

Kaihautū

Board 178

4 June 2015

Item 3.2

KAIHAUTŪ OVERVIEW

April 2015 – June 2015

KAIHAUTŪ ACTIVITIES

1. *Kalaniopu'u's 'ahu ula (cloak) and mahiole (helmet)* – The Kaihautū and CEO met with Noa Dettweiler, the Vice President of The Bishop Pauahi Museum, Hawaii, and Mehana Hind from the Office of Hawaiian Affairs on 24 April to discuss the desire for these treasures to be returned back to Hawaii. Discussions regarding the cloak and helmet have been taking place with the Kaihautū, The Bishop Museum and the Office of Hawaiian Affairs since March 2014 when staff from the Bishop Museum, the Office of Hawaiian Affairs and Cultural Practitioners visited Te Papa, Canterbury Museum and the Auckland Museum seeing and reconnecting with Hawaiian treasures.
2. The cloak and helmet will form a loan agreement with the Bishop Museum with support from the Office of Hawaiian Affairs. Along with other Hawaiian treasures that Te Papa is loaning to the Bishop Museum, these treasures will take centre stage as part of the Royal Hawaiian Featherwork *Na Huku Ali'i* exhibition at Bernice Pauahi Bishop Museum from 19 March - 23 July 2016. A long term loan to the Bishop Museum is emerging as the best mechanism to enable this historic reconnection to happen. Further information is provided in Appendix 1.

Appendix 1: Briefing on Kalaniopu'u's 'ahu ula (cloak) and mahiole (helmet)

Among of the most significant Pacific cultural treasures in the museum of New Zealand Te Papa Tongarewa are the 'ahu ula (cloak) and mahiole (helmet) that once belonged to Kalani'opu'u, a high chief on the island of Hawai'i in the late 1770s. They were gifted to English explorer James Cook in 1779, and eventually found their way to the United Kingdom and then to New Zealand in 1912.

Over the past year, conversations have taken place with representatives from the Office of Hawaiian Affairs and the Bernice P. Bishop Museum about reconnecting the 'ahu ula and mahiole with Hawaiian people. A long term loan to the Bishop Museum is emerging as the best mechanism to enable this historic reconnection to happen.

The following chronology outlines a history of the 'ahu ula and mahiole from its gifting to Cook through to its use in exhibitions, and as a focus of Hawaiian community interest in the 20th and the past decade.

1779 Kalaniopu'u's gift to Cook: The 'ahu ula and mahiole were once owned by Kalani'opu'u, a high chief on the island of Hawai'i, when he greeted English explorer Captain James Cook on the beach at Kealakekua Bay in January 1779. According to Lieutenant King in his journal, the chief 'got up & threw in a graceful manner over the Captns Shoulders the Cloak he himself wore, & put a feathered Cap upon his head, & a very handsome fly flap in his hand.'

1912 Lord St Oswald Collection: The 'ahu ula and mahiole came to the Dominion Museum (Te Papa's predecessor) as part of the Lord St Oswald Collection.

1978 Artificial Curiosities, Hawaii: The 'ahu ula travels on loan to the Bernice P. Bishop Museum in Honolulu where it appears in the exhibition "*Artificial Curiosities: Being an Exhibition and Exposition of Native Manufactures Collected on the Three Pacific Voyages of Captain James Cook, R.N.*"

1984 National Museum re-display: A new display of the 'ahu ula and mahiole is displayed in the Pacific Gallery, in the National Museum, Buckle Street, Wellington.

1998 Te Papa re-display: Ihorangi/Promenade: The 'ahu ula and mahiole are redisplayed as part of the opening exhibitions of the Museum of New Zealand Te Papa Tongarewa.

2004 Ka hale mua o Maui loa: Members of a Hawaiian men's group Ka hale mua o Maui loa visit the 'ahu ula at Te Papa and conduct an 'awa (kava) ritual before it.

2009 – present: An increasing number of Hawaiian artists, activists, researchers and school groups include Te Papa on their travel itineraries to New Zealand so they can visit Kalaniopu'u's mahiole and cloak.

