

Museum of New Zealand Te Papa Tongarewa

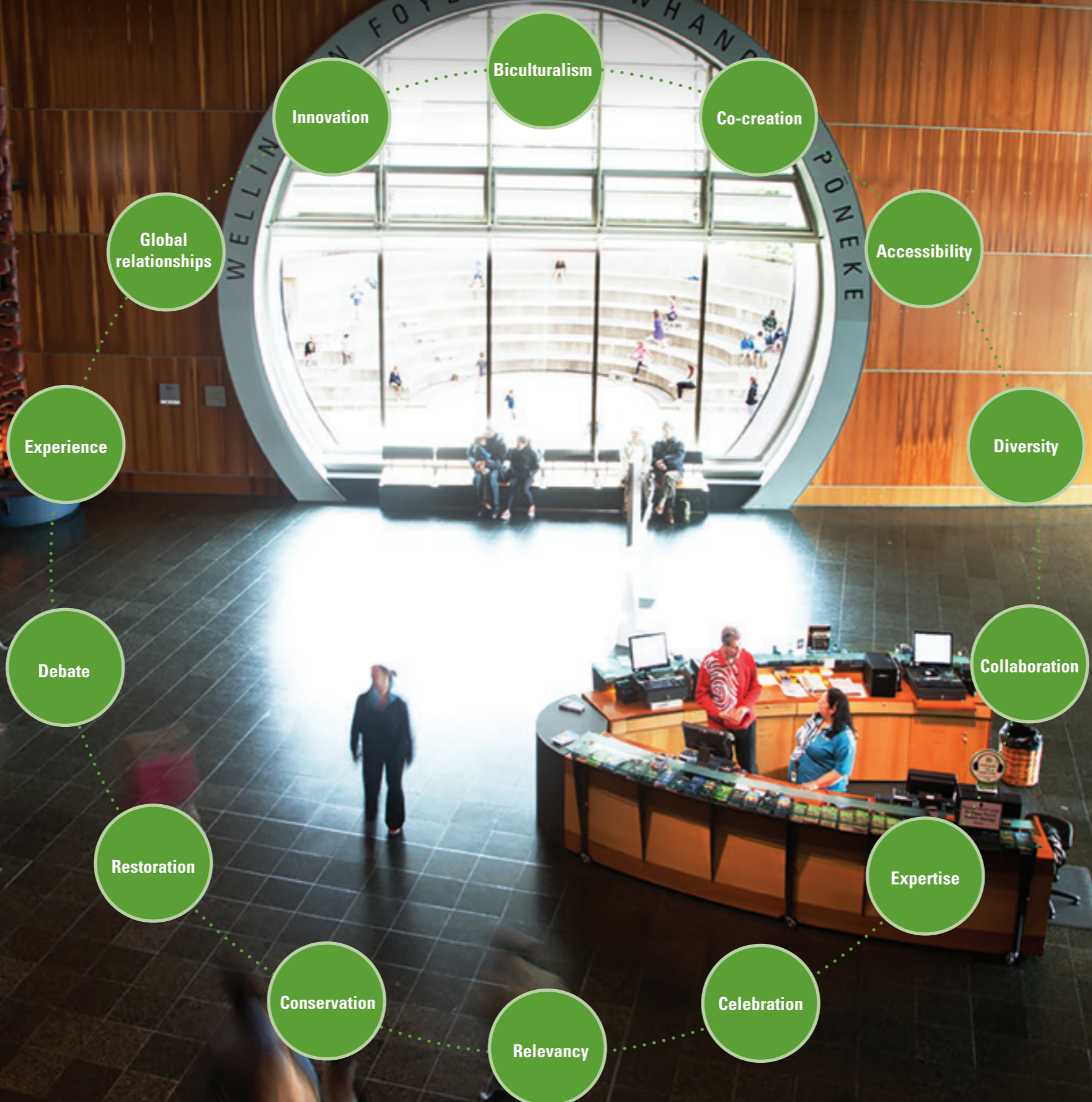
