

**MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA
BRIEFING TO THE INCOMING MINISTER
NOVEMBER 2020**



COVID-19 Te Papa reopening May 2020, 2020. Photo by Jo Moore. Te Papa (157978)

Briefing to the Incoming Minister 2020

Tēnā koe Minister Sepuloni

Congratulations on your appointment as the Minister for Arts, Culture and Heritage.

This briefing provides information on the Museum of New Zealand Te Papa Tongarewa and highlights some key challenges and opportunities ahead.

Our bicultural foundations

The Treaty partnership is at the heart of Aotearoa New Zealand, and at the heart of its national museum. This has been reflected since our founding in the co-leadership model, where a Chief Executive | Tumu Whakarae and a Kaihautū | Māori co-leader share the leadership of Te Papa.

Te Papa was established with strong bicultural principles, manifested in the co-leadership model, the building design, the inclusion of a marae for all people, and continuing through our commitment to our iwi exhibition programme, and support for iwi in Treaty settlement processes. The repatriation of Māori and Moriori ancestors from overseas museums and university collections, achieved through the administration of the Karanga Aotearoa Repatriation Programme, is an important dimension of reconciliation and healing, restoring dignity and respect to our people.



Repatriation Powhiri at Te Papa, 2018. Photograph by Kate Whitley. Te Papa (109034)

Today, Te Papa remains 'Our Place', a place of inclusivity and respect, and a forum for the nation to discuss important and sometimes contentious national issues.

Te Papa's board, co-leaders, and kaimahi are united in our vision of Te Papa as a truly bicultural national museum. A key area of focus this year and for the future is reviewing biculturalism in practice at Te Papa. Our Bicultural Action Plan re-examines our practice in relation to the Treaty of Waitangi, te reo and tikanga Māori, mana taonga and mana tangata.

We are grateful to mana whenua and Rongowhakaata, our iwi in residence, for their ongoing guidance and support.

Our collections

There are more than 2.2 million treasures in Te Papa's collection, with about a 50/50 split between natural history and humanities. The collection houses many of the nation's taonga with collections that include New Zealand's extraordinary natural environment, Māori and Pacific Island cultural items, an extensive art collection that includes some of New Zealand's most important works, and items that reflect New Zealand's society and culture through the ages.

Caring for the taonga and collections on behalf of the nation, and for the benefit of future generations, underpins our work. Mana taonga - the principle that recognises the spiritual and cultural relationships and connections of taonga to their peoples and communities - is woven through every aspect of our museum and actively informs our research, exhibitions, events and education.

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We have continued to build our digital presence and maximise opportunities for communities outside of Wellington to engage with collections. More than 860,000 collection items can be accessed through Collections Online, and collection items are shared through touring exhibitions and loans throughout New Zealand. COVID-19 provided an opportunity for us to maximise our digital presence. Remaining 'open' to New Zealand and the world enabled us to use our offering to continue to support people's sense of wellbeing in a time of uncertainty and stress for many. Along with the 'little page of calm' which provided an access point to our collections, blogs, activity books, whānau challenges, quizzes and videos, we produced a number of online jigsaws using collection images which were used over 130,000 times. Traffic to our sites increased significantly, and feedback was overwhelmingly positive. The 'little page of calm' was highlighted by the International Council of Museums (ICOM) as an example of how museums can help with wellbeing. We are now looking at how we can build on this success for the future



Tijana Cvetkovic, Conservator Paintings examines Waterfall in Dusky Bay with Maori canoe, by William Hodges, circa 1775, oil on panel. Purchased 2019 with assistance from Lottery Grants Board, Tuia Encounters - 250 Fund. Te Papa (2019-0003-1) Photo by Mark Tantrum Photography, July 2019. Te Papa (145221)

Our research

In addition to acquiring and caring for national collections, Te Papa initiates and participates in a wide variety of scientific and cultural research programmes, nationally and internationally, connecting different disciplines in unique ways. Te Papa continues to disseminate collection-based and museological research through publications, presentations and forums; through media coverage and stories; creative collaborations including television programming; and through our website and social media.

An example of international research which is currently underway is a Marsden Fund, Australian Research Council and European Commission funded project to look at diversity and evolution of New Zealand's marine mammals. Our palaeontologists, Dr Felix Marx and Alan Tennyson are working with researchers from the University of Otago, Museums Victoria, Monash University, and Centro Nacional Patagónico (Puerto Madryn, Argentina) to investigate how different marine species are related to each other, and how, when and why they diverged. Te Papa's work focuses on New Zealand and the Southern Ocean, but the highly mobile nature of marine mammals often means that we collaborate with researchers from around the globe.

