November. And the final new structure will be delivered on 13 November. We'll have lunchtime drop-in sessions on the 17th and 22nd of October so you can ask questions directly and find out more. There's information on the intranet and you can ask questions via the programme email address xyz
Will there be new roles?	<ul style="list-style-type: none"> Yes, some new roles will be developed to support our new ways of working.
What about my T2 leaders?	<ul style="list-style-type: none"> My role has been impacted.
What about Arapata and Courtney?	<ul style="list-style-type: none"> Their roles are also impacted. All T2 leaders will now report to both the CEO and the Kaihautū. They are equally responsible for the ongoing performance of all teams.

Can I go home/take a few hours etc	<ul style="list-style-type: none">• Yes, of course.
---------------------------------------	---

CONFIDENTIAL

Teams Chat, Jake Downing & Devorah Blumberg

Monday, 13 October

13/10 9:44 AM

Friday was a bit rough. Some glum people but they don't know what's about to hit them. This is heartbreaking. Lisa's role is reconfirmed. s9(2)(a) Oy
vey. s9(2)(j)

Jake Downing 13/10 9:16 PM

Yep I spotted that - looks like Lisa and CRT teams haven't really changed - I gave that feedback to CJ last week - s9(2)(j)
s9(2)(j)

How'd your meeting with CJ go?

Jake Downing 13/10 9:52 PM

Hey also - do you have a softer version of the email s9(2)(a) sent for comms to partnerships / partners etc. I was wanting to send something to WLGZ, TIA and TNZ unless you have already? Cheers

If you don't I will just make something up - I am good at that!!

Tuesday, 14 October

14/10 6:57 AM

So many questions! Yes I do have an email I e used, will send to you.

Jake Downing 14/10 7:50 AM

So many questions yet so few answers!!!

Jake Downing 14/10 8:54 AM

Also you done yours yet?

14/10 9:00 AM

You're right on the target s9(2)(j)

Mine are this afternoon. Have you had any?

Jake Downing 14/10 9:20 AM

Yep 3 so far two hard ones next s9(2)(a)

Jake Downing 14/10 9:28 AM

s9(2)(j)

🔥 🗣️

How did T3 meetings go across org do you think

s9(2)(j)

Tuesday, 21 October

Jake Downing 21/10 9:41 AM

We need to keep that comment top of mind when we do our feedback thinking!

Jake Downing 21/10 11:52 AM

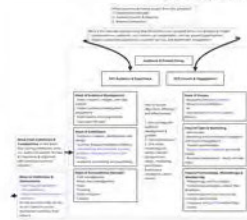
Big huff 😡

21/10 11:53 AM

s9(2)(j)

Tuesday, 28 October

28/10 11:04 AM



Wednesday, 29 October

29/10 9:38 PM

Made your edits and added a new page 4 with the diagram and descriptions for each proposed team. Let me know what you think of the descriptions and any edits you reckon would add value.

s9(2)(j)

Thursday, 30 October

Jake Downing 30/10 9:06 AM



Just a thought while I'm in the feedback session.

For the External industry and partners - who are not (mostly) gov focused. s9(2)(j)

30/10 9:12 AM

I didn't realise you were going to that session. I would have come with you. I've been to a couple now and they're different each time! s9(2)(j)

s9(2)(j)

s9(2)(a)

Jake Downing 30/10 9:12 AM



Deborah Blumberg 30/10/2025 9:12 AM

I didn't realise you were going to that session, I would have come with you. I've been to a couple now and they're different each time! On t...

Yep good idea - we should / could maybe put both in the feedback.



Jake Downing 30/10 9:14 AM



I'm going to be late to the banding convo as have a external offsite finishing at 11 - have told Sue but keen to get your take on it afterwards



When do we get a chance as a group to ask questions?!

Rhetorical question.

Jake Downing 30/10 1:58 PM



Deborah Blumberg 29/10/2025 9:38 PM

Made your edits and added a new page 4 with the diagram and descriptions for each proposed team. Let me know what you think of...

Can I edit this in this format?

30/10 1:59 PM

Yep all good, I only have it saved locally so track in some changes and I can save over. When do you want to submit it and do you think we should send to Te Tokoono too or leave it?

Pānui Comms

For afternoon release 14/10/2026 -

Subject: Staying connected through change

Kia ora koutou katoa

Our hui kaimahi on Friday last week announcing organisational change was well-attended, and we would like to thank everyone who were able to join us in person and online.

To those who could not make it, we have information available on our [Change Hub](#) on Kupenga. The Change Hub is our place to post information and resources throughout our organisational change. If you have questions or things you would like to see on the Change Hub please send them via Change@TePapa.govt.nz and we'll get back to you as soon as we can.

Our Organisational Change

As we move through our organisational change process, Arapata and I would like to share some of the things that are important to us:

Your wellbeing

You are the heart of Te Papa, and your wellbeing takes priority. Tomorrow (Wednesday 15 October) we will release our Proposal for Change. It is a large document and, due to the nature of this mahi, it contains a small amount of legal language. You may wish to find a quiet place to read through it. While we won't be releasing it to the public, we expect and encourage you to discuss it with trusted friends and family. And please send your questions to Change@TePapa.govt.nz.

We would also like to highlight the team at Vitae and the counselling services they offer. If you need support, or just want to talk to someone in complete confidence, information on how to [get in touch with Vitae](#) is on Kupenga.

Transparent and inclusive

We are committed to making this process fair, transparent, and inclusive. We are

- scheduling all kaimahi drop-in sessions and kaimahi Māori sessions
- putting drop-boxes for questions and submissions in the receptions at Cable Street and Tory Street

- providing access and visibility to answers on frequently asked questions from other kaimahi (unless they relate to a person's personal circumstances) on the Change Hub
- posting any new information about the organisational change to the Change Hub as it emerges.

Easy submission process

We want submitting feedback on the Proposal for Change to be easy. As we mentioned on Friday, we're using a feedback tool called 'ConsiderThis' to help us manage the process.

You will receive an email from ConsiderThis tomorrow, once Phase One Consultation opens. The email will be sent to you directly from **(Out of Scope)**. It will provide access to the proposal for change, and the feedback tools.

If you don't receive an email by 5pm, please check your spam folder. If it has not arrived by 9am the following day, please contact Change@TePapa.govt.nz

Your voice

Your feedback is essential to shaping the future of Te Papa. Arapata and I will read every submission. So please give yourself time to have your say before Phase One submissions close on 5 November.

We remain deeply appreciative of the professionalism and care for each other demonstrated by our kaimahi. Please keep sharing what you need at this time so we can ensure you have the support you need,

Ngā manaakitanga,

Courtney and Arapata

From: David Wilks s9(2)(a)
Sent on: Wednesday, October 8, 2025 3:27:35 AM
To: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
CC: Chris Swasbrook s9(2)(a); Juliet Gerrard s9(2)(a); Paul Brewer s9(2)(a); Tama Waipara s9(2)(a) Arapata Hakiwai <ArapataH@tepapa.govt.nz>; Jacinta Ruru s9(2)(a); Jackie Lloyd s9(2)(a)
Subject: RE: In confidence: Sharing dates for your information

Kia ora Courtney, appreciate the update. Trust all goes well, I know it's a challenging piece of work.

Ngā mihi
Dave

From: Jacinta Ruru s9(2)(a)
Sent: Wednesday, 8 October 2025 2:51 pm
To: Jackie Lloyd s9(2)(a); Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
Cc: Chris Swasbrook <chris@swasbrook.com>; David Wilks s9(2)(a); Juliet Gerrard s9(2)(a); Paul Brewer s9(2)(a); Tama Waipara s9(2)(a); Arapata Hakiwai <ArapataH@tepapa.govt.nz>
Subject: Re: In confidence: Sharing dates for your information

EXTERNAL EMAIL: Do not click links or open attachments unless you know the content is safe.

Kia ora Courtney, thank you for the note and all the very best for this important priority, ngā mihi Jacinta

 **DISTINGUISHED PROFESSOR JACINTA RURU** (ia/she/her)

s9(2)(a)

From: Jackie Lloyd <jackie.lloydnz@gmail.com>
Date: Wednesday, 8 October 2025 at 2:47 PM
To: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
Cc: Chris Swasbrook s9(2)(a); David Wilks s9(2)(a); Jacinta Ruru s9(2)(a); Juliet Gerrard s9(2)(a); Paul Brewer s9(2)(a); Tama Waipara s9(2)(a); Arapata Hakiwai <ArapataH@tepapa.govt.nz>
Subject: Re: In confidence: Sharing dates for your information

Thanks Courtney.

Noted and all the best for the announcement and roll out of the change plan.
Cheers Jackie
Sent from my iPhone

On 8 Oct 2025, at 8:30 AM, Courtney Johnston <Courtney.Johnston@tepapa.govt.nz> wrote:

Kia ora koutou

Thank you to everyone who has providing support and guidance as we prepare to introduce an organisational change proposal as part of our financial sustainability programme here at Te Papa.

Key dates in the next week:

1. At this stage, we plan to release a proposal for change on Wednesday 15 October.
2. This morning (8 Oct) we are gathering our T3 leaders to inform them that a review is being undertaken, and that a proposal will be shared on the 15th.
3. On 10 October we will share this same message with all our staff.
4. On 10 October we will publish a short statement on our website, but do not plan at this stage to undertake proactive comms.
5. Our union, E Tū, is being engaged.

Key stakeholders are being notified at appropriate times, and I have spoken with both the CE at MCH and the Minister's private secretary.

All efforts are being made to maintain confidentiality, however if any matters are raised with you, please direct them to me, or if it is a media enquiry, directly to Kate Camp, Head of Marketing and Communications Kate.Camp@tepapa.govt.nz

Ngā mihi maioha, Courtney

Courtney Johnston
Tumu Whakarae | Chief Executive

[<image001.jpg>](#)

From: Jackie Lloyd s9(2)(a) >
Sent: Tuesday, 14 October 2025 3:13 pm
To: Courtney Johnston
Subject: Re: Reminder: proposal for change released tomorrow (Wed 15 Oct)

All the best!

Sent from my iPhone

On 14 Oct 2025, at 1:44 PM, Courtney Johnston <Courtney.Johnston@tepapa.govt.nz> wrote:

Kia ora koutou

Just a reminder that our proposal for change for Tiers 1-3 will be released to kaimahi tomorrow afternoon (Wednesday 15 Oct).

We are prepared for media interest. If you are contacted by media please refer them on to Kate. If you receive any questions from stakeholders, please refer those on to me or Arapata, as appropriate.

Ngā mihi, Courtney

Courtney Johnston
Tumu Whakarae | Chief Executive

<image001.jpg>

From: Tama Waipara <s9(2)(a)>
Sent on: Tuesday, October 14, 2025 8:35:57 PM
To: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>; Chris Swasbrook <s9(2)(a)>; David Wilks <s9(2)(a)> Jacinta Ruru <s9(2)(a)>; Jackie Lloyd <s9(2)(a)>; Juliet Gerrard <s9(2)(a)>; Paul Brewer <s9(2)(a)>
CC: Arapata Hakiwai <ArapataH@tepapa.govt.nz>
Subject: Re: Reminder: proposal for change released tomorrow (Wed 15 Oct)

Kia ora Courtney otirā ki a koutou,

Noted!

Ngā mihi nui,

Tama

From: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
Date: Tuesday, 14 October 2025 at 1:44 PM
To: Chris Swasbrook <s9(2)(a)>, David Wilks <s9(2)(a)>, Jacinta Ruru <s9(2)(a)>, Jackie Lloyd <s9(2)(a)>, Juliet Gerrard <s9(2)(a)>, Paul Brewer <s9(2)(a)>, Tama Waipara <s9(2)(a)>
Cc: Arapata Hakiwai <ArapataH@tepapa.govt.nz>
Subject: Reminder: proposal for change released tomorrow (Wed 15 Oct)

Kia ora koutou

Just a reminder that our proposal for change for Tiers 1-3 will be released to kaimahi tomorrow afternoon (Wednesday 15 Oct).

We are prepared for media interest. If you are contacted by media please refer them on to Kate. If you receive any questions from stakeholders, please refer those on to me or Arapata, as appropriate.

Ngā mihi, Courtney

Courtney Johnston
Tumu Whakarae | Chief Executive

From: Devorah Blumberg
Sent: Tuesday, 14 October 2025 7:00 am
To: Jake Downing
Subject: Fwd: Te Papa announces organisation-wide review

Just requires you to edit to suit the audience.

Sent from my iPhone

Begin forwarded message:

From: Devorah Blumberg <Devorah.Blumberg@tepapa.govt.nz>

Date: 10 October 2025 at 1:03:00 PM NZDT

To: s9(2)(a)

Cc: Juliet Gerrard s9(2)(a) s9(2)(a)

s9(2)(a) @tepapafoundation.org.nz>

Subject: Te Papa announces organisation-wide review

Kia ora Trustees,

Although I was able to speak with many of you by phone today to let you know the news from me personally, here is the more formal follow-up.

I am writing to let you know Te Papa today announced it will carry out an organisational change review to ensure its financial sustainability now and in the future.

As kaitiaki | stewards of Te Papa we have worked hard this year to reduce costs and increase revenue through our commercial activities, philanthropy, and partnerships. While Te Papa remains successful as the country's leading tourist attraction, it is facing ongoing rising costs, including maintenance of its highly specialised buildings.

I want to assure you that during the organisational change review process, your connection to Te Papa through your current stakeholder relationship manager will remain the same and the commitments we have made to work together on our shared kaupapa will continue as planned. Once the process is complete (expected in April 2026), you may see some changes however our work together will be mapped into the new structure, and we will keep you informed on any adjustments to the way you engage with Te Papa.

Your ongoing support is deeply valued and plays a vital role in ensuring Te Papa can continue to connect Aotearoa with its stories and share them with the world.

If you have any questions or concerns, please do not hesitate to reach out to me.

FYI, a statement has been posted on Te Papa's website, found here: [Te Papa announces organisation-wide review to secure financial sustainability | Te Papa](#)

Ngā mihi nui,
Devorah

Devorah Blumberg

Chief Development Officer/ Director Partnerships and Development

Hautū Rangapū Mahitahi Whakawhanake

Museum of New Zealand Te Papa Tongarewa,

55 Cable Street, PO Box 467, Wellington, New Zealand

P +64 (0)4 392 2000 | E devorah.blumberg@tepapa.govt.nz | W www.tepapa.govt.nz



Director Group Teams Chat (Lisa Tipping, Dean Peterson, Carolyn Roberts-Thompson, Jake Downing, Devorah Blumberg, Puawai Cairns)

Tuesday, 14 October

Jake Downing 14/10 9:27 AM
Good luck everyone today tima. i hope it all goes well in the office as well. I have had 3 so far and 2 more. Lots of surprise and shock so far

Dean Peterson 14/10 9:30 AM
Thanks Jake. I've got six today..... I would imagine on-line is a harder than in person. We are missing you.... Ok, Devorah is missing you a little.

Puawai Cairns 14/10 9:42 AM
I've had three so far. Got a 50 min window before the next convo.

Lisa Tipping 14/10 9:47 AM
Hey all - had two yesterday and the rest today. s9(2)(j)

Dean Peterson 14/10 10:36 AM
I've done one so far.... Five to go.... I had a good question related to the EOI process. Who is making the call on the tier 3 positions if the tier 2 positions are filled during the same EOI timeline? I said, send that to Considerthis.

Puawai Cairns 14/10 12:14 PM Edited
s9(2)(j)
s9(2)(j)

14/10 12:22 PM
Opps put my response in the wrong chat. Puawai, let me know if there is anything I can do to help s9(2)(a) or your people tomorrow. Its a bit quiet without you and Jake here!

Lisa Tipping 14/10 12:24 PM
Devorah Blumberg 14/10/2025 12:22 PM
Opps put my response in the wrong chat. Puawai, let me know if there is anything I can do to help Sophie or your people tomorrow. Its a bit....
Tautoko - though I am at Tory St for the afternoon

14/10 12:26 PM
s9(2)(j)

Carolyn Roberts-Thompson 14/10 4:06 PM
s9(2)(j)
s9(2)(j) hope you are all taking care of yourselves. (out of scope of request)
(out of scope of request)

Lisa Tipping 14/10 5:40 PM
s9(2)(j)

Dean Peterson 14/10 5:42 PM
I'm done with my 6 Heads s9(2)(j)

Lisa Tipping 14/10 5:48 PM
yeh i had a few of ...
s9(2)(j)

14/10 6:28 PM Edited
Yours Lisa were similar to my peep's responses s9(2)(j)
s9(2)(j)

Jake Downing 17/10 4:07 PM



So I read the whole change document on the first leg of my flight (yuck a middle seat) and even that didn't send me to sleep



Puawai Cairns 28/10 11:02 AM



Are you guys running feedback sessions just with your directorates?

Lisa Tipping 28/10 11:08 AM



Puawai Cairns 28/10/2025 11:02 AM

Are you guys running feedback sessions just with your directorates?

not planning to - though have had a bit of discussion at F&O lead level

Puawai Cairns 28/10 11:09 AM



My pref is not to and leave the change conversations to what have been booked into diaries already. But just checking in to see what the directorates are doing on the ground.



28/10 11:21 AM

Nope

Jake Downing 28/10 11:59 AM



Lisa Tipping 28/10/2025 11:08 AM

not planning to - though have had a bit of discussion at F&O lead level

Same for me - providing Heads to have a chat with me and encouraging them to submit solution focused thoughts.

Carolyn Roberts-Thompson 28/10 2:06 PM



I had a Directorate check in with everyone online last week and am running a session with with them on Thursday.

Introduction from the Co-Leaders

V2.0 | 13/10

Tēnā koutou katoa

[Mihi/whakatauki to acknowledge and welcome kaimahi to read this document?]

Te Papa has a proud legacy as the national museum of Aotearoa New Zealand. The role of Te Papa has always been to care for the nation's taonga, connect audiences with the stories of Aotearoa and its people, and ensure the museum continues to inspire pride and learning for generations to come.

While Te Papa remains a highly successful and respected institution, the financial environment in which we operate is changing. Rising operational costs– including maintenance of our ageing and highly specialised buildings – are putting increasing pressure on our ability to deliver within our current resources.

In recent years we have made significant savings and achieved growth in revenue, but these measures are not sufficient for long-term financial sustainability. The proposed review will identify further efficiencies, enable new revenue streams, and ensure the structure is fit for purpose.

For this reason, we are proposing an organisational review of Te Papa's teams, positions, and reporting lines to ensure the museum's financial sustainability and resilience. The proposed review will identify efficiencies, enable revenue generation, and make sure our structure is fit for purpose.

The vision of this organisational review is clear:

- Te Papa is fit-for-purpose, financially resilient national museum with an outstanding reputation.

To fully understand this vision, we look to Te Papa's founding legislation which speaks to our enduring purpose:

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

For us, at this time in the museum's history, this means taking action today to strengthen Te Papa for tomorrow. This organisational review is a vital step in ensuring Te Papa remains financially secure and able to care for taonga, deliver for communities, and meet our cultural and legislative mandate.

We know change is unsettling. Our commitment to you is that this review process will be transparent and values based. We encourage you to draw on the different forms of

support on offer, and to send any questions you have through the Change@tepapa.govt.nz email address or the drop-boxes that have been provided. It is important to us that we hear from you. We genuinely invite your feedback on this proposal, to inform any future decisions we will make.

Ngā manaakitanga,

[signatures]

Courtney Johnston

Tumu Whakarae | Chief Executive

Dr Arapata Hakiwai

Kaihautū

Email to All Kaimahi

From Courtney and Arapata

SUBJECT: Proposal For Change release

DATE: 15 October

Kia ora koutou katoa

You are invited you to an online hui on Wednesday, 15 October at [time] pm to discuss the Proposal for Change and next steps.

The Proposal for Change document will enable you to see what changes are being proposed for the functions that make up the organisational structure of Te Papa, including how it could affect your position.

Note: Details on how to access the Proposal for Change document will be emailed to you from (Out of Scope) at the end of our hui. It may take a couple of hours for this process to complete.

I hope you can attend this hui via the Teams link attached. We look forward to seeing you there.

Ngā mihi

Courtney and Arapata

From: Courtney Johnston
Sent: Tuesday, 14 October 2025 3:20 pm
To: Te Papa
Subject: Staying connected through change

Kia ora koutou katoa

Our hui kaimahi on Friday last week announcing organisational change was well-attended, and we would like to thank everyone who was able to join us in person and online.

To those who could not make it, we have information available on our [Change Hub](#) on Kupenga. The Change Hub is our place to post information and resources throughout our organisational change. If you have questions or things you would like to see on the Change Hub please send them via Change@TePapa.govt.nz and we'll get back to you as soon as we can.

Our Organisational Change

As we move through our organisational change process, Arapata and I would like to share some of the things that are important to us:

Your wellbeing

You are the heart of Te Papa, and your wellbeing takes priority. Tomorrow (Wednesday 15 October) we will release our Proposal for Change. It is a large document and, due to the nature of this mahi, it contains a small amount of legal language. You may wish to find a quiet place to read through it. While we won't be releasing it to the public, we expect and encourage you to discuss it with trusted friends and family. And please send your questions to Change@TePapa.govt.nz.

We would also like to highlight the team at Vitae and the counselling services they offer. If you need support, or just want to talk to someone in complete confidence, information on how to [get in touch with Vitae](#) is on Kupenga.

Being transparent and inclusive

We are committed to making this process fair, transparent, and inclusive. We are:

- scheduling all kaimahi drop-in sessions and kaimahi Māori sessions
- putting drop-boxes for questions and submissions in the receptions at Cable Street and Tory Street
- providing access and visibility to answers on frequently asked questions from other kaimahi (unless they relate to a person's personal circumstances) on the Change Hub
- posting any new information about the organisational change to the Change Hub as it emerges.

Easy submission process

We want submitting feedback on the Proposal for Change to be easy. As we mentioned on Friday, we're using a feedback tool called 'ConsiderThis' to help us manage the process.

You will receive an email from ConsiderThis tomorrow, once Phase One Consultation opens. The email will be sent to you directly from no-reply@mail.consider.co.nz. It will provide access to the proposal for change, and the feedback tools.

If you don't receive an email by 5pm, please check your spam folder. If it has not arrived by 9am the following day, please contact Change@TePapa.govt.nz.

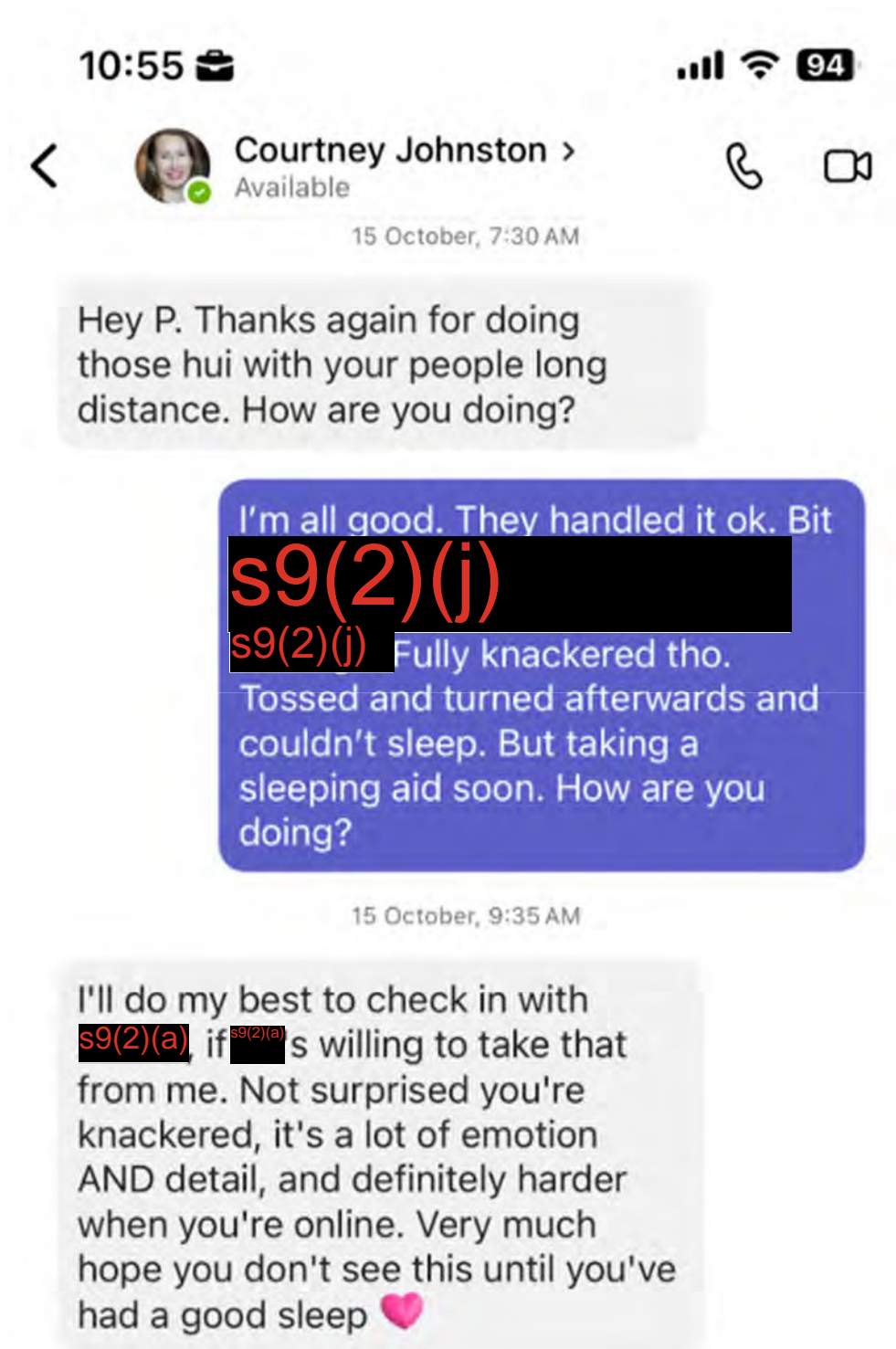
Your voice

Your feedback is essential to shaping the future of Te Papa. Arapata and I will read every submission. So please give yourself time to have your say before Phase One submissions close on 5 November.

We remain deeply appreciative of the professionalism and care for one another you and all our kaimahi have been demonstrating. Please keep sharing what you need at this time so we can ensure you have the support you need.

