



Museum of New Zealand Te Papa Tongarewa

Statement of Intent 2014 – 2018

Directory *Te rārangi ingoa*

Museum of New Zealand Te Papa Tongarewa

55 Cable St
PO Box 467
Wellington 6140
New Zealand

Telephone +64 4 381 7000
Email mail@tepapa.govt.nz
Website www.tepapa.govt.nz

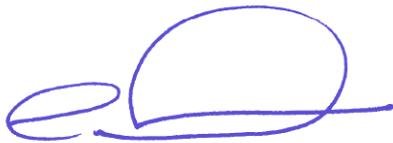
Museum of New Zealand Te Papa Tongarewa

Statement of Intent 2014-18

In accordance with sections 138-148 of the Crown Entities Act 2004, this Statement of Intent of the Museum of New Zealand Te Papa Tongarewa (Te Papa) for the four years ending 30 June 2018 is presented to the House of Representatives.

The purpose of this Statement of Intent is to promote public accountability. It sets out Te Papa's intentions and objectives for the four-year planning period, including its planned outputs for 2014/15.

This Statement of Intent reflects agreement between the Board and the Minister for Arts, Culture and Heritage on Te Papa's strategic direction.



Evan Williams

Chairman
28 August 2014



Wendy Lai

Chair, Assurance & Risk Subcommittee
28 August 2014

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Foreword by the Chair and Acting Chief Executive and Kaihautū

Te Papa is one of the most visited museums in Australasia and has redefined the visitor's experience of what a museum is all about. Since opening, it has welcomed more than 22 million visitors through its doors, and millions more to its touring exhibitions around New Zealand and the world.

Te Papa tells New Zealand's story and provides access to its collections through exhibitions, loans, touring exhibitions, publications and media, research, digital access, creating national and international impact. The collections are unique in their breadth across disciplines, time, cultures and media, and in their potential to tell the whole story of Aotearoa New Zealand. Te Papa also has a substantial international audience, attracting between 550,000-1 million visitors per annum to exhibitions touring outside New Zealand.

Te Papa's success is built on its interdisciplinary collections; its interactive approach to engaging with audiences; the way it has re-energised the idea of a museum as a place for fun and learning; and its commitment to building strong and effective partnerships. Te Papa has become an international benchmark for how museums can genuinely recognise community involvement with collections, and reconnect cultures with their taonga (treasures).

The way we work recognises that authority for many of our activities rests amongst a diversity of stakeholders whose participation and endorsement underpins the legitimacy of future actions. The organisational model is firmly based on the Treaty of Waitangi partnership, and Te Papa also expresses and recognises the mana and significance of all other peoples who have made Aotearoa New Zealand their home. This embraces tangata whenua (original people of the land), and all immigrant traditions and cultural heritage that enrich Aotearoa New Zealand.

Te Papa's vision and strategic priorities work to these strengths and its unique character as a museum. They also aim to meet demographic, lifestyle, museological and economic changes in New Zealand society. Embedding and operationalising Te Papa's vision *Changing Hearts, Changing Minds, Changing Lives* is a priority over the next four years.

The development of the National Centre of Collections, Exhibitions and Learning in Manukau, in partnership with Auckland institutions is a key priority to achieve these goals over the next four years. As with the original Te Papa concept, New Zealand will once again be at the forefront, internationally, of overturning the traditional concept of the museum, and redefining it as a community-owned space filled with treasures (taonga) and memories that enrich the daily lives of all the people that make up our Nation. The experience will unlock the huge educational potential of the nation's treasures through directed lifelong learning programmes that reconnect communities with their environment and history.

Te Papa understands its public value. Equally, in today's environment, the Museum needs to continue to be smart and make choices around how it functions and where it should direct its focus, staff, and financial resources.

Te Papa's organisational design was changed in 2013 to ensure that staffing was aligned with Te Papa's new vision and strategic priorities. Over the next four years, Te Papa will continue to improve processes and improve its capability to make best use of its people, time and financial resources to create outstanding experiences for the Nation.

Ongoing investment is required to maintain Te Papa's infrastructure and exhibitions to continue providing a compelling visitor experience and protect the collections. The cost of meeting these requirements is currently being met from Te Papa's reserves as government funding has not covered the true cost of depreciation in the past. We welcome the government's recognition of Te Papa's requirements in this respect and the \$8 million one-off capital funding received this year. We look forward to further discussions to resolve the ongoing funding for depreciation issue to ensure the Museum's financial and operational sustainability in the short and longer term.

Te Papa's Board and management are leading work to increase philanthropic giving to support Te Papa's activities, and Te Papa will continue to work closely with sponsors to deliver and develop exciting programmes for visitors. We will explore new ways of increasing self-generated revenue through functions, conferences, retail and other commercial activities which support the museum and create efficiencies in every aspect of our operations.

Part 1: Te Papa's role

This section sets out Te Papa's functions and operations as defined by its Act, as well as its strategic framework which guides the development and implementation of those functions and operations.

Our legislation

Te Papa was established by the Museum of New Zealand Te Papa Tongarewa Act in July 1992 and is an autonomous Crown entity under the Crown Entities Act 2004.

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

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

The Act defines Te Papa's functions as:

Guardianship of the Nation's Treasures

- collect works of art and items relating to history and the natural environment
- be an accessible national depository for collections of art and items relating to history and the natural environment
- develop, conserve and house securely the collections of art and items relating to history and the natural environment
- design, construct and commission any building or structure required by the Museum.

Engagement through access, learning and knowledge

- conduct research into matters relating to the collections or associated areas of interest and to assist others in such research
- provide an education service in connection with its collections
- disseminate information relating to its collections, and to any other matters relating to the Museum and its functions

Supporting the cultural sector

- exhibit, or make available for exhibition by other public art galleries, museums, and allied organisations, such material from its collections as the Board determines
- co-operate with and assist other New Zealand museums in establishing a national service, and provide appropriate support to other institutions and organisations holding objects or collections of national importance
- co-operate with other institutions and organisations having objectives similar to those of Te Papa
- make best use of the collections in the national interest

In performing its functions Te Papa must:

- have regard to the ethnic and cultural diversity of the people of New Zealand, and the contributions they have made and continue to make to New Zealand's cultural life and the fabric of New Zealand society
- endeavour to ensure that the Museum expresses and recognises the mana and significance of Māori, European and other major traditions and cultural heritages and that the Museum provides the means for every such culture to contribute effectively to the Museum as a statement of New Zealand's identity
- endeavour to ensure that the Museum is a source of pride for all New Zealanders.