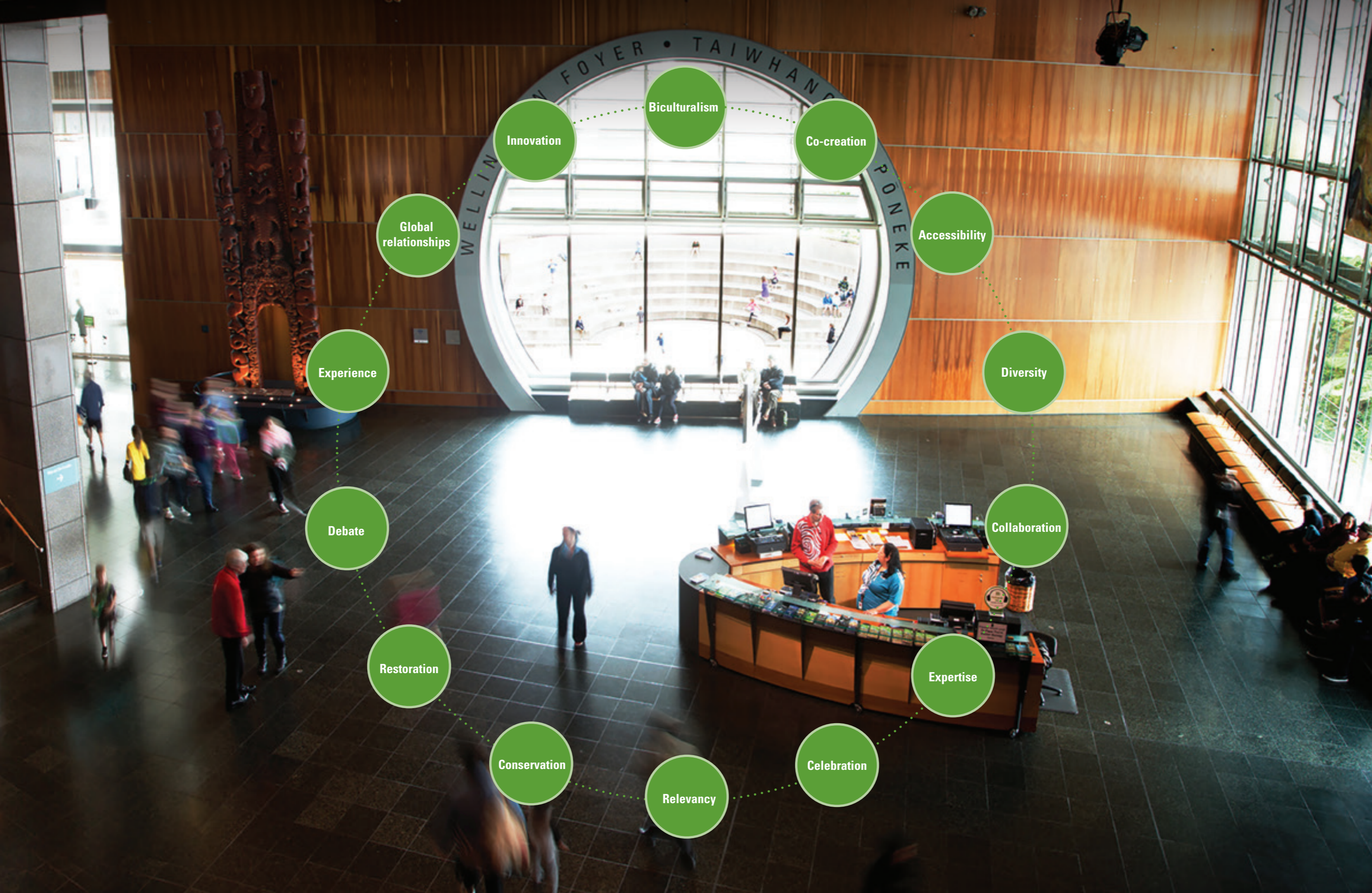
# Statement of Intent