Ngā manaakitanga,
Courtney and Arapata

Puawai Cairns messages



From: Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>
Sent on: Wednesday, October 15, 2025 11:43:16 PM
To: Chris Swasbrook s9(2)(a)
Subject: FYI media coverage of change proposal
Attachments: The Post front page.jpg (93.43 KB), The Post internal story.jpg (314.4 KB)

Kia ora Chris

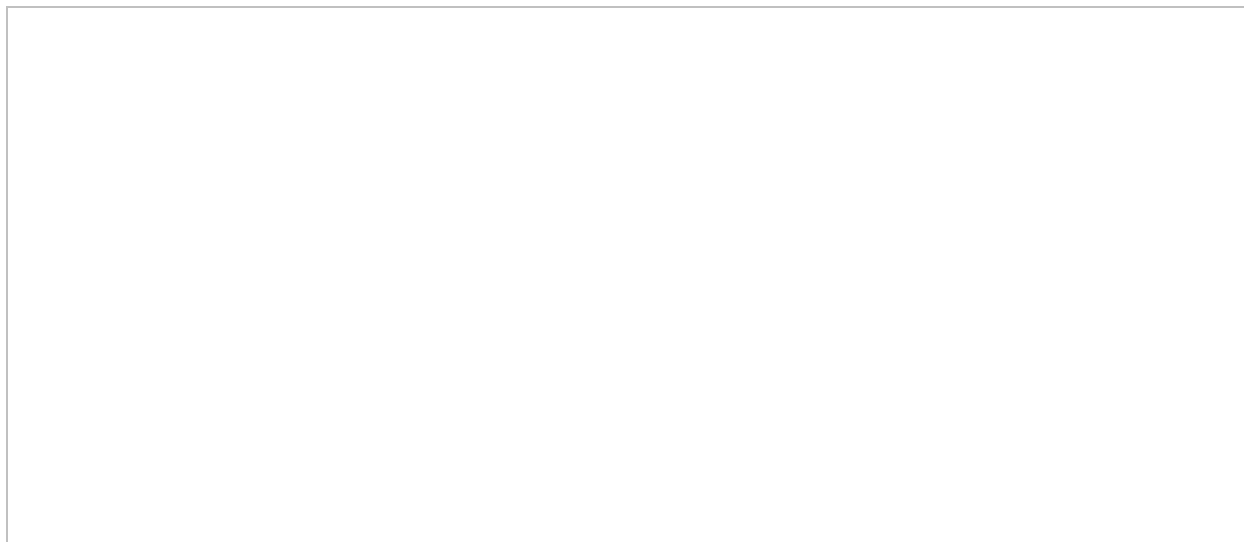
Just giving you an early heads up on media coverage today. Front and internal page of The Post – behind the paywall on The Post but syndicated to the Waikato Times. It's factual.

<https://www.waikatotimes.co.nz/culture/360856069/significant-shake-proposed-te-papas-management>

Mentions on the RNZ and ZB bulletin stories but no follow-up at this stage.

We have a short list of prepared lines that we are using in any requests.

Courtney Johnston
Tumu Whakarae | Chief Executive



Te Papa Organisational Review

Proposal for Change hui kaimahi

To be held: 15 October 2025

Open	<i>Open with mihi or Karakia (whatever is appropriate to do) -</i>
Intro	<p>[Arapata]</p> <ul style="list-style-type: none">• Kia ora koutou.• Today we open consultation on <u>Phase One</u> of our proposed organisational review.• Today's hui is to share some information about the Proposal for Change, the <u>importance</u> of making submissions, and how we can stay connected and engaged in what's going on.• I'm going to hand over to Courtney now to take us through a couple of key points:
Recap	<p>[Courtney]</p> <p>Before we jump into this, I just want to recap... we've been asked a couple of <u>key questions</u> since Friday, and I want us to be on the same page before we go any further:</p> <ul style="list-style-type: none">• The Proposal for Change - which is what we're releasing today - is our formal 'core' document that outlines our proposed Phase One information. It includes:<ul style="list-style-type: none">○ The: <u>what</u>, <u>why</u> and <u>how</u> of the change, the timeline, org charts, key dates, and summaries of the proposed team changes.• For Phase One – and this is a key point -<ul style="list-style-type: none">○ the Proposal for Change document is focused on <u>senior leaders – tiers 1 to 3 only</u>.○ That's me and Arapata, all the directors, and all the Heads of (teams).• In phase two we will focus on <u>all other leaders and kaimahi</u>.• To give you a little more information on why we're doing this as a two phased process....• On Friday, we told you we want the new leadership to contribute to the design of the rest of the organisation, but it's more than that:

	<ul style="list-style-type: none"> ○ By establishing the senior leadership structure first, we would get greater clarity about our priorities and decision-making delegations <u>before</u> we go into phase two... ○ <u>And</u> provide a solid foundation of leadership to shape how the rest of the organisation would be proposed to operate. <ul style="list-style-type: none"> • This is important in terms of ensuring Te Papa is fit-for-purpose, and able to drive our financial sustainability outcomes. • Phase two will begin in the new year, with another consultation round similar to the one we're rolling out now. • That consultation round is proposed to begin in February next year. • And final decisions of <u>both phases</u> are proposed to be implemented in April 2026.
Working together	<p>[Arapata]</p> <p>Thanks Courtney – just a couple of things from me.</p> <ul style="list-style-type: none"> • The change we're proposing is transformational. • We don't use that word much. • But it's true – this mahi <i>is</i> transformational - but the word 'transformational' doesn't speak to how <u>proud</u> we are of the work we've done already as an organisation, and what we have achieved within the current structure. • Thank you everyone for your mahi. • Collectively, have a lot to be proud of. <p>[PAUSE]</p> <p>Another thing I want to say is:</p> <ul style="list-style-type: none"> • Please don't look at the proposed Phase One structure today and make assumptions about Phase Two. • Don't think just because we've proposed changes to "a certain number or percentage" of positions in Phase One we'll do the same in Phase Two. • It doesn't work like that. • The current functions of Te Papa <u>will</u> be mapped across to our future structure. • Until we complete the design of Phase Two, we can't tell you what it will look like or give information on individual positions or reporting lines. • I know it is an uncertain time but, we <u>will</u> continue doing our mahi within our current structure right up until the proposed Phases are implemented and effective in April. <p>And finally, for me, please make your health and wellbeing a priority.</p> <ul style="list-style-type: none"> • The changes we're proposing today are significant. • Find a quiet space to read through the proposal document. • Talk to whānau and trusted advisors. • And reach out for help if you need it. • We have a whole page up on Kupenga with information about the support we have available. It's free, professional, and completely confidential.

Your voice	<p>[Courtney]</p> <ul style="list-style-type: none"> • Thanks, Arapata. I would like to tautoko your point about wellness. We will be coming back to this often. • Thank you everyone for your questions so far. • Keep them coming. • Your voice and ideas are essential in helping to shaping the future of Te Papa – I know we’ve said it before, but we absolutely mean it. <ul style="list-style-type: none"> ○ So, take your time to review the proposal and ask questions if you need. • We read every comment and question and will read every submission to our Proposal for Change. • We have set up multiple spaces online and in person for you to share your ideas and feedback: <ul style="list-style-type: none"> ○ Change@TePapa.govt.nz is our main change mailbox - send your questions, comments, and corrections there. ○ We have a change hub set up on Kupenga – this is where all the information about this mahi can be found, including frequently asked questions, notes from our hui, and the full Proposal for Change PDF. ○ And, we’re using ConsiderThis - an interactive space where you can: <ul style="list-style-type: none"> ▪ Access our Proposal for Change consultation document and proposed Phase One Organisational Chart; ▪ And, provide feedback. • You’ll receive an email from ConsiderThis today by 5pm today. <ul style="list-style-type: none"> ○ They’re going out in batches so if <u>you</u> don’t get it and your neighbour does, don’t worry yours will be coming. • The email will be sent <u>directly</u> from no-reply@mail.consider.co.nz • Follow the directions in the email for full access to the Proposal for Change. • If the email doesn’t arrive today check your spam. If it’s not there, email change@TePapa.govt.nz
Close	<p>[Courtney]</p> <ul style="list-style-type: none"> • Very shortly you will receive a summary of this hui – and we’ll put it onto the change hub on Kupenga as well. • You’ll get an email from ConsiderThis - • And later today, the PDF of the Proposal for Change will go onto the change hub on Kupenga. • I know it’s a lot and I’m sorry. • As I said, a summary of everything we’ve said today will arrive in your inbox shortly. • We’re going to sign off now. • [warm thank you here] and thanks again for tuning in.
Ends	<i>Closing mihi or Karakia (if we opened with one)</i>



Proposal for Change Phase One

Museum of New Zealand Te Papa Tongarewa

Organisational Change

15 October 2025

Contents

Introduction from the Co-Leaders	4
Section 1 – Setting the Scene	6
Purpose of the Proposal for Change.....	6
Background	6
Overview	7
Wellness and Support.....	7
Reason for Change	7
Section 2 – Overarching Approach to Change	10
Scope.....	10
Phased Approach to Organisational Change	10
Proposed Timeline	11
Summary of Proposed Phases	11
Phase One – Organisational Change	11
Phase Two – Organisational Change.....	12
Phase Three – Embedding Organisational Change.....	12
Proposed Key Dates	13
Recruitment during Change	13
Section 3 – Proposed Organisational Structure: Phase One	14
Phase One Changes at a Glance	14
Strengthening the Co-Leadership Model.....	14
Embedding Co-Leadership Further	15
The Proposed New Groups	16
Collections & Communities Group	17
Organisational Services & Māori Partnerships Group.....	19
Experience & Audience Development Group	22
Summary of Proposed Team Changes: Phase One.....	25
Section 4 – Proposed Organisation Chart and Impact Tables: Tiers 2-3 in Phase One	27
How to navigate the Proposed Impact Tables	27
Current Te Papa Organisation Chart: Senior Leadership– October 2025	28
Proposed Te Papa Organisation Structure Chart – Phase One	29
Proposed Impact Tables for Current Positions	30
Section 5 – Proposed Approach for Implementing Change Outcomes	34

STAFF IN CONFIDENCE

Proposed new positions.....	34
Proposed Process for filling positions	34
Proposed Pathways for Tier 2 and Tier 3 Employees	35
Pathway 1 – Reconfirmation	35
Pathway 2 – Redeployment.....	36
Proposed EOI Assessment and Selection Criteria	37
Pathway 3 – Redundancy and redundancy compensation	37
Unfilled positions at the end of Phase One.....	38
Voluntary Redundancy	38
Proposed Pathway Flowchart for Affected Employees.....	39
Section 6 – Employee Support Options	40
Employee Support Options	40
Section 7 – How to Provide Feedback.....	42
Feedback Suggestions	42
Website Tool – ConsiderThis	42
Questions & Answers, and alternate ways to feedback	43
Support, Representation and Confidentiality	43
Thank You.....	43
Section 8 – Glossary of terms used	44
Appendix 1 – Reasons for Change: Financial Sustainability.....	47
Table 1: Te Papa Financial Performance and Cash Management	47
Graph 1: Te Papa Investment/Maintenance Spend 2015-2030	48
Graph 2: Unavoidable, Mandated & Discretionary Spend	49
Table 2: Summary of FY25/26 Savings Progress	49
Table 3: Te Papa Financial Performance and Cash Management with Proposed Change Impact	50
Appendix 2 – Proposed Position Descriptions for Tier 2.....	51
Appendix 3 – Proposed Position Summaries for Tier 3.....	63
Appendix 4 – Proposed EOI Application Form	76
Appendix 5 – Proposed EOI Interview Assessment Form	77

Introduction from the Co-Leaders

Tēnā koutou e te Whānau o Te Papa

He mihi nui i roto i ngā āhuatanga o te wā.

Te Papa has a proud legacy as the national museum of Aotearoa New Zealand. The role of Te Papa has always been to care for the nation's taonga, connect audiences with the stories of Aotearoa and its people, and ensure the museum continues to inspire pride and learning for generations to come.

While Te Papa remains a highly successful and respected institution, the financial environment in which we operate is changing. Rising operational costs– including maintenance of our ageing and highly specialised buildings – are putting increasing pressure on our ability to deliver within our current resources.

In recent years we have made significant savings and achieved growth in revenue, but these measures are not sufficient for long-term financial sustainability. For this reason, we are proposing an organisational review of the teams, positions, and reporting lines of Te Papa to help ensure the museum's financial sustainability and resilience. The proposed review would identify efficiencies, enable revenue generation, and make sure our structure is fit for purpose.

The vision of this organisational review is clear:

- Te Papa is fit-for-purpose, financially resilient national museum with an outstanding reputation.

To fully understand this vision, we look to the founding legislation of Te Papa which speaks to our enduring purpose:

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

For us, at this time in the museum's history, this means taking action today to strengthen Te Papa for tomorrow. This organisational review is a vital step in ensuring Te Papa would continue to care for taonga, deliver for communities, and meet our cultural and legislative mandate.

STAFF IN CONFIDENCE

We know change is unsettling. Our commitment to you is that this review process will be transparent and values based. We encourage you to draw on the different forms of support on offer, and to send any questions you have through the Change@tepapa.govt.nz email address or the drop-boxes that have been provided. It is important to us that we hear from you. We genuinely invite your feedback on this proposal, to inform any future decisions we may make.

Ngā manaakitanga,



Courtney Johnston

Tumu Whakarae | Chief Executive



Dr Arapata Hakiwai

Kaihautū

Section 1 – Setting the Scene

This section provides a summary of the purpose and background of this proposed organisational change. An overview of its proposed scope and reasons for the proposed changes is also provided.

Purpose of the Proposal for Change

The purpose of this document is to enable you to consider and understand what changes are being proposed for the functions that make up the organisational structure of the Museum of New Zealand Te Papa Tongarewa (Te Papa), including how it could affect your position.

It sets out the background and details so you can have your say, share your ideas, and let us know any concerns before any decisions are made. It is intended to provide clarity about why change is required and how the process would be managed if the proposals went ahead.

Your feedback will be carefully considered by the Co-Leaders before any decisions to proceed or not with the proposed changes are made.

A glossary of commonly used terms in this document can be found at the end of this document.

Background

Te Papa is embarking on a proposed whole-of organisation restructure to secure its long-term financial sustainability, which will strengthen its ability to deliver world-class cultural experiences and uphold its cultural and legislative mandate as New Zealand's national museum.

The scale of the proposed change is transformative. Faced with the stark reality that we need to earn more, spend less, and prepare Te Papa for a future that can generate long-term revenue streams, this review proposes changing the way we structure our teams and how we work together.

Overview

This organisational change takes a whole-of-organisation view to ensure Te Papa remains a fit-for-purpose and financially resilient national museum with an outstanding reputation.

Wellness and Support

The change process is guided by:

- Manaakitanga (care for people)
- Kotahitanga (collective thinking and approach)
- Oranga (wellbeing)

It also recognises the importance of the physical, mental, and cultural wellbeing of people. Information on support can be found in Section 6 of this document and on the Change page on Kupenga.

Reason for Change

We are proposing organisational change for two reasons:

- to support the long-term financial sustainability of Te Papa.
- to improve our current state and ways of working.

Financial Sustainability

Te Papa has been grappling with financial challenges for a long time, going back to how the organisation was first set up and the funding model we've been working within. Today, Te Papa receives \$43 million in Crown funding annually and must raise at least \$38 million a year through commercial activities, philanthropy and partnerships.

As of September 2025, we have an expected cash shortfall of \$4.3m in FY2025/26 that grows to \$10.4m in FY2026/27. This is projected to grow every year due to our ageing building and other rising costs (*Appendix 1 – Table 1: Financial Performance & Cash Management*).

While we need to earn more and have put a heavy focus on revenue generation, we cannot rely on this alone or continue to use our cash reserves to cover the shortfalls indefinitely.

We are focused on earning more and spending less as mechanisms to address these financial challenges. Like many organisations, Te Papa has experienced recent increases in costs. Specifically, costs associated with construction, utilities, technology and insurance represent a significant portion of our costs and have risen at greater rates than inflation.

STAFF IN CONFIDENCE

Te Papa operates and maintains a large and technically complex facility, and the costs required to keep the facility operational have grown from both cost inflation and the increased need for maintenance as the facility ages (*Appendix 1 – Graph 1: Te Papa Investment/Maintenance Spend 2015-2030*).

The composition of costs for Te Papa are largely fixed in the short term, with a very small discretionary portion (*Appendix 1 – Graph 2: Unavoidable, Mandated & Discretionary Spend*).

Te Papa has undertaken a further target reduction in spend of 2% for FY2025/26 by seeking project savings, reviewing supplier contracts, and stopping pieces of work. The projected savings target for this is \$1.6m per annum, and at September 2025 \$1.2m of this target has been identified (*Appendix 1 – Table 2: Summary of FY25/26 Savings Progress*).

We are also making the most of revenue-earning opportunities through activities such as enhancing our international visitor ticketing experience. However, these steps are insufficient on their own to close the cash shortfall gap.

We are therefore now proposing organisational change to support the goal of securing our long-term financial sustainability. We are considering how we could work and how we could structure ourselves to strengthen the organisation for the future.

Financial Objective for the Proposed Change

The minimum financial objective of the proposed whole-of-organisation change is a reduction in salary costs of \$3.3m per year.

The minimum salary cost saving, in addition to expected net contribution benefits from the Revenue Generation Strategy, would mean that Te Papa can keep its cash balance above zero through to 2030 (*Appendix 1 – Table 3: Financial Performance & Cash Management with Proposed Change Impact*).

This would enable financial stability until 2030 s 9(2)(g)(i)

Improved Ways of Working

Te Papa needs to be financially responsible, and the proposed organisational change is primarily driven by the need to ensure our long-term financial sustainability.

As part of this, in designing a proposed new structure, we need to be careful that we enable Te Papa to continue to viably function by ensuring we retain the key functions, skills and experience that enable us to operate effectively.

Further, we also need to focus on ensuring that any proposed new structure is able to increase our revenue-generating activities, which we believe is another key element of securing our financial sustainability.

STAFF IN CONFIDENCE

This process also gives us an opportunity to propose making positive changes to how we're organised that would strengthen leadership, increase the speed of decision making and create clearer focus and accountability across the organisation.

The current structure has:

- similar functions duplicated in several directorates.
- teams spread across different directorates that serve the same customers or communities.
- teams of very different and disparate sizes.
- directorates that need to work more closely together to deliver shared mahi.

The proposed organisational structure brings functions and teams together with shared priorities and would simplify and speed up decision-making and strengthen the way we work.

Section 2 – Overarching Approach to Change

This section outlines the proposed approach to managing the change process. It explains how the change process would be managed in phases and includes the timing and proposed key dates as to decisions on whether or not to proceed. The approach is designed to ensure the process is fair, transparent and consistent while supporting people through change in a respectful and well-communicated way.

Scope

If these proposed changes went ahead:

- All permanent positions would be in scope and would be affected to some degree.
- Casual positions are out of scope and would not be affected.

Phased Approach to Organisational Change

It is proposed that the change process would be delivered in three phases:

- **Phase One** focuses on positions at the top of the organisation – Tiers 1, 2 and 3. This would be completed by early December 2025.
- **Phase Two** would then look at positions across the rest of the organisation. This would be completed between January and April 2026.
- **Phase Three** would focus on embedding any changes from April 2026 onwards should the decision be made to proceed with the proposals.

This approach proposes restructuring the top tiers of the organisation in Phase One, then would involve the new leadership in the design of the remainder of the organisation. The resulting proposals would then be put to employees for consultation.

Establishing the leadership structure early would provide clarity about strategic priorities, span of control (i.e. the appropriate number of direct reports to a manager(s)), and decision-making delegations before cascading proposed change further. Further, we believe this approach could avoid rework from unintentional consequences of misaligned future responsibilities or reporting lines, and would provide a solid foundation of leadership to shape how the rest of the organisation would be proposed to operate.

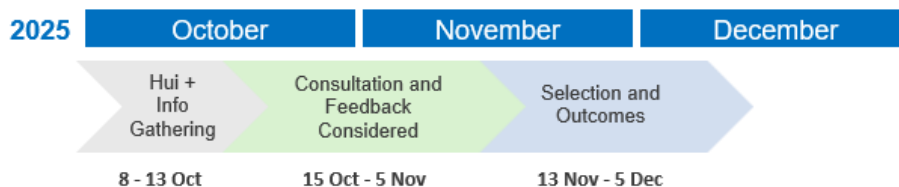
Undertaking an all-organisation change (i.e. all tiers of the organisation at one time) could lead to a lack of strategic alignment with no clear leadership to guide decisions about team structures and functions, priorities or communications. This option accordingly is not preferred by Te Papa.

This Proposal for Change consultation relates to Phase One only.

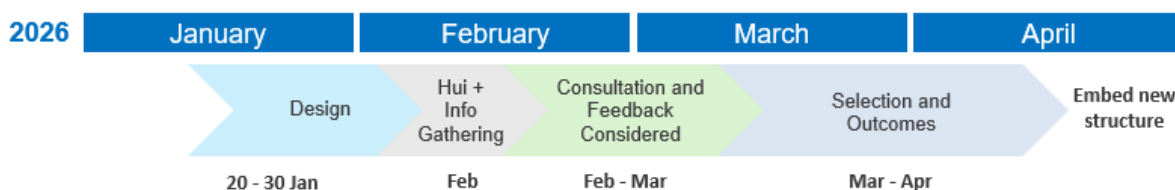
Proposed Timeline

While we're working on timelines to give you certainty quickly, this is indicative only and is subject to change.

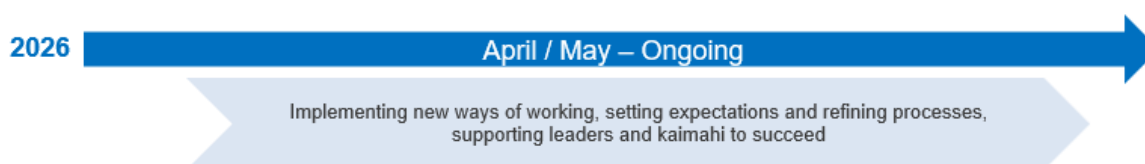
Phase One: Executive & Senior Leadership



Phase Two: Rest of Te Papa (dates TBC)



Phase Three: Embed the Change



Summary of Proposed Phases

Phase One – Organisational Change

This phase would focus on establishing the new structure for Tiers 2-3. This includes all the positions in the current state organisational chart and are positions with titles like Director, Head of, Chief, and Pou.

The aim of completing Phase One before Phase Two is to establish strong leadership clarity and direction to support the design of the rest of the organisation.

The financial modelling of the proposed savings for Phase One is an estimate of \$2.9m if the proposed changes went ahead.

This is below the financial savings objective of \$3.3m per annum that this proposed change is forecasted to deliver, and so once *actual* savings were identified from the proposed Phase One change process, the remaining balance would need to be sought from Phase Two.

By proposing to design and implement a new Tier 2-3 structure first, the organisation would be able to set the foundation for how functions, accountabilities and decision-making

STAFF IN CONFIDENCE

could work. This would ensure that employees at Tier 2-3 could then actively contribute to shaping the most effective and efficient ways of delivering services across the rest of the organisation.

The **effective date** for all structural changes is proposed to be at the end of April 2026, which is when it is currently envisaged that Phase Two would be completed if the decision was made to proceed. This means all employees would remain in their current positions throughout that time and continue to deliver their current mahi. This ensures Te Papa would continue to operate during the busy season. Business-as-usual would continue, with business support directed towards maintaining existing excellent standards of delivery and visitor experience.

Phase Two – Organisational Change

Phase Two would focus on completing the design for the rest of the organisation if the decision was made to proceed and implement a new Tier 2-3 structure. In support of a more efficient and connected organisation, leaders in new positions are proposed to provide input into future functions and services and how the teams are best structured to deliver these.

We are not consulting on Phase Two proposals at this time as no decision has been made yet to proceed with Phase One, and accordingly no proposals for Phase Two have yet been prepared. Therefore, **the only positions proposed to be potentially affected for Phase One are tiers 2-3.**

Phase Three – Embedding Organisational Change

This phase would aim to embed any changes made to the structure, putting new ways of working in place, refining processes, and supporting people to succeed in the new Te Papa environment.

Proposed Key Dates

Action		Date
Phase One Tiers 2-3	Consultation opens – Proposal for Change	15 October 2025
	Drop-in Q&A session	21 October 2025
	Kaimahi Māori kōrero session	23 October 2025
	Kaimahi Māori kōrero session	28 October 2025
	Drop-in Q&A session	29 October 2025
	Consultation closes	5 November 2025 5.00pm
	Decision released to proceed or not	13 November 2025
	If proceeding: <ul style="list-style-type: none"> Selection processes Individual outcomes determined 	14-28 November 2025 5 December 2025
No change activity		
Phase Two Rest of the Organisation	If changes from Phase One made: <ul style="list-style-type: none"> Design with Tier 2-3 to develop Proposal for Change 	20-30 January 2026
	Consultation opens – Proposal for Change	9 February 2026 *
	Consultation closes	27 February 2026 *
	Decision released to proceed or not	6 March 2026 *
	If proceeding: <ul style="list-style-type: none"> Selection processes Individual outcomes determined 	9-27 March 2026 * 27 March 2026 *
	Organisational change implemented by	April 2026 *

* Note these dates are indicative and may change as the process evolves and decisions are made to proceed, or not proceed, or to take a different approach.

Recruitment during Change

As part of the change process, we are taking proactive steps to ensure fairness and transparency for all potentially affected employees. This includes a proposed temporary pause on *permanent* recruitment from 15 October 2025 until 30 April 2026.

If any critical proposed new positions are not filled by affected employees, then external recruitment may be required before that date.

The purpose of this proposed approach is to give potentially affected employees first and fair access to suitable redeployment opportunities. This would support our ability to retain talent and minimise redundancies if the proposed changes went ahead. It would also ensure that any recruitment decisions were aligned with proposed organisational change outcomes.

The People, Safety & Culture team would support managers through a process to gain executive approval to fill critical positions on a short-term basis until the proposed change process is complete.

Section 3 – Proposed Organisational Structure: Phase One

This proposed organisational change for Te Papa is transformational, with significant change designed to drive financial sustainability outcomes.

This section outlines details of the Groups and teams within the proposed new structure. You will find the proposed structure chart and information on the proposed impacts to Tier 2-3 positions in Section 4 – Organisation Chart and Impact Tables.

The design of the proposed structure would balance the need to refocus our work programme and reduce spending while remaining scalable to allow for future growth.

The proposed new structure considers:

- Creating fewer direct reports, and a balanced distribution of responsibilities to the Tumu Whakarae Chief Executive and Kaihautū.
- Creating a co-leadership position at Tier 2 to enable stronger Māori partnerships across all Groups within Te Papa.
- Creating a high-performing cohort of leadership positions.