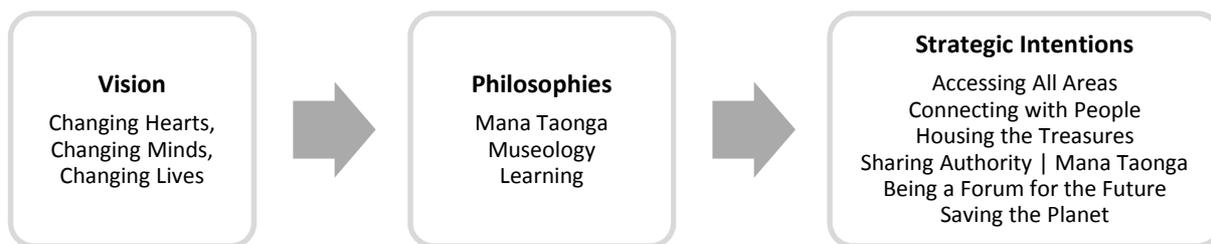


Figure 1.

Our framework

Vision

Te Papa's vision is *E huri ngākau ana. E huri whakaaro ana. E huri oranga ana* | *Changing Hearts, Changing Minds, Changing Lives*. Te Papa's vision underpins all of Te Papa's activities and provide the framework for all our activities and decision making. They inform what is important to the Museum and influence how we will achieve our strategic intentions. Te Papa's vision describes our direction and defines the impact we intend to have. It provides the focus around which we organise ourselves and our activities.

Philosophies

Te Papa's philosophies of Mana Taonga, Museology, and Learning represent the core organisational capabilities that Te Papa will uphold, develop, and shape to reinforce our uniqueness. They are what differentiates us from other museums and enable us to achieve our vision of *Changing Hearts, Changing Minds, Changing Lives*.

Strategic intentions

In order to achieve our vision and philosophies, Te Papa has adopted six strategic intentions that identify and deliver Te Papa's legislative functions, who the Museum aims to service, and what it is about Te Papa's approach that is unique. Te Papa's outputs and activities for the next four years have been prioritised according to these objectives. These are shown in Figure 2.

Te Papa also has internally focused strategic intentions that aim to help develop Te Papa capabilities to deliver for the nation. These objectives will help the Museum to invest, learn and empower its staff, and help the Museum to be successful in business in order to support its public-facing functions and operations. More detail is provided in Part 3, Organisational Capability and Performance.

Te Papa's strategic intentions and outputs are diverse, and they are aligned with Government goals and cultural sector outcomes (as set out in the Ministry for Culture and Heritage's *2014-18 Strategic Intentions*). Te Papa's performance framework, overleaf (Figure 2), shows how Te Papa's activities contribute to cultural sector goals, and the Te Papa vision.

TE PAPA'S PERFORMANCE FRAMEWORK					
Government's goal for the cultural sector	New Zealand's culture enriches our lives				
Te Papa's vision	Changing Hearts, Changing Minds, Changing Lives				
Te Papa's purpose	Te Papa is a forum for the nation to present, explore, and preserve the heritage of its cultures and knowledge of the natural environment in order to better understand and treasure the past, enrich the present, and meet the challenges of the future				
Cultural sector outcomes	Create	Preserve	Engage	Excel	
Cultural sector priorities	Fostering inclusive New Zealand identity	Improving cultural asset sustainability	Supporting Māori cultural aspirations	Front footing transformative technology	Measuring and maximising public value
Impact Te Papa is seeking to achieve	New Zealanders are more engaged in cultural and contemporary issues through participation in Te Papa events, outreach, exhibitions and activities	Collections are developed and preserved for present and future users	Iwi (tribes) and communities are increasingly engaged with their histories, traditions, taonga and collections in partnership with Te Papa	Visitors have a better understanding of Aotearoa New Zealand's heritage, arts, sciences, and culture through Te Papa's collections, knowledge and research	
Te Papa's strategic intentions	Impact on the Nation				
	<i>Accessing all Areas</i>	<i>Connecting with People</i>	<i>Housing the Treasures</i>	<i>Sharing Authority</i>	<i>Being a Forum for the Future</i>
Te Papa's outputs and activities	<ul style="list-style-type: none"> • Sharing collections • Increasing access • Exhibitions experience • Audience engagement 	<ul style="list-style-type: none"> • Developing collections • Care and management of collections • Mitigating risk 	<ul style="list-style-type: none"> • Sharing skills • Sharing authority • Repatriation programme • Supporting Canterbury 	<ul style="list-style-type: none"> • Cultural and intellectual leadership • Sharing research • Lifelong learning • Environmental impact 	

Figure 2.

Te Papa's operating environment

New Zealand is undergoing a period of significant demographic changes. The 2013 Census shows that one third of all New Zealanders are living in and around Auckland, and there is greater cultural and household diversity, with particular growth in Asian, Māori and Pacific populations in the last decade¹.

A series of lifestyle changes, combined with rapid technological changes, have also strongly affected the leisure behaviour and choices of New Zealanders. This includes the continued evolution of the internet as an information, entertainment and socialising device and the accompanying evolution of mobile and personal technologies; a surge of in-home entertainment technologies; and greater competition with media and entertainment providers for leisure time.

These demographic, lifestyle and technological changes mean that museums need to remain relevant and engaged with increasingly diverse and time-challenged visitors.

It is clear that museums are expected to deliver better, front-line public services for the same or less. Te Papa currently receives approximately 55% of its revenue in Crown funding, with the balance coming from commercial and exhibition revenues, fund raising activities, sponsors and donations, and other sources. A modest level of local government funding is also received from the Wellington City Council. Cafés, shops, functions and conference facilities, and car parking activities provide valuable revenue streams that contribute to Te Papa's core activities. At the same time, Te Papa faces rising costs for protecting our national cultural assets and improving the Museum's aging infrastructure. Ensuring that Te Papa has sustainable and alternative funding sources in the long term will be a key priority.

