

# STRATEGIC NARRATIVE

Our world, our story, our future

TE PAPA  
OUR PLACE



Changing hearts, changing minds,  
changing lives

## OUR VISION

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Changing hearts,  
changing minds,  
changing lives

## OUR MISSION

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

## OUR VALUES

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### **Hiranga**

*Excellence*

### **Manaakitanga**

*Community Responsibility*

### **Mātauranga**

*Knowledge + Learning*

### **Kaitiakitanga**

*Guardianship*

### **Whanaungatanga**

*Relationships*





FOOTNOTE EXAMPLE

A TOUR OF THE PACIFIC  
CULTURES COLLECTION STORE, 2015.  
PHOTOGRAPH BY MICHAEL HALL  
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# WHAT MAKES TE PAPA DISTINCTIVE?

Te Papa is more than just the national museum. It 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.

## **TE PAPA'S SPECIAL FEATURES GIVE IT A UNIQUE POSITION AND RESPONSIBILITY WITHIN NEW ZEALAND AND INTERNATIONALLY:**

- / Over 20 years, Te Papa has established itself as a leader for New Zealand's cultural consciousness and tourism industry
- / Te Papa is three museums in one – a museum of culture and history, a museum of natural history and an art museum
- / As well as having diverse collections (including one of the largest collections of taonga Māori in the world), Te Papa initiates and participates in a wide variety of scientific and cultural research programmes, connecting different disciplines in unique ways
- / Annually, we attract 1.5 million physical visitors, 2.8 million website visitors, and 600,000 visitors to our international touring exhibitions
- / We have continually broken new ground in creating amazing experiences for our audiences and pushing the boundaries of what it means to be a museum
- / Te Papa has led the world in establishing effective bicultural working relationships and management processes, and has an important role in the Treaty of Waitangi claims settlement processes
- / We have a national mandate to facilitate the development of the cultural sector, particularly museums, art galleries and within iwi

# OUR COLLECTIONS

Te Papa collects on behalf of the nation in order to present Aotearoa New Zealand to ourselves and the world. Our holdings are at the heart of a national estate of collections alongside those held by other New Zealand museums and institutions. Through active collaboration and careful management we will ensure that we maintain these collections for future generations.

## WE BUILD AND MAINTAIN COLLECTIONS THAT:

- / Inspire, move and motivate our audiences to understand more about themselves and the world around them
- / Demonstrate our understanding of New Zealand's peoples, histories, art and natural environment
- / Reveal and explore New Zealand values
- / Represent and include all New Zealanders, at all socioeconomic levels
- / Support, contextualise and advance scientific and cultural knowledge
- / Connect New Zealand with our neighbours and across the world
- / Enhance New Zealanders' ability to understand and respond to major global influences and challenges that have shaped and continue to shape New Zealand
- / Advance the public's interests and needs

## AS CUSTODIANS OF THESE COLLECTIONS, WE:

- / Use our collections as a primary tool to empower learning and creative response
- / Make them readily available physically and digitally in order to promote research and understanding
- / Hold our collections in the public trust, managed to the highest possible standards
- / 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

# STRATEGY ON A PAGE

## KEY CHANGES & CHALLENGES

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### AUDIENCES

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Increasing and diverse expectations about what they want to experience, when and how

### THE ROLE OF MUSEUMS

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Amplifying our collections and expertise, while staying relevant and embracing innovation

### SUSTAINABLE BUSINESS

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Maintaining and improving our existing assets while investing in new resources and capability for the future

### LEARNING

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Taking advantage of new technologies to enable more dynamic and personalised learning

### MĀORI PEOPLES & IDENTITY

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Moving forward from the issues of the past to the opportunities of the future

### AOTEAROA NEW ZEALAND IN THE PACIFIC

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Forging new identities within a culturally diverse Pacific nation

### SOCIETY & THE WIDER WORLD

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Responding and adapting to rapid social, environmental and technological changes