Phase One Changes at a Glance

Tier	Current State		Proposed Future State
1	Tumu Whakarae Chief Executive and Kaihautū with different direct reports.	→	Tumu Whakarae Chief Executive and Kaihautū with dual direct reports.
2	6x Directorates 6x Tier 2 positions	→	3x Groups 4x Tier 2 positions
3	33x Tier 3 positions	→	16x Tier 3 positions

Strengthening the Co-Leadership Model

Te Papa has a unique co-leadership model that reflects our founding partnership between tangata whenua and tangata Tiriti. The Tumu Whakarae Chief Executive and Kaihautū share responsibility for leading the museum and, after 30 years, this model is now well embedded into Te Papa. We recognise however that it hasn't always worked as well as it could. Over time, the way responsibilities and decision-making have been shared between the Tumu Whakarae Chief Executive Officer and the Kaihautū hasn't always been clear, and that's created confusion and duplication in parts of the organisation.

The proposed restructure aims to strengthen how the Co-Leaders work day-to-day, create stronger collaboration and communication between them, and clarify escalation pathways for the organisation. It is proposed to shift direct reporting lines to both positions, giving them direct responsibility for setting strategy and managing the proposed Deputy Chief

STAFF IN CONFIDENCE

Executive positions equally and together. This would require a change to the ways of working between these two positions, with the goal to make the partnership more cohesive, visible, balanced, and effective right across Te Papa. This change would be managed and approved by the Te Papa Board.

Key changes for the Tumu Whakarae Chief Executive and Kaihautū positions are proposed to include changes of line management for their direct reports. Both positions would share responsibility for managing all direct reports.

Embedding Co-Leadership Further

A key element of the proposed change is to strengthen the co-leadership model further and implement it at Tier 2 level within one of the new proposed Groups (discussed further below). This means the proposed new Organisational Services & Māori Partnerships Group would have two Co-Leaders who would work together and report jointly to the two Co-Leaders of Te Papa, modelling partnership, accountability and shared responsibility in action.

The Proposed New Groups

It is proposed to create three new Groups within Te Papa that would bring our mahi together. Each Group would combine related functions to make working together easier and more efficient, focus on what matters most, and deliver for our communities. This simpler structure would strengthen leadership, increase the speed of decision making and create clearer focus and accountability across the organisation.

In our current structure, we have similar functions duplicated in several directorates (e.g. two marketing functions; events and public programmes), and teams spread across different directorates who serve the same customers or communities (e.g. loans, sector support, and touring exhibitions). We have teams of very different sizes, with some leaders managing two or three people and others responsible for multiple teams numbering over 30 employees (and in a small number of cases, many more). This is both inefficient and inconsistent.

We currently have directorates (especially Audience & Insights, Ngā Manu Atarau, Partnerships & Development, and Museum & Commercial Services) who all need to work closely together to deliver shared mahi. With multiple reporting lines and business plans in operation, we struggle at times to make decisions swiftly and reorganise our mahi as new priorities emerge. We do not always have a joined-up view on the audiences we are serving, how to prioritise them, and how to serve them. We sometimes miss out on opportunities because decision making is too slow. By bringing functions and teams together, we want to establish shared priorities and simplify and speed up decision-making.

We also have areas where we want to strengthen the way we work. For example, by proposing to bring our strategy, governance and compliance functions together with our finance function, we could align teams working on our accountability and planning. Likewise, in proposing to bring kaupapa Māori expertise and relationship management closer to our core functions that work with our Board, our people and our strategic people, we would continue to strengthen our Tiriti foundations.

The three proposed new Groups would be:

- Collections & Communities
- Organisational Services & Māori Partnerships
- Experience & Audience Development

See table [Summary of Proposed Team Changes: Phase One](#) on page 25-26.

Collections & Communities Group

The proposed Collections & Communities Group would bring together the teams that develop, care for and create access to the taonga Te Papa holds on behalf of the nation, alongside our important mahi in the area of repatriation and the support services we provide to museums, galleries, where taonga and iwi of Aotearoa.

Led by the proposed new position of Deputy Chief Executive, Collections & Communities, this Group would uphold and strengthen our Mana Taonga principle, working in partnership with iwi, source communities, makers and donors in all aspects of collections-related mahi, research and curatorial activity. Embedding and continuously evolving our Mana Taonga approach ensures Te Papa remains a world leader in museum practice.

Physical and digital access to our collections and expertise would be provided through activities spanning curatorial research, collection management and development, conservation, exhibition development and outreach (including touring exhibitions). With a national role in sector support and repatriation, this proposed Group would ensure stewardship of taonga and knowledge with integrity.

The proposed Collections & Communities Group's strong leadership, technical expertise and ability to build enduring relationships would ensure the collections, research and experiences of Te Papa reflect the diverse communities and histories of Aotearoa, and would forge connections that help make Te Papa meaningful in all New Zealander's lives.

Why this matters

Bringing together curatorial activities, collection care, access, repatriation and sector support into one group would enable us to work more strategically, reduce duplication, and strengthen partnerships with iwi and other museums. This would ensure taonga are cared for, knowledge is shared, and communities have greater access to their heritage.

Reason for proposed change

The proposed Collections & Communities Group would bring together all the work related to our collections and our role in supporting communities and the museum sector. Currently, these activities are spread across different parts of the organisation, with loans and collection access for museums and galleries in one directorate, sector support in another, and our domestic touring programme that services museums and galleries in another. By proposing to unite our different forms of collection access and sector support in one Group, we are seeking to coordinate management of external relationships more easily, streamline business planning and manage resourcing, and better grasp new opportunities.

Our sector support work would maintain an aspect of supporting New Zealand museums and collecting institutions to return ancestral remains to source communities. By bringing our repatriation mahi – centred on the Karanga Aotearoa programme – into this proposed new Group, we would maintain the sector support relationship and align more closely to

STAFF IN CONFIDENCE

our work on provenance research, reconnection of taonga to communities, and return of cultural heritage. This would also strengthen our ability to coordinate relationships with international collecting institutions undertaking repatriation and cultural return.

Proposed Teams

1. Collection Development & Engagement

This proposed team would lead collections development, research, and knowledge-sharing across art, history, natural sciences, Māori and Pacific collections. It would unite our current four collecting areas. The team would provide curatorial input for exhibitions, provenance research, manage acquisitions, support community and research relationships and collaboration, and ensure that knowledge of our collections is developed and shared with communities, researchers, and the public.

Why this matters: Strengthening research and curatorial expertise would ensure Te Papa remains a leader in knowledge, scholarship, and community access to taonga.

2. Collection Care & Access

This proposed team would manage cataloguing, records, digitisation, rights, loans, collection management, conservation, and physical handling of collections. They would care for collections, provide research and community access to collections, prepare exhibitions, manage loans, and deliver touring shows.

Why this matters: Bringing all collection care and access functions together would make it easier to manage taonga consistently, safeguard them for the future, and expand digital and physical access.

3. Sector Support & Repatriation

This proposed team would lead the strategy for and oversee support to museums, galleries and iwi through National Services Te Paerangi, and would lead our programme of international and domestic repatriation of Māori and Moriori ancestral remains.

Why this matters: Combining these functions into a single programme would strengthen our national leadership role, help balance investment in sector support, and strengthen our repatriation mahi.

Organisational Services & Māori Partnerships Group

The proposed Organisational Services & Māori Partnerships Group would bring together the enabling services that empower Te Papa to function effectively – finance, governance, IT, people, projects, and facilities – under a co-leadership model that upholds Te Tiriti o Waitangi commitments and partnership with Māori into all aspects of how the museum operates.

It is proposed that a cooperative leadership model be introduced for the two DCE-level positions in this proposed Group, with the proposed new Chief Operating Officer and Pou Whakahaere Kaupapa Māori working to manage the Group together. This would ensure Māori perspectives and commitments to iwi and hapū are integrated into strategic planning, accountability, support to the Te Papa Board, workforce development and support, and decision-making.

It is also proposed that functions currently within the Office of the Co-Leaders would come into this Group, aligning our strategy, planning, performance and accountability functions. This would house all our support to the Te Papa Board in one Group, and centralise key relationship management (such as with Manatū Taonga Ministry for Culture and Heritage).

Teams within this proposed Group would be responsible for delivering the enabling services, governance, and bicultural leadership that keep the museum operating effectively and sustainably, while ensuring that Te Tiriti o Waitangi commitments and kaupapa Māori are embedded across all aspects of the operations of Te Papa.

It is proposed that the existing Pou Reo and Pou Tikanga positions would report directly to the Pou Whakahaere Kaupapa Māori.

Why this matters

Strong enabling services are essential to keep the museum running smoothly. By embedding kaupapa Māori leadership at Tier 2, we seek to bring Māori perspectives into decision-making that influences the whole organisation. At the same time, aligning finance, IT, facilities, people and governance into one group would increase efficiency and would ensure the whole organisation is supported to succeed from one aligned source.

Reason for proposed change

Currently, our strategy and performance functions and secretariat support to the Te Papa Board sit within the Office of the Co-Leaders, which is a stand-alone team reporting to the Co-Leaders. It is proposed to bring these functions into this Group, which would unify all strategy, performance and accountability functions for greater efficiency and relationship management with external stakeholders, and would improve coordination, alignment and communication for internal teams.

Supported directly by the existing Pou Tikanga and Pou Reo positions, the proposed co-leadership model would support embedding kaupapa Māori perspectives across the services that enable Te Papa to function efficiently and effectively. By proposing to place

STAFF IN CONFIDENCE

co-leadership at Tier 2, the organisation would continue to ensure that Māori perspectives are integrated into workforce, governance, and strategic decision-making.

Proposed Teams

1. Māori Partnerships

This proposed team would lead the commitment of Te Papa to upholding Te Tiriti o Waitangi and kaupapa Māori. They would support and foster our role in the delivery of our responsibilities for Treaty settlements, iwi and hapū and whanau. They manage relationships with iwi and hapū.

Why this matters: This work would ensure iwi are recognised as key partners alongside the Crown. It would strengthen our Tiriti foundations and kaupapa Māori leadership throughout the organisation, and our responsibilities to Māori communities.

2. Enterprise Programme Management Office (EPMO)

The proposed EPMO would be the engine room for delivering major programmes, projects and change across Te Papa. It would provide consistent planning, prioritisation, and manage project frameworks so that operational delivery is well-managed, resources are used wisely, and outcomes are achieved on time. The team would also manage change, programmes, and ensure benefits are realised.

Why this matters: Providing structure and discipline to deliver complex projects reduces risk, improves accountability and ensures delivery of transformation while keeping day to day operations running smoothly.

3. Biodiversity Research Centre

This proposed team would be dedicated to delivering the major construction programme, with specialist expertise in capital project delivery to ensure planning, timelines, budgets and stakeholder relationships are tightly coordinated.

Why this matters: Having a dedicated team for this project would keep a high-profile, time-limited project tightly managed, without distracting core services. This would ensure the work is completed safely, efficiently and to the highest standard.

4. Finance, Strategy & Governance

This proposed team would provide the financial, assurance and strategic backbone of the organisation. They would manage financial planning and monitoring, budgets, procurement, contracts, Crown funding relationships, and compliance obligations. Responsible for providing robust fiscal, governance and organisational compliance analysis and advice to the Board and Executive, they would lead strategic planning, policy development, organisational performance reporting and evaluation, management of Official Information Act requests, privacy and legal services. They would also provide governance secretariat services, supporting the Board and Executive to ensure decision-making is well-informed, compliant, and accountable.

Why this matters: Integrating financial management, strategic planning, risk and assurance, governance, and Board secretariat services would ensure Te Papa is transparent, accountable, and aligned with Crown expectations. This would

STAFF IN CONFIDENCE

create a single centre of expertise for planning, reporting, and governance, strengthening the organisations capability to support long-term sustainability.

5. Infrastructure & Systems

This proposed team would be responsible for strategic planning, delivery and optimisation of the physical and digital infrastructure of Te Papa to enable a more efficient, secure and sustainable organisation. It would lead to long-term strategy for systems, building and information, ensuring the right platforms, facilities and data foundations are in place to support future growth.

Operationally, the team would manage IT infrastructure and cybersecurity, business systems, and digital workplace tools that underpin daily operations. It would oversee facilities and property management to ensure our buildings remain safe, compliant, energy-efficient and fit for purpose. The team would also be accountable for information and records management, library and knowledge services, and business continuity and resilience planning, ensuring critical functions can continue in the event of disruption. The work would require close collaboration with other teams to align technology, physical environments, and information management with organisational priorities, and to drive continuous improvement in efficiency, accessibility and sustainability.

Why this matters: Reliable and well-managed systems and facilities are the backbone of our operations. They protect our people, taonga and information; safeguard business continuity, and enable every team to focus on delivering our mission, confident that the foundations are secure, modern and resilient.

6. People, Safety & Culture

It is proposed that this team would not change in this phase. The team would continue to keep its focus on supporting the most important resource of Te Papa – its people and leaders. It would continue to provide advice and cover HR, recruitment, organisational development, workforce planning, payroll, health and safety, and wellbeing.

Why this matters: A strong People, Safety & Culture function ensures that our people are well supported, safe, and equipped to contribute effectively. Maintaining stability in this area provides essential continuity during a period of wider organisational change.

Experience & Audience Development Group

The proposed Experience & Audience Development Group would integrate our audience facing and revenue generating activities. Collectively this would allow us to better understand and grow our audiences, create seamless and inclusive visitor experiences, expand access beyond the physical museum, and strengthen revenue streams that support the long-term sustainability of Te Papa.

Currently, we have duplicated functions (e.g. marketing; events and public programmes) in two directorates. There are teams in different directorates who provide on-the-floor visitor experiences (learning and public programmes in one directorate, events and tours in another) which impacts the seamless delivery of a single calendar of visitor events to attract and serve audiences. Commercial partnerships are managed in two different directorates; our work with the tourism sector and with fundraising is not closely aligned with our promotional functions and channels. Different areas of the museum have different audience priorities, and this makes it difficult for us to plan long-term, or to move quickly to seize opportunities in the short-term.

Led by the proposed new position of Deputy Chief Executive, Experience & Audience, this proposed Group would create experiences that connect people, taonga and stories in order to achieve a sense of wonder, belonging and purpose. The proposed teams would work together and across the museum in a way that maximises the value, reach and impact of our audience-facing activities. Authentic and innovative approaches to revenue generation and partnerships would deepen relationships and create cultural and commercial value.

The proposed Group's focus on exceptional customer service, creative flair, deep audience understanding and commercial acumen would result in extraordinary experiences that reinforce the reputation of Te Papa as a world class museum.

If this proposal went ahead, teams within the Experience & Audience Development Group would be responsible for:

- Increasing engagement and visitation across domestic and international audiences.
- Delivering exceptional services, experiences and products that ensure customer and visitor satisfaction and contribute to financial sustainability.
- Fostering our strategic partnerships, growing philanthropic support, sponsorship and commercial partnerships and securing private and grant funding towards our endeavours.
- Innovating new experiences and offerings that grow the relevance and sustainability of Te Papa.
- Sharing information and storytelling through multiple channels to grow connections with New Zealanders and amplify our international reach.
- Maintaining the position of Te Papa as a world-leading cultural destination.

Why this matters

Our successful future depends on engaging audiences and generating sustainable income. By proposing to integrate these functions, we are seeking to provide a smoother pathway to creating excellent visitor experiences, attract new audiences, and grow our revenue streams (which is key to our financial security). This would ensure Te Papa remains vibrant, relevant, and financially sustainable into the future.

Reason for proposed change

The proposed changes would unite all functions that connect with audiences and generate revenue. This would unite leadership that is currently held in three directorates into one view thereby strengthening our ability to understand and grow audiences, ensuring visitor experiences and customer delivery are seamless, bringing all our revenue generation activities together, and focusing our promotional and partnership activities. This would enable better planning and coordination and improve communication.

Proposed Teams

1. Visitor Experience

This proposed team would deliver education programmes for schools and kura, public events, and tours. It would also manage front-of-house operations, including visitor hosting, ticketing, enquiries and retail.

Why this matters: By combining all our visitor-facing activities, this team would ensure visitors have a seamless experience wherever they are in the museum. It would strengthen the role of Te Papa as a place of lifelong learning while making every visit accessible, inclusive, and memorable.

2. Venues

This proposed team would manage cafés, catering, venue hire, and AV services. They would ensure that customers enjoy high-quality hospitality and event organisation and delivery.

Why this matters: Hospitality and events not only enhance the visitor experience but also generate vital commercial revenue. This income would support the museum's sustainability, and help us connect with communities, businesses and partners in new ways.

3. Audience Development

This proposed team would ensure that deep understanding of current and potential visitors drives decision-making across all public-facing activities. It would use audience insights to shape the long-term programme, deliver exhibition and experience design and production, and manage and develop online channels and print publishing.

Why this matters: Audience insights would ensure that Te Papa designs experiences that are relevant, inclusive, and future focused. By leading audience research and insights, exhibition and experience programming and production, digital engagement and accessibility, this team would expand our reach, deepen connections with diverse communities, and ensure everyone can engage with our taonga in meaningful ways.

4. **Growth & Partnerships**

This proposed team would lead brand management, marketing campaigns, tourism partnerships, sponsorships, fundraising, and international collaborations. It would identify new business and experience opportunities, and manage sales including international exhibitions, venues and licensing of the intellectual property of Te Papa.

Why this matters: This would strengthen the museum's profile nationally and internationally by attracting audiences, building partnerships, and developing new revenue streams. This team would ensure Te Papa is visible, relevant, and financially resilient, while creating opportunities for global collaboration.

STAFF IN CONFIDENCE

Summary of Proposed Team Changes: Phase One

This table shows the movement of teams from the current structure on the left, to the proposed new structure on the right.

Coming From			Going To	
Directorate & Team			Group & Team	
Audience & Insights	Digital Channels Team	→	Experience & Audience Development	Audience Development Team
Audience & Insights	Experience Design & Content Team	→	Experience & Audience Development	Audience Development Team
Audience & Insights	Audience Insights	→	Experience & Audience Development	Audience Development
Audience & Insights	Learning	→	Experience & Audience Development	Visitor Experience
Audience & Insights	Marketing & Comms	→	Experience & Audience Development	Growth & Partnerships
Audience & Insights	Audience Programme	→	Experience & Audience Development	Audience Development
Audience & Insights	Public Programming	→	Experience & Audience Development	Visitor Experience

Coming From			Going To	
Directorate & Team			Group & Team	
Collections & Research	Arts	→	Collections & Communities	Collection Development & Engagement
Collections & Research	Collection Access - Digital Collection & Access	→	Collections & Communities	Collection Care & Access
Collections & Research	Collection Access - Loans & Acquisitions	→	Collections & Communities	Collection Care & Access
Collections & Research	Collection Access - Imaging	→	Collections & Communities	Collection Care & Access
Collections & Research	Collection Access - Knowledge & Information	→	Organisational Services & Māori Partnerships	Infrastructure & Systems
Collections & Research	Collection Access - Library	→	Organisational Services & Māori Partnerships	Infrastructure & Systems
Collections & Research	Collection Access - Rights Management	→	Collections & Communities	Collection Care & Access
Collections & Research	Collection Access - Te Papa Press	→	Experience & Audience Development	Audience Development
Collections & Research	Collection Services	→	Collections & Communities	Collection Care & Access
Collections & Research	NZ and Pacific Cultures	→	Collections & Communities	Collection Development & Engagement
Collections & Research	Mātauranga Māori	→	Collections & Communities	Collection Development & Engagement
Collections & Research	Natural History	→	Collections & Communities	Collection Development & Engagement

Coming From			Going To	
Directorate & Team			Group & Team	
Co-Leaders	Office of Co-Leaders	→	Organisational Services & Māori Partnerships	Finance, Strategy & Governance

STAFF IN CONFIDENCE

Coming From		Going To	
Directorate & Team		Group & Team	
Finance & Operations	Finance	→	Organisational Services & Māori Partnerships
Finance & Operations	Property Facilities and Security	→	Organisational Services & Māori Partnerships
Finance & Operations	People, Safety and Culture	→	Organisational Services & Māori Partnerships
Finance & Operations	Project Management Office	→	Organisational Services & Māori Partnerships
Finance & Operations	Spirit Collection Area Replacement	→	Organisational Services & Māori Partnerships
Finance & Operations	Creative Technology & Development	→	Organisational Services & Māori Partnerships
Finance & Operations	Technology – IT Service Delivery	→	Organisational Services & Māori Partnerships
Finance & Operations	Technology – AV Event Services	→	Experience & Audience Development
			Finance, Strategy & Governance
			Infrastructure & Systems
			People, Safety & Culture
			Enterprise Programme Management Office (EPMO)
			Biodiversity Research Centre
			Infrastructure & Systems
			Infrastructure & Systems
			Venues

Coming From		Going To	
Directorate & Team		Group & Team	
Museum & Commercial Services	Sales and Commercial	→	Experience & Audience Development
Museum & Commercial Services	Events	→	Experience & Audience Development
Museum & Commercial Services	Retail	→	Experience & Audience Development
Museum & Commercial Services	Venues	→	Experience & Audience Development
Museum & Commercial Services	Visitor Services	→	Experience & Audience Development
			Growth & Partnerships
			Visitor Experience
			Visitor Experience
			Venues
			Visitor Experience

Coming From		Going To	
Directorate & Team		Group & Team	
Ngā Manu Atarau	Iwi Relationships	→	Organisational Services & Māori Partnerships
Ngā Manu Atarau	National Services	→	Collections & Communities
Ngā Manu Atarau	Repatriation	→	Collections & Communities
			Māori Partnerships
			Sector Support & Repatriation
			Sector Support & Repatriation

Coming From		Going To	
Directorate & Team		Group & Team	
Partnerships & Development	Partnerships	→	Experience & Audience Development
Partnerships & Development	Touring Exhibitions	→	Sales: Experience & Audience Development
			Delivery: Collections & Communities
			Growth & Partnerships
			Sales: Growth & Partnerships
			Delivery: Collections Care & Access

Section 4 – Proposed Organisation Chart and Impact Tables: Tiers 2-3 in Phase One

This section outlines the proposed new organisational structure, **specifically for Tiers 2-3**, and the potential impact on current positions if Phase One was to proceed.

The proposed structure is designed to better align our people and functions to deliver on our strategic priorities, improve how we work together, and ensure long-term financial sustainability.

If you are currently a permanent employee seconded into, or backfilling, another position, please read this proposal with your substantive (permanent) position in mind. It is proposed that secondments or backfills would end by April 2026, which is when the new structures would come into effect (unless your secondment was ended earlier). We would work with you and your manager on a case-by-case basis where extensions to secondments are needed to maintain business continuity until any changes were to take effect.

The accompanying impact tables show how each position could be affected – whether it remains the same, changes in scope, or is proposed to be disestablished – and what this means for the people currently in those positions if the decision was made to proceed.

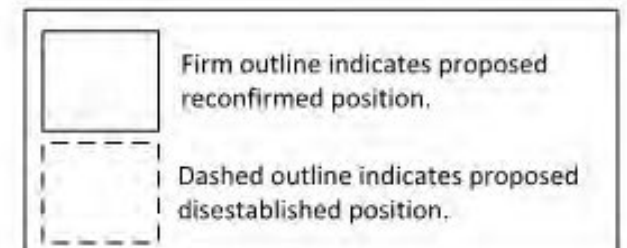
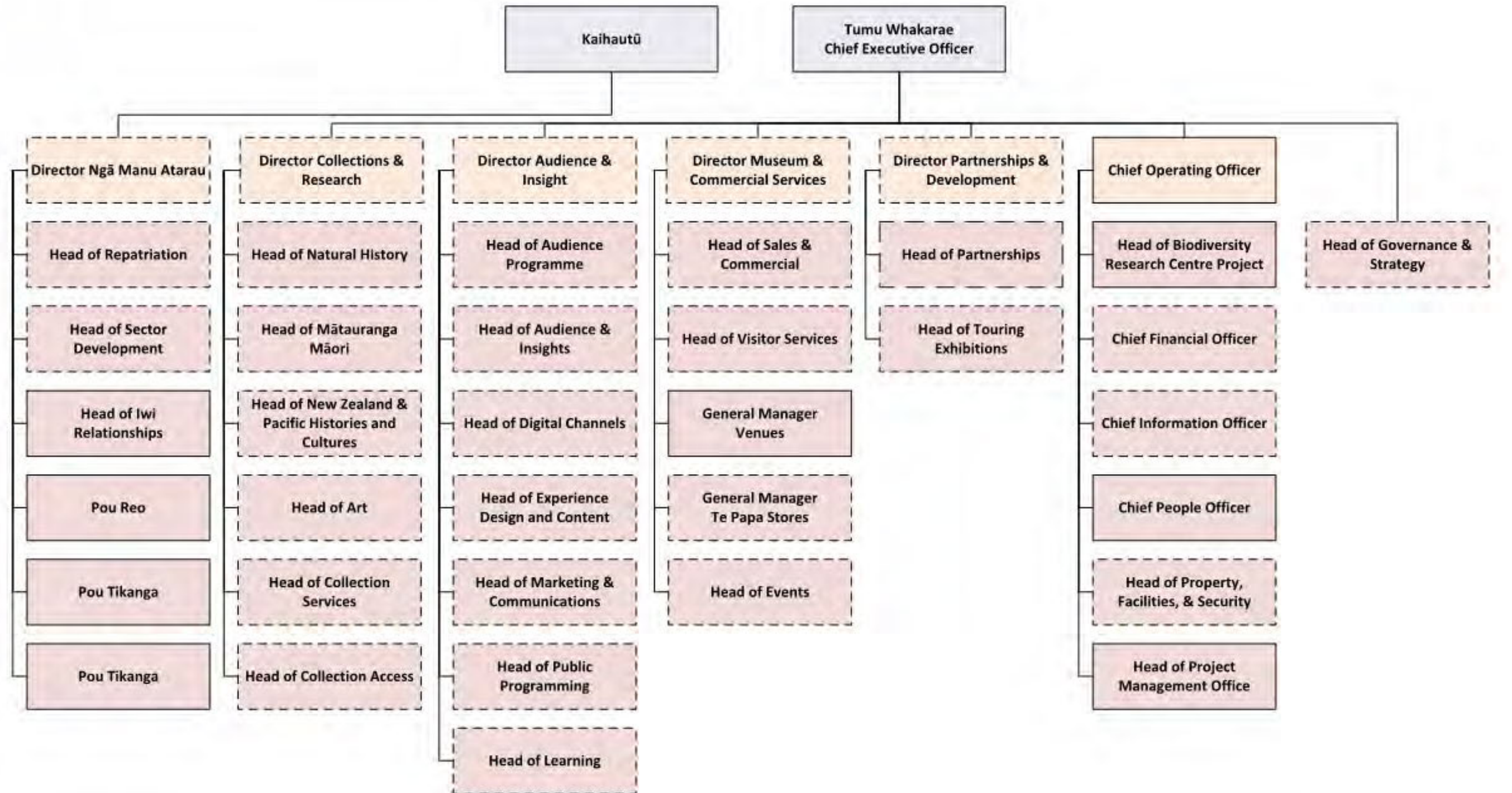
How to navigate the Proposed Impact Tables

The impact tables support the proposed organisation structure chart by listing the proposed impacts for each position and is organised in order of establishment number.