Cultural sector and government organisations are increasingly seeking to develop cooperative working relationships to maximise their impact in areas of shared interest. By working closely in partnership with other organisations, Te Papa is unlocking opportunities that deliver better outcomes for the public. Alongside our longstanding partnerships, particularly with research and cultural organisations, Te Papa is enjoying the benefits of increased collegiality with new partners, resulting in creative and innovative joint programmes.

A critical programme of work over the next four years will be Te Papa's involvement in the Treaty Settlement process under the cultural redress provisions. Te Papa is currently working with 30 iwi groups who are at different stages in the Treaty Settlement process. Crown officials have advised that Te Papa should expect to engage with an additional 20 Waitangi Tribunal claimants by 2016. All Treaty claims and their current status are currently being assessed and a strategy to work with iwi to support their reconnection with taonga is underway. Te Papa sees this important work as helping to care for and develop Maori cultural identity and actively aligning and assisting with iwi and hapu cultural aspirations.

New Zealand is entering a period in which the First World War will be remembered, discussed and debated. From 2014 to 2019, commemorative events, projects and activities will mark one of the most profound periods of our history and Te Papa's programmes will aim to deliver a unique contribution to our understanding and remembrance of the First World War.

¹ The Royal Society of New Zealand, *Our Futures: Te Pae Tāwhiti: The 2013 Census and New Zealand's changing population* (2014).

Part 2: Our strategic intentions 2014-18

This section sets out Te Papa's six strategic intentions over the next four years including what challenges we face in our operating environment, what we intend to achieve, and how we will manage our functions and operations to achieve those strategic intentions.

Access all Areas

Te Papa will share its collections, skills and knowledge with the diverse communities across Aotearoa New Zealand and overseas.

Te Papa is committed to improving access to the Museum's collections as a key priority, and many of its other priorities contribute to providing better access.

Exhibitions at Te Papa, access to collections for research and loans, digital access and the national and international touring programme are key ways that we will achieve this priority. Te Papa will establish new partnerships and maintain and enhance our longstanding cultural sector relationships, particularly with other metropolitan and regional museums and galleries, to achieve shared goals.

Te Papa National

At the heart of Te Papa's vision for the next ten years is to be able to operate as a truly national museum that works nationwide and internationally to maximise engagement between Te Papa and communities. Te Papa will seek to maintain, deepen and expand upon its many existing partnerships. This will enable the Museum to create and share cultural capital and expertise; and make collections and knowledge more widely available. As the National Museum, Te Papa will work more closely with other museums, galleries and government agencies to create greater impact; and contribute to government projects and cultural diplomacy.

National priorities are:

- A commitment to increasing the frequency and quantity of exhibitions and tours of the national collections, in particular the national art collection. *Ngā Toi | Arts Te Papa's* regular seasonal changes and built-in touring opportunities are already in place. More initiatives like *Unpacked: Treasures from Te Papa* at the Whangarei Art Museum and Waikato Museum and special climate-controlled cases will make it easier to share art and objects more often with regional museums.
- Focus on providing access in key demographic areas will continue.
- Developing the National Centre for Collections, Learning and Exhibitions in Manukau.
- Delivering activities in Christchurch to support the region and cultural heritage sector.
- National outreach and capability building will continue, and are described in more detail below.

National Centre for Collections, Learning and Exhibitions in Manukau, Auckland

In September 2013, Auckland Council agreed in principle to make land available in Hayman Park, South Manukau to Te Papa. This gives Te Papa the opportunity to address its dual issues of access and storage while creating a nationally significant, community-focussed, cultural infrastructure project in the heart of South Auckland, where the need for such a significant cultural, social and economic investment is great.

Te Papa is working with our Auckland partners to establish a National Centre in Manukau, which will:

- Mitigate seismic risk by no longer having all the national collections in Wellington.
- Allow for future collection storage growth needs, both for Te Papa and other sector organisations.
- Make access to Te Papa's collections easier for New Zealand's largest and most diverse population centre, and especially Manukau which is served by very few arts and cultural institutions.
- Provide interactive experiences and educational opportunities.

Over the next months, Te Papa will focus on:

- Engaging with key partners and stakeholders including Auckland War Memorial Museum and Auckland Art Gallery, Auckland Council and local authorities, regional museums, iwi, local community groups, tertiary institutes and educational providers, and other organisations and sponsors.
- Consultation with stakeholders, which will inform the development of the concept and construction of the Centre, and the decision on which collections will be transferred to Auckland.
- Developing the second stage Business Case to present to Cabinet.

Te Papa and Christchurch

As a result of the Canterbury earthquakes of 2010-2011, a number of cultural collections in the region were displaced and left damaged. Te Papa is a partner in the Canterbury Cultural Collections Recovery Centre (CCCRC). The Air Force Museum of New Zealand (Christchurch) has dedicated a building for the CCCRC which assists organisations with storage, conservation, re-housing, documentation, cataloguing, and training.

Te Papa is also a partner in the CEISMIC (Canterbury Earthquake Images, Stories and Media Integrated Collection) Consortium which was established to document, interpret and disseminate research around the earthquakes.

A partnership agreement has been established with the Canterbury Museum to cooperate in documenting and collecting objects and stories relating to the Canterbury earthquakes. Te Papa has been particularly interested in objects which demonstrate acts of public support, such as fundraising and spirit-raising initiatives, and creative and entrepreneurial responses to the earthquakes.

Christchurch priorities are:

- The Friends of the Museum of New Zealand Te Papa Tongarewa and OMV New Zealand will fund an internship at the CCCRC, based at the Air Force Museum of New Zealand.
- Work supporting museums in Canterbury will continue.
- Provide advice to other museums around the country on mitigating seismic risks.
- Continue to collect material relating to the earthquakes.
- The *Awesome Forces* redevelopment will update the exhibition on recent earthquake events including a refresh of the Christchurch segment.