## OUR WINNING ASPIRATIONS

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

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

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

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

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

- Be one of the leading Pacific cultures institutions in the world

- Be a safe place for challenging conversations

## OUR STRATEGIC PRIORITIES

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### / 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

### / BUSINESS GROWTH

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

### / 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

VISITORS IN GALLIPOLI, 2016. PHOTOGRAPH BY KATE WHITLEY © TE PAPA



## Key themes

### KEY CHANGES & CHALLENGES

- / There is no single 'audience', but multiple audiences created by differences in physical location, age, cultural background, education, needs, values and preferred styles of interaction
- / People are seeking experiences, information and knowledge that are personally meaningful and relevant.
- / People are time-poor, have many competing demands on their attention, and expect high quality and good value
- / Some audiences lack the resources to engage with a cultural institution

### QUESTIONS TO CONSIDER

- / How will Te Papa remain relevant in an increasingly competitive marketplace for education, culture and entertainment?
- / How will we keep our physical and digital experiences fresh, and cater to a diverse range of audience expectations and needs?
- / What types of new experiences will future generations of digital consumers expect?
- / How do we move from one-off visits to long-term relationships with our audiences?
- / How will we continue to connect with audiences and communities outside of Wellington, not only within New Zealand, but across our region and the world?

FLOOR TALK IN SECRET POWER, 2016. PHOTOGRAPH BY KATE WHITLEY © TE PAPA





## TE PAPA'S ADVANTAGES & OPPORTUNITIES

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- / Over 20 years, Te Papa has established itself as a leader in shaping New Zealand's cultural consciousness
- / We are already growing our audiences and our footprint through innovative exhibitions and digital experiences both in New Zealand and increasingly overseas
- / We have demonstrated our ability to create quality experiences that engage people's emotions and challenge their perceptions of museums and exhibitions
- / We are already collaborating with innovative partners to deliver new experiences
- / We are a highly respected brand in the international museum sector

## OUR WINNING ASPIRATIONS

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### INSPIRE A SENSE OF WONDER AND EXCITEMENT IN AUDIENCES OF ALL AGES

- / Create exciting programming, exhibitions and learning experiences that inspire a sense of wonder when visitors engage with the natural environment, art, history and our cultures at Te Papa
- / Create spaces for contemplation, where people can lose themselves and find themselves

### ENABLE NEW CONNECTIONS, INTERACTIONS AND EXPERIENCES

- / Build deep understanding of different audience types, needs and emotional drivers into all our programming, exhibitions, events and learning experiences
- / Find new ways to connect with our existing audiences and engage under-served, disengaged or disenfranchised audiences and communities
- / Take our exhibitions and the Te Papa experience to people and communities across New Zealand and around the world
- / Create platforms for communicating and interacting around ideas



## DESIRED OUTCOMES

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- / Continuing growth in physical and digital visitors
- / Programming heavily informed by audience needs and expectations
- / Deeper connections and ongoing relationships with our visitors
- / New audiences and communities reached wherever they are
- / Enhanced brand reputation for creating exciting experiences, meaning and value

### *Key themes*

#### KEY CHANGES & CHALLENGES

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- / The role of museums is evolving, from being just keepers of collections to creators of connections, stories and experiences that bring the present to life and light a pathway to the future
- / Museums need to become more dynamic, making their collections more accessible and ensuring their exhibitions remain relevant and responsive to the wider world
- / Getting the balance right between building on existing expertise and research capabilities and cultivating new partners, conversations and opportunities

#### QUESTIONS TO CONSIDER

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- / How will we maintain and enhance our traditional roles of collecting, researching, exhibiting and educating, while also embracing new roles, approaches and capabilities?
- / What sorts of new partnerships and opportunities should we be pursuing, in order to enhance our impact and not compromise our core focus and mandate?
- / What sort of support can we provide to organisations in the cultural sector?