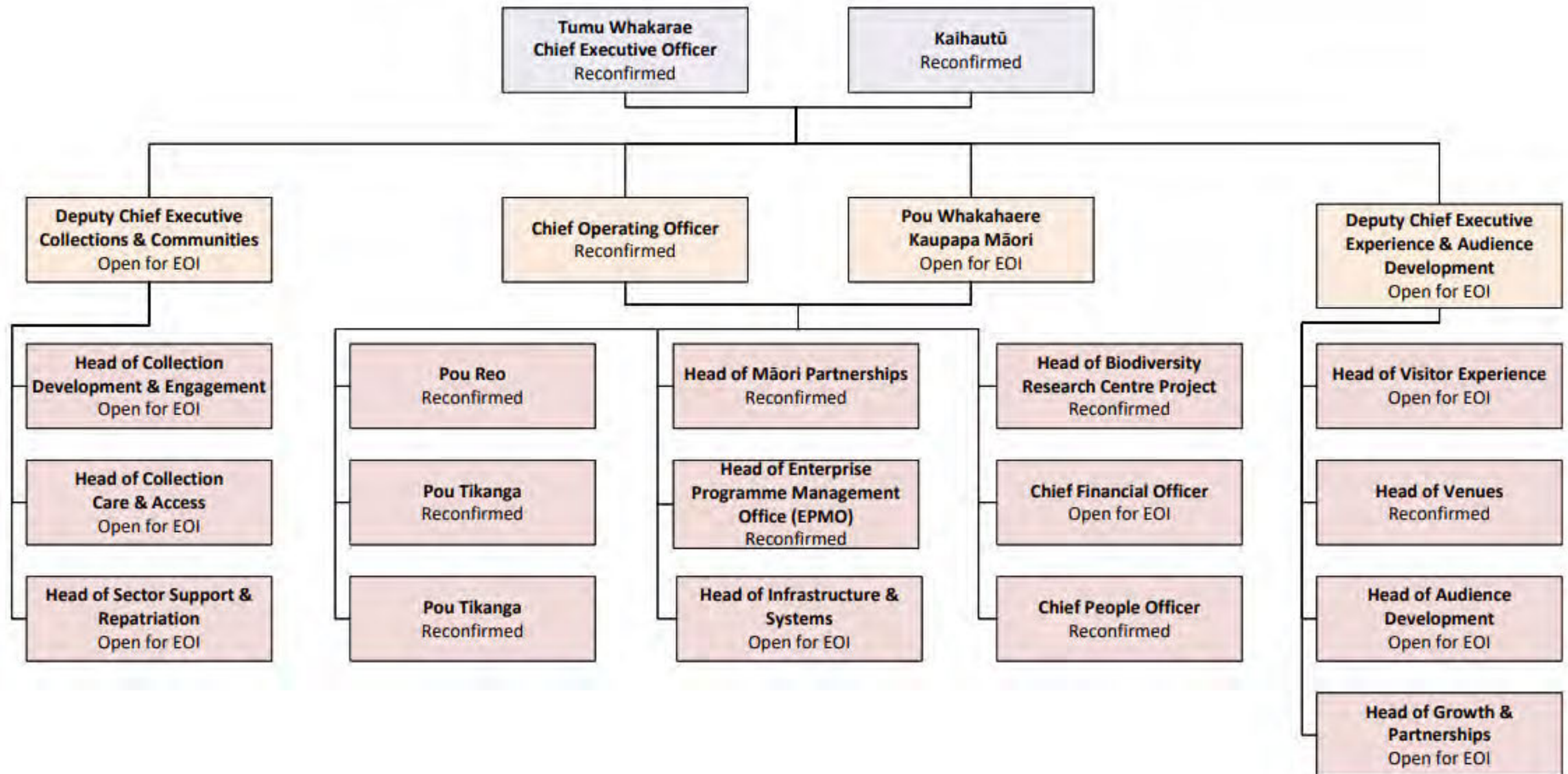
For the purposes of this proposal:

- **Minor change** is small adjustments to what the position does or who it reports to with no material impact on the overall purpose or level of responsibility. No redundancy situation is proposed or created and the employee is not deemed affected. Where a position is proposed to be subject to minor changes then the incumbent is likely to be reconfirmed in the position.
- **Significant change (affected)** involves a proposed noticeable shift in the position's key responsibilities, scope or level of accountability, and/or terms and conditions of employment, such that it is proposed to be disestablished. All affected employees (who, if the decision is made to proceed with the proposed changes, are deemed to be affected by change as their position has been disestablished) would be supported throughout the process, including access to clear communication at each stage, wellbeing support and information about redeployment opportunities.

Current Te Papa Organisation Chart: Senior Leadership– October 2025



Proposed Te Papa Organisation Structure Chart – Phase One



STAFF IN CONFIDENCE

Proposed Impact Tables for Current Positions

Establishment Code	Position Title Name	Reporting Manager Title	Proposed Change	Description of Proposed Change *	Proposed Options (If the decision is made to proceed with the proposed change)
AUIDC001	Head of Digital Channels	Director Audience & Insight	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
AUIDR001	Director Audience & Insight	Chief Executive Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 2 positions.
AUIEC001	Head of Experience Design & Content	Director Audience & Insight	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
AUIIN001	Head of Audience & Insights	Director Audience & Insight	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
AUILN001	Head of Learning	Director Audience & Insight	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
AUIMK001	Head of Marketing & Communications	Director Audience & Insight	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
AUIPE004	Head of Audience Programme	Director Audience & Insight	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
AUIPP001	Head of Public Programming	Director Audience & Insight	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
CRLAA001	Head of Art	Director Collections & Research	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
CRLAD003	Director Collections and Research	Chief Executive Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent has resigned and is not eligible for redeployment or redundancy.
CRLCA001	Head of Collection Access	Director Collections & Research	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
CRLCS001	Head of Collection Services	Director Collections & Research	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.

STAFF IN CONFIDENCE

Establishment Code	Position Title Name	Reporting Manager Title	Proposed Change	Description of Proposed Change *	Proposed Options (If the decision is made to proceed with the proposed change)
CRLHP013	Head of NZ and Pacific Histories & Cultures	Director Collections & Research	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
CRLMM001	Head of Mātauranga Māori	Director Collections & Research	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
CRLSC019	Head of Natural History	Director Collections & Research	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
FIOFN001	Chief Financial Officer	Chief Operating Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
FIOFO001	Chief Operating Officer	Chief Executive Officer	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Chief Operating Officer position.
FIOFS001	Head of Property Facilities and Security	Chief Operating Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
FIOPC001	Chief People Officer	Chief Operating Officer	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Chief People Officer position.
FIOPM001	Head of Project Management Office	Chief Operating Officer	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Head of Enterprise Programme Management Office (EPMO) position.
FIOSC001	Head of Biodiversity Research Centre Project	Chief Operating Officer	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Head of Biodiversity Research Centre Project.
FIOTN001	Chief Information Officer	Chief Operating Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
MCSCB006	Head of Sales & Commercial	Director Museum & Commercial Services	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.

STAFF IN CONFIDENCE

Establishment Code	Position Title Name	Reporting Manager Title	Proposed Change	Description of Proposed Change *	Proposed Options (If the decision is made to proceed with the proposed change)
MCSDC001	Director Museum & Commercial Services	Chief Executive Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 2 positions.
MCSEV001	Head of Events	Director Museum & Commercial Services	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
MCSST001	General Manager Te Papa Stores	Director Museum & Commercial Services	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
MCSVN001	General Manager Venues	Director Museum & Commercial Services	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Head of Venues position.
MCSVS001	Head of Visitor Services	Director Museum & Commercial Services	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
NMAIR005	Head of Iwi Relationships	Director Ngā Manu Atarau	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Head of Māori Partnerships position.
NMAKA007	Director Ngā Manu Atarau	Kaihautū	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 2 positions.
NMAKA009	Pou Reo	Director Ngā Manu Atarau	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Pou Reo position.
NMAKA010	Pou Tikanga	Director Ngā Manu Atarau	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Pou Tikanga position.
NMAKA010/1	Pou Tikanga	Director Ngā Manu Atarau	Minor	Reconfirmation – proposed changes are minor in nature.	The current incumbent be advised in writing of their new position description for the Pou Tikanga position.
NMANS010	Head of Sector Development	Director Ngā Manu Atarau	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.

STAFF IN CONFIDENCE

Establishment Code	Position Title Name	Reporting Manager Title	Proposed Change	Description of Proposed Change *	Proposed Options (If the decision is made to proceed with the proposed change)
NMARP004	Head of Repatriation	Director Ngā Manu Atarau	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
PADDR001	Director Partnerships & Development	Chief Executive Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 2 positions.
PADPA001	Head of Partnerships	Director Partnerships & Development	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.
PADTE001	Head of Touring Exhibitions	Director Partnerships & Development	Significant	Affected - the position is proposed to be disestablished.	The current incumbent has resigned and is not eligible for redeployment or redundancy.
EXCGS001	Head of Governance and Strategy	Chief Executive Officer	Significant	Affected - the position is proposed to be disestablished.	The current incumbent be eligible to submit an EOI for all available new Tier 3 positions.

* **Current incumbents would receive individual letters outlining the reasons for the proposed change to their existing positions and the options available to them if the decision is made to proceed with the proposed change.**

Section 5 – Proposed Approach for Implementing Change Outcomes

This section outlines the proposed approach for implementing the changes if a decision was made to proceed with the change. It covers what may happen for people if their position was disestablished (i.e affected employees), and how newly created positions would be filled.

You can provide feedback on the proposed process for filling positions, selection processes, and the proposed assessment and selection criteria. We will consider your feedback and confirm the Expression of Interest (EOI) selection processes, and the selection criteria with the final decisions.

Proposed new positions

In addition to the descriptions in Section 3 of this document about the Groups and Teams in the proposed new structure, you can provide feedback about any aspects of the groups, positions, titles, position descriptions and position summaries. You can find information about proposed new positions in:

- *Appendix 2 – Draft Position Descriptions for Tier 2*
- *Appendix 3 – Draft Position Summaries for Tier 3*

Salary bands for proposed new positions would be provided once positions are confirmed in the Final Change Outcomes stage:

- Reconfirmed employees would be advised of the salary band of their new position when they receive confirmation and a new Position Description.
- Affected employees would be advised of the salary bands when the Expression of Interest process opens.

Proposed Process for filling positions

Once your feedback has been considered and final decisions are made, we would meet with affected employees individually before the final decisions are released more widely to explain the outcome and discuss next steps.

If you are confirmed as an affected employee, the information about your position would be provided to you in writing at that time.

Any changes to positions would be implemented in line with the provisions in your employment agreement and our legal obligations as a good employer.

Proposed Pathways for Tier 2 and Tier 3 Employees

This section outlines the different proposed pathways available to Tier 2 and Tier 3 employees. These pathways would be:

- Reconfirmation.
- Redeployment – through Expression of Interest (EOI) selection processes.
- Redundancy – would only be considered once all other options have been explored.

A flowchart showing the proposed process for affected employees is at the end of this Section.

Pathway 1 – Reconfirmation

Reconfirmation applies when your position changes only in a minor way. You may be reconfirmed into a position if:

- the changes to your position are minor in nature (e.g. changes to your reporting line and/or position description).
- there are no changes to your terms and conditions such as hours of work, place of work or location.

Employees in the following positions are proposed to be reconfirmed on the basis that there would be only minor changes to these positions, with no other changes to employment terms and conditions.

Current Position	Reconfirmed to Proposed Position
Chief Operating Officer	Chief Operating Officer
Chief People Officer	Chief People Officer
Head of Project Management Office	Head of Enterprise Programme Management Office *
Head of SCA Replacement Project	Head of Biodiversity Research Centre *
General Manager Venues	Head of Venues *
Head of Iwi Relationships	Head of Māori Partnerships *
Pou Reo	Pou Reo
Pou Tikanga	Pou Tikanga

* *Proposed new title*

It is proposed that if you are reconfirmed into a position, you would receive a letter of offer and position description with a future start date based on the implementation of the change and you would not be an affected employee. If you decline to accept the reconfirmation, no redundancy payment would be made and you would not be considered an affected employee.

Pathway 2 – Redeployment

Redeployment is the process of placing affected employees into suitable alternative positions. A “suitable alternative position” is set out in your employment agreement and means a position that is generally:

- Matched in skills, knowledge and experience against the requirements of the position.
- On no less favourable terms and conditions.
- At the same location as your current role (or a location that is in a reasonable commuting distance from your original workplace).

We propose an Expression of Interest (EOI) redeployment process for affected employees to be appointed into suitable alternative positions.

Proposed Expression of Interest (EOI) Process

We propose holding an EOI process for Tier 2 unfilled new positions, followed by an open process for Tier 3 unfilled new positions.

If you are an affected employee and have not been reconfirmed, you would have the choice to apply and submit an expression of interest for any of the unfilled new positions.

You would be asked to submit an EOI form and if we receive multiple applications for any one position, you may be invited to an interview. We propose using the assessment and selection criteria outlined below.

It is proposed that:

- If we receive one application from an affected employee for a new position; *and*
- Te Papa was satisfied that the individual had the skills, knowledge and experience to perform the new position to the required level; *then*
- They may be offered redeployment into that new position without the need for any formal process, at the discretion of Te Papa.

Proposed Implementation and Sequencing of EOI Process

Step 1: Tier 2 Positions:

- The initial stage of the EOI process would focus exclusively on filling new Tier 2 positions.
- Only affected Tier 2 employees would have the choice to express interest in new Tier 2 positions in the first instance.

Step 2: Tier 2 and 3 Positions:

- Once the EOI process for Tier 2 positions is complete, any remaining Tier 2 and all available Tier 3 positions would be available for expressions of interest.

STAFF IN CONFIDENCE

- Any employee who remains affected at this stage would have the choice to express interest in these positions.

Proposed EOI Assessment and Selection Criteria

Stage	Description
Expression of Interest	Submit your interest using the EOI form and explain how your skills and experience meet the position requirements.
Assessment	May include your EOI form information, recent performance plans and assessment, interview, and references.
Selection Criteria for EOI interview	Based on key technical accountabilities and responsibilities of the position description.

Draft EOI documents are attached and form part of the consultation (*Appendix 4 – Proposed EOI Application Form, and Appendix 5 – Proposed EOI Assessment Form*).

- The EOI documents set out descriptions of the proposed selection criteria and relative weightings, along with the scale against which EOIs would be assessed.
- Confirmed EOI assessment and selection criteria would be set out in the Final Change Outcomes document if the decision was to proceed.
- Depending on the position being assessed, EOI interview panels may be comprised of the Co-Leaders, Directors, relevant external stakeholders, and supported by the People Safety & Culture team.

If you were successful in your application for a new position through the Expression of Interest process, you would be confirmed into the position through a letter of offer and position description with a future start date based on the implementation of the change. If you are not successful in confirming a new position, you would remain an affected employee.

Pathway 3 – Redundancy and redundancy compensation

If the proposal for Phase One went ahead, as an affected employee you may be eligible for consideration for redundancy as part of Phase Two if:

- you were not reconfirmed or redeployed in Phase One.
- you did not express interest in any new positions.
- you were unsuccessful in your EOIs for positions created as part of Phase One.

If the decision is made to proceed with the proposed Phase One change, the following impacts could arise:

- If you are reconfirmed, your employment with Te Papa would continue uninterrupted and you would not be entitled to receive redundancy compensation as part of this process.

STAFF IN CONFIDENCE

- If you are redeployed and accept a new position through the EOI process, your employment with Te Papa would continue uninterrupted and you would not be entitled to receive redundancy compensation as part of this process.
- If you are offered a reconfirmation or suitable alternative position by way of redeployment in Phase One, and decline it, redundancy compensation may not apply as set out in your employment agreement.
- If you are offered and decline a position that does not meet the criteria in your employment agreement and is therefore not considered a *suitable* alternative position for redeployment, you would still retain eligibility for redundancy compensation.
- If you are not reconfirmed *or* choose not to apply for any of the new positions and are therefore not redeployed, you would remain an affected employee going into Phase Two and redundancy may be an outcome.

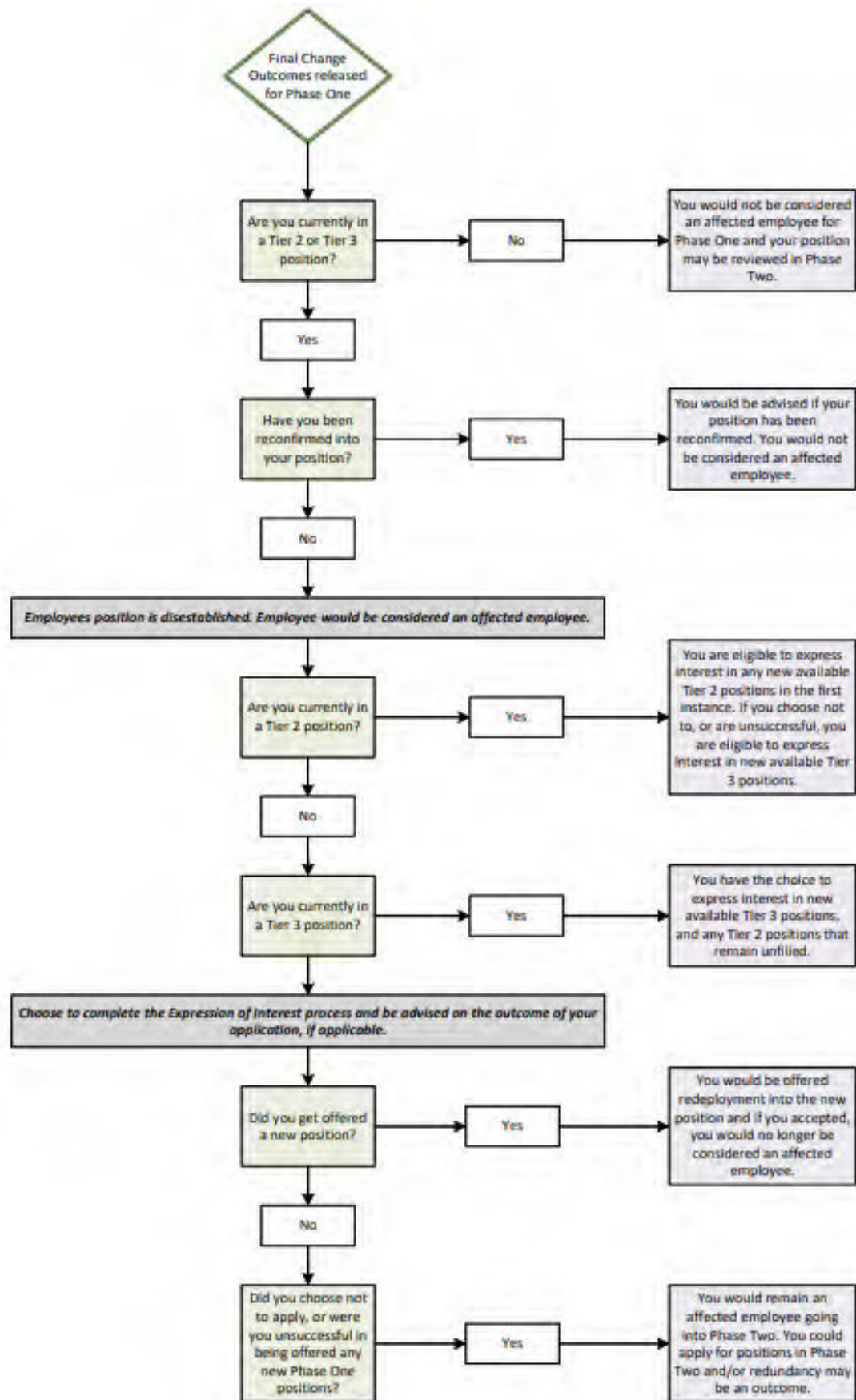
Unfilled positions at the end of Phase One

If a new position remains vacant after the Phase One EOI process, then it is proposed that the position would be available for affected employees through Phase Two. If it remains unfilled after Phase Two, we would complete a standard recruitment process.

Voluntary Redundancy

Te Papa is proposing not to offer a Voluntary Redundancy process in Phase One and may provide for this during Phase Two.

Proposed Pathway Flowchart for Affected Employees



Section 6 – Employee Support Options

During organisational change, it's normal to have a range of feelings. We encourage you to reach out to your support network and draw on the resources available to you.

You could:

- Talk to your People Leader.
- Contact your union delegate or representative.
- Seek your own professional independent advice e.g. from a lawyer.
- Reach out to the People, Safety and Culture Team.
- Use our Vitae Employee Assistance Programme, which provides support for both work and personal life.
 - You can call Vitae 7-day, 24-hour free phone on 0508 664 981 or email theteam@vitae.co.nz.
 - Vitae will be onsite from 9am to 1pm every Tuesday – you can book in for a chat by calling or texting **s 9(2)(a)**
- Call or text 1737 to access free counselling services from the national telehealth service.
- Access the Kete hauora - wellbeing hub on Kupenga.

Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted.

Employee Support Options

We acknowledge that potentially affected employees may seek initial and primary support from their manager as they consider the implications of this change proposal on their position and reflect on their options for the future. Our People, Safety and Culture team can provide coaching, guidance and information on request.

We envisage that a range of support would be available to employees in the form of onsite and remote services, online materials, and workshops. Some of this support would be accessible to all employees at all stages of the change process, while some support may be offered only to affected employees at later stages of the change process. There are four proposed broad categories of support:

STAFF IN CONFIDENCE

Through all stages of the change process:	
Leading Change (available to all managers) <ul style="list-style-type: none">A range of online materials and on-demand coaching available to managers supporting employees through change.	Wellbeing (available to all employees) <ul style="list-style-type: none">EAP services with Vitae (onsite and remote).Health and wellness information and services.Online materials related to resilience, stress management, and understanding responses to change.
If the decision is made to proceed with change:	
Career Management / Outplacement (available to affected employees) <ul style="list-style-type: none">Career advice.Outplacement support, e.g. CV and cover letter writing, interview preparation, job applications.	

A Change page on Kupenga will be available to provide information on the range of support available. This is where employees would access information, online resources and register to attend workshops.

As we move through the stages of change, we may propose adding more resources.

We would consider individual or group requests for resources, either developing in-house, sourcing or referring.

Section 7 – How to Provide Feedback

All employees are encouraged to share their views on this proposal before any final decisions are made. Your feedback will be reviewed carefully and will help inform the final decisions.

Feedback Suggestions

You are encouraged to share your thoughts on any part of this Proposal for Change. This might include:

- How the proposed new structure works – what makes sense and what could be improved.
- Whether the reasons for change feel clear and fair.
- Any risks, gaps or impacts the leaders should be aware of.
- How the selection process for new Tier 2-3 positions is proposed to work, and whether it feels fair and transparent.
- The proposed pathways for affected employees and approach to voluntary redundancy.
- Ideas for improving how the proposed changes could be rolled out or how we can keep things running smoothly through the transition.

Website Tool – ConsiderThis

We are using an external website tool called ConsiderThis to support the consultation process. It is an interactive website with a dedicated log-in to protect your identity that enables you to provide feedback and suggestions about the proposed changes.

We have chosen ConsiderThis because of its straightforward and user-friendly approach to making consultation processes easier and more transparent. It allows you to:

- Give private feedback, or choose to have your comments anonymised and available for others to see.
- Provide your suggestions quickly and easily.
- Make suggestions and find out what other people think about them.
- Respond to like-minded suggestions from others by ticking/agreeing their comments rather than having to write your points from scratch.
- Ask questions about the change and get official responses.
- Provide feedback in the method you like best. You could write a single submission or the tool can capture your suggestions in a series of short comments on particular aspects of the proposed change.

STAFF IN CONFIDENCE

We encourage you to make your initial comments **early** if possible. This will allow other people time to read and respond to your comments.

If you experience any difficulties accessing or using ConsiderThis, please email change@tepapa.govt.nz.

Questions & Answers, and alternate ways to feedback

If you have questions to ask, do not have access to a device to use ConsiderThis, or you prefer to provide feedback in a different way, you can:

- Email change@tepapa.govt.nz.
- Participate in the Drop-In Q&A sessions and the kaimahi Māori korero sessions with the Co-Leaders where feedback will be recorded.
- Ask questions or provide feedback in a sealed envelope into the boxes marked Organisational Change Questions & Feedback located at:
 - Reception, Team Te Papa, Cable Street building.
 - Reception, Tory Street building.

To ensure everyone at Te Papa has access to the same information, we'll collate the most frequently asked questions and answers to publish on the Change page on Kupenga. We will also cascade these through the management teams for rostered employees or those without online access. Questions related directly to your situation will be answered in confidence to you only.

Support, Representation and Confidentiality

You are welcome to confidentially seek independent advice about this Proposal for Change.

We support your right to bring a support person or representative to any individual meetings regarding the proposal and consultation. Please advise your leader if you are bringing such a person.

Thank You

We appreciate your time in reading this document and for your engagement in the process. Please take the time to talk with your leader, read the Kupenga page and Frequently Asked Questions information. We welcome your feedback through the ConsiderThis portal, or other means if necessary.

For further information, please email change@tepapa.govt.nz.

Section 8 – Glossary of terms used

Terms in Use	Description
Affected Employee	An employee whose position has significantly changed (i.e. more than 20%) and is therefore disestablished by a change decision.
Change project team	The Te Papa team delivering the change.
ConsiderThis	An external online consultation tool to capture feedback on the proposed changes.
Consultation	A process whereby every employee and other stakeholders, including relevant unions, who is potentially affected by the change proposal is informed of the proposal, including its likely effects, and provided with a genuine opportunity to comment on the proposal and to provide their response.
Disestablished	A position that is either: no longer required following the change decision; or significantly changed, that is, the position has changed by more than 20%.
Expression of Interest (EOI)	The process we're proposing for affected employees that are not reconfirmed to express interest in any new positions established as a result of a change decision. The expression of interest is generally the start of the selection process.
Feedback	Comments or notes supplied by employees in response to the information contained in the proposal for change, providing the Co-Leaders with specific feedback related to the proposal, structure or any other aspect of the change that they would like the Co-Leaders to take into account when making decisions on final change outcomes that could affect the structure and positions within it.
Final Change Outcomes	The confirmed outcomes determined by the Co-leaders after considering all consultation feedback. A document sets out which aspects of the proposed structure would proceed, any changes made as a result of feedback, and the confirmed positions, reporting lines, and next steps for implementation. These outcomes mark the end of the consultation stage and the beginning of the selection process and appointment stage.
Implementation	The date the change and new structure becomes active.
Incumbent	The current employee holding a position at the time of the proposed organisational table.
Kupenga	Our Te Papa intranet.
Positions	Permanent or fixed term positions in the structure that people are employed into.