National Outreach: Supporting Sector Capability

Part of Te Papa's legislated function is to provide access to knowledge and skills and to help grow sector capability. To support this outcome Te Papa provides capability development through National Services Te Paerangi, loans extensively from its collections, and tours exhibitions which disseminate Te Papa's collections and knowledge while supporting other museums' exhibition programmes.

Best practice is supported and skills developed through targeted training, workshops, and the New Zealand Museums Standards Scheme. Museums, galleries, and iwi can access support, advice, and expertise through the Museum and Iwi Development Officer service, grants programmes, the 0508 helpline, hardcopy and online resources, the provision of placements and internships, and access to experts in the field. The programmes are provided at regional and national levels.

Sector capability priorities are:

- Focus on the most effective mechanisms to connect museums and galleries with expertise, as well as investigating and trialling new models for regional partnerships.
- Align this work with Treaty settlement priorities, to support museums and iwi.
- Redevelop the Standards Scheme to ensure that it offers a useful development tool for organisations wishing to increase their professionalism and is still the most effective option for raising professional standards in the sector.

Te Papa International

Te Papa's international touring exhibitions provide a waharoa (gateway) to New Zealand's natural and cultural heritage, and showcase New Zealand's excellence for overseas audiences. International touring enhances Te Papa's international reputation and develops relationships with major overseas museums, enabling the sharing of expertise and creating potential for future exchanges. International touring exhibitions will continue to tour internationally, and new product will be developed.

Te Papa's international strategy aligns with the New Zealand Government's strategic priorities of Pacific Island countries, China, India, Indonesia and other parts of the Asia-Pacific region, as well as our more traditional and commercially successful markets of Australia, Europe and North America.

Digital Futures

Digital access is a key way Te Papa can reach beyond the walls, connecting people to the collections, the knowledge that surrounds them and the experts who work with them. Te Papa's digital futures programme focusses both inside and beyond Te Papa's walls, through initiatives that extend Te Papa's digital reach across a variety of channels (web, social, mobile); deliver relevant content and experiences; provide opportunities for people to participate and debate; build long-term relationships with visitors; and develop new digital revenue models.

Digital technology can provide opportunities for deeper engagement with Te Papa's collections through rich digital content, provide opportunities for people to participate or collaborate in Te Papa projects, and can empower people to make use of the collections in their own ways. Within the museum, digital can enhance the visitor experience, enable visitors to respond to or share Te Papa experiences, and provide a means for the visitor to engage in an ongoing relationship with Te Papa.

Digital priorities are:

- Increase digital access to more of the collections, in ways relevant to our audiences.
- Develop digital programmes and experiences that encourage deep engagement and participation.
- Empower people to use the digital collections in education, research, personal enrichment and creativity.
- Develop new mobile channels to further extend Te Papa's reach, enhance the visitor experience, provide new ways to participate and engage, encourage long-term relationships, and generate new revenue.
- Provide ways for physical visitors to engage with new and emerging technologies.

Connecting with People

Te Papa will be a waharoa (entranceway) making learning a playful and entertaining experience. Te Papa will set the highest possible standards for an integrated experience.

Learning for Life: Visitor Learning and Engagement

Organisations and individuals can access and utilise Te Papa's collections in a number of ways. Through the vision of changing hearts, minds and lives, Te Papa creates exhibitions with its visitors in mind. Whether in the museum, touring exhibitions, or online, by experiencing Te Papa wants its audiences to have a memorable, genuine, emotional or intellectual experience. Te Papa achieves this by creating immersive exhibitions and encounters that bring to life the ideas, the history, and the stories that surround the collections and which challenge the visitor to think about the future with new and different perspectives. Many long-term exhibitions are nearing their end of life period of ten to fifteen years. Continual segmental refreshment and update of these exhibitions will be ongoing in the next four years.

Alongside exhibitions, Te Papa provides back-of-house tours to collection stores and access to specific collections in storage or archives for researchers, tertiary education groups, whānau (families), special interest groups, public tours, and staff from other organisations.

Te Papa aims to meet different audience needs and learning styles by providing a variety of differentiated learning experiences. Te Papa works in partnership with iwi, communities, and organisations to create exhibitions, events, education, and public programming. This ensures that Te Papa provides meaningful experiences for diverse audiences – including youth and non-traditional audiences who are often under-represented in museum audiences. One of Te Papa's strengths is in developing learning experiences that families can do together, creating a love of learning throughout people's entire lives.

Visitor learning and engagement priorities are:

- Continual segmental refreshment and update of long-term exhibitions.
- Te Papa will keep working with the many communities that make up New Zealand and working with them to tell their stories.
- Delivering cross-disciplinary exhibitions, public programmes, and experiences that target different audiences through multiple platforms and new channels of communication, media, and technology.
- Creating more innovative, engaging, and targeted learning experiences that challenge and empower all audiences. We will achieve this by evaluating family-based exhibition and experience design and using this to inform new developments.
- Continuing to use the results of the National Audience Segmentation Study (NASS) from 2011/12 to inform content development; external communications and marketing; collection development and research priorities; the brand strategy and the positioning of Te Papa; and interpretive strategies for exhibitions and other visitor experiences.
- Implementing a service standard policy across all front-of-house teams to ensure consistently excellent visitor service is maintained.

Research and Exhibition Programme

First World War Centenary: Conflict and its impact on people

Te Papa is developing a four-year programme to commemorate the centenary of the First World War. The programme will explore New Zealand's contribution to the First World War and the way conflict has shaped the nation's identity. Te Papa will deliver a major new ANZAC exhibition, focussing on the experiences of New Zealand soldiers at Gallipoli in the First World War. Te Papa has been awarded a \$3.6 million Lotteries Board grant for this exhibition and is working with Weta Workshop to develop a compelling exhibition experience. This will be complemented by education, events, research, and digital web content.

Te Papa will work in partnership with national and community-based organisations in presenting our programme, including the WW100 Office of the Ministry for Culture and Heritage, Auckland War Memorial Museum, Returned Services Association (RSA), Weta Workshop, Wellington City Council, tertiary institutions, and regional and defence museums.