THE BLESSING OF MAHUKI, 2016. PHOTOGRAPH BY KATE WHITLEY © TE PAPA



## TE PAPA'S ADVANTAGES & OPPORTUNITIES

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- / Te Papa is New Zealand's national museum and has a legislative mandate to assist New Zealanders to understand and treasure the past, enrich the present and meet the challenges of the future in the areas of the natural environment and cultures
- / With collections and expertise extending across five distinct areas (art, history, taonga Māori, Pacific cultures, natural environment), Te Papa has unique opportunities to tackle broad themes and bring different disciplines together in interesting ways
- / We have a strong track record for creating innovative visitor experiences and forging successful creative partnerships
- / We have substantial research capability and expertise within our team
- / We have a national mandate to facilitate sector development
- / Our mandate, breadth and reputation for innovation position us to lead change and be a role model for the museum and gallery sector

## OUR WINNING ASPIRATIONS

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### REVITALISE OUR CORE MUSEUM WORK

- / Renew our long-term exhibitions
- / Substantially increase access to our collections
- / Enhance our agility in presenting our taonga in new and exciting ways
- / Incorporate Māori programming and te reo Māori learning across all our activities

### BE A CENTRE OF INNOVATION FOR MUSEUMS AND GALLERIES

- / Develop innovative initiatives and ways of working to showcase new possibilities for museums and galleries
- / Collaborate in new ways with like-minded communities, academic and cultural institutions and private sector organisations
- / Work with other institutions to create a more co-ordinated and sustainable approach to collections and research activities
- / Create a sector hub in museum programming and learning with national and international partners
- / Support less-resourced art and cultural organisations and communities to connect, share ideas and build strength across the sector

## DESIRED OUTCOMES

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- / Exhibitions and learning experiences that prompt social, sensory and intellectual encounters
- / Visibly increased relevance and impact in New Zealand and internationally within the fields of natural environment, art, and peoples and culture
- / Substantially increased access to Te Papa's collections and other collections in New Zealand
- / More dynamic museum and gallery sector, with stronger networks and widespread adoption of new ways to present material to audiences
- / Our culture and reputation for high-quality research and creativity attracts people, partners, communities and philanthropists to work with us

## Key themes

### KEY CHANGES & CHALLENGES

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- / Museums all around the world are seeking to achieve sustainable operating budgets, a strong capital base and healthy balance sheets
- / Buildings, amenities and digital platforms all need ongoing renewal and investment
- / Storage of collections is a significant and growing cost
- / Back-end systems and processes need continuous improvement to create better outcomes and experiences, and greater efficiency
- / People capability and organisational culture need to adapt and evolve

### QUESTIONS TO CONSIDER

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- / How will our physical and digital environments need to change to serve the needs of our visitors and employees?
- / How will we fund the renewal of existing facilities, exhibitions and technology infrastructure?
- / How do we manage, maintain and enhance our collections effectively?
- / How can Te Papa create a strong and sustainable financial base to meet its future needs?
- / How can we ensure that our operations are efficient and profitable?
- / What new capabilities, systems and processes do we need now and in the future?
- / How do we maintain the right balance between our commercial needs and our contribution to the public good?

COUPLE IN NEW ZEALAND PHOTOGRAPHY COLLECTED, 2016. PHOTOGRAPH BY KATE WHITLEY © TE PAPA



## TE PAPA'S ADVANTAGES & OPPORTUNITIES

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- / Te Papa's iconic presence on the Wellington waterfront, plus its other buildings and facilities, provide a very strong core set of assets
- / Te Papa's high number of physical and digital visitors each year creates a broad existing market with opportunities for revenue growth
- / Te Papa is a key player and drawcard in New Zealand's very important tourist industry, and can benefit from increased international visitors, especially from Asia
- / Te Papa is a trusted organisation with diverse experts and highly creative, passionate people
- / Te Papa is already actively introducing new entrepreneurial models and innovative methodologies