From **August 2014 to April 2015** Te Papa is visited by delegations from the Bishop Museum, The Office of Hawaiian Affairs, two leading artists and a student performance group. Conversations begin about the possibility of a long term loan of the 'ahu ula to Hawaii. These discussions are partly inspired by the successful 2010 reunification of the three last great Ku images from the British Museum in London, and the Peabody Essex Museum in the United States.

NO. 178
MINUTES OF A MEETING OF THE
MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD
4 JUNE 2015

PRESENT	Evan Williams Dayle Mace Sir Peter Gluckman Wendy Lai Miria Pomare Aloysius Teh Paul Majurey	Chair
IN ATTENDANCE	Rick Ellis Arapata Hakiwai Stephen Davidson David Robinson Kate Camp Sue Quirk Karen Mason Emma Philpott	Chief Executive Kaihautū Chief Financial Officer Acting Chief Operating Officer Communications Manager Head of People and Culture Associate Director Museum for the Future Advisor, Policy and Planning (Board Secretary)
APOLOGIES	Philip Carter	

PART 1: BOARD ADMINISTRATION

1.1 BOARD ONLY SESSION

1. This session was from 09:30 – 10:00 and minuted by the Board Secretary.
2. The Board discussed the results of the Board self-assessment survey and upcoming expiry of terms for two Board members.
3. The conversation would be continued following the Board meeting.
The CE, Kaihautū and Chief Financial Officer joined the meeting.

1.2 CONFLICTS OF INTEREST

4. The Chair noted he is a Board Member for the Marsden Cross Trust Board, Rangihoua Heritage Park and indicated this may involve a conflict of interest in future.
5. Aloysius Teh and Dayle Mace noted that they were now trustees of the Te Papa Foundation.
Action
6. A reminder and clarification regarding requirements for noting conflicts of interest was requested. The Board secretary would action this.

1.3 GENERAL MATTERS

7. No general matters were noted.

1.4-1.7 MINUTES OF BOARD MEETINGS AND TELECONFERENCES - 17 APRIL TO 18 MAY 2015

8. The Board formally congratulated Sir Peter Gluckman on being named a Member of the Order of New Zealand in the Queen's Birthday honours.
9. The Board requested more opportunities for strategic conversations in the Board work plan. It was suggested a strategic component should be added to each Board meeting and a strategic day should be held every six months. The CE was in agreement.

Minutes of Board 177 (17 April 2015)

10. No amendments were noted.

Action

11. A Security update was requested for the next Board meeting.

Minutes of Board Teleconference (24 April 2015)

12. No amendments were noted.

Minutes of Special Board Videoconference 177a (2 May 2015)

13. The Chair noted that he had reviewed and made some amendments to the Draft minutes prior to the meeting.
14. The Board asked to see and be involved in the next step in this process.
15. The CE advised re timing of further strategic engagement. Second Road would begin a workshop process with Management in late July. Ideally, 'Heads of' would be included in this process, but implications of delaying this work would need to be considered. The next Board strategic session would be scheduled before Christmas, and a second session in March / April. Timing in order to be able to inform the Minister prior to drafting of the Letter of Expectations was discussed.
16. The Board advised they had discussed in the Board only session a strong desire to return focus from management issues to governance and engage in strategy much more firmly. Confidence in the experience of the CE and the management team was acknowledged.

Actions

17. The CE will set dates for strategic sessions with the Board.
18. A number of implied 'potential' actions in the meeting needed to be operationalised. Management will pull these into a "Potential Action List" and indicate whether the actions were 'short term' 'long term' or needed to go back to the Board for discussion.
19. Action points from these minutes regarding requests for further information will be provided to the Board in the next 2 – 3 weeks.
20. *Minutes of Board Teleconference (18 May 2015)*
21. A change in budget deficit in the minutes from \$5.7m (24 April teleconference) to \$5.8m (18 May teleconference) was noted. The CFO would respond to this in the finance review.
22. Miria Pomare queried why paragraph 3 of these minutes, mentioned her representation on the repatriation trip. She asked if there was a query that this statement addressed. The Chair advised that this had been stated to give clarification regarding delegations. It was noted the CE doesn't have delegation to sign off international travel for the Board.