## 2017–2021



TE PAPA  
OUR PLACE





## Photo credits

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Te Marae door showing Ranginui. Photograph by Michael Hall © Te Papa

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Wellington Foyer. Photograph by Norm Heke © Te Papa

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In the Pacific Collection store, 2016. Photograph by Amanda Rogers © Te Papa

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Te Papa Hosts and visitors, 2015. Photograph by Kate Whitley © Te Papa

Page 16:

Back of house tour of the Samoan collection, 2016. Photograph by Amanda Rogers © Te Papa

## Museum of New Zealand Te Papa Tongarewa

# Statement of Intent 2017–2021

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 2021 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.

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 June 2017



Abby Foote  
Chair, Assurance & Risk Subcommittee  
28 June 2017

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## 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.

### 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 to better—

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

### Functions

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
- exhibit, or make available for exhibition by other public art galleries, museums, and allied organisations, such material from its collections as the Board determines.

#### Supporting the cultural sector

- 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.

## Te Papa's operating environment and outcomes framework

Te Papa is a complex, multi-faceted business that has a unique stewardship role for New Zealand.

Te Papa's philosophies of Mana Taonga, Museology, and Learning represent the core organisational capabilities that Te Papa will continue to uphold, develop and shape to reinforce its uniqueness.

These philosophies, international and industry standards and giving effect to a wide-range of legislation underpins Te Papa's service delivery model.

Ensuring dependencies, linkages, opportunities and risks are well defined and managed is vital to achieve both Te Papa's strategic aims and its operational effectiveness.

In the last 4 financial years, Crown funding has constituted an average of 53% of Te Papa's revenue. Further opportunities to generate commercial revenue will continue to be a priority to ensure Te Papa can realise its strategic priorities and desired impacts. Collaboration with other agencies in the GLAM sector and partnership with a range of both public and private sector organisations will also

help to leverage key skills and share experiences and resources for the benefit of national and international audiences.

#### Te Papa's Strategic Risk Profile

Te Papa recognises that risk management is an important element of good governance and management. The role of the museum is evolving and people are seeking experiences, information and knowledge that are personally meaningful and relevant. Te Papa faces a number of changes and challenges to achieve the strategic priorities over the next four years. The strategic priorities are whole of organisation initiatives that will continue to impact on the level of activity and change. Strategic risks are managed and updated by our Executive Leadership Team and reviewed by the Assurance and Risk Committee. Risk management is integrated with our planning, budgeting and performance processes which enables on-going monitoring, identification and treatment of risks.

A summary of our strategic risks and associated risk management strategies is set out below:

<b>Strategic Risks</b>	• Risk Management Strategies
<b>Organisational change</b>	• On-going review and development of governance arrangements, accountability and management arrangements • Prioritisation
<b>Stakeholder management</b>	• Close engagement with key stakeholders
<b>Exhibition renewal</b>	• On-going monitoring and status updates
<b>Financial sustainability</b>	• Financial performance oversight • Long term financial plan
<b>Seismic and business interruption</b>	• Continual assessment of the seismic situation, potential business impacts, response and recovery plans and learning from past experiences • Infrastructure investment • Collection management strategies
<b>Storage</b>	• Consideration of storage options • Collection management strategies
<b>Capability and capacity</b>	• Strategies to promote workforce capability, leadership and staff engagement
<b>Health and safety</b>	• Robust systems and processes to keep our people and visitors safe and well.

Diagram 1: Te Papa's Operating Environment and Outcomes Framework



# MISSION

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

## FUNCTIONS

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

**READ MORE**  
Museum of New Zealand Te Papa Tongarewa Act 1992

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### Contributing to Cultural Sector Strategic Framework medium-term sector shifts:

Fostering inclusive New Zealand identity

Supporting Māori cultural aspirations

Front footing transformative technology

Improving cultural asset sustainability

Measuring and maximising public value

### Sector outcomes

Create

Preserve

Engage

Excel

## VALUES

### Hiranga

Excellence

### Manaakitanga

Community Responsibility

### Mātauranga

Knowledge & Learning

### Kaitiakitanga

Guardianship

### Whanaungatanga

Relationships

## PHILOSOPHIES

Mana Taonga

Museology

Learning

## VISION

Changing hearts, changing minds, changing lives

### ASPIRATIONS

#### Audiences

Inspire a sense of wonder and excitement in audiences of all ages  
Connect with new audiences across New Zealand and around the world

#### The Role of Museums

Revitalise and extend our core museum work  
Be a centre of innovation for museums and galleries

#### Sustainable Business

Invest in developing our people and assets for the future  
Create a sustainable financial model  
Nurture innovation across the organisation

#### Learning

Activate lifelong learning everywhere  
Connect and communicate with new audiences and partners