## OUR WINNING ASPIRATIONS

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### INVEST IN DEVELOPING OUR PEOPLE AND ASSETS FOR THE FUTURE

- / Empower our people and provide the right environment for them to thrive
- / Renew and refit our physical assets for the next stage of the museum's development
- / Invest in right-sized, flexible digital platforms, and effective and cost-efficient back-end systems and processes

### CREATE A SUSTAINABLE FINANCIAL MODEL

- / Strengthen our commercial mindset and find new ways to optimise existing commercial ventures
- / Develop new revenue streams and access new capital to add to government funding

### NURTURE INNOVATION ACROSS THE ORGANISATION

- / Embed new innovation methodologies and capabilities across all areas of museum activity
- / Build leadership and entrepreneurial capability

## DESIRED OUTCOMES

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- / Strong growth in non-Crown revenue, and a robust and sustainable balance sheet
- / Fit-for-purpose buildings and digital platforms that serve the present and future needs of our visitors, our collections, our exhibitions and our people
- / A strong portfolio of corporate partners in New Zealand and overseas
- / We have the right mix of highly creative and talented people to enable us to positively make an impact on our audiences, the New Zealand community and the wider world
- / The right facilities, systems, processes and platforms for running an efficient, profitable set of commercial operations
- / Strong culture of smart innovation and commercial nous

*Key themes***KEY CHANGES & CHALLENGES**

- / Our society is moving away from 'one-way' models of learning and communication, in favour of more personal, learner-centred, interactive experiences
- / There is still unequal access to education in an era when people will hold multiple jobs over their lifetimes and keep needing new skills
- / Anyone can participate in directing their own learning, creating stories and sharing knowledge
- / Learning today is undertaken everywhere. Families learn together and museums are unique sites for intergenerational learning
- / The rise of the internet, social media and an array of digital devices has dramatically changed when, where and how we learn and communicate
- / Content is still king; quality content remains in high demand for formal and informal learning

**QUESTIONS TO CONSIDER**

- / What new opportunities does this environment create for Te Papa to enable compelling and transformative experiences?
- / How can Te Papa play an active role in supporting meaningful learning, wherever and whenever it is occurring?
- / How can Te Papa enable people's self-directed learning and meaning-making while maintaining our credibility as experts?
- / What does it mean to move from curating collections to facilitating conversations on many levels?
- / What investments and partnerships with technology and educational providers will deliver the best outcomes?

TAI TAMARIKI IN PLANET PASIFIKA, 2015. PHOTOGRAPH BY MICHAEL HALL © TE PAPA



## TE PAPA'S ADVANTAGES & OPPORTUNITIES

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- / Te Papa's diverse collections provide a unique opportunity to create rich interdisciplinary learning opportunities within a bicultural framework
- / New modes of learning and digital capabilities will create greater access to audiences that are less likely or unable to visit the physical museum
- / Te Papa already has a strong presence in the education sector and is a respected brand with a reputation for quality exhibitions, collections, research and learning
- / Museums are trusted channels of quality and authenticity in a crowded marketplace of information and ideas

## OUR WINNING ASPIRATIONS

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### EMBRACE NEW OPPORTUNITIES TO CONNECT, CO-CREATE AND GROW NEW AUDIENCES

- / Develop personalised learning experiences and pathways that serve a wide range of learning preferences and needs
- / Create an innovative and evolving learning approach to programming
- / Integrate bicultural and multicultural perspectives and approaches into all programming and learning initiatives
- / Accelerate a dynamic learning lab, increasing access to and engagement with our collections through digital technologies
- / Extend our focus beyond Wellington, to engage physically and digitally with individuals and communities where they live and learn
- / Collaborate with new partners (e.g. educational providers, artists, practitioners, gamers, software developers) to enhance content, experiences and access