Action

23. The Board **approved** the minutes of Board 177, Special Board meeting 177a and Board teleconferences (24 April and 18 May 2015).

Moved Aloysius Teh, seconded Wendy Lai.

PART 2: GOVERNANCE

2.1 ASSURANCE AND RISK COMMITTEE

24. The Chair of Audit and Risk Committee (ARC) provided a verbal update from the 28 May Assurance and Risk Committee meeting, including the following points:

- *Performance* – Te Papa was outperforming against the 2014/15 budget, the trajectory would need to be positioned appropriately.
- *Role of ARC* – The ARC was considering its ongoing role and position, including controls environment and risk focus. ARC had also discussed the support required by an internal audit function going forward.
- *Audit NZ* – the new Auditor attended the meeting and indicated that Te Papa was performing to a 'good' level. Concerns were raised re the Auditor's role being one of compliance rather than an independent voice, value for money and whether Te Papa should engage an independent auditor. The Chair endorsed the ARC Chair's concerns.
- *Controls* – No issues re the control environment were indicated by Audit NZ, and the Chair and CE have asked Audit NZ to provide a work plan if Te Papa wasn't doing enough in this regard.
- *Internal Performance Framework and Risk programme* – Te Papa's performance framework and associated risk management was discussed. The need to review performance measures and ensure that an internal audit programme was in place was highlighted.

Action

25. The Chair requested distribution of the ARC meeting minutes to the Board. The Board Secretary would action this.

2.2 TE PAPA FOUNDATION

26. The paper was taken as read. The Foundation Trustees provided a brief update on further progress:

- Dunedin-based lawyer, Lauren Semple has agreed to be a trustee, which will provide further South Island representation.
- The first meeting of Foundation Trustees will take place in July and will be an opportunity to further discuss the Foundation's structure and giving levels. The Foundation Subcommittee will meet with Head of Development Lorrae Nicholson to further plans this afternoon.
- Further discussion is needed regarding how the Foundation can support Te Papa's strategic priorities.

27. The Chair suggested holding any Foundation launch events close to a Board meeting, to enable Board members to support.

28. The CE was attending a pitch night for Icehouse Lightning Lab graduates this evening. He offered to ask the event organisers if Te Papa could have a 'booth' presence at these events in future. The Foundation Subcommittee were supportive of this.

2.3 CORRESPONDENCE

29. The Chair noted that he had also had correspondence from the Friends of Te Papa regarding Te Papa Press.

PART 3: EXECUTIVE OVERVIEW

The Chief Operating Officer, Communications Manager and Head of People and Culture joined the meeting.

3.1 CHIEF EXECUTIVE REPORT

30. The CE advised he had confidence in the organisation's performance, as demonstrated by security changes in place for the Gallipoli exhibition and a marked improvement in relationships with Wellington City Council.
31. He reported that Wellington City Council have expressed excitement regarding Te Papa's strategic plans, and was interested in providing more support. There would be opportunity for a deeper and wider conversation about working more closely with other Wellington cultural institutions, especially the City Art Gallery. The Board supported exploring this opportunity.
32. An opportunity to build a closer relationship with Victoria University Wellington was also discussed.

Organisation Realignment

33. The consultation process was underway. The work of Head of People and Culture, Sue Quirk and her team on the change proposal was acknowledged. Staff had the opportunity to feedback via drop in sessions with the Executive Leadership team and formal feedback. Only one piece of formal feedback had been received to date. Copies of the proposal were provided to the Board.

Innovation hub

34. A business plan for the Innovation Hub will be presented to the Board in September. The CE anticipated fit out of the space will take place in November, with expressions of interest before Christmas and invitations to organisations to participate early in the New Year.
35. The CE reported back on his attendance at the Remix Sydney Summit earlier in the week, where there were strong connections between culture and science, especially in the UK. Within this environment, there was confidence that the Innovation Hub could be noticed globally quite quickly.
36. The Board discussed the opportunity to elevate New Zealand's Culture and Heritage goals by ensuring these are part of the Government's Business Growth Agenda. The Chair, CE and Peter Gluckman to discuss this with the Minister.