STAFF IN CONFIDENCE

Terms in Use	Description
Potentially Affected	The employee holds a position that has been identified in the proposal as potentially affected by change. This could be because the position is proposed to be disestablished, significantly changed, merged, or have its reporting line or responsibilities altered. Employees in these positions are considered potentially affected for the purposes of consultation. Final outcomes would only be confirmed once consultation feedback has been considered and a decision made, at which time they may be confirmed as an Affected employee.
Proposal for Change	Document containing the details of the proposed changes to the organisation structure with background information, scope, rationale, timeline, instructions, and detailed proposed impacts on individual positions.
Reconfirmed	When a position is not significantly changed by a restructuring proposal. There may be small adjustments to what the position does or who it reports to. The current incumbent is advised in writing of their new position description.
Redeployment	The appointment of an affected employee to another position within Te Papa, either in the first instance (non-contestable process) or following a selection process (contestable process).
Selection Process	The process used to appoint employees into positions following a restructure. Where multiple affected employees are eligible for a position, a fair and transparent contestable process is applied to assess suitability. This may include expressions of interest (EOI), assessment against the key requirements of the position, interviews or other methods as outlined in the Proposal for Change document. The selection process assures appointments are based on merit and alignment with the skills, experience and behaviours required for Te Papa.
Substantive	Refers to an employee's permanent position within the organisation, as opposed from any temporary, acting or seconded position they may currently be performing.
Tier 2 and Tier 3	Tier 2 refers to positions that report to the Chief Executive or Kaihautū, excluding Office of the Co-Leaders. Tier 3 refers to positions that report to a Director or Chief Operating Officer, excluding Executive Assistants.

Te Papa Organisational Change Proposal for Change – Phase One Appendices

Appendix 1 – Reasons for Change: Financial Sustainability

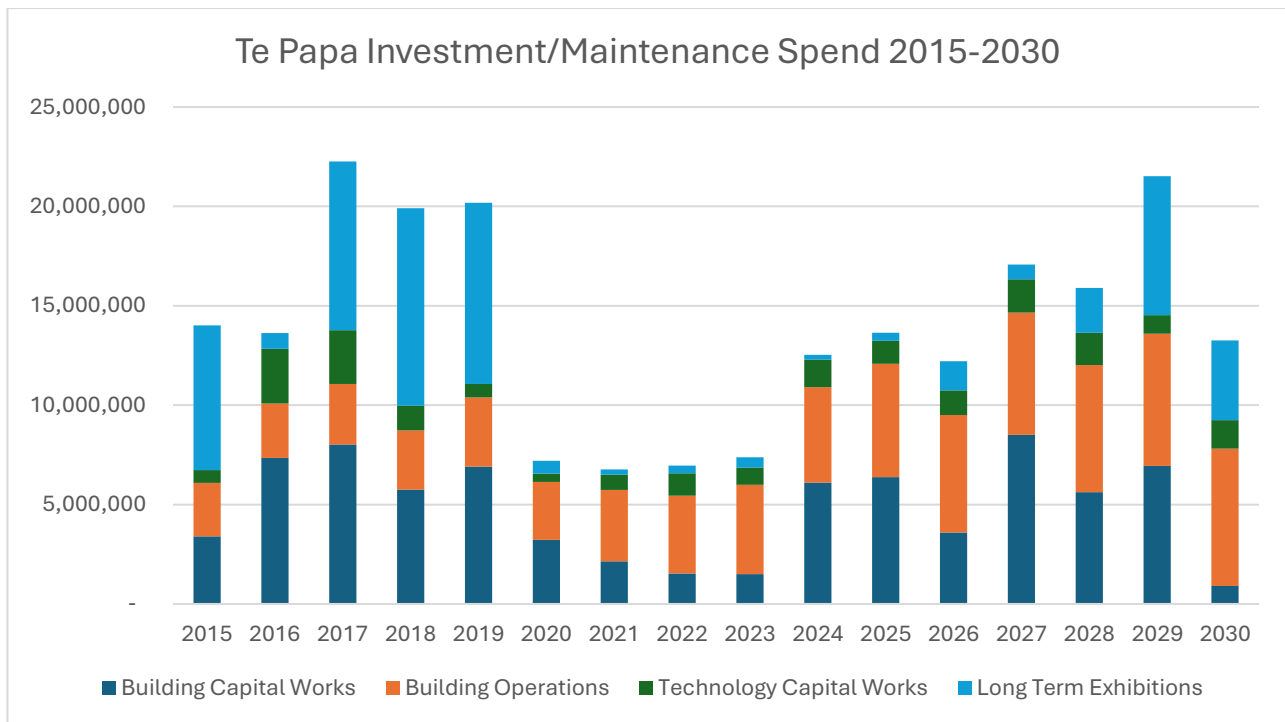
Table 1: Te Papa Financial Performance and Cash Management

		Actual 24/25	Forecast 25/26	Projected 26/27	Projected 27/28	Projected 28/29	Projected 29/30	Projected 30/31	Projected 31/32	Projected 32/33	Projected 33/34	Projected 34/35
		000's	000's	000's	000's	000's	000's	000's	000's	000's	000's	000's
Financial Performance	Revenue											
	Crown Revenue	43,988	43,569	43,569	43,569	43,569	43,569	43,569	43,569	43,569	43,569	43,569
	Non Crown Revenue	39,229	40,793	41,578	41,928	42,643	43,370	44,109	44,860	45,625	46,402	47,193
	Cost of Goods Sold	7,428	7,898	8,616	8,840	9,062	9,290	9,523	9,762	10,007	10,259	10,516
	Non Crown Gross Margin	31,801	32,895	32,962	33,089	33,581	34,080	34,586	35,098	35,617	36,143	36,676
	Total Revenue	75,789	76,464	76,531	76,658	77,150	77,649	78,155	78,667	79,186	79,712	80,245
	Opex	24,688	24,630	25,588	26,611	27,702	28,839	30,021	31,253	32,535	33,869	35,259
	Salaries & Wages	46,757	48,711	51,290	52,829	54,414	56,046	57,728	59,460	61,243	63,081	64,973
	Surplus/(Deficit)	4,344	3,123	(348)	(2,782)	(4,966)	(7,236)	(9,594)	(12,045)	(14,592)	(17,238)	(19,986)
Cash Management	Capital Contributions											
	Capital Contribution (Acquisitions)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Funds generated for investment	7,344	6,123	2,652	218	(1,966)	(4,236)	(6,594)	(9,045)	(11,592)	(14,238)	(16,986)
	Capital Investments											
	Investment Programme	9,904	8,447	10,008	9,509	8,644	9,000	9,369	9,753	10,154	10,570	11,004
	Collection Acquisition	2,800	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Net Movement in Cash	(13,860)	(4,324)	(10,356)	(12,291)	(13,610)	(16,236)	(18,964)	(21,799)	(24,745)	(27,808)	(30,990)
	Closing Cash Balance (excl BRC)	38,945	34,621	24,265	11,973	(1,636)	(17,872)	(36,836)	(58,635)	(83,380)	(111,188)	(142,177)

Notes - Table 1:

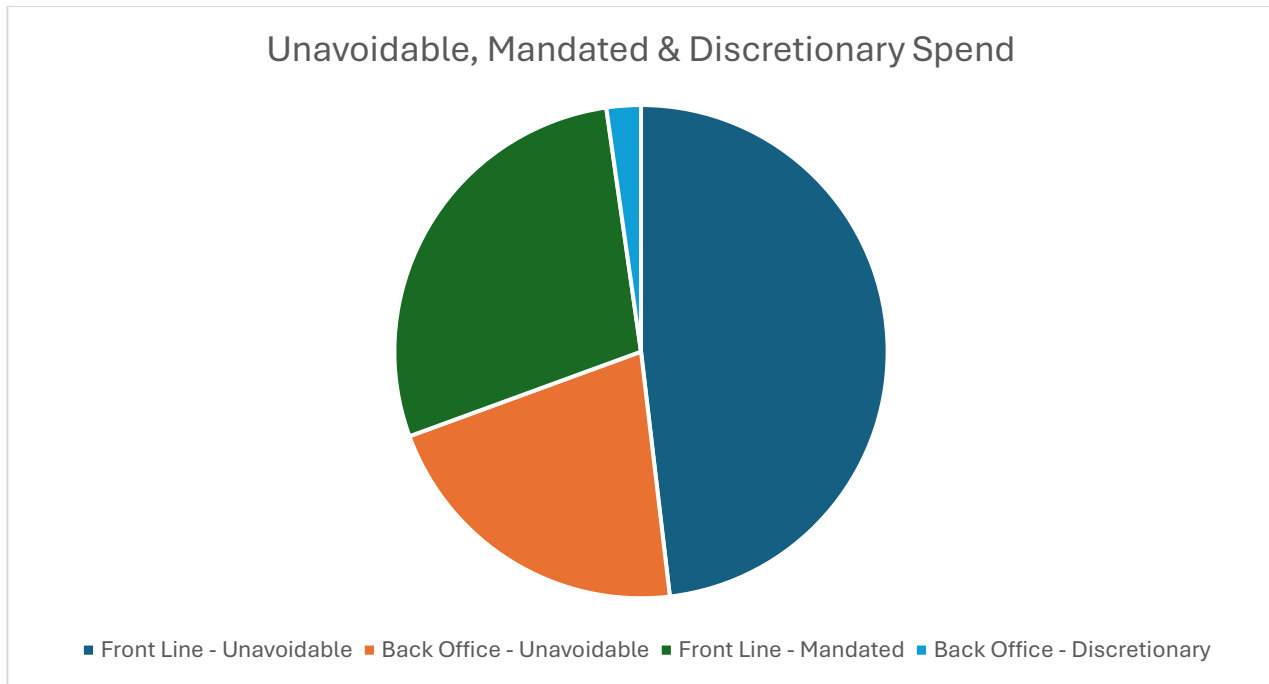
- This table reflects financial performance and cash movements as of September 2025 and does not include the funding and spend for the Biodiversity Research Centre.
- A negative figure on the blue line [surplus/(deficit)] indicates that our costs of operating are greater than our revenue. We try to generate enough surplus from this line to fund our capital/investment programme.
- The green line is the net impact on our cash and every year it's negative, so we are spending more than we have coming in and that means we are always drawing on our cash reserves.
- The orange line is our cash reserve balance. Once that goes negative, we don't have the cash to pay our bills.

Graph 1: Te Papa Investment/Maintenance Spend 2015-2030

**Notes - Graph 1:**

- This demonstrates the growing spend required for building capital works and operations for Te Papa, which has been at the expense of other areas of investment.
- Many costs of building operations are unavoidable (utilities, cleaning and maintenance) and have been growing as a proportion of total Te Papa spend.
- To manage these cost pressures while not reducing the ability to deliver on audience and mandated functions, Te Papa has reduced the level of insurance cover and the size of the investment programme.
- Capacity to reduce spend further in these areas is non-existent.

Graph 2: Unavoidable, Mandated & Discretionary Spend

**Notes - Graph 2:**

- Unavoidable Front Line and Back Office spend is required to keep the museum open and operating – costs of commercial delivery, insurance, maintenance, utilities, technology/software, transaction costs and the salaries to enable these functions.
- These represent 69% of operating costs and grow proportionately every year.
- A further 28% of spend enables the delivery of the legislative mandate of Te Papa, leaving 3% of operating spend as discretionary.

Table 2: Summary of FY25/26 Savings Progress

Summary of Savings Components	Realised	Certain	Risk	Total
Updates to Commercial Revenues	(70)	58	80	68
Reduction in/savings from the Investment Programme	633	-	-	633
Grant revenue identified/secured post-budget	248	60	-	308
Cost savings	221	181	-	402
Reduction in interest due to OCR changes	(194)	-	-	(194)
Total	838	299	80	1,217

Notes – Table 2:

- Some events have a negative impact on the savings target – lower expected interest rates in comparison to when the budget was set has the impact of lower expected revenues from interest, which need to be offset by new revenue or cost savings.

STAFF IN CONFIDENCE

Table 3: Te Papa Financial Performance and Cash Management with Proposed Change Impact

		Actual 24/25	Forecast 25/26	Projected 26/27	Projected 27/28	Projected 28/29	Projected 29/30	Projected 30/31	Projected 31/32	Projected 32/33	Projected 33/34	Projected 34/35
		000's	000's	000's	000's	000's	000's	000's	000's	000's	000's	000's
Financial Performance	Revenue											
	Crown Revenue	43,988	43,569	43,569	43,569	43,569	43,569	43,569	43,569	43,569	43,569	43,569
	Non Crown Revenue	39,229	41,571	44,310	44,708	45,453	47,173	47,976	48,794	49,625	50,470	51,329
	Cost of Goods Sold	7,428	8,022	9,051	9,286	9,520	9,759	10,004	10,255	10,513	10,777	11,048
	Non Crown Gross Margin	31,801	33,549	35,259	35,422	35,934	37,414	37,973	38,538	39,112	39,693	40,282
	Total Revenue	75,789	77,118	78,828	78,991	79,503	80,983	81,542	82,107	82,681	83,262	83,851
	Opex	24,688	24,630	25,537	26,558	27,647	28,781	29,961	31,190	32,470	33,802	35,188
	Salaries & Wages	46,757	50,330	47,843	49,278	50,756	52,279	53,847	55,463	57,127	58,840	60,606
	Surplus/(Deficit)	4,344	2,158	5,448	3,155	1,100	(76)	(2,267)	(4,546)	(6,915)	(9,380)	(11,943)
Cash Management	Capital Contributions											
	Capital Contribution (Acquisitions)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Funds generated for investment	7,344	5,158	8,448	6,155	4,100	2,924	733	(1,546)	(3,915)	(6,380)	(8,943)
	Capital Investments											
	Investment Programme	9,904	8,447	10,008	9,509	8,644	9,000	9,369	9,753	10,154	10,570	11,004
	Collection Acquisition	2,800	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Net Movement in Cash	(13,860)	(5,289)	(4,560)	(6,354)	(7,544)	(9,076)	(11,636)	(14,299)	(17,069)	(19,950)	(22,947)
	Closing Cash Balance (excl BRC)	38,945	33,656	29,096	22,742	15,198	6,122	(5,515)	(19,814)	(36,883)	(56,833)	(79,779)

Notes – Table 3:

- The impact of a combination of the improved revenue generation, targeted cost savings and the change proposal is demonstrated in the above table, with the expected timing of the extinguishing of Te Papa cash reserves occurring in December 2030.

Appendix 2 – Proposed Position Descriptions for Tier 2

Te Papa Organisational Change: Phase One – DRAFT Position Description Deputy Chief Executive (DCE), Collections & Communities

The Group

The Collections & Communities Group brings together the teams that develop, care for and create access to the taonga Te Papa holds on behalf of the nation, alongside our important mahi in the area of repatriation and the support services we provide to Aotearoa's museums, galleries and whare taonga.

The Group upholds and evolves our Mana Taonga principle, working in partnership with iwi, source communities, makers and donors in all aspects of collections-related mahi and curatorial activity. Embedding and continuously evolving our Mana Taonga approach ensures Te Papa remains a world leader in museum practice.

Physical and digital access to our collections and expertise is provided through activities spanning curatorial research, collection management and development, conservation, exhibition development and outreach. With a national role in sector support and repatriation, the Group ensures stewardship of taonga and knowledge with integrity.

Collections & Communities strong leadership, technical expertise and ability to build enduring relationships ensures the collections, research and experiences of Te Papa reflect the diverse communities and histories of Aotearoa, and forge connections that help make Te Papa meaningful in all New Zealander's lives.

The teams that make up the Group are:

- Collection Development & Engagement
- Collection Care & Access
- Sector Support & Repatriation

Teams within the Collections & Communities Group are responsible for:

- Leading the development and care of collections across agreed collecting areas.
- Undertaking research and engagement activities that ensure new knowledge is developed, communities are connected to their taonga and histories, and diverse audiences are enabled to connect to and gain value from the collections of Te Papa.
- Ensuring that collections are cared for through appropriate practices in cataloguing, record and rights management, digitisation, conservation and physical handling.
- Building meaningful connections and working relationships with Māori communities in support of the Mana Taonga principle, recognising and speaking with authority about the relationship between taonga and their descendant kin communities.
- Exhibition support and installation, managing loans, and delivering touring shows.
- Providing sector support, expert advice and training that meets the changing needs of Aotearoa's museums, galleries and whare taonga
- Conducting provenance research, reconnecting iwi and source communities to their taonga, and delivering the Karanga Aotearoa programme of international and domestic repatriation.

Co-Leadership Context

Te Papa has a unique co-leadership framework that reflects Te Tiriti partnership.

This is demonstrated in:

- Shared accountability: Major strategies, priorities, and cultural alignment are set and endorsed by both co-leaders.
- Unified leadership voice: Decisions are made jointly by the co-leaders, and clear, agreed direction is provided.
- Clarity in practice: Leadership responsibilities and delegations are in place, to provide clear support for day to day operations.
- Respect for partnership: Staff at all levels are expected to demonstrate collaboration, transparency, and commitment to working effectively under dual leadership.

Position Purpose

The DCE Collections & Communities is a tier two position, reporting to the Tumu Whakarae Chief Executive and Kaihautū, operating within the unique co-leadership model of Te Papa. It leads the Collections & Communities Group and sits on the Executive Leadership Team.

The position provides leadership and stewardship across the core museological capabilities of collection development, care and access, in accordance with the Mana Taonga principle. It ensures Te Papa is meeting its responsibilities for sector support, and for the programme of international and domestic repatriation.

All tier two positions at Te Papa are responsible for the ongoing development of Te Papa as a Tiriti-based museum, with the ability to recognise, respect and apply Te Tiriti o Waitangi provisions, principles and obligations in decision-making and daily work practice.

Key Responsibilities

Strategic Direction & Leadership

- Provide strategic leadership for the Collections & Communities Group, setting direction that aligns with the organisation's long-term goals and financial sustainability.
- Translate organisational strategy into clear direction for the Group, ensuring delivery through strong leadership and cross-organisational collaboration.
- Develop, shape and drive strategy for the Group, ensuring that plans are future-focused, customer-centric, and deliver measurable impact.
- Lead the development and execution of strategic priorities in the Group, balancing innovation with operational excellence.
- Ensure the leaders in the Group are aligned on strategic outcomes, have set expectations and deliver to measurable outcomes.
- Provide strategic leadership on the Te Tiriti o Waitangi responsibilities of Te Papa, ensuring Te Tiriti o Waitangi obligations are reflected in planning and delivery.
- Act as a strategic advisor to the Tumu Whakarae Chief Executive and Executive Leadership Team, contributing to whole-of-organisation decision-making.

Integration & Alignment

- Ensure that the Collections & Communities Group strategies are integrated across Te Papa, building alignment and eliminating siloes.

STAFF IN CONFIDENCE

- Champion organisation-wide priorities, ensuring Group initiatives contribute to cultural, financial, and operational sustainability.
- Lead Group planning with clear decision-making and accountability, to enable cross-organisational outcomes.

Future-Focused & External Engagement

- Scan the external environment to identify trends, risks, and opportunities, and position the organisation for sustainable success.
- Building and maintaining strategic partnerships and networks to support delivery of organisational priorities.
- Represent Te Papa in external partnerships, cultural forums, and sector leadership networks.

Key Accountabilities

- Provide leadership for the development, wellbeing, and capability of the workforce, ensuring staff are supported, engaged, and equipped to deliver on the strategic priorities of Te Papa.
- Lead strategic planning for collection development, research, care and access that aligns to long-term goals and is endorsed at an executive level.
- Embed and evolving our Mana Taonga principle through the development, care, research, interpretation, access and presentation of the collections of Te Papa.
- Develop, maintain and strengthen relationships with taonga and their communities (Mana Taonga).
- Champion collaboration in and across Te Papa in support of our strategic direction.
- Work with the sector to identify support needs and delivering strategies and programmes to fulfil these.
- Deliver the Karanga Aotearoa programme of international and domestic repatriation
- Ensure appropriate management of collections and collections information, striking a balance between maximising access and mitigating risk.
- Lead the Group's contribution to organisation-wide activities, including onsite, offsite and digital programming and community engagement.
- Maintain national and international networks to identify and convert strategic collaborations of mutual benefit.

Key Relationships

Internal

- Board
- Tumu Whakarae Chief Executive and Kaihautū
- Executive Leadership Team
- Te Papa Managers and kaimahi

External

- Iwi and hapū
- Sector, community and research partners
- Tertiary institutions, research organisations and funding bodies
- Partners, collection donors and supporters
- Peers in local and international cultural institutions
- Ministry of Culture and Heritage and other government agencies
- Repatriation Advisory Panel
- Professional services providers

Te Papa Organisational Change: Phase One – DRAFT Position Description **Chief Operating Officer, Organisational Services & Māori Partnerships**

The Group

The Organisational Services & Māori Partnerships Group brings together the enabling services that enable Te Papa to function effectively – finance, governance, IT, people, projects, and facilities – under a co-leadership model that embeds Te Tiriti o Waitangi commitments and partnership with Māori into all aspects of how the museum operates.

A co-leadership model is in place within this Group, with the Chief Operating Officer and Pou Whakahaere Kaupapa Māori working to manage the Group together. This strengthens governance and aligns enabling functions to ensure Māori perspectives are integrated into our workforce, planning, and decision-making.

The teams and functions that make up the Group are:

- Tikanga & Reo
- Māori Partnerships
- Enterprise Programme Management Office (EPMO)
- Biodiversity Research Centre (BRC)
- Finance, Strategy & Governance
- Infrastructure & Systems
- People, Safety & Culture

Teams within this Group are responsible for delivering the enabling services, governance, and Te Tiriti leadership that keep the museum operating effectively and sustainably, while ensuring that Te Tiriti o Waitangi commitments and kaupapa Māori are embedded across all aspects of the operations of Te Papa.

Co-Leadership Context

Te Papa has a unique co-leadership framework that reflects Te Tiriti partnership.

This is demonstrated in:

- Shared accountability: Major strategies, priorities, and cultural alignment are set and endorsed by both co-leaders.
- Unified leadership voice: Decisions are made jointly by the co-leaders, and clear, agreed direction is provided.
- Clarity in practice: Leadership responsibilities and delegations are in place, to provide clear support for day to day operations.
- Respect for partnership: Staff at all levels are expected to demonstrate collaboration, transparency, and commitment to working effectively under dual leadership.

Co-Leadership of the Organisational Services & Māori Partnerships Group

The Chief Operating Officer position functions alongside the Pou Whakahaere Kaupapa Māori, with the two positions cooperating as Co-Leaders of the Organisational Services & Māori Partnerships Group. They have shared accountability for group outcomes, joint representation on the Executive Leadership Team, and dual reporting lines to the Tumu Whakarae Chief Executive and Kaihautū.

The two Co-Leaders jointly hold accountability for the group's strategy, people, and outcomes. They provide shared oversight for the Group's delivery, while the division of direct reporting lines maintain a clear day-to-day reporting pathway for operational matters. Major initiatives, budgets, and workforce decisions

STAFF IN CONFIDENCE

are agreed jointly by the two DCEs, and staff are expected to work confidently within a dual reporting environment that reflects partnership, shared responsibility, and unified direction.

Position Purpose

The Chief Operating Officer is a tier two position, reporting to the Tumu Whakarae Chief Executive and Kaihautū, operating within the unique co-leadership model of Te Papa. It is one of two tier two positions that lead the Organisational Services & Māori Partnerships Group and sits on the Executive Leadership Team.

The position provides strategic leadership specifically of the enabling functions of Te Papa, ensuring financial sustainability, operational excellence, and strong governance. It also ensures that Te Tiriti o Waitangi and kaupapa Māori values are embedded in decision-making, workforce strategy, and organisational culture. The position has a special time-limited responsibility for the delivery of the Biodiversity Research Centre building and collection relocation project.

All tier two positions at Te Papa are responsible for the ongoing development of Te Papa as a Tiriti-based museum, with the ability to recognise, respect and apply Te Tiriti o Waitangi provisions, principles and obligations in decision-making and daily work practice.

Key Responsibilities

Strategic Direction & Leadership

Partner with the Pou Whakahaere Kaupapa Māori to:

- Provide strategic leadership for the Organisational Services & Māori Partnerships Group, aligning enabling functions with organisational long-term goals and financial sustainability.
- Translate organisational strategy into clear direction for the Group, ensuring delivery through strong cooperative leadership and cross-organisational collaboration.
- Develop, shape and drive strategy for the Group, ensuring that plans are future-focused, customer-centric, and deliver measurable impact.
- Lead the development and execution of strategic priorities in the Group, balancing innovation with operational excellence.
- Ensure the leaders in the Group are aligned on strategic outcomes, have set expectations and deliver to measurable outcomes.
- Provide strategic leadership on the Te Tiriti o Waitangi responsibilities of Te Papa, ensuring Te Tiriti o Waitangi obligations are reflected in planning and delivery.
- Act as a strategic advisor to the Tumu Whakarae Chief Executive and Kaihautū and ELT, contributing to whole-of-organisation decision-making.

Integration & Alignment

- Co-lead the group, including the Pou Tikanga and Pou Reo positions, ensuring that enabling functions reflect te ao Māori values.
- Ensure the strategies and services of the Organisational Services & Kaupapa Māori Group are integrated across Te Papa, building alignment and eliminating siloes.
- Champion organisation-wide priorities, ensuring Group initiatives contribute to cultural, financial, and operational sustainability.
- Lead Group planning with clear decision-making and accountability, to enable cross-organisational outcomes.
- Operationally lead the EPMO, BRC, Finance Strategy & Governance, Infrastructure & Systems, People Safety & Culture teams.

STAFF IN CONFIDENCE

Future-Focused & External Engagement

- Scan the external environment to identify trends, risks, and opportunities, and position the organisation for sustainable success.
- Build and maintain strong and enduring strategic partnerships and networks to support delivery of organisational goals.
- Represent Te Papa in external partnerships, cultural forums, and sector leadership networks.