## DESIRED OUTCOMES

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- / The learning experiences we create provide new access, opportunities and transformative experiences for people of all ages and abilities
- / Te Papa is the physical and digital 'place to be' for those interested in engaging with arts, culture, history and the natural environment
- / We foster lifelong learning through promoting critical thinking, creativity, collaboration, communication and curiosity
- / Te Papa is welcoming and inclusive in both the physical and digital places where conversations and learning are occurring
- / We create an inclusive, bicultural learning environment based on mana taonga and opportunities in mātauranga Māori and te reo Māori

## *Key themes*

### KEY CHANGES & CHALLENGES

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- / The Treaty of Waitangi claims settlement process is well advanced and the focus is shifting to the future
- / Iwi have more empowerment and resources, but also increased need to use them wisely
- / The traditional Māori – Pākehā dialogue is being reshaped by a deepening sense of Pākehā identity and by the increasing diversity of cultures within Aotearoa New Zealand, drawing on Pacific, Asian and other global cultural traditions

### QUESTIONS TO CONSIDER

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- / What will it mean when Māori move beyond historic Treaty of Waitangi claims?
- / What sort of leadership and capability building will be required, and what contribution can Te Papa make?
- / How does Te Papa extend its relationships with iwi and invite more participation in the preservation and creation of taonga and cultural identity?
- / What direction will Māori take in an increasingly diverse and multicultural New Zealand?
- / How does Te Papa both remain a bicultural institution and celebrate the many cultures of New Zealand?
- / How can the Treaty of Waitangi become a source of unity across all cultures?

MOTHER AND CHILD IN STORYPLACE, 2016. PHOTOGRAPH BY KATE WHITLEY © TE PAPA





## TE PAPA'S ADVANTAGES & OPPORTUNITIES

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- / Te Papa has led the world in establishing effective bicultural working relationships and management processes
- / Te Papa's collections are an authoritative starting point for the gathering together and respectful exploration of taonga Māori
- / Te Papa is an agent of the Crown for cultural matters and redress under the Treaty of Waitangi claims settlement deeds

## OUR WINNING ASPIRATIONS

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### SUPPORT MĀORI DEVELOPMENT

- / Support and advocate for Māori in their transition from grievance to opportunity and creativity
- / Use our skills and resources to contribute to Treaty settlements and the post-settlement realisation of Māori aspirations (iwi, hapū and whānau), partnering with the Office of Treaty Claims Settlements
- / Help create stories of evolving Māori identity and advance the tangata whenua dimensions of Māori culture and identity

### ENABLE THE MĀORI CULTURAL CONTRIBUTION TO WIDER NEW ZEALAND SOCIETY

- / Reach beyond our walls to reconnect taonga and iwi
- / Extend Māori contributions into all areas of museum life, and New Zealand culture more broadly
- / Engage the Pākehā community in recognising how it has been influenced by and gained from Māori culture, and how this has shaped its own identity



## DESIRED OUTCOMES

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- / Te Papa helps coalesce a strong shift forward in recognising the role and positive influence of Māori culture in New Zealand
- / Exciting, innovative and educational exhibitions and interactions that demonstrate the significance and mana of Māori
- / Increased Māori participation in and engagement with the preservation of their culture and taonga
- / Increased visibility and understanding of Te Papa's contribution to communities and iwi
- / The traditional Māori-Pākehā dialogue is increasingly positive and is being reshaped by a deepening Pākehā identity and the increasing diversity of cultures within New Zealand
- / The Treaty of Waitangi is a source of national pride and shared purpose in building a resilient society with equal opportunity for all New Zealanders

*Key themes*

**KEY CHANGES & CHALLENGES**

- / New Zealand's role in the Pacific continues to evolve, with a number of different types of relationships existing with different nations and sub-regions
- / Popular perceptions of Pacific peoples and cultures don't fit with the diverse reality of contemporary Pacific peoples' lifestyles and challenges
- / New Zealand's large resident population of Pacific peoples highlights the need to incorporate a multicultural perspective within Te Papa's bicultural framework
- / Climate change is raising important new issues about economic and cultural sustainability for the people of the Pacific

**QUESTIONS TO CONSIDER**

- / How can Te Papa best support the aspirations and vitality of Pacific nations and peoples, both in New Zealand and across the region?
- / What contribution can Te Papa make to highlighting the significance of Pacific cultures and histories in New Zealand, and our country's role and identity in the region?
- / What value could Te Papa's expertise in science and cultural heritage management have for Pacific peoples and nations under threat from climate change?