#### Māori Peoples & Identity

Support Māori development  
Enable Māori cultural contributions to wider New Zealand society

#### Aotearoa New Zealand in the Pacific

Be one of the leading Pacific cultural institutions in the world

#### Society & the Wider World

Be a safe place for challenging conversations

**READ MORE**  
Te Papa's Strategic Narrative

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## STRATEGIC PRIORITIES 2017–2021

#### Business Growth

Providing robust and sustainable financial foundations for Te Papa's future

#### Exhibition Renewal

Revitalising our physical spaces, our exhibitions, our systems and capabilities

#### Digital

Creating powerful digital experiences, relevant to and connected with our audiences, wherever they are

#### Core Business

Caring for & providing access to our national collections  
Learning programmes  
Research  
Supporting museums, galleries & iwi across New Zealand

#### Iwi Engagement

Contributing to Māori development and enabling Māori contributions to New Zealand society and culture

#### Take a Lead in Important National Conversations

Taking a lead in creating safe places for difficult conversations

#### Te Papa Manukau

Creating a Te Papa presence and innovative learning hub in Auckland

## THE OUTCOMES WE ARE SEEKING TO ACHIEVE

- Expanded offerings and experiences
- Boosted capacity for innovation
- Access to new revenue streams
- Infrastructure is sound and fit for purpose
- Te Papa attracts and retains creative and talented staff

- More people come to Te Papa
- Exhibitions and experiences reflect New Zealand's cultural traditions and history and New Zealand's place in the world
- Increased debate and discussion on challenging issues, led by Te Papa

- Increased access to the national collections, regardless of visitors' location
- More meaningful engagement with the national collections for visitors

- Improved resilience to natural hazards
- Continued care and safe storage of the national collections
- Greater access to learning experiences
- Ongoing research and leadership in academic forums
- Ongoing assistance and collaboration with museums, galleries and iwi

- Enhanced enactment of Mana Taonga
- Support provided for post-settlement activity
- Continued partnerships with iwi in relation to exhibition delivery and experiences

- More debate and engagement on challenging issues
- People are empowered and inspired to have a positive impact on New Zealand's future
- People have a deepening understanding and insight into complex issues facing New Zealand and the world

- Expanded reach and access to the national collections
- Diverse communities are actively engaged and empowered

## WHAT SUCCESS LOOKS LIKE

#### BY THE NUMBERS:

- Increased visitation to Te Papa and touring exhibitions
- More events/initiatives are led by Te Papa to encourage debate
- Increased social media presence
- Digital metrics show more people are viewing collection items and accessing research led by Te Papa
- Increased requests for access to the national collections and Te Papa's knowledge and expertise for research purposes and to build capability across New Zealand's museums and galleries
- Greater demand for experiences behind the scenes
- More people participate in learning programmes
- Sustained financial position

#### BY IMPACT:

- Visitors report an increased sense of inclusiveness, identity, satisfaction, fun and transformative learning
- Te Papa is recognised internationally as a world-leader in innovative museology and digital initiatives
- Partnerships with iwi generate trust and demonstrable improved outcomes for Māori
- Te Papa is recognised internationally as an active agent in shaping the world's understanding of the Pacific
- The national collections are safe when in storage and on display
- Active steps are taken to mitigate risks posed by natural hazards
- Growth in partnerships and collaboration to improve access and quality of experiences on offer at Te Papa and museums and galleries supported by Te Papa
- An enlivened cultural sector, led by Te Papa

**READ MORE**  
Te Papa's Statement of Performance Expectations (12 month view)

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## Te Papa's strategic intentions 2017–2021

Te Papa is a place for treasuring our nation's taonga, a meeting place for our increasingly diverse cultures, a learning place for people of all ages, and a conversation place where we can explore the stories and achievements of the past, the challenges and opportunities of the present, and the exciting possibilities of the future.

### Core museum work

Core museum work will continue as we focus on our six strategic priorities. We will continue to:

- initiate and participate in a wide variety of scientific and cultural research programmes, connecting different disciplines in unique ways, and make our collections readily available physically and digitally in order to promote research and understanding;
- facilitate the development of the cultural sector, particularly museums, art galleries and within iwi;
- ensure that we maintain collections to the highest possible standards for future generations through active collaboration and careful management, and use our collections as a primary tool to empower learning and creative response;
- enhance New Zealanders' ability to understand and respond to major global influences and challenges that have shaped and continue to shape New Zealand;
- collaborate with other museums and institutions to ensure better consistency and reduce unnecessary overlap, duplication and costs;
- invest in the preservation of our collections, to ensure they are available for future generations to use, reinterpret, study and enjoy.