Proposition for Art: More art, more often

Since Te Papa opened, there has been a strong demand for Te Papa to show more of the art collection and to make it more accessible. Te Papa's collections, curatorial expertise and scholarship are exceptional within Aotearoa New Zealand through their unique span of time (from the beginnings of Aotearoa to today); cultures (Māori, Pacific Island, European, Asian, modern immigrant); and media (fine and decorative arts, art photography, design, sculpture, craft, fashion, textiles, and furniture).

Over the next four years Te Papa will complete a master planning project to increase the available space for displaying art at Cable Street. The addition of 650m² of display in *Te Ihomatua | Gallery on 4* and the reconfiguration of Level 5 *Ngā Toi | Arts Te Papa* gallery space in 2013 was the first step in increasing the space available for arts and arts engagement.

Proposition for Science: Building and expanding upon our strengths

The *Proposition for Science*, launched in 2014, will assess Te Papa's current state and future opportunities for scientific research and public programmes. This work will build on Te Papa's research strengths in natural environment, taxonomy and biodiversity, and explore the broader fields of science and technology.

Te Papa will work closely with other agencies in the science sector to ensure work is not duplicated between agencies. Our longstanding sponsor partnerships with Earthquake Commission and GNS Science are a key part of developing a better public understanding of science as are partnerships with other organisations such as the National Institute of Water and Atmospheric Research (NIWA), Department of Conservation (DOC), the Royal Society of New Zealand, museums and universities. These partnerships support scientific research and public programmes.

Priorities are:

- Redevelop the long-term natural environment exhibitions on Level 2 *Mountains to Sea* and *Awesome Forces*, providing a fresh approach to sharing scientific information, knowledge and research.
- Extend existing education programmes to provide science outreach and education programmes, and to work with teachers to build science communication capability in schools.
- The National Science Challenges provide opportunity for Te Papa to partner with other science institutions to further its research and scholarship and share its intellectual leadership in natural sciences.

Housing the Treasures

Taonga (treasures) within the guardianship of Te Papa will be at the heart of the Museum's activities.

As New Zealand's national museum, Te Papa cares for thousands of taonga (treasures) that tell the stories of New Zealand's cultural and natural heritage. The care and management of collections is important in maintaining the quality of collections, while also ensuring that Te Papa's collections are accessible and can be shared with the nation. For this reason, Te Papa will continue to ensure:

- Collections are physically secure, in stable environmental conditions, protected from deterioration and damage, and accessible.
- Internal measures are used to record, track, and review any handling or display incidents that may compromise the care of collections, and established processes will be followed to mitigate and eliminate risk to collections.

Developing collections that reflect New Zealand now and in the past, is an essential activity to ensure our history is preserved for future generations. To achieve this, Te Papa receives a \$3 million Government Capital Grant for collection development each year, and a number of special purpose funds are available for acquisitions that meet specified conditions or criteria.

Te Papa's core collecting areas encompass Natural Environment, History, Art, and Pacific and Māori cultures. In addition to the work establishing collecting around science and technology, Te Papa will redevelop and expand its collection policies to ensure that we are collecting New Zealand's histories in the following areas:

- **Deep history** – Te Papa will increasingly use the archaeological record, whakapapa (genealogy) and mātauranga Māori (Māori knowledge) to present a deeper view of Aotearoa New Zealand's history.
- **Intangible cultural heritage** – Te Papa will scope what collecting of intangible cultural heritage is occurring in other New Zealand institutions and international trends, in order to develop intangible cultural heritage framework, guidelines and policy.
- **Contemporary culture** – Te Papa will collect the contemporary world for the future by investigating the recent past and contemporary New Zealand life and culture, keeping a watching brief on major trends and events (e.g. the Canterbury earthquakes, activism in New Zealand). Acquisitions will also build on existing collection strengths, and reflect communities of interest to ensure representation of place and people.

Te Papa's kaitiakitanga responsibility requires not only international standards of care and preservation, but also to manage repatriations and care for toi moko (tattooed heads) and kōiwi tangata (skeletal remains) in accordance with the principle of mana taonga. To achieve this, Te Papa will continue to follow best practice principles of acquisition, kaitiakitanga (guardianship), de-accessioning and disposal, and declaring conflicts of interest.

Sharing Authority | Mana Taonga

Te Papa will share decision-making with iwi (tribes), communities and individuals with respect to management and understanding of their taonga (treasures).

Te Papa has been a catalyst internationally for promoting the re-definition of the museum, by its users, as community property, a social space and a site for contemporary cultural development, dialogue and representation. Te Papa's mana taonga philosophy seeks to build meaningful relationships with communities and stakeholders by recognising the living relationships between taonga (treasures) and collections held and the communities who have relationships with them. At the core of this process are relationships that recognise community ownership of taonga and the collections Te Papa houses on behalf of the nation. As the museum of the nation, Te Papa's authority in the future will be founded upon the depth of our relationship with communities and their support of Te Papa as kaitiaki (guardian) of their taonga.

As a working principle, mana taonga enables Te Papa to speak with authority, design and disseminate models of collaboration and co-creation that share authority and control with iwi (tribes). Mana taonga also provides a model for working with other communities, thus recognising, embracing, and representing the changing demographics of Aotearoa New Zealand.

Developing the mana taonga strategy and capability across the organisation, and developing and embedding the philosophy of mana taonga with all Te Papa communities, is a critical success factor in the achievement of Te Papa's new vision.

Sharing authority | Mana Taonga priorities are:

- Developing partnerships with iwi, Māori groups, communities, organisations and individuals to contribute to a greater understanding and sharing of knowledge about taonga, and help Te Papa to be an effective kaitiaki (guardian) of the nation's taonga, collections, and stories. This includes providing advice to iwi, hapū (sub-tribes), and whānau (families) who want to look after taonga at home or on their marae.
- Working with the Office of Treaty Settlements, government and iwi to fulfil Te Papa's obligations under the Treaty Settlement process and determine the most appropriate and sustainable funding and operating models to achieve this. Te Papa's collection management and outreach work programmes will be aligned with Treaty settlements. Te Papa will continue to work closely with Rongowhakaata in preparation for the return of their whareniui, Te Hau ki Turanga.
- Putting mana taonga into practice through our Iwi Exhibition Programme. The programme gives iwi the chance to present their taonga and stories in a national forum. The current iwi in residence is Ngāti Toa, whose exhibition *Whiti Te Ra! Ngāti Toa Rangatira* opened in July 2014. Ngāti Toa kaumatua (elders) are in residence at Te Papa during this period to uphold Ngāti Toa kawa (protocols) on the marae and share their wisdom and expertise with Te Papa.
- Co-creating and actively collaborating with other communities for events and exhibitions.