VISITORS LOOK AT THE COLOSSAL SQUID, 2015. PHOTOGRAPH BY MICHAEL HALL © TE PAPA



## TE PAPA'S ADVANTAGES & OPPORTUNITIES

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- / Te Papa's experience in bicultural relationships and shared management provides a very solid foundation for broader engagement with other Pacific cultures
- / Te Papa is ideally placed to document and showcase the significance of Pacific cultures as part of life in New Zealand
- / Te Papa's general capability in museum practice and in supporting smaller art and cultural organisations can be extended to help Pacific neighbours
- / Te Papa's research expertise is highly relevant to the environmental and cultural challenges across the Pacific

## OUR WINNING ASPIRATIONS

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### BE ONE OF THE LEADING PACIFIC CULTURES INSTITUTIONS IN THE WORLD

- / Represent Pacific peoples in New Zealand by delivering exhibitions, events and publications that display their history and cultural diversity
- / Raise awareness of the peoples of the Pacific living in New Zealand as New Zealanders, focusing on the ways they have shaped New Zealand as a Pacific place
- / Partner with other Pacific cultural institutions to share knowledge and facilitate conversations between Pacific communities



## DESIRED OUTCOMES

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- / Exhibitions and research that highlight the contributions of Pacific cultures to New Zealand, and that create debate and useful insights for grappling with current issues
- / Successful establishment of a meaningful presence and mutually supportive relationships among the Pacific communities in New Zealand and the Pacific region
- / Te Papa makes a valued and positive contribution to addressing the contemporary issues faced by Pacific peoples in New Zealand and across the region

## Key themes

### KEY CHANGES & CHALLENGES

#### SOCIAL AND CULTURAL

- / New Zealand is becoming a super diverse society made up of many different subcultures, heritages and identities
- / Globalisation and immigration enable new opportunities and intercultural connections, but also provide seeds for inequality and uncertain futures

#### ENVIRONMENTAL

- / New challenges arising from climate change and other pressures on the environment
- / Ongoing local and global debates on the best way forward to a sustainable future

#### SCIENCE AND TECHNOLOGY

- / Fast pace of change and significant reshaping of society and the economy, scientific research and new technologies

### QUESTIONS TO CONSIDER

- / What does it mean to be a New Zealander today? How do we welcome newcomers who have little knowledge of New Zealand's values and traditions?
- / How do we tap into the richness of other cultures and enable positive interactions and understanding between cultures?
- / What can we learn from the past to help New Zealand successfully respond to environmental and technological change?
- / What distinct leadership and expertise does Te Papa have to help address these issues, and who else can we partner with?
- / Where and how does a nation like New Zealand have the conversations it needs to have about its future?

GIRLS IN BLOOD EARTH FIRE, 2016. PHOTOGRAPH BY MIKE O'NEILL © TE PAPA



## TE PAPA'S ADVANTAGES & OPPORTUNITIES

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- / Te Papa provides a shared space where different cultures are valued, and where there is rich experience in bringing cultures together in constructive ways
- / Te Papa's national mandate and non-political identity positions it to take a lead in convening challenging conversations
- / Te Papa's breadth of research and ability to bring together different disciplines are ideally suited to addressing complex social and environmental problems
- / Te Papa's collections help to make complex, abstract problems more concrete and real to people