Key Accountabilities

- Provide leadership for the development, wellbeing, and capability of the workforce, ensuring staff are supported, engaged, and equipped to deliver on the strategic priorities of Te Papa.
- Embed Te Tiriti o Waitangi and kaupapa Māori values across enabling services and decision-making.
- Lead strategies that align with Crown expectations and support long-term sustainability.
- Oversee delivery of major programmes and capital projects, ensuring they are well-governed, resourced, and delivered on time.
- Ensure robust infrastructure, IT, facilities, and planning are in place to support daily operations.
- Drive organisational development, wellbeing, health & safety, and internal communications to shape culture and staff engagement.
- Provide governance and secretariat services that ensure the Board and ELT operate transparently and effectively.
- Lead cross-organisational programme delivery and change management through the EPMO.
- Ensure risk management, compliance, and assurance functions are embedded across all enabling services.
- Support the approach to Treaty settlements at Te Papa and ensure tikanga Māori and te reo Māori flourish.

Key Relationships

Internal

- Board
- Tumu Whakarae Chief Executive and Kaihautū
- Executive Leadership Team
- Pou Whakahaere Kaupapa Māori
- Pou Tikanga and Pou Reo
- Te Papa managers and kaimahi

External

- Iwi and hapū partners
- Ministry for Culture and Heritage
- Other relevant government departments
- Governance and sector partners
- Strategic and project partners
- Professional service providers
- Peers in museums and cultural institutions

Te Papa Organisational Change: Phase One – DRAFT Position Description

Pou Whakahaere Kaupapa Māori, Organisational Services & Māori Partnerships

The Group

The Organisational Services & Māori Partnerships Group brings together the enabling services that enable Te Papa to function effectively – finance, governance, IT, people, projects, and facilities – under a co-leadership model that embeds Te Tiriti o Waitangi commitments and partnership with Māori into all aspects of how the museum operates. With kaupapa Māori leadership at the Deputy Chief Executive level, this Group strengthens governance, aligns enabling functions, and ensures Māori perspectives are integrated into our workforce, planning, and decision-making.

The teams that make up the Group are:

- Tikanga & Reo
- Māori Partnerships
- Enterprise Programme Management Office (EPMO)
- Finance, Strategy & Governance
- Infrastructure & Systems
- People, Safety & Culture

Teams within this Group are responsible for delivering the enabling services, governance, and leadership that keep the museum operating effectively and sustainably, while ensuring that Te Tiriti o Waitangi commitments and kaupapa Māori are embedded across all aspects of the operations of Te Papa.

Co-Leadership Context

Te Papa has a unique co-leadership framework that reflects Te Tiriti partnership.

This is demonstrated in:

- Shared accountability: Major strategies, priorities, and cultural alignment are set and endorsed by both co-leaders.
- Unified leadership voice: Decisions are made jointly by the co-leaders, and clear, agreed direction is provided.
- Clarity in practice: Leadership responsibilities and delegations are in place, to provide clear support for day to day operations.
- Respect for partnership: Staff at all levels are expected to demonstrate collaboration, transparency, and commitment to working effectively under dual leadership.

Co-Leadership of the Organisational Services & Māori Partnerships Group

The Pou Whakahaere Kaupapa Māori position functions alongside the Chief Operating Officer, with the two DCEs cooperating as co-leaders of the Organisational Services & Māori Partnerships Group. They have shared accountability for group outcomes, joint representation on the ELT, and dual reporting lines to the Tumu Whakarae Chief Executive and Kaihautū.

The two co-leaders jointly hold accountability for the group's strategy, people, and outcomes. They provide shared oversight for the Group's delivery, while the division of direct reporting lines maintain a clear day-to-day reporting pathway for operational matters. Major initiatives, budgets, and workforce decisions are agreed jointly between the two, and staff are expected to work confidently within a dual reporting environment that reflects partnership, shared responsibility, and unified direction.

Position Purpose

The Pou Whakahaere Kaupapa Māori is a tier two position reporting to both the Tumu Whakarae Chief Executive and Kaihautū, operating within the unique co-leadership model of Te Papa. It is one of two cooperating DCE positions that lead the Organisational Services & Māori Partnerships Group and sits on the Executive Leadership Team.

The position provides strategic leadership specifically of Crown-Māori relationships, iwi partnerships, Treaty settlement responsibilities, the embedding of Māori perspectives into strategy and governance, and the fostering of tikanga Māori and te reo Māori in all the activities of Te Papa. The position has special responsibility for the Iwi in Residence programme.

All tier two positions at Te Papa are responsible for the ongoing development of Te Papa as a Tiriti-based museum, with the ability to recognise, respect and apply Te Tiriti o Waitangi provisions, principles and obligations in decision-making and daily work practice.

The position ensures that the kaupapa Māori of Te Papa is actively upheld and Māori perspectives are embedded in decision-making. It works in close partnership with the Chief Operating Officer to co-lead the group.

Key Responsibilities

Strategic Direction & Leadership

Partner with the Chief Operating Officer to:

- Provide strategic leadership for the Organisational Services & Māori Partnerships Group, aligning enabling functions with organisational long-term goals and financial sustainability.
- Translate organisational strategy into clear direction for the Group, ensuring delivery through strong cooperative leadership and cross-organisational collaboration.
- Develop, shape and drive strategy for the Group, ensuring that plans are future-focused, customer-centric, and deliver measurable impact.
- Lead the development and execution of strategic priorities in the Group, balancing innovation with operational excellence.
- Ensure the leaders in the Group are aligned on strategic outcomes, have set expectations and deliver to measurable outcomes.
- Provide strategic leadership on the Te Tiriti o Waitangi responsibilities of Te Papa, ensuring Te Tiriti o Waitangi obligations are reflected in planning and delivery.
- Act as a strategic advisor to the Tumu Whakarae Chief Executive and Kaihautū and ELT, contributing to whole-of-organisation decision-making.

Integration & Alignment

- Partner with the Chief Operating Officer to co-lead the group, supported by the Pou Tikanga and Pou Reo positions, ensuring that enabling functions reflect te ao Māori values and internal capability is built.
- Ensure the strategies and services of the Organisational Services & Māori Partnerships Group are integrated across Te Papa, building alignment and eliminating siloes.
- Champion organisation-wide priorities, ensuring Group initiatives contribute to cultural, financial, and operational sustainability.
- Lead Group planning with clear decision-making and accountability, to enable cross-organisational outcomes.
- Operationally lead the Māori Partnerships team, Pou Tikanga and Pou Reo.

STAFF IN CONFIDENCE

- Ensure kaupapa Māori perspectives inform major programmes, governance, HR, and organisational change.

Future-Focused & External Engagement

- Scan the external environment to identify trends, risks, and opportunities, and position the organisation for sustainable success.
- Build and maintain strong and enduring strategic partnerships and networks to support delivery of organisational goals.
- Represent Te Papa in external partnerships, cultural forums, and sector leadership networks.

Key Accountabilities

- Provide leadership for the development, wellbeing, and capability of the workforce, ensuring staff are supported, engaged, and equipped to deliver on the strategic priorities of Te Papa.
- Strengthen iwi partnerships, including our contribution to Treaty settlements and the Iwi in Residence programme.
- Embed tikanga and te reo Māori across museum practices.
- Provide oversight of marae programmes and cultural protocols.
- Ensure kaupapa Māori perspectives are represented and embedded in governance, strategic planning and decision-making, workforce planning and development, lifting internal capability and cultural competency.

Key Relationships

Internal:

- Board
- Tumu Whakarae Chief Executive and Kaihautū
- Executive Leadership Team
- Chief Operating Officer
- Pou Tikanga and Pou Reo
- Te Papa managers and kaimahi

External:

- Iwi and hapū partners
- Ministry for Culture and Heritage
- Other relevant government departments
- Repatriation Advisory Board
- Strategic and project partners
- Peers in museums and cultural institutions
- Professional service providers

Te Papa Organisational Change: Phase One – DRAFT Position Description **Deputy Chief Executive (DCE), Experience & Audience Development**

The Group

The Experience & Audience Development Group integrates the audience facing and revenue generating activities of Te Papa. Collectively this allows us to better understand and grow our audiences, create seamless and inclusive visitor experiences, expand access beyond the physical museum, and strengthen revenue streams that support the long-term sustainability of Te Papa.

The Group leads the connection of people, taonga and stories in order to achieve a sense of wonder, belonging and purpose. Teams within the Group work together and across the museum in a way that maximises the value, reach and impact of our audience-facing activities. Authentic and innovative approaches to revenue generation and partnerships deepen relationships and create cultural and commercial value.

The Experience & Audience Development Group's exceptional customer service, creative flair, deep audience understanding and commercial acumen result in extraordinary experiences that reinforce the reputation of Te Papa as a world class museum.

The teams that make up the Experience and Revenue Group are:

- Visitor Experience
- Tākina Events
- Audience Development
- Growth and Partnerships

Teams within the Experience & Audience Development Group are responsible for:

- Increasing engagement and visitation across domestic and international audiences.
- Delivering exceptional services, experiences and products that ensure customer and visitor satisfaction and contribute to financial sustainability.
- Fostering our strategic partnerships, growing philanthropic support, sponsorship and commercial partnerships and securing private and public funding towards the endeavours of Te Papa.
- Innovating new experiences and offerings that grow our relevance and sustainability.
- Sharing information and storytelling through multiple channels to grow connections with New Zealanders and amplifies our international reach.
- Maintaining the position of Te Papa as a world-leading cultural destination.

Co-Leadership Context

Te Papa has a unique co-leadership framework that reflects Te Tiriti partnership.

This is demonstrated in:

- Shared accountability: Major strategies, priorities, and cultural alignment are set and endorsed by both co-leaders.
- Unified leadership voice: Decisions are made jointly by the co-leaders, and clear, agreed direction is provided.
- Clarity in practice: Leadership responsibilities and delegations are in place, to provide clear support for day to day operations.
- Respect for partnership: Staff at all levels are expected to demonstrate collaboration, transparency, and commitment to working effectively under dual leadership.

Position Purpose

The DCE Experience & Audience Development is a tier two position, reporting to the Tumu Whakarae Chief Executive and Kaihautū, operating within the unique co-leadership model of Te Papa. It leads the Experience & Audience Development Group and sits on the Executive Leadership Team.

This position provides leadership and strong strategic foresight across all the visitor-serving, audience-facing and revenue-generating activities of Te Papa. It maintains strong external relationships and grows the reputation of Te Papa as a world-leading cultural institution.

All tier two positions at Te Papa are responsible for the ongoing development of Te Papa as a Tiriti-based museum, with the ability to recognise, respect and apply Te Tiriti o Waitangi provisions, principles and obligations in decision-making and daily work practice.

Key Responsibilities

Strategic Direction & Leadership

- Provide strategic leadership for the Experience & Audience Development Group, setting direction that aligns with the organisation's long-term goals and financial sustainability.
- Translate organisational strategy into clear direction for the Group, ensuring delivery through strong leadership and cross-organisational collaboration.
- Develop, shape and drive strategy for the Group, ensuring that plans are future-focused, customer-centric, and deliver measurable impact.
- Lead the development and execution of strategic priorities in the Group, balancing innovation with operational excellence.
- Ensure the leaders in the Group are aligned on strategic outcomes, have set expectations and deliver to measurable outcomes.
- Provide strategic leadership on the Te Tiriti o Waitangi responsibilities of Te Papa, ensuring Te Tiriti o Waitangi obligations are reflected in planning and delivery.
- Act as a strategic advisor to the Tumu Whakarae Chief Executive and Executive Leadership Team, contributing to whole-of-organisation decision-making.

Integration & Alignment

- Ensure the Experience & Audience Development Group strategies are integrated across Te Papa, building alignment and eliminating siloes.
- Champion organisation-wide priorities, ensuring Group initiatives contribute to cultural, financial, and operational sustainability.
- Lead Group planning with clear decision-making and accountability, to enable cross-organisational outcomes.

STAFF IN CONFIDENCE

Future-Focused & External Engagement

- Scan the external environment to identify trends, risks, and opportunities, and position the organisation for sustainable success.
- Building and maintaining strategic partnerships and networks to support delivery of organisational priorities.
- Represent Te Papa in external partnerships, cultural forums, and sector leadership networks.

Key Accountabilities

- Provide leadership for the development, wellbeing, and capability of the workforce, ensuring staff are supported, engaged, and equipped to deliver on the strategic priorities of Te Papa.
- Lead strategic planning for audience development and engagement that aligns to long-term goals and is endorsed at executive level.
- Lead strategic planning for revenue generation that aligns to long-term goals and is endorsed at executive level.
- Lead strategic planning for exhibition and experience delivery that aligns to long-term goals and is endorsed at executive level.
- Lead the development and delivery of onsite, digital and touring experiences and products that grow our audiences and maintains the position of Te Papa as an iconic destination and world class museum.
- Foster partnerships that amplify our reach, grow audiences, and contribute to financial sustainability.
- Foster innovation and experimentation in all Group activities.
- Maintain and grow the strong brand recognition and reputation of Te Papa through storytelling, marketing, communication, and promotion.
- Oversight of Tākina Events delivery and relationship management with Wellington City Council.
- Maintain strong relationships with the Te Papa Foundation and Friends of Te Papa.
- Champion the Tiriti commitment of Te Papa and grow Māori audiences and relationships.
- Champion collaboration in and across Te Papa in support of our strategic direction.

Key Relationships

Internal

- Board
- Tumu Whakarae Chief Executive and Kaihautū
- Executive Leadership Team
- Te Papa Managers and kaimahi

External

- Funders, donors and supporters including the Te Papa Foundation and Friends of Te Papa
- Key stakeholders in audience and commercial activities, including Wellington City Council, Tākina governance group, WellingtonNZ, tourism organisations, key sponsors and commercial partners
- Relevant ministries and central government agencies
- Peers in museums and cultural organisations
- Professional services providers
- Independent consultants and other providers

Appendix 3 – Proposed Position Summaries for Tier 3

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: **Head of Collection Development & Engagement**

Reports To: Deputy Chief Executive Collections & Communities

Team: Curators, researchers, advisors

Position Purpose

Provide strategic leadership for the curatorial agenda of Te Papa, ensuring collection development and research across art, mātauranga Māori, New Zealand and Pacific histories and culture, and natural history collections is world-class, Te Tiriti-led, and accessible to communities and the public.

Summary

This position provides strategic leadership for the curatorial agenda of Te Papa. The position ensures the collections are relevant and accessible to current and future generations by directing collection development, research and engagement strategies and initiatives.

The Head champions the approaches to collection and knowledge development that maximise collaboration and connection, including the reconnection of source communities to their taonga, and ensures curatorial outputs are both rigorous and accessible the public. They are accountable for positioning Te Papa as a thought leader in curatorial practice, supporting exhibition and publication outputs, building research and community networks, and developing the next generation of curatorial expertise.

Key Accountabilities

Strategic Leadership:	Shape and deliver a collection development and research agenda that strengthens the reputation of Te Papa as a thought leader.
Operational Delivery:	Oversee acquisitions, collection research, exhibition collaboration, community engagement and access.
People & Culture Leadership:	Mentor curators and researchers, build expertise, develop talent and foster collaboration.
Partnerships & Stakeholder Engagement:	Build strong relationships and collaborate with iwi, hapū, universities, communities and international research partners and networks.
Risk & Compliance:	Ensure acquisitions and research outputs meet legal and ethical standards, and Te Tiriti obligations.
Innovation & Future Focus:	Embed and evolve the Mana Taonga principle through innovative approaches to collection development, research and engagement.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Collection Care & Access

Reports To: Deputy Chief Executive Collections & Communities

Team: Conservators and Collections Managers, loans and acquisitions, digital collections and information systems, collection imaging and rights, exhibition and objects support preparators and technicians, and touring exhibitions delivery.

Position Purpose

Safeguard the collections of Te Papa for future generations and expand access through the management and care of collection items and information, digitisation and digital access, exhibition preparation, loans and touring exhibitions.

Summary

This position ensures the safeguarding and accessibility of collections of Te Papa now and for future generations. It integrates the functions of collection management and care, digitisation and digital access, and access through collection store visits, loans, on-site exhibitions and touring exhibitions.

The Head position sets strategic direction for preservation and access, balancing international best practice with upholding and evolving the Mana Taonga principle. They drive innovation in digital access, manage risk in collection care, and foster collaboration across the museum so that collection items and information are effectively used for research, learning, and public engagement.

Key Accountabilities

Strategic Leadership:	Set direction for integrated and holistic collection care and access.
Operational Delivery:	Lead collection management and care, conservation, digitisation and management of collection information, processing of acquisition, loans, exhibition preparation and the delivery of touring exhibitions.
People & Culture Leadership:	Build expertise, foster collaboration and innovation, develop talent
Partnerships & Stakeholder Engagement:	Strengthen partnerships with iwi, hapū, museums, galleries and cultural organisations
Risk & Compliance:	Maintain compliance with best-practice standards in collection management, care and access.
Innovation & Future Focus:	Explore and apply new methods and technologies to enhance collection care and access

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Sector Support & Repatriation

Reports To: Deputy Chief Executive Collections & Communities

Team: Sector support advisors, repatriation specialists

Position Purpose

Lead the national sector support and repatriation programme of Te Papa, building sector capability and returning kōiwi tangata and kōimi tangata / kīmi tchakat from museums to source communities.

Summary

This position leads the outward-facing position of Te Papa as a sector leader and Te Tiriti partner. It leads the strategy for and oversees support to museums, galleries and where taonga through National Services Te Paerangi and the culturally critical function of repatriating and returning kōiwi tangata and kōimi tangata / kīmi tchakat.

The Head ensures that museums, galleries, and iwi organisations across Aotearoa New Zealand are supported to strengthen capability, maintaining a strong responsiveness to current and emerging needs. It is responsible for the relationship with the Repatriation Advisory Panel and the delivery of the Karanga Aotearoa Repatriation programme. This includes research and the planning and operations of the international & domestic repatriation activities of Māori and Moriori ancestral remains.

The position requires balancing cultural, political, and organisational priorities to reinforce the position of Te Papa as a trusted partner, sector leader, and advocate for repatriation.

Reporting Manager

While the Head of Sector Support & Repatriation reports directly to the DCE Collections & Communities for functional leadership and strategic alignment, there is also a dotted line reporting relationship to the Pou Whakahaere Kaupapa Māori position. This is to provide direct support to the Collections & Communities Group regarding the knowledge, planning and delivery of repatriation kaupapa and wider support to iwi organisations.

Key Accountabilities

Strategic Leadership:	Shape sector support and repatriation strategy.
Operational Delivery:	Oversee NSTP services, grants, training, and repatriation work.
People & Culture Leadership:	Lead staff working in complex cultural and sector contexts, fostering collaboration and visibility.
Partnerships & Stakeholder Engagement:	Strengthen partnerships and collaborate with iwi, hapū, museums, and government agencies.
Risk & Compliance:	Ensure repatriation and sector support align with tikanga and obligations.
Innovation & Future Focus:	Advance repatriation strategies and sector-wide support initiatives to meet current and emergent needs.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Enterprise Programme Management Office (EPMO)

Reports To: Chief Operating Officer and Pou Whakahaere Kaupapa Māori

Team: Programme managers, project managers, change managers, analysts, coordinators

Position Purpose

Lead the programme and project management capability of Te Papa, ensuring change initiatives and projects are prioritised, governed, and delivered effectively.

Summary

This position leads the strategic programme and project management capability across Te Papa. The Head manages the programme of exhibition and infrastructure projects, and ensures that major change initiatives, transformation projects, and core business programmes are prioritised, planned, and delivered to scope, budget, and timeframes. They lead a centralised team that provides frameworks, tools, and governance structures to manage risk and enable benefits realisation.

The position requires strong organisational leadership to maintain momentum in business-as-usual operations while also driving transformation, ensuring alignment with strategic priorities, and building internal capability to manage change effectively.

Key Accountabilities

Strategic Leadership:	Position the EPMO as the central engine of transformation.
Operational Delivery:	Provide frameworks, planning, and delivery support for projects.
People & Culture Leadership:	Build internal change and project management capability.
Partnerships & Stakeholder Engagement:	Support leaders and teams to deliver outcomes.
Risk & Compliance:	Ensure project governance, benefits realisation, and risk control.
Innovation & Future Focus:	Foster continuous improvement and agile methods in delivery.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Biodiversity Research Centre

Reports To: Chief Operating Officer and Pou Whakahaere Kaupapa Māori

Team: Nil

Engage with: Construction Project Delivery Managers, Health & Safety Manager, Project Support

Position Purpose

Deliver the major capital development project for Te Papa safely, efficiently, and to the highest standard.

Summary

This is a specialist leadership position dedicated to the delivery of a new collection storage facility, the most significant capital development project of Te Papa. The Head oversees planning, design, construction, stakeholder management, and contract performance, ensuring the project is completed safely, efficiently, and to specification. They lead a time-limited project team with expertise in large-scale construction and infrastructure delivery, protecting the organisation from project risk while minimising disruption to museum operations.

Success requires high levels of governance, project control, and engagement with Crown agencies, contractors, and community stakeholders.

Key Accountabilities

Strategic Leadership:	Set clear direction for project delivery and outcomes.
Operational Delivery:	Oversee planning, construction, budgets, governance reporting and stakeholder engagement.
People & Culture Leadership:	Influence a high-performing project team of internal kaimahi and external contractors.
Partnerships & Stakeholder Engagement:	Engage Crown, mana whenua, contractors, and kaimahi.
Risk & Compliance:	Manage safety, budget, and timeline obligations.
Innovation & Future Focus:	Apply modern construction and project practices; embed the Mana Taonga principle of Te Papa into the project deliverables.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: **Chief Financial Officer**

Reports To: Chief Operating Officer and Pou Whakahaere Kaupapa Māori

Team: Finance (planning, reporting, treasury), procurement and contracts, governance and Board Secretariat

Position Purpose

Provide the financial and strategic backbone for Te Papa, ensuring sustainability, compliance, and accountability to the Crown.

Summary

This position provides and oversees financial planning and monitoring, annual budgets, procurement, contracts, Crown funding relationships, and compliance obligations. Responsible for providing robust fiscal, governance and organisational compliance analysis and advice to the Board and Executive, the CFO also leads strategic planning, policy development, organisational performance reporting and evaluation, management of OIAs, privacy and legal services. They ensure the Board Secretariat function runs smoothly, with governance processes that are transparent, timely, and compliant with statutory obligations.

The position is critical to ensuring visibility and planning for the museum's long-term financial sustainability, aligning resources with strategy, and upholding accountability to the Crown and the public.

Strategic Leadership:	Lead financial and strategic planning to sustain Te Papa long term.
Operational Delivery:	Oversee budgeting, procurement, contracts, compliance, strategic planning, policy development, organisational performance reporting and evaluation, management of OIAs, privacy and legal services.
People & Culture Leadership:	Build capability in finance, planning, and governance teams, foster collaboration and continuous improvement.
Partnerships & Stakeholder Engagement:	Manage Crown and Board relationships.
Risk & Compliance:	Ensure robust governance and reporting systems.
Innovation & Future Focus:	Drive data-driven decision-making and strategic insights.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Infrastructure & Systems

Reports To: Chief Operating Officer and Pou Whakahaere Kaupapa Māori

Team: IT operations, cybersecurity specialists, facilities and property management, security, information management and library services

Position Purpose

Lead the IT systems, cybersecurity, property, and knowledge services for Te Papa to ensure reliable, safe, and efficient operations.

Summary

This position leads the systems, facilities, and knowledge infrastructure that underpin the daily operations of Te Papa. It encompasses IT infrastructure and support, cybersecurity, property and facilities management, and information management services. The Head is accountable for ensuring that technology is reliable and secure, facilities are safe and efficient, and contingency planning supports business continuity.

This position requires balancing operational reliability with innovation, so that Te Papa has strong foundations to pursue new opportunities and deliver on its mission with confidence.

Strategic Leadership:	Set vision for secure, resilient infrastructure.
Operational Delivery:	Manage IT, cybersecurity, facilities, security, information management and library services.
People & Culture Leadership:	Develop technical and property management expertise and a strong customer service ethic.
Partnerships & Stakeholder Engagement:	Work with external IT and facilities providers and partners.
Risk & Compliance:	Ensure safety, business continuity, and compliance.
Innovation & Future Focus:	Support efficiencies and continuous improvement through technology and system improvements

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Chief People Officer

Reports To: Chief Operating Officer and Pou Whakahaere Kaupapa Māori

Team: HR/ER, organisational development, health & safety, wellbeing, internal communications

Position Purpose

Shape the culture of Te Papa by leading HR, workforce planning, health and safety, wellbeing, and internal communications.

Summary

This position provides strategic leadership for people and culture at Te Papa. It covers HR and employment relations services, leadership and kaimahi development, recruitment, payroll, workforce planning, health and safety, and wellbeing. The CPO ensures that staff are engaged, supported, and aligned with organisational goals. They drive initiatives that strengthen leadership capability, embed a safe and inclusive workplace, and ensure changes are communicated clearly and consistently.

This position plays a pivotal part in shaping culture through engagement, kaimahi career and personal development, workforce strategy, and wellbeing initiatives that reflect the values and responsibilities of Te Papa. Close collaboration with the Head of Māori Partnerships, Pou Tikanga and Pou Reo enhances workforce culture and uplifts cultural capability.

Strategic Leadership:	Align people strategy to organisational goals.
Operational Delivery:	Oversee HR/ER, leadership and kaimahi development, recruitment, payroll, workforce planning, H&S, and wellbeing.
People & Culture Leadership:	Embed organisational development, inclusion, wellbeing, and engagement.
Partnerships & Stakeholder Engagement:	Work with unions, leaders, staff, and external advisors.
Risk & Compliance:	Ensure health & safety, employment law, and ER compliance.
Innovation & Future Focus:	Drive workforce transformation and culture initiatives.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Māori Partnerships

Reports To: Chief Operating Officer and Pou Whakahaere Kaupapa Māori

Team: Treaty and iwi relationship advisors

Position Purpose

Ensure iwi are recognised as partners alongside the Crown and embed kaupapa Māori across the work of Te Papa.

Summary

This position is central to the Te Tiriti identity of Te Papa. It leads iwi and hapū relationships, Treaty Settlement contributions, and works with the Pou Tikanga and Pou Reo positions as well as the People Safety & Culture team to support the operation of our marae Rongomaraeroa, and the integration of te reo Māori and tikanga across the organisation.

The Head ensures that kaupapa Māori values are embedded into strategy, decision-making, and delivery to communities and audiences. They provide strategic leadership across the organisation to deepen Māori engagement, uphold the responsibilities of Te Papa to tangata whenua, and ensures cultural integrity across all areas of the museum's work.