Being a Forum for the Future

As a cultural and intellectual leader Te Papa will signpost pathways to the future by initiating, hosting and engaging in debates that explore a wide range of contemporary issues.

Research: Cultural and Intellectual Leadership

Te Papa's exhibitions, learning programmes, events, and museum practice are all underpinned by its research activities so that visitors, subject matter experts and colleagues in the sector are informed, challenged, and inspired. Te Papa works in partnership with universities and Crown Research Institutes to further Te Papa's research goals. Each year, Te Papa secures external funding enabling nationally significant research to be undertaken.

The Museum shares this research by publishing in journals, online publications and blogs, and at conference presentations and talks. Te Papa's scholarly journal *Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa* publishes papers by Te Papa's curators, collection managers, and research associates. Research is also shared via media, blogs and online stories, and public forums hosted at Te Papa.

Research priorities are:

- Te Papa's cultural and intellectual leadership in arts and visual cultures, material cultures, mātauranga Māori, and science, and cross-disciplinary research will be expanded.
- Te Papa will continue to collaborate with other organisations and Crown Research Institutes, building on our own expertise and complementing the expertise of our partners.
- Te Papa is committed to increasing research capability among staff, communicating its research activities, and participating actively in the research community. This will be achieved through guidance from an independent Research Advisory Panel, and expanding our programme of research to enhance our knowledge of the collections, our ability to tell stories about New Zealand, and to develop cutting-edge research.
- Research and information about the collections will continue to be shared through books and scholarly, popular and electronic publications.
- Te Papa will work to source greater and targeted levels of research funding to achieve these priorities.

Engaging on Contemporary Issues

Te Papa's events, blogs, talks, exhibitions and research stimulates discussion and debate around questions and issues about our history, contemporary society, culture, art, science, and the environment. As a neutral, yet authoritative shared public space, Te Papa operates as a forum in the frontline of public debate, provoking thought in the community, tackling tough issues and providing a safe, physical and intellectual space in which to do this. Te Papa's strength in this area has traditionally been in its presentation of New Zealand's history, and in discussions about New Zealand's identity. The Treaty Debates are a long standing and popular annual event, which is also subsequently broadcast on National Radio for increased accessibility. The presentation of art in exhibitions and the development of the national collection have also been passionately discussed, as have topical presentations on current scientific issues through Te Papa's Science Express events.

Priorities for engaging New Zealanders with contemporary issues are:

- Aligning collecting, research, exhibition and public programming activities with a view to engaging people with new ideas and challenges.
- Showcasing scientific and biodiversity research in ways that are easily accessible to all audiences.
- Tailoring activities and programming so that all audiences have events that they are interested in.
- Continuing to develop an interesting programme of talks, debates and workshops.
- Developing and implementing a youth engagement strategy.
- Responding to contemporary issues whilst reflecting New Zealand's cultural diversity and history.

Saving the Planet

Te Papa will engage and excite by conducting leading edge research and by modelling environmentally responsible practices that are smart, accessible, and inspiring.

Te Papa's strategic intention 'Saving the Planet' relates to Te Papa scientists' work on New Zealand's biodiversity and taxonomy, as well Te Papa's responsibility to be aware of the environment around us and the role we as New Zealanders play in preserving it for future generations. This is covered in the section 'Forum for the Future'.

This priority also addresses Te Papa's environmental impact. Using the results of 2012/13 research, Te Papa is working to increase energy efficiency and reduce waste, and develop green initiatives that are incorporated in future capital works and exhibition development (for example, recycling materials, and sustainable procurement as well as reducing our transport footprint, water usage, and increasing energy efficiencies).

Environmental impact priorities are:

- Measuring Te Papa's Carbon Footprint to benchmark and understand Te Papa's energy use.
- Implementing findings from the 2013/14 energy consumption audit to reduce energy usage.

Part 3: Our capability and performance

The core purpose of the *Envisioning the Future* project has been to develop Te Papa's capability and capacity so that we can develop economic and social capital for all New Zealanders and face the challenges of the future.

Te Papa's organisational structure provides a flexible framework for enabling the future development of the museum. It allows Te Papa to build the capability and capacity of staff and programmes by reducing narrowly defined specialist positions and introducing more broadly defined roles. The new multi-disciplinary Directorates will increase our flexibility to create targeted programmes whilst also improving the way Te Papa works by delivering outcomes in more efficient ways. Streamlining core processes and decision-making will also ensure that we are more efficient with time and resources and it will enable a focal shift in the use of financial resources to key programming in Impact on the Nation.

Our people and our organisation is one of Te Papa's key assets. While the recent organisational change has created new capabilities for the future, Te Papa will continue to build on this by sensing and responding to its operating environment. Te Papa will continue to make the changes necessary to transition into a higher performing, sustainable organisation.

Our strategic intentions for *Developing Te Papa* provide a framework for how we will manage our organisational health and capability and improve our performance.

Staying in Touch and Telling our Story: Communicating well with the Sector

Te Papa advocates on its own behalf by communicating our successes and describing our economic, social and cultural impact on the nation. Te Papa works in partnership with government agencies and local councils, iwi (tribes), community groups, museums and galleries, exhibition sponsors, and other public and private organisations. Te Papa is committed to maintaining these relationships while also increasing and developing new partnerships with national and international stakeholders who can advocate on our behalf.

In order to develop our brand and engage with stakeholders, Te Papa will:

- Maintain existing relationships and increase new partnerships with national and international stakeholders, media, and individual and corporate sponsors.
- Review and align brand, stakeholder, and communication strategies.
- Communicate more openly with our stakeholders on issues that matter to them.
- Further develop our brand to ensure that it is supporting and articulating the new vision and the messages that we need to get across to the public and our stakeholders.
- Raise the Museum's profile by communicating our successes and providing access to the Te Papa experience through media and technology.
- Increase international awareness of New Zealand through Te Papa's touring exhibitions and key institutional relationships.
- Recognises that its communication needs to be transparent and open. In addition to current accountability information available online, Te Papa will regularly disclose performance information on its website.
- Focus on mobile as a key channel to extend reach, enhance the user experience, provide new ways to participate and engage, and build revenue.