## OUR WINNING ASPIRATIONS

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### BE A SAFE PLACE FOR CHALLENGING CONVERSATIONS

- / Bring together objects, art and stories from different cultures in ways that create understanding and build mutual respect
- / Apply our knowledge of working biculturally to new intercultural relationships and situations
- / Provoke and amplify conversations at a national level on important issues that connect with the deep knowledge we have accumulated in our people and collections
- / Implement exhibitions and learning experiences that bring social and environmental issues to life for different audiences
- / Help to develop ideas and conduct experiments that lead to practical solutions and better outcomes for the future

## DESIRED OUTCOMES

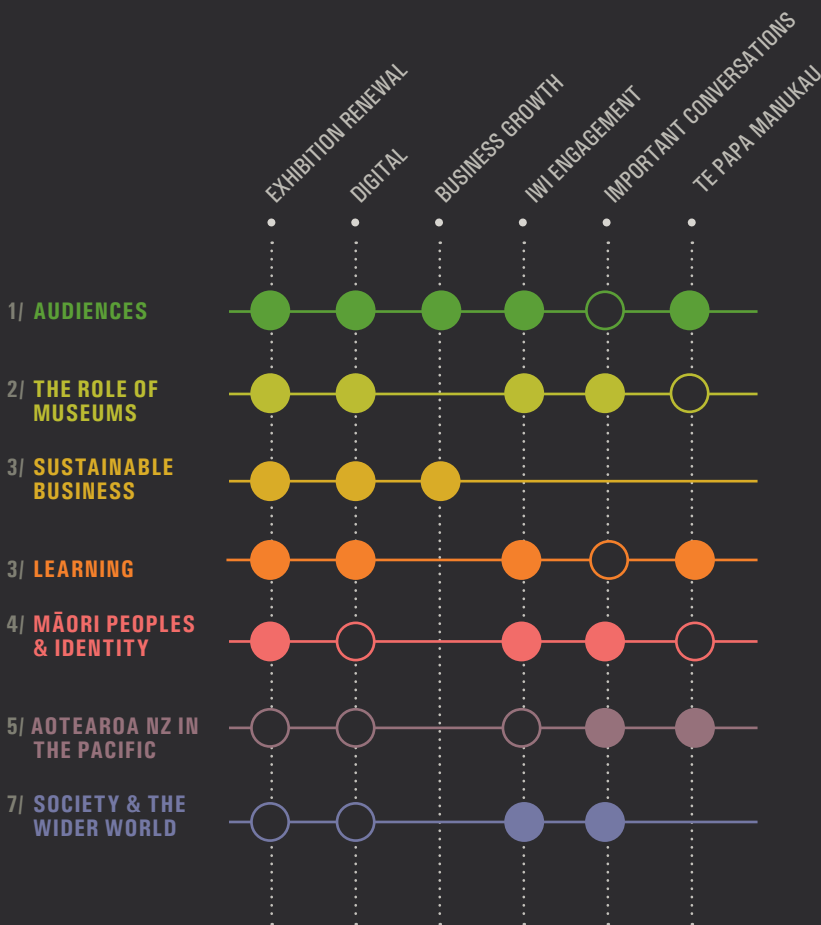
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- / Thoughtful citizens who are curious about and respectful of other cultures, identities and ways of understanding the world
- / Engaged citizens who are motivated and empowered to participate in shaping our society, our planet and our future
- / Rich information and useful insights that move people beyond overly simplified or political responses to a deeper and richer understanding of these issues
- / New ideas, policy options and entrepreneurial initiatives that provide constructive, practical responses to difficult issues
- / The Treaty of Waitangi as a source of national pride and shared purpose in building a resilient and sustainable society that creates equal opportunity for all

# OUR STRATEGIC PRIORITIES

Our Strategic Priorities are the major whole-of-organisation initiatives that we will be delivering over the next five years. They shape the focus, capabilities and resources we need to create the next generation of dynamic and meaningful experiences for our audiences across New Zealand and around the world.