Reconnecting communities and taonga

The world of museums is changing, with a growing recognition of the ties between taonga and communities. With our foundation in mana taonga, Te Papa has long been a leader in this mahi. We aim to remain at the forefront of reconnecting people with the collections, through repatriation to source communities, or in other ways.

As international museums grapple with the decolonising their collections, Indigenous and First Nation peoples are becoming more determined to reconnect with their ancestral treasures. Te Papa has long been pursuing this kaupapa and we have shared our experiences through international forums, knowledge exchange and research. This is a challenging issue for the international museum sector. However, we are unapologetic in our position in this area and will continue to advocate for the reconnection of communities to their taonga wherever appropriate.

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The return and reconnection of taonga is not limited to the shores of Aotearoa. This year, Te Papa formalised the return of the 'ahu 'ula and mahiole (cloak and helmet) gifted by Hawaiian chief Kalaniopu'u to Captain Cook in 1779. Globally, the return of treasures from museum collections is often a contentious and painful topic. The return of these taonga is an example of a positive choice, built on and reinforcing strong relationships. It has been an honour for Te Papa to play our part in the revitalisation of Hawaiian culture in this way.



Conservators Rangī Te Kanawa, Anne Peranteau, and Collection Manager Grace Hutton work on 'ahu 'ula (feathered cloak), 2019. Photo by Amanda Rogers. Te Papa (134545)

Within New Zealand, with support from the Ministry for Culture and Heritage we have delivered the Ngākahu National Repatriation Partnership, a programme providing expertise and advice to support museums in Aotearoa to repatriate kōiwi and koimi tangata (ancestral remains) from their collections back to source communities.

Museum sector leadership and enablement

In addition to Ngākahu, Te Papa provides a range of support to the broader museum sector. We work in partnership with the sector to build resilience and maintain the care of collections in the regions.

COVID-19 severely impacted the sector. One area where we have seen opportunities to work differently is in partnering to deliver online workshops and hui. There is a greater capacity and willingness for people to participate online which has resulted in our partners easily attending and accessing more opportunities than they would previously when relying on face to face options. The financial stress that our sector is experiencing is significant. We are supporting them by administering the Museum Hardship Fund, on behalf of the government.

Te Papa's capital programme

We have been working through a significant programme of capital works to ensure our buildings remain fit to store the nation's taonga and treasures. It is anticipated that this regenerative period will continue for another three years before switching into a period of planned maintenance. While the programme has progressed well, one significant project, the seismic upgrade of the Spirit Collection Area has proven more complex than originally anticipated. We are currently reviewing our options and next steps. We will brief you on this at the most suitable opportunity.

The impact of COVID-19 on Te Papa

COVID-19 impacted our ability to welcome manuhiri to Te Papa, when the museum closed between 20 March and 27 May. During that time critical revenue streams from commercial activity and tourism halted. These revenues normally account for around 30% of income and support the other work of the Museum. We were grateful to receive funding through Budget 2020 to help absorb the impact and provide some bandwidth to allow us to begin to reposition in response to the changing environment. There are both risks and opportunities within the commercial space, as museum visitation relies on the tourism market and it appears it may be several years before pre-COVID visitation levels return. The ongoing border closures saw our international visitation drop by 80% between June and August. In the 2018/19 financial year, 47% of our visitors were from overseas countries. We are continuing to monitor impacts and prepare for further waves of infection and a slow tourism market.

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Our venues business has been significantly impacted by changing alert levels and cancellation of international events. Our café and retail offerings have also been significantly affected. In 2020/21 we expect to derive approximately 13% of our funding from commercial activities, instead of the usual 30%. Donations and sponsorship contribute 4% of funding and we have set challenging targets to increase this over future years.

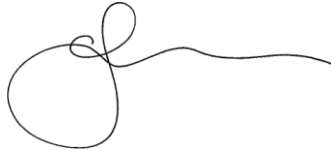
As a result of the radical change in the operating environment, we are reinventing commercial offerings and working with partners to adapt. Te Papa is currently involved in negotiations with Wellington City Council to act as the operator of the new Wellington Convention and Exhibition Centre when it opens – currently anticipated as 2023. This partnership will mitigate the high risk that would have presented if a new commercial conference and hospitality venue was operating directly across the road from our premises. In particular it would have impacted our conference revenue stream, with Te Papa currently the second largest conference host venue on New Zealand.

We will provide a further briefing to you on COVID-19 impacts and an update on the infrastructure maintenance programme at the appropriate time.