Te Papa People: Learning and Capability

Te Papa has established and modelled a successful organisational model based on the Treaty of Waitangi partnership, which has been influential across the state sector – as well as nationally and internationally for museums - particularly those that work with indigenous people. This includes responsibility for ensuring that Te Papa expresses and recognises the mana and significance of Māori, European and other major traditions and cultural heritages, and that the Museum provides the means for every such culture to contribute effectively to the Museum as a statement of New Zealand's identity.

Learning is one of Te Papa's core organisational philosophies. Creating an organisational culture of learning will ensure that Te Papa is innovative and responsive as a business. Encouraging new ideas will ensure that Te Papa delivers the best museum experience and responds to public needs. Reviewing our actions and sharing lessons will be a means to improve services and enhance performance.

Te Papa's commitment to learning, along with its distributed decision-making processes, will enhance succession planning, and senior management development and capability for the future of Te Papa. Te Papa will develop specific, targeted professional development plans for all managers to support the implementation of new strategies.

The Museum has a talented and high performing team, but can do more to improve processes and systems to ensure they are efficient and effective. Incorporating lessons into business practice as we learn them, sharing experience and best practice, will also help improve systems and processes. This will ensure that Te Papa's business processes are effective and efficient, and support the new direction while improving management practices. Te Papa will also clarify roles, responsibilities, accountability, and decision making processes. Te Papa has recently implemented a new exhibition development process and is reviewing financial, strategic planning and decision-making, and collection management processes and policies.

New people priorities are:

- Establish a People and Capability strategy to manage and prioritise resourcing across the organisation.
- Encourage and recognise staff use of digital practices as part of their work, and reflecting this commitment in hiring policies, professional development, training and performance management.
- Invest in building leadership capability that encourages learning and continuous quality improvement.

Ongoing people priorities are:

- Provide employees with professional development, experience, and other opportunities to improve knowledge and skills.
- Foster a strong environment for continuous quality improvement, process improvement, business excellence, and high performance standards.
- Implement improvements to financial management, people coaching, strategic planning and decision-making, and collection management processes and policies.

Equal Employment Opportunities

Te Papa is committed to the principle and practice of Equal Employment Opportunities in the recruitment, employment, training and promotion of staff, and to the identification and elimination of barriers that cause or perpetuate inequality in employment opportunities. A key focus is on improving staff capability to provide services to a diverse visitor base through increasing cultural and disability competency amongst frontline staff.

Te Papa will follow all EEO advice and guidelines issued by the State Services Commission. We were delighted to receive recognition of the improvements in reporting, receiving 100% and top ranking for our reporting from the Human Rights Commission. Te Papa is still seeking to improve its practices and reporting. Te Papa's EEO initiatives to ensure that equality and diversity in employment are maintained will be reported in more detail in our *Annual Report*.

Getting Down to Business: Enterprising Te Papa

Te Papa fits the model of a social enterprise in many respects. While most of its funding comes from government, Te Papa generates nearly half of its operating income from commercial activities and sponsorship, reinvesting profits to deliver more public programmes and care for the collections. Te Papa works collaboratively with partners to achieve shared goals, for example, in its longstanding partnership with the Wellington City Council. Te Papa will seek to expand this model and partner with similar organisations, particularly in Auckland.

The Te Papa Enterprises Directorate delivers the Museum's revenue generating activities including its core commercial functions which are: hospitality including cafés and specialised corporate catering and venue hire, retail businesses and visitor services such as tours and car-parking.

Te Papa Enterprise priorities are:

- Building a culture that embeds a commercial way of doing business across the Museum so that opportunities are optimised and efficiencies gained.
- Improving the financial capability of its managers.
- Creating successful commercial products and services which enhance the visitor experience, add value and extend Te Papa's brand.
- Growing revenue, gifts, and fundraising by building new partnerships and developing sponsorship and private philanthropy strategies. A Subcommittee has been set up by the Board to investigate opportunities for a Foundation to grow donations from corporate and private donors.
- Reducing costs through smart procurement practices and using all-of-government suppliers where appropriate.
- Exploring options for increasing revenue generation at the entrance and exit area of the Museum.

Te Papa Buildings: Capital Investment and Asset Management

Te Papa has two premises, the Museum at Cable Street and a special purpose storage and research facility at Tory Street in Wellington. Both buildings require maintenance to ensure that the national treasures are protected in environmentally-controlled, safe and secure buildings.

Te Papa's Cable Street building was opened to the public in 1998. It was designed to the highest seismic standard, providing a safe and secure home for the nation's treasures and its visitors. It is an anchor and a landmark on the Wellington waterfront, welcoming over a million people every year, serving thousands of meals, hosting hundreds of functions and conferences, and most importantly, acting as a forum for the nation to meet, learn, and explore more about New Zealand and the world. It is also a large, complex, purpose built facility with significant ongoing maintenance needs. Te Papa has not historically been funded for depreciation costs by government, resulting in deficits once depreciation costs are included. Major capital maintenance projects requiring cash investment means that depreciation costs are now becoming real cash expenses for the business.

Te Papa's Tory Street research and collections facility does not currently meet seismic requirements and will either need a substantial upgrade or replacement, and it has deferred maintenance requirements.

Te Papa is working to build its capability around strategic asset management and identifying future maintenance projects and capital replacement costs. In addition, the purchase and disposal of capital items is recorded in an asset register which has recently been fully reconciled as part of Te Papa's processes of continuous quality improvement to its operating systems and procedures.

Te Papa is developing a whole-of-life maintenance plan and long term capital plan for its buildings and other infrastructure, which will inform future investment. It has been working to complete its strategic asset management plan, including identifying future maintenance projects and capital replacement costs. In addition, the development of the asset register and associated policies for capital expenditure will better inform the purchase and disposal of capital items.