As we design and build our new exhibitions, digital interactions and learning experiences, we will continue working to refine and enhance our responses to the changing world around us.



- Strategic Priority directly addresses this theme
- Strategic Priority contributes to addressing this theme





### EXHIBITION RENEWAL

#### Rationale

After 20 years, our physical spaces and long-standing exhibitions require significant investment and upgrade.

#### Focus

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:

- / Use our multidisciplinary 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
- / Showcase the perspectives of Māori, as the first people of this land, along with those of all other peoples who have settled here, and who continue to shape this country
- / Collaborate with external organisations and communities to generate new content that keeps exhibitions fresh, dynamic and relevant
- / Activate exhibition content and delivery channels (in-gallery and online) to galvanise debate, creativity and action around issues and opportunities for building a more sustainable future
- / Infuse Te Papa with a range of social, emotional, sensory and intellectual encounters that are unable to be experienced in a single day, or anywhere else in the world

### DIGITAL

#### Rationale

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

#### Focus

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

- / Provide a new and enriched museum experience for our audiences, both in-gallery and beyond the walls, using digital technologies
- / Enhance user engagement and create new value for audiences through innovative experiences and product development, and specific initiatives such as Mahuki, Te Papa's culture sector innovation hub
- / Amplify the impact of Te Papa's core business (collections, exhibitions, education programmes, research, retail and more) by applying new digital capabilities to create the best possible audience and customer experience across all parts of the museum
- / Establish organisational processes and technology foundations to enable the museum to be agile in response to accelerating change
- / Grow a digital mindset that enables Te Papa to use data to make better and faster decisions, learn quickly and try new things



### BUSINESS GROWTH

#### Rationale

We have 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, we will also redevelop the commercial side of Te Papa, so that all the aspects work together to deliver a superb experience.

#### Focus

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 our collections, 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. Our focus on business growth includes:

- / Reinvigorating and growing our existing commercial businesses inside and outside of Wellington
- / Seeking and developing partnerships that return value through 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 manage our costs

### IWI ENGAGEMENT

#### Rationale

Iwi engagement will enable us to contribute to the development of iwi/Māori communities. It will also enable Māori contributions to wider New Zealand society and the world, including national and international museum practice.

#### Focus

- / Work with iwi in support of the exhibition renewal programme, which will enable Te Papa to increase, enhance and promote understanding and knowledge of the Māori world
- / Increase capability to meet Treaty settlement obligations and engage with iwi in new and more meaningful ways. We will create new arenas of partnership and collaboration in support of iwi heritage aspirations
- / Amplify and enhance Te Papa's bicultural foundation to create deeper and more meaningful experiences for our diverse audiences, including more dynamic Māori-centred learning opportunities
- / Increase mātauranga Māori and te reo Māori research initiatives to reach beyond the walls of Te Papa
- / Continue working for the repatriation of Māori and Moriori human remains

### TAKING A LEAD IN IMPORTANT NATIONAL CONVERSATIONS

#### Rationale

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

#### Focus

Building on the breadth of our research expertise and capability, and our experience in facilitating constructive bicultural engagement, we want to:

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

### TE PAPA MANUKAU

#### Rationale

We will work with the government, Auckland Council, iwi and community partners to establish a modern and 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 expand our reach to New Zealand's largest city.

#### Focus

When established, Te Papa Manukau will inspire a new generation of young New Zealanders through:

- / Building and fostering connections with our Māori and Pacific communities
- / Focusing on making young people excited about their cultural, historical and natural heritage through our diverse collections
- / Developing deeper engagement with our collections, using them to drive new ways of thinking and understanding the world
- / 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 museum processes, providing culturally rich learning and growth opportunities
- / Working with local communities so they are active partners in the museum's design and operations, and they help continue to collect and record the nature of our changing society
- / Utilising digital technologies to make collections come alive, be readily accessible and inspire creative response
- / Developing museum visitation amongst communities that don't usually visit museums