Te Papa Manukau

37. Te Papa has an opportunity to engage again with Cabinet regarding funding for the Manukau facility. This project would need to have a smaller budget, focus on cultural and social impact and sit within a national strategy for Te Papa and the broader strategic landscape of other cultural sector investments. It has been indicated that seismic and storage issues would need to be dealt with separately.
38. The Minister has asked Ministry of Culture and Heritage to prepare a paper on the strategic landscape of the museum sector and Te Papa will provide support for this. A proposal will need to be resubmitted by October.
39. The Board discussed the following points in relation to the Manukau project:
 - Te Papa's positioning in the strategic landscape, including benefit of an economist's input into demonstrating the economic and social value of Te Papa, international appetite for cultural development as part of economies, and the role Te Papa could play in socialising innovation in New Zealand. It was timely to create a wider value proposition for Te Papa rather than only focusing on the museum's role in the heritage, culture and arts sector.
 - *Ministerial support* – The Board suggested inviting Minister Barry to meet with the Board informally after the internal position is consolidated.
 - *Managing community expectations* – the Board was advised the Minister will write to communities who have been part of the consultation process and will advise that the proposal will go back to Cabinet with further information about the national strategy the project sits within.

- *CE support* – the CE said he felt that Te Papa should and can have a presence in Manukau as it will make a difference to the community. Te Papa is working with metro museums to better support regional museums and will be in a position to build national leadership but within a partnership framework.
- *Funding* – Te Papa has been encouraged to find private backing through the Foundation and partners to support \$10m of the project before presenting a bid to Treasury again. The Board indicated this could be achievable if the right value proposition was presented to investors.
- *International examples* – The Board wanted sight and understanding of any similar examples in this sphere. The Kaihautu advised that Te Papa would need to continue to seek international input as part of the exhibition refresh. The most innovative museums were predominately 'museum spaces' or 'museums showing things' rather than providing an economic and social cohesion role. New developments in London which were required to incorporate a cultural space would be worthwhile investigating further.

3.2 KAIHAUTU REPORT

40. The report was taken as read. Further updates were provided on the following:

- *Weltmuseum repatriation* – The attendance of the Austrian Minister was of note and will assist with negotiations with the Austrian Natural History Museum, which still holds 55 tupuna. A copy of the Minister's speech will be sent to the Board.
- Miria Pomare acknowledged the importance of the handover ceremony, which was attended by Ministers, Diplomats and Ambassadors. She acknowledged the Board and Te Papa for sending a Board member to demonstrate support for this work, alongside her whakapapa connections to the tupuna. She noted that Te Papa was coming against some resistance to the request to repatriate tupuna still held by the Natural History Museum, and the Minister's expression of support was extremely important in support of this. The Kaihautu's work behind the scenes over a number of years to build the relationships with these institutions was also acknowledged.
- *Guangzhou Party Secretary visit* – Te Papa hosted a visit from the Guangzhou Party Secretary, who is likely to be the next leader of China. He disregarded his schedule to spend more time than planned at Te Papa and also invited the Prime Minister and Minister of Māori Affairs to Guangzhou.
- *Hawaiian cloak* – The CE and Kaihautū met with representatives from the Bishop Museum regarding the long term loan of two significant treasures. The CE will attend the handover ceremony. There is an opportunity for reciprocity as well as further collaboration in regard to the Cook exhibition. Other potential partners for the Cook exhibition were also discussed.
- *Treaty settlement business case* – The Chair advised he had met with Minister Finlayson and discussed the role of Treaty Settlements and the impact of this work on Te Papa. The opportunity to deliver cultural services at scale through Te Papa was discussed. The Board emphasised Te Papa should include post-settlement commitments in the Treaty Settlement business case to ensure long term commitments were resourced. It was acknowledged that Te Papa has an obligation as a signatory to deliver cultural aspirations and had an opportunity to source resource to deliver to this obligation. Management advised this aligned with the strategic priority of broadening and deepening iwi relationships, and the business case would be developed further before being presented to the Board.
- *Matariki festival* – the Kaihautū advised the Matariki festival would run from 13 June – 12 July. Of note, on Friday 3 July there would be a ceremony to remember 100 years since the Māori Battalion was at Gallipoli.