We look forward to working with you and would be delighted to arrange a tour of both our Cable Street and Tory Street facilities, or a visit to any of our exhibitions or back of house facilities whenever you wish.



Hon. Dame Fran Wilde
Chair



Courtney Johnston
Tumu Whakarae



Dr. Arapata Hakiwai
Kaihautū

Legislation – Te Papa’s purpose and principal functions

1. The Act defines Te Papa’s purpose as ‘a forum for the nation to present, explore, and preserve the heritage of its cultures and knowledge of the natural environment in order to:
 - a) better understand and treasure the past;
 - b) enrich the present; and
 - c) meet the challenges of the future’.

2. Te Papa’s principal functions are to:
 - a) collect works of art and items relating to history and the natural environment
 - b) be an accessible national depository for collections of art and items relating to history and the natural environment
 - c) develop, conserve and house securely the collections of art and items relating to history and the natural environment
 - d) exhibit, or make available for exhibition by other public art galleries, museums and allied organisations, such material from its collections as the Board determines
 - e) conduct research into matters relating to the collections or associated areas of interest and to assist others in such research
 - f) provide an education service in connection with its collections
 - g) disseminate information relating to its collections, and to any other matters relating to the Museum and its functions
 - h) co-operate with and assist other New Zealand museums in establishing a national service, and in providing appropriate support to other institutions and organisations holding objects or collections of national importance
 - i) co-operate with other institutions and organisations having objectives similar to those of Te Papa
 - j) make best use of the collections in the national interest
 - k) design, construct and commission any building or structure required by the Museum.

3. In performing its functions Te Papa must:
 - a) 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
 - b) endeavour to ensure both 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
 - c) endeavour to ensure that the Museum is a source of pride for all New Zealanders.

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Appendix 2 - Governance and management

Te Papa is an autonomous Crown entity. The Board is responsible to the Minister for Arts, Culture and Heritage through its monitoring agency Manatū Taonga, the Ministry for Culture and Heritage.

Board Member	Original start date	Expiry date of present term
Hon. Dame Fran Wilde (Chair)	1 October 2015	30 September 2021
James Daniels	1 July 2019	30 June 2022
Prof. Juliet Gerrard	25 May 2020	30 April 2023
Cameron Harland	2 December 2019	30 November 2022
Jackie Lloyd	1 July 2019	30 June 2022
Andy Lowe	2 December 2019	30 November 2022
Caren Rangi	1 January 2019	30 September 2021
Prof. Jacinta Ruru	1 January 2019	30 September 2021

Te Papa has a unique leadership structure, led by both a Chief Executive and Kaihautū.

Tumu Whakarae/Chief Executive Courtney Johnston		Kaihautū Arapata Hakiwai
Directorates	People	Activities
Audience and Insight	Director Audience and Insight Puawai Cairns	Audience Insight Digital Channels Experience Design and Content Learning Marketing and Communications Programming Public Programmes
Collections and Research	Director Collections and Research Dean Peterson	Curatorial practice and disciplines <ul style="list-style-type: none"> • Art • Mātauranga Māori • Natural History • New Zealand and Pacific Histories and Cultures Collection Services Collection Access Te Papa Press

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Finance and Operations	Chief Finance and Operations Officer Lisa Tipping	Finance and Procurement Information Technology Services People, Safety and Culture Property, Facilities and Security
Museum and Commercial Services	Director Museum and Commercial Services Ian Crowe	Events Partnerships and Business Development Retail Te Papa Foundation Visitor Services Venues
Ngā Manu Atarau	Director Ngā Manu Atarau Carolyn Roberts-Thompson	Iwi Relationships National Services Te Paerangi Repatriation Treaty Settlements
Strategy and Performance	Director Strategy and Performance Leigh Deuchars	Legal Planning and Performance Project Management Risk and Assurance

Key Contact Details

Fran Wilde (Chair)	02	s 9(2)(a)	s 9(2)(a)
Courtney Johnston (CE)	02		Courtney.Johnston@tepapa.govt.nz
Arapata Hakiwai (Kaihautū)	02		ArapataH@tepapa.govt.nz
Media	02		https://www.tepapa.govt.nz/about/press-and-media/media-enquiries

*** Note that all phone numbers will be redacted prior to website publication and further promulgation.**

Appendix 3 - Key accountability documents

Links to Te Papa's current *Statement of Intent*, *Statement of Performance Expectations* and latest Annual Report are provided below:

[Statement of Intent 2020-24](#)

[Statement of Performance Expectations 2020/21](#)

[Annual Report 2018/19](#)