Capital investment priorities are:

- Repairing and replacing the Cable Street roof
- IT infrastructure projects to ensure Te Papa is operating in a modern and streamlined environment
- Building maintenance and visitor and retail service areas to provide safe collection storage and a good visitor experience
- The development of the First World War commemorative exhibition through the assistance of the Lottery Board grant and with the collaboration of Weta Workshop
- Refreshment of other exhibitions such as *Awesome Forces* and *Mountains to Sea* and internal exhibition infrastructure within the Cable St building as part of a longer term programme of refreshing long term exhibitions.

Should Te Papa acquire any shares or trusts, the Minister will be informed in writing prior to the acquisition as required under section 100 of the Crown Entities Act 2004.

Part 4: Assessing our performance and success

Detailed information about how we will measure our success can be found in Te Papa's *Statement of Performance Expectations* (refer www.tepapa.govt.nz). It sets out our performance framework, performance measures and forecast financial statements to show how we will achieve the activities and strategic intentions outlined in this document.

Te Papa's performance measures have been chosen to track progress towards each strategic priority and activities. The measurements take account of quality, quantity and coverage. They also reflect the social, cultural and economic impact that Te Papa has both nationally and internationally.

Progress against performance measures will be reported annually, and additional narrative will be provided in the *Annual Report* to demonstrate our outputs and achievements. Performance reporting will also be published on Te Papa's website.

Glossary

Te Papa honours te reo Māori alongside English as an official language of New Zealand and many te reo Māori language terms are used throughout this document. Simple translations have been used throughout the text to enable understanding, and fuller translations are provided below.

Hapū A sub-tribe. Most iwi are comprised of two or more hapū. Hapū also means pregnant.

Iwi An iwi is a Māori tribe descended from a common named ancestor or ancestors, and is usually comprised of a number of hapū.

Kaitiaki Guardian or custodian. One who looks after something of value.

Kaitiakitanga To care for, look after, guard and protect. This encompasses wise management, spiritual and cultural care and protection. Te Papa acknowledges that it holds collections in trust for the people of Aotearoa New Zealand and the responsibility to protect and care for them for present and future generations. Te Papa acknowledges and respects the whakapapa (genealogical) relationships between taonga and their communities and the knowledge that arises from them.

Kawa Protocol or ceremonial practise, particularly on the marae. Kawa are related to the local iwi and/or hapū interpretation and are developed by way of consultation with local iwi and/or hapū.

Kōiwi tangata Human remains. Te Papa does not consider kōiwi tangata to be collection items. Te Papa negotiates with overseas museums for the return of Māori and Moriori human remains and works closely with iwi for their return home. Kōiwi tangata are treated with the utmost respect at all times.

Learning One of Te Papa's three philosophies. People learn in different ways, and Te Papa provides a range of experiences to meet visitors' different learning needs and styles. For staff, Te Papa will provide a supportive learning environment. The ability of staff to meet visitor needs will be developed through an appreciation of differences and openness to new ideas and providing time for reflection on events, outcomes, practices, and processes.

Mana Authority, power and prestige. Mana refers to an extraordinary power, essence or presence that may be inherited through genealogical connections, or acquired through actions. Te Papa should show leadership and act with integrity at all times.

Manaakitanga Manaakitanga is looking after and caring for others including their physical, psychological and mental well-being. Te Papa recognises that manaakitanga is an important value and whether they are hosts or guests will show our respect in every possible way.

Mana taonga Mana taonga recognises that taonga, which includes objects, narratives, languages, as well as all forms of cultural expression have mana; that taonga have whakapapa relationships with their source communities, as well as connections to the environment, people and places. Mana taonga recognises the authority derived from these relationships and the innate spiritual values associated with them. Respecting and expressing knowledge, worldviews and learning systems including matauranga Māori - the views, explanations and perspectives of the nature of the world, as known and informed by Māori, is an important dimension of mana taonga. The principle is an empowering one that enables Te Papa to acknowledge the richness of cultural diversity and to design and disseminate models of co-operation, collaboration and co-creation that shares authority and control with iwi and communities, whilst recognising, embracing and representing the changing demographics of Aotearoa New Zealand.

Mātauranga Māori is a dynamic and evolving system of knowledge used by Tangata Whenua to explain, interpret and understand the world in which they live. It is framed by whakapapa (genealogy) and whanaungatanga (relationships) between all things and is evidenced through kōrero-ā-whānau, ā-hapū, ā-iwi (narratives and history of whānau, hapū and iwi), karakia (prayer/incantation), waiata (songs) and knowledge arising from interaction with Te Ao Tū Tonu (the universe) and Te Ao Tūroa (the natural environment/world). Te Papa works closely with Māori to share knowledge and experiences.

Museology Best practice in museum development and implementation. Te Papa's unique and world-leading museology recognises the role of communities in enhancing the care and understanding of the collections and taonga, which in turn drives our approach and access to research. Collections are seen as part of living cultures that provide a gateway to understanding how other people live and uniquely view their world. Te Papa works in collaboration with communities and individuals to deliver exhibitions and experiences that are current, meaningful and relevant nationally and globally.

Tangata whenua The indigenous or first people of the land. Māori are regarded as the tangata whenua of Aotearoa, New Zealand.

Taonga Treasure or property that holds value. Taonga embraces any cultural items of significance or value and can include a diverse range of material, from the most highly prized tribal taonga - such as ancestral carvings, personal ornaments, garments, and weaponry - to 'worked' material such as fragments of flaked stone from archaeological excavations, bird bone, mammal bones, and shell. Language, waiata (songs) and karakia (incantations, prayers) are also regarded as important taonga.

Tikanga Tikanga refers to the appropriate practice, custom or protocol to be used in particular situations. Failure to acknowledge kawa or tikanga at the appropriate time impacts on the mana of all involved.

Toi moko Preserved tattooed Māori heads. Also referred to as mokomokai.

Whānau Family or extended family.

Whanaungatanga Relationships. Whanaungatanga embraces whakapapa (genealogy) and focuses on relationships, and support people give to each other. Te Papa works collaboratively with colleagues and communities, internally and externally, respecting and honouring each other's mana (integrity), expertise and perspectives.



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