Strategic Leadership:	Champion kaupapa Māori and Treaty partnership.
Operational Delivery:	Manage iwi and hapū relationships, Treaty Settlement contributions, and strategic and operational advice across the museum
People & Culture Leadership:	Lead kaimahi in Treaty partnerships and cultural engagement.
Partnerships & Stakeholder Engagement:	Work closely with iwi, hapū, Crown agencies, Pou Tikanga and Pou Reo, and People, Safety & Culture team.
Risk & Compliance:	Ensure cultural integrity and obligations are upheld.
Innovation & Future Focus:	Strengthen integration of te ao Māori across the organisation.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Visitor Experience

Reports To: Deputy Chief Executive Experience & Audience Development

Team: Retail, Visitor Services, Tours, Learning and Public Programmes.

Position Purpose

Provide seamless, inclusive visitor services and experiences.

Summary

This position oversees the full spectrum of visitor-facing services, ensuring that every visitor interaction reflects our values of accessibility, inclusion, and manaakitanga. The experience includes education programmes (onsite and online), public programmes and events, tours, visitor hosting and retail.

The Head is responsible for leading teams to create and deliver creating seamless and memorable experiences that enhance learning, ensure safety and comfort, generate revenue and strengthen the position of Te Papa as a world class visitor destination and a site of lifelong discovery and community connection.

Strategic Leadership:	Shape visitor experience strategy across all touchpoints.
Operational Delivery:	Oversee education, tours, events, ticketing, visitor services, and retail.
People & Culture Leadership:	Lead, develop and motivate staff delivering public engagement and services.
Partnerships & Stakeholder Engagement:	Schools, kura, event partners, service providers.
Risk & Compliance:	Ensure safety, accessibility, and customer service standards.
Innovation & Future Focus:	Enhance learning and experience through new approaches.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Venues

Reports To: Deputy Chief Executive Experience & Audience Development

Team: Venues, Venues Coordination, Hospitality, Cafes and AV.

Position Purpose

Lead the hospitality and conferencing services of Te Papa, generating commercial revenue and enhancing visitor experiences.

Summary

This position combines commercial leadership with visitor experience delivery. It manages cafés, catering, venue hire, AV services, and commercial events delivered through Tākina events, ensuring that hospitality and conferencing at Te Papa is of high quality and financially successful.

The Head balances community use, corporate events, and commercial partnerships, generating vital revenue while ensuring that service provision complement the museum's cultural and educational mission. The position requires strong business acumen, customer focus, people leadership and an ability to grow revenue streams through innovative services and partnerships.

Strategic Leadership:	Align conferencing and hospitality with the cultural and commercial goals of Te Papa.
Operational Delivery:	Manage cafés, catering, AV, and events.
People & Culture Leadership:	Lead, develop and motivate staff in hospitality and Tākina Events services.
Partnerships & Stakeholder Engagement:	Key contractors and venue suppliers, conference organisers, Business Events Wellington, WCC
Risk & Compliance:	Ensure safety, contracts, and food service standards.
Innovation & Future Focus:	Develop new products and revenue streams.

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Audience Development

Reports To: Deputy Chief Executive Experience & Audience Development

Team: Audience specialists, design, writing and UX/Digital content specialists, digital engagement, publishing

Position Purpose

Lead the programming and delivery of audience experiences using insights, inclusive design and digital innovation.

Summary

This position shapes the museum's audience-centred vision, ensuring that deep understanding of current and potential visitors drives decision-making across all public-facing activities. It leads audience research and insights, exhibition and experience programming, design and production, and digital engagement functions to share the offerings of Te Papa with diverse and growing audiences.

The Head ensures that exhibitions and experiences are relevant and future-focused, expanding reach to new audiences and deepening engagement with existing ones. They play a critical position in building inclusivity, innovation, and digital capability across the museum, ensuring that taonga and stories are accessible to all.

Strategic Leadership:	Ensure Te Papa is growing audience engagement and reach, while serving priority audiences
Operational Delivery:	Lead audience research, development of the long-term programme, exhibition and experience design and production, digital platforms, print publishing
People & Culture Leadership:	Build inclusive, innovative and collaborative approaches for the creation of audience experiences and products
Partnerships & Stakeholder Engagement:	External service providers, partner organisations, design and creative leaders, collaborative partners.
Risk & Compliance:	Ensure accessibility, privacy, and ethical use of data.
Innovation & Future Focus:	Enhance the reputation of Te Papa for high quality, innovative and bicultural audience experiences and products

Te Papa Organisational Change: Phase One – DRAFT Position Summary

Proposed Position: Head of Growth & Partnerships

Reports To: Deputy Chief Executive Experience & Audience Development

Team: Sales and Commercial, marketing, PR and campaigns expertise, sponsorships and partnerships, fundraising and philanthropy specialists, tourism and business development expertise, and international exhibitions (incoming and outbound).

Position Purpose

Strengthen the national and international profile of Te Papa, building partnerships and diversifying revenue.

Summary

This position provides strategic leadership for the profile, partnerships, and revenue diversification of Te Papa. It oversees brand and reputation management, marketing campaigns, sponsorship, and fundraising. It leads the identification of new business and experience opportunities, business and product development, tourism partnerships, and international exhibition collaborations (incoming and outbound).

The Head ensures that Te Papa remains visible and relevant on a national and global stage, attracting visitors, sponsors, and partners. They also develop new revenue streams through touring exhibitions, leveraging our IP and commercial partnerships. The position requires strong stakeholder engagement and strategic storytelling, building the reputation and resilience of Te Papa for the future.

Strategic Leadership:	Drive marketing, brand, and fundraising strategy. Lead innovation through business development and commercial partnerships.
Operational Delivery:	Oversee campaigns, fundraising, corporate partnerships, tourism partnership, sales of Te Papa experiences and exhibitions
People & Culture Leadership:	Lead marketing and partnership staff.
Partnerships & Stakeholder Engagement:	Build tourism, corporate, and international collaborations.
Risk & Compliance:	Manage brand reputation and contractual obligations.
Innovation & Future Focus:	Explore new market development, revenue and global engagement opportunities.

Appendix 4 – Proposed EOI Application Form

Employee Name	
Disestablished Position	
Title of new position being applied for	
<i>Note – please use a new form for each new position that you are applying for. This enables you to give the level of information and detail you consider important for the panel to consider for this position in particular.</i>	
Selection Information	
Tell us why you are interested in expressing your interest in this new position.	
Describe the background, skills and experience you would bring to the new position to meet the Key Responsibilities and Key Accountabilities outlined in the Position Description.	
Describe the areas within the new position where you would require further support or training.	
Please tell us anything further that you would like us to consider as part of your expression for this new position.	

Appendix 5 – Proposed EOI Interview Assessment Form

EXAMPLE

Employee Name	
Position being considered for	
Assessor	

Criteria		Rating (*see proposed rating criteria below)	Proposed Weighting	Weighted Score
Technical Capability:				
Question 1 – relevant to position			20% (example)	
Question 2 – relevant to position			20% (example)	
Choose 3 relevant Accountabilities or Responsibilities:				
Question 3 – based on relevant Leadership Accountability from Position Description			20% (example)	
Question 4 – based on relevant Leadership Accountability from Position Description			20% (example)	
Question 5 – ability to lead within the co-leadership model and Te Tiriti commitments of Te Papa			20% (example)	

Leadership Accountabilities (Example from Proposed Tier 3 Position Summary)	
Strategic Leadership	<ul style="list-style-type: none"> • Sets a clear vision and direction aligned with organisational goals. • Translates long-term objectives into actionable strategies. • Anticipates external trends and positions the organisation for future success. • Makes high-impact decisions that balance ambition with sustainability. • Champions a culture of strategic thinking across teams.
Operational Delivery	<ul style="list-style-type: none"> • Ensures efficient execution of plans, projects, and services. • Monitors performance metrics and drives continuous improvement. • Allocates resources effectively to meet operational targets. • Resolves bottlenecks and adapts processes to changing needs. • Maintains a strong focus on quality, timeliness, and cost-effectiveness.
People and Culture Leadership	<ul style="list-style-type: none"> • Builds inclusive, high-performing teams through coaching and empowerment. • Fosters a positive workplace culture grounded in values and respect. • Drives talent development, succession planning, and workforce capability. • Leads change with empathy and clarity, supporting staff through transitions. • Promotes wellbeing, diversity, and psychological safety.

STAFF IN CONFIDENCE

Partnerships and Stakeholder Engagement	<ul style="list-style-type: none">• Cultivates strong relationships with internal and external stakeholders.• Represents the organisation with credibility and influence.• Collaborates across functions to achieve shared outcomes.• Communicates transparently and adapts messaging to diverse audiences.• Builds trust through responsiveness, integrity, and mutual value creation.
Risk and Compliance	<ul style="list-style-type: none">• Identifies, assesses, and mitigates strategic and operational risks.• Ensures adherence to legal, regulatory, and ethical standards.• Embeds risk awareness into decision-making and culture.• Maintains robust governance and reporting frameworks.• Responds proactively to emerging threats and compliance issues.
Innovation and Future Focus	<ul style="list-style-type: none">• Encourages experimentation and creative problem-solving.• Scans for emerging technologies, trends, and opportunities.• Leads digital transformation and modernisation initiatives.• Challenges the status quo to unlock new value.• Builds organisational agility and readiness for future disruption.

The proposed rating methodology is:

Rating	Given when the employee matches:
1. Clear Development Area	None of the descriptors
2. Development Area	Some of the descriptors
3. Sound	Most of the descriptors
4. Very sound	All of the descriptors

From: Courtney Johnston
Sent: Wednesday, 15 October 2025 2:55 pm
To: Te Papa
Subject: Summary from online Hui Kaimahi 2.30pm, Wednesday, 15 October 2025

Tēnā koe

Today we held an online hui to discuss our organisational change mahi, the Proposal for Change release, and how you can have your say. Please find below a summary of the information we shared at that hui.

Ngā mihi

Arapata and Courtney

Kia ora koutou

Today we open consultation on Phase One of our proposed organisational change.

Today's hui is to share some information about the Proposal for Change, the importance of making submissions, and how we can stay connected and engaged in what's going on.

Key points for today's hui

Just so we all know what this hui is for:

- It's to recap some of the information from Friday's hui
- It's to tell you how the Proposal for Change is being distributed later this afternoon
- And it's to make sure you know how to ask questions and give feedback.

We are not walking you through the Proposal document in this session.

Proposal for Change

A Proposal for Change is a formal document that outlines our proposed Phase One change. It includes:

- The what, why and how of the change
- the timeline and key dates
- organisational charts – current and proposed; and
- summaries of the proposed team changes.

For Phase One – and this is a key point:

- the Proposal for Change is focused on senior leaders – tiers 1 to 3 only.
- That's me and Arapata, all the directors, and all the Heads.
- In phase two we will focus on all other people leaders and kaimahi.

- Phase two will begin in the new year, with another consultation round similar to the one we're starting now.
- That consultation is proposed to begin in February next year.
- Final decisions of both phases are proposed to be implemented in April 2026.
- The change we're proposing is transformational.
- We don't use that word much.
- But it's true – this mahi *is* transformational - but the word 'transformational' doesn't speak to how proud we are of the work we've done already as an organisation, and what we have achieved within the current structure.
- However, we know our current structure can't sustain us into the future.
- Thank you everyone for your mahi.
- Collectively, we have a lot to be proud of.
- Please don't look at the proposed Phase One structure today and make assumptions about Phase Two.
- Don't think just because we've proposed changes to a certain number of positions in Phase One we'll do the same in Phase Two.
- It doesn't work like that.
- The current functions of Te Papa will be mapped across to our future structure.
- Until we complete the design of Phase Two, we can't tell you what it will look like or give information on individual positions or reporting lines.
- I know it is an uncertain time but we will continue doing our mahi within our current structure right up until any proposed changes are implemented and effective in April.

And finally, please make your health and wellbeing a priority.

- The changes we're proposing today are significant.
- Find a quiet space to read through the proposal document.
- Talk to whānau and trusted advisors.
- And reach out for help if you need it.
- We have a whole page up on Kupenga with information about the support we have available. The support is free, professional, and completely confidential.

How you can submit questions about the process or the proposal

We have set up several ways for you to share questions and get answers about anything that's on your mind:

- Change@TePapa.govt.nz is our main change mailbox - send your questions and comments there.
- The [Change Hub](#) is now available on Kupenga. It's the home for all information about this organisational review: notes from our presentations, answers to commonly asked questions, and later today a PDF version of the Proposal for Change.
- You can put questions into the drop-boxes placed at reception at Cable Street and Tory Street.

How the proposal for change is being released

The main tool we are using to share the Proposal for Change and gather feedback is the secure ConsiderThis website.

- This is an interactive space where you can access the consultation document and submit your feedback.

- You'll receive an email from ConsiderThis by 5pm today.
 - The email will be sent directly from no-reply@mail.consider.co.nz
 - Follow the directions in the email for full access to the Proposal for Change.
 - They're going out in batches so if your neighbour gets the email and you don't, don't worry yours will be coming.
 - If the email doesn't arrive today check your spam. If it's not there, email change@TePapa.govt.nz
- You can also submit your feedback by:
 - Emailing it to the Change email address
 - Putting written feedback in the drop-boxes at reception at Tory Street and Cable Street.

How you can give feedback

We cannot say this enough - your voice and ideas are absolutely essential in helping to shaping the future of Te Papa. I know we've said it before, but we mean it. As Co-Leaders, we will consider every submission on the Proposal.

Close

We recognise this is a lot of detail and that's why we're going to email out a summary as well.

That's also for people who couldn't attend. This afternoon, emails will start going out from ConsiderThis, and later today, the PDF of the Proposal for Change will go onto the change hub on Kupenga.

Thank you again everyone for joining us.

Email to All Kaimahi

From Courtney and Arapata

SUBJECT: Kaimahi Information and Feedback Sessions

DATE: 16 October

Kia ora koutou

Thank you for your questions and feedback following our online hui yesterday.

We would like to now invite you to attend one or more of our in-person and online kaimahi information hui.

Now you have had time to view the Proposal for Change Document, the intent of these hui is to give you a guided walk through the key details of the document, share answers to questions we've received, and open the floor to feedback on the proposal and further questions.

In these hui we will cover the following areas:

- What may change, and why
- The proposed structure
- How we've mapped our current functions to the proposed structure.

Hui are being scheduled at both Tory St and Cable St. Calendar invitations will be sent out once rooms are confirmed. Here is the full schedule:

[insert table of hui dates and times here]

Ahead of these hui, please put your questions through to Change@TePapa.govt.nz or into the drop boxes at Tory St and Cable St reception areas (questions will be collected each evening).

Ngā mihi

Courtney and Arapata

Email response to s 9(2)(a)

Subject: Communications to the sector

Kia ora s 9(2)(a)

Thank you for your email.

Last week, following our first shared our decision to review our organisational structure and how we operate, we reached out to our largest stakeholders (Minister's Office, other agencies, partners and sponsors, iwi and hapū) to let them know of our plans.

Below is a tailored response for leaders and kaimahi to use when responding to valued stakeholders:

The focus of our organisational change is to secure our financial future so we can continue to deliver on our cultural and legislative mandate. Maintaining our existing work programmes, services, partnerships, and work with iwi and Mana Whenua will remain unchanged. We appreciate your care for Te Papa and the people who work here.

I hope this statement supports your conversations; please let me know if you need more. And as always, please direct media to Kate Camp, Head of Marketing and Communications.

Ngā mihi

Courtney

Comms to ELT

Post Proposal for Change

Kia ora team

Thank you for your time this morning. We both appreciated the honest feedback you provided. As I said, we have taken this to make adjustments to our post-release outreach and communications.

We are going to use the T3 Leaders Stand-up on Tuesday as an opportunity to reconnect.

- We considered trying to bring the hui forward, but have stuck with the date that people already had in their calendars to try to maximise attendance
- We've extended this to 60 mins
- We are trying to secure a larger room than Pōhutakawa
- In this session Arapata and I will walk through key parts of the proposal, with a specific focus on the proposed structure, share answers to any questions that are rising up, and take questions / feedback
- Updated invitations will go out shortly
- This invite will still be referred to as a T3 session but of course it extends to all ELT members

We've re-shaped the "drop-in sessions"

- These will now be more structured information and feedback sessions
- Like the T3 session, they will start with Arapata and I walking through key parts of the proposal, then answers to rising questions, then space for feedback
- These are being scheduled at both Cable and Tory St
- Kaimahi can attend multiple sessions if they wish

Kaimahi Māori kōrero sessions

- s 9(2)(a) and s 9(2)(a) from Te Amokura will facilitate these sessions
- They are open to anyone, but designed to support discussion and feedback in te reo Māori
- The current plan is that Arapata and I will attend the opening of the first session and the closing of the second. This may be adjusted according to needs on the day.

Invitations for all these hui will be sent as soon as the rooms are confirmed.

I know you're doing a lot of heavy lifting in terms of comms with your people. Thank you for this. Please assure people we have heard the views you shared and are working to make these sessions as supportive as possible.

Ngā mihi

Arapata and Courtney

Email to All Kaimahi

From Courtney and Arapata

SUBJECT: Kaimahi Information and Feedback Sessions

DATE: 16 October

Kia ora koutou

Thank you for your questions and feedback following our online hui on Wednesday.

We would like to now invite you to attend one or more of our in-person and online kaimahi information hui.

Now you have had time to view the Proposal for Change, the intent of these hui is to give you a guided walk through of the key details of the document, share answers to questions we've received, and open the floor to feedback on the proposal and further questions.

We will cover the following topics:

- What may change, and why
- The proposed structure
- How we've mapped our current functions to the proposed structure.

Hui are being scheduled at both Tory St and Cable St. Calendar invitations will be sent out once rooms are confirmed. Here is the full schedule:

Ahead of these hui, please put your questions through to Change@TePapa.govt.nz or into the drop boxes at Tory St and Cable St reception areas (questions will be collected each evening).

Ngā mihi

Courtney and Arapata

Email to All Kaimahi

From Courtney and Arapata

SUBJECT: Kaimahi Information and Feedback Sessions

DATE: 16 October

Kia ora koutou

Thank you for your questions and feedback following our online hui on Wednesday.

We would like to now invite you to attend one or more of our in-person and online kaimahi information hui.

Now you have had time to view the Proposal for Change, the intent of these hui is to give you a guided walk through of the key details of the document, share answers to questions we've received, and open the floor to feedback on the proposal and further questions.

We will cover the following topics:

- What may change, and why
- The proposed structure
- How we've mapped our current functions to the proposed structure.

Hui are being scheduled at both Tory St and Cable St. Calendar invitations will be sent out once rooms are confirmed. Here is the full schedule:

Ahead of these hui, please put your questions through to Change@TePapa.govt.nz or into the drop boxes at Tory St and Cable St reception areas (questions will be collected each evening).

Ngā mihi

Courtney and Arapata

Subject: Communications to the sector

From: National Services Te Paerangi email address

To: Museum and gallery directors and staff

Where: Nationwide

A message from Te Papa's Co-Leaders

Tēnā koutou

As you may be aware, Te Papa is carrying out an organisational review proposed to restructure the teams, positions, and reporting lines of Te Papa. The review is part of a programme of work being undertaken to ensure the ongoing financial sustainability and success of the museum.

One of the commitments in the review is to continue to fulfil our cultural and legislative mandate. This includes our commitment to the repatriation of Māori and Moriori ancestral remains, and our role in providing sector support, as mandated in our legislation.

We would like to assure you that both repatriation and sector support have been mapped from the current organisational structure into the proposed structure. If a decision is made to proceed with changes, these will be implemented in April 2026. During this period, we continue to provide our existing services and fulfil our various partnership agreements.

This is obviously a difficult time, and we appreciate the kindness and support being expressed by colleagues for our kaimahi.

If you have any questions, please do not hesitate to contact us.

Ngā manaakitanga,

Courtney and Arapata

From: s9(2)(a)

Sent: Friday, 17 October 2025 1:49 pm

To: s9(2)(a) Sue Quirk <sue.quirk@tepapa.govt.nz>

Cc: s9(2)(a)

[Redacted]

Subject: Union feedback and request to halt timeframe until meeting

Kia ora kōrua,

I met with the delegates yesterday morning (who I'm CCing in for transparency) to look over the final plan and to review it in conjunction with the collective agreement. Our view is that there are some fundamental flaws in the process that need to be ironed out.

It's clear that the review process in preparation for the restructure has been happening for many months without union involvement. Yet, as is clearly stipulated in section 12.3 of the Collective Agreement:

"Te Papa will advise the union delegates and E tū official of any such review [of its organisational

structure and design] with the potential to impact on the terms of employment for positions within the coverage clause **prior to commencing any review**. Any review will be carried out with the involvement of the nominated union delegates and E tū official where union members are affected and other unions and or employee representatives."

So, while it was good to have a heads up about the impending change process, this was too little, too late. Te Papa hasn't involved us in the review stage, which must come before any decision on a change process is made. The wording necessitates that our degree of involvement should be far greater than consultation on a completed plan. Further, as it stands the current timeframe is far too tight to allow members to give genuine consideration and feedback while also doing their job.

With this in mind, we're requesting for the consultation process to be extended until after the busy period, to 1 March 2026. This will provide reasonable time for the union members - many of whom are inundated with mahi in preparation for the busy season - to analyse the change and be involved in the co-design.

In the meantime, delegates and management can meet to enable genuine input into the review and subsequent change proposal. We could use one of the upcoming bargaining days to discuss the plan.

The collective agreement also references the Management of Change Policy. Could you please send me the latest version of this?

We understand the situation Te Papa is in, but the onus on Te Papa in this situation is clear, and the changes are simply far too significant to be consulting with us at this late stage with such tight timeframes.

Hoping we can find an effective way forward.

Ngā mihi maioha,

s9(2)(a) on behalf of E tū union delegates and members



s9(2)(a)

W: www.etu.nz
0800 1UNION (0800 186 466)



Vitae Onsite Support – Temp Check/Update Hui Notes

Participants: s9(2)(a)

Date: 17 October

Time: 9.30

Vitae Schedule

Date	Time	Support	Room
Mon 13 October	1 – 4pm	s9(2)(a)	Kōkako – Level 2 Cable St (or off-site, let Darren know which)
Tues 14 October	9am – 4pm	s9(2)(a)	Kōkako – Level 2 Cable St (or off-site, let Darren know which)
Wed 15 October	3 - 5pm	s9(2)(a)	Tūr – Level 3 Cable St
Thurs 16 October - Tory St	1 - 2pm	s9(2)(a)	Wētā - Tory St
Thurs 16 October - online	2 - 3pm	s9(2)(a)	Online only Everyone is welcome to connect remotely with other days/times too
Thurs 16 October	1:30 - 3:30pm	s9(2)(a)	Kōkako – Level 2 Cable St (or off-site, let Mel know which)

Vitae specialists offered onsite and online support to kaimahi between 13 – 14 October.
Numbers were:

Monday: 15 visits, 9 change specific

Tuesday: 20 additional visits, 14 change specific

Wednesday: no takers

Thursday: 13 visits.

More data will be available in the monthly report (which should include outreach via bookings etc).

Notes:

- s9(2)(a) walked the floor at Te Papa on Monday and found many more people stopped him as he was walking around and had longer conversations than they normally would. s 9(2)(a) noted people were happy to talk to him in the open rather than in a private space as they would do.
- s9(2)(a) a new Vitae support person at Te Papa, was onsite at Cable Street on Wednesday, and there were no takers. Two reasons were attributed to this: no one knows s9(2)(a) and the meeting room she was in is situated next to HR but was the only one available.
- No Tier two or three leaders came through. s9(2)(a) advised often people directly affected don't reach out first week, they seek support through friends and family first, then come in for support.
- s9(2)(j) [REDACTED]

Initial Feedback Post-Proposal for Change release:



Action for change team:

- Ensure there is information about the onsite days/support available in conversations with T2 and 3 throughout the selection process, particularly when they receive their individual outcome.
- Sue to talk to us about the care our T2 and 3 leaders will need when they receive final decisions.

Moving forward:

- s9(2)(a) doesn't think support needs to change (weekly sessions) – will update thinking on Tuesday.

- s9(2)(a) . s9(2)(a) and s9(2)(a) are going to do a visit together so people can build relationships with her to encourage continuity of care for the regular Vitae weekly sessions.
- The team is considering whether it might be worth increasing Tory Streets onsite support but on a different day. Currently Tory has once a month regular drop in – thinking of increasing to two times a month, the second one could be two hours instead of a whole afternoon.