3.3 FINANCE REPORT

41. The Finance report was taken as read. The Chair asked the CFO to focus on FY outcome and positioning.
42. The CFO advised the paper had been presented to the ARC the previous week. Te Papa was doing well against budget, with high visitation contributing to the bottom line. The year end results will separate out the 'one off' items from the operational performance ("run rate").
43. The following points were noted:
- *Capital expenditure – Gallipoli* spend was \$400k under the approved budget. Of the remaining \$8m of capex funding, \$7.3 - \$7.4 should be spent within the financial year and the remaining will be spent in the first quarter of 2015/16.
 - *2015/16 budget* – movement in figures in the minutes (page 29 / 44) was queried. The CFO acknowledged this was in error and should be \$5.8m moving to \$6.8m, which was aligned with the final budget in the SPE.
 - *Full year financial out turn* – a summary of the financial outturn for 2014/15 was provided. Te Papa had a positive run rate of \$1.47m and coupled with the 'one off' upside including the Lotteries funding, this would result in a significant improvement vs budget. It is critical that the message around this result is clear.
 - *EBITDA* – Te Papa currently reports on deficit after depreciation; however the CE has suggested present performance in EBITDA (earnings before interest, taxes, depreciation and amortization), with depreciation listed after this. The Auditor appears to have comfort with this.
44. The Board discussed the finance report, including the following queries:
- *Gallipoli surplus* – this wasn't currently being held specifically for refresh, however there may be maintenance issues. Additionally the surplus could contribute to a touring experience.
 - *Ngā Manu Atarau underspend*– this was due to a researcher being seconded to the *Gallipoli* project. A Board member queried if this was part of the dedicated Karanga Fund. The CFO would report back regarding this.

3.4 DIRECTORATE REPORTS

45. The Directorate reports were taken as read.
46. The Chair asked for the Capital Plan to be highlighted more internally and externally, including the fact it has been accepted for the first four years. This was seen as a massive milestone inside Te Papa and the Government should be given more credit for its assistance. The Board requested a clear line of sight to capital planning activity.

PART 4: MANAGEMENT REPORTS

4.2 TE PAPA PRESS UPDATE

47. The COO provided an update re the Te Papa Press proposal. A number of options had been considered.
48. Further to discussions to date, print publishing would be retained and work would be done to consider changes to the business model to deliver this service.
49. In response to the high level of feedback on the proposal, the Communications Manager will work with the Chair, CE and Head of People and Culture to announce the decision through a public statement.
- Action*
50. The Board **noted** the brand would be retained, staffing complement wouldn't be altered and partnership opportunities would continue to be considered.
51. All other Management Report papers were **noted**.

The Board meeting closed at 13.45.

CONTINUED – BOARD ONLY SESSION (13.45 – 14.00)

52. The Board only session continued. This was minuted and provided to Board members separately.

The Board only session closed at 2.00 pm

CONFIRMATION OF MINUTES

Confirmed by:

Confirmed on:

DRAFT

ACTION POINTS

Board actions	Report back by	Responsible
Meeting with Auditor General regarding Te Papa's audit requirements	ASAP	Chair and Chair of ARC
Management actions	Report back by	Responsible
Assurance and Risk Committee minutes review	ASAP	CFO
Science in Society paper – incl. development of science programme within Te Papa Cable Street, Te Papa Manukau and other places	November	CE
Research report – annual report from Research Advisory Panel to be added to Board Agenda	No date set	COO
Wai 262 paper – further information about the Wai 262 report and institutional response to this requested	No date set	Kaihautū
Christchurch Collection Development – paper requested on what Te Papa had collected to date and collecting strategies across the major Christchurch collecting institutions.	June	MLC
Work plan updated and distributed	ASAP	Advisor, Planning and Performance
Creative NZ meeting re: Venice Biennale support	TBC	CE and AD MFF
Conflicts of interest clarification and reminder to Board	July	Advisor, Planning and Performance
Security update	July	COO
Board strategy session dates confirmed	TBC	CE
ARC meeting minutes from 28 May meeting distributed	July	Advisor, Planning and Performance
Clear actions following the strategy day 2 May	July	COO
Outstanding items	Report back by	Responsible