### Strategic Priorities

#### Exhibition Renewal

After 20 years, Te Papa's physical spaces and long-standing exhibitions required significant investment and upgrade.

Over the next five years, Te Papa will reassert its national and international reputation as a creator of extraordinary museum experiences. For every New Zealander, and every international visitor to this country, Te Papa will ensure it is:

- using its multi-disciplinary collections, research and innovative spatial, graphic and digital design to create new exhibitions and learning programmes that reflect the unique cultural and natural heritage of Aotearoa New Zealand
- showcasing the perspectives of Māori, as first people of this land, along with those of all other peoples who have settled here, and who continue to shape this country.
- collaborating with external organisations and communities to generate new content that keeps exhibitions fresh, dynamic and relevant
- actively improving exhibition content and delivery channels (onsite and online) to galvanise debate, creativity, and action around issues and opportunities for building a more sustainable future
- infusing Te Papa with a range of social, emotional, sensory and intellectual encounters that are unable to be experienced in single day, or anywhere else in the world.



#### Digital

Digital capability is a critical enabler to create exciting, seamless experiences and connections with physical and virtual audiences.

Digital has become an integral part of contemporary museum practice. In parallel with our museum renewal strategy, we have a window of opportunity for:

- providing a new and enriched museum experience for our audiences, both in-gallery and beyond the walls, using digital technology
- enhancing user engagement and creating new value for audiences through innovative experiences and product development, and specific initiatives
- amplifying the impact of Te Papa's core business (collections, exhibitions, education, programmes, research, retail) by applying new digital capabilities to create the best possible audience and customer experience across all parts of Te Papa
- establishing organisational processes and technology foundations to enable the museum to be agile in response to accelerating change
- growing a digital mindset that enables Te Papa to use data to make better and faster decisions, learn quickly and try new things.

#### Business Growth

Te Papa has embarked on a once in a generation journey to reimagine the role of the museum and provide the greatest possible opportunities to expand the audience that can engage with us. As we redevelop our long-term exhibitions, Te Papa will also redevelop the commercial side of the museum, so that all aspects work together to deliver a superb experience.

Strong business performance provides us with a solid platform to make the right investment choices, grow our sustainable business model (including Crown and non-Crown revenue streams) and be a leader in innovation. Optimising the stewardship of the national museum and art collection estate, renewal of our buildings and exhibitions, and development of new services and opportunities requires us to take a sustainable business approach to everything we do. Te Papa's focus on business growth includes:

- reinvigorating and growing our existing commercial businesses inside and outside of Wellington
- seeking and developing partnerships that return value from common strategy, additional revenue, sponsorship and expertise
- generating new revenue streams by extending the scale and impact of visitor experiences and touring exhibitions
- maintaining our capital assets and improving our capital base
- continuing to improve our operational efficiency and management of our costs.

## Iwi Engagement

Iwi engagement enables Te Papa to contribute to the contemporary development of iwi/ Māori communities. It also enables Māori contribution to wider New Zealand society and the world, including national and international practice. Te Papa's iwi engagement focus includes:

- working with iwi to support of the exhibition renewal programme, enabling Te Papa to increase, enhance and promote understanding of the Māori world
- increasing capability to meet Treaty Settlement obligations and engage with iwi in new and more meaningful ways
- creating new arenas of partnership and collaboration in support of iwi tribal heritage aspirations
- amplifying and enhancing Te Papa's bicultural foundation to create deeper and more meaningful experiences for our diverse range of audiences, including more dynamic Māori centred learning opportunities
- increasing Mātauranga Māori and Te Reo Māori research initiatives
- continuing work on the repatriation of Māori and Moriori human remains.

## Conversations

Our nation needs a safe forum to collaborate and have challenging conversations that will inspire and enable people to have a positive impact on our shared future.