Organisational Review Programme Register

Definitions

Risk	That’s that might happen (uncertain future events with potential impact)
Issue	Things that are happening now (problems requiring immediate action)
Decision	A formal choice or agreement made to resolve an issue, address a risk, or direct the programme's scope, resources or priorities
Category Themes	Common set of themes across all registers that give consistency for reporting and analysis
Mitigation Strategy	High level approach or plan designed to reduce the likelihood or impact of a risk to an acceptable level
Mitigation Action	A specific, tangible task or activity undertaken to implement the mitigation strategy and actively reduce the risk

Category Themes

1. Strategic Alignment	Risks, issues or decisions that affect alignment with organisational strategy or objectives
2. Scope & Deliverables	Changes, risks or problems related to programme scope, deliverables and business outcomes
3. Timeframes/Schedule	Risks or issues affecting timelines, milestones, or deadlines; decisions on phasing or re-planning
4. Budget & Financial	Financial impacts, funding decisions, cost overrrns, savings, or resource allocation
5. Resource & Capability	Staffing, skills availability, resource constraints, recruitment, or capability gaps
6. Technology & Systems	Technical risks, system changes, integrations, IT dependencies
7. Stakeholder & Engagement	Internal or external stakeholder concerns, communication gaps, engagement strategies
8. Governance & Compliance	Risks or decisions relating to audit and governance processes
9. Operational Delivery	Day to day business processes, service delivery risks, or transition -to-BAU impacts
10. Risk & Issue Management	Risks or issues affecting adoption, training, organisational readiness, or change resistance
11. Dependencies	Interdependencies on other work programmes, projects or external entities
12. Reputation & Brand	Impacts on organisational reputation, public perception, Board or Ministerial or stakeholder trust

Organisational Review Programme - RISK REGISTER

Owner - Programme Lead

Purpose - Track potential risks, likelihood, mitigations

Risk ID	Risk Description	Category Theme	Workstream	Date Raised	Risk Owner	Cause(s)	Consequence(s)	Inherent Risk Rating (pre-control)	Existing Controls	Residual Risk Rating (post-)	Planned Actions/Mitigations	Action Owner	Target Risk Rating (post-action)	Status	Review Date/Last Updated	Notes/Comments
Unique identifier for tracking	Clear statement of the risk - what could happen and what the impact would be	CategoryTheme	Which programme workstream or business area does the risk relate to	When the risk was identified	The person responsible for monitoring and managing the risk	Key factors or events that could trigger the risk	What would happen if the risk eventuated - describe the impact	High/Medium/Low - Risk score before controls (likelihood x impact)	What controls, processes or mitigations are already in place to reduce the risk	Risk score after applying current controls	Further actions necessary to reduce risk	Who is responsible for implementing the planned actions	The desired risk rating once planned actions are completed	Open/Closed, Mitigating Actions in Progress, Escalated	Date the risk was last reviewed or updated	Any additional context, updates or considerations for monitoring
R011	Assurance required by the Oversight Committee that the design of the restructure would not significantly affect the core functions of Te Papa.	2. Scope & Deliverables	Org Change	Phase One design stage	<div><div></div><div><div></div><div>§ 9(2)(a)</div></div></div>	Delay tactics to the progress of change could be implemented by staff or stakeholders if it was perceived that significant changes to the mandated, legislated or perceived core functions of Te Papa were being affected (i.e. research, curation, collections, iwi engagement).	Delay tactics in past change processes at Te Papa have included union involvement, media scrutiny, staff productivity drop.	Medium	Confirmation from the Co-Leaders that the driver for the change is to achieve financial sustainability and is therefore focused on top-down structure savings first, and that in the second phase of change the intent is not to undermine the ability of the organisation to deliver on its core functions.	Low	Co-Leaders to provide narration on the future vision for change delivery and the pathway to achieving financial savings, improved ways of working, increased revenue generation while preserving the core functions of the organisation.	Courtney Johnston Arapata Hakiwai	Low	Closed	20/11/2025	N/A
R010	Delayed engagement with the E tū union delegate and internal staff union reps could cause delays to their understanding of the objective and required outcome of the change programme. They have advised that one of their mechanisms to gather support will be to run a public campaign to get more Crown funding to cover staff salaries.	7. Stakeholder & Engagement	Org Change	7/10/2025	<div>Sue Quirk</div> <div><div></div><div>§ 9(2)(a)</div></div>	Employment agreements in the senior leadership team are not covered by the union collective, therefore compulsory engagement with the union has not been triggered. However, given the two-phased approach and the importance of financial sustainability as the key objective of the change workstream, engagement during Phase One is highly encouraged even though their members are not affected.	A union injunction (or even an attempted injunction) would delay delivery of Phase One until 2026.	High	Legal advice regarding engagement required with the union. Stakeholder engagement plan.	Medium	Continued and ongoing engagement and planning related to Phase Two.	Sue Quirk Courtney Johnston	Low	Mitigating Actions in Progress	20/11/2025	N/A
R009	Continuing to recruit staff while an org change process is imminent may result in hiring into roles that are then altered, disestablished, or no longer required in the final decisions about the structure. This creates risks of wasted recruitment costs, employment law challenges, and reputational damage if new staff are quickly affected by change.	5. Resource & Capability	Org Change	9/09/2025	Sue Quirk	Hire of staff without executive approval or advising candidate of the change process	Financial costs of unnecessary recruitment and onboarding. Potential personal grievance and/or legal claims from new staff impacted soon after starting. Lower trust in leadership and organisational credibility (both internally and externally). Reduced morale among existing staff, who may perceive poor planning or lack of transparency.	High	Implement a temporary recruitment freeze for roles likely to be impacted by the change. Limit recruitment to essential or critical roles that are unlikely to be restructured. Consider if a non-permanent option for the role could be suitable in the meantime.	Low	Continue with recruitment freeze but provide approval process to hiring managers who require short term or temporary cover on a case by case basis until the end of the change process.	Courtney Johnston Sue Quirk	Low	Open	20/11/2025	Ongoing recruitment freeze until the end of change, with any resignations or urgent requirements covered by a temporary assignment on a case by case basis.
R008	Delay in delivering the organisational change solution could result in missed or reduced revenue opportunities, as the organisation will not be positioned quickly enough to take advantage of market, efficiency or growth opportunities.	11. Dependencies	Revenue Generation	2/09/2025	<div><div></div><div>§ 9(2)(a)</div></div>	Lack or loss of commercial focus in the re-design	The org may fail to achieve required revenue uplift within critical timeframes, undermining financial sustainability goals. This could lead to erosion of stakeholder confidence, reduced capacity to invest in future initiatives, and heightened pressure on staff to deliver under constrained resources.	Medium	Prioritise speed to implementation and stage delivery so that early revenue-generating or cost-saving elements of the change are delivered first.	Low	Monitor implementation of quick-win Revenue Generation activities	Jake Downing Devorah Blumberg	Low	Mitigating Actions in Progress	9/09/2025	N/A
R007	The current Org Change timeline for Phase One does not include a dedicated design stage with staff involved, which could lead to staff disengagement through the change process.	7. Stakeholder & Engagement	Org Change	2/09/2025	<div><div></div><div>§ 9(2)(a)</div></div>	Top-down change requires leadership-led design, with the new leadership framework being established first before the rest of the organisation. The change is strategic and not operational, focusing on redefining leadership and organisational direction at the highest levels. Therefore, full staff design at this stage is not warranted or required legally, and increases risk as it doesn't increase quality.	Reduced staff buy-in to org change. Increased resistance to change, slowing implementation. Perception that staff voice is not valued, damaging trust. Potential quality gaps in the design due to lack of frontline input.	Medium	Consider whether to include a co-design approach in the pre-consultation or consultation phase.	Low	Co-design will not be used in Phase One, but will be considered in Phase Two.	Courtney Johnston Arapata Hakiwai	Low	Closed	20/11/2025	N/A
R006	Lack of comms to T3 could cause a risk to morale and engagement, potentially impacting their ability to be effective change champions.	7. Stakeholder & Engagement	Org Change	2/09/2025	Louise Chamberlain	Landing a Proposal for Change on the Tier 3 cohort without warning could lead to levels of disengagement, lack of belief in the cause or rationale, and inability to lead through change in the manner required by the organisation.	Loss of momentum and advocacy at Tier 3 level. Negative influence on wider staff sentiment and adoption. Reduced effectiveness of unofficial change champions in driving cultural shifts. Heightened risk of rumours and misinformation spreading.	High	Risk noted. Detailed Comms Plan to be developed to support the programme and delivery of messaging.	Medium	Ongoing and regular engagement through multiple communication touch points, messaging, and tools for leading through change.	<div><div></div><div>§ 9(2)(a)</div></div> Sue Quirk	Medium	Mitigating Actions in Progress	20/11/2025	Continue with regular communication during the EOI process, provide information before 12/12/25 on Phase Two design and their involvement, and gather the cohort together in January 2026 for preparation for Phase Two design.
R005	Operational Savings workstream is being impacted by the change work and we are going to go backwards on the reported savings that will be reported to the Board.	11. Dependencies	Operational Savings	26/08/2025	<div><div></div><div>§ 9(2)(a)</div></div> Peter Corley	Cost of change	Reduced operational savings requiring higher savings in other areas not previously affected.	Low	Risk noted.	Low	Continue to monitor and adjust financial modelling accordingly.	Peter Corley	Low	Mitigating Actions in Progress	11/11/2025	Operational Savings on target for reaching goal while taking into account fluctuations with cost of change and actual savings based on forecasts for savings and revenue generation.
R004	The delivery timeline would be fully impacted if ELT do not complete the Design phase on time, based on current planning.	3. Timeframes/Schedule	Org Change	26/08/2025	<div><div></div><div>§ 9(2)(a)</div></div>	Tier 2 employees may become affected staff members through the change process. If this happens, a reassessment of this group contributing to the design work would need to be considered, to determine if there are any barriers or impediments in them being able to utilise organisation-wide design principles for their own positions.	Programme-wide delays to delivery milestones. Increased cost due to extended timelines and rework. Bottleneck effect, slowing dependent workstreams.	High	Risk noted. Continue with the Design phase activities as planned, noting that the timeline will be adjusted based on decisions.	High	Continue to monitor and adjust timeline accordingly.	<div><div></div><div>§ 9(2)(a)</div></div>	Low	Closed	29/08/2025	Original timeline adjusted. Escalated to an Issue (I003).
R003	Unconfirmed scope will cause delays, misaligned effort, and reduced confidence in the programme's ability to deliver its org change outcomes.	2. Scope & Deliverables	Org Change	26/08/2025	<div><div></div><div>§ 9(2)(a)</div></div>	Lack of agreement on the scope of change.	Wasted effort on out-of-scope activities. Missed critical activities due to unclear boundaries. Risk that org change outcomes don't align to strategic goals.	Low	Scope to be finalised as the Design phase progresses. Note to keep items such as BRC workforce planning in mind.	Low	Continue to monitor and confirm scope as key information emerges through the design process.	<div><div></div><div>§ 9(2)(a)</div></div>	Low	Closed	20/11/2025	Scope confirmed in original Proposal for Change, monitored through the design stage, and reconfirmed in the Final Change Outcomes
R002	Delays from the Programme team to engage with staff running the Revenue Generation workstream could cause role confusion, misaligned priorities, and reduced trust, undermining the effectiveness of the workstream and its contribution to programme outcomes	7. Stakeholder & Engagement	Revenue Generation	5/08/2025	<div><div></div><div>§ 9(2)(a)</div></div>	Lack of agreement on the staffing requirements of the Revenue Generation workstream.	Misaligned priorities and inefficiencies in workstream delivery. Reduced confidence in leadership and programme governance. Slower progress toward financial sustainability objectives. Risk of disengagement by critical staff in revenue delivery.	Medium	Review and update Business Plans to ensure priority work is introduced. Update relevant T3 leaders on the Programme goals and the Revenue Generation workstream and the reporting required for the Revenue Generation workstream as part of the Programme.	Low	Confirm timing to meet based on change timeline	<div><div></div><div>§ 9(2)(a)</div></div> Jake Downing Devorah Blumberg	Low	Closed	2/09/2025	Rev Gen resource engaged with Programme team
R001	The C&R group could have a case to contest the decisions made following consultation as not being well considered if they don't have a suitably qualified representative of their interests.	8. Governance & Compliance	Programme	5/08/2025	Courtney Johnston Arapata Hakiwai	If position of Director, Collections and Research remains unfilled through the change outcomes and EOI process, staff may have a case that their interests are not being best represented at the leadership table during design decisions, or at the interview stage.	Incumbent retires 31 October 2025 and a permanent replacement is unlikely to be found before the change programme commences. A solution is required to provide support to the incumbent and the C&R directorate through the change period.	Low	Commence with recruitment process now and scope an interim role before determining internal capability or external approach	Low	Hire a temporary internal Tier 3 level resource with the expertise required to be able to step up to the position for this period of time.	Courtney Johnston Sue Quirk	Low	Closed	1/11/2025	Plan for resourcing in place, position temporarily assigned for the period of change.

Organisational Review Programme - ISSUES REGISTER

Owner - Programme Lead

Purpose - Track live issues, impacts, resolutions and escalations

Issue ID	Risk ID	Date	Issue Description	Category Theme	Workstream	Issue Owner	Impact	Severity/Priority	Actions Taken / Workarounds	Resolution Plan	Due Date for Resolution	Status	Escalation Required?	Dependencies / Links to Risks	Notes/Comments
Unique identifier for tracking	List relevant Risk ID number for consistent tracking; N/A if not previously identified as a Risk	Date the issue captured or raised in governance forum	Clear statement of the issue - what's happening and its impact	CategoryTheme	Which programme workstream or business area does the risk relate to	The person accountable for resolving the issue	Description of the impact on programme deliverables, scope, budget, timeline etc	High/Medium/Low - how critical is the issue to programme success	Immediate actions taken to manage the issue temporarily (if applicable)	Actions planned to resolve the issue permanently	When the issue should be resolved	Open, In Progress, Resolved, Closed, Escalated	Yes / No - whether the issue needs to be escalated to governance	Any related risks, or whether this issue originated from a risk	Progress updates, blockers, context
I006	N/A	10/11/2025	Re-consultation process has resulted in the affected status for employees changing from reconfirmed to disestablished, and vice versa. One employee has raised concerns regarding the isolating nature of the change in affected status and timeframe in which to emotionally process the notification of change in affected status, understand the implications and provide feedback.	10. Risk & Issue Management	Organisational Change	Sue Quirk Courtney Johnston Arapata Hakiwai	An extension to the re-consultation timeline would significantly negatively impact the delivery plan and all kaimahi.	Medium - High	Co-Leaders available to meet with employee/s immediately either privately or with support person/s. Extension to the deadline from 5.00pm 14/11/25 to 5.00pm 17/11/25.	Confirmed the extension to the deadline to 5.00pm 17/11/25 for concerned employee. Arranged 1:1 meeting with Co-Leaders. Arranged 1:1 support conversation prior to submitting feedback with consultant from Te Amokura Consulting. Arranged for employee to work from home/shift BAU work on 17/11/2025 to allow time for writing submission.	17/11/2025	Closed	No	N/A	Potential future Personal Grievance based on perceived disadvantage during process.
I005	N/A	21/10/2025	Receipt and management of OIA request from journalist related to the organisational change process.	9. Operational Delivery	Organisational Change	Sue Quirk Office of the Co-Leaders	Reputational risk if internal deliberations, draft documents or incomplete thinking are taken out of context or published. Risk of narrative loss, with the journalist controlling the story before the organisation has communicated key messages to staff. Significant resource burden on single point of contact within the Programme, requiring significant time to collate, review, consult, and redact information, potentially diverting resources from the change process. Potential legal or compliance exposure if sensitive, personal, or commercially confidential information is inadvertently	Medium	Office of Co-Leaders working through OIA process to provide relevant replies	Seek legal opinion to support withholding an OIA response based on appropriate legislative compliance. Follow existing OIA protocol and limit release strictly to what is legally required. If the scope is unreasonable, refine or clarify with the requester. Brief ELT, Board and union reps in advance of any OIA release of information. Prepare proactive key messages and media holding statements to ensure consistent narrative.	Ongoing	In Progress	No	N/A	
I004	N/A	21/10/2025	The union E tū has advised they consider Te Papa has not engaged sufficiently with them during the “review” period and are requesting a pause on the consultation process until 1 March 2026.	9. Operational Delivery	Organisational Change	Sue Quirk and Courtney Johnston	High risk of process delay, resulting in financial sustainability targets not being met within the required timeframe. Loss of trust and deterioration in employment relations with union, increasing potential formal disputes, mediation or legal escalation. Potential for reputational damage if external stakeholders or media become involved. Increased programme costs due to extended timeframe and resource requirements.	High	Legal opinion confirms Te Papa’s approach to union engagement for Phase One.	Increase engagement touchpoints and targeted engagement sessions as opportunities for union input. Explore compromise windows with potential to extend the dates for Phase Two to support co-design and further union engagement. Reiterate the drivers for financial sustainability to justify the timeline. Seek early involvement of an independent facilitator or mediator if union signals formal dispute.	Ongoing	In Progress	Yes	N/A	Continued union engagement required through the remainder of the Phase One with high touch required through Phase Two
I003	R004	29/08/2025	Tier 1-only design process for Tier 2 leadership structure: As design discussions progressed it became evident that Tier 2 employees may become affected staff members through the change process. This led to a reassessment of this group contributing to the design work.	8. Governance & Compliance	Organisational Change	Courtney Johnston Arapata Hakawai	Improvement to expediting design planning, increasing the ability to meet the indicated timeline rather than adding further delays.	Medium - High (Leadership confidence, engagement, and organisational cohesion)	Remove Tier 2 from the design process for the remainder of the design process for Phase One until a design can be shared for their input, noting that this group: - Would be affected employees. - Provide practical insight to ensure structural decisions reflect operational realities as much as possible. Include the Technical Advisory Group members as and when needed to test theory and practical application throughout the rest of the design stage.	Clear narrative on why decision-making must be at a Tier 1 strategic lens, and that this is not a capability judgement on Tier 2. Provide structured channels for Tier 2 input (functional design workshops, operational interdependency mapping, ORG-structure testing). Hold transparent process briefings explaining what elements are still genuinely open to change. Early HR and wellbeing support, including coaching and 1:1 leadership engagement. Timely communication that affected status may evolve, and that this reflects structural logic, not personal preference or favouritism.	1/09/2025	Closed	No	Reduced trust or disengagement from Tier 2 leaders who may feel excluded from shaping their future context. Perception of predetermined outcomes, undermining confidence in the fairness of the process. Loss of practical insight, resulting in structural decisions that don’t reflect operational realities. Misalignment of expectations, influencing performance and behaviour during transition. Change in affected status for individuals, including roles initially thought to be disestablished potentially becoming reconfirmed if the design shifts, and vice versa—creating anxiety and destabilisation.	Continued high levels of engagement required.
I002	N/A		Limited access to project room caused issue with existing staff using the room.	9. Operational Delivery	Programme	Dean Peterson	Reduced efficiency for workstream team. Possible delays to programme tasks needing dedicated space.	Low	Solution implemented with an EA having access to get the information needed by that team.	Assess need as the project progresses and adjust short term workaround as necessary.	N/A	Closed	No	N/A	
I001	R002		Resourcing is causing delays in hiring and implementing the scoping of initiatives in the Action Plan, thereby impacting the timeline of getting financial returns.	5. Resource & Capability	Revenue Generation	Jake Downing and Devorah Blumberg	Frustration among staff due to workspace conflicts. Slower progress in implementing revenue generating activities. Delay in achieving expected financial returns. Increased workload on existing staff, risking burnout. Risk to credibility of programme timeline with Board	High	ODC paper and decision completed to finalise 3 internal secondments.	Decision from ODC to resource the workstream		Closed	No	N/A	

Organisational Review Programme - **DECISION REGISTER**

Owner - Programme Lead

Purpose - Track live issues, impacts, resolutions and escalations

Issue ID	Risk or Issue ID	Issue Description	Category Theme	Date of Decision	Decision Makers	Decision Context / Rationale	Options Considered	Outcome / Option Selected	Implications / Impact	Action(s) Required / Next Steps	Action Owner(s)	Due Date for Actions	Status	Review Date	Notes/Comments	Decision Reference Documents
Unique Identifier for tracking	List any Risk or Issue ID number for consistent tracking. N/A if not relevant	Clear and concise summary of the decision made	Choose category and enter below	When the decision was made	The person or group who made the decision	Brief description of the background, why the decision was needed, and considerations that informed it	Summary of alternative options or considerations taken into account before making the decision	The selection option or final agreed decision	Expected impact on scoped, timeframes, costs, risks, stakeholders etc	Any follow-up actions resulting from the decision	Who is responsible for implementing the follow up actions	When the follow-up actions should be completed	Status of the decision/actions (Action Pending, In Progress, Complete, Deferred)	Date to revisit or check on the status of actions or outcomes of the decision	Additional context, observations, or updates relevant to the decision	Links or names of papers, minutes or supporting documents for audit trail
D004	N/A	Decision to proceed made, based on the Proposal for Change dated 15/10/25 and the Phase One Reconsultation document dated 10/11/25, with final outcomes summarised in the Final Change Outcomes document dated 20/11/25.	1. Strategic Alignment	18/11/2025	Courtney Johnston Arapata Hakawai [Redacted] Sue Quirk	The organisation required a final, authoritative decision on the proposed leadership and structural changes to provide clarity for staff, enable implementation planning, and ensure alignment with the financial sustainability, operational efficiency, and strategic goals set out in the Programme.	Consideration was given to: <ul style="list-style-type: none">Pausing or extending the consultation period to gather further feedback.Adopting a modified partial-implementation approach, implementing only specific components of the change while deferring others.Maintaining the current structure, keeping Tier 1 and Tier 2 arrangements unchanged and deferring change to future phases. Key considerations included: <ul style="list-style-type: none">Staff feedback and submissions received during the consultation and re-consultation periods.Analysis of risks and impacts, including operational continuity, delivery of core functions, and legislative / Crown accountability requirements.Financial modelling and sustainability objectives, including the need to streamline leadership, clarify roles, and reduce structural complexity.Strategic alignment with long-term organisational objectives, stakeholder expectations, and sector engagement priorities.Legal and employment relations advice, including obligations to affected employees and compliance with fair process.	Proceed with changes as proposed and update, with final outcomes confirmed in the Final Change Outcomes document dated 20/11/25.	Timeline for delivery of Phase One maintained, with planning and process developed to support delivery of Phase Two.	Prioritise EOI process for affected staff, and complete planning and communication regarding Phase Two.	[Redacted]	15/12/2025	In Progress	15/12/2025	N/A	Te Papa Organisational Change - Final Change Outcomes document dated 20/11/25
D003	N/A	The programme needed to reconult on the revised design for Phase One, following staff feedback that significantly affected proposed position groupings, leadership span of control, functions within directorates, and the likely outcomes for affected staff.	3. Timeframes/Schedule	9/11/2025	Courtney Johnston Arapata Hakawai [Redacted] Sue Quirk	Feedback raised substantial issues that materially alter the underlying assumptions and potential outcomes. Proceeding directly to final decisions would present an employment law risk and undermine staff confidence, procedural fairness, and the integrity of the change process. A re-consultation ensures that the revised proposal is transparent, responds to concerns raised through the consultation process, and that staff have a genuine and equitable opportunity to comment.	<ul style="list-style-type: none">Prolonged uncertainty for individuals waiting on role outcomes.Delay to programme schedule, including linked transformation streams and downstream operating model decisions.Senior leadership fatigue, particularly where BAU performance must be maintained.Union escalation or expectations for broader concessions.Perception of indecision or weak governance if the process is not time-bounded. <ul style="list-style-type: none">Change in affected status for staff, including:<ul style="list-style-type: none">positions previously disestablished potentially being reinstated or reconfirmed;positions previously reconfirmed becoming disestablished or substantially changed;creation or modification of roles that alters competitive pools or selection routes.These shifts may be destabilising and create emotional and legal complexities if not framed clearly.Define the scope of re-consultation precisely - confirm what is up for reconsideration and what is fixed.Set clear consultation timelines, with a published decision date to maintain momentum.Legal and industrial relations review of the revised design to minimise challenge risk. <ul style="list-style-type: none">Explicit messaging on affected status changes, stating that:<ul style="list-style-type: none">structural design must drive outcomesstaff status is not "locked in" until final decisions are issuedall staff will be treated equitably under the same legal framework <ul style="list-style-type: none">Governance oversight and documentation, including rationale, alternatives considered, and traceability of changes driven by feedback.<ul style="list-style-type: none">Wellbeing and HR support, acknowledging the emotional impact of status changes and ensuring individuals understand process pathways and redeployment options.	Confirm re-consultation process and release updated proposal for consultation period from 10-14 Nov.	Provide Co-Leaders with feedback from Tier 2 and 3 affected employees on the changes to the original proposal.	Complete the re-consultation process	Change Team	11/11/2025	Complete	14/11/2025	Reconsultation process completed and feedback Change - Phase One incorporated into the final decisions process and released in the Final Change Outcomes document on 20/11/25	Te Papa Organisational Change - Phase One Reconsultation dated 10/11/25 Te Papa Organisational Change - Final Change Outcomes document dated 20/11/25
D002	N/A	Decision made to proceed with Proposal for Change dated 15/10/25, with consultation open from 15/10/25 to 05/11/25.	1. Strategic Alignment	12/10/2025	Courtney Johnston Arapata Hakawai [Redacted] Sue Quirk	The Co-Leaders had developed a proposed leadership and structural change design to align with the strategic goals of the Organisational Change Workstream related to financial sustainability and operational efficiency. The change proposal to all staff is a legal employment requirement to provide clarity for staff on the proposed changes to the organisation structure, the rationale for why change is needed, the process by which the change would be managed and proposed to be implemented, and to seek their feedback through the consultation process.	Consideration was given to: <ul style="list-style-type: none">Not progressing with the change process.Adopting a modified savings approach and working with the Executive Leadership Team to provide alterantive savings outcomes to match the same savings target while advising the Board of the reasons.Maintaining the current structure, keeping Tier 2 and Tier 3 arrangements unchanged and deferring change to future phases. Key considerations included: <ul style="list-style-type: none">Analysis of risks and impacts, including operational continuity, delivery of core functions, and legislative / Crown accountability requirements.Financial modelling and sustainability objectives, including the need to streamline leadership, clarify roles, and reduce structural complexity.Strategic alignment with long-term organisational objectives, stakeholder expectations, and sector engagement priorities.Legal and employment relations advice, including obligations to affected employees and compliance with fair process.	Confirmed to progress with the Change Proposal containing the plan for top-down all-organisation structural change.	<ul style="list-style-type: none">Align leadership and organisational structure with strategic goals of financial sustainability and operational efficiency.Strengthen leadership capability and accountability across the organisation by clarifying reporting lines and responsibilities.Reduce duplication of effort across teams, eliminating inefficiencies and supporting more streamlined service delivery.Enable faster and more consistent decision-making through simplified structures and clearer governance pathways.Improve workforce deployment by ensuring the right skills and roles are positioned where they add the greatest value.Support long-term organisational viability through a structure that is financially sustainable, performance-focused, and aligned to future needs.Fulfil legal employment obligations by providing staff with clear information on:<ul style="list-style-type: none">proposed changes and their rationalethe process for managing the changehow implementation is proposed to occurhow feedback can be provided through consultationEnsure staff are given a fair and transparent opportunity to understand the impacts, offer feedback, and suggest alternative options for consideration.Arrive at a final structure that reflects strategic priorities, financial realities, and meaningful input from staff.	Complete the Proposal for Change process, including any re-consultation process that might arise and confirmed Final Change Outcomes if the decision is made to proceed.	Change Team	20/11/2025	In Progress	15/12/2025	N/A	Te Papa Organisational Change - Phase One Proposal For Change document dated 15/10/25
D001	R004 / I006	The design process for the top-tier leadership changes was shifted from a shared Tier 1 + Tier 2 approach to being led solely by Tier 1. Tier 2 leaders will continue to provide operational insight but are no longer part of the strategic co-design.	8. Governance & Compliance		Courtney Johnston Arapata Hakawai	As design discussions progressed it became evident that Tier 2 employees may become affected staff members through the change process. This led to a reassessment of this group contributing to the design work.	<ul style="list-style-type: none">Reduced trust or disengagement from Tier 2 leaders who may feel excluded from shaping their future context.Perception of predetermined outcomes, undermining confidence in the fairness of the process.Loss of practical insight, resulting in structural decisions that don't reflect operational realities.Misalignment of expectations, influencing performance and behaviour during transition.Change in affected status for individuals, including positions initially thought to be disestablished potentially becoming reconfirmed if the design shifts, and vice versa, which could create anxiety and destabilisation.	Tier 2 were removed from the design process for the remainder of the design process for Phase One, and a design shared with them for input to ensure their practical insight on structural decisions reflected operational realities as much as possible.	Improvement to expedition of design planning, increasing the ability to meet the indicated timeline rather than potentially adding further delays.	Continued high levels of engagement required with the ELT cohort.	Courtney Johnston Arapata Hakawai	Following on from the completion of the design phase	Complete	24/11/2025	N/A	N/A