Building on the breadth of Te Papa's research expertise and capability, and experience in facilitating constructive bicultural engagement, Te Papa will be:

- developing and leading engaging public programmes that provoke thought and deepen national and global conversations on issues important to New Zealand
- leveraging Te Papa's brand, visitation and partnerships to coalesce exhibition and digital content, events and learning opportunities around contemporary cultural, environmental and societal challenges
- using the fast publishing cycles of Te Papa's digital platforms to respond rapidly, as a trusted independent voice, to events of significance or popular interest that are shaping our world
- leading discussions pertaining to the post-Treaty Settlement future, the positioning of the Treaty as New Zealand's "founding document" and a vehicle for national identity and unity
- an agent of change by enabling discovery, understanding and action.

## Te Papa Manukau

Te Papa is working closely with the Government, Auckland Council, iwi and community partners to establish an engaging museum at the heart of the learning ecosystem in Manukau. Te Papa Manukau is at the intersection of a super-diverse community, allowing us to extend its reach to New Zealand's largest city. The focus of this work is on:

- building and fostering connections with our Māori and Pacific communities
- exciting young people about their cultural, historical and natural heritage through Te Papa's diverse collections
- developing deeper engagement with our collections, using them to drive new ways of thinking and understanding the world around them
- partnering with schools and other local learning institutions to co-develop programmes, exhibitions and learning pathways that are relevant to their contexts
- bringing young people into the heart of Te Papa processes, providing culturally rich learning experiences and growth opportunities
- actively working with local communities in museum design so they are partners in the operations
- continuing to collect and record the nature of our changing society
- utilising digital technologies to make collections come alive and be readily accessible and inspire a creative response
- developing museum visitation among communities that don't usually visit museums.

# Empowering, engaging and enabling our people

## Capability emphasis

Ensuring we have the unique expertise, skills, capability and capacity during this time of transformation is vital. Work underway includes:

- creating conversations that challenge mind-sets and connect people to each other
- fuelling coordination, collaboration and innovation within Te Papa - thriving in the expected and unexpected
- unleashing innovation – creating new connections and paradigms
- investing in partnerships, business and product development
- weaving biculturalism through all that we do and deepening our bicultural capability
- continually improving and evolving how we do every day stuff

Development of our leaders, our management, our experts, and our staff will continue to be a key focus. Job design, recruitment, selection, and individual and cohort development will further enable us to execute on the strategic direction collaboratively.

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's EEO initiatives to ensure that equality and diversity in employment are maintained will be reported in more detail in our Annual Report.





## Capital Investment and Asset Management

As a consequence of capital expenditure deferral over many years, Te Papa requires continued additional funding to address much needed deferred capital replacement on the museum in Cable Street and the storage facility in Tory Street. This capital replacement shall include Mechanical, Electrical, Structural, Seismic strengthening and Vertical Transportation assets. There is also a requirement to refresh, replace and upgrade

Information Technology (IT) assets and upgrade Te Papa's digital capability. Te Papa created the Capital Asset Management Plan (CAMP) which has identified their requirements over the next twenty years and has been granted funding of \$40.0 million for the initial four year period starting in the 2015/16 fiscal year.

Te Papa has also committed to complete a full refresh of all the exhibitions including the Art Gallery based in the Cable Street facility with the new Art Gallery opening in the 2017/18 fiscal year.



## 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](http://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

**Hiranga** Excellence. Te Papa aspires to be first-class, professional, innovative, ground-breaking, relevant, engaging, and commercially successful.

**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.

**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** One of Te Papa's three philosophies, 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 cooperation, 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, āhapū, 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. Museology is one of Te Papa's three philosophies.

**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.

**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 others' mana (integrity), expertise and perspectives.

## Outcomes framework footnotes

- 1 [http://legislation.govt.nz/act/public/1992/0019/latest/DLM260204.html?search=ts\\_act%40bill%40regulation%40deemedreg\\_te+papa\\_resel\\_25\\_a&p=1](http://legislation.govt.nz/act/public/1992/0019/latest/DLM260204.html?search=ts_act%40bill%40regulation%40deemedreg_te+papa_resel_25_a&p=1)
- 2 <https://www.tepapa.govt.nz/about/what-we-do/annual-reports-and-key-documents>
- 3 <https://www.tepapa.govt.nz/about/what-we-do/annual-reports-and-key-documents#Statement%20of%20Performance%20Expectations>



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